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# ABORIGINAL GOVERNANCE AND MANAGEMENT PROGRAM

INDEPENDENT EVALUATION FOR THE ABORIGINAL PEAK  
ORGANISATIONS OF THE NORTHERN TERRITORY (APONT)

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**INSTITUTE FOR HUMAN SECURITY AND SOCIAL CHANGE**



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DECEMBER 2022

## Executive summary

### **Evaluation Purpose and Methodology**

The Aboriginal Governance and Management Program (AGMP) has engaged the Institute for Human Security and Social Change, La Trobe University, to evaluate the program. This includes assessing outcomes and progress towards the goal of strengthening Northern Territory (NT) Aboriginal organisations according to their self-determined needs. The evaluation examines the relevance, effectiveness, efficiency and sustainability of the program for the period from 1 July 2020 until 4 November 2022.

The Institute adopted a participatory and strengths-based evaluation approach with a focus on amplifying the voice of the Aboriginal people the program is designed to benefit. This drew on realist evaluation methods to understand what is working, in what circumstances and for whom. The mixed-methods approach included a document review and consultation with 28 program stakeholders across 4 case study sites and 5 key informants. Case studies were selected in collaboration with AGMP and APONT staff to include a diversity of the program's engagement approaches. Aboriginal community researchers were engaged to lead consultation in 2 case study sites.

### **Program Overview – 2020/21 and 2021/22**

The AGMP is an initiative of Aboriginal Peak Organisations NT (APONT) and provides a tailored governance and management support service to Aboriginal organisations alongside advocacy, engagement and knowledge-sharing activities. It is operating in the complex and intercultural Northern Territory environment where a history of colonisation and ongoing marginalisation combined with a dynamic and fragmented government policy environment pose significant challenges to Aboriginal organisations.

The program has continued to grow providing tailored governance support to 19 NT organisations in the period under review. The program has diversified its income streams through attracting grant funding and the introduction of a fee-for-service arrangement, though these remain a small portion of program income. The fee-for-service approach has enabled AGMP to broaden its service offering with the introduction of governance support for peak bodies, through which it is trialling initiatives to support governance capacity building across subsectors of Aboriginal organisations, such as health and joint management. Despite this growth, the program team remains small with a core team of 3 staff supported by a limited number of contract and casual roles.

The case studies offer rich insights into the program's tailored governance support over a 2-year period in a diverse range of settings. In Galiwin'ku, the program's effective communication and engagement with the goals of the Galiwin'ku Women's Space management committee over three engagements in 2022 has contributed to governance capacity gains for experienced committee members. In Bagot, the program is supporting transition of mainstream services to community control under the Bagot Community Aboriginal Corporation at a pace that is appropriate to the community, building the capacity and confidence of board members over a 2+ year engagement.

In the case of Mimal Land Management, the program has diversified its income streams through a fee-for-service arrangement and development of a pro-bono partnership which is delivering effective resources and strengthening director's engagement in governance. Finally, in working with the Central and Northern Land Councils the program is trialling new ways to scale its work in collaboration with peak bodies and is supporting an enhanced Aboriginal voice to government on matters relating to joint management of parks and reserves in the NT.

Limited resourcing and time frames available for this evaluation constrained the scope of assessment and inhibited the team's ability to identify long-term impacts the program may be making. Limited availability of data, including financial allocations to different elements of the program approach have constrained the analysis, including capacity to undertake a value-for-money analysis. Finally, the current program logic and its use of the Australian government's objectives for AGMP, which represent high-level changes that no one program or actor can be expected to deliver in a meaningful and sustained way has also been restrictive.

### **Evaluation findings**

The evaluation identified that AGMP is delivering governance capacity support that is highly valued by Aboriginal people and their organisations, as well as key sector stakeholders. The program now has an established and sophisticated approach to governance support that is relevant and effective in the complex NT context. Key to the approach is the depth of knowledge of staff, the development of relationships and the tailoring of support to the local needs of each organisation. The program's locally-led, relational and adaptive development practice is consistent with current approaches in Indigenous and international development, which increasingly demonstrate this is what is required in complex settings to support sustainable change. This is supported in some sites by strong existing governance capacity. The complexity of corporate governance and financial information remains an enduring challenge to all Directors consulted who also commonly cited challenges engaging and retaining Aboriginal members, Directors and staff.

The evaluation identified that the program is highly relevant and responsive to the governance needs of Aboriginal organisations and the Aboriginal community-controlled sector. It is effectively contributing to strengthening the capacity of Aboriginal boards in selected sites where it works. We note that these capacity gains seem weighted towards strengthening corporate governance knowledge and skills over Aboriginal governance modes, and are more pronounced in locations where the program has engaged over longer time frames. Increased governance capacity is contributing in some cases to increased stability and sustainability of organisations and capacity to expand and deliver culturally-embedded service responses, and subsequently fulfil their mandates and progress organisational goals. There are examples of AGMP effectively contributing to advocacy forums and support for a more enabling environment for Aboriginal organisations.

AGMP's success is being driven by a comprehensive process and effective practice delivered by experienced and skilful staff, including Aboriginal staff. This is supported by ongoing internal monitoring and evaluation which enables AGMP to grow and evolve their practice in response to feedback by Aboriginal board members in each of the sites they are working in. In sites where AGMP are working with experienced and capable boards AGMP can make a bigger difference more quickly than equivalent work with lower-capacity organisations. This raises a question for the program about who it is seeking to benefit and therefore where it should focus its limited resources and efforts.

AGMP's efforts to strengthen board capacity are constrained by the complexity of Western corporate governance systems and processes and their incongruity with Aboriginal governance approaches and understandings. This challenging governance context, dominated by western corporate governance processes and characterised by a multitude of stakeholders with diverse objectives, makes 2-way governance capacity building challenging work. The limited resources AGMP have available to respond to the diverse governance needs of organisations further constrains the program's impact. Shifts in the policy environment are driving increasing demand for AGMP's services and there is pressure on the program to scale. The program has options about whether they seek to scale up, deep or out.

## Recommendations

A key priority for AGMP moving forward is to **maintain and protect consistent practice**, ensuring that any program diversification integrates the program's evidence-based approach to governance capacity building. Effectively scaling will require the program to work with APONT to **strategically address the issue of scale**, selecting the preferred direction for the program and **building the foundation for growth** through attracting resources and building a pool of experienced staff. This should include **investing in Aboriginal leadership and staff**. Recognising that AGMP's work with peak bodies is in its infant stages, the program should **take small steps to test its approach to sector-strengthening**, applying monitoring and evaluation methods to assess its impact along the way.

Acknowledging the time it takes to build and sustain governance capacity changes, we recommend that the program should **recognise the value of longer-term engagement**, and consider opportunities to maintain relationships with alumni sites of the program. Given the ongoing challenges faced by Aboriginal board members in navigating complex western corporate governance compliance and funding systems, we recommend AGMP work with APONT to **refine AGMP's advocacy strategy**, and seek to include activities to **promote the value of governance and an enabling environment for 2-way governance**.

Working with APONT to **clarify AGMP's program focus** will help the program make decisions about where to apply its limited resources. **Defining 2-way governance**, and improving clarity about its role in supporting Aboriginal governance systems and processes, will also assist to strengthen the program. Finally, **reviewing and refining the program's theory of change and monitoring, evaluation and learning approach and resourcing** will further assist the program to make informed decisions about where to apply its limited resources.

## Conclusion

AGMP is delivering governance capacity support that is highly valued by Aboriginal people and their organisations, as well as key sector stakeholders. The program now has an established and sophisticated approach to governance support that is relevant and effective in the complex NT context. The program is clearly experiencing increasing demands for its services and is well positioned to scale its governance work in the NT, provided additional resources are secured. It is critical that AGMP scales in a way that retains the current model of tailored, longer-term site support. Scaling will also require a growing team of experienced staff who are supported to consistently apply the program's effective 2-way governance practice. By drawing on learnings from the programs work with selected sites, AGMP is well placed to contribute to change at a systems-level to improve the enabling environment for Aboriginal organisations in the NT. Doing this well requires adequate resourcing, effective engagement and advocacy strategies. It also requires striking the right balance with other key elements of the program, including site work. A Monitoring, Evaluation and Learning (MEL) approach that supports learning, adaptation and accountability will be critical to this.

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## 1. Introduction

The Aboriginal Governance and Management Program (AGMP) has engaged the Institute for Human Security and Social Change at La Trobe University to evaluate the program. This includes assessing outcomes and progress towards the goal of strengthening Northern Territory (NT) Aboriginal organisations according to their self-determined needs. This evaluation examines the impact of AGMP's work in the period of its current funding agreement, from 1 July 2020 until 4 November 2022 when evaluation research activities concluded. It has been undertaken by a team of Aboriginal and non-Aboriginal researchers.

This is the third independent evaluation of the program (see Kelly 2015 and KPMG 2019). It provides an opportunity to deepen understanding and strengthen the evidence base on what change the program is making, who is benefitting and how the program is contributing to change. This assessment and lessons learned can inform future planning for the program, including understanding what change it should seek to support and for who, how this change is likely to be achieved and the resourcing and actions the program should focus on in the next period.

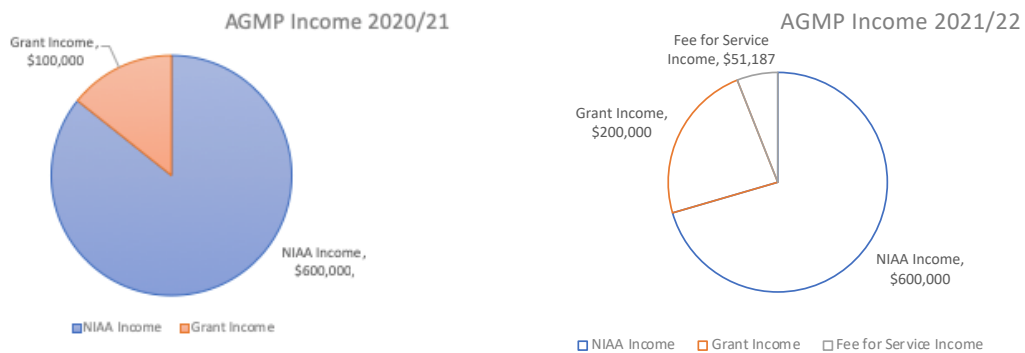
The report begins with an overview of AGMP and the context it is working in before outlining the evaluation questions and methodology. It then provides a summary of the program reach in the evaluation period before presenting 4 case studies and a summary of lessons from them. The final section of the report provides a whole of program assessment, recommendations and conclusion.

### **Overview of AGMP**

The AGMP is an initiative of Aboriginal Peak Organisations NT (APONT), an alliance established in 2010 comprising Aboriginal peak bodies in the NT. Current members of APONT include the Aboriginal Medical Service Alliance Northern Territory (AMSANT), North Australian Aboriginal Justice Agency (NAAJA), Central Land Council (CLC), Northern Land Council (NLC), Tiwi Land Council (TLC), Anindilyakwa Land Council (ALC), Aboriginal Housing NT (AHNT) and the Northern Territory Indigenous Business Network (NT IBN). APONT play a lead role in representing issues of joint interest and concern to Aboriginal people in the NT, including on government policy.

AGMP has been operating since 2014 in response to the needs of Aboriginal Community Controlled Organisations (ACCOs) identified by Aboriginal leaders at the Strong Aboriginal Governance Summit convened by APONT in 2013. A steering committee, made up of APONT members, and NT Government, Commonwealth Government, Office of the Registrar for Indigenous Corporations (ORIC) and independent representatives, provides governance and oversight.

AGMP receives \$600,000 per year of operational funding from NIAA. AGMP have been able to diversify their income sources during this evaluation period, securing 3 \$100,000 grants and commencing their fee-for-service model which generated \$58,187 in income. These sources of income remain a small portion of the total AGMP income. The program employs 3 full-time experienced staff, including one Aboriginal staff member and draws on a pool of casual and contract support staff to complement the full-time team.



The program’s service offering, which focuses on providing tailored governance and management support to Aboriginal organisations, has continued to evolve over the past 2 years. AGMP now offers support across 8 key areas of organisational governance and management with a focus on building the leadership capacity of Aboriginal board members. Support is adapted and tailored to respond to the needs and priorities in each site it works in. AGMP responds to self-nomination by sites and their eligibility for support is assessed against a range of criteria. This ensures that board and staff are willing to commit to engaging in the work and that AGMP are not replicating support available from other entities, such as ORIC. In addition to its site-support work the program undertakes broader engagement and advocacy, continuous quality improvement and knowledge-sharing activities.

The outcomes the program hopes to achieve are outlined in the AGMP program logic and include:

- strengthened capacity of board and management;
- increased stabilisation of the organisation;
- increased sustainability of the organisations;
- improved service delivery and program; and,
- increase in fulfilling the mandate to members and progressing the organisation’s goals.

It is assumed that these outcomes will contribute to NIAA’s objectives of increasing the capacity and capability of Aboriginal organisations in the NT to work effectively and sustainably to deliver services and jobs, develop enterprises and economies, build organisational and community capacity, and reduce disadvantage and promote Aboriginal community well-being. This evaluation does not seek to evaluate change at this level, which was beyond the scope and resourcing of this evaluation.

### Program Context

The AGMP is one of many influences on Aboriginal organisations in the NT. The NT is a unique and complex environment with high geographic diversity, characterised by many remote community locations. 45% of NT land is owned by Aboriginal traditional owners. It has a large Aboriginal population, which continues to be strong in language, culture and connection to country. In terms of development challenges, there is a growing cohort of young people and families, overall Aboriginal employment status is low, and there is a gap in Aboriginal education, health and housing outcomes relative to mainstream Australia (SCRGSP 2020).

The NT’s historical and policy context are central to understanding the ongoing disadvantage and development challenges experienced by many Aboriginal people. The NT’s recent history is one of colonisation and ongoing marginalisation of Aboriginal people. Essential services and community development initiatives are delivered in a fragmented government policy environment characterised by stop-start funding administered by a multiplicity of siloed departments absent of effective coordination mechanisms (M. McCulloch et al 2022, p. 15).

During the last 2 decades some of the most significant policy changes have included the Australian Government abolishing ATSIC (the administrative centrepiece of Aboriginal self-determination) in 2004 and legislating the NT National Emergency Response (NTER) in 2007 (Kowal 2015 p. 160, Smith and Hunt 2008 p. 4, Roche & Ensor 2014 p. 105). The NTER, saw the Commonwealth take control of remote communities and many aspects of Aboriginal people's lives from 2007-2012. At the same time, the NT Government disbanded 60 Aboriginal elected community councils in 2008 and replaced them with 'super shires' (now regional councils) with responsibility for the provision of local government services to rural and remote communities (Roche & Ensor 2014:105). These major policy shifts, combined with many smaller ones, have led to a serious erosion of Aboriginal voice and created significant barriers to Aboriginal people governing and managing their organisations in the NT (ibid).

More recently, the changes to the Closing the Gap Partnership Agreement with the Coalition of Peaks means greater involvement of the Aboriginal community-controlled sector in policy development and decision making and a government commitment to transitioning service delivery to Aboriginal community control. In particular, Priority Reform Area 2 – Strengthening the Community Controlled Sector, creates a national policy environment more conducive to strong Aboriginal governance and management. However, implementing this policy in practice and translating its intent into results with Aboriginal people will be slow, challenging and resource intensive.

It is in this challenging context that Aboriginal people are actively working to support their communities and families through governance and management of hundreds of organisations. There are currently over 900 registered Aboriginal organisations in the NT seeking to deliver services or develop businesses to meet the needs of Aboriginal people alongside a range of associations and smaller, informal organisations (ORIC, 2022). These organisations are operating in the complex intercultural space of balancing local Aboriginal governance principles and practices alongside mainstream corporate governance principles and practices and their challenging and resource intensive compliance requirements (Smith and Hunt, 2008, Martin et al. 2011 p.10).

AGMP's June 2022 Strategic Planning meeting identified that Aboriginal organisations experience significant challenges with Aboriginal leaders facing demanding governance workloads in a context of poor management capacity, high community demand and limited resourcing (AGMP, 2022). It is not uncommon for the stresses of this intercultural operating environment to lead to staff turnover and community leader burnout, further undermining organisational sustainability. Recent research further demonstrates the challenges facing Aboriginal organisations working in a system which prioritises accountability upward to the funding agency over accountability to an organisation's members or clients (Brigg et al. 2022, McCulloch et al. 2022).

In this context, AGMP's small team has continued to work to support and strengthen a diverse range of Aboriginal boards and their organisation's management teams, to advance the capacity of Aboriginal communities in the NT to meet their self-determined needs. It has also focused on broader engagement, advocacy, communications and governance resource development.

### **Evaluation purpose and objectives**

The overall evaluation purpose is to provide accountability to program funder, the National Indigenous Australians Agency (NIAA), and the Aboriginal organisations and communities the program works with. Another purpose is for program learning and scaling by providing an evidence base to support the continuation and expansion of the program into the future.

Two priority research questions were identified by AGMP for this evaluation.



1. To what extent are AGMP's activities relevant to the governance needs of Aboriginal organisations and responsive to the broader environment?
2. How effective is AGMP in achieving its objectives for Aboriginal organisations, their members and communities? What supports and limits AGMP's effectiveness?

Two secondary evaluation questions were proposed by AGMP as possible avenues for exploration, pending the findings of the research.

3. In light of what Aboriginal people value in the program, is AGMP delivering these efficiently and sustainably?
4. Are there opportunities to scale the program and what would it take to do this well?

While the evaluation has focused on the two priority questions, some consideration is given to the second two questions in this report. In answering these 4 questions, the Institute proposed the evaluation should also seek to understand what is working, in what circumstances and for whom, to test AGMP's current approach and inform the development of the next phase. This is especially important when working on issues of governance and capacity support, given the strong normative assumptions that underpin much of the work in these fields. AGMP agreed that the evaluation should explore these areas.

## 2. Methodology

The methodology was developed and agreed with AGMP staff in response to the evaluation purpose and questions, and the AGMP requirement that the evaluators work to the program **principles** of Aboriginal empowerment, engagement, and learning and adaptation. These principles and the methodology align with the Institute's approach to evaluating complex development programs, which generates quality findings and recommendations that are owned and used by stakeholders.

The Institute designed a **culturally appropriate, strengths-based and participatory methodology** with a focus on amplifying the voice of the Aboriginal people the program is designed to benefit. This was supported by working with Indigenous researchers where possible. It drew on a **realist evaluation** approach to help understand what is working, in what circumstances and for whom. This approach aimed to avoid a prescriptive framing and focus instead on the governance and capacity priorities of the Aboriginal people involved.

**Mixed methods** were used to explore the value of the program from the perspective of Aboriginal people and other stakeholders and to seek comparative feedback on the relevance and effectiveness of the various aspects of AGMPs work. This included conducting 4 case studies, all of which drew on multiple data sources. AGMP proposed and the Institute agreed that looking at the program's work in more depth in a small number of cases would provide richer information to help answer the evaluation questions. In total 33 people were consulted as part of this evaluation. Methods used are outlined below.

**Aboriginal community researchers** co-facilitated focus group discussions in 2 case study sites. In one site the Aboriginal community researchers facilitated a presentation of emerging findings to research participants for feedback and refinement.

### 1. Data collection

#### **Document and quantitative data review**

AGMP provided a selection of program documentation for Institute staff to review. Documents included whole of program monitoring and impact reports as well as site-specific documentation relating to sites that AGMP has worked with in the period under review. Other secondary data was

also reviewed, including from the ORIC website plus some broader literature relevant to the context, Aboriginal governance and complex development.

### **Interviews and focus group discussions**

A combination of semi-structured interviews and focus group discussions were conducted with 28 people. This included 16 Aboriginal board members and 12 staff<sup>1</sup> working across 5 organisations connected to the 4 case study sites. See Appendix 1 for further information breakdown of consultations in each site. Interviews were also conducted with 3 APONT staff and 2 AGMP Steering Committee members to provide additional views on the program from across key stakeholders, its operating context and emerging opportunities and challenges.

### **Case studies**

4 case studies were completed drawing on data from document review, interviews and focus group discussions. Institute staff facilitated a card-sorting exercise with select staff from AGMP and APONT to select the case study sites for the evaluation. The exercise required staff to rank the sites that AGMP has worked in during the evaluation period in order of levels of governance capacity. This assisted in eliciting different perspectives on the criteria which indicate governance success or capacity in the context and the range of factors contributing to this. Informed by this, sites were then selected to include a diversity of AGMP engagement approaches, including a shorter-term engagement (8 months), a longer-term engagement (2+ years), a fee-for-service engagement (2+ years) and peak-body engagement (>6 months/engagement)<sup>2</sup>.

## **2. Data analysis and sense-making**

Program-wide data from document review and stakeholder interviews was collated and summarised to provide an overall picture of program reach and performance. Case studies were prepared based on multiple data sources and analysis of apparent commonalities and contradictions between the case studies completed. A 'sense-making' workshop was conducted by the Institute in Alice Springs on 2 November 2022 to validate the data and engage key stakeholders in analysis and developing recommendations. 6 AGMP staff, 4 APONT staff and 3 AGMP Steering Committee Members participated, with a mix of face-to-face and online participation. Following this workshop Institute staff reviewed and refined the data analysis in preparation of this report.

## **3. Limitations**

In this focused evaluation it was not possible to evaluate all aspects of program delivery. The evaluation team focused on gathering input and feedback from program participants (board members who are themselves community members). Due to resource constraints views of other community members were not sought. The short time frames between AGMPs intervention and the timing of the evaluation in the case study sites also limited the ability to identify long-term impacts from the program. The format of AGMPs financial reporting did not enable break down of resourcing by activities and there was no data kept on the amount of staff time spent on each activity or program element. This constrained the capacity to undertake a value for money analysis. Finally, some key data sets, such as the number of Aboriginal people employed by site organisations is not publicly available.

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<sup>1</sup> Most of these staff were non-Aboriginal.

<sup>2</sup> AGMP is currently revising its use of the terms 'short-term' and 'long-term' to categorise their ACCO engagements. In this report we refer to the duration of engagement in months and years wherever possible and use 'shorter-term' and 'longer-term' as comparative terms informed by the specified length of engagement.

### 3. Findings

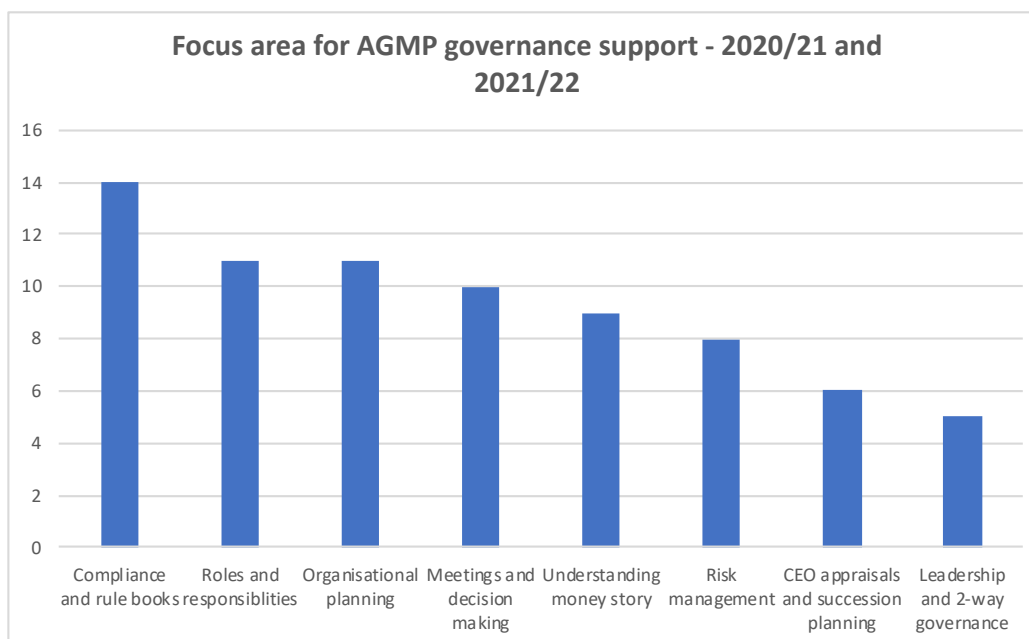
#### 3.1 Program-wide data

Over the period 2020/21 – 2021/22 AGMP delivered a diverse suite of tailored governance and management support across 19 NT organisations, which suggests significant project reach.

<b>2020/21</b>	<b>2021/22</b>
15 active sites	16 active sites (incl. fee for service)
24 enquiries	33 enquiries
8 new sites	9 new sites
8 sites exited	6 sites exited
0 fee for service sites	5 fee for service sites
1 grant-funded project	2 grant-funded projects
10 ACCO presentations & workshops	11 ACCO presentations & workshops
35 resources provided to ACCOs	37 resources provided to ACCOs
27 partnerships & collaborations	17 partnerships and collaborations

Over the period 2018-2022 the average length of site work across all AGMP sites has been 9 months<sup>3</sup>. The length of engagement remained consistent with the period 2014-2018.

AGMP provide governance support across 8 categories. The most common area of support over 2020/21-2021/22 were compliance and rule books followed by roles and responsibilities of board members and organisational planning.



<sup>3</sup> These figures have been calculated by AGMP and have been adjusted to exclude counting months in which AGMP staff were unable to travel to sites due to COVID-related travel restrictions. It should be noted that, in the evaluators’ opinion, 9 months is a relatively short time frame given the complexity of intercultural governance capacity building in the complex remote NT context.

All 11 organisations that are ORIC registered that AGMP worked with in the period remained or returned to being ORIC compliant<sup>4</sup>. Further, in 2020/21 these 11 organisations collectively received \$34.6m income and employed 244 staff (see Appendix 1)<sup>5</sup>. It is important to acknowledge that AGMPs impact reaches more sites than those included in this calculation. For example, Yipirinya School data was not included in this calculation as it is not registered with ORIC and does not have 2020/2021 financial data available. However, the most recent Yipirinya financial report available shows a total income of \$6,009,444 in the 2019 calendar year.

A key development in the period under consideration was the introduction and trial of a fee-for-service offering to organisations that are not eligible for core program support. This model was informed by an AGMP research project which involved consultations with over 50 stakeholders. Support was provided to 5 fee-for-service sites in 2021/22 including CLC Land Management, NLC Land Management, Mimal Land Management, Department of Chief Minister and Cabinet (Local Government Authority NT), and Kakadu Joint Management Committee. This represents a diversification of the types of organisations AGMP is working with, as well as a new income stream.

A further development has been the introduction of a sector-strengthening approach in which AGMP works with Aboriginal peak bodies to enhance the governance capacity of a sector, including Aboriginal land management and Aboriginal medical services. This approach has been supported by the introduction of fee-for-service arrangements (CLC and NLC) and grant-funding (AMSANT).

Alongside site-specific work, AGMP engaged in a range of advocacy, engagement, partnership development and resource production activities in the period. AGMP has dedicated resources to developing a toolkit of governance resources which can be adapted to suit different organisation's needs. AGMP has developed pro bono partnerships with several organisations, which, for example, have supported governance resource tool development. AGMP has also engaged in several activities to advance the goal of good governance in the NT, including participating in a variety of workshops and forums, launching a new website and publishing case studies.

AGMP has expanded its advocacy role in the period, contributing to APONT policy submissions and Closing the Gap implementation plan; participating in the NTG Aboriginal grants policy development group; and, contributing to the overall strategic coordination work of the APONT alliance. Key informant feedback suggests that AGMP are playing a constructive role in these forums and there is interest in clarifying the role of AGMP within the APONT network as APONT moves towards incorporation.

The program has undertaken steps in this period to document its processes and procedures and clarify its service model. This has included development of a clear menu of 7 methods of support for site work (Table 1), a menu of sector-strengthening supports (Table 2), defining 8 focus areas of program support and increasingly consistent use of governance health checks and action plans. The program has also introduced internal monitoring and evaluation systems including 6-monthly evaluation reports and site exit reports.

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<sup>4</sup> Equivalent data is not available for the remaining 8 organisations that are not registered with ORIC

<sup>5</sup> Aboriginal employment data is not collated by ORIC for these organisations and therefore the Institute is unable to assess the significance of AGMPs reach against this objective of the program.

Table 1 – AGMP Methods of Support

<p><b>AGMP methods of support</b></p> <ol style="list-style-type: none"><li>1. Governance health check</li><li>2. Workshops</li><li>3. 1-on-1 mentoring</li><li>4. Desk-based support</li><li>5. Resources, tools and templates</li><li>6. Advice and recommendations</li><li>7. Referral, liaison and advocacy</li></ol>
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Table 2 – AGMP Governance support for Peak Bodies

<p><b>AGMP governance support for peak bodies</b></p> <ol style="list-style-type: none"><li>1. Sector-strengthening assessment</li><li>2. Sector-level governance facilitation</li><li>3. Direct governance training and support</li><li>4. Train the trainer for governance facilitators</li><li>5. Customised consulting</li><li>6. Customised resource development</li><li>7. Embedded support</li><li>8. Strategic policy and advocacy</li></ol>
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## 3.2 Case Studies

### 3.2.1 Galiwin'ku Women's Space

This case study provides insights into an 8-month AGMP engagement with an organisation with existing governance capacity.

#### Introduction

Galiwin'ku Women's Space (GWS) is a grassroots initiative of Yolŋu women who came together to find solutions to the high rate of domestic and family violence (DFV) in Galiwin'ku. An island community 550km north-east of Darwin, Galiwin'ku has a population of more than 2,640 inhabitants, making it one of the largest remote Indigenous communities in East Arnhem land (ABS, 2021).

GWS provide several services for women, children, families and the community, including community education, events, case management and women's wellbeing camps (GWS, 2022). GWS coordinate with other local services including the police and clinic who make client referrals to GWS. In 2022, GWS have opened a new short-term Crisis Accommodation facility in Galiwin'ku funded by a \$1 million grant from the NT Government and are preparing to deliver crisis accommodation services. GWS services are delivered through a *Gurrutu*-centred approach which recognises and works through Yolŋu systems of relatedness, care and responsibility and embrace Yolngu knowledge systems to restore peace and harmony within Yolŋu families (GWS, 2022). As awareness of their service grows, GWS are gaining increasing attention from other communities and demand to expand their service footprint.

GWS was incorporated under the NT Associations Act in 2016 and is governed by an elected management committee of 4 women. The current members of the management committee have a long-standing involvement with GWS, and 2 members are employed by GWS. GWS have invested

resources and time establishing governance processes and building the governance capacity of the organisation. This has included employment of consultants to support the development of governance and management systems and processes as well as committee member participation in a range of governance forums.

### **AGMP Support**

AGMP commenced working with GWS by facilitating a governance health check in February 2022 and have worked with GWS for 8 months at the time of this review. AGMP has delivered 2 workshops for GWS management committee members and staff including a governance refresher, review of the GWS constitution and information, decision-making and planning for incorporation under ORIC. AGMP also supported the board to conduct their first ever Manager performance appraisal and has plans for further support in the future.

### **Achievements**

GWS management committee members report that AGMP staff provided very clear explanations of governance concepts that they previously have not understood, which have contributed to increasing governance understanding and capacity. They also report that the governance health check provided by AGMP has contributed to a clearer understanding of the role and direction of the committee, as well as identifying priority areas for development. AGMP assisted the committee in conducting the first-ever performance appraisal for the manager. Committee members report that AGMP's support in undertaking a performance appraisal of the manager was highly valuable and provided useful questions and GWS committee members have sought to replicate the appraisal with other staff following AGMPs support.

*“After every workshop the ladies take it to heart and implement it. It is good to learn new things and refreshers. Having that knowledge is very important for governance and how to do things the right way” - GWS Committee Member*

*“We learned more about where our organisation sits. Now we know, fully understanding what we are doing here, why we are here in this organisation and what we will achieve out of this Yolŋu organisation” – GWS Committee Member*

*“What (AGMP staff) does is strengthen our organisation and make us strong through this western system, through empowering us to get to know every process, or protocol.” - GWS Committee Member*

GWS staff consider that AGMP provided valuable advice and expertise in addressing operational and governance challenges and support to improve the reports to the board. This demonstrates AGMP's contribution to the ongoing strength and sustainability of GWS and its ability to expand its services in the community.

GWS management committee members further report that the encouragement of AGMP staff leads to improved confidence and empowerment. Their reputation for strong governance and management is also leading to further recognition of the role of Yolŋu staff and committee members within other services in Galiwin'ku and subsequently contributing to pride and self-esteem among management committee members. Committee members identify further benefits flowing from strong governance, including building their capacity to deliver services within a cultural framework and inspiring and creating leadership pathways for young people.

*“Having (AGMP staff) here is encouraging us.... (They are) empowering, encouraging us.... It is supporting just to hear someone from outside that empowers.” - GWS Committee Member*

*“We are the first contact now, Yolŋu out in front, not in the shadows like we used to be.” - GWS Committee Member*

*“We want to learn more about the governance, directors, to help young people to see the overall of the work, to teach them and how they can understand. Help the young ones.” - GWS Committee Member*

A key achievement from AGMP’s engagement with GWS has been supporting the committee to make an informed decision to incorporate with ORIC. Committee members and staff report that this will strengthen the organisation and lead to improved service delivery by (1) empowering the committee to lead this transition and (2) increasing the potential for GWS to attract government funding and expand into other service sites.

*“This is new to me, to know the business, the transition from small organisation now into a big organisation so we can tap into more funding now, ORIC. That is like the first process, so for me, walking through with (AGMP staff) I have learned a lot out of it... It is very good that she is giving clear message.” – GWS Committee Member*

#### **Enabling and limiting factors**

The time AGMP staff invested in building relationships, listening to, and understanding GWS’ objectives, and their strong understanding of the context are key internal factors contributing to success in this case study. AGMP staff’s capacity to explain governance concepts in meaningful ways through use of metaphors, illustrations and breaking down long words was also seen as critical to building committee member’s understanding. AGMP’s ability to draw on established and effective governance resources has contributed to success and enabled efficiencies in AGMPs service delivery, specifically AGMP’s governance health check, chief executive officer (CEO) appraisal tool and governance refresher slide deck. AGMP inputs have been complemented by GWS’ strong existing governance capacity and processes, committee member’s commitment and motivation and the length of time GWS have had to grow into a service delivery role.

*“There is a lot of big words and languages and (AGMP staff member) breaks it into small and meaningful language for us to understand” - GWS Committee Member*

*“(AGMP staff) was listening, taking notes, listening to the Yolŋu voice, to the members” - GWS Committee Member*

At the same time, governance at GWS has been constrained by external factors including the complexity of corporate governance processes and concepts, which committee members emphasise is an ongoing challenge in their roles. GWS staff and committee also reflected on further external challenges relating to succession planning, recruiting, and retaining Yolŋu staff and managing the separation of powers for committee members who are also employed at GWS.

*“It is very hard for us to know how to ask for more funding, to know what is the constitution law. It is very hard. You dig deeper and it gets harder and harder.” - GWS Committee Member*

*“There are a lot of obstacles that are there in that guidelines and in the protocols” - GWS Committee Member*

### 3.2.2 Bagot Community Aboriginal Corporation

This case study provides an example of an AGMP engagement over 2+ years and support for partnerships development to transition services to Aboriginal community-control.

#### **Introduction**

Bagot Community Aboriginal Corporation (BCAC) was formed in 2019 in response to a request from the Australian Government to transition funding for community services from Child Australia, a mainstream provider, to a community-controlled organisation. Program areas to be included in the transition included Kids to School, adult employment, reducing overcrowding, domestic and family violence, gambling, and anti-social behaviour. At the time, there had been no functioning community-controlled organisation in Bagot community since 2015 when Bagot Community Incorporated was placed into administration, and BCAC was created to fill this gap. Upon establishment, BCAC Directors decided not to rush into a service delivery role and have instead worked in partnership with Child Australia since 2018 under a collective impact model which has sought to provide them some oversight of local service delivery. At the time of writing BCAC are in the process of entering into a memorandum of understanding (MOU) with Child Australia for a formal partnership to further strengthen their governance and control over the services being delivered. During this time BCAC has also worked to build their organisation’s governance and management capacity and membership base, which comprised 14 members as of July 2022.

Bagot is the largest Aboriginal community in inner-city Darwin, providing home to approximately 400 Aboriginal people from diverse language and clan groups across the NT. Bagot was created as an Aboriginal reserve in the 1930s and has a history of government control up until 1979 when it became a self-governing community administered by an Aboriginal community council. In recent years community service administration has largely been transferred to mainstream organisations except for the Bagot clinic which is run by the Aboriginal-owned Danila Dilba Health Services.

#### **AGMP Support**

At the time of BCAC’s creation in 2019 the Australian Government contract manager identified AGMP as the preferred agent to support BCAC prepare for the transition of funding for community services. This represents a case where AGMPs involvement was instigated by a third party. AGMP met with the BCAC board in September 2019 who then agreed to engage AGMP’s support. AGMP has worked consistently with the BCAC board since this time in an ongoing training and mentoring role, which has also included support to manage government expectations relating to the transition of services to their corporation.

During the period of this review, AGMP has continued to work closely with BCAC as they seek to build their governance and management capacity and strengthen their partnership and transition planning with Child Australia. AGMP worked collaboratively with the Directors to design a governance capacity building plan and conduct training and support activities accordingly. Further support provided by AGMP has included attending and supporting Directors’ meetings, reviewing and updating the Rule Book, ongoing mentorship of the Chair, development of governance tools and brokering external legal assistance. AGMP has also provided ongoing support to BCAC to navigate the proposed transition of services from Child Australia to BCAC. This has included supporting BCAC



to understand the grant transition options and support to establish their preferred option of entering a formal partnership with Child Australia whereby Child Australia retain administration of the grant and subcontract particular service delivery components to BCAC.

### **Achievements**

BCAC board members report increased understanding of governance purpose and processes, increased empowerment, confidence and motivation and a shared and cohesive board direction because of AGMPs support. Board members also report that AGMP has provided clear information and explanations and useful resources and tools that assist board members know what to expect from board meetings and empower them to run them. The BCAC chair reported that AGMP has provided effective mentoring and support which has built their capacity to prepare, run and document Director's meetings and AGMs effectively and independently. Board members also report increased capacity to engage with financial information. Collectively these outcomes have contributed to enhanced governance and management capacity within BCAC.

*“With the training from AGMP they are making me understand how important for directors and board members to understand and have the knowledge to be able to make the decisions” BCAC Board Member*

A key achievement for BCAC Directors is the confidence and readiness to engage in a deeper partnership with Child Australia to strengthen community-control over service delivery. AGMP has contributed to informed decision-making by BCAC about the shape and pace of this transition. BCACs ability to slow the pace of the transition demonstrates an ability to effectively manage the risk of being set up to fail and provides a strong foundation for organisational sustainability and stability.

*“(In the past) as a board member with Child Australia I would feel I don't have much of a say. Now we are starting to get stronger. We met the accountant. We have a little bit more knowledge... she is telling us how the money is being spent and hoping that we would have questions. Previously we didn't have that.” - BCAC Board Member*

*“Child Australia and BCAC are in partnership... unfortunately we are only under a Child Australia umbrella at the moment, but the plan is... the funding is for BCAC to deliver these services in partnership.... and to help this board be up and functional.” – BCAC Board Member*

AGMP have also brokered multiple valuable strategic partnerships which have assisted BCAC build their organisational capacity, including legal support to develop a MOU with Child Australia informed by the APONT Partnership Principles. These activities have contributed to the capacity of BCAC to reach its organisational goals, though they note they struggle to engage more broadly with community members and their membership base remains limited.

*“AGMP is so helpful. (AGMP staff member) has gone out of her way having meetings with Child Australia and finding an external support for lawyers.” – BCAC Board Member*

Alongside the gains in transitioning services to community-control the board point to key achievements of their work in building local employment, providing a stronger community voice, and providing role models to inspire the community and in particular young people.

*“With a strong board this community can get back to one of the best communities.” - BCAC Board Member*

*“Before there was nothing, there weren’t even any programs running. (We are) just trying to be in control of the community and having a say, bringing in these activities and other services to help better our community.... also being able to be employed in your own community, that is a big one.” – BCAC Board Member*

### **Enabling and limiting factors**

The feedback indicates that AGMP’s sustained and comprehensive engagement over 2+ years has contributed to BCAC’s readiness to transition service to community-control. AGMP staff capacity to explain corporate governance concepts in a clear and understandable way, drawing on illustrations and taking time to check understanding has also been effective. AGMPs ongoing encouragement and development of positive relationships with board members has provided a strong foundation for this work and the provision of customised and effective resources have also been key to building board capacity to lead governance processes. Furthermore, AGMPs strategy of developing pro bono partnerships has been effective in building the governance and management capacity of BCAC as well as its ability to meet its organisational goals. Passionate and committed local board members who work cohesively and support each other are a key external enabler of success.

*“What AGMP have done differently is being persistent. Not just coming in and ticking the box. They wanted us to understand and went through it with us over and over until we all understood it.” - BCAC Board Member*

*“I haven’t found anything hard because if we ever felt like we didn’t understand (AGMP staff) would elaborate before moving on... If she is trying to explain something and she sees you sitting there she will ask you a question to make sure you know what she is talking about.” – BCAC Board Member*

BCAC Directors reported a range of external limiting factors on their governance and management including ongoing challenges attracting members and Directors and the complexity of governance concepts and information. Board members report that some AGMP staff communication styles are more effective than others at translating this information in meaningful ways.

*“I want to keep it simple. I don’t want to make it hard for me or the directors or the members, how communities should be run. I don’t want big jargon. Sometimes it is hard to keep it simple because of some of the structures” - BCAC Board Member*

*“It is really hard for us to get people who want to be involved in this. A lot of services come to our safety meetings, more than residents.” – BCAC Board Member*

### **3.2.3 Mimal Land Management Aboriginal Corporation**

This case study provides insights into multiple elements of AGMP’s approach including longer-term engagement, fee-for-service arrangement, resource development and pro bono support in a context of strong existing governance capacity.

#### **Introduction**

Mimal Land Management Aboriginal Corporation (Mimal) incorporated in 2015 following approximately 15 years as the Mimal Rangers, auspiced by the Northern Land Council (NLC).

Since incorporation the organisation has grown substantially and now manages \$4m+ annual income and employs over 90 staff to deliver its vision of caring for country and culture for the Dalabon, Rembarrnga and Mayili landowners and people in remote south central Arnhem Land.

Mimal undertake a diverse range of land management roles including healthy burning, weed management, feral animal management, native species protection, language and culture work and visitor management. Mimal's growing income is generated from diverse sources across government, philanthropy and enterprise including income from fire abatement credits through their involvement in the West Arnhem Land Fire Abatement Project.

Mimal is governed by a board of 7 members including representatives of 3 clan groups across its region. The organisation has invested substantially in governance since its inception including through contracting a governance support officer, and ongoing work with AGMP. AGMP consider the Mimal board to have strong cultural governance and corporate governance capacity.

### **AGMP Support**

AGMP began working with Mimal in 2017 delivering a governance assessment, governance training, youth survey and facilitating a CEO review process over a 14-month period. In 2019 Mimal resolved to contract AGMP to facilitate a biennial governance health check and CEO review. In the period under review, AGMP delivered those activities as well as additional supports as requested. These included a workshop on Director roles and responsibilities, a workshop on understanding financial reports, and the development of a customised money story presentation.

As a result of previously receiving support from AGMP, Mimal no longer qualified for support under the core program and contracted AGMP to deliver these supports through a fee-for-service arrangement. This was enabled by Mimal receiving a governance grant from the NT Government. AGMP also drew on funds from the core program and support from a pro bono partnership with Macquarie Bank to support the resource development with the expectation that the tool will be able to be adapted and used in other organisational contexts.

### **Achievements**

A significant achievement in the period has been AGMP contribution to improving board capacity to understand and engage with the corporation's financial information, through a combination of training and the development of an innovative money story presentation. Board members report that the presentation, which communicates financial information using illustrations, has significantly enhanced the clarity of financial information and their capacity to engage meaningfully with it. Mimal staff report that this has swiftly enabled board members to engage more deeply in organisational decision-making and risk-management.

*"I have done many courses with the governance stuff, training and that, councillor and finance, but it doesn't stick in my head when you are talking about finance and funding. When we look at this stuff (AGMP Money Story presentation) it helps to understand it properly, to break it down." - Mimal Board Member*

*"We weren't understanding. Helped us to better understand more how we use our money. It's been a great help doing this money story presentation. We have enjoyed it and learned a lot. We are able to look at how the CFO [Chief Finance Officer] presents this money story and help us understand where we are at and ask questions where we are at." – Mimal Board Member*

Board members report that this experience has had flow on benefits including increased pride, enhanced capacity in their roles on other boards and improved capacity to communicate with their broader membership and to train new and younger board members. This demonstrates the contribution from AGMP to the strength and sustainability of Mimal and the ongoing benefits to the organisation beyond the period of AGMPs engagement.

Board members report enhanced understanding of their roles and responsibilities and separation of powers because of AGMP support. Board members also report that the support provided by AGMP to conduct a CEO performance review was highly valued and has contributed to strengthening the relationship with the CEO. Staff consider the independent review function critical to enhancing the capacity of the board to manage the CEO and enhancing the sustainability of the organisation through this independent mechanism to respond to any poor performance.

*“It (CEO Performance Review) has helped because it makes me to work more closely with him (CEO)” – Mimal Board Member*

Board members point to broader benefits of strong governance as attracting funding to grow their service, providing local jobs, and supporting community members to care for and return to country. The manager reported that AGMP provide extremely good value for money, while recognising that the service provided goes above and beyond what Mimal contracted AGMP to deliver.

*“Straight away we are seeing more pointed questions from board members. We are seeing more light bulbs go on, more engagement. It has helped (the board) make some significant decisions about our organisational financial management and understand the realities of some of the risks that we are working with” -Mimal staff member*

### **Enabling and limiting factors**

Mimal board and staff point to AGMPs capacity to clearly communicate governance concepts, to develop effective resources and to broker in pro bono technical support as key internal elements contributing to success. They also identify AGMPs flexible approach, deep understanding of the local context and strong, long-term working relationships as enabling factors. Mimal staff also recognised the independence of AGMPs support as a key enabling factor in maintaining accountability of the CEO to the board. AGMPs capacity to draw on pre-existing relationships has also contributed to success in this case study.

AGMPs work is further enabled by external factors including strong relationships between Mimal’s CEO and board, strong existing governance capacity, long-term investments in governance and an environment that is highly supportive of board members leading and asking questions. Mimal’s access to grant-funding from the NT Government to support governance, and the availability of pro bono support provided by Macquarie Bank were also enabling factors.

*“Explaining it clearly is one of the best things.... Whenever you talk to something we don’t understand it doesn’t help. You got to break it down in simple English.” - Mimal Board Member*

*“The key thing about (AGMP) is flexibility and responsiveness to our needs as a board and understanding of the unique aspects of our space. It is the understanding of individuals lives.... Many of our members are on many other boards and are leaders in the community and the demand on their time is very high. AGMP really understand that and the space people are working in and from.” – Mimal Staff Member*

Mimal board members pointed to the complexity of governance and financial information as a key external constraint and noted that it will take time using and becoming familiar with AGMPs money story tools before it is fully understood. Mimal staff identified that the lack of AGMP funding consistency has contributed to uncertainty in being able to commit to a long-term engagement, acting as another external constraint.

*“I don’t think we got the money story all in one go. We need more training in that. We got to get more confident. We would like to present our own money story. Still have the CFO, but to give us a chance to present it to our own board. We say we still need help in that area and still get help from AGMP.” – Mimal Board Member*

### 3.2.4 CLC and NLC Joint Management Forums

This case study provides an example of AGMP’s sector-wide work with peak bodies and fee-for-service arrangements. This work was delivered across two engagements including an 8-month engagement with the Central Land Council (CLC) and an 8-week engagement with the Northern Land Council (NLC).

#### **Introduction**

Joint Management arrangements are in place across 33 parks and reserves in the NT with the aim of empowering Traditional owners in decision-making about their land, combining western and traditional conservation management and developing economic, employment and cultural tourism opportunities (NTPWC, 2022). Joint management committees, made up of representative Traditional owners for the region, play an important governance role providing input, direction, and joint decision-making in the ongoing management of the parks.

The CLC and NLC are Aboriginal representative bodies and statutory authorities established under the Aboriginal Land Rights (Northern Territory) Act 1976 to administer Aboriginal land rights. Each council has a land management unit which works to support Traditional owners in caring for country across the region, including supporting the participation and engagement of Traditional owners in the joint management of parks and reserves, alongside the NT Parks and Wildlife Commission (Parks). Both land councils are members of APONT and are considered by AGMP to act as peak bodies for land management in the region.

Engagement of joint management committees in the planning and management of parks and reserves varies significantly across the region. Governance and management support provided by Parks and Land Councils to committees is also limited, with some committees meeting only once every 2-3 years and few opportunities for governance capacity building. This can be exacerbated by tensions and conflicts that arise from the need for committee members to juggle competing demands and expectations of multiple clans or family groups within a single committee.

#### **AGMP Support**

The CLC land management unit approached AGMP in early 2021 to develop and deliver a forum for Traditional owners on joint management committees of parks and reserves within the CLC region. AGMP accepted the role in line with its shift to provide fee-for-service supports and engage with peak bodies in opportunities to provide governance support across a sector, in this case the Aboriginal land management sector.

The aim of the forum was to build connection and capacity amongst joint management committee members, including increasing understanding of the role and responsibility of committee members. A further aim of the forum was to build a stronger relationship between committee members and Parks and facilitate input into the NT Parks Masterplan. AGMP worked extensively with CLC

throughout 2021 to develop the agenda and facilitated the forum at Ross River in November 2021. Due to the event being flood-affected, AGMP delivered a follow up forum in Alice Springs in December 2021.

Following the delivery of the CLC forums, NLC contracted AGMP to deliver a similar forum for their region in September 2022. Both forums played a key role in collating Traditional Owner input into the NT Parks Masterplan and AGMP provided a summary report of each forum containing this information for use by each of the land councils.

### **Achievements**

Aboriginal participants at the forums reported that they were an effective avenue to learn more about joint management and in particular a valuable opportunity to learn from the experience of other committee members present at the forum. One respondent from the CLC forum reported an increased understanding of the roles and responsibilities of joint management committee members. These outcomes indicate a contribution to strengthening the foundations for governance capacity within joint management committees. It is worth noting that one respondent placed a caveat that this outcome was limited by not having more members of their joint management committee in attendance.

*“The workshop was interesting. We met people and shared ideas about getting Parks up to standard.... It was good to share ideas with all the traditional owners in the national parks” – Aboriginal forum participant*

*“With the forum that happened, there was very good information” – Aboriginal forum participant*

A further benefit identified by Aboriginal participants included the valued opportunity to raise issues of concern, though there was also some scepticism noted about their ability to influence change given a history of inconsistent government response to Aboriginal advocacy. Further feedback by staff indicated strong engagement by Aboriginal participants in both forums and success in generating a large amount of information about Aboriginal people’s views of joint management and recommendations for change. Staff from both Land Councils and Parks reported that this information is highly valuable for informing future planning and engagement on the joint management of parks. Staff present also noted the significance of the opportunity for Aboriginal participants to develop and articulate a shared aspiration for a regional voice on joint management, as well as demands for improved governance training, resourcing and support. These aspirations have subsequently been included in the Parks Master Plan which has been submitted to parliament, enhancing the potential for future government resources to be allocated to these goals. These activities lay the foundation for future improvements in the stability and sustainability of joint management committees and their capacity to drive parks management that is more aligned with Aboriginal people’s goals.

*“There was an issue I raised, and my younger sister too, and they were on the top of the list that (AGMP staff) was writing. That verified for me that I am speaking the truth and I am standing up for the truth.” – Aboriginal forum participant*

### **Enabling and limiting factors**

Aboriginal participants, Parks and Land Council staff reported that AGMP staff’s skill in facilitation, clear communication and information-sharing were critical internal success factors. Aboriginal participants reported the information was presented and captured in a way which enabled them to

engage and ensured they felt heard. AGMP's capacity to respond flexibly and effectively to manage conflicts, tensions and challenging environments were particularly important enablers of success given the numerous challenges which came up in both forums.

AGMPs approach to structuring the forum, with a combination of plenary and breakout groups as well as sharing useful resources, also assisted. All respondents commented positively on the effectiveness of the Balance of Power tool as well as the time allowed to respond to information and questions in breakout groups<sup>6</sup>. It was noted that one or two planned sessions lacked engagement.

*"NLC and parks was up there and also (AGMP Staff) writing things up, explaining things, and even asking if the whole group understood what was said and what was written up. It got a bit out of hand. People kept butting in. (AGMP staff) kept bringing up being respectful, using the right words, listening to what they have to say."* - Aboriginal forum participant

*"The way the information and conversation was led was really thoughtfully done. The way they (AGMP) had broken down and packaged the information in the master plan so it could be quickly absorbed and commented on was really, really clever."* - Parks staff

Land council staff reported that AGMPs considered attention to planning, strong understanding of the context and flexible, adaptable approach was critical and that AGMPs shared membership of APONT contributed to strong collaboration and teamwork. Land council and parks staff pointed to AGMPs strong writing skill in delivering a valuable report which succinctly captured key outcomes and all agencies reported that they will use this report in several ongoing ways.

*"There was a real sense of being a team"* – Land Council staff

*"Their (AGMP) advice felt rooted in actual on the ground understanding of issues and challenges"* - Land Council staff

One Aboriginal participant noted that ongoing conflict within their joint management committee, the failure of parks and land council staff to engage effectively with the committee and the failure of the remaining committee members to attend the forum were external limiting factors on the forums. More broadly, the evidence captured demonstrated ways in which governance capacity across the joint management sector is highly constrained and the ongoing presence of mistrust and frustration between traditional owners, government, and in some cases land councils. There was also a clear gap identified in relation to governance mentoring, training and support for all stakeholders involved in joint management and acknowledgement that the lack of clarity relating to the roles of parks and land councils in this space contributes to this. Recognising these constraints, all stakeholders identified an opportunity for AGMP to further contribute to capacity building in this space.

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<sup>6</sup> The balance of power tool is an image-based governance tool which was used by AGMP at the Joint Management forums to illustrate the continuum of Aboriginal community control over parks management.

## Summary of case study findings

### Outcomes

- Feedback from Aboriginal people across the 4 case studies demonstrate that AGMP's role and 2-way governance approach is highly valued by the Aboriginal boards. Aboriginal board members identify the key benefits of this support as increased empowerment and confidence to deliver culturally appropriate services and the capacity to engage and inspire community members and young people.
- Board members in all sites identify that AGMP staff provide clear explanations of corporate governance concepts and processes which enhance board understanding and engagement in governance.
- Board capacity is further supported by the collaborative development of effective tools and resources which are adapted to the unique needs in each site. AGMPs consistent use of some tools across multiple case study sites indicates growing efficiencies as the program matures.
- In some sites, outcomes were enhanced by AGMPs support to develop effective partnerships or collaborations with external agencies.
- The CLC and NLC joint management case study demonstrates the program's new approach to working with peak bodies and engaging with board members from across a sector. Aboriginal respondents highly valued the peer-learning opportunities, whilst noting the limitations of one-off governance capacity building that is not inclusive of the whole board or committee. In this case, AGMP's capacity to support the land council's advocacy aims and enhance Aboriginal voice in the policy sphere were also highly valued by respondents, though some questioned the potential for real change.

### Enabling factors

- The values and skills AGMP staff bring to the work, the way AGMP staff build relationships and the time they spend listening, understanding their context, and clearly explaining corporate governance concepts are key internal enablers. In other words, the comprehensive process and effective practice of AGMP staff underpins what the program is achieving across the diverse case study contexts.
- The key role of Aboriginal leadership and staff in the program and the depth of knowledge and experience of staff.
- Strong existing governance and management capacity and practices of Aboriginal organisations has been a key external contributor to s.
- Shifts in the policy landscape, including a focus on building the Aboriginal sector and an increasing appetite for governance and leadership training from Aboriginal corporations themselves, are also contributing to success in some cases.

### Limiting factors

- Aboriginal respondents in the case studies consistently identify the complexity of Western corporate governance concepts and processes and financial information as a significant challenge in undertaking their governance roles. While AGMP has had success in translating this information, respondents noted variability among different staff in their capacity to clearly explain complex information, and the enduring challenges of this complexity despite AGMP support.
- Board members also routinely point to the challenges associated with attracting, engaging, and retaining Aboriginal Directors, members, and staff.



## 4. Discussion

This section draws on the findings in Section 3 to respond to the key evaluation questions. This includes assessing the program's relevance, effectiveness in progressing outcomes, including who has benefitted and what has contributed to and constrained progress in this challenging context.

### 4.1 To what extent are AGMP's activities relevant to the governance needs of Aboriginal organisations and responsive to the broader environment?

The evidence gathered through this evaluation indicates that the support AGMP is providing to selected Aboriginal organisations is highly relevant to the governance needs of those organisations. Aboriginal respondents are consistently positive about the value and usefulness of the program, and AGMP impact reports provide further evidence that the program is similarly valued in other locations. The increasing demand for program support is a further sign that its services are relevant to the sector.

AGMP provides simple, accessible communication and information tools which board members use to train and share information with each other and with their members. These are locally tailored and highly relevant to board members governance needs.

The introduction of a fee-for-service model and engagement with peak bodies demonstrates some responsiveness to broader governance needs in the context. AGMP's ongoing advocacy work, including responding to opportunities like the Closing the Gap, also highlights an ability to identify relevant opportunities to advocate for a more enabling policy environment for Aboriginal organisations. However, the overall capacity of the program to respond comprehensively to the broader governance environment is limited, in part due to organisational resource constraints.

### 4.2 How effective is AGMP in achieving its objectives for Aboriginal organisations, their members and communities?

The support AGMP provides to Aboriginal organisations across the NT continues to be effective in achieving the outcome of strengthening the capacity of Aboriginal boards, and there are signs that this in turn is contributing to the capability, stability and sustainability of these organisations. Furthermore, AGMP's support appears to be contributing to improvements in service delivery, program outcomes and organisations progressing their goals in some locations. This is more likely in sites where AGMP is working through longer-term engagements. See Box 1 for a more detailed analysis of progress in each outcome area.

Beyond site-specific work, there are some examples of AGMP contributing to advocacy forums and supporting the Aboriginal community-controlled sector to create a more enabling environment for Aboriginal organisations. Feedback from key informants who had been involved in these processes suggests that AGMP has made effective contributions to developing the Closing the Gap Implementation Plan, as well as the APONT policy officer group.

There remain limitations on this evaluation's scope to assess AGMP's contribution to NIAA's objectives of supporting organisations to deliver jobs, develop enterprises, build community capacity, and promote Aboriginal community well-being. This is a result of several factors, not least of which is that these are high-level changes that no one program or actor can be expected to deliver in a meaningful and sustained way in the NT community context. Second, the program has not had sufficient resources (funding, staff and time) to contribute to, or assess, sustained change at

this level. Finally, AGMP and the Institute do not have access to the type of data needed to assess these changes.

### Box 1 – Summary of effectiveness in each outcome area

#### **Strengthened capacity of board and management**

Board members across all case studies reported improvements in understanding the purpose of governance and its key concepts and processes. Bagot Community Aboriginal Corporation, Galiwin'ku Women's Space and Mimal Land Management have evidence of Aboriginal board members applying this knowledge, which is making a difference to their organisation's governance. Board members are more confident, empowered and making informed decisions on priority matters. Improved understanding of financial reporting and access to clear information is contributing to governance of Mimal and BCAC.

Support for performance appraisals has contributed to enhanced capacity for boards to manage their CEO or Manager, including improving the quality of CEO-Board relationships in the case of Mimal; improving capacity to assert authority to a partner organisation in the case of BCAC, and contributing to general staff management practices at GWS. Ongoing mentoring of the chair of BCAC has contributed to enhanced capacity to lead BCAC's governance as well as to take on management responsibilities of board meetings, in line with her role as an employee at Child Australia. This is an example of AGMP contributing to building Aboriginal management staff capacity.

Joint Management forum committee members reported enhanced understanding of joint management governance, but there is limited evidence of its application in the context of joint management committee governance. It was beyond the scope of this evaluation to assess longer-term impacts of the forums at the committee level; however, it is to be expected that in sites where AGMP's support is one-off, governance capacity outcomes will be constrained. In this case, Parks and Land Council staff identified several valuable outputs from the forum, which contributed to their capacity to carry out their roles in joint management of parks and reserves.

Feedback demonstrated that the capacity building support provided in case study sites was weighted towards building Aboriginal people's understanding of corporate governance practices over building capacity for Aboriginal governance approaches. Only 1 out of 8 of AGMP's focus areas explicitly addresses 2-way governance and leadership, which is also the least common area of support requested by organisations and provided by AGMP. While the program seeks to deliver a 2-way governance approach that is integrated across all aspects of the program it is not clearly defined, and it is not clear in the evaluation findings how the program is working to enhance Aboriginal governance and cultural values (see Table 4).

#### **Increased stabilization and sustainability of the organisation**

Aboriginal respondents identified that AGMP's board and management capacity strengthening in the case study sites is helping them attract funding, engaging with their membership and training incoming board members. This is likely to contribute to organisational stability and sustainability. Increased board capacity to understand financial information and deepen engagement in decision making at BCAC and Mimal indicates increasing stability and sustainability of these organisations. For Mimal, the benefit of their board's enhanced capacity to communicate this information with community members and incoming board members is contributing to organisational sustainability. AGMP's contribution to maintaining CEO accountability to the board by supporting CEO performance reviews, is also likely to contribute to Mimal's organisational stability and sustainability. AGMP's engagement with BCAC has contributed to establishing organisational processes, policies and systems which provide a strong foundation for organisational sustainability.

GWS and Mimal, each with strong existing governance capacity, are both in demand to expand their services and are receiving increasing government funding. Program contributions to strengthen governance at these times is helping manage the risks to stability at times of growth and lay the foundations for ongoing sustainability. For Bagot, engaging AGMP support from establishment has also contributed to enhanced foundations for sustainability. These examples contrast with historical cases of AGMP site work, such as Adjumarllarl Aboriginal Corporation and Amanbidge Aboriginal Corporation, which both joined the program at times of organisational instability. In these cases, AGMP's internal monitoring shows that the program was contributing to increased stabilisation of the organisations. This demonstrates the diversity of outcomes AGMP can support depending on the context, status and self-identified needs of the organisation when it joins the program.

#### **Improved service delivery and program outcomes**

Aboriginal board member respondents view their governance as contributing to their capacity to deliver community services in an appropriate way for their community, meeting the needs of service-users and ensuring services are respectful of and work within Aboriginal cultural frameworks. For Galiwin'ku Women's Space this was expressed through the development of the *Gurrutu* framework for service delivery within Yolngu kinship structures. For Mimal and Joint Management committee members this was identified in ensuring families were supported to return to and care for country, and for BCAC in tapping into the intrinsic motivation of community residents to make their

community a better place. Furthermore, Aboriginal respondents pointed to the important program benefits of creating leadership pathways and role models for young people in their communities.

The evaluation scope generated limited evidence on the *quality* of services and programs, however, the data suggest that the scale of services being delivered by organisations is expanding and therefore likely to be contributing to increased access to services in remote communities. This was evidenced in the cases of GWS, Adjumarllarl, Walangeri and Bagot. GWS recently launched a crisis accommodation facility and is currently responding to invitations to operate in other Arnhem Land communities. In Adjumarllarl and Bagot this expansion represents a shift in service delivery from mainstream services to community control, which others have suggested is an important foundation for ensuring services better match the needs and expectations of the community (Jorgenson 2007).

#### **Increase in fulfilling the mandate to members and progressing the organisations goals**

AGMPs contribution to supporting board members to realise their vision of delivering services to their community in culturally appropriate ways also suggests progress towards organisational goals. The work with BCAC is one good example of supporting a community to advance its goals of transitioning services to community-control. It highlights the need for longer-term sustained engagement to enable transitions to take place at an appropriate pace that builds Aboriginal board capacity and confidence along the way.

In Mimal, the resources and support provided by AGMP is contributing to board members' confidence to engage with their members. While AGMP support and advice on how to increase member engagement was highlighted in respondent feedback, including developing member recruitment strategies for BCAC, and preparing for an AGM with GWS, there was little commentary on how this is translating to improved engagement with members.

### **What supports AGMP's effectiveness?**

According to key informants, the comprehensive process and effective practice of experienced AGMP staff is a key contributor to program success. Key elements of the program approach which appear to support effectiveness include:

- long-term engagement with sites;
- taking time to build trust and rapport with Aboriginal board members and staff;
- tailoring supports to local context;
- active listening and building understanding of the local context and organisation's goals in each site;
- clear explanations of corporate governance principles and sharing information in culturally-appropriate and respectful ways;
- commitment to 2-way governance and respect for Aboriginal governance practices and principles;
- sharing well-informed insights and advice on governance challenges;
- brokering valuable pro-bono partnerships with legal and financial support services; and,
- development and customisation of effective culturally appropriate governance resources.

Stronger governance capacity results are seen in sites where the program has provided support over numerous years and trusting relationships exist between program staff and board members. Aboriginal leadership of the program and experienced staff with strong knowledge and experience in Aboriginal governance and management and participatory development were identified as core to the program's approach and effectiveness. Ongoing internal program monitoring and external evaluation has enabled AGMP to grow and evolve its practice in response to feedback by Aboriginal board members in each of the sites where it is working in. This signals a commitment to accountability, learning and adaptation, which are critical in complex development practice.

2 of the case studies provide examples where AGMPs work was enabled by strong existing board governance capacity and a supportive relationship with the CEO or manager. This suggests that the strategy of working with more high-capacity organisations can, under the right circumstances, enable AGMP to make a bigger difference more quickly than equivalent work with lower-capacity organisations. However, this raises a question for the program about where it should focus its limited resources and efforts.

### What limits AGMP's effectiveness?

Responses to this evaluation indicate that AGMP's efforts to strengthen board capacity are constrained by the complexity of Western corporate governance systems and processes and their incongruity with Aboriginal governance approaches and understandings (see Box 2 for more detail). The challenging governance context, dominated by western corporate governance processes and characterised by a multitude of stakeholders with diverse objectives, makes 2-way governance capacity building challenging work. The limited resources AGMP have available to respond to the diverse governance needs of organisations further constrains the program's impact.

#### Box 2 – Unpacking Indigenous governance

##### Unpacking Indigenous governance

Contemporary Aboriginal organisations are an intercultural endeavour grappling with the tensions between Indigenous and corporate cultural values and governance approaches. While 'corporate governance' can be defined as a technical set of rules, practices and processes which determine how an organisation is directed and controlled, 'Indigenous governance' can be harder to define (Brigg et al. 2022, p.9), particularly for non-Indigenous people.

*Indigenous governance* encompasses the diversity of ways in which Indigenous communities negotiate power, authority and organise being together with a common focus on networked relationships with kin and community that directly or indirectly reference Country (Stanner, 1965 p.14). Further, common threads comprising Indigenous governance include nodal networks, gendered realms of leadership, cultural geographies of governance, and subsidiarity and mutual responsibility as the bases for clarification and distribution of roles, powers and decisions (Smith and Hunt, 2008, p.21).

Recent research suggests that effectively harnessing Indigenous governance and cultural values, and grappling with the relationship between these and corporate governance, is crucial to enabling Indigenous corporation success (Brigg et al. 2022, p.8). In practice, this requires Aboriginal organisations, and their board members, to maintain strong relationships with their communities and getting things done for them in ways that they value (Brigg et al. 2022; AIGI 2022). Further success factors include clarity about value and purpose, ability to manage conflict and an absence of excessive burdens and demands (Brigg et al. 2022, p.8).

#### 4.3 In light of what Aboriginal people value in the program, is AGMP delivering these efficiently and sustainably?

The program's contribution to building the governance capacity of Aboriginal boards in meaningful and relevant ways in a remote high-cost context suggests that AGMP are using their modest resources effectively. Their ability to service 15-16 sites per year is well beyond their contractual requirements and suggests an impressive reach for such a small team covering a large geographic footprint. As outlined earlier in this report, the 11 ORIC registered organisations the program supported this period collectively received \$34.6m income and employed 244 staff in 2020/21 alone. This gives an indication of the minimum economic footprint AGMP's support contributes to, which would be much higher the inclusion of income and employment for non-ORIC registered organisations supported.

As the program matures, efficiencies are being achieved, such as through the development and refinement of a governance resource toolkit which AGMP staff use and adapt across multiple sites. The program's strength in developing relationships and working at the pace of Aboriginal organisations and its ability to support this through relatively limited funding suggests this is a sustainable program model to continue.

The introduction of the fee-for-service model may assist with program sustainability in future. AGMP's current financial and organisational reporting does not separate out the staff time spent delivering the core program from fee-for-service support and subsequently the staffing costs

associated with each aspect. It is therefore not possible to understand and assess the cost-effectiveness of AGMP's fee-for-service offering. However, it is noted that 3 out of 5 fee-for-service projects have been for relatively low value, shorter-term engagements. Fee-for-service is more likely to support efficiency and sustainability, and just as importantly effectiveness, if it uses the same approach as the core program and is focused on ongoing site support. As noted above, this requires Aboriginal organisations having resources to pay AGMP for governance support, which is likely to require governments to include this as a standard component of organisational funding and grants.

#### 4.4 Are there opportunities to scale the program and what would it take to do this well?

Current shifts in the policy environment to transition funding from non-Aboriginal to Aboriginal service providers and enhance the capacity of the Aboriginal sector are likely to increase demand for AGMP services. This will likely include demand for sector-wide support from Aboriginal peak bodies in the NT. AGMP's efforts to diversify its income stream over the last 2 years indicates it is well placed to respond to new opportunities that emerge through either grant or fee-based funding, or through growing its core funding base.

APONT and AGMP program staff have different options to consider for scaling the program. The program can scale up by providing the current level of support to more organisations. It can scale deep to amplify its impact in selected sites by working on a longer-term basis. The program could also scale out by focusing its support at the peak body level, establishing systems and processes for expanding governance support delivered by other agencies, and/or improving the quality and standards of the broader governance support sector across the NT.

Recent work commenced by AGMP to develop a Theory of Change for the program is intended to contribute to enhanced Monitoring, Evaluation and Learning to support future program effectiveness. This will help to ensure that the activities AGMP prioritises with its limited resources, including its advocacy and engagement tasks, are targeted to the most relevant interventions.

Further consideration of what it would take to scale well are included in the recommendations below.

## 5. Recommendations

- 1. Clarify AGMP's program focus** –APONT needs to provide advice and direction about where AGMP should focus its limited resources. For example, should it focus on organisations with existing capacity that want to take on and deliver more to their communities or those that have lower capacity but with AGMP's help might avoid going into administration? Or is it about trying to support a range of organisations across the governance capacity spectrum? Should it restrict its efforts to supporting Aboriginal board members build their governance capacity or is there a role to play in addressing the gaps in organisation's management capacity?
- 2. Review and refine the program logic/theory of change** – continue to develop and refine a new Theory of Change for the program with updated objectives which more accurately reflect the change the program can reasonably be expected to contribute to, given the context, program design, timeframe and resourcing. This will help to inform decisions to ensure that the activities AGMP prioritises with its limited resources, including its advocacy and engagement tasks, are targeted to the most relevant interventions.

3. **Maintain and protect consistent practice** – Given the strong support and ongoing demand from Aboriginal organisations AGMP should continue delivering its evidence-based approach to governance capacity building in all its work; site support, fee-for-service and sector strengthening. This will ensure that the diversification of program activities integrates the ways of working and processes that have enabled AGMP's effectiveness in its core work.
4. **Strategically address the issue of scale** - AGMP have options about whether they seek to scale up, deep or out. APONT will need to provide advice and direction on these options. A decision will need to take into consideration the allocation of resources between AGMP's core site work, resource-development, advocacy and engagement, and other activities.
5. **Build the foundations for growth** - Whichever option or set of options are selected, additional resources will be needed to scale the program. AGMP should engage NIAA and the NTG in this conversation to identify opportunities for resourcing through core funding, fee-for-service, grant funding or philanthropy. It will also need to recruit and train new staff. Codifying AGMPs practice framework and establishing consistent induction and mentoring processes for new staff to learn through working alongside experienced staff will help. Streamlined internal processes for sharing resources and tools and leveraging partnerships across sites may also assist.
6. **Invest in Aboriginal leadership and staff** - AGMP should commit to building a pool of available Aboriginal staff to support its work in each site and/or sector through various strategies. These could include the creation of secure, full-time Aboriginal-identified positions and/or engaging with a group of experienced Aboriginal managers who could be employed on a case-by-case basis.
7. **Take small steps to test sector-strengthening** – the program's approach to working with peak bodies is in its infancy. While early signs show that AGMP's support at a peak body level is valued by sector stakeholders and Aboriginal participants, evidence is yet to be generated on what governance and management changes it contributes to. AGMP should apply the principles of adaptive management to this new initiative, taking small steps and testing its approaches as it goes. Embedding monitoring and learning processes will help to adapt and refine the process along the way in response to information about the change it is contributing to and who is benefitting.
8. **Recognise the value of longer-term engagement** - While the program has sought to reduce timeframes of site engagements in response to previous evaluations, the evidence in this evaluation indicates that this need reconsideration. Recognising the time it takes to build and sustain governance capacity changes the program should consider maintaining a relationship with 'alumni' sites and the capacity to 'dip back in' to provide strategic supports on an as-needs basis, acting as a 'critical friend', as has been seen at Mimal. This could see the program providing support in less intensive ways which leverage existing relationships and amplify the capacities of capable boards. The introduction of the fee-for-service model may support this. (However, it is clearly reliant on Aboriginal organisations having the funding to pay for governance support, which in most cases means government funders will need to build this into their grants.)
9. **Acknowledge the trade-offs in short-term work** - Where AGMP does provide shorter-term engagements, it should acknowledge these trade-offs and the type and degree of governance change it is working towards in these cases.

- 10. Promote an enabling environment for 2-way governance** - Considering the ongoing challenges faced by the organisations AGMP works to support, it is recommended that AGMP continues and possibly strengthens its advocacy for changes to the complex compliance and funding regimes that impact Aboriginal organisations. This will require collaborating closely with APONT to:
- **Define 2-way governance.** The program needs a clearer definition of 2-way governance and could benefit by more clearly articulating and enhancing its role in supporting Aboriginal governance systems and processes.
  - **Develop a shared advocacy strategy** which outlines: the ideas, behaviours, policies and/or practices APONT and AGMP are seeking to shift; which actors need to be influenced and therefore who they need to work with; what actions they will take; what resources are required; and, and how the strategy will be assessed.
  - **Work with a range of stakeholders** through the development of networks or alliances with other stakeholders with an interest and capacity to influence outcomes in this area; and,
  - **Promote the value of governance** by building a narrative on the value of governance with the aim to ensure governance is effectively valued and funded by government agencies responsible for funding development interventions. This could be strengthened by drawing on research about the enablers of effective Indigenous corporations (see M. Brigg et al 2022, p.8).
- 11. Revise the program’s monitoring, evaluation and learning approach and resourcing** - To assess future contributions to higher level objectives and goals, the program needs to secure additional MEL resources. This would enable it to engage with board members and staff in the sites it works in to identify appropriate approaches and timeframes for assessing impact. Additional resources are also needed if the program wants to assess value for money, including the valuing placed on program supports by Aboriginal participants.

## 6. Conclusion

AGMP is delivering governance capacity support that is highly valued by Aboriginal people and their organisations, as well as key sector stakeholders. The program now has an established and sophisticated approach to governance support that is relevant and effective in the complex NT context. Key to the approach is the depth of knowledge of staff, the development of relationships and the tailoring of supports and resources to the local needs of each organisation. The program’s locally-led, relational and adaptive development practice is consistent with current approaches in Indigenous and international development, which increasingly demonstrate this is what is required in complex settings to support sustainable change.

The program is clearly experiencing increasing demands for its services and is well positioned to scale its governance work in the NT, provided additional resources are secured. It is critical that AGMP scales in a way that retains the current model of tailored, longer-term site support. Scaling will also require a growing team of experienced staff who are supported to consistently apply the program’s effective 2-way governance practice. By drawing on learnings from the programs work with selected sites, AGMP is well placed to contribute to change at a systems-level to improve the enabling environment for Aboriginal organisations in the NT. Doing this well requires adequate resourcing, effective engagement, and advocacy strategies, and striking the right balance with other key elements of the program, including site work. A Monitoring, Evaluation and Learning (MEL) approach that supports learning, adaptation and accountability will be critical to this.

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## Appendices

### APPENDIX 1: Consultation approach and schedule

For each selected case study an Institute staff member conducted semi-structured conversations with Aboriginal board members who had participated in AGMP program activities. Conversations included one-on-one interviews (n=4) and focus group discussions (n=3) with a total of **16 Aboriginal board members** across 5 sites. Interviews (n=4) and focus group discussions (n=3) were also held with a total of **12 staff** working in the participating organisations. Most of these staff consulted were non-Aboriginal. Focus groups discussions and interviews were held in a combination of face-to-face (n=8) and remote (n=6) formats.

<b>Case-Study</b>	<b>Consultations</b>	<b>Total</b>
Bagot Community Aboriginal Corporation	4 x board members	4
Galiwin'ku Women's Space	3 x management committee members 1 x staff	4
Mimal Land Management Aboriginal Corporation	7 x board members 2 x staff	9
Joint Management Forum	2 x JM Committee member 7 x Land Council staff 2 x Parks staff	11
Sector stakeholders	3 x APONT staff 2 x AGMP Steering Committee member	5
<b>TOTAL</b>	16 x Aboriginal board members 12 x staff 5 x sector stakeholders	33

APPENDIX 2: Organisation receiving AGMP support during period 2020/21 - 2021/22

Organisation Name	ORIC Incorporated	ORIC Compliant	2020/21 Total Income	2021/21 Total Employees
Adjumarllarl Aboriginal Corporation	Y	Y	\$2,148,815	36
Akeyulerre	Y	Y	\$1,847,614	20
Amanbidji	Y	Y	n/a	n/a
Angkerle Aboriginal Corporation (Standley Chasm)	Y	Y	\$1,342,718	12
Anyinginyi Health Service	Y	Y	\$17,065,194	93
Bagot Community Aboriginal Corporation	Y	Y	\$0	0
Central Land Council – Land Management Unit	N	n/a	n/a	n/a
Deewin Kirim Aboriginal Corporation	Y	Y	\$1,888,576	16
Department of Chief Minister and Cabinet (Local Government)	N	n/a	n/a	n/a
Galiwin’ku Women’s Space Incorporated	N	n/a	n/a	n/a
Imanpa Development Association Incorporated	N	n/a	n/a	n/
Kakadu Joint Management Committee	N	n/a	n/a	n/a
Karungkarni Art & Culture Aboriginal Corporation	Y	Y	\$400,275	4
Lhere Artepe Aboriginal Corporation	Y	Y	\$129,125	2
Mimal Land Management Aboriginal Corporation	Y	Y	\$3,988,625	42
Njanjma Aboriginal Corporation	Y	Y	\$764,203	12
Northern Land Council - Land Management Unit	N	n/a	n/a	n/a
Walangeri Ngumpinku	Y	Y	\$5,000,385	7
Yipirinya School	N	n/a	n/a	n/a
<b>TOTAL</b>			<b>\$34,575,530</b>	<b>244</b>

*\*Aboriginal employment data unavailable for all sites*