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Request for Quote (RFQ)

When Services are required under this Standing Offer arrangement, a Request for Quote will usually be sought from Panel members (**Suppliers**). If a quotation is acceptable and represents the best value for money, a Contract may be issued to the Supplier for the Services. The Request for Quote consists of:

Form Title	Purpose	To be completed by
Request for Quote	Details and conditions of RFQ	Customer
RFQ - Statement of Work	Details of Services	Customer
RFQ - Supplier's Response	Details the Supplier's Offer in Response to the RFQ	Supplier

A.A. DoSO Details

DoSO Title	Panel for the Provision of Indigenous Evaluation and Research Services (PIERS)
Standing Offer Notice (SON) ID	SON3853285
Lead Customer Name	The Commonwealth of Australia as represented by the National Indigenous Australians Agency

A.A.1 RFQ Key Events and Dates

RFQ Reference ID	PROC0014130
RFQ Release Date	Friday 14 June 2024
RFQ Industry Briefing	Thursday 20 June 2024, 14:30-15:30 AEST To register for the Industry Briefing please email RemoteEmploymentEvaluation@niaa.gov.au
RFQ Closing Date and Time	Friday, 5 July 2024, 17:00 AEST <i>Late responses will not be accepted unless the response is received late solely due to mishandling by the Customer.</i>
Question Closing Date and Time	Monday, 1 July 2024 14:00 AEST
Lodgement	The Supplier's Response must be lodged electronically prior to the Closing Date and Time to the email address: RemoteEmploymentEvaluation@niaa.gov.au and should refer to the RFQ Reference ID.

A.A.2 Evaluation Criteria

Evaluation Criteria	The criteria for evaluation will encompass the: <ul style="list-style-type: none">a. extent to which the potential Supplier's Response meets the Services set out in this RFQ (and the Statement of Requirement at <u>Attachment A</u>);a) potential Supplier's demonstrated capability and capacity to provide the Services;b. whole of life costs to be incurred by the Customer. Considerations will include both the quoted price and any costs that the Customer will incur as a result of accepting the potential Supplier's Response
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A.A.3 Customer Details

Customer Name	National Indigenous Australians Agency
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Request for Quote (RFQ)

Customer ABN	30 429 895 164
Customer Contact Officer Name	s 22
Customer Contact Email	RemoteEmploymentEvaluation@niaa.gov.au
Customer Contact Phone	P: s 22 M: s 22
Customer's Public Interest Disclosure Contact Officer	All Public Interest Disclosure matters relating to this procurement should be referred to: Name/Position: NIAA Disclosure Officer Email Address: PID@niaa.gov.au
Complaints	In the first instance, complaints, if any, relating to this RFQ should be directed to the Customer Contact Officer (see above) or: Name/Position: NIAA Complaints Officer Email Address: complaints@niaa.gov.au
A.A.4 Proposed Contract Details	
Proposed Start Date	22 July 2024
Proposed Term	Approx. 5.5 months
Contract Extension Option	1 x 3 month extension

RFQ – Statement of Work

Standing Offer Notice (SON) ID	SON3853285
RFQ Reference ID	PROC0014130
Customer Name	National Indigenous Australians Agency

The Services

The Supplier must provide the Services in accordance with the Deed of Standing Offer plus any detailed requirements below:

R.A.1	Required Capabilities	<input checked="" type="checkbox"/> Category 1 Evaluation Services <input checked="" type="checkbox"/> Category 2 Research Services <input type="checkbox"/> Category 3 Capability-building (Training / Mentoring / Support) for evaluation and research
R.A.2	Detailed description of the Services	Refer to the Statement of Requirement (<u>Attachment A</u>).
R.A.3	Standards	<p>The Supplier must comply with the following Standards:</p> <ul style="list-style-type: none"> Supplier personnel will be expected to conduct themselves in accordance with the Australian Public Service (APS) Values and Code of Conduct available at: www.apsc.gov.au/working-in-the-aps/your-rights-and-responsibilities-as-an-aps-employee/code-of-conduct
R.A.4	Key Performance Indicators	<p>The Supplier must comply with the deliverables outlined in the statement of requirement (<u>Attachment A</u>).</p> <p>Formal KPIs may be negotiated or agreed upon between the successful Supplier and the Customer prior to contract execution.</p>
R.A.5	Security Requirements	<p>The Supplier must comply with the following additional Security Requirements:</p> <ul style="list-style-type: none"> Supplier personnel undertaking work on this Contract will not be required to hold a current security clearance, however it is preferable.
R.A.6	Work Health and Safety	<p>The Supplier must comply with the following Work Health and Safety requirements in addition to the default WHS requirements listed at R.C.7 of the Contract:</p> <ul style="list-style-type: none"> No additional requirements.
R.A.7	Delivery and Acceptance	<p>The Supplier must comply with the following Delivery and Acceptance requirements:</p> <ul style="list-style-type: none"> Refer to the deliverables outlined in part 11 in the Statement of Requirement (<u>Attachment A</u>) Deliverables must be provided via email to RemoteEmploymentEvaluation@niaa.gov.au for acceptance by the Customer. Where the Customer does not accept a deliverable, the Customer will notify the Supplier via email and provide the opportunity for the Supplier to rectify any issues. Deliverables may also be required to be presented virtually to a range of fora or to the Customer in person at Charles Perkins House, Phillip, ACT.

RFQ – Statement of Work

R.A.8	Reporting	The Supplier must provide the Customer with deliverables as set out below: <ul style="list-style-type: none"> The Supplier will be required to report fortnightly on progress to the Customer or at another frequency specified in the Contract.
R.A.9	Meetings	The Supplier must attend meetings as follows: <ul style="list-style-type: none"> Refer to Part 7 in the Statement of Requirement (<u>Attachment A</u>)
R.A.10	Facilities and Assistance offered by the Customer	The Customer will make available facilities and assistance as follows: <ul style="list-style-type: none"> Where the Supplier travels to the Customer at Charles Perkins House, Phillip, ACT, facilities including work spaces, meeting rooms, printing and internet connectivity will be made available to the Supplier.
R.A.11	Customer Material provided by the Customer:	The Customer will provide the following Materials: <ul style="list-style-type: none"> Refer to Part 8 in the Statement of Requirement (<u>Attachment A</u>). All materials must be returned to the Customer upon successful completion of the project or upon termination of the Contract, if required.
R.A.12	Pricing Model	The Customer is seeking the following type of pricing quotation: <ul style="list-style-type: none"> <input type="checkbox"/> Fixed Price <input checked="" type="checkbox"/> Milestone <input type="checkbox"/> Hourly Rate (with capped total) <input type="checkbox"/> Daily Rate (with capped total) <input type="checkbox"/> Additional expenses or variable costs
R.A.13	Intellectual Property	Customer ownership of Intellectual Property in Contract Material with limited license to Supplier.
R.A.14	Additional Services	Where required additional services will be agreed in writing between the Supplier and the Customer.

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RFQ – Supplier's Response

Standing Offer Notice (SON) ID	SON3853285																		
RFQ Reference ID	PROC0014130																		
The Supplier proposes to provide the Services as set out in the Statement of Work as set out below:																			
S.R.1	Supplier Details																		
S.R.1(a)	Supplier Name	[Insert details]																	
S.R.1(b)	Supplier ABN	[Insert details]																	
S.R.1(c)	Supplier ACN	[Insert details]																	
S.R.1(d)	Supplier Contact Officer	Name/Position: [Insert details] Postal Address: [Insert details] Email: [Insert details] Telephone: [Insert details]																	
S.R.2	Detailed Proposal to deliver the Services <i>[Note: the detailed Proposal to deliver the Services may be provided in an attached document]</i> <i>[insert details]</i> Standards The Supplier will meet the following Standards in undertaking the Services: • <i>[Insert any applicable standards or delete and state 'Not Applicable']</i> Key Performance Indicators The Supplier will meet the following Key Performance Indicators: • <i>[Insert any Key Performance Indicators or delete and state 'Not Applicable']</i> Referees • <i>[Insert the names and contact details for two referees. Please briefly describe (in a couple of sentences) the project(s)/experience they can speak to]</i>																		
S.R.3	Contract Price (GST Inclusive) The Contract Price must be inclusive of all taxes and expenses. The Customer will not reimburse any expenses incurred for the purposes of the Contract, unless the Customer's specific written approval is obtained prior to incurring the relevant expense.																		
	Pricing Option 2 – Milestone Payments The fees payable to the Supplier by the Customer will be calculated in accordance with the following table, payable in arrears: <table border="1" style="width: 100%;"> <thead> <tr> <th>Milestone Date</th> <th>Milestone/Deliverable</th> <th>Milestone Payment (GST incl.)</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>\$</td> </tr> <tr> <td></td> <td>2</td> <td>\$</td> </tr> <tr> <td colspan="2" style="text-align: right;">TOTAL</td> <td>\$</td> </tr> </tbody> </table> TOTAL PRICE <table border="1" style="width: 100%;"> <tr> <td rowspan="2"> Total Price The maximum Price inclusive of GST and all taxes and charges will not exceed this price </td> <td>GST Exclusive</td> <td>\$</td> </tr> <tr> <td>GST Inclusive</td> <td>\$</td> </tr> </table>		Milestone Date	Milestone/Deliverable	Milestone Payment (GST incl.)		1	\$		2	\$	TOTAL		\$	Total Price The maximum Price inclusive of GST and all taxes and charges will not exceed this price	GST Exclusive	\$	GST Inclusive	\$
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Total Price The maximum Price inclusive of GST and all taxes and charges will not exceed this price	GST Exclusive	\$																	
	GST Inclusive	\$																	

RFQ – Supplier's Response

S.R.4	Specified Personnel Only specify personnel where the Services have identified personnel are required to have specific skills, experience or qualifications.																		
	Insert details in the table below (add additional lines if required) or insert 'Not Applicable'. <table border="1" data-bbox="261 367 1490 524"> <thead> <tr> <th>Name</th> <th>Role</th> <th>Security Clearance</th> <th>Total days on Project</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> Please include a Curriculum Vitae for specified personnel (maximum of 2 pages per person)			Name	Role	Security Clearance	Total days on Project												
Name	Role	Security Clearance	Total days on Project																
S.R.5	Subcontractors Provide details for each Subcontractor organisation you will use. Insert 'Not Applicable' if none.	Full name: <i>[Insert details]</i> Postal address: <i>[Insert details]</i> ABN/ACN: <i>[Insert details]</i> Scope of works to be Subcontracted: <i>[Insert details]</i>																	
S.R.6	Conflicts of Interest	<input type="checkbox"/> Nil <input type="checkbox"/> Yes <i>[If yes give details]</i> <i>The Supplier should provide details of any real or perceived conflicts of interest (COI) relevant to the Supplier's performance of its obligations under the Contract and, if any, specify appropriate COI management strategies. Refer to the Commonwealth Contract Terms clause C.C.3 Conflict of Interest.</i>																	
S.R.7	Pre-existing Intellectual Property	<input type="checkbox"/> None <input type="checkbox"/> Yes <i>[If yes give details]</i>																	
S.R.8	Confidential Information	<input type="checkbox"/> Not Applicable <input type="checkbox"/> Yes <i>[If yes give details]</i> <table border="1" data-bbox="719 1122 1490 1335"> <thead> <tr> <th>Description of Item</th> <th>Period of Confidentiality</th> </tr> </thead> <tbody> <tr> <td><i>Insert detail or Not Applicable</i></td> <td><i>Insert detail or Not Applicable</i></td> </tr> <tr> <td><i>Insert detail or Not Applicable</i></td> <td><i>Insert detail or Not Applicable</i></td> </tr> </tbody> </table>		Description of Item	Period of Confidentiality	<i>Insert detail or Not Applicable</i>	<i>Insert detail or Not Applicable</i>	<i>Insert detail or Not Applicable</i>	<i>Insert detail or Not Applicable</i>										
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<i>Insert detail or Not Applicable</i>	<i>Insert detail or Not Applicable</i>																		
S.R.9	Additional Services	<i>Insert detail or Not Applicable</i>																	
S.R.10	Attachments Detail any other files that form part of the Supplier's Response.	<input type="checkbox"/> Nil <input type="checkbox"/> Yes <i>[If yes give details]</i>																	



Statement of Requirement

Design a Monitoring, Evaluation & Learning Framework for the Remote Jobs and Economic Development (RJED) program

Program Name: Remote Jobs and Economic Development program

Drafting Date: 11/6/2024

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Released under the FOI Act by the
National Indigenous Australians Agency (NIAA)

1. Background on the Remote Jobs and Economic Development (RJED) program

The Remote Jobs and Economic Development program

On 13 February 2024, the Government announced \$707 million to fund the [Remote Jobs and Economic Development \(RJED\) program](#) to start in the second half of 2024. This announcement was made as part of the 2024 Closing the Gap Implementation Plan. You can read the [joint Ministerial media release here](#).

The RJED program will fund 3,000 jobs in remote communities over three years. It will support people in remote communities to move into employment by funding jobs that communities want. It will give flexibility to communities to determine local programs and services that support economic development. Eligible community organisations will be funded to create new jobs to employ local people at least at the minimum wage plus conditions. Jobs will be part-time in most cases, reflecting community feedback for flexibility.

A \$185 million Community Jobs and Business Fund will be an important element of the RJED program. As part of this fund, community organisations and local government can identify projects the community needs and apply for funding of capital and equipment. Funding for the RJED program including the Community Jobs and Business Fund will be provided through grant processes which will be administered by the National Indigenous Australians Agency (NIAA).

Acknowledging that each community is different, the RJED program will work differently in every place. The RJED program is being designed as a national program with flexibility to take account of local conditions so it works for communities at a local scale.

The RJED program is being developed in partnership with First Nations people and a First Nations Reference Group has been established to work in partnership with the Government to help design and implement the RJED program. The First Nations Reference Group is co-chaired by the Minister for Indigenous Australians and includes economic development experts from across remote Australia and representatives from a range of organisations. Further information about the First Nations Reference Group, including meeting communiques and the [Terms of Reference](#) are available via the [RJED program webpage](#).

The design and delivery of the RJED program is also being informed by consultation with remote community members, peak bodies, First Nations people, Community Development Program (CDP) providers and participants and other stakeholders. The first phase of consultation was conducted in 2023 and took a 'listen and learn' approach to understand what the new program should look like. Findings of this phase of consultation have been published in the [Replacing the Community Development Program Consultation Report](#). Phase two of consultations are currently underway to help determine the final program design recommendations to the Government. Further information is available on the [Remote Jobs and Economic Development Program Consultation](#) webpage.

The RJED program is the first step in replacing the Community Development Program (CDP). The design of the RJED program will be focused on supporting jobseekers to transition into employment, and how to make it easier for communities and organisations to interface with the government. Employment services will continue to be provided through the CDP until June 2025 before a new remote employment service begins.

Community Development Program and job trials

The [CDP](#) provides employment services to people on income support in remote Australia. CDP participants connect to their local CDP provider to receive support to find a job and to engage in productive activities in return for their income support payment. CDP operates in approximately 1,000 communities spanning 75 per cent of Australia's land mass. As at 31 March 2024, there were

40,716 people on the CDP caseload, with 35,175 being First Nations people (86 per cent of the CDP caseload).

The Government is committed to replacing CDP with a program with real jobs, proper wages and decent conditions, designed in partnership with First Nations people. To help build the best possible new jobs program within remote Australia, the NIAA has been trialling practical solutions and consulting on new ideas. As a first step, Minister Burney announced the CDP Trial at the Remote Employment Roundtable in August 2022. This enabled CDP providers to redirect around 25 per cent of their funding to work with remote communities to fund jobs through programs and services that communities identified as needed. Progress is also being made under the [New Jobs Program Trial](#) which opened for applications in September 2023. Further information about job trials is available on the [NIAA website](#).

Closing the Gap

The RJED program aims to contribute to progress against Closing the Gap Outcomes 7 and 8 and all four Priority Reforms. These targets and reforms are listed below. Further information is available at [National Agreement on Closing the Gap | Closing the Gap](#).

Outcomes:

- 7: Aboriginal and Torres Strait Islander youth are engaged in employment or education
- 8: Strong economic participation and development of people and their communities.

Priority reforms:

- 1: Formal Partnerships and Shared Decision Making.
- 2: Building the Community-Controlled Sector.
- 3: Transforming Government Organisations.
- 4: Shared Access to Data and Information at a Regional Level.

2. Purpose of the Monitoring, Evaluation, and Learning (MEL) Framework

This project is to develop a Monitoring, Evaluation, and Learning (MEL) Framework for the RJED program. The MEL Framework is required to support:

- continuous improvement and shared learning from the program design, delivery and outcomes
- assessments of quality of program design and implementation, program performance, and program outcomes (including both intended and unintended).

The MEL Framework will outline NIAA's approaches to:

- **Monitoring**
 - Monitoring will primarily focus on tracking and assessing the ongoing processes, activities, and outputs of the RJED program. It will be set up to ensure that activities are implemented as planned while identifying any issues or deviations in real-time. It will also ensure that the correct data is being collected to measure relevant outcomes.
 - Monitoring will need to be continuous and occur throughout the RJED program's implementation and delivery. It should involve regular and systematic data collection and analysis to inform decision-making and adjustments as needed. This will help program managers and providers identify problems early, enabling timely corrective

actions. Monitoring will need to generate information at both the grant level and at the program level, and support reporting on performance at both levels.

- Monitoring activities will need to rely on routine and ongoing data collection methods. This may include checklists, progress reports, feedback mechanisms, and other tools to track performance against predetermined indicators.

- **Evaluation**

- Evaluation activities must be designed to be Indigenous-led to assess the quality of program design and implementation; program performance; the outcomes of the program (intended and unintended), and inform how the program can be improved over time. Key evaluation questions and focal areas will be informed by stakeholder input during the development of the MEL Framework. The evaluation may consider social impacts and economic impacts as well as employment outcomes.
- Evaluation should be conducted periodically, at key milestones and/or at the end of a program.

- **Learning**

- Learning activities will be focused on continuous improvement and capacity building.
- The RJED program is being developed iteratively, therefore learning activities should support that change over time. Learning is an ongoing and iterative set of process, woven into the fabric of NIAA activities. The focus should be on learning from experiences, both successes and failures, to inform and adapt future actions.
- Learning encompasses a broad Indigenous context and organisational context, aiming to capture institutional knowledge, insights, and best practices. It extends beyond individual activities or initiatives, fostering a learning mindset among individuals and teams and a culture of continuous improvement.
- Learning could involve reflective practices such as after-action reviews, knowledge-sharing sessions, deep listening, and collaborative discussions.

3. Key Activities

The successful supplier (the supplier) will be required to undertake the below activities in collaboration with relevant parties (see section 6 – Stakeholders).

Project inception meeting

Participate in a project inception meeting with team members from the NIAA Remote Employment Branch, Economic Empowerment Group, and Strategic Insights Branch to discuss/agree the project scope, key deliverables, timelines and expectations.

Develop a **project plan** that:

- outlines how the components of the MEL Framework will be developed
- provides a stakeholder engagement strategy detailing how stakeholders will be engaged throughout the project
- includes a project schedule with timelines for key deliverables
- includes a risk management plan.

Develop a **Monitoring, Evaluation and Learning Framework** that includes:

- An RJED program logic and theory of change:
 - The theory of change will clearly articulate how and why the RJED program is expected to lead to intended outcomes.
 - An updated version of the RJED program logic: revising and updating the RJED program logic to reflect consultation outcomes and program design decisions since the current program logic was developed.
- Three briefing/scoping papers that:
 - Outline issues being considered as part of development of the MEL Framework. These should be short papers of 1–2 pages of text, exclusive of diagrams etc.
- A Monitoring framework and implementation plan that:
 - Incorporates accurate baseline data, rapid local feedback loops, expert advice and regular reports to inform continuous improvement, and complement the evaluation component. Data collection must be supported by a Data Management Plan.
 - Collects qualitative and quantitative data and information that enables the RJED program to assess a range of questions relating to activities, processes, outputs, and outcomes.
 - Provides a clear description of how the RJED program is operating in different regions and tracking against goals.
- An Evaluation plan that:
 - Outlines what the evaluation is intended to do, the stages of activity it will cover, its primary intended use, timing, and who it is for.
 - Includes evaluation design options that clearly measure and analyse activities and processes and identify what is working, for whom, in what context and why, and what aspects of the RJED program require improvements.
 - Develops key evaluation questions in collaboration with key stakeholders.
 - Includes an indicative evaluation timeline that outlines the sequence and timing of ethics review processes, evaluation activities, and project deliverables.
- A Learning plan that:
 - Provides a link between the past, present and future, providing the means to engage in ongoing feedback, reflection, and learning loops that will inform change throughout the life of the RJED program.
- An implementation plan for the MEL Framework that:
 - Identifies how the MEL Framework will be put into practice and include activities and deliverables, training and support, ongoing support of sites, and ethics approval considerations.

4. Data and methods

The MEL Framework will need to use robust and appropriate data sources and methods, and provide a clear rationale for why these have been included. The rationale for these should engage with academic literature and established good practice in monitoring, evaluation, and learning in the Indigenous context, and include an outline of strengths and limitations.

A Data Management Plan must be developed that describes how data collected for the monitoring framework will be entered, stored, and analysed, and deals with matters of data ownership, sharing, security and access. This must meet privacy requirements, including the Australian Privacy Principles.

Data arrangements should reflect the [Framework for Governance of Indigenous Data](#) and the [Maiam Nayri Wingara](#) Data Sovereignty principles.

The Framework should include a data matrix that shows the link between indicators, data sources, data collection methods and key evaluation questions. There should be an emphasis on monitoring using multiple sources. The MEL Framework should consider other NIAA programs, and where appropriate consider opportunities to align data and analysis activities and draw on insights generated by other programs.

The MEL Framework should consider and, where appropriate and feasible, set out plans to collect or access and analyse:

- Data on the experiences of participants (people employed in jobs created under the RJED program): development of the Framework should consider ways to collect data directly from participants on a regular or rolling basis.
- Data analysis of individual-level and community-level outcomes, including employment outcomes and other social and economic outcomes: in addition to using grant reporting and NIAA administrative data, the Framework should also consider options to analyse other Commonwealth agency administrative data.

Methods should be collaborative where possible, and strengths-based. Prioritisation should be given to utilising Indigenous specific research and evaluation methods. The evaluation can draw upon a variety of qualitative and quantitative methods. Data collection could include surveys, interviews, focus groups, yarning and yarning circles. The Framework should include plans for new data collection tools and reporting templates to be developed and tested with relevant stakeholders to ensure they are fit-for-purpose and culturally appropriate.

5. Project governance arrangements

The **Remote Employment Branch** will manage the project to develop the RJED MEL Framework.

Final decisions and approvals for this program rest with the Branch Manager, Remote Employment Branch. However, high level advice, direction and feedback on program direction, activities and outcomes may be sought from the following groups.

First Nations Reference Group (FNRG)

The MEL Framework will require Indigenous oversight and leadership. This will include consulting with the First Nations Reference Group (FNRG) on development of the MEL Framework for the RJED program. The supplier will be expected to present to and consult with the FNRG on the draft RJED MEL Framework. It is expected the supplier will meet with the FNRG on two occasions. The 'scoping papers' outlining options and approaches being considered for the MEL Framework, included in section 11 below, will support consultation with the FNRG as well as other stakeholders. FNRG meetings may be virtual or may be held in Canberra or another location.

Indigenous Evaluation Committee

The NIAA's Indigenous Evaluation Committee (IEC) will review and provide feedback on the draft MEL Framework. The supplier will also be invited to provide participate in a short briefing and discussion (via MS Teams) on the MEL Framework to the IEC. Further information about the IEC, including the Committee's membership, can be found on the [NIAA website](#).

6. Stakeholders

Stakeholders expected to participate in developing the MEL Framework include:

- NIAA
- Commonwealth agencies such as Department of Employment and Workplace Relations, Department of Social Services.
- remote communities
- the First Nations Reference Group (FNRG)
- NIAA's Indigenous Evaluation Committee
- other advisory groups (as required).

The NIAA has been undertaking consultations with First Nations communities and other stakeholders (in 2023 and 2024) and the MEL Framework should be informed by outcomes of these consultations. Additional consultation with communities (in partnership with NIAA Regional Offices) is being undertaken by the NIAA to inform program design and implementation (for the RJED program as a whole), and input on monitoring and evaluation will be collected through these consultations. The supplier may provide input into key questions for consultation and consultation preparation.

Additional focused consultations with the FNRG and other key stakeholders will be undertaken to test proposed approaches, including approaches to sharing information with communities.

7. Meetings and engagement

To develop the MEL Framework the supplier must, as a minimum, participate in meetings as set out below:

Meeting Type	Position Required	Frequency/ number of meetings	MS Teams/face to face (F2F)	Indicative date
Inception meeting	Key personnel	Once	F2F (1 day) in Canberra	Late July 2024
Planning meetings with the NIAA	Project lead	Fortnightly	MS Teams	July – September 2024
Meetings with the RJED program design team and other teams	Project lead/key personnel	7	MS Teams	July – September 2024
FNRG	Project lead	2	MS Teams	TBC
IEC	Project lead	Once	MS Teams	TBC
Other stakeholder/discussion meetings	Key personnel	Estimated 12 (depending on approach)	MS Teams	August – September 2024
Presentation of the Final MEL Framework to NIAA Executive	Key personnel	Once	F2F in Canberra	September/October 2024

8. Materials

The following materials will be provided to the successful supplier:

- RJED program design documents, including existing program logic
- collated outcomes from consultations (confidentialised material only)
- previous evaluation and research reports
- information on NIAA administrative data.

The supplier must have an in-depth understanding of the following documents:

- [Indigenous Advancement Strategy Evaluation Framework](#)
- [Productivity Commission Indigenous Evaluation Strategy](#)
- Australian Government guidance on evaluation frameworks including the [Commonwealth Evaluation Policy](#).

9. Project management

The supplier will be required to provide the NIAA with fortnightly project updates detailing how project is progressing against the project plan, including risks, sensitivities, and key upcoming activities. These reports will be due by 3pm (AEST/AEDT) every second Friday.

10. Ethical requirements

The project must adhere to the principles of the following Australian research ethics frameworks:

- [National Statement on Ethical Conduct in Human Research \(2018\)](#)
- [Ethical conduct in research with Aboriginal and Torres Strait Islander peoples and communities: Guidelines for researchers and stakeholders \(2018\)](#)
- Australian Institute of Aboriginal and Torres Strait Islander Studies' (AIATSIS) [Code of Ethics for Aboriginal and Torres Strait Islander Research](#)

The development of a MEL Framework typically does not require ethics review by a Human Research Ethics Committee. However, it is expected that the supplier will provide regular updates to NIAA on any ethical issues that arise during the term of the project. In addition, the supplier will provide advice about ethical requirements for implementing all aspects of the MEL Framework.

11. Timeframes and deliverables

The proposed timeline for key activities and deliverables is provided below. Final dates will be agreed with the successful supplier. As the MEL Framework components are being developed, interim and draft documents will be shared with the FNRG and internally including with the Employment and Economic Development Board. Sharing work in progress will support ongoing engagement with key stakeholders to test thinking as the Framework is developed. Sharing work in progress will also support program planning and implementation, given interactions between monitoring, evaluation and learning activities and other aspects of program implementation.

The below table provides detail on expected sequencing for development and delivery of components of the MEL Framework. Table show expected progress of work; consolidated reporting and milestones will be agreed with the successful supplier.

Deliverable	Indicative Date
Contract signing	July 2024
Project Plan	July 2024
Theory of change and updated program logic <ul style="list-style-type: none"> Presented diagrammatically and accompanying narrative for a range of audiences. 	Mid-August 2024
Three briefing/scoping papers outlining issues being considered as part of development of the MEL Framework. (Short papers, expected 1–2 pages text exclusive of diagrams etc.) <ul style="list-style-type: none"> For consultation with FNRG, NIAA regional offices, the Indigenous Evaluation Committee. Topics to be agreed with the supplier as part of project plan. Anticipated topics may include data sources being considered, options being explored to collect data directly from participants, and opportunities and challenges in measuring long-term outcomes such as social and economic outcomes. 	Multiple dates (expected August 2024)
Monitoring framework and implementation plan (high level) <ul style="list-style-type: none"> Grant level and program level Data management plan 	Draft: late August 2024 Final: mid-September
Evaluation plan <ul style="list-style-type: none"> Outline of what the evaluation is intended for, stages of activity it will cover, primary intended uses, timing and audience. 	Draft: early September Final: late September
Learning Plan <ul style="list-style-type: none"> Including tools to explore participant/stakeholder knowledge and methods to strengthen scientific reasoning skills, group processes and communication routines. 	Draft: end September (with consolidated draft MEL Framework) Final: end October (with final MEL Framework)
MEL Framework Implementation plan How the framework will be put into practice.	End September (with consolidated draft Framework)
Consolidated draft MEL Framework	End September 2024
Final MEL Framework	End October 2024
Return of materials	

All deliverables must be provided to the NIAA in MS Office business applications (MS Word, MS Excel or MS PowerPoint) and PDF. Further all deliverables must be web ready and comply with Commonwealth publication requirements and NIAA style requirements.

12. Expertise required

The NIAA has a strong preference for responses from suppliers or consortia that are able to demonstrate strong Indigenous leadership throughout the project. The following experience and skills are required:

- Proven skills and experience in developing comprehensive monitoring, evaluation and learning frameworks, or similar;
- Expertise in relation to employment and government programs in remote Australia
- Experience in managing evaluation stakeholder relationship and balancing competing interests related to the MEL Framework
- Experience in designing and implementing MEL Frameworks with Indigenous stakeholders/communities based in remote contexts
- Experience in developmental evaluation and participatory methods
- Ability to produce a clear proposed approach that includes a description of and rationale for the approach which demonstrates understanding and application of Indigenous evaluation approaches.
- Ability to produce a sound proposed plan to engage Indigenous employees or researchers
- Ability to produce a sound and appropriate plan to deliver the requirements within timeframes.
- Demonstrated expertise and experience of nominated team members in designing and/or implementing data collection, data governance and monitoring and evaluation activities within remote communities.
- Demonstrated Indigenous leadership within the team and all personnel have demonstrated cultural competency and experience working with Aboriginal and Torres Strait Islander peoples and communities.
- Ability to project manage projects that are dynamic and complex
- Ability to produce clear, high-quality documents for a range of audiences, including external stakeholders.

13. Budget

The total value of the contract will be agreed upon successful negotiation between the supplier and the NIAA. Note: the supplier will book for all travel-related expenses and invoice NIAA for reimbursement. The Supplier may only claim reimbursement of expenses when:

- the expense has been agreed in advance with the NIAA prior to booking/purchase,
- domestic air travel is economy class,
- amounts claimed for accommodation and other expenses do not exceed the total amount specified in Table 2 of [TD 2023/3](#) or the applicable financial year's Taxation Determination issued by the Australian Taxation Office, and
- a claim for reimbursement is submitted supported by a copy of the paid Tax Invoice.

RFQ – Supplier's Response

Standing Offer Notice (SON) ID	SON3853285																	
RFQ Reference ID	PROC0014130																	
The Supplier proposes to provide the Services as set out in the Statement of Work as set out below:																		
S.R.1	Supplier Details																	
S.R.1(a)	Supplier Name	Nous Group																
S.R.1(b)	Supplier ABN	66 086 210 344																
S.R.1(c)	Supplier ACN	086 210 344																
S.R.1(d)	Supplier Contact Officer	Name/Position: s47F Postal Address: Level 23, 697 Collins Street, Docklands, Melbourne, VIC 3008 Email: s47F @nousgroup.com.au Telephone: s47F																
S.R.2	Detailed Proposal to deliver the Services																	
	<i>[Note: the detailed Proposal to deliver the Services may be provided in an attached document]</i> <i>Please refer to attached Nous Response document</i>																	
	Standards The Supplier will meet the following Standards in undertaking the Services: <i>Please refer to attached Nous Response document</i>																	
	Key Performance Indicators The Supplier will meet the following Key Performance Indicators: <i>Please refer to attached Nous Response document</i>																	
	Referees <i>Please refer to attached Nous Response document</i>																	
S.R.3	Contract Price (GST Inclusive)																	
	The Contract Price must be inclusive of all taxes and expenses. The Customer will not reimburse any expenses incurred for the purposes of the Contract, unless the Customer's specific written approval is obtained prior to incurring the relevant expense.																	
	Pricing Option 2 – Milestone Payments The fees payable to the Supplier by the Customer will be calculated in accordance with the following table, payable in arrears:																	
	<table border="1"> <thead> <tr> <th>Milestone Date</th> <th>Milestone/Deliverable</th> <th>Milestone Payment (GST incl.)</th> </tr> </thead> <tbody> <tr> <td>22/07/24</td> <td>1 Upon signing of contract</td> <td>s 47</td> </tr> <tr> <td>13/09/24</td> <td>2 Upon delivery of high-level monitoring framework and implementation plan</td> <td></td> </tr> <tr> <td>01/11/24</td> <td>3 Upon delivery of the monitoring, evaluation and learning framework</td> <td></td> </tr> <tr> <td colspan="2">TOTAL</td> <td></td> </tr> </tbody> </table>	Milestone Date	Milestone/Deliverable	Milestone Payment (GST incl.)	22/07/24	1 Upon signing of contract	s 47	13/09/24	2 Upon delivery of high-level monitoring framework and implementation plan		01/11/24	3 Upon delivery of the monitoring, evaluation and learning framework		TOTAL				
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	GST Inclusive																	

RFQ – Supplier's Response

	The maximum Price inclusive of GST and all taxes and charges will not exceed this price																											
S.R.4	Specified Personnel Only specify personnel where the Services have identified personnel are required to have specific skills, experience or qualifications. Insert details in the table below (add additional lines if required) or insert 'Not Applicable'. <table border="1"> <thead> <tr> <th>Name</th><th>Role</th><th>Security Clearance</th><th>Total days on Project</th></tr> </thead> <tbody> <tr> <td>s 47F</td><td>Client Director</td><td>s 47F</td><td>2</td></tr> <tr> <td>s 47F</td><td>Project Director</td><td></td><td>12</td></tr> <tr> <td>s 47F</td><td>Project Manager</td><td></td><td>20</td></tr> <tr> <td>s 47F</td><td>Project Consultant</td><td></td><td>28</td></tr> <tr> <td>s 47F</td><td>Project Support</td><td></td><td>6</td></tr> </tbody> </table> Please include a Curriculum Vitae for specified personnel (maximum of 2 pages per person)				Name	Role	Security Clearance	Total days on Project	s 47F	Client Director	s 47F	2	s 47F	Project Director		12	s 47F	Project Manager		20	s 47F	Project Consultant		28	s 47F	Project Support		6
Name	Role	Security Clearance	Total days on Project																									
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s 47F	Project Consultant		28																									
s 47F	Project Support		6																									
S.R.5	Subcontractors Provide details for each Subcontractor organisation you will use. Insert 'Not Applicable' if none.	Full name: s 47F Postal address: s 47F ABN: 56271001582 Scope of works to be Subcontracted: Expert Advisor - Please see attached Nous response document for further detail.																										
S.R.6	Conflicts of Interest	<input checked="" type="checkbox"/> Nil <input type="checkbox"/> Yes [If yes give details] <i>The Supplier should provide details of any real or perceived conflicts of interest (COI) relevant to the Supplier's performance of its obligations under the Contract and, if any, specify appropriate COI management strategies. Refer to the Commonwealth Contract Terms clause C.C.3 Conflict of Interest.</i>																										
S.R.7	Pre-existing Intellectual Property	<input checked="" type="checkbox"/> None <input type="checkbox"/> Yes [If yes give details]																										
S.R.8	Confidential Information	<input type="checkbox"/> Not Applicable <input checked="" type="checkbox"/> Yes [If yes give details] <table border="1"> <thead> <tr> <th>Description of Item</th><th>Period of Confidentiality</th></tr> </thead> <tbody> <tr> <td>Nous fees are to be held Commercial in Confidence. Releasing Nous daily and hour rates to the market would impact on our ability to remain competitive.</td><td>Indefinite</td></tr> </tbody> </table>			Description of Item	Period of Confidentiality	Nous fees are to be held Commercial in Confidence. Releasing Nous daily and hour rates to the market would impact on our ability to remain competitive.	Indefinite																				
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S.R.9	Additional Services	Insert detail or Not Applicable Not Applicable																										
S.R.10	Attachments Detail any other files that form part of the Supplier's Response.	<input type="checkbox"/> Nil <input checked="" type="checkbox"/> Yes [If yes give details] Please refer to attached Nous Response document																										

M&E Framework Remote Jobs & Economic Development Program

National Indigenous Australians Agency

5 July 2024

Released under the FOI Act by the
National Indigenous Australians Agency (NIAA)

Our promise: A bigger idea of success

We exist to achieve positive influence. This means we work with clients to improve services for people and communities, strengthen business performance, support a productive and inclusive economy, and protect the natural environment.

To increase our combined influence, when we partner with you we think big. We elevate your ambition and sharpen your sense of what's possible.

We recognise that diversity in people, thinking and approach can solve the most complex challenges. As we collaborate, we think deeply and adaptively. We draw on your strengths and invest in your capability. Working together in this way we become far more than the sum of our parts. We achieve a bigger idea of success.

Our professional standards

1. We act honestly and with integrity.
2. We always act in our client's best interests.
3. We ensure the independence of our advice and support.
4. We declare actual and potential conflicts of interest and manage them transparently with our clients.
5. We recognise and protect the confidentiality of our client's information.
6. We respect the confidentiality of our client's identity.

Nous Group acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of country throughout Australia. We pay our respect to Elders past, present and emerging, who maintain their culture, country and spiritual connection to the land, sea and community.

This artwork was developed by Marcus Lee Design to reflect Nous Group's Reconciliation Action Plan.



s 47F

Principal

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This proposal is provided on the basis of Nous' standard terms and conditions, as set out on our website at: <https://nousgroup.com/service-terms/>

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1 Executive summary

The Remote Jobs and Economic Development program (the RJED Program) is a once-in-a-generation opportunity to improve socio-economic outcomes for First Nations Australians living in remote communities. Working in partnership with communities, this \$707 million investment aims to deliver real jobs, proper wages, and decent conditions that match community needs and expectations. If implemented successfully, the RJED program will make significant contributions towards achieving the Closing the Gap targets and delivering on the four priority reforms – and, at the local level, will set communities up for social and economic development for decades to come.

The expectations on the program are high, particularly given strong criticism of its predecessor program. If designed poorly, or implemented without leadership from First Nations Australians, careful planning, and iterative learning and refinement, the Commonwealth Government and the National Indigenous Australians Agency (the NIAA) risk further entrenching socio-economic disadvantage in remote communities. It is crucially important to avoid repeating mistakes of the past which saw investment targeted to activities that did not reflect communities' needs or provide meaningful improvement to the lives of First Nations Australians.

An effective monitoring, evaluation and learning framework (MEL Framework) will equip the NIAA to closely track the RJED's implementation progress and outcomes, identify emerging risks, gaps and unintended consequences. It will give remote communities, service providers and other stakeholders the data and insights to understand the change that the RJED seeks to make and to identify opportunities to course correct as necessary. In so doing, it will increase the likelihood of the program's success in achieving the desired outcomes.

Nous Group (Nous) understands that the MEL Framework must be designed in a way that accounts for differing community needs and contexts, and structured to facilitate analysis of local as well as regional and nation-wide impact. It must also reflect judicious selection of indicators and data collection methods to ensure that is both effective and minimally burdensome.

We are excited by the opportunity to work with the NIAA and your key partners – including remote communities, the First Nations Reference Group (FNRG) and the NIAA's Indigenous Evaluation Committee – to collaboratively develop a MEL Framework for the RJED Program. We offer:

- Leading expertise in monitoring, evaluation and learning in the context of First Nations programs.** MEL activities will only be successful – and delivery progress and impact can only be effectively measured – if the MEL Framework centres Aboriginal and Torres Strait Islander people's perspectives, priorities and knowledges. Our Expert Advisor, [s 47F](#) is a world-leading expert in Indigenous approaches to evaluation, having led the work at the [s 47F](#). Other members of our team have extensive experience working in partnership with First Nations communities including remote communities. This includes designing and leading evaluations for clients including the NIAA; the Australian Government Department of Health and Aged Care; the Northern Territory Departments of Health, Education, and Families, Housing and Communities; the NSW Departments of Education and Health; NSW Police; and the Aboriginal community-controlled sector.
- Experience designing MEL frameworks for complex programs that aim to understand delivery and impact at multiple levels.** One of the most significant challenges in designing the MEL Framework will be developing an approach that enables the Commonwealth Government and the NIAA to understand the overall impact of the RJED Program – that is, the changes being realised across Australia through the program – while accounting for the diversity of community-specific approaches. Drawing from our experience in complex policy and program evaluation, we propose that the MEL Framework take a nested program logic approach incorporating:

- An RJED Program-wide theory of change and program logic that defines the activities, outputs and expected outcomes of the program as a whole. The RJED Program-wide program logic would include a discrete set of high-level key performance indicators (KPIs) that would be consistent across all service providers.
- Community-specific program logics that align with and build upon the program-wide program logic. Community-specific program logics would include additional specific KPIs that measure and report against outputs and outcomes that matter to communities and service providers, and that are relevant for the activities that have been designed and delivered.

We propose the MEL Framework take a realist approach to data analysis and interpretation – allowing an understanding of what is working (or not working) in each community and across Australia, for who, and why. A realist lens ensures that MEL findings consider important contextual factors that affect delivery and success – including the impact of institutional and systemic racism and the ongoing impacts of colonisation and inter-generational trauma.

- **An appreciation of the broader employment services context and challenges of service delivery in thin markets.** Our Client Director, § 47F, and Project Director, § 47F, have both worked extensively on projects related to workforce and skills shortages, including in regional and remote communities, and the limitations of universal employment services. This means that we approach the work with a positive mindset about how the RJED Program can help address these shortfalls through tailored, context-specific actions. For example, we will be sure to consider the demand side of employment as much as the supply side, which is important for developing a comprehensive and appropriate set indicators in the MEL that all key stakeholders can engage with.
- **A partnership-based and iterative approach to working with you and your stakeholders, offering opportunities for capability building and knowledge transfer.** At Nous, we pride ourselves on our genuinely collaborative approach to project delivery. Subject to your own preferences, we will look for opportunities for you to be involved in key project steps, such as internal working sessions, and we will work on the basis that our deliverables will be developed iteratively, in close consultation with you. Our Expert Advisor, § 47F, will be hands-on at all stages of the project and support the building of technical MEL and cultural capabilities as necessary among NIAA colleagues and key partners.

Table 1 presents a summary of our offer. Further information on our understanding of the challenge, team, approach and your investment is presented below.

Table 1 | Summary of Nous' offer

Project outcome	A MEL Framework for the RJED Program that centres Aboriginal and Torres Strait Islander people, perspectives, priorities and knowledges so that it can drive effective implementation, data collection, and ongoing policy and program development	
Our team	Client Director: § 47F Expert Advisor: § 47F Project Director: § 47F	Project Manager: § 47F Consultant: § 47F
Your investment	§ 47	

2 Project success

This section discusses our understanding of your project requirements in the broader context of the challenges facing remote communities in Australia, especially for First Nations people. We outline what success looks like in developing an effective MEL framework that will help facilitate the success of the RJED Program, and the critical success factors to support delivery and continuous improvement.

2.1 Insight on the challenge

The Remote Jobs and Economic Development (RJED) Program is a once-in-a-generation opportunity to enhance socio-economic outcomes for First Nations people.

The National Agreement on Closing the Gap (the National Agreement), agreed upon in 2020, was an ambitious call to fundamentally change the way governments work with First Nations and Torres Strait Islander people. Since then, some progress has been made toward achieving the outcomes and objectives in the National Agreement, but it has been slow and inconsistent. Last year's review by the Productivity Commission highlighted persistent barriers, such as the lack of genuine joint decision-making and recognition that First Nations and Torres Strait Islander people know what is best for their communities.¹ The 2024 Implementation Plan therefore seeks to embed the principles of true partnership and shared decision-making across all initiatives.

Such principles have informed the Government's design of the RJED Program, to be launched in the latter half of 2024 with a funding commitment of \$707 million. The RJED will replace the Community Development Program (CDP), and centre on initiatives that promise "real jobs, proper wages, and decent conditions."² The CDP has received extensive criticism for being a "failure,"³ given findings in a 2019 government review that 36 percent of participants (83 percent of whom were First Nations people) thought their communities were worse off under the scheme⁴. This underscores the urgent need for viable alternatives.

With the phase-out of employment services under the CDP by June 2025, the RJED therefore heralds a crucially important opportunity to make substantive progress on Closing the Gap Outcomes 7 and 8, related to improving socio-economic conditions for First Nations peoples. The way RJED is implemented can also contribute to progress on the four associated priority reforms, which concern partnerships and shared decision-making, building the First Nations and Torres Strait Islander community-controlled sector, transforming government organisations and enabling shared access to data and information at a regional level.

RJED should not be viewed simplistically as an employment program to 'get people off welfare and into work.' Rather it should be seen as a significant investment in addressing both the challenges of thin markets in remote communities face and the opportunities arising from the significant skills shortages evident across the country. It is clear that there is not the workforce available in many sectors providing

¹ Productivity Commission. *Review on the National Agreement on Closing the Gap*. Study report, volume 1, Canberra. 2024. <https://www.pc.gov.au/inquiries/completed/closing-the-gap-review/report>

² Department of the Prime Minister and Cabinet. *Next steps on Closing the Gap: delivering remote jobs*. 2024. <https://ministers.pmc.gov.au/burney/2024/next-steps-closing-gap-delivering-remote-jobs>

³ Ibid.

⁴ National Indigenous Australians Agency. *The many pathways of the Community Development Programme*. 2019. <https://www.niaa.gov.au/resource-centre/many-pathways-community-development-programme>

essential services, and the pathways to fill those gaps are insufficient to meet current and projected demand.

The challenge is acute in regional and remote Australia. Job vacancies in non-metropolitan regions have grown at much higher rates than those in urban areas.⁵ From Nous' work in the Northern Territory, for example, we know that:

- Repair and maintenance services for remote public housing have fallen well behind due in part to the paucity of trained contractors who can be deployed to assess damage and undertake the necessary minor works that can forestall more substantial deterioration of the assets.
- There is an ongoing demand for educators, particularly Aboriginal educators, to work in early childhood education and care settings and schools.
- In health, there is a constant need in remote communities for both clinical staff (doctors, nurses, allied health professionals, Aboriginal Health Practitioners) and non-clinical support and administrative staff (reception, clinic management, patient transport, interpreters) to enable the delivery of culturally safe and effective care, contributing to healthier communities.

The RJED Program's employment service support model can both alleviate these challenges and capture opportunities from emerging industries with a high demand for skills – such as the renewable energy sector – by facilitating access to essential training and supports, and arrange job placements. Designed well, the program can respond to the needs of communities and employers, creating pathways to align these. In so doing, it can support the economic development of communities while also elevating and valuing the knowledge, culture and languages of First Nations people in particular.

An effective MEL Framework is essential to tracking progress, understanding outcomes, and fine-tuning implementation.

A MEL Framework is a key plank in the foundations for a successful RJED Program, by enabling the NIAA to analyse implementation progress and outcomes against objectives, apply learnings, address emerging risks, and maximise both the value of the program to the communities and individuals it serves as well as the return on the Government's investment. A robust and effective MEL Framework should provide the:

- **Basis for the theory of change**, establishing a clear logic model that outlines expected outcomes and pathways from activities, fostering a shared understanding among stakeholders about how the RJED Program is expected to achieve its goals.
- **Plan for tracking and measuring progress and success through integrating leading and lagging indicators**, incorporating a balanced mix of indicators (predictive and retrospective), both quantitative and qualitative, to support informed decision-making and adaptive management, enabling adjustments to be made based on real-time data and insights.
- **Foundations for evaluation**, including a structured basis for the different evaluation types that may be required over the MEL lifecycle (e.g. developmental assessments, cost-benefit analyses, Social Return on Investment (SROI) evaluations, impact analyses).
- **Grounds for broad stakeholder buy-in and joint decision-making**, ensuring clarity and consensus among stakeholders regarding the data collection process and its purpose, fostering effective partnerships, collective learning, and evidence-informed joint decision-making.

We understand that the NIAA and your partners are looking for a comprehensive framework that incorporates monitoring, evaluation and learning components. While each of these components are different – and serve different purposes – they are inter-related and should be mutually reinforcing (for

⁵ Regional Australia Institute. *Regional Jobs 2022: The Big Skills Challenge*. 2023.

https://www.regionalaustralia.org.au/common/Uploaded%20files/Files/Regional%20Job%20Updates/The_Big_Skills_Challenge_Report.pdf

example, monitoring data should also be able to be used for evaluations, and learning approaches should draw from both monitoring and evaluation data).

Table 2 presents an overview of the differences between monitoring, evaluation and learning, and will form the basis for the development of the MEL Framework. We will work with the NIAA and your partners during project initiation to review and confirm our approach and ensure each component meets your needs and expectations.

Table 2 | Overview of monitoring, evaluation and learning

	Monitoring	Evaluation	Learning
Approach	Descriptive and reflective	Exploratory and conclusive	Reflective and participatory
Purpose	To understand if the RJED Program is being delivered as expected and how it is progressing towards outcomes, and to identify changes that could be made during implementation.	To understand if the RJED Program is meeting or has met outcomes / goals, to explain why, to explain the significance and consequences, and identify considerations for future implementation.	To enable the NIAA, service providers and other key stakeholders to use data and insights for continuous improvement of the RJED Program.
Timing	Continuously	Periodically (as per agreed evaluation cycles)	Frequently (as needed and appropriate)
Responsibility	The NIAA, service providers and other stakeholders	Independent evaluator	The NIAA, service providers and other stakeholders

A MEL Framework for the RJED Program must be informed by Indigenous approaches to evaluation.

The Indigenous Evaluation Strategy (and accompanying guide to evaluation) highlight the critical importance of developing culturally appropriate approaches to understanding how policies and programs affect First Nations and Torres Strait Islander people. All too often, however, MEL activities are designed and delivered from a Western paradigm – bringing into question the validity, usefulness and robustness of approaches to data collection as well as the insights that are generated. Furthermore, at an ethical level, it is critical that First Nations and Torres Strait Islander people have a say in the data that is collected about them and their communities – to ensure that MEL activities ‘measure what matters.’

It is critical that Indigenous approaches to MEL are placed at the core of the RJED MEL Framework and that they are embedded across the entire MEL lifecycle. This has implications for:

- Designing the approach to the MEL Framework’s design, including co-developing a program logic with First Nations and Torres Strait Islander people and communities.
- Selecting an appropriate MEL type, approach and method, ensuring that these match the aim and intent of monitoring, evaluation and learning activities.
- Agreeing who should lead MEL activities, including whether they should be delivered in-house or contracted out and, if contracted out, the criteria for identifying the contractor.
- Identifying the right data collection activities, exploring specific activities such as yarning and dadirri.
- Safeguarding MEL data, in line with the principles of Indigenous Data Sovereignty (ID-SOV).
- Interpreting and verifying insights, ensuring that these account for social, cultural and historical factors (such as the impact of colonisation).

- Communicating insights back to evaluation participants, making sure that results are presented in a way that makes sense for the diversity of audiences who may be interested.

2.2 Critical success factors

It follows from the above, that there are five critical success factors to this work to develop a MEL Framework for the RJED. These are informed by Nous' own understanding of best-practice approaches to monitoring and evaluation, as well as our extensive experience with similar undertakings. As indicated below, we have taken these into account in developing our proposed methodology and team design, to ensure that the MEL Framework is developed to measure impact, empower communities and align to their interests and needs.

The five key success factors are set out below:

1. **Prioritising First Nations and Torres Strait Islander people's perspectives and voices**, to ensure the framework is reflective of and responsive to the definitions of success held by the First Nations communities it aims to serve. This will ensure that the MEL Framework is deeply aligned with First Nations communities' own definitions of success and well-being. Such an approach is also vital for fostering trust and engagement among First Nations communities and other key stakeholders, which will be vital for the MEL Framework's legitimacy and long-term effectiveness in empowering communities through self-determination. *Nous' team includes strong First Nations representation and our methodology centres Indigenous perspectives.*
2. **Actively integrating and building on the learnings gained from RJED's predecessor programs** including the CDP and CDEP programs. This will require leveraging the insights and knowledge that the NIAA and other relevant stakeholders hold to distil the history of these programs, including their successes and areas for improvement. We will draw on community consultations concurrently being conducted by the NIAA to distil valuable lessons and principles for the RJED Program's design, and from this understand how the MEL framework should be developed to support delivery and implementation over the course of its lifecycle. We will take a collaborative approach to working with NIAA to promote knowledge exchange, learning and co-development of key deliverables.
3. **Ensuring data arrangements within the MEL framework comply with Framework for Governance of Indigenous Data and uphold the principles of Indigenous Data Sovereignty.** Alignment and compliance is pivotal as the RJED Program's legitimacy and success are contingent upon the active involvement and endorsement from First Nations communities.⁶ By granting communities authority over their data, these principles will ensure that First Nations perspectives will be at the forefront of the MEL Framework.⁷ Ethical and responsible evaluation methods are imperative for securing trust and confirming that the MEL Framework's findings accurately represent and bolster the RJED Program's commitments to self-determination and empowerment. *Indigenous Data Sovereignty principles infuse Nous' approach to this work.*
4. **Taking account of the opportunities and the challenges associated with improving employment and broader socio-economic outcomes for remote communities.** The MEL Framework must be specific and appropriately focused on the objectives of RJED. That said, it must also ensure that its construction does not promote a skewed or narrow focus on the number of participants who secure work. While this reflects a central objective, it needs to be balanced with consideration of the 'demand' side of the equation – what employers need and are experiencing from the program – as well as the broader

⁶ National Indigenous Australians Agency. *Framework for Governance of Indigenous Data*. 2024.

<https://www.niaa.gov.au/resource-centre/framework-governance-indigenous-data>

⁷ Maiam nayri Wingara. *Indigenous Data Sovereignty Communique Indigenous Data Sovereignty Summit*. 2018.

<https://static1.squarespace.com/static/5b3043afb40b9d20411f3512/t/63ed934fe861fa061ebb9202/1676514134724/Communique-Indigenous-Data-Sovereignty-Summit.pdf>

contribution of RJED to lifting engagement in lifelong learning; bringing financial stability to households; giving recognition to the value of First Nations knowledge, culture and language; and contributing to economic development and community resilience. *Nous will be guided by the NIAA, its stakeholders (including the communities with whom we engage) about the potential outcomes and impact of the RJED to ensure that the MEL Framework takes a broad and balanced view of what ought to be measured.*

5. **Designing approaches that are pragmatic and low burden for users, ensuring that the Framework is easy for service providers to use while collecting high-quality, useful data.** This approach is crucial for the sustainability of the MEL activities, as it will ensure that service providers can efficiently gather and report data without being subject to complex or time-consuming processes. Reducing the data collection burden will lead to greater uptake and success of key activities. *The Nous team will draw on its previous experience – and team members' ability to respectfully challenge thinking in the interests of ensuring a robust and implementable MEL Framework – to deliver a product that has a balanced set of indicators that can be tracked in a timely and efficient way.*

3 Our team

In this section, we outline the design of our team, how we will work together and the contribution of each team member.

3.1 Team design

Nous offers a team with significant First Nations-leadership, proven cultural competency and relevant experience working across remote First Nations communities.

The Nous team will be led by Client Director, § 47F, who co-leads Nous' public policy practice. § 47F works across Victoria, Canberra and the Northern Territory and has led multiple projects related to employment programs and services – including challenges related to service delivery in thin markets – as well as numerous reviews and evaluations.

§ 47F will act as a hands-on Expert Advisor, collaborating with the Nous team at every stage of the project. § 47F and has three decades of Indigenous and public policy and program management experience. For example, he has been instrumental in driving change in holding key national roles including § 47F

§ 47F

§ 47F

§ 47F

Our Project Director, § 47F, has lived in § 47F and leads § 47F. He has successfully led many complex evaluations involving engagement with remote communities. § 47F has also led the collaborative development of theories of change, program logics and evaluation frameworks, and monitoring and evaluation plans. He will leverage his extensive experience in the on-the-ground challenges of data collection and reporting in remote communities to develop a MEL Framework for the RJED Program that is realistic, practical and low-burden.

Our Project Manager, § 47F with more than 15 years' experience in operational leadership and public policy. This includes his previous position § 47F. § 47F has worked across various evaluations and reviews nationally, bringing his extensive insights into Nous' evaluation practices and supporting teams to be culturally competent. This includes § 47F

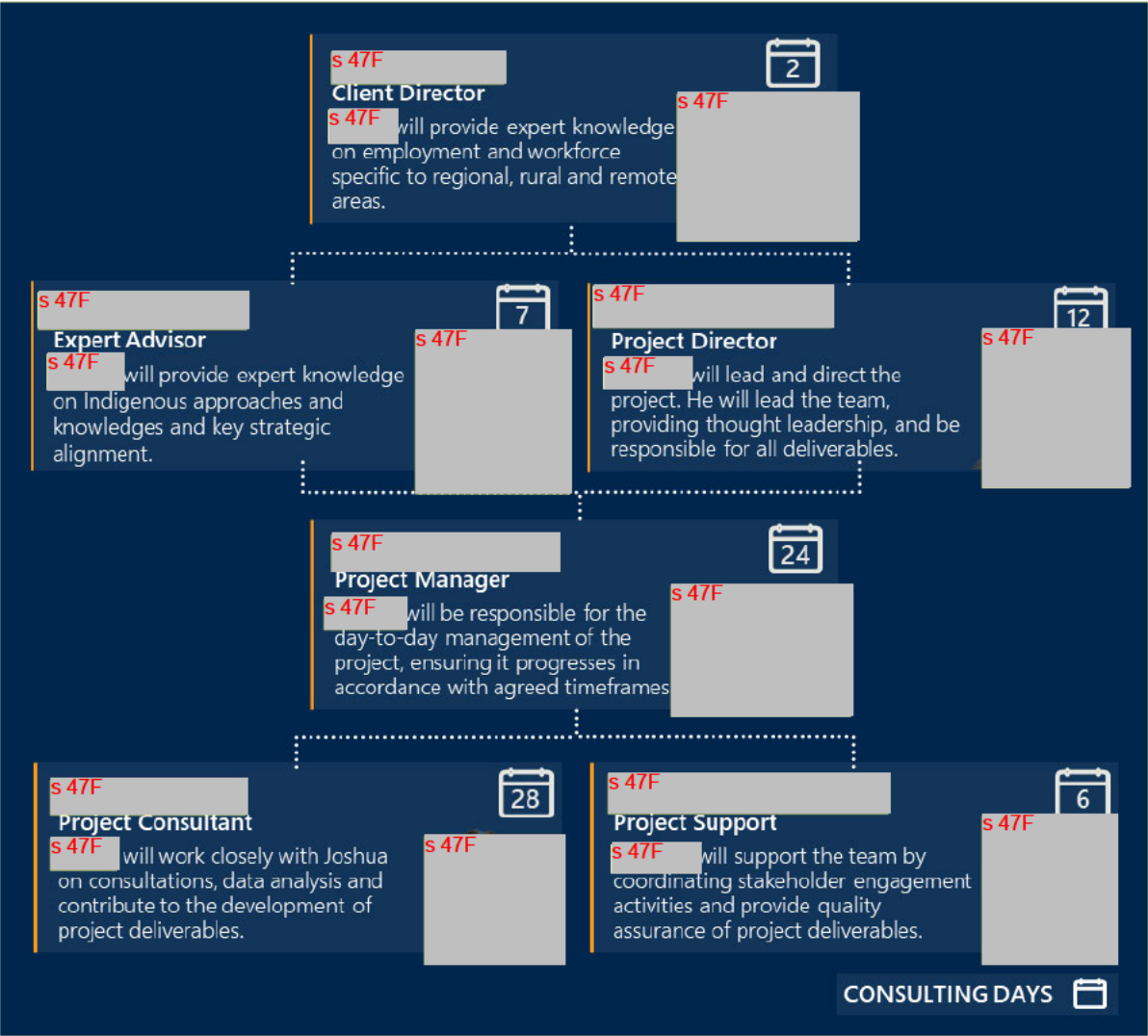
§ 47F as well as § 47F

§ 47F. Throughout these projects he has demonstrated his real-world application of Indigenous evaluation approaches through a realist lens, incorporating the experiences and context of First Nations communities meaningfully to provide improved recommendations and insights for clients. § 47F will support the Nous team to understand the context that Commonwealth agencies operate within and collaborate meaningfully with the NIAA project team to navigate the development of a MEL framework that measures outcomes and develops capability.

Our Project Consultant, § 47F is based in § 47F and possesses a wide range of project experience in remote contexts. Most importantly, his recent work on key policy evaluations such as the Families as First Teachers program and in working closely with the NIAA in drafting the forthcoming Youth Services Action Plan (YSAP). Both experiences significantly developed § 47F cultural competency, facilitation capability with remote stakeholders and knowledge of remote policy, in particular remote jobs programs and training initiatives.

Figure 1 provides an overview of our team design with the roles and responsibilities of each team member. We have designed a team that will draw on their own experiences of evaluations and working with First Nations communities in remote contexts to develop a bespoke functional MEL Framework. Further details on qualifications and relevant experience of each team member is provided in Appendix A.

Figure 1 | Overview of Nous' project team



3.2 Team member contribution

The team we propose has the requisite skills, knowledge and experience to deliver success for this project. Table 3 over provides an overview of the Nous team members, their experience and how they will add value to the project.

Table 3 | Team member experience and contribution

s 47F	s 47F Client Director s 47F
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Project focus

s 47F will be accountable overall for the quality of Nous' work and your experience working with us. She will:

- Provide advice to the Nous team, through targeted input to inform their thinking and approach
- Review key deliverables to provide an extra layer of quality assurance
- Be involved in key engagements
- Serve as a point of escalation should any issues arise.

Experience overview

As a **s 47F** brings an understanding of the challenges of remote employment and service delivery. With Nous for over 14 years, **s 47F** has led numerous evaluations of programs for governments across Australia. She has taken a particular interest in employment services, having led national consultations on how they could be improved, an analysis of Commonwealth employment programs, and the legislated review of Workforce Australia. **s 47F** spends one-quarter of her time in Nous' **s 47F** office and has led several projects that relate directly to the challenges and opportunities for Aboriginal employment in remote areas.

s 47F

s 47F | Expert Advisor | **s 47F**

Project focus

s 47F will provide expert knowledge:

- Focus on clarifying thinking, embedding Indigenous approaches and knowledges
- Advise on key strategic alignment and connections
- Participate in key engagements
- Review key deliverables to ensure Indigenous perspectives and quality assurance.

Experience overview

Spanning 3 decades, **s 47F** has demonstrated strategic vision, ethical stewardship and powerful advocacy to drive change for better outcomes for First Nations and Torres Strait Islander people. His credibility has accrued through his work, his actions and his behaviours. He deeply values the strong connections he has across First Nations communities and organisations, the NGO and public sectors. His work extends across multiple sectors including health, research, higher education, arts, housing and disability. The common thread in all his work is to contribute to the empowerment of his people, in order to secure a better future for our next generations. **s 47F**

s 47F

s 47F | Project Director | **s 47F**

Project focus

s 47F will be responsible for providing clear project direction throughout the project including:

- Setting project scope and establishing the project effectively – with the team and the NIAA
- Providing thought leadership to develop and deliver high quality deliverables and solutions for the NIAA
- Managing team dynamics across whole of project team for the whole project, creating the best team environment to develop capability
- Be the principal point of contact for the NIAA.

Experience overview

s 47F is passionate about working in partnership with people and communities who have traditionally been left behind. He has over a decades experience working across health, human services and sustainable development.

s 47F is **s 47F** and leads **s 47F**. He was worked extensively with clients to plan for and deliver evaluations in partnership with First Nations communities and remote communities. This includes managing the \$1.5m evaluation of the Stronger Rural Health Strategy – exploring challenges and opportunities for the health workforce in regional, rural and remote communities across

Australia – as well as leading evaluations for NT Health, the NT Department of Education, and the NT Department of Territory Families, Housing and Communities.

s 47F

s 47F | Project Manager | s 47F

Project focus

s 47F will have responsibility for the day-to-day management of the project, ensuring it progresses in accordance with agreed timeframes and will contribute to thought leadership. s 47F will be responsible for project management, including:

- organising and/or facilitating stakeholder consultations
- facilitation of workshops/presentations
- development of project deliverables, including the quality assurance of project deliverables, and any requirement for accessibility.

Experience overview

s 47F is a s 47F based on s 47F. s 47F brings a broad range of experience from s 47F and Nous to provide an expert cultural lens from a First Nations perspective, excellent project management capability and capable leadership to projects, delivering excellent project outcomes and effective insights in an evaluation and employment context.

s 47F

s 47F | Project Consultant | s 47F

Project focus

s 47F will be responsible for contributing to project outcomes, including research, analysis and interpretation of quantitative and qualitative data to generate insights, assistance with client and stakeholder engagement and development of high-quality project deliverables.

Experience overview

s 47F has a strong understanding of remote contexts thanks to his work on multiple projects in health, education, youth programs, housing and homelessness in the Nous s 47F office. These experiences have made him well versed in community facilitation, having conducted interviews and research across 18 communities in Central Australia, Arnhem Land and the Top End. s 47F will combine these skills with his experience in policy evaluation and established understanding of remote jobs programs. His prior projects have led him to engage with several community members and CDP service providers who described the challenges the program faces as well as the history of other programs like the CDEP.

This team is available for the project timeframes detailed in this proposal. If project timeframes change, we will need to check team availability and, if necessary, propose suitable alternative resources or negotiate project timeframes.

Nous has over 750 staff, all equipped with the technology to provide seamless project continuity whenever public health measures restrict movement. As part of Nous' contingency planning, we can provide alternative resources for key roles should unforeseen circumstances impact the availability of any Nous team members. Nous' rigorous resource management processes are overseen by a dedicated team that can respond to your resourcing needs. Should you have any questions regarding Nous' contingency planning please contact our nominated Project Director, s 47F.

4 Our approach

Our approach is specifically designed to meet the success factors for the project and comprises:

- 1. Conceptual approach – our guiding framework or lens for shaping a solution for this project.
- 2. Methodology – how we will apply the framework in practical terms, namely the steps we will take to deliver the solution.

4.1 Conceptual approach

Figure 2 presents an overview of our overarching approach to the development of the MEL Framework. Key aspects of our approach are explained in more detail below.

Figure 2 | Overarching approach to the development of the MEL Framework



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A set of guiding principles will shape the development of the MEL Framework.

In order for the MEL Framework to be effective – to measure what matters to communities and service providers – agreed activities need to be underpinned by a set of guiding principles that shape data collection approaches, analysis strategies, communication mechanisms, and ownership and interpretation of findings.

While at the § 47F our Expert Advisor, § 47F § 47F.⁸ As we work with First Nations and Torres Strait Islander people, governance groups, the NIAA and other stakeholders in this project, we will ensure that the MEL Framework aligns with the guiding principles of this strategy:

- **Credible.** MEL activities should use approaches and methods that are rigorous, fit-for-purpose, answer the questions that policy makers and communities want answered, and suit the context in which the RJED Program is being delivered.
- **Useful.** MEL activities must be tailored to the audience(s) interested in the results, and insights must be able to be used to improve the delivery of the RJED Program.
- **Ethical.** MEL activities must be conducted in an ethical way and align with established guidelines for research involving Aboriginal and Torres Strait Islander people. As part of the development of the MEL Framework, we will work with governance groups and the NIAA to establish whether formal ethical review and approval will be required for any MEL activities.
- **Transparent.** The process and outcomes of MEL activities should be made available to Aboriginal and Torres Strait Islander people and other interested parties – so that all can learn from what works and understand where improvements are made. This includes a clear plan for communicating the results of any MEL activities back to community members and service providers.

In addition to the principles outlined in the Indigenous Evaluation Strategy, it is critical that MEL activities are:

- **Indigenous-led.** It is important that MEL activities centre the needs, desires, voices and perspectives of First Nations and Torres Strait Islander Australians. In order to do this, the development of the MEL Framework and eventual MEL activities must be Indigenous-led.
- **Cohesive.** The MEL Framework must ensure that the NIAA and other stakeholders can understand what is being delivered at the whole-of-system level (i.e. across the entire delivery of the RJED Program) as well as at the local community and service provider level (i.e. the nuances of how the RJED Program has been designed and is being delivered in each community). To enable effective MEL, indicators at each level must complement and not duplicate each other, and must aim to measure progress against the same outputs and outcomes.
- **Low-burden.** We know from our previous evaluation work – including with Indigenous Australians and in remote communities – that service providers are exceedingly busy and are often under-staffed. Effective MEL hinges on access to high-quality, complete and consistent data – and so it is critical that the final MEL Framework places a low-burden on stakeholders tasked with data collection. We know from experience that if you ask too much of service providers, you risk getting back poor quality or no data.
- **Place-based.** By design, the RJED Program will operate differently in different communities. It is critical, therefore, that the MEL Framework take a place-based approach – with strategies to understand how the program is being delivered in each community, any community-specific barriers and enablers, and

⁸ § 47F

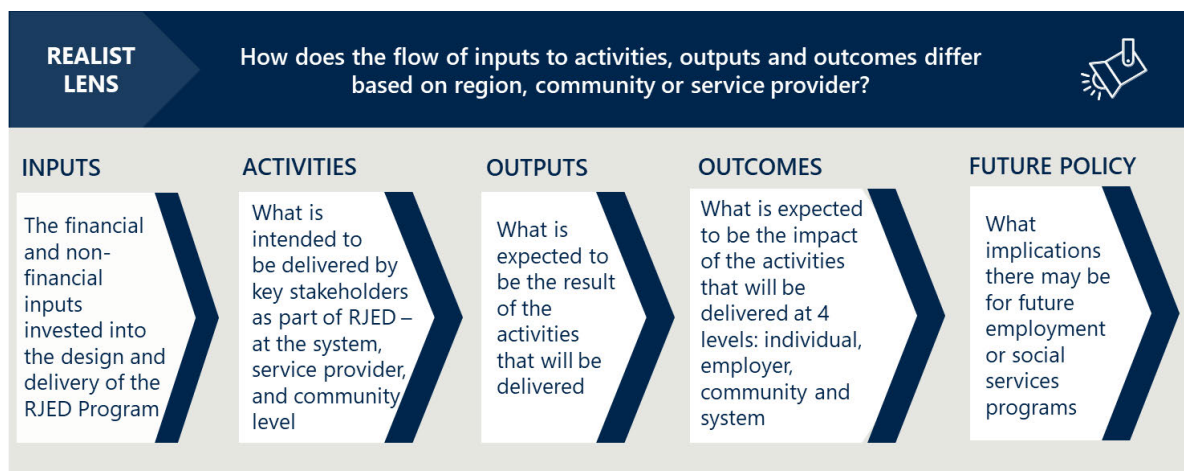
the community-specific outputs and outcomes that service providers are seeking to achieve. There can be no one-size-fits-all approach to MEL activities.

As we work through the design of the MEL Framework, we will test, refine and confirm these principles with the First Nations Reference Group, NIAA's Indigenous Evaluation Committee and other governance groups and representatives as relevant.

We propose that MEL activities place a realist lens over the top of the RJED Program logic to understand what is working, for who, and why.

Drawing from our experience developing MEL Frameworks for similar programs – and from conducting evaluations of these programs – we anticipate that the final MEL Framework will apply a realist lens to the RJED Program logic, as shown in Figure 3. We will test this thinking with you during project initiation.

Figure 3 | Realist lens applied to the RJED program logic



A realist lens is an analysis approach and way of thinking that acknowledges that “nothing works everywhere or for everyone.”⁹ Given that the design of the RJED Program explicitly acknowledges that each community is different, and thus the RJED Program will look different and work differently in every place, we propose this approach in order to understand the nuance of program delivery in different contexts.

A realist lens is particularly important in the context of programs for First Nations and Torres Strait Islander people as it ensures that MEL activities account for important contextual factors that impact program delivery and success. These include:

- **Systemic and institutional racism** – which may impact the extent to which First Nations and Torres Strait Islander people engage with certain service providers, or whether and how service providers tailor services to meet the needs of First Nations and Torres Strait Islander people.
- **The ongoing impacts of colonisation and intergenerational trauma** – which impact the extent to which First Nations and Torres Strait Islander trust government and government institutions, and therefore the extent to which they are comfortable engaging in government programs.
- **Regionality** – whilst many Australian government programs consider impact at the state and territory level, for many First Nations and Torres Strait Islander people and communities regionality is more important than jurisdictional boundaries. For example, there are likely common factors that support success in communities across the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands, which span across South Australia and into Western Australia and the Northern Territory. Similarly – barriers and enablers

⁹ Westhorp, G. 2014. Realist Impact Evaluation: An Introduction: Accessed 23 March 2019. Available from: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9138.pdf>

are likely to be different between the Top End, Barkly and Central Australian regions of the Northern Territory.

The RJED Program-wide program logic will be complemented by service provider-specific program logics to understand system-wide and on-the-ground delivery.

As noted above, the RJED Program is specifically designed to work differently in each community, considering community need and context. To account for this diversity – and to enable an understanding of the local and collective impact of the RJED Program – we propose that the MEL Framework:

- Define an overarching program logic with a discrete set of indicators to be collected by all stakeholders.
- Outline an approach for service providers to develop their own service provider-specific program logics – aligned to the overarching program logic – to enable service providers to understand delivery and impact at the local level.

We understand that have already developed an RJED Program-wide theory of change and program logic that details key inputs, activities, outputs and outcomes. We will work with you and key stakeholders during the first stage of the project to review, update and confirm this theory of change and program logic.

Once this is confirmed, we will then work with you to build an approach so that service providers can develop their own aligned program logics that describe::

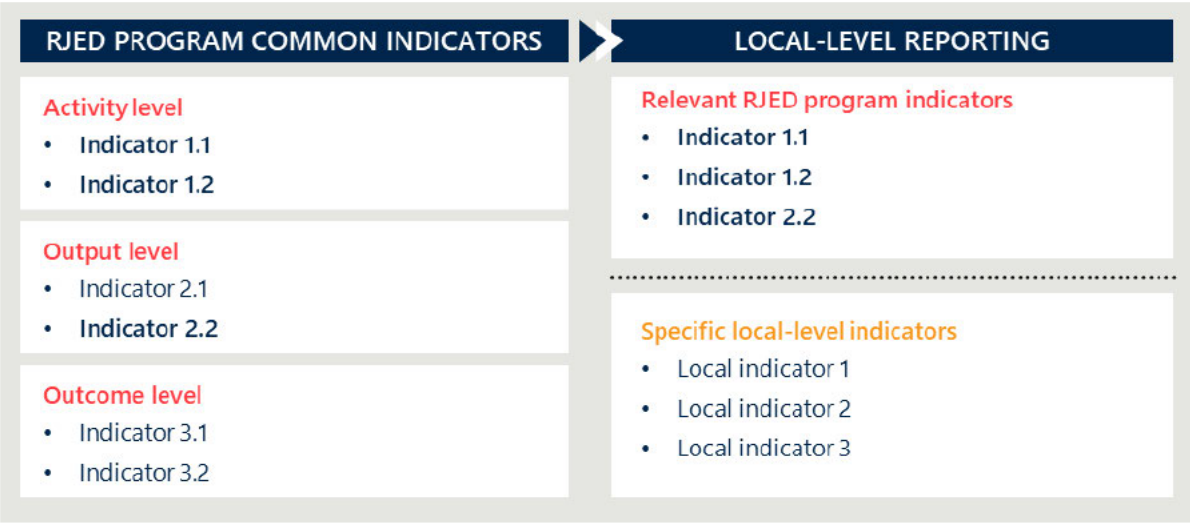
- What activities service providers intend to deliver at the local level.
- What are the immediate outputs from these activities.
- What are the intended short, medium and long-term outcomes from these activities.

We understand that NIAA is interested in understanding both the individual impact of RJED program-funded programs on the ground, and also the collective impact of the RJED Program as a whole across Australia. Careful planning and consideration will be needed to ensure that you can achieve these dual aims (Figure 4). In practice:

- NIAA will need to work in partnership with service providers and stakeholders to define a discrete set of common indicators at the input, output and outcome level. These will, by necessity, need to be high-level enough that they will be applicable across several RJED Program-funded projects, but specific enough that they provide relevant and useful data on the progress and impact of the RJED Program (as separate to other competing or complementary initiatives that may be being delivered in communities).
- Once these common indicators have been developed and agreed, the MEL Framework will need to define an approach for service providers to develop specific, locally relevant indicators that will provide specific evidence around local progress and impact. In order to be meaningful – to ensure that we “measure what matters” – these local indicators will need to be developed in close partnership with service providers and recipients of services. It is critical that service providers and local communities are empowered to define what success looks like to them.

The MEL Framework will include a simple and clear data matrix that provides detail on the agreed indicators, data sources, data collection methods, and baseline and target (if appropriate).

Figure 4 | Combined RJED-wide and locally specific indicators



SMART indicators will be designed to enable measurement at four discrete levels.

Drawing on our understanding of workforce and employment challenges, including measuring related outcomes, we will collaborate with First Nations Reference Group, the NIAA and other stakeholders to create robust indicators that reflect the multifaceted nature of the RJED Program. These indicators will be designed to be Specific, Measurable, Achievable, Relevant, and Time-bound (SMART), providing a clear and actionable framework for monitoring and evaluation.

- **Specific:** Each KPI will clearly define what aspect of the RJED Program is being measured.
- **Measurable:** Concrete data points and metrics will be established for each KPI, allowing for objective assessment.
- **Achievable:** While challenging, the goals set by the KPIs should be realistic and attainable.
- **Relevant:** Each KPI will directly connect to a core objective of the RJED Program logic.
- **Time-bound:** Clear timeframes will be defined for measuring and reporting on each KPI.

We propose that outcomes be measured at four levels - individual; employer; community; system – and include a combination of LEAD (predictive measures that can provide early signals of progress toward desired outcomes) and LAG (reflecting the actual outcomes and results achieved) indicators.

As an indicative starting point, we have developed a set of indicative indicators as presented in Table 4. Guided by the NIAA and data stewards in the landscape, we will consider what is useful and feasible to measure, drawing on existing data where possible and minimising the burden of data collection for stakeholders, and adhering to ethical data collection practices, to prioritise the inclusion and representation of Indigenous voices and perspectives.

Table 4 | Indicative LEAD and LAG Key Performance Indicators (KPIs)

Level	Description	LEAD indicators	LAG indicators
Individual	Indicators related to individual participants, focusing on their development and immediate job-related outcomes.	<ul style="list-style-type: none">Number of participants enrolled in job training programs	<ul style="list-style-type: none">Employment status at 6 and 12 monthsJob retention rates over 12 months

Level	Description	LEAD indicators	LAG indicators
		<ul style="list-style-type: none"> Number of initial job placements within three months 	<ul style="list-style-type: none"> Number of participants with new skills certification Job satisfaction scores
Employer	Indicators related to employers, measuring their involvement and support for the program and Indigenous employment.	<ul style="list-style-type: none"> Number of job opportunities created Attendance at employer training session Number of support measures (e.g., mentorship) provided for new hires 	<ul style="list-style-type: none"> Employer satisfaction ratings Increase in number of Indigenous employees Improvement in workplace diversity and inclusion metrics
Community	Indicators related to the broader community impact, focusing on economic and social development.	<ul style="list-style-type: none"> Number of community economic growth initiatives Number of local business partnerships formed Community engagement events held with Indigenous participation 	<ul style="list-style-type: none"> Economic growth rate in remote communities Increase in local business development Access to essential services Social cohesion index including Indigenous perspectives
System	Indicators related to the overall program effectiveness and alignment with broader policy goals and national outcomes including the Closing the Gap priorities.	<ul style="list-style-type: none"> Program reach (number of remote communities covered) Number of policy changes initiated Implementation rate of key program components 	<ul style="list-style-type: none"> Overall economic participation rates in remote areas Progress against Closing the Gap outcomes and reforms Systemic changes in employment practices

These draft indicators will serve as a starting point for a more detailed and tailored set of KPIs, developed through ongoing consultation and collaboration. This iterative process will ensure that the indicators are continuously aligned with the evolving needs and objectives of the RJED Program, enabling effective monitoring, evaluation, and learning to support sustainable economic development and employment outcomes in remote communities.

4.2 Methodology

Figure 5 provides an overview of our approach, key activities and deliverables. Further detail on each stage is presented below, followed by descriptions of the key features of our methodology. The timing of activities and deliverables have been aligned with those specified in the request for quotation (RFQ). We would be pleased to discuss project timing further with the NIAA to best enable project success.

Figure 5 | Overview of our approach, key activities and deliverables


STAGE 1 SET UP FOR SUCCESS 22 July to 16 August 2024	DELIVERABLES <ul style="list-style-type: none"> Final project plan Theory of change and updated program logic Scoping paper 1
ACTIVITIES Set the project up for success <ul style="list-style-type: none"> Participate in a project inception meeting with team members from the Project Team in NIAA and Nous. Agree on a project charter, indicating incorporating scope, key deliverables, timelines and expectations. <p>Design and implement a detailed project plan in-line with agreed project charter that:</p> <ul style="list-style-type: none"> outlines how the components of the MEL Framework will be developed provides a stakeholder engagement approach includes a project schedule with timelines for key deliverables and a risk management plan <ul style="list-style-type: none"> Establish fortnightly project meeting cadence. Develop plan to engage meaningfully with all stakeholders <ul style="list-style-type: none"> Draft stakeholder engagement plan and provide to the NIAA for feedback and approval. <p>Stakeholder engagement plan to encompass the engagement of:</p> <ul style="list-style-type: none"> The First Nations Reference Group, including an early scoping session to confirm approach and a later session for discussion of the draft MEL framework. NIAA's Indigenous Evaluation Committee for discussion of the draft MEL framework. Other key stakeholders or advisory groups as required to inform the development of the draft MEL framework, including other relevant Commonwealth portfolio and agency bodies, State Government agencies and peak bodies. Remote communities through the existing consultation mechanisms. Deepen understanding of the RJED Program <p>Review documentation and data to gain a comprehensive understanding of the RJED. This may include the following where available:</p> <ul style="list-style-type: none"> Consultation notes from Community stakeholder engagements; Existing reporting practices; and/or Data on workforce demographics or performance. <p>Conduct initial consultations with the RJED Program design team as required.</p> Design the methodology for MEF development <ul style="list-style-type: none"> Draft a methodology for development of the MEF elements, including the program logic and theory of change. Hold a 1-hour working session with the RJED Program design team to test proposed methods. Update methodology to address feedback and provide to the RJED design team for approval. Develop the first scoping paper – tentatively to test the MEL Framework methodology and program logic / theory of change* <ul style="list-style-type: none"> Share a 1-2 slide demonstrating the program methodology for stakeholder comment. Incorporate feedback to refine the methodology. 	

* Please note that the content to be discussed in scoping papers is indicative and to be determined following consultation with the RJED Program team.

STAGE 2

DEVELOP MEL FRAMEWORK

19 August to 27 September 2024



DELIVERABLES

- High level monitoring framework and implementation plan
- Scoping paper 2 and 3
- Evaluation plan
- MEL framework implementation plan

ACTIVITIES

Develop a high-level monitoring framework and implementation plan

- Develop first draft of the MEL Framework, building from work to develop theory of change and program logic.
- Provide draft plan to the NIAA for review and comment.

Develop the second scoping paper to test the high-level monitoring framework and implementation plan

- Outline key objectives, scope, and intended outcomes and key performance indicators of the monitoring framework in a 1-2 slide scoping paper.
- Share the high-level framework with stakeholders.
- Incorporate feedback to refine the framework and implementation plan.

Develop the draft evaluation plan

- Define evaluation objectives, questions, and scope and identify appropriate evaluation methods and tools.
- Outline evaluation criteria based on project goals and stakeholder needs.
- Draft the indicative timelines for evaluation activities and responsibilities of each stakeholder.

Develop the draft MEL framework implementation plan

- Detail monitoring processes, including relevant stakeholders, the data collection methods and frequencies.
- Link evaluation activities with the monitoring timeline and data inputs.
- Define learning strategies for adapting to findings and integrating insights.
- Outline the reporting structure and communication plan for MEL findings.

Develop the third scoping paper to test indicators

- Share a 1-2 slide scoping paper testing indicators with relevant stakeholders.
- Share the high-level framework with stakeholders.
- Incorporate feedback to refine the framework and implementation plan.


Develop the draft learning plan

- Design a learning plan that captures capturing lessons learned from monitoring and evaluation activities, with room for adjustment based on what is learnt and encourage continuous improvement.
- Draft learning plan will incorporate tools to explore participant/stakeholder knowledge and methods to strengthen scientific reasoning skills, and relevant knowledge sharing mechanisms.

STAGE 3

FINALISE MEL FRAMEWORK

30 September to 1 November 2024



DELIVERABLES

- Learning plan
- Draft and Final MEL framework

ACTIVITIES

Finalise learning plan

- Review and incorporate feedback on the draft learning plan from the RJED Program team, the Remote Employment Branch, First Nations communities and other relevant stakeholders.
- Approve the final version of the learning plan for implementation.

Share draft MEL framework

- Aggregate the monitoring framework, evaluation plan and learning plan into a cohesive draft MEL framework, including the communication strategy for the broader MEL framework.

Finalise consolidated MEL framework

- Incorporate feedback from the RJED design team and Remote Employment Branch to finalise the final consolidated MEL framework.

Present consolidated MEL framework to NIAA executive

- Share the consolidated MEL framework with the NIAA executive in a presentation that is focused on the expected impact, benefits, and value addition from the MEL framework.

Figure 6 | Indicative project plan

		DATES	Jul	Aug						Sept				Oct			
		WEEK	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
STAGE 1	Set up project for success																
	Develop project plan																
	Develop theory of change and program logic																
STAGE 2	Draft high-level monitoring framework and implementation plan																
	Draft evaluation plan																
	Final high-level monitoring framework and implementation plan																
	Final evaluation plan																
	MEL framework implementation plan																
STAGE 3	Draft learning plan																
	Consolidated draft MEL framework																
	Final learning plan																
	Consolidated final MEL framework																
KEY TOUCHPOINTS	Fortnightly Project meetings																
	Meetings with RJED design team																
	Meetings with FNRG																
	Meeting with IEC																
	Meetings with other stakeholders																
	Scoping papers																

Nous' guiding principles inform our ethical approach to engaging with First Nations communities, including remote communities.

Nous' staff are passionate about improving outcomes and enabling self-determination for First Nations and Torres Strait Islander communities across Australia. Nous aims for best practice in consulting with First Nations people and organisations, each of Nous' practice groups work in partnership with the First Nations Practice Group (FNPG) to ensure a consistent approach.

Nous has a set of guiding principles that inform our work with First Nations people and organisations. These principles support teams in their work that involve First Nations people and encourage teams to think carefully about what is most appropriate and applicable to their work.

As we develop the MEL Framework – and as we think through how MEL activities should be delivered – we will be guided by these principles:

- **Ensuring cultural safety through a trauma-informed approach.** Engagement approaches should support First Nations people to feel culturally safe and respected. This includes understanding and respecting the impact of intergenerational trauma. Approaches must carefully manage the risk of causing distress or vicarious trauma.
- **Using strengths-based language and approaches.** Engagement approaches and MEL activities must highlight the strengths and resilience of First Nations people, acknowledge the context that contributes to poor outcomes, and elevate decolonising approaches.
- **Supporting self-determination - including in engagement, data analysis and reporting.** MEL activities must elevate First Nations voices and support First Nations people to set priorities, make decisions and contribute to projects on their own terms.
- **Supporting genuine relationships, First Nations leadership and shared benefits – and allowing time for this.** Effective delivery of the MEL Framework will be contingent on working in partnership with First Nations communities. Throughout the development of the MEL Framework, and as MEL activities are delivered, there is a need to go beyond the transactional and build transparent, reciprocal and enduring relationships. This means listening deeply, allowing time to build relationships, supporting shared benefits and decision-making, ensuring appropriate leadership, governance and partnership arrangements are in place, remaining flexible and learning continuously.

Our approach to stakeholder engagement and communication will be targeted, sensitive and effective to build buy-in.

1. Our stakeholder engagement and communication approach will be targeted, sensitive, and effective to foster buy-in and commitment to the development and successful implementation of the MEL framework. Effective engagement with communities, service providers, governance groups, the NIAA and partners is essential for a thorough process that will develop an effective, ethical and useful MEL Framework. When considering our approach to stakeholder engagement, we are:

1. **Targeted:** We respect people's time and ensure each engagement is productive, including by providing guidance in advance to assist with preparation and ensuring that lines of questioning are appropriately tailored.
2. **Sensitive:** We ensure all engagements are trauma informed and culturally safe. We use the information we receive with discretion, protecting confidentiality as appropriate.
3. **Iterative:** We build up a picture of current challenges, how they will be affected by proposed changes, and what data collection and analysis might look like for MEL practices through iterative engagement and testing. This ensures that stakeholders feel connected to the project and see the process as credible in capturing common themes.

Nous' approach to stakeholder engagement approach on projects is set out in Figure 7.

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reflects the Maiam Nayri Wingara definition (as outlined below), and is in line with the NIAA's *Framework for Governance of Indigenous Data*.

*"The right of Indigenous peoples to exercise ownership over Indigenous Data. Ownership of data can be expressed through the creation, collection, access, analysis, interpretation, management, dissemination and reuse of Indigenous Data."*¹⁰

Given that most Indigenous Knowledge and First Nations data is not in the possession of First Nations Peoples, s 47



Notably, this includes activities related to the specific guidelines – 'partner with Aboriginal and Torres Strait Islander people' and 'build an inclusive data system' – as outlined in NIAA's *Framework for Governance of Indigenous Data* across the full data lifecycle.

¹⁰ Maiam nayri Wingara. *Indigenous Data Sovereignty Communique Indigenous Data Sovereignty Summit*. 2018. <https://static1.squarespace.com/static/5b3043afb40b9d20411f3512/t/63ed934fe861fa061ebb9202/1676514134724/Communique-Indigenous-Data-Sovereignty-Summit.pdf>

s 47



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Option | Development of bespoke data collection tools and data dashboard

We know from previous experience that the success of any MEL activities is reliant on the availability of, and access to, high-quality and complete data. We have found in the past that the insights that can be drawn from monitoring and evaluation activities are limited because data isn't available at all, hasn't been entered by various stakeholders in a consistent manner (i.e. stakeholders interpret KPIs in different ways, and therefore collect different information), or there are significant gaps in data availability (i.e. some stakeholders provide complete data, some stakeholders provide partial data).

Even where high-quality data is collected, we find that many times it is not used (or not used as frequently as ideal) for monitoring purposes and continuous improvement because it is difficult and cumbersome to access and understand.

Nous has extensive digital and design expertise, and would be happy to work with the NIAA and your partners to develop solutions to address these challenges. This could include:

- Simple, easy to use data collection tools (such as tablet or phone-based survey instruments) that could be rolled out across all service providers.
- A high-level data dashboard that would provide real-time access to aggregated data for monitoring and ongoing learning (for example, a dashboard that could show the total number of participants receiving support through the RJED Program at any time, including disaggregation by service provider or community).

Should the NIAA and your partners be interested in exploring these options, we would be happy to talk with you about any additional investment required.

5 Our track record

Nous partners with leading organisations to shape effective government, world-class businesses and empowered communities. Below we outline a selection of projects that demonstrate our strong track record on similar challenges.

Nous has extensive experience and credibility designing and conducting complex national evaluations across remote communities.

We have partnered with various government departments and agencies to develop evaluation frameworks that are adaptable and proven to generate ongoing development and improvement both for the program and the capability of the stakeholders more broadly. We understand the crucial role a compelling, well-constructed MEL Framework plays in supporting successful implementation and delivery of services, particularly in the context of First Nations communities where data collection can be burdensome. Our team will work with you, remote communities, the First Nations Reference Group, NIAA’s Indigenous Evaluation Committee and other partners to ensure we build a MEL Framework that works for everyone.

Table 5 presents a selection of recent, relevant work that speak directly to our experience across the expertise required for this project. We are happy to provide additional examples if this would be of interest.

Table 5 | Examples of Nous’ relevant project experience

ROBUST EVALUATION FRAMEWORK TO ASSESS s 47G	
<p>This project demonstrates:</p> <ul style="list-style-type: none">• Expertise in relation to employment and government programs in remote Australia• Experience in designing and implementing MEL frameworks with Indigenous stakeholders/remote communities• Ability to produce a clear proposed approach that includes a description of and rationale for the approach which demonstrates understanding and application of Indigenous evaluation approaches	<p>Challenge</p> <p>Nous was engaged to develop a comprehensive evaluation framework and conduct a process and outcomes evaluation of the national s 47G</p> <p>Approach</p> <p>We developed a robust evaluation framework that adopted a realist perspective to examine varying contexts and outcomes. The framework emphasised collective outcome measurement, allowing for output attribution and enabling evaluation across differing delivery methods.</p> <p>To underpin the framework, we crafted a detailed program theory and identified critical evaluation questions to direct data collection, analysis, and reporting. We outlined data collection methods, justifying each method and identifying data sources in a clear, structured plan, ensuring alignment with the key evaluation questions for thorough coverage. Our approach incorporated surveys, consultations and existing datasets. We embedded Indigenous evaluation approaches, including compensation methods for participants.</p> <p>Outcome</p> <p>Nous delivered a comprehensive evaluation framework including a detailed comprehensive stakeholder engagement plan and data management plan that received AITIS ethics approval. This guided an evaluation of the s 47G, engaging over 23 providers and 19 Government departments and peak bodies.</p>

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National Indigenous Australians Agency (NIAA)

ROBUST EVALUATION FRAMEWORK TO ASSESS § 47G

Nous delivered a final report that informed an expansion of the program with 13 overarching recommendations, relating to funding, communication and reporting improvements.

A THEORY OF CHANGE FOR THE § 47G TO IMPROVE WORKFORCE PLANNING NATIONALLY

This project demonstrates:

- Proven skills and experience in developing comprehensive MEL frameworks
- Expertise in relation to employment and government programs in remote Australia
- Experience in managing evaluation stakeholder relationship and balancing competing interests related to the MEL framework

Challenge

§ 47G

Approach

Nous worked iteratively with the § 47G

. This provided an overarching vision, a series of system level outcomes that support the vision and four specific activity categories that support the achievement of these outcomes. This was developed based on focus groups with more than 100 key stakeholders – including medical, nursing, allied health, and Indigenous health workers – and focus groups with each jurisdiction. To ensure competing interests were balanced nationally, the theory of change was further tested and confirmed through a broad stakeholder survey and site visits.

This theory of change was then used by Nous to conduct four deep dive evaluations. This comprised of triangulation of multiple data sources including § 47G; other quantitative data held by the § 47G and key stakeholders; small group interviews, six site visits across the country; a broad stakeholder survey including to the health workforce; and close engagement with project governance groups.

Outcome

§ 47G

. It provided the framework for the evaluation and can be applied to health workforce more generally. Through completing four deep dive evaluations, Nous delivered to the § 47G a consolidated report that detailed:

§ 47G

Specific findings and recommendations for each of the programs chosen for deep dive evaluations.

EVALUATION OF § 47G

This project demonstrates:

- Ability to produce a clear proposed approach that includes a description of and rationale for the approach which demonstrates understanding and application of Indigenous evaluation approaches
- Demonstrated expertise and experience of nominated team members in designing and/or implementing data collection, data governance and monitoring and evaluation activities within remote communities
- Demonstrated expertise and experience of nominated team members in designing and/or implementing data collection, data governance and monitoring and evaluation activities within remote communities

Challenge

Nous was engaged by the § 47G to conduct an evaluation of the § 47G) to inform decision making. The evaluation considers the § 47G § 47G model, its implementation and delivery – including whether the § 47G services are being delivered in a way that is culturally appropriate and strengths based, and whether the § 47G delivering on their intended outcomes.

Approach

Through the rigorous AIATSIS ethics application, Nous developed an evaluation plan that documented the process, components and outputs of the evaluation. This included a program theory, data management plan that embedded the principles of First Nations data sovereignty, stakeholder recruitment, engagement and contingency documentation and approach to surveying § 47G clients.

As part of the mixed-methods approach, underpinned with a realist lens, Nous has so far engaged over 120 stakeholders across regional sites in: Western Sydney, Perth, Adelaide, Northern Territory (Darwin, Alice Springs, Katherine and Tennant Creek). This supported the development of detailed profiled of the § 47G regions to understand the unique employment challenges and enablers for each site.

Outcome

The evaluation is ongoing and will finish in November 2024. So far the § 47G team has been very satisfied with the progress of the research and the first Interim Report. The Interim Report included early insights from the document review and a service mapping of First Nations business supports across Australia.

The evaluation plan recognises the potential impact of the evaluation on First Nations Australians and will seek to ensure it can be used to provide benefits to those who are involved, with a particular focus on Indigenous business owners (including identification of the current mechanisms to address gaps and compensation for participation.)

EVALUATION OF § 47G

TO INFORM FUNDING DECISIONS

This project demonstrates:

- Ability to produce a clear proposed approach that includes a description of and rationale for the approach which demonstrates Indigenous evaluation approaches
- Ability to produce a sound proposed plan to engage Indigenous employees or researchers
- Demonstrated expertise and experience of nominated team members in designing and/or implementing data collection, data governance and monitoring and evaluation

Challenge

The § 47G engaged Nous to conduct a joint evaluation of both the § 47G . Nous was asked to evaluate both programs concurrently as they share similar inputs, outputs and outcomes.

Approach

We began with the design of the evaluation through an evaluation plan that outlined and clarified the objectives, a stakeholder engagement plan which included remote community visits, and a detailed data collection and analysis plan. The design of the evaluation framework was underpinned with key evaluation questions that adopted a realist lens to draw out the differences in impact across the regions.

The evaluation approach incorporated elements of process, outcomes and impact evaluation, focusing on measuring the Programs' impact and identifying how investments had contributed to positive outcomes for young people, as well as the process and outcomes of implementation, providing advice on the continued delivery of both programs.

EVALUATION OF s 47G TO INFORM FUNDING DECISIONS	
activities within remote communities	<p>Nous worked quickly and flexibly to meet tight client timeframes, undertaking over 40 hours of stakeholder engagement and visiting five regional and remote areas of the s 47G .</p> <p>Outcome</p> <p>Nous delivered the final evaluation report to the client in May 2024. The findings are expected to inform funding decisions and how to enhance s 47G</p>

REVIEW OF s 47G	
<p>This project demonstrates:</p> <ul style="list-style-type: none">• Proven skills and experience in developing comprehensive MEL frameworks• Expertise in relation to employment and government programs in remote Australia• Experience in managing evaluation stakeholder relationship and balancing competing interests related to the MEL framework	<p>Challenge</p> <p>s 47G</p> <p>Approach</p> <p>Nous developed a sound evaluation framework and evaluation plan that incorporated a mixed methods approach to data collection and analysis. We undertook 57 consultations with stakeholders including community organisations, employers, academic experts and employment services providers. We also interviewed 20 s 47G participants, and conducted three regional "deep dives" in Adelaide (SA), Liverpool (NSW), and Swan Hill (VIC) to understand the local conditions and service arrangements. Nous also surveyed 699 job seekers to understand their experiences under s 47G .</p> <p>In the absence of a suitable counterfactual methodology, Nous analysed outcomes for broadly comparable cohorts under both s 47G to draw conclusions about the effects of new arrangements on participant outcomes. This included granular analysis of the data by cohort. We looked also at data related to payment suspensions and transfers between different services streams as indicators of system effectiveness.</p> <p>Our report, which also drew on a detailed review of submissions to a s 47G s 47G , triangulated the data from all sources, and was shared with the s 47G to ensure accurate description of program elements, appropriate use of administrative data, and defensible findings.</p> <p>Outcome</p> <p>The report is with the s 47G</p> <p></p> <p></p> <p></p>

s 47G FRAMEWORK AND EVALUATION FOR s 47G	
<p>This project demonstrates:</p>	<p>Challenge</p> <p>The s 47G engaged Nous to develop a s 47G and undertake a multi-year evaluation of s 47G</p>

s 47G FRAMEWORK AND EVALUATION FOR s 47G

- Proven skills and experience in developing comprehensive MEL frameworks
- Experience in managing evaluation stakeholder relationship and balancing competing interests related to the MEL framework
- Experience in designing and implementing MEL frameworks with Indigenous stakeholders/remote communities

s 47G Framework and evaluation aims to assess how the implementation of the Reform is tracking, how appropriate the Reform is in terms of its design, how efficiently it is being delivered and how effective it is in terms of achieving intended objectives and outcomes.

Approach

The project is being delivered in a series of consecutive phases. The initial phase is focussing on the development of a co-designed outcomes framework and a s 47G framework to guide future monitoring and evaluation activities. This required close engagement with the sector including service providers, peak bodies, representative organisations and internal s 47G staff responsible for other relevant work (such as the s 47G). Our method embeds networking building, lesson and insight sharing and capability uplift opportunities throughout the process.

The following phases will then leverage the s 47G foundations to deliver a future-focused evaluation that will culminate into an outcomes evaluation to inform future decision-making.

Outcome

Nous has delivered the s 47G framework, data collection plan and an outcomes framework. This is currently being iterated with input from the s 47G to ensure it is fit-for-purpose. This will set Nous up to conduct an evaluation that develops evidence-based information and recommendations to inform further improvements in the s 47G. The evaluation is expected to be completed in late-2026.

CO-DESIGNED AND CO-DELIVERED A CULTURALLY APPROPRIATE s 47G

This project demonstrates:

- Experience in managing evaluation stakeholder relationship and balancing competing interests related to the MEL Framework
- Demonstrated expertise and experience of nominated team members in designing and/or implementing data collection, data governance and monitoring and evaluation activities within remote communities
- Demonstrated Indigenous leadership within the team and all personnel have demonstrated cultural competency and experience working with Aboriginal and Torres Strait Islander peoples and communities

Challenge

The s 47G engaged Nous to conduct a culturally appropriate s 47G

and was designed to

- Ensure the right information is collected in the right way and can support future analysis and decision-making
- Maximise the participation of s 47G through a range of beneficial approaches
- Foster cultural safety throughout the s 47G method and output.

Approach

s 47G To ensure cultural sensitivity, where possible, the s 47G was to be conducted through face-to-face interviews, in Karratha, Roebourne, Wickham, Hedland, Broome, Carnarvon, Geraldton, Onslow, Tom Price, Meekatharra, and Perth. Through delivery of the s 47G, Nous built a deep understanding of how to engage in the Pilbara and Kimberley, and design, and deliver a s 47G in WA's North-West. Some of the factors that made the census so successful included:

CO-DESIGNED AND CO-DELIVERED A CULTURALLY APPROPRIATE s 47G

- **A genuine partnership approach** - The s 47G development was underpinned by a genuine partnership approach that ensured shared input and decision-making.
- **Creating a culturally safe environment** – Nous has a flexible engagement approach and was guided by community on how best to engage with community.
- **A mixed method approach** – Nous provided varied options for engaging with members including in-person interviews at home or other locations to provide a comfortable environment for members when sharing sensitive information.
- **Tailored, targeted data collection** - We remained flexible and sought guidance from the community navigators on locally specific knowledge. Nous then analysed the data, looking at both simple insights and complex cross-sectional trends.

Outcome

The s 47G was successfully delivered with positive feedback from community members. The s 47G team visited towns across WA and interviewed over 70 per cent of members, in-person and online. Many interviews were conducted by Nous team members working with community navigators, who are s 47G members themselves. Collected data was cleaned, compiled, analysed, and handed back the community in a visually compelling and easy to use report which will guide the s 47G decision making in the future.

EVALUATION OF A s 47G TO s 47G

This project demonstrates:

- Experience in managing evaluation stakeholder relationship and balancing competing interests related to the MEL framework
- Experience in designing and implementing MEL frameworks with Indigenous stakeholders/remote communities
- Demonstrated expertise and experience of nominated team members in designing and/or implementing data collection, data governance and monitoring and evaluation activities within remote communities

Challenge

s 47G

Approach

Our approach to the evaluation was underpinned by a program logic, which detailed the key activities being delivered by s 47G intended outputs of these activities, and intended short- and medium-term outcomes. The program logic was developed, tested and confirmed in the first phase of the evaluation. We then developed key evaluation questions (KEQs), drawing from the agreed program logic, to guide data collection and analysis.

The evaluation used a mixed-methods approach incorporating quantitative data analysis from various engagements including site visits to eight communities across the s 47G. Data analysis was rooted in grounded theory, which involves creating hypotheses through triangulating data sources, with these hypotheses then continually tested and examined as more data is collected, until the evaluation reaches information saturation.

Outcome

The final evaluation report was delivered to the s 47G in December 2022 and is available on the s 47G. The final report gave an overview of what has been delivered through s 47G since inception (with a focus on the past five years), insights on the extent to which s 47G has contributed to addressing s 47G and considerations to enhance the future

EVALUATION OF A § 47G TO § 47G

implementation of § 47G and the design of § 47G

The § 47G has subsequently used the report to inform contract negotiations with § 47G) around the future of the program.

POLICY PAPER FOR NATIONAL REFORM IN § 47G

This project demonstrates:

- Expertise in relation to employment and government programs in remote Australia
- Ability to project manage projects that are dynamic and complex
- Ability to produce clear, high-quality documents for a range of audiences, including external stakeholders

Challenge

Nous was engaged by the § 47G to lead a multi-jurisdictional public policy project looking into issues of § 47G

This was a high-level policy submission, commissioned by the § 47G to input into the § 47G

Approach

Nous project managed a client team across two jurisdictions to ensure that there was a broad degree of involvement and buy-in for the project. The team reviewed relevant literature to develop a synthesis of § 47G

We interviewed more than a dozen public officials who had been involved in reform implementation to build up case studies on successful and unsuccessful § 47G

Finally, we interviewed a number of international experts in the UK, Canada and New Zealand about international best practices.

Results

The multi-jurisdictional Steering Committee was able to align around several recommendations, including a new national reform principle for inclusion in the key federal policy agreement in this area. Clients from all jurisdictions expressed a high level of satisfaction with the result.

5.2 Referees

Below we provide the details of two referees who can speak to our project experience.

Referee 1

Name	§ 22
Title	§ 22
Organisation	Department of Health and Aged Care
Contact details	§ 22 @health.gov.au
Brief description of past work	Nous led a rigorous and insightful evaluation of the Remote Area Health Corps (RAHC) to provide a robust basis for the design of future temporary job placement and training activity in remote areas of the NT.

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National Indigenous Australians Agency (NIAA)

Referee 2

Name	Simone Persson
Title	Branch Manager – Housing and Infrastructure
Organisation	National Indigenous Australians Agency
Contact details	s22 @niaa.gov.au
Brief description of past work	Nous conducted an independent, evidence-based review of Aboriginal Hostels Limited (AHL) that examined AHL's remit and provided options for a reformed, sustainable business model.

6 Value for money

Nous recognises the importance of your investment in this project. In this section we set out our professional fees, pricing assumptions and proposed payment schedule.

The success of the RJED Program is critical to improving outcomes in partnership with First Nations Australians and their communities in a remote setting. Having a bespoke monitoring, evaluation and learning framework for the Program is crucial to ensuring that the RJED Program is operating in-line with the needs of remote communities and Closing the Gap commitments.

Our professional fees for our recommended approach to deliver this project as described are \$ 47 including GST.

At Nous we design our work to best meet our clients’ needs. The price presented in this proposal represents our best offer based on our current understanding. We are always happy to engage with clients to better understand their needs and adapt our offer accordingly. Please contact us to let us know how any aspects of our team, approach, scope or payment structure could change to better meet your needs. Should any aspect of our offer change we are happy to adjust our price accordingly.

Provided below are further details of our fees, assumptions and proposed invoicing schedule for our recommended approach.

6.1 Fees and assumptions for our recommended approach

Our fees for our recommended approach assume:

- Nous will deliver the work in accordance with the recommended approach, methodology and deliverables set out in this proposal.
- All travel will be in accordance with the agreed project plan and charged at cost. Estimates of travel and accommodation costs are less than \$ 47

Name	Project Role	Panel Level	Days	Day rate (GST exc.)	Price (GST inc.)
<div><div></div><div>\$ 47F</div></div>	Client Director	Senior Manager	2	<div><div></div><div>\$ 47</div></div>	<div><div></div><div></div></div>
<div><div></div><div>\$ 47F</div></div>	Expert Advisor	Senior Manager	7		
<div><div></div><div>\$ 47F</div></div>	Project Director	Senior Manager	12		
<div><div></div><div>\$ 47F</div></div>	Project Manager	Senior Researcher	20		
<div><div></div><div>\$ 47F</div></div>	Project Consultant	Junior Researcher	28		
<div><div></div><div>\$ 47F</div></div>	Project Support	Assistant	6		
Discount					<div><div></div><div>\$ 47</div></div>
Total price envelope					<div><div></div><div></div></div>


6.2 Proposed payment schedule for our recommended approach

We propose that payments be made according to the following schedule outlined in Table 6. Please note that the fees outlined here exclude travel and expenses, which will be agreed up-front, charged at cost and added to the relevant milestone invoice if they are incurred.

Table 6 | Proposed payment schedule


Milestone	Proportion of total fee	Price (exc. GST)	GST	Price (GST inc.)
1 Upon signing of project contract	S 47			
2 Upon delivery of high-level monitoring framework and implementation plan				
3 Upon delivery of the monitoring, evaluation and learning framework				
Total price		S 47		

Appendix A Team member biographies



s 47F

Client Director

 s 47F

s 47F

EXPERTISE

Public Policy

Evaluation

Employment services

Remote service delivery

s 47F co-leads Nous' Public Policy practice and brings over 20 years' experience in government at the federal and state level. With Nous for over 14 years, she has led numerous evaluations involving the development of update of MELs, and has specialised in work related to education and employment. s 47F

s 47F she is familiar with the challenges of remote service delivery and has built on this experience through her work, most particularly, in the s 47F where she spends one-quarter of her time.

QUALIFICATIONS

s 47F

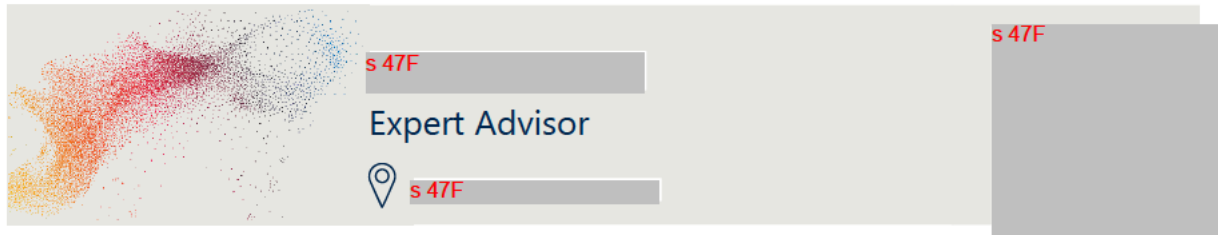
MEMBERSHIPS

s 47F

RELEVANT EXPERIENCE

- National review of Workforce Australia** | Led a legislated review of the first two years of Workforce Australia, which is shortly to be tabled in the Australian parliament. This examined closely the data and experiences of jobseekers in the digital and face-to-face employment services system.
- Formative evaluation of a scheme to support low-income casual workers and contractors** | Led Nous' evaluation of the 3-year Sick Pay Guarantee pilot in Victoria, which is a world-first program that seeks to support more vulnerable members of the workforce during periods of illness, either of themselves or their dependents. This work involved detailed consideration and updating of the M&E framework and data strategy for the program.
- Evaluation of the Families as First Teachers program in the NT** | **Comprehensive** evaluation of this landmark initiative to improve outcomes for children and families, particularly in the Territories remote communities.
- Review of national employment programs** | Supported an independent reviewer to document and assess the efficiency and effectiveness of all programs in the Employment portfolio, and to advise on the most cost-effective use of the Commonwealth's levers, including in relation to program funding.
- Lessons learned analysis of initiatives to support retrenched workers** | Analysed the efficacy of different government responses to mass lay-offs and large firm closures, including in regional areas, to inform future Commonwealth policy on managing structural adjustment.
- Delivery of preschool in remote areas** | Analysis of impediments to preschool delivery and participation in two jurisdictions.

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National Indigenous Australians Agency (NIAA)

**EXPERTISE**

Indigenous policy, research
and evaluation
Organisational strategy and
sustainability
Leadership, stewardship,
partnership

s 47F has worked in Indigenous and public policy for the past three decades. He held policy and program roles within s 47F

Prior to being s 47F

. He has Chaired or been a member of a range of Ministerial advisory structures, intergovernmental committees, sector specific committees, Indigenous leadership groups and international forums.

QUALIFICATIONS

s 47F

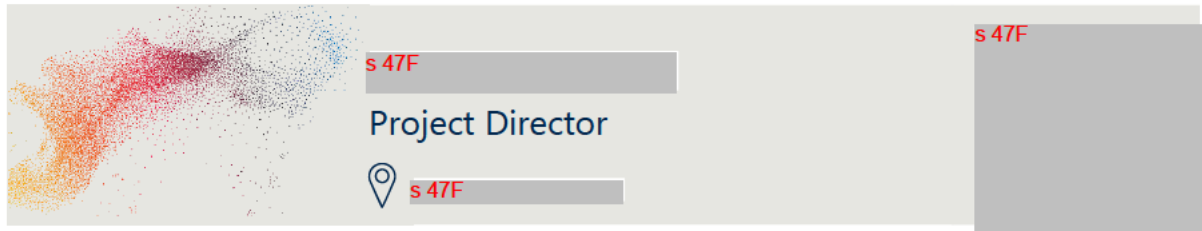
RELEVANT EXPERIENCE

- s 47F . He drove significant organisational transformation to ensure meaningful and impactful engagement and delivery for Aboriginal and Torres Strait Islander participants and communities. Some of the key relevant project he led/co-led include the review of the National Agreement on Closing the Gap and the Indigenous Evaluation Strategy.

MEMBERSHIPS

s 47F

- s 47F | Secured ongoing funding for s 47F to deliver on centring Aboriginal and Torres Strait Islander communities in research prioritisation, conduct and translation. He mapped the direction for s 47F to become fully community controlled, and established s 47F . In 2016, s 47F
- s 47F . He reformed partnership arrangements leading to increased numbers and prominence of Indigenous medical graduates. He was an architect of collective advocacy and voice through mentorship, establishment and chairing various peak bodies and forums.
- s 47F | Led the development of a multijurisdictional approach to tackling petrol sniffing. This culminated in the establishment of the Petrol Sniffing Prevention Program. He negotiated the development, production and supply of Opal Unleaded fuel, a world first low-aromatic fuel specifically designed to reduce petrol sniffing.



EXPERTISE

Monitoring and evaluation
Working in partnership with
community-controlled
organisations

s 47F is passionate about partnering with people and communities who have traditionally been left behind, working to enhance quality of life and improve outcomes. Clients value his rigorous yet practical approach to evaluations – drawing on established frameworks to develop tailored approaches that meet client, stakeholder and program needs and realities.

QUALIFICATIONS

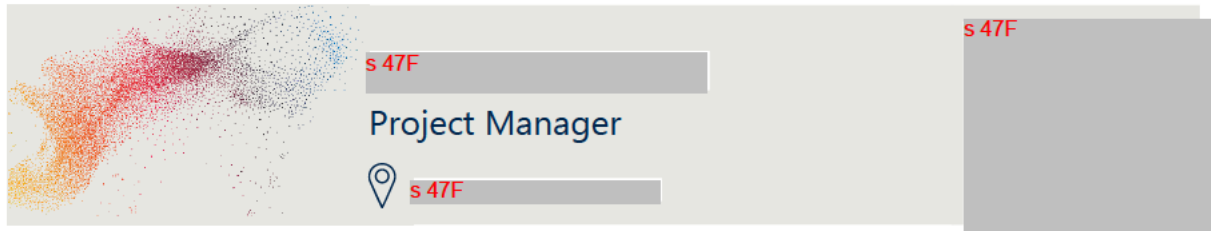
s 47F

DIRECTORSHIPS AND MEMBERSHIPS

s 47F

RELEVANT EXPERIENCE

- **Evaluated the impact of the Remote Area Health Corps (RAHC) program, designed to address primary health workforce shortages in remote Aboriginal communities** | Managed the evaluation of the RAHC program, a federally funded program that offers primary health professionals (such as GPs and remote area nurses) short-term placements in remote Aboriginal communities across the NT, with the aim of addressing workforce shortages.
- **Understood the impact of two programs designed to divert young Territorians from the justice system** | Led the evaluation of two programs – Back on Track and Community Youth Diversion – to document outcomes achieved and highlight opportunities to enhance implementation. The evaluation took a realist lens to understand what was working in each community and for each service provider, for who, and why.
- **Enhanced the regional, rural and remote health workforce** | Managed a large project for the Australian Government Department of Health and Aged Care to develop a theory of change and strategic narrative that will guide the future of the regional, rural and remote health workforce. The project engaged with more than 100 stakeholders across government, peak bodies, consumer representatives and representatives of the health workforce.
- **Designed a new service model to provide after-hours primary care in remote communities across the Northern Territory** | Managing a project with NT PHN, NT Health, AMSANT, and representatives from the Aboriginal community-controlled sector to collaboratively design and pilot a new service model for providing access to after-hours primary care in remote NT communities. Currently working with an Aboriginal community-controlled health organisation to refine and implement the model in their region.
- **Supported the transition of primary care services to Aboriginal community control** | Led the Nous team that supported the Northern Territory Aboriginal Health Forum (NTAHF) implement the recommendations arising from the evaluation of the Pathways to Community Control (P2CC) program.

**EXPERTISE**

First Nations evaluation
First Nations policy
First Nations engagement

s 47F is a s 47F brings a broad range of experience from his work in s 47F and Nous to provide an expert cultural lens from a First Nations perspective, culturally safe stakeholder engagement, and excellent project management and leadership, leading to excellent project outcomes.

QUALIFICATIONS**SECURITY CLEARANCE**

s 47F

RELEVANT EXPERIENCE

- **Led consultations with young Aboriginal men who had engaged with mental health services** | s 47F consulted with young Aboriginal men who engaged with the Safeguards program in 3 NSW Local Health Areas, to understand their experiences with the program and provide insights to the evaluation team to improve outcomes for participants.
- **Led the MIB Banjima member pilot census and subsequent full member census** | s 47F led a full member census of a 350 member Aboriginal community to understand the communities' profile and desires for the improvement of policy and program delivery of the Charitable trust.
- **Currently conducting a process, outcomes and economic evaluation of Clontarf Foundation activities with the New South Wales (NSW) Department of Education** | s 47F is project managing the evaluation of Clontarf activities in NSW schools, including the consultation of current and former Aboriginal young men, school staff and community to identify the effectiveness of the Clontarf Foundation program in NSW.
- **Crafted the Indigenous Business Investment Strategy** | s 47F drafted and iterated the Indigenous Business Investment Strategy, developed as part of the Policy and Investment framework to guide the investment of Indigenous Advancement Strategy (IAS) funding and internal resources in the business and economic spheres.
- **Supporting the evaluation of Child Wellbeing Units (CWUs) to understand implications for Aboriginal communities** | s 47F supported the Nous project team to evaluate the effectiveness of the NSW Departments of Education, Police and Ministry of Health CWUs, which will support a bid for further funding from the Treasury. As a s 47F working at Nous, s 47F supported the evaluation by providing a lens of cultural appropriateness to the evaluation and ensuring that it meets the requirements of community, AH&MRC, and the Treasury. This role required that s 47F work directly with First Nations community leaders to identify opportunities within the evaluation to better support First Nations communities.



s 47F

Consultant

 s 47F

s 47F

EXPERTISE

Public policy

Evaluation

Education Policy

s 47F is adaptive and has a wide range of professional interests. He has a strong foundation in policy development from s 47F, as well as experience in risk management and designing supply chain networks from s 47F brings strong project experience in remote policy and is passionate about improving community outcomes.

QUALIFICATIONS

s 47F

RELEVANT EXPERIENCE

- Remote employment programs** | Throughout extensive consultations in Central Australian Youth Services Action Plan s 47F also engaged with numerous CDP providers and community members. For example, RN Employment Services (Rise-Ngurratjuta), CatholicCare and Central Desert Regional Council. These interviews have provided an insightful understanding of the challenges remote employment programs face.
- Designing monitoring and evaluation frameworks** | s 47F brings strong policy evaluation experience where he produced high quality deliverables for the process and outcomes evaluation of the Families as First Teachers (FaFT) program for the NT Department of Education. This allowed s 47F to become well versed in evaluation and data collection methods appropriate for remote contexts and used this to contribute to the design of a new monitoring and evaluation framework for future FaFT evaluations.
- Remote policy context** | s 47F has directly contributed to multiple Darwin based projects across health, housing and homelessness and strategic workforce challenges. This background allows s 47F to successfully adapt to new project opportunities where he can bring value to improving outcomes in remote communities.

SECURITY CLEARANCE

s 47F

A bigger idea of success

We are inspired and determined to improve people's lives in significant ways. When our strengths complement yours and we think big together, we can transform businesses, governments, and communities. We realise a bigger idea of success.

750

PEOPLE

75

PRINCIPALS

5

COUNTRIES

Our capabilities

STRATEGY

Business and growth strategy
Cost reduction and productivity
Mergers, integration and alliances

PUBLIC POLICY

Policy development
Evaluation

REGULATION

Regulatory policy
Regulatory practice
Regulated entity experience

ECONOMICS

Business cases and cost-benefit analysis
Pricing and cost recovery
Market design and efficiency

TRANSFORMATION & IMPLEMENTATION

Transformation strategy and delivery
Implementation support and assurance
Process improvement and automation

ORGANISATIONAL PERFORMANCE

Operating model
Culture
Workforce
Equity, diversity and inclusion

LEADERSHIP & CAPABILITY

Leadership strategy
Assessment and development
Capability and learning

FIRST NATIONS

We partner with First Nations people and communities to deliver better outcomes

DATA & ANALYTICS

Data strategy and capability
Advanced analytics
Data Assets Warehouse for Nous (DAWN)

DIGITAL

Digital strategy
Digital transformation advisory
Cyber security capability and culture

DESIGN

User research and insights
Service design
Digital design
Co-design

NousCubane –
UniForum benchmarking

+80.7

NET PROMOTER SCORE – global consulting average: +76.6

Our sectors

Defence & Security

Education

Energy & Decarbonisation

Environment & Agriculture

Financial Services

Government

Health & Ageing

Human Services

Justice & Emergency Management

Mining & Resources

Planning & Precincts

Transport & Infrastructure



Nous Group is an international management consultancy operating across Australia, New Zealand, the United Kingdom, Ireland and Canada.

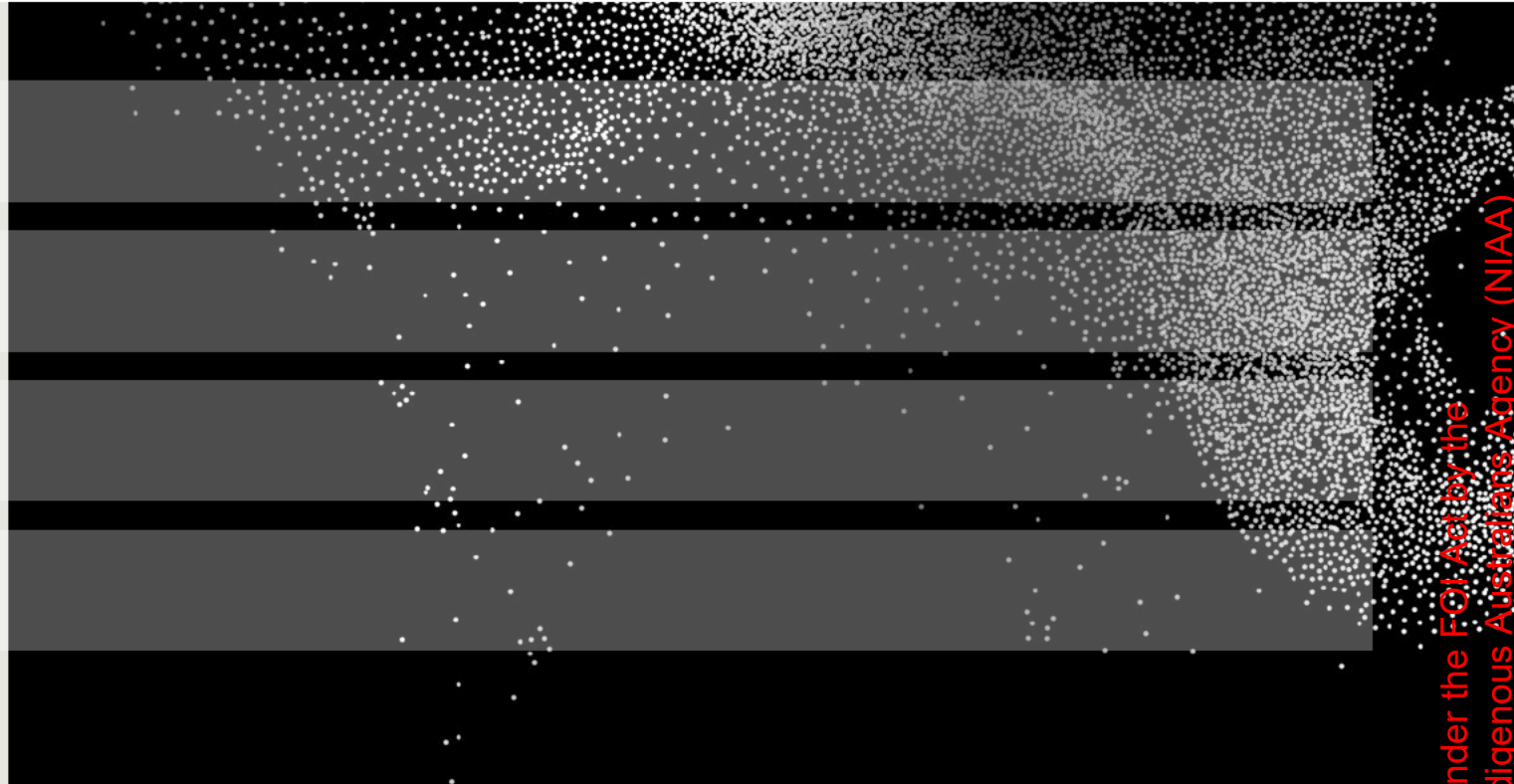
nousgroup.com

Nous' revised offer Monitoring, Evaluation and Learning Framework, RJED Program

25/10/2024

Our revised offer is reflected across the following sections

- 1 Team structure
- 2 Project timeline
- 3 Expertise
- 4 Pricing and Payment schedule



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National Indigenous Australians Agency (NIAA)

We have revised our team structure to increase Indigenous leadership and reflect the criticality of this work

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Document 3



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We have revised our project timeframes to increase the intensity of work delivery

		Nov	Dec					Jan				Feb			
		1	2	3	4	Xmas	NY	5	6	7	8	9	10	11	
STAGE 1	Set up project for success					Christmas block out									
	Develop project plan														
	Develop theory of change, program logic and first scoping paper														
STAGE 2	Draft high-level monitoring framework and implementation plan														
	Draft evaluation plan and second scoping paper														
	Final high-level monitoring framework and implementation plan														
	Final evaluation plan and third scoping paper														
	MEL framework implementation plan														
	Draft learning plan														
	Consolidated draft MEL framework														
STAGE 3	Final learning plan														
	Consolidated final MEL framework														
	Fortnightly Project meetings	•		•				•		•		•			
	Meetings with RJED design team	•	•	•	•										
	Meetings with FNRG			•							•				
	Meeting with IEC										•				
	Meetings with other stakeholders				•			•	•	•		•	•		

We expanded our senior-level evaluation, data and employment expertise

§ 47F

§ 47F

Lead evaluation expert

§ 47F

§ 47F

and his work in this role has shaped their deepening involvement in Aboriginal and Torres Strait Islander policy.

§ 47F

As the former § 47F will contribute to the team by guiding the project team's approach to conducting the framework's development and supporting with engagements.

§ 47F

§ 47F

Employment expert

§ 47F brings extensive experience in developing program logics, outcome frameworks and monitoring and evaluation plans and leading evaluations. She has also led major reviews of employment programs and services, including the recent review of § 47F.

§ 47F has focused heavily on work in education and economic development. She also leads § 47F and has been engaging with § 47F clients on their activities in relation to youth employment, skills development programs, and workforce shortages in remote areas.

§ 47F

§ 47F

Data and evaluation expert

§ 47F

who brings the qualifications and experience to advise the team on the development of the Monitoring, Evaluation and Learning Framework, including with respect to data collection and indicator development.

§ 47F worked for two years in

§ 47F

developed monitoring and evaluation frameworks for education, health, and community programs, including in First Nations contexts. § 47F worked in Nous' Darwin office for several years and so has developed a high degree of cultural competence.

§ 47F

§ 47F

Evaluation expert

§ 47F has extensive experience leading influential evaluation projects across the First Nations, health and human services sector and enjoys taking a fresh perspective on long-established challenges and working towards innovative solutions. Her high-level experience has built a strong understanding of the context and challenges that face the system in delivering the desired outcomes. She has a strong awareness of the part that cultural values play in influencing solutions. She has facilitated many forums and sensitive conversations.

§ 47F

§ 47F

Data analytics expert

With a passion for data and strategy, § 47F excels in partnering on high stakes problems. From delivering pandemic statistics to pioneering national data infrastructure, he is experienced in translating data into strategic advantage. His expertise in navigating sensitive situations and breaking down complex technical concepts makes him an asset to clients. He brings a blend of interpersonal awareness, empathetic communication, implementable solutions and analytical thought leadership. Moreover, he is collaborative and matches technical expertise to stakeholder needs to drive success.

§ 47F

§ 47F

Project director

§ 47F

§ 47F is the lead of Nous' § 47F and brings diverse industry experience across the public, private and community sectors.

He brings over 25 years' experience in management consulting, evaluation, banking and finance, Indigenous economic development, small business, employment services and training. § 47F has worked extensively with urban, rural, and remote First Nations communities across Australia.

Outside of Nous, § 47F was the § 47F and worked for the § 47F where he led their group training business supporting over 200 Indigenous school-based-trainees.

§ 47F

§ 47F

Project Manager

§ 47F

§ 47F is a former manager of Nous' First Nations practice who brings a broad range of evaluation, economic and lived experience to lead the evaluation.

§ 47F managed the evaluation of Clontarf Foundation, the Review of 13 Native Title Representative Bodies, the co-design, engagement and analysis of a Census of a First Nations community and has supported several Nous projects to develop their First Nations evaluation approaches in line with ethics requirements.

We have revised our pricing based on the project needs

Name	Project Role	Panel Level	Days	Day rate (GST exc.)	Price (GST exc.)
s 47F	Expert Advisor	Senior Manager	4	s 47	
	Project Director	Senior Manager	18		
	Project Manager	Senior Researcher	35		
	Project Consultant	Junior Researcher	33		
	Project Consultant	Junior Researcher	56		
	Project Consultant	Junior Researcher	28		
	Expert Advisor	Senior Manager	5		
	Expert Advisor	Senior Manager	5		
	Expert Advisor	Senior Manager	6		
	Expert Advisor	Senior Manager	5		
	Project Support	Assistant	3		
Discount					
Total price envelope					

Milestone	Proportion of total fee	Price (exc. GST)	GST	Price (GST inc.)
1 Upon signing of project contract	s 47			
2 Upon delivery of high-level monitoring framework and implementation plan				
3 Upon delivery of the monitoring, evaluation and learning framework				
Total price		\$545,000	\$54,500	\$599,500

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National Indigenous Australians Agency (NIAA)



A bigger idea of success

Nous Group is an international management consultancy operating across Australia, New Zealand, the United Kingdom, Ireland and Canada.

We are inspired and determined to improve people's lives in significant ways. When our strengths complement yours and we think big together, we can transform businesses, governments, and communities. We realise a bigger idea of success.

750

PEOPLE

75

PRINCIPALS

5

COUNTRIES

Contract

This Contract is issued under the Deed of Standing Offer (DoSO) **SON3853285**, being the Panel for the provision of Indigenous Evaluation and Research Services (PIERS). The Parties agree that by signing this Contract they enter into a Contract comprising of:

- The DoSO and its terms (to the extent they are stated to or clearly intended to apply to a Contract entered into under the DoSO);
- Additional Contract Terms (if any);
- Commonwealth Contract Terms;
- Commonwealth Contracting Suite Glossary;
- Statement of Work; and
- Contract Annexes (if any).

R.C.1 Contract Details

R.C.1(a)	Contract Reference ID	PROC0014130
R.C.1(b)	Contract Start Date	4 November 2024
R.C.1(c)	Contract End Date	28 February 2025
R.C.1(d)	Contract Extension Option	<i>This Contract may be extended up to 90 days with the written agreement of both Parties.</i>
R.C.1(e)	Maximum Contract Price	The maximum Contract Price inclusive of GST and all taxes and charges will not exceed \$599,500 as set out in S.R.3.

This Contract commences on the Contract Start Date or the date this Contract is executed, whichever is later, and continues until:

- a) the Contract End Date; or
- b) if there is a Contract Extension Option and this is exercised by the Customer, until the end of the extended time,

unless it is terminated earlier.

R.C.2 Customer's Particulars

R.C.2(a)	Customer Name	The Commonwealth of Australia as represented by <i>the National Indigenous Australians Agency</i>
R.C.2(b)	Customer ABN	30 429 895 164
R.C.2(c)	Customer's Public Interest Disclosure Contact Officer <i>Refer to the Commonwealth DoSO Terms clause D.E.20.H.1 Public Interest Disclosure</i>	All Public Interest Disclosure matters relating to this Contract should be referred to: PID@niaa.gov.au Phone: (02) 6271 6000
R.C.2(e)	Complaints	In the first instance, complaints, if any, relating to this Contract should be directed to the Customer's Public Interest Disclosure Contact Officer (see above) or: Complaints@niaa.gov.au Phone: (02) 6152 3050

Contract

R.C.3 Supplier's Particulars

R.C.3(a)	Supplier Name	Nous Group
R.C.3(b)	Supplier ABN	66 086 210 344
R.C.3(c)	Supplier ACN	086 210 344

R.C.4 Notices under this Contract

Contract Managers are responsible for issuing or accepting any written Notices under this Contract and are the contact points for general liaison, unless otherwise agreed.

R.C.4(a)	Customer's Contract Manager	Name/Position: s22 Postal Address: Charles Perkins House, 16 Bowes Place, Phillip, ACT, 2606 Email: s22 @niaa.gov.au Telephone: s22
R.C.4(b)	Supplier's Contract Manager	Name/Position: s 47F Principal Postal Address: Level 12, 259 Queen St, Brisbane QLD 4000 Email: s47F @nousgroup.com Telephone: s47F

R.C.5 Invoices

All invoices issued to the Customer must be addressed to the addressee as specified in R.C.5(a) below.

R.C.5(a)	Customer's Address for Invoices	Addressee Name/Position: s22 Email: s22 @niaa.gov.au u
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R.C.6 Intellectual Property

If no intellectual property model is stated, then Model 1 in D.D.3(a) applies.

R.C.6(a)	Intellectual Property	Model 3 in D.D.3(a) applies: Model 3 — Supplier ownership of Intellectual Property in Contract Material with broad license to the Customer.
R.C.6(b)	Commonwealth Material	Not Applicable
R.C.6(c)	Pre-Existing Material	Not Applicable
R.C.6(d)	Moral Rights	Not Applicable

Contract

R.C.7 Work Health and Safety

R.C.7

Work Health and Safety

1. Definitions

In this clause **Error! Reference source not found.**R.C.7:

- a. **corresponding WHS law** has the meaning given in section 4 of the WHS Act;
- b. **Regulator** means an authority referred to in a WHS Law as the relevant authority for occupational health and safety complaints, queries or investigations;
- c. **WHS Act** means the *Work Health and Safety Act 2011* (Cth);
- d. **WHS Law** means the WHS Act and any applicable State or Territory work health and safety legislation and any legislative instruments registered under any of those Acts as amended from time to time;
- e. **WHS entry permit holder** has the meaning given in the WHS Act; and
- f. **WHS Regulations** means the regulations made under the WHS Act.

2. General WHS obligations

The Supplier must, in connection with the provision of the Services under this Contract:

- a. comply, and ensure that all persons employed or engaged by it (including contractors and suppliers) or on its behalf comply, with all obligations under the WHS Law applicable to the provision of Services;
- b. provide appropriate information, training, instruction and supervision to all persons employed or engaged by it, or on behalf of it, as is necessary to carry out the Services safely and in accordance with obligations under the WHS Law;
- c. have systems in place to identify, assess and eliminate risks and hazards at the premises in which it undertakes the Services, which meet obligations under the WHS Law;
- d. ensure that, where work health and safety risks and hazards cannot be eliminated, the risks and hazards are adequately controlled in a way which meet obligations under WHS Law;

Contract

		<p>e. ensure that the health and safety of other persons is not put at risk in connection with the performance of the Services; and</p> <p>f. immediately notify the Commonwealth of any notifiable incidents or accidents (being an incident which is notifiable under WHS Law) that occurs in connection with the provisions of the Services.</p> <p>3. WHS consultation, cooperation and coordination</p> <p>The Supplier must consult, co-operate and co-ordinate with the Commonwealth and any other person who has obligations under the WHS Law in relation to the same matter.</p> <p>4. Assistance to Commonwealth</p> <p>The Supplier must in connection with the provision of Services under the Contract, at its cost:</p> <p>a. assist the Commonwealth (including by way of provision of information and documents), to comply with any obligations under the WHS Law applicable to the Commonwealth in relation to the Services; and</p> <p>b. promptly comply with any directions given by the Commonwealth that the Commonwealth considers are necessary for it to comply with any obligations under the WHS Law applicable to it in relation to the Services.</p>
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Contract

Statement of Work

Standing Offer Notice (SON) ID	SON3853285
RFQ Reference ID	PROC0014130
Customer Name	National Indigenous Australians Agency

The Services

The Supplier must provide the Services in accordance with the Deed of Standing Offer plus any detailed requirements below:

C.A.1	Required Capabilities	<input checked="" type="checkbox"/> Category 1 Evaluation Services <input type="checkbox"/> Category 2 Research Services <input type="checkbox"/> Category 3 Capability-building (Training / Mentoring / Support) for evaluation and research
C.A.2	Detailed description of the Services required	<p>Procurement for services to develop a fully implementable Monitoring, Evaluation, and Learning Framework for the Remote Jobs and Economic Development program.</p> <p>A Statement of Requirement which provides a detailed description of the services is attached.</p>
C.A.3	Standards	<p>The Supplier must comply with the following Standards:</p> <ul style="list-style-type: none">Supplier personnel will be expected to conduct themselves in accordance with the Australian Public Service (APS) Values and Code of Conduct available at: www.apsc.gov.au/working-in-the-aps/your-rights-and-responsibilities-as-an-aps-employee/code-of-conductSupplier personnel must demonstrate cultural competence and will be expected to respect relevant cultural rules and norms of First Nations people in remote Australia.
C.A.4	Key Performance Indicators	Not Applicable
C.A.5	Security Requirements	Supplier personnel undertaking work on this Contract will not be required to hold a current security clearance.
C.A.6	Work Health and Safety	No additional requirements
C.A.7	Delivery and Acceptance	<p>The Supplier must comply with the following Delivery and Acceptance requirements:</p> <p>All deliverables must be provided to the NIAA in MS Office business applications (MS Word, MS Excel or MS PowerPoint) and PDF. Further all deliverables must be web ready and comply with Commonwealth publication requirements and NIAA style requirements. The Branch Manager, Remote Employment will sign off on deliverable acceptance.</p>

Contract

C.A.8	Reporting	<p>The Supplier must provide the Customer with reports as set out below:</p> <ul style="list-style-type: none"> • Project plan • Theory of change and program logic • Three briefing/scoping papers • Monitoring framework and implementation plan • Evaluation plan • Learning plan • MEL framework implementation plan • Consolidated draft MEL framework • Final MEL framework <p>See attached Statement of Requirement for further details.</p>
C.A.9	Meetings	<p>The Supplier must attend meetings as follows:</p> <ul style="list-style-type: none"> • Project inception meeting (hybrid) • Fortnightly planning meeting with the NIAA (online) • No less than seven meetings with the Remote Jobs and Economic Development (RJED) program design team and other teams (online) • No less than two meetings with the First Nations Reference Group (FNRG) (online) • No less than one meeting with the Indigenous Evaluation Committee (IEC) (online) • Approximately 12 meeting with other stakeholders/discussion meetings (online) • Presentation of the final MEL framework to the NIAA Executive (Canberra in person)
C.A.10	Facilities and Assistance offered by the Customer	<p>The Customer will make available facilities and assistance as follows:</p> <ul style="list-style-type: none"> • Office space at NIAA in Canberra may be used where required, as agreed • The supplier will book all travel-related expenses and invoice NIAA for reimbursement. All travel must be agreed with the Contract Manager at NIAA prior to booking
C.A.11	Customer Material provided by the Customer:	<p>The Customer will provide the following Materials:</p> <ul style="list-style-type: none"> • RJED program design documents, including existing program logic • Collated outcomes from consultations (confidentialised material only) • Previous evaluation and research reports • Information on NIAA administrative data
C.A.12	Pricing Model	<p>The Customer is seeking the following type of pricing quotation:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fixed Price <input checked="" type="checkbox"/> Milestone (include milestones below if relevant)

Contract

		<table border="1"><thead><tr><th>Text</th><th>Amount</th><th>Tax Code</th><th>Delivery Date</th></tr></thead><tbody><tr><td>Upon acceptance of the project plan</td><td>s 47</td><td>A1 GST inclusive</td><td>29/11/2024</td></tr><tr><td>Upon acceptance of theory of change and program logic</td><td></td><td>A1 GST inclusive</td><td>20/12/2024</td></tr><tr><td>Upon acceptance of high-level monitoring framework and implementation plan</td><td></td><td>A1 GST inclusive</td><td>20/01/2025</td></tr><tr><td>Upon acceptance of the monitoring, evaluation and learning framework</td><td></td><td>A1 GST inclusive</td><td>28/02/2025</td></tr></tbody></table> <p><input type="checkbox"/> Hourly Rate (with capped total) <input type="checkbox"/> Daily Rate (with capped total) <input type="checkbox"/> Additional expenses or variable costs</p>	Text	Amount	Tax Code	Delivery Date	Upon acceptance of the project plan	s 47	A1 GST inclusive	29/11/2024	Upon acceptance of theory of change and program logic		A1 GST inclusive	20/12/2024	Upon acceptance of high-level monitoring framework and implementation plan		A1 GST inclusive	20/01/2025	Upon acceptance of the monitoring, evaluation and learning framework		A1 GST inclusive	28/02/2025																								
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C.A.13	Specified Personnel	The following Specified Personnel will perform the Services:																																												
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	Evaluation Expert	N/A	5 days																																											
	Data Analytics Expert	N/A	6 days																																											
C.A.14	Subcontractors	Full name: s 47F Postal address: s 47F ABN: 56271001582 Scope of works to be Subcontracted: Lead Expert Adviser																																												
C.A.15	Confidential Information	Not Applicable																																												
C.A.16	Additional Services	Not Applicable																																												