

NINTIONE

INFORMATION INNOVATION IDEAS

Proposal for Caring for Our Country

Proposal for Feral Camel Management to increase biodiversity and cultural values in remote Australia.

Presented to the:

Australian Government represented by the Department of Environment, Water, Heritage and the Arts (DEWHA) and the Department of Agriculture, Fisheries and Forestry (DAFF)

September 2009

1.0 Executive Summary

Introduction

In July 2009, Ninti One Ltd, the management company of the Desert Knowledge Cooperative Research Centre (DKCRC), and its partners were invited to submit a full proposal under the Australian Government Caring for Our Country Program for the management of feral camels and their impacts. The conditional offer recognises that feral camel numbers can be reduced to preserve biodiversity and cultural values in remote Australia and reduce damage to pastoral and settlement infrastructure.

Ninti One Ltd will now work with the Australian, state and territory Governments, and industry and other partners to develop and implement the 4-year, \$38m project entitled Feral Camel Management to increase biodiversity and cultural values in remote Australia, with \$19m to be received from the Australian Government, and \$19m matching funding to be negotiated from other state/territory governments and non-government sources.

The success of the grant application was underpinned by extensive research undertaken by the Desert Knowledge Cooperative Research Centre into camel numbers, their distribution in desert Australia and many aspects of their impact and control. The camel research, 'Managing the impacts of feral camels in Australia: a new way of doing business' (Edwards GP et al 2008) was funded by the Natural Heritage Trust and released late in 2008. The invitation to progress to project development through the Caring for Our Country program demonstrates the value of the approach taken by the DKCRC throughout the research and then in developing the management proposal: cross-border collaboration is essential to success.

This proposal for the management of feral camels brings together for the first time the state and territory governments of SA, WA, Qld and NT, Aboriginal organisations, NRM Boards, conservation groups, the pastoral industry, commercial interests and

research organisations. The strength and depth of this collaboration is the key to the successful delivery of the project described in this proposal.

Project Targets

The initial target, as described by the Australian Government, in the Caring for Our Country Business Plan was:

To protect the identified refuges for biodiversity in northern and remote Australia that are under threat from camels, by reducing the density of the camel populations in the surrounding areas to less than 0.1 animals per km² over the next two years.

Through this proposal, significant inroads towards achieving this target across the entire feral camel range will be made over four years by implementing an integrated management plan across different land tenures in conjunction with a variety of stakeholders and land owners.

Project Management Activities

An Implementation Plan is included in this proposal and details the management activities to achieve the project targets. A combination of management activities will be used to remove camels from the landscape, and they include:

- Aerial shooting of animals in remote areas
- Ground-based shooting of animals, for either consumptive or non-consumptive use
- Exclusion fencing and trap yards in areas of high biodiversity value
- Strategic mustering of animals in high density areas for commercial utilisation
- A combination of the above activities in specific areas.

The project team has decided that management activities should be based initially around land tenure, as it governs what activities can be done on what land. In year 1 (2009-10 financial year) three targeted control projects will be undertaken on three land tenures: Aboriginal, Crown land (allocated and unallocated) and pastoral leases.

The object is to understand the benefits of three different take-off methods – aerial shooting resulting in shoot-to-leave, mustering for commercial use and the use of Judas collars combined with aerial shooting.

Lessons learned from these three targeted control projects will inform the MERI process and the work plans for the following years.

Community engagement and project communications

A Marketing and Communications Strategy has been prepared as a component of this proposal which will be refined on appointment of the National Project Director. Its goal is to maximise community, public and stakeholder support for the reduction of feral camels in remote Australia through education, participation and engagement of all stakeholders and audience members. The Strategy will implement a coordinated and proactive public relations process and ensure the risks associated with adverse media and stakeholder disengagement are minimised.

Monitoring, Evaluation, Reporting and Improvement (MERI) Plan

The project will be based on a program logic approach that will underpin the MERI framework. Work has commenced on the MERI plan and the final is due as part of the first milestone, 60 days after a contract has been signed between the Australian Government and Ninti One Ltd.

Risks

A Risk Management analysis with strategies for mitigation has been completed. See Section 6 for the full plan.

The risks have been categorised into key areas of the project: governance, communication, removal activities and resources.

The current project structure of rolling 1-year operational plans, developed from the experience of the previous year, mitigates the major risk, which is the ability to remove the numbers specified in the 4-year timeframe of the project.

Exit strategy

The exit strategy for the program is predicated on the National Camel Action Plan, which has long-term management as its focus.

The focus of this project is 'short-term crisis' management to quickly reduce the number of feral camels on the landscape and reduce their impact on all aspects of the environment including biodiversity, social and community resources and the pastoral industry.

An outcome of the project is to ensure numbers are reduced to a level that can be easily managed by on-ground locally trained resources such as Aboriginal communities and pastoralists.

Costs and milestones

The offer from the Commonwealth is for \$19 million dollars over 4 years allocated as follows: 1 million in Year 1 (2009-10 financial year) and 6 million per year for the following three years.

On current estimates we believe that the Commonwealth money will contribute to the removal of at least 350,000 animals from the landscape at an average cost of \$40.00/head. The additional matching funds will enable another 350,000 (approx) animals to be removed providing substantial impact reduction on sites of environmental and cultural significance. Further budget information and assumptions are included in Section 8 – Budget.

Aspirational target numbers to be removed by year:

Year	Number (approx)	Approx % /tenure designation
2009-10	15,000	53% Aboriginal Lands 47% Crown Land & Pastoral
2010-11	200,000	66% Crown Land & Pastoral 34% Aboriginal Lands
2011-12	230,000	69% Crown Land & Pastoral 31% Aboriginal Lands
2012-13	230,000	69% Crown Land & Pastoral 31% Aboriginal Lands

It has been agreed by Ninti One Ltd and the Australian Government that the project will roll-out based on one year working plans.

A project plan for Year 1 has been included with this proposal and following assessment of the outcomes a working plan for Year 2 will be developed in June 2010-11 financial year.

2.0 Introduction

In April 2009, Ninti One Ltd, together with 18 partners, submitted an Expression of Interest for a large project to the Australian Government's Caring for Our Country (CfoC) Program to address the following target in the Caring for Our Country Business Plan:

To protect the identified refuges for biodiversity in northern and remote Australia that are under threat from camels, by reducing the density of the camel populations in the surrounding areas to less than 0.1 animals per km² over the next two years.

Ninti One Ltd has been offered \$19 million over four years by the CfoC Program as a result of the Expression of Interest. Matching funds are required to meet the requirements of the offer.

The following proposal details the project and is submitted without prejudice, on behalf of the original partner group.

2.1 Partners (see Appendix 1 for more extensive information for each partner and a list of supporting partners)

The partners in the project are:

Group/body	Responsibilities
Project Management Group	
Ninti One Ltd (NOL)	Management of the entire project including governance; finance; delivery of the project; partner relationships; Risk Management; HR; Communications;
State Government Agencies	
South Australia represented by:	
<ul style="list-style-type: none"> ❖ Department of Water, Land & Biodiversity Conservation (DWLBC) 	To be confirmed but will probably be the lead agency in South Australia

	and responsible for the co-ordination of State based projects; obtaining financial and in-kind contributions; representation on the Steering Committee
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Group/body	Responsibilities
❖ Department Environment & Heritage (DEH)	Provision of in-kind and cash contributions to the project such as helicopters, pilots, shooters and MERI programs. Assist with the design of state-based projects
❖ Department of Primary Industry & Resources SA (PIRSA)	Project partner; assist with cash and in-kind contributions; assist with project design and methodologies and MERI programs.
Western Australia represented by:	
❖ Department of Agriculture and Food WA (DAFWA)	Lead agency for Western Australia; provide a representative on Steering Committee; co-ordination of WA and cross-border projects and inputs; ensure proper consultation occurs with landholders, Aboriginal Communities and others as required; undertake or ensure that impact reduction strategies are implemented; MERI
❖ Department of Environment and Conservation (DEC)	Partner in WA and cross-border projects. Assist with the development of projects, in particular MERI strategies; provide resources – cash and in-kind.
Queensland represented by:	
❖ Department of Environment and Resource Management (DERM)	Provide cash and in-kind resources for the project, in particular MERI services for the Simpson Desert region cull. Potential Steering Committee member.
Northern Territory represented by:	
❖ Northern Territory Department of Natural Resources, Environment, the Arts and Sport (NRETAS)	Steering Committee member. Lead agency for NT Input. Co-ordination of NT partner inputs. Provide cash and in-kind services for the project. Collaborate with cross-border partners. Ensure full and proper

	consultation occurs with all relevant parties eg landholders, Aboriginal Communities, conservation bodies; Undertake or ensure impact reduction strategies are implemented. MERI
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Group/Body	Responsibilities
Aboriginal Organisations	
❖ Central Land Council (CLC)	Representative body for all Aboriginal Lands in southern half of the NT. Responsible for consultation with Traditional Owners for feral camel management programs; assistance with implementation of management plans; education and potential employment options in camel management; co-ordination and land management role.
❖ Anangu Pitjantjatjara Yankunytjatjara Lands (APY Lands)	Responsible for consultation with Traditional Owners for feral camel management programs; assistance with implementation of management plans; education and potential employment options in camel management; co-ordination and land management role.
❖ Ngaanyatjarra Council Inc (NC)	Responsible for consultation with Traditional Owners for feral camel management programs; assistance with implementation of management plans; education and potential employment options in camel management; co-ordination and land management role.
❖ Kimberley Land Council (KLC)	Representative body for all Aboriginal Lands in The Kimberley Region of WA. Responsible for consultation with Traditional Owners for feral camel management programs; assistance with implementation of management plans; education and potential employment options in camel

	management; co-ordination and land management role.
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Group/Body	Responsibilities
Natural Resource Management Boards	
❖ South Australian Arid Lands NRM Board (SAAL NRM Board)	Responsible for on-ground activities in the SAAL NRM region including consultation with landholders and conservation groups; Aboriginal communities; MERI projects; regional communications; input to SA management projects.
❖ Allinytjara Wilurara NRM Board (South Australia) (AW-NRMB)	As for SAAL NRM Board but for the Western part of the state including the Maralinga Tjarutja Lands and APY Lands.
❖ Natural Resource Management Board NT Inc (NRMB NT)	Responsible for on-ground activities in the NT including consultation with landholders and conservation groups; assisting in the design and implementation of MERI projects; dissemination of regional communications; input to NT management projects.
❖ Rangelands NRM WA	Co-ordination of regional camel management projects; regional communications; input to WA management plans; consultation with landholders and conservation groups; consultation with Aboriginal landholders and community groups.
MERI/applied research	
❖ CSIRO	Main role for CSIRO is MERI and hosting the project database pertaining to camel densities and populations; input in-kind resources; cash input to be confirmed.
❖ Flinders University	On-ground MERI projects. Contributing in-kind resources. Cash inputs to be confirmed.
Pastoral groups	
❖ NT Cattlemen's Association (NTCA)	Work with pastoralists to remove

	<p>camels from the landscape. Collaborate with other NT partners Provide pastoral input to NT project team.</p>
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Group/Body	Responsibilities
<p>Conservation groups</p> <ul style="list-style-type: none"> ❖ Australian Wildlife Conservancy (AWC) 	<p>AWC are the co-owners of Newhaven Station with Birds Australia. AWC's role will be the removal of camels from Newhaven; collaboration and consultation with Traditional Owners in the area and adjoining Aboriginal Freehold Land to support the removal; education and training of Aboriginal Rangers in monitoring and evaluation pre-and post removal; MERI</p>

The above Roles and Responsibilities of the partners will vary, depending on their level of involvement and financial/in-kind commitment. The above descriptions of roles and responsibilities are to be refined during individual contract negotiations.

2.2 National Camel Action Plan

In May 2009 Hon Peter Garrett at the Natural Resource Management Ministerial Council announced that a National Camel Action plan (NCAP) would be developed to unify all aspects of camel management now and into the future. The NCAP is being developed by a sub-committee of the Vertebrate Pests Committee. Three members of this sub-committee are also part of the writing group for this Caring for Our Country proposal.

The Caring for Our Country proposal is a significant plank of the NCAP. It provides an immediate management response targeted at preserving biodiversity and cultural sites of significance.

The exit strategy for the CfoC proposal will reference the NCAP.

2.3 Links with industry

There is a small camel industry based on processing of wild caught (feral) camels for pet meat and game meat (human consumption) and some for live export.

There is potential for a larger, more cohesive industry that could provide an important mechanism for assisting in the reduction of impact in some areas as well as provide training opportunities and jobs for remote areas, especially Aboriginal communities.

However, in the long-term, any camel industry cannot be wholly dependent on the harvest of feral camels. The industry must develop a business model that includes managed herds behind wire, and sound export and national markets for meat and by-products.

Although industry development is beyond the scope of this proposal, we recognise that the extraction of feral camels for commercial purposes can help to reduce the number of feral camels and their impacts. To that end, we have established links with various industry players in South Australia, Northern Territory, Western Australia and Queensland, many of whom are members of an emerging association, the Camel Industry Development Cooperative (Australia) and some of whom assisted in the development of the Expression of Interest.

3.1 Caring for Our Country target

In the Caring for Our Country Business Plan on which the Expression of Interest was predicated, the stated target is

to protect the identified refuges for biodiversity in northern and remote Australia that are under threat from feral camels, by reducing the density of feral camel populations in the surrounding areas to <0.1 animals per square kilometre over the next two years.

Current estimates of the number of feral camels across Australia put the total at between 1.0 and 1.2 million animals, increasing at a rate of about 10% per year, that is, doubling in population in 8–9 years, and currently occupying some 3.3 million km² of arid and semi-arid Australia. While there are spatial and temporal definitional issues to be resolved in measuring and reporting the actual density of camels, the computed mean density across the full camel range from available data, is currently 0.3 camels/km² assuming one million camels. Further information including assumptions made and a detailed discussion on the data collected to date, including its limitations, can be found in (Edwards et al, pp.27-31)).

Actual densities range from <0.1 to >2.0 camels/km². In areas where camels exceed a density of 1.0 camel/km², the impact on the landscape including biodiversity refuges, remote communities and the pastoral industry is significant.

Our Expression of Interest (EoI) was based on an eight-year program with the view to significantly reduce the number of camels by 770, 000 at the end of the first four years at a total cost of \$56.5 million split over two, 2-year programs. Another 422,000 animals were targeted for removal in years 5–8 to achieve the density target across the entire camel range, as stated in the business plan.

The current offer from the Caring for Our Country program is for \$19 million over four years, to be matched by partners, making a total of \$38 million available for the project..

The \$19 million from Caring for Our Country is to be apportioned as follows: \$1 million in year 1 and then \$6 million per year for the following three years.

The Australian Government's investment of \$19 million will enable the removal of an estimated 350,000 camels (marginally more than the natural increment over the four

years), resulting in a computed mean density of 0.29 camels/ km² across the full camel range. Investment of a further \$19 million by the States/Territory would enable the removal of a further estimated 350,000 camels, resulting in a computed mean density of 0.17 camels/km² across the full camel range.

Consistent with the Business Plan Target, camel removal activities in Years 2, 3 and 4 will be targeted towards the protection of specific refuges for biodiversity, once the Data Collection & Integrity Testing from impact reduction activities in Year 1 to clarify aspects of both camel and refugia distribution is completed.

The MERI Plan will specify how the resultant camel density will be reported, dealing with the spatial and temporal issues in measuring and reporting project performance against the Business Plan target.

If no action is taken and assuming current growth trends, by the end of 2013 when funding for this project is due to expire, the camel population will be 1.5 million at an overall density of 0.45 camels/km².

The rationale for the project is based on the findings in the DKCRC report (Edwards et al 2008) that feral camels are increasing in number, are highly mobile – covering 70 kilometres in a day – and are therefore infiltrating areas previously camel free and they eat most species of native plants including bushes and trees. They selectively eat and remove some larger plants such as quandongs, with a subsequent change in the natural environment. In addition, particularly in summer, camels seek access to water at sites that are often refuges for many native animals and plants causing significant degradation of the sites through trampling of vegetation and fouling of the water. Many of these sites are also culturally and spiritually significant sites for Aboriginal communities (Edwards et al 2008, Chap 5).

Management of feral camels must occur at landscape scale ie across their entire range to ensure that biorefugia are protected.

The project therefore seeks to:

- ❖ protect identified refuges for biodiversity across the entire feral camel range
- ❖ involve land managers, Traditional Owners and other key stakeholders of the sites in actions aimed at protecting identified sites and surrounding lands
- ❖ provide a firm foundation for ongoing and enduring management and monitoring of sites of significance (biorefugia/cultural) of feral camels and their impacts within the capabilities of individual land owners/managers into the future in line with the National Camel Action Plan.

Through various management methods such as:

- ❖ Removal for consumptive use (pet meat and human consumption)

- (includes management options such as mobile abattoirs and mustering for transport to abattoirs; use of trap yards; exclusion fencing; live export)
- ❖ Removal- Shoot to leave
 - In this case, animals will be culled either from the air or on the ground with strict adherence to current standards of animal welfare and humane disposal control and standards and at a safe and appropriate distance from sites of cultural, environmental and spiritual significance.
- ❖ By way of a footnote: During proposal development, an Australian technology has come to light that could process carcasses in-situ, following 'shoot to leave' operations to produce meat and bone meal. Another by-product of the process, camel hides, can also be used thereby providing economic opportunities for local communities.

3.2 Monitoring Evaluation Reporting and Implementation Plan

The project will be based on a program logic approach that will underpin the Monitoring, Evaluation, Reporting and Improvement (MERI) framework.

Work has commenced on the MERI plan and an initial program logic model is included at 5.1 under Section 5 Project and Implementation Plan.

The final MERI plan is due, as per the letter of offer, as part of the first milestone, which is due 60 days after a contract has been signed between the Australian Government and Ninti One Ltd.

3.3 NRM Outcomes

As mentioned previously, feral camels range across 3.3 million square kilometres, just under half of the country. They roam from the Great Australian Bight to the Pilbara, across to the Simpson Desert and everywhere in between. Camels range across desert and rangeland areas that are among some of the most fragile environments in the country. In addition many areas are highly significant culturally and spiritually for Aboriginal Australians and also provide livelihoods for many in the pastoral industry.

Therefore, the reduction of feral camel numbers in this range will not only save around \$11 million in damaged infrastructure (Edwards et al 2008, p. 163) but has the potential to significantly reduce impact and subsequent damage to at least 76 refugia such as RAMSAR wetlands in WA; Sites of International Significance in NT - Andado and Snake Creek Lakes and Karinga Creek palaeodrainage system and Uluru Kata-juta National Park as well as the Petermann Ranges. In SA, Dalhousie Springs and other mound Springs in the SA section of the Simpson Desert, Lake Eyre, APY Lands waterholes, rock holes and other water sources in SA and the QLD portion of the Simpson Desert are a few more examples.

Threatened fauna species in the range include Brush-tailed Mulgara, Crest-tailed Mulgara, Southern Marsupial Mole, Plains mouse, Black-footed Rock Wallaby, Night Parrot, Great Desert Skink and several undescribed froglets (Ninti One Ltd, CfoC EoI). The list of threatened/vulnerable flora is very extensive and includes many plants, bushes and trees some of which are important bush-tucker plants such as the quandong tree (Edwards et al, pp. 149-155) and (NOL CfoC EoI).

The project will contribute significantly to the reduction in impact on biodiversity and cultural and spiritual sites of significance.

3.4 NRM engagement and involvement

Engagement with and involvement of the wider community, both Aboriginal and non-Aboriginal, is crucial to the success of the project. In particular, participation from Aboriginal groups, pastoralists, NRM bodies and conservation groups in the feral camel range is essential, both during the project and into the future. At the project's end, there will be a need for ongoing management to maintain the wild herd at a density of <0.1 camel per square kilometre, a factor elaborated on in the National Camel Action Plan commissioned by the NRM (Natural Resource Management) Ministerial Council (NRM MINCO) in May 2009. The draft plan will be tabled for consideration at the November 2009 meeting of the NRM Minco meeting. The council includes primary industry and environment ministers from each jurisdiction. Strategies for involvement and participation for the major stakeholder groups, Aboriginal, pastoral and NRM groups follow.

Aboriginal engagement/involvement

3.4.1 Introduction

The highest camel densities in Australia are located on Aboriginal-owned lands in the Northern Territory, South Australia and Western Australia. Without the engagement and meaningful involvement of the Traditional Owners of these regions, the objectives of the camel control program are unlikely to be achieved.

Aboriginal engagement/involvement in the project depends on excellent consultation processes and an exchange of relevant knowledge with the Traditional Owners. Consultations have been occurring in many communities across the feral camel range, and in some cases removal strategies are already underway.

Different control strategies have been employed in South Australia and Western Australia, while in the Northern Territory Aboriginal people are only now considering which removal options are appropriate for them. While it is likely that attitudes to particular control methods and strategies will change over time, there is a growing consensus among Aboriginal people of the need to act.

3.4.2 Current Aboriginal organisations involved in the proposal

Aboriginal interests in the camel control program are principally advanced by the following four peak representative bodies:

- Central Land Council (CLC)
- Anangu Pitjantjatjara Yankunytjatjara (APY)

- Kimberley Land Council (KLC)
- Ngaanyatjarra Council (NC)

(See Appendix 1 for further descriptions of the organisations)

3.4.3 Current and future involvement in camel management

Northern Territory

Central Land Council (CLC)

In March 2009, the CLC utilised Indigenous Land Corporation (ILC) funding to engage a Feral Animals Project Officer to ascertain Traditional Owners' views on feral camel management, initially in the Petermann Aboriginal Land Trust, which is the region with the highest camel densities in Australia.

The project officer has researched, developed and distributed feral camel education material and investigated camel removal strategies and constraints. Camel impact awareness raising and management strategy development have been progressed through a combination of meetings and country visits in which people have been able to observe camel-related damage first hand.

A large number of community and family meetings have been convened concerning camel management. These have principally occurred in the communities of Docker River, Mutitjulu, Imanpa, Nyirripi and Kintore, though meetings have also been held with land management staff and community members in the Anangu Pitjantjatjara Yankunytjatjara Lands of SA and the Ngaanyatjarra Lands of WA.

The project officer has also undertaken negotiations with commercial camel harvesting proponents.

To date, the achievements of this project can be summarised as:

- building community receptivity to remove camels in the Petermann, Kintore and Southern Tanami regions
- gauging community attitudes towards particular camel control methods
- matching camel industry proposals with cultural preferences and existing infrastructure to a stage where consent for camel harvesting licences can be considered
- investigating the roles that Aboriginal land managers can play in a future camel-harvesting industry and the skills required to fulfil such functions

- developing community skills in monitoring and evaluation of camel impacts and changes in predator dynamics associated with possible on-ground and aerial culling.

The current focus of this position is to gauge in-principle Traditional Owner support, or otherwise, for a range of possible camel control methods and areas of operation. It is anticipated that formal consent and the development and approval of detailed method and area-specific operational protocols will be completed by the conclusion of this project in December 2009. Traditional owner consent for specific commercial proposals received by the CLC will be based upon these protocols.

Specifically, a clear outcome of the above program has been increased Aboriginal community receptivity to:

- ❖ participation in a national, coordinated camel culling program (CfoC project), including the use of aerial and ground-based removal and associated Monitoring and Evaluation programs in conjunction with the Working on Country Rangers
- ❖ commercial camel harvesting proposals
- ❖ direct community involvement in the long-term management of camel numbers including the establishment of a camel patrol group to operate beyond this four year project.

Engagement mechanisms: Northern Territory Aboriginal land

- ❖ Work with the CLC Feral Animals Project Officer to assist with consultation process and ensure camel management options are driven by, and acceptable to, Traditional Owners.
- ❖ Work with Traditional Owners and the CLC Feral Animal Project Officer to develop regional operational plans that guide control activities in specific locations.
- ❖ Assist the CLC Feral Animals Project Officer in the dissemination of extension materials and education projects that support effective camel management and increase community awareness.
- ❖ Work with the CLC Feral Animals Project Officer and Traditional Owners to establish an ongoing land management capacity at the community level. This could include, but is not limited to, developing skills and participating in camel control activities, monitoring programs, and supporting the creation of community-based Aboriginal Feral Animal management officers, funds for which will be sourced from various agencies including CfoC, Aboriginal organisations, and other government and non-government agencies.

South Australia

Anangu Pitjantjatjara Yankunytjatjara Lands

Aboriginal people residing on the APY Lands have a vested interest in mitigating the impacts of camels on their homelands and community infrastructure, cultural sites,

traffic movement, their bush resources, water security and related biodiversity. They hold a range of views on camel management but are widely consistent in not accepting a shoot-to-leave program. Shoot-to-leave negatively impacts through proximity to the arterial roads, homelands and communities, important cultural sites, significant water resources and on Anangu cultural perceptions and sensitivities.

Given the widespread opposition to the shoot-to-leave method of camel culling, APY has actively sought and supported other forms of camel management over the last six to seven years. This has included trying various technologies to exclude camels from biologically and culturally important natural water sources, the development of permanent waters as diversions from natural sources, and a range of marketing strategies. Most recently, the organisation participated in an initial trial supplying camels to SAMEX (www.samex.com.au) a South Australian based global meat trading group, for shipment of 100 tonne of camel meat to Morocco. This market has responded to the trial with an order for 1,200 tonne of meat which equates to approximately 4,800 camels based on an average yield of 250 kgs per animal.

APY has also independently invested heavily (in excess of \$2.6m) in pastoral and game meat processing infrastructure to independently control camel numbers in the long term. A team of Anangu pastoral workers has now received considerable on-the-job experience in working with camels and other feral herbivores.

Anangu will be involved in the delivery of the project. They will be employed casually, part time and full time, pending role and responsibility, and given flexibility. Accredited training and on-the-job training will be provided in all levels of feral camel control. Funding will be sought from employers, training agencies and indirectly through CfoC. These skills are transferable to other feral animal control programs, pastoral work and meat processing work. This capacity development will be crucial for sustaining effort when densities are low.

Camel management is a priority for APY and the long-term goal is to consistently reduce the population to <0.1 per square kilometre across the APY Lands.

Engagement mechanisms: APY lands

- ❖ Work with the APY Lands management to assist with the consultation process and ensure camel management options are driven by, and acceptable to, Traditional Owners.
- ❖ Work with APY Lands Management and the Traditional Owners to develop regional operational plans that guide control activities in specific locations.
- ❖ Assist the APY Lands management to disseminate extension materials and education projects that support effective camel management and increase community awareness.
- ❖ Work with the APY Lands Management and Traditional Owners to establish an ongoing land management capacity at the community level. This could include, but is not limited to, developing skills and participating in camel

- control activities, monitoring programs, and supporting the creation of community-based Aboriginal Feral Animal management officers.
- ❖ Assist the APY Lands management to further develop their pet and game meat facilities.

Western Australia

Ngaanyatjarra

For the past three years, a ground-based commercial shooting program has been in operation on the Ngaanyatjarra Lands. During this time the program, which primarily supplies the pet food market, has culled in excess of 25,000 camels. It has proven to be both efficient and cheap, as it uses the value of the meat to pay for much of the cost of shooting. The shooters pay a 5c per kg royalty to local Aboriginal communities and they employ local Aboriginal people in the work. For an approximate yield of 250kgs/animal this represents a return of \$12.50/animal or approximately \$312,500.00 for the removal activities to date.

This approach has Traditional Owner approval. It has been successfully tested and is ready to be upscaled. While shooting-to-leave is generally not acceptable to Aboriginal people in the region, it may be permitted in the future in the remotest parts of the Ngaanyatjarra Lands if consent is obtained from the Traditional Owners of those specific localities.

The existing camel control strategy has been developed, and is overseen, by staff of the Ngaanyatjarra Land and Culture program of Ngaanyatjarra Council.

Engagement mechanisms include:

- ❖ Employment of a dedicated camel management project officer for a four-year period. This officer will manage all aspects of the camel management strategy including MERI, coordination of culling teams, data collation, community liaison and consultation, record keeping and financial control. It is envisaged that the project officer will work closely with staff of the Ngaanyatjarra IPA and Work on Country (WOC) rangers. Funding for the position will be sought from various government and non-government agencies with a focus on Aboriginal employment and training development.
- ❖ The training of Aboriginal employees within the culling program (humane shooting, first aid, mapping, four-wheel-drive use, butchery, etc) to increased Aboriginal community knowledge and skills that will enable local people to control camel numbers beyond the life of the CfoC project.

Kimberley Land Council

The KLC is eager to be involved in work based on reducing the impacts of camels across the Great Sandy Desert region of WA. In particular, the organisation is concerned that significant damage is likely to occur to important wetland areas such as Lake Gregory and Lake Stretch if camel numbers are allowed to increase unabated. To this end, the organisation is currently investigating the possibility of establishing a sustainable export market for selected animals as part of a camel culling program. This initiative is in response to directions provided by Traditional Owners who wish to see this option developed in conjunction with any mass culling of camels. Within the KLC's region of responsibility, it is envisaged that the first three years of the CfoC-funded program will be devoted to consultation, engagement and involvement programs to raise the awareness of the Aboriginal community on the issue; undertaking field and aerial surveys; and preparing site-specific management plans.

Engagement mechanisms: KLC region

- ❖ Assist KLC with consultation processes and ensure camel management options are driven by, and acceptable to, Traditional Owners.
- ❖ Work with KLC and the Traditional Owners to develop regional operational plans that guide control activities in specific locations.
- ❖ Assist KLC to disseminate extension materials and education projects that support effective camel management and increase community awareness.
- ❖ Assist KLC and Traditional Owners to establish an ongoing land management capacity at the community level. This could include, but is not limited to, developing skills and participating in camel control activities, monitoring programs, and supporting the creation of community-based Aboriginal Feral Animal management officers.
- ❖ Provide information and industry contacts to assist KLC with the development of an export industry.

3.5 Community engagement/involvement

NRM Boards

Regional NRM bodies and other local organisations, specific to a region or area, will be instrumental in community engagement activities.

Regional NRM bodies in the NT, SA, WA and Qld maintain strong community-based NRM networks and work in collaboration with NRM stakeholders in their regions.

Regional bodies are experienced in community engagement and the delivery of NRM support and capacity-building programs to achieve the targets and outcomes of regional plans and government funding programs. They are also experienced in the delivery of community grants programs and project management and monitoring. Although yet to be determined, it is envisaged that NRM groups will play a significant role in the MERI aspect of the project and in community consultation.

A specific example of community engagement by an NRM Board is that of the Alinytjara Wilurara NRM Board in South Australia (AW NRMB), which has been working with the Aboriginal communities in their area to implement measures to reduce the impacts of camels in South Australia, with a particular emphasis on the protection of places of cultural significance, such as surface waters and bush tucker sites. The Board has provided funding for camel exclusion fencing around waterholes, the monitoring of species and ecosystems threatened by elevated camel numbers, and the production of an educational DVD ("Camels have no Dreaming") that presents the views of a number of Traditional Owners on the impacts of camels on their lands.

Pastoral engagement

To deliver on project targets and to ensure long-term management of camel populations and monitoring of on-ground outcomes, it is important that pastoral land managers and "grass roots" land management organisations – e.g. pastoral landcare and NRM groups – are engaged with this project from the outset.

Engagement of pastoral land managers is critical in the following areas:

- camel population reduction activities
 - access to properties for broad-scale camel management
 - localised management of smaller camel herds
- provision of information (intelligence) to the project e.g. camel movements/numbers of camels reduced in landholder management activities
- protection/rehabilitation of significant sites on properties
- on-ground monitoring activities.

Engagement mechanisms

A pastoral engagement working group will be established to ensure that the pastoral community is appropriately and effectively engaged in this project.

The working group will:

- utilise and build on existing pastoral engagement mechanisms
- ensure that project messages/information to pastoral landholders is consistency across regions/states
- establish two-way information flow between land managers and this project.

Pastoral engagement mechanisms currently identified include:

- programs for protection, rehabilitation and monitoring of sites of significance (to be delivered through regional bodies). Potential funding/activity areas include fencing of significant areas, reducing local camel numbers, site assessments and establishment of monitoring sites, re-establishing vegetation, etc.
- possibility of competitive tender programs for camel management/coordinated removal programs (to be delivered through

regional bodies or other key organisation, e.g. in the NT this would be delivered through the NT Cattlemen's Association).

- consultation with pastoralists via phone workshops/information sessions, attendance at field days to disseminate project information/gain feedback – to be delivered out in pastoral regions
- training/capacity-building opportunities addressing the identified needs of pastoral land managers
- established contact lists for dissemination of critical information, for example in relation to standards for animal welfare and handling
- web-based or phone-in options for pastoralists to contribute information/data to the project, e.g. camel movement information, number of camels removed locally, areas in need of protection/rehabilitation
- monitoring programs – could utilise existing pastoral monitoring programs or projects such as Ecosystem Management Understanding (EMU) to establish and maintain monitoring programs.

Other community engagement strategies

- ❖ possible use of Defence Force resources for spotting and reporting camel numbers/movements during routine movements in target areas.
- ❖ use of general community members/tourists to report numbers and position of camels via the project web site or email communication
- ❖ engage with and involve private conservation groups such Bush Heritage.

3.6 Industry engagement

See section 2.3

4.0 GOVERNANCE

4.1 Ninti One Ltd (Description: roles and responsibilities and longevity into the future – Institute, etc)

Ninti One Ltd is the management company of the DKCRC. It provides the legal status for the DKCRC to operate and fulfil its legislative reporting obligations. Ninti One Ltd also operates as a research consultancy company and has been successful in completing competitive research and project management contracts to the value of \$7.5m over the last five years. It will continue to operate as a project management and research consultancy following the completion of the DKCRC in June 2010.

4.2 Current Ninti One Board

The current Ninti One Board comprises Paul Wand (Chairman), Jan Ferguson (MD DKCRC), Harold Furber and Mark Ashley (Secretary and GM Operations DKCRC).

4.3 Suggested governance/management structure for project

The diagram below outlines the governance and management structure for the project.

The elements of the governance structure are the Board of Ninti One Ltd, the Managing Director of Ninti One Ltd and the Project Steering Committee.

The management structure comprises the day-to-day management as opposed to the governance management.

Ultimate responsibility for delivery of the project will reside with the Board of Management of Ninti One Ltd, represented on a daily basis by Jan Ferguson. The Board will oversee all functions including, but not limited to financial, legal, risk management, communications and ethical functions.

The Steering Committee will comprise membership from the major funding and engagement partners, including representation from Aboriginal partners and the Vertebrate Pests Committee and will oversee and have input into general project direction including management/removal methodologies, project planning and implementation and other technical matters. Sub-committees will be formed as required.

Day-to-day project direction and management will be undertaken by the National Project Director, who will report directly to Jan Ferguson. The National Project Director will be a member of the Steering Committee and will manage at least three Ninti appointed positions: a MERI manager, an executive officer/administration support person and a communications person. The Project Director will also

manage/oversee other “in-kind” project personnel supplied by partners as appropriate and agreed.

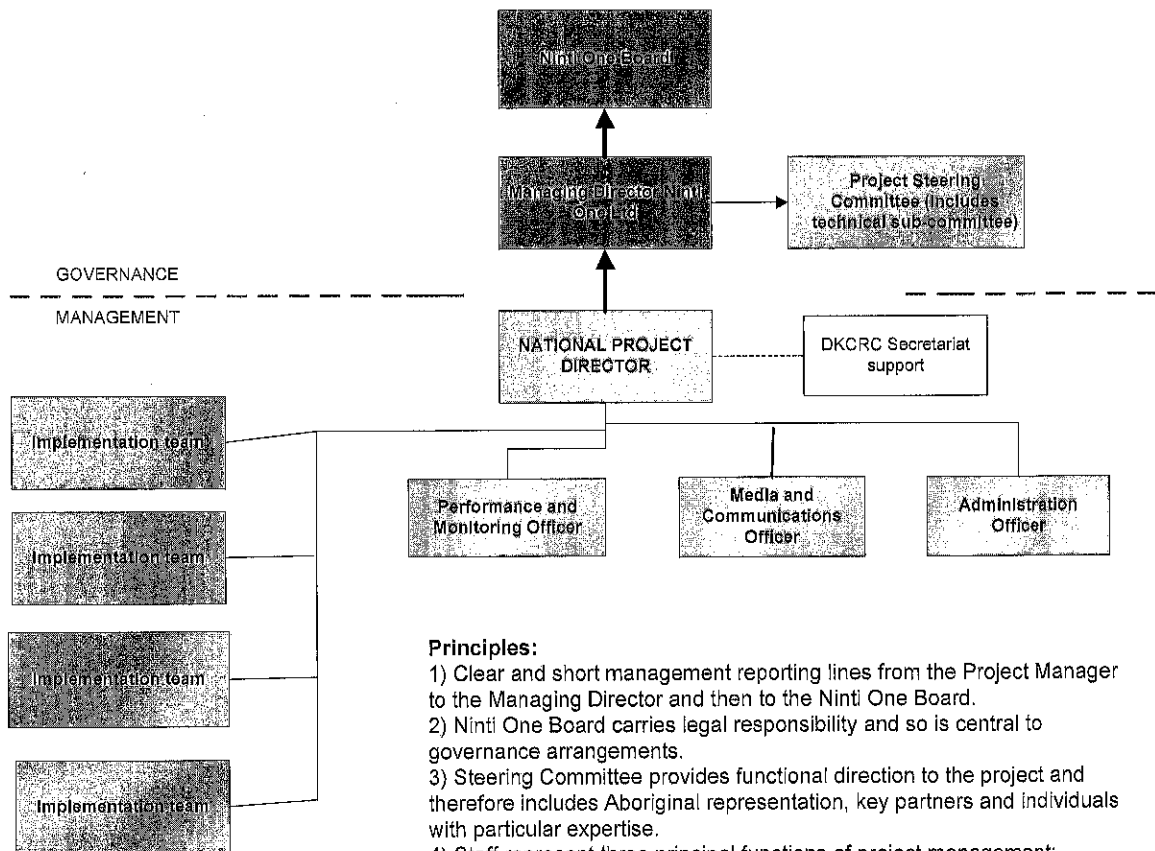
Implementation teams will be constituted as required and with appropriate input from relevant stakeholders.

It is also recognised that to ensure a truly collaborative approach to impact reduction, we will need to engage commercial interests. As such, the facilitation of industry involvement has been included as part of the governance arrangements.

Comprehensive risk management and communications strategies for the project are in development for implementation in the project to ensure risks are managed and that information flows around the entire project community.

See Section 6 for the RISK ANALYSIS and Section 7.0 for the COMMUNICATIONS PLAN. Refined versions will be delivered as part of Milestone 1, 60 days post contract signing.

Governance and management arrangements for the Managing Feral Camels Project



Roles and responsibilities will be described once the project Director is appointed. Some of the roles may come from project partners and will be the subject of the partner negotiations which the project director will undertake.

4.6 Risk Management – See Section 6 for complete Risk Analysis

4.7 Communications/PR – See Section 7 for Communication Plan

4.8 Legal/IP issues – as per Commonwealth Deed

- ❖ 4.8.1 Conflict of Interest – as per Commonwealth Deed and legislative requirements for each state
- ❖ 4.8.2 Privacy and data safety – as per Commonwealth Deed and legislative requirements for each state
- ❖ 4.8.3 Dispute resolution and grievance procedures

- **4.8.1.1 Dispute resolution between the Australian Government and Ninti One Ltd** – as per Deed
- **4.8.1.2 Dispute resolution between Ninti One and partners** – as per Deed where relevant and individual contracts, mindful of any specific state legislative requirements.
- **4.8.1.3 Grievance procedures** – an independent arbitrator and conciliator will be appointed, agreed by all parties, if and when required.

4.9 Contract Procedures

Ninti One Ltd will hold the head contract for the project with the Australian Government.

Ninti One Ltd will enter into contracts with each stakeholder as relevant and required. The contracts will detail Milestones to be achieved, financial contributions – both cash and in-kind – and any other relevant roles and responsibilities.

Stakeholders will be responsible for entering into contracts with other partners and sub-contractors to deliver the targets as specified in the contract between Ninti One and the relevant agency.

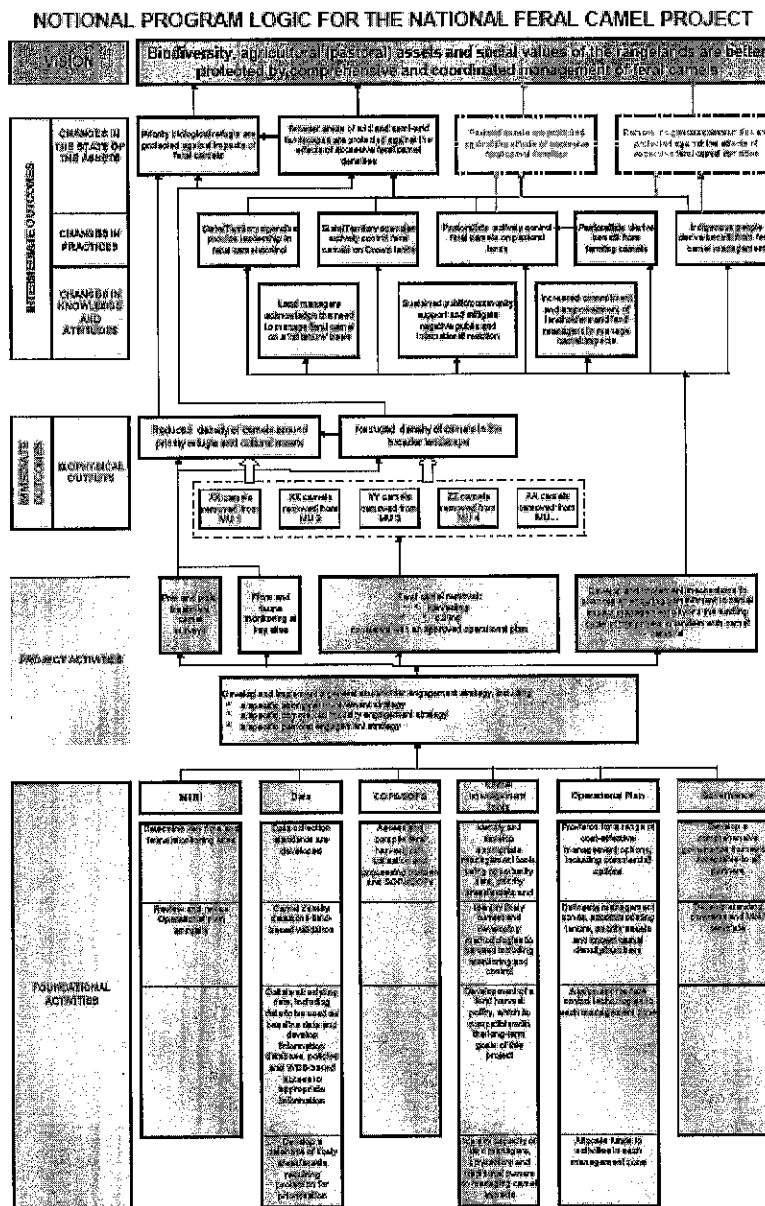
Contract instruments will be flexible to suit the management targets required.

5.0 PROJECT and IMPLEMENTATION PLAN

5.1 Introduction

A draft program logic has been developed as a result of a recent project development workshop in Adelaide. It is represented in the following diagram.

The program logic is the basis from which the project, implementation and MERI plans will evolve. It demonstrates the links between cause and effect of an action and the outcome sought. (Double-click on the figure below to enlarge)



Following the contract signing, the project director will refine the high-level project plan attached in Appendix 3 and develop a detailed implementation plan or plans.

As part of that process there will be an immediate need to undertake the following tasks:

- ❖ Finalise Monitoring, Evaluation, Reporting and Improvement (MERI) plan, the program logic for which underpins the project overall.
- ❖ Develop Codes of Practice (COPs), and Standard Operating Procedures (SOPs) as part of the project policies and implementation methodologies based on each of the removal strategies and the management units described below. Current COPs and SOPs in operation in all states and territories will be used to guide the development of project specific requirements. It is envisaged that DAFF (Australian Government Department of Agriculture, Fisheries and Forestry) the RSPCA and the VPC (Vertebrate Pest Committee) will be consulted during development of the COPs and SOPs. Each partner organisation will be required to agree and adhere to the project policies and methodologies as part of their contractual obligations to the project. COPs and SOPs will be developed within 60 days of signing the contract.
- ❖ A clear guiding principle for the project will be the humane removal of feral camels and to that end, the project will at a minimum comply with current legislative requirements and guidelines but expects to exceed these requirements. Reporting mechanisms for alleged breaches of Animal Welfare legislation or Codes of Practice will be included in the SOPs.
- ❖ Develop project planning templates and checklists.
- ❖ Obtain agreement and funding from stakeholders for the conduct of the project.

The development of the project and implementation plan will take account of the following assumptions:

- ❖ Project implementation will be based on yearly work plans to be developed following a project review every May.
- ❖ The first year has a minimal target of 15,000 animals removed in order to test the efficacy of a management strategy based on land tenures coupled with the already described Management Zones in Edwards et al. (see 5.2 for further discussion)
- ❖ The work plans will be flexible to enable changes in management plans dependent on various elements such as:
 - changing seasonal conditions which impact on feral camel movement

- increase in the ability of industry to remove more animals from the landscape.
- ❖ The foundational activities in the MERI strategy will inform project development, for example, the development of project policies and procedures (COPs and SOPs), including due diligence processes for project personnel (pilots, shooters) as well as Animal Welfare requirements, referred to above.
- ❖ A decision-making tool will be utilised to inform project implementation strategies for each tenure (See Appendix 4 for a draft version of the tool)
- ❖ Every project will have its own project plan, which will dovetail with the overall project plan.

5.2 Methodologies

Recent discussion among the project group has decided that land tenure combined with the Management Zones is the best way to develop management plans. Tenures described include:

- ❖ Crown Land (allocated and unallocated)
- ❖ Aboriginal Land
- ❖ Conservation areas and National Parks (rolled into Crown Land in the budget)
- ❖ Pastoral leases.

Project methodologies to be employed are:

- ❖ Broadscale aerial culling – shoot-to-leave
 - Aerial culling is carried out using helicopters with a pilot and a shooter in each craft. A fixed-wing plane is also used to spot for animals.
 - Pilots and shooters must be accredited operators.
 - Highest standards of animal welfare and humane dispatch, meeting all legislative requirements, must be adhered to as detailed in the COPs and SOPs.
- ❖ Ground-based shooting – shoot-to-leave and commercial take-off
 - Animals are mustered or tracked and shot from the ground as opposed to aerial shooting.
 - Highest standards of animal welfare and humane dispatch, meeting all legislative requirements, must be adhered to as detailed in the COPs and SOPs.
- ❖ Mustering for removal to abattoirs for pet meat and/or game meat and other by-products
 - Animals are mustered using helicopters or other methods, penned and then trucked to abattoirs.

- Highest standards of animal welfare and humane dispatch, meeting all legislative requirements, must be adhered to as detailed in the COPs and SOPs.

- ❖ Mustering breeding stock for the implementation of a pastoral industry
 - Highest standards of animal welfare, meeting all legislative requirements, must be adhered to as detailed in the COPs and SOPs.

- ❖ Exclusion fencing and trap yards will be used in areas of high biodiversity value where required to supplement and/or precede culling/removal activities.
 - Exclusion fencing is built around sites of significance, such as waterholes, to stop camels fouling water holes, trampling bush tucker, etc.
 - Trap yards are also utilised to capture and remove animals, either by shooting or mustering for sale to pet meat and game meat operators.
 - Highest standards of animal welfare must be adhered to as detailed in the COPs and SOPs.

5.3 Operational plans

5.3.1 Operational plan for year 1

Task 1: Implement initial targeted control programs

Three targeted control programs will be implemented in year 1 of the project. The objectives of the targeted control programs are to:

1. reduce the impacts of feral camels through removing camels from the landscape
2. provide proof of concept for application of integrated management at the landscape scale
3. provide a basis for detailed evaluation of the cost and efficacy of the various management methods applied.

The initial targeted control programs are described in Table 1. Details in Table 1 include location and the relevant management zone (*sensu* Edwards et al. 2008), the size of the control area, community affiliation/land tenure, estimated camel density (based on Saalfeld and Edwards 2008), camel removal targets for year 1, management methods which could be applied during the program, the need for operational communications and/or consultation, the requirement for reconnaissance/monitoring to locate camels and the assets at risk due to camels within the region.

Table 1. Details of the initial targeted control programs

Region	TCP 2	TCP 1	TCP 3
	SA/NT/WA tri-state border region	SA/Qld/NT border region	WA Pilbara region
Management zones	1	2	4
Size of area (km ²)	116,000	61,000	103,500
Community affiliation/land tenure	Mainly Aboriginal land [Petermann Aboriginal Land Trust in NT, the Ngaanyatjarra Lands in WA and the northern part of the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands in SA] with small areas of crown land in WA and conservation land in NT.	Crown land, pastoral lease and Aboriginal land in NT and conservation land in SA and QLD.	Pastoral lease, crown land and lands under native title claims.
Feral camel density (animal/km ²)	>1.0	>0.5	<0.25
Est no. camels in 2008	174,101	36,344	Approx. 10-20,000 but population modelling for this region unreliable due to lack of survey data (see Task 3 below).

Region	TCP 2 SA/NT/WA tri-state border region	TCP 1 SA/Qld/NT border region	TCP 3 WA Pilbara region
Approx No. camels to be removed in year 1	7,000	5,000	3,000
Management methods suited to region	<ul style="list-style-type: none"> • Commercial extraction in accessible areas. • Fencing of key assets. • Aerial culling in some areas subject to negotiation on Aboriginal land and conservation areas. • Ground culling in accessible areas subject to negotiation on Aboriginal land and conservation areas. 	<ul style="list-style-type: none"> • Aerial culling in most areas subject to negotiation on Aboriginal land in NT. • Ground culling in accessible areas, particularly pastoral leases. • Commercial extraction in accessible areas. • Fencing of key assets. 	<ul style="list-style-type: none"> • Aerial culling.
Operational communication needed	Yes	Yes	Yes
Consultation needed	Yes, with Aboriginal stakeholders. Mechanisms are in place and consultation is under way in NT.	Yes, with Aboriginal stakeholders. Mechanisms are in place and consultation is under way.	Yes, mechanisms for pastoral engagement already in place.
Reconnaissance/monitoring needed to locate camels	<ul style="list-style-type: none"> • Local knowledge. • Small-scale targeted surveys by road or air. • Satellite vegetation greenness data. 	<ul style="list-style-type: none"> • Local knowledge. • Small-scale targeted surveys by road or air. • Satellite vegetation greenness data. 	<ul style="list-style-type: none"> • Local knowledge. • Seven radio-collared camels in region. • Large-scale aerial survey with intense sampling over Pilbara (see below). • Satellite vegetation greenness data.
Assets at risk	Wetlands, native vegetation, cultural sites, bush tucker, community infrastructure.	Bush tucker, cultural sites, wetlands, infrastructure	RAMSAR wetlands (80 mile), cultural sites, pastoral infrastructure.

Supplementary camel removal operations will be implemented on a needs basis or as opportunities arise during year 1. Supplementary camel removal may occur:

- Where key assets outside the initial targeted control programs become highly threatened by camels, for example, an influx of camels into a remote community
- Where natural aggregations of camels make it efficacious to conduct removal actions.

Existing camel management programs on conservation reserves and other land tenures will be maintained during year 1.

Task 2: Consolidate existing data sets on assets and camel density

There is a pressing need to consolidate existing data sets on assets at risk due to camels and camel density. These data sets will underpin the decision-making process in respect of when and where to apply management intervention. Existing data, such as spatial data sets and aerial survey data, have been requested from each partner and are currently being consolidated.

References:

- Edwards, G. P., McGregor, M., Zeng, B., Saalfeld, W. K., Vaarzon-Morel, P., and Duffy, M. (2008). Synthesis and key recommendations. *In*: 'Managing the impacts of feral camels in Australia: a new way of doing business'. (Eds G. P. Edwards, B. Zeng, W. K. Saalfeld, P. Vaarzon-Morel and M. McGregor.) pp. 341-360. DKCRC Report 47. (Desert Knowledge Cooperative Research Centre, Alice Springs.) Available at <http://www.desertknowledgecrc.com.au/publications/contractresearch.html>
- Saalfeld, W. K., and Edwards, G. P. (2008). Ecology of feral camels in Australia. *In*: 'Managing the impacts of feral camels in Australia: a new way of doing business'. (Eds G. P. Edwards, B. Zeng, W. K. Saalfeld, P. Vaarzon-Morel and M. McGregor.) pp. 9-34. DKCRC Report 47. (Desert Knowledge Cooperative Research Centre, Alice Springs.) Available at <http://www.desertknowledgecrc.com.au/publications/contractresearch.html>

6.0 RISK ANALYSIS

Background

A risk workshop was held on 4 and 5 August 2009 to identify the major issues and risks that could affect the management of camel numbers, against the Australian Government's offer to fund 50% the cost of the project. The workshop identified expectations, stakeholders and risks, which were used to develop a risk assessment and to inform the communications and consultation strategy. A further risk assessment has been conducted to examine risks to the sponsoring organisation in managing the grant. In this context the sponsoring organisation is legally Ninti One, with due regard to the Desert Knowledge CRC which wholly owns Ninti One.

Attendees at the workshop included:

- Representatives of the Australian Government
- Representatives of the governments of the Northern Territory, Western Australia, South Australia and Queensland
- Representatives of Aboriginal organisations, including the Central Lands Council, the Indigenous Lands Council and Aboriginal communities in the NT, WA and South Australia
- Pastoralists and meat producers from the NT
- Environmentalists and environmental land managers from the NT and SA
- Senior staff of Ninti One and the DKCRC

Peter Gordon, Economic Futures Australia facilitated the meeting.

As a result of the workshop, the risks were broadly identified as including:

- Governance
- Communications
- Non-commercial management activities
- Commercial management activities
- Resources

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
Governance				
Lack of strong collaborative relationships, including a lack of perceived influence by stakeholders and funding parties	Lack of coordinated approach and poor stakeholder engagement leading to target not being met	Low	Low	Implement a strategic and coordinated program. Extensive communication strategy employed to engage stakeholders. Sound governance structure. Ongoing engagement with State and Territory Governments to ensure that jurisdictions do not restrict removal activities unnecessarily
Change in government policy/strategy in respect of culling	Cull activity restricted	Low	Low	Develop integrated management approach
Legislative issues with regards to camel ownership	Potential for significant conflict unless ownership clarified.	Med	Med	Clarify issue. Ensure stakeholders with captive animals understand their legal position in the event that captive camels escape.
Four-year time frame too short	Not enough time to remove the number of camels required to reduce the density to target	High	High	Four-year timeframe has been offered and an assessment will be made during the four-year agreement as to whether additional support will be required. Build flexibility into program through rolling 1-year plans
Clearances related to sacred sites generates substantial delays	Extended delays	Med	Low	Adequate planning which recognises that some sites may be problematic. Comprehensive engagement with Traditional Owners. Work in surrounding areas
Camel removal activities are unverifiable	Fundamental failure of project resulting in no further funding	High	High	Adoption of comprehensive MERI and strict verification procedures.

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
Camel numbers are grossly underestimated	Any success under the program is diluted due to the impact being marginal due to better enumeration	High	High	Project evaluation and management to pay attention to whatever becomes known with better enumeration Build flexibility into program through rolling 1 year plans
Contract risk	The sponsoring organisation is exposed to legal threat under the terms of the contract	High	High	Sound legal advice is received in advance of committing to the contract Very strong internal management engaged
Communication				
Public opposition to culling as a removal option	Delay or cessation of culling	Very High	High	Develop effective communication strategy that can allay fears and educate people as to the need to remove camels and the benefits that will ensue Ensure that animal welfare organisations are actively and positively engaged Ensure industry-based removal options are incorporated into integrated management approach
Breaches of animal welfare requirements jeopardise the project	Community backlash	High	High	Develop and adhere to Codes of Practice (COPs) and Standard Operating Procedures (SOPs) and relevant legislation. Work with the RSPCA and other reputable groups. Where possible have RSPCA and others publically support the program if necessary. Develop and implement a good engagement strategy. Ensure reported breaches are referred to the appropriate agency for investigation and prosecution if required.

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
Removal does not seem to have any effect	Camels return to the region where removal activities have taken place	Med	Med	<p>Sound communication as to the nature and extent of the removal to local communities.</p> <p>Get early runs on board by choosing initial management areas which are failsafe</p> <p>Quality management and MERI procedures to guard against ineffective management activities</p>
Removal activities				
Traditional Owners withhold consent for all or some removal methods	No removal in the restricted zone	Med	Med	<p>Proper consultation in the first year of the project with the Traditional Owners.</p> <p>Other forms of impact reduction and removal to be undertaken where appropriate.</p>
Restricted access to pastoral and/or Traditional Owners land to manage camel impacts	Improved planning required to access camels that are in areas where permission has been given	High?	High?	<p>Camels are mobile so can manage around small parcels of land that do not come on board.</p> <p>Reach agreement through frank and robust discussion during scoping phase and/or contract negotiations.</p> <p>Achieve a common vision, tailored to pastoralists and Traditional Owners separately.</p> <p>Use industry-based removal options</p>
Perception that some individuals or groups are gaining a benefit which others do not	Support from the particular community is withdrawn	Med	Med	<p>Extensive communications and negotiations are essential</p> <p>Open engagement strategies</p> <p>Ensure all options for removal are available in management units where culling is not wholly embraced.</p>

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
<p>Groups/individuals who propose that the commercial use of feral camels is the only acceptable management option</p>	<p>Such positions may restrict the program in its capacity to achieve the environmental outcomes sought.</p>	<p>High</p>	<p>Med</p>	<p>Develop and implement a good engagement strategy of continuous communication with all stakeholders</p> <p>Promote integrated control.</p> <p>Highlight commercial activities that the project is using to manage camels</p> <p>Highlight where capacity building and employment is occurring, particularly on the Aboriginal lands</p> <p>Highlight the cost of wild harvest when used for commercial purposes compared to prospective returns</p> <p>Promote the notion that a long-term camel industry may emerge from the project but that it will need to be based on farmed animals, not on a sustainable off-take of feral camels.</p> <p>Promote the notion that the commercial use of feral camels must meet with overall management objectives designed to minimise the impacts of feral camels</p> <p>Use market approaches to provide opportunities for the commercial use of feral camels that contribute to the goals for a reduction in camel density and resultant reduction of impact on the environment</p> <p>Provide feedback to all parties on the success/failure of various management approaches</p>

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
Lack of Aboriginal engagement and involvement in project	As many camels are on Aboriginal land, widespread opposition, particularly by Traditional Owners, will have a substantial and negative effect on the program	High	High	<p>Achieve appropriate level of engagement through early provision of comprehensive ecological information and modelling, negotiation and a Memorandum of Understanding (MOU)</p> <p>Resource active engagement and involvement initiatives</p> <p>Promote industry-based feral camel removal options</p> <p>Engage with Indigenous Land Corporation (ILC), Indigenous Business Australia (IBA) and state and federal agencies that have a strong Aboriginal development focus to consider incorporation of management activities that provide better outcomes for Aboriginal communities in the feral camel range</p>
Political issues undermine the project (e.g. change of government)	Multi-government support is crucial, including managing cross-border issues. All governments are expected to commit funds	High	Low	<p>Develop an enduring contract for the life of the project</p> <p>Government officers to provide regular briefings to ministers</p> <p>Develop and implement a good engagement strategy</p>
Variations in camel density due to seasonal and other conditions	Unable to meet removal targets	High	High	Flexible management plans – ability to switch management units. Incorporate competitive tendering process or other incentives.
Legislative issues with regards to shooting regulations in different states	Impede delivery of cross-border management activities	High	High	Develop MOUs and move towards harmonisation of legislation

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
Accident occurs while shooting-to-leave, especially if it involves aircraft colliding and/or if a person is injured	Jeopardise aerial shooting operations	Med	Med	<p>Use only accredited personnel, conduct appropriate due-diligence processes to verify accreditation status and adhere to standard operation procedures</p> <p>Ensure all contractors have emergency response procedures in place</p> <p>Manage communications</p> <p>Ensure industry-based removal options are incorporated into integrated management approach</p>
Lack of pilots skilled and accredited in aerial shooting	Longer time to achieve targets	Low	Low	<p>Training – provision of a nationally recognised accreditation scheme</p> <p>Industry advice is that there are enough qualified and experienced pilots</p> <p>Incorporate alternative removal options into the management program</p>
Lack of accredited and skilled aerial shooters	Longer time to achieve targets	Med	Med	<p>Provision of nationally accredited training schemes.</p> <p>Pooling of shooters across states and territories.</p> <p>Ensure all contractors have proper accreditation and training</p> <p>Abide by all rules and regulations</p> <p>Regular auditing of procedures</p> <p>Industry advice is that there are enough qualified and experienced shooters</p> <p>Incorporate alternative removal options into the management program</p>

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
Shooters and pilots are not of recognised industry standard	Adds complexity to retaining sufficient resources to meet targets	Med	Med	The scheme to be governed by the latest operating standards and procedures applicable in each jurisdiction Appropriate training and qualifications to be set as the standard Incorporate alternative removal options into the management program
Lack of available aircraft and helicopters	Delay in reaching targets	Low	Low	Ensure that there is a depth of suitable commercial machines available Industry advice is that there are adequate aircraft Incorporate alternative removal options into the management program
Botulism in cattle due to cattle chewing on bones of camel carcasses that have been infected with toxic botulinum bacteria that generate during the anaerobic breakdown of camel tissue	Jeopardise the entire project.	Very high	Med	Ensure cattle have been inoculated against botulinum. It is accepted practice in the pastoral industry.
Camels quickly repopulate control areas, especially after favourable weather	Ineffective management	High	High-med	Expand management activities to cover entire range of camels. Consider the development of a Stage 2 proposal to effectively reduce populations to a level that suppresses repopulation in controlled areas.

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
Increase in exotic predators or predatory activity following shoot-to-leave	Puts pressure on vulnerable species	High	High	Apply appropriate management as required. Consider carcass disposal. Manage carcass creation so that it is restricted both spatially and temporally (i.e. 21 days within an area and no further cull activity in that area for 12 months) Ensure that any shoot-to-leave will not occur within accessible proximity of a threatened species population that could be adversely impacted by exotic predators or concentrated native predators.
Low meat prices	Feral capture and sale options limited due to buyer price sensitivity	Low	Low	Incorporate shoot-to-leave activity as a management option in areas where commercial obstacles restrict the industry based removal options Encourage collaborative approach to feral camel harvest, sale, employment and payment structure
Industry does not engage with the program	Opportunities to use the full resource available is constrained	Med	Med	Consider the use of competitive tenders as an efficient way of engaging broadly across industry Reallocate/re-prioritise funds to other removal mechanisms in areas where commercial obstacles restrict the industry-based removal options.
Lack of suitable transport for live animals	Limitation of feral capture and sale option as a removal tool	Med	Med	Reallocate/re-prioritise funds to other removal mechanisms in areas where commercial obstacles restrict the industry-based removal options. Encourage on-site processing
High cost of road transport	Limitation of feral capture and sale option as a removal tool	High	High	Market forces must be able to accommodate costs of mustering and freight if they are going to engage with the program Encourage on-site processing or other management approaches

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
Unpredictably high cost of removal per animal	Targets cannot be met	Med	Med	<p>Incorporate integrated management</p> <p>Incorporate competitive tender processes to reduce the costs of removal</p> <p>Implement strong MERI processes that quickly identify costs (per head removal) and inform program management of options that can reduce these costs to the program</p> <p>Use the market to determine cost of removal through tendering process and select the most cost effective option (aerial cull, muster for sale or slaughter.)</p>
Pets die as a result of eating camel meat containing indospicine or other toxins through consumption of implicated plants	Markets for camel meat as pet food decline making it harder to achieve off-take targets	High	High	<p>Industry proponents work with government authorities to manage risk.</p> <p>Encourage collaborative research to examine extent of problem and ways to manage risk</p>
Failure of operational contractors to adhere to best practise and legislative requirements.	<p>Bad publicity and contravention of animal welfare considerations.</p> <p>Possible collapse of Project.</p>	High	High	<p>Implement strong MERI processes that contractually obligate contractors to adhere to agreed best practice and legislative requirements and to quickly identify failures in the adoption of best practice.</p> <p>Ensure breaches are prosecuted if there are state or Australian Government provisions available.</p>

What are the risks?	Consequence	Likelihood of it occurring	Overall risk	Mitigation strategy
Resources				
Reduction in funding for Caring for Our Country	Impact reduction strategies restricted	Low	High	<p>Ensure that all contracts with the Commonwealth, State and Territory Governments cover the offer and matching funds for the 4 year duration of the project.</p> <p>Build a model that provides for multi-party investment that can contribute to management activity costs, including co-investment from land owners, Aboriginal organisations and agencies with an interest in Aboriginal social and economic improvement.</p>
An increase in the price and/or decrease in the availability of aircraft fuel	Increased cost of aerial shooting and therefore a decrease in numbers of camels removed for the budget allocation.	Med	Med	<p>Increase use of lower fuel dependent removal activities where appropriate</p> <p>Manage the science of identification of shootable groups of camels</p> <p>Incorporate alternative removal options into the management program</p>
Project funds utilised in such a way that state policy and legislative requirements regarding the capture and holding of camels are contravened	Program discredited – loss of funding either partial or whole	Low	Med	<p>Ensure all activities are compliant with legislation and policy of states involved.</p> <p>Anticipate where and how this may occur and implement strategies (including clear, full and open provision of all information), and policy change if appropriate</p>

<p>Cost ineffectiveness of feral camel removal</p>	<p>Escalating costs</p>	<p>High</p>	<p>High-med</p>	<p>Integrated management approach incorporates competitive tender element where proponents agree to the removal targets in return for removal assistance money (on a per head basis) Implement strong MERI processes that are able to rapidly inform project management of per head removal costs to prevent ongoing ineffective management on a landscape scale.</p>
<p>Misrepresentation/overstatement of number of camels removed</p>	<p>The project is put at risk</p>	<p>Low</p>	<p>Low</p>	<p>Quality management, verification protocols and MERI procedures to guard against irregularities in activities and reporting. Work through state/territory agencies to mitigate reporting irregularities.</p>



MARKETING AND COMMUNICATION STRATEGY

DRAFT

CARING FOR OUR COUNTRY: FERAL CAMEL MANAGEMENT

By 2013, the population of feral camels in remote Australia will be reduced from over 1 million to 350,000.

We aim to maximise public and community support for feral camel management in remote Australia.

The removal of over 700,000 feral camels from the wild is a complex undertaking, involving a myriad of stakeholders and a wide variety of target audiences and the general public. The process of removal requires that the audience is educated and understands the problem Australia faces with a level of engagement that maximises public and community support. Our communication activities will be greater than simply providing information about natural resource management and environmental protection. We have an opportunity to reposition remote Australia as containing valuable, nationally significant assets to both the national and international audience.

This will happen by taking the audience on a journey: from ignorance, uncertainty and opposition to one of understanding, acceptance and support. We will win the hearts and minds of our audience.

Goal	Desired result
<p>What are we aiming for?</p> <p>To maximise community, public and stakeholder support for the reduction of feral camels in remote Australia through education, participation and engagement of all stakeholders and audience members.</p>	<p>Increased community understanding and support for reducing feral camel numbers in remote Australia; fostering a high level of community and industry involvement and participation in rehabilitation and/or protection of natural, cultural and built assets.</p>
<p>What will we achieve with this campaign?</p>	<p>Campaign objectives</p> <ul style="list-style-type: none"> • Position remote Australia as having natural, cultural and built assets worthy of protection • Establish with the audience that feral camels are the cause of great destruction throughout remote Australia • Engage the community in the debate and discussions about feral camel management • Encourage a high level of community and industry involvement and participation in the feral camel management process • Engage the audience by presenting information in a meaningful, interactive manner, with an emphasis on Aboriginal communities, business and industry, environmental and animal protection organisations, and the general community • Provide information about feral camel management to audiences between 2009 and 2013, keeping messages fresh and relevant
<p>Who do we need to talk to?</p>	<p>Target audiences</p> <ul style="list-style-type: none"> • Urban and rural based Australians – the general public • Aboriginal organisations and communities • Existing and potential businesses involved in camel meat industry • Conservation and natural resource management organisations <ul style="list-style-type: none"> • Animal protection organisations and groups • Pastoralists and pastoral industry organisations • Participating universities and research organisations • Local, State and Federal Government representatives • National and international media
<p>How will we do it?</p>	<p>Strategies</p> <ul style="list-style-type: none"> • Educate and prove to the target audience the value of reducing feral camel numbers • Motivate target audiences to become involved in the debate and discussions • Articulate the various methods of feral camel management to be used and communicate these to the audience • Challenge audiences to look for opportunities in the management of feral camels and guide them to realise the benefits available

- Show audiences that any camel culling will be conducted in a responsible, managed and humane manner
- Develop useful and informative tools to communicate to a broad range of target audiences

Key messages

- Camels have become the new rabbit of Australia's remote regions
- Camels are destroying the heart of our nation – they compete with our continent's natural, cultural and built assets
- We want to work together with industry and private enterprise, and we encourage them to look for the opportunities available
- Big animal, big problem – the benefits of reducing numbers goes to the heart of remote Australia's survival on many levels
- Kangaroos or camels – you simply can't have both: Australia has to make a choice

What will we communicate to the audience?

Communication Tactics Overview

Tactics	Tasks	Responsibility	Timing	Outcomes and Measures of Success
Commence messaging strategy	Discussions with Australian Government (AG) and other key stakeholders regarding timing, key messages and available collateral (location, logos, national media releases, etc).	Project Coordinator Australian Government State Governments Consultant	October 2009	Audiences are informed of the camel reduction process, the reasons for it, and any opportunities that may exist from it.
	Discussions with Project Coordination team regarding spokespeople	Project Coordinator Consultant	2 weeks prior to announcement	
2. Detailed Communications Plan This is to ensure the communication plan is consistent with overall project goals and strategies.	Review of draft communications plan and discussion with AG/ stakeholders	Consultant Project Coordinator	September 2009	Relevant stakeholders are aware of their responsibilities under the communications plan.
	Development and approval	Comms Manager	September 2009	
	Periodic Review of Plan		Annually	
3. Ongoing public relations management This activity will take	Appoint either Communication Manager or outsource role to consultant.	Project Coordinator Consultant	October 2009	Communications manager or consultant appointed.

Tactics	Tasks	Responsibility	Timing	Outcomes and Measures of Success
<p>place over the life of the project and will include the identification of opportunities for the Australian Government and State Government Ministerial involvement in activities.</p>	<p>Establish media monitoring facilities, including above the line and online media, including blogs</p> <p>Ongoing consultation with AG and relevant stakeholders to identify story leads and photo opportunities.</p> <p>Ongoing consultation and discussions with media and opinion leaders.</p>	<p>Comms Manager Service Provider</p> <p>Comms Manager AG</p> <p>Comms Manager Project Team</p>	<p>By October 2009</p> <p>2009 to 2013</p> <p>2009 to 2013</p>	<p>No. of stories published and percentage of "positive" coverage. Media turn to the Project Team as the first point of reference for expert opinion on feral camel management</p>
<p>4. Risk management strategy</p>	<p>Workshop to explore risks, develop strategic content for response</p> <p>Risk Management Strategy development</p> <p>Issues Plans for 10 issues, including those identified in workshop</p> <p>Management of specific risks/ crises</p>	<p>Comms Manager Project Team AG/Stakeholders</p> <p>Comms Manager</p> <p>Comms Manager</p> <p>Comms Manager Project Team</p>	<p>September 2009</p> <p>October 2009</p> <p>November to December 2009</p> <p>As needs basis</p>	<p>Percentage of "positive" coverage. Media and stakeholders turn to the Project Team as the first point of reference for expert opinion on crises subject matter. Risks minimised or avoided.</p>
<p>5. Development of a project identity and project name for Caring</p>	<p>Research, including workshop and development of brand strategy</p>	<p>Comms Manager Project Manager Key Stakeholders</p>	<p>October to December 2009</p>	<p>Establishment of a strong identity that imparts the values sought by Project Team.</p>

Tactics	Tasks	Responsibility	Timing	Outcomes and Measures of Success
for Our Country – Feral Camel Management This activity aims to develop an identity for the project that gives the community an emotional connection to the objectives of the project.	Development of creative concepts	Comms Manager Service Provider/s	November to December 2009	Target audiences recognise and value the identity
	Consultation with Australian Government	Comms Manager AG	December 2009	
	Development of an identity manual	Comms Manager	February 2010	
	Rollout across all materials	Comms Manager	2009–2013	
	6. Community Awareness Campaign	Development of creative materials including TV	Comms Manager Project Team	
This includes promotion tailored to individual target audiences	Commercials radio and print advertising (further consultation required)	Comms Manager Project Team	March 2010	Percentage of target audiences aware of the Camel Management Project/activities and the reasons for it. Level of debate and feedback about the roll out of camel management activities. Number of responses to calls to action.
		Comms Manager Service provider/s	February 2010	
		Comms Manager Project Team	Annually	
7. Information Collateral	Development of Media Q&A Internal briefing document	Comms Manager Project Team	September 2009	Number of website visits. Number of requests for collateral.

Tactics	Tasks	Responsibility	Timing	Outcomes and Measures of Success
This includes the development of all information and marketing materials including brochures, fact sheets and websites.	Development, printing and distribution of fact sheets, brochures, information kits, Aboriginal language specific, collateral and communication activities, remote highway signage, etc	Comms Manager Project Team Service provider/s	January 2010 to 2013	Ease of use of materials (measured by focus group testing).
8. Industry meetings and Aboriginal community meetings These will be public or private meetings designed to engage people in debate.	Website development and ongoing maintenance and updates	Comms Manager Project Team Service provider/s	Commence in October	
	Development of a plan for community and private sector meetings over the life of the project (to be negotiated)	Project Team Comms Manager	2009 to 2013	Number of attendees at meetings. Awareness of and level of debate about Project

Tactics	Tasks	Responsibility	Timing	Outcomes and Measures of Success
<p>9. Awards programs and speaking circuit Identify opportunities to participate in awards programs and the speaking circuit to leverage media coverage and interest among scientific community.</p>	<p>Identification of key awards programs and conference opportunities.</p>	<p>Project Team Comms Manager</p>	<p>2009 to 2013</p>	<p>Media interest Speaking engagements Awards</p>
<p>10. General public relations operational expenses.</p>	<p>This budget covers incidental and operational expenses, including occasional print advertising, launches, talent expenses and photography.</p>	<p>Comms Manager</p>	<p>2010 to 2013</p>	

8.0 Project budget

8.1 Budget Assumptions

State contributions

To date, discussions have occurred between the DKCRC and state and territory government organisations who will contribute to the project. Representatives of these governments have indicated that the finalisation of their commitments to the project will be subject to normal budgetary processes and in line with the yet to be released National Camel Action Plan. Given this response, we will not have a clear idea of actual in-kind funds committed from state and territory governments until mid next year, ie the beginning of Project Year Two (2010-2011 financial year). The following budget listed in this proposal should therefore only be considered as indicative and will be subject to change following the consultation process.

As a starting point we have put together a matrix to indicate the size of anticipated contributions expected from each jurisdiction. This has been based on land mass and approximate number of camels in the State or Territory.

Currently the indicative contributions are:

State/Territory	Contribution for entire project	Y1	Y2	Y3	Y4
WA	6,000,000	300,000	1,800,000	1,800,000	1,800,000
SA	5,000,000	250,000	1,500,000	1,500,000	1,500,000
NT	5,000,000	250,000	1,500,000	1,500,000	1,500,000
QLD	3,000,000	200,000	1,200,000	1,200,000	1,200,000
TOTAL	19,000,000	1,000,000	6,000,000	6,000,000	6,000,000

Other budgetary assumptions include:

- The project is now based on agreed rolling yearly work plans and the budget below is for Year 1
- An operational budget for removal activities, engagement strategies and MERI will be included in the work plan submitted in July of each financial year.
- Year 1 removal operations reflect actual costs at the time of writing.
- Removal costs range from \$ 17 -122/head depending on method and degree of difficulty
- Average cost is \$40.00/hd
- Cash required from CfoC for removal activities, including community consultation in Year 1 is \$424,000.00
- In-kind contributions for removal activities from WA/NT/SA for year 1: \$314,000.00

- In-kind contributions cover personnel; helicopter time, spotter plane, fuel, ammunition and state/territory project administration.
- Given that we have moved to rolling 1 year work plans, budgets for years 2,3,4 will be submitted with the work plans for each year
- As already agreed, the Ninti One Administration fee will be set at 7.5% for the life of the project and will be allocated against Commonwealth contributions not from matching funds.
- In Year 1, the Ninti administration fee has been reduced to ensure compliance with the cash allocation on offer of \$1 million.
- In reference to the preceding point, the balance will be re-couped in years 2,3,4.
- Community consultation for groups other than Aboriginal organisations, as shown in the budget, will be funded from communication budget in Year 1.
- In-kind and further cash contributions for Year 1 are underway.
- Staff positions for Year 1 have been pro-rated
- Costs for community consultation with Aboriginal communities are included as separate items where necessary to achieve year 1 outcomes
- Other management options such as exclusion fencing will be included in year 2.
- Wider Aboriginal community participation will be included in year 2 eg Martu and Kimberley Land Council groups

Caring for our Country Feral Camel Management Project

ASSUMPTIONS YEAR 1

3 Targeted Control Project Areas have been designated (see Section 5 Project and Implementation Plan) based on the published Management Zones and tenure

Area 1 - SA/NT/QLD Border Area (Simpson Desert region) - Crown Land, pastoral lease and Aboriginal Land

Area 2 - SA/NT/WA Border area including APY Lands, Ngaanyatjara Lands, some Crown Land in NT and WA

Area 3 - Pilbara Region WA

Removal of 15,000 camels in total across all tenures

Contribution to Caring for our Country target(s)	Description of individual items	Total cost of item Y1 (GST excl)	Caring for our Country funding 2009/10 (GST excl)	Other sources of funding (th-kind)	Security of funds	2010-11 (GST excl)	2011-12 (GST excl)	2012-13 (GST excl)
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CAMEL CONTROL/REMOVAL

TARGETED CONTROL PROJECT 1		SA/NT/QLD BORDER AREA	
Estimated camel population 36,350	Camel removal - Aerial/ground culling	200,000	100,000
Projected camel removal Y1 - 5,000			100,000
Total Targeted control project 1		200,000	100,000
			COMMITTED
			NTG/SA/QLD

Contribution to Caring for our Country target(s)	Description of individual items	Total cost of item Y1 (GST excl)	Caring for our Country funding 2009/10 (GST excl)	Other sources of funding (In-kind)	Amount (GST excl)	Organisation	Security of funds	2010-11 (GST excl)	2011-12 (GST excl)	2012-13 (GST excl)
TARGETED CONTROL PROJECT 2										
SANTWA Border Area (Ngaanyatjara Lands, APY Lands, CLC, NT and WA Crown land)										
Central Land Council estimated camel population 70,000	Community consultation	10,000	10,000	TBN	ILC	to be discussed in partner negotiations				
Projected camel removal Y1 - 3,000	Camel Removal - aerial culling, pet and game meat	120,000	60,000	60,000	NTG	COMMITTED				
Ngaanyatjara estimated camel population 70,000	Community liaison and consultation program	10,000	10,000	TBN	WA govt/ILC	to be discussed in partner negotiations				
Projected camel removal Y1 - 2,000	Camel removal - pet meat	34,000	34,000		NTG & WA govt's	COMMITTED				
APY Lands estimated camel population 35,000	Camel removal - pet meat	244,000	154,000	90,000	SA Govt/ILC	to be discussed in partner negotiations				
Projected camel removal Y1 - 2,000										
Total - Targeted control project 2		418,000	268,000	150,000						
TARGETED CONTROL PROJECT 3										
PILBARA REGION WA										
Estimated population 10-20000	Camel Removal - aerial culling	120,000	60,000	60,000	WA Govt	COMMITTED				
Projected camel removal Y1 - 3,000										
Total Targeted control project 3		120,000	60,000	60,000						
Total Year 1 Targeted Control Project Costs										
		738,000	428,000	310,000						

Contribution to Caring for our Country target(s)	Description of individual items	Total cost of item Y1 (GST excl)	Caring for our Country funding 2009/10 (GST excl)	Other sources of funding (In-kind)			Caring for our Country funding	
				Amount (GST excl)	Organisation	Security of funds	2010-11 (GST excl)	2011-12 (GST excl)

TOTAL CONTROL PROJECT COSTS				738,000	424,000	310,000	4,500,000	4,900,000	4,900,000
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Core operating expenses									
	Ninti One Ltd Administration fee	350,000	350,000						
Total Administration Costs		350,000	350,000				844,000	844,000	844,000

Operational/implementation									
	National Project Director (1 FTE)	90,000	90,000						
	Operations budget for NPD	15,000	15,000						
Total operations/implementation		105,000	105,000				156,000	142,000	148,000

Monitoring Evaluation Reporting and Implementation									
	Stakeholder/Market Surveys	20,000	20,000						

Contribution to Caring for our Country target(s)	Description of individual items	Total cost of item X1 (GST excl)	Caring for our Country funding 2009/10 (GST excl)	Other sources of funding (In-kind)		Caring for our Country funding			
				Amount (GST excl)	Organisation	Security of funds	2010-11 (GST excl)	2011-12 (GST excl)	2012-13 (GST excl)
	MERI Manager	68,000		68,000		to be discussed in partner negotiations			
	Database Development	40,000	40,000						
	Data Collection & Integrity Testing	10,000		10,000	NTG	COMMITTED			
Total Monitoring, Evaluation, Reporting and Implementation		138,000	60,000	78,000			400,000	94,000	88,000

Communications									
	Communications Officer	30,000	30,000						
	Communications strategy (implementation)	13,000	13,000						
	Web site - development	7,000	7,000						
	Communication tools - print based	7,000	7,000						
Total Communications		57,000	57,000				100,000	20,000	20,000

Contribution to Caring for our Country target(s)	Description of individual items	Total cost of item Y1 (GST excl)	Caring for our Country funding 2009/10 (GST excl)	Other sources of funding (In-kind)		Caring for our Country funding			
				Amount (GST excl)	Organisation	Security of funds	2010-11 (GST excl)	2011-12 (GST excl)	2012-13 (GST excl)
TOTAL PROJECT COSTS		1,388,000	1,000,000	388,000			6,000,000	6,000,000	6,000,000
TOTAL PROJECT COSTS		1,388,000	1,000,000	388,000			6,000,000	6,000,000	6,000,000

Appendices

APPENDIX 1

Aboriginal engagement/involvement

Description of Aboriginal organisations in proposal

The **Central Land Council (CLC)** is a statutory authority established under the *Aboriginal Land Rights (Northern Territory) Act 1976* (Comm) (ALRA). The key objective of the land management section of the CLC is to enable Aboriginal people to use and manage their land in accordance with their customs, laws and aspirations and to promote cultural and environmental sustainability, in accord with relevant legislation. Land management staff provide Aboriginal people with advice and assistance in accordance with this objective. In recent years, the land management initiatives of the CLC have included the establishment and operation of Aboriginal ranger groups across Central Australia.

The CLC's responsibilities apply to 383,000km² (51%) of the southern portion of the NT which is owned or co-managed by Aboriginal people. This land includes the Northern Tanami Indigenous Protected Area (IPA) of 40,050km² and proposed IPAs in the Southern Tanami (125,000km²) and Petermann/Katiti (50,417km²) regions.

Anangu Pitjantjatjara Yankunytjatjara (APY) was established as an incorporated body under the provisions of the *Anangu Pitjantjatjara Yankunytjatjara Land Rights Act 1981* (SA), which also granted Anangu people freehold title to 102,650km² of land in the far northwest of SA, representing 10.4% of the overall area of the State.

APY oversees the activities of the various constituent groups created to serve the needs of the 2,500 Anangu members who reside on the APY Lands in 18 communities and homelands. One such group, AP Land Management, works with Anangu in undertaking a range of land management activities directed at retaining or improving the condition of the natural and cultural values of the region.

The APY Lands include the Watarru IPA (12,800km²), the Walalkara IPA (7,000km²) and three proposed IPAs.

The **Kimberley Land Council (KLC)** is the peak community organisation for Aboriginal people in the Kimberley region. Established in 1978, one of the key tasks of the KLC is to assist Aboriginal people in gaining protection of traditional land and waters.

The Kimberley covers an area of 421,451km² and includes approximately 200 Aboriginal communities. Some 11% of the region is Aboriginal reserve and a further 26% comprises Aboriginal-held pastoral leases.

The **Ngaanyatjarra Council (NC)** is an incorporated body which operates as the "community of interest" for 11 separately incorporated Aboriginal communities located within the Ngaanyatjarra Lands of WA. The NC represents the interests of approximately 2,000 Traditional Owners, most of whom reside in these communities. The organisation is tasked with supporting its members in a range of endeavours including land management.

The Ngaanyatjarra Lands, which comprise 250,000km² or approximately 3% of mainland Australia, are covered by 99-year and 50-year leases held by the Ngaanyatjarra Land Council and Aboriginal Reserve. Some 39% of the Ngaanyatjarra Lands have been declared an IPA, management of which is governed by the provisions of an approved plan of management.

Land management activities, including those associated with the IPA, Working on Country (WOC) program and camel control efforts, are coordinated through the Ngaanyatjarra Land and Culture program of the Council.

In addition to these four Aboriginal organisations, the South Australian government's Alinytjara Wilurara Natural Resources Management Board (AWNRM Board) also plays a role in camel control on Aboriginal lands in that State. The AWNRM Board is an all-Aboriginal NRM organisation that assists in land management matters across a 250,000 km² region of western South Australia which includes the APY Lands and the Maralinga Tjarutja.

Appendix 2 : Partners and Supporting Partners Roles and Responsibilities

Name of partnering organisation	ABN	Address	Role in the project (maximum 100 words)
<p>Department for Environment and Conservation (WA) www.dec.wa.gov.au</p>	<p>38 052 249 024</p>	<p>Department of Environment and Heritage (DEC) 17 Dick Perry Ave Technology Park, Kensington WA 6151.</p>	<p>DEC is increasingly concerned that the current high density of feral camels is having adverse impacts on some native plant species and plant communities, as well as degrading natural watering points key habitats, although there are few hard data to quantify these impacts. DEC's interests are to 1) quantify the relationships between camel density and environmental and biodiversity impacts, 2) develop cost-effective ways of censusing camel populations as a means of establishing density/damage relationships and for assessing effectiveness of control measures, 3) develop cost-effective control measures, and 4) working with neighbours and local communities to manage feral camels. Projects involve collaborations with various cross-jurisdictional partners in SA and with DAFWA in WA.</p>
<p>Department of Agriculture and Food (WA) www.agric.wa.gov.au</p>	<p>18 951 343 745</p>	<p>Department of Agriculture and Food Western Australia (DAFWA). Vertebrate Pests Section, 100 Bougainvillea Ave, Forrestfield WA 6058</p>	<p>DAFWA will undertake both impact reduction (culling) and MERI projects aimed at more effective management strategies. DAFWA will be working in conjunction with various partners to 1) develop the Judas technique used for the control of donkeys for the strategic control of camels, and 2) improve the accuracy of density estimates gained from aerial surveys to provide more accurate data for culling effectiveness. In so doing, the impact of camels on biodiversity and sites of cultural significance will be reduced.</p>
<p>Rangelands NRM Western Australia www.rangelandswa.info</p>	<p>53 032 039 445</p>	<p>PO Box 417 Kalgoorlie WA 6430</p>	<p>Rangelands NRM WA will engage with Aboriginal communities in the Gibson Desert and Great Victoria Desert to reduce the impact of feral camels to provide capacity building within Aboriginal communities for sustainable land management, and the management of cultural sites and threatened species. They will work in collaboration with Ngaanyatjaraku Land Council, Pila Nguru Aboriginal Corporation, Wiluna Native Title Claimants, Central Deserts Native Title Service, Ilkulkalpa Aboriginal Corp, Maralinga Aboriginal Corp, Paupilyala Tjarutja Aboriginal Corp, South Australia Dept of Environment & Heritage, W.A Health community centers, Desert Knowledge CRC - Alice Springs, Rangelands NRM.</p>

Name of partnering organisation	ABN	Address	Role in the project (maximum 100 words)
<p>Department for Environment and Heritage (SA) (DEH) www.environment.sa.gov.au</p>	<p>36 702 093 234</p>	<p>GPO Box 1047 Adelaide SA 5001</p>	<p>DEH will undertake broadscale aerial culling in 1) the Simpson Desert, Wiltjira National Park and surrounding pastoral lands where possible, with NT and Qld governments (already agreed), and 2) where permitted in GVD/Maralinga Tjarutja Lands and southern APY lands and in WA. DEH will also collaborate on aerial surveys pre and post culling to establish accurate abundance levels and MERI programs in all zones to measure/assess the impact of camels pre and post reduction programs. As part of the MERI program, camels will also be fitted with radio-tracking collars to establish behavioural patterns in relation to seasonality. This builds on work already done and extends the WA program under this project.</p>
<p>Department of Water, Land and Biodiversity Conservation (SA) (DWLBC) www.dwlbc.sa.gov.au</p>	<p>27 804 759 969</p>	<p>GPO Box 2834 Adelaide SA 5001</p>	<p>DWLBC is collaborating with DEC (WA), DAFWA, DEH (SA), SAALNRMB, AWRNRM, APY Lands to reduce the impact of feral camels in cross-border areas, namely Zones 1, 2 & 3 and to monitor and evaluate pre- and post-cull activities for effectiveness in the reduction of numbers of feral camels and resultant improvement in areas of significant cultural sites and biodiversity regions.</p>
<p>Department of Primary Industries & Resources (SA) (PIRSA) www.pir.sa.gov.au</p>	<p>53 763 159 658</p>	<p>GPO 1671 Adelaide SA 5001</p>	<p>As for DWLBC above.</p>
<p>SA Arid Lands NRM Board (SAAL NRM) www.saalnrmsa.gov.au</p>	<p>94 986 769 005</p>	<p>PO Box 2227 Port Augusta SA 5700</p>	<p>As for DWLBC above. SAAL NRM Board will also be engaged with Aboriginal communities and the local communities on complementary projects and provide an avenue for the dissemination of information to community groups.</p>
<p>Alinytjara Wilurara Natural Resource Management Board (SA) www.awnrm.sa.gov.au</p>	<p>45 190 291 798</p>	<p>321 Goodwood Road Kings Park SA 5034</p>	<p>As for DWLBC above. AWRM is primarily for Aboriginal lands and communities, and will engage with all parties including Aboriginal Traditional Owners on culturally suitable strategies (to provide employment and other economic opportunities for the local communities) to implement an impact reduction strategy (including camel removal and/or culling) for the region and to monitor and reduce the impacts of camels on significant surface waters, threatened habitats and species. Monitoring, evaluation pre- and post-camel reduction is planned for high-value biodiversity and cultural sites with appropriate rehabilitation, and also mitigation of the impacts of culling (if any).</p>

Name of partnering organisation	ABN	Address	Role in the project (maximum 100 words)
Anangu Pitjantjatjara Yankunytjatjara Lands www.waru.org	77 261 612 162	PMB 227 Umuwa via Alice Springs NT 0872	The Land Management Unit (APYLM) was established in 1990 to assist Pitjantjatjara and Yankunytjatjara people to realise their aspirations for management of their land. The APYLM also supports the social and economic objectives of Anangu Pitjantjatjara Yankunytjatjara. This includes identifying and creating opportunities for employment in natural resource management and enabling the sustainable use of natural resources for economic development – in both the traditional and contemporary sense. One of the projects already underway to support these objectives is feral camel control. APY's involvement in this project is to continue the work already underway and expand it to include protection of significant sites, trapping and removal of camels for human consumption and monitoring and evaluation of landscape pre- and post-removal in conjunction with surrounding land owners.
Department of Environment and Resource Management (Qld) www.epa.qld.gov.au	87 221 158 786	PO Box 15155 City East Brisbane Qld 4002	The overarching objective of the Queensland Department of Environment and Resource Management (QDERM) is to protect refuges for biodiversity in the Simpson Desert National park by reducing the density of feral camels in the area. In this project QDERM will work with the Northern Territory and South Australian governments to monitor and evaluate the numbers of camels in the area pre- and post-removal, including the development of a comprehensive resource inventory, biannual monitoring of biodiversity refuges, data on numbers of camels being removed and their response to climatic changes for better control.
Northern Territory Department of Natural Resources, Environment, the Arts and Sports www.nt.gov.au	84 085 734 992	PO Box 1120 Alice Springs NT 0871	NTG is responsible for the management of the unallocated Crown land, some of which is in the Simpson Desert. In this project, NTG will work with Qld and SA governments to undertake extensive aerial culling in the area to reduce densities to below 0.1 animals per square kilometre from the current >0.5 animals per square kilometre. As well as removal, extensive aerial survey monitoring will be carried out for better management and they will also work in collaboration with SA and Qld on a biodiversity impact study.

Name of partnering organisation	ABN	Address	Role in the project (maximum 100 words)
<p>Ngaanyatjarra Council Inc www.tjulyuru.com</p>	<p>88 304 990 870</p>	<p>PO Box 644 Alice Springs NT 0871</p>	<p>Ngaanyatjarra Council Land and Culture team propose to expand and enhance their existing camel control program to remove 100,000 camels or reduce the density to <0.1 camels per square kilometre from a density of >0.5 animals per square kilometre supported by CfoC funds. The project will reduce the impact of camels on important wetlands in the region. In addition, Ngaanyatjarra Council will train local Aboriginal people in integrated camel control, continue to foster support of the Traditional Owners to support the expansion of their control program to more inaccessible and highly valuable wetlands in the most remote parts of the lands to physically expand aerial culling to remote areas of the lands.</p>
<p>Central Land Council (CLC) www.clc.org.au</p>	<p>71 979 619 393</p>	<p>31-33 North Stuart Highway, Alice Springs NT 0870</p>	<p>The Central Land Council will coordinate and implement impact reduction strategies throughout management zones 1,2 and 3 across Aboriginal Land Trust Lands. Impact reduction strategies include broad scale aerial culling, creation of alternative water sources to reduce pressure on significant areas and fencing of significant sites. The CLC have employed a project officer for community consultation processes using ILC funds to ensure full participation and engagement of Aboriginal communities, particularly the Senior Traditional Owners on all aspects of any impact reduction projects. It will also undertake monitoring and evaluation programs, including aerial surveys pre-and post-culling.</p>
<p>Australian Wildlife Conservancy www.awc.org.au</p>	<p>36 068 572 556</p>	<p>PO Box 8070 Subiaco East WA 6008</p>	<p>Australian Wildlife Conservancy own Newhaven Station in the Tanami Desert. Their role in the project is to remove camels via aerial culling from Newhaven to protect biodiversity refuges and increase native habitat. They will also engage with local Aboriginal Communities to track the abundance and activity of camels on the property as part of a monitoring and evaluation strategy. AWC will also study the impact of camels on vegetation near high-use areas – one natural water source and one bore. This will add to other MERI projects on vegetation use in WA, SA and the Simpson Desert.</p>

Name of partnering organisation	ABN	Address	Role in the project (maximum 100 words)
Kimberley Land Council www.klc.org.au	96 724 252 047	PO Box 2145 Broome WA 6725	The role of the Kimberley Land Council is to provide an opportunity for Senior Traditional Owners from three IPAs across the top of the Great Sandy Desert to be involved in feral camel work. In particular the Traditional Owners and rangers under development will learn more about the impact of camels, how to monitor their movements, identify impacts and count their numbers and develop site-specific monitoring programs with a view to the development of control strategies. The program will also engage young people in NRM opportunities as they travel on land with the elders and family groups and undertake simple monitoring and surveys.
CSIRO www.csiro.au	41 687 119 250	Heath Road Alice Springs NT 0870	The role of CSIRO in the project is focused on MERI. CSIRO will host the database pertaining to feral camel populations and densities through the ACRIS (Australian Collaborative Rangelands Information System) Management Unit. They will also assess the social-ecological costs and benefits of camel impact and control and the biodiversity outcomes around water bodies associated with camel control, using a case study approach. The projects will enable synthesis of data at a landscape scale, better informed MERI processes and outcomes to support decision making in a complex cross-cultural setting and evidence-based assessment of improvements in biophysical assets due to camel control.
Flinders University www.flinders.edu.au	65 542 596 200	GPO Box 2100 Adelaide SA 5001	The role of Flinders University is to provide MERI services to several projects in SA and WA to identify and target better feral camel control management strategies and programs to optimise removal. The projects continue and expand collaborative work already underway. Techniques to be used include aerial surveys, radio-tracking of collared animals, an on-ground enclosure study to measure density vs impact and a dietary analysis to understand what they eat and how that impacts on management and control methods on a seasonal basis.
NRM Board NT www.nrmbnt.org.au	52 624 459 784	PO Box 30 Palmerston NT 0831	The NRM Board NT will be working with the project on community engagement programs for the rehabilitation of areas of high-value biodiversity, dissemination of information to community groups and Aboriginal engagement.

Name of partnering organisation	ABN	Address	Role in the project (maximum 100 words)
Northern Territory Cattlemen's Association (NTCA) www.ntca.org.au	87 055 308 786	GPO Box 4845 Darwin NT 0801	<p>The NTCA proposes to extend culling operations already identified in the project for Aboriginal, Crown and Conservation land in the NT to neighbouring pastoral land with the overall objective of reducing camel densities to <0.1 per square kilometre. This will involve 30 properties in key areas of the Territory and will reduce impact on a number of Sites of Significance in the NT including two sites of International Significance: Andado and Snake Creek Lakes and Karinga Creek palaeodrainage system and several sites of national significance (Beddome Range and Wilyunpa Tablelands, Rodinga Range, Mt Connor and Lake Lewis) and their surrounds. Culling on pastoral properties will be done in conjunction with programs for the adjacent tenures.</p>

5.2 Support for your proposal

Please list the organisations or individuals that are providing technical support to your proposal, but are not considered direct partners.

Names of organisations supporting your proposal	Contact person	Contact phone number	Type of support being provided
Desert Channels Queensland Inc	Mike Chuk	[REDACTED]	Community engagement
John Armstrong	John Armstrong	[REDACTED]	Industry – accredited professional shooter and pilot.
Rural Solutions SA	Phil Gee	[REDACTED]	Technical support
Rural Solutions SA	John Pitt	[REDACTED]	Technical and business development support
Territory Camel	Garry Dann	[REDACTED]	Business development advice for mobile abattoirs. Engagement with Aboriginal communities for development of meat processing opportunities.
Stephen Pass	Stephen Pass	[REDACTED]	Industry-accredited professional shooter. Building a total value chain in WA: paddock to plate.
WA Pastoral Board	Robin Mills	[REDACTED]	Information exchange between the project and WA pastoralists.
Indigenous Business Australia	Cheryl Ross	[REDACTED]	Economic development support to remote Aboriginal communities for commercial impact reduction strategies.
Indigenous Land Corporation	Stephen McCarthy	[REDACTED]	Training and business support for Aboriginal communities to engage in impact reduction activities.
Petronella Vaarzon-Morel	Petronella Vaarzon-Morel	[REDACTED]	Anthropologist: Engagement with Aboriginal communities.
Invasive Animals CRC	Dr Steven Lapidge	[REDACTED]	Technical assistance and trials of other control methods such as salt licks.
Australian Vertebrate Pests Committee	Diana Leader	[REDACTED]	Ethics, advice and regulations on humane removal
Dept of Primary Industries & Fisheries Qld Biosecurity Section	Frank Keenan	[REDACTED]	Technical support: surveying, MERI
Arid Lands Environment Centre	Jimmy Cocking	[REDACTED]	Community engagement strategies and alternative uses of camel by-products, i.e. hump fat for fuel, leather, etc.

Names of organisations supporting your proposal	Contact person	Contact phone number	Type of support being provided
Rangelands Alliance	John Gavin	[REDACTED]	Information exchange between the alliance members and the project team.

Appendix 3: High level project plan

See attached spreadsheet

Appendix 4: Control decision framework

