

## Indigenous Governance and Leadership Development Strategy Project

# Quarterly Report 2 – August 2014



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## Summary of key points

Michael Christie and Ruth Wallace

- Things are proceeding well in all five communities, though as predicted, in different directions and at different rates.
- In most communities, there is continuing concern around ‘How can incorporated bodies be run in a Tiwi way?’ or ‘What is a truly *Yolŋu* organisation?’ This shows a real commitment on the ground for addressing some of the structural impediments to local governance and leadership and continues to inform our work.
- The people we are working with in northern towns (Tiwi and Yolŋu) see the project as a unique opportunity to explore and strengthen and to some extent re-establish their own understandings and practices of governance as they are worked together with the western practices. They feel that they have support to undertake this important work in their own way, in collaboration with the project team and senior community figures.
- This has meant that we have found ourselves dealing less with the enhancement of governance and leadership skills of individuals in general contexts, and rather working towards developing governance and leadership capacity *in the contexts of new and existing organisations*.
- This work entails working collaboratively with local leaders to unpack the complex and changing politics and policies around the new local authorities and other agencies. Understanding governments and governance to be complex, changing and often somewhat conflicted helps individuals and groups on the ground see their governance and leadership work in more strategic terms.
- While we have done our best to focus on the work and capacity of Local Authorities, we have found a very complex arrangement of government and non-government organisations in most communities, and a keen interest in the development of Aboriginal corporations, something that is truly owned by the community.
- Under the new Australian Government Indigenous Advancement Strategy, much of the services and work provided by the reference and advisory groups that have proliferated in communities will be provided through Aboriginal Corporations and businesses.
- We have found a general problem of duplication and frustration among local leaders where outsiders are coming in and setting up programs in communities without first exploring existing programs and initiatives.
- We are often induced to *participate* in some of the governance and leadership work, rather than to stand at one side and to confine our work to ground-up capacity building. This presents something of a dilemma, particularly to team members who have worked collaboratively on political and educational issues in these communities for many years. We remain conscious of our accountability to both governments and communities.
- We are constantly receiving invitations to undertake further related work, or to share our work and ideas with others. We were invited by The Australian Institute of Aboriginal and Torres Strait Islander Studies and The Australian Indigenous Governance Institute to present our work at a forum in Canberra *Indigenous Governance Development Forum*:

*Mapping Current and Future Research and Resource Needs.* Matt was able to attend on behalf of the project and the Tangentyere Research Hub.

- We seek the ongoing support of the Steering Committee in keeping nonIndigenous agencies informed of the government support for this project particularly in two communities.
- We would like to hear from the Steering Committee how this project is being viewed by government and other agencies outside the towns where we work.

## Background

The *Indigenous Governance and Leadership Development Strategy (IGLDS)* is funded and managed by the NT Department of Community Services through an MOU with the Australian Government. The working title for our project is the *Indigenous Governance and Leadership Development Project (IGLDP)*.

The Indigenous Leadership and Development Strategy (IGLDS) project is funded and managed by the NT Department of Community Services through an MOU with the Australian Government.

This funding was provided to the GroundUp team of The Northern Institute of Charles Darwin University to work with local people and decision-making groups on governance and leadership in the five NT towns of Milingimbi, Gapuwiyak, Ramingining, Wurrumiyanga and Ntaria.

The main goals of the IGLDS project are to:

1. Improve understanding of Aboriginal and Western governance systems and arrangements
2. Support and grow knowledge and skills in governance and leadership
3. Find ways for Aboriginal and Western governance systems and arrangements to work better together

## Facilitators

The GroundUp facilitators are all experienced in doing research and in facilitating projects and working with Aboriginal people and organisations. They will be working in the following towns:

- *Ramingining, Milingimbi, Gapuwiyak*: Trevor van Weeren, Juli Cathcart, Anthea Nicholls
- *Ntaria*: Matthew Campbell and Tangentyere Research Hub
- *Wurrumiyanga*: Tanyah Nasir, Rise Up Consultancy Services, and Michaela Spencer

Michael Christie (Principal Scientist) and Ruth Wallace (Director, Northern Institute) manage and advise the work of researchers/ facilitators. Peter Gamlin is the NTG IGLDS Project Manager.

# Ntaria Quarterly Report

Matthew Campbell

## Introduction

Work at Ntaria is developing slowly but effectively, with more people being engaged and a number of issues arising from the process. We have been making regular visits where we meet with a range of community members to discuss and progress leadership and governance issues that arise from our work.

The main issue that has emerged in the last quarter is the introduction of the new Local Authority, an initiative associated with the changeover of Shires to Councils. This new Local Authority has conducted its election process and has subsequently held one meeting in this quarter. There is concern in the community that this complicates how governance works at the 'community' level, as some people now see that the Local Authority is in 'competition' with the Wurla Nyinta group (the Ntaria Local Reference Group) formed as part of the National Partnership Agreement on Remote Service Delivery.

There has also been some concern expressed about whether this research project will do anything different to any of the other projects that have taken place or are taking place in the community. People in Ntaria are conscious that there is a lot of talk currently taking place around 'governance', yet they are not seeing a lot of changes in the ways their organisations run day to day, nor are they seeing governments at all levels changing the ways they are engaging within the community.

Ntaria is in a constant state of flux; there are many agencies working on their own discrete projects and plans that affect others, yet without any real coordination between them. There is a feeling of ongoing instability related to changes at both the Territory level (a lot of talk about what becoming a 'town' means), and the federal government level (the new Indigenous Advancement strategy). There is also ongoing proliferation of 'governance' bodies related to new developments and projects within the community.

## Progress against plan

GROUP or INDIVIDUAL	CONTEXT/ ISSUE	No. PEOPLE (projected)	HOURS (projected)	No. People (this quarter)	Hours (this quarter)
<b>Stronger Communities for Children</b>	Cooperating with the project implementers to develop and document iterative governance to oversee the project	10 – 15	50 – 100	2	4
<b>Wurla Nyinta</b>	To document the ways this body reflects and enacts local governance, and how it may be changed to achieve even better outcomes	10	50-100	4	18
<b>Local research employment</b>	Engaging local people to work on the project is seen as important in its own right, as well as a way to enhance the effectiveness of the project	2	200	2	40
<b>RJCP</b>	Linking up the work of governance with the day to day work of young people and others in the community	20-30	5 – 100	1	1
		35-55	300-400	8	63

For more information on each see below

### Stronger Communities for Children

We held initial discussions with the coordinator of the Stronger Communities for Children (SCfC) Coordinator some months back, in which the synergies between the Indigenous governance and Leadership Development Project (IGLDP) were highlighted. In a similar vein to the way we are conducting our work in the IGLDP, the Coordinator was cautious not to make promises on behalf of the governing group in relation to us working together formally before the leadership structures and processes were in place. Much of this work has now been done and so we are now ready to see if there is some formal overlap between this project and the work we are doing.



## **Wurla Nyinta**

The IEO is on extended sick leave and the GEC was also on leave for a portion of this quarter. We did not attend any meetings of the Wurla Nyinta during this period, however we have talked with a number of people who sit on the Wurla Nyinta about their role on this group and the things they identify as being good and problematic about it.

There is a sense that the Wurla Nyinta is losing momentum as a community level body. Some of its members sense that the Wurla Nyinta has lost its core purpose with the LIP now not being an 'active' plan in terms of community development and activity. Nevertheless people still feel that Wurla Nyinta should be an important body, yet are concerned it is not fulfilling this role. People are further concerned that the new Local Authority (under the auspices of the newly rebadged Regional Council) further complicates matters at the community level. There is no clear sense of which group does what, and with what authority.

We will continue to talk with and work with members of Wurla Nyinta to get a better understanding of the dynamics and issues associated with this group and how it might more effectively do its work (if people identify this as being important in the longer term).

## **Local Research employment**

We have engaged one researcher to work on the project, and her local knowledge has been invaluable in opening up new avenues of inquiry for the project. She has also been an important link in identifying people who may be able to participate in the project as researchers. To this end we have one person we are looking to formalise into the role of researcher on this project.

The researcher sees her involvement as being beneficial on a number of levels. As a young person from the community the project offers her the opportunity to see another side to all the things that are going on within the community. She can see how different initiatives and projects unfold, and see some of the issues that people have when there is no clear communication about them.

She is also learning more deeply about some of the politics that underlies decision making in Ntaria; seeing with a new level of awareness the interplay between the families and clans of Ntaria and the projects and initiatives that arrive there (and how their management either builds or negates a sense of governance and leadership at the community level).

We have begun discussions with a male researcher who has, in the past, done work for Ninti One as an Aboriginal Community Researcher. He is more senior than the female researcher and as such has a different set of connections and is differently positioned in terms of existing local governance of the community. We are confident that he will come on board in the near future.

## **RJCP**

We have not met formally with RJCP participants yet. We have held a number of informal meetings with various staff from Tjuwanpa Outstation Resource Centre, however we have not yet been given the go-ahead to work with the RJCP or other projects (such as the School Attendance Officers) to see how our project might link up with other initiatives in Ntaria. We have been tentatively invited to the next managers meeting (where all the managers of the projects get together) to introduce our project and to discuss options for linking up.

## **Other initiatives arising from our work**

### **Linking with the Aboriginal Peak Organisations of the NT (APONT) Governance Project**

We have met with the Program Manager of the APONT, discussing possible synergies between our two projects. They are planning a number of things in Ntaria, which many of the people we have talked to are keen to get involved. It is unclear at this stage exactly how our projects might add value to each other, however we are communicating regularly and anticipate working together on any initiatives, particularly those related to community level governance.

### **Working with the Local Authority**

We have held discussions with a number of people from the new Local Authority (that has met once). They indicate that they feel like they are on a steep learning curve in relation to their work on the authority (and are grateful that they will receive governance training as part of it), particularly in relation to how it fits in with other bodies within the community.

## **Issues arising through which we are undertaking GroundUp governance and leadership development work:**

### **Church land issue**

There is concern from people connected to the Heritage Precinct managed by the Finke River Mission (FRM) that a range of surveys have been conducted by various bodies that appear to be reducing the parcel of land on which the Heritage Precinct sits. This has implications for the Precinct's ability to build on their land, yet they have not been a party to these surveys (indeed it is unclear to them who is commissioning them and for what purpose).

This demonstrates that there are communication issues affecting the community, with members of the community (in this case from FRM) not knowing who to approach to get information about what is going on.

### **Heritage 'community' group**

The Heritage Precinct (under FRM) have established a community reference group to try to bring various people from the community together to discuss what is going on in the precinct and to involve the community in its ongoing development. The precinct reopened to the public in early 2014 and FRM are keen to promote local employment on the site, including getting locals to act as tour guides.

This group has potential connections to other local governance groups, and contains amongst its members people who also sit on a number of other groups.

### **Community assets**

There are a number of new buildings in Ntaria- Clinic (soon to open), Sports and Recreation centre, Pre-school. As such there are a number of buildings that are currently or will soon be empty. Some people have expressed interest in redeveloping these buildings for other initiatives, such as a cultural centre, however they do not know how these buildings are currently managed, or to whom responsibility will devolve when the current tenants vacate.

This indicates a lack of clarity around community infrastructure and a lack of processes by which people can find out. People are concerned that infrastructure they identify as belonging to the community may now 'belong' to someone else.

### **Small scale enterprise development**

There is some of interest in developing small scale enterprise at Ntaria, some related to tourism and others for the benefit of the community (the aforementioned cultural centre). People currently interested in these things do not have access to the information they need, or the infrastructure and support to assist them to progress their interest. They see their ability to develop the community to develop as being constrained by a lack of access to appropriate infrastructure and support to assist them and are unclear how it could be addressed.

### **Feedback**

One clear outcome of the work we have done is that people feel that they do not get adequate feedback about most of the projects and initiatives that occur in Ntaria. Further they are confused as to where they should go to get such information.

People see feedback and access to information as a critical part of every initiative that takes place in their community. In their eyes work is not being conducted in good faith if mechanisms to provide information and feedback are not in place.

People have expressed their interest in seeing what happens with their contributions to this research in the same light. At the same time they are concerned that this project will be like many others, and undermine the good faith that they show by participating. We have assured them that this will not be the case, but we must back it up with action.

### **Unpacking the relationships between bodies**

Many people, particularly senior people, find themselves being on a number of community level boards or groups. This often leads to confusion about what specific role each plays, as many times issues will arise in one forum that is seen to be related to the activities of another. At present there are no coordinated mechanisms to share information between bodies (apart from the Wurla Nyinta – which as indicated appears to be losing momentum). Further discussion with people about the nature of this issue and potential solutions will be followed up over the rest of the life of the project.

### **Linking with other research projects**

Ninti One, through their Aboriginal community Researchers, have conducted initial surveys looking at mobility in central Australia. They will soon return to conduct follow up surveys that will occur at roughly three monthly intervals. We have talked briefly with them about their work and their processes, and are keen to see how their methodology engages with the governance and leadership processes in Ntaria. Where possible we will cooperate with them to make clear the networks and connections that underpin effective work in the community.

## **General reflections**

### **Constituting the 'community'**

There is a sense of confusion in Ntaria about the diverse changes that continue to take place at the community level, most of it emanating from government. People feel that there are many things occurring, but with no clear communication about the changes, nor is there any clear unifying agenda being articulated at the community level that would allow people to see how the range of new projects and initiatives connect and, in turn, relate to the wider development of the community.

One of the key concerns at the community level is that people see the ability to make decisions as a community as critically important for moving forward. The people we have spoken to feel that decisions are being made that affect the community as a whole, yet they are being made without any effective processes of community oversight that allow them to be integrated or considered in relation to each other. These people worry that this undermines their ability to do the work that needs to be done to build their leadership capacities that they see as crucial to keeping the community working harmoniously.

### **Issues relating to externally generated initiatives**

As an external researcher I am treated with some suspicion, with many people wondering why I am there doing this project and whether this project is going to be any different to any of the vast number of initiatives that have preceded it that promise to 'do something for the community'. At this point all I can do is assure people that I will take what they say seriously, will check with them before we publish anything, and show them how their input is being acknowledged.

Having a researcher from the community undoubtedly helps, as this person is able to speak in Western Arrarnda if necessary to clarify things.

The difficulties I face in knowing who to talk to and how are not unique to me; almost every external person coming in would face similar difficulties. And this lack of clarity around how to engage responsibly and effectively undermines the ability of outsiders to conduct their projects in ways that enhance governance and leadership within the community.

It is relation to this issue – people coming in from outside – that the importance of community level governance emerges. People are generally content to manage intra community issues and initiatives through the complex grounded patterns that govern community life. It is when new things come in from outside that the importance of clear information, including processes for findings things out and the provision of feedback emerges strongly. People feel that their inability to understand these externally generated initiatives, and to find out more about them, puts them on the back seat and undermines their sense of being in control of their lives. This sense of control (and lack of it) is emerging strongly as an issue and relates to research, such as the Whitehall study, that shows control is a critical factor in health outcomes (amongst other things).

[http://en.wikipedia.org/wiki/Whitehall\\_Study](http://en.wikipedia.org/wiki/Whitehall_Study)

## **Plans for the rest of 2014**

- We will engage at least one more researcher (preferably male) to work with us on the project. They will in all likelihood be based in Ntaria.
- We will work more strongly with a range of specific projects and bodies in Ntaria, including Stronger Families for Children, RJCP, School Attendance Officers, Wurla Nyinta and the Local Authority (actual level of work depends on their interest and our capacity). This work will see us greatly increase the numbers of people we are working with as we move from working with people in coordinating positions to those on the ground. This will also allow us to see more effectively issues related
- In our one on one interviews (an ongoing part of our work) we will try to delve more deeply into the notion of control, and try to identify existing and ground up strategies to address people's concern around the lack of information about externally generated projects
- We will work further to try to understand the ground level dynamics by which information relating to organisations circulates around the community and work with people to identify strategies to ensure that their time is being used efficiently and effectively.

## **Issues to raise with the Steering Committee**

- People want to know what processes exist for government departments in terms of providing information and feedback about upcoming projects
  - There is confusion about the 'growth town' concept and what this means for Ntaria
  - There is concern around what the IAS might mean for Ntaria- does this mean the LIP (and everything related to it) is finished?

# Wurrumiyanga Quarterly Report

Tanyah Nasir with Michaela Spencer and Joanne Nasir

## Introduction

As we have transitioned into Stage 2 of our work at Wurrumiyanga, we have worked from the broad base of our initial discussions with community members during Stage 1, and have continued to talk with individuals and groups who have identified that they would like to work with us.

Ongoing discussions continue with key individuals who have expressed an interest in the project as well as the Local Authority, Ponki Mediators and the Wangatunga Strong Women's Group. We have developed a series of workshop programs, and have negotiated particular projects with key focus areas which we will work collaboratively with specific groups over the coming months.

There are 5 members of the Local Authority who expressed interest in being involved in aspects of the project, such as, the direction of the projects, the development and construction of the proposed workshops and outcomes to be achieved, identifying learning needs and distributing information about the workshops to promote to the wider community.

In relation to this, due to sorry business, bush holidays and general advice from the community we have begun reworking our plans and we are negotiating suitable dates for the workshops. We have also begun developing the workshop programs for each group we will be working with.

We have been asked to orient our work around a few key focus areas and we continue to negotiate ways we can work towards articulating Tiwi Way, Ponki mediation and Skin Group negotiation and dispute resolution practices to support governance and leadership at the interface of Tiwi and Western governance approaches.

People are feeling excited about the pending opportunity to discuss western governance and their day to day leadership work in the context of Tiwi Ways, Ponki Mediation and Skin Groups. There is a sense that this will assist them to document some of these processes which in turn will work towards the consolidation of Tiwi governance as well as providing a link to new learnings about western governance and leadership.

<b>GROUP or INDIVIDUAL</b>	<b>CONTEXT/ ISSUE</b>	<b>No. PEOPLE (projected)</b>	<b>HOURS (projected)</b>	<b>No. People (this quarter)</b>	<b>Hours (this quarter)</b>
<b>Ponki mediation Group</b>	Record and document the process of Ponki Mediation with a view to sustaining this 'way of doing' for the future.	10 – 15	50 – 100	7	14
<b>Tiwi Way and Tiwi Governance</b>	Research and begin the journey to investigate Tiwi Ways; how they describe it, and how it influences and shapes the Tiwi people, culture and way of life.	30 – 60	50 - 100	5	7
<b>Local Employment Research Facilitator</b>	Engaging a Tiwi person on the ground to help with the IGLD project.	2-3	30-80	Talked to 5 (managers) about establishing such a role.	15 (One manager resigned & we had to begin discussions again).
<b>Local Authority</b>	Maintain communication with LA – updates, seeking endorsement and advice from members	10 – 15	40 - 70	6	18
<b>Strong Women's Group</b>	Worked with the WSWG to identify the learning needs & activities they wish to undertake in the future.	10 – 15	40 - 70	15	18
<b>NAAJA</b>	Interviewed Rohan Thwaite who has experienced the Ponki Mediation process	3- 5	10 – 15	1	3
<b>Others</b>	Kim Hill, Regional Manager, Red Cross Tiwi	1	3 - 5	1	1
<b>Research Assistant</b>	Michaela Spencer began on 01.07.2014	1	86	1	40

## Activities: May 2014 – Present

We have been guided by Tiwi people around when it is appropriate for us to visit Wurrumiyanga, meet with people and deliver workshops. There have been a large number of deaths in recent months and a particularly bad car accident, as well as bush holidays and the Darwin show. All of these factors have impacted on when and where we have been able to conduct work and consultations regarding the project. While consultation and work in the community has been sporadic we have still managed to maintain the momentum of the project and attain a reasonable level of progress. I feel that in part, that this is due to two main criterions. One being that the local Tiwi people who have self-nominated and identified themselves as being very interested and keen for this project are efficient, capable and competent operators. They work effectively in their mainstream jobs and are also passionate and committed to Tiwi ways and want to be instrumental in ensuring their Aboriginal governance works with and works equally with western governance and leadership, as well as ensuring that all Tiwi are included and informed. The other being that I am an Indigenous practitioner who has Tiwi family connections and relationships. This shared history and heritage permits me to continue to nurture and strengthen a respectful, positive, trusting, open and highly collaborative working relationship with the Tiwi people involved in the project. It also requires me to be patient and flexible ensuring I respect and undertake my work according to Tiwi direction and timing.

During this period we have been successful in the identification and acceptance by the Local Authority of the projects in stage 2, identifying key Tiwi people who are interested in working closely with us, as well as non-Tiwi who work in government departments and Aboriginal organisations who are interested in the project. We have utilised our time in collaborative development and design of the proposed workshops as well. This is in itself an exercise in governance. Open dialogue and ongoing communication is critical to Tiwi people's shared understanding and governance of the project therefore, as team members in this project, this is a foundational way of operating and doing to ensure we keep everyone informed at all times.

We were able to attend the most recent meeting of the Local Authority on 12 August and revisit the outcomes of Stage 1 and discuss the Stage 2 plan. During this visit plans for our future visits and workshops were discussed, as well as times when it may and may not be appropriate for us to carry them out. In particular, we have been advised not to visit Wurrumiyanga on Thursdays and Fridays as Tiwi people are trying to manage their work and commitments by holding funerals on these days.

We have made new links with a number of people and organisations:

- Rohan Thwaite and John Lotu – North Australian Aboriginal Justice Agency (NAAJA). This group regularly visits Bathurst Island and are keen to work with us around building capacities for both 'Tiwi Way' and Ponki Mediation (dispute resolution process) to work with and support the mainstream court processes and systems following the dissolution of the community court.
- Bruce Moeller – TIRC Governance Manager for the Local Authority
- Ippei Okazaki, Community Justice Centre
- Helen Bishop – mediator and previously worked for NAAJA on the Ponki Mediation process
- Colvin Crowe – Support Officer, Department Local Government & Regions



One new appointment has been made to the project team – Michaela Spencer has previous experience working as an ethnographic researcher in rural and regional communities in Tasmania, and is currently employed as a research assistant at the Northern Institute. Michaela has been offering administrative and other support.

We have made two attempts to appoint local community members to the project team. Bonaventure Timaeputua, a Night Patrol Worker, Traditional Owner and Local Authority member, and two Tiwi women who live in the community and work for Red Cross. In both these cases, while in the process of working out contracts circumstances changed and these people were no longer available to take on working for this project a day a week. We remain committed to finding an appropriate person to be employed locally to support the project.

We had planned to deliver this series of workshops in early-August. However, we were advised by Kevin Doolan (LA) that we should not come, because there were many funerals and sorry business at this time and it would not be appropriate for us to hold the workshops. We of course respected this request, and will now deliver these workshops in September.

This has provided opportunity to meet with others who are interested in the IGLD project as well as continue the planning and preparation for the workshops. Following discussions at the Local Authority meeting on the 12 August we have been able to work in Darwin refining our workshop plans (see below), and preparing for our next visit to Wurrumiyanga coming up in September.

Coming out of a very positive and productive discussion with the Local Authority on 12 August the members have affirmed that they are supportive of our work and the specified projects i.e. exploring further Ponki Mediation and Skin Groups and how Tiwi Ways currently works with western governance and leadership and how they can work better.

### **Working with the Local Authority**

Kevin Doolan continues to be a key contact for us within the Local Authority in Wurrumiyanga. Kevin has been very supportive of the ILGDP project all the way through, and has helped to facilitate our connection with relevant people at Wurrumiyanga and our attendance at the last Local Authority meeting.

As a result of presenting to the Local Authority on the 12 August they have expressed interest in being one of the groups who participate in the workshops. There was much discussion about the project, and what governance means for Tiwi people and how work could be done around building capacities at the interface of Tiwi and Western Governance. As well as discussing Tiwi governance and processes they have indicated specific outcomes for the Local Authority workshop and ongoing work. These include the development of a priorities plan for the Local Authority, a visual diagram of their terms of reference and roles and responsibilities and what is the business of the Local Authority and what is not.

They were very supportive and are happy to continue working with us.

There was considerable insistence around the importance of recognising Skin Groups, Ponki Mediation and Tiwi way. Coming out of these meetings a level of awareness was developed on how to construct the proposed workshops to generate different learning and training outcomes for each of the groups we would be working with, as well as enabling people to be able to attend multiple workshops as befitted their role in the community.

As mentioned, there were 5 Local Authority members who expressed interest in working with us, and their willingness to be contacted as part of the project:

- Kevin Doolan, LA member , works as the Manager Tiwi Youth & Communities, TIRC
- Rosanna De Santis, Councillor, works as the Director Community Support TIRC
- Mavis Kerinaua, LA Member works for PM and C as the IEO
- Richard Tungatulum, LA Member works at Aboriginal Interpreter Service
- Gawin Tipiloura, Councillor, TIRC

A number of clear outcomes and future actions emerged from this discussion:

### **Endorsement of project flier**

We took to the Local Authority the flier which we will use to advertise and explain the upcoming workshops, and they contributed to the content and discussed the approach we were presenting. This is in line with our commitment to being inclusive, and negotiating all materials to be used in the community, and gathering ongoing iterative feedback on our work going forward. Following this discussion the Local Authority were happy with us to go ahead with these fliers, and the workshops.

### **Key questions**

Three key questions were articulated by the group, and which we have committed to keeping in focus as we carry out our work.

- Who will be the champions in the community?
- What is the benefit for Tiwi?
- Who owns the intellectual property?

We have taken these as formative questions directing the course of our ongoing work. The first reinforces the importance of continuing to look for ‘champions’ for the project working in the community. The question ‘what is the benefit for Tiwi?’ helps focus us all the time on the interaction between western and Tiwi governance which is occurring in our work, and how that interaction is playing out in ways which may be beneficial for some and not others.

### **Priorities Plan**

The Local Authority identified that it would be useful for them to develop a plan identifying their priorities. They have requested our assistance in this process. The plan would:

- Identify priorities including timelines, identify costs and available funding
- Be aligned to other relevant strategic plans of the Regional Council, CAP, TILC strategic plan, NT government and the Australian government policies
- Unpack and understand the LA terms of reference and boundaries around what the LA can and cannot do.
- Developing complementary tools and documents - For example; create a visual of the TOR which is able to be shown to family members who have an expectation that anything and everything can be done by the LA (a tool to help the LA members deal with the questions from family and community to minimise their stress level and increase their capacity).
- Identify learning needs of the Local Authority
- Financial management and budgeting - the TIRC has received one off funding from NTG to support the learning and development of the LA members under the program “Strengthening Local Authorities” with a particular focus on improving their knowledge and understanding about budgets and financial processes and requirements. We need to

ensure we work with the people on this project at TIRC to ensure we support this process and do not duplicate these operations.

- A question was asked about the NTG First Circles Program and how this relates to this project. We need to ensure we work with the NT representatives on this project to ensure we support the governance and leadership aspects of this process and explore, if and how, these projects can work together.

## Developing Workshop Programs

The Rise Up facilitation processes will be intertwined throughout the workshop. The Rise Up Program has been designed, developed and is currently being delivered by the Aboriginal business, Tanyah Nasir Consulting Service. This approach and methodology is at the heart of the workshop program we will be delivering. Building on this learning foundation and approach, we have also begun to develop a series of different workshop modules which can be mixed and matched in each of the workshops we deliver.

Having developed several modules which we will be working with, we have also come to the point where there are some specific learning and development aims which we are working towards with the (interlinked) groups we are working with.

The Northern Institute, Charles Darwin University is working on  
Ground Up project developing Governance & Leadership at Wurrumiyanga

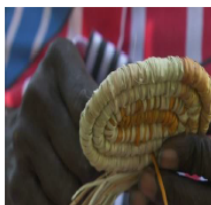


Workshops will be held each day for

Elders, Traditional Owners,

Young People, Ponki Mediators,  
Community Members,

Local Authority, Board and  
Committee Members



We invite Tiwi people to a workshop to talk & learn about ...  
Tiwi Governance "Tiwi Way", Ponki Mediation and Skin Groups  
Western Governance & Leadership

*How do they work?*

*How can they work together better?*

*How can we best support Tiwi to learn new western governance and leadership skills?*

**When:** 8, 9 and 10 September

**What:** IGLD Project Workshops

**Time:** 10.00 am – 3.00 pm

**Where:** Meeting Room (near motel & Red Cross)

**Who:** All Tiwi welcome to attend

**Lunch and refreshments will be provided**

Can you attend for the day?

Ring us for more details

Ring us if you need transport

Contact persons:

Tanyah Nasir 0499 773 008



Planned workshops for September 2014 and ongoing project activities		
<p><b>Purpose of these workshops</b></p> <ol style="list-style-type: none"> <li>1. Articulate and document tacit and implicit knowledge around <i>Ponki Mediation, Tiwi Way and Skin groups</i> in the context of working with Western governance processes and agencies</li> <li>2. Develop and strengthen understandings about western governance and leadership</li> <li>3. Identify the existing governance bodies at Wurrumiyanga</li> <li>4. Apply and maintain a future focus and sustainability guiding principle over the implementation of the Stage 2 plan</li> </ol>		
Utilise and intertwine the Rise Up Program approach		
<p><b>Learning and development objectives of the workshop and ongoing project work</b></p> <p><b>Group 1</b> <b>Local Authority members</b></p> <ul style="list-style-type: none"> <li>• Support the development of a priorities plan for the Local Authority</li> <li>• Help to develop support materials demonstrating the roles and responsibilities of the LA and its members</li> <li>• Ensure we work collaboratively with the 'Strengthening Local Authorities' project and the First Circles program</li> <li>• Identify the LA learning needs and develop a learning plan specifically for them</li> <li>• Develop an action plan for the remainder of the project.</li> </ul>	<p><b>Learning and development objectives of the workshop and ongoing project work</b></p> <p><b>Group 2</b> <b>Ponki Mediators</b></p> <ul style="list-style-type: none"> <li>• To support the Ponki Mediators group to formalise this process i.e. record and document the process with a view to sustaining this 'way of doing' for their future.</li> <li>• The group would also like to explore how to impart this knowledge and process to the young people.</li> <li>• Identify their learning needs and develop a learning plan specifically for them</li> <li>• Develop an action plan for the remainder of the project.</li> </ul>	<p><b>Learning and development objectives of the workshop and ongoing project work</b></p> <p><b>Group 3</b> <b>Wangatunga Strong Women's Group</b></p> <ul style="list-style-type: none"> <li>• Develop their understanding about being an incorporated body.</li> <li>• Work towards gaining funding and a building or space for the women's group.</li> <li>• Articulating and developing a project proposal/plan which can be sent to a variety of funding providers.</li> <li>• Record and document the history of the Wangatunga Women's Group.</li> <li>• Record and document their vision for their centre.</li> <li>• Identify their learning needs and develop a learning plan specifically for them</li> <li>• Develop an action plan for the remainder of the project.</li> </ul>

## **Issues and difficulties**

### **Working at the pace of the community**

As we worked towards holding workshops in the community, we have practiced a method of careful involvement and ever mindful and respectful of the guidance being imparted by the community, we are continually moving 'in and out' with our learning, and the project's needs; exploring new pathways of how to move the project forward at the community level, however, when these leads have run their course and the desired outcome has not been achieved we have had to return to our start point to rethink and reconfigure our implementation plan.

There have been many false starts in the early parts of Stage 2, but these have been important to the negotiation of our work in the community, and ways of finding out in what ways it is appropriate for us to work, who can and wants to work with us and where we might make a beneficial and meaningful contribution. This is in itself a Tiwi governance process which we are supporting and documenting in reflective work with Tiwi leaders. We are beginning to record these stops and starts as descriptive of an engagement process which is not only applicable to our own process, but potentially also to others who may carry on this work after us, and in similar or related ways.

On several occasions our planned visits to Wurrumiyanga have needed to be cancelled at short notice. The community continues to suffer much grief and loss, and we always respect their requests, maintaining an approach which is both adaptable in relation to the times we visit and the content we deliver. This is in line with a learning and teaching philosophy embedded in Rise Up Program facilitation processes, and a commitment to 'just in time learning' and the supporting of formative learning experiences which always seek to work from where individuals and communities are at, and a movement from the 'known to the unknown'.

### **Intellectual property and copyright**

Questions around intellectual property and copyright continue to be raised by the people we are working with. We are yet to work out how to properly define how intellectual property will be ascertained and accredited in relation to the materials we develop, and the stories which arise in our work. We need to continue revisiting this question, and perhaps developing our own set of legal documents which define who will retain intellectual property over the materials we generate.

### **Web Page for Wurrumiyanga community**

To make our work visible to interested people, we have prepared the following pages for the IGLDP website <https://www.cdu.edu.au/centres/groundup/igld/wurrumiyanga/>

### **Stage One**

Our work in stage one involved speaking to many Tiwi people and hearing about their experiences with western governance and their interests for the project. These beginnings were intentionally broad. Taking a "Tell Us the Story from your perspective..." approach, we allowed people to choose what they wished to discuss regarding governance and leadership.

People were very interested to talk to us, and to share their thoughts. Emerging out of this stage of the project was a strong interest in 'Skin Groups', 'Tiwi Way' and 'Ponki Mediation' being better

heard by Western governance frameworks and practices and how these Tiwi processes could work better with western governance and leadership.

In particular, some groups and individuals were interested in working with us to be able to better articulate aspects of Skin Groups, Tiwi Way and Ponki Mediation that are frequently implicit. At the same time it was also recognised that people were often involved in many different groups, and that 'meeting fatigue' was a reality amongst many of the people we might be working with.

Tanyah presented the outcomes of Stage One to the Local Authority and also discussed with them how we planned to move forward into Stage Two using a PowerPoint presentation.

Indigenous  
Governance and  
Leadership  
Development  
Project

**IGLD Project**

**IGLD Project Goals**

- Improve understanding of Aboriginal and Western governance
- Support and grow knowledge and skills in governance and leadership
- Find ways for Aboriginal and Western governance systems to work better together

**IGLD Project stages**

**Stage 1**  
October 2013 – April 2014

**Stage 2**  
April 2014 – June 2015

**Purpose of the meetings on 29<sup>th</sup> and 30<sup>th</sup> April 2014**

1. Stage 1 Report
2. Stage 2 plan – identify and confirm projects
3. Seek feedback and comments
4. Would people like to be co-authors of the Stage 1 Report and/or co-present at forums in the future?
5. Stage 2 plan - Talk through my next step (*What do I need to do? Who should I talk with? and What do I need to learn? How will we work as a team? How do you wish me to report back to your group? When would your group like to meet next?*)
6. Any Questions or comments

**Stage 1 Report – What we did?**

1. Building relationships
  - \* Red Cross
  - \* Tiwi Islands Youth Diversion
  - \* Corrections Service
  - \* Night Patrol
  - \* Child Protection (NTG)
  - \* TITEB – Tiwi Island Training Education Board
  - \* Tiwi Island Shire Council and
  - \* Prime Minister and Cabinet
2. Finding people to work with us
  - \* Youth Services, Tiwi Islands Shire Council
3. Tiwi Way and western governance

**How we will work in Stage 2?  
Is this project different?**

- Flexible and evolving
- Tiwi people determine the direction and outcomes
- No pre determined outcome or action
- Is a two way process – sharing and learning together
- Values & privileges Tiwi voices, knowledge and aspirations regarding governance & leadership
- Tiwi determine what they want to learn more about
- Tiwi decide what they want to share
- Tiwi can co-author and/or co-present the Tiwi Governance
- It is not only about training but ... what would you like to learn about western governance?

How we plan to work with groups and people to grow understanding and capacity in governance and leadership

**Both Ways  
Ground Up**

Projects & Plans   Workshops & Focus Groups   Events   Resources   Website   Mentoring & Tutoring

**"For Tiwi to utilize and formalize these Tiwi Ways we must ..."**

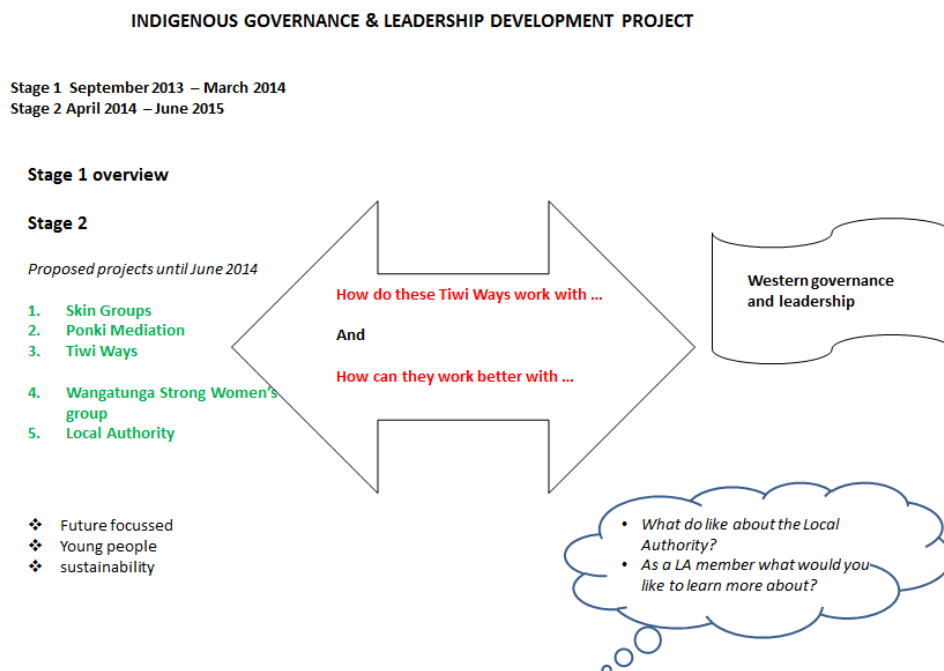
Make them visible and recognisable by government and NGOs ... so how do we do this?

- ☐ **Describe** (through meetings, focus groups, workshops, research ...)
- ☐ **Define**
- ☐ **Document** (write, talk, draw, paint, present, posters, website, etc ...)
- Think about it
- Talk about it and then talk some more to all Tiwi
- Reflect on it
- Agree on it
- Write about it
- Draw it
- Share it
- Champion & advocate it
- ☐ How do we make it sustainable?

## Stage Two

We are pleased to be working with the Local Authority as well as Ponki Mediators and the Wangatunga Strong Women's Group at Wurrumiyanga. We envisage that these are initial workshops and we are certain that there will be more and with different groups of Tiwi people.

Tanyah presented our Stage One work and discussed Stage Two at a Local Authority Meeting held on 12 August, 2014 using this diagram:



This was on the whiteboard at the Wurrumiyanga Local Authority meeting on 12 August 2014 and I talked to this.

This presentation was well received, and we have begun working collaboratively with the Local Authority members to articulate a focus for our work, and to plan a series of workshops which will be held at Wurrumiyanga in September.

Link to workshop flier:

Alongside these workshops, the Local Authority have also expressed an interest in working with us, particularly during the early stages of the life of this group, and as they develop ways of working as a group which involve collaborations between Skin Groups, Tiwi Way, Ponki Mediation and Western Governance. In particular, they have suggested that we may support them to develop a plan of priorities and develop a visual representation of their Terms of Reference for the Local Authority, and to record the process of creating this document and working out what it might say and do.

## **Plan for the rest of 2014**

- Develop collaboratively and deliver a series of workshops for each of these groups
- Working on the core activities identified for each group
- Continue to have a responsive approach and build relationships at Wurrumiyanga and as changes in the community continue to take place
- Negotiating what is raised in each workshop and decide with Tiwi people what is able to be shared publicly and how these things should be represented and presented i.e. *poster, document, website, etc.*
- Develop collaboratively a learning plan with each of the groups
- Develop collaboratively an action plan with each of the groups. This will provide the direction and activities for the remainder of the project.
- Meet with other project people (Strengthening Local Authorities and First Circles program) to explore, if and how, we can work together, support the work they are doing and ensure we avoid duplication and overlap.
- Work on developing the IGLDP Wurrumiyanga website page as a tool for governance and Leadership (e.g. for reference and advocacy)

## **Issues to be raised with the SC**

Could we have a presentation from PM and C representatives about the Indigenous Advancement Strategy and other Indigenous policies and programs which are related to this project?



# Gapuwiyak Quarterly Report: May – August 2014

Juli Cathcart and Trevor van Weeren

## Introduction

From 1 May – 19 August 2014, Trevor and Juli spent a total of 53 ‘facilitator days’ in Gapuwiyak over three visits during this three month period. During and between visits, they continued working closely with Gawara Wanambi, Local Yolŋu Consultant and Researcher for the project, who is also a community member, Elder, Leader and East Arnhem Regional Councillor.

Visit No.	Dates	Activity	Trevor (days)	Juli (days)	Total Days
1	1 – 13 May 2014	Gapuwiyak Field Work	13	4	17
2	5 – 12 June 2014	Gapuwiyak Field Work	8	8	16
3	8 – 18 August 2014	Gapuwiyak Field Work	10	10	20
<b>1 April – 19 August 2014</b>		<b>Total project days in Gapuwiyak</b>	<b>31</b>	<b>22</b>	<b>53</b>

At the beginning of each visit we meet with Gawura; then with the IEO, Watha Wunŋmurra and GEC, Francine Chinn; then CLO, Yanggipuy Wanambi, and CSM, Andrew Walsh, to catch up on what is happening. After this reconnaissance, we work with Gawura to review where the project is up to and plan the visit. There is no dedicated community space for adult education or community meetings so depending on availability, sometimes we run meetings and workshops in the Council Meeting Room, at other times the AG Complex and during the last visit, we used the Court House.

Generally speaking, the Elders and Leaders in Gapuwiyak are concerned that despite Local Government Reforms, the Local Authorities are basically an advisory body with some decision-making powers over a limited budget for some municipal services.

People can see that there is a change in the way the Australian Government is funding programs and service delivery in East Arnhem towns. The Australian government wants to fund programs and service delivery through local Aboriginal Corporations who have the capacity to deliver these or through partnerships between smaller local Aboriginal Corporations and established corporations (such as ALPA) or NGO's (such as the Red Cross or Anglicare).

There has been no local Aboriginal Corporation in Gapuwiyak for many years, since the Njardungay Homeland Resource Centre Aboriginal Corporation (NHRAC) stopped operating. Since then Laynhapuy Homelands Aboriginal Corporation based in Yirrkala has delivered services to the Gapuwiyak Homeland Centres. Miwatj Employment Partnership (MEP), based in Nhulunbuy, is the RJCP Provider for Gapuwiyak. There is no local Yolŋu organisation or corporation to provide employment or training, deliver services, develop local enterprise, attract government funding or to partner with another organisation to do any of these things.

The Elders and Leaders we are working with at Gapuwiyak have asked if the project can help them to do governance and leadership properly in Gapuwiyak by researching and establishing an Aboriginal Corporation that will represent and work for all the Yolŋu in Gapuwiyak. They feel this is the only way they can engage with government on their own terms, make decisions on matters that affect their community and create a sustainable future for themselves and their children and

grandchildren. This has grown in momentum and support at a local level and has been the main focus for the project this past quarter culminating in the submission of the Rule Book and Registration Application forms for the Goṇ-Ḍäl Aboriginal Corporation (GDAC) to ORIC.

## Highlights

- The high level of enthusiasm, excitement, commitment, engagement, integrity and leadership of Steering Committee members in the process of developing the Rule Book for the corporation and understanding the registration process.
- The ownership the Steering Committee took for the registration process, and their respectful and artful working of Yolṇu negotiation and decision-making processes with ORIC's requirements.
- The submission of the Rule Book and Application for Registration of Goṇ-Ḍäl Aboriginal Corporation to ORIC.
- The submission of the EOI to the NLC to lease the Themis Police Precinct.
- How well the 'open workshop' at the Court House worked as a way of doing intensive work and education at the same time.
- Two laminated A1 posters showing Yolṇu governance in Gapuwiyak and Homelands (also see Resources and Communications materials) have been produced and are being trialed.
- The high level of interest and support of the IEO and GEC for the project.

## Issues

- Finding ways to keep local people and organisations better informed about the project.
- How to manage our reporting obligations to the Steering Committee and to the community.
- At least one government agency is also working on 'community mapping' eg the NT Police Remote Engagement Team, which overlaps with IGLDP work.
- The rapid changes in governance at a state and national level and the impact this is having on regions and on remote towns.
- The extremely short timeframes around changes in the Australian Government are once again running over Yolṇu leadership and governance, by not allowing leaders and people the time to learn about, engage with and respond properly to these changes.

## Questions for the Steering Committee

- Is there a Communications Strategy for this project?
- How do the Australian Government and NTG report internally on this project? Can we be copied into these reports?
- Managing assumptions – making sure we have shared understandings about the project – who we should be working with and around our reporting processes and obligations.
- Yolṇu people are asking how can we keep working together on the things we are developing through this project after July 2015?
- How can we build sustainability for initiatives started under this project?

## Next steps


We will continue following the Stage 2 Plan.

## Progress against the Stage 2 Plans



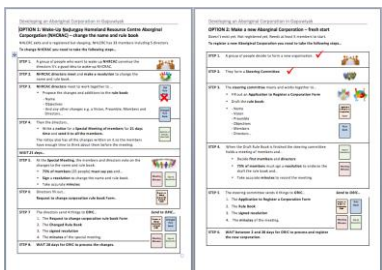
**Note:** Nos. people refers to the number of different people that took part in an activity and approximate hours refers to the total no. hours for that activity. Not all people took part for all the hours.




Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
Project Plans	<p><b>Project Plans</b></p> <p>We continually negotiate and review project plans with the groups and individuals we are working with before, during and after each visit.</p> <p>At the end of a workshop, meeting or tutorial session we look at where we need to go next: <i>What are the next steps? What will we do next visit? What do we need to do before the next visit? Who will do it? When do we need to do it by?</i></p> <p>This is recorded first on a wall story and then in the meeting or workshop planning and documentation.</p> <p>At the beginning of each visit we review our last visit, what follow-up we did, what other things have happened and what is happening, and check this with the plans for the current visit to see if we need to change anything. Sometimes we need to change our plans during a visit.</p> <p><u>Documentation:</u> Wall story plans, workshop plans, workshop booklets</p>	10	9
Developing leadership and governance capacity of an Aboriginal Corporation, and local	<p><b>Mentoring and Tutoring</b></p> <p>We worked closely with the initial core group of leaders interested in having their own Corporation that expanded into the Steering Committee for an Aboriginal Corporation in Gapuwiyak during our first Stage 2 visit (see Meetings and Events below). This work, which has taken place during visits and through many phone sessions, has included:</p> <ul style="list-style-type: none"> <li>Exploring the pro's and cons of 'waking-up' the dormant Njädungay Homelands Resource Centre Aboriginal Corporation (NHRCAC) compared to starting a new corporation</li> </ul>	5	22







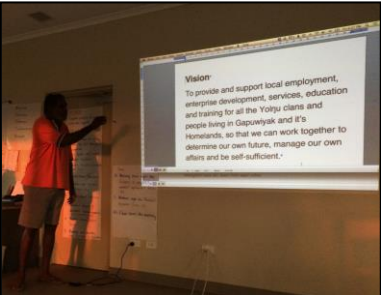
Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx. Hours	
Aboriginal facilitators and researchers	<ul style="list-style-type: none"> <li>• The steps and requirements of registering a corporation under ORIC</li> <li>• Discussing best practice Aboriginal corporate governance</li> <li>• Setting up and facilitating phone-meetings between Steering Committee members in Gapuwiyak and key people in the NLC and ORIC</li> <li>• Assisting Gawura to successfully submit a written application for two laptop computers for the new corporation through the <i>Computers for Communities initiative</i></li> <li>• Assisting and tutoring Gawura to set up a virtual office on one of the new laptops, and to use the Open Office application to do word processing (making meeting notices, a spreadsheet for the Gurruṯu map, a presentation of annotated historical photographs for the workshop, webmail and the Internet).</li> <li>• Planning, facilitating and evaluating meetings and workshops with Gawura</li> </ul> <p><u>Documentation:</u> Field notes, photographs, the documents, spreadsheet and the presentation</p> <p><b>Meetings and Events</b></p> <p><b>13 May 2014: Community Meeting to discuss options for developing an Aboriginal Corporation in Gapuwiyak</b></p> <p>A core group of four people interested in an Aboriginal corporation in Gapuwiyak called a meeting to discuss the options and decide what to do. Twelve community members including Elders and Leaders met at the Australian Government Complex.</p> <p>After three hours of rigorous discussion it was decided the best option was to leave the Nadjungay Homeland Resource Centre Aboriginal Corporation (NHRCAC) ‘asleep’ and to start a new Aboriginal Corporation that would have a different name, new vision and objectives.</p> <p>Everyone strongly stated the new corporation was for all the clans of Gapuwiyak and was an opportunity for clans to work together for their future.</p>	  	12	4



Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours	
	<p>Ten people put themselves forward to be on the Steering Committee and planned the next steps to develop and register the new corporation.</p> <p><u>Documentation</u>: Field notes, photographs, wall story, handout – corporation options, formal meeting notes (minutes)</p> <p><b>Researching and Story-telling</b></p> <ul style="list-style-type: none"><li>• We conducted research and sought advice about corporations from ORIC and Gilbert &amp; Tobin (lawyers), Section 19 leases with the NLC, and the Australian Government Indigenous Advancement Strategy with the Gapuwiyak GEC.</li><li>• We provided opportunities for people to tell stories of past events and experiences recording and using these stories to inform our work.</li><li>• Gawura used the ‘Early History of Gapuwiyak: 1969 – 1975’ written by Geoff and Judy Davey, to revisit this formative time and bring it into the present.</li></ul> <p><b>Networks and Partnerships</b></p> <ul style="list-style-type: none"><li>• The GEC and IEO are particularly interested in the project and helpful, keeping us informed of changes in the Australian Government and Gapuwiyak through emails, briefings and meetings, and connecting us with visiting agencies including MEP, Office of Town Leasing and visiting regional Australian Government staff</li><li>• ALPA and MEP have indicated they are interested in supporting and forming partnerships with the new corporation.</li></ul> <p><b>Resources and communications materials</b></p> <ul style="list-style-type: none"><li>• We have made several plain English documents and resources for the SC about the registration process as well as plain English meeting notes and workshop booklets to record the process of developing the corporation. These are being kept in a SC folder and are distributed to SC and Board members.</li></ul>	<div></div> <div></div> <div></div>	<div>16</div> <div>4</div> <div>13</div>	<div>12</div> <div>9</div> <div>20</div> <div>32</div>

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
	<p><b>Workshops and Focus Groups</b></p> <p><b>10 – 11 June 2014: Building a Strong Foundation: Baman’puy Dhäwu Gapuwiyakpuy Workshop for the Gapuwiyak Aboriginal Corporation Steering Committee</b></p> <p>We spent two days planning the workshop with Gawura. Thirteen people including the ten Steering Committee members participated in a 2-day workshop held in the Shire Meeting Room, during which we:</p> <ul style="list-style-type: none"> <li>• Reviewed and clarified the process of developing a corporation</li> <li>• Identified keywords and their meanings</li> <li>• Revisited the strengths and values of Yolŋu culture and the events, people and history of Gapuwiyak on which people wish to found the corporation using a PowerPoint made from the photos and story of Gapuwiyak written by Geoff and Judy Davey</li> <li>• Discussed and brainstormed ideas for the vision, principles/values, preamble and objectives of the new corporation</li> <li>• Agreed on next steps and a timeline</li> </ul> <p><u>Documentation:</u> Wall stories and workshop booklet</p> <p><b>9 – 15 August 2014: Writing the Rule Book and Registering the Goŋ-Däl Aboriginal Corporation (GDAC)</b></p> <p>We spent two days planning and preparing for the 5-day workshop with Gawura, drafting the objectives from the ideas brainstormed in the June Workshop to model the process of the writing process to the SC: brainstorming ideas (wall story) → organising ideas (physically cutting up the wall story) → writing first draft → editing → typing up final draft (actual rule book) (using a projector so everyone could see and participate).</p> <p>The workshop was held over the week in the Court Room. In preparation, we displayed the wall stories from the June Workshop, and the redrafted objectives.</p>	   <p>13</p>	<p>48</p>



Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
	<p>The workshop commenced with a Steering Committee Meeting and BBQ on the Monday evening. We began by looking back – revisiting the June workshop using the wall stories and workshop booklet.</p> <p>At this meeting the SC agreed that a core team (Gawura, Trevor and Juli) would keep drafting the rule book over the week in an ‘open workshop’, with SC members and other interested people freely joining the workshop whenever possible. This enabled people to continue their jobs, meet obligations and participate in the process.</p> <p>Most times there were between 3 and 6 people working with us, with people coming in their lunch breaks, after work, for half and whole days. Over the week 16 different people worked to finalise the name, objectives, vision, principles and preamble, write the rules for voting, members and directors and produce the Rule Book. Particular care was taken in finding the right name for the corporation and permission from Elder and Leader, Mitjmitjun, son of Goṇ-Däl, was sought and given.</p> <p>We also agreed to hold two formal SC meetings and BBQ’s – one on Wednesday evening (4:30pm – 6:30pm) to report on progress and get feedback on the draft Rule Book, and a General Meeting on the Friday evening (4:30 – 8:30pm) to sign up members, endorse the Rule Book, choose directors and complete the registration form and other documentation. This was done with meticulous care, rigorous dialogue and Yolṇu decision-making processes.</p> <p>All SC members in Gapuwiyak attended these meetings and a total of 23 Elders, Leaders and interested people came to the General Meeting on Friday night. Twenty people joined as members and through a consensus process, unanimously endorsed the rule book and chose the first five directors for the corporation.</p> <p>We received extremely positive feedback from the</p>	    	

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
	<p>Yolŋu people we worked with about the open workshop, the wall stories and continually negotiated process. People likened it to Yolŋu ways of conducting high level business.</p> <p>The workshop was also supported by the GEC and IEO, who dropped in regularly to observe and assist with the BBQs (GEC), and to participate (IEO).</p> <p><b>16 August 2014: Informal directors meeting to finalise the registration process and write an Expression of Interest for a Section 19 Land Lease</b></p> <p>The directors met on Saturday following the workshop to finalise all the documentation for the registration process and to write an EOI for a Section 19 Land Lease for the old Themis Police Station as an office for the new corporation. The rule book and forms were submitted on Sunday and the EOI the following Monday.</p> <p><u>Documentation:</u> Wall stories, photographs, field notes, Rule Book</p>	5	8
	<p><b>Mapping</b></p> <p><b>Yolŋu Governance Maps</b></p> <p>We are conducting extensive research into finding the best way to map Yolŋu governance in Gapuwiyak and Homelands. Many Elders are also concerned that many young people, especially those living in towns, are not learning the deeper Gurruṯu kinship system and their connections to Yolŋu and the land. So we are aiming to produce resources that can be used by both Yolŋu and Balanda for different purposes, by different agencies and groups, including the school, and at different levels.</p> <p>This work is complex and sensitive. It is being led by Gawura Wanambi who is carefully negotiating this process with Elders, leaders and key people in the 19 clans living in Gapuwiyak. Several things are being negotiated at the same time:</p> <ul style="list-style-type: none"> <li>• The process of how to do governance mapping – finding the best way</li> <li>• The content or what actually goes onto the map – what information goes in or is left out and at what level – who needs to be consulted</li> <li>• How to record this information – e.g. we are using a spreadsheet</li> <li>• The object itself – how do we represent this information or “turn these relationships into information” – will it be a laminated poster, interactive website, phone app</li> </ul>	15	30





Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
	<ul style="list-style-type: none"> <li>Most of the 'content' has been researched and two draft A1 laminated maps produced. These are slowly being introduced and 'trialed' with individuals, community groups and agencies at appropriate times.</li> </ul> <p>People are starting to interact with the map and its starting to generate conversations.</p> <p><u>Documentation</u>: Field notes, spreadsheets and maps</p>		
Local Authority and Mala Group	<p>We have not been able to do any work with the Local Authority. At the time of our last visit, they did not reach a quorum at their first scheduled LA meeting.</p> <p>The Mala Group is still meeting but it's status is unclear. Some people on the Mala Group and LA are different.</p>		
Women's group	The intense focus in the past three visits on establishing an Aboriginal Corporation has left little time to work with the women. We have discussed this and made plans to resume this work in the next quarter.	3	5
Gapuwiyak Culture and Arts Board	Although we have spent some time talking about the Project with the Arts Centre Manager, we have not been able to work with the Arts Centre Board. The Manager is generally too busy or away. She has also indicated the Board intends doing training with ORIC.	2	2
Gapuwiyak School Council	Plans to work with the School Council made earlier in the quarter through the Acting Principal, have been placed on hold due to ongoing leadership issues since his departure.	1	2
Various groups and individuals involved in governance Just-in-time opportunities	<ul style="list-style-type: none"> <li>We rang NAAJA on behalf of an Elder needing legal advice, helped to draft and prepare letters and coached him over the phone to ring NAAJA to obtain the advice he needed.</li> <li>We spoke with the Community Engagement Police Officers (CEPO's) about the issue raised by Elders and Leaders of Yolŋu authorities working more closely with Police and with the Justice system especially about them being involved in sentencing and penalties for minor offences, and showed them a part of Djiwada's video about this. They were empathetic and suggested some avenues that we could follow up.</li> <li>The Commanding Officer and two CEPO's were visiting Gapuwiyak and staying in the Police accommodation where Trevor and Juli were also staying. This gave us an opportunity to get to know each other and talk about our projects and programs, and the police spent an hour or so with SC members during the workshop. The police also mentioned that they are about to engage in a community-mapping exercise so we shared our experience of mapping Yolŋu governance with them, and the complexity and sensitivities, and how we might be able to share this with them when it is finished. They mentioned the Langford Governance and Engagement</li> </ul>	4	3

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
	Maps (2011), which we were surprised about as there are issues with these and we didn't think they were in circulation.		
IGLD Website	<p><b>IGLDP Website</b></p> <p>We are still talking about and negotiating the idea of the IGLDP website, starting with the people we are working closely with on the project. We need to make sure everyone is clear about the purpose of the website and how it will be used at the same time we talk about what will be put onto it.</p> <p>We are using websites in our workshops to show people what other people are doing in relation to governance and leadership in Aboriginal communities, and how websites can be used to store and share stories and information.</p>	8	1
		<b>111</b>	<b>207</b>

# Ramingining Quarterly Report: May – August 2014

Anthea Nicholls

## Introduction

Anthea was resident at Ramingining for most of this quarter. Trevor and Juli visited three times. Anthea continued working closely with Dhulumburk Gaykamanu, the local Yolŋu Consultant and Researcher working on the project, who is also a community member, Elder, Leader and Chairman of the Yolngu Makarr Dhuni Yolngu Nations Assembly.

Anthea meets regularly with Dhulumburk. During these briefings, issues are discussed, plans are confirmed or developed and action plans developed. These sessions also provide close mentoring and tutoring opportunities for Anthea to help Dhulumburk understand and develop communication skills around Balanda Governance. The sessions also provide a forum for Dhulumburk to mentor and tutor Anthea in relation to Yolŋu governance arrangements. This close working relationship with a senior, well respected and connected elder in Ramingining has provided the majority of opportunities for the IGLDS project to work closely with the various Yolŋu governance arrangements in place in Ramingining. Anthea is also in regular contact with various stakeholders including the GEC and IEO, RJCP, East Arnhem Council, Ramingining School etc.

Anthea has been able to set up her accommodation (rented from the East Arnhem Council) as a Workshop/Office space. This has proved to be a crucial aspect to the success of the work of engaging the community. It has provided a great central location and its 'open door' policy has suited working across cultures and agendas.

Visit No.	Dates	Activity	Anthea (days)	Trevor (days)	Juli (days)	Total Days
Living	1 May – 30 July 2014	Ramingining (AN)	52	0	0	52
1	14 – 21 May 2014	Ramingining Field Work (JC/TvW)	0	7	7	14
2	26 – 27 July 2014	Ramingining Field Work (TvW)	0	2	0	2
3	1 – 7 August 2014	Ramingining Field Work (TvW)	0	8	0	8
<b>May – August 2014</b>		<b>Total project days in Ramingining</b>	<b>52</b>	<b>17</b>	<b>7</b>	<b>76</b>

## Issues

The main issue which arises for us and for the Yolŋu with whom we work closely, is continuity after the life of this project. The success of the School Council workshop, the Elders' Forum, and the work towards establishing a new Aboriginal corporation, have all resulted in a sense of momentum and expectations and hopes, which are challenged by memories of past projects and enthusiasm which waxed and waned.

Given the repeated messages coming into the community, that the Australian Government is looking towards Aboriginal Corporations as the crux of future development in Indigenous Australia, it is absolutely essential that these new organisations are set up to succeed; highly supported at the outset and then not left to flounder. The importance of this issue can hardly be overestimated.

## **Next Steps**

In October Anthea will be retiring from work in Ramingining and returning to live in Victoria. Anthea has spent many years working in Ramingining and she will be missed and she will also be sad about leaving. Thanks to Anthea for the work she has done on this project so far. Trevor and Juli will pick up from where Anthea left off. We will continue to work with the stage two plans and with a particular focus on the steering committee for the Ramingining Aboriginal Corporation.

## Progress against the Stage 2 Plans

**Note:** Nos. people refers to the number of different people that took part in an activity and approximate hours refers to the total no. hours for that activity. Not all people took part for all the hours.

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
Local Aboriginal facilitators and researchers	Workshops and Focus groups; Mentoring and Tutoring, Research and Story telling. Alongside the specific events described below, valuable conversations have continued between our team members and Yolŋu Elders around the central focus of this work: what governance means to both Yolŋu and Balanda in the world we inhabit together. In particular we have been able to talk at length with Mathew Dhulumburrk, conversations which usually generate diagrams and pictures and often 'ah ha' moments of mutual understanding which have not only contributed directly to our aims but which have helped us all to strengthen the relationships which are essential to this kind of work.	30	50
Mapping Yolŋu Governance	<b>Mapping</b> 'Wäŋa Gurruṯu Mapping' is an interesting and valuable activity which developed out of a conversation with one of the TOs and was subsequently taken up by Matthew Dhulumburrk and other Elders. The name translates roughly as 'Land Kinship Mapping' and can be illustrated by the map for the Ramingining township area in figure 1. The activity has shown itself to be particularly valuable to Yolŋu as it is a way of illustrating that the simple notion of one group of 'Land Owners' or TOs, is just plain wrong, and is even offensive to Yolŋu. The maps show that for any particular estate, while there is a clan who has inherited that land from their father (and are know as the wäŋawataŋu = land owners) there are also clans which call that land their mother (ŋäŋḍi), grandmother (märi), etc. They in turn are the ŋäŋḍiwataŋu (the owners who call the land ŋäŋḍi/mother), märiwataŋu (owners who call the land märi/grandmother), etc. Developing these maps is an ongoing project. In doing this work we have benefitted from the visits of several people who are involved with Indigenous governance projects or work in other parts of Australia. These include Kendall Trudgeon, from Elcho Island and Andrew Fahey, from the Queensland South Native Title Service.	15+	65

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
	<p><b>Resources and Communications Materials</b></p> <p>Figure 1: Gurruṯu Map for the Ramingining Township Area</p>		
Ramingining School Council	<p><b>Workshops; Tutoring and Mentoring; Resources and Communication Materials</b></p> <p>As planned a 2-part workshop was held for members of the School Council on the afternoons of 20 and 21 May. A Newsletter was subsequently produced to document the work achieved at this workshop and to ensure continuity when the next opportunity to work with this group arose (<a href="http://bit.ly/1wnwtD9">http://bit.ly/1wnwtD9</a>)</p> <ul style="list-style-type: none"> <li>The Workshop followed the 'both ways' model that was used in the BUSTaL workshop at the school last year and is documented at <a href="http://www.cdu.edu.au/centres/groundup/bustl.html">www.cdu.edu.au/centres/groundup/bustl.html</a>.</li> <li>It focused on helping Council members understand what it means to be a school Councillor and how the</li> </ul>	10	16

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
	School Council can become effective and influential ( <i>ganydjarrmirri</i> ).		
Bula'bula Arts Board	<b>Workshops; Tutoring and Mentoring; Resources and Communication Materials</b> While we have had some conversations with the Art Centre Manager, an opportunity has not been created as yet to work with them on their governance questions.	1	1
Ramingining CAB / Local Authority	<b>Workshops; Tutoring and Mentoring; Resources and Communication Materials</b> While we have not yet received official invitations to work with other groups we have continued to maintain contact with them and recognise that this reporting period coincides with a period of enormous changes for both the CAB and LRG. The former has recently metamorphosed to become the Local Authority while the LRG has a tentative existence in the wake of this change and the imminent emergence of a new Ramingining Aboriginal Corporation.	15	30
Ramingining Aboriginal Corporation	<b>Workshops; Tutoring and Mentoring; Resources and Communication Materials</b> One of the aims of the Elder's Forum was to answer the question, 'Do we really want a new Aboriginal Corporation in Ramingining?' This was important as the question had lain dormant since the Feasibility Study which concluded in November 2013. Matthew Dhulumburrk was committed to getting a definite answer to this question and called a subsequent meeting of those particularly interested in the question for the following Friday, 16 May. Six Elders came to this meeting and it was agreed that they would proceed to set up a Steering Committee. The first meeting was called for 10 June. Nine Elders, including two TOs came to this meeting. Eleven names were put forward and a timetable of fortnightly meetings agreed to. The group has continued to meet with the aim of submitting an application for registration by the end of September <a href="http://bit.ly/VN3k3m">http://bit.ly/VN3k3m</a> Before each meeting Anthea and Dhulumburrk endeavour to contact each Steering Committee member and others who have shown an interest. These points of contact are recorded on a list of all clans and their spokespeople to try and ensure that as many clans as possible remain involved or aware of these developments.	16	100

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
Ramingining Elders	<p><b>Event</b></p> <p>The Elder's Forum was held from the 12-14 May. This three-day forum was designed to give the Elders' an opportunity to meet together in un-hurried time and discuss a number of issues, concerns and opportunities which were arising for the community. As part of the program a one-day Q&amp;A session was organised and service providers were invited to take part. The event was wonderfully supported by both Yolŋu Elders and service providers and is documented at <a href="http://bit.ly/YPMBOW">http://bit.ly/YPMBOW</a>.</p> <p>One contributing factor to the engagement of so many people in this event was the ground work Anthea and Dhulumburk did in meeting with as many people (both Balanda and Yolŋu) beforehand to tell them about the event and leave clear, easy to read materials with them, explaining the purpose and structure of the event.</p> <p><b>Resources and Communication Materials</b></p> <p>We have developed a newsletter reporting on the Elders Forum Event and it can be viewed here <a href="http://bit.ly/YPMBOW">http://bit.ly/YPMBOW</a></p>	50+	50
Working with Yolŋuw Makarr Dhuni	<p><b>Workshops; Tutoring and Mentoring; Resources and Communication Materials</b></p> <p>Matthew is the Chairman of Yolŋuw Makarr Dhuni (Yolŋu Nations Assembly) and there were times when we did some planning for a regional get together and looked at some governance issues that the group was interested in.</p>	1	4
Personal governance	<p><b>Mentoring, Resources and Communication Materials</b></p> <p>There are regular Yolŋu visitors who arrive at the our "Governance House" to seek help and advice on personal governance issues. These include support to write and print letters, help with banking or other personal administration difficulties exacerbated by language and cultural barriers, helping Yolŋu understand new governance arrangements in the town (e.g. the new vehicle workshop had brought in new rules which were confusing everybody) and the persistent issues around proof of identity. A number of these issues will be worked up into communication materials to share with the community.</p>	20	30
		<b>158+</b>	<b>344</b>



# Milingimbi Quarterly Report: May – August 2014

Juli Cathcart and Trevor van Weeren

## Introduction

Trevor and Juli visited Milingimbi on two occasions during the reporting period. During each visit, they continued working closely with Mark Nakarrma Guyula, local Yolŋu Consultant and Researcher working on the project. Mark is also a community member, Elder, Church Leader and involved with the Makarr Dhuni Yolngu Nations Assembly. At the beginning of each visit we usually meet with Mark, to catch up on what is happening in the town, review where the project is up to and plan the visit and his involvement.

Visit No.	Dates	Activity	Trevor (days)	Juli (days)	Total Days
1	21 – 30 May 2014	Milingimbi Field Work	10	10	20
2	29 July – 2 August 2014	Milingimbi Field Work	5	0	5
May – August 2014		Total project days in Milingimbi	15	10	25

## Highlights

The Women's Group is moving towards incorporation. Working with Merrilee Baker to support and mentor the women was an important part of this process as she was able to continue working with the women after we left.

The Women's Group field trip to Alice Springs gave them valuable insight into an established and highly successful women's organisation and the opportunity to build networks. Organising, preparing and fundraising for the trip, with Merrilee's support, gave the women a real-life experience of some of the work the corporation will need to do.

## Issues

For the past 4 months, Milingimbi has been the focus of some large and important ceremony activity involving many people across Arnhemland and beyond. As many leaders are involved in this work we had limited opportunity to work with Elders and leaders. There have also been a number of funerals and other activities that have impacted on people's availability.



At the same time that a group of women started to formalise their women's group with Merrilee and the project, two other women's groups were started; one by RJCP and one by the STEPs trainer. Although they are all different initiatives with different intent, there is overlap and they are potentially involving the same women and competing for the same funding and resources.

## Next steps

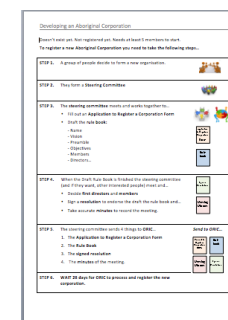
We will continue following the Stage 2 Plan.

## Progress against the Stage 2 Plans

**Note:** Nos. people refers to the number of different people that took part in an activity and approximate hours refers to the total no. hours for that activity. Not all people took part for all the hours.

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
Yolŋu and Western Governance Mapping	<b>Researching and Story-telling; Mapping, Resources and Communications Materials</b> <ul style="list-style-type: none"><li>With Mark Guyula’s help we have continued talking with Milingimbi Leaders and Elders about Yolŋu governance and leadership. Most of this work has been recorded on a map of Milingimbi. It includes stories about Milingimbi, names of places on Milingimbi, leadership structures and family stories. We are still working out ways we might use our work to strengthen governance.</li><li>While we have been looking at information in relation to Balanda governance systems and processes and thinking about the most appropriate ways to present them, it is still not clear when and how we will present these resources.</li></ul>	8+	15
Developing and strengthening leadership and governance capacity of women and women’s governance	<b>Mentoring and Tutoring</b> <ul style="list-style-type: none"><li>We worked closely with the Healthy for Life Coordinator, Milingimbi Health Centre, to plan and co-facilitate meetings, and to support and mentor the women. As her contract was ending in July, she was keen to help the women’s group become more established before she left, and to work with the women to organise the field trip to Alice Springs in June to attend the <i>Edge of the Sacred Conference</i> and visit <i>Waltja Tjutanku Palyapayi Aboriginal Association</i>.</li></ul>	8	6
	<b>Meetings, Workshops and Events</b> <b>Meeting and Workshop: 28 May 2014</b> <ul style="list-style-type: none"><li>Four women met to discuss possible pathways for a women’s group and incorporation.</li><li>We brainstormed ideas for the aims and objectives of the organisation to share the next evening with more women.</li></ul>	  8	12

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
	<p><b>Meetings, Workshops and Focus Groups: 29 May 2014</b></p> <ul style="list-style-type: none"> <li>Seven women met and we shared what we had done the day before.</li> <li>Juli and Merrilee showed the website and a video of the <i>Naanytjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council Aboriginal Corporation</i> based in Alice Springs.</li> <li>We compared the NPY objectives from their Rule Book and the ideas for the objectives for a Milingimbi women's group or organisation</li> <li>Juli and Merrilee agreed to work the brainstormed ideas into draft objectives and Merrilee continued to work on these with the women after Trevor and Juli left.</li> </ul> <p><b>Field Trip to Alice Springs and Edge of the Sacred Conference 17 – 20 July 2014</b></p> <ul style="list-style-type: none"> <li>Merrilee and the women worked together in June to organise the field trip and to organise sponsorship to pay for airfares and accommodation. IGLDP helped pay some of the airfares .</li> <li>Five women went for 5 days to Alice Springs.</li> </ul> <p><b>Researching and Story-telling</b></p> <ul style="list-style-type: none"> <li>Assisted Merrilee and the women to conduct research into and connect with organisations to visit while on the field trip to Alice Springs</li> <li>While in Alice Springs they learnt about ways of healing at the <i>Edge of the Sacred Conference</i> and visited <i>Waltja Tjutanku Palyapayi Aboriginal Association</i> to find out how the organisation started, what it does, how it is run etc.</li> </ul> <p><b>Networks and Partnerships</b></p> <ul style="list-style-type: none"> <li>Developed relationships with women from <i>Waltja Tjutanku Palyapayi Aboriginal Association</i></li> <li>Milingimbi is also running a program through STEPS. Some women are attending here. We have been making sure that the STEPS facilitator understands what we have been doing with the women and talking about how we can work together.</li> <li>Working to develop relationships and work with the RJCP Coordinator and STEPS facilitator.</li> </ul>	<p>5</p> <p>2</p> <p>2</p>	<p>40</p> <p>2</p> <p>2</p>



Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
	<b>Resources and Communications Materials</b> <ul style="list-style-type: none"> <li>Steps for developing an Aboriginal Corporation document</li> </ul>		1
Milingimbi Art and Cultural Aboriginal Corporation Board	<b>Workshops; Tutoring and Mentoring; Resources and Communication Materials</b> We have had some fruitful discussions with the Art Centre Manager and are planning to work with the board on our next visit to run a workshop similar to the workshop we ran for the Ramingining School Council, looking at Roles, Functions and Powers of a board.	1	3
Milingimbi School Council	<b>Workshops; Tutoring and Mentoring; Resources and Communication Materials</b> We have had discussions with the Milingimbi School principal and a representative from COGSO (Council of Government Schools Organisation). We shared with them the work we did with the Ramingining School Council and discussed the possibility of working with the School Council at Milingimbi. COGSO runs their own governance support and training programs for school councils and were interested in talking more with us. The principal has since left and we haven't had an opportunity to follow up with the new principal or with COGSO.	2	2
Local Authority and Mala Group	<b>Ongoing research, discussion and negotiations</b> The East Arnhem Shire in Milingimbi is already very busy with the newly established Local Authority. This group meets monthly and often has a very full agenda. The group is still settling in to its new format and as yet there have been no real opportunities for our project to become involved. The status of the Mala Group and LRG is unclear.	12	5
Gatjirrk Board	<b>Ongoing research, discussion and negotiations</b> We have had ongoing discussion with Lapalung who is a Director of the Gatjirrk Corporation. Lapalung is also the chairperson of the Local Authority.	1	4
MOPRA Board	<b>Ongoing research, discussion and negotiations</b> We have had some discussions with MOPRA and the Crocodile Rangers about using the project to strengthen governance but they are very busy and often away so it is difficult to engage with them about this.	1	1

Context / Issue	Activities: What happened May – August 2014	Nos. People	Approx Hours
Just-in-time opportunities	<p><b>Mentoring and Tutoring</b></p> <p>There were a number of occasions where we were asked to help or support people. These included helping someone with getting their computer connected to the Internet, helping someone with developing a PowerPoint presentation for sharing traditional stories.</p> <p>We also spoke with the GEC based at Raminging about what we have been doing at Milingimbi.</p>	4+	7
		50	100