

**INDIGENOUS LAND AND SEA  
CORPORATION**

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# **PERFORMANCE FRAMEWORK**

**2023**

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Australian Government

Indigenous Land and Sea Corporation



The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

## Acknowledgement of Country

In all our activities we pay our respect to the Traditional Owners and Custodians of the lands, waters and skies on which we live and work.

We honour the resilience and continuing connection to Country, culture, and community of all Aboriginal and Torres Strait Islander people across Australia.

We recognise the decisions we make today will impact the lives of generations to come.

## A note on language:

The terms 'Aboriginal and/or Torres Strait Islander', 'Aboriginal', 'Indigenous' and 'First Nations' may be used interchangeably throughout this document. Using these terminologies, we seek to acknowledge and honour diversity, shared knowledge and experiences as well as the right of individuals and communities to define their own identities.

The C in Country is capitalised throughout this document as Country for Aboriginal and/or Torres Strait Islander people is a strong place of connection which provides the upmost significance to their people and means more than physical land. In this document, Country may refer to land, freshwater and/or seawater.

## Indigenous Land and Sea Corporation Performance Framework Version History

Version number	Purpose	Date
1.0	Performance framework focused on assessing ILSC performance in delivering the <i>Our Country Our Future</i> program	June 2021
1.1	Minor updates	December 2023

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This document outlines the ILSC’s Performance Framework in the context of its responsibilities under the *Public Governance, Performance and Accountability Act (PGPA Act) 2013* as well as defining its key public-facing components, supporting tools, operational scope, and underpinning monitoring and evaluation concepts. In so doing, it provides an overarching resource for the ILSC Board, its subsidiaries, staff and stakeholders to understand how the ILSC’s strategic framework is linked to the measurement of performance and to the achievement of its purpose.

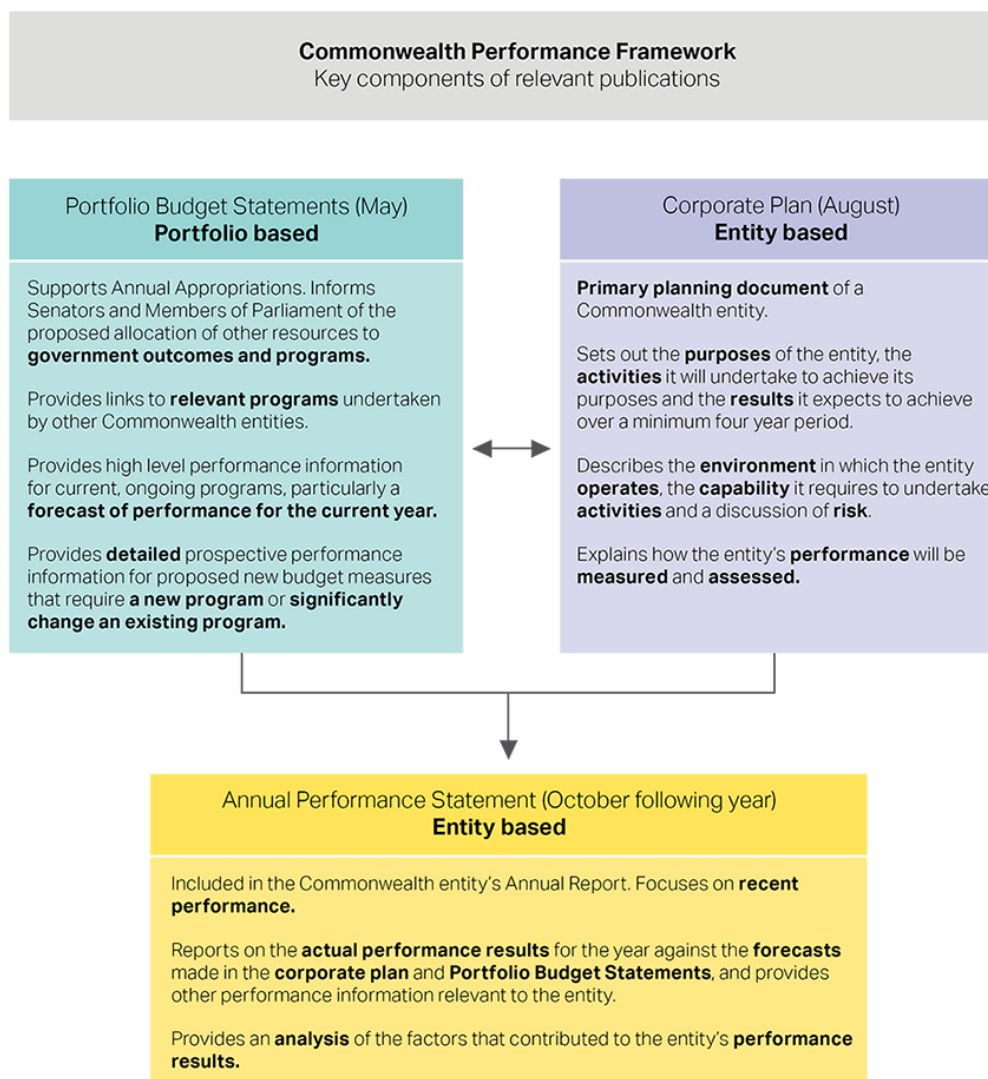
## What is a performance framework?

A performance framework – a combination of plans, measures, methods and reporting – is commonly used to ensure alignment between legislation and delivery; provide public accountability for funding; and to guide monitoring, evaluation and reporting activities to enable assessment of the extent to which an organisation is achieving its purposes.

Performance frameworks link an organisation’s planned objectives – *what it wants to achieve* – and its activities – *what is done to achieve it* – to outputs and outcomes using clearly defined methods and measures. The aim is to provide a clear line of sight between planned and actual performance, highlighting factors affecting that performance.

## The PGPA Act and the Commonwealth Performance Framework

As an Australian Government agency, the ILSC must comply with the requirements set out in the Commonwealth Performance Framework (see diagram) under the *Public Governance, Performance and Accountability Act (PGPA Act) 2013*.



In recognition that a 'one size fits all' approach to the design and use of performance information is not effective, the PGPA Act provides an agency with the flexibility to develop the systems and activities needed to meet its performance reporting obligations, provided it:

- promotes the proper use and management of public resources
- promotes risk oversight and management
- encourages working with others to achieve common objectives
- minimises red tape.

Up-to-date information on the Commonwealth Performance Framework is available on the [Department of Finance](#) website.

## The ILSC Performance Framework<sup>i</sup>

Under the *Aboriginal and Torres Strait Islander Act* (ATSI Act) 2005 the **ILSC's purposes** (sometimes referred to as its mandate) are:

- To assist Indigenous Australians to acquire land and water-related interests;
- To assist in the management of Indigenous-held land and waters, however acquired;

so as to provide economic, environmental, social or cultural benefits for Aboriginal persons and Torres Strait Islanders. The ILSC refers to delivery of these tangible and intangible benefits as 'unlocking the Indigenous Estate' and aims to 'maximise return on mandate' as appropriate when expending public funds.

The ILSC is funded through the Aboriginal and Torres Strait Islander Land and Sea Future Fund (ATSILSFF) with \$51 million annual funding (in 2015-16 values) supporting the ILSC purpose and operations.

Its strategic focus and priorities are set out in the National Indigenous Land and Sea Strategy (NILSS) and associated Regional Indigenous Land and Sea Strategies (RILSS), which are reviewed regularly in consultation with key stakeholders. NILSS, RILSS and other organisational strategic priorities are articulated in the annual Corporate Plan, and reported against in the Annual report.

Consistent with the Commonwealth Performance Framework, the ILSC Performance Framework provide measures and methods for reporting against how well the ILSC is delivering against its purposes under the ATSI Act, and therefore provides important public accountability for the expenditure of its funds.

In setting out the ILSC's cyclical planning, monitoring, evaluation, reporting and improvement processes that are related to how it fulfils its statutory obligations and responsibilities, the framework intends to:

- ensure the ILSC is fully accountable to its stakeholders for the quality of delivery, the extent of achievement against its purposes, and how it spends public money
- adopt a continual improvement cycle that clearly articulates the ILSC's destination and tracks its journey from overarching legislative requirements through to the achievement of measurable outcomes for Indigenous Australians
- drive more systematic planning, rigorous assessment, accurate and consistent reporting, and improved decision-making
- over time, should result in the development of a deeper, evidence-based understanding of the causal linkages between strategies, outputs and outcomes to use as a basis for ongoing improvement.

## ILSC Performance Framework components

The ILSC Performance Framework comprises both external public-facing documents and internal, supporting documents, tools and processes that support its implementation.

## Public facing documents

Consistent with the Commonwealth Performance Framework, the top-level expression of the ILSC Performance Framework is through its three public-facing statutory documents:

- **Corporate Plan** – principal planning document prepared annually, includes performance measures, assessment processes and targets in relation to implementing NILSS and RILSS priorities, published 31 August
- **Portfolio Budget Statements** – resource management and accountability document prepared annually, explains planned performance including performance measures, assessment processes and any targets, published May (as part of Budget)
- **Annual Performance Statement** (published in **Annual Report**) – non-financial reporting document providing actual results achieved against performance measures identified in Corporate Plan and Portfolio Budget Statements, published annually in October.

## Internal supporting documents, tools and processes

The ILSC Performance Framework also includes internal-facing supporting documents, scoring tools, indicators and quality assurance processes, along with step by step guides, to enable the collection of key monitoring and evaluation information from the ILSC's projects and programs. This information is used to inform the public-facing documents and report on overall ILSC performance.

## Broader planning and reporting context

The following table provides a full account of the range of statutory planning, auditing, monitoring, evaluation and reporting activities relevant to this framework, that are undertaken by the ILSC to meet the requirements of the PGPA Act and the ATSI Act.

Activity and purpose	Outputs	Description
<b>Planning</b> Development of strategies, plans and actions to meet ILSC purposes	National Indigenous Land and Sea Strategy (NILSS) & 4x Regional Indigenous Land and Sea Strategies (RILSS)	Statutory (ATSI Act) strategies (national and regional) that set out strategic priorities for how the ILSC intends to achieve its purposes in line with stakeholder consultation
	Corporate Plan	Statutory (PGPA Act) strategy / plan describing how NILSS policies and strategies will be implemented
	Portfolio Budget Statements	Statutory (PGPA Act) document identifying intended resource allocation for delivery in the next financial year
<b>Audit</b> Systematic review of delivery progress and data quality assurance	Independent Audits	Examine how economically, efficiently, effectively and ethically the ILSC uses public resources. Review practise associated with finance, risk, governance and performance reporting
	Internal audits	Review performance reporting practise to improve monitoring, evaluation and reporting practise and quality assurance of reporting
<b>Monitoring</b> Tracking delivery progress	Annual performance statements	Element of statutory (PGPA Act) annual report identifying performance against intended delivery
	Our Country Our Future projects	Track delivery and performance of grant funded project activities against objectives
	Internal ILSC	Track team performance against priorities – methodology under development
<b>Evaluation</b> Assessment of effectiveness, efficiency, equity,	Our Country Our Future project evaluation	Assess the effectiveness, efficiency, equity, economy of individual projects. Support proponent-led independent project evaluation Priority evaluation program – framework to be developed

Activity and purpose	Outputs	Description
economy of projects, programs, processes	Program evaluation	Assess the overall effectiveness, efficiency, equity, economy of a program
	ILSC internal /overall performance	Assess the overall performance of the ILSC in delivering against its strategic priorities, and overarching mandate
<b>Reporting</b> Reports performance using qualitative and quantitative data	Annual report	Statutory (PGPA Act) report on performance against intended delivery
	Corporate reports	Tracking and reporting key aspects of ILSC performance to the Board, Exec, CEO

## Operational scope

All major projects delivered by the ILSC (and its subsidiaries), and contributing to the ILSC purpose, are in the performance framework scope.

## ILSC project delivery mechanisms

The major delivery mechanisms by which the ILSC achieves its purposes are through:

- its principle funding program – *Our Country Our Future* – delivered from three Divisional offices (Western (Perth), Central (Adelaide) and Eastern (Brisbane)) which develop and deliver new land and water acquisition and management projects with Indigenous groups
- any associated subsidiary organisation (e.g. Voyages Indigenous Tourism Australia, Primary Partners), which are specifically structured and geared to generate outcomes through operating commercially in industry sectors in which Indigenous peoples hold a competitive advantage
- Externally-funded Government and industry programs – e.g. Real Jobs Program and Savanna Fire Management Program – which leverage the ILSC’s specific skills, scope and scale.

## ILSC projects

The ILSC’s complex delivery model results in a suite of bespoke projects highly variable in size, scale, duration, reach and focus which offer a wide range of assistance to eligible Indigenous Australians, including:

- brokering and developing partnerships
- facilitating, negotiating and coordinating support and/or
- providing funding assistance for the acquisition and/or management of land and water.

Projects are delivered by organisations, groups and individuals of varying capability and capacity and in a multitude of contexts, and where the proponents are not necessarily the direct beneficiaries.

## Underpinning concepts

The ILSC Performance Framework is underpinned by several concepts informed by monitoring and evaluation theories and practice.

### The ILSC Program Logic – moving from a theory to reality of change

The ILSC has adopted a Program Logic to underpin its monitoring and evaluation and activities, which is a hierarchical framework that maps the ILSC’s funded activities – *what it does* – against a series of immediate to long-term *outcomes* expected to arise from those activities. In delivering these activities, the ILSC expects to deliver against its purposes and achieve its vision of *Indigenous people enjoying the rightful entitlements, opportunities and benefits that the return of Country and its management brings*.

The [ILSC Program Logic](#) currently represents a ‘theory of change’ – a theory of how the ILSC’s funded activities are assumed to lead to its desired outcomes. Best read in a logical progression from the bottom to the top of the diagram each element is connected through a series of “if /then” relationships:

- **If** resources (inputs) are available, **then** project activities can be implemented (outputs).
- **If** project activities are implemented (outputs), **then** change can be expected in the short-term (outcomes).
- **If** outcomes are achieved in the short-term, **then** more change can be expected in the medium- and longer-term.

As improved monitoring and evaluation methods are adopted as part of the performance framework implementation, the theory behind the program logic will be tested through additional evaluation: do the activities really lead to those outcomes? Fine-tuning of the Program Logic is anticipated.

### **Value For Money – measuring tangible and intangible benefits**

Aligned with its purposes under the ATSI Act, the ILSC has adopted a Value for Money evaluation approach which enables it to measure both the tangible and intangible benefits generated through its activities. This means measuring economic returns as well as the cultural, social and environmental returns on its investment where dollar values are difficult to ascribe.

The ‘[theory of value creation](#)’ – shown as an additional layer to the ILSC Program Logic – asks whether the ILSC is choosing the best possible investment to generate the most significant returns. They are considered through four overarching **Value for Money criteria**:

1. **Economy** – good stewardship of resources
2. **Efficiency** – doing the right things in the right ways
3. **Effectiveness** – growing cultural, social, environmental and economic capital
4. **Equity** – projects are inclusive of women, young people, elderly, disabled, and others at extra disadvantage within the Indigenous community.

The ILSC has developed a series of rubrics to identify what ‘good’ looks like through the lens of these four Value for Money criteria. These rubrics are used alongside other measures to consider how well the ILSC is performing overall in meeting its mandate.

When considering the performance of the OCOF program, project scale rubrics and a suite of progress indicators provide insight into the performance of each funded project, and contribution towards the four long-term outcomes articulated in the Program Logic (see [Appendix 1: ILSC project indicators](#)).

Team-scale rubrics are being developed, along with a suite of complementary measures, are currently under development to consider internal ILSC performance.

Through this collection of both quantitative and qualitative data, the Value for Money approach provides a systematic, robust and transparent way of helping the ILSC measure whether it is delivering activities that represent the best use of resources to contribute to positive significant change for Indigenous Australians.

For more information see [Appendix 2: Introducing a ‘Value for Money’ approach to evaluating ILSC activities](#).

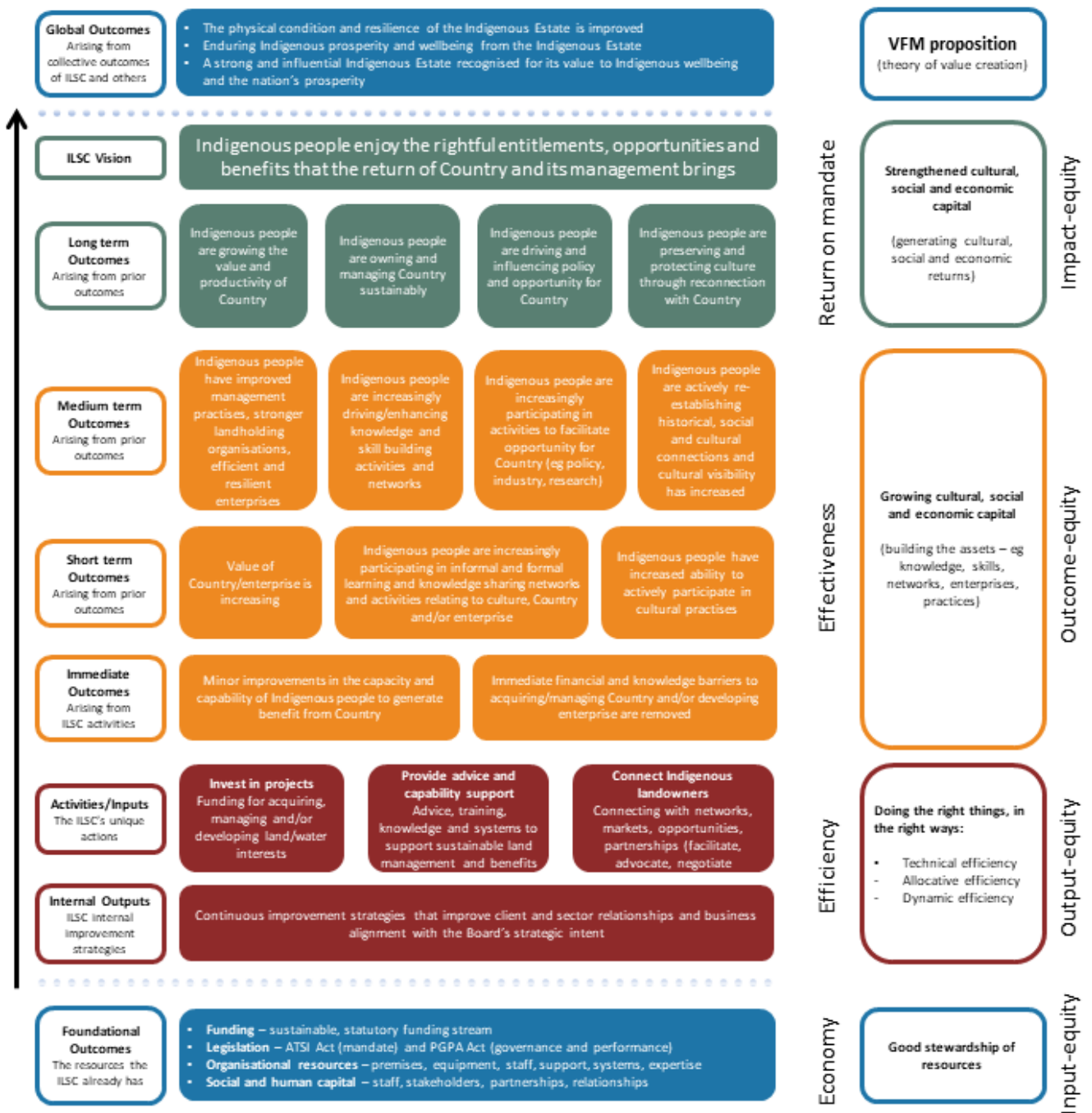
This assessment focuses primarily on performance from the ILSC’s perspective, but the ILSC also supports independent evaluations led by Indigenous proponents; this is an essential component of the continuous learning cycle for the ILSC and proponents. The Value for Money approach may be used for some evaluations but participants can choose their own approach to suit the context, interests and priorities of their project.



# ILSC Program Logic

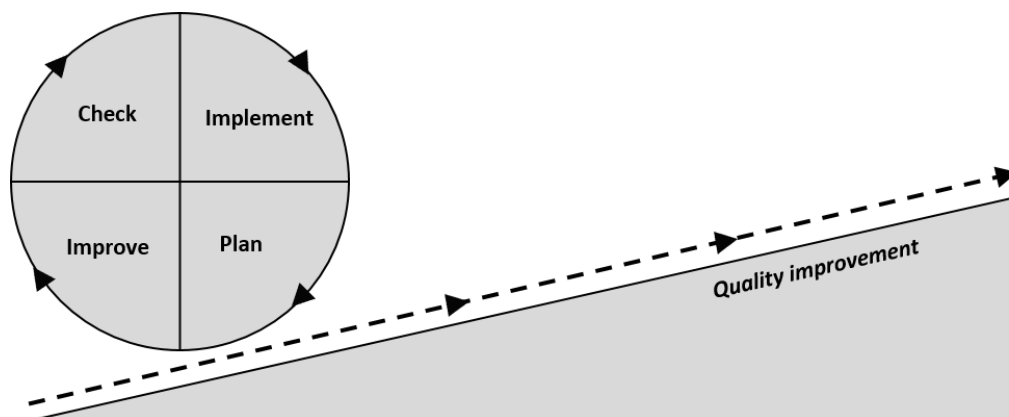


# ILSC Theory of Value Creation



### **Continual improvement – plan, implement, check, improve**

The ILSC Performance Framework seeks to systematically collect information not only for determining how well the ILSC's programs are working, but also to inform decision-making and continual improvement. Continual improvement aims for incremental, systematic improvement of processes, programs, services and delivery. The diagram<sup>ii</sup> below illustrates this concept with four stages of *plan – implement – check – improve*; with each cycle comes improved knowledge and practice which is built into planning for the next, enabling progressive improvements to the quality of ILSC performance.



### **Alignment with other Australian Government strategies and initiatives**

The ILSC has a corporate responsibility to align with and contribute towards other, relevant Australian Government strategies and initiatives that are the primary responsibility of other agencies to deliver, including the *National Agreement on Closing the Gap*<sup>iii</sup>.

Also, most relevant to this framework is the recently released Indigenous Evaluation Strategy<sup>iv</sup> which sets out a whole-of-government framework for selecting, planning, conducting and using evaluations of policies and programs affecting Aboriginal and Torres Strait Islander people. This strategy emphasises the importance of centring Aboriginal and Torres Strait Islander perspectives, priorities and knowledge in all stages of planning and evaluation.

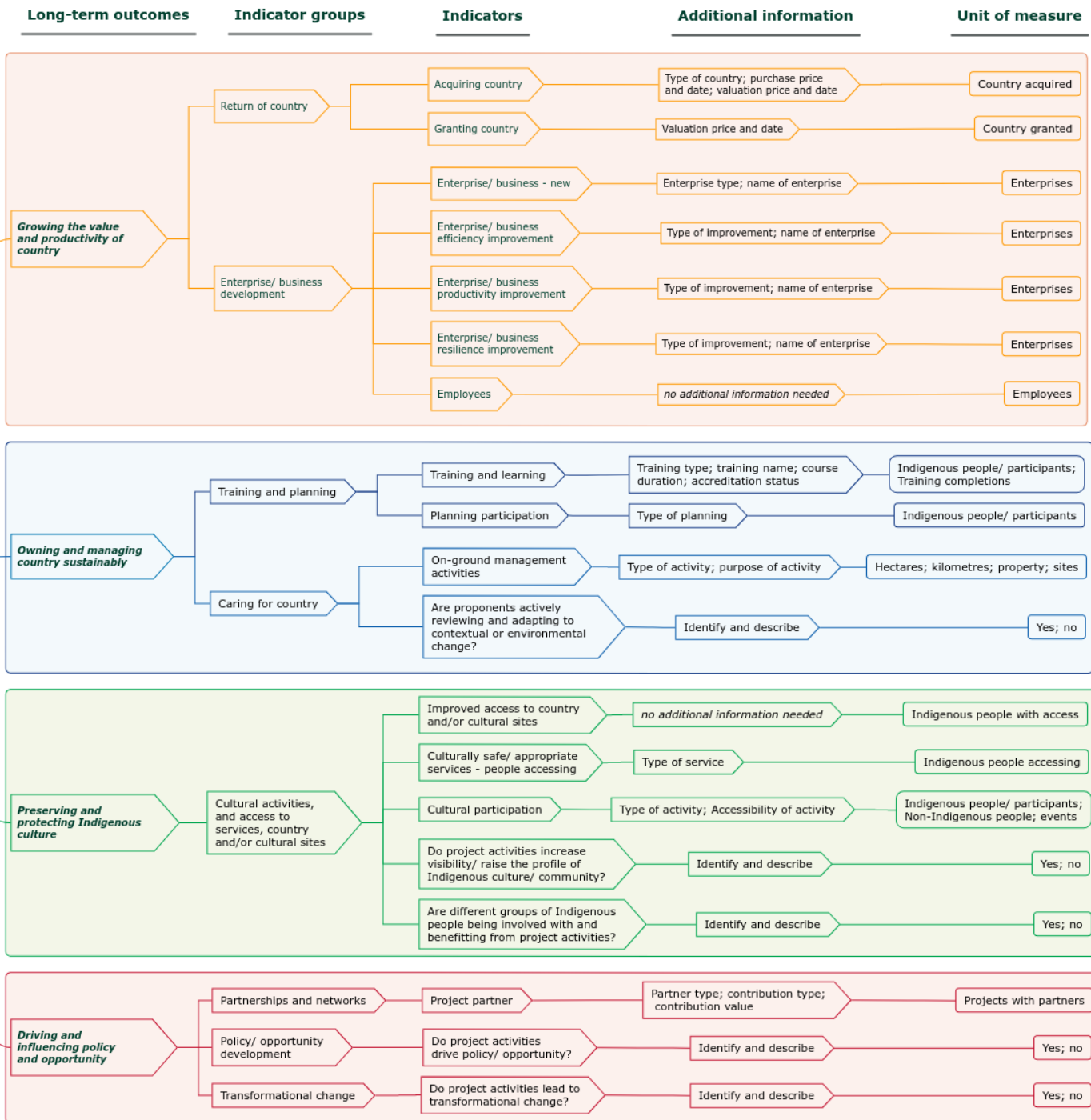
The ILSC fully recognises the importance of strengthening its alignment with this strategy over time, and is committed to developing an Indigenous Evaluation Framework and associated program of priority evaluations which centre on Indigenous people, their perspectives, priorities and knowledge. This is intended to supplement the current approach which is to provide in-kind and financial support to interested proponents to conduct independent evaluation of their own projects.

Collectively, these evaluation approaches are an essential component of the continuous learning cycle, and will enable a greater level of understanding and, ultimately, maximise the overall impact of the ILSC's investments to bring about positive outcomes for Indigenous Australians.

### **Indigenous cultural and intellectual property (ICIP), Indigenous data sovereignty (IDS) and Indigenous data governance (IDG)**

Wherever possible, the ILSC promotes the concept of Indigenous Data Sovereignty in its projects and its performance evaluation. This outlines the rights of Indigenous people to exercise ownership and control over data that is recorded on their people, communities, resources and lands, including creation, access, analysis, interpretation, dissemination and reuse.

The ILSC is committed to developing appropriate policies, guidelines, processes and systems to support Indigenous data sovereignty and governance across all its operations.



## APPENDIX 1 ILSC progress indicators

The ILSC recognises that it is not possible to directly measure the achievement of long-term outcomes or objectives, particularly for complex and long-term projects. These specific, observable and measurable indicators are used in conjunction with a suite of performance rubrics to measure progress against objectives where possible, and to identify short and medium-term outcomes.

In turn, this information is used to test [the ILSC Program Logic's](#) if/then assumption that these particular activities and outputs are more likely to lead to the achievement of project objectives and, ultimately, positive outcomes for Indigenous people, as well as the ILSC's performance in selecting the right investments.

This suite of indicators reflect statutory targets in the Corporate Plan and are mapped to existing measures used for Portfolio Budget Statements. A separate diagram is available on request.

**Vision**  
Indigenous people enjoy the rightful entitlements, opportunities and benefits that the return of country and its management brings

## APPENDIX 2: Introducing a ‘Value for Money’ approach to evaluating ILSC activities

### Do ILSC activities represent value for money?’

Arriving at a confident, evidence-based answer to this question underscores why the ILSC, under the *Public Governance, Performance and Accountability Act 2013*, must implement a Performance Framework that sets out how we measure, evaluate and report on our various activities. But what is meant by ‘value’? And how is it measured?

In the revised ILSC Performance Framework, we have adopted a Value for Money<sup>v</sup> approach to evaluation, which defines *value* broadly as:

*The extent to which the ILSC is delivering activities that represent **the best use of resources** to contribute to **positive significant change** – economic, environmental, social and cultural – for Indigenous Australians*

### Why a Value for Money approach?

Under the *Aboriginal and Torres Strait Islander Act 2005*, the **ILSC’s purposes** (sometimes called our mandate) are to assist Indigenous Australians to acquire and/or manage land and water-related rights so as to provide economic, environmental, social and/or cultural benefits.

These four streams of benefit can be considered as generating *value* or *capital*. A capital asset is something that persists and can further develop across multiple accounting periods to provide a tangible or intangible return:

- **Cultural capital** – includes Indigenous knowledge, language and education, community cultural connections and practise, cultural visibility, and connection with Country
- **Social capital** – includes community connections, professional networks and participation in policy, industry and research
- **Economic capital** – includes Country/enterprise capacity, productivity and resilience, efficient and sustainable management practices
- **Environmental capital** – includes healthy Country, resilient ecosystems that can sustain provision of services such as clean air, support plants and animals and human enterprise.

Unlike economic approaches that concentrate on tangible economic returns (e.g. cost-benefit analysis), the Value for Money approach uses qualitative and quantitative evidence to consider both *tangible* and *intangible* returns arising from our projects from four perspectives – **economy, efficiency, effectiveness** and **equity**.

The Value for Money approach hinges on clear articulation and alignment with the [Program Logic](#) – the ILSC’s theory of change – and agreed definitions of what ‘good’ value looks like for ILSC activities.

### Indicators, scoring tools and templates

Linked to this approach is a suite of measures specifically used for the *Our Country Our Future* program (Appendix 1), and additional measures that are being developed to assess internal team performance, along with scoring tools (rubrics) that consistently embed specific agreed definitions of what ‘good’ or ‘bad’ value looks like for the ILSC. This evidence is considered along with other evidence gathered through formal evaluations, all designed to help answer the following question:

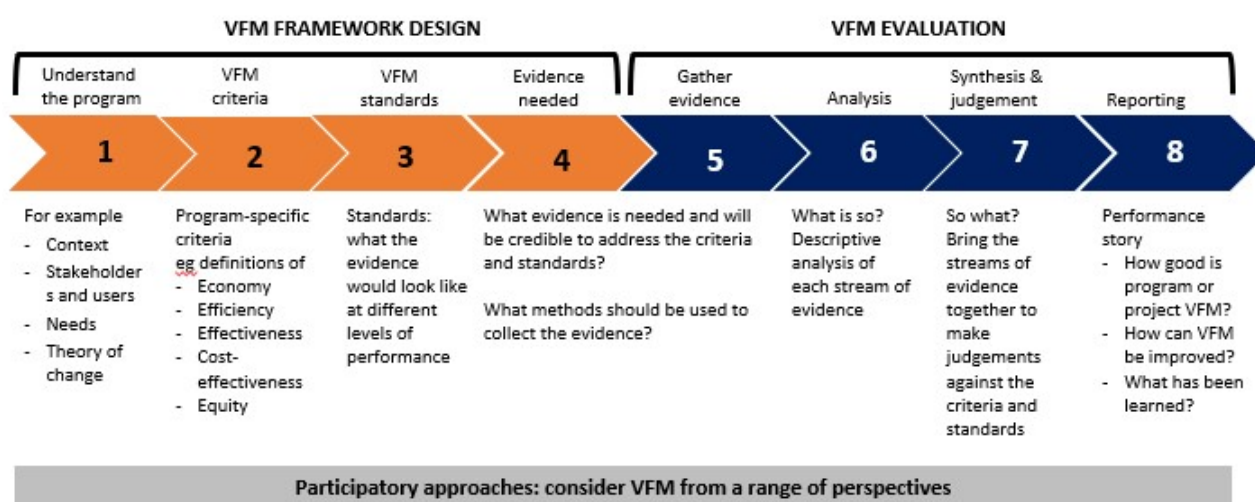
*Do ILSC activities represent **the best use of resources** to contribute to **positive significant change** – economic, environmental, social and cultural – for Indigenous Australians?*

This approach helps ensure that:

- all ILSC activities are well-aligned to the ILSC [Program Logic](#) (theory of change) and therefore contribute directly to its legislative purpose
- all ILSC activities represent good value for money when considering context
- appropriate and relevant qualitative and quantitative evidence is gathered, analysed and interpreted on an agreed basis
- a richer insight on the value and performance of ILSC activities at multiple scales is facilitated; and
- the ILSC is enabled to confidently and comprehensively track and report on how its activities contribute to its purpose
- the ILSC is enabled to confidently, consistently and comprehensively report on its performance with regard to effectiveness, efficiency, economy and equity
- the extent to which Indigenous people – through our programs – are generating and building economic, social, cultural and environmental capital and reaping outcomes.

## Value for Money – an eight-step process

The revised ILSC Performance Framework is comprised of a logical eight-step<sup>vi</sup> sequence which we will apply to monitor, evaluate and report on our activities:



Underpinning the eight steps, are the following key elements –

### Step 1: Understanding our program

This is the [ILSC Program Logic](#), also known as a ‘theory of change’.

### Step 2-3: Identifying what ‘good’ looks like, and how good is it (Value for Money criteria and standards)

Value for Money criteria have been developed relating to Economy, Efficiency, Effectiveness and Equity. These criteria, along with a set of standards reflecting different levels of performance, represent agreed, shared definitions of what ‘good’, ‘okay’ and ‘bad’ value looks like.

### Step 4: Identifying evidence (indicators, ratings and qualitative data) and methods of collection

The ILSC’s data collection strategy consists of a suite of *Our Country Our Future* indicators, scoring tools (rubrics) and templates that are aligned with the ILSC Program Logic. Additional progress indicators and other scoring tools are currently being developed to measure internal performance.


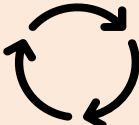




**Step 5-8: Gathering and analysing evidence and reporting**

Primarily, this is the ILSC’s six-monthly, funded project progress reporting where we collect and analyse qualitative and quantitative evidence, with outputs and outcomes ultimately reported through our Annual Performance Statement in the ILSC’s Annual Report. This is currently being extended to consider internal performance. Periodically, this reporting may be supplemented through formal evaluations.

- with stakeholder participation sought throughout.

**Like planting a tree and watching it grow**

The process of growing social, cultural, environmental and economic capital and achieving the ILSC’s purposes – or ‘return on mandate’ – is like planting and growing a grove of trees and harvesting the ripe fruit. This metaphor is included in the table below to help distinguish project *activities* and *outputs* from *outcomes* and ‘return on mandate’.

↑	Long-term outcomes & Vision (impact)	<p><b>‘Harvest fruit’</b></p> 	<p><b>RETURN ON MANDATE</b> (impact)</p> <p>Indigenous Australians are generating ongoing cultural, social, environmental, and economic returns</p>	<p><b>EQUITY</b> Inclusive of all Indigenous people</p>	Sustainable, profitable enterprise	
	Immediate & medium-term outcomes	<p><b>‘Nurture &amp; grow’</b></p> 	<p><b>EFFECTIVENESS</b></p> <p>Growing cultural, social, environmental and economic capital</p>		Use the tractor to improve productivity	
	Activities & outputs	<p><b>‘Prepare ground, plant seeds’</b></p> 	<p><b>EFFICIENCY</b></p> <p>Doing the right things in the right ways</p>		Buy a tractor	
	ILSC resources /inputs	<p>We help buy the ground, the seeds, the fertiliser and know how</p>	<p><b>ECONOMY</b></p> <p>Choose the right investments, good stewardship of funding</p>		Provide funding, staff, knowledge, connections	
	<b>PROGRAM LOGIC/THEORY OF CHANGE</b>	<b>THEORY OF VALUE CREATION</b>			<b>EXAMPLE</b>	

## A 'good' 'Value for Money' program

The schematic below represents the ILSC's ideal for the *Our Country Our Future* program. Mapped to the ILSC Program Logic and Theory of Value Creation, it defines, at a high level, what 'good' Value for Money looks like.

<p><b>Long-term outcomes &amp; Vision</b></p>	<p><b>'Harvest fruit'</b></p> <p>Program is generating ongoing cultural, social, environmental, and economic returns</p>	<p><b>RETURN ON MANDATE</b></p> <p>Program is resulting in Indigenous people enjoying the rightful entitlements, opportunities and benefits that the return of Country and its management brings (<b>Vision</b>) through:</p> <p><b>Impact/outcomes:</b></p> <p><b>Cultural, social, environmental returns</b></p> <ul style="list-style-type: none"> <li>• Indigenous held Country and associated enterprises are managed effectively and sustainably by the land-holding group and/or enterprise managers</li> <li>• Connected and influential Indigenous landholders and enterprises, actively participating/influencing policy and opportunity</li> <li>• Indigenous Australians are using sound environmental management practises</li> <li>• Indigenous held land is managed and enjoyed '<i>by Indigenous, for Indigenous, as Indigenous</i>' – using approaches grounded in culturally relevant values, language and practices.</li> </ul> <p><b>Economic returns</b></p> <ul style="list-style-type: none"> <li>• Break-even analysis of economic costs and benefits indicates projects create more value than they consume.</li> </ul>	<p><b>EQUITY</b></p> <p>Program activities are inclusive of all Indigenous Australians, including women, young people, elderly, disabled, and others at extra disadvantage within the Indigenous community</p>
<p><b>Immediate &amp; Medium-term outcomes</b></p>	<p><b>'Nurture &amp; grow'</b></p> <p>Growing cultural, social, environmental, and economic capital</p>	<p><b>EFFECTIVENESS</b></p> <p>Program is achieving intended outcomes:</p> <ul style="list-style-type: none"> <li>• Building Indigenous capability, knowledge and skills</li> <li>• Developing productive, efficient and resilient enterprises</li> <li>• Building Indigenous partnerships, networks and opportunities</li> <li>• Maintaining the condition and resilience of Indigenous held Country</li> <li>• Practicing and strengthening Indigenous culture.</li> </ul>	
<p><b>Activities &amp; Outputs</b></p>	<p><b>'Prepare ground, plant seeds'</b></p> <p>Doing the right things, in the right ways, to create the right conditions for change</p>	<p><b>EFFICIENCY</b></p> <p>Program is meeting four areas of efficiency:</p> <ul style="list-style-type: none"> <li>• <b>Relational:</b> trusting relationships and open communications with Indigenous groups; without this, resources are wasted</li> <li>• <b>Technical:</b> timely delivery, on plan and on budget</li> <li>• <b>Allocative:</b> balanced portfolio of investments</li> <li>• <b>Dynamic:</b> adapting in response to lessons learnt, emergent needs and opportunities</li> </ul>	
<p><b>ILSC resources /inputs</b></p>	<p><b>'Help buy the ground, the seeds, the fertiliser and know how'</b></p> <p>Choose the right investments, good stewardship of funding</p>	<p><b>ECONOMY</b></p> <p>Projects are:</p> <ul style="list-style-type: none"> <li>• Carefully selected, representing sound use of resources, bearing in mind their financial health, capacity to deliver, and the opportunity cost of funding projects that fail</li> <li>• Recognising the opportunity cost of Indigenous Australians' expertise and time, and using these resources economically and respectfully – for example, not wasting time through unnecessary 'red tape'</li> </ul>	
<p><b>PROGRAM LOGIC/THEORY OF CHANGE</b></p>	<p><b>THEORY OF VALUE CREATION</b></p>		



## Acknowledgements

The ILSC is grateful to Julian King for his expert advice, assistance and support in adapting the *Value for Investment* evaluation approach to the ILSC context. His specific contributions are detailed below.

The ILSC is also grateful for the expert advice, assistance and support currently provided by Kahiwa Sebire and Julian King to extend this performance framework across the ILSC's internal teams.

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<sup>i</sup> This ILSC Performance Framework replaces the following historical ILC performance framework documents: *Draft Performance Framework* (April 2015), *Draft Monitoring and Evaluation Framework 2013-17* (March 2015) including the *Benefits Framework* (November 2019); and *Evaluation Framework 2011-12* (April 2011).

<sup>ii</sup> Diagram adapted from [www.semanticscholar.org/paper/Reduction-of-the-Students%27-Evaluation-of-Education-Corbal%C3%A1n-Plaza/3f38f145329144815007457ae1d17240789fd47f/figure/0](http://www.semanticscholar.org/paper/Reduction-of-the-Students%27-Evaluation-of-Education-Corbal%C3%A1n-Plaza/3f38f145329144815007457ae1d17240789fd47f/figure/0)

<sup>iii</sup> Australian Government 2019 Partnership Agreement on Closing the Gap, Australian Government, available online at: <https://www.closingthegap.gov.au/>

<sup>iv</sup> Productivity Commission 2020 Indigenous Evaluation Strategy, Australian Government, available online at: <https://www.pc.gov.au/inquiries/completed/Indigenous-evaluation/strategy>

<sup>v</sup> The ILSC's Performance Framework is specifically based on the 'Value for Investment' approach, which is used globally to evaluate complex and hard-to-measure programs and policy reforms (King J (2019) *Evaluation and Value for Money: Development of an approach using explicit evaluative reasoning*. Doctoral dissertation. University of Melbourne.

<sup>vi</sup> Eight-step diagram adapted from King J (2019). *Evaluation and Value for Money: Development of an approach using explicit evaluative reasoning*. Doctoral dissertation. University of Melbourne.

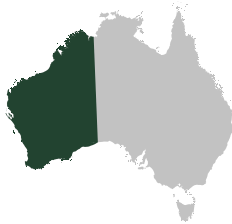


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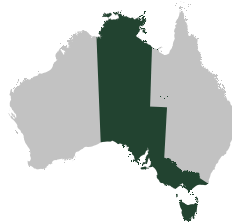
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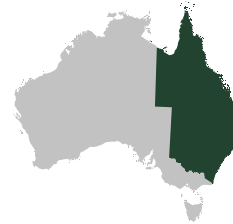
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