



DEVELOPMENT

PATHWAYS

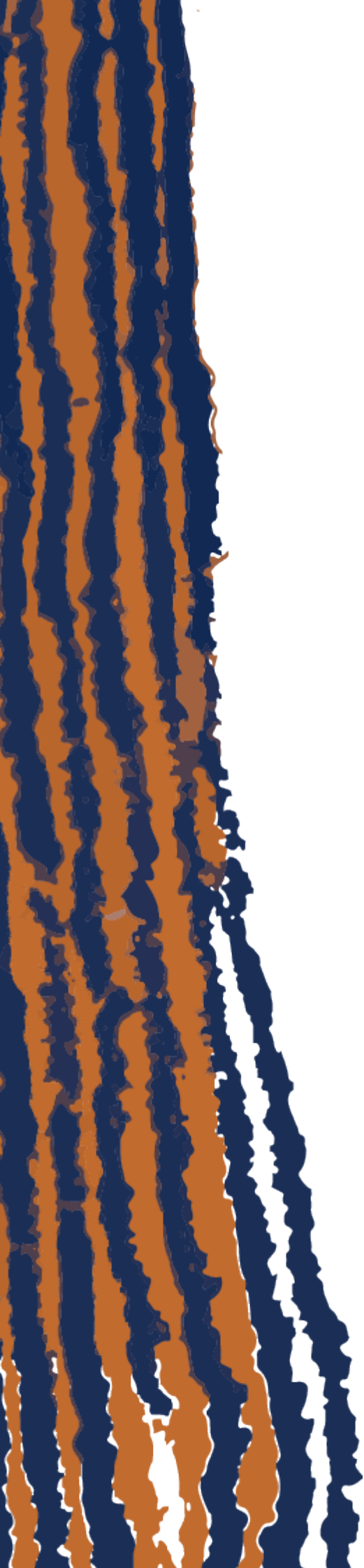
Development
Pathways
Australia

Reflect

Reconciliation Action Plan

May 2024 – April 2025





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About the Artist and Artwork



Eunice Napanangka Jack, Kuruyultu © Eunice Napanangka Jack/Copyright Agency, 2024.

Eunice Napanangka Jack

Eunice was born in 1940 at Lupul in the Sir Frederick Ranges. When Eunice was a little girl, and like so many other Aboriginal families at the time, shortages of food forced her family east towards the ration stations being set up in central Australia. She remembers the travels with her family very vividly and refers to it as when her mother carried her piggy back all the way from Western Australia to Haasts Bluff. Eunice passed away in 2022.

Kuruyultu

In this print Eunice depicts her father's Tjukurrpa (Dreaming). It shows the country at Kuruyultu, near Tjukurrlla in Western Australia.

Eunice Napanangka Jack says about the artwork:

'This is my country. I can't remember how it all happened, because it happened before I was born. I have a scar on my back from it. My grandfather speared a wallaby at Kuruyultu. That night he ate that wallaby. At the same time my mother could feel me moving inside her. She was heavily pregnant with me.

That next morning, after my grandfather had speared the wallaby, killed it and eaten it, I was born.

I was born at Kuruyultu, near the rockhole there. I can't remember my grandfather or my grandmother. I was still a little baby. We left that place, Kuruyultu. My father, my mother, my big sister and my father's brother, we all left together and went to Haasts Bluff. I grew up in Haasts Bluff. I have been back to Kuruyultu for visits but I never lived there again in my country. I think about it every day. Only my father knows all the stories for that country and he painted them too... all the men's stories. I know the story of the wallaby mother and daughter which left me with a birthmark. That's what I paint: the wallaby mother and daughter.'

Statement from CEO of Reconciliation Australia Inaugural Reflect RAP

Reconciliation Australia welcomes Development Pathways to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Development Pathways joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Development Pathways to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Development Pathways, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

A Message from Development Pathways' CEO and the Head of Australia Office

On behalf of Development Pathways, we welcome you to our company's journey of reconciliation. As a new, growing entity in Australia, we are committed to building lasting relationships with First Nations peoples and creating a more just and equitable Australia for all. Our commitment is embedded in our CEO's personal history of living in Indigenous communities in Latin America and supporting their land rights struggles.

The Reflect RAP is a journey, not a destination. We will embrace a process of learning, unlearning, and growing. The Reflect RAP will outline a roadmap for our team in Australia to help us build respectful relationships and create opportunities for Aboriginal and Torres Strait Islander peoples.

By developing and implementing this RAP, Development Pathways will demonstrate its commitment to a more equitable and inclusive workplace for all.

We would like to thank the members of our RAP working group, Lucy Samsa-Knapp and Amber Hall, for their leadership in championing this plan, as well as the entire team of Development Pathways Australia for their support, commitment, and active participation. We are also thankful to our Indigenous Advisor, Alice Tamang, for her wisdom and patience as she helped us learn about and appreciate the importance of this work. There is much to learn about Aboriginal and Torres Strait Islander cultures and histories, and there is even more work to be done to address the ongoing inequalities between First Nations and non-Indigenous people in Australia. This RAP is a small but significant step forward. Together we can build a better future for all Australians.

Stephen Kidd,
CEO
Development Pathways

Elena Pak,
Head of Australia
Development Pathways Australia

Our business

Development Pathways is an internationally renowned organisation at the cutting edge of social protection, social and economic research, inclusive programming, and digital technology. We deliver high-quality consultancies throughout the Middle East, Africa, Americas, Asia, and the Pacific engaging in: social protection policy development; programme design and implementation (including as a leading provider and authority in social protection management information systems); evaluations of social protection schemes; research (across a wide range of thematic areas, including poverty, social and economic analysis, disability, and gender); and training and capacity building. In recent years, we have become recognised for our work on disability-inclusive social protection.

Our extensive research and strong focus on evidence enables us to also operate as a think-tank, producing our own publications based on our in-house research. We are thought leaders in many areas of social protection and are well-known for debunking many of the myths surrounding the subject area.

We have worked in over 40 countries, on more than 400 relevant assignments with international agencies. We are highly capable of adapting our strategies and working on complex assignments, at different levels, and in multiple countries across the world.

Development Pathways is a joint UK and Kenyan company, currently with 50 staff. In addition to our London and Nairobi hubs, we have teams based in Australia, Jordan and Malawi. Our global team is culturally and ethnically diverse with 54% of employees being people of colour.

Our Australian office was established in 2020 and has grown from 3 employees in 2021 to 10 in 2023. Currently we do not have any Aboriginal or Torres Strait Islander people on our staff, but we are looking for opportunities to recruit First Nations people for future roles. Our employees work remotely and reside in New South Wales, South Australia, Victoria, and Queensland. We also have long-term advisors and staff in the Pacific.

Our RAP



As an international development organisation with a recently established office in Australia, we believe we have a responsibility to actively contribute to reconciliation and are committed to developing positive relationships with Aboriginal and Torres Strait Islander peoples. We are an organisation with a mission to accelerate the realisation of social and economic rights for all, and firmly recognise the importance of addressing historical and ongoing injustices faced by Indigenous communities. We have developed our first Reconciliation Action Plan (RAP) to formalise our commitment to reconciliation and guide our actions moving forward.

Our approach to implementing our RAP

Our RAP will serve as a roadmap for recognising and respecting Indigenous cultures, promoting employment and economic opportunities, and engaging in initiatives that support self-determination and empowerment.

Development Pathways' RAP Champion is Elena Pak, Head of Development Pathways Australia. Elena is also RAP Chairperson and, supported by members of the Working Group, will lead activities and ensure progress against deliverables committed to in our inaugural RAP. As we implement our RAP, we will adopt a collaborative approach - engaging with Aboriginal and Torres Strait Islander peoples and organisations to ensure our actions align with their aspirations and priorities. Our goal is to be culturally sensitive and respectful as we build meaningful relationships and contribute to sustainable positive change.

Our reconciliation journey so far

While our presence in Australia is new, our organisation has a strong history of actively engaging in global projects promoting social inclusion, equality, and human rights. Development of our first Reflect RAP signifies a significant milestone in our commitment to reconciliation, beginning our journey. We understand that this journey requires long-term commitment, and we are dedicated to listening, learning, and growing. As we embark on our reconciliation journey in Australia, we value humility, active listening, and learning from Aboriginal and Torres Strait Islander peoples. Through our RAP, we aim to enhance our workplace culture to further embrace diversity, promote inclusion, and support Indigenous community empowerment. We look forward to the challenges and opportunities ahead as we work towards a more just, equitable, and reconciled Australia.

Relationships



Action	Deliverable	Deadline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	· Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area of our employees. June 2024 Head of Australia Office	June 2024	Head of Australia Office
	· Research best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. June 2024 Deputy Head of Australia Office	June 2024	Deputy Head of Australia Office
2. Build relationships through celebrating National Reconciliation Week (NRW).	· Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Deputy Head of Australia Office
	· RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2024	Program Officer
	· Encourage and support staff and senior leaders to participate in at least one internal and one external event to recognise and celebrate NRW.	27 May-3 June, 2024	Head of Australia Office



Action	Deliverable	Deadline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> · Communicate our commitment to reconciliation to all staff. 	May 2024	Head of Australia Office
	<ul style="list-style-type: none"> · Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	December 2024	Deputy Head of Australia Office
	<ul style="list-style-type: none"> · Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	December 2024	Deputy Head of Australia Office
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> · Research best practice and policies in areas of race relations and anti-discrimination. 	January 2025	Operations Officer
	<ul style="list-style-type: none"> · Conduct a review of HR policies and procedures to strengthen existing anti-discrimination provisions, and future needs. 	January 2025	Operations Manager

Respect



Action	Deliverable	Deadline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	· Develop a business case for increasing understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	August 2024	Deputy Head of Australia Office
	· Conduct a review of cultural learning needs within our organisation. ·	October 2024	Operations Manager
	· Investigate implementing Aboriginal and Torres Strait Islander awareness training for staff.	October 2024	Operations Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	· Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2024	Program Officer
	· Encourage staff working remotely to develop an understanding of the local Traditional Owners or Custodians of the lands where they are working and understand whether their rights to their lands have been resolved.	June 2024	Program Officer
	· Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2024	Program Officer



Action	Deliverable	Deadline	Responsibility
	<ul style="list-style-type: none"> · Include an Acknowledgement of Country at the commencement of important meetings. 	July 2024	Head of Australia Office
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> · Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2024	Deputy Head of Australia
	<ul style="list-style-type: none"> · Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2024	Program Officer
	<ul style="list-style-type: none"> · RAP Working Group to participate in an external NAIDOC Week event. 	Week 1, July, 2024	Program Officer

Opportunities



Action	Deliverable	Deadline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	· Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	October 2024	Operations Manager
	· Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2024	Operations Manager
	· Prepare wording that can be included in job advertisements to encourage Aboriginal and Torres Strait Islander people to apply.	February 2025	Operations Office
	· Investigate advertising job vacancies in Aboriginal and Torres Strait Islander media and sharing opportunities with the Association of First Nations Australians in Development.	February 2025	Operations Office
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	· Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	August 2024	Operations Manager
	· Investigate Supply Nation membership. August 2024 Operations Officer	August 2024	Operations Officer
	· Investigate opportunities to increase procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2024	Operations Officer

Governance



Action	Deliverable	Deadline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	· Maintain a RWG to govern RAP implementation.	May 2024	Head of Australia Office
	· Draft a Terms of Reference for the RWG.	August 2024	Deputy Head of Australia Office
	· Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2024	Head of Australia Office
11. Provide appropriate support for effective implementation of RAP commitments.	· Define resource needs for RAP implementation.	June 2024	Head of Australia Office
	· Engage senior leaders in the delivery of RAP commitments.	September 2024	Head of Australia Office
	· Appoint a senior leader to champion our RAP internally.	May 2024	Head of Australia Office
	· Define appropriate systems and capability to track, measure, and report on RAP commitments.	September 2024	Operations Manager



Action	Deliverable	Deadline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> · Ensure reporting of RAP progress is included in regular reporting to the senior leadership team and Board. 	June 2024	Operations Manager
	<ul style="list-style-type: none"> · Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June 2024	Head of Australia Office
	<ul style="list-style-type: none"> · Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August 2024	Project Manager
	<ul style="list-style-type: none"> · Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September 2024	Project Manager
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> · Register via Reconciliation Australia's website to begin developing our next RAP (Innovate). 	February 2025	Head of Australia Office



Contact details

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