



**Australian Government**

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**Department of Families, Housing,  
Community Services and Indigenous Affairs**

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## **Part C: Indigenous Leadership Activity**

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## Preface

The Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA or the Department) has a suite of documents (the **Program Guideline Suite**) which provide information relating to the program. They provide the key starting point for parties considering whether to participate in the program and form the basis for the business relationship between FaHCSIA and the funding recipient.

They are:

- **Part A: Program Guidelines** which provides an overview of Program and the Activities relating to the program;
- **Part B: Information for Applicants** which provides information on the Application, Assessment, Eligibility, Selection and Complaints processes; Financial and Funding Agreement arrangements.
- **Part C: Application Information** provides specific information on the Activity, Selection Criteria, Performance Management and Reporting. This part should be read in conjunction with the Draft Funding Agreement for the Activity and the [Standard Terms and Conditions](#).

The **Application Form** which is completed by applicants applying for funding during a selection process if there is one. Information on the application processes will be available at the: [www.fahcsia.gov.au](http://www.fahcsia.gov.au)

FaHCSIA reserves the right to amend these documents from time to time by whatever means it may determine in its absolute discretion and will provide reasonable notice of these amendments.

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## Program Overview

The Australian Government together with the States and Territories, through the Council of Australian Governments (COAG), has set specific targets to end Indigenous disadvantage. Investments are being made across Australia in early childhood, schooling, health, housing, jobs, safety and governance and leadership.

As lead agency in Indigenous Affairs, FaHCSIA is responsible for whole of government leadership, coordination and policy advice in relation to closing the gap in Indigenous disadvantage. Under *Outcome 7: Indigenous* the aim is to assist in closing the gap on Indigenous disadvantage with improved wellbeing, capacity to participate economically and socially and to manage life transitions for Indigenous Australians through Indigenous engagement, coordinated whole of government policy advice and targeted support services.

FaHCSIA also assists organisations that have similar aspirations to improve the outcomes for Indigenous Australians, including: building mutual understanding and respect between Indigenous and non-Indigenous Australians as the basis for long-term change; and also provides support for some research activities.

FaHCSIA works collaboratively in whole of government arrangements. The Department's national Network (comprising State and Territory Offices, Regional Operations Centres, Indigenous Coordination Centres and locally-based staff) facilitates delivery of services and engagement with Indigenous communities, service providers, other levels of government and the non-government and corporate sectors.

Program 7.4, Indigenous Capability and Development supports a range of activities and services that aim to improve outcomes for Indigenous Australians.

The Program Components include: Aboriginal and Torres Strait Islander Land Account, Aboriginals Benefit Account (Special Appropriation), Constitutional Recognition, Flexible Funding, Indigenous Capability and Development (ICAD), Ranger Agreement and the Registrar of Indigenous Corporations.

Program 7.4, Indigenous Capability and Development is consistent with the Service Delivery Principles for Programs and Services for Indigenous Australians (Schedule D) under the National Indigenous Reform Agreement.

Funding of approximately \$3 billion over five years from 2010-11 to 2014-15 has been approved for a range of activities and services under Program 7.4, Indigenous Capability and Development.

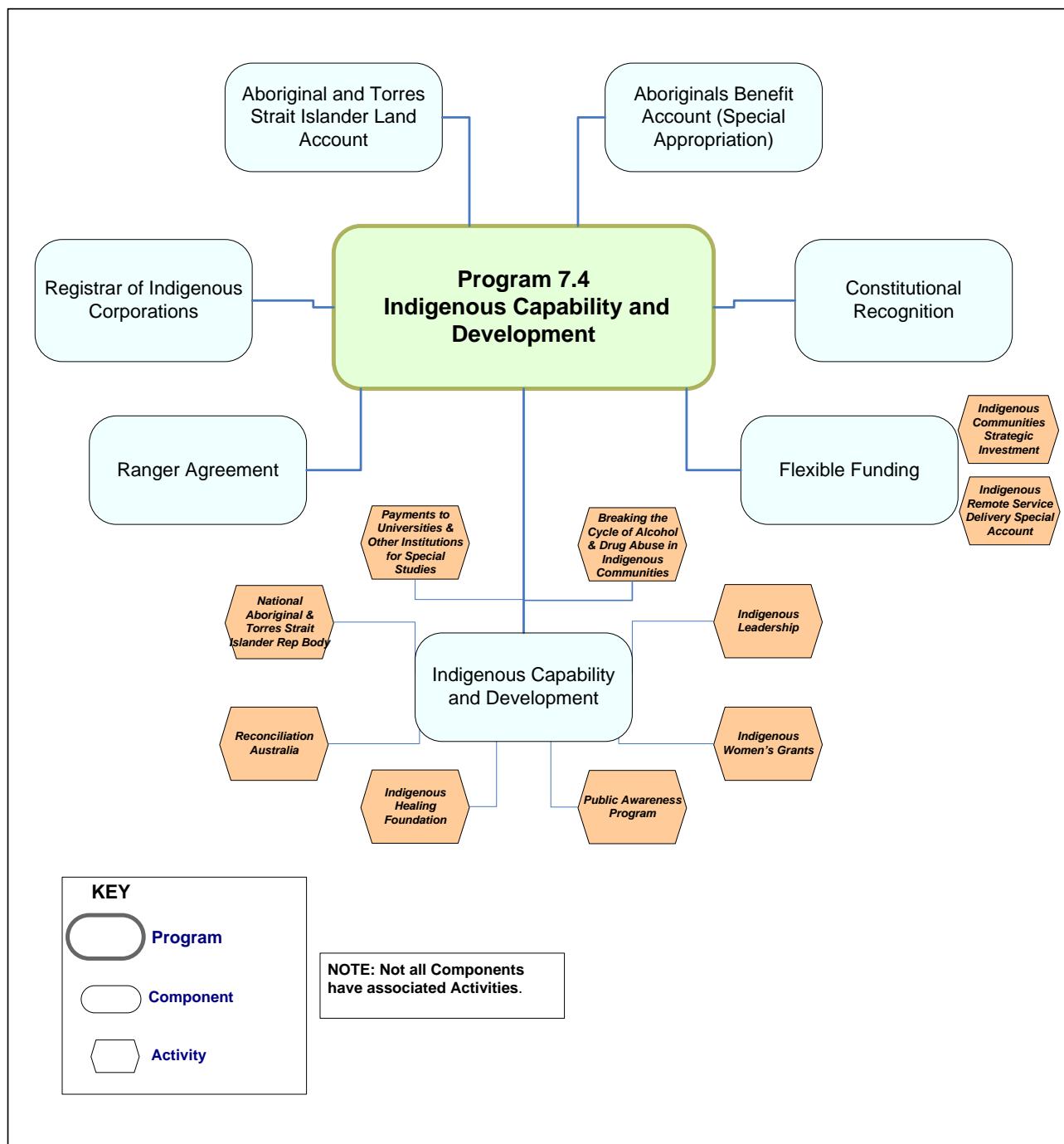
The following funding amounts have been approved for the individual Components under Program 7.4, Indigenous Capability and Development:

- Aboriginal and Torres Strait Islander Land Account: funding of approximately \$238 million over five years to 2014-15
- Aboriginals Benefit Account (Special Appropriation): funding of approximately \$892 million over five years to 2014-15
- Constitutional Recognition of Indigenous Australians—expert panel: funding of approximately \$11.2 million over 2 years to 2011-12
- Flexible Funding: funding of approximately \$168 million over five years to 2014-15

- ICAD: funding of approximately \$155 million over five years to 2014-15
- Ranger Agreement: funding of approximately \$1 million over five years to 2014-15
- Registrar of Indigenous Corporations: funding of approximately \$44 million over five years to 2014-15.

Where it can be identified, the individual Activities may provide information about the number of Indigenous people assisted.

A diagram describing the Indigenous Capability and Development Program, its constituent Components and associated Activities is below:



## Program Outcomes

Program 7.4, Indigenous Capability and Development provides support for individuals, families and communities to improve well being, capability and governance.

## Aims and objectives

The aims and objectives of Program 7.4, Indigenous Capability and Development are articulated through its seven Components, which are:

- Aboriginal and Torres Strait Islander Land Account: To provide a secure and ongoing source of funds to the Indigenous Land Corporation in perpetuity to provide economic, environmental, social and cultural benefits for Aboriginal persons and Torres Strait Islanders by assisting in the acquisition and management of an Indigenous land base
- Aboriginals Benefit Account (Special Appropriation): To administer statutory royalty equivalent monies calculated from royalties paid to Government from mining on Aboriginal Land in the Northern Territory under the *Aboriginal Land Rights (Northern Territory) Act 1976*, consistent with the *Financial Management and Accountability Act 1997*
- Constitutional Recognition of Indigenous Australians—expert panel: To provide secretariat support to the Government appointed Expert Panel on Constitutional Recognition of Indigenous Australians. The Expert Panel was established in December 2010 and its terms of reference require it to lead national public consultation and report to the Government by December 2011 on possible options for constitutional change
- Flexible Funding: To address priority needs through flexible funding for strategic investments, including community development projects in Remote Service Delivery National Partnership priority communities and elsewhere
- Indigenous Capability and Development: To deliver services that support Indigenous individuals, families and communities to improve their wellbeing and engagement with government, with a focus on leadership and capacity building and promoting Indigenous culture and knowledge; and to provide funding for independent organisations that deliver similar functions
- Ranger Agreement: To make payments to the Northern Land Council as a form of rental to ensure access to the Ranger Project area for the purposes of mining and
- Registrar of Indigenous Corporations: To register, regulate and provide services that address the specific needs of Aboriginal and Torres Strait Islander corporations in improving their corporate governance.

Only two of the Components (under Program 7.4), Indigenous Capability and Development have associated Activities.

## Activity Overview

The Indigenous Leadership Activity (ILA) contributes to improving outcomes under the Council of Australian Government's (COAG) Closing the Gap Building Block targets to overcome Indigenous disadvantage.

ILA funds activities that build leadership capability and inspire and support Aboriginal and Torres Strait Islander people to take up leadership opportunities to strengthen their own lives and the lives of their families and communities.

ILA offers flexibility through place based delivery in communities and in partnership with networks or organisations. The focus on community leadership development helps achieve broader Government and community-level outcomes, while ensuring individual participants become capable and informed leaders.

## Aims and objectives

ILA aims to build on the collective and individual strengths of Indigenous people and communities providing leadership capability development which increases opportunities for Indigenous people to develop personal, family and community leadership, engage with governments and participate in decision making and policy implementation.

The objectives are to:

- contribute to the achievement of national targets on closing the gap in Indigenous disadvantage by providing greater access to leadership education and capability building opportunities as well as support for Indigenous people, and the organisations that support them
- increase the leadership capability of Indigenous peoples in a respectful and culturally appropriate environment that utilises innovative learning methods to develop and equip Indigenous leaders
- extend the impact and reach of leadership activity by strengthening partnerships with the community, corporate and academic sectors, in order to build broader capability and knowledge in Indigenous leadership
- support sector capacity building by drawing on Indigenous experience to promote research, growth and best practice in Indigenous leadership development.

## Participants/clients/recipients/target group

Indigenous Leadership activity targets all Indigenous Australians, organisations and communities who want to increase their leadership knowledge, skills and capability.

Where appropriate, activities are delivered in partnership with service providers that have expertise in delivering culturally appropriate training or other leadership development opportunities to Indigenous Australians.

## Funding for the activity

ILA provides approximately \$35 million over five years to 2014-15 to fund various leadership activities. Funding is subject to availability of funds within the ILA budget.

ILA funding is available for activities that are delivered from 1 July to 30 June each year.

Eligibility requirements are outlined in the *ICAD Guidelines Part B – Information for Applicants*: Section 2.3. Generally, ILA does not provide multi-year funding. A successful application in one year does not mean that FaHCSIA will continue to support the activity in future years.

## Eligible and in-eligible activities

Funding is available to support activities that meet the aims and objectives of ILA.

Eligible activities include:

**1. Individual leadership development** through capability development training. Service providers with expertise in delivering training to Indigenous Australians are engaged to deliver the leadership development activities. This includes developing, organising and delivering workshops based on

FaHCSIA's Indigenous leadership development modules to Indigenous participants.

**2. Collective leadership development** through capability development training. Service providers with expertise in delivering training to Indigenous Australians are engaged to deliver activities that build community and/or collective leadership capability to respond to identified needs and issues. Activities in this component could include developing, organising and delivering training workshops based on FaHCSIA's Indigenous leadership development modules, or other suitable Indigenous leadership development programs, to participants in a specific region or to a targeted group. These activities will often be delivered in partnership with other stakeholders.

**3. Advanced leadership opportunities** providing Indigenous leaders with options to further their leadership development. Activities in this component support advanced leadership learning and accredited studies in Indigenous leadership to advance and consolidate the capability of Indigenous leaders.

**4. Community leadership development grants** providing Indigenous leaders the opportunity to apply for a small grant to develop leadership activities with identified outcomes within their community.

**Ineligible activities include:**

- any activity that does not have a clear and identifiable leadership capability development outcome
- salaries, wages or bonuses for organisational staff not directly involved in delivery of the ILA activity
- sitting fees
- capital expenditure including the purchase of land and/or buildings, construction of new buildings, significant fit-outs or refurbishments of existing infrastructure and civil or capital works
- loans
- the set up of a business including business plans and feasibility studies
- activities or services that replicate other services already available or those that should clearly be funded by other departments or agency programs
- individuals applying directly for support outside of the open, competitive funding round process.

Applicants should contact the Indigenous Leadership Section for advice on activities outside of the list provided [See contact information in Section 5].

### **Activity links and working with other agencies and services**

FaHCSIA recognises the value of effective partnerships. Effective links with other agencies and services provide the opportunity to raise awareness broadly and on specific issues. Indigenous leadership service providers should develop working partnerships and maintain effective relationships with a broad network of services that would add value to their work in Indigenous leadership.

It is desirable that Indigenous leadership providers should collaborate with other organisations who deliver services that support and benefit Indigenous leaders.

## **Specialist requirements (e.g. Legislative requirements)**

Grant recipients must comply with all relevant Commonwealth, State and Territory legislation.

## **Information technology**

Applicants require access to an internet enabled computer to access information about ILA and, in some instances, to submit their application through eSub Online.

eSub Online is the Australian Government website enabling electronic submissions for some Indigenous programs. To use eSub Online, you need to download and complete an eSub registration form found at the [eSub Website](#) and then fax to the number provided on the form.

For enquires about becoming an eSub user call 1800 440 944.

## **Activity performance and reporting**

FaHCSIA monitors the performance and outcome data of the ILA. Reporting is based on key performance indicators. Data is collected through: Grants Management System (GMS), directly from providers and through external evaluation processes.

### **Performance Indicators (PIs) included in funding agreements are:**

- Rating of achievement of the project goals against the criteria specified in the Funding Agreement
- Proportion of participants satisfied with the Leadership Program (Target 80 per cent)
- Funding recipients provide a report of their outcomes and achievements against the criteria outlined in the Funding Agreement (Target 80 per cent)
- Number of participants who complete a collective or advanced leadership activity achieved against target numbers in Funding Agreement (Target 90 per cent).

## Reporting

ILA grant funding is subject to the standard FaHCSIA funding agreement. Agreements require funding recipients to meet agreed performance targets, provide regular reporting and comply with acquittal processes.

# Application Process

## Overview of the Application Process

Indigenous Leadership may select service providers and activities through a number of processes each year including open, competitive selection process advertised throughout the year;

- restricted selection process where there are limited service providers available;
- direct selection process to existing service providers;
- through renewing the same activities with existing service providers;
- through an expression of interest process; or
- through direct applications from individuals for eligible activities.

The selection process used will be determined by the size and complexity of the project, location and needs of targeted participants and the number of specialist service providers identified as active in the market.

**Open Competitive** selection processes are open to all providers operating in the market place. Open processes are widely advertised through the media, the FAHCSIA Internet site and other sources in order to attract as much interest as possible. An application form will be available for applicants on the eSub website during an Open Competitive selection process.

or

A **restricted** selection process is used where there are few providers available due to highly specialised services being required, there are geographical considerations, specific expertise is required or there are time constraints. An application form will be made available to identified providers during a Restricted Selection process.

or

A **direct** selection process: is where an approach is made directly to an existing, high performing provider to expand their current service delivery activities or deliver new services. It involves assessment of provider's current performance and an assessment of a provider's capacity to deliver an expanded service or capability to deliver a new service through use of selection criteria.

or

A **renew** selection process: is where a new funding agreement is created to continue the same service delivery activities to the same customers with existing service providers. Assessment of suitability is done internally and is based on past performance in delivering the service to the target group. As a general principle, ILA funding is limited to one year. However, FaHCSIA may determine an activity that has demonstrated high level outcomes may be funded in subsequent years.

or

An **Expression of Interest** process aims to identify eligible providers who are then invited to submit a more detailed application. It is an open invitation for potential providers to register their interest to deliver the service on FaHCSIA's behalf.

or

Where eligible activities include identifying and selecting Indigenous individuals to participate then applications may be sourced through an open competitive, restricted, direct selection or Expression of Interest process.

## **Selection Criteria**

Specific selection criteria will vary across the range of eligible leadership activities outlined at Section 2.4 and will be determined by the application process used to select service providers or activities outlined at Section 3.1.

The selection criteria included below are provided as indicative of the information that may be sought. However, each criteria may be adapted for different leadership funding rounds and full details will be included in information related to the specific funding round. A detailed Statement of Requirement for each funding round will be available at the following website: [Indigenous Leadership](#).

FaHCSIA will assess all applications for funding primarily on the basis of the information provided in the application form. Application forms will vary depending on the eligible leadership activity and application process used.

FaHCSIA **may** use information about an applicant that is, or becomes known to FaHCSIA in the course of FaHCSIA's business, as well as any publicly available information.

Provider capacity risk assessments will be undertaken to determine the ability of an organisation to deliver the required services.

Decisions on the parameters and methodology for assessment of applications will be final. FaHCSIA will assess all applications following the application closing date.

## **SELECTION CRITERIA FOR SERVICE PROVIDER ORGANISATIONS**

Applications are assessed and prioritised according to how strongly they meet the selection criteria.

The aim of the selection criteria is to obtain sufficient information to assess and determine the most appropriate provider to deliver services on behalf of FaHCSIA.

### **Criteria 1: Appropriateness of the proposed activity to the aims and objectives of the Indigenous Leadership Activities**

- Is evidence informed and outcomes focused
- Provides for ongoing assessment and review to ensure the activities being undertaken achieve the desired outcomes
- Demonstrates awareness of the specific needs of Indigenous leaders

### **Criteria 2: Organisational Capability**

The organisation:

- has a proven track record or demonstrated capability in providing quality and culturally competent services to Indigenous leaders;
- has a credible record of good governance, efficient service delivery and effective stakeholder relationship management;
- engages with the community when planning and delivering services.

**Criteria 3: Qualification of Service Delivery Staff**

Employees of the organisation are appropriately skilled and competent to undertake the required work. Where appropriate and required, the organisation invests in training, development and employment of Indigenous workers.

**Criteria 4: Management Capability**

The organisation will work with FaHCSIA to ensure the agreed activity meets the objectives and will have demonstrated ability to manage, deliver and report on the project.

## **SELECTION CRITERIA FOR INDIVIDUALS**

Applications are assessed and prioritised according to how strongly they meet the selection criteria.

The aim of the selection criteria is to obtain sufficient information to assess and determine the most appropriate applicants and activities that will build individual leadership capability.

### **Criteria 1: Appropriateness of the proposed activity to the aims and objectives of the Indigenous Leadership Activities and the leadership capability development needs of the individual.**

Applicants should demonstrate how the leadership opportunity will:

- build their leadership knowledge, skills and capability;
- add value to their community's priorities; and
- help to close the gap in Indigenous disadvantage.

## **How to submit an application**

The process for submitting an application will be determined by the application process used to select service providers or activities outlined at Section 3.1.

All selection processes will require applicants to complete an application form and respond to selection criteria as detailed at Section 3.2.

If an **Open Competitive** selection process is used, applicants will need to complete the application form through the eSub funding round.

If other selection processes are used FaHCSIA will approach applicants directly by email and accept applications that address the selection criteria at Section 3.2 by email.

For information on funding rounds available from time to time visit the following website which also links to the eSub website: [Indigenous Grant Funding](#)

The Department will not accept completed applications by fax. Where applicants do not have access to the internet and cannot download an Application Form please refer to the contact information at Section 5. Indigenous Leadership Section may accept completed applications by post by the application due date addressed to the Tender Box detailed at Section 5.

Applications must be received by the closing date and time as detailed at Section 3.6 or as advertised for a particular funding round.

## **Questions and Answers during the Application period**

The Department will only respond to requests for information that seek clarification of issues to allow them to better understand the requirements of the Application Form and Program Guidelines. Refer contact information in Section 5.

## **Questions after the application period**

The Department will not accept or respond to any applicant's requests for information or correspondence about the status or progress of their application during the assessment phase.

## **Closing date and time**

During 2011-12 FaHCSIA can accept applications from eligible applicants at any time, subject to availability of funds and the project meeting FaHCSIA's priority target areas at the time of the enquiry.

Please refer to the Contact Details at Section 5 to discuss your project's eligibility.

An open competitive selection process for applications for funding in 2012-13 for suitable activities in the Individual Leadership Development, Advanced Leadership Opportunities and Community Leadership Development Grants components will open in eSub on 22 February 2012 and close 30 March 2012 at 2:00pm AEST.

Grant funding rounds conducted through the eSub process will be advertised on the FaHCSIA website, national and regional newspapers and the Indigenous Times and the Koori Mail.

Additional information on Indigenous Leadership funding rounds can be found at the following link:  
[Indigenous Leadership](#)

Applications for funding rounds must be received by FAHCSIA within the application period to be considered as part of the funding round. Incomplete applications will not be accepted.

## **Application Acknowledgement**

An application will not be considered lodged until it is received by FaHCSIA. If the applicant has not received notification within a week of lodgement they should contact FaHCSIA to confirm that the form has been lodged correctly.

## **Advice to unsuccessful applicants**

The Department provides advice to unsuccessful applicants in writing (noting applications must have been submitted by the closing date). Unsuccessful applicants are given the opportunity to seek feedback on their application.

## **Special Conditions applying to this Activity**

There are no special conditions that apply to ILA.

## **Contact information**

Indigenous Leadership Section

Department of Families, Housing, Community Services and Indigenous Affairs

PO Box 7576

Canberra Business Centre ACT 2610

Website: [www.fahcsia.gov.au](http://www.fahcsia.gov.au)

Email: [indigenousleadership@fahcsia.gov.au](mailto:indigenousleadership@fahcsia.gov.au)

Phone: 1800 249 873

Written applications should be addressed to:

Indigenous Leadership

Tender Box

Department of Families, Housing, Community Services and Indigenous Affairs

Module B Reception

Tuggeranong Office Park

Athlon Drive

Tuggeranong ACT 2900

## Glossary

COAG              Council of Australian Governments

FaHCSIA              Department of Families, Housing, Community Services and Indigenous Affairs

GMS              The Grants Management System: A Whole of Government approach to online funding agreement management utilised when managing Indigenous specific funding for clients

PI              Performance Indicator:

An agreed measurement for an outcome for a program, service or activity