JAWUN

IMPACT FRAMEWORK

This document was prepared by the Jumbunna Institute for Indigenous Education and Research, in collaboration with Jawun, August – December 2022.

We acknowledge the traditional custodians and their continuing care for and connection to Country and waterways. We pay respect to Elders past and present.

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USER'S GUIDE TO THE IMPACT FRAMEWORK

The Impact Framework aims to provide guidance and be of use beyond Jawun to our Indigenous and sector partners.

Jawun

The Framework is primarily designed to guide us in our approach, design and implementation of impact evaluation, which we see as another process through which we can contribute to Indigenous led change and self-determination. It can be used to:

- Increase transparency and accountability to our Indigenous partners, as well as to our government, corporate and philanthropic partners
- Ensure we have a shared understanding of our purpose, how we intend to achieve this and how we can evidence our progress.
- Articulate our shared commitment to the Evaluation Principles and Indigenous Data Responsibility Principles.
- Guide our internal learning from impact evaluation and our communication to our stakeholders.

Indigenous partners

Our Indigenous partners may find the Framework useful in understanding our approach to impact evaluation, and in holding us to account for following our commitment to supporting Indigenous led change and empowerment through our approach.

The Framework's articulation of what we aim to achieve through our programs, and the expected causal links between our programs and change in the short to longer term, may be of interest. Our partners may also be interested to see how we intend to go about identifying whether we are achieving our objectives, though choosing relevant and culturally safe evaluation approaches and activities.

The evaluation tools may also be useful in supporting Indigenous partners in their own evaluation and learning activities, both within their organisations and with community.

Government, corporate and philanthropic sector partners

Our government, corporate and philanthropic sector partners may also find the Framework useful in understanding our objectives and intended outcomes and impact, our approach to impact evaluation and how we see it as part of our ongoing commitment to Indigenous empowerment and self-determination.

External evaluators

The Impact Framework can be used by external evaluators to understand Jawun and our approach to evaluation, including the principles that guide our approach and ensure that our Indigenous partners' needs and interests are prioritised.

How to use the Framework

The Framework provides a comprehensive guide to Jawun's overall approach to impact evaluation and each of the various stages from design to implementation. It is designed to be flexible with each section standing alone so that the user may progress through the Framework systematically or select sections that are relevant.

Section 1 explains our focus on impact evaluation and the overall purpose of the Framework.

Section 2 describes Jawun – our purpose, values, objectives, intended outcomes and impact and the activities that we are implementing to achieve these. We present this in a Program Logic that provides a visualisation of the expected causal links between activities and short, medium and long-term outcomes and impact.

Section 3 provides our core Evaluation Principles that inform all aspects of the Framework. They are intended to ensure that impact evaluation contributes to Indigenous empowerment and Indigenous–led change.

Section 4 outlines our approach to Indigenous data responsibility, another main function of the Framework in contributing to Indigenous self-determination.

Section 5 pulls previous sections together in developing high level and more detailed evaluation questions aligned to our short-medium term and long term intended outcomes and impact, guided by our evaluation principles.

Section 6 outlines our approach to communication and learning from impact evaluation.

Section 7 provides our commitment to consulting and collaborating with our Indigenous partners and other important stakeholders through the various stages of impact evaluation, once again informed by our principles.

Sections 8, 9 and 10 are intended to provide useful information sources – a glossary of evaluation-elated terms, references and an Appendices of useful evaluation tools and further sources.

1. INTRODUCTION TO EVALUATION & THE IMPACT FRAMEWORK

1.1 Introduction

Jawun is a not-for-profit organisation that partners with Indigenous communities to empower Indigenous-led change and enable leaders and communities to achieve their own goals. It does this through place-based, cross-sectoral, capacity building initiatives that bring together expertise and resources from government, corporate and philanthropic partners with local Indigenous leaders and communities. Jawun has operated since 2001 and is now established in 12 regions across Australia.

Understanding and documenting the effects of its programs, and sharing this with its Indigenous and sector partners, has always been a Jawun priority. Over its years of operation, Jawun has provided comprehensive and detailed information about its programs through a range of data, engaging narratives and visuals.

Through this Impact Framework, Jawun aims to build on their solid foundation of evaluation and reporting by adopting an improved and more accountable approach that better reflects Indigenous priorities, particularly in relation to wellbeing, empowerment and self-determination.

1.2 Why Jawun's focus on impact evaluation?

In the first instance, Jawun is focused on impact evaluation – identifying the effects that occur as a consequence of its programs – because of its role serving Indigenous organisations and communities through its capacity building programs.

With this comes the responsibility to ensure that Jawun is accountable to its Indigenous partners and their communities about the operation and impact of its secondment, leadership and other programs. These might be impacts that align with program goals and objectives, but can be both positive and negative, intended and unintended[1]. Jawun's responsibility includes producing impact evaluation findings that are efficiently shared with Indigenous partners and can potentially be useful to them in their own internal operations and strategic decision-making.

Jawun is also committed to undertake impact evaluation that provides its government, corporate and philanthropic partners with timely and accurate information about its programs' operations, outcomes and impact.

Impact evaluation enables Jawun to identify the successes as well as limitations of its programs, and can contribute to improving or reorienting these into the future. Jawun aims to work with all partners to draw upon impact evaluation data to adapt and learn through program implementation and gain insights into change that can inform future directions, including decision-making about funding and resource allocation.

[1] Rogers, P. (2014). Overview of Impact Evaluation, *Methodological Briefs: Impact Evaluation 1*, UNICEF Office of Research, Florence

1.3 Purpose and functioning of the Impact Evaluation Framework

The Impact Evaluation Framework serves a number of purposes. It is specifically designed to provide a foundation that ensures Jawun's approach to impact evaluation is informed by current best practice in Indigenous evaluation, in particular drawing upon Indigenous-led and strengths-based approaches and ensuring Indigenous perspectives, needs and priorities are deeply respected and at the heart of all its evaluation activities. The Framework reflects and supports the principles and practices of Indigenous empowerment and self-determination, including in relation to Indigenous data sovereignty and governance. It also enables Jawun to align its evaluation activities and reporting against its Theory of Change and program objectives, identifying impact at the individual, organisational, community, regional and wider levels.

While guiding Jawun's own evaluation and reporting practices, the Framework can also potentially be useful for Jawun's partners. This includes providing a reference resource so that Jawun's partners are clear about Jawun's programs and activities, and how Jawun undertakes evaluation that provides accurate evidence about their impacts. It could also potentially support Jawun's Indigenous partners in their evaluation work with Jawun as well as undertaking evaluation for other purposes within their own organisations. For this purpose, a User's Guide has been included and evaluation tools provided as Appendices.

2. OVERVIEW OF JAWUN

2.1 Jawun's purpose, approach, and values

Purpose

'Jawun' is a Kuku Yalanji word, gifted to the organisation, which means 'friend' or 'family'. The meaning of the word reflects the purpose of the organisation today, to be a 'friend' between cultures, organisations and worlds. With this underlying foundation, Jawun partners with Indigenous communities to champion Indigenous-led choice in support of a better nation.

Approach

Capacity building is at the heart of Jawun's approach, at the individual, organisational and community levels. Jawun recognises that capacity building efforts can only enhance an organisation's existing aspirations and efforts, and it listens and responds to the needs and interests of its Indigenous partners in delivering its programs and activities, ensuring that change is Indigenous-led within each unique local context.

Also core to Jawun's approach is partnership building. This includes the partnerships Jawun builds with its Indigenous and sector partners built upon relationships of trust and respect. Most importantly, as an intermediary organisation Jawun facilitates partnerships between Indigenous Regional Organisations, and between these organisations and government, corporate and philanthropic partner organisations.

Values

Jawun's values are:

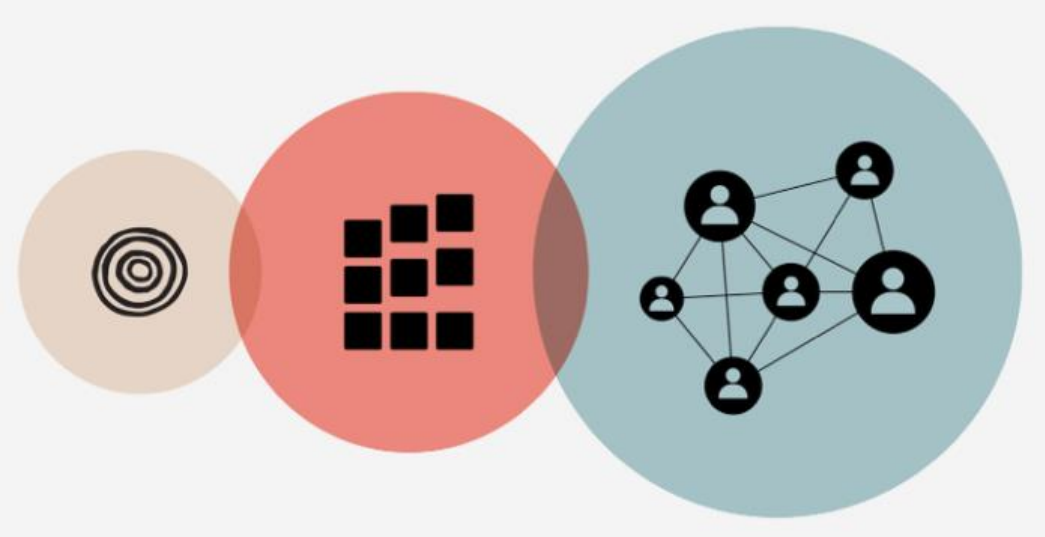
- Respect
- Accountability
- Trust
- Innovation
- Collaboration
- High expectations.

2.2 Jawun's Theory of Change[2]

We nurture partnerships by facilitating experiences that support capability development through mutual skills transfer. This builds trust, capacity and self-determined communities, working towards a more reconciled Australia.

Jawun's Theory of Change is portrayed visually in Figure 1 below.

Figure 1. Jawun's Theory of Change



[2] Note: Jawun's Purpose and Theory of Change were reviewed in April 2023, after the initial publication of this Impact Framework; the updated versions (slightly modified) are included here.

2.3 Objectives

In alignment with its Theory of Change, Jawun has seven specific objectives which collectively are intended to build the capacity of Indigenous leaders, organisations and communities within supportive cross-sectoral networks, thereby contributing to Indigenous communities achieving their goals. Ultimately, Jawun intends to contribute to building healthy futures for Indigenous peoples, prosperous self-determining Indigenous communities and Indigenous-led change across Australia.

Table 1: Jawun objectives

1. Strengthen Indigenous leaders' capability to drive positive change and undertake strategic and long-term decision making to improve outcomes for their organisations and communities.
2. Strengthen the capacity of Indigenous regional organisations to articulate and achieve their own goals and provide public value for their communities.
3. Through building community-spirited leadership and organisational capacity for self-governance, empower local Indigenous communities to pursue and achieve their economic, social, cultural and political goals.
4. Foster collaboration between Indigenous regional organisations within and across regions, and with the government, corporate and philanthropic sectors, in support of Indigenous initiatives and Indigenous-led change.
5. Facilitate meaningful, lasting connections that increase understanding of and respect for Indigenous Australia, and empower Indigenous people.
6. Contribute to increased support and advocacy for Indigenous agendas, influence and opportunities within the corporate, government and philanthropic sectors.
7. In the longer term, contribute to building healthy futures for Indigenous peoples, prosperous self-determining Indigenous communities and Indigenous-led change across Australia.

2.4 Intended program outcomes and impact

The objectives provide the basis for clearly specifying Jawun's intended outcomes in the short, medium and long term, as well as wider future impact. These are provided below.

Short – medium outcomes (1-2 yrs)

1. Increased Indigenous leaders' knowledge of effective leadership skills and capability for strategic decision making at the organisational level.

2. Strengthened organisational vision, processes, activities are in place and enabling IROs to function more effectively towards achieving their goals.

3. Strong Indigenous leaders and organisations are supporting local communities from within to set goals and devise actions and strategies to achieve these goals.

4. Collaborative relationships and networks with a focus on Indigenous-led change are being established between regions, IROs and with the government, corporate and philanthropic sectors.

5. Professional and personal connections are created through Jawun's programs and contributing to raising awareness of and respect for Indigenous peoples, their governing structures and cultures.

6. Increased active support and advocacy for Indigenous agendas, influence and opportunities is evident within Jawun's corporate, government and philanthropic partners.

Long term outcomes (3-6 yrs)

1. Indigenous leaders are confidently and capably undertaking strategic long-term decision making in the interests of their organisations and communities.

2. Indigenous regional organisations are demonstrating progress in achieving their purpose and goals, and contributing to communal long-term decision-making.

3. Local communities have increased capacity to translate decisions into actions and progress towards achieving their goals in self-determined priority areas.

4. Collaborative relationships and networks are embedded across local, regional and wider levels and progressing Indigenous led change focussed on improving outcomes for Indigenous organisations and communities.

5. Active professional and personal connections based in an understanding of and respect for Indigenous Australia remain in place over time and are leveraged to support Indigenous peoples and organisations.

6. Indigenous agendas are implemented through the corporate, government and philanthropic sectors and opportunities for influence and advancement are established.

Impact (7+yrs)

1. Indigenous leaders are effectively driving future-oriented, strategic decisions leading to positive change for Indigenous peoples locally, regionally and across society.

2. Highly functioning and self-determining IROs are achieving organisational goals aligned with and contributing to improved Indigenous community outcomes.

3. Self-determining local Indigenous communities with strategic vision are achieving their economic, social, cultural and political goals and working collaboratively to benefit Indigenous peoples.

4. Indigenous individuals, organisations and communities are achieving self-determined goals through cross-region and cross sector collaboration.

5. Lasting and meaningful connections are well established and contributing to Indigenous led change at the local, regional and wider levels.

6. Indigenous agendas are effectively progressed within the government, corporate and philanthropic sectors and contributing to improved Indigenous individual and community outcomes.

7. Outcomes and impacts identified above collectively build healthy futures for Indigenous peoples, prosperous self-determining Indigenous communities and Indigenous-led change across Australia.

Jawun aims for transparency and accountability to its Indigenous and sector partners by clearly specifying its purpose, objectives, intended outcomes and impact and providing evidence to substantiate its progress towards achieving these outcomes and impact. Importantly Jawun intends to provide a platform for formal and informal conversations with Indigenous partners about its role as an intermediary organisation, and for receiving feedback about its intended outcomes and impact and how well it is progressing towards achieving these.

2.5 Jawun's scope

Jawun currently operates in 12 regions across Australia, which include urban, regional and remote Indigenous communities:

- Cape York, Queensland, since 2001
- Inner Sydney, New South Wales, since 2010
- Central Coast, New South Wales, since 2012
- Goulburn Murray, Victoria, since 2010
- Far West Coast, South Australia, since 2017
- Lower River Murray, Lakes and Coorong, South Australia, since 2015
- North East Arnhem Land, Northern Territory, since 2012
- East Kimberley, Western Australia, since 2010
- West Kimberley, Western Australia, since 2012
- Pilbara, Western Australia, since 2022
- South West Australia, Western Australia, since 2020
- Central Australia, across South Australia, Western Australia and the Northern Territory, since 2014

2.6 Programs and activities

Jawun conducts the following core programs and activities, which collectively aim to achieve the program's objectives (as outlined in Table 1).

Secondment Program

Jawun's flagship program is its secondments, which they facilitate between Indigenous Regional Organisations and secondee corporate and government partners. Secondments are typically for six weeks, with secondees providing specialised support to Indigenous organisations across a range of program, organisational or business development areas. The Secondment Program provides opportunities for secondees to deepen their understanding of and appreciation for Indigenous culture, and create meaningful relationships with Indigenous individuals and communities that can develop into lasting connections.

Jawun places secondees through the following process:

1. Projects for support are identified: Indigenous organisations outline their priorities.
2. Skills required are identified: Jawun supports Indigenous organisations to think through the corporate or government secondees required.
3. Secondees are matched with projects: Jawun works with corporate and government partners to identify potential secondees with relevant skills and interests, aiming for cultural and skill fit for both the organisation and the secondee.

4. Induction and support: Jawun manages the secondee's induction into the region and provides ongoing support during their secondment.

The Secondment Program also provides a volunteering opportunity for alumni to engage directly with Indigenous organisations and participate in events.

Leadership Development Initiatives

Supporting existing and emerging Indigenous leaders is a priority for Jawun, recognising that strong, community-spirited leadership is central to strategic and long-term decision making that will improve outcomes for Indigenous organisations and communities, as well as driving positive change more widely. To this end Jawun conducts the following leadership programs:

Stories of Female Leadership

A targeted women's networking program facilitated by Jawun, made up of Executive women from Jawun's community and corporate partners.

Leader in Residence Program

- A new program designed in response to requests for senior Indigenous leadership support
- Provides one week corporate immersion for senior Indigenous leaders
- A structured program of 1:1 engagement with executive level leaders and senior leadership teams
- Elements of work shadowing, observation, coaching and mentoring
- Structured around Indigenous leader learning objectives and sector alignment.

Leader-to-Leader Program

- A new program currently in planning phase that seeks to facilitate cross regional leader-to-leader development opportunities.
- The pilot is responding to requests from current Regional Leadership programs for facilitation of secondment opportunities between regions.

Executive Visits. An opportunity for corporate and government leaders to visit one of Jawun's partner regions where they connect with local leaders and organisations.

The following are offered to augment localised leadership programs in Jawun regions:

Nation to Nation. Emerging Indigenous change maker study tours between regions involving regional immersion and connection to community leaders.

Corporate Masterclass. Development of Indigenous change makers through corporate immersion and executive leadership connections.

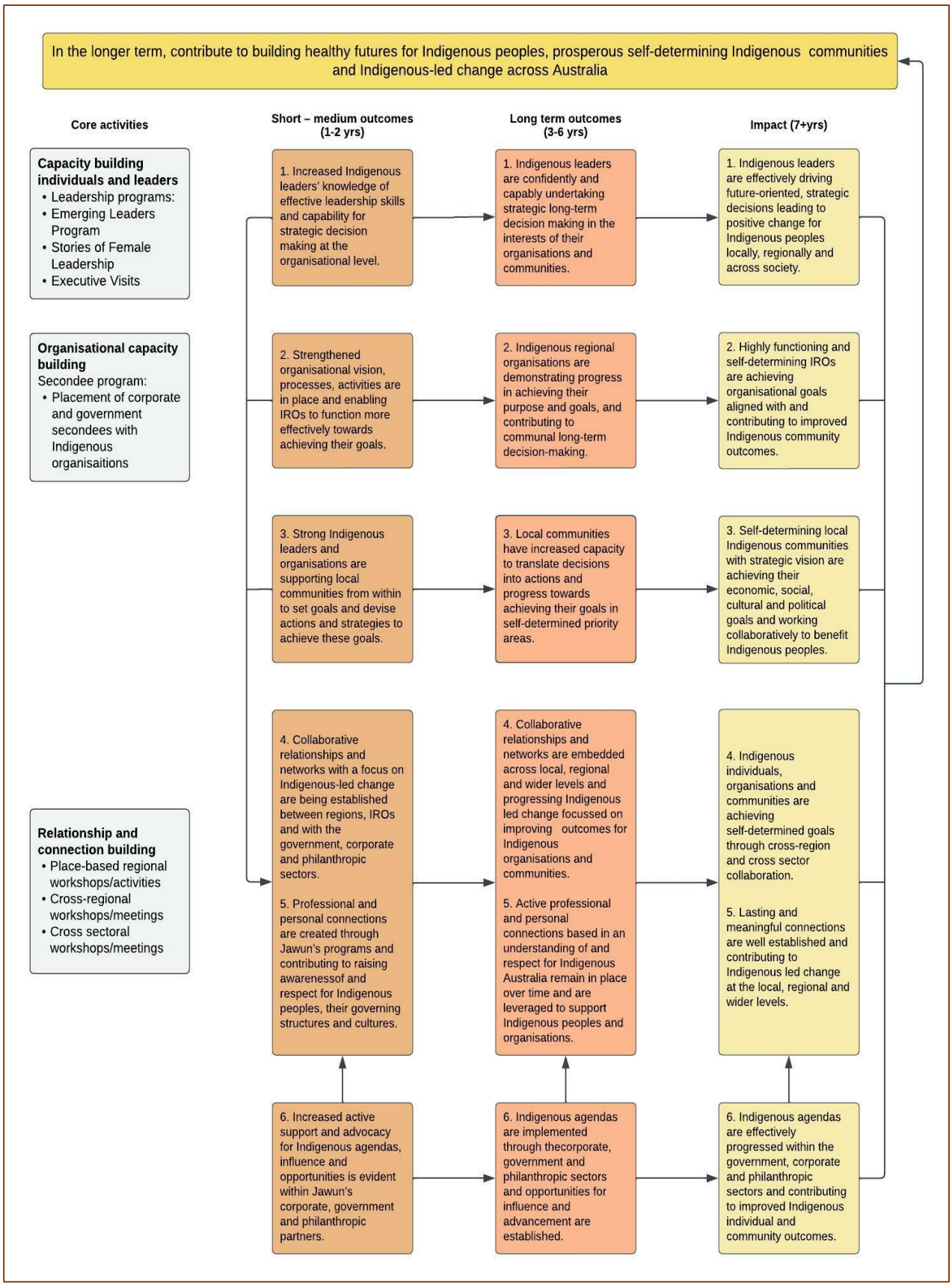
Government Masterclass. Development of Indigenous change makers through connection to political and government leaders and advocacy and engagement.

Central themes throughout the leadership programs are creating spaces for learning through reflection and discussion, building cultural understanding, and forging relationships, connections and networks that provide personal as well as professional support and opportunities.

2.7 Program Logic

Jawun's Program Logic is outlined in Figure 2 below. It provides a visual overview of Jawun's program activities implemented to achieve objectives, and the intended outcomes and impact. It indicates the assumed logical, causal links between capacity building at the individual and organisational levels, and relationship and network connections, upon strengthening communities. It further outlines intended change over short, medium and longer time frames.

Figure 2. Jawun's Program Logic



Inputs

- Funding (government, corporate, philanthropic, partnership)
- Indigenous Regional Organisation resources including staff
- Jawun staff
- Jawun infrastructure (organisational, communication, administrative, technical)
- Program resources including professional development, workshops, online resources, monitoring and evaluation resources
- Expertise, resources and opportunities provided by sector partners

Underlying assumptions

The following assumptions underlie the intended causal links between objectives, outcomes and impact:

- Change in response to Jawun's programs may occur incrementally over time but may also be fragmented and non-linear. The rate and process of change is influenced by complex external interrelated factors. For these reasons the suggested time frames for short, medium and long term outcomes and impact can only be indicative.
- Change is assumed to begin at the individual and organisational levels and through a 'ripple' effect lead to change within community and more widely across and between regions and society.
- Short to medium-term outcomes relate to goal setting and to implementing processes, actions and strategies that will achieve goals.
- Long-term outcomes involve demonstrable, measurable change as a consequence of these strategic, goal-driven processes, actions and strategies.
- Longer-term impact occurs through the accumulative and intertwined effects caused by strategic processes, activities and strategies.
- Connections and collaborations through personal and professional relationships and networks are critical to the change process.

Note: Program Logic and planning templates have been provided in the Resources section of the Framework Section 9, pages 48-49) to support development of plans and program logics for other purposes).

3. IMPACT EVALUATION PRINCIPLES AND PRACTICE

3.1 Evaluation principles that support Indigenous empowerment and self-determination

Jawun's approach to impact evaluation is based in its purpose of contributing to Indigenous empowerment and Indigenous–led change. In the first instance, this requires acknowledging evaluation, like research, has a fraught history for Indigenous peoples, largely undertaken in the interests of non-Indigenous individuals and organisations and contributing to a form of colonisation through oppressing and silencing Indigenous voices[3]. Colonised research has techniques and ways of thinking that 'deny Indigenous peoples agency as researchers; entrench racist misrepresentations, stereotypes, and attitudes; devalue Indigenous cultures, viewpoints, ideas and institutions; and appropriate information that Indigenous peoples generated'[4].

In designing the Impact Framework and the Evaluation Principles that underpin it, Jawun has drawn upon the knowledge of leading Indigenous researchers and evaluators, guidelines provided by Aboriginal and Torres Strait islander expert bodies[5] and the research more widely regarding best practice in Indigenous evaluation. This includes guidance from Indigenous peoples regarding the ways in which research and evaluation can potentially contribute to Indigenous peoples' empowerment and self-determination[6]. Key features from a growing body of work are that this research:

- Is serving the needs and interests of the Indigenous peoples and communities
- Utilises Indigenous knowledge systems rather than privileging Western knowledge or methods
- Is undertaken with and preferably under the control of Indigenous peoples
- Recognises joint intellectual effort and mutual learning
- Recognises and understands the importance of context and place, including local protocols and governing bodies[7].

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[3] Smith, L.T. (2012). *Decolonizing methodologies: Research and Indigenous peoples* (2nd Ed.). Zed books. Johnston-Goodstar, K. (2012). Decolonizing evaluation: The necessity of evaluation advisory groups in Indigenous evaluation. In R. VeLure Roholt & M. L. Baizerman (Eds.), *Evaluation advisory groups*. New Directions for Evaluation, 136, 109–117.

[4] Vivian, A., Jorgensen, M., Bell, D., Rigney, D., Cornell, S., and Hemming, S., 2016, 'Implementing a project within the Indigenous Research Paradigm: The example of nation-building research', *Ngiya: Talk the Law*, vol. 5, p.51.

[5] Commonwealth of Australia, Department of the Prime Minister and Cabinet (2018). *Indigenous Advancement Strategy Evaluation Framework*. https://www.niaa.gov.au/sites/default/files/publications/ias-evaluation-framework.pdf. Australian Government Productivity Commission (2020a). *Indigenous Evaluation Strategy*. https://www.pc.gov.au/inquiries/completed/indigenous-evaluation#report)

[6] Dudgeon, P., Bray, A., Darlaston-Jones, D. & Walker, R. (2020). *Aboriginal Participatory Action Research: An Indigenous Research Methodology Strengthening Decolonisation and Social and Emotional Wellbeing, Discussion Paper.* The Lowitja Institute: Melbourne: https://www.lowitja.org.au/content/Document/Lowitja-Publishing/LI_Discussion_Paper_P-Dudgeon_FINAL3.pdf. Dreise, T. & Mazurski, E. (2018). *Weaving Knowledges: Knowledge exchange, co-design and community-based participatory research and evaluation in Aboriginal communities*. NSW: Aboriginal Affairs New South Wales.

[7] Katz, I., Newton, B. J., Shona, B., & Raven, M. (2016). *Evaluation theories and approaches; relevance for Aboriginal contexts*. Sydney: Social Policy Research Centre, UNSW Australia. https://www.aboriginalaffairs.nsw.gov.au/conversations/ochre/reports/Evaluation-theories-and-approaches-relevance-for-Aboriginal-contexts.pdf

3.2 Jawun's evaluation principles

The learnings from the above sources have been distilled into Jawun's Evaluation Principles below. The principles align with the Australian Institute for Aboriginal and Torres Strait Islander Studies' Code of Ethics (2020), and the core values specified by the National Health and Medical Research Council for ethical conduct in research with Aboriginal and Torres Strait Islander Peoples and communities (2018). They reflect Jawun's values of Respect, Accountability, Trust, Innovation, Collaboration, High Expectations. They are also supportive of Jawun's place-based approach to capacity building and Indigenous self-determination, by emphasising the importance of understanding and respect for local/community-specific protocols, values and behaviours and local Indigenous governing bodies.

Collectively Jawun's Evaluation Principles are intended to contribute to redistributing power and control in research and evaluation relationships and practices in favour of Indigenous peoples. They aim to result in evaluation that is useful, ethical and adds value to the Indigenous individuals, organisations and communities involved and ultimately to contribute to indigenous self-determination.

Table 2. Jawun's Evaluation Principles

1. Undertake evaluation that contributes to Indigenous self-determination and self-governance and is of direct benefit to the Indigenous individuals, organisations and communities involved.
2. Demonstrate through the evaluation approach and practices adopted awareness of and respect for Indigenous governing bodies, perspectives and world views, and local/community-specific protocols, values and behaviours.
3. Develop genuine, respectful relationships with those involved in evaluation activities, including taking time to build trusting relationships and understand context.
4. Build the capacity of Indigenous individuals, organisations and communities to design and implement their own evaluation activities and analyse findings for their own purposes.
5. Be accountable to the Indigenous participants and their organisations/communities who engage in the evaluation activities, including through efficient and responsive communication, and transparency regarding the collection, use and reporting of data findings.
6. Provide evaluation findings and other feedback that clearly articulate the outcomes and impacts of the evaluated activities and can assist Indigenous partners in understanding resultant consequences and changes in their organisations.
7. Recognise the value of and utilise Indigenous research and evaluation methodologies and methods including story, yarning and other culturally relevant practices.
8. Utilise other evaluation approaches that can contribute to Indigenous capacity building, decision-making, control and empowerment such as participatory and co-design approaches.
9. Be mindful of requirements placed on Indigenous individuals and organisations to participate in evaluation activities. This includes recognising and aiming to minimise time requirements and where appropriate providing additional resourcing for participating in evaluation activities.
10. Ensure evaluation practices recognise and comply with Indigenous data governance and sovereignty principles, including adopting sustainable practices regarding future access to and use of data.
11. Ensure evaluation practices conform to the highest ethical standards regarding informed consent, confidentiality, and the right to identify or de-identify.

3.3 Putting principles into practice through the Impact Framework

> *A methodology that is all principles and no method is unlikely to produce defensible or usable results; a methodology that is all method and no principles may end up replicating western ways of viewing the world and reinforcing the colonial project*[8].

Jawun is committed to going beyond stating principles to enacting them in its approach to impact evaluation, and to ensuring that evaluation methods and all other aspects of the evaluation process adhere to its principles. The Evaluation Principles are embedded through the Impact Framework and can guide those who engage with and use the Framework both internally and externally. Examples are provided below of the ways in which the principles inform different sections of the Framework.

Section 4. Indigenous data responsibility and the Impact Framework. The Evaluation Principles work in tandem with the core principles of Indigenous data responsibility to define what constitutes Indigenous data responsibility, and for this to guide the ethical collection, use, storage and ownership of data.

Section 5. Putting the Framework into practice: Evaluating Jawun's programs. The principles can guide decision-making about what to evaluate, when and how. This includes decisions about: who should be involved; selecting culturally appropriate evaluation methods, measures and data sources; the timing and location of evaluation activities; requirements placed on individuals involved and ensuring informed consent.

Section 6. Communicating and learning from impact data. The principles guide the ways in which impact data is communicated, linking with data responsibility principles to ensure transparency, accountability, and that impact data supports learning both within Jawun and within Indigenous partner organisations and communities.

Appendices. Evaluation tools. The checklists and other evaluation tools comply with the Evaluation Principles.

[8] Vivian, A., Jorgensen, M., Bell, D., Rigney, D., Cornell, S., and Hemming, S., 2016, 'Implementing a project within the Indigenous Research Paradigm: The example of nation-building research', *Ngiya: Talk the Law*, vol. 5, p.56.

4. INDIGENOUS DATA RESPONSIBILITY & THE IMPACT FRAMEWORK

It is increasingly recognised that data has important implications for Indigenous peoples' capacity to exercise individual and collective rights to self-determination[9]. A growing cohort of work emphasises the importance of addressing the marginalisation and exclusion of Indigenous peoples from decision-making about their data, by implementing Indigenous data governance and sovereignty principles and practices[10]. This involves the right of Indigenous peoples to govern the collection, ownership and application of data about Indigenous communities, peoples, lands, and resources[11].

4.1 What is Indigenous data responsibility for Jawun?

In administering its programs, Jawun is required to collect a range of data relating to Indigenous organisations and staff. Most of the data that Jawun collects is operational and relates to its programs and service delivery. However, Jawun also collects personal and performance data, and undertakes subjective analysis and commentary upon performance.

We recognise that this comes with a significant responsibility to our Indigenous partners. Jawun currently aims to fulfil this responsibility through following stringent data processes. This involves a commitment to: protect the data collected; restrict access based on sensitivity and relevance; consider risks involved in its use; respect people's rights to be informed of data management; ensure there is a practical purpose for collecting the data, and maintain quality data systems so that analysis is accurate.

Jawun's data responsibility guides reporting principles to ensure that reporting is: accountable to stakeholders; strengths-based in focusing on building organisational capacity; ethical in obtaining consent; accessible to appropriate audiences, and respectful of partners' time.

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[9] Research Data Alliance International Indigenous Data Sovereignty Interest Group (September 2019). *CARE Principles for Indigenous Data Governance*. The Global Indigenous Data Alliance: https://static1.squarespace.com/static/5d3799de845604000199cd24/t/5da9f4479ecab221ce848fb2/1571419335217/CARE+Principles_One+Pagers+FINAL_Oct_17_2019.pdf

[10] Griffiths, K. E. et al. (2021) *Indigenous and tribal peoples data governance in health research: A systematic review*. International journal of environmental research and public health. [Online] 18 (19), 10318: https://doi.org/10.3390/ijerph181910318. Trudgett, S., Griffiths, K., Farnbach, S., & Shakeshaft, A. (2022). *A framework for operationalising Aboriginal and Torres Strait Islander data sovereignty in Australia: Results of a systematic literature review of published studies*. EClinicalMedicine, 45, 101302–101302. https://doi.org/10.1016/j.eclinm.2022.101302

[11] Australian Institute for Aboriginal and Torres Strait Islander Studies (2020). *AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research* (2020). AIATSIS: Canberra. https://aiatsis.gov.au/sites/default/files/2020-10/aiatsis-code-ethics.pdf

4.2 Facilitating Indigenous data responsibility through the Framework

The Impact Framework provides the opportunity for Jawun to strengthen its current processes and implement the highest standards in all aspects of data management. To this end the Framework's Evaluation Principles include to:

Ensure evaluation practices recognise and comply with Indigenous data governance and sovereignty principles, including adopting sustainable practices regarding future access to and use of data.

4.3 Jawun's Data Responsibility Principles

Given the importance of data, however, it is also addressed here as a separate issue, and the following Data Responsibility Principles have been devised based upon Indigenous Data Sovereignty principles. They are intended to guide Jawun's data collection, analysis, ownership, storage and access. In practice this will involve Jawun carefully reviewing its current data processes and practices, and identifying changes required to ensure compliance with the principles. It will require ongoing vigilance about data practices and consultation with Indigenous partners to ensure that their interests, needs and rights prevail in relation to data12. A Free, Prior and Informed Consent checklist has been provided in Resources section of the Framework (Section 9, page 47) to further support adherence to the data principles.

[12] Australian Institute for Aboriginal and Torres Strait Islander Studies (2020). *AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research* (2020). AIATSIS: Canberra. https://aiatsis.gov.au/sites/default/files/2020-10/aiatsis-code-ethics.pdf

Table 3. Jawun's Data Responsibility Principles

1. Obtain Free, Prior and Informed Consent from the Indigenous partner before gathering data or conducting evaluations. **Free** – participation is voluntary and no force or withholding of services is used to obtain consent. **Prior** – consent is sought prior to any data gathering or evaluation is conducted, with time provided for consultation and consensus processes. **Informed** – clear and understandable information is provided about the data gathering activity, including purpose, procedures, risks involved, and the person's right to decline or withdraw from the process at any time[13].
2. Recognise the rights of Indigenous data sovereignty, in accordance with the *United Declaration on the Rights of Indigenous People*. This includes Indigenous ownership and control over the use of data and where it is held, and ensures communities can access the information for their own self-determination and decision-making.
3. Ensure data collected is relevant for Indigenous priorities, needs and aspirations.
4. Collaborate with Indigenous partners to interpret and report data through their Indigenous lens.
5. Ensure data collection and storage practices conform to the highest ethical standards. These include the National Health and Medical Research Council's *Ethical conduct in research with Aboriginal and Torres Strait Islander Peoples and communities: Guidelines for researchers and stakeholders* and the AIATSIS *Code of Ethics for Aboriginal and Torres Strait Islander Research*.

[13] National Health and Medical Research Council. (2018). *Ethical conduct in research with Aboriginal and Torres Strait Islander Peoples and communities: Guidelines for researchers and stakeholders (2018).* Commonwealth of Australia: Canberra. https://www.nhmrc.gov.au/about-us/resources/ethical-conduct-research-aboriginal-and-torres-strait-islander-peoples-and-communities

5. PUTTING THE FRAMEWORK INTO PRACTICE: EVALUATING JAWUN'S PROGRAMS

The previous sections of the Impact Framework have provided an overview of Jawun's programs and the principles that Jawun has committed to following in evaluating these programs. This section pulls these elements together to inform identifying stakeholders in the evaluation process, the framing of questions that drive the evaluation, and selecting relevant methods and data sources. Core to the approach is that in undertaking evaluation to identify the impact of its programs and report this to stakeholders, the needs and interests of Indigenous individuals, organisations and their communities remain at the forefront.

5.1 Jawun's evaluation stakeholders

Table 4 below outlines the likely stakeholders in Jawun's evaluation and research activities, and their possible roles and types of engagement. It is important to note that while Indigenous Regional Organisations have been included in the table below as stakeholders to enable a systematic approach, 'First Nations are not "stakeholders" – First Nations are Nations within their own rights and as such, should be granted due respect and procedures accordingly'[14].

Table 4: Jawun stakeholders & their role/engagement in evaluation/research

Stakeholder	Role/engagement
Indigenous Regional Organisations	Senior leaders are consulted about evaluation and research activities. Protocols are followed according to the Evaluation Principles and Data Responsibility Principles of the Impact Framework. If in agreement, participate in evaluation/research activities. Contribute to analysis and receive information about evaluation and research findings (if interested). Liaise regarding ownership of evaluation data and its management.
Organisational Secondees	Participate in relevant evaluation and research activities. Benefit from ongoing improvement in Jawun programs as consequence of these activities. Receive information about relevant evaluation and research findings (if interested).

[14] Open North (2017). *Decolonising Data: Indigenous Data Sovereignty Primer*. https://static1.squarespace.com/static/558c624de4b0574c94d62a61/t/5ade994a758d468e9c364e48/1524537674664/Decolonizing+Data+FN_DATA_SOVEREIGNTY_PAPER.docx

Government, corporate and philanthropic organisations	Participate in relevant evaluation and research activities. Receive information about relevant evaluation and research findings (if interested).
Jawun Impact Team	Collaborate with Jumbunna Institute to develop the Impact Framework. Manage and undertake research and evaluation activities including data management. Communicate findings to other relevant stakeholders in appropriate formats. Learn from and utilise findings for ongoing program improvement and development.
Jawun Regional Directors and General Managers	Contribute to decision-making in implementing the Framework. Provide advice to Jawun Impact Team in developing evaluation tools and approaches. Provide oversight of research and evaluation activities. Guide the engagement and involvement of stakeholders who contribute to research and evaluation activities.
Jawun CEO	Provide leadership and decision-making regarding evaluation approach and in developing and implementing the Framework. Support research and evaluation activities with appropriate budget allocations. Ensure Jawun Board is kept well informed of research and evaluation activities and outcomes. Communicate findings to other key stakeholders in appropriate formats. Use information when setting future directions.
Jawun Board	Provide guidance regarding evaluation approach. Approve budget to resource research and evaluation activities. Receive and endorse research and evaluation findings regarding program impact. Use information when setting future directions.

5.2 Key evaluation questions

The key evaluation questions are the core of the Impact Framework. They guide the collection of data and can also serve as a reporting framework[15].The five lead questions below link directly to Jawun's objectives of capacity building of individuals and organisations, strengthening of communities, collaborations and networks, and sector partner changes.

1. Capacity building Indigenous leaders

To what extent has Jawun strengthened the knowledge, skills, and experience of Indigenous leaders to drive positive change and undertake strategic and long-term decision making to improve outcomes for their organisations and communities?

2. Capacity building Indigenous organisations

To what extent has Jawun built the capacity of Indigenous regional organisations to articulate and achieve their own goals and provide public value for their communities?

3. Strengthening Indigenous communities

To what extent has Jawun empowered local Indigenous communities to pursue and achieve their economic, social, cultural and political goals by building community-spirited leadership and organisational capacity for self-governance?

4. Collaborative relationships and networks

To what extent has Jawun fostered collaboration between Indigenous regional organisations within and across regions, and with the government, corporate and philanthropic sectors, in support of Indigenous initiatives and Indigenous-led change?

5. Sector partners

To what extent has Jawun contributed to increased support and advocacy for Indigenous agendas, influence and opportunities within the corporate, government and philanthropic sectors?

6. Healthy futures for Indigenous peoples

To what extent is Jawun contributing to building healthy futures for Indigenous peoples, prosperous self-determining Indigenous communities and Indigenous-led change across Australia?

[15] Dart, J. (2018). *Place-based Evaluation Framework: A national guide for evaluation of place-based approaches in Australia*, report, Commissioned by the Queensland Government Department of Communities, Disability Services and Seniors and the Australian Government Department of Social Service

5.3 Short-medium term, long term and impact questions and associated methods and data sources

The key evaluation questions are broken down further in Table 4 into questions that investigate the specific focus area across short-medium outcomes, long term outcomes and impacts. For example key question 1 – capacity building Indigenous leaders - is broken down into question 1 for short-medium and long term outcomes and questions 1 and 2 for impact:

Key question 1. Indigenous leaders To what extent has Jawun strengthened the knowledge, skills, and experience of Indigenous leaders to drive positive change and undertake strategic and long-term decision making to improve outcomes for their organisations and communities?	**Short-medium term outcomes** 1. To what extent has engagement with Jawun increased Indigenous leaders' knowledge of effective leadership skills and capability for strategic decision making at the organisational level?
	Long term outcomes 1. To what extent has engagement with Jawun contributed to Indigenous leaders confidently and capably undertaking strategic long-term decision making in the interests of their organisations and communities?
	Impact 1. To what extent are Indigenous leaders who have been engaged with Jawun driving future-oriented, strategic decisions locally, regionally and across society? 2. In what ways is this leading to positive change for Indigenous peoples?

A range of possible methods and data sources are suggested for each question, which have been selected as appropriate to that particular question. These will provide a variety of data including, where possible, qualitative and quantitative data. This will provide robust evidence and support the triangulation and validation of research and evaluation findings.

With the exception of the Future focused impact question that references regional level data, the methods and data sources are internal to Jawun. To varying degrees they are currently in use, including the use of operational data, program surveys, case studies and interviews, and processes to adapt or extend these current measures can be developed in consultation with relevant stakeholders.

The introduction of new evaluation methods and approaches will be explored, and in particular approaches that can contribute to Indigenous capacity building, decision-making, control and empowerment. These include participatory or collaborative evaluation approaches, which are based on partnerships or collaborations between evaluators and program community members and stakeholders, who work together

in the production of evaluative knowledge. These approaches are particularly relevant to Jawun's place-based approach to capacity building because they emphasise the importance of context in the design and implementation of evaluation and analysis of findings[16]. They are also relevant in their stress upon establishing partnerships and collaboration between evaluators and program/community members, noting who controls the evaluation process, the involvement of multiple diverse stakeholders, the engaged position of the evaluator and stakeholder selection for participation. Participatory approaches can potentially be transformative in being grounded in political justification that has 'part of its modus operandi emancipation, empowerment, self-determination and social change'[17], hence aligning closely with Jawun's core commitment to Indigenous led change and self-determination.

The introduction of new methods from Indigenous research methodologies, such as yarning circles, will also be considered in consultation with Indigenous partners.

The Framework does not include indicators as these will need to be developed specifically for the Jawun program that is being evaluated (i.e. Indigenous leadership programs, secondment programs).

Table 5. Jawun Impact Framework: Evaluation sub-questions

Short-medium term outcome questions (1-2 years)	**Possible methods and data sources**
1. To what extent has engagement with Jawun increased Indigenous leaders' knowledge of effective leadership skills and capability for strategic decision making at the organisational level?	Leadership Programs: participants pre-program survey, post-program survey, post-program interviews, post-program case studies (written, digital)
2. To what extent has engagement with Jawun contributed to strengthening organisational vision, processes and activities of Indigenous partners? 3. In what ways is this enabling IROs to function more effectively towards achieving their goals?	Secondee Program: Indigenous partner survey, Indigenous partner interviews, Organisational Health Checks[18]
4. Have there been any unintended outcomes of Jawun's capacity building programs for: Indigenous leaders?	Indigenous partner interviews
Indigenous organisations?	

[16] Chouinard, J. & Milley, P. (2016). Mapping the spatial dimensions of participatory practice: A discussion of context in evaluation. *Evaluation and Program Planning*. [Online] 54, 1-10. http://dx.doi.org/10.1016/j.evalprogplan.2015.09.003

[17] Katz, I., Newton, B. J., Shona, B., & Raven, M. (2016). *Evaluation theories and approaches; relevance for Aboriginal contexts*. Sydney: Social Policy Research Centre, UNSW Australia, p.9. https://www.aboriginalaffairs.nsw.gov.au/conversations/ochre/reports/Evaluation-theories-and-approaches-relevance-for-Aboriginal-contexts.pdf

[18] Previously known as Maturity Model Assessments

5. In what ways are Jawun's Indigenous partners supporting local communities from within to set goals and devise actions and strategies to achieve these goals?	Indigenous partner interviews, indigenous partner case studies (written, digital)
6. To what extent has Jawun contributed to building collaborative relationships and networks between regions, IROs and with the government, corporate and philanthropic sectors? 7. In what ways are these collaborations and networks contributing to a focus on Indigenous-led change?	Indigenous partner survey, sector partner survey, Indigenous partner interviews, sector partner interviews, Jawun data (operational, program activity data such as workshop discussions, Regional Maturity Assessments), case studies (written, digital)
8. To what extent are professional and personal connections created through Jawun's programs contributing to raising awareness of and respect for Indigenous peoples, their governing structures and cultures?	Secondee Program: secondee survey, Indigenous partner survey, secondee interviews, Indigenous partner interviews
9. To what extent has engagement with Jawun increased support and advocacy for Indigenous agendas, influence and opportunities within Jawun's corporate, government and philanthropic partners?	Sector partner survey, sector partner interviews

Long-term outcome questions (2-6 years)	**Possible methods and data sources**
1. To what extent has engagement with Jawun contributed to Indigenous leaders confidently and capably undertaking strategic long-term decision making in the interests of their organisations and communities?	Leadership Programs: 4-5 years post-program alumni survey, alumni interviews, alumni case studies (written, digital)
2. To what extent are Jawun's Indigenous partners demonstrating progress in achieving their purpose and goals, and contributing to communal long-term decision-making?	Indigenous partner survey, Indigenous partner interviews
3. To what extent has engagement with Jawun increased the capacity of local communities to translate decisions into actions and achieve their goals in self-determined priority areas?	Indigenous partner and community yarning circles, case studies (written, digital), reports and other documented outcomes
4. Have there been any unintended long-term outcomes of Jawun's capacity building programs for: Indigenous leaders?	Indigenous partner interviews, Indigenous partner and community yarning circles

Indigenous organisations? Indigenous communities?	
5. To what extent has Jawun contributed towards collaborative relationships and networks becoming embedded across local, regional and wider levels? 6. In what ways is this progressing Indigenous led change focussed on improving outcomes for Indigenous organisations and communities?	Indigenous partner survey, sector partner survey, Indigenous partner interviews, sector partner interviews, Jawun data (operational, program activity data such as workshop discussions, Regional Maturity Assessments), case studies (written, digital), partner reports and other documented evidence
7. To what extent has engagement with Jawun contributed to establishing active professional and personal connections that leverage support for Indigenous peoples and organisations?	Leadership Programs: 4-5 years post-program alumni survey, alumni interviews, alumni case studies (written, digital)
8. To what extent has engagement with Jawun led to the implementation of Indigenous agendas and opportunities for influence in the corporate, government and philanthropic sectors?	Sector partner survey, sector partner interviews, Indigenous partner interviews

Impact questions (7+ years)	**Possible methods and data sources**
1. To what extent are Indigenous leaders who have been engaged with Jawun driving future-oriented, strategic decisions locally, regionally and across society? 2. In what ways is this leading to positive change for Indigenous peoples?	Leadership Programs: 7-8 years post-program alumni survey, alumni interviews, alumni case studies (written, digital)
3. To what extent has engagement with Jawun contributed to Indigenous organisations becoming highly functioning and self-determining? 4. In what ways is this enabling these organisations to achieve their organisational goals and contribute to improved Indigenous community outcomes?	Indigenous partner interviews, Indigenous partner Organisational Health Checks, Indigenous partner and community yarning circles, case studies (written, digital)
5. To what extent has engagement with Jawun contributed to local Indigenous communities becoming self-determining?	Indigenous partner interviews, Indigenous partner and community

6. To what extent is this enabling these communities to achieve their economic, social, cultural and political goals?	yarning circles, case studies (written, digital)
7. Have there been any unintended impacts of Jawun's capacity building programs for: Indigenous leaders? Indigenous organisations? Indigenous communities?	Indigenous partner interviews, Indigenous partner and community yarning circles
8. To what extent has engagement with Jawun contributed to Indigenous individuals, organisations and communities achieving self-determined goals through cross-region and cross sector collaboration? 9. What have been the impacts of this?	Indigenous partner survey, sector partner survey, Indigenous partner interviews, sector partner interviews, cross-region and cross-sector focus group discussions, Jawun data (operational, program activity data such as workshop discussions, Regional Maturity Assessments), Indigenous partner case studies (written, digital), partner reports and other documented evidence
10. To what extent has Jawun contributed to the formation of lasting and meaningful connections at the local, regional and wider levels? 11. What have been the impacts of this?	Leadership Programs: 7-8 years post-program alumni survey, alumni interviews, alumni case studies (written, digital) Secondee Program: 7-8 years post-program secondee survey, interviews, case studies (written, digital)
12. To what extent has engagement with Jawun contributed to effectively progressing Indigenous agendas within the government, corporate and philanthropic sectors? 13. In what ways has this contributed to improved Indigenous individual and community outcomes?	Sector partner survey, sector partner interviews, Indigenous partner interviews, reports and other documented evidence

Future-focused impact question	**Possible methods and data sources**
1. What has been Jawun's contribution to building healthy futures for Indigenous peoples, prosperous	Indigenous partner surveys, Indigenous partner and

self-determining Indigenous communities and Indigenous-led change across Australia?	community interviews, case studies (written, digital) Leadership Program: 10+ years alumni survey, interviews, case studies (written, digital) Regional-level data relevant to Jawun's indigenous partners' self-determined goals

6. COMMUNICATING AND LEARNING FROM IMPACT EVALUATION

6.1 Using impact evaluation findings for organisational learning, communication and reporting

Jawun has well established practices in place for using impact evaluation findings to support organisational learning, communication and reporting to stakeholders. Evaluation findings are used to identify the impact of its Leadership Programs and Secondment Program at the individual level and organisational levels, as well as opportunities to strengthen programs in the future. Findings guide decision-making about how best to maximise the effectiveness of resource distribution in meeting Indigenous organisations' needs and priorities. External communication and reporting processes inform stakeholders about program functioning and impact, providing timely, comprehensive and customised formal reports to meet stakeholders' specific interests and needs. Evaluation findings are also communicated through other formats to reach and engage stakeholders and wider audiences, such as written and digital case studies, engaging images and infographics and focused reports available on the Jawun website.

6.2 Jawun's reporting and dissemination strategy to maximise usefulness of impact evaluation

Through the Impact Framework Jawun aims to strengthen communication and learning from impact evaluation. In particular, the Framework is intended to stimulate and provide the basis for ongoing dialogue with Indigenous partners about the usefulness of Jawun's programs within their specific contexts, and ways in which impact evaluation can support Indigenous organisations and communities in achieving their goals.

The Evaluation Principles and Indigenous Data Principles provide guidance in how to go about this, including the following practices.

- Jawun will have increased transparency and accountability to Indigenous partners as a consequence of the Impact Framework around its evaluation activities. This will contribute to greater understanding of the purpose and process of evaluation, and to producing findings that are relevant and of interest to Indigenous partners and communities.
- Jawun will aim to utilise evaluation and research methods that contribute to Indigenous capacity building, decision-making, control and empowerment. These include participatory approaches that ensure Indigenous partners' unique place-based contexts and needs are central from the outset – from planning the evaluation to learning from its findings.
- Impact evaluation findings will be provided in accessible formats. In addition to formal and comprehensive reports, other more accessible formats could be utilised and these options will be explored with Indigenous partners. This could include both online and hard copy forms such as short pamphlets summarising and providing relevant findings in visual or infographic formats.

These could be distributed periodically to Indigenous partners and interested community members

- Impact evaluation findings can be more deeply incorporated into regular business. Opportunities to incorporate the sharing of evaluation findings into current activities will be explored, for example in regional workshops.
- Additional evaluation-focused activities can be introduced. Periodic activities focusing on evaluation could be introduced to enable discussion and the use of findings to understand current impact and consider implications for future directions. This could include bringing together Indigenous partners, community, Jawun and relevant sector stakeholders in regional, facilitated workshops.

The strategies will be further developed as part of the consultation around the Impact Framework, and will evolve along with the Framework's implementation.

7. IMPLEMENTING THE IMPACT FRAMEWORK

This section considers the process of implementing the Impact Framework. In line with the Evaluation Principles, critical to this is undertaking genuine consultation with Indigenous partners and other important stakeholders. This is addressed below, before considering governance and management arrangements and risk management.

7.1 Consulting and collaborating with Indigenous partners and other important stakeholders

Jawun will consult and collaborate with Indigenous partners and other important stakeholders throughout the design, development and implementation of the Impact Framework. Table 6 outlines the intended approach.

Table 6. Developing and implementing the Impact Framework

Stages	Processes and stakeholders involved
1. Develop the Impact Framework	Jawun develops an Impact Framework suitable for its role as an intermediary organisation supporting Indigenous organisations and communities to achieve their own goals. It collaborates with the Jumbunna Institute in the design of the Framework, drawing particularly upon Jumbunna's expertise in Indigenous Nation Building, Indigenous Data Sovereignty and Governance, and Indigenous Research Methodologies.
2. Consult with Indigenous partners	Jawun consults with Indigenous partners about the overall intended approach of the Impact Framework, including underlying principles, Jawun's objectives, intended outcomes and impacts, and appropriate evaluation approaches and measures. This can be done online and in-person. The Framework design is finalised.
3. Review existing impact evaluation approaches and measures	Jawun and Jumbunna collaboratively review existing approaches and measures to clarify: • Purpose of the approach/measure • Process for using the approach/measure • Strengths and limitations/issues • Management of data • Overall, how well the approach/measure aligns with Jawun's goal of empowering Indigenous-led change and enabling leaders and communities to achieve their own goals. Revisions to current evaluation of Jawun's programs (Secondment Program, Indigenous Leadership Programs) are identified and consultation undertaken with Indigenous partners and sector partners to agree and finalise these.

4. Consider new evaluation approaches and measures	Opportunities to use participatory evaluation approaches in collaboration with Indigenous partners are explored and developed according to their interests. Sector partners are kept informed of developments.
5. Support implementation of evaluation activities	Jawun aims through the Framework to both improve evaluation of its programs and support Indigenous organisations' own evaluation activities. The format of this will be decided through internal planning and in consultation with Indigenous partners. It could include online support such as meetings/workshops around using the evaluation tools in the Impact Framework), place-based professional learning workshops/activities and cross-region forums around areas of specific interest.

7.2 Governance & management arrangements for the Framework

Governance and management arrangements for the Impact Framework will require engagement of Jawun's Board of Directors, management and the Impact Team.

Board of Directors

Responsible for:

- Endorsing the Impact Framework and its use as a foundation for Jawun's evaluation approach and practices
- Providing guidance around utilisation of the Impact Framework to progress Jawun's strategic directions
- Approving the budget required for resourcing and implementation.

Management

Responsible for:

- Leadership and decision making in designing and implementing the Framework
- Oversight of implementation
- Liaison and communication with the Board, Jawun Impact Team and other relevant staff including Regional Directors and General Managers
- Guiding engagement and involvement of Indigenous partners and other stakeholders.

Impact Team

Responsible for:

- Ongoing development of Jawun's approach to impact evaluation including design of Impact Framework

- Project management of research and evaluation activities and processes including planning, monitoring implementation and progress and communicating with management and other relevant Jawun staff
- Implementing activities within the Framework including undertaking research and evaluation activities, data collection, management and analysis, and reporting and disseminating findings.

7.3 Potential risks in implementing Impact Evaluation and mitigation strategies

The main possible risks associated with implementing the Framework are outlined in Table 7 below. For each risk, the likelihood of occurrence, consequences and strategies to reduce or minimise impact are also identified.

Table 7. Risk identification and mitigation strategy

Risk	Likelihood/ Impact	Consequence	Mitigation strategy
Evaluation Principles and Indigenous Data Responsibility Principles are not adhered to	Possible Significant impact	• Highly compromised evaluation practices and findings • Jawun's evaluation practices reflect and contribute to ongoing oppression and disempowerment of Indigenous peoples • Damage to Jawun's reputation and relationships with Indigenous partners	• Invest time and resourcing into sharing and discussing the purpose of the principles with all stakeholders • Provide adequate internal resourcing to support effective implementation of the Impact Framework
Insufficient resourcing including in staff resourcing, investment in long term outcome and impact measurement	Possible Significant impact	• Potential compromising of all aspects of the research and evaluation process, including implementation, data storage, analysis, collecting evidence of long term outcomes and impact, reporting findings, using findings to inform strategic decision making	• Fund appropriate level of staff resourcing • Identify current staff capabilities and build capacities where needed • Review existing methods and data sources and identify areas to strengthen/expand upon • If necessary engage external specialists to support staff in the research and evaluation activities
Data management system is inadequate	Possible Significant impact	• Incapacity to access data in a timely manner and use information to generate reports/other publications	• Invest resources in upgrading/developing data management system capabilities

			• Build staff capacity to use data management system
Research and evaluation activities not undertaken within designated time frames	Possible Significant impact	• Research and evaluation data unavailable when required, e.g. for reporting • Tracking of program implementation and outcomes not possible	• Implement effective project management processes • Establish efficient communication processes • Provide appropriate resourcing
Key stakeholders are unclear about the research and evaluation activities and/or reticent to engage	Possible Significant impact	• Research and evaluation activities do not proceed • Negative impact upon relationships with key stakeholders	• Establish effective communication with key stakeholders about purpose of research and evaluation activities • Liaise to identify convenient times for stakeholders to participate in activities • Provide ample notice and reminders about upcoming activities
Unforeseen changes occur in Jawun, e.g. staff turnover, loss/reduction in funding, change in strategic direction	Possible Significant impact	• Lack of continuity or cessation of research and evaluation activities • Minimised capacity to track progress and identify outcomes and impact	• Ensure strong administration and management processes are in place to counter any staff turnover • Ensure senior management and Board are fully informed of and appreciate the value of investing in research and evaluation, including its role in ongoing improvement and identifying program impact

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The Australian Indigenous Governance Institute (2022). Indigenous Governance Toolkit. https://aigi.org.au/toolkit

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9. RESOURCES

The resources section of the Impact Framework includes tools and resources to support understanding and undertaking evaluation, with a particular focus on research and evaluation in Indigenous contexts and settings.

Overview of resources

- Glossary of useful terms and concepts
- Information sources
    - Evaluation planning tools:
    - Checklist for obtaining Free, Prior and Informed Consent
    - Planning Template: an aligned approach to developing, implementing and measuring change from your project
    - Program Logic Template

Glossary of useful terms and contexts

Baseline data	Data collected before an intervention for the purposes of being compared to data collected after the intervention is implemented to measure change over time.
Capacity building	The development of an individual, group or organisation's core skills and capabilities in order to build their overall effectiveness and achieve their goals. These include administrative, cultural, creative, evaluation, finance and fundraising, leadership, literacy, management, personal, planning, professional development and organizing skills and capabilities. Also includes the process of assisting an individual or group to identify and address issues that may be holding back their ability to achieve desired outcomes, and gain the insights, knowledge and experience needed to solve problems and implement change.*
Causal attribution	Ascription of a causal link between observed (or expected to be observed) changes and a specific intervention
Cultural geography	An Aboriginal and Torres Strait Islander principle of land ownership and social organisation that refers to the way in which peoples' collective identities are based on their deep ties and attachments to particular areas of land (country), and their rights and responsibilities for looking after that country. There are 'cultural boundaries' associated with these geographies—such as environmental, ceremonial and gender networks, leadership hierarchies and extended family networks—which are often considered to be the rightful basis for governance arrangements.*
Digital story telling	Use of multimedia tools to tell stories that capture and reflect on personal experience, including use of videos combining audio, images, and video clips.
Effectiveness	A measure of the extent to which a program or activity attains its objectives.
Evaluation	Evaluation involves collecting and analysing information about a program or other activity in order to make a judgement about it. This may include identifying its effectiveness or ways in which to improve it. There are many approaches to and types of evaluation, and deciding which to use will depend on the context and purpose.
Evaluation criteria	The values (i.e. principles, attributes or qualities held to be intrinsically good, desirable, important and of general worth) which will be used in an evaluation to judge the merit of an intervention.

Focus group	A qualitative research method in which a small group of around 5-8 people are brought together in an informal setting and asked about their thoughts, opinions and beliefs in relation to a specific topic (for example the GO Scholarship Program). A facilitator generally guides the discussion with members are free to talk to each other.
Impact	The difference resulting from a program, activity or other intervention. Impact is generally longer term and can be positive and negative, intended or unintended.
Impact Evaluation	An assessment of the impact of a program or activity. This involves determining: What has happened as a result of the programme or project? What real difference has the activity made to the beneficiaries?
Indicator	A verifiable and reliable means to measure achievement, to reflect changes connected to actions, or to help assess performance. It can be quantitative or qualitative. For example, the percentage of people who report they are satisfied with a service provided.
Indigenous health and wellbeing	Indigenous health and wellbeing is a holistic concept which emphasises the network of relationships between individuals, family, kin and community, and recognises the importance of connection to land, culture, spirituality and ancestry, and how these affect the individual and the collective[19].
Input	The human or material resources required for the program/activity (e.g. time, money, equipment, facilities).
Monitoring	A continuous process of collecting and analysing data to compare how well a project, programme, or policy is being implemented against expected results.
Network	An interconnected system of things or people who share information and resources. Indigenous networks are made up of intersection points or nodes (such as leaders, elders, sacred sites, powerful families or relationships) and flow routes (links). Networks enable people and organisations to share knowledge and resources, and to cooperate together for agreed purposes.*
Objective	A short or long term measurable step or action that is moving toward achieving an overall goal.
Organisational culture	Organisational culture refers to the unique values, beliefs, attitudes and expectations within an organisation that can influence how people behave and interact. These are both explicit and implicit and change and develop over time.

[19] Commonwealth of Australia (2017). *National Strategic Framework for Aboriginal and Torres Strait Islander Peoples' Mental* Health *and Social and Emotional Wellbeing 2017 – 2023.* https://www.pmc.gov.au/sites/default/files/publications/mhsewb-framework_0.pdf

*Definitions sourced from *The Australian Indigenous Governance Institute*, https://aigi.org.au/glossary

Outcome	A change that has occurred as a consequence of a program, activity or other intervention. Outcomes can be intended (what you aimed and expected to achieve) as well as unintended.
Outcome Evaluation	Assesses the quality of a program and the extent to which the short, medium, and long term intended outcomes and impact have been achieved.
Output	Something that is produced or done through a program or activity (e.g. workshop, report, training day).
Participatory evaluation	An evaluation approach where evaluators and those involved in the evaluation work together in its design, implementation and analysis of findings. Examples of involvement include: identifying the problems and their possible causes; defining appropriate standards for making assessments; gathering and analysing relevant information; identifying solutions; communicating the results, and making the recommended changes. Participatory approaches attempt to be practical, useful and empowering to multiple stakeholders. They actively engage all stakeholders in all stages of the evaluation process*.
Primary data	Data collected *first hand specifically* for the research (e.g. interview, direct observation, survey data that otherwise would not have been collected).
Program Logic	An operational graphic representation that details a program's inputs, activities, outputs, assumptions and intended outcomes and impact over time.
Quantitative data	Numerical information enabling *counting and measuring* (e.g. from surveys).
Qualitative data	Information that *describes* a topic more than measuring it, providing details and depth of understanding (e.g. interviews, storytelling).
Secondary data	Data provided through secondary sources such as *existing* GO Scholarship Program data and printed or published documentation (e.g. ABS data).
Sustainability	The ability or capacity to maintain or support an activity, program, process or other undertaking continuously over time. This includes when there is a change or withdrawal of funding.
Theory of Change	A conceptual representation of the change that will occur through a program, developed on the basis of research and experience.

Triangulation	The use of three or more types or sources of information to verify an assessment. This aims to address bias which may result from using fewer sources of information or methods.
Validity	The extent to which the data collection strategies and instruments measure what they intend and claim to measure.
Voice	Participation, having a say in decisions (and how they are made) about what is in the best interests of the community or group. A voice may be individual and collective.*
Yarning Circle	An informal gathering of people sitting in a circle to listen to others and share experiences, knowledge and ideas. It is a traditional form of interaction for Indigenous peoples, where the collective group comes together to build respectful relationships and to learn, preserve and share cultural knowledge.

Information sources

The selected sources below have been arranged in categories to assist the user in locating relevant information more efficiently. Many of these have been consulted and in some cases drawn upon in developing the Impact Framework, and are also included in the References section.

Ethical principles for undertaking Indigenous research and evaluation

Australian Institute for Aboriginal and Torres Strait Islander Studies. (2012). *Guidelines for Ethical Research in Australian Indigenous Studies*: https://aiatsis.gov.au/research/ethical-research/guidelines-ethical-research-australian-indigenous-studies

National Health and Medical Research Council. (2018). Ethical conduct in research with Aboriginal and Torres Strait Islander Peoples and communities: Guidelines for researchers and stakeholders (2018). Commonwealth of Australia: Canberra: https://www.nhmrc.gov.au/about-us/resources/ethical-conduct-research-aboriginal-and-torres-strait-islander-peoples-and-communities

Best practice Indigenous Evaluation Frameworks

Dart, J. (2018). *Place-based Evaluation Framework: A national guide for evaluation of place-based approaches*: https://www.dss.gov.au/sites/default/files/documents/06_2019/place-based-evaluation-framework-final-accessible-version.docx

*Indigenous Business Australia (2020). *Impact Framework*: https://www.iba.gov.au/wp-content/uploads/IBA-Impact-Framework.pdf

Kelaher, M., Luke, J., Ferdinand, A., Chamravi, D., Ewen, S. & Paradies, Y. (2018). *An Evaluation Framework to Improve Aboriginal and Torres Strait Islander Health*, The Lowitja Institute, Melbourne: https://www.lowitja.org.au/resources

Other relevant Indigenous frameworks/ evaluation resources

Gollan, S. & Stacey, K. (2021). *Australian Evaluation Society First Nations Cultural Safety Framework*, Australian Evaluation Society, Melbourne: https://www.aes.asn.au/images/AES_FirstNations_Cultural_Framework_finalWEB_final.pdf

Commonwealth of Australia (2017). National Strategic Framework for Aboriginal and Torres Strait Islander Peoples' Mental Health and Social and Emotional Wellbeing 2017 – 2023: https://www.pmc.gov.au/sites/default/files/publications/mhsewb-framework_0.pdf

Best practice Indigenous evaluation strategies and strengths-based approaches

Australian Government Productivity Commission (2020a). *Indigenous Evaluation Strategy*: https://www.pc.gov.au/inquiries/completed/indigenous-evaluation#report

Australian Government Productivity Commission (2020b). *A guide to evaluation under the Indigenous Evaluation Strategy*: https://www.pc.gov.au/inquiries/completed/indigenous-evaluation/strategy/indigenous-evaluation-guide.pdf

Bessarab, D. & Ng'andu, B. (2010). 'Yarning about yarning as a legitimate method in Indigenous research', *International Journal of Critical Indigenous Studies*, vol. 3, no. 1, pp. 37-50: https://ijcis.qut.edu.au/article/view/57/57

Dreise, T. & Mazurski, E. (2018). Weaving Knowledges: Knowledge exchange, co-design and community-based participatory research and evaluation in Aboriginal communities. NSW: Aboriginal Affairs New South Wales:

https://www.aboriginalaffairs.nsw.gov.au/media/website_pages/research-and-publications/completed-research-and-evaluation/Weaving-Knowledges-codesign-report-FINAL.pdf

Dudgeon, P., Bray, A., Darlaston-Jones, D. & Walker, R. (2020). Aboriginal Participatory Action Research: An Indigenous Research Methodology Strengthening Decolonisation and Social and Emotional Wellbeing, Discussion Paper. The Lowitja Institute: Melbourne:

https://www.lowitja.org.au/content/Document/Lowitja-Publishing/LI_Discussion_Paper_P-Dudgeon_FINAL3.pdf

Katz, I., Newton, B.J., Bates, S. & Raven, M. (2016). *Evaluation theories and approaches; relevance for Aboriginal contexts (OCHRE evaluation)*, Social Policy Research Centre, UNSW Australia:

https://www.aboriginalaffairs.nsw.gov.au/conversations/ochre/reports/Evaluation-theories-and-approaches-relevance-for-Aboriginal-contexts.pdf

Indigenous nation-building

Rigney, D., Bignall, S., Vivian, A. & Hemming, S. (2022). *Indigenous Nation Building and the Political Determinants of Health and Wellbeing, Discussion Paper*, Lowitja Institute, Melbourne, DOI: 10.48455/9ace-aw24: https://www.lowitja.org.au/content/Document/LI_IndNatBuild_DiscPaper_0822.pdf

The Australian Indigenous Governance Institute (2022). Indigenous Governance Toolkit. https://aigi.org.au/toolkit

Indigenous community protocols and consultation

Morley, S. (2015). *What works in effective Indigenous community-managed programs and organisations*, CFCA Paper no 32, Australian Institute of Family Studies, Melbourne: https://aifs.gov.au/cfca/publications/what-works-effective-indigenous-community-managed-programs-and-organisations/export

Thorpe, A., Arabena, K., Sullivan, P., Silburn, K. & Rowley K. (2016). *Engaging First Peoples: A Review of Government Engagement Methods for Developing Health Policy*, Discussion Paper, The Lowitja Institute, Victoria: https://www.lowitja.org.au/content/Document/Lowitja-Publishing/Engaging-First-Peoples.pdf

Indigenous data sovereignty and responsibility

Research Data Alliance International Indigenous Data Sovereignty Interest Group (September 2019). CARE Principles for Indigenous Data Governance. The Global Indigenous Data Alliance: https://static1.squarespace.com/static/5d3799de845604000199cd24/t/5da9f4479ecab221ce848fb2/1571419335217/CARE+Principles_One+Pagers+FINAL_Oct_17_2019.pdf

Maiam nayri Wingara Indigneous Data Sovereignty Collective /Australian Indigenous Governance Institute (2018). Indigenous Data Sovereignty Briefing Paper:

https://static1.squarespace.com/static/5b3043afb40b9d20411f3512/t/5b70e7742b6a28f3a0e14683/1534125946810/Indigenous+Data+Sovereignty+Summit+June+2018+Briefing+Paper.pdf

Carroll, S.R., Rodriguez-Lonebear, D. & Martinez, A. (2019). Indigenous Data Governance: Strategies from United States Native Nations. Data Science Journal, 18: 31, pp. 1–15: https://doi.org/10.5334/dsj-2019-031

Lovett, R., Lee, V., Kukutai, T., Cormack, D., Carroll Rainie, S. & Walker, J. (2019). 'Good data practices for indigenous Data Sovereignty and Governance', in Daly, A., Kate Devitt, S. & Mann (eds) Good Data, Institute of Network Cultures, Amsterdam: https://networkcultures.org/wp-content/uploads/2019/01/Good_Data.pdf

Lowitja Institute. Indigenous Data Sovereignty Readiness Assessment and Evaluation Toolkit: https://www.lowitja.org.au/page/services/tools/indigenous-data-sovereignty-readiness-assessment-and-evaluation-toolkit

Trudgett, S., Griffiths, K., Farnbach, S. & Shakesshaft, A. (March 2022). 'A framework for operationalising Aboriginal and Torres Strait Islander data sovereignty in Australia: Results of a systematic literature review of published studies', eClinicalMedicine-The Lancet, vol.45:

https://www.sciencedirect.com/science/article/pii/S2589537022000323

Evaluation planning tools

Checklist for obtaining Free, Prior and Informed Consent

Process	Yes	No	Unknown	N/A
1) Do those undertaking or involved in the evaluation have the knowledge and competence to work with Indigenous peoples in a culturally appropriate manner?				
2) Have timely consultations (well prior to project design) been carried out with Indigenous leaders and other relevant peoples? This should include providing clear and accurate information about the purpose and process of the evaluation in culturally appropriate formats.				
4) Has the organisation/community involved had sufficient time to get expert advice on the project? Have sufficient resources been facilitated for them to get expert advice on the project?				
8) Has the Indigenous organisation/community involved been enabled to participate fully and effectively in decision-making about project scope, design, implementation, analysis and dissemination or evaluation findings?				
10) Has the proper understanding of the information provided to the indigenous communities involved been verified?				
11) Is the consultation process documented?				
12) Has the documentation of the consultation process been disclosed in a timely matter and using appropriate languages, formats and locations?				
13) Has the consent been provided explicitly and recorded and affirmed in the format preferred by the organisation/community?				
14) Do the participatory monitoring and evaluation of the project include indicators that Indigenous peoples determine to be relevant?				

15) Has the organisation/community been engaged in an adequate negotiation process on land and resources agreements, governance arrangements, legal and financial arrangements, employment and contracting opportunities, culturally appropriate benefits sharing, processes and mechanisms for monitoring, grievances and dispute resolutions, among other items?				

Planning Template: an aligned approach to developing, implementing and measuring change from your project

This template demonstrates one approach to planning evaluation of a program.

Objective	Activities	Time frame	Inputs (resourcing)	Indicator	Baseline data	Target	Data sources
A short or long term measurable step or action that is moving toward achieving an overall goal.	*The actions undertaken to achieve the objective.*	*Duration of the project activities .*	*The human or material resources required for the program/activity (e.g. time, money, equipment, facilities).*	*A verifiable and reliable means to measure achievement, to reflect changes connected to actions, or to help assess performance.*	*Data collected before an intervention for the purposes of being compared to data collected after the intervention is implemented to measure change over time. This may not always be available.*	*The situation you are aiming to achieve through your project strategy and activities.*	*The resources used to obtain the data that will demonstrate change.*

Program Logic Template

Inputs:

[The human or material resources required for the program/activity (e.g. time, money, equipment, facilities).]

Activities:

[What you will actually do (e.g. Training Program)]

Outputs	Short term outcomes	Medium term outcomes	Impacts
[*Something that is produced or done through a program or activity (e.g. 3 workshops delivered.]*	[*A change that has occurred as a consequence of a program, activity or other intervention. Outcomes can be intended (what you aimed and expected to achieve)*]		

Assumptions:

[Underlying assumptions about how change will occur.]

External factors and constraints:

[Environmental, social, policy and other factors that may influence outcomes.]