



**Enterprise Learning Projects**  
ANNUAL REPORT  
2021/2022



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# FROM THE CO-CEOs



**We've just concluded a two-year journey of reflection, co-design and development. Early in this period of transition we had a huge internal re-design, which saw a change in our Board leadership, and we became a 100% Indigenous-controlled organisation. The reality of natural disasters and a global pandemic revealed the disparities in our society, exposed to us the pitfalls of high-pressure urban lifestyles and reminded us of the need for community, family and wellbeing.**

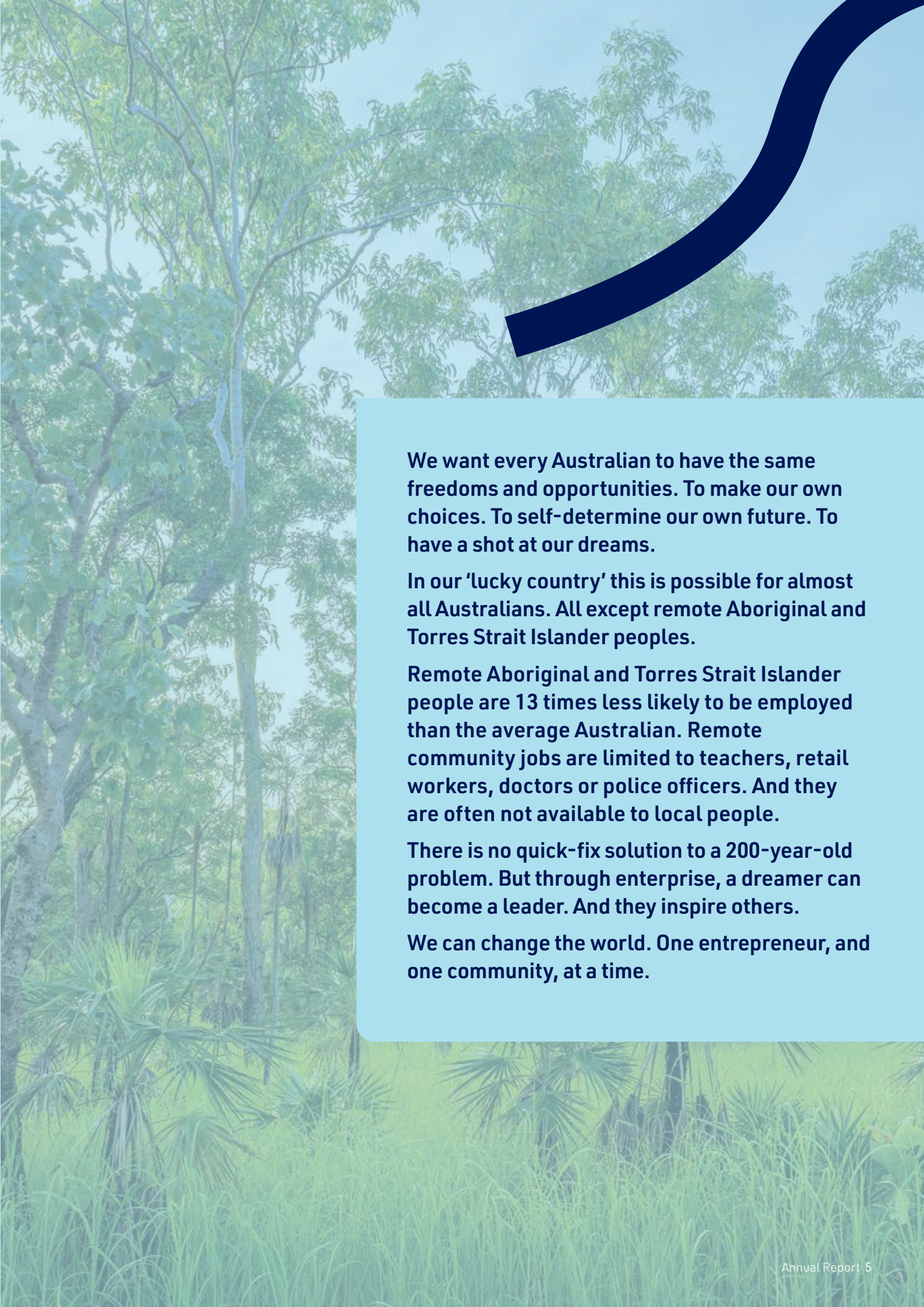
There is no doubt that this time of immense change has influenced our thinking as we developed, piloted and refined Enterprise Learning Projects' future vision. Importantly, it has led us to:

- Reflect on the legacy of the organisation, interrogate its learnings and take significant steps to hand over businesses to community leaders and strongly position ourselves as a supporter and 'field-builder' as opposed to business operator
- Question our own leadership structure, making a rapid move to introduce a whole new 100% Indigenous board and, following this, engaging Liandra Gaykamanju as our co-CEO, to embed Indigenous leadership both in our organisation and in our program design
- Reimagine solutions that place remote entrepreneurs at the centre of their development journey, shifting power into their hands and ensuring that they are decision makers at every step of their program journey with us
- Take advantage of the online shift to foster deep relationships nationally that can contribute to the success and empowerment of our organisation and the people we work with

**Liandra Gaykamanju**

**Alexie Seller**





**We want every Australian to have the same freedoms and opportunities. To make our own choices. To self-determine our own future. To have a shot at our dreams.**

**In our 'lucky country' this is possible for almost all Australians. All except remote Aboriginal and Torres Strait Islander peoples.**

**Remote Aboriginal and Torres Strait Islander people are 13 times less likely to be employed than the average Australian. Remote community jobs are limited to teachers, retail workers, doctors or police officers. And they are often not available to local people.**

**There is no quick-fix solution to a 200-year-old problem. But through enterprise, a dreamer can become a leader. And they inspire others.**

**We can change the world. One entrepreneur, and one community, at a time.**

# FROM THE CHAIR



**I am proud to be leading the board at this important moment in Enterprise Learning Project's history – I joined ELP at this significant time because of a strong belief in self-determination for our people, and I consider participation in commerce to be a key factor in changing our story.**

ELP's new, 100% Indigenous board commenced in October 2020, to support the organisation to transition its model, focusing on empowering remote Aboriginal & Torres Strait Islander entrepreneurs to transform their communities by delivering best practice business support programs.

Commitment to First Nations empowerment has been a strong theme for these past two years. This is not only reflected on the board, but also the appointment of co-CEO Liandra Gaykamanju. This was a huge moment for ELP and for the broader community. To see an Aboriginal business leader at the helm of an organisation that works to serve and support remote entrepreneurs will change the game forever. And what a start it has been.

Liandra, Alexie and the ELP team have been working together to achieve our grand plans for this new phase. Despite the ongoing uncertainty of the pandemic crisis, my fellow Board Members and I wish to congratulate our team for their remarkable efforts to deliver on our impact goals:

- We delivered our first On Country Incubation Program working with 19 remote entrepreneurs and business participants, and onboarding another 11 in this year's current round.
- We delivered on a community-centred commitment to hand over ownership and operations of the Gulbarn Tea enterprise to the Minyerri community. I commend the Alawa Corporation and the ELP team for navigating a complex transition, and wish the Alawa Corporation great success as this business continues to create new economic opportunity for Minyerri as they share their cultural knowledge with pride across the world.

- We launched and scaled Impact North, Northern Australia's social enterprise network, which is already making waves across the country and putting Northern Australia's remote social and Indigenous leaders on the map.
- Our co-CEO's Liandra and Alexie also continue to lead and advocate for the North – Liandra in her role as First Nations committee member and Program Design for SEWF, and Alexie as a founding board member at Social Enterprise Australia. We're in good hands with such strong, passionate leaders creating new spaces to influence and advocate for positive change.

The future is bright for Indigenous business, and entrepreneurship across the NT and Northern Australia and for our work in empowering these leaders to create the impact that they are aspiring to.

I have been inspired by the tenacity and vision of the entrepreneurs that our organisation works with, and by our team's commitment to be creative in the face of adversity when identifying opportunities.

I wish to thank all of the entrepreneurs who have engaged with us, and trusted us to partner with them on their mission to create better futures for their communities.

I would also like to thank the broader NT community for embracing and supporting our work in this space, we are incredibly proud of what we have achieved, and look forward to working with the broader community for many years to come.

**Amanda Healy**  
**Board Chair**



# Our journey of change

Over the first ten years of ELP's life, we:

Empowered  
**13**  
entrepreneurs

Co-built  
**9**  
businesses

Worked in  
**22**  
communities  
averaging 435  
residents

Provided  
**225**  
people with income-  
earning opportunities  
in remote communities

In 2020, we completed a sector-wide review with contributions from over 50 organisations across the NT remote community sector. We learned that the current support system was lacking in three key ways:



Too many rotating faces meaning communities were tiring of building new relationships



Not enough 'on Country' support, meaning communities either couldn't participate or were in culture shock in major cities while trying to learn new skills



Favouring ABNs and Business Plans over the impact on people in communities

We've drawn upon these learnings and our own experiences as a group of experienced entrepreneurs to reimagine business support for remote communities that prioritises:



## People

This means we focus on understanding an entrepreneur's motivations, aspirations and personal goals before diving into business strategy.



## Place

We build strong relationships and trust, and understand the context of an entrepreneur in their community. Working on Country, then online, opens up the door for the broader community to attend workshops with us.



## Empowerment

We focus on transferring skills and networks to set communities up for long-term success, as opposed to getting projects done in the short-term.

# WHERE WE ARE TODAY

**We've transitioned to 100% Indigenous board, from now into the future.**

"ELP's commitment to embedding Indigenous leadership at the board level is a first step towards a long-term commitment to fostering opportunities for First Nations communities wherever we can."

Amanda Healy, Board Chair



We brought in a co-leadership team - Liandra Gaykamanju and Alexie Seller - who brought their respective skills, strengths and lived experience to clarify our strategic vision, redefine our impact model and develop our new approach to empowering remote Aboriginal & Torres Strait Islander entrepreneurs to transform their communities.



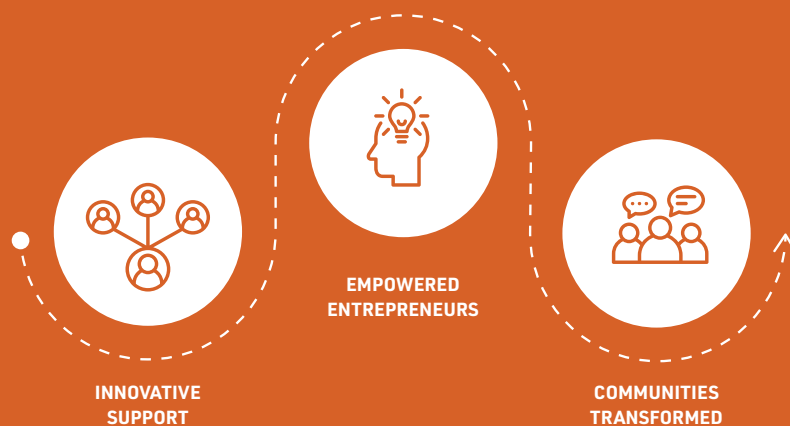


**100% Indigenous-  
controlled. Board gender  
parity. Female Executives.  
Aboriginal leadership.  
Experienced entrepreneurs  
and mentors. Social  
enterprise disruptors.  
Proactive network  
collaborators. Cross-  
cultural communicators.**

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# WHAT WE BELIEVE IN

**Our theory of change is simple. With innovative support, we can empower entrepreneurs to transform their communities.**



## **Innovative Support**

Because this is the crux of the problem: there's no shortage of ideas or inspiration to develop businesses in communities that create local economic opportunity, generating social and environmental impacts. What is lacking is the right support. All of our programs are led by four key principles:

- Relationships first, meaning we invest in meeting in person and give space to build trust
- A shift of power, meaning entrepreneurs co-design and co-decide their experience
- At the entrepreneur's pace, respecting conflicting priorities in two worlds
- Two-way learning, acknowledging that we have as much to learn as we do to share

## **Empowered Entrepreneurs**

Because we believe that entrepreneurship can change the world. Through enterprise, a dreamer becomes a leader.

Our entrepreneurs drive change at a local level. We see how their thriving businesses offer local employment opportunities and inspire other emerging leaders in the region. They create their own ecosystem for impact and a self-determined future. Investing in these individuals directly stimulates new regional investment and industry diversification.

*"There's not a lack of ideas or a lack of creativity, it's about creating the opportunity to share the resources so we can all experience success."*

Liandra Gaykamangu, co-CEO ELP

## **Communities Transformed**

This is our vision. We hope to see a world where remote Aboriginal and Torres Strait Islander entrepreneurs are empowered to determine their own futures and effect generational change for the communities.

By investing time and resources into entrepreneurs, entrepreneurs can become future leaders and changemakers in their communities and we are investing in meaningful, long-term community transformation.



OUR PURPOSE

Through enterprise a dreamer becomes a leader.



OUR BELIEF

Invest in entrepreneurs who in turn invest in their communities.



# WHERE WE'RE GOING

**We're on a mission to show what is possible when entrepreneurs are empowered to transform their communities. By 2025, we plan to:**



Empower

**> 100**

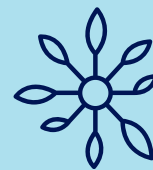
leaders through our programs



Generate

**> 1,500**

learning and earning opportunities for community members



Nurture and grow a thriving network for social entrepreneurs in our region

**As a result of our work, we believe that:**

- Entrepreneurs will be capable of self-determining their futures and effecting generational change for their communities, including generating new meaningful jobs, diverse economic activity and strengthening culture through their business ventures.
- Entrepreneurs and their businesses will inspire emerging leaders in the region and act as role models for an empowered future.
- Northern Australian Indigenous and social enterprises will be on the map, valued and acknowledged as leaders in creating community wellbeing.

# OUR COMMITMENT TO FIRST NATIONS EMPOWERMENT

**We are committed to the empowerment of the broader Indigenous community through our organisation and are taking significant steps to act on this through our board, our supplier network and our co-facilitators. But this is just the beginning!**

## **Transition to 100% Indigenous-controlled board**

In 2020, ELP made a significant commitment to transition to a 100% Indigenous-controlled board. Our five Independent Directors and one Executive Director bring a diversity of expertise, networks and cultural understanding to the stewardship and strategy of the organisation. The commitments that the board have made to ensure sustainable contributions from all and to strengthen the diversity and perspective of the organisation are:

- A commitment to maintaining 100% Indigenous representation
- Ensuring gender diversity
- Maintaining at least two Directors from the regions that we work in so as to reduce the cultural and education burden on specific Directors



### **Amanda Healy – Board Chair**

Amanda Healy is from the Wonnarua nation, the Traditional Owners of the Hunter Valley region in New South Wales. Amanda is an acclaimed entrepreneur in the engineering and mining industry, as well as the founder of Kirrikin, a luxury fashion social enterprise that shares its profits with the Aboriginal artists who design these works.



### **Mark Jackaman – Treasurer**

Mark Jackaman is Worimi from the Nahiic region in the Hunter Valley, NSW. Mark is currently COO for the Cancer Council, and brings his extensive national and international experience across finance, leadership and governance to the board.



### **Liandra Gaykamaŋu – Director + Co-CEO**

Liandra is a Yolŋu woman from North-East Arnhem Land and the founder and creative director of Liandra Swim, an eco-conscious designer swimwear label that fuses contemporary Aboriginal art and swimwear fashion. Liandra's personal experience growing and running an e-commerce business from Milingimbi, along with her extraordinary entrepreneur journey, deeply informs our work.





### **Josh Gilbert – Director**

Joshua Gilbert is a Worimi man, whose family ancestors are recorded as having the first recorded birth in a cave in the Gloucester mountains.

Josh's work seeks to connect traditional Aboriginal knowledge and history to current contexts. He is an entrepreneur and business advisor, working predominantly in the Aboriginal cultural, agricultural and environmental spheres.



### **Elena Wangurra – Director**

Elena Wangurra is a proud Warramiri woman of the Yolngu Nation and is currently based on Rirratjingu land in Nhulunbuy, NT. Elena is also the

founding Director of QueenMode Collective, a social enterprise elevating and empowering First Nations women. Elena is passionate about bridging the Yolngu and Balanda worlds; and integrating cultural knowledge systems in business.



### **Nicole Brown – Director**

Walking in two worlds, Nicole Brown is a proud Aboriginal Australian woman whose genealogy is diverse originating from Aboriginal (Larrakia,

Malak Malak and Yanyuwa), Chinese, Filipino, English and American bloodlines. Nicole's reputation as a leader sees her in high demand working as an Indigenous Engagement Specialist, Community Development Consultant, Human Rights Advocate, Entrepreneur, Public Speaker, Reconciliation Champion and Change Agent just to name a few.



## OUR COMMITMENT TO FIRST NATIONS EMPOWERMENT

### Investing in an Indigenous-led supply chain

#### Surrounding our entrepreneurs with Indigenous and culturally competent partners

It makes sense for us to not only support remote Aboriginal & Torres Strait Islander entrepreneurs through our programs, but also to invest in those businesses around us through our spending. We aim for >50% of our supply contracts to go towards Indigenous Business, and over 30% to social enterprises.



**"We are proud to call ourselves a genuine growth partner of ELP in their work supporting Indigenous enterprise in the NT, and across Northern Australia through Impact North. In my opinion, the level of commitment displayed by this team is hard to come by. Many organisations only skim the surface, unlike ELPs hands-on and embedded approach. ELP are unafraid to pivot their approach and learn from activities that haven't worked, and creatively work to raise the profile of the NT and North East Arnhem Land, increasing opportunities for Indigenous enterprise in our region. This is a testament to ELPs commitment to purpose and impact."**

Sarah Hyland, Together Business Australia, Chartered Accountant and Virtual CFO / Accounting Services

### Indigenous-led expert facilitators

Our programs are delivered in partnership with a network of Indigenous-led businesses. This approach ensures that entrepreneurs are building relationships within the Indigenous business community, and that they have the support of facilitators who understand the challenges and opportunities within the Indigenous Business community.

**"Empower Digital is proud to be Supply Nation registered and honoured to stand among the many incredible Indigenous businesses of our nation... We have thoroughly enjoyed working with the ELP team on their pilot Incubation program in 2022... ELP's program is unique and aligned with our own values of focussing on relationships-first, and then building skills that can stand the test of time and be transferred throughout Indigenous communities."**

Empower Digital, 2021 Cohort Facilitator







## Transitioning Gulbarn to community ownership

In early 2022, Enterprise Learning Projects officially handed ownership of the Gulbarn tea business over to the Alawa Aboriginal Corporation in Minyerri.

Minyerri is a small community in the NT's remote Big Rivers region, about four hours south-east of Katherine, on Alawa Country.

The Gulbarn ownership transfer was a long time coming and marked the culmination of an 18-month project.

ELP has been involved with Gulbarn since the very beginning. In 2015, ELP was invited to visit Minyerri to talk to a group of women, including Samara Billy about their business ideas. Samara had the idea of sharing Gulbarn – an ancient bush medicine remedy used for drinking and bathing – more widely and selling it as a tea.

Gulbarn is the Alawa word for *melaleuca citrolens*, a native plant in the myrtle family that grows wild across parts of Northern Australia. It is used on Alawa Country to heal coughs, colds and stomach aches, and to improve immunity.

Since that first meeting, ELP has worked in partnership with Samara to launch, run and grow the Gulbarn business. It began with a stall at the 2015 Barunga Festival and now has an online store and stockists around the country, including some of our best restaurants, such as Attica, Fleet, Navi and Ester.

The business also achieved enormous impact for the Minyerri community, including:

**\$39,156**

In direct  
community  
income

**79**

people with access  
to employment and  
training opportunities

**98%**

female  
participants

**90%**

participants  
otherwise  
employed

After the initial pilot years with ELP's support proved the business' viability and potential, we worked in partnership with Samara and her fellow Gulbarn team members in Minyerri to determine how the business should move forward. Ultimately, it was agreed that the Alawa Corporation would become the new owners of the business.

The Alawa Corporation is well placed to support Gulbarn's growth. The Alawa Corporation is a local community-led organisation that exists to establish and operate commercial enterprises on behalf of, and for the benefit of, the Alawa people.

We continue to work with the Alawa Corporation to transition important business knowledge and relationships in order to empower their team for success in this business.

# WHERE WE WORK

Through our programs we work across the whole of Northern Australia, with networks into the rest of the country.

## Incubation Program

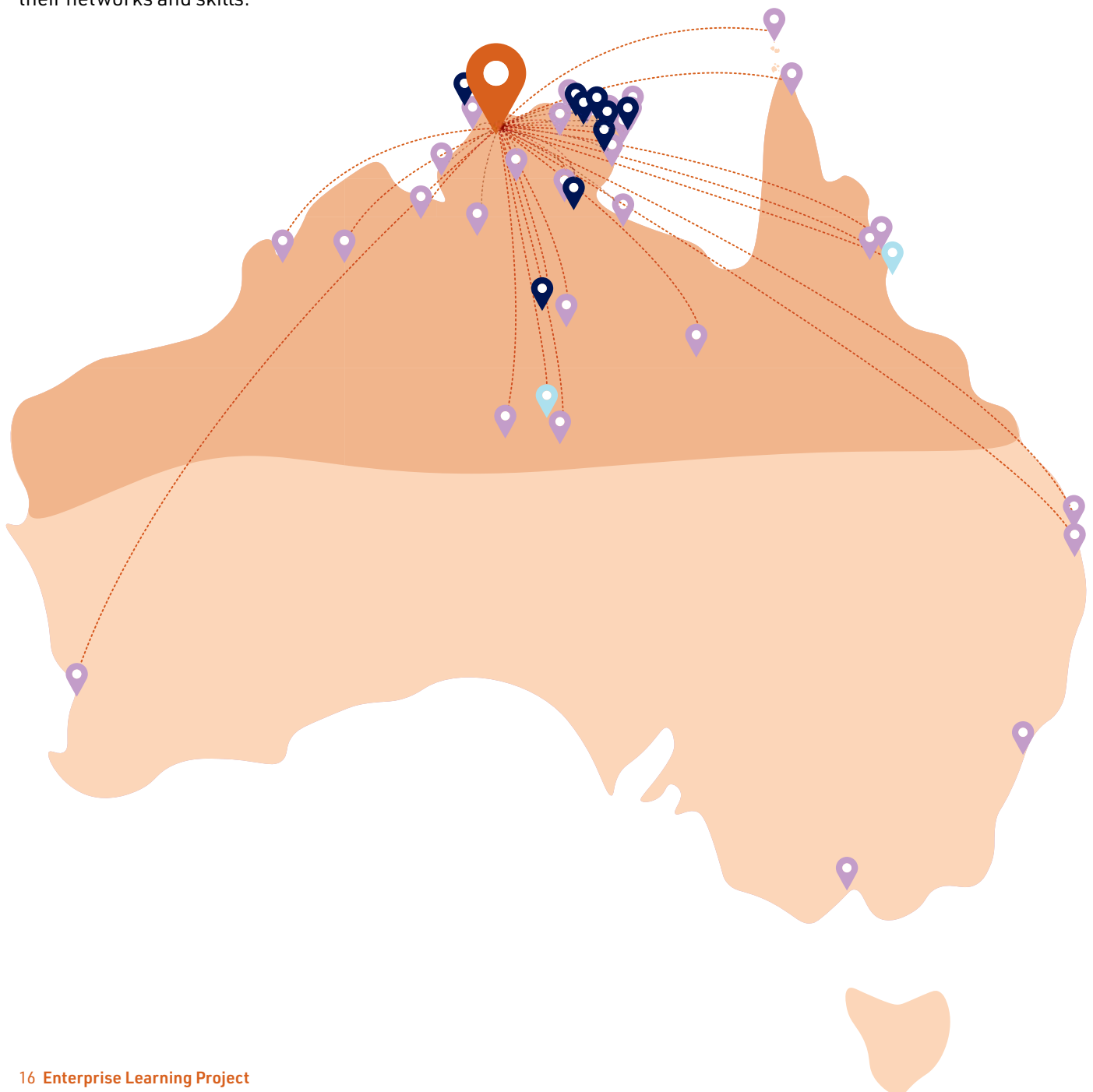
Our incubation program supports remote Aboriginal and Torres Strait Islander entrepreneurs who are looking to grow or evolve their existing businesses and expand their networks and skills.

## Mentorship Program

Our mentorship program supports emerging entrepreneurs who are just getting started with an idea or establishing a business.

## Impact North Network

An initiative of Enterprise Learning Projects, Impact North is a community of social entrepreneurs committed to creating positive social change in Northern Australia.





# Incubation Program



**19**

participants on program, 6 enterprises

**521**

hrs support



**45** days on country

**100%**

Indigenous-controlled organisations

**39.8%**

of sessions attended by Aboriginal & Torres Strait Islander people.

Aboriginal & Torres Strait Islander people are twice as likely to attend in-person compared with online.

## On Country Incubation Program

Our incubation program supports remote Aboriginal and Torres Strait Islander entrepreneurs who are looking to grow or evolve their existing businesses and expand their networks and skills.

The 12-month intensive program supports the growth of remote Indigenous entrepreneurs and their businesses through a tailored experience of place-based and contextually relevant support. We offer face-to-face, on-Country visits, as well as ongoing phone and email contact to assist in the transfer of knowledge, skills and networks.

This year, we've welcomed another five enterprises onto our program, extending across Arnhem Land, to Tiwi Islands and the Big Rivers region.



Two-way learning



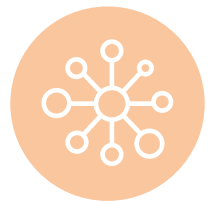
On-Country support



Tailored experience



Growth-focused



Rich networks

## The Journey

Our entrepreneurs journey on a loop starting by setting their own goals to achieve on the program, and ending as they reflect on their progress and set their new path for the future as an empowered leader.

Our priority outcomes are:

- Growing personal confidence
- Increasing business skills
- Expanding local and national networks

## The Steps

We start by shifting power, and ensuring that entrepreneurs are in charge of clarifying their vision and goals from the start.

We then co-design a tailored plan for development in the program, highlighting business skills, personal skills, network opportunities and other fundamental steps to take in order to progress towards those goals. This is critical – enterprises in our region face vastly different challenges, ranging from website development to understanding construction labour pricing and require bespoke programs to help them truly navigate these issues.

Once we have clarity on the goals and the approach, we bring in Indigenous-led facilitators, with the cultural and technical expertise needed to support the entrepreneurs' growth. These facilitators provide both on-Country and remote support, ensuring that they take time to develop strong relationships and understand the entrepreneur's context, and maintaining a coaching mindset throughout the program to build confidence and transfer skills.

“ELP explained everything in-depth with us, together.”

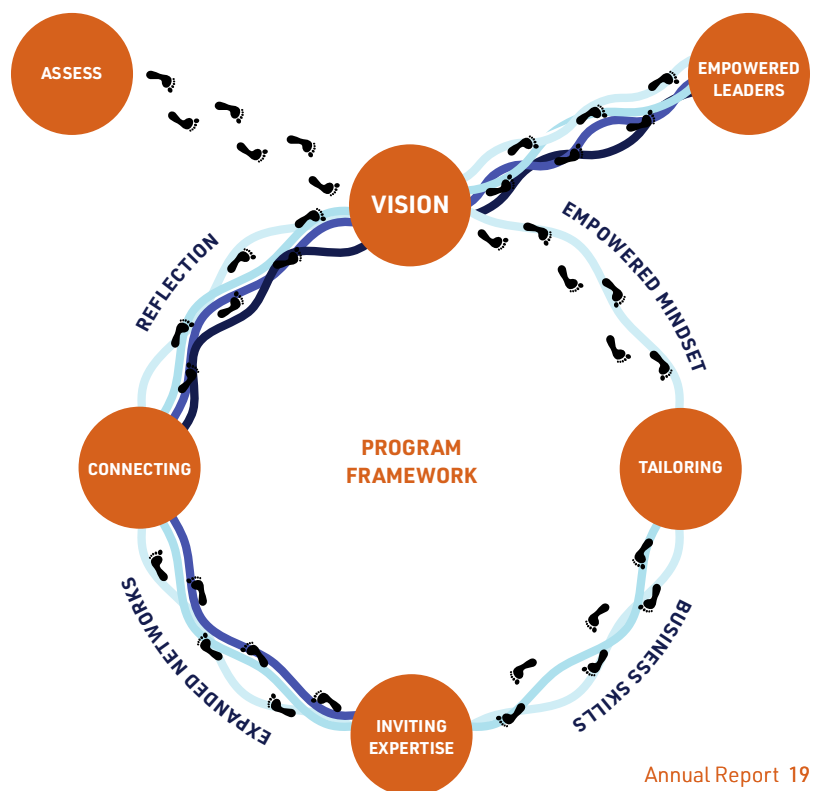
Marcus Lacey, Yolgnu Entrepreneur, Nyinyikay, 2021

“This is exactly the level we needed, you nailed it, everyone will be so excited to see this laid out and understand where we are at.”

Elli Pavlour, on behalf of Yirralka Miyalk Bush Products, 2022

We bring our cohort together online, and in person, to help them form local and empowering peer networks. Most entrepreneurs that we work with are the first in their community to start a business. Peer networks provide validation, reassurance and are often the motivation that is needed to continue on this journey.

Finally, we encourage entrepreneurs to reflect on what they have achieved with us, and support them to develop their own plans for the future beyond the program. All too often, we forget to celebrate the wins and move quickly on to the next challenge. By taking time to acknowledge their progress, entrepreneurs build confidence and awareness of their own growth.





# CELEBRATING OUR FIRST COHORT!

## Gapuwiyak Culture and Arts Centre

"Gapuwiyak Culture and Arts is a remote Art Centre in east Arnhem Land. We are owned by our

Yolŋu members, have a Yolŋu Board, and employ a Manager and Arts Workers. We support over one hundred artists from Gapuwiyak and surrounding homelands.

Gapuwiyak is a small, Yolŋu town in the middle of Miyarrka, a region around Arnhem Bay. There are eighteen clans in this region each with their own interconnected clan estates, songs, patterns and designs. The Art Centre assists artists to collect and prepare materials, make high-quality art, explore ideas, develop knowledge and skills, exhibit, market and sell their work.

We run tourism and cultural programs. Our Culture and Art Centre is a great place to meet, relax, enjoy a coffee and learn about Yolŋu culture and art. Our vision is: We strengthen our culture and our community by learning from our past and leading the way for our children.

We have been participating in the Incubation Program pilot in 2022, and have gained valuable support from the ELP team and their facilitators. We always feel valued and respected in our interactions, and greatly appreciate ELP's commitment to going at our pace on the program. Our biggest achievement on this program so far has been to rethink our marketing strategy. What has also been great about the program is being able to network with expert people who are willing to share their expertise and insight."

Gapuwiyak Arts Centre, 2021-2022 Cohort





## Yirralka Miyalk

The Yirralka Miyalk business was launched in 2011 by miyalk rangers Gurrundul Marika, Djurambil Mununggurr and Nyemburr Mununggurr. Their vision was to share cultural knowledge and create job opportunities in their homelands. This is a business with a rich cultural history – all of the plants used in the bush products are documented in Yolŋu stories and songlines, with many of special importance to the miyalk rangers and their families.

After 10 years in business, we sought support to understand how to grow our business to create greater impact through employing women on homelands across East Arnhem, and we engaged in the ELP On Country Incubation Program to achieve this.

Throughout the past year, we have worked with the ELP team on three core focus areas:

- Building out a fit-for-purpose website to sell products directly
- Develop an appropriate model to employ more miyalk (women) on homelands
- Understand cultural Intellectual Property laws and deciding on best options to protect cultural IP

ELP took the time to work with us on these goals so that they were strong, and that the broader community was consulted and agreed upon this vision. We have then had access to a number of great facilitators both online and On Country to help us achieve these goals. At the end of the program, we will have a new brand identity, a fully-functioning consumer-facing website, a deep understanding of how to set prices and monitor our expenses, and knowledge about how to protect our cultural IP as we grow.

ELP have always been responsive to our needs, making sure we were ready to learn and being unafraid to pivot their approach when it wasn't working. We have greatly valued the commitment to come meet with us in person, which has meant that more miyalk are able to join in on learning sessions than is usually possible over a computer screen.

Yirralka Miyalk, 2021-2022 cohort



# Mentorship Program

3

participants  
on program,  
2 enterprises

49

mentorship engagements



100%

of support hours attended  
by Aboriginal & Torres Strait  
Islander people

During our pilot Incubation Program, we received applications from aspiring entrepreneurs who were looking for support to plan for their new businesses. While these entrepreneurs were still in their early stages, and not the right fit for our incubation support, we offered each of them six months of on-call mentorship conversations to get their business idea going.



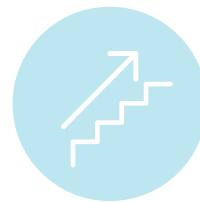
On your  
own time



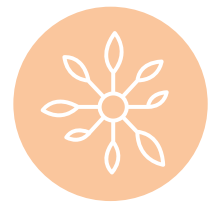
Accountability-  
focused



Overcome  
challenges



Entrepreneurs  
at any stage



Network  
growth

## Nanggurr Bitha Daabaaliya

### Small Moving Camp

Veronica Coutts is in the process of establishing a local tour business on Palm Island, with a vision to develop this into an eco-tourist resort for short-stay boutique tourism.

Veronica has been dreaming of this business venture for decades. She comes from the Torres Strait Islands, and moved to Palm Island where her husband is from, in the 1970s. Over this time, she has slowly and consistently garnered support for her concept from her trusted friends and mentors, and enlisted others to rally around her.

**"I am a dreamer. I'm determined to make it work."**

She has been leading tours with the local council for the last seven years, understanding the opportunity and seeing the potential for her community.

**"I want to be my own boss and run my own thing. I don't want people to tell me what to do. By doing it, I have an understanding of how things are working. I didn't give up, it's just been hard. This is my dream. I want to share, along with my husband, the history of this Island."**

Veronica has sought help from multiple places and continues to look for the right kind of support to develop her idea. She came to us looking for support in setting up her business, marketing and figuring out how to grow the business.

"I feel like I'm being understood with encouragement and positivity. It makes me feel really good about myself and my business. It's driving me to get ideas and think of what else I can do. I'm very encouraged and inspired."

Veronica Coutts, Torre Strait Islander Entrepreneur, Palm Island Entry interview 2021.

### Going at the pace of the entrepreneur

Veronica was excited to come onto our program, but soon needed to pause the program for personal reasons. Six months later, Veronica got back in touch with us with an immediate opportunity – someone had been promoting her number to families passing through on sailing trips, and she wanted to know how much to charge them.

Within a week, we were able to set up a series of on the phone mentoring sessions with Veronica to help her find an answer to this question. We covered the basics of setting prices, learning from similar businesses or competitors, and the barriers she faced in naming a price.



Veronica has the tools she needs to get her first customer over the line. She is working hard on attracting a tour and making sure she gets paid for her time. Veronica also travelled with us to the Social Enterprise World Forum with support from the SEWF Bursary program led by Impact North.



"I can see how it all works now, and I'm getting used to these new ideas like the markup (to make sure I'm making a profit). I just need to practise it now on my own and look at the other costings, so I can get used to knowing how much I can charge. This tool is really good, I can compare and find out the best one to do."

## Looking forward

We launched our mentorship program in response to high demand across the region for early-stage support. Since launching, we've had more demand from businesses at all stages of growth, as people seek contextual, culturally appropriate and time sensitive support whilst growing their businesses. The requests we receive include areas such as business strategy, governance skills, new connections, understanding and building pricing and financial models and more.

We are now reflecting on our experience delivering this style of support and exploring how we can best service a broader group of entrepreneurs to help them gain the right skills at the right time.











# IMPACT NORTH

**Impact North is an initiative of Enterprise Learning Projects. We developed Impact North because we saw the challenges that social entrepreneurs face in our region – extreme isolation, lack of relevant training and knowledge-sharing, and an often insurmountable context gap between local entrepreneurs and funders or advisors across Australia.**

**Our work in Impact North is made up of three key principles:**



## Acknowledge

Many Indigenous businesses are inherently social and community-driven. This approach to business and community development is not new. We acknowledge the intersection of Indigenous business and social enterprise and seek to listen and learn with hands outstretched.



## Amplify

We believe in the power to drive change. We listen to your needs, create opportunities to process this knowledge with your peers, and invite you to advocate with us for a future where your impact is supported and strengthened.



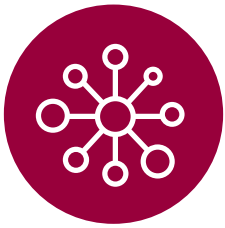
## Connect

As a network, we exist to connect passionate for-purpose leaders across the region. We run online events, share resources, hold support circles and keep you up to date on the best opportunities across the sector.

These principles guide our everyday actions and steps to build a strong and resilient network of Northern Australian entrepreneurs. It is our goal to see Northern Australian Indigenous and social enterprises on the map, valued and acknowledged as leaders in creating community and environmental wellbeing.







## The Network

Through our broad-based network we provide Northern Australian social entrepreneurs with tailored online learning experiences, networking opportunities, introductions and peer-to-peer engagement with people who have shared experiences building their social enterprises.

# 234

people in network from 164 organisations

# 89

Northern Australian social impact entrepreneurs

- Based in Northern Australia
- Running a purpose-led business either formally or informally

# 32.05%

Aboriginal & Torres Strait Islander people

“When we talk about networks, we’re talking about people supporting people. And that is crucial in remote communities. If you’re going to help an entrepreneur genuinely find their path, and build their business the way they want it, they have to be connected in with a broad group of people around them.”

Alexie Seller

Over the first two years, we made an intentional effort to direct our support to Northern Australian social entrepreneurs, and saw engagement and outcomes increase for Aboriginal & Torres Strait Islander people.



2020-2021

# 30%

of engagements attended by Aboriginal & Torres Strait Islander people



2021-2022

# 58%

of engagements attended by Aboriginal & Torres Strait Islander people

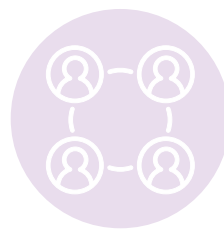


## Brokering opportunities for Northern Australian social enterprises

A member of Impact North, Brother 2 Another is a social enterprise led by First Nations men, guiding and empowering young First Nations people, families and communities towards the tools, resources and life skills necessary for healing. They do this through focusing on the strengths of social, emotional and cultural wellbeing determinants and operate under four pillars: youth justice, out-of-home care, social and emotional wellbeing and workforce development.

We facilitated an opportunity for Brother 2 Another to participate in a pro bono consulting program under the University of Melbourne. This program was designed to develop an impact framework and strategic plan that has led the organisation to receive major funding to launch his organisation.

**“The engagement with the Unimelb Business School programming has been a huge support. Having access to such smart people has transformed our work. Geoff Martin is unbelievable. The document that they developed with our team was so good and useful. It was a really intensive week of 10-hour days but it was hugely helpful. I would recommend other people to participate in the program. If grassroots organisations can have that it would be amazing. You gave me access to the resources that no one else had in the NT that we desperately needed. Geoff has continued to provide contacts to other people in the industry as well.”**



## The Cowork

We established our coworking space in 2021 in response to a need for a place to come together in person, share ideas and collaborate. Impact North Cowork is for people interested and working in social impact – we have everything from sole traders to non-profit and social enterprise organisations who benefit from having a group of like-minded people to work alongside each day.

Over 83% of NT businesses have less than four employees. What’s more, many businesses in our region have remote teams and isolated staff. It’s a lonely journey. We create a space each day that allows organisations and teams to get on with their important work.

Over the past year Impact North has grown to almost full capacity as we welcome a range of organisations and small business owners to the space including:

- Culture Tech
- Social Ventures Australia
- Indigenous Carbon Industry Network
- Together Business Australia
- Brother 2 Another
- Bowman Advisory and more

We are proud to have turned a profit in our first year, which we’re reinvesting in community-building initiatives across Impact North. Beyond that, we love hearing feedback from our members who share that they love coming to work, they’re inspired by the people around them, and their businesses are better off for being here.

“At Culture Tech, we empower innovation and creativity in education. We work with schools across (the nation), with a focus on remote and under-resourced settings, to enhance student outcomes, teaching practice and school culture with technology.

We joined the Impact North cowork early in 2022. We absolutely love the ability to have our own office space within a collaborative co-work environment - we get the best of both worlds.

At Impact North, everyone is so welcoming, and there are amazing opportunities to network across the space. Relationships are key to the work we all do so being able to connect with people in the same field, on a daily basis, is important to us. It helps us stay connected, work better with our communities, and gain new perspectives on how we can create more impact.

We also love all the laughs, meaningful connections, and hilarious morning teas!”

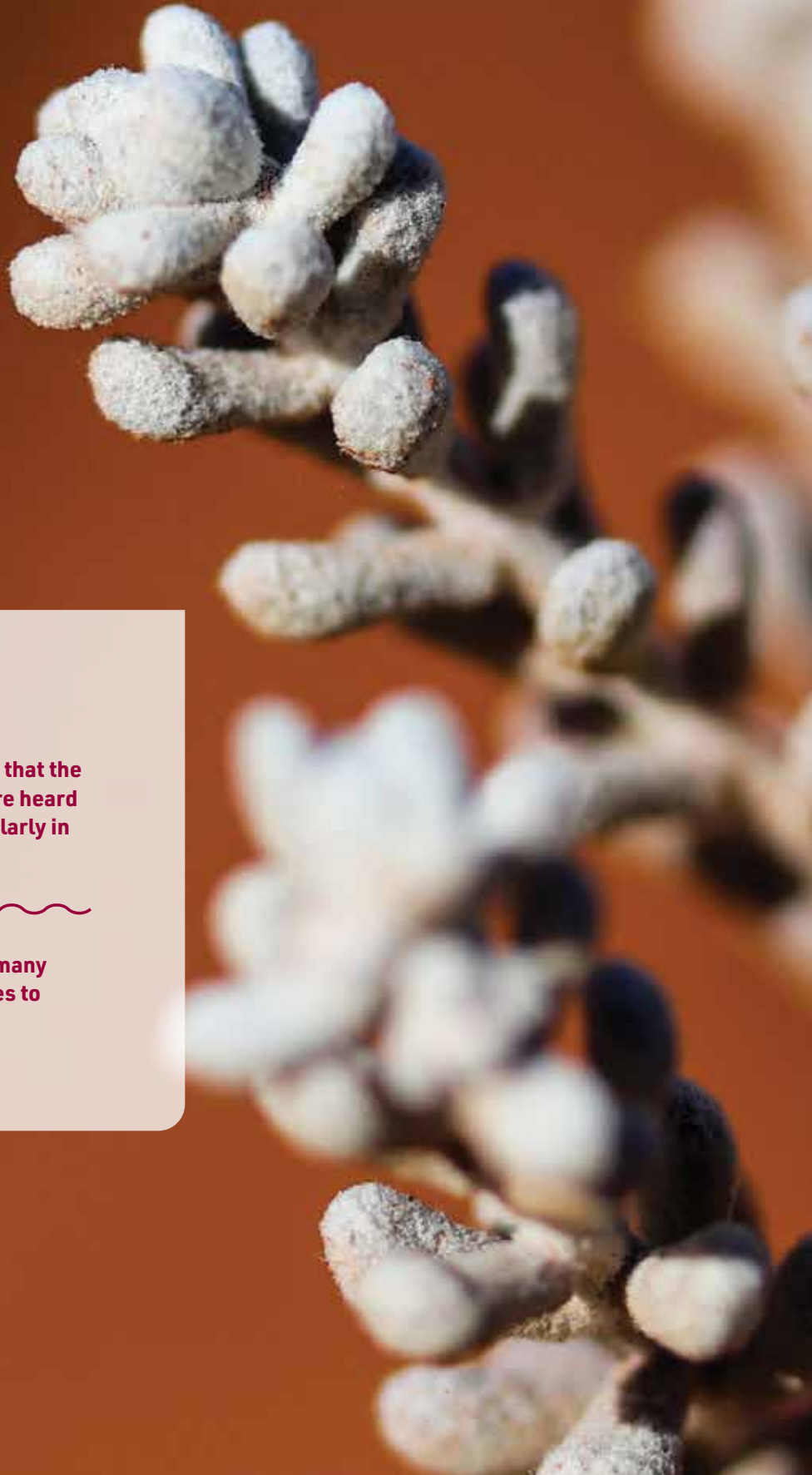
Kiri Marschall, Professional Learning Consultant,  
Culture Tech







## National Influence



To us, influence comes in two forms

**one**

How do we make sure that the needs of our region are heard consistently and regularly in important spaces?

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**two**

How can we bring as many diverse and new voices to the table?

## The Australian Social Enterprise Network Alliance

In the early days of the pandemic, a new alliance formed to bring strength and voice to the leaders of social enterprise from across Australia. ASENA formed as a monthly conversation between the leaders of Australia's social enterprise networks to share insights and learn across borders as we navigated the challenges of this time in our regions. Over the past two years, Impact North has received valuable advice on how to structure and grow a locally responsive network, while also collaborating with other members for the development of our annual online forum Social Enterprise Summit for Northern Australia. We're proud to be part of such a deeply caring and generous community as we seek to empower social enterprises across the country together.



## Social Enterprise Australia

Social Enterprise Australia is the peak body for social enterprise in Australia. We connect the sector to plan, act and learn together. We do this to have a shared national strategy and voice, and to develop new ways to build social and environmental wellbeing.

The organisation has emerged from the nationally recognised need for alignment and a clear strategy for social enterprise in Australia. Alexie Seller, co-CEO of Enterprise Learning Projects, has played a pivotal role in the establishment of Social Enterprise Australia, and is an acting board member. Alexie's contributions ensure that the voices of remote and regional entrepreneurs are heard at that national level.



**“Alexie has played a critical role in shaping the development of Social Enterprise Australia. Not only does she bring lived experience as a social entrepreneur herself but she brings the authentic voice of the communities she works within. We are at a tipping point within the social enterprise sector and we need leaders like Alexie to work collaboratively to build the ecosystem necessary to enable the sector to thrive. She is wise beyond her years and holds us true to our values of transparency and connectivity, and it has been a true privilege to work with her this past year.”**

Belinda Morrissey, Chair,  
Social Enterprise Australia



## National Influence

### Social Enterprise World Forum First Nations Committee

As a representative of the First Nations Advisory Committee, Liandra Gaykamanju, co-CEO of Enterprise Learning Projects:

- Was one of nine First Nations representatives, from around the country, working closely with Whitebox Enterprises on SEWF;
- Led discussions focused on ways to authentically incorporate and highlight the Indigenous perspective, culture and peoples during SEWF22;
- Worked together with the committee to make sure SEWF was a culturally safe space for all Indigenous people to feel welcome and connected;
- Supported the administration process on bursary nominations. This included looking at how to best create a nomination process that was appropriate for all different types of people to access; and
- Supported Whitebox Enterprises on allocating bursaries



**Our co-CEO's both play active roles in national conversations to influence and advocate for Northern Australian and Indigenous social entrepreneurs.**





## Social Enterprise World Forum

This year the Social Enterprise World Forum (SEWF) took place in Brisbane Australia. This was a rare opportunity for entrepreneurs from across Northern Australia to come together and share their stories not only with the rest of the country, but the rest of the world. This year's event centred around Indigenous Social Enterprise, Climate Solutions, Excellence & Failure, Unusual Suspects, Policy & Systems.

Impact North led a regional campaign to support our members to apply for travel bursaries. We directly supported 49 people to apply, and are thrilled to have travelled with a cohort of 22 people from as far as Kununnura, the Torres Strait and Arnhem Land in September 2022.

In addition to this, our co-CEO's Liandra Gaykamanu and Alexie Seller were both engaged as speakers at the forum.

**“It was such an experience I will never forget. Was a dream to take my girls to Brisbane, for 8 years we never got this opportunity but thanks to you guys helping to achieve that. To have my girls representing my business with me this week - I just have no words.”**



**“Being co-MC, it wasn't just about me, but it was about representation for Aboriginal people. I had support from everyone there, it was really empowering for me and boosted my confidence. My connection to ELP has pushed me into this world that I didn't even know existed, and thank you to Liandra for nominating me for this opportunity.”**

Lateesha Jeffrey



## Social Enterprise World Forum Programming

Liandra Gaykamanu was also asked to join the SEWF programming team, with SEWF co-founders and the Whitebox Enterprises team. This role allowed Liandra to:

- Highlight various opportunities for First Nations voices, culture and peoples to be represented;
- Put Lateesha Jeffrey forward to co-host SEWF. This was an incredibly exciting part of her role as we have worked closely with Lateesha for our own virtual Social Enterprise Summit of Northern Australia (SESNA), as the moderator of the day;
- Introduce the team to Laura Thompson and highlight the great work Clothing the Gaps have done as a social enterprise focused on issues facing the First Nations community; such as the Free the Flag movement;
- Highlight the need to have First Nations voices seamlessly heard throughout the event, and not just at First Nations-only panels etc; and
- Grow her professional development skills and learn how to work with an international team on a highly-respected and top-tier international event for the Social Enterprise community.

Social Enterprise is not new in Northern Australia. It has always been here, led by Aboriginal and Torres Strait Islander communities. As a result, it is more than just a business model. It's a way of life, it's our community, it's in our hearts.

## Social Enterprise Summit for Northern Australia

In response to a lack of opportunities for entrepreneurs in our region to have their voices heard nationally, we collaborated with a group of social enterprise partners across Northern Australia to produce the Social Enterprise Summit for Northern Australia.

For our 2021 forum, we reached out to our network to see what they felt was unique and important in our region. They were:

- Networking with others doing similar things is the most important need for our community
- Economic opportunity and Indigenous empowerment are the greatest challenges we face
- Indigenous leadership is our most unique attribute

We also heard from an audience across the rest of Australia, who articulated a desire to understand how to decolonise social enterprise

And so, we created The Beating Heart of Social Enterprise for SESNA21.

In order for this summit to 'go beyond the day', we partnered with the Yunus Centre to capture the trends and knowledge emerging from the conversations. Our report, On Perspectives, Trust and Allyship, reflects on four key themes:



**Shifting the lens:** Centering Indigenous sense-making and knowledge

**Seeing clearly:** Building understanding and visibility of First nations' approaches to business and social enterprise



**Building trust:** creating the conditions for co-leadership and intercultural collaboration

**Walking together:** building a culture of allyship and mutual support social enterprise



>130

attendees nationally, majority in Northern Australia

74%

said 'we blew away expectations'

96%

will tell their friends to come next year



**“Social enterprise - it isn’t a new thing. It’s just a new phrase that has been coined to create this label to make people comfortable about this type of work that they do...I’m yet to meet an indigenous entrepreneur that isn’t a social entrepreneur by default. So for me, that really says everything. At the core, everybody is trying to impact their community. And that impact looks different to everyone.”**

Liandra Gayakamangu



## Looking forward

Our experiences growing Impact North have shown us the true power of building a network. We’ve seen people build powerful relationships through spaces that we’ve created both online and in person, we’ve been able to champion local events that create new opportunities for leaders in our region to share their stories and garner new forms of support. We’ve seen how communities fostered and nurtured at home can be taken to the world because people feel that they belong, and that they’re part of a bigger movement.

The real outcomes of this work will take time to develop, but we believe that we are stronger together. We look forward to growing our network and creating more opportunities for peer relationships to thrive in our region. We believe that the wisdom is in our community and there is an enormous opportunity for all of us to support each other’s impact.

We’re most excited about:

- Bringing back more in-person events to network and share now that it’s possible!
- Continuing our advocacy for the region at the national level to put Northern Australia on the map
- Engaging deeply with local government representatives to celebrate and enable more opportunities for social entrepreneurs in our region

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**“We felt good about attending the forum. It was overwhelming at first being in the big smoke with so many people, but after a while we felt like we were a part of something big.”**

Trevor Van Weeren



# ELP TEAM

## A celebration of our team over 2020 – 2022

We're delighted to work with an incredible team who bring experience across entrepreneurship, community empowerment, business leadership and more.



Left to right: Jorja McErlane, Elena Wangurra, Alexie Seller, Zekiah Saffi, Liandra Gaykamangu, Marianne White

**Marianne White:** A passionate supporter of sustainable communities, Marianne seeks to create change by pairing meaningful relationships with tailored, contextually relevant support.

**Zekiah Saffi:** Zekiah is most inspired by the opportunities that ELP allows for First Nations people to get their stories across through their business, give back to the communities and set new role models for future generations.

**Jess:** Jess has a passion for social justice and for improving outcomes for individuals and communities. Jess is excited to work with ELP to ensure best practice business processes are in place and to provide continued support for remote entrepreneurs.

**Liandra Gaykamangu:** As a Yolŋu woman from North East Arnhem Land, Liandra has a unique understanding of the challenges and opportunities facing remote entrepreneurs.

**Alexie Seller:** Alexie's unique approach to community development is fuelled by her desire to see a more just and equitable world in her lifetime.



# FROM OUR SUPPORTERS



## DEAL

*"Developing East Arnhem Limited (DEAL) exists to drive economic development in East Arnhem to promote the resilience of the region and opportunity for its people. We share an optimistic vision for East Arnhem:*

- *A resilient East Arnhem economy*
- *Nhulunbuy as a sustainable regional centre*
- *Yolngu are leaders and partners in economic life*

*After reviewing the supports available for Yolngu businesses in our region, we were pleased to find Enterprise Learning Projects (ELP) and support them for the pilot incubation program in East Arnhem in 2021/2022. ELP have filled a significant gap in the ecosystem by providing established businesses with dedicated, tailored support through a partnership approach, which supports them in achieving their growth and diversification goals, and to develop as community leaders. The ELP team have made an effort to understand and tap into the broader regional economic development environment, and deliver place-based, contextualised support for Yolngu businesses in our region. We love having them as a partner in delivering our regional economic development goals."*

**Paul Dobing, CEO,  
Developing East Arnhem Limited, 2022**



## Bright Moon Trust

"Bright Moon Trust is a newly created philanthropic fund which supports innovation that creates positive outcomes for Indigenous communities and children. We support a range of projects in the NT, and are proud to be a key funder of ELP as it develops its unique On Country Incubation Program.

We were initially connected with ELP through our social enterprise community networks, and learned of the stellar reputation of co-CEOs Alexie Seller and Liandra Gaykamanju, both serial social entrepreneurs with a clear vision for empowering remote Indigenous communities through enterprise.

As entrepreneurs ourselves, we know that it takes a community to raise a business! We've seen through our time with ELP how remote communities lack the important networks that they need to get sound advice and develop their thinking, and are often left behind as consultants run away to write detailed strategic plans without bringing the community along.

ELP understands these challenges deeply – Liandra ran her own international Vogue-listed swimwear brand from a small island in Arnhem Land, and Alexie has over a decade of experience supporting women from marginalised communities to start micro-businesses with just \$1. Together, the duo have created a remarkable model that is destined to achieve a new form of impact and show the world (and importantly, the ecosystem in Northern Australia) what is possible with an approach that is relationships-focused, responsive to community timelines and has a relentless focus on growing practical and applicable business skills."

# FINANCIAL REPORT

## Statement of Profit and Loss and Other Comprehensive Income

Enterprise Learning Projects  
For the year ended 30 June 2022

	NOTES	2022	2021
<b>Income</b>			
Income		741,002	217,503
Other Income		-	51,317
<b>Total Income</b>		<b>741,002</b>	<b>268,821</b>
<b>Expenditure</b>			
Administrative Expenses		16,354	9,066
Employee Benefits Expense		323,093	161,257
Depreciation		8,572	2,732
Marketing Expenses		38,205	9,386
Occupancy Costs		40,978	1,690
Operational Expenses		67,126	53,752
Other Gains and Losses		9,655	-
<b>Total Expenditure</b>		<b>503,983</b>	<b>237,883</b>
<b>Current Year Profit Before Tax</b>		<b>237,019</b>	<b>30,937</b>
<b>Income Tax Expense</b>		<b>-</b>	<b>-</b>
<b>Other Comprehensive Income</b>			
Unpaid Annual Leave Expense		9,792	-
<b>Total Other Comprehensive Income</b>		<b>9,792</b>	<b>-</b>
<b>Total Comprehensive Profit for the Year</b>		<b>227,227</b>	<b>30,937</b>



# Statement of Financial Position

## Enterprise Learning Projects As at 30 June 2022

	NOTES	30 JUN 2022	30 JUN 2021
<b>Assets</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	2	459,982	300,294
Trade and other receivables	3	9,968	10,491
Other Current Assets	5	7,000	-
<b>Total Current Assets</b>		<b>476,950</b>	<b>310,785</b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	4	31,717	6,602
<b>Total Non-Current Assets</b>		<b>31,717</b>	<b>6,602</b>
<b>Total Assets</b>		<b>508,667</b>	<b>317,388</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and Other Payables	6	8,999	9,739
Deferred Grant Revenue		-	45,000
<b>Total Current Liabilities</b>		<b>8,999</b>	<b>54,739</b>
<b>Non-Current Liabilities</b>			
Employee Entitlements	6	9,792	-
<b>Total Non-Current Liabilities</b>		<b>9,792</b>	<b>-</b>
<b>Total Liabilities</b>		<b>18,791</b>	<b>54,739</b>
<b>Net Assets</b>		<b>489,876</b>	<b>262,649</b>
<b>Equity</b>			
Current Year Earnings		227,227	30,937
Retained Earnings		262,649	231,712
<b>Total Equity</b>		<b>489,876</b>	<b>262,649</b>

These are unaudited financial reports.



[www.elp.org.au](http://www.elp.org.au)