

# Gapuwiyak Appendices

## APPENDIX 1.1 IGLDP Engagement in Gapuwiyak

The following table is a summary of the Gapuwiyak Field Notes: August 2013 – September 2015.

During and between visits (field work) there were many (documented and undocumented) communications (phone and email) with co researchers/facilitators, local consultants, EARC, ALPA, NT Government, ORIC, lawyers and other stakeholders for many reasons including: research, finding and clarifying information, general organisation and logistics, organising meetings, sharing stories, planning, legal support etc. Only some of these are included in the following table.

Date	No. people	Topic of conversation, outcomes, actions
<b>VISIT 1</b> <b>TvW/JC</b> 15 Oct 2013	1	Visited A (GEC) at GEC Complex– Introduced and talked about IGLDP. Told us to talk to BW who was interested to talk to us about old Homelands Aboriginal Corporation. Growing shared understanding about IGLDP / Gap governance and leadership issues. Follow up with Bobby. Listen for people talking about the old Homelands Aboriginal Corporation.
16 Oct 2013	1  22  1	Visited S (Art Centre Manager) at Art Centre – talked about working with Art Centre Board (8 directors) They are doing some governance training with Peter Shepherd (ANKAAA sub/contractor). Interested in governance review. Want board to learn fundamentals of western board governance. Growing shared understanding about IGLDP / Art Centre governance and leadership issues.  Attended Police Safety Action Plan Meeting with Yolŋu leaders and MW (Nhulunbuy FaHCSIA Officer) talked about community safety issues – substance abuse, family violence. Yolŋu leaders spoke about importance of working together with Police to resolve conflict and issues, need for safe house, underlying issues, need for adults to take responsibility and show leadership, young people not taking responsibility. Difference leaders stated their own position on things.  Visited SF (Acting School Principal, has worked in Gapuwiyak on and off over 30 years. We know SF) – talked about the School Council and how school was tackling leadership with Yolŋu staff through self-managing teams and general issues of leadership in the school and community. Interested for us to work with School Council and Yolŋu teachers.
17 Oct 2013	1  2  1	Visited BW (Leader and Miwatj Employment and Participation (MEP) Coordinator) at MEP donga – short conversation.  Visited JM (Gapuwiyak <i>Wäŋa watarŋu</i> /TO and Night Patrol) and his wife at his house – introduced Project and ourselves. Worked out our gurruŋu. Worried about things and reminisced about times before kava, marijuana and gambling. Said to talk to LC. Happy for us to work in Gapuwiyak on the Project.  Visited LC (Interpreter) – Worked out our gurruŋu. Very concerned about school graduates. Nowhere for them to go to work, play or learn. Need for adult education-type centre, where they can learn and look after things both ways. Sport and Rec. All this literacy and Numeracy (it came in and it destroys people) is not helping, we need to get back onto country and feel the spirits of the old people.
18 Oct 2013	3  1	Visited A (GEC), WW (IEO), MW (FaHCSIA). Told what we'd been finding out about governance and leadership. Marina spoke about Yirrkala TaskForce approach to issues – stakeholder reps meeting for 2 hours only issues and action focus – what could each stakeholder contribute.  Visited RM (Police Officer) – introduced the Project, discussed issues etc.

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	2	Visited AM and V (Sport and Rec) – introduced the Project and asked about governance and leadership issues etc. Tried Youth Council but hard to get commitment because membership cuts across families). Looking at reconfiguring jobs targeted for youth with more flexible labour pool idea.
<b>VISIT 2</b> <b>TvW/JC</b> 11 Nov 2013	1  2  2	<p>Met with PK (Police Community Engagement Officer) Very new – working across Arnhem. Rings us up. Keen to talk with us. Spoke about many issues and culturally appropriate ways of working with Yolŋu. How we might be able to work together.</p> <p>On Council lawns met G (Leader) and YW (Leader and Council Liaison Officer) – Worked out our gurruŋu. Talked about the Project. Told us where to find CG (Gapuwiyak <i>Wāŋa wataŋu</i>/TO and JM's brother). Talked about governance and leadership issues related to police and need to get organised to be properly recognised and need to get younger people involved in leadership. <i>'Maybe you are the right person at the right time'</i>.</p> <p>Visited CG (Gapuwiyak <i>Wāŋa wataŋu</i>/TO) and his wife – introduced ourselves and the Project. Worked out our gurruŋu. Spoke about leadership issues and concerns about ways police are operating and not respecting Yolŋu law. Happy for us to work in Gapuwiyak on the Project.</p>
12 Nov 2013	12  1  2	<p>Attended School Council meeting – Talking about leadership and making choices. Balancing team work and individual responsibilities. Pitch the Project. Finding better ways for Yolŋu and Balanda governance to work together.</p> <p>Visited TI (RJCP Supervisor) – works with 20 men in different teams doing many different activities but no 'training' partner. Helping people get birth certificates and drivers licences (personal governance).</p> <p>Visited NAAJA lawyers working at courthouse. Talked to them about some of the issues and questions people had raised with us.</p>
13 Nov 2013	1  1  3  2	<p>Visited DM (Leader and Night Patrol) – Worked out our gurruŋu. Very interested in the Project. <i>'Maybe we can work with you and send smoke signals to Canberra so they will notice'</i>. He was interested to explore the idea of working alongside young people but what would be the context be (real life/on the ground thing) for a project like that?</p> <p>Talked to KM (Leaders) on Council lawns.</p> <p>Visited A (GEC), WW (Leader and IEO) – caught them up on what we'd been doing and finding out. WW interested to look at issues between leaders and police, and finding good ways for balanda police and Yolŋu law-makers to work together. Worked out our gurruŋu.</p> <p>Visited SW and AW – talked to about the Project.</p>
<b>VISIT 3</b> <b>TvW/JC</b> 24 Feb 2014	1	<p>Phone call with DJ (LGANT/IGLDP SC) – talked about the LGANT governance project – next phase training resources. LGANT bringing people into Darwin from communities. LGANT focussing on 2-3 hour skill-set blocks rather than full days of training because people are getting bored. We are interested in this because it is the opposite of our experience where people work are completely engaged and with us for days on end until late hours in the evening. We think that the disinterest has more to do with the fact that it is top-down training rather than ground-up and that the LA's are government initiatives rather than Yolŋu-driven.</p>
25 Feb 2014	1	<p>Visited FC (GEC) – new GEC. AE has left. Talked to her about IGLDP and what we had been doing and finding out so far. She thinks there is a real desire to get old Homelands Aboriginal Corporation up and running again but with employment and enterprise focus rather than running Homelands. People feeling like they have no control and want to run their own affairs and increase their pride. Issues with RJCP – maybe lack of funding and</p>

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		resources for MEP to meet Gapuwiyak need. MEP meeting in Gapuwiyak tomorrow. FC organises for us to meet with MEP also.
	1	Visited K Families as First Teachers Coordinator – FC takes us to meet and see work they are doing employing fathers of young children to do maintenance and improvements, which provides them with unaccredited training and building skills, employment and is good
	1	modelling to their kids. Work-readiness a real issue. How to manage humbug when you have more money than others.  Bumped into J (Senior Secondary Teacher) – talks about issues for young people. Gapuwiyak School many students graduating and successful VET programs but they are losing funding. No higher education/adult education pathways in communities. Students wanting to stay on but school too stretched. Very hard to go away to CDU – not enough support, too many pressures. Need community-based adult ed.
26 Feb 2014	1  2  1  1  4	Visited AW (new Council Service Manager CSM) – introduce ourselves and the Project. He’s just arrived, first time doing this kind of work, finding his feet.  Met JB sitting outside Council Office – remembered talking last time in Gapuwiyak. WW (IEO) comes looking for us. We sit and talk more about IGLDP. W very interested to talk about waking up the old Nj... Homelands Ab. Corp. Talk a lot about the name Nj... and how everyone wants it. We share stories about the emerging Ramingining Aboriginal Corporation and Dinybulu Regional Services. W suggests we have meeting with other interested people on Friday. We make a list of 9 people. GW comes past. We introduce ourselves and make appointment to talk Friday about IGLDP.  WW (IEO) – drives us to MEP and talks about lack of incentive and pathways for adults. Yolŋu keep learning for life and this needs to happen in the Western side as well. There needs to be both ways life-long learning in the community. How can his son get this knowledge and these skills?  Visited BW (MEP Coordinator) at MEP – B is cautious. Talks about desire for self-determination and an independent governance body that doesn’t get told what to do all the time. To move from being always in an advisory role to having a local decision-making body.  Meeting with JK (Manager based in Nhulunbuy), GL (Consultant), FC (GEC) and WW (IEO) at GEC Complex. Jeremy explained how MEP is owned by Laynhapuy Homelands and Manjarr and RJCP works in Gapuwiyak, their issues and plans.
27 Feb 2014	1  1  1  13+	Visited AW (CSM) at Council Office.  Visited R (Acting Clinic Manager) at Clinic.  Bumped into AM (YS&R) at Council Office and had long talk about issues with YS&R.  Attended Office of Township Leasing - presentation - GEC Office: 2 guys + 1 woman from Canberra (K, JL) and SM (Nhulunbuy ICC Manager) 4? Mala Leaders – JM, CG, W, GW, and family members, FC, WW, LC (and 3 daughters) and AW (SSM). Lots of confusion. Visual aids (diagrams with boxes) used made things more confused because people thought the size of the boxes was important. Yolŋu governance far more complex and nuanced than Land Rights Act allows for. Yolŋu leaders consternated by the presentation.
28 Feb 2014	1	Met with GW (Yolŋu Leader and Regional Council Member) at Council Office. GW interested to work with us on the Project as a local consultant. Very interested to explore the idea of making Yolŋu governance more visible but need to go carefully. Talked about town leasing.

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	1	Visited SF (Acting School Principal) in his office to continue talking about school council.
1 Mar 2014	5	Visited Art Centre and talked informally with N (Nurse), C (Nurse), S (Art Centre Manager), SC, and SN (retired Yolŋu school principal) on veranda.
	1	Visited SN to introduce Project and talk about governance.
	1	Visited WM (Leader, School Council and Education Support Worker) on his veranda. We talked about both-ways – balancing Yolŋu and Western ways together. <i>W: 'You are doing it <u>now</u>. This is how it comes together... Go back to where your wāwa [Dr Yunupijū] has been telling you. Don't move to another way. (Both ways). How will we find the leadership if we look forward all the time? You have to look back to where you started or you'll be lost. There will be only Balanda and no Yolŋu. Where are you now? Wisdom – linking together, working together. You need to look back at what your gurruṯu told you and stay on track...'</i>
	1	Worked with GW researching Yolŋu governance.
<b>VISIT 4</b> <b>TvW/JC</b> 2 Apr 2014	4	Met with GW, WM, DM to show presentation and affirm Project aims and objectives for Stage 2.
3 Apr 2014	32+	<u>Presentation of Stage 1 report and Stage 2 Plan:</u> in Council Meeting Room. GW introduced TvW. GW and HR used loud speaker to ask people to come to hear about this good story that would be of relevance to community members who were interested to talk about Yolŋu and community governance issues. They encouraged everyone to come and be involved and here about this new opportunity to grow stronger as a community. People kept coming. 32 people in room and throng at the door. Lots of interest and discussion.
4 – 7 Apr 2013		Subsequent days TvW worked with GW, DM, H, BW, WW (IEO), FC (GEC), MW (FaHCSIA) on a number of possible initiatives: sharing stories about the community meeting – people stressing the need to be public about the work we are doing in the Project, Looking at an Aboriginal Corporation, mapping Yolŋu governance at Gapuwiyak with GW, better understanding of government and roles of GEC, IEO, reporting etc., relationships between police, night patrol, clans, traditional governance and customary law processes.
<b>TvW/JC</b> 1 - 2 May 2014	5	Brought back laminated A1 print of draft 'photo-map' of Yolŋu governance. Discussed options for use with GW who could see it's potential as a resource for getting Yolŋu Governance into the school and community via curriculum, lesson plans, posters etc. Discussed Thamarrur model with GW and Yirrkala situations re corporations. Did some work on a planning calendar. Met with Y. The BIG issue, wake up the old corporation or start a new one? Went to school sports carnival. Went to Police to do Ochre Card application. Back to oval and caught up with TO CG and BW. He is interested in the project and showed me a letter he had written re court problems.
3 May 2014	3	GW records speech about Yolŋu Governance. I type it up. Do some more work on the Yolŋu gurruṯu spread-sheets. Meet SG and his wife GG from the school council.
4 May 2014		Weekend reading Joseph Cornell – Harvard study of Indigenous governance
5 May 2014	3	Met with FC (GEC), GW, S re corporations. Scoped out business opportunities with GW.
6 May 2014	10	FC (GEC) and WW (IEO) talked about the BIG issue re old corporation or new corporation. Spoke to TO – NLC coming today, MEP meeting on as well. Much discussion re the TOs and the non-TO clans and how to work through issues. Called NLC JK re Section 19 (speaker phone). Called Hannah ORIC to confirm registration details. Prep for teleconference with lunchtime governance session at NI. Impromptu session with 'Mala Leaders' post MEP mtg.

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7 May 2014	5	Meeting: discussion re old corporation, new corporation, vision, objectives. Worked late with GW on strategy and planning for leaders meeting on about a corporation.
8 May 2014	2	Discussed possibility of working with Arts Centre Directors with S (manager).
9 May 2014	1 3	WW: discussion about <i>'getting the old canoe out of the sand and get it ready to go hunting. But the canoe has a name and its not mine, it means someone's eye is on me.'</i> JC met with some women (elders) to talk more about leadership.
11 May 2014	2 1	JC and GW: worked on meeting. Met with SF (was Acting Principal): SF has left the school. Return of Principal. Leadership issues at the school. Plans to work with school council go on hold.
12 May 2014	5	Met with core group of leaders keen for an Aboriginal corporation: GW, WW, Y, H, DM, MW, at GEC complex. Talked about steps to wake-up an old corporation and to start a new one. Lots of unpacking and talking about corporations, legalities and registration – ASIC or ORIC, CATSI Act etc. Developed seed metaphor and drawing for steps to create new corporation. Brainstormed plan for leaders meeting, who should be there, who would do what.
13 May 2014	12 1	<u>Leaders Meeting about an Aboriginal Corporation</u> : at GEC Complex chaired by GW to discuss options for developing an Aboriginal Corporation in Gapuwiyak (13 people met for 3 hours). Decided to start a new corporation with new name, vision and objectives. Formed Steering Committee of 10 people. Planned next steps using seed drawing. Took minutes, photos, made a story about the meeting. See <i>Story of the Goŋ-Däl Aboriginal Corporation</i> resource. Workshopped and wrote submission for 2 laptop computers with GW that night: <i>'Computers for Communities'</i> initiative. Sent off <i>'Computers for Communities'</i> submission
<b>VISIT 6</b> <b>TvW/JC</b> 6 Jun 2014	1 1	Met with GW and reviewed last visit, what we agreed to do, what we did, what has happened in relation to governance and leadership and to Gap, what is currently happening, what step are we up to in plan to make the Aboriginal Corporation, and made a plan for the visit. Organised dates for SG workshop – 10/11 June best dates for everyone. Meeting with FC (GEC) – where IGLDP up to, plans for this visit. FC informs us Section 19 lease for old Themis Police Station available.
7 Jun 2014		Planned and prepared for first SG Workshop – what we wanted to achieve, how we would do this (WS objectives, program, resources).
8 Jun 2014		Planned and prepared for first SG Workshop – what we wanted to achieve, how we would do this (WS objectives, program, resources).
9 Jun 2014		GW required to go to funeral ceremony in Yirrkala. He is worried about being back in time for workshop as he has put a lot into planning to get off to the right start and only he can facilitate the 2 first activities.
10 Jun 2014	13	<u>Building a strong foundation: Bama'puy Dhäwu Gapuwiyakpuy SC Workshop 1</u> : 2-day Steering Committee workshop held in Council meeting room (tricky to negotiate usage) – clarified process for developing a corporation and re-drew Steps Picture together, identified key words and meanings, revisited history of development of Gapuwiyak and strengths of Yolŋu culture, desire to use corporation to clean up own back yard as well as to manage own affairs, stand on own feet, create opportunities for future. Brainstormed ideas for vision, principles, preamble, objectives and decided next steps – SC workshop 2 in August. Began documenting as a photo-story. See the <i>Story of the Goŋ-Däl Aboriginal Corporation</i> resource.

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<b>BETWEEN VISIT 6 &amp; 7</b>	15	Phone calls: GW: Jobs employment and the future of Gapuwiyak. <i>'There's all the changes with Shires and names but I don't feel its representing me in my community'</i> FC: Jaywon people looking for work. Need to move on the old Gapuwiyak Police precinct. Need to check with JK and the Land Trust. GW: talked about a range of issues, land ownership in the area, especially Mäpuru. There is a divide amongst the people there.
	4 1 1	Calls to community to remind people of our arrival and program Phone call to NAAJA on behalf of elder needing legal advice, coaching over the phone, help him to write letter. Several calls and emails to HR, ORIC using speaker phone so directors can participate.
	4 4 3 8	Calls to NLC about Section 19 using speaker phone so directors can participate. Calls to ALPA re mentoring and support using speaker phone so directors can participate. Talked with visiting CEPOs about issue raised by elders of working more closely with police, minor offences, showed AD's video from Ramingining (Ramingining IGLDP). Advertising General Meeting GW continues research with Gapuwiyak leaders on Governance mapping
<b>VISIT 7 TvW/JC</b> 8 Aug 2015	2	Planning and preparing for SC Workshop 2: Morning planning session with GW. Watched the footy, caught up with Yolŋu family from Yirrkala and Gunyaŋara, Sunrise TV crew,
9 Aug 2015		Planning and preparing for SC Workshop 2: Drafted the objectives from the ideas brainstormed in the June Workshop to model the process of the writing process to the SC i.e. 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).
9 – 15 Aug 2014	16	SC Workshop 2 – Finalising the Rule Book: was held over the week in the Police multipurpose room (court room). In preparation, we displayed the wall stories from the June Workshop, and the redrafted objectives. The workshop commenced with a Steering Committee Meeting and BBQ on the Monday evening. The SC agreed that a core team (GW/TvW/JC) 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 would enable people to continue their jobs, meet obligations and participate in the process. Most times there were between 3 and 6 people working with the core team, 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, M, son of Goŋ-Däl, was sought and given. We also held two formal SC meetings and BBQ's – one on Wednesday evening (4:30pm – 6:30pm) to report on progress, get feedback on and endorsement of the draft Rule Book and to make decisions.
15 Aug 2014	23	Goŋ-Däl Aboriginal Corporation (Goŋ-Däl or GDAC) General Meeting: Final Steering Committee Meetings. The final steps for the Rule Book + BBQ. During the day we tweaked a few things in the preamble and made sure we had everything ready for the afternoon Documents, agendas etc. There were 23 people at the General Meeting on the Friday evening (4:30 – 8:30pm), which was the culmination of the weeks work. The SG presented the Rule Book to the

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		<p>attendees, signed up members who endorsed the Rule Book, chose directors and completed the registration form and other documentation. This was done with meticulous care, rigorous dialogue and Yolŋu decision-making processes.</p> <p>We received extremely positive feedback from the 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. 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). The heads of the Community Engagement Police Officers (CEPOs) also dropped in to the workshop see how we were working. See the <i>Story of the Goŋ-Däl Aboriginal Corporation</i> resource.</p>
16 Aug 2014		<p><u>Goŋ-Däl Directors meeting</u>: Finish registration admin and submit. Discuss and submit EOI for Section 19 lease over Lot 171 – old Themis Police Station. Saturday morning Directors meeting. At the end last night GW called this meeting. He said it was just to get everyone on board. We did some tiny tweaking of the preamble, confirming we had all the docs for submission, going over everything again. The new directors also started talking about and scoping future options. MW talked about partnerships with ALPA, which everyone seemed in agreement about. We talked about the expression of interest for lot 172. We noted we had to get an ABN, DGR status, and Bank Account. TvW would do logos and send them through. .</p>
17 Aug 2014	4	<p>Worked with some directors at GEC Complex to complete and scan registration and email to ORIC, file originals. Also scanned Section 19 EOI and emailed to the NLC.</p>
<b>BETWEEN VISIT 7 &amp; 8</b>	<b>15</b>	<p>GW continued his work on Yolŋu governance mapping. Many calls, emails.</p>
<b>VISIT 8</b> <b>TvW/JC</b> 24 Sept 2014	6	<p>Drove to Gapuwiyak from Ramingining, left at 7.30 and it took 3.5 hours to drive 250 K. Picked up J at the airport. Met YW there and his wife. MW also turned up and HW was there as well. Catch up chats, lots of funeral talk. Went to the VONS and met with WW, we went over some similar ground re family businesses and what to do next with Goŋ-Däl. Met some young people from Centre for Appropriate Technology CAT, doing a refurbishment project for Laynhapuy out in the homelands, 2 women do the engagement and make a list of what needs to be done and the one tradesman does the follow up building with community labour, sounds like a good model. YW came over to print a private document re the School principal. Extensive discussion regarding processes for dealing with bureaucracies. Went to the Thursday Market and sat with MW and BW and we met some of his family and wife. Very confident leaders. MW was keen to get things moving. BW was heading off to Numbulwar to talk with miners and keep the NLC on a short leash... Did some planning and made notes about what to cover for the week.</p>
25 Sept 2014	3	<p>Started of the morning finding TT. He is an MEP supervisor along with the MAF pilots wife who does laundry, sewing and bush products. Called NLC re Goŋ-Däl EOI, sent email as well trying to determine status. We need to work on the IAS. Had a long talk with ES from PM&amp;C to get her take on the IAS strategy. Governance Tele Conference at 2pm.</p>
26 Sep 2014	2 5	<p>Met with FC (GEC) and WW (IEO) discussing IAS application process</p> <p><u>Goŋ-Däl Directors Workshop</u>: after dinner at VONS accommodation: to look at what had happened since last visit, where we were up to, what we wanted to achieve this visit and make a plan. Brainstorm of short, medium and long term goals. See The story of Goŋ-Däl documentation.</p>
30 Sep – 3 Oct 2014	5	<p><u>Goŋ-Däl Directors Open Workshop – writing an IAS Application</u>: Unpacking of application guidelines (hard work). Mapped out three possible programs, developed application for two.</p>

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		<p>The Directors were also adamant that we would do every step together. Everyone worked hard. The Directors included 2 projects in their IAS application: (1) Establishing the Goṅ-Ḍäl Aboriginal Corporation, (2) Establishing a Gapuwiyak Accommodation business.</p> <p>It was very hard to understand the specialised language of the IAS and the process so JC developed a planning matrix (table) based on the underlying program logic of the IAS to support the Directors to plan their projects, and to fit the elements of the plan into the IAS Application Form. We made a wall story version of the planning matrix for each IAS project. We brainstormed ideas for each section of the planning matrix onto sticky notes so we could move them around as it was often unclear which column they belonged in.</p> <p>When we didn't understand something we rang Canberra for help. In one phone call we said we were worried that as a new corporation, Goṅ-Ḍäl would not be seen as having very much capacity. The person in Canberra reassured us that on the contrary, as a representative Aboriginal Corporation, Goṅ-Ḍäl would be seen as having huge capacity at a community level. This was very encouraging, and we decided to develop and include a <i>capacity statement</i> that made the capacity of GDAC clear for other people. We deliberately didn't ring the Nhulunbuy ICC for advice as we didn't want to compromise their probity should they be involved in assessing applications.</p> <p>Through teleconference calls, the Directors also negotiated ongoing support and the possibility of partnerships with the CEO's of ALPA, MEP and the Northern Institute (CDU) and obtained letters of support for their application. Once all were happy with everything on the planning matrix, we transferred the information from the matrix to the appropriate section of the application form.</p> <p>Juli typed it up. In some sections we added more dot points as we went along and in other sections we put our dot points into sentences and built up a story around them. See the <i>Story of the Goṅ-Ḍäl Aboriginal Corporation</i> resource.</p> <p>During this week, the Directors also applied for an Australian Business Number and opened a Business account for the Corporation at the local branch of the Territory Credit Union, finalised the GDAC logo and developed a Capacity Statement.</p> <p>Phone calls to ALPA, MEP, NI (CDU), IAS Enquiries, NLC</p>
4 Oct 2014	5	<p><u>Goṅ-Ḍäl Directors Meeting</u>: Followed meeting procedures and focussed on finalising on IAS application by projecting the typed draft on the wall, reading and editing it together. Also worked on logo and capability statement. See <i>The Story of the Goṅ-Ḍäl Aboriginal Corporation</i> and <i>Capacity Statement</i> resources.</p>
<b>VISIT 9</b> <b>TvW</b> 19 Oct 2014	5	<p><u>Goṅ-Ḍäl Field Trip to Milingimbi and Ramingining</u>: ALPA paid for a charter so the Directors could fly to Milingimbi to talk to them about the RJCP and the Rulku Lodge Accommodation business. This recognition from ALPA was in direct response to them becoming registered. See <i>Field Trip</i> resource.</p>
10 – 11 Nov 2014	8	<p>Field Trip to Nhulunbuy: GW and TvW. Met with NLC, Lyn Walker (MLA) to share Goṅ-Ḍäl story. Also met with a number of Yolṅu in Nhulunbuy and Yirrkala and shared the story... attended funeral at Galupa.</p> <p>Met with MEP, JR (NTG)</p> <p>Teleconference with MC and JC. HW dropped in to work up a letter seeking customary law arrangements for his son. Helped him write a letter, spoke with East Arnhem Mediation, called PM&amp;C re IAS, emailed heaps, called Anglicare, etc. JLF</p>
13 Nov 2015	6	<p>Spent the morning with HW, K and A (NAAJA), 2nd draft of letter from yesterday. GW came around. We sorted the ABN application in a few minutes, the problem was that they couldn't find the applicants TFN's. We look under their English names, that worked. Lesson here regarding assumptions, people know themselves by their Yolṅu names.</p>



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		I showed GW the gurrutu maps they had been doing in Ramingining. He suggested we should get all the IGLDP people together and sort this out, probably Ram next year. PG (NTG) rang up re my email. He wanted us to be more specific about the help that people wanted. Asking for dollars to do something just wouldn't cut it any more. NTG is careful about people asking for money, they want to see capacity, initiative and a bit of a track record. Also discussed Milingimbi Women's Corporation and whether there was support from Government for them; contacted SE - Office of Women's Advancement. Not sure about capacity and her \$'s are small. PG said the women need to prove something, do something small to show their capacity, plan a mothers day event or something.
14 Nov 2015	4	Session with HW, K and A, 3rd and final draft of customary law letter. Spoke with B Jimmy Little Foundation re Gatjirrk. Didn't really move forward, still the problem of how to do things on Milingimbi, all talk no action except by a small few. Spoke with DS (ANU Indigenous Governance academic), MC IGLD Project manager, encouraged to do more mapping in relation to what Yolŋu do and have responsibility for( Data collection). The new regime means that orgs have to take full responsibility or there will be no buy in from Govt. Spoke with PM&C
15 Nov 2015	0	Tried to call everyone for the 9 o'clock meet, no one available.
<b>BETWEEN VISIT 9 &amp; 10</b> 16 Nov 2014 – 14 Mar 2015		Phone calls: Regularly over the Christmas break I had calls from GW to discuss governance issues, what some of the news meant, etc., <b>Cyclone Lam</b>
<b>VISIT 10</b> <b>TvW</b> <b>First 2015 visit post Cyclone Lam</b> 15 Mar 2015	5	Initial contact with GDAC Directors to catch up, later confirm agendas. Also what was on regarding other constraints funerals, meetings and activities. <b>Cyclone Nathan arrived while we were in Gapuwiyak.</b>
16 Mar 2015	5	Goŋ-Däl Aboriginal Corporation Directors meeting. Meeting as per agenda Lot 172 Section 19 lease, MOU with EARC, visit and meetings with NTG, DEAL and ORIC pro bono Lawyers re Charity status, RJCP case load, Application for Computers Grants, Local authority, local Corporation, jurisdictions, Road map for Governance and Leadership work; people are still struggling, need more time.
17 Mar 2015	2	Post Directors meeting actions, all day. There was a whole raft of correspondence and issues arising. Topics covered included Women representation in the new Corporation, new Directors (qualities, politics etc.). Big discussion re how new Corp will find its way in relation to LA's. Directors want GDAC to be first port of call. Discussion around Mortuary issues, could be something GDAC pick up later
20 Mar 2015	8	Launch of recruitment for Power and Water Manymak Energy project. As they are using an asset owned by the GDAC, we were interested to attend and hear the story.
21 Mar 2015	1	Informal discussions with GEC. Art Centre winding up due to Governance issues and management issues. Cyclone Nathan arrives – go to shelter.
23 Mar 2015	1	Recorded an interview with IEO,WW re engagement, governance, IGLDP methods etc.
24 Mar 2015	1	Spoke with a GDAC Director about his Restoration idea as a touchstone for the future for Yolŋu. This was in relation to Israel and its establishment post-war.
25 Mar 2015	2	IEO, GEC Discussions re changes to PM&C. Fall out from IAS funding. What does governance look like in Canberra?

Date	No. people	Topic of conversation, outcomes, actions
	11	Worked with a family who wanted a letter to make a character reference for their son facing court. Connected with NAAAJA (facing funding cuts) to complete.
26 Mar 2015	20+	Went with GEC and IEO to MEP activities, spoke with Women and Men, Spoke to them about the GDAC, Follow up with prospectus.
	2	Phone call with NG (Mil), asking about cross-cultural training, working as a consultant, how to get hold of budgets to do that sort of thing. Wanting to be closer to Gapuwiyak because Milingimbi is not his place, how? Trevor to write up and discuss with others.
	3	Talked to an elder Wunujmurra woman. She is not convinced about Corporation, who is it for, just for Wunujmurra and Wanambi. Disconcertment – I couldn't follow the Yolju politics in this conversation. Later it turned out not such an issue.
	5	MEP meeting, just Balanda talking, I pitched the idea of GDAC to them and that GDAC were wanting to get ALPA to take over from MEP. Some ambivalence about GDAC. Here were three Balanda planning work for the dole activities for Yolju with no Yolju present, Disconcertment about who is really running these places, what are the correct ways of sorting out jurisdiction? Call from GEC re MEP and interest in GDAC
27 Mar 2015	4	Catch ups with Directors re next visits
<b>VISIT 11</b> <b>TvW/JC</b> 31 May 2015	5	Initial catch up with GDAC Directors re agenda for the week.
1 Jun 2015	2	Logistics discussions for upcoming meetings
4 Jun 2015	1	Confirmation for meeting later in the week
	1	Re organised accommodation
	2	GEC and IEO re Art Centre emergence, amalgamation of boards idea. Follow up with ANKAAA
	1	Discussion with EARC's SM re Council Accommodation hand-over to local Corp.
5 Jun 2015	2	Calls with ANKAAA and ORIC re Art Centre idea
	6	Drafting letter re legal issue for a family. Included teleconference with NAAAJA
6 Jun 2015	1	More discussions with ORIC re Art Centre. Possible scenarios for amalgamation.
9 Jun 2015	7	GDAC Director meeting. Corporation related issues; appointment of new Directors, transfer of RJCP Case Load (discuss again after tomorrow's Board meeting), Prep for MEP-GDAC meeting tomorrow, prep for meeting with DEAL and NTG.
10 Jun 2015	10	Meeting between MEP-GDAC Yolju Directors. TvW, JC and JK join meeting. Focus is basically GDAC wanting to take on RJCP case-load, MEP supportive of GDAC vision, but feels it is too risky for their business.
	9	Meeting with CS of DEAL and GK and J from NT Dept Business. Sharing stories and possibilities for funding, support etc.
	11	Late meeting with GDAC Directors. Listened to recordings from previous meetings. The focus is still to try and get the case-load transferred to ALPA and GDAC. Draft letter for Minister Scullion to transfer case-load. Decided it would become a petition
11 Jun 2015	5	With some Directors we prepare document packs for them to go around and talk about GDAC, explain the petition, ask people to sign and sign-up members for GDAC.
<b>VISIT 12</b>	4	Contacted Directors and discussed agendas. Funeral on and everyone busy.

Date	No. people	Topic of conversation, outcomes, actions
TvW 13 Jul 2015		Worked with GW to prep for meetings coming up and other agendas.
14 Jul 2015	5  1	<p>Another day mostly with GW. As GDAC Contact Person he has many jobs until a manager is employed to pick these up. Went through the minutes of the last 4 meetings Directors were involved in. Prepared documents for Directors meeting and AGM later in the week, including updated members list, called ATO, Lawyers and ORIC re Rule Book clarifications.</p> <p>Spoke with PG re business consultants for GDAC NTG grant.</p>
15 Jul 2015	3	More work with GW in prep for meetings. New directors stories and photos for GDAC prospectus. Logistics re BBQ, PA system for Friday, logistics re Directors meeting tomorrow, transport, food, location.
16 Jul 2015	8	<p>Final document preparation. Pickups etc. Directors meeting starts at 1pm. Following typical meeting procedure we work through an agenda: Previous minutes, Petition, Correspondence, Grant from NTG, Resolution for PBI status, New programs, Non-member director, Members, Charity Status, Special Resolution process.</p> <p>Discussion later that night with GW, he thought that Directors need to the Balanda game properly and need to be more serious.</p>
17 Jul 2015	40+	<p>Prep for AGM, final checks. Arrive at location and get things sorted. A few loud-speaker announcements. Find PA, set up docs, table sign etc. Start with BBQ lunch then AGM was run by the Directors and happened completely in Yolŋu Matha. Recorded.</p> <p><u>Gon-Däl Aboriginal Corporation AGM:</u> held in public on the Council lawns. GW began with the Directors report talking about the history of the GDAC and how the Rule Book was made. Trevor handed out copies of the Story of the Gon-Däl Corporation: A Summary, and also copies of the GDAC prospectus and a report on the trip to Ramingining and Milingimbi sponsored by ALPA. Then MW and WW spoke about the preamble to the Rule Book and the foundations of the Corporation. One of the TO's wife asked what the Corporation was for. WW explained some of the thinking behind the corporation and what its vision was. MW explained that there was a corporation here before and if the TO's need help GDAC could help them in business areas under that name, if they want to. JM (TO and a new member) mentioned how other places had corporations (Laynha, Rulku, Dinybulu, Marrthakal). He asked what are our kids going to do? What about their futures? Then WW spoke about how the Corporation is looking to provide a big shade for the next generations to be under. GW then spoke about the Section 19 lease at lot 172 and the EARC MOU.</p> <p>DD asked if the Corporation would have Balanda working in there? The answer was yes but the corporation was looking for a Balanda to work with Yolŋu in the right way and under the governance of the GDAC. MW responded by talking about the history of employment and Yolŋu, about how Yolŋu were left out and there was a big clash between two societies. He said <i>'We have to clean up that mess.'</i></p> <p>HW (member of the steering committee) spoke about how he was involved at the beginning and how this was a good opportunity. GDAC is looking at making employment opportunities for Yolŋu and proper jobs. Under the Government it is just Centrelink, this way with our own Corporation and our own sweat we can get our own money without strings attached. This Corporation has a strong foundation for every Yolŋu at Gapuwiyak. GW made a few more points to complete the Directors' Report as planned.</p> <p>Members were told RG and BW had also been appointed as Directors and membership has grown from 20 to 124. GW explained the Special Resolution and the changes to the Rule Book and why. He explained about the Charity status, the tax implications and the opportunities that it opens for Gapuwiyak, it will help us save money and be able to apply for funding to NGO's and have the Yolŋu recognized as being in need. He also pointed out that it was the way Balanda law uses special words to get recognized by the other bodies</p>

Date	No. people	Topic of conversation, outcomes, actions
		like the ACNC and the ATO. He also explained how the lawyers had taken the Vision and Objectives and made them right, to achieve Public Benevolent Institution status (like ALPA). The original Vision and Objectives are still inside the new ones and the Preamble and Principles are still the same. It was also mentioned there would be one more director to be chosen by the five elected directors, so there will be nine directors, with three Yolŋu chosen by the five elected directors, plus a non-member director. The special resolution was proposed to the members, this was moved by BW and seconded by WW. The resolution was put, and everyone agreed to it. MW and JM spoke about an opportunity for the GDAC to look at amalgamating with the Arts and Crafts centre. See the <i>Story of the Goŋ-Däl Aboriginal Corporation</i> resource.
18 Jul 2015	2	Post AGM discussion, interviews re Governance and Leadership project.
20 Jul 2015	4	Back in Darwin I get phone calls from Gapuwiyak re TO unhappy about some things re GDAC prospectus, public announcements, phone calls, peace making, adjustments, problems of writing things down, power of names (e.g. Nandungay)
<b>VISIT 13</b> <b>TvW</b> 30 Aug 2015	1	Drive to Gapuwiyak. Discussions and meeting planning with GW, GDAC Contact person.
31 Aug 2015	6	<p>GDAC Directors meeting: Finalising IGLDP evaluation, Business planning processes, new opportunities?</p> <p>Response to the GDAC Directors letter to Senator Scullion signed by many community members asking to shift the RJCP caseload finally arrived (two months late). It is actually quite cursory even patronising, and misses the point. All Board members are disappointed and confused by the letter and feel they have been tricked. The government keeps asking people to step up and when they do (at considerable risk), the government can't seem to understand or recognise this and doesn't come in behind and support them. They feel the government is acting in bad faith. <i>'The letter is telling us to sit and be quiet. He is coming with the same old story. We is he hand balling us to someone else, we are not satisfied with the letter. We have asked him many times, yet he is following his own way. He is showing his sympathy, we are not here to feel sad but we need something. First IAS unsuccessful, then we did a good petition. 'Nungat' – where is the 'nungat' for the minister to GDAC. 'Not being clear and fair'. Here is the interest and need of the new Corporation presenting Yolŋu to stand up. We are getting many requests from many agencies "Yolŋu have to stand up" That's exactly what GDAC is about, we sent the letter to the minister, but then we get knocked back. We expected for the minister to respond clearly and with a straight story. He is not saying we should work with GDAC, he is not saying he can't do it because he has a contract in place with MEP. We made it clear and strong and powerful document by getting everyone to sign to show this was the wishes of the Yolŋu. Write back, we are unhappy, we want to see things happening'.</i></p> <p>Calls with AK, ALPA CEO, re support for GDAC</p> <p>We met with the CSM, BB, EARC, CS DEAL, MEP, Gumatj Association, and YBE re accommodation business, fencing contract, partnerships etc.</p>
1 Sep 2015	1	Meeting with Council CSM re EARC Accommodation possibility
2 Sep 2015	5	Goŋ-Däl directors meeting: focus on business planning, funding, MEP options etc.
3 Sep 2015	6	Travel to Nhulunbuy for meetings with YBE, Gumatj Association, EARC
4 Sep 2015	6	<p>Attended the memorial service for Mr Wunungmurra – NLC Chairman and past Yirrkal School Council Chairman and Education Director.</p> <p>Also spoke about GDAC opportunities with DP, (Yirralka Rangers), SS (PM&amp;C), Senator Scullion (PM&amp;C), SG, GK (NTG), CS (DEAL).</p>

APPENDIX 1.2

IGLDP Activities in Gapuwiyak

Schedule description of Activities	An IGDLP Working Description	Topic of conversation, when, where, number of people... Note: The conversations listed below occurred at places like; Council Office, Private Houses, Park, GEC Complex, Store, Training Room, Shady Spots, Accommodation, VOQ, Court House, etc.)
<p>Document the role, legitimacy and constraints of the working of Local Authority. Document the role of other community based organisations currently used by government such as Housing Reference Group</p>	<p>Document the role of several community based organisations that currently do consultation with government. In particular, how does the Local Authority work</p>	<ul style="list-style-type: none"> <li>Local Authorities (LAs) were formed half way through the Project, and only met a few times (once every 2 months). Our visits have not coincided with any LA or ‘meetings, however some of the people we work with are on the LA and East Arnhem Regional Council. (15+)</li> <li>When we discussed LA’s people said they are <i>dhuljuru</i> – owned by/belong to someone else, have jurisdiction under local government and are <i>gupa raki</i> (neck rope, government leash, strings attached), are mainly advisory, and are constituted with no processes or agreements that recognise Yolŋu law and systems of leadership, governance and decision-making. (5)</li> <li>In Gapuwiyak, Yolŋu leaders work in good faith with balanda constituted governance arrangements such as LAs, Mala Leaders Group, Community Action Boards (CABs), Local Reference Groups (LRGs), Housing Reference Groups (HRGs), etc. Their passion and desire however, is to be self-determining and to find ways for Yolŋu law and leadership to be properly recognised and have real decision-making power in all areas of governance in their communities.</li> <li>Yolŋu leaders were not interested in us working with the LA. They were only interested in us helping them to build a legitimate decision-making body (Aboriginal Corporation) that was owned by local Yolŋu and through which they could work in partnership with government and other organisations. (7)</li> </ul>
<p>Working with community members to increase general understanding of principles of governance and leadership.</p>	<p>Undertake conversations and more formal discussions of the topics ‘What is governance here and now?’ ‘What is leadership here and now?’</p>	<ul style="list-style-type: none"> <li>We continually observed Yolŋu leaders practicing governance and leadership in Gapuwiyak to manage complex negotiations between clans, around knowledge, leasing, conflict resolution, agreement-making, organising ceremonies, deftly and graciously managing both leadership and governance commitments and responsibilities in both Yolŋu and western contexts. We quickly realised that we weren’t there to increase people’s general understanding of principles of about governance and leadership – these were already well understood. Rather, the context of developing an Aboriginal corporation created the opportunity and motivation for us explore and work together our respective Yolŋu and Balanda knowledges, experiences and perspectives of leadership and governance, and in doing so develop new collective understanding that we could meaningfully apply. (15+)</li> <li>We started by talking with many Yolŋu leaders and senior community members, individually, in small groups and with other family members about the Project, and governance and leadership – and to balanda managers working with Yolŋu boards, councils, advisory groups etc. – throwing out the burley and seeing who would bite. This is also a way in which we have observed Yolŋu leaders doing research. We talked and watched and waited. Then we started working with the people who identified them selves as ready and interested to work with us.</li> <li>Our continual formal and informal conversations around governance and leadership took place in the contexts of (1) developing an Aboriginal Corporation (2) researching ways to make Yolŋu</li> </ul>

Schedule description of Activities	An IGDLP Working Description	Topic of conversation, when, where, number of people... Note: The conversations listed below occurred at places like; Council Office, Private Houses, Park, GEC Complex, Store, Training Room, Shady Spots, Accommodation, VOQ, Court House, etc.)
		<p>governance and leadership in Gapuwiyak more visible to Balanda (3) dealing with ‘problems of the moment, the here and now’ – issues of governance and leadership as they arose e.g. school attendance, IAS applications, township leasing. We supported Yolŋu leaders to ‘act’ and ‘do’ governance and leadership, not just think and talk about it.</p> <ul style="list-style-type: none"> <li>• There was a big focus for the Aboriginal Corporation to be founded in such a way that all Yolŋu in Gapuwiyak could connect to it and see themselves in it – that it would be for all clans. Great care was taken in naming the corporation after a particularly inspiring leader who was a ‘founding father’ of the town and in connecting community members and families to the historical establishment of the town of Gapuwiyak, rather than through the land itself. This was a strong act of governance and leadership in itself, that is enshrined in the Preamble of the Goŋ-Dāl Rule Book. (20+)</li> <li>• Worked with a Steering group (later elected Directors and some members) to build a new Corporation for Gapuwiyak. We had a small and large meetings, workshops of various size, intensity and time. The work ranged from one-on-one mentoring and coaching face-to-face and by phone, through to large scale 30+ community meetings. The focus was on learning about governance and leadership while doing it through the making a corporation together. (9)</li> </ul>
Facilitating more representative community groups and committees that are supported by traditional governance structures	Identify organisations that seem to be somewhat aligned to kinship system governance structure; become familiar with their working through respectful conversations	<ul style="list-style-type: none"> <li>• Although the Mala Leaders was supposedly representative of the main Clans in the community, it was not a Yolŋu body as such. Rather, it was a group put together for the purpose of doing the work of the CAB LRG and HRG, all government advisory bodies. We were not invited to work with the Mala Leaders and despite there being a list of people on the Mala Leaders group, the people who came to meetings seemed more fluid. Yolŋu on the Mala leaders group were more interested in us working with them to develop their own corporation. At different times several leaders said to us with eyebrows raised or in bemusement ‘And who are the ‘Mala Leaders’? This giving us the impression that some Yolŋu leaders did not take this group very seriously. It seemed like possibly another example of balanda co-opting Yolŋu nomenclature ‘mala leaders’ for a balanda purpose that didn’t quite work. Soon after the LAs formed, the Mala Leaders pretty much ceased to exist.</li> <li>• By problematizing the rule book and it’s key elements, the SC was encouraged to grapple with the Yolŋu governance complexities of alliances between clans and land though kinship connections within the constraints of the CATSI Act to constitute a corporation that all Yolŋu Gapuwiyak and Homelands community members could see themselves in (as opposed to being represented by), and in which no one group was privileged over another due to the physical location of the corporation in Gapuwiyak or the make-up of the Board. We very carefully worked western and Yolŋu knowledges together. We didn’t try to use one system to explain another or to find ‘mutual understanding’ as such but rather we paid particular attention to difference and to maintaining this tension (6 – 20).</li> </ul>

Schedule description of Activities	An IGDLP Working Description	Topic of conversation, when, where, number of people... Note: The conversations listed below occurred at places like; Council Office, Private Houses, Park, GEC Complex, Store, Training Room, Shady Spots, Accommodation, VOQ, Court House, etc.)
Working with community groups to co-ordinate and streamline existing groups and committees which may include amalgamating groups	Catalyse conversations amongst community members on the active groups in their communities that are in some way concerned with general issues of community governance. Participate in these conversations by respectfully asking questions	<ul style="list-style-type: none"> <li>• Many discussions in relation to Yolŋu governance and how to develop resources and methods to engage others in this work. (20+)</li> <li>• The new Corporation wants to position itself as legitimate representative body and decision maker for Gapuwiyak (GDAC Directors (7)</li> <li>• We explored one possibility for amalgamating groups (Art Centre and GDAC) (9)</li> </ul>
Providing technical training to individuals and community groups to increase capacity to engage with government	Be sensitive to the sorts of 'technical' capacities that community members need in order to be usefully engaged in community governance (e.g. setting up email accounts) and support community members in increasing their capacities	<ul style="list-style-type: none"> <li>• Mentoring in numerous contexts in supporting understanding of English language, concepts and meanings</li> <li>• Over-the-phone coaching (at least weekly)</li> <li>• Facilitating numerous teleconferences with government agencies and NGOs – modelling and supporting engagement and discussion</li> <li>• Help setting up and using email accounts</li> <li>• Using Internet e.g. for research and banking</li> <li>• Help with preparing documents including letters, a character reference for Legal matters</li> <li>• Leading by example with organised meetings, slowing conversation down, allowing pauses, etc.</li> <li>• Helping people to deal with SCAMS and reporting them</li> <li>• Writing submissions to government for funding for computers (successful), business planning grant, (successful), EOI for Section 19 Lease (successful), IAS application (unsuccessful)</li> <li>• Interpretation and deconstruction of many complex funding application guidelines and forms, registration forms, Section 19 lease forms, applications for ABN, ATO forms, contracts etc ...</li> <li>• Setting up computers – using word processing and spread-sheet applications, making and using PowerPoint presentations, file management etc.</li> <li>• Setting up an office and filing cabinet etc. (new corporation)</li> <li>• Making meeting agendas and taking minutes</li> <li>• Running and recording meetings including General Meetings and an AGM</li> <li>• Planning and facilitating workshops</li> <li>• Intensive workshopping with Steering Committee and Directors to register the Goŋ-Ḍäl Aboriginal Corporation and manage ORIC reporting requirements</li> <li>• Supporting people to turn their ideas into written documents, also write letters (literacy) (8)</li> </ul>

Schedule description of Activities	An IGDLP Working Description	Topic of conversation, when, where, number of people... Note: The conversations listed below occurred at places like; Council Office, Private Houses, Park, GEC Complex, Store, Training Room, Shady Spots, Accommodation, VOQ, Court House, etc.)
		<ul style="list-style-type: none"> <li>Worked with Directors to help them write and submit a letter/ petition to government asking them to shift the RJCP caseload (100+)</li> </ul>
Support community members to be actively involved in planning and implementation of services delivery. Were community members/leaders asked how they would like to communicate with government on matters relating to services delivery like how they were delivered?	Catalyse discussions of what the phrase 'government services' means; ask for help in identifying what government services are delivered in the community and how.	<ul style="list-style-type: none"> <li>For community members to be actively involved in the planning and implementation of services delivery they need to have a say decisions. The government sends confused messages to Yolŋu – on the one hand most government engagement with community members is really to inform them of decisions that have already been made, and that there is little opportunity for any real input from the community. Yolŋu leaders in Gapuwiyak expressed a high level of frustration about this. If governments are genuinely wanting to support community members to be actively involved in planning and implementation of services delivery then they MUST collaborate and partner with them on equal terms. The Yolŋu leaders understand this even if government officials and ministers don't, which was evident time and time again. This was a major motivation for the development of Goŋ-Ḍäl Aboriginal Corporation – to create a body that could be recognised and respected by governments and through which Yolŋu leaders could form real partnerships and joint ventures in enterprise development and services planning and delivery. (9)</li> <li>Yolŋu leaders in Gapuwiyak see the best/only pathway for them to work productively with government and for government to be able to work productively with the community is to have their own body through which they can negotiate – such as the Goŋ-Ḍäl Aboriginal Corporation. They do not see the LA or any other government-mandated group as legitimately able to have this role. (9+)</li> <li>They feel it would be far more appropriate for indigenous engagement personnel to be employed by their own corporation than by government, so they are working first for their own people, for Yolŋu, and their role as a Yolŋu leader is not compromised.</li> <li>'Government services' has been a regular discussion topic with the Corporation directors. The Corporation at some time in the future want to work much closer with Government. (GDAC Directors) (9)</li> </ul>
Provide mentoring and coaching to emerging community leaders	Identify potential leaders; discern if possible the constituencies that this leader is coming to represent; discuss ways that leaders and their constituencies might interact respectfully.	<ul style="list-style-type: none"> <li>GW has shown a level of interest and seen enormous potential in this project. He has been central to the development of the Goŋ-Ḍäl Corporation and the Yolŋu Governance representation aspects of the project. We have very regular contact with him and two other members of the GDAC board regarding the provision of leadership and the development of Governance in Gapuwiyak. (GDAC Directors) (1)</li> </ul>

A number of attempts were made to work with CABS/LAs, School Councils and Art Centres in all three East Arnhem communities with limited results Working with these kinds of groups seemed dependent on the experience, interest, competence, reflectiveness and/or imaginations of balanda managers, who have a controlling influence. As well as on the culture of workplace learning or other organisational restrictions



such as training versus mentoring etc. For example, it seemed the CSMs and EARC were only interested in or able to accommodate top-down training, that they had their own programs in place and could not accommodate or integrate our ground-up, responsive approach. An Acting Principal in one community was very keen to support us to work with the Yolŋu teachers and school council but this opportunity ended when he was replaced. We worked successfully with Yolŋu school council members in another community where two Principals valued workplace-based, ground-up professional learning. Despite saying they were interested and many attempts to work with them, Art Centre managers in two communities were unable to coordinate times for us to work with the Art Centre directors. Another Art Centre manager supported the Project in other ways but we were unable to work with board members.

### APPENDIX 1.3 IGLDP Emerging Matters in Gapuwiyak

Due to the nature of our ground-up work we were able to respond to most emerging matters relating to governance and leadership, However, there was a limitation to the extent to which we could engage with some of these. In bold italics are the emerging matters and activities that we feel require more and/or ongoing, attention and work.

Yolŋu leaders we worked with in each community are related and connected through gurruŋu and their academic and practical interest in law, governance and leadership. There are many common issues and emerging issues. People expressed interest in working together across communities but the cyclones and other things interrupted our plans for this. There is scope for facilitating these and other Yolŋu leaders to work on these issues together. An example of where this is already happening is through the Yolŋu Nations Assembly (YNA).

Governance and Leadership issues emerging from the Community	Who and under what circumstances	What did you do about it? What happened? <small>With all issues listed below we listened first, gave our advice if we knew about the issue, and most often researched the questions together through desktop research, phone calls, networking and dialogue.</small>
<p>Impact of the Aboriginal Land Rights Act (ALRA) that overlays western law over Yolŋu law in the way that it identifies Traditional Owner (TO) clans.</p> <p>This is a particular issue for governance and leadership in Yolŋu towns where many clans and clan leaders are living in one area.</p>	<ul style="list-style-type: none"> <li>GDAC Steering Committee and Directors (all of whom are recognised leaders but most of whom are not 'Traditional Owners' wrt Gapuwiyak) during most discussions around decision-making, where leadership is happening/not happening, and why.</li> <li>'Mala leaders' in the Australian Government meeting about Township Leasing.</li> <li>Various leaders during Yolŋu governance and leadership mapping research.</li> </ul>	<ul style="list-style-type: none"> <li>We talked about this issue with people and documented this in our field notes and IGLDP Reports.</li> <li>There were many discussions involving land rights law, TO's and the rights and responsibilities of different clans through gurruŋu in Yolŋu towns. We worked through issues relating to how do we do governance and leadership in this context. Early discussions focussed on making sure all Yolŋu in Gapuwiyak 'could see themselves in' GDAC.</li> <li>The Steering Committee developed a comprehensive preamble to their rule book which founded the corporation on the 'history' of the establishment of the Gapuwiyak township. This attempted to 'by-pass' the issues created by ALRA, which privilege certain 'TO' clans over others. The CG sought to create a different platform on which GDAC could stand – one that lies outside of ALRA that gives the Corporation (potentially all Yolŋu adults in Gapuwiyak including TOs) a different but also valid way of connecting to, speaking and acting for Gapuwiyak (i.e. to practice leadership and governance), and one that gives all Yolŋu in Gapuwiyak a way of validly connecting to the corporation.</li> <li>GDAC SC members and Directors continually discussed how to engage respectfully and meaningfully with the TO's. They also talked about how the new Corporation could help the TO's to sort some of their issues out, and they could work together to provide better leadership for the whole community</li> <li><b><i>We listened, tried to understand the issues and followed the lead of Yolŋu leaders on these matters.</i></b></li> </ul>
<p>Making Yolŋu Governance more visible</p>	<ul style="list-style-type: none"> <li>Gawura Wanambi and others</li> </ul>	<ul style="list-style-type: none"> <li>Some elders saw this project as a real opportunity to strengthen and revive Yolŋu Governance practices and make them more visible to the wider community.</li> <li>Yolŋu leaders identify the need to clean-up and sort out their own backyard before they can engage meaningfully with government and see the new Goŋ-Däl Aboriginal Corporation (Goŋ-Däl or GDAC) as central to this process.</li> </ul> <p>While we have made some resources, this is an ongoing</p>

Governance and Leadership issues emerging from the Community	Who and under what circumstances	What did you do about it? What happened? With all issues listed below we listened first, gave our advice if we knew about the issue, and most often researched the questions together through desktop research, phone calls, networking and dialogue.
		<p>project, that seeks to engage all Yolŋu community members in the first instance and then Balanda and eventually visitors.</p> <ul style="list-style-type: none"> <li>• <b><i>There is future work to do with Yolŋu leaders/GDAC Directors/members to help them find ways to ‘clean up their own back yard’ and improve leadership, governance and engagement e.g. through Yolŋu governance and leadership research and mapping, creating local resources, cultural safety and proficiency policies, processes and programs, creating jobs and professional pathways for locally employed IEOs, service delivery etc.</i></b></li> </ul>
<p>Local Governance and Leadership initiative (something new) How to sustain and nurture this local governance initiative</p>	<ul style="list-style-type: none"> <li>• Goŋ-Ḍäl Aboriginal Corporation Steering Committee (Goŋ-Ḍäl or GDAC) and Directors</li> </ul>	<ul style="list-style-type: none"> <li>• We worked with SC members and Directors over the duration of the project to develop the corporation.</li> <li>• This is a grass roots initiative – initiated by Yolŋu leaders.</li> <li>• People are wanting to step up and take responsibility.</li> <li>• See the Story of the Goŋ-Ḍäl Corporation for details of how we supported and worked with them.</li> <li>• Supporting the group to engage with seeking funding, discussing partnership opportunities, responding to requests for expressions of interest. Looking at social enterprise and business options.</li> <li>• The GDAC see Governance and Leadership as a broad mandate to provide for their community. This includes providing for peoples sense of self esteem, love and belonging, jobs, identity etc.</li> <li>• <b><i>There is huge scope and need for ongoing work with GDAC, which has only just become registered. They continue to need assistance to become established, and continue developing strategic partnerships and joint ventures e.g. mentoring and support from ALPA, an accommodation business, fencing contract and possibly taking on the Culture and Art Centre.</i></b></li> </ul>
<p>A wish to engage proactively with Government, (IAS Application, community petition, letters to Senator Scullion), discussion with potential partners</p>	<ul style="list-style-type: none"> <li>• Goŋ-Ḍäl Aboriginal Corporation Directors</li> </ul>	<ul style="list-style-type: none"> <li>• This group felt confident together to engage as a local Yolŋu authority with Government and the private sector on a number of levels. Once they became incorporated they were recognised, something which had not happened previously. Just by standing under the Balanda construct of the Corporation framework gave them visibility.</li> <li>• They want GDAC to be the REAL local authority or ‘go-to’ body for all engagement with both the Australian and NT governments as well as NGOs in Gapuwiyak and Homelands.</li> <li>• For example – GDAC being the body that convenes local stakeholder meetings and employs IEOs, rather than government agencies having this role/responsibility.</li> <li>• <b><i>Working with GDAC to become the local ‘go-to’ body and authority for engagement with both governments and for the coordination of service delivery etc.</i></b></li> </ul>

Governance and Leadership issues emerging from the Community	Who and under what circumstances	What did you do about it? What happened? With all issues listed below we listened first, gave our advice if we knew about the issue, and most often researched the questions together through desktop research, phone calls, networking and dialogue.
CEPO's, Police engagement etc.	<ul style="list-style-type: none"> <li>Community Engagement Police Officers (CEPO's)</li> <li>Through informal meetings (e.g. when we were both staying at the Police accommodation facility), formal meetings, emails and inviting them to see a workshop in progress and meet the GDAC SC members</li> </ul>	<ul style="list-style-type: none"> <li>We saw an opportunity through CEPO's we met, through staying at the Police VOQ, and a previous contact through a Cyber Safety project, to share ideas of Ground-up methods and projects we have worked on while we were working in all three communities. There was of interest in our work and there has been ongoing dialogue and discussions.</li> <li><b><i>The CEPO's continue to seek our input into police community engagement and education programs. This gives us an opportunity to help them learn ways of engaging and working with Yolju leaders and community members.</i></b></li> </ul>
Dealing with Balanda law processes	<ul style="list-style-type: none"> <li>Various families and individuals, wanting help with other family members facing court and other legal matters.</li> </ul>	<ul style="list-style-type: none"> <li>Many people are confused about the Balanda law processes.</li> <li>We have been regularly sought out to write character references for family members facing sentencing. We have also liaise with some families through NAAJA to get stories clear. Because we have some Yolju Matha language and trusted relationships, people feel comfortable to request help from us.</li> <li>Our help was also sought in relation to a telephone SCAM and an Internet SCAM, which we sorted out and reported <i>with</i> the people who were scammed. We were referred to a man in Gapuwiyak by his relative in Milingimbi who knows us).</li> <li>We noticed people were not always aware of NAAJA visits and did not necessarily avail themselves of help from NAAJA lawyers when they were visiting. It seemed hard for the lawyers who have no base in Gapuwiyak to work with clients from. On one occasion we were asked to provide support in printing documentation for the NAAJA lawyers.</li> <li><b><i>This could be a service developed and delivered though GDAC and/or through a staffed adult education/ community learning centre.</i></b></li> </ul>
General community ennui	<ul style="list-style-type: none"> <li>Participated in many conversations with people at their homes, in meetings and public places such as the Council lawns and town centre.</li> </ul>	<ul style="list-style-type: none"> <li>People were talking about how there is no hope left, its all been lost, the NLC is a bastard, the Government is heading on its own straight path, we have turned our path towards the Balanda path, but they have stayed straight. They are over us, crushing us.</li> <li><b><i>In our GroundUp work we were always 'careful not to promise what we couldn't deliver' but at the same time by working with Yolju leaders on governance and leadership 'problems of the moment' we were offering an opportunity for them to actively participate in working through these and developing their own solutions.</i></b></li> </ul>