



PALYANINPA JIMARTI BAJU MARTUKAJA-KU (BUILDING WEALTH FOR MARTU)

A Strategy for Martu Economic Development

2023-2026



JYac

Jamukurnu-Yapalikurnu Aboriginal Corporation
Western Desert Lands

PREFACE

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Chairperson JYAC



Martu have always had an economy. We traded among our families and with neighbours for resources and tools, as well as sharing culture and law.

Since the arrival of the colonisers we have learned about how other people do commerce, using money (wangu), doing business and getting a fair day's pay.

In 2022, Martu can look to the future with optimism. We carry the ancient and the modern lessons. We can walk in two worlds – with our ninti (language, knowledge and culture) and with education and training for our people.

This Martu Strategy sets out a yiwarta (a path) for our people to work together, to create partnerships with non-Martu, and to build wealth for our families. We can do this and respect our grandfathers' (Jamukurnu) and grandmothers' (Yapalikurnu) country (ngurra), knowledge and ninti.

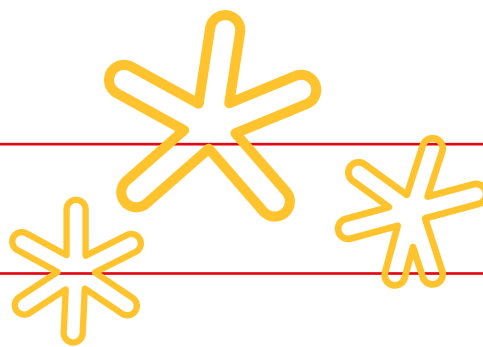
There are many opportunities – in mining, arts and culture, community services, environmental management, tourism and more.

Making the most of them is up to us. This is our time.





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Australian Government

National Indigenous Australians Agency

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INTRODUCTION

1 INTRODUCTION

1.1. Background

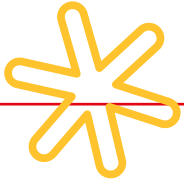
Palyaninpa Jimarti Baju Martukaja-Ku has been prepared for the Jamukurnu-Yapalikurnu Aboriginal Corporation (Western Desert Lands) (JYAC) the Prescribed Body Corporate for the Martu-Ngurrara common law holders' native title determinations.

It presents a framework and approach for Martu representative organisations to collaborate on and align efforts that help Martu women and men explore economic, business and employment opportunities that enhance our quality of life as individuals, families and a community in which economic prosperity, social wellbeing, connection to country and sustainability are cherished.

The Palyaninpa Jimarti Baju Martukaja-Ku (2023-2026) fosters a more inclusive and participatory approach to community-driven economic development. It proposes methods to pursue opportunities for Martu-led development, integrating culture, community and connection to country.







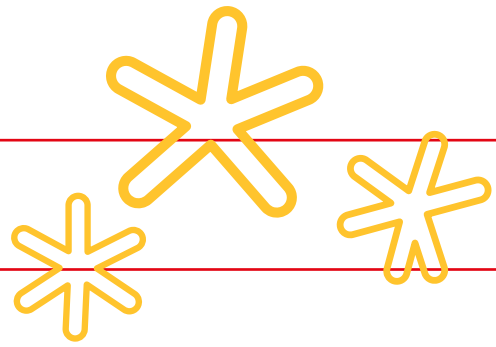
1.2. Regional Economic Analysis

The strategies are grounded in the results of a regional economic analysis JYAC commissioned in 2020. The Western Desert Economic Analysis; Options for Martu Economic and Employment Development report presents an economic analysis of the Western Desert region and identifies several successes in economic and employment development in the region. This includes the work of Martumili Artists and Kanyirninpa Jukurrpa (KJ). Indeed, clear lessons are emerging from these and other experiences that can be built upon.

The Western Desert is in the east of Australia's wealthiest region, the Pilbara. However, this wealth is not shared by all. The mining sector dominates the region's economy, and the sub-region is defined by the Shire of East Pilbara. Some 62,000 people live in the Pilbara Region, with one in eight Indigenous people from 32 language groups. Martu live on-country (i.e., in Parnngurr, Punmu and Kunawarritji) and in adjacent towns and communities (i.e., Kiwirrkurra, Jigalong, Nullagine, Warralong, Strelley, Yandearra, Newman, and Hedland) as well as in communities across the Kimberley and other parts of Western Australia (WA).

While the Pilbara regional centres and towns dominate the economic and political fabric of the region, the large number of small-medium Indigenous communities, villages and towns have sustained Aboriginal people's social structures during the region's large-scale economic and population growth over the past 50 years. Commonwealth, State, and local governments have had continuously shifting policy approaches to these settlement patterns, and there have been regular public debates about the "viability" and "lifestyle choices" of people living in these communities.

There are many emerging economic development and employment opportunities identified in the analysis report. The report highlights the benefits of employment and economic activities that have meaning to Martu people (i.e., jobs that are intricately connected to country and to the care of country). While the list below represents areas where there has not been strong economic engagement or employment of Martu people to date, a Martu-led approach to economic development would create practical entry points and pathways for Martu women and men in these fields. The opportunities include those found in the traded sector, which taps into financial resources from outside the regional economy, and the local sector, relying on local customers and transactions.

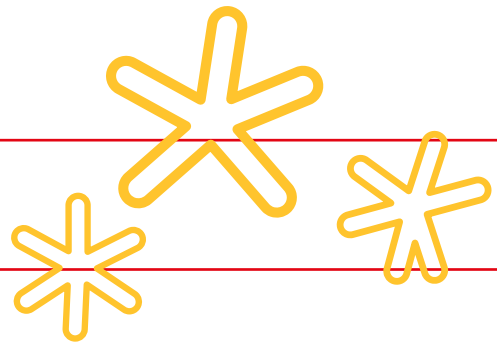


- **Economic and employment opportunities in resources and minerals** stem from a range of land access and use agreements (including Indigenous Land Use Agreements, ILUAs) and strategic alliances with private investors in the region. These opportunities include the possible formulation and implementation of Martu employment strategies, the pursuit of contracting and procurement opportunities for Martu-run businesses and businesses that employ Martu women and men, education support (e.g., bursaries), and housing development and social services and facilities.
- **Economic and employment opportunities in tourism** include the creation of cultural trails and events, storytelling events and services, the development of campsites, accommodation and tourism supplies, the prospects associated with joint management of Karlamilyi National Park, and the development of facilities and services along the Canning Stock Route. There are strong links between known Martu artistic strengths and tourism opportunities.
- **Economic and employment opportunities from local contracting and procurement** include contracting in mining services, conservation, local services, and housing construction and maintenance. This could also involve contracting arrangements for Commonwealth, State and Local government authorities.
- **Economic and employment opportunities in program management** could include Martu organisations expanding their role as managing agencies to Commonwealth and State Government programs in the region.
- **Economic and employment opportunities in business development.** A wide range of business development opportunities is available to Martu in the traded and local sectors. This includes economic and employment opportunities in local store ownership and management, the delivery of local community and health services, the new State Government Container Deposit Scheme, and, more broadly, in supply chain businesses associated with new industry developments in agriculture and renewable energy.

MARTU BUSINESS: JATU CLOTHING

Jatu is an Aboriginal-owned family business dedicated to providing workwear solutions of the highest quality, competitively priced, to suit a wide range of workplace environments. Jatu produces workwear, personal protective equipment, corporate clothing and Aboriginal-designed products for the mining, gas, government sectors, and Aboriginal organisations.

For more information: jatuclimbing.com



The report presented a series of practical recommendations for JYAC to consider:

- 1 Establish a social enterprise development and management unit to support on-country-place-based economic and business development.**
- 2 Formulate an on-country Martu investment framework containing the short, medium and long-term priorities for economic and employment development across the main communities in the sub-region.**
- 3 Invest in data collection and analysis, including an in-depth assessment of the regional labour market, generating, and leveraging partnerships with other stakeholders where possible.**
- 4 Developing a JYAC-led economic development strategy that presents a vision for Martu economic empowerment, operational objectives, strategies, and clearly defined roles for lead agencies.**
- 5 Organise a Martu economic and employment development summit to allow Martu to engage with the material and consider how these align with their own plans and aspirations.**

The analysis report highlighted a wide range of opportunities for driving meaningful and sustainable economic and employment development for the Martu people.

The strategy responds to these opportunities and expresses Martu aspirations, providing a framework for action. Despite the disadvantages many Martu women and men face, the prospects for moving towards economic empowerment are real and attainable.

MARTU JOINT VENTURE: DUTJAHN SANDALWOOD OILS

Dutjahn Sandalwood Oils is a WA based sandalwood oil distillation company. This joint venture is an active partnership which is 50 per cent Indigenous-owned.

The company produces unique essential oils by fusing Indigenous harvested wild wood from native title lands with sustainably managed plantation wood.

A UN Equator Prize and two-time Australian Exporter Award winning company, Dutjahn Sandalwood Oils supply many of the world's largest fragrance companies and some of the most prestigious cosmetics companies. Over 60 per cent of the products produced are exported.

**For more information:
dutjahn.com**

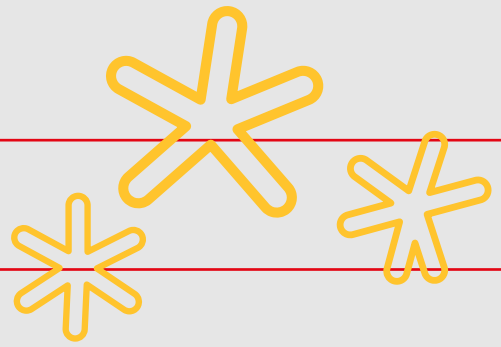




2 VALUES AND PRINCIPLES

The strategy is grounded in the following values and principles:

- **Martu contribution.**
Recognising the unique contribution Martu make to the economy both on and off country.
- **Leadership.**
Providing the leadership required to shape sustainable improvements in Martu's economic wellbeing.
- **Ownership and management.**
Ensuring Martu have greater ownership and management of country and other assets and resources.
- **Building human and community capacities.**
Acknowledging Martu capacity, resilience, and self-reliance and our right to participate in pursuing social and economic opportunities constructively.
- **Caring for Country.**
Implementing culturally sensitive projects and ensuring activities minimise and mitigate adverse environmental impacts.
- **Respect.**
Valuing Martu history and the unique contribution of individuals, families, and our Elders' role and knowledge.
- **Gender equity.**
Ensuring Martu women and men have equal access to economic and business development opportunities and removing specific gender-based barriers to participation.
- **Responsibility.**
Grounding the economic empowerment of Martu women and men on opportunities and taking responsibility for individual, family and community wellbeing, education and economic independence.
- **Partnership and collaboration.**
Working closely with government and private sector partners and taking a holistic approach to Martu economic development by leveraging off existing efforts within government and business.
- **Due diligence.**
Considering the potential benefits and risks of all proposals to the economic, social, cultural and environmental wellbeing of the Martu people and the country in which we live.
- **Accountability and transparency.**
Maintaining high levels of accountability, transparency and compliance in relation to funding and program outcomes.
- **Sustainability.**
Acknowledging that positive and progressive social and economic change will require ongoing, consistent and strategic action by all stakeholders, combined with a commitment to supporting on-country community economic initiatives.



3 VISION FOR MARTU ECONOMIC EMPOWERMENT

Martu women and men explore economic, business and employment opportunities that enhance their quality of life as individuals, families and communities in which economic prosperity, social wellbeing, connection to country and sustainability are cherished.

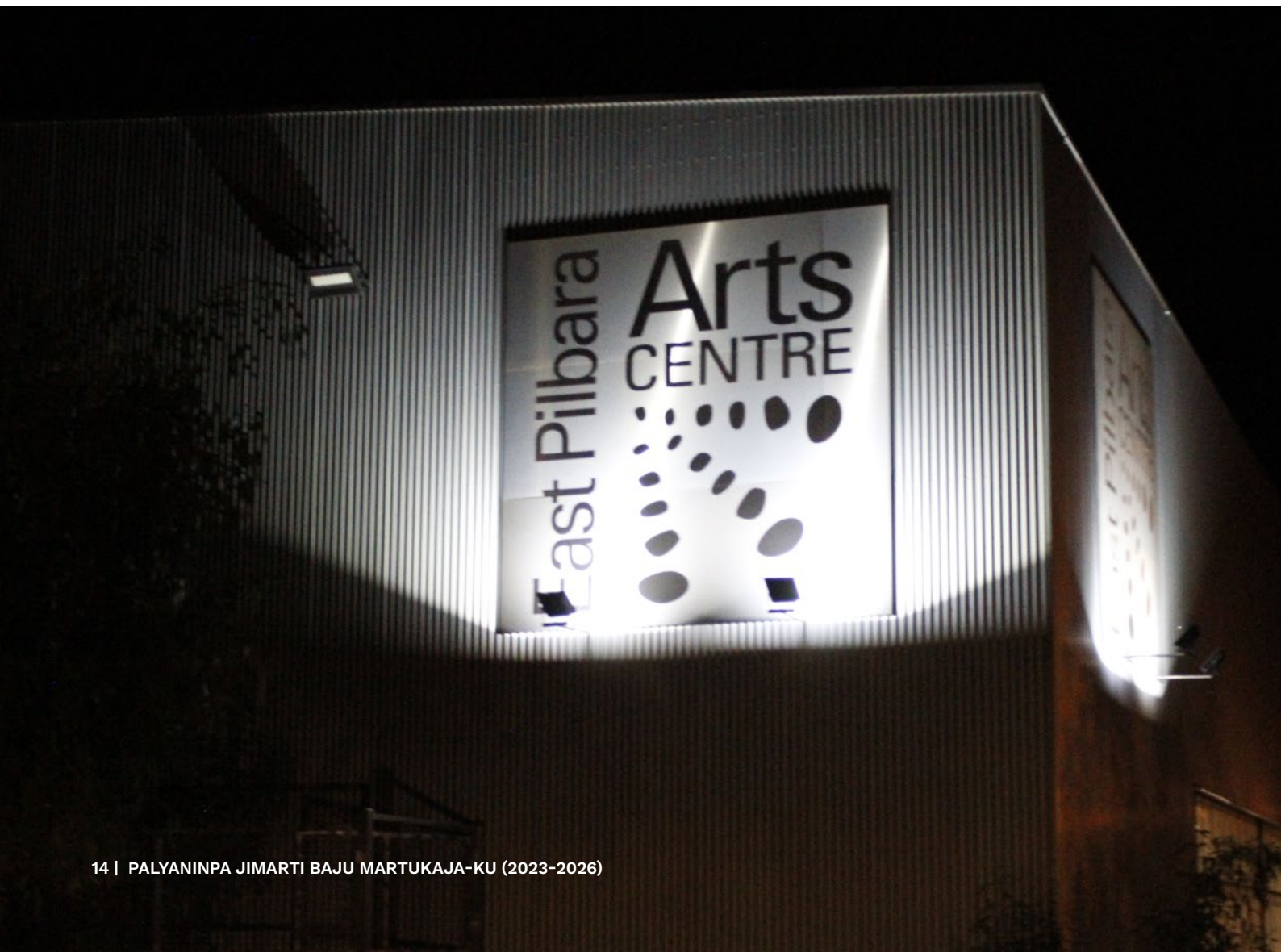


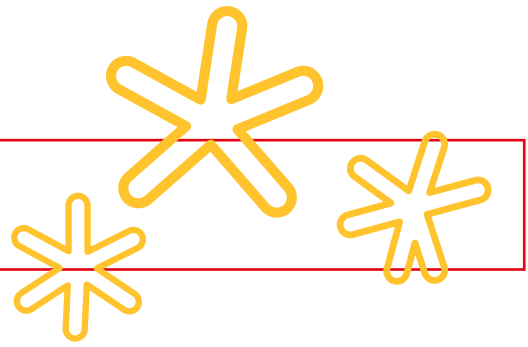


4 STRATEGIC THEMES AND OBJECTIVES

The strategy pursues three priority themes:

1. Employment and Skills Development
2. Business Development
3. Martu Investments





These themes and objectives inform the desired outcomes:

4.1. Employment and Skills Development

Strategy Objective 1: Support employment and skills development opportunities across Martu communities, on and off country.

Many Martu women and men experience a mismatch in the supply and demand of employment and skills in the region. Addressing this problem and improving the diversity, sustainability and productivity of Martu employment requires interventions to address all areas of the region's labour market and Martu participation. Employment and skills development is about people development. It is about the investments we make into building Martu human capital.

More and better skills development opportunities need to be developed, combining practical life skills with professional and vocational skills that improve Martu's ability to compete for jobs and participate more effectively in the economy. This requires close collaboration with regional education and training providers as well as the major private and public sector employers.

Employment and Skills Development Outcomes:

- 1.1 More Martu women and men can develop professional, vocational and non-vocational (e.g., life-skills) skills and employment experiences to improve their competitiveness in the regional labour market.
- 1.2 Martu employment strategies that reflect the flexibility required by Martu to facilitate cultural, social and community obligations are formulated in collaboration with major employers in the region (e.g., mining companies, Shire of East Pilbara).

4.2. Business Development

Strategy Objective 2: Support the development of Martu-owned and managed enterprises.

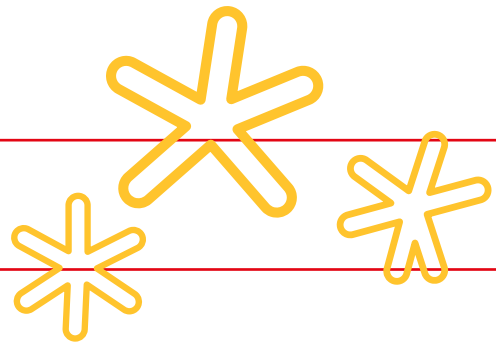
While not all people are suited to owning and managing a business, these are opportunities that Martu can explore with the right information, advice and support. Indeed, many Martu manage their economic lives by combining a range of income streams that vary by season and occupation. Business development includes efforts to:

- o Earn more money by improving the ways current income streams and livelihoods are managed.
- o Reduce the loss of funds out of households and communities and help Martu manage the high cost of living associated with living in the region and its communities.
- o Identify new business opportunities for starting up.
- o Forge partnerships with others (i.e., Martu and non-Martu) based upon current or newly identified business opportunities.
- o Participate in community or cooperative business ventures.

Business development is about economic empowerment. It requires careful assessment and a holistic approach that integrates the economic, social, spiritual, and environmental aspects of Martu women and men and their families and communities. A Martu-led approach to business development embraces all these elements; supports all Martu with an aspiration towards business in their journey; and creates an enabling environment in which Martu business ideas can be identified, explored and pursued through a variety of business models and structures.

Business Development Outcomes:

- 2.1 More Martu women and men participate (as owners or managers) in starting and growing private enterprises.
- 2.2 Martu-owned and managed enterprises become more profitable and expand to employ more staff.



4.3. Martu Investments

Strategy Objective 3: Stimulate public and private investment into Martu ventures that contribute to the desired social, economic and environmental outcomes.

Investments drive the opportunities for new skills development, jobs, businesses, and a better quality of life. This investment may come from government agencies that recognise the importance of working with Martu and supporting sustainable communities.

Investment may also come from private investors (i.e., individuals, corporations) that seek returns and recognise the value of partnering with local custodians.

Martu Investments is about presenting the business case for shared investments with Martu and their communities. It creates opportunities for mutual benefit (i.e., win-win) and describes the ways in which investments of all kinds and all sizes can be sustainable and impactful.

Martu Investment Outcomes:

- 3.1 A Martu Investment Framework demonstrates the financial, social, cultural, and environmental returns on public and private investment into Martu-owned and managed ventures.
- 3.2 More public and private investment is mobilised in key economic sectors, commercial markets and employment skills and opportunities for the benefit of Martu women and men and the communities in which they live and work.

Strategy Objectives and Outcomes; A Summary

Strategy Objectives

Strategy Outcomes

Employment and Skills Development

More skills developed: professional, vocational and non-vocational skills and employment experiences to improve their competitiveness in the regional labour market.
More employment opportunities: Martu employment strategies are formulated among major employers in the region.

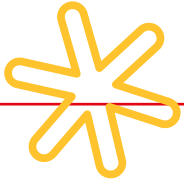
Business Development

New businesses: More Martu-owned and managed enterprises.
Better businesses: More profitable Martu-owned and managed enterprises, employing more people.

Martu Investments

Attracting investment: Martu Investment Framework is formulated demonstrating the financial, social, cultural, and environmental returns on public and private investment into Martu-owned and managed ventures.
Benefitting from investment: More public and private investment is mobilised in key economic sectors, commercial markets and employment skills and opportunities for the benefit of Martu women and men and the communities in which they live and work.





5 STRATEGIES

5.1. Employment and Skills Development

Strategy Objective 1: Support employment and skills development opportunities across Martu communities, on and off-country.

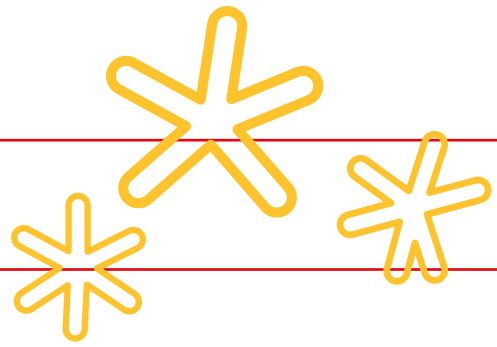
Priority actions

The priority actions for Martu skills development include to:

- Recognise the greater exposure of Martu youth to labour market barriers (i.e., the barriers to Martu participation in employment, education and training).
- Foster career aspirations and ensuring local industries actively engage and develop relationships with Martu communities.
- Upskill those Martu women and men engaged in lower-skilled occupations, and casual and seasonal employment, enabling diverse career aspirations and ensuring all Martu are equipped with the right skills to meet industry demands.
- Address the complex and multi-faceted social barriers to employment and training participation that many Martu women and men face.
- Overcome locational disadvantages to access vocational and non-vocational training opportunities.

More skills developed

- **Martu Employment and Skills Taskforce.** Establish a Martu Employment and Skills Taskforce to regularly liaise with key education and vocational training providers to assess the supply of training opportunities for Martu women and men (e.g., TAFE, Ashburton Aboriginal Corporation).
- **Martu Skills and Employment Compact.** Creation of an annual Martu Skills and Employment Compact. An agreement is framed between all participating major employers and Martu communities to identify candidates for skills development and employment opportunities and link these to clearly defined training and employment placements.
- **Martu Leadership Project.** Build on the experiences of the Kanyirninpa Jukurrpa Martu Leadership Project (see text box right) so that it can expand its offering to Martu people in all walks of life.



More employment opportunities

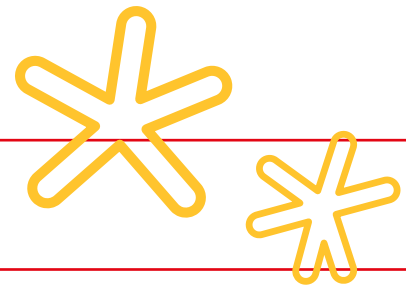
- **Employer-based Martu employment strategies.**
Formulate an easy-to-complete template for major employers identifying the key elements of an employer-based Martu employment strategy based on identified possible candidates and employer demands.
- **Martu Employment Database.**
Establish a Martu Employment Database to monitor the status of Martu employment and identify candidates for ongoing training and employment experience.

KJ MARTU LEADERSHIP PROJECT

The Kanyirninpa Jukurrpa Martu Leadership Project aims to empower young Martu men and women to take a two-way leadership role to improve the social and economic development in remote Aboriginal communities in the East Pilbara.

The program enables participants to gain a better understanding of community management, mainstream law and financial management.

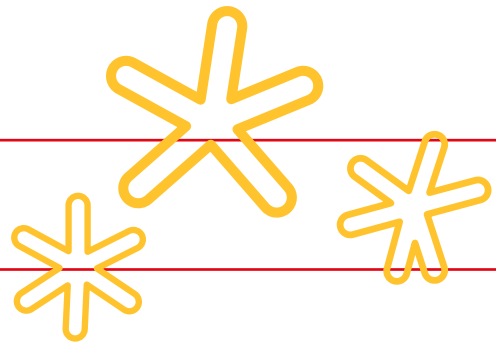
It also aims to provide participants with experience in sharing their culture and country with the broader community.



Employment and Skills Development: Implementation

Strategy	Actions	Lead	Partners
Martu Employment and Skills Taskforce	Taskforce established. Meets three times a year. Annual overview of education and vocational training produced, indicating Martu participation.	JYAC	Kanyirninpa Jukurrpa Northern Regional TAFE (Newman Campus) Shire of East Pilbara BHP Ashburton Aboriginal Corporation Martu community representative organisations (i.e., Punmu, Parnngurr, Kunawarritji, and Jigalong community corporations)
Martu Skills and Employment Compact	Employment Coordinator employed or consulting firm commissioned to engage with Martu Employment and Skills Taskforce and employers. Annual Compact prepared.	JYAC	Kanyirninpa Jukurrpa Northern Regional TAFE (Newman Campuws) Shire of East Pilbara BHP Pilbara Development Commission National Indigenous Australians Agency Regional Development Australia (Pilbara) Martu community representative organisations (i.e., Punmu, Parnngurr, Kunawarritji, and Jigalong community corporations)
Martu Leadership Project	Continuous monitoring and support.	Kanyirninpa Jukurrpa	JYAC Martu community representative organisations (i.e., Punmu, Parnngurr, Kunawarritji, and Jigalong community corporations)
Employer based Martu employment strategies	Consulting firm commissioned to formulate template and engage with employers and Martu Employment and Skills Taskforce.	JYAC	Kanyirninpa Jukurrpa Northern Regional TAFE (Newman Campus) Shire of East Pilbara BHP
Martu Employment Database	Database templates design and system created. Baseline data collected. Annual updates.	JYAC	Kanyirninpa Jukurrpa Pilbara Development Commission National Indigenous Australians Agency Regional Development Australia (Pilbara) Martu community representative organisations (i.e., Punmu, Parnngurr, Kunawarritji, and Jigalong community corporations)





5.2. Business Development

Strategy Objective 2: Support the development of Martu-owned and managed enterprises.

Priority actions

The priority actions of Martu business development include to:

- Identifying and pursuing specific sectors and markets presenting opportunities for new Martu-owned and managed enterprises (e.g., tourism, arts and culture, construction and maintenance, general services, agriculture). This requires attention along all the relevant value and supply chains, to identify and pursue entry points and pathways for Martu-owned and managed enterprises.
- Recognising and supporting a range of business structures and models tailored to Martu experiences, capacities and ambitions (e.g., sole proprietor, family business, joint ventures, cooperative, community and social enterprises).
- Celebrating and promoting successful Martu business role models.
- Building upon and strengthening the range of livelihood and economic activities Martu people currently engage in.
- Increasing the range of business development and financial services available to new and existing Martu-owned and operated businesses.
- Engaging with Commonwealth, State and local government entities on public procurement opportunities and creating tailored streams for successful commercial engagement by Martu-owned and operated businesses (e.g., local content policies and procedures, indigenous policies and procedures, training programs for improving tender competitiveness).
- Creating a Martu-owned and managed legal entity (i.e., social enterprise) to coordinate and support the development of Martu-owned and operated businesses.

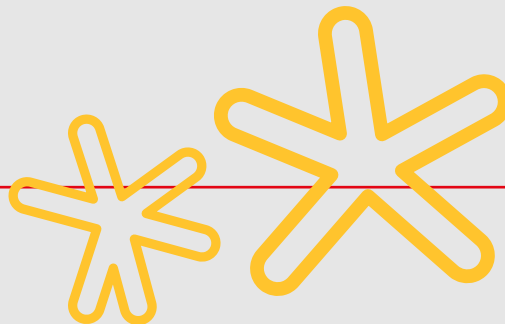
- Facilitating the creation of active joint ventures in which Martu play an essential role in all elements of the business (i.e., at all levels of the workforce, on the board, as shareholders, and as critical stakeholders).
- Aligning Martu-led economic development strategies with other regional and local development plans and frameworks (e.g., Pilbara Development Commission, East Pilbara Shire, BHP-supported CORE Innovation Hub).

New businesses

- **Martu Business Development Facilitator.** Support provided to Martu women and men, including families and on-country communities, to help explore enterprise development opportunities and to provide advice, guidance, training, and mentor support in the development of new enterprises.
- **Martu Business Start-up Program.** A specific set of program activities (coordinated by the business development facilitator) to support new business development, including a series of workshops with Martu interested in business opportunities and a Martu Entrepreneurs Club (training and mentorship).
- **Martuku Watkamutiku Pty. Ltd.** A Martu-owned and managed, not-for-private-profit entity with the powers of engaging with public and private partners and investors to coordinate and manage commercial ventures.

Better businesses

- **Better Martu Business Training and Mentorship Program.** A training series for Martu businesswomen and men designed to improve competitiveness in key markets. This will include training to analyse current business performance as well as support to win new procurement and local content contracts.



PROMISING SECTORS AND MARKETS FOR MARTU BUSINESS DEVELOPMENT

Resources and minerals.

Stemming from a range of land access and use agreements as well as from strategic alliances with private investors in the region (e.g., contracting and procurement opportunities for Martu-run businesses and businesses that employ Martu women and men, education support).

Tourism.

Including the creation of cultural trails and events, storytelling events and services, and the development of campsites, accommodation and tourism supplies.

This includes participating in recent initiatives of the Shire and other local organisations, such as the Newman Visitors Centre, and the digital kiosks being established in Newman (Visitors Centre, Caravan Park) and Marble Bar, as well as with the new East Pilbara app.

Local contracting and procurement.

Including contracting in mining services, conservation, local services, and housing construction and maintenance.

Program management.

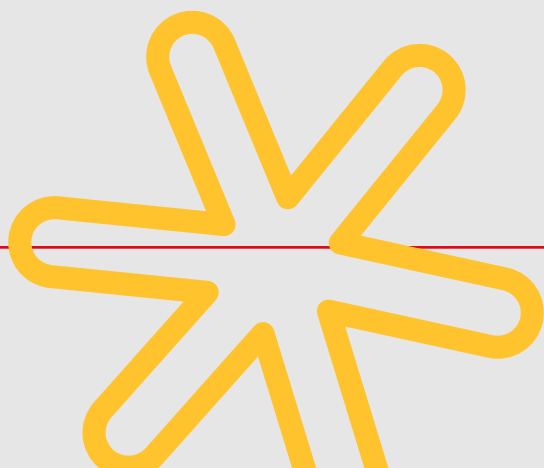
Expanding the role of Martu organisations as managing agencies to Commonwealth and State Government programs in the region.

Agriculture.

Including ventures associated with bush foods, sandalwood, and horticulture.

Local economy.

Including economic and employment opportunities in local store ownership and management, the delivery of local community and health services, as well as the new State Government Container Deposit Scheme, and more broadly in supply chain businesses associated with new industry developments in agriculture and renewable energy.



THE ROLE OF MARTUKU WATKAMUTIKU

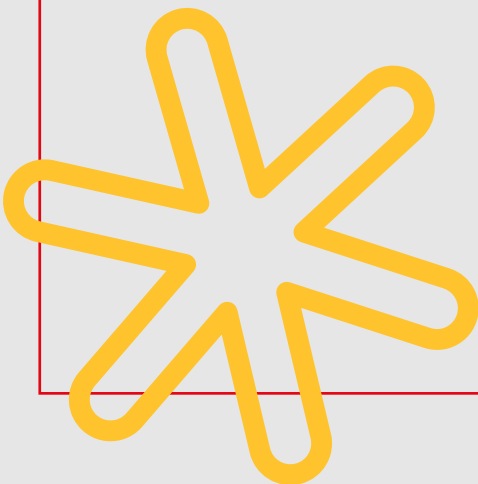
As Martumili and KJ clearly show, there are successes in the community or social enterprise model in which flexible employment opportunities are created for Martu people, with a professional, well-functioning back-office providing logistical, management and administrative support.

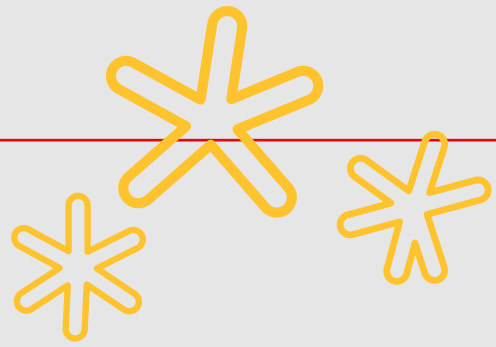
This is a model that works and could potentially be expanded to other markets. These markets might include:

- **Public and private contracting services in road construction and maintenance, housing construction and maintenance, government programs (i.e., managing agencies).**
- **Specific manufacturing and retail businesses (e.g., camping equipment).**
- **Tourism products and services.**
- **Community stores.**

As discussed above, the ability for Martu to win and successfully manage public and private contracting services is not a short-term strategy. However, in the short-term, Martu could liaise with current service providers to explore opportunities for Martu employment within existing workforce of the current service providers.

Martuku Watkamutiku Pty. Ltd. has recently been established as a JYAC-owned subsidiary company to drive new economic and employment opportunities for Martu people. As an innovative social enterprise serving the Martu communities, Martuku Watkamutiku will be a commercial entity that reinvests profits toward the social benefit of Martu communities. The company's full scope and management arrangements are currently being formulated.





Martuku Watkamutiku's potential to drive new economic and employment opportunities for Martu people by:

- **Forging commercial partnerships between Martu communities, organisations, families, and business entities with private investors, government agencies, mining companies, and other regional economic actors.**
- **Commissioning industry sector and market analysis to inform and guide Martu enterprise development.**
- **Preparing feasibility studies and business plans in collaboration with Martu women and men, and their families, partners and communities.**
- **Back-office logistical support, financial management, marketing and promotion for selected business activities.**
- **Contracting a pool of Martu women and men as workers on a range of employment terms (e.g., full and part-time, casual) with a range of on and off the job vocational training services.**
- **Establishing a logistics and management hub for the management and marketing of Martu commercial ventures, including:**
 - o Creation of commercial business ventures owned and managed by Martuku Watkamutiku, either in part or in full.
 - o Facilitation of joint ventures between Martu-owned businesses and larger firms (e.g., mining companies; contracting, supply and maintenance companies; community stores; exporters).

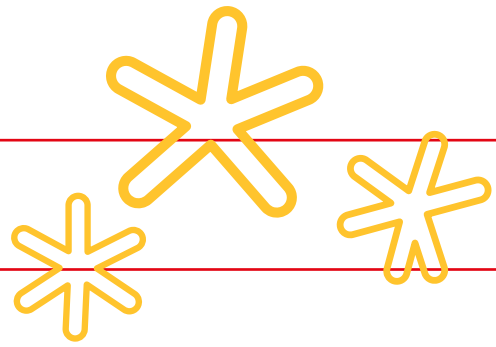
- o Provision of Martu-business incubation facilities (i.e., forging equity and management partnerships with new Martu-owned businesses with the aim of gradually reducing equity and management as the firm matures and grows).
- o Provision of subsidised Martu trading to create or maintain services and products essential for improving Martu quality of life and economic empowerment (i.e., the provision of products and services that may not produce a profit in the medium or long term, due to the marginal nature of the market, but are essential to Martu families and communities).
- **Investing in commercial enterprises in the region to leverage Martu employment and training opportunities, generate surplus for reinvestment into Martu communities.**
- **Investing in assets and enterprises that leverage control of assets and facilities that are critical to Martu economic empowerment in the region.**

The business plan prepared for Martuku Watkamutiku will present a feasible, phased approach to the pursuit of functions - such as those above based on market opportunities and agreed Martu community priorities.



Business Development: Implementation

Strategy	Actions	Lead	Partners
Martu Business Development Facilitation	<p>Business facilitator employed or consulting firm commissioned.</p> <p>Contracts with other business development training and coaching agencies.</p>	JYAC	<p>Kanyirninpa Jukurrpa</p> <p>Shire of East Pilbara (Martumili)</p> <p>Core Innovation Hub Newman (BHP)</p> <p>Northern Regional TAFE (Newman Campus)</p> <p>Pilbara Development Commission (DPIRD)</p> <p>Martu community representative organisations (i.e., Punmu, Parnngurr, Kunawarritji, and Jigalong community corporations)</p>
Martu Business Start-up Program	<p>Series of workshops with Martu interested in business opportunities.</p> <p>Martu Entrepreneurs Club (training and mentorship).</p> <p>Integrating support to the network of Martumili artists.</p> <p>Participation on the Core Innovation Hub Newman Steering Committee.</p>	JYAC	<p>Shire of East Pilbara (Martumili)</p> <p>Core Innovation Hub Newman (BHP)</p> <p>Northern Regional TAFE (Newman Campus)</p> <p>Pilbara Development Commission (DPIRD)</p> <p>Martu community representative organisations (i.e., Punmu, Parnngurr, Kunawarritji, and Jigalong community corporations)</p>
Martuku Watkamutiku Pty. Ltd.	<p>Industry sector and market analysis.</p> <p>Liaison with key government and industry actors.</p> <p>Management hub for business management and marketing.</p>	JYAC	<p>Kanyirninpa Jukurrpa</p> <p>Shire of East Pilbara (Martumili)</p> <p>Pilbara Development Commission (DPIRD)</p> <p>Martu community representative organisations (i.e., Punmu, Parnngurr, Kunawarritji, and Jigalong community corporations)</p>
Better Martu Business Training and Mentorship Program	<p>Training programs (e.g., business analysis, procurement).</p> <p>Business mentorship.</p>	JYAC	<p>Kanyirninpa Jukurrpa</p> <p>Shire of East Pilbara (Martumili)</p> <p>Pilbara Development Commission (DPIRD)</p>



5.3. Martu Investments

Strategy Objective 3: Stimulate public and private investment into Martu ventures that contribute to the desired social, economic and environmental outcomes.

Priority actions

- Highlighting the importance of increased public and private investment into Martu on-country communities designed to stimulate new economic opportunities leading to increased local incomes and more and better jobs for Martu women and men.
- Promoting a genuine partnership between Martu and their organisations with Commonwealth, State and Local Governments is essential. Such a partnership will mean renegotiating investment in the region and a shared, longer-term vision where traditional owners are actively engaged as co-designers, providers and managers of services and facilities for residents and workers in the region and all its communities.
- Enhancing the economic and employment opportunities in resources and minerals that stem from a range of land access and use agreements as well as from strategic alliances with private investors in the region.
- Ensuring Martu people and their representative structures are consulted in local and regional investment decisions to identify meaningful economic and employment development opportunities.

Martu Investment Framework

The formulation of a Martu Investment Framework presents opportunities for public and private investors to participate in the development of on- and off-country development ventures. The strategy will encompass investment opportunities in:

- Building social and community infrastructure, including housing
- New tourism ventures such as trails, accommodation, guides, product development
- Joint ventures in critical and strategic infrastructure (e.g., accommodation, landing strips and airports)
- New agriculture and land management ventures
- Joint ventures in housing construction and maintenance

The Martu Investment Framework will demonstrate to all potential investors the financial, social, cultural, and environmental returns on public and private investment into Martu-owned and managed ventures. It will lead to more public and private investment being mobilised in key economic sectors, commercial markets and employment skills and opportunities for the benefit of Martu women and men and the communities in which they live and work.

Business Development: Implementation



Strategy	Actions	Lead	Partners
Martu Investment Framework	Preparation of the Martu Investment Framework	JYAC	Kanyirninpa Jukurrpa Martu community representative organisations (i.e., Punmu, Parnngurr, Kunawarritji, and Jigalong Aboriginal Corporations)

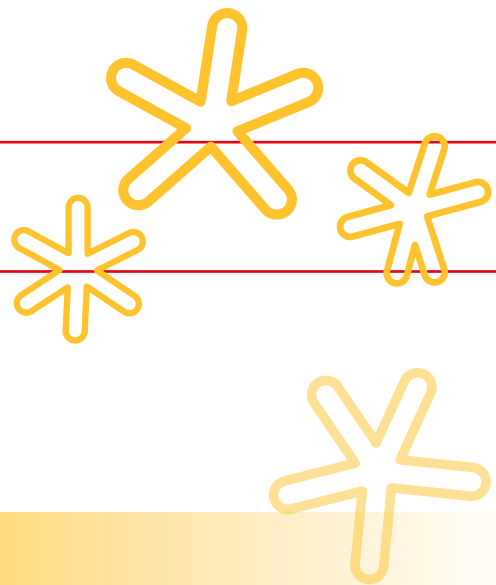


6. STRATEGY IMPLEMENTATION



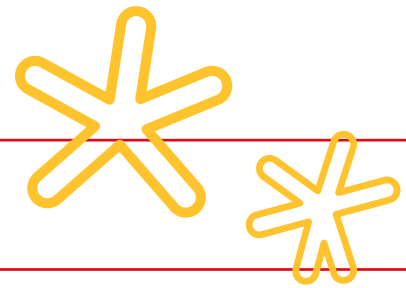
Strategic Objectives: Employment and Skills Development

Strategy Outcomes	Strategies	Strategic Actions	Next Steps
More skills developed Professional, vocational and non-vocational skills and employment experiences to improve their competitiveness in the regional labour market.	Martu Employment and Skills Taskforce	Taskforce established. Meets three times a year. Annual overview of education and vocational training produced, indicating Martu participation.	<ol style="list-style-type: none"> 1. Develop terms of reference, including membership proposals. 2. Kick-off meeting confirming membership, mandates and operational modalities.
	Martu Skills and Employment Compact	Employment Coordinator employed or consulting firm commissioned to engage with Martu Employment and Skills Taskforce and employers. Annual Compact prepared.	Once the above Taskforce is in place: <ol style="list-style-type: none"> 1. Identify 5-6 key regional employers and profile Martu employment. 2. Identify Martu women and men with employment aspirations and audit skills and experiences. 3. Further liaison to formulate the first Martu Skills and Employment Compact.
	KJ Martu Leadership Project	Continuous monitoring and support.	Ongoing liaison with KJ.
More employment opportunities Martu employment strategies are formulated among major employers in the region.	Martu Employment Strategies	Consulting firm commissioned to formulate template and engage with employers and Martu Employment and Skills Taskforce.	<ol style="list-style-type: none"> 1. Design a template for Martu Employment Strategies. 2. Liaise with employers on the template and agree on a process for strategy formulation (in each employer), including funding mechanisms. 3. Develop terms of reference for consulting firm, used to procure relevant provider (trusted and supported by all parties).
	Martu Employment Database	Database templates design and system created. Baseline data collected. Annual updates.	<ol style="list-style-type: none"> 1. Design a template for capturing Martu employment data. 2. Working with the Taskforce, investigate the most effective, cost efficient means of establishing database.



Strategic Objectives: Business Development

Strategy Outcomes	Strategies	Strategic Actions	Next Steps
New businesses More Martu-owned and managed enterprises.	Martu Business Development Facilitator	Business facilitator employed or consulting firm commissioned Contracts with other business development training and coaching agencies	<ol style="list-style-type: none"> 1. Preparation of a two-year funding proposal for submission to government and private sector (with endorsement and/or support from Kanyirrinpa Jukurrpa, Shire of East Pilbara, Core Innovation Hub Newman, Northern Regional TAFE, and Pilbara Development Commission). 2. Martu Business Forum (Newman, March/April 2022)
	Martu Business Start-up Program	Series of workshops with Martu interested in business opportunities. Martu Entrepreneurs Club (training and mentorship). Integrating support to the network of Martumili artists (including specific advice and support in new product development). Participation on the Core Innovation Hub Newman Steering Committee.	Based on the proposal for the Martu Business Development Facilitation (above): Specific program support services directed for Martu Entrepreneurs Club, support to Martumili artists and participation on the Core Innovation Hub Newman Steering Committee.
	Martuku Watkamutiku Pty. Ltd.	Industry sector and market analysis. Liaison with key government and industry actors. Management hub for business management and marketing.	Preparation of a Martuku Watkamutiku Pty. Ltd. Business Case, outlining legal powers and mandate, reporting requirements, objectives, key functions, financing mechanisms.
Better businesses More profitable Martu-owned and managed enterprises, employing more people.	Better Martu Business Training and Mentorship Program	Training programs (e.g., business analysis, procurement) Business mentorship.	<ol style="list-style-type: none"> 1. Based on the proposal for the Martu Business Development Facilitation (above): Specific program support services directed to training and mentor programs on business analysis and development. 2. Identification and consultation with Martu-owned and managed enterprises.



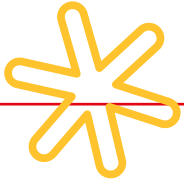
6. STRATEGY IMPLEMENTATION (CONT)



Strategic Objectives: Martu Investments

Strategy Outcomes	Strategies	Strategic Actions	Next Steps
<p>Attracting investment Martu Investment Framework is formulated demonstrating the financial, social, cultural, and environmental returns on public and private investment into Martu-owned and managed ventures.</p> <p>Benefitting from investment More public and private investment is mobilised in key economic sectors, commercial markets and employment skills and opportunities for the benefit of Martu women and men and the communities in which they live and work.</p>	<p>Martu Investment Framework</p>	<p>Preparation of the Martu Investment Framework</p>	<p>Formulation of a draft Martu Investment Framework, based (in part) on the community, housing and infrastructure development plans WDLAC is currently finalising, as well as on the agreed economic sectors for business development (in this strategy).</p> <p>Presentation of a draft framework to all relevant Martu community representative organisations (i.e., Punmu, Parnngurr, Kunawarritji, and Jigalong Aboriginal Corporations)</p>





7. KEY STAKEHOLDER ROLES

7.1. JYAC

Jamukurnu-Yapalikurnu Aboriginal Corporation (Western Desert Lands) (JYAC) is the Prescribed Body Corporate for the Martu-Ngurrara common law native title holders' determinations. As such, JYAC has an important but not exhaustive role to play in the development of Martu economic and employment opportunities. JYAC will support Martu economic and employment by:

- Engaging with all relevant Martu organisations and representative structures to finalise this strategy, setting agreed direction for the future.
- Providing an organisational framework and institutional arrangements to support the implementation of the Strategy and providing regular reports on the progress achieved.
- Engaging with local, state and federal governments on the needs and opportunities associated with Martu economic and employment and mobilising financial, technical and organisational support from the relevant ministries, departments and agencies.
- Creating a Martu-owned legal entity to take a direct role in initiating specific programs and services that promote Martu economic and employment, as outlined in this strategy.

7.2. Other Martu organisations

The strategies proposed in this Discussion Paper are formulated broadly, encompassing all relevant Martu representative organisations. JYAC's leadership in these efforts are focused on mobilising broad support for a strategy that builds collaboration between relevant organisations. Ultimately, the development and, if agreed, implementation of a Martu-led Economic Development Strategy will be shared across all relevant Martu organisations based on their interests, aspirations and capacities.

This includes, but is not limited to:

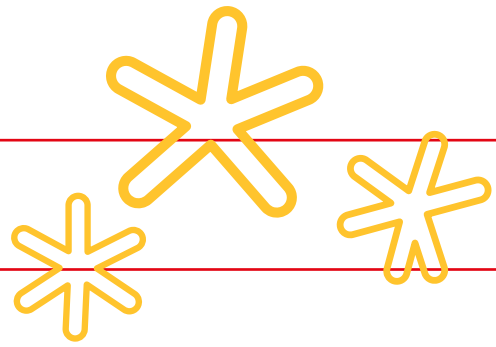
- Punmu Aboriginal Corporation
- Parnngurr Aboriginal Corporation
- Kunawarritji Aboriginal Corporation
- Jigalong Aboriginal Corporation
- Kanyirninpa Jukurrpa
- Martumili Artists

Positive engagement with other Aboriginal organisations working with Martu are also sought, including (but not limited to):

- Ashburton Aboriginal Corporation
- Pilbara Meta Mia
- Ngurra Kujungka

7.3. Local Government

The Shire of East Pilbara plays a significant role in the development of the East Pilbara and its key areas of focus are outlined in the Shire's Economic Development and Tourism Strategy (2021-26).



SHIRE OF EAST PILBARA: ECONOMIC DEVELOPMENT AND TOURISM STRATEGY (2021-26)

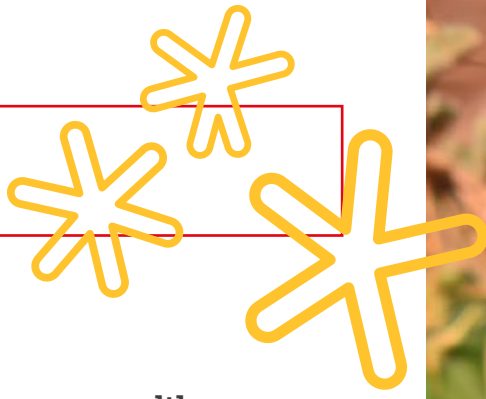
The Shire’s Economic Development and Tourism Strategy (2021-26) seeks to ensure that economic and tourism development is recognised as an integral part of an enhanced quality of life for the people within the Shire.

The strategy highlights the value of “enterprise, creativity and opportunities for business and tourism” as it works toward a “prosperous, optimistic and successful future”.

The strategy pursues four strategic focus areas: (i) Infrastructure and Towns; (ii) Skills and Education; (iii) Tourism; and (iv) Business Support.

The Shire promote economic developing through advocacy, facilitation, planning and regulation, and by connecting all stakeholders.

While the Shire did not directly consult with JYAC or Karlka Nyiyaparli Aboriginal Corporation in the development of its strategy, the two organisations are cited as partners with whom the Shire would like to participate. Indeed, the Shire’s Strategy specifically proposes Aboriginal participation in the tourism sector, to encourage and support the “diversification of accommodation options and improved personalised quality experiences such as station stays and Aboriginal cultural opportunities to increase non-FIFO offerings and present a distinctive and exclusive variety of outback and cultural experiences”; as well as to support, “(where culturally appropriate)” the development of quality ‘personalised’ indigenous unique hands-on cultural tourism opportunities which leverage existing tourism, arts, and cultural infrastructure”.



7.4. State and Commonwealth Governments

Commonwealth and State governments have had continuously shifting policy approaches to these settlement patterns and there have been regular public debates about the ‘viability’ and ‘lifestyle choices’ of people living in these communities.

A genuine partnership between Martu and their organisations with Commonwealth and Local governments is essential.

Such a partnership will mean renegotiating investment in the region and a shared, longer-term vision where traditional owners are actively engaged as co-designers, providers and managers of services and facilities for residents and workers in the region and all its communities.

7.5. Private Sector

The private sector is a key partner in the implementation of any Martu Economic Development Strategy. In the first instance, a strategy would seek to build a Martu-owned and managed business community, through which sustainable jobs and goods and services are provided. Of equal importance is the need for Martu organisations to partner with the broader business community. This includes large corporations, such as mining companies, as well as small and medium-sized businesses in the region that are a part of the mining supply chain. Private sector actors in hospitality and tourism, construction and maintenance, as well as general services, are also important and Martu organisations are eager to collaborate where relevant.





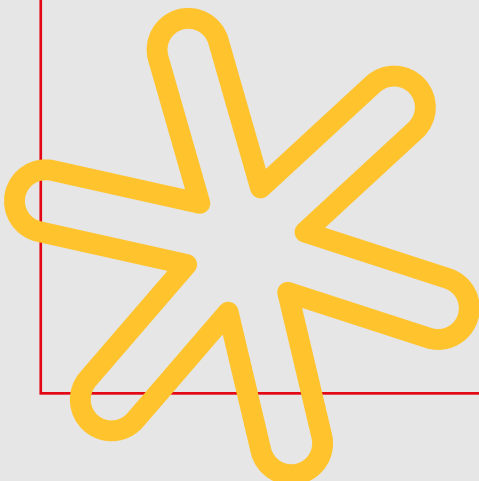
CORE INNOVATION HUB NEWMAN

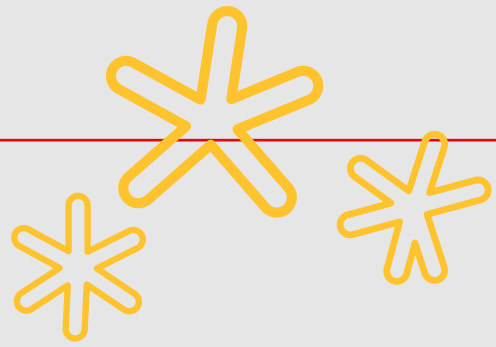
BHP is funding the CORE Innovation Hub Newman. Originally planned for launch in 2021, it now appears likely this facility will be established around June 2022 in the heart of the Newman Central Business District.

The hub aims to ‘create business connections locally and nationally, bringing together potential partners and helping to stimulate employment opportunities and facilitate innovation with the sharing of ideas and skills to grow regional capability and bolster the Mining Equipment and Technology Services (METS) supply chain’. It will provide a regional business hub and co-working space, supporting start-ups, small and medium businesses and industry working across the METS sector.

The objectives of the CORE Innovation Hub Newman are:

- 1. Help strengthen Western Australia’s reputation as a global resources technology innovation hub.**
- 2. Engage local, regional and national contributors to enable METS hub functionality.**
- 3. Drive innovation pipeline to advance procurement process with BHP.**
- 4. Support the diversification of the Newman regional economy to help facilitate future opportunity.**
- 5. Increase access to a variety of learning and development programs.**
- 6. Bolster local business capability and provide pathway for future investment in skills.**





Two co-design workshops have been conducted and general outline of the proposed facility has been submitted to BHP for approval. The co-design approach ‘provided the opportunity for a diverse group of participants living and working in Newman to provide input on the requirements of the Newman METS Hub, and for current and potential partners of the Hub to contribute to the co-creation of the services.’ While no Martu or other indigenous organisations have been invited to participate in the design process, WDLAC has been encouraged to register its interest via the website.

While the programming and functionality of the hub are still being formulated, it is likely this will include, in addition to a physical space for businesses and entrepreneurs, two program themes: skills development and an information portal.

The Skills Pathways program will facilitate a number of capability-building programs delivered in partnership with leading educators. The focus of these programs will include:

- **General business skills (e.g., business planning, bookkeeping, etc.).**
- **Preparing capability statements and showcasing your services.**
- **Courses providing micro-credentials.**
- **Innovation expos.**

The Information Portal will provide access to accurate, timely, business related information and resources via a web-based digital portal. This will include:

- **Business directory**
- **Event calendar**
- **Catalogue of training opportunities**
- **Grant information**
- **Tender opportunities**
- **Job opportunities**
- **Links to other local business services**

The CORE Innovation Hub Newman will be managed by the Board of CORE Innovation in Perth. However, it is understood a local steering committee will be established in Newman specifically for this facility.

JYAC is eager to engage with the CORE Innovation Hub Newman to ensure indigenous people are not overlooked in this important new development. To this end, the following measures are proposed:

1. **Request CORE Innovation Hub Newman to provide an opportunity for JYAC to participate as a member of the CORE Innovation Hub Newman Steering Committee.**
2. **Establish a position of Indigenous METS Business Development Facilitator to oversee and coordinate business development programmes among indigenous communities in the East Pilbara Region.**
3. **Set aside working space for indigenous enterprises.**





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Ashburton Aboriginal Corporation
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Kanyirninpa Jukurrpa
Martumili Artists
Puntukurnu Aboriginal Medical Service

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Department of Communities (WA)
National Indigenous Australians Authority
Pilbara Development Commission (WA)
Newcrest
Rio Tinto



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