



Wuktjarrang Trading Our Way

10–20 year outlook

Acknowledgements

This plan has been developed through the collective effort of many people. We, DJAARA (Dja Dja Wurrung Clans Aboriginal Corporation) and Dja Dja Wurrung Enterprises, give our gratitude to Djaara (Dja Dja Wurrung People), especially our Economic Development Wartaka, and the contributing staff of the organisations who have generously contributed their time and expertise toward this Strategy.

Artist acknowledgement

Cover artwork and cultural element icons by Natasha Carter

I am an Aboriginal artist who loves to explore the marrying together of the art styles of my culture with high-colour modern mediums and elements.

My people are the Djaara/Dja Dja Wurrung and Yorta-Yorta of Victoria and Jaru of Western Australia, and I'm currently living on Wurundjeri country.

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Citation

DJA DJA WURRUNG GROUP

Dja Dja Wurrung Group is made up of the Dja Dja Wurrung Clans Aboriginal Corporation trading as DJAARA and its subsidiary company Dja Dja Wurrung Enterprises Pty Ltd, trading as DJANDAK, DUMAWUL and DJAKITJ.

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Published by the Dja Dja Wurrung Clans Aboriginal Corporation, trading as DJAARA (ICN: 4421)

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Warning: Aboriginal and Torres Strait Islander readers should be aware that this document may contain images or names of People who have since passed away.

“

Core to achieving our goals of self-determination and improved community wellbeing is the need to develop a sustainable economic base. Building our strengths, we have competitive advantages through our culture, traditional knowledge of Country, asset base and rights to resources.

”

Photo descriptions

- p 2–3 – Lalgambuk (Mt. Franklin)
Photographer: Minda Murray
- p 10 – Kooyoora
Photographer: Stuart Walmsley
- p 14–15 – Bundjiyl (Bendigo Law Courts)
Photographer: Minda Murray
- p 19 – DJANDAK Co-design of Central Springs pump area and Brass artworks
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- p 21 – Boardroom Walls – Larnangurrak
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Photographer: Martin Szakal
- p 25 – AIATSIS Summit 2025 – Djaara Economic Development Capability Program Participants
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Djali (Dja Dja Wurrung language)

Our language is important to us in so many ways.

Language keeps us connected to Country, People, community and our Culture.

Djali (Dja Dja Wurrung language) is our foundation. We speak today, more than ever, as it **bayikina** (reawakens). We share **djali** to instil it across Country through the land, rivers, trees, sky Country, and People. The **djali** on this page is a reference to the **djali** that appears throughout this Strategy. We continue to use these words to further instil their cultural significance and importance to Dja Dja Wurrung.



Visit our website for information about how to pronounce **djali**

LANGUAGE TERM	MEANING
Bundjiyl	Big / bold / great wisdom or knowledge
Dhelkunya Dja	Healing / make good, land / Country
Dhelk djakitj	Nourish food
Dhelkunyangu gatjin	Working together to heal water. Name of the Djaara Gatjin Strategy
Djaara	Dja Dja Wurrung Peoples
Dja Dja Wurrung	Yes, yes speaking people
Djali	Tongue / language
Djali Balak	Language people / Djaara Language Subcommittee
Djalpunda	To remember
Djandak	Dja Dja Wurrung Country

LANGUAGE TERM	MEANING
Djinbongurri	Wallaby
Djuliyn	Lace monitor / tree goanna
Lalgambuk	Mount Franklin
Malamiya	Cultural Heritage
Malamiya-yu gurang	Long ago, before this time
Ngurar Balak	Ancestors
Murrunayangu	We all live, thrive
Mutjekilang Milrapal	Sustaining Culture
Nyauwi Mutjeka	To keep the sun. Name of Dja Dja Wurrung Renewable Energy Strategy
Wuktjarra	Exchange
Wuktjarrang	Exchange belonging to us

Other key terms and definitions

TERMS, ACRONYMS, AND ABBREVIATIONS	MEANING
Aboriginal Title	Land that is jointly managed, granted to Dja Dja Wurrung through our Recognition and Settlement Agreement
DJANDAK	A Dja Dja Wurrung enterprise, committed to restoring Djandak's health through design, resource management, waterways, forestry, fire, bio-culture and land care
Dja Dja Wurrung Clans Aboriginal Corporation	Dja Dja Wurrung People are represented by the Dja Dja Wurrung Clans Aboriginal Corporation, trading as DJAARA
Dja Dja Wurrung Group	The Dja Dja Wurrung Group comprises the Dja Dja Wurrung Clans Aboriginal Corporation (DJAARA) and its enterprises: DJANDAK, DUMAWUL and DJAKITJ
DJAARA	The trading name for Dja Dja Wurrung Clans Aboriginal Corporation
DJAKITJ	A Dja Dja Wurrung enterprise, committed to produce traditional foods locally using Djaara cultural knowledge
DUMAWUL	A Dja Dja Wurrung enterprise, committed to celebrating the richness of Djaara Culture through tours, education and creative opportunities
Traditional Owner economy	Economy that existed before colonisation and continues today; cultural way of doing business

Message from the Chair

In an era before money was currency, the sharing and trading of resources was established like any human-based economy: taking advantage of a discovered abundance, thoughtfully undertaken for use, consumption, advancement or exchange. Over countless generations of lores shared in Dreaming stories, we make examples of exploitation and overuse – teaching our People of the ill effects of misuse and imbalance created by taking more than what is needed.

Being in deep symbiotic relationship with Country, our Old People listened to **Djandak** (Dja Dja Wurrung Country): observing her response to what we would take, share and borrow. These lores taught by Ancestral beings were upheld in living-story, being sung and danced in ceremony, to ensure the ways of **wuktjarra** (exchange) were embedded in how we used resources, without depleting them, in keeping the balance. These lores, our laws, are to do-no-harm to **Bundjiyl's** creations and to not take more than is needed; and, as a result, we share in the abundance generated.

Defining Wuktjarrang – Trading Our Way

Trading can be an enriching and rewarding experience when applied with the spirit of fulfilling needs and aspirations with respect to finding mutual benefit in the exchange. This difference between now and old-way trade is that people may have forgotten the third party involved ... Country is alive; she too has a say in this trade arrangement.

Our Way is not about taking as much as you can without considering the impacts. This would be wrong-way trade: undermining the relationship with **Djandak**, ignoring her voice in this **wuktjarra**, creating imbalance and breaking lore.

Wuktjarrang – Trading Our Way is balancing the needs of all: giving and receiving. Our ceremonies celebrating seasonal abundance give back to the spirit of Country and embed in us the rights of Country as a living entity. It is a knowing that trade is in the right amount and at the right time ensuring balance is maintained.

Our place is knowing that we are just one part of Country – workers in service of the balance for all things, lending to the legacy of healthy Country for survival of our future generations. When money was not the currency of trade nor store of wealth, resources of Country were the currency of inheritance for our children and succeeding generations. The wealth of our People was encompassed by obligations to Country, to family and upholding the lores associated by rights to trade. This was done in respect to the needs for generating healthy Country, healthy People.

Today, our current generations inherit unhealthy waters and a land misused and over-exploited and, subsequently, now out of balance. Despite our efforts to heal them with limited access and diminished capacity, we break lore in passing these problems onto others. As it stands today, many of **Bundjiyl's** creations have fallen to the brink of extinction due to our collective misuse of Country, and ignoring the voice and signs of **Djandak** telling us we are doing wrong-way trade. In recent times some money-based trade agreements have caused **wuktjarra** imbalance. **Wuktjarrang** – Trading Our Way helps to correct this.

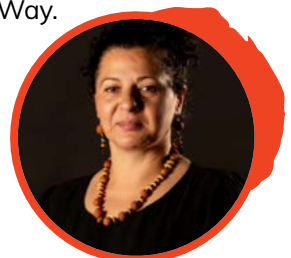
There are great challenges in a capitalist society to propose embedding our lore of only taking what you need; the weight of money-as-value has dulled the voice of Country and blurred the vision to see long-term benefits of sustainability. Equally, when the currency of money has become one of the main drivers of negotiated exchange, the timeline of benefit-sharing is limited and is fractured into financial and political years, therefore short-sighted. To rebalance it again, we find opportunity to introduce **Wuktjarrang** – Trading Our Way, with foresight of our future generations and again driving the future of our economy.

What **Wuktjarrang** – Trading Our Way brings to the negotiating table is **djalpunda** (to remember) – to remember the old ways of trading with consideration for our obligations to Country and to future generations. Our **Dhelkunya Dja** Country Plan is a 20-year plan about healing Country and achieving our aspirations that align with the lore of this land. This strategy, **Wuktjarrang** – Trading Our Way, helps to facilitate the goals in **Dhelkunya Dja** particularly Goal 8 **Murrundayangu** (we all live, thrive) and our Traditional Owner economy.

Wuktjarrang – Trading Our Way offers a positive cultural and economic framework to respond to the needs of today, and to again generate wealth without having to compromise on integrity of cultural values and our obligations to Country. It offers people, businesses and organisations a system to **wuktjarra** now; this reintroduces and enables the foundations of intergenerational and accumulated wisdom of how to respect trade with long-term mutual benefit. A long-standing but newly adapted way for trade; a way that still listens to the needs of all parties, including the needs of **Djandak**. It is approached, offered, negotiated and delivered in the spirit of respected exchange, in the spirit of **Wuktjarrang** – Trading Our Way.

**Bec Phillips, Chairperson,
2023 – current**

Dja Dja Wurrung Clans
Aboriginal Corporation



Executive summary

Welcome to **Wuktjarrang** – Trading Our Way. This strategy outlines the way **Djaara** (Dja Dja Wurrung People) do business.

Wuktjarrang was developed by **Djaara** Knowledge Holders, together with staff of the Dja Dja Wurrung Group (DJAARA and the Dja Dja Wurrung Enterprises), to further the interests of **Djaara** in the pursuit of economic self-determination.

Wuktjarrang – Trading Our Way celebrates the continuation of tens of thousands of years of our Traditional Owner economy. It's a statement of our strategic intent to continue trading in Traditional Owner economy as we determine. Our economy existed before colonisation. It is our Cultural Way of doing business: the purpose of our trade or exchange is to uphold or improve the wellbeing of People, Country and Culture – and the relationships between them. (Find a fuller description of the Traditional Owner economy in the Chair's Message, p 6).

Wuktjarrang – Trading Our Way also explains how we will continue our Cultural Ways in a contemporary setting: how the Traditional Owner economy can operate in today's world. It is a **Djaara**-first approach to creating and managing economy with, and for, cultural purpose.

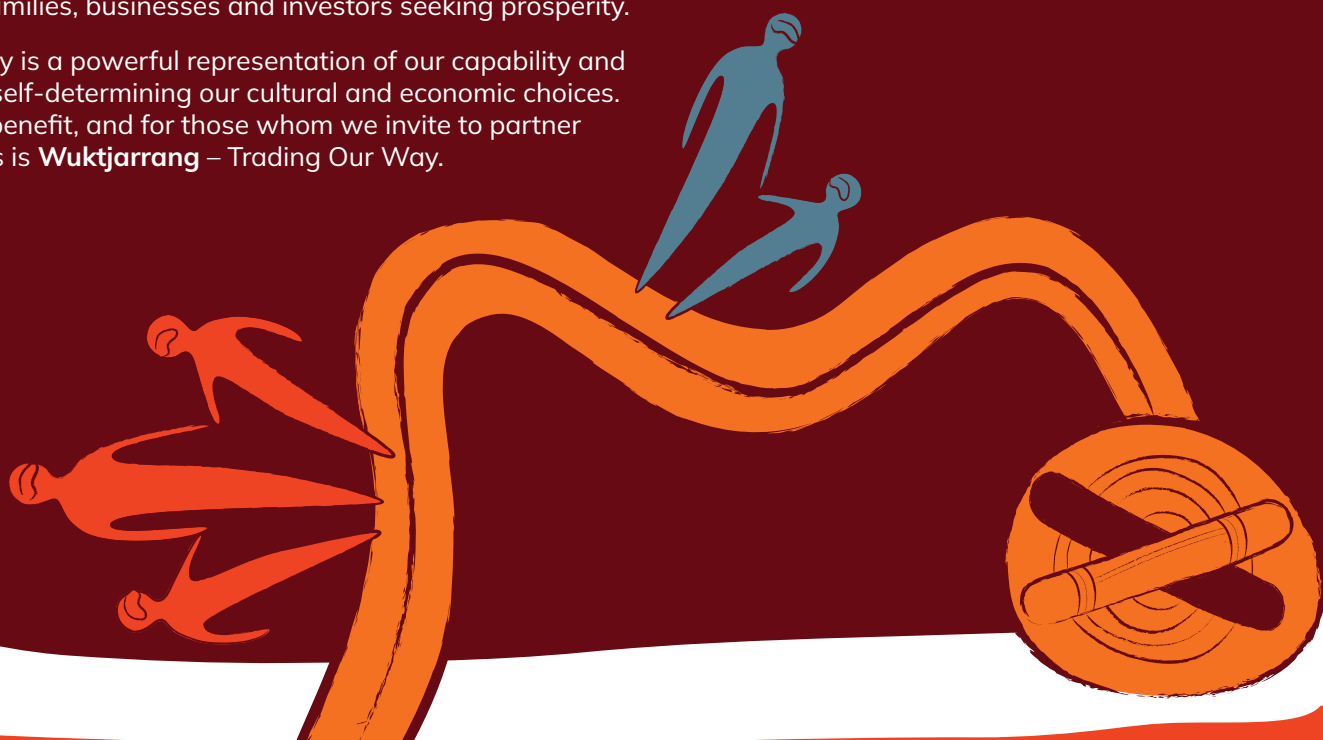
Our vision continues to forge a path to greater economic self-determination. **Wuktjarrang** – Trading Our Way builds on two foundational DJAARA documents: **Dhelkunya Dja**, Dja Dja Wurrung Clans Country Plan 2014–2034, and Dja Dja Wurrung Cultural Integrity Guidelines. In particular, **Wuktjarrang** expands on Dhelkunya Dja Goal 8 – **Murrunayangu** (we all live, thrive): we have a strong and diverse economic base to provide for our health and wellbeing, and strengthen our living Culture. (Read more about **Dhelkunya Dja** Goal 8 on pp 14–15).

Wuktjarrang – Trading Our Way has three distinct parts. Part 1 (p 10) introduces the Dja Dja Wurrung Group, **Djaara** goals and aspirations and background to the Strategy. Part 2 (p 19) presents our five essential elements for Trading Our Way. Gathered from **Djaara** Knowledge Holders, the elements offer cultural direction on **Djaara's** Traditional Owner economy, and our right to economic self-determination. The elements are accompanied by our economic objectives, supported by guiding principles – each of which is a **Djaara**-centred statement.

Part 3 (p 29) presents the context for the external operating environment: the broader economic environment. We consider DJAARA's Return on Investment, by examining the cultural benefit from our activities. We also benchmark our current position and explore activities most likely to support our future success. Through **Wuktjarrang** – Trading Our Way, we can assess how well any sector, industry, business or opportunity aligns with **Djaara** Culture and purpose.

This Strategy also highlights the significant contribution we make to the broader community. Through our various economic activities, we support jobs for many, both Indigenous and non-Indigenous People, across **Djandak** (Dja Dja Wurrung Country) and beyond. We create environments that not only sustain life, but increase liveability, attracting families, businesses and investors seeking prosperity.

This Strategy is a powerful representation of our capability and capacity in self-determining our cultural and economic choices. It is for our benefit, and for those whom we invite to partner with us. This is **Wuktjarrang** – Trading Our Way.



Summary of Wuktjarrang elements, objectives & guiding principles



Culture Leading Economy

Recognition
Apply Cultural Ways
Leading

Culture and Economy

Visionary
Continuation
Self-determined

Artist statement:
Element One is clapsticks over a meeting place. I wanted to represent a cultural practice that was recognisable, with self-determination. Clapsticks help guide the tempo of our music, our song, our way, that ring loud and clear.



Cultural Safety and Competency

Confidence to Engage
Strength-base
Protection
Cultural Recognition
Rights & Practices
Cultural Responsibility
Colonial Impact
Cultural Load
Walking in both Worlds
Cultural Ways
Future Generations

Leverage Culture

Leverage Culture
Lead and Innovative
Asserting Cultural Rights
Cultural Alignment
Capturing Value
Articulate Intersecting Economies
Celebrates Success

Return on Investment- Culture and Community

Self Determination
Responsible and Sustainable Wealth Generation

Artist statement:
Element Two is a shield. It is strength, it is protection, but it can also be heavy like carrying the cultural load. It displays our resilience in defending our way.



Membership & Succession Planning

Membership and Succession Planning

Education

Training

Employment

Pathways

Cultural Permission for Succession Planning for Economy

Employment Support Structures

Right People for Mentoring

Enterprise & Entrepreneurial Support

Artist statement:

Element Three is a Djaara adult and child standing over a meeting place. They represent training, educating the next generation. I added our recognisable face-paint up of Bundjiyl's wings, which also represents connection to community and culture as the 'right people for mentoring'.



DJAARA Economy

Enabling Members and The Group

Member Self-Determination

Group Self-Determination

DJAARA Corporation & Enterprises

Individual Djaara Enterprises

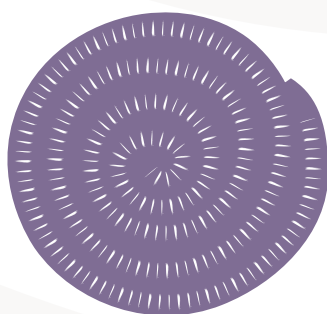
Connecting Djaara Members Across Nations for Economy

Economic Investment

Communicating Capability

Artist statement:

Element Four is a meeting place holding connection and connecting meeting places. The main meeting place is DJAARA as the facilitator of connection, but within are the individual peoples or entities connecting 'Djaara members across nations for economy'.



DJAARA Corporation & Enterprises

Enterprise Models and Futures

On-Djandak Economy

Off-Djandak Economy

Future Industries

Replicate or Expand on Successful Dja Dja Wurrung Enterprise Models

Partnering for Growth

Artist statement:

Element Five is a circular weaving as a Djaara-fied enterprise model. Focusing on Traditional Owner economy and our expanding enterprises, ensuring culture-focused business models and practises.

Part 1

Setting the scene for Wuktjarrang – Trading Our Way



Who we are

Djaara (Dja Dja Wurrung People) have cared for, lived and thrived on **Djandak** (Dja Dja Wurrung Country) for many thousands of years, **malamiya-yu gurang** (long ago, before this time). **Djaara** are the descendants of the First Peoples of **Djandak**, our **Ngurar Balak** (Ancestors). Following European invasion and colonisation of **Djandak** in the early-to-mid-nineteenth century, **Djaara** stood strong to maintain our Culture despite being punished when using our language and practising our Culture and customs. **Ngurar Balak** were determined to stay connected to **Djandak** and to observe kinship obligations. Today, **Djaara** are grateful for the strength of the **Ngurar Balak**. This strength has been passed down through the generations, with **Djaara** continuing to fight for recognition of our rights as Traditional Owners and for self-determination.

Djandak extends from **Lalgambuk** (Mount Franklin) and the towns of Creswick and Daylesford in the southeast to Castlemaine, Maldon and Bendigo in the east, Boort in the north, Donald in the northwest, to Navarre Hill and Mount Avoca in the southwest. **Djandak** includes a range of Country types such as grasslands, grassy woodlands, herb-rich woodlands, wetlands, lignum swampy woodlands, heathy dry forests, and sandstone ridge shrublands.

Djandak is a cultural landscape – it reflects the management and modification of Country over thousands of generations. It is in a part of Australia that has seen the destruction of many cultural places, and the loss of cultural practices.

Prior to colonisation, **Djandak** was mostly covered in grasslands, woodlands and open forests, which provided **Djaara** with plants and animals for food, medicine, shelter and customary practices. Since colonisation, much of **Djandak** has been modified with large areas of vegetation cleared for agriculture and disturbed by the gold mining activities of the mid-nineteenth century. Pastoral grazing altered woodlands and grasslands, as the soft, delicate soils were trampled and the vegetation was removed.

Dja Dja Wurrung People were removed and excluded from participation in decision-making about **Djandak**. This has left a sick and highly fragmented landscape. Today, under Western law, much of **Djandak** is privately owned agricultural land interspersed with patches (both private and public) that retain some native vegetation. Although the ecological communities on **Djandak** have changed, our Country still holds many important values. Dja Dja Wurrung Culture and knowledge remain strong and cannot be separated from Country.

After 15 years of intensive negotiations, the Recognition and Settlement Agreement (RSA) between Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) and the State of Victoria came into effect in 2013, formally recognising Dja Dja Wurrung People as the Traditional Owners of most of central Victoria. The RSA enshrines a series of **Djaara** rights and includes a Land Use Activity Agreement with provisions for **Djaara** to hunt, fish and gather on **Djandak**, **Malamiya** (Cultural Heritage) maintenance, and the transfer to Aboriginal Title of six parks and reserves, which are now jointly managed by **DJAARA** (the Dja Dja Wurrung Clans Aboriginal Corporation) and Parks Victoria. The RSA was renegotiated in 2022. Now, it sets out more clearly **Djaara's** rights to utilise and care for **Djandak** through the Natural Resources Agreement (NRA) 2022.

Dja Dja Wurrung Clans Aboriginal Corporation trading as **DJAARA** is the Traditional Owner Group Entity within the meaning of the Traditional Owner Settlement Act 2010. **DJAARA** is the entity selected by Dja Dja Wurrung People to hold and exercise the rights secured under the RSA with the State of Victoria. Aligned with the aspirations of the **Dhelkunya Dja** (Healing Country) Country Plan, Dja Dja Wurrung Enterprises Pty Ltd trading as **DJANDAK**, **DUMAWUL** and **DJAKITJ**, operates as commercial businesses of **DJAARA**. **DJANDAK** provides services including natural and cultural resource management; **DUMAWUL** delivers Dja Dja Wurrung cultural immersion experiences, education programs, and supports **Djaara** artists; and **DJAKITJ** is a Dja Dja Wurrung-led bush tucker and native medicines business.

Dja Dja Wurrung Group structure

The Dja Dja Wurrung Group's structure offers an insight into the success of Dja Dja Wurrung People. Our model enables the Dja Dja Wurrung Clans Aboriginal Corporation (trading as DJAARA) and the Dja Dja Wurrung Enterprises to meet governance obligations, whilst also remaining agile enough to grow and expand.

As a successful Traditional Owner Corporation in Victoria, we pursue our cultural and economic goals with the purpose and intent of our **Ngurar Balak** (Ancestors), and through the principles and objectives in **Dhelkunya Dja** – Dja Dja Wurrung Clans Country Plan 2014–2034.

Our corporate structure





The Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) trading as DJAARA is a representative body for Dja Dja Wurrung People (**Djaara**). **Djaara** are the direct descendants of the First Peoples of **Djandak** (Dja Dja Wurrung Country). We are made up of many clan groups who descend from our 18 **Ngurar Balak**.

DJAARA's governance structure includes a Board of Directors, executive management, and operational teams focusing on cultural heritage, land management, and community engagement.

The Dja Dja Wurrung Enterprise Group currently hosts three enterprises:



DJANDAK

DJAA WALATJALANG

DJANDAK (the enterprise) works on **Djandak** (Dja Dja Wurrung Country).

This enterprise is committed to restoring health to **Djandak** for the benefit of all who are privileged to share **Djandak**. We share custodianship of this place. DJANDAK is a DJAARA owned and operated business operating on our traditional lands.

We are leading the way in applying First Nations connection to Country in our modern context as a competitive commercial enterprise. DJANDAK works for the economic development of **Djaara**. We are purpose-driven, our mission is to return **Djandak** to good health while walking with our People along the path to self-determination.



DUMAWUL

DHELK WUKTJARRANG

DUMAWUL offers connection to **Djaara** Culture through engaging walking tours, educational programs, and local art. This enterprise offers insights into our history, language, and connection to **Djandak** (Country) through the stories and cultural practices that have been passed down by generations over tens of thousands of years.

DUMAWUL also offers the opportunity to learn about the cultural protocols of **Djaara**, and opportunities to purchase **Djaara** creatives' handcrafted art.



DJAKITJ

DHELKUNYA BENG

DJAKITJ, our bushtucker and native medicines enterprise offers nourishment to **Djaara** and others. We research, develop, and grow traditional native ingredients that have cultural importance to **Djaara**.

The DJAKITJ purpose is to produce traditional foods locally using **Djaara** cultural knowledge. By applying Traditional Ecological Knowledge (TEK) with modern technology (tech), we will offer an exciting new range of food and medicinal products for the marketplace.

Future enterprises

Through due process, and where the Dja Dja Wurrung Group determines, future enterprises will be considered to further cultural benefit, fulfil economic strategic intent, fill enterprise gaps, and facilitate economic expansion. With **Djaara**'s ever increasing enterprise capacity, capability and access to resources, and now expanding across many sectors, the opportunities for the Dja Dja Wurrung Group and DJAARA Members, will continue to grow and strengthen.

Strategic context for Wuktjarrang

– Trading Our Way

Wuktjarrang – Trading Our Way builds on two foundational DJAARA documents: **Dhelkunya Dja**, Dja Dja Wurrung Clans Country Plan 2014–2034, and Dja Dja Wurrung Cultural Integrity Guidelines.

The Strategy aligns with economic principles in Dhelkunya Dja:

1. We will exercise our right to freely pursue Dja Dja Wurrung economic prosperity and social development, the benefits of which will be shared equitably amongst **Djaara**, other local Aboriginal People and the wider regional community.
2. Infrastructure and enterprise development will be designed to minimise harmful impacts on our Country.

These economic principles – together with principles around Culture, partnerships, looking after Country and traditional knowledge – are critically important to **Djaara** as we collectively define our philosophy for how **Djandak** (our Country) should be healed, and natural resources used and managed. They will inform the way we engage with others who share our Country and will be the foundation of our partnerships with government and non-government agencies, industry and community.

Wuktjarrang – Trading Our Way relates directly to **Dhelkunya Dja** Goal 8.

Dhelkunya Dja Country Plan

GOAL 8: Murrunayangu (we all live, thrive)

We have a strong and diverse economic base to provide for our health and wellbeing, and strengthen our living Culture.

Core to achieving goals of self-determination and improved community wellbeing is the need to develop a sustainable economic base. Building on our strengths, we have competitive advantages through our Culture, traditional knowledge of Country, asset base and rights to our resources. Our strengths and advantages offer opportunities across a variety of sectors.

We wish to use these advantages to gain cultural and economic benefit, where reciprocity and exchange deliver outcomes for **Djaara** (Dja Dja Wurrung People) and the broader community.

We established enterprises - including DJANDAK, DUMAWUL and DJAKITJ within Dja Dja Wurrung Enterprises Pty Ltd (DDWE), as an arm of DJAARA (Dja Dja Wurrung Clans Aboriginal Corporation) - to further enable this goal. DDWE also aims to continue pursuing opportunities to develop our individual and collective skills, and strengthen our ability to deliver on the aspirations of the **Djaara** community whilst strengthening culture and community cohesion.

Objectives

- Grow our asset base and use it wisely and sustainably to generate economic benefit for **Djaara**
- Attract and secure the professional expertise required to create and leverage economic development and employment opportunities
- Continue to build strong enterprises with respected brands and a high level of client satisfaction
- Leverage significant human, financial, and information resources through the development of strategic partnerships and joint ventures
- Seed, support and strengthen **Djaara** businesses
- Utilise **Djaara's** strategic resources in supporting economic self-determination.

Wuktjarrang – Trading Our Way also reflects the Dja Dja Wurrung Cultural Integrity Guidelines – a guide for the appropriate use of Dja Dja Wurrung Indigenous Cultural and Intellectual Property. The Guidelines' Wuktjarra (benefit sharing) section includes guidelines on benefit sharing standards, cultural benefits sharing, commercial benefits sharing, and access and benefit sharing of cultural and natural resources. These guidelines have informed the development of this Strategy.

The names 'Wuktjarrang' (exchange belonging to us) and 'Trading Our Way' correlate directly with the strength of Culture and the integrity by which we intend to activate this Strategy. This is centred around Bundjil's Lore and the founding values of the Cultural Integrity Guidelines: cultural strengthening, cultural continuation, and cultural safety.

Opportunity

While **Wuktjarrang** – Trading Our Way responds to Dhelkunya Dja Country Plan Goal 8 objectives, and the Cultural Integrity Guidelines, it also creates a platform to consider opportunities for the future. This 10- to 20-year outlook reflects the intent and determination of many **Djaara** Knowledge Holders' wisdom gathered across thousands of years, and supports the continuation of a thriving, resilient and robust Traditional Owner economy. It supports **Djaara's** living Culture and aligns with our intention to build a sustainable future, ensuring the preservation, protection and economic prosperity of **Djaara**.

Wuktjarrang – Trading Our Way is a living document. It is to be refreshed and renewed over time. It offers context for growth and expansion. **Wuktjarrang** becomes part of **Djaara's** economic toolkit in supporting current and emerging initiatives as well as meeting **Dhelkunya Dja** Goal 8 objectives.

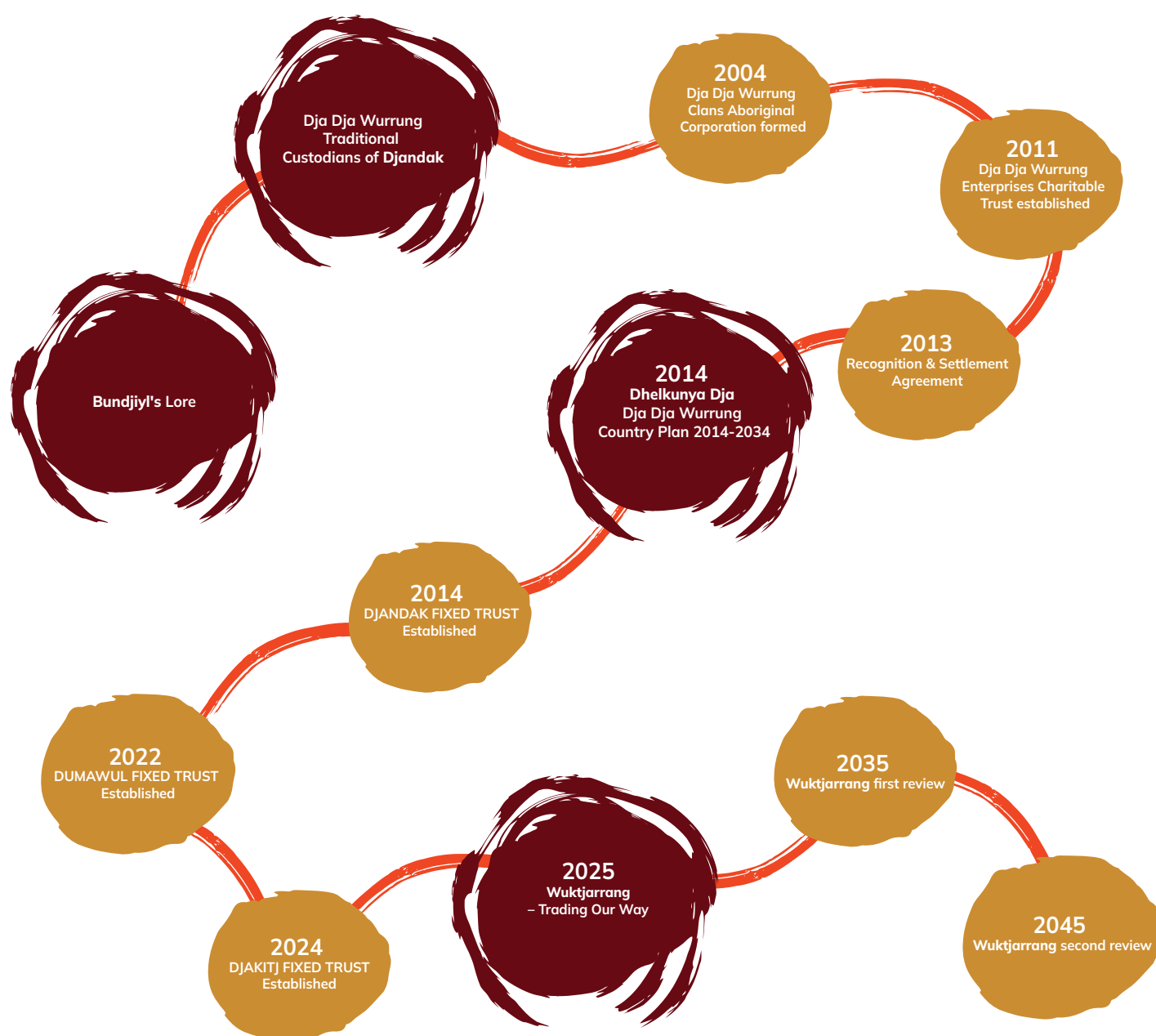


Our pathway

Wuktjarrang – Trading Our Way is a culmination of thousands of years of Traditional Owner Knowledge relating to Traditional Owner economy, captured at a single point in time, reflecting on the past, and looking to the future.

Wuktjarrang – Trading Our Way celebrates and promotes Culture through the application of traditional ways and considers the broader economic environment. **Djaara** (Dja Dja Wurrung People) have responded to the challenges and continue to create the context, platforms and strategies that enable **Djaara** to succeed in this evolving economic landscape.

Djaara's economic journey



Djaara's economic insight

Our aspirations

- We express a desire for equitable wealth-sharing and greater control over the economic benefits derived from developments on our Country.
- We envision a future where the Corporation (and enterprises) can pursue our priorities on our terms, driven by a healthy relationship with both Country and community.
- We have a desire to achieve long-term financial sustainability, as we see financial stability as a foundation for self-determination.

“ **We want to be able to undertake the work we want to undertake on our terms. At the moment, we're heavily working with others' terms.** ”

Our current state

- We are involved in multiple sectors – including Cultural Heritage management, clean energy, and Indigenous consulting – but our challenges relate to funding, partnership investment, and maintaining cultural governance.
- We are challenged by the external regulatory environment and the need to balance cultural governance and operational efficiency.
- We face financial challenges, including underfunding and reliance on external resources.

“ **Our partners minimise us down to the minimum standards ... which has high transaction costs, making it hard to run an efficient business.** ”

Our growth

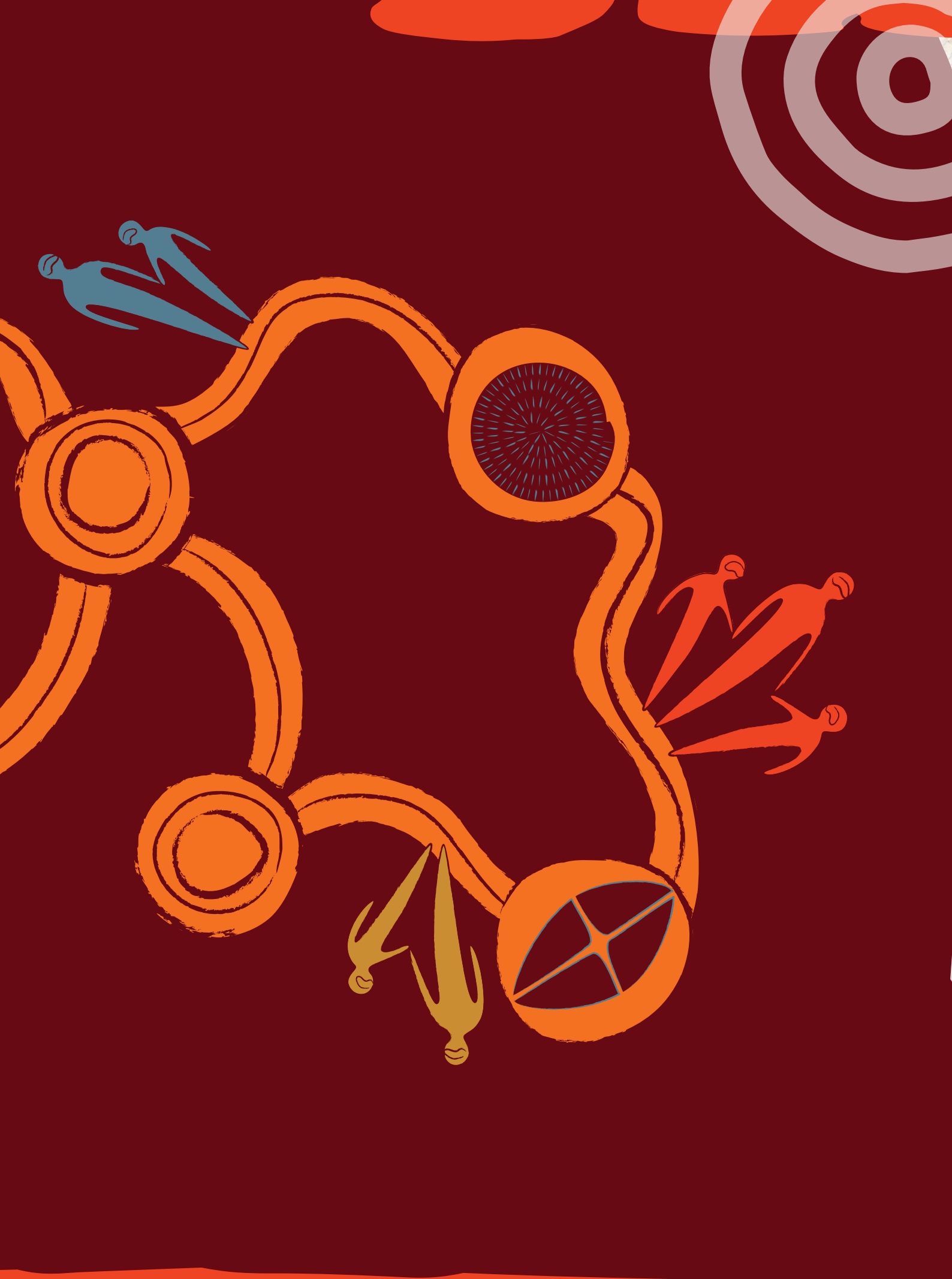
- We see potential in sectors such as clean energy, First Nations tourism, and Indigenous consulting, but we need a paradigm shift in government attitudes towards sovereignty and resource allocation.
- We emphasise the need for governments to recognise inherent rights attached to Country and to support this through policy and resource allocation.
- We emphasise the need for greater economic independence achieved through major investment and project partnerships.
- We emphasise the importance of increasing employment opportunities and Djaara-owned enterprises to support the growth in specific economic sectors.

“ **For us to grow in a way that aligns with our vision of self-determination, we need more flexible funding and greater access to financial resources that support our long-term goals, as we strive towards economic self-determination.** ”

Our transformation and expansion

- We are exploring mechanisms to flip the current dependency model, aiming for a system where governments and authorities partner with DJAARA for joint bids for projects.
- We will utilise our economic platforms to create opportunities for scalable growth and significant expansion to enable our Traditional Owner Economy to achieve success.

“ **Radical transformation involves us leading our economy and major partner-projects, and increasing wealth-sharing opportunities, allowing us to run enterprises on our terms.** ”





Part 2

Essential elements for Wuktjarrang – Trading Our Way



Djaara knowledge holders have identified five elements that are essential for Wuktjarrang.

The elements are accompanied by our economic objectives, supported by guiding principles – each of which is a Djaara-centred statement. Together, they articulate Djaara's Cultural Ways relating to trade.



Element One: Culture

Wuktjarrang (exchange belonging to us) is an expression of our Culture.

The Dja Dja Wurrung Cultural Integrity Guidelines offers insight into Dja Dja Wurrung Culture through the Cultural Integrity Adaptation diagram, which is reproduced below. With Bundjiyl's Lore at the centre, the diagram shows the relationships between the founding values for cultural protocols and customs.

These founding values – cultural safety, cultural strengthening and cultural continuation – are intended to guide the adaptation of cultural Lore for operational applications today.

It's these values that underpin **Wuktjarrang** – Trading Our Way. In this Strategy, we remember the old ways of trading with consideration for our obligations to Country and future generations.

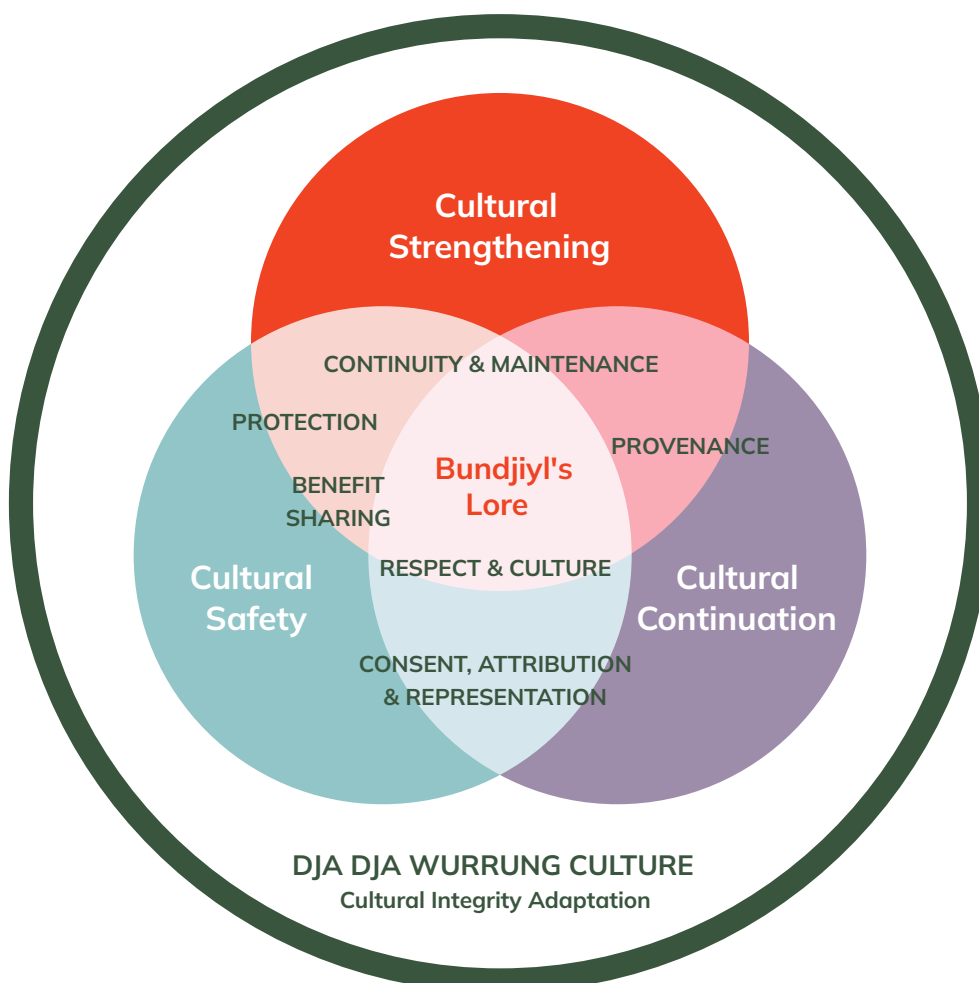


Diagram reproduced from Dja Dja Wurrung Cultural Integrity Guidelines, showing the relationships between the founding values for cultural protocols and customs.

Objective One: Culture leading economy

Guiding principles

Recognition

Recognise that the Traditional Owner economy can facilitate a greater connection between **Djaara**, enable a stronger connection with **Djandak** (Dja Dja Wurrung Country), and increase cultural connections by strengthening the Dja Dja Wurrung Group and our Members.

Apply Cultural Ways

- Apply **Djaara** knowledge and frameworks to guide a successful **Djaara** Traditional Owner economy, whilst applying it to measure and gauge success.
 - » Wuktjarra (benefit sharing / reciprocity / exchange) – as a show of appreciation and mutual respect, you give back. This is the understanding and expectation / responsibility, either individually or as a group: if you are a recipient of something, you give back. It is also going into agreement-making knowing what you are going to offer, not what you are going to get / take out. It is the active participation in the Cultural Way of giving back, for our People, Culture, and **Djandak-Wuktjarrang**.

Leading

- Lead and strengthen partnerships with organisations whose values align and contribute to **Djaara's** cultural values for **Djaara's** benefit.

Objective Two: Culture and economy

Guiding principles

Visionary

- Continue **Djaara's** vision in keeping Culture and knowledge alive, to care for **Djandak**, including the application of economic strategies and actions.

Continuation

- Continue Traditional Owner economy by leveraging our ways of trading, and transferring our knowledge across emerging industries and innovations. This includes protection of ICIP (Indigenous Cultural and Intellectual Property) and Data Sovereignty (data ownership and access), and its application to emerging industries.

Self-determined

- Achieve self-determination in economy through ownership, joint management, self-governance, and partnership with third parties, for **Djaara's** benefit.





Element Two: Traditional Owner economy & objectives

Element Two positions Culture in economy. This element provides guidance on our interaction with, and response to, the broader economy using a **Djaara-first** approach. This is about Trading Our Way.

Guiding principles address cultural safety in economy, strengthening the Traditional Owner economy, and cultural return on investment.

Objective One: Cultural safety and competency

Guiding principles

Confidence to engage

- Leading with DJAARA's Cultural Integrity Guidelines, we have the confidence to engage by having our cultural standards met;
 - » The **Djaara** Cultural Competency Program provides a platform for how our cultural standards are adhered to.

Strength-based

- Reaffirm and strengthen **Djaara** Culture to continually practise Culture to achieve our economic success.

Protection

- Activate cultural rights and legal protections, with zero tolerance for racism, whilst enforcing accountability for **Djaara** rights and interests.

Cultural recognition

- Lead and demonstrate sovereignty of unceded lands, and ensure the business environment and business operations are conducted through **Djaara's** cultural standards.
 - » Effective cultural compliance for employment
 - » Cultural difference and cultural diversity recognition
 - Remove systemic barriers and intolerance to institutional racism.

Rights & practices

- Respect and protect **Djaara's** cultural rights and practices, including knowledge and information, held by **Djaara**, for the education and benefit of **Djaara**.

Cultural responsibility

- Apply the **Djaara-first** approach as Traditional Owners to pursue and achieve our desired economic goals.

Colonial impact

- Recognise and address historic impacts on **Djaara's** Traditional Owner economy, to advance leadership and inclusion, and eliminate racism and exclusion.
 - » Promote DJAARA strategies that protect and empower **Djaara** interests to achieve economic self-determined goals, and **Djaara's** sovereignty.

Cultural load

- Recognise that there is a burden on **Djaara** to provide cultural advice or direction, for others' understanding of Culture, and that this impacts on **Djaara's** rights and opportunity to succeed economically.
 - » Ensure necessary structures exist to manage cultural load, including self-education by others, and support this through **Djaara** Cultural Competency Programs.

Walking in both worlds

- Understand the disparity between Western and Traditional Owner economies and the strength of cultural integrity in economic and identify economic return through greater or equal access to economic and social opportunities for **Djaara**.

Cultural ways

- Assert change through Cultural Ways: continually lead with our **Djaara**-first approach in external negotiations to:
 - » influence policy (formation and rights) – Recognition & Settlement Agreement, Settlement Agreement, Natural Resource Agreement, Dhelkunya Dja Land Management Board, joint management), and others.
 - » create greater access to business and procurement opportunities for **Djaara**.

Future generations

- Empower **Djaara** – lay the stepping stones and pave the way for future generations, including through membership and succession planning; through enterprise activity, building the economic foundations and futures for **Djaara** success.

Objective Two: Leverage Culture

Guiding principles

Leverage Culture

- Appreciate and respect **Djaara** cultural values and knowledge to promote and capture economic value.

Lead and innovative

- Lead and innovate for success by applying cultural knowledge to Traditional Owner assets, to adapt and build economic wealth for the future.

Asserting cultural rights

- Assert **Djaara's** cultural rights in the broader economy, for economic prosperity and wealth creation.

Cultural alignment

- Adapt the broader economy to align with **Djaara** skills, strengths and interests and to meet and respond to our **Dhelkunya Dja** Country Plan goals.

Capturing value

- Capture value, add value, and build skills aligned with our strengths as Traditional Owners, and apply this in the areas we choose, for the trade of goods and services, within the broader economy.

Articulate intersecting economies

- Continually respect and align Traditional Owner economy objectives, for current and future industry opportunities for **Djaara**, for equitable and fair return, and economic recognition.

Celebrates success

- Celebrate **Djaara's** cultural values and contribution as a Traditional Owner economy, as individuals, the Group, and as Members.
- Share **Djaara's** successes with the broader community to also celebrate our culture and Traditional Ways between us.

Objective Three: Return on investment – Culture and community

Guiding principles

Self determination

- Achieve self-determination with sufficient cultural, social and economic returns, to enable **Djaara's Dhelkunya Dja** Country Plan, and achieve Members' economic goals
 - » cultural – identity, connectedness, community (Cultural Return-on-Investment)
 - » financial – for asset or monetary gain (economic Return-on-Investment).

Responsible and sustainable wealth generation

- Continue to build and support economy without harm to our People, Culture and **Djandak**, and to respond to the objectives of **Dhelkunya Dja** goal 8 – **Murrunayangu** (we all live, thrive).



Element Three: Membership & succession planning

Wuktjarrang – Trading Our Way gives respect to the Cultural Integrity Guidelines' **Mutjekilang Milrapal** (Sustaining Culture) guideline (p 28), which articulates cultural continuity, cultural learning, cultural practices, and collective expression.

Element Three: Membership and succession planning also recognises **Dhelkunya Dja** Country Plan Goal 1: Every **Djaara** person is happy, healthy and secure in their identity, livelihood and lifestyle.

In particular, it supports and acknowledges the following Goal 1 actions:

- Deliver an in-house mentoring and work experience program at DJAARA, while strengthening partners' programs for **Djaara** and other Aboriginal young People.
- Develop a workforce strategy for the Dja Dja Wurrung Group that delivers meaningful improvements for recruiting, retaining, upskilling, and advancing the working lives of **Djaara**, including succession planning.
- Increase the number and proportion of **Djaara** working across the Dja Dja Wurrung Group.

Objective One: Membership and succession planning

Guiding principles

Education

- Apply **Djaara** cultural values first, for the purpose of:
 - » meeting desired learning goals
 - » participating in economies of choice
 - at the level we choose
 - without limitation
 - for individual and collective benefit.

Training

- Offer and deliver **Djaara** and other First Peoples training opportunities, which includes:
 - » cultural content in training modules
 - » consideration of how cultural content is applied for all training providers and programs.

Employment

- Enable employment opportunities for **Djaara** through a robust Traditional Owner economy:
 - » understanding our rights and responsibilities as employees whilst working in a culturally safe environment
 - » creating and accessing opportunities for career progression and skills development via self-determined pathway of choice, without limitation or predetermination
 - » advocating for DJAARA to identify, create, strengthen, consolidate, and offer pathways that enable employment opportunities:
 - to achieve **Djaara** career goals
 - to achieve professional potential through employment.

Pathways

- Continually identify and create cultural, professional and personal development pathways for **Djaara** that are freely accessible and accessible at any point of learning or life-stage, that are considerate of all learning styles and abilities, and offer experiences that are delivered in either traditional or non-traditional environments; to achieve identified and desired goals and outcomes
 - » Examples: pre-employment, internal placements, scholarships, sponsorships, cadetships, philanthropic offerings, secondments, exchange programs, work exposure, work experience, fellowships, and others

Cultural permission for succession planning for economy

- Structure succession pathways for economic development and **Djaara** success, that recognise and honour Cultural Lore (Bundjiyl's Lore); and with reference to the Cultural Integrity Guidelines, through the transfer of cultural knowledge from recognised cultural authorities, for Member and economic success:
 - » Cultural permission for knowledge sharing
 - » The Board has the authority to create frameworks that guide succession pathways for economic activity related to Dja Wurrung Clans Aboriginal Corporation (DJAARA). This includes:
 - what information is shared
 - identified and appropriate material
 - who can deliver it
 - cultural authority
 - how it is delivered
 - by whom, when and how
 - who receives it
 - recipients must be Members of the Corporation who have a clear understanding of Country through the Apical Ancestors.

Employment support structures

- Pre-employment to post-employment support for **Djaara** with cultural mentoring, cultural concierge service, and goal setting (job ready).
- Address barriers to achieving employment or to entering employment; introduce support structures that identify solutions to meet non-vocational barriers – for example supporting access to housing, travel, financial support, education, family networks, and other factors that enable **Djaara**.

- Utilise networks to achieve employment outcomes and success for **Djaara**.
- Consider investment opportunities to support employment opportunities for **Djaara**.
- Extra consideration for, and of, DJAARA Members with disabilities.

Right People for mentoring

- Identify people and learning pathways from **Djaara to Djaara**; a recognised cultural responsibility; intergenerational learning, and sharing of knowledge within and across **Djaara**.

Enterprise and entrepreneurial support

- Enhance commercialisation and entrepreneurial activity through targeted support structures and introductions that increase opportunities for success: business planning and start-up support, business incubation, financial literacy, business mentoring, tendering support, grant funding, access to market, MER (monitoring & evaluation reporting), and business growth. For example:
 - » creation of **Djaara** business resources: reference guide, Elders business network, accelerator programs, access to business champions, and other Aboriginal business support services
 - » introductions and access to financial, business support services and business mentoring offering: access to capital, seed-funding, investor networks, business loans, business advice, and other financial services.
- Create culturally responsive and practical support initiatives that make real change in the economic and enterprise pursuits of DJAARA Members:
 - » Access to trusted Knowledge Holders (young and old), and specialist networks and support structures to accelerate success
 - » Identify and celebrate the success of **Djaara**.
- Interlink DJAARA Member enterprises with others: **Djaara** business network.





Element Four: DJAARA economy

Dja Dja Wurrung enterprises were formed in recognition that economic self-determination is an essential part of **Djaara** self-determination. These enterprises build on our strengths – enabling **Djaara** to continue practising Culture, practising Traditional Owner economy, while pursuing economic self-determination.

Objective One: Enabling Members and the Group

Guiding principles

Member Self-Determination

- Proud to identify as **Djaara**, and proud to be recognised as **Djaara**, and prepared to reciprocate the benefits derived from **Wuktjarrang** – Trading Our Way.

Group Self-Determination

- **Dhelkunya Dja** goals are met or enabled through the recognition of Culture and **Djandak**; they are connected, and consider **Dhelkunya Dja** Country Plan Goal 7: **Gungilangurrak** (Our doing).

DJAARA Corporation and enterprises success

- Enable a prosperous, culturally safe Traditional Owner economy that supports **Dhelkunya Dja** Country Plan goals, including building revenue and creating wealth for all **Djaara**.

Individual Djaara Enterprises

- Our Traditional Way of doing business is to recognise and honour our Ancestral trade history and inherent Traditional Owner economy as the foundation to continually meet our self-determined enterprise and business activities. This includes furthering the Traditional Owner economy that supports cultural wellbeing, upholds cultural obligations, strengthens kinship, and honours our commitments to meeting **Djaara** community responsibilities.

Connecting DJAARA Members across nations for economy

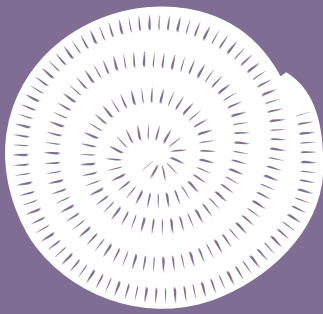
- Connect DJAARA Members on and off **Djandak**, to achieve desired economic goals.

Economic investment

- Strengthen **Djaara's** cultural, social and economic return by investing in people, activities and assets that create wealth; and, with those investments, continue to build wealth for future generations. This includes a focus on Cultural-Return-on-Investment: continually strengthening culture and keeping it alive.

Communicating capability

- Promote **Djaara** enterprises, businesses and economic success by highlighting our strong Traditional Owner economy, proven and extensive capability, with ever-increasing capacity, whilst highlighting shared benefits.



Element Five: DJAARA Corporation & Enterprises

Element five creates the platform on which to **Wuktjarrang** (exchange belonging to us). The principles are designed to support DJAARA meet the objectives of **Dhelkunya Dja** Country Plan Goal 8 **Murrunayangu** (We all live, thrive) and Goal 1 **Djaara** (Our People).

The guiding principles respond to the needs of DJAARA and its Members. They explore multiple ways for Dja Dja Wurrung enterprises to drive the Traditional Owner economy for the benefit of **Djaara**.

Objective One: Enterprise models and futures

Guiding principles

On-Djandak economy

- Connect **Djaara's** economy via on-**Djandak** activity. This can either be supported by DJAARA enterprises (infrastructure, assets or activities), or enabled by DJAARA Members' enterprises on **Djandak**. This will offer economic opportunity for all **Djaara**, living on or off **Djandak**.

Off-Djandak economy

- Assist off-**Djandak Djaara** businesses to access economic opportunities, with support and advocacy from Dja Dja Wurrung Enterprises, to build prosperous businesses anywhere in the world.

Future industries

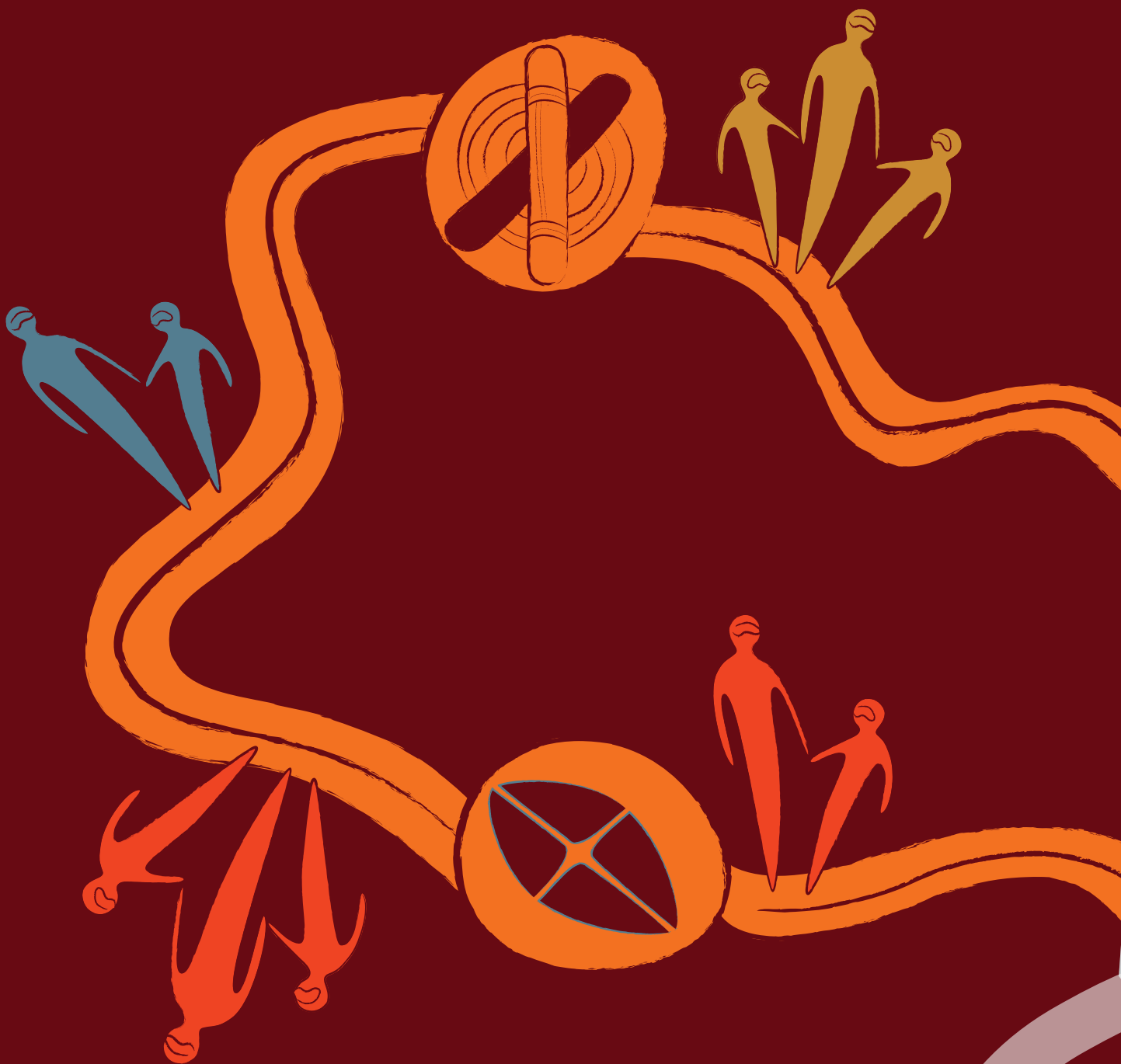
- Identify and position **Djaara** in future industries where rights (either RSA or other) can be actioned. Viable future industries include those where economic strengths exist, where capabilities can be transferred or a strategic position can be taken (investments, assets, other) or new models developed (enterprises, partnerships, capabilities) that capture future economic opportunities.

Replicate or expand on successful Dja Dja Wurrung enterprise models

- Recognise and promote our successful enterprise models that instil Cultural Ways. Continue to replicate and expand them to deliver ever greater economic prosperity for **Djaara**.

Partnering for growth

- Select partners who demonstrate understanding of **Djaara** Cultural Ways, our values, and our (**Dhelkunja Dja**) goals. Such partners:
 - » have the same appetite for achieving success as we define it
 - » can commit to a long-term relationship with reciprocity
 - » offer clear and demonstrable benefits for **Djaara**.



Part 3

Wuktjarrang – Trading Our Way in action

Part 3 brings the Traditional Owner economy and the broader economy together. This is the exchange process in action: this is **Wuktjarrang**.

In the following pages, we look at 10- and 20-year actions to support **Djaara's** economic self-determination and identify pathways to success; examine our current state of trade and imagine future opportunities; identify investment pathways; and demonstrate ways in which Wuktjarrang benefits all communities.

Wuktjarrang – Trading Our Way

10 & 20 year actions

Wuktjarrang supports **Djaara's** vision of achieving economic self-determination. By aligning the **Wuktjarrang** objectives and guiding principles, we can identify high-level actions that drive progress toward long-term strategic goals. Short-term goals are met via Enterprise activities, as outlined in their independent yet correlated enterprise strategies, business plans, operational and delivery plans, along with monitoring and evaluation reporting tools.

Wuktjarrang – Trading Our Way is a living document, reviewed every 10 years to ensure it remains aligned with Djaara's cultural and economic aspirations, and responsive to the evolving economic climate. The 10- and 20-year action areas outlined below reflect our current outlook as of 2025 and are intended to serve as a foundation for future reflection, strategic review, planning and action.

ELEMENT	OBJECTIVES & PRINCIPLES	10-YEAR ACTIONS	20-YEAR ACTIONS
Culture	Culture leading economy	<ul style="list-style-type: none"> Integrate Traditional Owner economy principles into 50% of connected economic strategies, ensuring alignment with Djaara cultural values. Develop an annual event showcasing the integration of culture and economy, highlighting success stories and building awareness. 	<ul style="list-style-type: none"> Establish Djaara-led economic frameworks as models across all government economic strategies within Djandak. Position Djaara as a global leader in integrating cultural values into economic systems, influencing policy and practice internationally.
	Recognition	<ul style="list-style-type: none"> Develop a framework for integrating Traditional Owner economy principles into local government economic strategies and associated rights-based activity, with representation in 50% of relevant plans. Establish annual forums to showcase the contributions of Djaara to the regional and state economy, promoting cultural awareness. 	<ul style="list-style-type: none"> Ensure full compliance with the RSA, including schedules articulating economy. Ensure representation in all Local government economic strategies within Djandak. Position Djaara as a leading example of Traditional Owner economic integration nationally, influencing broader economic policies.
	Apply Cultural Ways	<ul style="list-style-type: none"> Implement measurable frameworks for evaluating success through Djaara knowledge and cultural metrics. Create a repository of Traditional Owner economic knowledge accessible to Members for cultural and economic alignment. 	<ul style="list-style-type: none"> Embed Djaara frameworks into all economic activities on Djandak, ensuring alignment with cultural values. Publish a comprehensive study documenting the impact of Djaara knowledge on economic sustainability and growth.
	Leading	<ul style="list-style-type: none"> Build partnerships with 10 key organisations that align with Djaara cultural values and actively contribute to Djaara-led initiatives. Mentor DJAARA Members to take leadership roles in regional and state economic planning bodies. 	<ul style="list-style-type: none"> Establish Djaara-led consortia that influence policy and economic strategies across Victoria. Expand partnerships internationally, showcasing Djaara's leadership in culturally integrated economies.



ELEMENT	OBJECTIVES & PRINCIPLES	10-YEAR ACTIONS	20-YEAR ACTIONS
Culture: Culture & economy	Visionary	<ul style="list-style-type: none"> Develop and promote a visionary economic roadmap aligned with the Dhelkunya Dja Country Plan's goals. Launch initiatives that integrate cultural knowledge into two emerging industries, such as clean energy and cultural tourism. 	<ul style="list-style-type: none"> Establish Djaara-led industries that are recognised as global benchmarks for integrating culture and economy. Create cross-sector innovation hubs that leverage cultural knowledge for economic solutions.
	Continuation	<ul style="list-style-type: none"> Develop a knowledge transfer program to educate youth and Members about cultural trade practices and sustainable economic models. Protect and apply Indigenous Cultural Intellectual Property (ICIP) in five new industries. 	<ul style="list-style-type: none"> Formalise Traditional Owner economic systems into educational curricula and global policy frameworks. Expand cultural trade practices into international markets with culturally aligned partners.
	Self-determined	<ul style="list-style-type: none"> Achieve self-governance in the management of three key industries on Djandak. Establish partnerships that align with self-determination goals, with clear metrics for Djaara benefits. 	<ul style="list-style-type: none"> Transition from reliance on external partners to fully Djaara-owned and managed enterprises. Influence regional economic policies to ensure they reflect self-determined approaches.
Traditional Owner economy & objectives	Cultural safety & competency	<ul style="list-style-type: none"> Deliver cultural competency programs to 50% of businesses and agencies operating on Djandak. Implement accountability mechanisms for cultural compliance in partnerships and employment. 	<ul style="list-style-type: none"> Achieve universal adoption of Djaara's cultural standards across all sectors on Djandak. Position Djaara as a leader in cultural safety frameworks, with global recognition.
	Leverages Culture	<ul style="list-style-type: none"> Apply cultural frameworks to create value in three key industries, such as renewable energy, bush foods, and tourism. Develop economic models that integrate cultural narratives, enhancing brand identity. 	<ul style="list-style-type: none"> Position Djaara Culture as a unique selling point globally, driving economic growth through cultural innovation. Create a cultural exchange program that connects Djaara enterprises with international Traditional Owner economies.
	Return on Investment (ROI): Culture & community	<ul style="list-style-type: none"> Establish metrics for measuring cultural and economic ROI in all Djaara-led projects. Launch five community programs funded through economic returns to strengthen cultural identity and wellbeing. 	<ul style="list-style-type: none"> Create a self-sustaining cycle where cultural investments generate consistent economic returns, reinvested into the community. Publish a longitudinal study showcasing the interplay between cultural investments and economic growth.

ELEMENT	OBJECTIVES & PRINCIPLES	10-YEAR ACTIONS	20-YEAR ACTIONS
Membership & succession planning	Education	<ul style="list-style-type: none"> Develop culturally aligned educational programs targeting Traditional Owner economy, focusing on economic participation of Djaara. Partner with educational institutions to provide scholarships and training opportunities for DJAARA Members. 	<ul style="list-style-type: none"> Embed Djaara cultural education programs into state and national curricula delivered on Djandak. Establish a Djaara-run educational institution focused on Traditional Owner economy and leadership.
	Training	<ul style="list-style-type: none"> Launch training initiatives that combine Traditional Knowledge with modern economic practices. Partner with industry leaders to create apprenticeship programs for DJAARA Members. 	<ul style="list-style-type: none"> Establish training academies on Djandak, focusing on industries critical to future economic growth. Create a national training framework based on Djaara cultural principles.
	Employment	<ul style="list-style-type: none"> Increase Djaara employment by 25% through targeted programs and enterprise growth. Develop career pathways in emerging industries for DJAARA Members. 	<ul style="list-style-type: none"> Achieve 50% Djaara employment within the Corporation and Enterprises. Position DJAARA as an employer of choice for culturally aligned professionals globally.
	Pathways	<ul style="list-style-type: none"> Establish mentorship programs connecting experienced Members with youth. Create flexible pathways for Members to enter or re-enter the workforce at any life stage. 	<ul style="list-style-type: none"> Institutionalise pathways as a core function of DJAARA Enterprises, ensuring continuous skill development. Expand pathway programs internationally, linking DJAARA with global networks.
	Cultural permission for succession planning for economy	<ul style="list-style-type: none"> Define and implement cultural protocols for knowledge transfer within the Corporation and Enterprises. Establish a succession planning framework that respects cultural values and Lore. 	<ul style="list-style-type: none"> Create a legacy system for transferring knowledge and assets across generations. Institutionalise cultural protocols into all succession planning activities.
	Employment support structures	<ul style="list-style-type: none"> Develop support programs addressing barriers such as housing, transport, and financial literacy. Provide cultural mentoring for DJAARA Members in all employment sectors. 	<ul style="list-style-type: none"> Create a comprehensive support network for Djaara employees, including family assistance and career counselling. Integrate support structures into all Djaara-led enterprises and partner organisations.
	Right people for mentoring	<ul style="list-style-type: none"> Identify and train mentors within the Djaara community to guide the next generation. Develop mentorship programs tailored to specific industries and cultural contexts. 	<ul style="list-style-type: none"> Establish a generational mentoring system ensuring knowledge transfer and skill development. Expand mentoring initiatives to include international Traditional Owner collaborations.
	Enterprise & entrepreneurial support	<ul style="list-style-type: none"> Provide startup support for 10 Djaara-led joint venture businesses, including financial and marketing assistance. Establish a business incubator on Djandak to foster entrepreneurship. 	<ul style="list-style-type: none"> Scale successful Djaara enterprises into national and international markets. Create an investment fund supporting innovative Djaara business ventures.

ELEMENT	OBJECTIVES & PRINCIPLES	10-YEAR ACTIONS	20-YEAR ACTIONS
DJAARA Corporation & Enterprises	Individual Djaara enterprises	<ul style="list-style-type: none"> Support the growth of 15 new Djaara-owned businesses through targeted mentoring and resource access. Develop a centralised platform to connect Djaara enterprises for collaboration and knowledge sharing. 	<ul style="list-style-type: none"> Position Djaara enterprises as leaders in key sectors such as renewable energy, tourism, and cultural education. Establish international partnerships to expand market reach for Djaara enterprises.
	Connecting DJAARA Members across nations for economy	<ul style="list-style-type: none"> Create a virtual network platform to connect DJAARA Members for economic collaboration and opportunity sharing. Host bi-annual conferences to foster connections and share economic strategies among DJAARA Members. 	<ul style="list-style-type: none"> Build a global network of Traditional Owner groups to share best practices and economic opportunities. Facilitate joint ventures among DJAARA Members and international partners to expand economic influence.
	Economic investment	<ul style="list-style-type: none"> Develop a Djaara Investment Fund to support cultural and economic projects with clear ROI metrics. Attract \$50 million in funding from government and private sectors for Djaara-led projects. 	<ul style="list-style-type: none"> Grow the Djaara Investment Fund to \$200 million, supporting large-scale projects and enterprises. Position the Corporation as a leading investor in culturally aligned industries globally.
	Communicating capability	<ul style="list-style-type: none"> Launch a comprehensive marketing strategy to showcase DJAARA capabilities in traditional and emerging industries. Consolidate a DJAARA Capability Statement and distribute it to key stakeholders and partners. 	<ul style="list-style-type: none"> Build a global reputation for DJAARA as a model of culturally integrated economic success. Establish a media presence to share DJAARA success stories and influence policy and perception globally.
	Enterprise models	<ul style="list-style-type: none"> Develop five scalable enterprise models based on Djaara cultural values and economic goals. Pilot innovative enterprise projects in sectors such as clean energy and agribusiness. 	<ul style="list-style-type: none"> Expand successful enterprise models into international markets. Create a diversified enterprise portfolio that contributes significantly to Djaara's economic self-determination.
	Enterprise models & futures	<ul style="list-style-type: none"> Conduct feasibility studies for three future industries and establish pilot projects. Invest in research and development to align enterprise growth with cultural and economic goals. 	<ul style="list-style-type: none"> Lead in future industries such as sustainable technologies and data sovereignty, setting benchmarks for Traditional Owner enterprises globally. Create a legacy of innovative and culturally driven enterprise models that empower future generations.

DJAARA's Cultural Return on Investment

Through enterprise, investment, business and project processes, we are continuing to increase our capability in reporting including reporting on DJAARA's Cultural Return on Investment. This means we can identify and measure the cultural benefit derived from our activities. It is also important for understanding the cultural and economic balance between generating revenues and making investments, alongside achieving cultural benefits and outcomes.

Monitoring and Evaluation Reporting (MER) methodology is another tool in DJAARA's economic toolkit that helps us do this. Through our initiative and partnership with the Indigenous Land & Sea Corporation and subsequent development of the significant DJAKITJ yabby farm project at Lockington in Victoria, we developed a **Djaara**-led Cultural Return on Investment framework. This has capacity to be applied to existing and future enterprises, investments, and decision-making processes, including in the assessment of enterprise opportunities. It is extensive, yet assists to simply identify, monitor, evaluate, and report on the Cultural Return on Investment achieved. Importantly, it helps identify cultural and economic returns across the business or investment or project life-cycle. This is important because the cultural or economic outcomes may only be achieved nearer to the end of a time-line, but be no less valuable as an outcome consideration. This MER tool helps us forecast, test and measure potential and actual cultural outcomes.

Introduction to the Cultural Return on Investment framework

LOOKING AFTER RESOURCES WELL	DELIVERING ON PRINCIPLES EFFICIENTLY	GENERATING VALUE RESPONSIBLY AND SUSTAINABLY
Business case logic <ul style="list-style-type: none"> Alignment of project Business case feasibility Expansion opportunities 	Operating in alignment with principles <ul style="list-style-type: none"> Uphold cultural obligations Manage Country sustainably Demonstrate partnership 	Delivering cultural and social value <ul style="list-style-type: none"> Health of Country, Culture, and people Recognition of Djaara
Resources set up for efficient delivery <ul style="list-style-type: none"> Access to infrastructure and expertise Relationships and people Integration of Traditional Knowledge 	Maximising delivery <ul style="list-style-type: none"> Business management Economic viability Resource selection and use 	Enabling meaningful value creation elsewhere <ul style="list-style-type: none"> Building from a strong economic foundation Support other cultural, social, and economic activities
Operations set up for equitable outcomes <ul style="list-style-type: none"> Equitable decision-making Monitoring and accountability 	Building strong connections and relationships <ul style="list-style-type: none"> Engaging and developing Djaara in employment and business Connecting, informing, and engaging with Djaara Connecting, informing, and engaging with partners and stakeholders 	Advancing Dhelkunya Dja Country Plan Goals <ul style="list-style-type: none"> Developing Traditional Owner economy and a unique position in it Generating economic self-determination
	Improving over time <ul style="list-style-type: none"> Using learnings to improve Sharing learnings with partners 	

Together, the **Dhelkunya Dja** Country Plan, **Wuktjarrang** – Trading Our Way, the Cultural Return on Investment Framework, and the Investment Strategy, increases and strengthens DJAARA's decision-making toolkit for advancing DJAARA's Traditional Owner economy decision-making.

Benchmarking our business

The Dja Dja Wurrung Enterprise Group is strong and independent and leads with Culture. It operates under an advanced and sophisticated structure. As part of good business practice, it's also important for the Group to learn from and contribute to the shared knowledge and experience across the Traditional Owner economy sector. Through research and collaboration efforts performed by the Federation of Victorian Traditional Owner Corporations – the peak body for Aboriginal economic development, of which DJAARA is a member – key insights were gathered from across their network. This work identified the most common successful pathways to success for Victorian Traditional Owner Corporations.

For the Dja Dja Wurrung Group, our aim is to continually improve governance, and strategic and operational capability, while also supporting other Traditional Owner Corporations to achieve success – 'leaving nobody behind'. This also includes continually looking to the emerging horizon to navigate a pathway forward. Just as **Djaara** have navigated across **Djandak** (Dja Dja Wurrung Country) for thousands of years, we gather and reflect on information to guide our decisions – ensuring we are well-informed and culturally grounded. By reflecting on the collaborative efforts offered by Traditional Owner Corporations across Victoria, three Horizons and key activities were identified as pathways to success. We have aligned our Group's activities to achieve success.

HORIZON 1: CURRENT	Key Horizon activities to support success for the Dja Dja Wurrung Group
Governance and capacity building	Align activities with the Dhelkunya Dja Country Plan to build a strong governance foundation that supports healing Country and cultural goals.
Financial sustainability and economic development	Begin achieving economic self-determination and secure housing for Members to improve overall wellbeing.
Regulatory and systemic environment	Focus on healing Country and align all activities with regulatory compliance while honouring cultural responsibilities.
Workforce and community development	Increase employment opportunities and build skills within the community to support growth and development.
Innovation and market expansion	Ensure all innovations align with the Dhelkunya Dja Country Plan, setting a foundation for responsible market expansion.
HORIZON 2: GROWTH	
Financial sustainability and economic development	Develop diversified revenue streams and invest in proven sectors to build economic resilience and equity.
Innovation and market expansion	Successfully enter new sectors by leveraging Traditional Knowledge and modern practices, driving sustainable growth.
HORIZON 3: TRANSFORMATION	
Financial sustainability and economic development	Attain long-term financial independence and secure key land assets to support sustainable economic development.
Innovation and market expansion	Establish Corporations as leaders in innovative sectors through bold market expansion and integration of traditional and modern strategies.

By reflecting on **Wuktjarrang** – Trading Our Way and drawing on trusted resources like these, we can continue to build our understanding of the economic landscape and strengthen the key factors that drive success for our Group. This framework adds to our economic development toolkit. Through these tools we can accelerate achieving our **Dhelkunya Dja** Country Plan goals, including the outcomes of Goal 8 – **Murrunayangu** (we all live, thrive).

Far forward

Djaara continue to be visionary in building economy, enabling the Dja Dja Wurrung Group to respond to **Dhelkunya Dja** Country Plan goals and drive economic aspirations. This includes generating revenues through our Enterprises, to return profits back to DJAARA for the benefit of Members and to enhance cultural outcomes. In addition to our current industry and sector engagement, we continue to explore other sectors, looking to new economic horizons. By continuously identifying and analysing new opportunities with clear processes, the Group strengthens its self-determination in choosing its economic direction, while supporting its status as a trading sovereign nation.

Investment from institutional & global markets

Dja Dja Wurrung Enterprises has the opportunity to explore and leverage significant funding from institutional investors who align with **Djaara** values, as well as other First Nations economies globally. With access to these billion-dollar markets, we can explore how these funding sources align with our investment initiatives. This includes expanding our asset base on **Djandak** (Dja Dja Wurrung Country), increasing revenues through partnerships and business activities, and potentially capturing economic opportunities beyond **Djandak**. Through our governance structures and by using **Wuktjarrang** – Trading Our Way, the Investment Strategy, and our Cultural Return on Investment assets, we can explore these opportunities with the rigour and due diligence required to meet the needs of the Group and our Members.

Design & construct

Djaara's enterprising capabilities present significant potential for expansion into the construction sector, including housing and residential developments, as well as major civil works and infrastructure projects. Our capability in this field is proven, having successfully led agencies in the construction of key infrastructure projects, including façade and design elements for Galkangu (Bendigo GovHub), Bendigo Law Courts, and Bendigo TAFE, among others. One of the most significant partnership projects for us is the development of Larnangurrak (our place), **Djaara's** Corporate and Community Centre. Located in Bendigo and opened in late 2024, Larnangurrak is a world-class cultural hub, office and conferencing facility. It was shaped by the **Djaara**-centred design philosophy with the Culture-first approach, incorporating significant leadership and direction from Djaara Knowledge Holders in its design, architecture, selection of materials, artworks, and furniture.

Through our experience with this project, it is clear that non-Indigenous models of project delivery differ from our approach. We manage, determine, and capture value, including cultural values, in the process. While the quality of the build is world-class and rich in cultural value, some processes could have been approached differently, potentially leading to even greater outcomes. As such, we see potential future opportunities – cultural, economic, and commercial – to deliver similar projects for ourselves or others, including other Traditional Owners in Australia or internationally who may not have this capability or wish for assistance in engagement for future public or private projects.

With the Australian Government and state governments looking for solutions to the current national housing crisis, which is expected to persist for the next 10 to 20 years, this industry may become a consideration for the Dja Dja Wurrung Group very soon.

Information & Communications Technology systems

Information & Communications Technology (ICT) systems present another area of opportunity for the Dja Dja Wurrung Group. It has been identified that the Traditional Owner economy will generate a significant amount of data that will need to be stored to meet our future requirements. This applies not only to the data we use internally but also to the data accessed and used by others. This consideration includes the protection of Indigenous Cultural & Intellectual Property (ICIP), such as **Djaara's** proprietary knowledge, Cultural Ways, stories and songlines, and **Djaara's** interpretation of public data. Many of DJAARA's internal departments use Geographic Information System (GIS), but the potential scale of data growth in this area is significant, making it a key focus for future economic and commercial consideration. A potential system would be designed to meet with **Djaara's** Cultural Integrity Guidelines, commercial protections, and operational policies ensuring that no sensitive data is shared. Through GIS, significant economic value can be captured both in terms of data storage and access. Additionally, emerging data-related opportunities may evolve in the Nature Repair Market and carbon trading areas, providing further avenues for growth and value creation. With Country and Culture intrinsically connected, cultural assets can be mapped, and additional data can be collected to enrich the understanding of **Djaara's** living history. This data would be safely protected and stored in ways that will enable greater Data Sovereignty and ethical use of **Djaara** data and cultural knowledge.



Renewable energy, clean energy, energy infrastructure

Many energy projects are coming to **Djandak**. To meet future energy needs for housing and business communities across our region, significant investments are being made into planning and provision from both private and state government funds. Guided by our existing energy-related strategies, being **Nyauwi Mutjeka** 'To keep the Sun' – Dja Dja Wurrung Renewable Energy Strategy, and Turning 'Wrong Way' Climate, Right Way – Dja Dja Wurrung Climate Change Strategy 2023–2024, a range of opportunities are present for us to lead projects and harness economic potential from them. Through **Wuktjarrang** – Trading Our Way and across our Group we can increase opportunities for benefit-sharing while also supporting our current enterprises. For example, DJANDAK could deliver works on Country, DUMAWUL could deliver Djaara Cultural Competency Programs for agencies and stakeholders, and DJAKITJ could plant kangaroo grass under solar panels, helping to restore Country's health and to increase seed production.

Wuktjarrang – Trading Our Way, along with our other strategies, enhances our ability to identify economic value-capture opportunities, while upholding **Djaara** rights and increasing the protection of and healing of Country, and further activating our enterprises within the Group to generate both cultural and economic returns and outcomes.

Future industries

With our strong foundations set, including our governance structure, diverse enterprises, asset base (including infrastructure, plant and equipment), and increasing capability, the Dja Dja Wurrung Group is well positioned to explore future opportunities for new enterprises or business growth and expansion for existing enterprises.

With access to recent sector and industry analysis, DJAARA can position for 10- to 20-year growth and expansion opportunities in key areas that align with our capability and capacity. We can model and facilitate resourcing in areas that are culturally aligned and of economic interest.

The table overleaf highlights key opportunities identified by sector growth for Traditional Owner organisations across many sectors, based on the current economic climate (2025). The information is generated by the Federation of Victorian Traditional Owner Corporations, one of the peak bodies for Victorian Aboriginal economic development), of which Dja Dja Wurrung Clans Aboriginal Corporation, trading as DJAARA, is an active member. This information becomes part of our toolkit for economic decision-making, guiding and informing our Group and enterprises, and supporting our Members in identifying areas to engage in economic activities.

Key sectors identified for Traditional Owner economic development – emerging & future

SECTOR	OVERVIEW	KEY SUBSECTORS	KEY OCCUPATIONS
Caring for Country	Opportunities for Caring for Country are growing in Victoria, including in Nature Repair Markets, pest and weed control, and landscaping services. Traditional Owner groups like DJAARA are increasingly in demand by private landholders, for example in the cultural fire space, while the land handbacks that are likely to take place through the Victorian Treaty negotiations may provide opportunities tied to Traditional Owner group agreements with the Victorian Government.	<ul style="list-style-type: none"> Traditional Land Management & Advisory Nature Reserves & Conservation Parks Operation Zoological & Botanical Gardens Operation 	<ul style="list-style-type: none"> Park ranger Landscape architect Aboriginal cultural practitioner Environmental scientist
Cultural training	Cultural training is increasingly in demand in workplaces and other settings, requiring Aboriginal trainers, educators and experts. Vocational education more broadly is growing due to a rising population, strong government investment and initiatives to boost participation in education and training.	<ul style="list-style-type: none"> Workforce training, including Cultural Safety training On-Country education programs 	<ul style="list-style-type: none"> Traditional Owner Welcome to Country and cultural education practitioner Cultural safety trainer Museum and cultural centre owner and/or operator Aboriginal historical, cultural and social formal education teachers
First Nations tourism sector	The tourism industry is bouncing back in Victoria following the COVID-19 pandemic, with local and overseas visitors returning to Melbourne as well as regional Victoria. First Nations tourism experiences are one key component of visitor demand, driving Aboriginal employment in multiple industries and occupations.	<ul style="list-style-type: none"> Cultural tours and immersion Accommodation Aboriginal storytelling Nature and wildlife experiences 	<ul style="list-style-type: none"> Cultural tour guides Travel Agent Wildlife experts
Construction	The Construction sector can deliver social benefits to community through design that incorporates Aboriginal principles and voices. Aboriginal businesses and communities are also expected to benefit from government contracts and projects related to infrastructure in Aboriginal communities.	<ul style="list-style-type: none"> Residential & non-residential building construction Heavy & civil engineering construction (incl. road & bridge) Land development & site preparation services Building installation, completion, and construction services Building structure services 	<ul style="list-style-type: none"> Construction worker Civil engineer Carpenter Safety manager Project manager Electrician Metal fabricator Architect Plumber Construction manager
Native medicine & food systems	Interest in native medicines and food is growing, with new products and applications being developed from Australia's diversity of native plant species. Supply is not keeping up with demand, providing significant opportunities for Aboriginal-led businesses to join the sector.	<ul style="list-style-type: none"> Scientific research services Agriculture support services Nursery & floriculture production Food retailing (including retail) Product wholesaling Basic chemical & chemical product manufacturing Livestock, grain, crop, fruit & tree-nut, mushroom & vegetable farming Food & beverage product manufacturing 	<ul style="list-style-type: none"> Native food & botanicals specialists Retail salesperson Sustainability coordinator Marketer Veterinarian Agriculture manager Agriculture economist Research technician Agricultural lawyer Herbalist Horticulturist Food technologist

SECTOR	OVERVIEW	KEY SUBSECTORS	KEY OCCUPATIONS
Education	Education is a steadily growing sector, supported by a growing population and government investment. Victorian schools face severe teacher shortages and particularly struggle in employing Aboriginal teachers, while seeking to improve the cultural education taught in schools.	<ul style="list-style-type: none"> • Preschool education • School education • Tertiary education • Adult community & other education • Educational support services 	<ul style="list-style-type: none"> • Cultural educators & facilitators • Substitute teacher • Early childhood teacher • Librarian • Teacher • Curriculum developer • Lecturer • Academic advisor • Educational resource manufacturer
Indigenous consulting	Consulting sits within the Professional, Scientific and Technical Services industry, which is the fourth largest employer in Victoria. Indigenous consulting is a growth area with demand from multiple industries, and expectations of higher demand following Treaty negotiations, which may require organisations to demonstrate engagement with Aboriginal communities.	<ul style="list-style-type: none"> • Cultural advisory services • Financial advisory services • Community engagement • Cultural Heritage auditing 	<ul style="list-style-type: none"> • Consultant • Cultural advisor • Cultural facilitator • Cultural specialist consultants • Cultural governance advisors • Indigenous Cultural & Intellectual Property Rights lawyers • Rights & Recognition lawyers
Public administration	Public administration is a large employer in Victoria through the Victorian public service, Australian Government and local governments, and other local public services such as defence and police. The Victorian public service is growing steadily in response to infrastructure projects and social policy initiatives, and other components of public administration are also showing steady growth.	<ul style="list-style-type: none"> • Correctional & detention services • Defence • Federal, state and local government administration • Justice • Public order & safety services • Fire protection and other emergency services 	<ul style="list-style-type: none"> • State government officer • Police officer • Correctional officer • Firefighter • Health and safety officer • Youth justice worker • Local government officer • Project manager
Clean energy	Australia's transition to net-zero and the Victorian Government's ambitious renewable energy targets are fuelling growth in the clean energy sector, with the renewable share of energy generation in Victoria expected to rise from 34% in 2021/22, to 65% by 2030 and 95% by 2035. This is creating strong demand for skilled energy workers, underpinned by the Victorian Clean Economy Workforce Development Strategy.	<ul style="list-style-type: none"> • Clean energy infrastructure • Community consultation and education • Innovation & scientific research • Electricity generation, transmission, distribution and market operations • Project management 	<ul style="list-style-type: none"> • Environmental scientist • Cultural advisory specialists • Rights & Recognition lawyers • Renewable energy designer • Community consultant • Mechanical engineer • Hydro technician • Electrician • Energy analyst • Wind turbine technician • Solar installer • Engineer
Aquaculture	The aquaculture sector in Australia grew to \$2 billion at the end of the COVID-19 pandemic, with higher prices supported by supply chain issues. Growth is expected to slow as the sector adjusts from the volatile pandemic years and with slowing domestic and overseas demand. However, locally, the Victorian Government's support for the sector through the Victorian Fisheries Authority's Aquaculture Strategy is promising for new businesses.	<ul style="list-style-type: none"> • Food & beverage product manufacturing and retailing, including online • Fishing support services • Fishing, hunting and trapping • Offshore aquaculture 	<ul style="list-style-type: none"> • Farm manager • Native food & botanicals specialists • Cultural advisor & practitioners • Indigenous cultural trainers • Communications & Marketing specialists • Hatchery manager • Fishery officer • Science officer • Quality control specialist • Academic • Aquaculture entrepreneur • Consultant • Aquaculture technician

Djaara's link to economic success – membership & succession planning

The success of the Dja Dja Wurrung Group is driven by the **Djaara** workforce and by applying Cultural Knowledge and Cultural Ways into how we do business. With the ongoing goal of providing economic self-determination pathways through direct employment and supporting individual Member economic aspirations (own businesses), it is natural that as the Group grows and expands over the next 10 to 20 years, more opportunities will emerge. To maximise this potential, **Wuktjarrang** – Trading Our Way includes Membership and succession planning as one of its five key elements. Supported by its own objectives and guiding principles, this strategy enables us to be more strategic and tactical in meeting the needs of **Djaara**, helping to build their own cultural and economic aspirations.

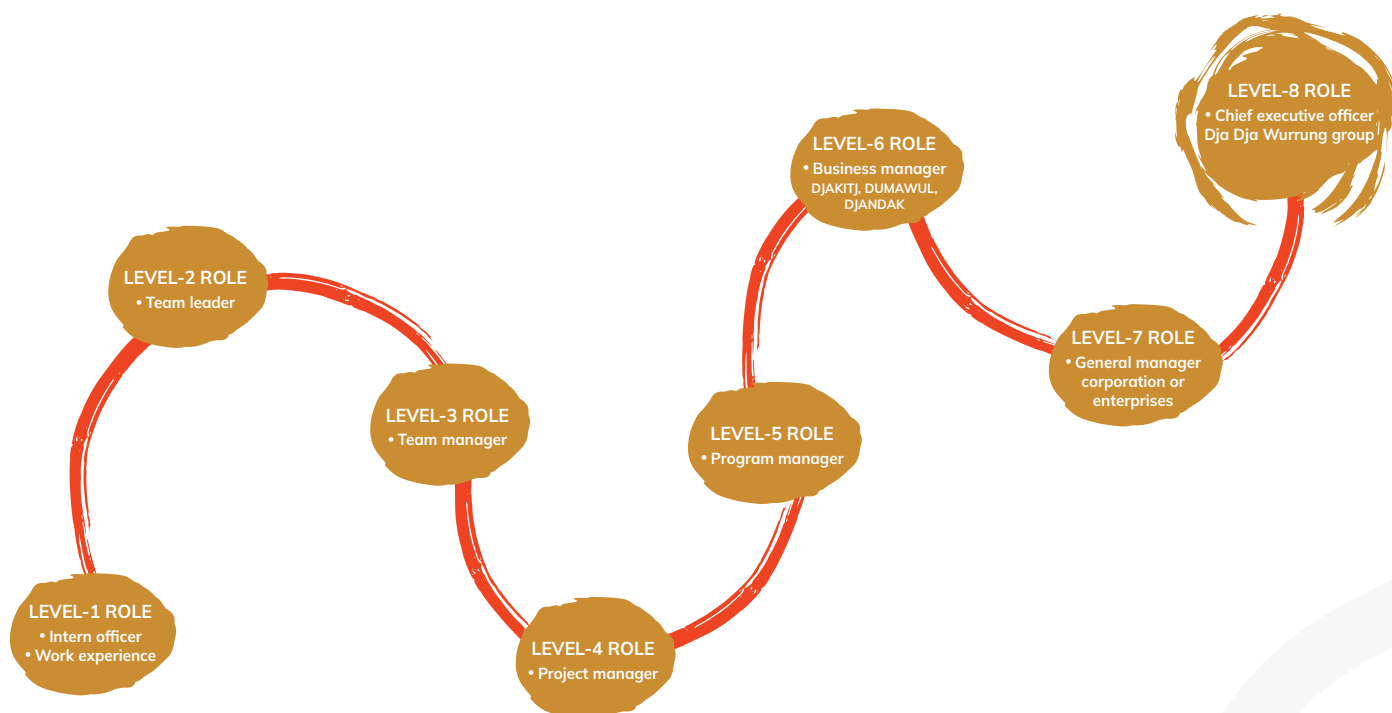
There are many pathways and growing opportunities for **Djaara** to engage with the Dja Dja Wurrung Group for economic gain. This can be through direct employment (working for the Group) or indirectly as contractors or sub-contractors to Dja Dja Wurrung Enterprises.

Equally, our **Djaara** pathways and various capability programs provide **Djaara** with opportunities to access Enterprise-related education, training and skills development, supporting their personal and professional growth. This can include some cultural training elements specific to meeting the needs of the Group. Within the Group, employment opportunities go to **Djaara** first. Where employed, **Djaara** are prioritised for promotion, and, where not successful, can be informed of additional training or education opportunities to ensure they become readily qualified for the role in future.

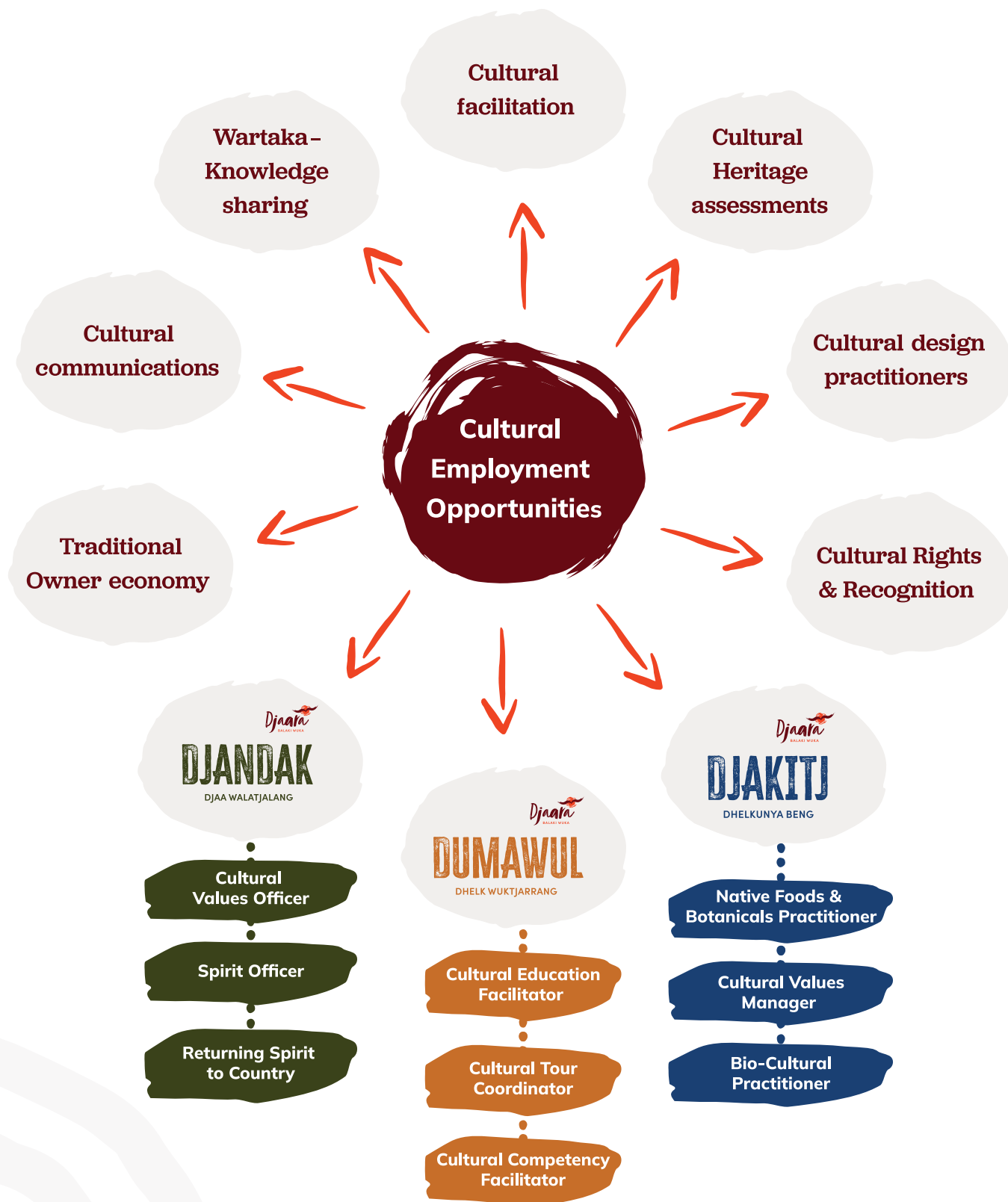
For Culture-related activities, such as participating in Knowledge Holder groups like Wartakas (to meet with purpose), where **DJAARA** Members may not yet have the necessary experience, they may wish to request to participate as observers, so as to learn the **Djaara** Ways, and to learn from Elders and other **Djaara** Knowledge Holders.

Within this strategy, membership and succession planning focuses on increasing the capacity, capability, and engagement with **Djaara**, in the right way, for cultural and economic success of **Djaara**.

Skill level progress aligned to roles and promotion pathway for Djaara



Djaara cultural opportunities



Investment strategy

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It is our vision as the first Djaara (People) of Central Victoria, to have a strong and diverse economic base to provide for our health and wellbeing and strengthen our living Culture. Our Recognition and Settlement Agreement was an important milestone for Dja Dja Wurrung People. The Victorian Government now recognises us as the Traditional Owners of this Country and acknowledges the history of dispersion and dispossession that has affected our People.

It is through the care of our ‘Traditional Owner Economy’ we must grow our asset base and use it wisely and sustainably to generate economic benefit for Dja Dja Wurrung People.

We attract good people to be a part of our Cultural and Corporate Family that share our values and they bring with them professional expertise we require to create and exploit economic development and employment opportunities.

– *Dja Dja Wurrung Clans Aboriginal Corporation Investment Strategy (2019).*

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Wuktjarrang – Trading Our Way, supports the Investment Strategy. The Investment Strategy is managed by the Investment Advisory Committee. The Committee can now also utilise **Wuktjarrang** – Trading Our Way to be further informed on **Djaara’s** Traditional Owner economy through the five elements and guiding principles, and by the Cultural Return-on-Investment Monitoring & Evaluation Reporting assets. When combined, each resource informs the other. **Wuktjarrang** – Trading Our Way and its subsequent resources increase our knowledge base, support decision-making, and strengthen DJAARA’s economic development toolkit.

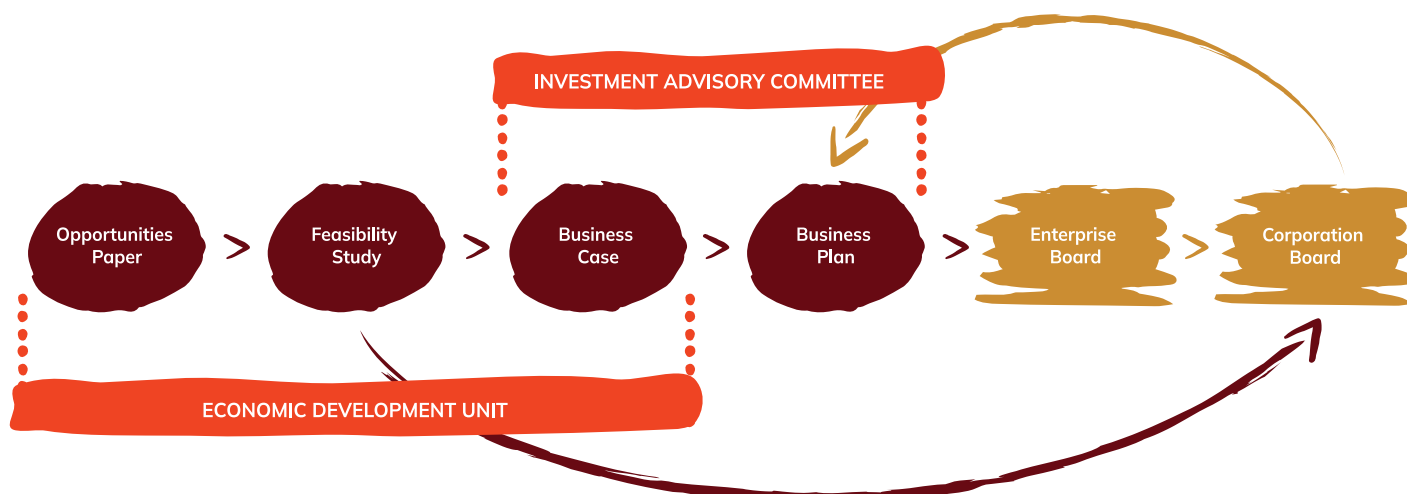
As the Dja Dja Wurrung Group continues to grow and expand, we continually review the balance between passive investments (e.g. deposits) and active investments (e.g. business investments). As the Corporation and Enterprises continue to advance, our investments are reviewed regularly, through the lens of the Investment Strategy and experts on the Investment Advisory Committee. **Wuktjarrang** – Trading Our Way can also help articulate the cultural and economic balance of investments across time, and weight of each at various points in time. For example, an active investment may offer low cultural returns in its inception or at the beginning, but later generate significant cultural benefits. These assets together can help inform the Committee in their decision-making, and those decisions to be made by the Corporation and Enterprise Boards. Together, they increase our capacity for creating a stronger economic and financial position.

Business development process

Our business development process provides a platform to receive and evaluate ideas and concepts for potential business ventures, applying governance and economic rigour to assess their viability.

The Economic Development Unit is responsible for formatting and filtering business ideas submitted from across the Dja Dja Wurrung Group, including those proposed by Members. The Unit assesses these ideas for early-stage alignment and viability. The Investment Advisory Committee ensures the necessary due diligence is conducted for business and investment assessments. It provides specialist knowledge, offers review considerations, and makes recommendations to both our Enterprise and Corporation Boards.

The business development process



Opportunities paper

Opportunities papers are the first stage in the business development process. At this stage, ideas and concepts are evaluated for cultural fit with **Dhelkunya Dja** Country Plan goals identifying a cultural priority, exploring alignment with existing strategies and policies, and helping to shape the idea into a formal working paper for further consideration. It may remain as an opportunity paper or advance after repeated consideration, or, in some cases move forward immediately if identified as a priority initiative.

Feasibility study

Following opportunities papers, feasibility studies play a critical role in determining the resource alignment of the opportunity with **Djaara's** objectives and aspirations. This includes evaluating strategic fit within the Enterprises, exploring economic benefits, value-creation or value-capture potential, assessing market demand, identifying associated risks, and other relevant factors. This stage also includes an assessment and alignment with **Wuktjarrang – Trading Our Way**, and forecasts a potential Cultural Return on Investment using our modelling.

Business case

Following successful feasibility study outcomes, a detailed financial business case will be developed to determine the preliminary economic viability (cost versus return) of an opportunity, as well its resource demands and requirements, such as land, plant and equipment, human resources, technology, infrastructure, and other required assets. This stage undergoes exceptional scrutiny by the Economic Development Unit and the Investment Advisory Committee, with the process potentially being completed several times where extended due diligence is required. It also identifies alignment and gaps in existing capabilities and capacity that would successfully deliver business outcomes or require investment, identify risks and challenges. It will scope investment requirements (funding and resources). It also scrutinises if the opportunity is a supported priority.

Business plan

Business planning considers operational plans, market activation, and the operating environment, and categorically identifies cultural benefits, economic (financial returns to DJAARA) and commercial benefit (business success factors). This stage also determines the best business fit within the Group, identifying whether the opportunity sits best within the Corporation, or within Dja Dja Wurrung Enterprises, within an existing business or potentially a new enterprise. Next, the opportunity will either be promoted for Board considerations, or for further review, or to remain on the table for consideration at a later date.

Economic benefits for all communities

The Dja Dja Wurrung Clans Aboriginal Corporation, trading as DJAARA, is one of the larger Traditional Owner Corporations in Victoria (2025), making significant contributions to the broader economy across **Djandak**, Central Victoria, and the State of Victoria.

One way to measure our contribution to the economy is Gross Value Added (GVA). GVA takes into account the direct economic activity associated with employment, as well as the indirect economic activity produced through the supply chain (such as money spent on wages) resulting from that employment.

\$114.5M

Total financial contribution (GVA) by the Dja Dja Wurrung Group over five years prior to 2025 (standardised reporting).

Separately, as an economic contribution direct to the economy, and as determined through revenue generation and subsequent value created, the Gross Value Added is applied to both direct and indirect activities captured throughout the supply chain (such as trading goods and services). As per recent reporting by the Federation of Victorian Traditional Owner Corporations (FVTOC), economic insights suggest that for every dollar spent by Traditional Owner Corporations, another 51 cents per dollar will be spent across the supply chain. Applying this methodology across the Dja Dja Wurrung Group, and using the same recent five years of standardised reporting, another \$58.5 million in economic benefit flows across the region. As a result, by combining both employment and revenue-generated results, the total Gross Value Added amount created by Dja Dja Wurrung Group activities is:



\$173M

The Dja Dja Wurrung Group also contributes economically through multiplier effects. Multiplier effects are a measure of an industry's or Corporation's connection to the wider local economy by way of input purchases, payments of wages and taxes, and other transactions, and how these flow on to other businesses downstream to generate further economic flow-on business activity (associated business revenues buy goods and services, pay their staff wages, taxes, and business inputs).

While these effects vary across sectors and industry types, for us, the multiplier effect of between two to five times the value of expenditure can be applied to achieve a contribution range (dollar value).

Using data from the last five years (2020–2024), the Dja Dja Wurrung Group offers between

\$346M – \$865M

in additional economic benefit through the multiplier effect.

Current analysis for the Group suggests that by:

2035

these values could triple

2045

these values could increase fivefold

This highlights the invaluable contribution the Dja Dja Wurrung Group makes across **Djandak**, the region and the State.



References

DJAARA resources

Dhelkunya Dja – Dja Dja Wurrung Clans Country Plan 2014–2034

Dja Dja Wurrung Cultural Integrity Guidelines

Dja Dja Wurrung Group Corporate Governance Charter

Dja Dja Wurrung Recognition & Settlement Agreement

Dja Dja Wurrung Group Annual Reports (Various: 2019–2024)

DJAARA Strategies

Turning ‘wrong way’ climate, ‘right way’ Dja Dja Wurrung Climate Change Strategy 2023–2034

Wurreka Galkangu Shared Strategic Landscape Plan 2024–2034

Nyauwi Mutjeka ‘To keep the Sun’ Dja Dja Wurrung Renewable Energy Strategy

Galk-galk Dhelkunya Forest Gardening Strategy 2022–2034

Dhelkunyangu Gatjin Working Together to heal water – Djaara Gatjin Strategy

Djandak Wi (Country Fire) Strategy- dhelkunya wi (healing fire) 2024–2034

Recognition & Settlement Agreement- Vol 1 of 2 under the Traditional Owner Settlement Act 2010 (Vic) between Dja Dja Wurrung Clans Aboriginal Corporation and the State of Victoria

Victoria Government Gazette – Natural Resource Agreement between The State of Victoria and Dja Dja Wurrung Clans Aboriginal Corporation (Indigenous Corporation Number 4421)

Djandak: A Traditional Way of Business

Dja Dja Wurrung Clans Aboriginal Corporation: Investment Strategy 2019





External resources

Victoria State Government: Economic Growth Statement – Victoria: Open for Business

Federation of Victorian Traditional Owner Corporations

Victorian Traditional Owner Economic Development Roadmap DRAFT (SGS Consulting-2024)

Project 1 – Analysis of the state of play of the Victorian Aboriginal economy (Deloitte 2024)

Project 2 – Sector Reports (Deloitte 2024)

Project 2 – Methodology Report for Sector Analysis DRAFT (Deloitte 2024)

Project 3 – Victorian Aboriginal Employment and Economic Research Projects DRAFT (Greenshoot Consulting 2024)

Victorian Traditional Owner Native Foods & Botanicals Strategy

Victorian Traditional Owner Native Food & Botanicals Protocol

National Indigenous Land & Sea Council Discussion Paper: Unlocking Investment Capital

Indigenous Business Australia Impact Report 2021-22


Indigenous Business Australia Impact Report 2023

Dharwura Ngilan Business & Investor Initiative: A Guide for Businesses & Investors

Dharwura Ngilan Business & Investor Initiative: Principles for Business & Investors

United Nations Declaration on The Rights of Indigenous Peoples

Victorian Aboriginal Community Controlled Health Organisation Inc. Population Growth Model



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