

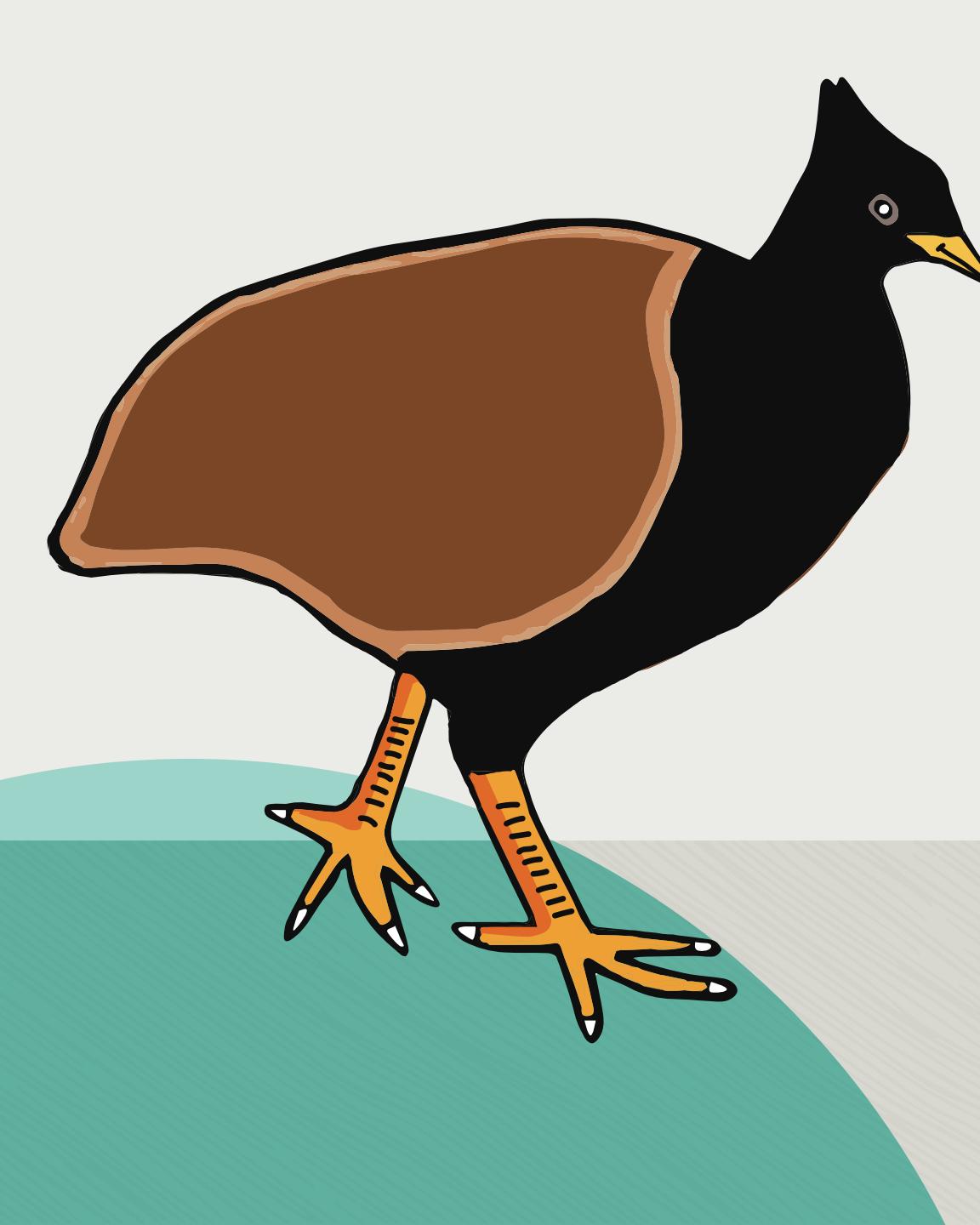
Djalkiri

Strategic Plan

July 2023 – June 2026



djalkirifoundation.com.au



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Introduction



Djalkiri Foundation is a Yolŋu-led organisation based in Nhulunbuy in the Northern Territory.

We have lived in north-east Arnhem Land since time immemorial and our culture and Yolŋu matha (language) remains strong.

Our population is spread across a large area, a long distance from the NT capital Darwin. There are three main towns/communities – Yirrkala, Gunyanjara and Nhulunbuy, and we are connected to many smaller Homelands in the region.

We aspire for our people to have meaningful opportunities, be strong in their identity and understand the Balanda (settler) world so that we can make informed choices.

Djalkiri Foundation has been established to create the conditions for Yolŋu to thrive.



**Djalkiri is
our connection to land,
people, community.**

**Djalkiri is
our foundation.**

**Djalkiri is
our identity.**

4.





Vision (Gatjpu)

Equitable, connected and healthy Yolŋu communities.

Our role

To support Yolŋu to lead empowered lives of meaning and belonging.

Goals

1. Build a connected, healthy and resilient Djalkiri Foundation.
2. Strengthen and nurture the communities of East Arnhem Land through djalkiri and gurrutu.
3. Create the space for Yolŋu to live self determining lives of meaning.



Yolŋu elder Yalmay Yunupiŋu suggested that we name the Foundation ‘Djalkiri’ as this is where everything begins.

Djalkiri is who we are; in terms of land, our identity, our integrity, and our responsibilities as Yolŋu.

Gurrutu is the kinship system that links all Yolŋu people with each other and everything in the universe.

Gurrutu and **Djalkiri** are interconnected and are integral to the way we work.

The word Djalkiri provokes us to take action – to self-reflect and ground Yolŋu Rom in a contemporary environment.

6.

Gakal'– Our Approaches



Goal 1

Build a connected, healthy and resilient Djalkiri Foundation

We are Yolŋu-led as reflected in our board membership, key personnel and the deep relationships we have within our community.

We are a fledgling organisation, building the structures, tools, processes and practices we need to work effectively with our communities.



Goal 1

Priority actions

We will:

- Develop a governance that includes Yolŋu and Western governance standards with an all Yolŋu board membership. As a registered Aboriginal corporation with charitable and Public Benevolent Institution status, we will meet the governance and reporting requirements of our regulators Registrar of Indigenous Corporations (ORIC) and the Australian Charities and Not for Profits Commission (ACNC).
- Develop Yolŋu governance standards to ensure cultural integrity.
- Raise funds to deliver our strategic plan through a combination of partnerships, philanthropic and government grants, and explore options for fee for service work.
- Recruit, induct and support people into staff positions as our resources expand, prioritising the recruitment of Yolŋu.
- Develop sound processes for human resource management, operational planning and data collection systems. Developing a strong sense of how we work that is conveyed to our employees, partners and community.



Goal 1

Djilawurr

When we meet with community, we explain the way we work by referencing the Djilawurr.

The Djilawurr (the orange footed scrub fowl) starts by creating space, clearing an area to make way for what is to come. These spaces nurture and provide clarity for the next part of the journey.

Djilawurr work as a team, building a nest to incubate and grow the eggs. They continually tend to the nest making sure the conditions are right.

Djalkiri aims to be the nest that creates the supportive conditions for Yolŋu to have new beginnings. Like the djilawurr, we will clear the path of barriers that get in the way and tend our ‘nest’.



Goal 2

Strengthen and nurture the community of East Arnhem Land through djalkiri and gurrutu

Our approach is centred on the key principles that shape how Yolŋu people understand the world, their place in it and their relationship to others through djalkiri and gurrutu.

We promote Yolŋu knowledge systems, practices and language, embedding them into our activities.

We create a web of community support and connection for individuals to promote intergenerational learning



Priority actions

We will:

- Collaborate with community organisations, identifying needs and working towards local solutions.
- Advocate for community and place-based education that meets the needs of Yolŋu and support intergenerational learning, including Yolŋu academic learning through Galtha.
- Promote and support the development of first language.
- Document and promote the stories and knowledge of our elders through Yän newsletters and Yolŋu matha.
- Hold community forums to bring together community, build connections between providers and organisations and support ways of working together with Galtha as the framework.



Galtha

Yolŋu knowledge and practices are central to Djalkiri and we value and advocate for local approaches such as Galtha Rom.

Galtha is a meeting place; where starting points are negotiated.

Galtha creates opportunities for us to connect with each other and continue our academic learning.

Galtha creates opportunities for collaborative practice and is central to the role Djalkiri Foundation plays connecting up service providers for better outcomes.

While Galtha is a uniquely Yolŋu space, it is clear that these forums also have a transformational impact on Balanda that work with us.



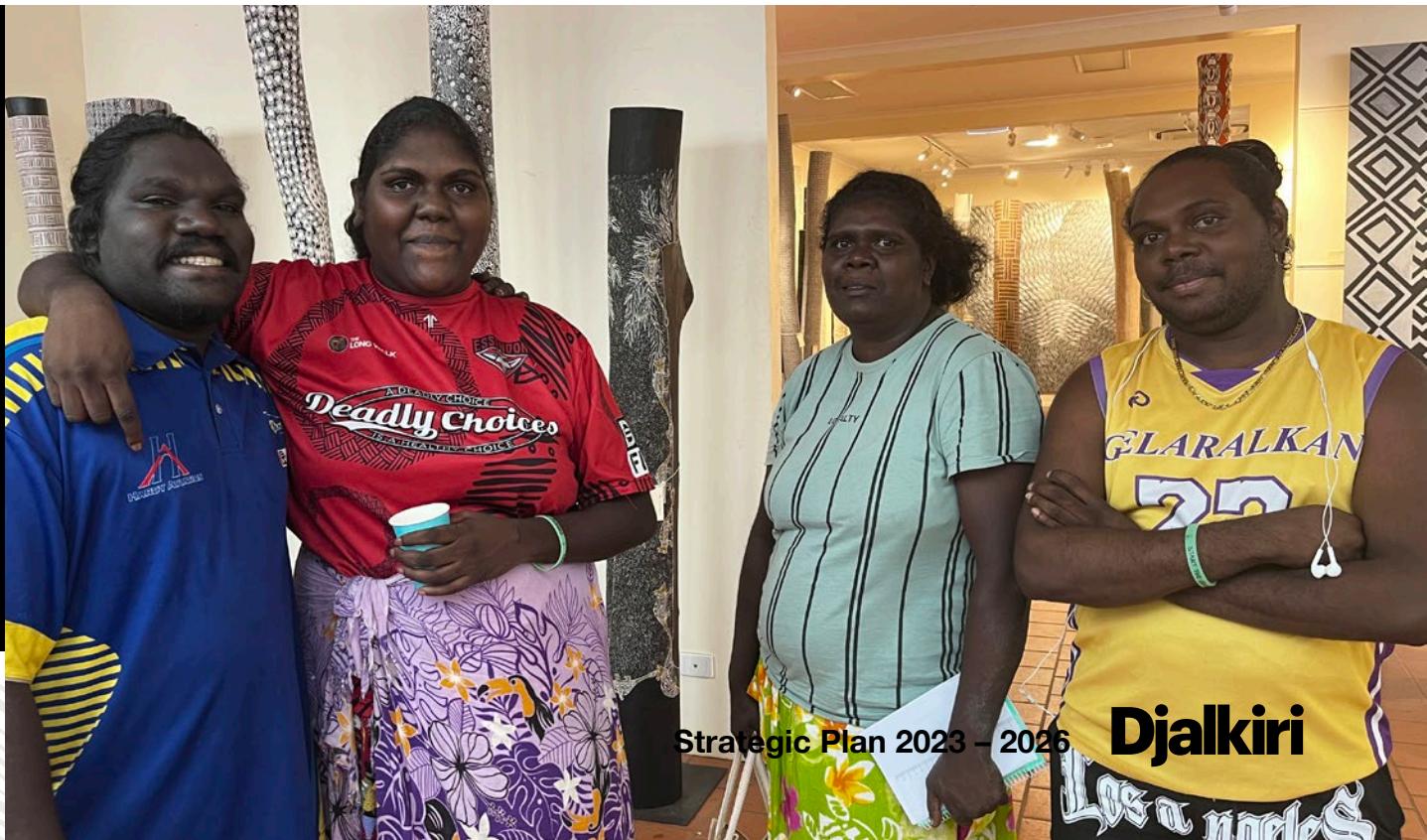
In November 2022 we co-hosted a community forum with the Cotton On Foundation, bringing together their regional partners – Dhimurru, Yirrkala School, Laynhapuy School, Mulka and Djalkiri – to share the work that is being done with the community. Over fifty people attended and we received overwhelmingly positive feedback and requests for more.

Goal 3

Create the space for Yolŋu to lead self determining lives of meaning

We dismantle the barriers holding people back by advocating for more responsive and human-centred models of service delivery. This includes fostering better collaboration between services in the region by utilising existing networks and building on strengths.

We walk with individuals and support them to take steps, big and small, towards their aspirations by utilising existing networks and gurrutu (relationships).



Goal 3

Priority actions

We will:

- Support a team of gunga'yunami (young Yolŋu case workers) to provide tailored support to individuals ready to take steps towards their goals and aspirations.
- Transition members of the team into permanent part time positions, enabling them to achieve their aspirations of more secure employment as resources grow.
- Bring the Yolŋu together and use self reflective tools to help develop deeper understandings of their strengths, aspirations and potential life pathways.
- Help participants understand what services are available and access government and non-government services essential to their lives.
- Advocate for priority services such as driver education.



Pilot programs

A range of services exist to support the community of East Arnhem Land, provided by government and non government organisations. Services are often fragmented and don't always meet the needs of Yolŋu.

Driver Education Pilot

Getting a licence in a remote community is complicated. Access to official documentation such as birth certificates, transport to the Motor Vehicle Registry, speaking English as a foreign language and access to driving lessons and a vehicle are some of the hurdles Yolŋu need to navigate to get a licence.

Djalkiri worked with organisations to coordinate a driver education program in response to an identified regional gap.

Djalkiri Warryun Pilot

Young people in our communities face many challenges which can result in disengagement from employment and education.

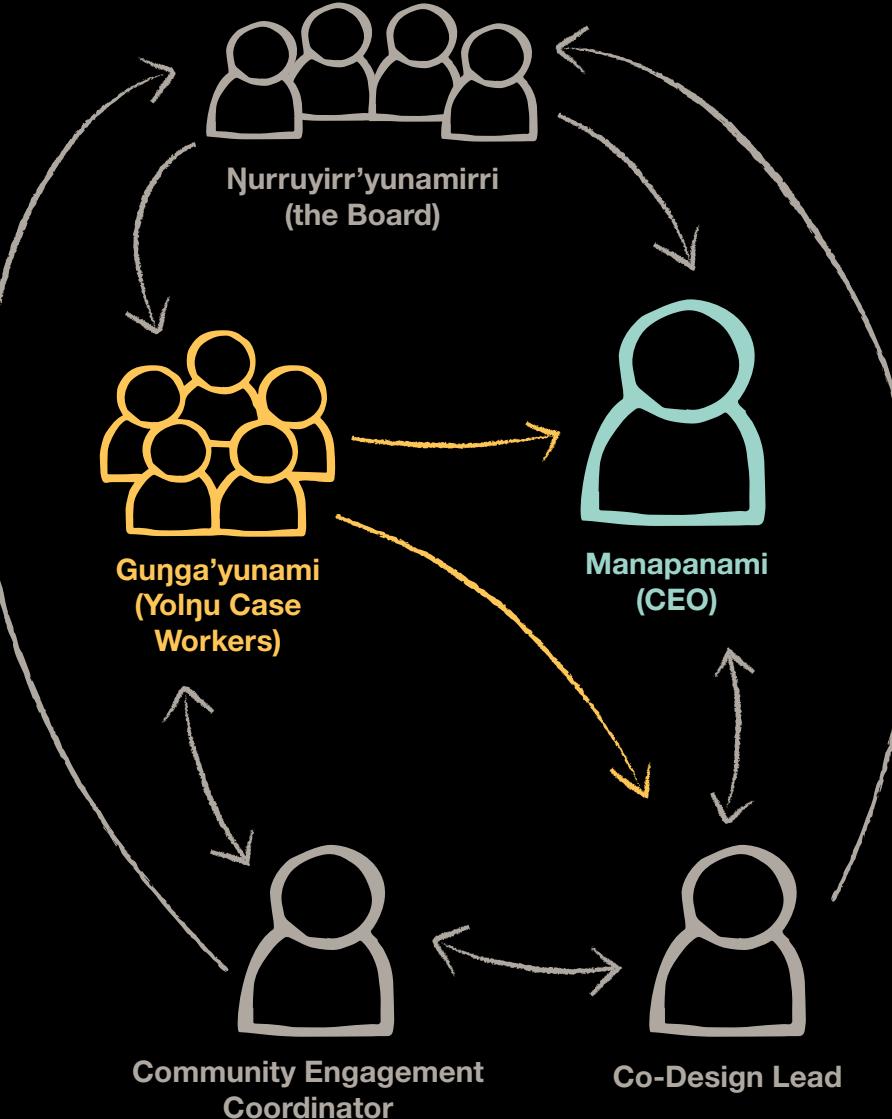
Djalkiri has started a program to support young people to reengage. Our team of gunga'yunami provide individualised care and support, practical assistance and connection (through gurrutu) to help them develop healthy foundations for meaningful lives.



Predicted growth

Djalkiri is a small organisation with 6 part-time staff and volunteers. We often rely on the commitment of people in a non-paid capacity but this is not sustainable in the long term. Therefore, we will grow the team by increasing paid hours for staff while growing the number of people employed.

We are committed to employing Yolŋu staff and recognise the importance of ongoing professional learning to develop the skills and capacity of local people. We also know that at times we need the support of experts. The diagram shows our current staffing model. Importantly, all positions are connected to each other, and we are moving away from a hierarchical model of leadership.



We know that our staffing will change and evolve over the next three years so the table below is only a guide. But what won't change is our commitment to growing the capacity of our people (our most important asset).

This is how we anticipate our team will grow

Positions	2023-24	2024-25	2025-26
Casual	3	3	3
Contractors	2	3	3
Part time	4 people / 2.5 EFT	4 people / 2.6 EFT	4 people / 2.8 EFT
Full time	0	1	1
Total number of staff	9	11	11
EFT	3.5	4	5

3 year budget

We are confident that Djalkiri will continue to make a positive impact in our region.

We forecast that Djalkiri will spend \$1.5 million over the next three years and we need financial support to continue this work.



Summary

	2023-24	2024-25	2025-26
Personnel	\$399,991	\$527,133	\$598,028
Program costs	\$147,060	\$161,766	\$177,943
Administration	\$16,942	\$48,637	\$53,500
Capital costs	\$189,500	–	–
Total	\$753,493	\$737,536	\$829,471

The challenges of starting a not-for-profit organisation in a remote NT community are complex. The cost of living is high, housing is limited, and meeting Western standards and expectations while maintaining cultural integrity takes continual commitment and navigation.

Housing: We did not anticipate how difficult it would be to secure accommodation for staff. Private rentals are scarce and cost on average \$1000 a week for a three-bedroom house. Community housing is limited and overcrowding is common. The lack of housing impacts our capacity as we cannot currently house anyone in the region.

Transport and vehicles: Djalkiri works across three different communities so having two cars is essential. We have relied on a hire care and a local organisation to loan us a car but we need two reliable vehicles so that we can do our work in the communities. This adds significantly to our FY1 costs.

Office accommodation: Djalkiri is currently based at the Dhimurru office. We are very grateful for the way that Dhimurru has welcomed us and offered us an office space. Being based at Dhimurru provides opportunities to connect and partner. Their support has been essential as there are limited office spaces in Nhulunbuy.





Collaborate with us

The Djalkiri Foundation is keen to collaborate with other organisations that share our vision of equitable, connected and healthy Yolŋu communities.

This starts with Galtha – coming together to negotiate starting points.

Contact us admin@djalkirifoundation.com.au
You can learn more about us through our website

www.djalkirifoundation.com.au

Djalkiri