



NORTHERN LAND
COUNCIL

Our Land, Our Sea, Our Life

Community Planning and Development

*Monitoring, Evaluation and
Learning Report*

July 2021- June 2022



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Acknowledgements: The report was prepared by the Community Planning and Development Team at the Northern Land Council. It is based on the methodology outlined in the Northern Land Council (NLC) Community Planning and Development (CP&D) Monitoring, Evaluation and Learning Framework 2021. The Framework outlines the proposed approach, methodology, resourcing and timelines, including: the stages of data collection from project delivery; participatory measures and the NLC's internal reflective practice. This monitoring report is the fourth produced by the NLC since the commencement of the CP&D Program in late 2016.

The purpose of the report is to summarise the outcomes and findings of the various monitoring and evaluation processes undertaken throughout the CP&D Program. It serves as a record of these various processes and presents a summary of the various ways in which the program seeks to be accountable to Aboriginal people. The NLC acknowledges the significant contributions from traditional owners, native title holders and their representative groups engaged with the CP&D Program.

The NLC acknowledges Charles Darwin University (CDU) Northern Institute researchers Michaela Spencer, Michael Christie, Nyomba Gandaṇu, Emmanuel Yunupingu and Gwendoline White whose important work is reflected in this report. The NLC acknowledges Dr Linda Kelly from La Trobe University who guided the first three years of program monitoring.

This report reflects the views of the author and its contributors. It is not intended to represent the views of all traditional owners, native title holders or the views of the NLC Council or staff

Subjects:
Monitoring and Evaluation
Aboriginal-led development

Suggested Citation:
Northern Land Council Community Planning and Development Program: Monitoring, Evaluation and Learning Report July 2021 - June 2022, February 2023

Photographic credits:
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Executive summary

Introduction

Since 2016, the Northern Land Council's (NLC) Community Planning & Development Program (CP&D; the Program) has and continues to support Aboriginal groups to take control of their resources, set their own goals, plan for and build strong and healthy communities. The Program's vision is to have healthy, resilient and engaged Aboriginal people, groups and communities — who are strong in language, culture, connection to country, health, education and employment. The Program objectives are to:

1: Strengthen Aboriginal capacity, control and group cohesion through their management of resources that belong to them.

2: Generate social, cultural, environmental and economic outcomes that Aboriginal people want, value and benefit from.

3: Document, monitor and evaluate the CP&D work to strengthen the Program and to check that it is delivering outcomes valued by Aboriginal people.

4: Share learnings with government and non-government agencies so they better understand the value of Aboriginal-led planning and development.

As at 30 June 2021, Aboriginal groups have invested close to \$9 million in community projects and have initiated 60 community development projects to date. Of these projects, 73% (n=44) have had been completed and the remaining 27% (n=16) are in different planning stages. The majority of projects are aimed at maintaining language and culture, supporting young people, training and education, governance, enterprise development as well as homeland and community infrastructure.

Findings against program objectives:

1: Strengthen Aboriginal capacity, control and group cohesion

Compared with groups that are new to the Program, most groups that have participated in for a longer period (i.e. >2 years) display a greater ability to:

- ask critical questions (including of the NLC) and hold project partners and other stakeholders to account;
- hold robust discussions and express different perspectives while also reaching strong informed decisions;
- engage in detailed project planning and careful budget management; and
- take control of planning meetings, including setting agendas and chairing meetings.

Groups engaged with the Program for a shorter period (i.e. <2 years), or whose engagement has been severely limited over the past two years due to COVID-19 travel restrictions, staffing changes and/or community conflict, exhibited lower levels of cohesion during interactions with the CP&D Program and less interest in the details of project planning. Frequent engagement therefore, appears to be essential to achieving this objective. The use of visual tools (sometimes co-designed or designed by Aboriginal groups) and a consistent project planning process have also assisted in increasing groups' active participation and control.

A common challenge is ensuring that decisions are not dominated by vocal individuals and ensuring all group members (including quieter voices, less confident in English, or due to cultural/personal reasons) feel safe to challenge some ideas put forward by senior decision makers and have opportunities to contribute to community projects and planning. To address this challenge, CP&D has developed a range of strategies, including the use of small group work within meetings and small group consults prior to, or in place of large meetings. These strategies have been helpful but require time

and effort, and can be undermined if not adopted by the NLC in a consistent fashion.

2: Achieve social, cultural, environmental and economic outcomes that Aboriginal people want, value and benefit from

Ensuring local Aboriginal employment was a key priority in most community projects. During the reporting period, 41 local Aboriginal people were engaged in more than 5,375 hours of employment through Aboriginal-funded community projects. Groups also saw high value in local training and capacity building opportunities. This was seen as a way to build their own capacity to deliver projects and, more broadly, to achieve self-determination.

A number of projects progressed during the reporting period have delivered outcomes that support cultural continuity. These include a focus on intergenerational transfer of culture through language initiatives such as dictionaries and phone applications, teaching young people cultural ways and recording of stories.

Across a number of groups, there was a large value placed on increased access to country for Aboriginal people, through culture camps of varying types and infrastructure development. During the reporting period three culture camps took place, with 58 people directly facilitated to access country through camps and other projects. It was important for groups that projects were designed in a manner that would align with and be supported by kinship and cultural authority. It is important for many groups that this value is both incorporated into project management and measured in project evaluation.

COVID-19 induced delays have been a major challenge for the Program, slowing down the rate of progress for participating groups. Delays in project planning and/or project delivery caused Traditional Owners to feel neglected. Similarly, it was observed that close project management is required to ensure outcomes are met. CP&D will need to balance the need to have quality assurance in project management without creating too much administration and project delays. Delays tend to create frustration for groups at the lack of progress on the

ground, particularly for groups that are new to, or less engaged, with the Program.

3: Document, monitor and evaluate the work to make sure it is on track in delivering outcomes valued by Aboriginal people

The Program had a dedicated monitoring and evaluation project officer for the reporting period and has since secured that position in an ongoing basis.—This report will be provided to the CP&D advisory group and made publicly available, with a plain English summary for program participants.

Appendix 1 of this report documents past recommendations and how they have since been actioned within the Program. The Program's revised framework (2022-2026) has also been adapted based on recommendations arising from past and current monitoring and evaluation work.

Despite considerable efforts, there have been challenges in consistently ensuring participants' engagement in the monitoring process. COVID-19 travel restrictions have meant less opportunities to meet with groups to get their feedback on projects, thus reducing the participants voice. Given the recent relaxed control measures, the 2022–23 year provides opportunity to increase participant monitoring and evaluation engagements.

4: Show governments and other organisations how they can better support Aboriginal-led planning and development

In May 2022 the CP&D Manager together with DjarranyDjarrany native title holders, Bernadette Hall Simon and Sophia Simon presented the NLC's approach to participatory project management to a well-attended Australian Institute of Aboriginal and Torres Strait Islander Studies Summit. The presentation generated significant interest and learnings from other organisations on the learnings from the NLC's approach and NLC has since shared a number of its templates and strategy documents with interested organisations. In the same month, the NLC submitted a

matched funding proposal to the Minister for Indigenous Australians, which was subsequently approved. As a result the NLC will receive \$6 million additional funding for community projects over the coming three years. The funding package includes additional Program resourcing to support the participation of four to five new groups per financial year (which covers one new project officer per annum, meetings, travel, logistics and other project management costs). This positive outcome illustrates government acknowledgment and support for the NLC's approach to Aboriginal-led planning and development. The Program recognises it must now focus on developing similar positive relationships with the newly formed Northern Territory Aboriginal Investment Corporation, a major source of funding and investment for Aboriginal-led development in the NT in coming years.

Recommendations

The CP&D Program has taken a number of steps during the reporting period to implement measures against the 2020-21 Monitoring Report recommendations (see Appendix 1 for further detail). Previous recommendations remain relevant to ongoing work and are included in the below recommendations for the reporting period.

NLC-wide recommendations

1. The NLC to develop a whole of organisation approach to enable consistent services for constituents and other important stakeholders. This includes meeting expectations, understanding of the NLC's roles and the services it offers in relation to community development. To achieve this, it is recommended that the NLC develop:

- 1.1. organisational wide standards for meeting preparation. CP&D may assist in running meeting facilitation workshops;
- 1.2. whole of organisation minimum engagement standards, including a workflow for all constituent requests;
- 1.3. standard approaches, consistent with leading practice, in the way the NLC supports the negotiation and subsequent implementation of benefit agreements, to maximise Aboriginal control and sustained benefit;
- 1.4. a strategic and consistent approach to increase Aboriginal-led social, cultural and economic development;
- 1.5. a strategy for engagement with Aboriginal Corporations, including the circumstances under which it is appropriate for the CP&D Program to provide pro-bono support, as compared to referring corporations to other service providers (2020–21, recommendation 1.1);
- 1.6. feasible models for supporting Aboriginal social enterprise development, such as through facilitating joint-ventures or other partnerships; and
- 1.7. advocacy plans to counter influences and issues that undermine Aboriginal-led development, such as non-responsive agencies and the mass conversion of native bushland for developments without the free, prior and

informed consent of traditional owners/native title holders.

CP&D specific recommendations

2. To support Aboriginal participants in the Program to further develop their capacity, cohesion and control, it is recommended that CP&D ensure:

- 2.1. the right balance between providing high quality services to participating groups and ensuring efficiency and equity in the distribution of the Program's resourcing. The aim is to increase participation in a sustainable manner, knowing that new participants will generally require more time and support to build the skills and confidence of longer-term participants (2020-21, recommendation 2.1);
- 2.2. staff members obtain adequate training and skills development in order to provide high quality project management and to impart those project management skills with participating groups (2020-21, recommendation 2.3);
- 2.3. an ongoing focus on advocacy, including developing groups' capacity to identify their own needs with local decision-making authorities. In addition, it is important to ensure priorities identified by multiple participating groups inform broader NLC policy positions and advocacy positions (2020-21, recommendation 2.4);
- 2.4. regular contact with program participants to enable well informed and meaningful participation in project planning and management (2020-21, recommendation 3.2);
- 2.5. the achievements of participating groups are recognised and celebrated in media platforms used by Aboriginal people. This provides participating groups with the opportunity to demonstrate to their communities how their decision-making is in line with important cultural priorities and practices (2020-21, recommendation 3.3)
- 2.6. sufficient resources and appropriate expertise are available to support groups experiencing significant conflict; and
- 2.7. design and trial implementation of a robust, standardised joint bank account project as a way for groups that are not incorporated to exercise collective control over their own financial resources.

3. To generate social, cultural, environmental and economic outcomes prioritised and valued by Aboriginal people, it is recommended that CP&D ensure:

- 3.1. consistent and high-quality project management without overloading project officers with administrative work;
- 3.2. continued development of staff expertise, knowledge, networks and partnerships in subject areas that align with the types of projects prioritised by Aboriginal participants. These subject areas include: social enterprise development, infrastructure development, corporate governance in a cross-cultural context, cultural maintenance and youth services;
- 3.3. local values, including kinship and cultural authority, are incorporated into project design.

4. To continue to implement the M&E Framework, with greater attention on ways for local Aboriginal people to get involved, it is recommended that CP&D ensure:

- 4.1. participants engage in step eight of the CP&D process—reflecting on what went well, what didn't go well and what they have learned from each project, and recording those reflections;

- 4.2. there is a measure of what specific skills (feasibility, planning, budgeting etc.) participants are gaining through undertaking community projects and the extent to which the skills are valued by participants; and
- 4.3. increased direct involvement of community researchers, and other local Aboriginal people involved in community projects, to show how different outcomes (including those that relate to kinship and cultural authority) and approaches are perceived by participants.

5. To encourage Government and other stakeholders to better support Aboriginal-led planning and development, it is recommended that CP&D continue to:

- 5.1. explore opportunities for genuine partnership and leverage available Government/NTAIC funding for Aboriginal-led community projects;
- 5.2. contribute to the community of practice for Aboriginal-led development; and
- 5.3. support Aboriginal groups to present their own community project work and achievements to Government and other stakeholders.

Contents

Executive summary	3
Introduction	10
Monitoring and evaluation approaches and objectives	10
CP&D Program insights: Objectives 1 & 2	12
Long Term Participants	14
Budal Milwarapara-Yutpundji	15
Diminin	19
Djarranydjarrany	22
Galiwin'ku	27
Malak Malak	33
Marrkula	40
Rak Papangala	46
South East Arnhem Land Indigenous Protected Area Advisory Committee	49
New Participants	53
Budal Riley	54
Dukurrdji	56
Gurrbijim	58
Guyal Ambulya	61
Guyal Muynmin	62

Mambali Ngubayin (Johns)	64
Mambali Ngubayin (Watsons)	66
Mambali Walangara	68
Mangarrayi Aboriginal Land Trust	70
Wadanybang	72
Findings: Objectives 3 & 4	74
Summary of Key Findings	75
Recommendations	77
Appendix 1: 2018, 2019 and 2021 recommendations and actions	79
Appendix 2: Community projects categories	87
Appendix 3: Monitoring, Evaluation and Learning Framework	88
MEL summary table	38
Data collection	41

Introduction

The Northern Land Council (NLC) is an independent Commonwealth authority, with statutory responsibilities under the Aboriginal Land Rights Act (NT) 1976 (ALRA) and the Native Title Act 1993. The NLC assists Aboriginal people in the Top End of the Northern Territory to acquire and manage their traditional lands, waters and seas. The NLC also supports Aboriginal people to realise the social, cultural, environmental and economic benefits that can flow from regaining land rights.

The NLC's Community Planning and Development (CP&D) Program, also referred to as Community Projects, is a free service for Aboriginal groups who want to work together for community benefit. The NLC helps groups to plan and undertake projects. The NLC follows an eight-step planning process, starting with groups deciding what is important to them and what they want for the future; then developing strong project ideas, planning, budgeting, managing projects; and, finally, looking back to see what went well and what could be done better. The NLC works on the principle that money used for community benefit will usually go further and achieve greater results than money used on an individual basis.

The CP&D Program commenced in 2016 and as of June 2022, 18 Aboriginal groups are participating in the Program. These groups have collectively chosen to set aside close to \$9-million of their own income from land use agreements towards their own community's development goals. In 2018, the CP&D Program established a monitoring and evaluation system for the Program. Based on this approach, a baseline monitoring report was produced in 2019, and subsequent monitoring reports in 2020 and 2021. At the end of 2021 the Program monitoring, evaluation and learning framework (Monitoring Framework) was updated (see Appendix 3 for a copy of the Framework).

This document is the fourth monitoring report and the first based on the updated framework. This report is also the first to be developed in-

house.

This monitoring report covers CP&D Program activity July 2021 to June 2022 (the 'reporting period').

Monitoring and evaluation approaches and objectives

The CP&D Program trialled and adapted various monitoring methods and tools for data collection over a three-year period (2019–2022). There were many important learnings throughout the trial period, which were drawn upon to create an updated framework (see Appendix 3) for future monitoring, evaluating and learning within the CP&D Program. The updated framework was used to prepare this report.

Purpose of CP&D monitoring, evaluation and learning

1. Provide accountability to Aboriginal land owner groups on how their money is managed and used on projects;
2. Improve the CP&D Program, especially the value and impact of the work for Aboriginal people; and
3. Demonstrate the potential value of a community development approach to internal and external stakeholders.

Aims of CP&D monitoring, evaluation and learning

To help participating groups:

- assess how they are tracking with their projects and reaching their own goals; and
- make strong and informed plans and decisions for the future.
- To help the NLC:
- strengthen its performance in facilitating community planning and development; and
- understand and strengthen the positive influence of its CP&D Program.

Beyond these recommendations, the report suggested the NLC would need to focus on building the capacity of groups and

communities to plan and manage their money for shared social, economic and cultural benefits.

Methodology

The methodology supports the sovereignty of participating Aboriginal groups. Groups reflect on their aspirations, project objectives and use their local and traditional values when monitoring. Participatory research, including community-based researchers, underpins all monitoring methods. The collection and analysis of data is done as a group. The NLC integrates key findings into its ongoing work, to strengthen the quality and effectiveness of the CP&D Program. The Monitoring Framework is designed to promote accountability as well as the development of meaningful relationships and trust between the NLC and participating groups.

The CP&D monitoring approach draws from a 'critical' approach to understanding and supporting change. It seeks to understand what has happened, why and how it could be further improved?

For a critical approach to monitoring and evaluation, it is important to understand different experiences and the perspectives of various stakeholders and to contrast and compare that understanding. It is important to understand context and to use the evaluative process to empower people to learn more about their situation and consider how it might be different going forward.

CP&D uses a mixture of data collection techniques.

In 2021-22 the following data was collected:

- Meeting files notes
- Group-based monitoring templates
- Project partner reports
- Project and meeting statistics
- Participatory monitoring by community researchers (Ground Up work); and
- CP&D Land Rights News articles.

To make sense of the data and understanding the findings, the following evaluation and learning activities were undertaken:

- CP&D Staff reflection workshop August 2022
- Step 8 'Looking Back' session with groups
- Community researcher report backs.

The aim of this report is to update stakeholders on the program's progress and to provide accountability. CP&D staff worked together to summarise key insights about each group and to write up findings and recommendations. The Monitoring and Evaluation Project Officer consolidated and edited all reflections to produce one overall report.

Structure

The initial section looks at the overall Program insights.

This is followed by a report on each participating group. It includes a summary of the group's projects, activities undertaken in the reporting period, and findings and analysis against the first two CP&D Program objectives:

- Aboriginal capacity, control and group cohesion; and
- Value and benefits for Aboriginal people.

The first section presents findings for long-term participants. These are groups who have been working with the CP&D Program for some time and have a number of completed or ongoing projects.

The second section presents findings for new participants. These are groups who have recently started on their CP&D 8-step journey and are unlikely to have implemented projects as yet.

CP&D Program insights: Objectives 1 & 2

Participation

The CP&D Program continues to regularly meet with constituents to progress their community development aspirations. A total of 67 meetings were held and a total of 990 constituents participated in these meeting. This includes CP&D planning meetings with new participants and long-term participants, some distribution

meetings and other CP&D matters. As shown in the table below, meeting type can impact participation numbers. On average 57 participants attend meetings where CP&D present to a new group and distribution meetings attract more participants than CP&D planning meetings, which tend to require a small, more focussed group setting.

Table 1 Number of CP&D meetings, total participants and participants by meeting type, 2021-22

Type of meeting	Number of meetings in 2021 - 22	Total number of participants	Mean number of participants
CP&D attendance at distribution meeting	5	129	26
CP&D Planning - Goverance group	4	37	9
CP&D Planning - Informal / small group	26	174	7
CP&D Planning - TO group	21	329	16
CP&D presentation to new group	5	285	57
Other matter	6	36	6
Total	67	990	15

Program growth

In 2021–22 CP&D maintained relationships with 18 Aboriginal groups who had opted-in to the CP&D Program. CP&D works with at least one group in each of the seven NLC regions. In 2021–22 CP&D attended benefit distribution meetings with three groups not involved in the Program to see if they would

be interested in allocating some of their land use income towards community projects. No new royalty-receiving group decided to join the Program in 2021–22. The following table details groups that are active in each of the NLC regions and their status in 2021–22.

Table 2 Groups active in CP&D by NLC region, 2021-22

NLC Region	Group name	Status in 2021-22
Borroloola Barkly	Budal Riley	New
	Mambali Walangara	New
Darwin Daly Wagait	Diminin	Long-term
	Malak Malak	Long-term
	Rak Papangala	Long-term
East Arnhem	Galiwin'ku Community Gungayunamirr Mala Working Group	Long-term
	Marrkula (Gupapuyngu-Liyalanmirri)	Long-term
Katherine	Guyal Ambulya	New
	Mambali Ngubayin (Johns)	New
	Mambali Ngubayin (Watsons)	New
	Mangarrayi ALT	New
Ngukurr	Budal Milwarapara-Yutpundji	Long-term
	South East Arnhem Land Indigenous Protected Area Advisory Committee	Long-term
Victoria River District	Djarranydjarrany	Long-term
	Gurrbijim	New
	Wadanybang	New
West Arnhem	Dukurrdji	New
Potential new groups	Gunlom ALT	CP&D introduction presentation 12 - 13 April 2022
	Mambaliya Rrumburriya Wuyalia ALT (Balbarini)	CP&D introduction presentation 15 - 16 September 2021
	Mandjurlgunji Mengerddji	CP&D presentation 1 June 2022

The following sections look at the progress to date of each participating group in some detail.

Long-term participation

- Budal Milwarapara-Yutpundji
- Diminin
- Djarranydjarrany
- Galiwin'ku Community Gungayunamirr Mala Working Group
- Malak Malak
- Marrkula
- Rak Papangala
- South East Arnhem Land Indigenous Protected Area Advisory Committee



Budal Milwarapara-Yutpundji

Where do we live?

- Ngukurr
- Urapunga
- Minyerri
- Bulman
- Katherine
- Roper Valley

Project objectives:

- Proud Community
- Good health and wellbeing
- Proud people

2021-22 results	#
Number of participants in CP&D	14
Number of meetings attended	5
Projects complete to date	2
Projects in process	1

Project	Purpose	Status	Outcome	Date of investment decision(s)	Project partner(s)
Welcome sign at Kewyuli	Sharing information with visitors and local people	Complete	New entry sign to Kewyuli Outstation	7/11/2017	Roper Gulf Regional Council
Ngukurr school oval upgrade	Supporting sport and recreational activities	Complete	N/A	7/11/2017	Ngukurr CEC
Ngukurr church toilet block	Supporting safe and hygienic public amenities	Complete	Extra event capacity with increased ablutions facilities next to the church	7/11/2017, 31/10/2018, 3/07/2019	Tangentyere Constructions, Anglican Diocese of the NT, Big River Housing, NLC
Ngukurr oval improvement	Supporting sport and recreational activities	Complete	New oval boundary fence with gates, 8 shaded seating areas with 8 picnic tables	30/10/2019	Yugul Mangi Development Aboriginal Corporation, NLC, AAPA, Roper Gulf Regional Council
Ngukurr airstrip waiting area upgrade	Supporting new/ better infrastructure	Underway	TBC	26/05/2022	DJC Build Pty Ltd

What Budal Milwarapara-Yutpundji did

The following table outlines the progress of projects worked on by Budal Milwarapara-Yutpundji (Milwarpara) members in FY 21-22:

Project name	Progress comment
Ngukurr oval improvements	Delayed due to COVID and other factors, the project was completed in December 2021. Project resulted in installation of approximately 450 metres of boundary fencing around the perimeter of the Ngukurr oval, with one (1) pedestrian gate and two (2)-vehicle gates; installation of eight (8) new shade structures around the oval, each with seating for spectators; employment of three (3) local Aboriginal people for 10 days.
Ngukurr Airstrip Waiting Area Upgrade	Several traditional owners spent time doing detailed planning on the upgrade, including explaining the different reasons on why Ngukurr residents use the airstrip waiting area (including for funeral business, farewelling sick relatives etc) and what is required to make their experience safer and more comfortable. Group oversaw competitive procurement process, approved budget and chose their contractor in May 2022.

Monitoring Milwarapara progress

The following sections are based on a review of project partner reports, review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

Due to COVID-19 and staffing changes, it has been a challenge during the reporting period to maintain a stable and committed Milwarpara working group. Challenges included limited attendance at CP&D planning meetings which impacted group awareness of project work and capacity to plan projects, and a range of perspectives on community development that were not all reflected by the more dominant voices within the group As a result it was challenging to assess overall group cohesion and control along with assuring project information is provided to all group members. Work is required to bridge the information gap. Furthermore, the absence of local NLC staff in the Ngukurr office hindered the gap in communications.

Several traditional owners reported feeling excluded from leading community organisations, and wanted to see their own organisation, the Millwaraparra Aboriginal Corporation (MAC), play a more prominent role within the community. However traditional owners demonstrate limited knowledge and control over the everyday affairs of their corporation. To address this, the NLC sought to obtain financial and governance information from MAC and to provide this information to the broader Milwarpara group (who comprise the members of MAC). While this was a challenging process, it did result in greater transparency.

Many within the group have a clear desire that MAC be used as the main vehicle for Milwarpara community development, while others are uncertain about MAC’s current capacity to deliver. At the time of writing, traditional owners have set aside money for the NLC to provide grants to MAC on the condition that MAC meet certain project planning, financial and governance milestones. The NLC has offered to support MAC in meeting these milestones should they desire it. Most recently, MAC directors have reached out to request that ORIC provide governance training and have

shown an active interest in undertaking long-term, strategic planning. However significant governance challenges remain and is unclear the extent to which MAC will be receptive to the NLC support on an ongoing basis.

Objective 2: Social, cultural, environmental and economic outcomes

The Ngukurr oval improvements project involved the construction of several shade shelters, seating, a picnic table and new fencing around the oval. Milwarpara hoped the project would give Ngukurr AFL spectators protection from the sun. They also wanted to make the oval safer by installing fencing to stop the children from running onto the field mid-game. The project is now complete and Milwarpara report that Ngukurr residents are making good use of the shade shelters — during AFL matches and also as a shady and convenient meeting spot throughout the day. “It’s good for Ngukurr community” Milwarpara Traditional Owner Eric Woods.

In addition, the Ngukurr oval improvements project delivered the following employment outcomes:

Table 3 Aboriginal employment, Ngukurr oval improvements, 2021 -22

Number of Aboriginal employees	Total hours worked
3	750 hours (10 days at 7.5 hours each day)

Additionally, the oval project provided skills, education and training outcomes for the locals employed as casual staff:

Mode of training	Description
On-the-job	Concreting Fencing Form work Construction Work health and safety

The Ngukurr oval improvements project ended up requiring careful project management to ensure its completion. Some specifications had to be changed and the site inspection of works was key to ensuring it was delivered.

Key ideas and insights from monitoring

As stated, awareness and participation in community projects by Milwarpara members is low for a range of reasons including disruptions to consultation plans. In addition, disagreements amongst group members made project decision making challenging. To ensure that all have a degree of ownership, the NLC would benefit from developing an engagement strategy for 2022-23 that complements traditional owners involved with MAC and those who have limited involvement. Milwarpara present a good opportunity for the NLC to support the transition from NLC-facilitated community projects to projects facilitated largely by a local Aboriginal Corporation. Careful consideration on the extent of the pro-bono role in supporting governance and project management within local Aboriginal corporations, and where it becomes more appropriate for the corporation to seek such support for alternative providers should be considered.



Diminin (Yak DimininL)

Where do we live?

- Wadeye
- Nganmarriyanga (Palumpa)

Project objectives:

- Strong culture
- Proud community

2021-22 results	#
Number of participants in CP&D	60 ¹
Number of meetings attended	4
Projects completed	2
Projects in progress	0

¹Participation numbers for Diminin are a cumulative count of people attending small family meetings held across 3 days in Wadeye

Project name	Purpose	Status	Outcome	Date of investment decision	Project partner
Cultural sites and knowledge transmission	Passing cultural knowledge to young people	Complete	Share sacred site knowledge between young and old	18/09/2018	Thamarrurr Development Corporation
Cemetery improvement Stage 1	Supporting new / better infrastructure	Complete	Increased pride and respect	28/02/2019	Thamarrurr Development Corporation, NLC

What Diminin Did

Following long period of reduced engagement, CP&D staff adopted a new strategy of engagement to better support aspirations of the local corporation, including exploring the provision of grant funding, reducing perceived competition between the CP&D Program and the local Kardu Diminin Corporation. Although NLC resourcing constraints (no dedicated project officer) and reignited conflict in Wadeye (resulting in serious damage to over 40 houses and home displacement to hundreds of residents) caused further delays to consultation plans, CP&D re-engaged with Diminin group members first in April via a teleconference, and in June through small group meetings in Wadeye. The small group meetings found Diminin to be engaged and enthusiastic on the planning for more community projects. Primary focus was on connection to country and engaging young people in healthy and positive activities. Project ideas included conducting bush camps and increasing employment by funding a gardening and/or a clean-up service.

Monitoring Diminin

The following sections are based on a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

Current group cohesion is low. Prolonged non-engagement with the group due to COVID-19 and conflict within Wadeye meant that there has been no project work since 2019. Diminin

are understandably focused on the conflict occurring in Wadeye, which has changed some of their priorities. Most Diminin are eager to progress with projects, as evidenced during the June 2022 meetings, however all the Diminin families do not cohesively work together.

To manage this, the NLC has been meeting in individual family groups, which has recently been supported by traditional owners as a way to avoid further conflict. This provided opportunity for more Diminin people to share their thoughts and ideas. Participation in the April teleconference was limited due to the online format, and unfortunately the planned immediate follow-up consultations were not possible until June. In June CP&D held their first face-to-face meeting with Diminin since 2020, in the format of small informal consults. This allowed for a variety of Diminin voices to be involved with most families sharing similar project ideas.

Consulting in small groups – a positive development

Smaller family groups were strong at generating ideas and clearly have an appetite to see positive things happening — particularly engaging young people through on-country cultural learning and employment. Doing small group consults instead of large meetings worked well. It was great for CP&D staff to hear from a wide variety of voices, and to be able to consult safely in a challenging context.

Community development in a time of change and conflict

Some women were clear that certain ideas were not strategic in the context of ongoing fighting and vandalism (eg investment in new infrastructure) and that the conflict would have to be resolved before those projects could go ahead. Diminin members were unable to identify any senior elders who young people, or the community generally, would all respect and listen to. CP&D staff took away from these consults a sense that constituents could benefit from greater assistance in how to navigate the conflict or support its resolution.

Delays undermine relationships

Constant disruption to the meetings scheduled due to funerals and conflict, lengthened the gap of non-engagement. There are concerns this will damage the relationship only just formed and decrease group cohesion.

Objective 2: Social, cultural, environmental and economic outcomes

No projects were completed in the reporting period financial year. Diminin members did have feedback on a previous project with some families outlining dissatisfaction with the outcome of the cemetery upgrade project as there was still lots of work to be done. There were intentions for a second stage of cemetery work, however there were issues engaging partners and Diminin were reluctant to fund the project.

Key ideas and insights from monitoring

CP&D work undertaken with Diminin has shown that disruptions like conflict and COVID-19 can undermine Aboriginal-led development. Continued engagement and beneficial relationships with local Aboriginal corporations, traditional owners and other networks is necessary to counteract these influences. Recommendations from the 2020-21 report remain relevant in areas such as engagement with Aboriginal Corporations, addressing influences and issues that undermine Aboriginal-led development, maintaining regular contact with people in project locations, recognising and celebrating the achievements

of participating groups.



Djarranydjarrany

Where do we live?

- Kununurra
- Wadeye
- Marralum Outstation

Project objectives:

- Connection with Country
- Supported young people

2021-22 results	#
Number of participants in CP&D	13
Number of meetings attended	2 ²
Projects completed	3
Projects in progress	0

² This number only includes formal CP&D planning meetings and does not include many other ad hoc and small group engagements about matters other than community projects

Project name	Purpose	Status	Outcome	Date of investment decision	Project partner
Marralum outstation	Supporting outstations	Complete	Increased amenity at outstation enabling living	6/12/2017, 23/10/2018, 23/10/2018	Tangentyere Constructions, Kimberley Green Constructions
Education fund	Increasing school attendance	Underway	Nil	14/05/2019	Ngurratjuta Aboriginal Corporation
Bush camps	Supporting access to country	Complete	Young and old people visiting country together to learn culture	10/06/2021	Northern Land Council

What Djarranydjarrany did

The following table outlines the progress of projects worked on by Djarranydjarrany members in the reporting period.

Project name	Progress comment
Education fund	No applications were received to this fund therefore, no grants were made. The fund was wrapped up 24 October 2021, and at its meeting in April 2022, the group spent time to reflect and consider how it could be improved in the future (see discussion below).
Bush camps	Approximately 40 native title holders participated in the bush camps, including 6 who were flown in from Wadeye. Participants visited significant cultural sites and discussed how people live traditionally. Participants identified areas using traditional Gajerrong names. There was approximately 20 young people participating in the camp. Four native title holders were engaged to help deliver the camp. Timber Creek Rangers supported the bush camp and this led to quality discussion regarding ranger work and strengthened relationships with the neighbouring ranger group.
Project Sea Dragon Indigenous Land Use Agreement Film	The film-making project provided native title holders an opportunity to tell their story about the Project Sea Dragon Indigenous Land Use agreement dated 1 November 2017 (ILUA) in a series of short films. The objective was to capture this story of hopes and experiences about the Project Sea Dragon and the ILUA for their grandkids and future generations, and to share it with the broader public. It also included a paid traineeship for a local native title holder.

The Senior Governance and Planning Officer is based in Kununurra and as such lives and works among the Djarranydjarrany native title holders. This created ongoing informal and organic interactions between the NLC and the group. The following outlines the larger meetings and activities which have occurred with Djarranydjarrany in the reporting period:

The Senior Governance and Planning Officer is based in Kununurra and as such lives and works among the Djarranydjarrany native title holders. This created ongoing informal and organic interactions between the NLC and the group. The following outlines the larger meetings and activities which have occurred with Djarranydjarrany in the reporting period:

- Native title holder business development
 - o Supported one native title holder to liaise with Legune Station, Many Rivers, and accountant and local business mentor to establish a contracting business that will provide employment opportunities to native title holders.
 - o Supported one native title holder to undertake a feasibility assessment of a Cultural Tourism and Arts Business and engage with local tourism operators about developing a tourism product at Legune.
- Bernadette Hall Simon and Sophia Simon presented on their community development work with the CP&D team at the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) conference, Kubbi Kubbi Country (Sunshine Coast), Queensland 1 – 3 June 2022.
- Supported Marralum Darrigaru Aboriginal Corporation to develop stronger relations with their essential and municipal service provider to improve service provision outcomes through the NT Government’s Homelands Program.
- 28 native title holders participate in the Mayi Kuwayu study of Aboriginal and Torres Strait Islander Wellbeing.
- Indigenous land use agreement (ILUA) Project Committee meetings 27 July 2021 & 27 October 2021.
- Organised and facilitated an information meeting that included several branches of the NLC to inform native title holders of a land clearing application that had been submitted for Legune Station (15 – 16 March 2022)
- Organised and facilitated an information meeting that included several branches of the NLC to inform native title holders of a land clearing application that had been

- submitted for Legune Station (15 – 16 March 2022).
- Organised and facilitated a meeting between native title holders and a pastoral company to discuss the land clearing application (28 March 2022).

Monitoring Djarranydjarrany progress

The following sections are based on a review of project partner reports; group reflections with Djarranydjarrany native title holders; NLC staff reflection and review of meeting notes and the NLC reporting to Seafarms.

Objective 1: Aboriginal capacity, control and group cohesion

Meeting file notes highlight the continued development of capacity, control and group cohesion for Djarranydjarrany. At a meeting in April 2022, the group agreed that they would need their own governance structure to manage land use agreement income and their community projects. The group agreed to plan for a Djarranydjarrany Corporation and to establish a working group to progress through the details of each community project. The group has agreed to a set of community project priorities which has been the basis for a workplan for the working group.

Objective 2: Social, cultural, environmental and economic outcomes

Djarranydjarrany group members are thinking carefully about what outcomes they want from their community projects. One native title holder highlighted at the April 2022 meeting the idea of investing their land use agreement income to grow it for future generations. The group agreed to this suggested and have started planning for it.

Education fund

In April 2022 the group reviewed the education fund project. The group agreed the application process was complicated and restricted people using it. The group acknowledged that the impacts of COVID-19 had meant that young people weren’t travelling to boarding school,

and therefore were not accessing the funds. The group also agreed that the fund could be more useful if it was broadened out to include other training opportunities for people, such as contributing towards technical and further education (TAFE) courses.

Bush camp

The bush camp project delivered Aboriginal employment outcomes valued by the group. The following table outlines details of the native title holders employed for the project.

Four native title holders were engaged to assist in delivering the bush camp. This provided an opportunity for the native title holders to develop their leadership and ranger skills amongst the group. These native title holders were tasked with leading and delivering activities including fishing and significant site visits.

The bush camp also delivered on outcomes for increasing access to country and opportunities for young people. Data recorded is displayed in the following tables.

Table 5 Aboriginal employment, bush camp, 2021-22

Number of Aboriginal employees	Total hours worked	Mean number of days worked	Type of employment
6	177 hours	4	Transport logistics Filming

Table 6 Visits to country, bush camp, 2021-22

Number of traditional owners and family members who visited country	Number of male participants	Number of female participants	Number of hours spent on country	Mean number of people per day/ session
34	13	21	34	34

Table 7 Engagement of young people, bush camp, 2021-22

Total number of young people (under 18) engaged in Project	Number of male participants	Number of female participants	Number of hours the project engaged young people	Mean number of young people attending per day/ session	Nature of engagement
16	7	9	34	16	Learning and recreation

Outcomes of the bush camp were celebrated in a story in Land Rights News (see below).

Key ideas and insights from monitoring

Djarranydjarrany native title holders are increasing their capacity and control on decision making. The group is consistently working well together at meetings. The group has now completed a number of community projects which they have reflected on. It appears that the group can use the lessons learnt from these projects to inform future project planning. There is a lot of activity for this group in the community development space, as well as dealing with uncertainty around Project Sea Dragon and other events and community challenges. It is hopeful that the recently agreed priorities will assist in positively directing the groups work into 2022-23.

Marralum bush camp brings young people together

DJARRANDJARRANY native title holders partnered with NLC Caring for Country to fund a five day bush camp in Marralum on Legune Station. About 40 young people and adults travelled to the camp from Kuneneura, Wadeye and Katherine. During the week participants swim in

Marralum Billabong, carved boab nuts, visited rock art sites and went fishing at Sandy Creek, the Forsyth wetlands and 'croc crossing'. The Timber Creek Rangers also joined in to have a yarn with future Gajerrong Rangers, while enjoying the neighbouring country.



The camp involved trips to look at rock art.



Carving boab nuts with NLC staff

Djarranydjarrany bush camp Land Rights News story, 2022



Galiwin'ku Community Gungayunamirr Mala Working Group

Where do we live?

- Galiwin'ku
- Milingimbi
- Ramingining

Project objectives:

- Supported young people
- Strong culture

2021-22 results	#
Number of participants in CP&D	13
Number of meetings attended	15 ⁴
Projects completed	2
Projects in progress	4

Project name	Purpose	Status	Outcome	Date of investment decision(s)	Project partner
Youth diversion and engagement	Supporting strong and healthy lifestyles	Underway	Increased opportunities for Yolngu employment and for youth engagement and diversion	14/09/2017, 10/09/2019, 20/11/2020	East Arnhem Regional Council
Raypirri Camp Program	Passing cultural knowledge to young people	Complete	Increased cultural knowledge of young people	14/09/2017	Yalu Marnggithinyaraw Indigenous Corporation
Galiwin'ku law and justice	Helping with the law	Underway	Culturally appropriate justice for Galiwin'ku residents	19/03/2018, 27/08/2020, 25/11/2021	North Australia Aboriginal Justice Agency
School adventure playground equipment	Supporting strong and healthy lifestyles	Complete	Increased recreation options for children	15/04/2019	Shepherdson College
Maroonga Island raypirri camp logistical support	Passing cultural knowledge to young people	Underway	Increased cultural knowledge of young people	15/04/2019, 27/08/2020	Milingimbi and Outstation Progress Resource Association Ltd

What Galiwin'ku CGM Working Group did

The following table describes the projects worked on by the Galiwin'ku Community Gungayunamirr Mala Working Group (the Galiwin'ku working group) members in the reporting period.

⁴ This includes 3 meetings of the governance group and 10 informal small group meetings. This does not include NLC benefit distribution meetings 20 & 21 October 2021 which CP&D attended.

Project name	Progress comment
Youth diversion and engagement	Project provided increased number of youth engagement opportunities – including the variety of activities and the amount of after-hours sessions in Galiwin'ku for young people aged from primary school age to 24 years. In addition, the program was able to provide double the funded days of youth diversion for youth diversion clients and support in reducing recidivism of these individuals.
Galiwin'ku law and justice	Project was limited in 2021, and slow to get started in 2022 due to COVID-19 travel restrictions. When delivering, the project employed local Yolngu to assist NAAJA in working with clients, as well as providing 27 legal education sessions and workshops in the community during visits.
Maroonga Island raypirri camp logistical support	Camp 5 held 16 – 21 July 2021 with 12 participants. Camp 6 held 23 – 29 July 2021 with 9 participants. Three new purpose-built shelter built on Maroonga for the camps. Having a ranger boat available for the camps worked well and provided independence for camp organisers who eventually purchased the boat from MOPRA themselves.
Galawara, Dhumbala and Nayiwili raypirri camps	Project planning including safety planning has been completed and approved for Galawarra camps. Dhambala's is yet to be finalised, with the safety plan to be discussed with all TOs involved in the delivery of the camps. Nayawili has nominated camp supervisors who will do the planning and logistics, and are in process of finalising their budget and safety plan. Raypirri camps will commence once each group has finalised their plan, budget and safety plan.
Community projects video ⁵	The video project completed in late 2021 was designed to assist benefit distribution discussions and to help share the information and outcomes of the community projects that have been delivered with support from CP&D over the past five years. The video captures the working group members explaining and reflecting on the outcomes of projects, and their hopes for future project ideas. This resource will continue to be used to assist the group to make future distribution decisions in late 2022.

Monitoring Galiwin'ku Working Group progress

Nyomba took a lead role in designing and undertaking monitoring and evaluation research activities. These activities were:

- Articulating theoretical concepts – mununukkunanamirr
- Reflections on community development in Gapuwiyak

Additional activities undertaken by CP&D included:

- Review of project partner reports
- Looking back reflection with Galiwin'ku working group
- Traditional Owner review of project reports; and

- Reflection and review of meeting notes

Looking-back phases have been a key element of the past 12 months with the Galiwin'ku working group. Sessions exploring all project outcomes were held mid-2021, and these ultimately set the scene for regular questioning of project outcomes more generally.

Despite best efforts to review project reports to record Traditional Owner views, these have been limited to one session at Milingimbi involving a group who do not regularly attend working group meetings. It became apparent through this session, that the messages about projects discussed at Working Group meetings, are not filtering out more broadly

⁵ Note that this video was not a project funded by TOs, but rather a complementary part of their work with the Community Projects team.

beyond those attending meetings.

According to community researcher Nyomba ‘Monitoring and Evaluation practices are always already occurring within everyday Yolŋu life’⁶ and this report attempts to capture and make sense of some of those insights.

Objective 1: Aboriginal capacity, control and group cohesion

Galiwin’ku working group members are well practiced at community project planning and demonstrate their capacity by speaking up at meetings. Below is a selection of paraphrased quotes from working group members recorded during planning meetings about extending the law and justice project:

‘Funding the Law and Justice program is an important way to spend our money to support the young people and helping place them in situations where they can walk between Yolngu and Balanda law’ – October 2021

‘We don’t see the outcome; trainees for Law and Justice. [seeking more detail about work achieved by funded trainees]’ – November 2021

‘We are happy looking at this one [updated law and justice project plan with group feedback]. Happy with budget’ – November 2021

The underlying politics across clan and family groups continue to infiltrate all Galiwin’ku working group meetings and at times cause meetings to drift off-topic. The past 12 months have been largely dominated by working group members who see value in the community benefit gained through the projects. Those more dedicated members question why others don’t commit in the same manner. Traditional

ownership continues to be raised by all clan groups who are members of the working group, however this doesn’t appear to have affected group cohesion. ‘Work within the group also requires ongoing negotiation around productive ways of working together both within and across each of the Traditional Owner clan groups.’⁷ In the Ground Up final report, Nyomba reflects on group dynamics and what impact this has:

In Gapuwiyak they have one group, in Galiwin’ku we have [more than one] group but are trying to make it one. Don’t do much talking when something coming up for eastern side of Galiwin’ku because we have understanding of how to make everything into one thing that Yolŋu and Balanda can see – not clashing. Also, clan divisions, we don’t have to show this to young people or the NLC. Bring Yolŋu into one. Important for TOs bring community into one, not just talk about money, money – but see how community involved. TOs have to see that to become community. It is important to keep telling this story as Traditional Owners⁸.

Galiwin’ku working group members have good control over their planning and decision making. Group members will often unprompted take it upon themselves to explain key sections of planning meetings in language to the rest of the group. Additionally, members will ask the NLC and project partners probing questions about budgets and employment of Yolngu.

Objective 2: Social, cultural, environmental and economic outcomes

Yolngu first

Galiwin’ku working group members continue to focus on projects that support young people and “put Yolngu first” in employment and in the delivery of projects. Galiwin’ku working group members assessed all potential project partners available to run raypirri camps. This has culminated in the decision by the group to fund and deliver their own raypirri camps. Family group

will become the project partners (with support from the NLC) and focus on building their own clan-based capacity to support young people through their own projects. Self-determination by running community projects themselves is an outcome the group have been strongly pursuing over the last 12 months.

Seeing and experiencing outcomes

Seeing outcomes by directly experiencing and witnessing projects has become more important to the group. Galiwin’ku working group member don’t want to rely on reports to tell them what has been happening. For this reason, the group valued a video project which recorded stories about all their community projects funded to date.

Outcomes for young people in the right way

Galiwin’ku working group members want to invest in projects that deliver outcome for young Yolngu people. Despite supporting youth diversion for a number of years, the group refused to fund a new proposal from East Arnhem Regional Council as they agreed the proposal would not deliver the right outcomes in the right way for young Yolngu people. This is supported by storied gathered by Nyomba in the Ground Up report highlighting the importance of kinship roles aligning with community development, so that projects acknowledge the sovereign authority of Yolngu in place. This is a shift away from previous decisions where the group was comfortable playing a less active role in the design and evaluation stages of projects and more willing to roll over projects that had been delivered previously.

Maroonga Island raypirri camp logistical support

The Maroonga Island raypirri camps are delivering Aboriginal employment and connection to country outcomes as requested by the group. The following table details employment and visit to country outcomes from the project over camps 5 and 6.

Table 8 Aboriginal employment, Maroonga Island raypirri camp logistical support, 2021-22

Number of local Aboriginal camp supervisors	Total paid in wages to camp supervisors
14	\$13,999.98

Table 8 Aboriginal employment, Maroonga Island raypirri camp logistical support, 2021-22

Camp number	Total number of people supported to visit country
5	12
6	9

Law and Justice

The law and justice program delivered by North Australian Aboriginal Justice Agency (NAAJA) provides a range of employment and training outcomes⁹.

Table 10 Aboriginal employment, Law and justice, 2021-22

Number of Aboriginal employees	Hours worked during the reporting period	Mean number of days worked
3	576.50	9 ¹⁰

Yolngu staff attended mediation training and a further 104 participants were involved in a variety of legal training sessions.

Table 10 Aboriginal employment, Law and justice, 2021-22

Period	Number of sessions	Number of participants	Number of topics
July – Dec	6	48	Approximately 7
Jan – June	6	56	9
TOTAL	12	104	16

⁹ Due to a change in the Project Report template in March 2022, the quantitative data available for the entire reporting period is somewhat limited and often hard to interpret. It is anticipated that going forward the revised Report template will ensure the capture more consistent data about all projects.

¹⁰ Note that one part-time wage is funded through this project. However, during the period Jan-Jun 2022 the project partner attributed the part-time wage and hours of employment to a different funding source. Hence these hours are not included in the figure here.

The below table shows the breakdown of young people engaging in the project sessions:

Table 12 Engagement of Young People in Community Legal Education January – June 2022

Total number of people 24 Years Old or younger engaged in the project	Total number of female	Total number of male	Total hours the project engaged young people	Mean number of young people attending per session
16	10	6	2.5	8

Youth Diversion and Engagement Project

Youth diversion and engagement program delivered by East Arnhem Regional Council provides employment opportunities for Aboriginal people in Galiwinku, as outlined in the below table.

Table 13 Galiwin'ku Youth Diversion and engagement Employment 2021-2022

Number of Aboriginal Employees	Total hours worked
4	1976

In addition, the project offers support for young people by supporting targeted youth diversion and delivering additional sports and recreational opportunities in Galiwin'ku.

Table 14 Galiwin'ku Youth Diversion and Engagement – Youth Diversion data 2021-2022

Youth Diversion statistic	Number of Youth engaged
Number of young people referred during the reporting period	9
Number of young people case managed during the reporting period	20
Number of young people who successfully completed their Youth Diversion in the reporting period	5
Number of young people who were unsuccessful in completing Youth Diversion	8

Table 15 Galiwin'ku Youth Diversion and Engagement Project - Engagements from 01/10/2021 to 30/06/2022

Gender	Age group 0 – 11	Age group 12 – 17	Age group 18+	Total
Male	1644	1705	1242	4591
Female	956	887	883	2726

Table 16 Galiwin'ku Youth Diversion and Engagement Project Engagements from specified subgroups

Group	Total Known Engagements
Youth Diversion Clients	124
Disabled Participants	29
Indeterminate/ intersex/ Unspecified Participants	158
Parents/ Care givers	456

Table 16 Galiwin'ku Youth Diversion and Engagement Project – Activities delivered 2021-2022

Type of activity	Total Known Instances
Different activity sessions delivered (often delivered multiple time across reporting period)	25
Participation at formal inter-community events outside of Galiwin'ku	2
Participation at formal sporting events within community	6
Parents/ Care givers	456

Key ideas and insights from monitoring

All in all, Galiwin'ku continues to be a dynamic, challenging space of continued learning and constant reflection. Bringing more formal structure to the decision-making group meetings may assist with governance, especially their ability to make timely group decisions. An example would be to have someone from the group chair the meeting and prepare the agenda with the NLC prior to meeting.

¹There was an insistence in Galiwin'ku that there

are clear differences between public/ general services (eg where all children are mixed together and learn to adopt identities associated with categories like vulnerability or naughtiness), and specific activities such as raypirri' which require strict observance of clan leadership and land ownership if they are to be efficacious in invigorating the lives of young people the homelands to which they are connected.' Therefore the NLC should work with Galiwin'ku working group members to continue to design and support projects that reinforce the sovereign authority of Yolngu in place.

Local community researcher bio: Nyomba Gandanu¹²

In Galiwin'ku, on-ground research continues to be led by Nyomba Gandanu, a senior Yolngu woman and key member of the Galiwin'ku Community Gungayunamirr Mala Working Group (see her research profile here: <https://iri.cdu.edu.au/nyomba-gandangu/>).

During Stage 3 Nyomba continued to build on her past work on this project. This has involved reporting on activities associated with CP&D in Galiwin'ku, development of academic contributions assisting the understanding and practice of Yolngu M&E. She worked with CDU and NLC staff to deliver a presentation on Yolngu-led M&E to the Australian Institute of Aboriginal and Torres Strait Islander Studies conference in Adelaide (May 2021). She also worked with CDU and the Gapuwiyak local researcher to develop a presentation and deliver a workshop to all NLC community development officers in the CP&D program in December 2021.

Given her many cultural and workplace commitments Nyomba has placed her Diploma of Indigenous Research studies temporarily on hold. However, through her work on this project she has successfully attained a Senior Indigenous Community-based researcher micro-credential, and assembled a number of research outputs listed on her research profile.

¹²CDU Ground Up final report, May 2022 p 10



Malak Malak

Where do we live?

- Wooliana
- Nauiyu
- Bagot
- 15 Mile town camp

Project objectives:

- Strong culture
- Proud people
- Strong governance

2021-22 results	#
Number of participants in CP&D	25
Number of meetings attended	4 ¹³
Projects completed	4
Projects in progress	2

Project name	Purpose	Status	Outcome	Date of investment decision	Project partner
Culture camps	Passing cultural knowledge to young people	Complete	Increased connection with country, culture and language	6/06/2017	Northern Land Council
Funeral support	Supporting sorry business/sorry camp	Underway	Increased support for family members arranging funerals	6/06/2017	Northern Land Council
Interpretative signs	Sharing information with visitors and local people	Complete	Increased awareness of Malak Malak country by visitors to Daly River	6/09/2018	Bellette Media Pty Ltd
Language conference attendance	Maintaining Language	Complete	Improved working group member's capacity in language projects	22/05/2019	Northern Land Council
Language mobile app	Maintaining Language	Complete ¹⁴	Online text and picture library of Malak Malak words for all generations	22/05/2019	The Language Conservancy
Maddaingya Corporation logistics	Learning how to run organisations	Underway	Compliant AGM held	22/05/2019	Northern Land Council
Culture centre	Passing cultural knowledge to young people	Underway	TBC	N/A	TBC

What Malak Malak did

Malak Malak members met four times in the reporting period to plan community projects. During this time period the group had to come to terms with the passing of three senior Elders, hence projects were put on hold from September 2021 to May 2022. The Malak Malak Culture Centre continued to be a key area of research and planning for Traditional Owners. COVID-19 restrictions and Ranger resourcing prevented culture camps being conducted on Malak Malak country in the reporting period.

¹³ Does not include distribution meeting 6/10/2021

¹⁴ The language mobile app is considered complete even though a small amount of app maintenance is budgeted for until 2023

The following table outlines progress of Malak Malak community projects during the 2021-22 financial year.

Project name	Progress comment
Culture camps	No culture camps held due to COVID-19 restrictions and Ranger resourcing constraints.
Funeral support	Malak Malak Traditional Owners were supported with expenses for six funerals. To note, the funeral fund is in the process of transitioning to now be managed by the Benefits Distribution Unit at NLC and the data for support through this unit is not included in this report.
Language mobile app	The ongoing nature of this project is due to the maintenance of the app. Malak Malak members continue to review and seek updates/amendments from partner as part of ongoing maintenance. No major upgrades were made. In this reporting period the app has been downloaded a total of 60 times on iOS platforms and as at 30 June 2022 there were 14 users via android platforms.
Maddaingya Corporation logistics	Project is on track in terms of Annual General Meeting being completed. Group is still seeking ways to support the corporation. There were no corporation meetings during the reporting period. The group is looking at alternate ways to continue corporation support into the future.
Talking dictionary	Group members were concerned that the existing language speakers could be too frail to commit to the hours of recording requires for all the words. Additionally, quotes showed this was an expensive project and so far, all grant applications (AIATSIS and ILA) have been unsuccessful. This project is no longer a priority for the group.
Culture centre	The group remain focussed on projects that support the recording, preservation and revitalisation of Malak Malak culture and history and hence the culture centre project has been the key project discussed over the past 12 months. The project has been divided into the 'building' aspect, and the 'cultural heritage' aspect. The building location and design is still in progress. Some quotes have been sourced, however additional options are now being explored, in order to provide the full TO group with all the information to make an informed decision as to which option to go with. The arrangement with the proposed land is also being finalised, as well as a requested 'site plan' in collaboration with the Caring for Country branch of the NLC.
Cultural heritage	The group are discussing how to best manage the content of the culture centre. The group discussed how to: stocktake and document what is where and agree on an archiving system, digitise content, and display/ curation of content.

Monitoring Malak Malak progress

Gwendoline White took a lead role in designing and undertaking monitoring and evaluation research activities for the Malak Malak group. These activities were:

- Ongoing review of CP&D activities through a review of all previous newsletters
- Negotiation of Traditional Owner governance arrangements
- Listening to Elders. Gwen and Michaela met with Elders 2-3 September 2021.

The following sections are based on Gwendoline's research as well as a review and reflection of file notes.

Objective 1: Aboriginal capacity, control and group cohesion

Malak Malak have increased capacity, control and group cohesion when it comes to managing their money and deciding on projects. The group has developed meeting guidelines are continuously used and referred to. The working group are taking their ideas to the wider group for discussion and working group members are presenting projects at full Traditional Owner group meeting. Malak Malak members continue to hold the NLC, project partners and their own group members to account. Malak Malak have sought access to information, such as that related to the ownership of the ranger-purchased block on Wooliana Rd. By questioning the NLC staff about various approaches, Malak-Malak have become more informed in their own decision-making. Malak-Malak display clear ownership of the project planning process.

Over the past year, there have been fractures within the Malak Malak group. This dynamic is often managed by group members, who actively disengage so as to avoid conflict. Passing of senior Malak Malak members over the past 12 months, has also meant that CP&D has had to adapt and understand how to work with the group as things change and succession occurs. Decision-making is a conscious process for the group and they are aware things will change as old people pass. Junior members of the group are now having to step into the shoes of senior Elders. There is ongoing tension between

members about who speaks for what country, as described through this excerpt from the Ground Up report:

Rob Lindsay talking about the challenge of keeping clear who owns what land, without keeping people out.¹⁵

Sites and boundaries were not an issue in the past, but now these things are an issue. How to recognise ownership [of land] but still share. It used to be that people were clear and visible and vocal about what place was theirs, and when they were off their country. When the Central Australian Aboriginal Media Association (CAAMA) didgeridoo video was made, the men being filmed while they were making a didgeridoo, they said straight away that they were not on their own land. They made this clear, so they could be comfortable being filmed. Now there are signs up all over the place talking about Malak Malak sacred sites.

There are broader questions the group has been grappling with – namely, what is the definition of a Malak Malak Traditional Owner and what are their group's guidelines as to who qualifies, and how will they enforce this?

Objective 2: Social, cultural, environmental and economic outcomes

Malak Malak members have been discussing a culture centre idea throughout most of the reporting period. The group agreed that the main purpose of a culture centre was a keeping and a sharing place. When community researcher Gwendoline White discussed these projects with senior people, it became obvious that there are many more benefits that could flow from such a project which are wanted and valued by Malak Malak.

Betty Sullivan talking about the Culture Centre as a way to keep calling out to country and teaching young people¹⁶

People used to come here, and when they came along they would sing out [to the country]. Now they don't sing out or anything. But this is important, and what we have to do

¹⁵ CDU Ground Up final report, May 2022, p 31

¹⁶ CDU Ground Up final report, May 2022, p 31

and learn. You've got to stand back and ask if you can come in.

That picture Amos brought from the office, of the canoe along the river [archival image], we need kids re-enacting, pushing themselves along, go to the meeting place where they did the bargaining and trade.

I'm a dreamer first, then storyteller, then actor. This is the way that you pass knowledge and make it real for young people. When I was a schoolteacher, I would gather the kids together to work this way, tell story and re-enact. If I go into mythology, that comes from my ancestor, dreamtime, been handed down to us through the years by various relatives. We know that each has their own role.

Project management of the culture centre has been somewhat challenging from both a project officer and a group perspective. As CP&D refines its practice to include more rigorous feasibility assessments for larger scale projects, Malak Malak members have reflected a sense of frustration with the slow progress of the culture centre project over the past year. Project officer observations also highlight that sharing the support of Malak Malak across several different officers has likewise contributed to a lack of CP&D focus on the project, and hence limited progress.

In addition to the above, the group continues to navigate internal dynamics and these factors combined have limited project progress more generally. It is hoped that clearer project management by CP&D and consistent engagement with the group, can assist the group to effectively plan their projects and achieve action in the near future, while sensitively navigating group dynamics. Similar principles apply regarding progress with the Corporation and the group is currently investigating options to achieve action for this project as well.

Table 17 Supporting sorry business, funeral fund, 2021-22

Funeral Support	
Number of funerals supported	6

Table 18 Supporting language, Language app, 2021-22

Use of Malak-Malak Language App	
Operating platform	Total number of downloads since launch ¹⁷
Android	135
iOS	164
TOTAL	299



Betty Sullivan (Malak Malak TO) and Gwendoline White (Malak Malak TO and researcher)

Key ideas and insights from monitoring

The ongoing question of how the group defines Malak Malak Traditional Ownership is a key issue that affects how Malak Malak proceed with their community planning and prioritisation. As the culture centre project evolves, answers to this may become more evident. The work of the local Indigenous community researcher has begun questioning and unravelling some of this story too. With the passing of senior male elders however, this question has become more pressing as the authoritative voice of those senior people no longer remains to steady the group. There is also a sense of urgency to undertake cultural maintenance work so that elder stories can be captured before it's too late. It is clear that the group want and value the benefits of a culture centre and a cultural heritage project, so these are priorities to be worked on with the group in 2022-23.

This group will benefit from regular working group and whole group meetings in 2022-23 that continue to progress their identified priorities. Malak Malak members should be further encouraged to build their capacity by taking on researching and planning actions, as well as roles during the meeting, such as chairing and presenting.

Local community researcher bio: Gwen White¹⁸

We have been fortunate to have the continuing leadership of Gwendoline White as a researcher who has been endorsed by senior Malak Malak Traditional Owners as the right person to be involved in the research aspect of the CP&D work.

As part of her involvement in the project, Gwen has been supported to develop a research profile on the Indigenous Researchers Initiative Website (here: <https://iri.cdu.edu.au/gwendoline-white/>) and to enrol in the Diploma of Indigenous Research at CDU.

Gwen has a long term interest in research, particularly around collecting family stories and histories associated with Bagot Community and Malak Malak people. She sees the M&E work for the CP&D project as integral to the development of a Malak Malak Culture Centre, and to ongoing questions around how the Traditional Owner group may maintain appropriate governance practices as senior Elders pass away.

Gwen commenced her Diploma studies in Semester 1 2021, and has completed 3 units of study which have all been closely integrated with her M&E research activities on the CP&D project.



Gwen White, Malak Malak community-based researcher

¹⁵ The last M&E report recorded the number of users who had downloaded the app. This data was not available for the reporting period. Instead this report records the number of downloads.



Marrkula (Gapapuyngu-Liyanmirri)

Where do we live?

- Gapuwiyak (Lake Evella)
- Nhulunbuy
- Milingimbi
- Galiwin'ku

Project objectives:

- Skills, enterprise and employment
- Strong governance
- Proud people

2021-22 results	#
Number of participants in CP&D	19
Number of meetings attended	5 ¹⁹
Projects completed	2
Projects in progress	2

¹⁹ This includes a Milintji Development board meeting which the CP&D Project Officer attended

Project name	Purpose	Status	Outcome	Date of investment decision	Project partner
Milintji Developments Trust establishment	Creating jobs, Strong governance	Complete	New corporate structure	15/06/2017	Arnhem Land Progress Association
Painting crew	Creating jobs	Complete	8 employees, 1895 hours	24/09/2018	Miwatj Employment and Participation, Arnhem Land Progress Association
Milintji Developments Logo/ T-shirt	Promoting positive stories	Underway	Uniforms designed, Logo redesign	24/09/2018, 15/07/2020	Northern Land Council
Milintji Developments governance support	Learning how to run organisations	Underway	Ongoing governance support and business development	7/08/2019, 24/09/2020	Matrix Consulting

What Marrkula did

Marrkula members, based in Gapuwiyak, are a long-term participating group working with CP&D since 2017. The group have long-term participating routine ways of working together and planning projects. In the reporting period

they continued to monitor their ongoing projects, and plan for future projects. The following table outlines the progress of projects worked on by Marrkula members during this reporting period.

Project name	Progress comment
Milintji Developments Logo/ T-shirt	The group approved an updated version of the logo as seen here. The logo has been used on uniforms for Milintji Developments Directors.
Milintji Developments governance support	Board meeting held 26/27 October 2021 and Directors meetings held 24 August and 17 December 2021. Total of 135 secretariat hour provided from December 2020 to December 2021. Business meetings held with Arnhem Land Progress Association, Developing East Arnhem Land, Northern Territory Government and Communities for Children.
Painting crew	35 houses were painted for Aged Care clients and the house of a critically ill community child. Gapuwiyak School engaged the Buffalo Boys Painting Crew for a large-scale painting project.
Lakeside development	Feasibility underway.
Cultural Tourism	Feasibility underway. Cultural tourism product in development.

Monitoring Marrkula progress

The following sections are based on data collected through a range of activities. Community researcher, Emmanuel Yunupingu, took a lead role in designing and undertaking monitoring and evaluation research activities. These activities included regular verbal updates; elder video interviews and interpretation of meeting recordings. Data has also been gathered from a review of project partner reports; the looking back reflection with Marrkula group and reflection and review of meeting notes.

Objective 1: Aboriginal capacity, control and group cohesion
Strong commitment to funding community projects

The Marrkula group has consistently committed funding to community projects and in particular towards the business development aspirations of their corporation.

Critical planning and reflection

The Marrkula group is thinking critically and strategically about the planning process. They have started actively reflecting on past projects to analyse what could be done better. For example, while the painting crew project generated jobs, the group reflected that the next time they would focus more on the business development aspect. They reflected that they didn't spend enough time thinking about the long-term objectives of the project and how they would be best achieved.

"It was a rushed decision and we didn't think carefully about the project." (Marrkula Traditional Owner)

At the same time, the group was sometimes frustrated with how long the planning processes takes, particularly as they rely on outside support to facilitate that planning. There is an ongoing tension between seeing the need for strategic planning and wanting to see action on the ground.

Project management: Holding partners to account

The Marrkula group passed on critical feedback to project partners around the quality of services delivered. For example, they passed on feedback around the quality of painting provided by the painting crew to project partner Arnhem Land Progress Association, and clearly specified ways in which that work could be improved.

Stronger group governance

The group has developed a stronger understanding of their corporation as a separate legal entity and how this differs from their roles as individuals and as part of a traditional owner decision making group. For example, there were issues where the chair of Milintji Corporation came prepared to chair a traditional owner group meeting. Now the group is able to more clearly differentiate between the corporation meetings and non-corporation.

Reflection on NLC's facilitation

Clarifying roles

There was confusion between the roles of project partners, the NLC and different group decision making bodies, which limited progress due to the time spent explaining these roles. It also created difficulties in facilitating collaboration. For this reason, the NLC has developed a clear visual aid to talk about the difference between corporations and other decision-making groups as well as the role of the NLC and other partners. While there are ongoing challenges, the visual aid has made a big difference in creating clarity as to respective roles and responsibilities.

Showing project stages and marking progress

As discussed above there is a tension between need for planning and desire just to see outcomes. The project officer is exploring ways to assist the group to better understand what is involved in project planning so that they are more invested in that process and actively involved.

Reflection on facilitating alone

Project officer reflection includes thinking about ways to be able to bounce ideas and get support during a meeting. Progressing projects is more productive when you do it with others because feasibility and planning benefits from input from multiple sources. Having an NLC colleague present at meetings is useful and working in teams makes it more enjoyable and a better learning environment. Alternative is to use senior project officer remotely.

Definition of role when we're working with corporations

Now that Milintji is active and has the desire to run all their projects, there is a question as to the best way for the Project Officer to support the group. For example, would it be better that all community projects are governed by the corporation directly? It is likely that the NLC will enter into a support arrangement with the corporation in the future. The NLC will need to think about the best way to support transitions to corporations.

Supporting ongoing engagement and information sharing on other NLC business

Project Officer has sought to collaborate more closely with other NLC departments so that the Marrkula group can use community projects as a way to find out information about other land related matters happening in Gapuwiyak. For example, Community Project meetings have been used to share information about upcoming leasing arrangements.

Objective 2: Social, cultural, environmental and economic outcomes

Social and cultural connections – how Milintji links to other

An important consideration for the Marrkula group has been how Milintji relates to others, including new connections and partnerships, with Yolngu Traditional Owners or other organisations. The Charles Darwin University (CDU) Ground Up report and Emmanuel's research has highlighted how it is important for connections to be made through kin relations in order to maintain society and

ancestral relations. It also generates strong and appropriate foundations for developing business and for non-Yolngu organisations connecting into the continuation of Yolngu people-place relations.

Project outcomes reinforcing Milintji and the story of Gapuwiyak

Finding from the CDU Group Up research highlight that the outcome of real jobs and skilled Yolngu workers living and working in Gapuwiyak is a lived and visible sign of the strength of Milintji. The traditional owner group continues to desire to better understand the full money story in order to facilitate flows of money and ensure opportunities for the people in Gapuwiyak. This is seen as a way to keep remembering the true landowners of Gapuwiyak, and seeing the outcomes of their leadership.

The visible front of Milintji

The theme of visibility has been present throughout CP&D's engagement with the Marrkula group and is evidenced through the group's desire to have their logo defined and present on uniforms, as well as their drive for Milintji to have an office space and to be 'active' in the community. The CDU Ground Up report also reflects this, noting that when the Milintji and the true Gapuwiyak story are visible through the logo on uniforms and banners, the Traditional Owner group know they are fulfilling their responsibilities in making their story visible. It is then up to other Yolngu to recognise and respect this story and the roles and ownership it designates.

Painting crew

Progress reports highlight that the painting crew project has delivered economic and social outcomes wanted and value by the Marrkula group. The following tables show details of the Aboriginal employment.

Table 18 Aboriginal employment, painting crew, 2021-22

Number of Aboriginal employees	Total hours worked	Mean number of hours worked per person
8	1896	237

The following qualitative comments from Marrkula members, as reported by Arnhem Land Progress Association progress reports, indicate this project is delivering outcomes valued by Marrkula.

“I enjoy seeing the men working in community and this encourages other young kids” - Clancy Marrkula

“This was a great opportunity for the community and gave employment opportunities where there was otherwise no opportunity. The painting crew should continue doing a good job” - Bobby Wunungmurra

“It’s good for them to assist the elderly as is our culture, this helped the boys stay out of trouble and gambling while at djama” - Jennifer Wunungmurra

“I enjoyed the painting, I hope it does not stop. I learnt a lot about how to be a professional painter. Now I am painting my family’s house” - Terrence Wunungmurra, CDP Painting Crew member

Milintji Developments governance support

The following tables present quantitative results on training from the governance support project in the reporting period, demonstrating that the project is delivery training outcomes requested and valued by the Marrkula group.

Key ideas and insights from monitoring

The following are key findings from the reflection process:

- Clearly define roles and responsibilities of different groups/entities is important
- The NLC to clarify the role of community projects in supporting local Aboriginal corporations and their planning
- Quality reflection (looking back) is extremely beneficial for group insights and learnings and the NLC need to prioritise it more.

A suggested CP&D practice recommendation is to:

- Develop consistent tools to show how community project planning happens. Create a visual resource starting from feasibility all the way through to project completion and review. This visual tool could be one that you move around, or boxes that need to be ticked, or steps that go up with a timeline.

Table 18 Aboriginal employment, painting crew, 2021-22

Governance Training				
Type of training	Number of Aboriginal participants	Hours per session	Number of sessions	Comment
On-the-job agenda prep	2	1	3	Held August, October and Dec 2021
On-the-job governance refresh	7	2	1	Held August 2021

Local community researcher bio: Emmanuel Yunupingu²⁰

Emmanuel was authorised by senior members of the Traditional Owner group to work as a community-based researcher early in the project. Since then, he has continued to drive all M&E research in Gapuwiyak.

During Stage 1 of the project, Emmanuel was awarded a CDU Indigenous Community-based Researcher micro-credential. He also developed his own online research profile (<https://iri.cdu.edu.au/emmanuel-yunupingu/>), which he has continued to keep updated with his work history and achievements.

During Stage 2, Emmanuel was proactive in developing new methods and processes for sharing data and remaining in touch during COVID-19. He developed a technique which he has termed ‘selfie stories’ whereby he makes video recordings reporting on recent comments from senior Traditional Owners, which he can then share with CDU.

During Stage 3, he has continued to develop innovative approaches to M&E work, and for remaining in contact with CDU. At his request, Emmanuel was provided with a laptop which he has used to further develop M&E methods using video recording (e.g. generating and interpreting recordings of Traditional Owner group meetings and conversations with Elders). In this most recent phase of work, he has also formed connections with Nyomba, and worked with her on delivering a workshop on Yolngu M&E to NLC staff in late 2021.



²⁰ CDU Ground Up final report, May 2022, p 17



Rak Papangala

Where do we live?

- Nganmarriyanga (Palumpa)
- Papangala Outstation
- Merrepen Outstation
- Wadeye

Project objectives:

- Connection with Country

2021-22 results	#
Number of participants in CP&D	13
Number of meetings attended	2
Projects completed	0
Projects in progress	1

³⁹ This figure includes accumulated interest.

Project name	Purpose	Status	Outcome	Date of investment decisions	Project partner
Minjin family outstation	Supporting outstations	On-track	Family living on country, increased wellbeing	17/04/2019, 12/11/2020, 26/11/2019, 2/09/2021, 10/05/2022	West Daly Regional Council, Tangentyere Constructions, Northern Land Council

What Rak Papangala did

CP&D have had limited face-to-face contact with Rak Papangala Traditional Owners in the reporting period. This is largely due to the limited funds they have remaining for community projects and also because the NLC is waiting to resolve the drainage issues at the outstation in order to have a clear plan to discuss with the group going forward. Rak Papangala have always had the one key project that they focus on. The following table outlines progress for this project in the reporting period

NLC is waiting to resolve the drainage issues at the outstation in order to have a clear plan to discuss with the group going forward. Rak Papangala have always had the one key project that they focus on. The following table outlines progress for this project in the reporting period

Project name	Progress comment
Minjin family outstation	A number of small capital works were funded by Rak Papangala in the past year including: new solar panels at the bore to replace the ones damaged by kids; additional outstation works to complement the COVID-19 stimulus grant works delivered by West Daly Regional Council; and most recently the installation of a filter system on the tank near the house to resolve the issue of non-potable drinking water.



Monitoring Rak Papangala progress

The following sections are based on a review of project partner reports, review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

Rak Papangala have participated in the CP&D Program since 2018. In the reporting period as well as asking for updates on the outstation project, group members were seeking out further information from the NLC regarding leases to understand the contracts that have been in place on their land for gravel pit and gas pipeline agreements. This shows increased planning and decision-making capacity from the group. Project officer notes suggest that the two-way information exchange with Rak Papangala could be improved if there was more formal contact arranged between them and the NLC.

Objective 2: Social, cultural, environmental and economic outcomes

A challenge to outcome delivery on the outstation project in the reporting period was the confusion of roles between the NLC (contract manager) and West Daly Regional Council (project partner/contract holder) in supporting the outstation. The sense of Rak Papangala being neglected by the NLC was observed by the Project Officer on occasion. The Rak Papangala group remain committed to living at their outstation and putting funds to add to, and repair infrastructure as needed. This demonstrates that the outstation project is delivering the social and environmental outcomes that the group want and value. The following tables detail some quantitative results related to the Minjin family outstation project.

Table 19 New infrastructure, Minjin family outstation, 2021-22

Participants involved in the development of new infrastructure
13 ²¹

Table 20 Connection to country, Minjin family outstation, 2021-22

People supported to Country
13 ²²

Key ideas and insights from monitoring

In this past year, the time given to Rak Papangala has been limited, there are limited community project funds remaining, and the time it has taken to resolve the drainage issues at the outstation has been lengthy. Combined, these factors have potentially stifled outcome delivery for the group. This raises the question, could CP&D/ the NLC support the group via other means such as advocacy, or grant funding to support their aspirations?

At the end of the reporting period CP&D recommended that this group create a short-term engagement strategy to consider future steps given the project is almost finished and the funds are almost exhausted. However, more recently there have been further developments which are likely to result in additional financial resources available to the group, and hence may result in additional planning and project if they choose to do so. There is also scope for this group to share their lessons learnt with other groups as outstation upgrades are sought by many Aboriginal groups.



South East Arnhem Land Indigenous Protected Area Advisory Committee

Where do we live?

- Ngukurr
- Numbulwar

Project objectives:

- Strong governance
- Proud people
- Strong culture
- Connection with Country

2021-22 results	#
Number of participants in CP&D	19
Number of meetings attended	4
Projects completed	2
Projects in progress	2

²¹ Estimation based on CP&D participation numbers. This has not been reported in project reports.
²² Estimation based on CP&D participation numbers. This has not been reported in project reports.

Project name	Purpose	Status	Outcome	Date of investment decisions	Project partner
Back to country culture camps	Passing cultural knowledge to young people	Complete	One culture camp held in Ngukurr region in a past reporting period. ²³	14/06/2018	NLC
IPA advisory committee support	Learning how to run organisations	Complete	Support provided at 2 two-day CP&D-led meetings with the SEAL IPA Advisory Committee.	15/11/2018	Tamarind Planning Consultants
Train the trainer	Learning how to run organisations	Under review	No progress this reporting period. Previous work involved preparation of mentoring modules and mentoring of 3 people for 1 day each.	14/05/2019, 16/09/2020	Tamarind Planning Consultants, NLC
Aged care country visits	Supporting access to country	Terminated	Nil	9/10/2019	Roper Gulf Regional Council
Visitor cultural awareness	Sharing information with visitors and local people	On Track	Draft visitor information signage and booklets produced.	21/10/2020	Calytrix Communication

What South East Arnhem Land Indigenous Protected Area Advisory Committee Members did

The following table outlines the progress of projects worked on by the South East Arnhem Land (SEAL) Indigenous Protected Areas (IPA) Advisory Committee members in the reporting period.

²³ A second culture camp planned to be based in the Numbulwar region was not held using these funds as other programs in the community provided this service.

Project name	Progress comment
Train the trainer	The project experienced delays due to COVID and has not continued in the reporting period due to a lack of availability of mentees. Previous work included preparation of mentoring/training modules by the project partner, and mentoring of 3 people for 1 day each. The SEAL IPA Advisory Committee will need to examine the future of this project, by reassessing the project objectives, the challenges faced and alternative options to achieve their objectives (which were originally to develop skills of IPA member in governance and project planning).
Visitor cultural awareness	Three local Aboriginal people were engaged casually as Project Advisors to support the creation of culturally relevant content for visitor signage and information booklet. Project Advisors decided on locations for the signage in each community. Project partner Calytrix Communication worked with Yugul Mangi Rangers to obtain photo permissions and Ngukurr Language Centre on language text and maps. Advisory Committee members reviewed the draft content for the visitor cultural awareness booklet and maps at their November 2021 and May 2022 meeting.

Monitoring SEAL IPA Advisory Committee progress

The following sections are based on a review of project partner reports and statistics, a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

There is good engagement at SEAL IPA Advisory Committee Meetings. This is partly due to Committee members being paid sitting fees, and a good atmosphere being produced by sharing meals together and staying in the one place together for two days. CP&D is invited to present at these meetings, however given it is a meeting organised by the IPA if the agenda runs overtime CP&D discussion is limited or not possible.

The Advisory Committee has a good mixture of younger and older members and many members will present at the meeting, creating a sense of ownership. There is a strong NLC presence in Numbulwar which supports this group beneficially.

Despite the ongoing strong capacity, control and group cohesion of this group, COVID restrictions and the NLC staff turnover has meant they haven't been able to exercise

this capacity with CP&D projects much in the reporting period. Dedicated CP&D meetings outside of the IPA meetings have not been possible and have limited capacity and control of the group in relation to group projects

Objective 2: Social, cultural, environmental and economic outcomes

Visitor cultural awareness

The visitor cultural awareness project is delivering employment outcomes valued by the Advisory Committee. In the reporting period three local Aboriginal people were employed casually as Project Advisors to assist in creating the content for visitor information signage and booklets. Aboriginal employment details are in the following table.

Table 21 Aboriginal employment, visitor cultural awareness, 2021-22

Aboriginal Project Advisors employed	Number of days worked
3	5.5

Key ideas and insights from monitoring

The SEAL IPA Advisory Committee has ongoing strong group capacity, control and

group cohesion. In 2022-23 CP&D will need to think how this capacity and cohesion can be channelled to delivering greater community project outcomes for the SEAL IPA Advisory Committee.

New participants

- Budal Riley
- Dukurrdji
- Gurrbijim
- Guyal Ambulya
- Guyal Muynmin
- Mambali Ngubayin (Johns)
- Mambali Ngubayin (Watsons)
- Mambali Walangara
- Mangarrayi Aboriginal Land Trust
- Wadangbang (Yuda Yuda)



Budal Riley

Where do we live?

- Minyeri
- Mt Isa
- Borroloola
- Ngukurr
- Numbulwar
- Doomadge
- Darwin
- Mataranka

2021-22 results	#
Number of participants in CP&D	24
Number of meetings attended	1

³⁹ This figure includes accumulated interest.

What Budal Riley did

Budal Riley native title holders opted to allocate some mining income towards community projects in June 2021 via the CP&D Program. Due to challenges around COVID-19 and the geographic spread of this group, only one meeting was held in the reporting period. Budal Riley members met in November 2021 to start thinking about what is best for community. The group came to Borroloola the day before the meeting and spent some time getting to know the NLC staff. Working together the Budal Riley group created a draft vision to help them guide project ideas. The group split up into men’s and women’s groups to brainstorm ideas about what they want for their future.

Monitoring Budal Riley progress

The following sections are based on a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

Budal Riley are a relatively new participant who are still establishing how they will work together on community projects. Officers noted that these family members have only come together for this purpose. The Budal Riley are part of a wider regional group of traditional owners, who currently are working together on a healthy country plan. Because community project planning requires decisions about money, Budal Riley have elected to meet separate to the other group involved in this work. This demonstrates clear control and group cohesion when it comes to decision making about community projects.

Budal Riley members are speaking up during meetings demonstrating capacity and control. There is a strong NLC presence among the group as some members are NLC Council or staff members. This can create some challenges as the louder and more practiced public speakers can direct the ideas and the discussion. Whilst there was no push back to the louder voices, holding meetings in a different location or having a few small group settings at Minyerri, Numbulwar and Ngukurr might facilitate increased participation in planning and help

might facilitate increased participation in planning and help build up other voices.

Project officer observation suggests that separate ‘project ideas’ and ‘vision’ sessions would have been useful for Budal Riley to build their capacity in project planning. These sessions were held together and created some confusion amongst participants.

When asked about the CP&D meeting and if there was any feedback, one Budal Riley member said that it was “very good, and really appreciated.” This suggests the CP&D processes are viewed in a positive light.

Objective 2: Social, cultural, environmental and economic outcomes

No projects in the reporting period.

Key ideas and insights from monitoring

Indications to date are that Budal Riley have a good level of capacity, control and group cohesion. It is understood that the facilitation of members from all locations coming together is integral for maintaining this group connection however. As such, this will be further developed as CP&D staff meet more regularly with the group and they start to plan projects. Given the geographical dispersed group members, and the two or three strong voices, this group would benefit from having a well thought out meeting schedule which is agreed to by the group.



Dukurrdji (Dhukurrdji)

Where do we live?

- Maningrida
- Warruwi
- Darwin
- Gunbalanya

2021-22 results	#
Number of participants in CP&D	27
Number of meetings attended	2 ²⁴

²⁴ This does not include CP&D attendance at a distribution meeting 23/5/22

What Dukurrdji did

Dukurrdji group members commenced working with the CP&D 8-step process in October 2020. Throughout the reporting period the group met in September 2021 and May 2022 to continue the community project planning work. Dukurrdji have spent some time clearly defining their group vision and drawing a vision poster. The vision poster captures their aspirations and will be used to guide project planning. Dukurrdji have also had discussions about how they are going to work together and make decisions about projects and developed their meeting guidelines which they have given a language name. The wider Dukurrdji group attended a benefit distribution meeting in May 2022 where they decided not to allocate income in the bank at the time to community projects. The group discussed holding off until they have clear budgets for what their projects will cost and reassessing the need for additional funds at the next distribution (to be held in late 2022).

Monitoring Dukurrdji progress

The following sections are based on a review of meeting notes and staff member reflections. Objective 1: Aboriginal capacity, control and group cohesion

In the reporting period Dukurrdji have been working collectively, with clear senior voices that are acknowledged and listened to by the broader group. The structuring of sessions where the group is split into smaller sub-groups, often men and women, has been extremely effective. This has allowed for relationship building between the NLC staff and group members and understanding of group capacity (ie who does the instructing of the vision image, and who does the drawing; or what is important to some of the women whose voices are often not heard in the larger group).

Meeting guidelines have been drafted using a language name. This process saw some younger members of the group really stand up and 'own' the guidelines. There has been reluctance to elect a working group (a smaller group to do the planning given the full group of 40+ requires nearly two hours to assemble at every meeting), rather the group is keen to keep coming together with everyone. This all demonstrates a

good level of control and group cohesion and that planning meetings are assisting in building capacity.

At the May meeting, Dukurrdji sorted projects to see which most closely with their vision, namely 'which projects will help to tell their story?'. Initially there was much discussion about which projects were the most important ones, then it was agreed that they would vote via the 'dotmocracy'²⁵. Senior members of the group voted first and most people followed their lead. Towards the end however, some women voted slightly differently which was important to see and understand that they obviously felt comfortable in the meeting space go against the tide. This shows that group cohesion and decision-making capacity is high.

Group dynamics during the benefit distribution meeting were different to what is observed by officers at CP&D planning meetings, with prominence of certain voices during the meeting and decision-making. This shows how decision-making may be different when it comes to money.

Objective 2: Social, cultural, environmental and economic outcomes

No projects completed in the reporting period.

Key ideas and insights from monitoring

The identification of a vision, and priority projects that match this vision has been a key focus for the Dukurrdji group for the past 12 months. This has been an evolving and dynamic process with some great learnings along the way. Key learning included: the importance of careful planning about how a session can run; spending time to ensure the right questions are being asked to generate the ideas; trusting that the generation of ideas will flow; remembering that the group have the answers and are the ones to generate the vision. This process and the outcomes of the visioning stage have also been very inspiring. Dukurrdji has agreed on a visual which represents both cultural and practical perspective of their goals and can be used to track progress. These learnings can inform CP&D practice with other new participants.

²⁵ Dotmocracy is a prioritising tool where participants are given sticky dots (1 or multiple) to stick onto ideas/ projects that they want to vote for.



Gurrbijim

Where do we live?

- Kununurra
- Timber Creek

2021-22 results	#
Number of participants in CP&D	4
Number of meetings attended	1

What Gurrbijim did

Gurrbijim native title holders are one of three Gajerrong groups receiving benefits from the Indigenous land use agreement (ILUA) with Seafarms for Project Sea Dragon, a large aquaculture farm proposed at Legune Station. To date, Gurrbijim have not sought to deliver any community projects.

In the reporting period Gurrbijim group members connected with the new Senior Governance and Planning Officer based in Kununurra. In June 2022 some senior Gurrbijim members undertook a site visit of Dumbrall community living area to start researching outstation upgrades. Together with NLC staff they are planning an advocacy project to get funding for outstation upgrades to improve the liveability of the property so traditional owners can meet their aspirations to be live out on country on a more permanent basis.

Additionally, the Senior Governance and Planning Officer met with one native title holder who outlined her aspirations for the group to start a corporation which could tender for government contracts, thus providing employment opportunities for the group. This group has two representatives on the Project Sea Dragon ILUA Project Committee. The Committee met on 27 July 2021 & 27 October 2021 where members received updates on Project Sea Dragon and progressed the implementation of the ILUA.

Monitoring Gurrbijim progress

The following sections are based on a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

Whilst this group has not met formally for some time, some senior members started to build relationships with the new Senior Governance and Planning Officer through the Dumbrall site visit.

Objective 2: Social, cultural, environmental and economic outcomes

No projects completed in the reporting period.

Key ideas and insights from monitoring

The Gurrbijim group have expressed an interest in living on-country and creating employment opportunities through tendering for government contracts. In 2022-23 there are plans to bring the group together to consider what is important to them and creating a group vision as well as progressing outstation upgrades and working towards establishing a corporation.



Guyal Ambulya

Where do we live?

- Minyeri

2021-22 results	#
Number of participants in CP&D	11
Number of meetings attended	2 ²⁶

²⁶ This includes a joint meeting with Mambali Ngubayin (Watsons) in April 2022

What Guyal Ambulya did
Guyal Ambulya native title holders have allocated half of Santos explorations payments to community projects for a three-year period. In October 2021 the group met in Minyerri to start in earnest their CP&D 8-step journey. The group discussed their ideas for living and working on country and their wish to do project planning with the Mambali Ngubayin (Watsons). In April 2022 the Watsons had a joint meeting with Guyal Ambulya and together they discussed living on country and culture camps.

Monitoring Guyal Ambulya progress
The following sections are based on a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

Guyal Ambulya and Mambali Ngubayin (Watsons) started working with the CP&D Program separately and decided to work together due to close family and kinship links. For all intents and purposes, two clans are working together as a single unit, demonstrating good group cohesion and contributing equal amount of income for the agreed community projects.

Guyal Ambulya and Mambali Ngubayin decided that culture camps for men and women at nearby outstation Bella Glen is the immediate need, followed by the gradual development of an outstation away from Minyerri. This demonstrates group cohesion in decision making and long-term thinking. An agreed secondary project is focused on Alawa Language Resources.

Objective 2: Social, cultural, environmental and economic outcomes

No projects completed in the reporting period.

Key ideas and insights from monitoring
Guyal Ambulya have a good level of capacity, control and group cohesion. This will be further developed as they work closely with Mambali Ngubayin (Watsons) on their project

ideas. This is the first example of CP&D groups electing to work together to strengthen their impact. As such, this would be a good location to engage a local community researcher to monitor this new process and help the group navigate any learnings.



Guyal Muynmin

Where do we live?

- Minyeri

2021-22 results	#
Number of participants in CP&D	14
Number of meetings attended	2

What Guyal Muynmin did
Guyal Muynmin agreed to participate in the CP&D Program in May 2021 and allocate land use income towards community projects. The group met October 2021 to discuss what is important to them and their aspirations. At a follow up meeting in April 2022 Guyal Muynmin scoped some community project ideas and talked in detail about culture camps.

Monitoring Guyal Muynmin progress
The following sections are based on a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

The Guyal Muynmin are continuing to work towards a suitable governance arrangement, including how they will do planning and decision making. The geographic spread of senior people has resulted in low attendance at meetings. To address this, the CP&D Project Officer is focusing on delivering smaller projects with slower planning.. Meetings to date demonstrate positive group cohesion to date towards the culture camp.

Objective 2: Social, cultural, environmental and economic outcomes

No projects in the reporting period.

Key ideas and insights from monitoring
Guyal Muynmin have commenced scoping their culture camp project, including identifying the challenges to deliver the projects. Challenges include safe and secure storage of materials, and logistics. Identifying the challenges may assist in setting realistic expectations regarding the size and scope of the community projects whilst assist in building governance capacity, including how decisions will make and who will be involved. The Group are aware of the challenges associated with large camps, and have been provided with suggestions for smaller projects to work on in the meantime. The group have capacity to engage in alternative projects.



Mambali Ngubayin (Johns)

Where do we live?

- Urupunga
- Minyeri
- Kewyuli
- Mataranka

2021-22 results	#
Number of participants in CP&D	16
Number of meetings attended	2

What Mambali Ngubayin (Johns) did
Mambali Ngubaying (Johns) have allocated half of their share of payments from an exploration agreement to community projects over a four-year period. In October 2021 the Johns met in Mataranka to start discussing their community projects including bush camps and mechanic workshop. At the April 2022 meeting the Johns commenced scoping for a number of projects including musical instruments, mechanic training and culture camps. Group members visited Darwin to choose music equipment and discuss logistics and security, highlighting the need for storage in community.

Monitoring Mambali Ngubayin (Johns) progress
The following sections are based on a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

The Mambali Ngubayin (Johns) are exercising their control in the Community Projects space by questioning the NLC’s trust account rules and processes. This has instigated discussions among the group regarding a joint bank account for smaller projects that can be led by the community. Other evidence of control and group cohesion is regular contact from group members with the CP&D Project Officer to ask about projects.

the Johns have expressed their satisfaction with the meeting process. The Johns suggest that meeting away from fights and trouble in Minyerri is good, and they would like to continue this. This demonstrates the group asserting what they need to build capacity and group cohesion.

Objective 2: Social, cultural, environmental and economic outcomes

The Mambali Ngubayin (Johns) agreed at their October 2021 meeting that a story in Land Rights News promoting training and education may inspire other young people in their community to get a job. Jason Watson was interviewed for the September 2021 edition of Land Rights News. This exercise delivered social outcomes wanted by the Johns.

Key ideas and insights from monitoring
The Johns are actively exercising control and working with CP&D to build group cohesion. The group have made a good start on scoping and planning of activities, and building strength in long-term project planning. They are proactive in their approach, and adaptive to the planning process and challenges associated.

Passion for inspiring others drives health practitioner

Urupunga-based Jason Watson is studying a Certificate IV in Aboriginal Health at Batchelor Institute. His goal is to run a local health clinic.

JASON is the nephew of William John, a Mambali Ngubayin (the Johns) native title holder. The Johns are working with the NLC's Community Planning and Development Program to realise a strong vision around youth training and leadership. This includes promoting positive role models like Jason.

Can you tell us a bit about yourself?
I'm doing Certificate IV Aboriginal Health. I started last year, but because of lockdown and the virus they had to close Batchelor I had to withdraw from studies last year. When it was the New Year I was able to start my studies again. I'm still in first year and it's a two year course. I've been coming up for two weeks a month and staying in Batchelor, then I travel back home to Urupunga. Traveling to Batchelor is about 7-8 hours.

What made you want to study?
Aspiration. It was my dream to become an Aboriginal health practitioner and to work in the clinic, to make it more comfortable and cultural - to help the community feel much more comfortable. Knowing that it's in the clinic, that everything is okay and everything is safe culturally. I enjoy seeing patients and people that know me.

Can you tell us about your job?
I work at clinics in the communities. I used to work in Ngukurr. I would travel from Urupunga to Ngukurr for work. I started working there in March and finished in September. It was a work placement. It's a two-way learning program. You read the books to understand and to get experience we need to do a work placement.

What do you do to get through this?
I get some space or some time to myself. Sometimes I do meditation, or all



down and giving that expression to someone I am working with or to a friend that I know. It's better to let it out than hold it in.

What would you tell other young people?
Take every opportunity possible. Live it up to the fullest. Make memories. Sometimes the best part of it is enjoying yourself and what you do.

Where do you see yourself working in the future?
I would like to go for diploma, then Registered Nurse. I want to run the clinic back in my community.



Mambali Ngubayin (Watsons)

Where do we live?

- Minyeri

2021-22 results	#
Number of participants in CP&D	16
Number of meetings attended	2 ²⁷

²⁷ This includes a joint meeting with Guyal Ambulya in April 2022

What Mambali Ngubayin (Watsons) did
Mambali Ngubayin (Watsons) native title holders have allocated half of future payments from Santos exploration agreements to community projects over the next three years. The Watsons group met October 2021 to discuss how they would work together on community projects and to brainstorm project ideas. The group highlighted that Bella Glen, Ranger groups and bush camps were important to them. They also highlighted a desire to work with Guyal Ambulya native title holders together for community projects. In April 2022 the Watsons had a joint meeting with Guyal Ambulya and together they discussed living on country and culture camps.

Monitoring Mambali Ngubayin (Watsons) progress
The following sections are based on a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

Mambali Ngubayin (Watsons) started working with the CP&D Program and then indicated that they wished to work with Guyal Ambulya due to close family and kinship links. The groups have held their latest meeting together and contribute the same amount of their land use agreement income to community projects. For all intents and purposes, two clans are working together as a single unit, demonstrating good group cohesion and contributing equal amount of income for the agreed community projects.

Mambali Ngubayin (Watsons) have decided that culture camps for men and women at nearby outstation Bella Glen s the immediate need, followed by the gradual development of an outstation away from Minyerri. This demonstrates group cohesion in decision making and long-term thinking. An agreed secondary project is a focused-on Alawa Language Resources.

Objective 2: Social, cultural, environmental and economic outcomes

No projects in the reporting period.

Key ideas and insights from monitoring
Mambali Ngubayin (Watsons) are displaying group cohesion and have elected to work with Guyal Ambulya on community projects. This is clear evidence of this group looking at a long-term approach to their work and uniting their clan groups. As the group becomes more active, it will be important to revise the planning and project management documents. This will assist group members to monitor, learn and evaluate along the way.



Mambali Walangara

Where do we live?

- Numbulwar
- Darwin

2021-22 results	#
Number of participants in CP&D	26
Number of meetings attended	1

What Mambali Walangara did

In April 2021 Mambali Walangara native title holders allocated 60per cent of their mining income towards community benefit for three years. In May 2022, Mambali Walangara members met with the NLC to start working with the CP&D 8-step process. In small family groups, members discussed their meeting guidelines and their vision for community projects. At the end of the meeting, each group did a report back and shared their ideas.

Monitoring Mambali Walangaraprogress

The following sections are based on a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

Mambali Walangara are a small group with the majority of members living in Numbulwar. Project Officer observations indicate that this group work well together.

Objective 2: Social, cultural, environmental and economic outcomes

No projects in the reporting period.

Key ideas and insights from monitoring

Mambali Walangara members work well together. CP&D should capitalise on the opportunity of most group members living in the one location, to build their capacity in project planning over 2022-23 Structured regular meetings with this group is important now that they have commenced their community projects work with CP&D.



Mangarrayi Aboriginal Land Trust

Where do we live?

- Jilkmingan
- Mataranka
- Minyeri
- Ngukurr

2021-22 results	#
Number of participants in CP&D	10 ²⁸
Number of meetings attended	1

²⁷ Currently participation statistics only represent members in or near Ngukurr

What Mangarrayi did

In October 2020 Mangarrayi Aboriginal Land Trust members decided to put aside money for community projects for the next three years. The group also agreed to work with CP&D through the 8-step planning process. In the reporting period small group consults in Ngukurr . discussed how the group would work together and the idea of a working group. They also brainstormed project ideas and thought about their overall vision. Mataranka and Jikminggan meetings did not occur because of sorry business.

Monitoring Mangarrayi progress

The following sections are based on a review of meeting notes and staff member reflections.

Objective 1: Aboriginal capacity, control and group cohesion

Mangarrayi members demonstrated good discussion on community projects working group. This included carefully consideration on who the representatives from each group would be. In demonstration of group cohesion, the group discussed balance of male and female, young people and elders.

The members of the group who live in Ngukurr cohesively suggested project ideas and were very keen to progress with the projects. Barriers to commence however included lack of meeting with all group members to assess the broader group cohesion, the small amount of funds available to deliver the projects and managing the expectations of the group.

Objective 2: Social, cultural, environmental and economic outcomes

No projects in reporting period.

Key ideas and insights from monitoring

Mangarrayi have made a good start in articulating how they want to work together, the membership of the working group, and project priorities. In 2022-23 it will be important to have regular contact with all parts of the group to build on the work started in 2021. Due to the limited funds held by the group, CP&D may consider seeking additional funding to maximise the outcomes of any projects chosen.



Wadanybang (Yuda Yuda)

Where do we live?

- Kununurra

2021-22 results	#
Number of participants in CP&D	10
Number of meetings attended	1

²⁷ This includes a joint meeting with Guyal Ambulya in April 2022

What Wadanybang did

Wadanybang native title holders are one of three Gajerrong groups receiving benefits from the Indigenous land use agreement (ILUA) with Seafarms for Project Sea Dragon, a large aquaculture farm proposed at Legune Station, NT. To date, Wadanybang have not sought to deliver any community projects.

In the reporting period Wadanybang group members connected with the new Senior Governance and Planning Officer based in Kununurra. This led to a CP&D planning meeting being held in May 2022.

This group has two representatives on the Project Sea Dragon ILUA Project Committee. The Committee met on 27 July 2021 & 27 October 2021 where members received updates on Project Sea Dragon and progressed the implementation of the ILUA.

Additionally, group members have connected with the Legune Ranger Coordinator in the reporting period through the ranger development advisory group to inform the development of the draft Gajerrong Healthy Country Plan.

Monitoring Wadanybang progress

The following sections are based on a review of meeting notes and staff member reflections.

Wadanybang voices

Fred Gerrard lent his voice to the call out for Aboriginal people to get vaccinated against COVID-19. Fred was quoted in the September 2021 Land Rights News as saying "vaccination is very important because prevention is better than cure." ILUA Committee members from all three native title holder groups had taken it upon themselves to adopt a resolution to promote COVID-19 vaccinations.

Objective 1: Aboriginal capacity, control and group cohesion

There are some challenges to group cohesion for Wadanybang. A number in the group have expressed concern that the NLC is only engaging with one family over the past year or two year or two and that this particular family

family cannot represent the views of the group as a whole. Further concerns were raised at the May meeting that not everyone was present that should be and meeting notices weren't getting to the right people. At the same meeting the group agreed that they needed a new name to identify themselves, but consensus could not be reached, and this created greater tension between group members.

Objective 2: Social, cultural, environmental and economic outcomes

No projects completed in the reporting period.

Key ideas and insights from monitoring

Challenges with engagement of the correct native title holders in the correct way has impacted group cohesion for Wadanybang and subsequently their ability to plan or action community projects. This group would benefit from development of an engagement strategy that focused on resolving group tensions and creating consensus about purpose before deciding on further projects.

Findings

Objective 3

Document, monitor and evaluate the work to make sure it is on track and delivering outcomes valued by Aboriginal people.

CP&D continues to have a consistently high level of monitoring and project documentation, however low meeting and project volumes during the reporting period has limited progress to report.

An updated monitoring, evaluation and learning framework was introduced November 2021. This framework is based on the lessons learnt from the three-year trial of monitoring and evaluation approaches. The framework has been elaborated to have details of all data collection and analysis processes and was used to develop this report. Monitoring practices have also been updated and included in the CP&D Practice Manual.

At a workshop in July 2021, community researchers provided advice to CP&D staff about how to do Yolngu monitoring and evaluation. This was greatly appreciated by CP&D staff who could use the insights in their work.

A CP&D staff briefing on 2020-2021 monitoring report was held in April 2022. This provided an opportunity for staff to reflect on the recommendations and how the team could practically implement them. A range of ideas were brainstormed with some of them being included in the operational plan for further action.

The Monitoring and Evaluation System Project Working Group met for the last time on May 2022 and provided final thoughts on the successes and challenges of the project. This group will be succeeded by the CP&D Program Advisory Group.

The monitoring advice, support and consultancy services from La Trobe University and CDU concluded in May 2022 following the end of the three-year research project. This has meant bringing in-house all monitoring and evaluation activities. Interpretation of the.

Ground Up participatory monitoring approach.

A community researcher manual has been developed to guide the M&E Project Officer with recruitment and supervision of current and new community researchers. This manual was developed by CDU for the NLC specific interpretation of the Ground Up participatory monitoring approach.

Objective 4

Show Governments and other organisations how they can better support Aboriginal-led planning and development

CP&D has made a moderate effort in public communications used to share knowledge with government, stakeholders and other organisations. In the reporting period the NLC published the following reports on their website:

- Land Rights News community development stories (11 stories)
- CP&D Program January 2020 – June 2021 Monitoring Report November 2021
- CP&D Ground Up Monitoring and Evaluation Final Report May 2022

CP&D Program newsletters and social media posts were less frequent than previous years as were stakeholder engagement outside project specific work

CP&D staff engaged in knowledge exchange with government stakeholders and other organisations on how to support Aboriginal-led planning and development at:

- The Community Development Community of Practice Forum, Alice Springs February 2022; and
- The Association of Indigenous Australian and Torres Strait Islander Studies Conference, Kubi Kubi May 2022.

CP&D staff also engaged in collaborations with local government.

Summary of Key Findings

Objective 1: Strengthen Aboriginal capacity, control and group cohesion, particularly through the management of their money

Across both new and long-term participating groups CP&D has experienced some common challenges in terms of supporting group control and cohesion. These challenges provide opportunities for CP&D staff members to strengthen their skills across facilitation, governance and mediation disciplines.

CP&D have experienced challenges with new participant groups in navigating group dynamics and ensuring all members had opportunities to input into community projects work. Group participation tended to suffer where there were loud and more practiced public speakers within a group. Similarly challenges arose where group members live in different communities and couldn't easily attend a shared meeting place. There have also been challenges in ensuring all group members are actively aware of the status of community project work, particularly in the absence of local NLC staff, further limiting the group control.

To address this, CP&D adopted a range of strategies to increase the quality of group participation, including:

- distributing group newsletters summarising key outcomes, updates and actions
- creating visual and in-language meeting tools
- dot voting (for choice of priority projects, partners etc.)
- small group work within meetings; and
- small group consults prior to, or in place of large meetings.

These strategies also provided opportunity for a range of people to input their voice in CP&D work, increasing group capacity and cohesion. When such strategies were not applied, at NLC meetings groups had the tendency to demonstrate different decision-making

processes and group dynamics, with louder voices dominating in certain instances. It is clear that continued use of engaging strategies is required to further group development and involvement in CP&D work.

Additional challenges to group cohesion during the reporting period include factors **outside of CP&D control** such as community conflict, politics between and within groups, and COVID-19 restrictions. Due to such factors CP&D at times experienced long periods of non-engagement which directly affects development of relationships with group members, capacity and group control. Ensuring flexibility in CP&D practice, continued engagement with traditional owners through methods other than face-to-face engagement, in particular where factors limit meetings and consultations is paramount. CP&D staff members have also identified developing mediation skills as a priority, and have recently commenced training on an empowerment model of mediation.

CP&D's work has demonstrated the importance of **actively developing relationships with groups and remaining open** to new ways of doing this, to support capacity development through the program. On-country visits and active listening with groups such as Wadanybang and Gubirjijim provided opportunity in opening up honest conversations regarding best-fit engagement with groups.

Long-term participating groups demonstrated capacity and control, **actively questioning and CP&D and partners in meetings**. While they have more robust discussions about project options, they are also more likely to reach a solid consensus when deciding on community projects. The groups have a developed understanding of their role and other actors in the community projects space and use this to hold all parties to account. Visual tools have been useful in aiding this understanding. In addition, participating groups are applying their knowledge of relationships and roles to seek information through CP&D regarding broader NLC matters. This has improved CP&D collaboration across the NLC branches, benefiting TOs. Further collaboration can

certainly enhance our practice and outcomes for traditional owners across a range of NLC matters

Objective 2: Generate social, cultural, environmental and economic outcomes prioritised and valued by Aboriginal people and which benefit them.

There were limited to no outcomes achieved for new participants during this reporting period as the groups were still working on project ideas and feasibility studies. It is anticipated that the next reporting period will provide insight into these groups.

Long-term participating groups provided a range of outcomes valued by Aboriginal people. Common themes across projects included the importance of project outcomes to be visible to groups, such as seeing outcomes through video projects, and seeing local community members working on community projects.

Employment and training was an important outcome to many groups. Employment was provided to 41 local Aboriginal people, equating to a total of 5384 hours. Groups also valued training and capacity development of local Aboriginal people through delivery of the community projects. Aboriginal people saw this as a means to build their own capacity to deliver projects and more broadly to achieve self-determination. Such values and outcomes were particularly targeted through projects at Galiwin'ku and Gapuwiyak, and are equally evidenced in locations where groups aspire to develop local Aboriginal corporations. CP&D Program is encouraged to broaden the development aims and independence for Aboriginal people.

A number of projects during the reporting period have delivered **outcomes that support ongoing benefit** valued by groups. A good example of this is the Malak Malak culture centre project planning, which has supported traditional owners to share stories, teach young people and continue connection to country.

Across a number of groups, there was a large value placed on increased access to country for

Aboriginal people, through culture camps and infrastructure development. Throughout the reporting period three culture camps occurred, with 58 people directly facilitated to access country through both camps and other projects.

Importantly, projects valued by groups worked and delivered outcomes in ways that align with and are supported by kinship and cultural authority. For example, the Galiwin'ku Youth Sport and Recreation project was valued highly when aligned with local cultural structures, and Djarranydjarrany bush camps supported group native title holders to develop leadership skills. It is important that CP&D remains open to exploring how projects are planned and implemented to ensure local value is achieved.

Challenges to achieving project outcomes have also been experienced. Delays in project planning and/or project delivery have frustrated outcomes at times and caused traditional owners to feel neglected. Similarly, it was observed that close project management is required to ensure outcomes are met. CP&D practice shows the importance of reflection following the completion of projects in order for groups to learn the value of careful planning in ensuring desired outcomes are achieved. The reflection process has at times highlighted -ongoing tension groups experience between planning and the need to see action on the ground.

Objective 3: Document, monitor and evaluate the work to make sure it is on track and delivering outcomes valued by Aboriginal people.

This report is one the key deliverables under this objective — it will be provided to the CP&D advisory group and made publicly available. A summary will be made available to program participants. Ensuring the recommendations of this report (and prior reports) are fully implemented is important. For this reason, CP&D will report its progress in implementing MEL recommendations to both its advisory body and the NLC's Executive Council. Appendix 1 of this report documents past recommendations and how they have been actioned within the CP&D program. The program's revised framework (2022-2026) has also been adapted based on recommendations arising from

monitoring and evaluation work, including a number of recommendations included in this and previous reports.

The CP&D program had a dedicated monitoring and evaluation project officer for the reporting period and has since secured that position, together with funding to implement the MEL framework.

Despite considerable efforts, there have been challenges in consistently ensuring participants' engagement in the monitoring process. COVID-19 travel restrictions have limited the opportunities to physically meet with groups to get their feedback on projects, thus limiting participant voice. Given the recent relaxation of restrictions, in 2022–23 will be important to increase participant engagement in monitoring and evaluation work.

Objective 4: Show Governments and other organisations how they can better support Aboriginal-led planning and development.

In May 2022 the CP&D manager presented the NLC's approach to participatory project management to a well-attended AIATSIS together with DjarranDjarrany native title holders, Bernadette Hall Simon and Sophia Simon. Significant interest from other organisations in learning from the NLC's approach was acquired. The NLC has since shared a number of its templates and strategy documents with interested organisations.

The NLC submitted a matched funding proposal to the Minister in May 2022 which was subsequently approved. Under the proposal the NLC will receive \$6 million additional funding for community projects over a three year period. The funding package also includes additional Program resourcing to support the participation for up to five new groups per year (covering one new project officer per annum, meeting, travel, logistics and other project management costs). The positive outcome illustrates government acknowledgment and support for the NLC's approach to Aboriginal-led planning and development. The CP&D program will need to focus on developing similar positive relationships with the newly formed NT Aboriginal Investment

Corporation, which will be a major source of funding and investment for Aboriginal-led planning and development. The CP&D program will need to focus on developing similar positive relationships with the newly formed NT Aboriginal Investment Corporation, which will be a major source of funding and investment for Aboriginal-led development in the NT in coming years.

Recommendations

The CP&D Program has taken a number of steps during the reporting period to implement measures against the 2020-21 Monitoring Report recommendations (see Appendix 1 for further detail). Previous recommendations remain relevant to ongoing work and are included in the below recommendations for the reporting period.

NLC-wide recommendations

1. The NLC to develop a whole of organisation approach to enable consistent services for constituents and other important stakeholders. This includes meeting expectations, understanding of the NLC's roles and the services it offers in relation to community development. To achieve this, it is recommended that the NLC develop:
 - 1.1. organisational wide standards for meeting preparation. CP&D may assist in running meeting facilitation workshops;
 - 1.2. whole of organisation minimum engagement standards, including a workflow for all constituent requests;
 - 1.3. standard approaches, consistent with leading practice, in the way the NLC supports the negotiation and subsequent implementation of benefit agreements, to maximise Aboriginal control and sustained benefit;
 - 1.4. a strategic and consistent approach to increase Aboriginal-led social, cultural and economic development;
 - 1.5. a strategy for engagement with Aboriginal Corporations, including the circumstances under which it is appropriate for the CP&D Program to provide pro-bono support, as compared to referring corporations to other service providers (2020–21, recommendation 1.1);

- 1.6. feasible models for supporting Aboriginal social enterprise development, such as through facilitating joint-ventures or other partnerships; and
- 1.7. advocacy plans to counter influences and issues that undermine Aboriginal-led development, such as non-responsive agencies and the mass conversion of native bushland for developments without the free, prior and informed consent of traditional owners/native title holders.

CP&D specific recommendations

Objective one

2. To support Aboriginal participants in the Program to further develop their capacity, cohesion and control, it is recommended that CP&D ensure:

- 2.1. the right balance between providing high quality services to participating groups and ensuring efficiency and equity in the distribution of the Program's resourcing. The aim is to increase participation in a sustainable manner, knowing that new participants will generally require more time and support to build the skills and confidence of longer-term participants (2020-21, recommendation 2.1);
- 2.2. staff members obtain adequate training and skills development in order to provide high quality project management and to impart those project management skills with participating groups (2020-21, recommendation 2.3);
- 2.3. an ongoing focus on advocacy, including developing groups' capacity to identify their own needs with local decision-making authorities. In addition, it is important to ensure priorities identified by multiple participating groups inform broader NLC policy positions and advocacy positions (2020-21, recommendation 2.4);
- 2.4. regular contact with program participants to enable well informed and meaningful participation in project planning and management (2020-21, recommendation 3.2);
- 2.5. the achievements of participating groups are recognised and celebrated in media platforms used by Aboriginal people. This provides participating groups with the opportunity to demonstrate to their

communities how their decision-making is in line with important cultural priorities and practices (2020-21, recommendation 3.3);

2.6. sufficient resources and appropriate expertise are available to support groups experiencing significant conflict; and

2.7. design and trial implementation of a robust, standardised joint bank account project as a way for groups that are not incorporated to exercise collective control over their own financial resources.

Objective 3

4. To continue to implement the M&E Framework, with greater attention on ways for local Aboriginal people to get involved, it is recommended that CP&D ensure:

- 4.1. participants engage in step eight of the CP&D process—reflecting on what went well, what didn't go well and what they have learned from each project, and recording those reflections;
- 4.2. there is a measure of what specific skills (feasibility, planning, budgeting etc.) participants are gaining through undertaking community projects and the extent to which the skills are valued by participants; and
- 4.3. increased direct involvement of community researchers, and other local Aboriginal people involved in community projects, to show how different outcomes (including those that relate to kinship and cultural authority) and approaches are perceived by participants.

Objective 4

5. To encourage Government and other stakeholders to better support Aboriginal-led planning and development, it is recommended that CP&D continue to:

- 5.1. explore opportunities for genuine partnership and leverage available Government/NTAIC funding for Aboriginal-led community projects;
- 5.2. contribute to the community of practice for Aboriginal-led development; and
- 5.3. support Aboriginal groups to present their own community project work and achievements to Government and other stakeholders.

Appendix 1: 2018, 2019 and 2021 recommendations and actions

2020-21 Recommendations	Action in 2021 – 2022
<p>1. The NLC to promote a more strategic and consistent approach across all areas of the organisation to increase Aboriginal-led social, cultural and economic development. In 2021-22 and beyond, this should include particular attention to:</p> <p>1.1 Engagement with Aboriginal Corporations.</p> <p>1.2 Consideration of the influences and issues that undermine Aboriginal led development and the ways in which NLC is able to work to counter these influences.</p>	<ul style="list-style-type: none"> CP&D worked with the benefits distribution team to provide consistent benefit options to Aboriginal groups at decision meetings. This includes using standard presentation info and communication tools. Project Officers built relationships with local Aboriginal Corporations in their regions to share information, ensure our engagement is coordinated and to facilitate the NLC to develop stronger ties with local delivery partners. CP&D team engaged with ORIC and other professional service providers to understand existing support available for Aboriginal Corporations and to grow its own governance support capacity. Where possible CP&D team used meetings to build governance capacity of groups and supported them to manage project planning activities to empower them and build confidence.
<p>2. The NLC to provide the CP&D Program adequate resourcing to deliver high-quality projects, engagement and the capacity to expand the reach of the Program. In particular:</p> <p>2.1 Striking the right balance between providing high quality services to participating groups and ensuring efficiency and equity in the distribution of Program resourcing with the aim of increasing participation in a sustainable manner.</p> <p>2.2 Ensuring greater equity in terms of participation in the Program and, where possible, engaging with groups who are geographically spread out and thus resource intensive.</p> <p>2.3 Providing training and skills development to increase the quality of project management services provided by CP&D staff members and the ability of staff members to impart those skills with participating groups.</p> <p>2.4 Reviewing the Program's approach to feasibility, particularly in respect of more ambitious or expensive projects (incorporation projects, infrastructure projects) to ensure adequate resources, pre-planning, risk management and specialist expertise prior to commencement. Stronger feasibility processes will mitigate the risk that groups invest their resources</p>	<ul style="list-style-type: none"> NLC has successfully applied for matched funding from ABA to enable the growth and proper resourcing of the Program. NLC has introduced process for no/low income groups to participate in the CP&D program (to roll out 2023), with a focus on achieving greater equity in the distribution of program resourcing. The updated practice manual provides guidance on how to ensure equitable participation in the Program. Undertook a review of project management and implementation of new project management templates including Feasibility Assessment and Project Plans with greater detail than previously to assist project officers and groups in quality project planning and management. Project Officers conducted on country meetings as well as phone and video catch ups with group to maintain momentum/ build relationships when not able to meet face-to-face regularly. Having regionally based CP&D Officers assisted in providing high quality services to participating groups while ensuring equity in the distribution of program resourcing,

<p>in areas where other service providers should be stepping up, in which case advocacy, rather than investment, might be required. It also mitigates the risk that groups embark on projects for which they do not have adequate long-term resourcing. In cases where a project had strong feasibility but the group lacks sufficient resources, the NLC and groups might consider options to leverage additional funding. Strengthening advocacy processes, including developing groups' capacity to identify and advocate on their own needs with local decision-making authorities, as well as ways to ensure that needs and priorities shared across participating groups are used to inform broader NLC policy positions and government advocacy positions</p>	<ul style="list-style-type: none"> CP&D developed an advocacy project template and process to support groups' advocacy objectives 	<p>4. The NLC CP&D monitoring and evaluation should continue to develop, building on the lessons now emerging from the various approaches trialled through 2019, 2020 and 2021. In particular, the CP&D framework should pay attention to:</p> <p>4.1 Increasing Program accountability to Aboriginal participants by reporting back on how the Program is addressing performance as per their feedback;</p> <p>4.2 Creating opportunities for Aboriginal people to share their assessment of the Program and participate in the analysis of monitoring outcomes; and</p> <p>4.3 Ensuring a consistent approach with collecting quantitative data on key project objectives as identified by participating groups.</p>	<ul style="list-style-type: none"> The Project Partner Report template has been updated to include: <ul style="list-style-type: none"> Objectives and indicators as set by groups and linked to feasibility and project planning Standard quantitative measures so CP&D can collect comparative data across all projects Section for Aboriginal groups to record feedback against each progress report ensuring transparency Community researchers at Galiwin'ku, Gapuwiyak and Daly River have provided a mechanism for Aboriginal people to share their assessment of the Program in a way that suits them. This feedback was captured in the Ground Up final report published June 2022. So far, one group has been able to use the new Project Partner Report template to share their assessment of a specific project. This was a worthwhile process and provided a working example for how these discussions can be held going forward. Project tracker and meeting tracker have been updated and refined to ensure data captured about contracts and meetings is consistent. New measures have been created to aim to track quantitative data about a project type. These measures are in the project partner report. As yet, no data has been collected. A CP&D Program Advisory Group has been established. This Group will provide strategic oversight to the Program. It will also take over the role of oversight of monitoring and evaluation of the Program, which was performed by the MES Working Group which wrapped up in May 2022.
<p>3. The NLC should improve its CP&D Program tools to empower Aboriginal participants and potential participants in the program by enabling more informed planning and decision-making processes. In line with the outcomes achieved in 2020-21, this should include:</p> <p>3.1 Creating tools and communication strategies that engage groups more meaningfully in planning and project management processes.</p> <p>3.2 Maintaining regular contact with people in project locations to ensure participants are informed and have the opportunity to have meaningful participation in project management.</p> <p>3.3 Continuing to utilise social media and other forms that are accessible to Aboriginal people to recognise and celebrate the achievements of participating groups and so that participating groups can demonstrate to their communities how their decision-making is in line with important cultural priorities and practices.</p> <p>3.4 Creating opportunities for traditional owners to speak about their achievements and the projects they support to new groups, including further opportunities to learn from the experience of other groups, such as exchange project site visits.</p> <p>3.5 Developing a process and set of tools when working with groups to help groups explain and visualize their priorities and define their community/ places of significance. These tools will also assist the NLC to understand more about each group's identify, their goals as well as where and how they like to work.</p>	<ul style="list-style-type: none"> CP&D team have reviewed and updated all visual communication tools, including <ul style="list-style-type: none"> 8 steps Money story Benefit options Project Officers (rather than Manager or General Manager) attended Regional Council meetings to provide regional specific updates and build connections with regional Council members. CP&D Program contributed 11 stories with accompany photos to Land Rights News recognising and celebrating the achievements of participating groups and community development. Bernadette Hall Simon and Sophia Simon, Native Title Holders for Legune Station presented on their community development work at the Australian Institute of Aboriginal and Torres Strait Islander Studies conference June 2022. Galiwin'ku GMCWG created a 10-minute video acknowledging and reporting on the projects completed through the group's investment. The video was presented at a Traditional Owner group meeting and has been used regularly among the group to bring extended members up to speed on projects. 		

2019 Recommendation	Action in 2020
1. NLC sets out a strategic whole of institutional approach to ensure community development is clearly linked to the broader NLC development framework. This is relevant to the delivery of:	Structural and staff changes in 2020 has made it difficult to progress development of a strategic whole of institutional approach to community development. CP&D has conducted the following activities against this recommendation:
1.2 The engagement of constituents, including new groups	1.2 Formal and informal consultations with existing groups remained steady in 2020 despite COVID-19 travel restrictions. CP&D staff utilised phone and online engagement tools to maintain contact with constituents.
1.3 Disbursement from land use agreements, consistent with existing policies	1.3 In 2020 CP&D worked closely with Regional Anthropologists and Mining Officers to participate in some disbursement meetings. CP&D were able to present the Program to a range of potential new groups. CP&D also generally participated in disbursement meetings for groups we already work with.
1.4 New land use agreements, elucidating community benefits	1.4 Mining Branch supported presentations of the CP&D Program philosophy and benefits to some Aboriginal groups entering new land use agreements. This provided those Aboriginal groups with detailed information on ways in which they could use their land use income. CP&D has participated in the development of a new practice manual formalising the NLC approach for new agreements.
1.5 Associated policies to support direction and due process for engaging with Aboriginal corporations, interpretation of the Land Rights Act as it relates to community benefits and the interpretation of the Native Title Act as it related to community benefits	1.5 Preliminary work has been undertaken by CP&D in developing policy on NLC engagement with Aboriginal corporations, however further work is required in this area, and substantive input will be required from leadership and Branches. In the absence of policy, CP&D has trialled various strategies in 2020 to overcome tensions with Aboriginal corporations and Aboriginal groups. Lessons learnt from these interactions will be useful in formulating NLC policy.
1.6 Monitoring and evaluation of all monies of the NLC trust and how it is utilised to support Aboriginal people to provide quantitative and qualitative information and regular and consistent reporting to Aboriginal people, the NLC and other stakeholders.	1.6 CP&D regularly reports on the 'money story' to each Aboriginal group it works with. This reports on income (including interest) and expenditure CP&D trust account monies only. To provide a bigger picture of how all land use income is being used by each group will require extensive input from Finance, Anthropology, Mining and other branches.

2. CP&D ought to expand and improve its communications with Aboriginal groups. This includes:	There has been delays for CP&D to progress against this recommendation due to COVID-19 travel restrictions and the absence of a full-time dedicated communications position within CP&D.
2.2 Having more regular contact with people in project locations to explain the detail of projects	2.2 Where possible, CP&D Project Officers have spent a day before and/or after formal NLC meetings to develop relationships and have meaningful engagement with traditional owners. This is an opportunity to have one on one conversations with individuals to ensure people have received all project information to make informed decisions. When travel isn't possible, project officers have also been in regular contact via phone to provide any project updates. In 2020, there were 28 informal meetings held with 184 traditional owners. This figure doesn't include the number of phone calls made between project officers and traditional owners in between meetings.
2.3 More utilisations of social media and other forms accessible to Aboriginal people	2.3 The content planner was used as a guide to schedule content for social media and on other mediums of communication. In 2020, CP&D developed a total 43 good new stories that were shared on multiple platforms including: <ul style="list-style-type: none"> • 13 x Facebook posts • 7 x stories in the Land Rights News • 2 x CP&D Newsletters • 2 x media releases
2.4 More acknowledgment and credit for the traditional owners role in allocating money for community, particularly in media and they consume	2.4 CP&D have worked towards providing credit and acknowledgment of traditional owners allocating their money towards community projects. For example, the traditional owners of Galiwin'ku performed an opening ceremony for their school playground project to unveil a plaque that acknowledges the traditional owners contribution towards the jointly funded project.
2.5 Opportunities for traditional owners to speak about their achievements and the projects they support to new groups	2.5 Due to COVID-19 travel restrictions there were limited opportunities for TOs to travel and showcase their projects with potential new Aboriginal groups. There was only one opportunity for a Malak Malak traditional owner to present to an interested group.
2.6 Creating opportunities to learn from the experience of other groups such as site visits (i.e. Malak Malak traditional owners with WETT Committee) and share new knowledge	2.6 Despite the pandemic, CP&D was able to organise with Central Land Council a meet and greet with the Malak Malak TOs and the WETT Committee members. The WETT members travelled from Willowra, Lajamanu, Nyirripi and Yuendumu to visit Daly River to share and exchange their community development stories.

	<p>Prior to this in 2019, the WETT Committee and Malak Malak traditional owner group also met with one another at the Puliima Indigenous Language and Technology Conference. In addition, Nyomba Gandarju who is a traditional owner for Galiwin'ku and community researcher for the ground up monitoring presented at the Community of Practice Forum in Alice Springs. She presented on her experiences and the importance of the ground up project.</p>
2.7 Sourcing resources to develop quality materials and for support to manage delivery of communication projects.	<p>2.7 In 2019, CP&D developed a communications plan and content planner to guide and improve communications with Aboriginal groups.</p> <p>CP&D put in a bid to have a full-time Communications and Marketing Officer. CP&D was unsuccessful in securing the position and instead was allocated to the Communications branch. As a response, the M&E Project Officer has been tasked to undertake communications 1 day per week. The role of the M&E Project Officer will be to coordinate the communications plan and content planner, as well as to support CP&D Project Officers with their communications. This will be on-going until more resources are dedicated towards CP&D communications.</p>
3 Monitoring and evaluation ought to be further integrated into the community development process (as originally envisaged) to ensure there are regular opportunities where the voice and opinions of TOs are captured and reported.	<p>Action against this recommendation is still in progress.</p> <p>In early 2020, CP&D reviewed and updated the ECDP monitoring template to better streamline monitoring methods within regular community development practice. Amendments of the template included clearer instructions on how to use the template.</p> <p>An interview template was also developed in order for project officers to record feedback and interview TOs. Interview methods include in person, over the phone, video and/or audio recording.</p> <p>However, further work will be done on this as 2021 will be the final year of the MES project. To further integrate monitoring within community development practice, the final year will attempt to integrate the ECDP and participatory monitoring methods.</p>

4 As resources and opportunities allow, the views of Aboriginal people including NLC Council members, ought to be increasingly sought to verify the CP&D monitoring and test the value of the associated analysis and recommendations.	<p>M&E findings are discussed with selected council members who have either been involved in CP&D and/or M&E. This is done during the period of NLC cross-branch workshops and M&E working group.</p> <p>It should be noted that this process requires a lot of lead up time and can often be difficult to get in contact with council members. In addition, having the respective CP&D project officer assist is valuable.</p> <p>There are also discussions around establishing a CP&D sub-committee with a mixture of council members and experts.</p>
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2018 Recommendation	Action in 2019
1. Prior to working with traditional owner groups through the 'eight steps' process, engage with the Anthropology branch to identify existing information about community structures and dynamics.	<p>Annual land interest reference (LIR) are sought for all project locations. CP&D Officers engage with Regional Anthropologist prior to most meetings and to seek information on issues/dynamics generally, however staff shortages in the Anthropology department in 2019 has meant advice on structures and dynamics has been hard to obtain. Where necessary and possible, Regional Anthropologists will travel with CP&D Officer to attend meetings.</p> <p>A general inconsistency in the approach remains apparent among staff due to limited resources or training specifying NLC standards for disbursement meetings.</p>
2. Acknowledge existing decision-making and group dynamics in each location, track the impact of the community development process on these existing structures, giving attention to how this supports sustainable and effective outcomes for people.	<p>CP&D Officers develop detailed file from each visit or meeting which enable the tracking of governance and decision-making processes. Minutes and newsletters, which are a summary and visual representation of progress are presented back to traditional owners at subsequent meetings.</p> <p>Challenges arising reflect lack of NLC positions on working with Aboriginal Corporation, including the directing of income and due process or consultative practices and tools.</p> <p>To be addressed further as per the recommendations for 2019.</p>
3. Acknowledge that information is important for traditional owners and communities, undertake regularly inquiry with groups to identify the information they want and the form in which this should be provided.	<p>As part of meeting preparation, CP&D Officers prepare detailed meeting outline, including what information resources they will use. Examples of some information tools as:</p>

	<ul style="list-style-type: none"> o Money story posters o Job story o Vision boards o Example photos o Rating matrix for project partners <p>Review of these materials remains limited and not yet recognised as part of the standard practice of Officers when working with groups to monitor and evaluation meeting delivery. This is due to various reasons and may be fixed through the MES analysis of an expanded M&E practice.</p>
4. Recognise that the original scoping report strongly recommended a 'whole of NLC' approach to implementation of community development, give further attention to developing CP&D cooperation with other NLC branches, looking to maximise complimentary knowledge and activities.	<p>CP&D furthers cooperation with NLC branches by:</p> <ul style="list-style-type: none"> o Attending other branch team meetings o Inviting other staff to join CP&D team meetings o Regular catch-up with Regional staff o Internal CP&D newsletter o Including NLC staff in M&E workshop o Circulate news and updates
5. Translate key concepts into local language, ensuring that the translation is appropriate to the specific context of the different project. Ensure that this is shared across NLC so that there is common understanding of how specific concepts are understood in different locations.	As yet CP&D has not attempted to translate concepts into local languages.
6. Acknowledge the importance of the planning process for project outcomes, provide additional support for working groups and traditional owners to understand the steps in the planning process and the connection of these to their desired outcomes.	<p>CP&D has increased number of consultations, importantly the prevalence of informal meetings that are now being recorded as with formal and working group meeting, which has enhanced traditional owners understanding of overarching planning processes.</p> <p>Further work against this recommendation required, particularly with regard to new group engagements and holistic NLC practices.</p>
7. A communications strategy be developed to accompany the community development process. The strategy should privilege the opportunities for Aboriginal people to speak about their own achievements.	<p>A 3-year CP&D communication plan was developed internally in September 2019.</p> <p>It includes a Content Planner that is proving a very useful tool for Officers to identify key communication opportunities that can be program managed as part of their projects delivery.</p> <ul style="list-style-type: none"> o Nyomba's presentation at the CoP Forum o Traditional owners quote and photos in Land Rights News, Facebook posts, Newsletters and CP&D Introduction Video.

Appendix 2: Community projects categories

Project objective	Corresponding sub-objectives
Strong culture	Supporting ceremony Supporting sorry business/ sorry camp Maintaining language Passing cultural knowledge to young people
Proud people	Sharing information with visitors and local people Promoting positive stories Raising cultural awareness
Proud community	Supporting new/ better infrastructure
Strong governance	Building our own organisations Learning how to run organisations
Supported young people	Staying safe Helping with the law Increasing school attendance Supporting strong and healthy lifestyles Two-way education
Skills, enterprise and employment	Learning new skills Scholarships for education and living expenses Creating jobs Education pathways Creating sustainable enterprise
Good health and wellbeing	Supporting safe and hygienic public amenities Supporting sport and recreational activities Supporting sport and recreation facilities Supporting better healthcare services
Connection with country	Supporting outstations Supporting access to country Creating jobs on country

Appendix 2: Monitoring, Evaluation and Learning Framework

NLC CP&D MONITORING, EVALUATION AND LEARNING FRAMEWORK 2021
Last updated May 2022

Context

The Community Planning & Development (CP&D) Monitoring and Evaluation Project trialled and adapted various monitoring methods and tools for data collection over a three-year period (2019–2022). There were many important learnings throughout the trial period, which were drawn upon to develop a comprehensive proposal for future monitoring, evaluating and learning within the CP&D program.

Theory of change

The CP&D approach to change builds on established theory around community development practice in Australia and beyond. For the NLC, community development is a practice of enabling and supporting groups and communities to work together and drive their own development. Core to the approach is the assumption that when groups of people are enabled to act together, based on their ideas about what is important and making use of their knowledge to solve problems, solutions are both of greater benefit and likely to be more durable. Applied to the situation of Aboriginal people living in remote and rural Australia, the approach proposes that the exclusion and lack of ownership of Aboriginal people in the processes and projects which affect them has led to disempowerment, and poor outcomes. At the same time individual royalty payments have not generally led to collective sustained benefit. The CP&D processes seek to support community members to elaborate their vision for a better community and to identify projects and processes that need to be addressed to achieve it, using Aboriginal people’s own money. In so doing the CP&D assists in identifying key stakeholders, developing partnerships, and overseeing the implementation of projects drawing on local and external resources.

Assumptions about how change happens

- Monies used collectively are used more effectively by communities for lasting group benefit than those distributed individually;

- The CP&D Program adds value to royalties controlled by Aboriginal people;
- The process of Aboriginal control of identifying, selecting and implementing their own projects is in itself empowering;
- The process builds individual and collective capacity as well as broadening the benefits by engaging less powerful community members in planning and decision-making;
- Projects identified and implemented in this way make a tangible difference to people’s lives;
- The combination of the process and the projects contributes to outcomes that Aboriginal people value including their own self-esteem, skills and knowledge, social cohesion, cultural maintenance and empowerment;
- The skills and knowledge, self-esteem and other outcomes gained by Aboriginal people through engagement in the community development projects are able to be utilised by Aboriginal people beyond the CP&D program.
- Communities are often using these funds to address needs/priorities that are not being met by Government or others;
- These initiatives compare favourably with other attempts to improve conditions for Aboriginal people, as they seek to address the ownership, empowerment and inclusive institutions necessary to drive positive long-term change; and
- The behaviour and performance of other actors (including sub-contractors of CP&D projects), may at times be unhelpful, but will not sufficiently undermine CP&D’s work to the extent that it makes it ineffective.

Purpose

The purposes of the CP&D monitoring, learning and evaluation, in order of importance is to:

1. Provide accountability to Aboriginal land owner groups on how their money is

2. Improve the CP&D Program, especially the value and impact of the work for Aboriginal people
3. Demonstrate the value of a community development approach to internal and external stakeholders

MEL Aims

To help participating groups

- assess how they are tracking with their projects and reaching their own goals
- make strong and informed plans and decisions for the future
- assess how they are tracking with their projects and reaching their own goals

To help the NLC

- strengthen its performance in facilitating community planning and development
- understand and strengthen the positive influence of its CP&D Program

Methodology

The methodology supports the sovereignty of participating Aboriginal groups. It will allow groups to reflect on their collective aspirations, individual project objectives and the opportunity to identify additional monitoring criteria embedded within traditional and local values. Participatory research (community-based researchers) will underpin all monitoring methods. The collection and analysis of data, together with integration of key learnings into the NLC’s ongoing work, will strengthen the quality and effectiveness of the CP&D Program. The MEL framework is designed to promote accountability as well as the development of meaningful relationships and trust between NLC and participating groups.

The CP&D MEL approach draws from a ‘critical’ approach to understanding and supporting change. This is it seeks to understand not only what has happened but to ask why. And beyond this to ask, how could things be further improved?

For a critical approach to monitoring and evaluation, it is important to understand different experiences and the perspectives of various stakeholders and to contrast and compare that understanding. It is important to understand context and to use the evaluative process to empower people to learn more about their situation and consider how it might be different going forward.

CP&D uses a mixture of data collection techniques.

Program objective	Why we monitor this objective?	Key questions	Domains/ Themes	Monitoring (evidence collecting)	Evaluation and learning	Accountability/ Reporting/ Making evident
Strengthen Aboriginal capacity, control and group cohesion, particularly through the management of their money.	<p>To help participating groups assess how they are tracking with their projects and reaching their own goals.</p> <p>To help the NLC strengthen its performance in facilitating community planning and development.</p>	<p>For groups:</p> <ul style="list-style-type: none"> • What skills are useful to us? • What skills are we learning? • What does it mean for us to really control our resources? <p>For NLC:</p> <ul style="list-style-type: none"> • What are we doing to support groups to take more control over their resources and to acquire new skills? • What could we do more of/better? 	<ul style="list-style-type: none"> • Group's financial resources are directed towards achieving their own goals • Increased ability within group to: <ul style="list-style-type: none"> o work with both traditional and new governance structures o analyse a budget o set a vision and goals o make a project plan o problem solve o navigate challenges and disputes o achieve desired changes in community 	<ul style="list-style-type: none"> • Participatory research by community researchers • Group-based monitoring template • Meeting file note • Project tracker (and Meeting Tracker) • Financial reporting 	<ul style="list-style-type: none"> • "Looking Back": Step 8 group reflection • CP&D staff reflection workshop 	<ul style="list-style-type: none"> • Group vision • CP&D Annual MEL Report • CP&D Practice Manual • CP&D Fortnightly Meeting
Achieve social, cultural, environmental and economic outcomes Aboriginal people want, value and benefit from.	<p>To help participating groups</p> <ul style="list-style-type: none"> • make strong and informed plans and decisions for the future; and • assess how they are tracking with their projects and reaching their own goals. <p>To help the NLC strengthen its performance in facilitating community planning development</p>	<p>For groups:</p> <ul style="list-style-type: none"> • In what areas are we strong? • In what areas are we less strong? • What changes did we hope for with our Projects? • What changes are Projects making in the community? <p>For NLC:</p> <ul style="list-style-type: none"> • What is the NLC doing to support groups to make sure their projects achieve their goals? • What could the NLC do more of/ better? 	<ul style="list-style-type: none"> • Increased connection to country - time spent by group learning on country • Increased intergenerational knowledge of language and culture • Increased training opportunities • Increased employment • Young people spend more time engaged in healthy and positive activities • Less young people in trouble with the law • Increased young people becoming role models • Other criteria set by participating Aboriginal groups 	<ul style="list-style-type: none"> • Partner reports • Project tracker (and Meeting Tracker) • Financial reporting • Participatory research by community researchers • Group-based monitoring template • Meeting file notes 	<ul style="list-style-type: none"> • "Looking Back": Step 8 group reflection • CP&D staff reflection workshop 	<ul style="list-style-type: none"> • Group vision • CP&D Annual MEL Report • CP&D Practice Manual • CP&D Fortnightly Meeting
Document, monitor and evaluate the work to make sure it is on track and delivering outcomes valued by Aboriginal people.	To help the NLC strengthen its performance in facilitating community planning and development	<ul style="list-style-type: none"> • What changes are groups hoping for across the NLC region? • What changes are CP&D projects achieving? • What is the NLC doing to support groups to achieve the changes they want? What could the NLC do more of/ better? 	Create and implement a strong framework for monitoring, evaluation and learning	<ul style="list-style-type: none"> • The adoption and implementation of this proposed Framework 	<ul style="list-style-type: none"> • M&E Officer led development of annual MEL report • Briefing on MEL insights to stakeholders • CP&D Advisory Group review of Program performance 	<ul style="list-style-type: none"> • CP&D Annual MEL Report • NLC Annual Report • Council agenda papers • CP&D Advisory Group agenda papers
Show Governments and other organisations how they can better support Aboriginal-led planning and development.	To help the NLC understand and strengthen the positive influence of its CP&D Program	<ul style="list-style-type: none"> • What is the NLC doing to encourage others to adopt empowerment-based approaches to community development? • What could the NLC do more of / better? 	<ul style="list-style-type: none"> • Groups' achieve control over a greater share of resources for their own projects and planning purposes. • Other agencies adopt and support participatory planning approaches. • Groups participating in CP&D are recognised for their achievements. • Changes in government policy to include greater self-determination for Aboriginal people. 	<p>The M&E Project Officer will track progress. This may include:</p> <ul style="list-style-type: none"> o Articles published o Media (online and print) o Presentations given 	<ul style="list-style-type: none"> • CP&D staff reflections • CP&D Practice Manual • CP&D Fortnightly Meeting • CP&D Advisory Group review and advice 	<ul style="list-style-type: none"> • CP&D Annual MEL Report • NLC Annual Report • Journal articles • Published reports • Media

Data collection

The below outlines proposed monitoring methods and tools. It should be noted that these methods are complementary and do not sit in isolation.

Meeting file notes

CP&D Officers complete meeting file notes after each meeting. These file notes include notes on discussions had, actions agreed to, decisions made as well as reflections and observations. CP&D Officers are also encouraged to collect participant feedback or quotes related to projects and NLC performance.

Meeting file notes are:

- Documentation of a meeting or other significant engagement where decisions are made
- Records of decisions made, verbal commentary from groups, and reflections by CP&D Officers
- Used for all groups

Group-based monitoring template

NLC CD Officers record their own observations and reflections about the Group, Community Researcher and projects in this template to record changes as the Group participates in each stage of the CP&D process.

Group-based monitoring templates are:

- Completed by CP&D Project Officers in June and December each year
- A tool for CP&D Officers to reflect on how groups are progressing

Project report

Project reports are templated reports filled in by both contractors and the NLC together with the participating group (project sponsors). The reports cover both standard quantitative indicators as relevant to each type of project, as well as objectives developed specifically by groups. They also have space for the group to make general (qualitative) reflections on how the project went and what lessons were learned.

Project reports are:

- A way to measure the progress of Aboriginal group funded projects, and to see if outcomes

are being achieved, Aboriginal groups determine specific outcomes that are to be measured. The NLC also includes standard outcomes that will be measured depending on the type of project;

- Attached to the project partner contract – and should reflect the key milestones and deliverables;
- Completed by the contractors in the first instance;
- Reviewed by the CP&D officer and the participating group — so that they can include their own evaluations and observations.

Project Tracker (and meeting tracker)

The project tracker is a database used to collate contract and performance data on all projects, including levels of employment, training and other benefits delivered by each project. It also collects info on number of meetings and engagements undertaken. It tracks both high-level project management and performance, as well as project-based expenditure. It is regularly updated by Project Officers.

Project and meeting tracker data held in the excel spreadsheet can quickly become out of date. It also requires a lot of manual manipulation to do analysis. Care needs to be exercised when reading project tracker data and using it for analysis.

Participatory research by community researchers

Through participatory monitoring, community researchers will interview CP&D participants using agreed data collection methods and monitoring criteria. This method is essential to increase Aboriginal people's participation in monitoring. The NLC will engage and support community researchers to negotiate understandings and practices of monitoring and evaluation. This will provide in-depth and extensive monitoring, particularly from an Aboriginal perspective, whilst supporting employment and professional development.

Participatory research is:

- Led by the community researcher with mentoring from the M&E Officer and some support from the CP&D Officer;
- May take different forms depending on the interests and aspirations of the group; and
- Not used by all groups – use of

participatory research will be agreed to by the Aboriginal group in collaboration with CP&D Manager, Senior Project Officer, CP&D Officer and M&E Officer.

Charles Darwin University were engaged by NLC to undertake the first 3 years of our participatory monitoring approach from 2019 – 2021.



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