



**NORTHERN
LAND COUNCIL**

Our Land, Our Sea, Our Life

Community Planning and Development

Monitoring and Evaluation Report

July 2022 – June 2023





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Authors: Community Planning and Development Team, Northern Land Council

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Contact: Northern Land Council, Community Planning and Development Program Email: cpd@nlc.org.au

Executive Summary

Since 2016 traditional owners have invested \$12.5 million in community projects.

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Working with the NLC, Traditional Owners have completed 51 projects. Traditional Owners are working on 25 projects and undertaking 19 feasibility studies. On average it takes 5 working group meetings to plan, budget and approve one new project.

.....

23 Aboriginal groups are investing, planning and delivering projects for their communities. This year NLC welcomed 5 new groups into the program.

.....

Community Projects travelled more than 30,000km to assist 461 Aboriginal people plan, budget and manage their projects - that's equivalent to driving around Australia twice.

.....

Half of all new projects are focused on strong culture and strong governance.

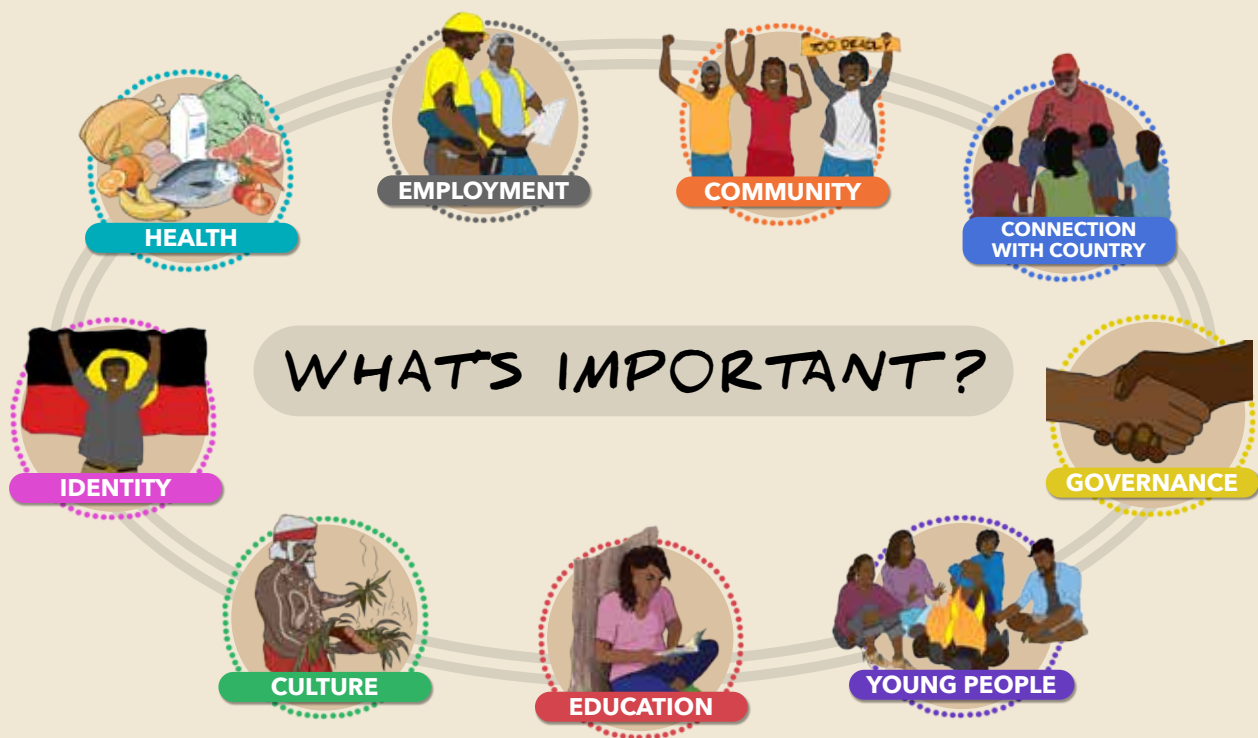
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Program Objectives

1. Strengthen Aboriginal / traditional owners capacity, control and group cohesion
2. Create social, cultural, environmental and economic benefits
3. Together track, evaluate and promote the success and benefits of projects
4. Advocate Aboriginal-led planning and development

What's important to Aboriginal People



Program goal: To have healthy, resilient and engaged Aboriginal people, groups and communities – who are strong in language, culture, connection to country, education and employment.

In seven years, the Northern Land Council (NLC) has enabled Traditional Owners (TO) through the Community Planning and Development (CP&D) program across the Top End to invest \$12.5 million towards community projects. With CP&D support, participating groups have completed 51 projects, with an additional 25 under implementation and 19 undergoing feasibility studies. In this reporting period more than 461 Aboriginal people have been exposed to community projects, many developing governance, planning and project management skills along the way. Spread across the NLC seven regions, the groups are supported directly and indirectly by a team of 11 dedicated staff located in Darwin, Katherine and Kununurra.

Over the 2022/23 period, the NLC community projects:

- Increased its reach to 23 Aboriginal groups – 5 more than the previous financial year
- Delivered a free service to assist Aboriginal groups plan, oversee and evaluate their projects, while developing skills in good governance and project management
- Participating groups financed 12 new Aboriginal-controlled projects valued at \$1.3million
- Provided 4-low income groups with matched funding opportunities
- Implemented an evidence based tool to inclusively monitor Aboriginal capacity and empowerment outcomes over time
- Continued to seek and maintain dedicated staff to meet the growing requirements.

Monitoring and evaluation, the NLC journey

Monitoring and evaluation (M&E) ensures the NLC is on track in providing Aboriginal groups with the right set of tools to build good group dynamics and project management skills. From measuring group cohesion to skills in managing their resources, M&E keep a tab on what works well, what doesn't work so well and what has been learnt for next time.

This evaluation story brings together the complete collection of Aboriginal groups development and experiences from June 2022 to July 2023. Over the reporting period, the NLC has been working hard with 23 groups in developing aspirations, visions, project ideas and skills in planning, project management and budgeting as they activate their land and sea rights.

CP&D: an overview on its progress towards healthy, resilient and engaged Aboriginal people

The program continues to increase in reach and retention. Over this reporting period, on average one project officer serviced five groups to plan and work towards their community projects. Compared to the previous year, the number of projects has increased by 71% (n=7) and financial value by 57% (n=\$461K). **Strong culture** (n=4, 33%) and **skills enterprise and education** (n=2, 17%) were the primary objectives set by the Aboriginal groups. This year, matched funding was introduced, providing opportunities for communities with limited resources to work towards projects.

Matched funding program provided four new groups with the opportunity to join the Community Projects Program. Aboriginal groups who receive little to no income from land use agreement can now apply for financial assistance and co-funding opportunities. These groups are from Victoria River District and Darwin Daly Wagait regions.

Tracking group capacity, control and group cohesion

This year CP&D staff worked with governance experts from the Aboriginal Governance & Management Program at APONT, to develop a survey to monitor group cohesion and governance, planning and projects management capabilities. Divided into four phases, the survey describes the behaviour and skill development over the length of the program. The four phases are:

- **Getting together:** full of questions and curiosity, the group is eager to explore what the overall program, good governance and project management looks like, but don't have much experience yet.
- **Working it out:** group is developing a vision, acknowledging there are many skills to learn from running meetings, managing projects and budgeting; attendance to meeting may fluctuate.
- **Getting a hang of things:** a strong degree of trust, the group understands the project cycle, know about chairing meetings, writing agendas and minute taking, adhering to group generated rules and attending meetings. The group is working hard to undertake their responsibilities and follow actions through outside meeting times.

- **Confidently working together:** A high degree of motivation and empathy, the group asks critical questions and effectively engage in well-run committee meetings, demonstrating their ability to assess budgets and make strategic financial decisions.

Project officers trialled the tool in the final quarter of this reporting period, with most groups in the *working it out* phase.

Community Project Advisory Group plays an integral role in guiding the NLC CP&D approach. The advisors assist the NLC in tailoring realistic project goals, making rational decisions, advocating the benefits, skills and opportunities the program has brought their regions and communities. The advisors include council representatives, independent experts and Community Project participants.

Advocating Aboriginal-led projects

The NLC Chair officially opened the 2023 World Community Planning and Development Conference to over 350 local, national and international guests. Complementing his opening address, Community Project participants presented a diverse range of their Aboriginal-led planning and development projects to policy makers, researchers and industry experts from North America and Asia-Pacific regions. The conference ran for three days in Darwin.

Areas for growth

The NLC continues to focus on delivering quality programs to communities across the Top End of the NT. Retaining staff across remote locations and difficulty in logistical support continues to challenge the business. To address these challenges the NLC is implementing career pathway opportunities via Aboriginal Project Support Officers. The NLC continues to work with TO in scheduling meetings and affirming locations.

This M&E report is divided into three sections:

- **Section one** tracks and evaluates the overall program and projects over the 2022/23 period
- **Section two** describes
 - Aboriginal capacity, control and cohesion; and
 - the benefits received for Aboriginal groups
- **Section three** lists current and ongoing recommendations collected from previous reporting periods.

Section 1:

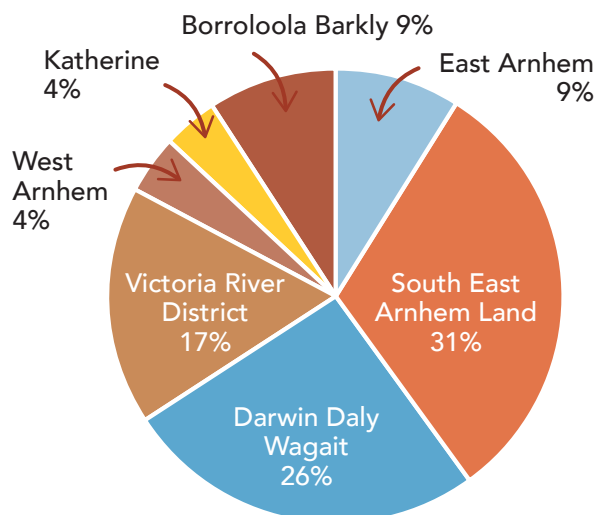
**What's important
to Traditional
Owners and their
communities: how
are we tracking.**

Where is the program being delivered?

Over this reporting period, participation increased by 28%. This included four groups through matched funding, three groups from Darwin Daly Wagait and one from both Borroloola Barkly and Victoria River District regions.

South East Arnhem Land (n=7; 31%), Darwin Daly Wagait (n=6; 26%) and Victoria River District (n=4; 17%) continue to account for three quarters (74%) of the group locations.

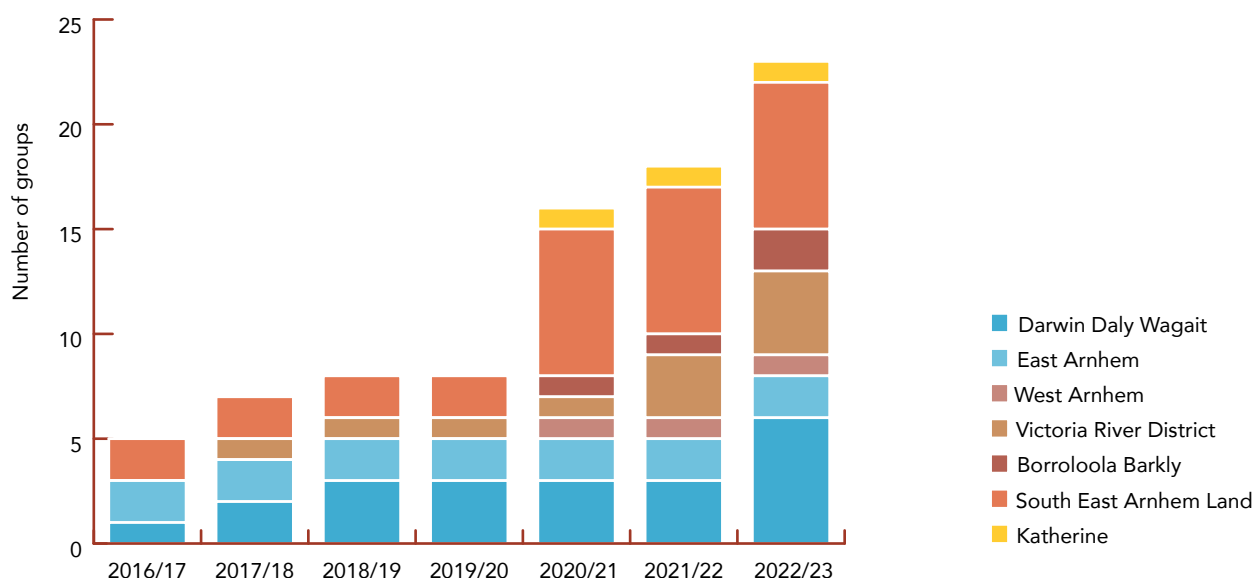
Group location 2022/23



Since inception

- On average (median) each financial year, Community Projects welcomes two new groups into the program each year
- By 2020/21 all seven regions had Aboriginal groups in the program
- In 2020/21 the number of groups doubled

Number groups per region per financial year

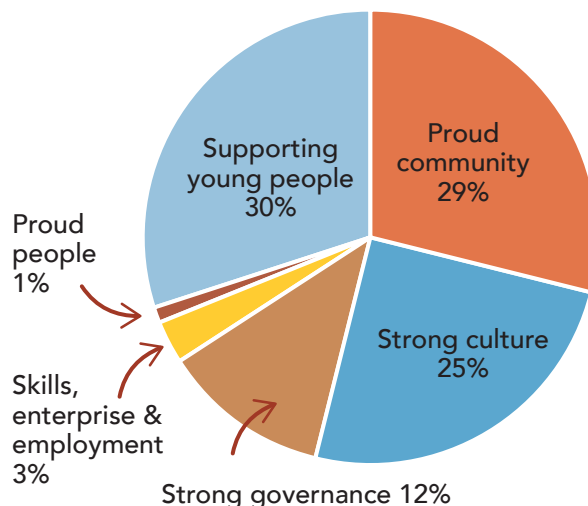


What's important to Traditional Owners and their communities: where is money being spent?

Over this reporting period Aboriginal groups invested \$1.3 million in new projects for their communities. Excluding the outliers, **strong culture**, including design of a culture centre and interpretative community signage, **supported young people** through bush camps and **skills enterprise and education** accounted for 84% of new project expenses.

When compared to last financial year and removing the outliers, Aboriginal groups spent less in dollar value and more in number of projects. There was no similarity between project objectives. See graph opposite.

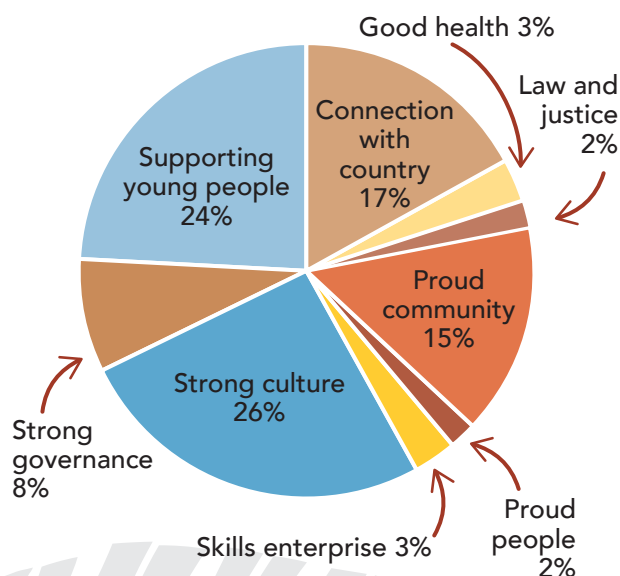
New projects: Spend per objective 2022/23



Community project: money story

Since inception Aboriginal groups have spent close to \$5.6 million on community projects. Two thirds of the project objectives were distributed across **strong culture**, **supporting young people** and **connection with country**. Projects included culture camps, law and justice programs and trade-works on family outstations. *Note, outliers have been removed.* See graph opposite.

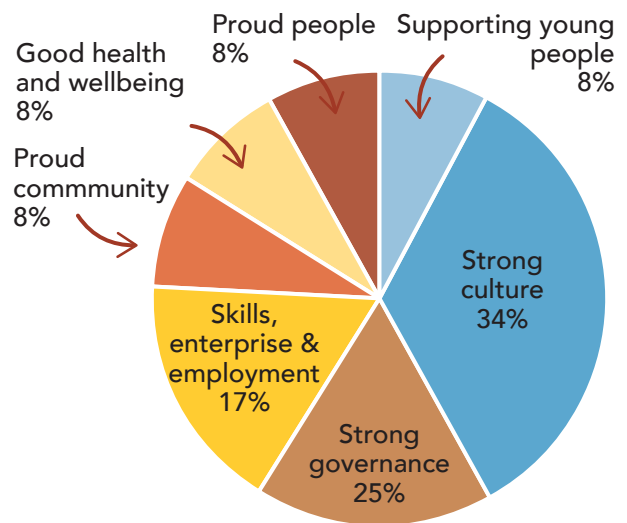
Money Story – Value 2017 – 2022/23



What's important to Traditional Owners and their communities: how many projects were delivered?

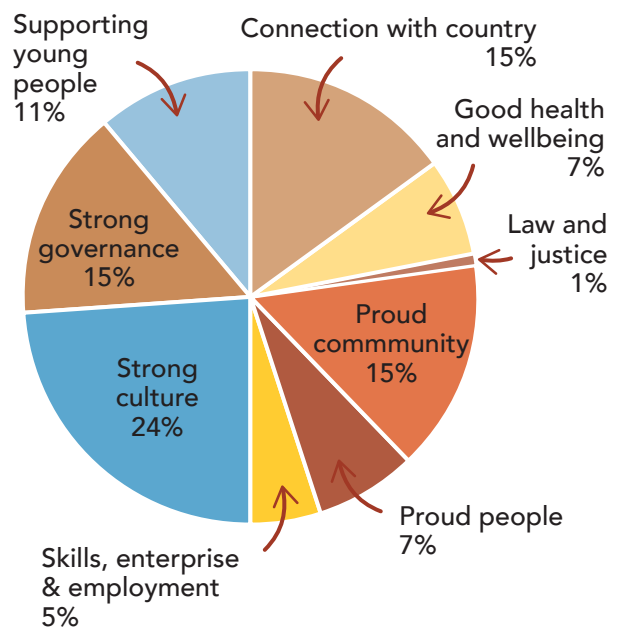
Aboriginal groups approved 12 new projects for their communities over this reporting period. Equating to a 71% increase when compared to this time last year. **Strong culture** (n=4; 33%) continues to be the dominant objectives, followed by **strong governance** (n=2; 17%) and **skills, enterprise and education** (n=2; 17%). See graph opposite.

New projects: Per objective 2022/23



Aboriginal groups have completed 51 community projects since inception. Similar to money story 70% of all projects are distributed between **strong culture** (n= 24%), **strong governance** (n= 11%), **proud community** (n= 11%) and **connection with country** (n= 11%). See graph opposite.

Projects per objectives

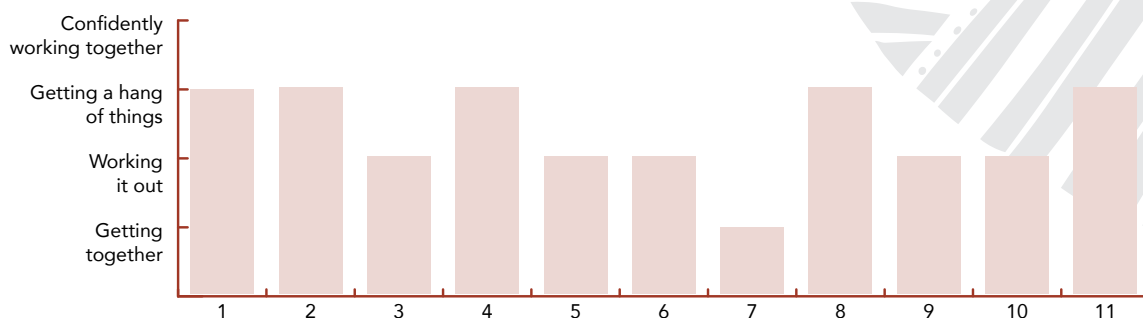


Building capacity: Getting stronger

Over this reporting period 11 participating groups were observed.

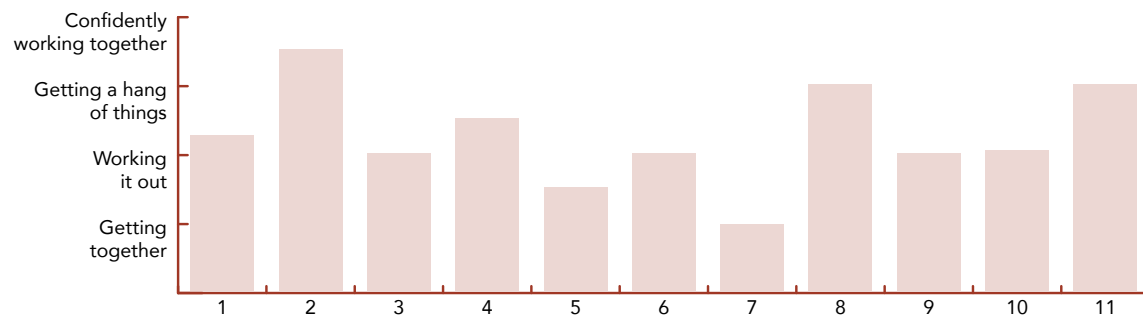
Governance capacity: Most participating groups are *working it out*. This means groups are in the learning phases of understanding their roles and responsibilities; beginning to understand the structure and development of strategy, realising the importance of clear decision-making processes and beginning to understand the importance of rules.

Governance capacity



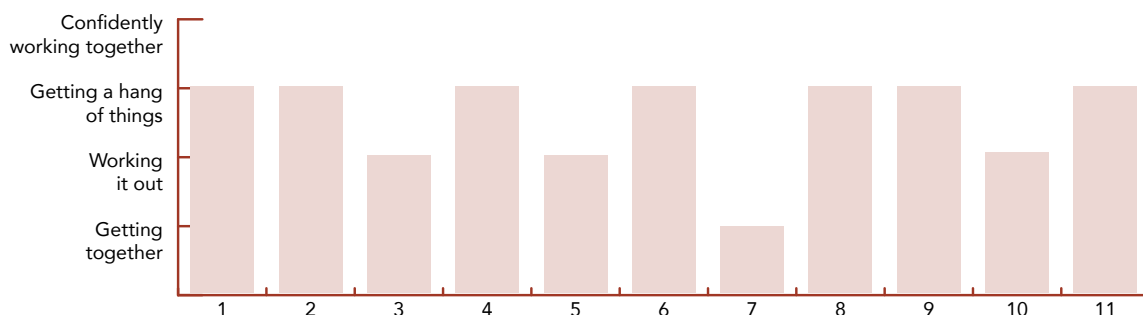
Financial and project management capacity: Most participating groups are *working it out*. This means groups are beginning to learn about financial responsibilities, are developing strong systems to overcome financial risks such as funny business and how to ask critical questions. Groups are actively learning how to manage projects.

Financial & project management



Cohesion: Most participating groups are *getting a hang of things*. This means group are reliant and consistent in attending meetings, developing trust and motivated to talk about issues, having good relationships with project officers and other external stakeholders.

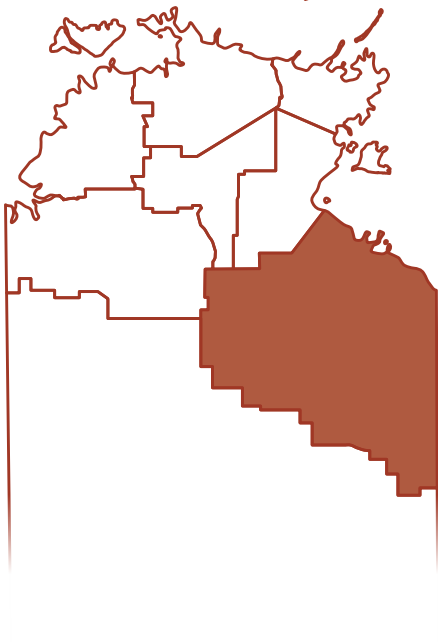
Cohesion



Section 2:

**Aboriginal
capacity, control
and cohesion;
and the benefits
received by or for
Aboriginal groups.**

Borrooloola Barkly

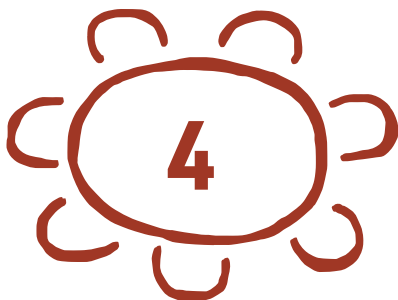


2 Groups

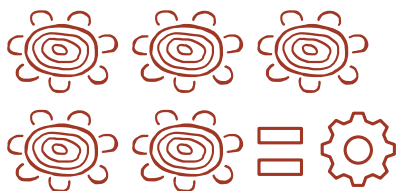
Bootu Creek
Budal Riley

Project Objectives

Meetings this financial year



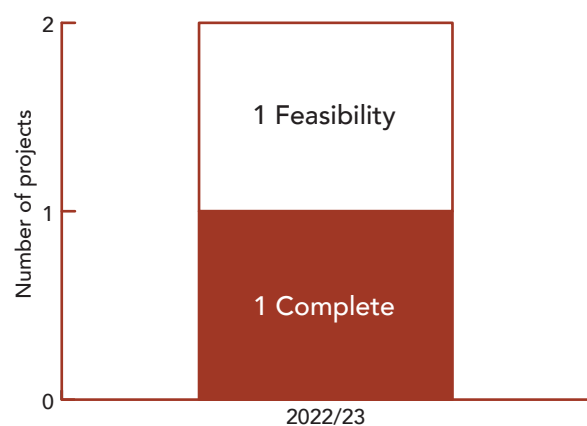
1 in 5 meetings = new project



TOTAL \$1M
spent since inception
on Community Projects



Projects



Since
2022

Borroloola Barkly

Bootu Creek

What's important to us:

Strong governance, jobs for young people

Number of clans

3

Number TO in
working group

7 11

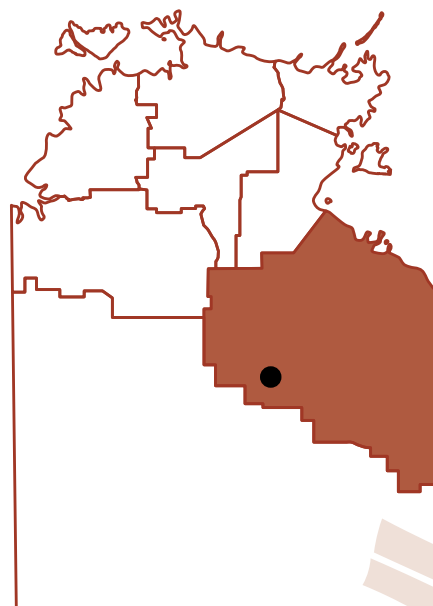
Female Male

Number TO
meetings this FY

2

Highest number of
attendees this FY

94



Money Story
% spent by objective

100%

Good health
and wellbeing

This year: Our objectives

100%

Good health
and wellbeing

This year's projects

Phase team development	Getting the hang of things <ul style="list-style-type: none">• Working hard to know their role and asking questions before making decisions• Able to set and priorities project budgets• Consistent in attending meetings
Project name	MAC Grant
Project objective	Strong Governance
Project partner	Manungurra Aboriginal Corporation
Project status	Complete
Project outcomes	Providing governance support and mentoring to Manungurra Directors and Members; supporting business development

Next Steps

NLC to	<ul style="list-style-type: none">• Hold small working group meetings across the region to talk about projects
Bootu Creek to	<ul style="list-style-type: none">• Work with the NLC in exploring project ideas that will benefit the community

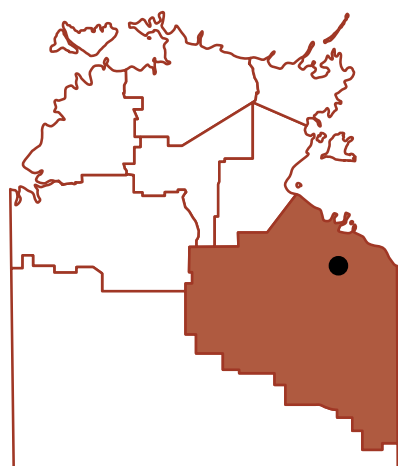
Since
2020



Borroloola Barkly

Budal Riley

What's important to us: country; being on country, living, learning, sharing, working, together, caring for country.



Number of clans

2

Number TO in
working group

7 **9**
Female Male

Number TO
meetings this FY

1

Highest number of
attendees this FY

35

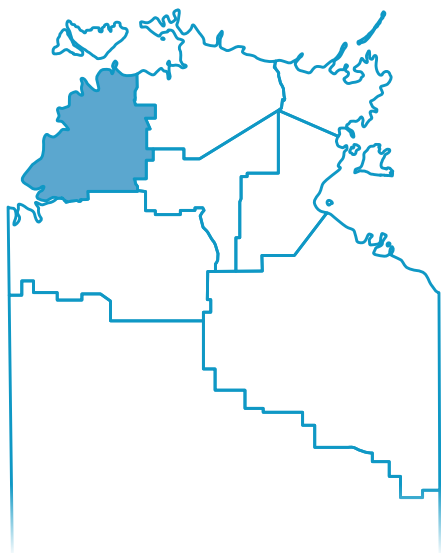
This year's projects

Project name	Budal Riley - Outstation Upgrade: Maria Lagoon
Project objective	Proud people
Project status	Feasibility

Next Steps

NLC to	<ul style="list-style-type: none"> Focus on small consults and working group meetings Provide opportunity for online consults <p>Barriers this year included: passing of senior elder, group dispersed over a span of 800km. Three meetings have been scheduled and cancelled for cultural reasons.</p>
Budal Riley to	<ul style="list-style-type: none"> Share ideas on projects Decide on a project that will benefit the Budal Riley community

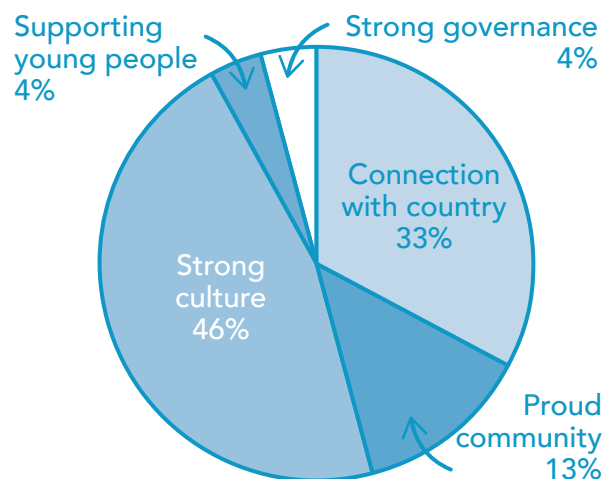
Darwin Daly Wagait



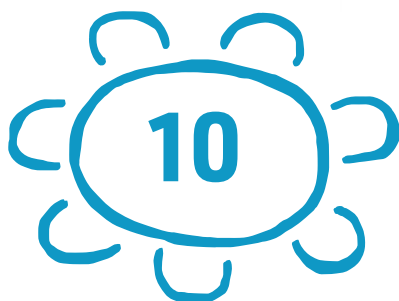
6 Groups

Diminin
Watjen Kurabek
Malak Malak
Pak Papangala
Wadjigan and Kiuk
Wagiman South

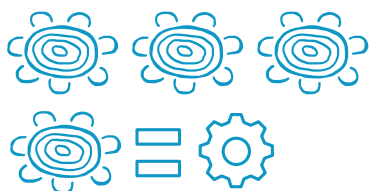
Project Objectives



Meetings this financial year



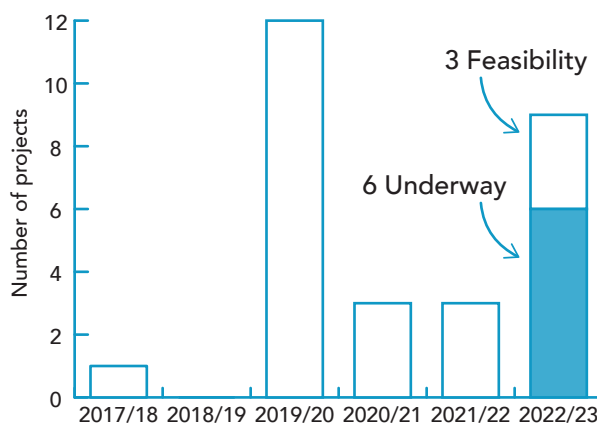
1 in **4** meetings = new project



TOTAL \$970k
spent since inception
on Community Projects



Projects



Since
2018



Darwin Daly Wagait

Diminin

What's important to us: Our young people; our work and jobs; making Wadeye a better place; "Our Country"; our culture.

Number of clans

1

Number TO in
working group

13 9

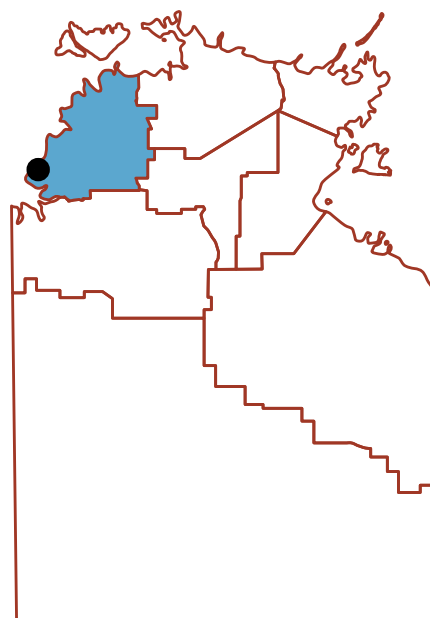
Female Male

Number TO
meetings this FY

4

Highest number of
attendees this FY

55

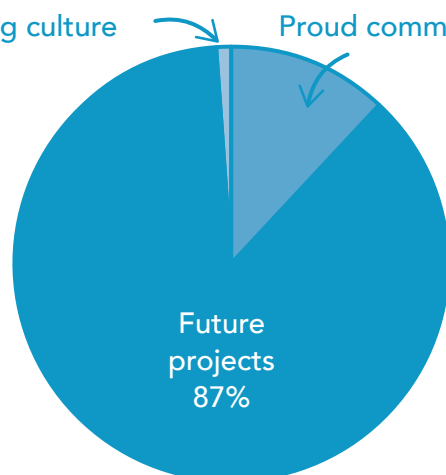


Money Story
% spent by objective

Strong culture
1%

Proud community
12%

Future
projects
87%



This year: Our objectives

Project objectives



This year's projects

Phase team development	Working it out <ul style="list-style-type: none">Beginning to work in partnership with group membersLearning about managing projectsWorking to improve conflict resolutions			
Project name	Diminin Cemetery Upgrade project 2023	Wadeye community bus	Wadeye Kardu Diminin Corporation - Grant	Diminin Bush Camp Fund
Project objective	Proud community	Proud community	Strong governance	Supporting young people
Project partner	West Daly Regional Council			TO-Funded
Local employment	Contracted to employ >2 Diminin locals			
Project status	Underway	Feasibility	Feasibility	Planning
Project outcomes	Supporting cultural practices and wellbeing			

Next Steps

NLC to	<ul style="list-style-type: none">Support Diminin to run their own meetingsContinue to use newsletters to share stories and photos
Diminin to	<ul style="list-style-type: none">Choose a project partner for our Bush Camp project

Since
2016



Darwin Daly Wagait

Malak Malak

What's important to us: Keeping culture strong to pass on to our young people, strong governance.

Number of clans

1

Number TO in
working group

4 3

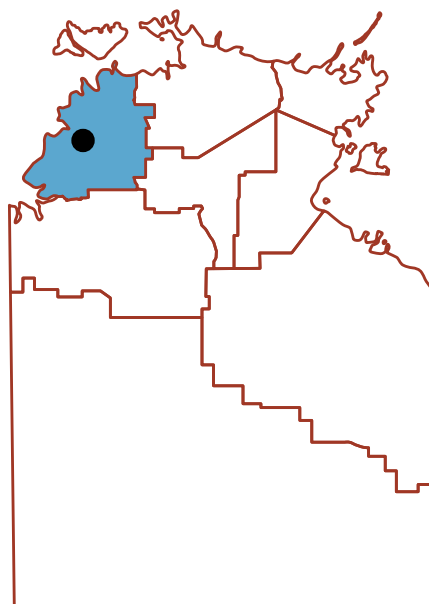
Female Male

Number TO
meetings this FY

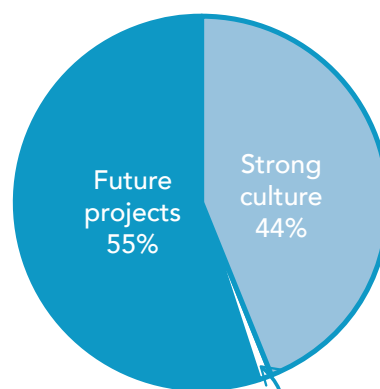
5

Highest number of
attendees this FY

23



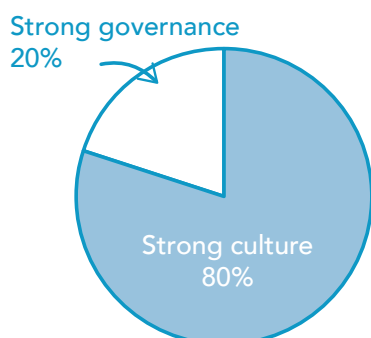
Money Story
% spent by objective



Strong governance 1%

This year: Our objectives

Project objectives



Values



This year's projects

Phase team development	Getting a hang of things <ul style="list-style-type: none"> • Asking questions before making decision • Able to set and priorities project budgets • Consistent in attending meetings 				
Project name	Malak Malak Culture Camps	Malak Malak Funeral project	AGM support	Malak Malak Digitisation Project 2023	Research Field Trip
Project objective	Strong culture	Strong culture	Strong governance	Strong culture	Strong culture
Project partner	NLC Caring for Country Branch	NLC CP&D & BDU Branch	NLC CP&D Branch	NLC CP&D Branch	NLC CP&D Branch
Local employment	Rangers	n/a	n/a	n/a	n/a
Project status	Complete	ongoing	ongoing	ongoing	ongoing
Project outcomes	Support the delivery of on-country camps for Malak Malak youth	Provide support for funerals	Provide support for Maddaingya Aboriginal Corporation	Stock take and digitisation of cultural heritage materials	Visit culture centres in Kakadu and Tiwi Islands

Next Steps

NLC to	<ul style="list-style-type: none"> • Start supporting Malak Malak to run their own meetings
Malak Malak to	<ul style="list-style-type: none"> • The culture centre project is divided into three subprojects: i) physical building ii) cultural heritage iii) operations and governance. This year we will work on: <ul style="list-style-type: none"> i) Physical building: concept design ii) cultural heritage: digitisation project and research field trip • Work towards owning the meetings: chair, write agenda and contribute to minute taking



Since
2018

Darwin Daly Wagait

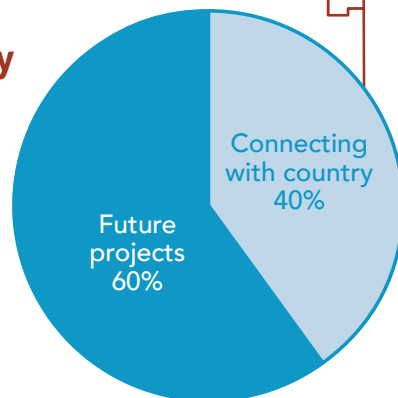
Rak Papangala

What's important to us: being on-country; family.



Number of clans
1

Money Story
% spent by
objective



This year's projects

Phase team
development

Getting a hang of things

- Working hard to know their role and asking questions before making decisions
- Learning about managing projects
- Consistent in meeting attendance and developing trust

Next Steps

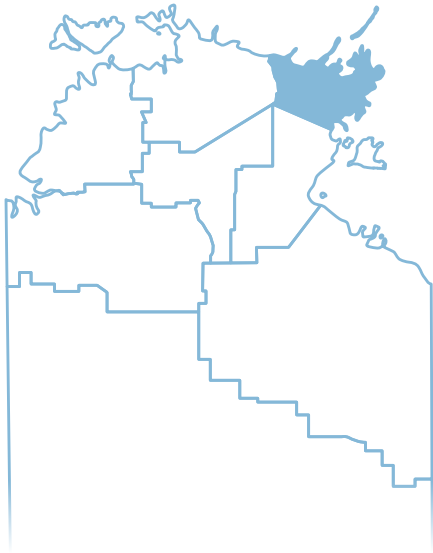
NLC to

Hold 4 planning consults across 2023/24

Rak Papangala to

- Plan future projects using financial settlement funds received in November 2022
- Develop a masterplan which will include additional housing, shade structures, a cemetery and power and water infrastructure to support the future growth of the Outstation

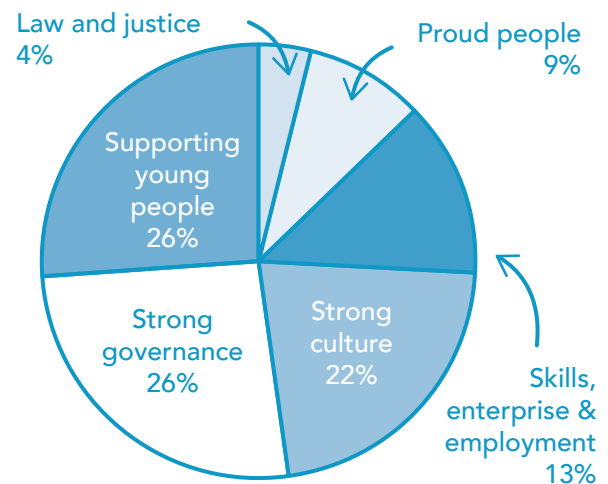
East Arnhem



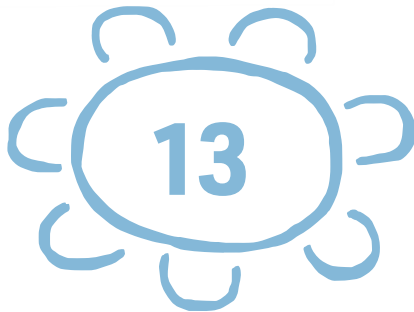
2 Groups

Galiwink'u
Gapuwiyak

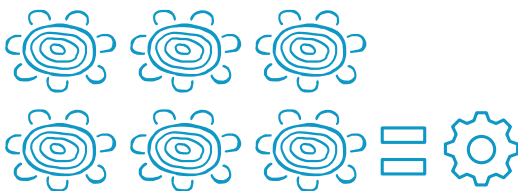
Project Objectives



Meetings this financial year



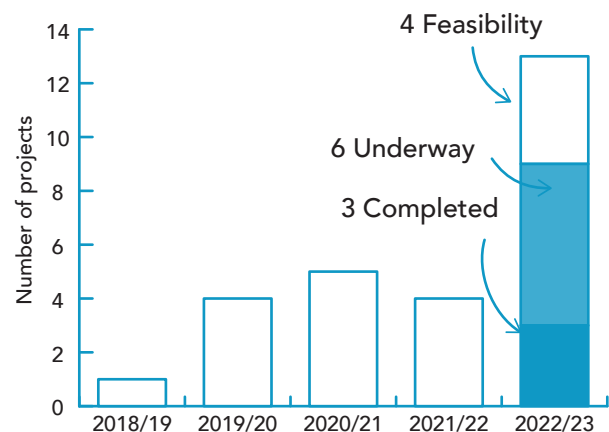
1 in 6 meetings = new project



TOTAL \$1.9M
spent since inception
on Community Projects



Projects





Since
2017

East Arnhem

Galiwin'ku

What's important to us:

Self-determination, more *djamarrkuli* trained in jobs, independence, look after the land, own business (*raypirri* and other) and own income, living on country/homelands, freedom.

Number of clans

Multiple

Number TO in
working group

6 7

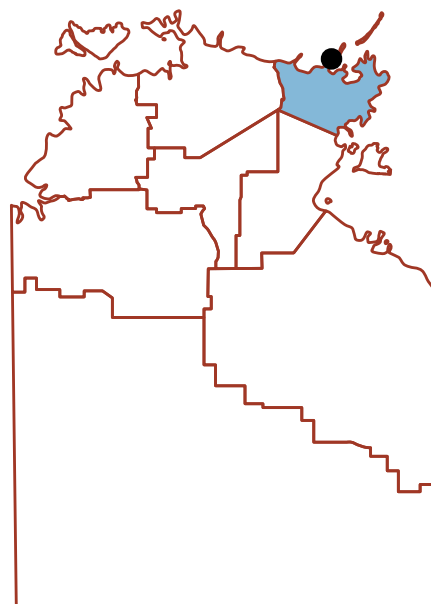
Female Male

Number TO
meetings this FY

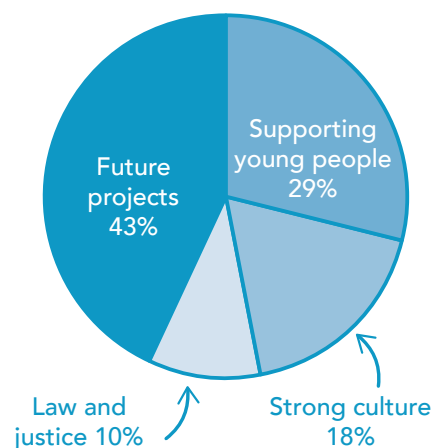
7

Highest number of
attendees this FY

12



Money Story % spent by objective

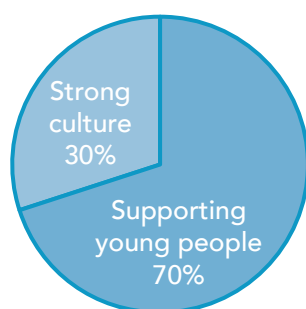


This year: Our objectives

Project objectives



Values



This year's projects

Phase team development	Getting the hang of things <ul style="list-style-type: none"> • Working hard to know their role and asking questions before making decisions • Able to set and priorities project budgets • Consistent in attending meetings 			
Project name	Youth Diversion & Engagement Project	Law and Justice Project	Homelands Raypirri Project	Crocodile Islands Raypirri Camp Logistical Support Project
Project objective	Supporting young people	Supporting young people	Strong culture	Strong culture
Project partner	East Arnhem Regional Council	North Australia Aboriginal Justice Agency	NLC – CP&D Branch	Milingimbi and Outstation Progress Resource Association Ltd
Local employment	3	4	0	~8 casually
Project status	Complete	Complete, and renewed 23/24	Underway	Complete, and planned 23/24
Project outcomes	Additional activities for youth, including youth diversion	Providing culturally appropriate law & justice	Increasing cultural knowledge for young people	Increased cultural knowledge for young people
Project evaluated	Complete	Complete and ongoing	n/a	In progress

Next Steps

NLC to	<ul style="list-style-type: none"> • Hold small clan-based consults prior to working group meetings
Galiwin'ku to	<ul style="list-style-type: none"> • Rotate the chair, defining the person's role in each meeting • Actively engage in the design and delivery of own projects



East Arnhem

Gapuwiyak

What's important to us:

Training, jobs, businesses for young people.

Number of clans

1

Number TO in
working group

9

9

Female

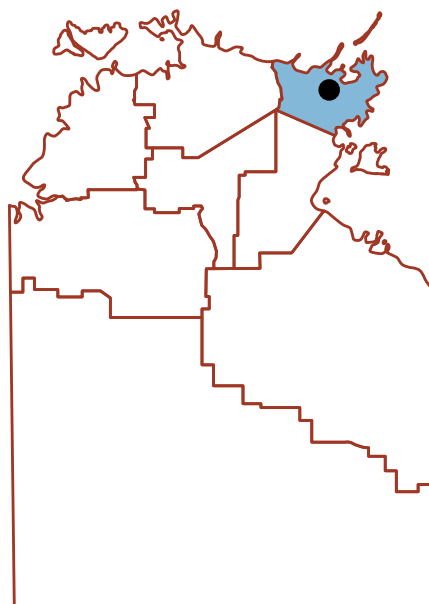
Male

Number TO
meetings this FY

3

Highest number of
attendees this FY

18



Money Story % spent by objective

Proud people
1%

Future
projects
35%

Strong
governance
50%

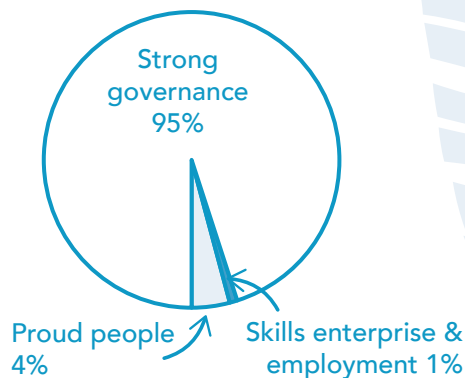
Skills, enterprise &
employment 15%

This year: Our objectives

Project objectives



Values



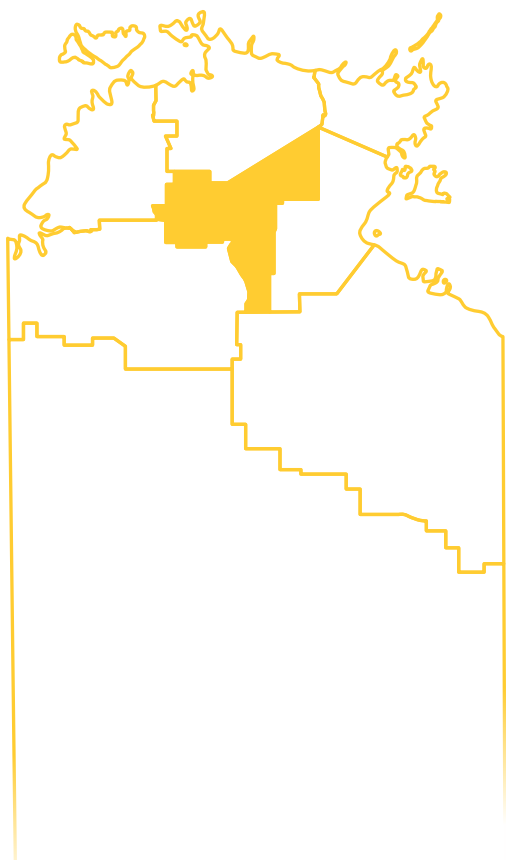
This year's projects

Phase team development	Getting the hang of things <ul style="list-style-type: none"> Working hard to know their role Leaning about managing projects Consistent in meeting attendance and developing trust 						
Project name	Gapuwiyak Governance Support 2022	Gapuwiyak Governance Forum 2022	Gapuwiyak Corporate Services	Gapuwiyak Governance Support 2023	Gapuwiyak Logo/T-shirt Project	Gapuwiyak Mechanics Research	Gapuwiyak Lakeside Project
Project objective	Proud people	Strong governance	Strong governance	Strong governance	Strong governance	Skills, enterprise & employment	Connection with country
Project partner	Matrix Consulting and Training	NLC – CP&D Branch	Milintji Developments Pty Ltd	Matrix Consulting and Training	NLC – CP&D Branch	NLC – CP&D Branch	NLC – CP&D Branch
Local employment	1	0	0	1	n/a	0	0
Project status	Complete	Complete	Underway	Underway	Underway	Underway	Feasibility
Project outcomes	Providing governance support and mentoring to Milindji Directors and Members; supporting business development	Support Milindji members to attend the 2022 Indigenous Governance Forum in Alice Springs	Providing a grant to MDPL to cover corporate services expenses of the company and associated trust	Providing governance support and mentoring to Milindji Directors and Members; supporting business development	Design and printing of Milindji logo and uniforms	Research options for supporting a Gapuwiyak mechanics initiative	Planning for the development of a lakeside area for the purposes of supporting tourism in Gapuwiyak

Next Steps

NLC to	<ul style="list-style-type: none"> Keep wording/visuals around separation consistent between Milindji AC and the greater group Define different support roles.
Gapuwiyak TOs to	<ul style="list-style-type: none"> Focused on growing their corporation Use Milindji as a vehicle to support training, jobs and businesses in the community for young people for the future.

Katherine



1 Group

Mangarrayi Aboriginal Land Trust

What's important



Meetings this financial year



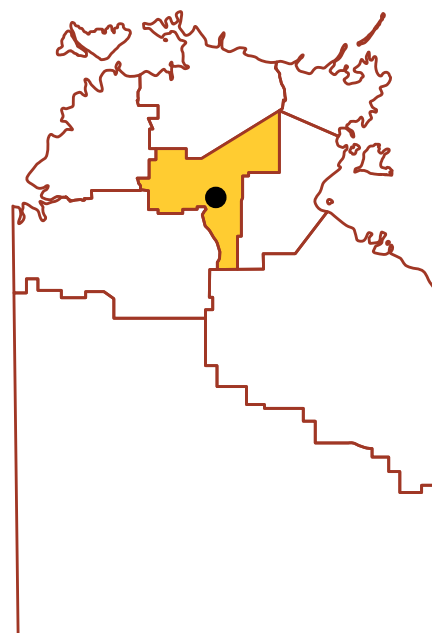


Katherine

Mangarrayi

What's important to us:

Access to country; community health & safety; cultural identity; sense of community; education & learning; infrastructure & services; economic strength & development; leadership & influence

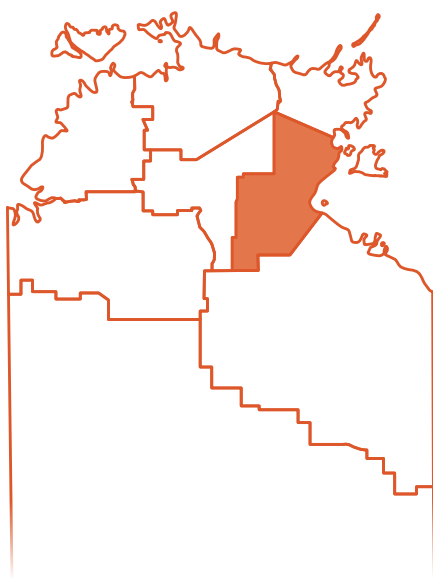


Number of clans Multiple	Number TO in working group 8 Female 6 Male	Number TO meetings this FY 2	Highest number of attendees this FY 81
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Next Steps

NLC to	<ul style="list-style-type: none"> • Hold four planning meetings over 2023/24 • Talk about how NLC can best help Mangarrayi • Start supporting Mangarrayi in running their meetings and making project decisions
Mangarrayi to:	<ul style="list-style-type: none"> • Share ideas on projects • Decide on a project that will benefit the Mangarrayi community

South East Arnhem Land



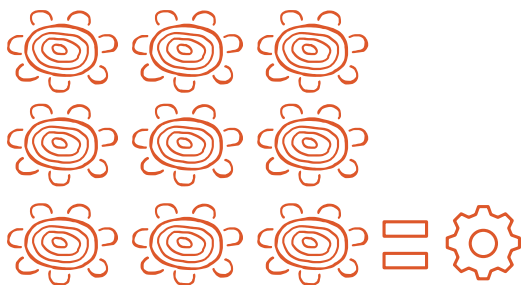
7 Groups

Budal Milwarapara Yutpundji
Guyal Ambalga
Guyal Muynmin
Mambali Ngubayin (Johns)
Mambali Ngubayin (Watsons)
Mambali Walangara
SEAL IPA

Meetings this financial year



1 in 9 meetings = new project



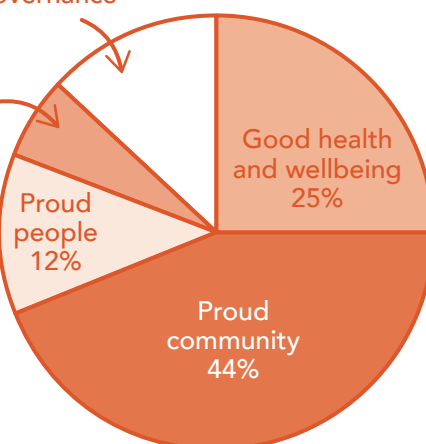
TOTAL \$918k
spent since inception
on Community Projects



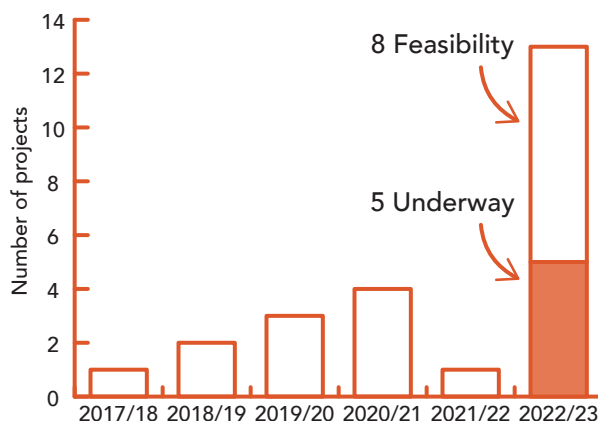
Project Objectives

Strong governance
13%

Strong culture
6%



Projects



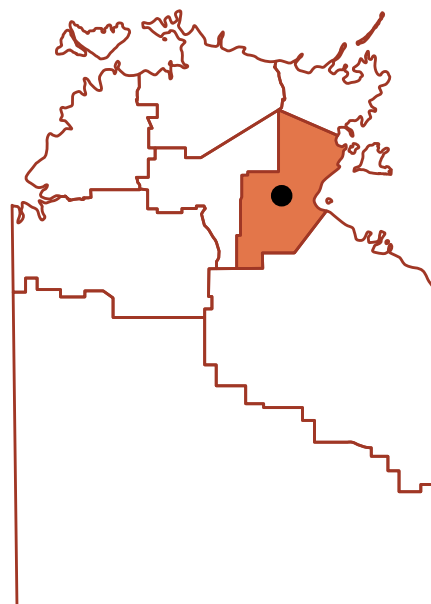
Since
2017



South East Arnhem Land

Budal Milwarapara Yutpundji

What's important to us:
strong governance, proud
community, jobs for young people.



Number of clans

1

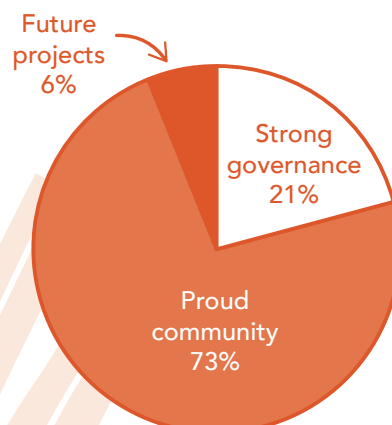
Number TO
meetings this FY

1

Highest number of
attendees this FY

55

Money Story % spent by objective

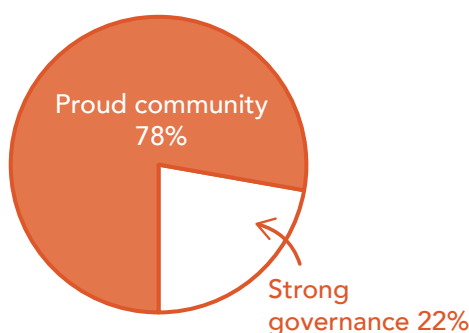


This year: Our objectives

Project objectives



Values



This year we have worked on

Phase team development	Getting together <ul style="list-style-type: none"> • Asking lots of questions • Unsure how to plan a project • Fluctuation in meeting attendance 	
Project name	Ngukurr Airstrip Facilities Upgrade	MAC Grant
Project objective	Proud community	Strong governance
Project partner	DJC BUILD PTY LTD	Millwarpara Aboriginal Corporation
Local employment	2	TBC
Project status	Underway	Planning
Project outcomes	Upgrade the existing waiting area to make it large enough to comfortably accommodate 40 people from the elements with increased shade, air-flow and provide bathroom amenities.	The Project will enable TOs to progress their aspirations of engaging in social and economic development, business planning and enable them to run their corporation effectively and compliant

Next Steps

NLC to	<ul style="list-style-type: none"> • Provide small frequent consults across the year • Support Millwarpara to run their own meetings • Support Millwarpara Aboriginal Corporation
Budal Millwarpara Yutpundji to	<ul style="list-style-type: none"> • Work towards good meeting governance at own meetings • Plan for future projects

Since
2021



South East Arnhem Land

Guyal Ambulya & Mambali Ngubayin (Watsons)

What's important to us:

Education & employment;
keeping young people safe and
away from trouble, young people
living & learning on country;
developing strong leadership,
Elders to show the right way.

Number of clans

2

Number TO in
working group

7

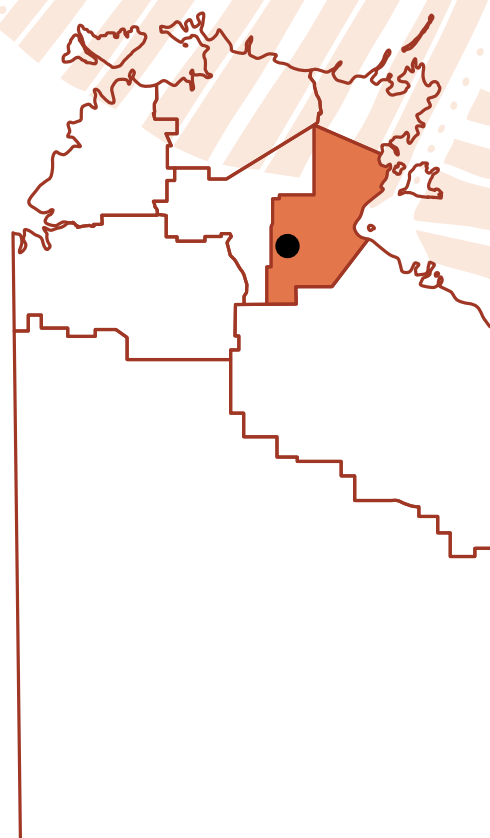
13

Female

Male

Number TO meetings this FY

2





This year we have worked on

Phase team development	Getting together <ul style="list-style-type: none"> • Asking lots of questions • Unsure how to plan a project • Fluctuation in meeting attendance 	
Project name	Bella Glenn Culture Camp	Mechanics training
Project objective	Connection with country	Skills, enterprise & employment
Project status	Feasibility	Feasibility

Next Steps

NLC to	<ul style="list-style-type: none"> • Plan four meetings over the 2023/24-year period
Guyal Ambulya & Mambali Ngubayin (Watsons) to	<ul style="list-style-type: none"> • Work with ranger group to run our culture camp • Finalise healthy country plan • Work with NLC on community project ideas, including mechanic training

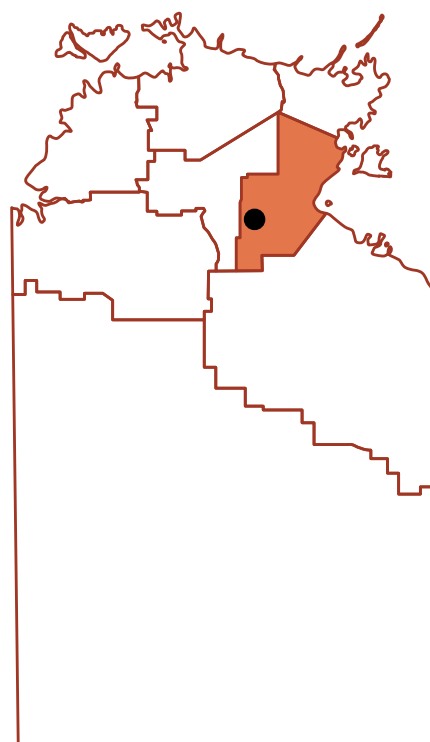


South East Arnhem Land

Gyual Muynmin

What's important to us:

Keep culture strong by visiting Country and camping; Teach young people about the bush and collecting bush foods; Help young people stay out of trouble by keeping them busy in a good way; Support more jobs, education and training.



Number of clans

1

Number T0 in
working group

10 6

Female Male

This year we have worked on

Project name	Bush camp
Project objective	Strong culture
Project status	Feasibility

Next Steps

NLC to	<ul style="list-style-type: none"> Hold 4 planning meetings
Gyual Muynmin to	<ul style="list-style-type: none"> Complete healthy country plan Make bush camp happen

Since
2020

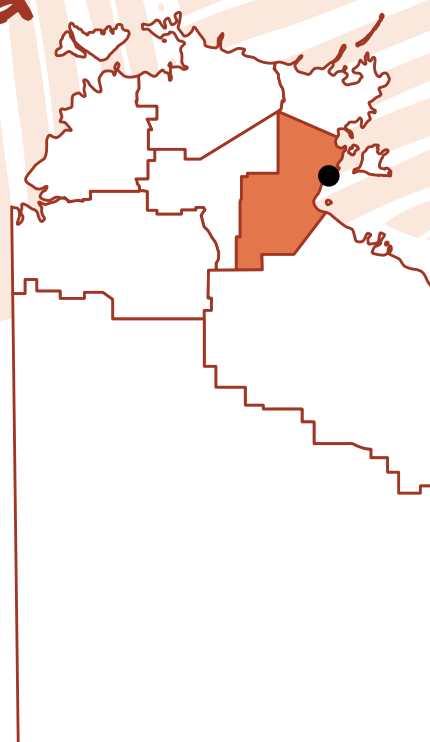


South East Arnhem Land

Mambali Walangara

What's important to us:

strong culture; ceremony, knowledge from old people teaching the young people (places/ sacred sites, stories, song lines) visiting country, caring for country, knowledge; education, two-way education, jobs, strong language, respect, good relationships with council, clinic and police.



Number of clans

1

Highest number of
attendees this FY

18

Number TO meetings this FY 1

We are planning

NLC to

- Hold 4 small planning consults over 2023/24
 - Reconvene planning and consultations of income as of July 2023 following mine reopening
- The NLC has been invited back in May 2023 following the passing of senior man.*

Mambali Walangara to

- Save up funds to plan for community project
- Plan future projects with NLC using allocated funds

Since
2021



South East Arnhem Land

Mambali Ngubayin (Johns)

What's important to us:
young people need to learn
about country & culture; jobs on
country; education – traditional
bush tukka.

Number of clans

1

Number TO in
working group

6

7

Female

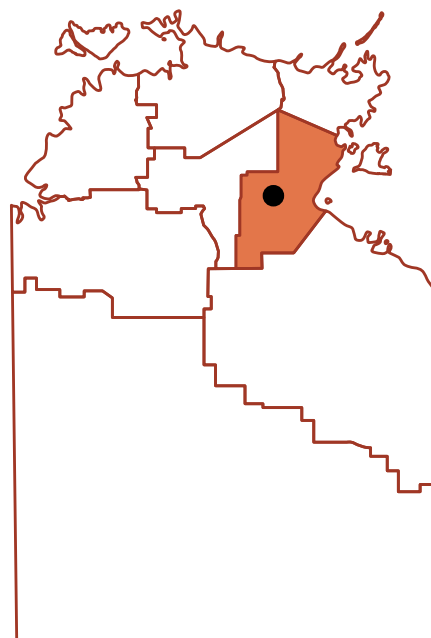
Male

Number TO
meetings this FY

2

Highest number of
attendees this FY

14



Money Story % spent by objective

Strong culture
1%

Proud
community
8%

Future projects
92%

This year: Our objectives

Project objectives



Values

Strong culture
1%



This year we have worked on

Project name	Music equipment and storage	Funeral flowers	Culture camps
Project objective	Proud community	Strong culture	Strong culture
Project partner	BM Constructions, Roper Gulf	Katherine Funeral Services	
Project status	Underway	Underway	Feasibility

Next Steps

NLC to	<ul style="list-style-type: none"> Plan for running four meeting in 2023/24 Deliver music storage container Explore opportunities for cultural induction for mining companies
Mambali Ngubayin (Johns) to	<ul style="list-style-type: none"> Work towards running culture camps Look at our project ideas, including <ul style="list-style-type: none"> Mechanic workshop and training Grave headstones



Since
2016

South East Arnhem Land

SEAL IPA

What's important to us:

Strong culture, connection to country, supporting young people.

Number of clans

2

Number TO in
working group

5

Female

17

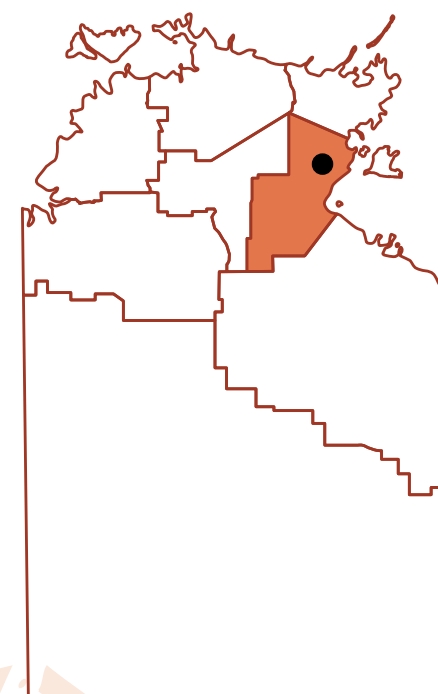
Male

Number TO
meetings this FY

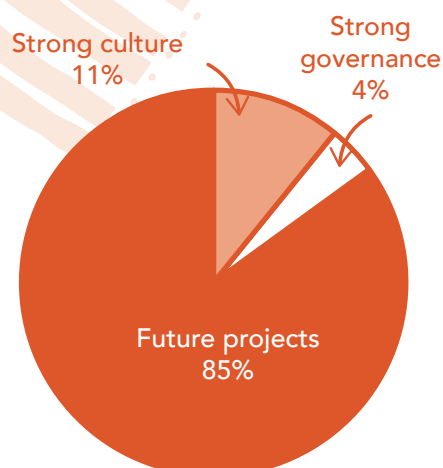
2

Highest number of
attendees this FY

26



Money Story % spent by objective

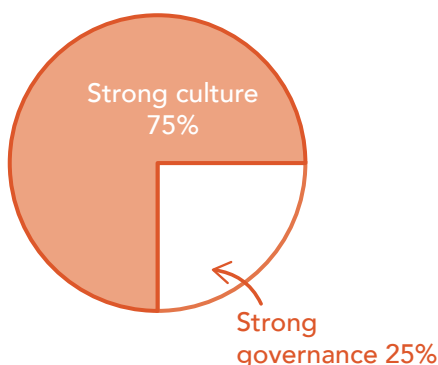


This year: Our objectives

Project objectives



Values



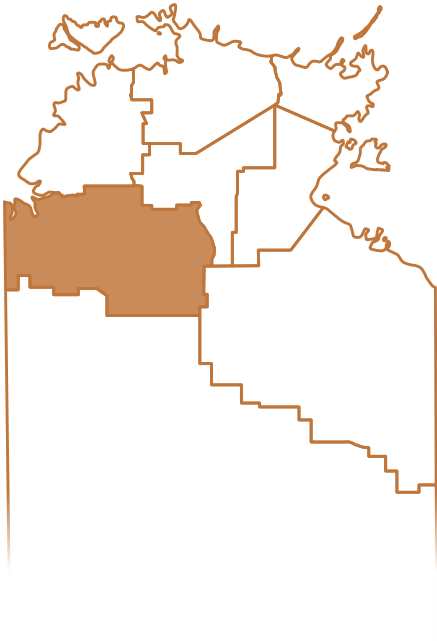
This year's projects

Phase team development	Working it out <ul style="list-style-type: none"> Beginning to work in partnership with group members Unsure how to plan a project Beginning to seek group vision 	
Project name	Visitor Cultural Awareness	Train the Trainer
Project objective	Strong Culture	Strong governance
Project partner	Calytrix Communications	Tamarind Planning Consultants
Local employment	7	
Project status	Underway	Underway
Project outcomes	To provide cultural awareness and information for visitors, locals and tourists	Train and develop skill set for young people in community

Next Steps

NLC to	<ul style="list-style-type: none"> Hold regular planning meetings (min 2 per year) Use alternative facilitation methods including visual communications
SEAL IPA to	<ul style="list-style-type: none"> Meet with NLC for smaller consults Plan for next community project

Victoria River District

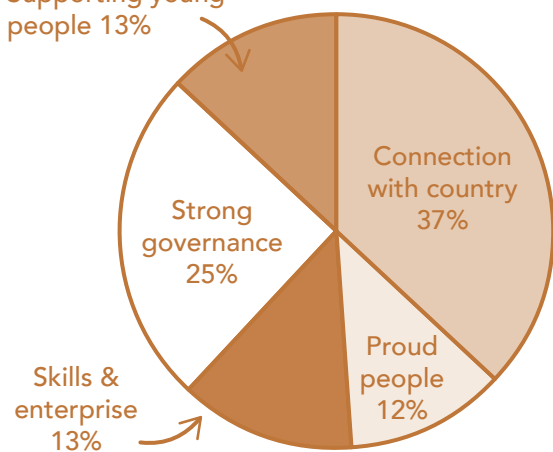


4 Groups

Djarrany Djarrany
Gurrbijim
Manburrum
Wadanybang

Project Objectives

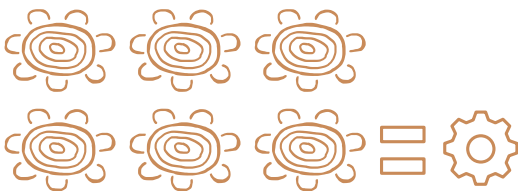
Supporting young people 13%



Meetings this financial year



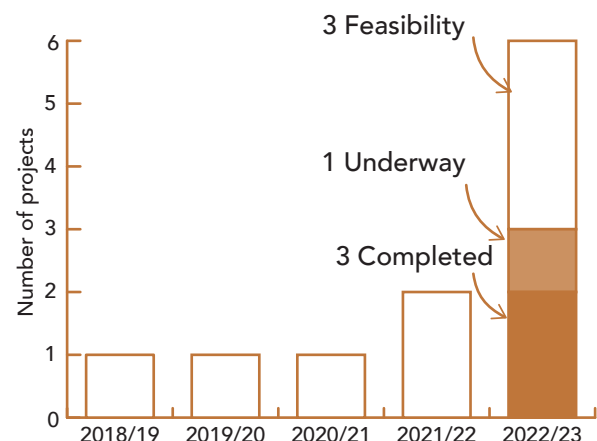
1 in **6** meetings = new project



TOTAL \$567k
spent since inception
on Community Projects



Projects





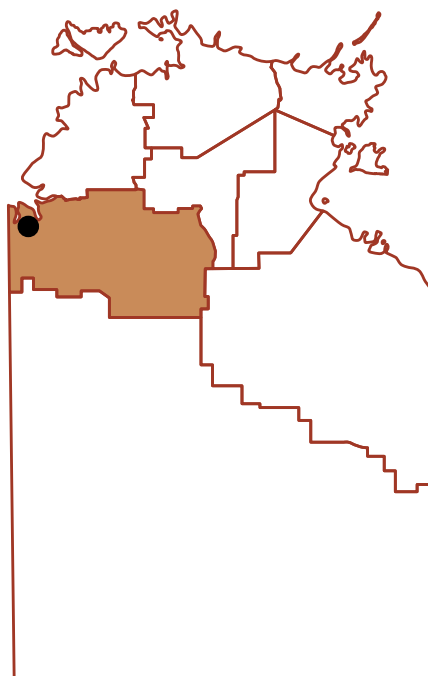
Since
2017

Victoria River District

Djarrany-Djarrany

What's important to us:

Strong lives and futures –
running our own businesses,
living on-country, teaching
country and culture, employment
and education and training.



Number of clans

1

Number TO in
working group

2

Female

3

Male

Number TO
meetings this FY

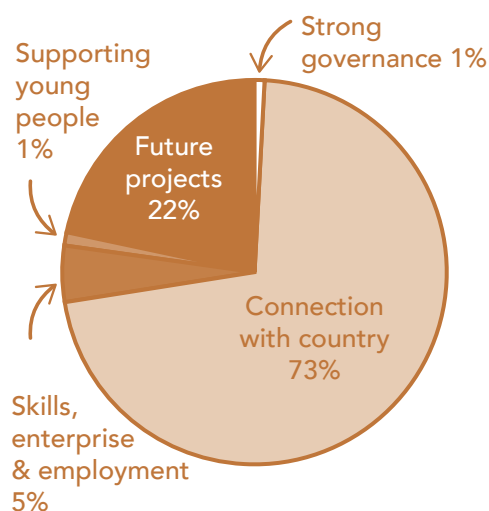
8

Highest number of
attendees this FY

11

Money Story

% spent by objective



This year: Our objectives

Project objectives

Strong governance
3%



Values



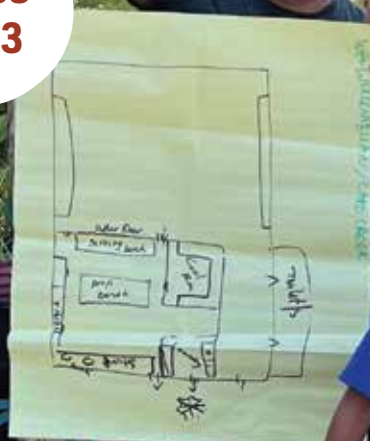
This year we worked on

Phase team development	Working it out <ul style="list-style-type: none"> Beginning to work in partnership with group members Unclear about meeting etiquette, such as giving an apology Working to improve conflict resolutions 		
Project name	Cultural tourism and arts business	Djarrany-Djarrany Aboriginal Corporation	Making Marralam shine (infrastructure investment)
Project objective	Skills, enterprise & employment	Strong governance	Proud people
Project partner	RPM Project Management	NA	NA
Local employment	3		
Project status	Complete	Underway	Feasibility
Project outcomes	on-country employment and cultural maintenance	governance skills and capabilities	on-country living and employment opportunities

Next Steps

NLC to	<ul style="list-style-type: none"> Arrange for one of the four planning meetings to take place on-country Continue to use newsletters to share stories and photos Host an event to celebrate and acknowledge the achievements, strengthen bonds with family, recognise accomplishments and look forward in pursuing future goals
Djarrany-Djarrany to	<ul style="list-style-type: none"> Work, through the Djarrany Djarrany Aboriginal Corporation with local tourism operator on a cultural tourism operation to: <ul style="list-style-type: none"> Undertake cultural tours on their homelands Provide TOs with tourism training and employment opportunities The future goal for the Djarrany Djarrany Aboriginal Corporation is to be self-sufficient in running successful business ventures across their homelands.

Since
2023

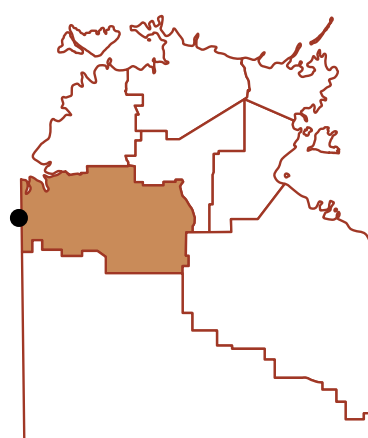


Victoria River District

Manburrum

What's important to us:

Caring and protecting country,
community housing, living off the land,
everyone living on-country, not in town.



Number of clans

1

Number TO in
working group

3

Female

3

Male

Number TO
meetings this FY

1

Highest number of
attendees this FY

10

This year we worked on

Phase team development	Working it out <ul style="list-style-type: none"> Beginning to work in partnership with group members Asking questions about money story Beginning to seek group vision
Project name	Two bedroom house
Project objective	Proud community
Project status	Feasibility

Next Steps

NLC to	<ul style="list-style-type: none"> Hold four planning meetings over 2023/24 Develop a project plan for a two bedroom house Support Manburrum to run their own meetings
Manburrum to	<ul style="list-style-type: none"> Work with NLC to apply for grant funding to build the kitchen Work with NLC to find a project partner



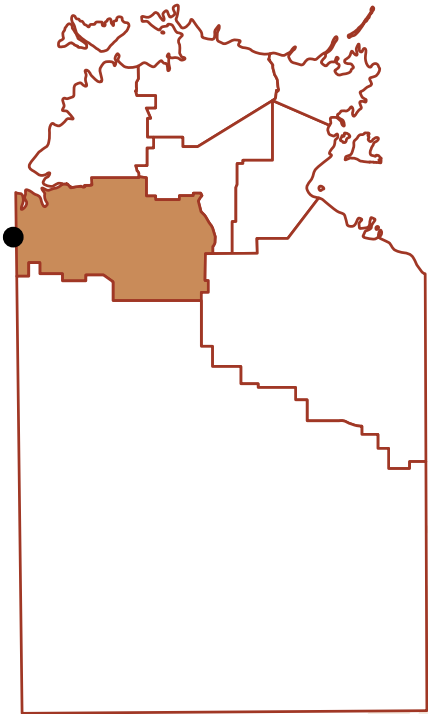
Since
2017

Victoria River District

Gurrbijim

What's important to us:
Getting back on country

Number of clans	Number TO in working group	
1	5	6
	Female	Male



We are planning

NLC to	<ul style="list-style-type: none">• Bring families together for four meetings over 2023/24• Talk about grant and matched funding opportunities
Gurrbijim to	<ul style="list-style-type: none">• Get out on-country• Plan new community planning projects

Since
2017



Victoria River District

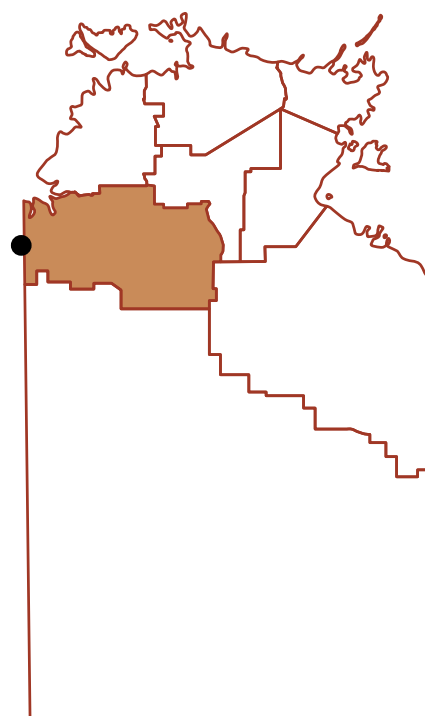
Wadanybang

What's important to us:

Looking after Country,
Reconnecting with Country.



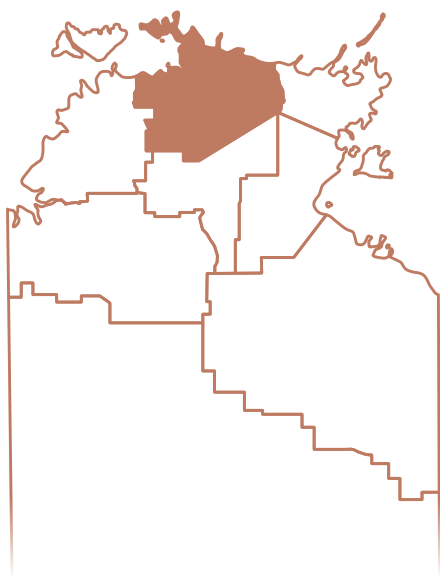
Number of clans
2



We are planning

NLC to	<ul style="list-style-type: none">• Plan smaller group meetings• Help group apply for funding
Wadanybang to	<ul style="list-style-type: none">• Plan for community living area• Work towards delivering community projects like installing shelters and rubbish bins at local river

West Arnhem



1 Group

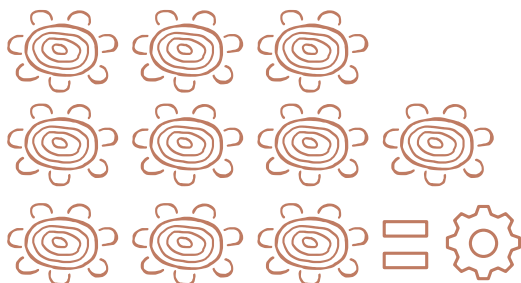
Dhukurrdji

Project Objectives

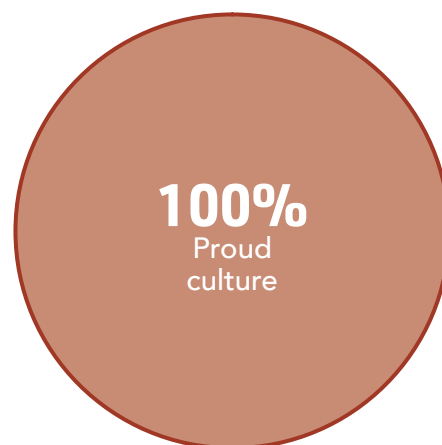
Meetings this financial year



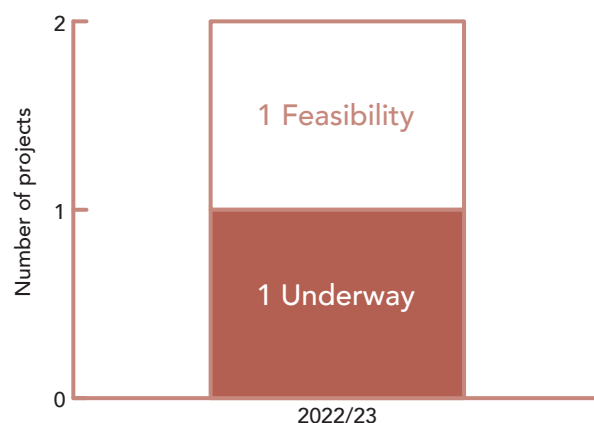
1 in 10 meetings = new project



TOTAL \$72k
spent since inception
on Community Projects



Projects





Since
2020

West Arnhem

Dhukurrdji

What's important to us: Balance, being on country.

Number of clans

1

Number TO in
working group

21

Female

21

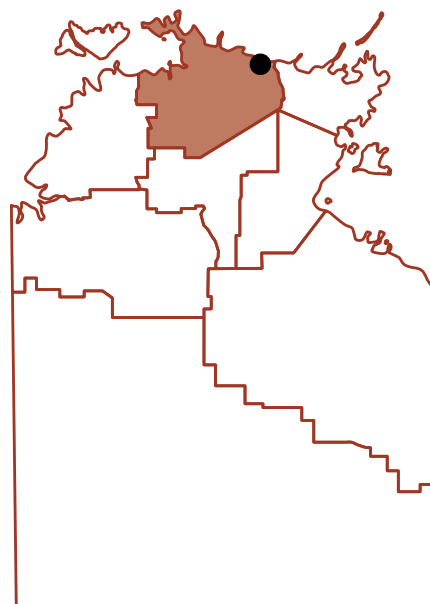
Male

Number TO
meetings this FY

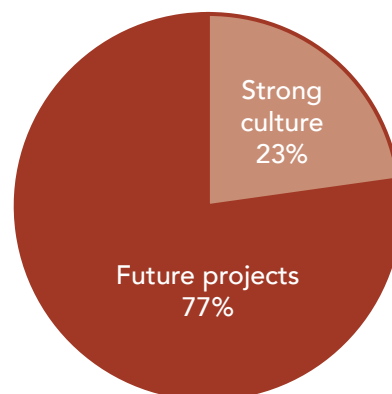
4

Highest number of
attendees this FY

42



Money Story
% spent by objective



This year: Our objectives

Project objectives

100%
Strong
community

This year's projects

Phase team development	Working it out <ul style="list-style-type: none">Beginning to work in partnership with group membersAsking questions about money storyBeginning to seek group vision	
Project name	Interpretive Signs Project	Cultural Awareness Project
Project objective	Strong Culture	Strong Culture
Project partner	Calytrix Communication	
Project status	Underway	Feasibility
Project outcomes	Provide signage for Maningrida township area to welcome visitors, explain cultural protocols, show maps of sacred sites and community	To provide a cultural awareness program for all visitors to Maningrida community

Next Steps

NLC to	<ul style="list-style-type: none">Support Dhukurrdji to run their own meetingsPlan for four meetings over 2023/24Continue to use newsletters to share stories and photos
Dhukurrdji to	<ul style="list-style-type: none">Plan projects that will benefit our community, including good governance to us and our group's 'business-focused' aspirations

Since
2023

New groups

Darwin Daly Wagait region

Wadjigan and Kiuk

What's important to us:

- Strong Wadjigan and Kiuk people working together on country
- Strong culture identity
- Capture and protection of cultural knowledge
- Intergenerational transfer of cultural knowledge

Number of clans **2**



Over the coming year	<ul style="list-style-type: none">• Support an addition male researcher for the biocultural indicator project• Support an annual cultural camp
In the future	<ul style="list-style-type: none">• Establish a culture centre at Bulgul• Progress matters identified in healthy country plan• Form a corporation to look after country
Who will benefit	<ul style="list-style-type: none">• Wadjigan and Kiuk people

Darwin Daly Wagait region

Wagiman South

What's important to us:

- Stronger governance and administration for future generations of Wagiman land managers

Number of clans **1**



Over the coming year	<ul style="list-style-type: none">• Progress matters identified in healthy country plan• Work towards projects, such as ablution block in remote areas• Culture camps in the dry season
Who will benefit	<ul style="list-style-type: none">• Wagiman people

Section 3:

Recommendations

The recommendations are designed to assist the NLC to make informed decisions about how to best achieve each of the program's objectives. New recommendations have been added to those relevant from previous reporting periods. The recommendations will be adopted into the operational plan; progress against each recommendation will be reported to the NLC's executive leadership team and council.



The NLC to develop a whole of organisation approach to enable consistent services for constituents and other important stakeholders. This includes meeting expectations, understanding the role of the NLC and the services it offers in relation to community development.

- develop an organisational wide standard approach and practice manual, including meeting facilitation workshops, minimum engagement standards practice and a workflow for requests made by its constituents.
- Implement a strategy for engagement with Aboriginal Corporations, under which it is appropriate for Community Projects to provide pro-bono support, as opposed to referring corporations to other service providers.
- Provide staff with meeting facilitation training to strengthen skills in delivery, identifying group dynamics and ways of best work with various group behaviours.

Objective 1: Strengthen participating Aboriginal groups capacity, control and group cohesion.

To do this the NLC should ensure that:

- project officers regularly (four times per year) contact program participants to increase meaningful participation
- appropriate expertise is made available to support groups experiencing significant conflict
- groups are provided with opportunity to annually self-assess, interpret agree on their own level of cohesion, governance and project management skills
- the program is facilitating self-determination by imparting skills on project management and good governance
- through an Participating Agreements, groups are clear about Community Project expectations

Objective 2: Create social, cultural, environmental and economic benefits.

To do this the NLC should ensure that:

- challenging stakeholders are managed via face to face discussions and negotiation processes to reduce negative impact
- high-quality project management outcomes are delivered, without overloading officers with administrative work
- informed and well-supported TO Advisors present on Community Projects at Full Council meetings
- participatory planning is incorporating local values into project design
- groups are actively participating in strategic planning and project management towards their community project, driving ownership and self-determination
- examples of feasible models are developed supporting Aboriginal social enterprise development, such as through facilitating joint-ventures or other partnerships
- participating groups can share and learn about other community projects and group experiences through presentation, seminar and forum opportunities
- new and/or improved community infrastructure projects are improving safe and beneficial access for Aboriginal communities
- unincorporated groups are provided with an avenue to self-manage their financial resources through the trialling of a standardised joint bank account project.

Objective 3: Together track, evaluate and promote the success and benefits of projects.

To do this the NLC should ensure that:

- project plans are well documented; clearly identifying deliverables, milestones and accountability and reporting requirements
- internal NLC reflection sessions are held on a trimester basis enabling the program to be reviewed, professional development gaps identified and opportunity to cross-pollinate facilitation techniques, highlighting what works well
- Aboriginal groups reflect on community project outcomes addressing what went well, what didn't go well and what key learnings and skills to use in future projects
- Project officers debrief with M&E at the conclusion of TO meetings and relevant engagements, capturing key learnings, observations and emerging themes
- participating groups develop and impart project manage, track and report on the delivery of local construction projects.

Objective 4: Advocate Aboriginal-led planning and development.

To do this the NLC should:

- facilitate opportunities for groups to present to local decision-making authorities
- influence the private sector, local government and other organisations to co-fund/contribute to community projects
- ensure local government, NTG and NIAA play supportive role towards the implementation of community projects
- implement advocacy plans to counter influence undermined Aboriginal-led developments
- ensure groups are provided with opportunity to celebrate and share their achievements via media platforms
- create more opportunities for groups to present to public audiences about their projects and the skills they have developed.





**NORTHERN
LAND COUNCIL**

Our Land, Our Sea, Our Life

NLC Head Office

45 Mitchell Street
Darwin, NT 0801

Email: cpd@nlc.org.au

Freecall: 1800 645 299

Tel: (08) 8920 5100

@northernlandcouncil

f northernlandcouncil

nlc.org.au