

Contract

Additional Contract Terms

An executed Contract will incorporate the Commonwealth Contract Terms current at the date of the Request for Quote, and also the following Additional Contract Terms, where applicable:

C.B.1 Cultural competency	<ol style="list-style-type: none"> 1. Supplier personnel including subcontractors engaged to work with groups, communities or populations from culturally and linguistically diverse backgrounds should be aware of basic cultural communication protocols, taboos or sensitivities that could adversely affect the quality of the Services or the performance of a Contract. 2. If the Supplier undertakes work in Aboriginal and Torres Strait Islander communities as part of the Services, the Supplier must apply suitable cultural protocols of engagement and research with Indigenous people, as outlined in the Indigenous Advancement Strategy Evaluation Framework (or any replacement policy or framework issued from time to time).
C.B.2 Ethical Research	<p>The Supplier must meet the protocols of engagement and research with Indigenous people as outlined in the AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research. https://aiatsis.gov.au/research/ethical-research (or any replacement code issued from time to time).</p>
C.B.3 Child Safety	<ol style="list-style-type: none"> 1. If any part of the Services involves the Supplier employing or engaging a person (whether as an officer, employee, contractor, or volunteer) that is required by State or Territory law to have a working with children check to undertake the Services or any part of the Services, the Supplier agrees: <ol style="list-style-type: none"> a. to comply with all State, Territory or Commonwealth law relating to the employment or engagement of people who work or volunteer with children in relation to the Services, including mandatory reporting and working with children checks however described; and b. if requested, provide the Commonwealth at the Supplier's cost, an annual statement of compliance with this clause, in such form as may be specified by the Commonwealth. 2. When child safety obligations may be relevant to a subcontract, the Supplier must ensure that any subcontract entered into by the Supplier for the purposes of fulfilling the Supplier's obligations under the contract imposes on the Subcontractor the same obligations regarding child safety that the Supplier has under the Contract. Each subcontract must also require the same obligations (where relevant) to be included by the Subcontractor in any secondary subcontracts.
C.B.4 Working With Vulnerable Persons	<ol style="list-style-type: none"> 1. Without limiting the requirements of clause C.B.3, before engaging or deploying any person (whether an officer, employee, contractor, subcontractor, volunteer or in any other capacity) in relation to the Contract that may involve contact with a Vulnerable Person, the Supplier must: <ol style="list-style-type: none"> a. confirm that no Commonwealth, State or Territory law prohibits the person from being engaged in a capacity where they may have contact with a Vulnerable Person; b. conduct police checks for Personnel engaging in the Project, that involve Vulnerable People in the State and/or Territory where the Services are being delivered; and c. comply with all other legal requirements of the place where the Services, or part of the Services, are being conducted in relation to engaging or deploying

Contract

	<p>persons in a capacity where they may have contact with Vulnerable Persons, including all necessary working with children checks.</p> <p>2. The Supplier must, in relation to the Services:</p> <ol style="list-style-type: none"> ensure compliance with all legal requirements under this clause remain current; report on any matter relating to the Supplier's work with Vulnerable People upon request by the Customer. <p>3. In this section C.B.4, 'Vulnerable Person' means:</p> <ol style="list-style-type: none"> a child, being an individual under the age of 18; or an individual aged 18 years and above who is or may be unable to take care of themselves against harm or exploitation by reason of age, illness, trauma or disability, or any other reason.
C.B.5 Modern Slavery	<p>1. The Supplier must take reasonable steps to identify, assess and address risks of Modern Slavery practices in the operations and supply chains used in the provision of the Services.</p> <p>2. If at any time the Supplier becomes aware of Modern Slavery practices in the operations and supply chains used in the performance of the Contract, the Supplier must as soon as reasonably practicable take all reasonable action to address or remove these practices, including where relevant by addressing any practices of other entities in its supply chains.</p> <p>3. In this section C.B.5, 'Modern Slavery' has the same meaning as defined in the <i>Modern Slavery Act 2018</i> (Cth).</p>
C.B.6 Indigenous Procurement Policy	<p>1. It is Commonwealth policy to stimulate Indigenous entrepreneurship and business development, providing Indigenous Australians with more opportunities to participate in the economy (see Indigenous Procurement Policy for further information: https://www.niaa.gov.au/indigenous-affairs/economic-development/indigenous-procurement-policy-ipp)</p> <p>1. The Supplier must use its reasonable endeavours to increase its:</p> <ol style="list-style-type: none"> purchasing from Indigenous enterprises; and employment of Indigenous Australians, <p>in the delivery of the Services.</p> <p>2. Purchasing from Indigenous enterprises may include engagement of an Indigenous enterprise as a subcontractor, and/or use of Indigenous suppliers in the Supplier's supply chain.</p> <p>3. In this clause, "Indigenous enterprise" means an organisation that is 50 per cent or more Indigenous owned that is operating a business.</p> <p>4. If requested by the Customer during the Contract Term, the Supplier must provide written reports and evidence of its compliance with this clause C.B.6 within 10 Business Days, or any other reasonable timeframe set out in the request.</p> <p>5. If at any time during the Contract Term the value of this Contract exceeds \$7.5 million (GST inclusive), this Contract may become subject to Indigenous participation requirements for the purposes of the Indigenous Procurement Policy at the absolute discretion of the Customer. In this case, the Supplier must:</p> <ol style="list-style-type: none"> within 15 Business Days of the date from which the Contract value exceeds \$7.5 million, develop an Indigenous Participation Plan that addresses:

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	<ul style="list-style-type: none"> (i) how the Supplier will meet the mandatory minimum Indigenous participation requirements of the Indigenous Procurement Policy; (ii) the Supplier's current rates of Indigenous employment and Indigenous supplier use; (iii) the Supplier 's commitment to Indigenous participation; and (iv) if any part of the Contract is being or will be delivered in a Remote Area, how the Supplier will ensure that its provision of Goods and/or Services will deliver significant Indigenous employment or Indigenous supplier use outcomes in that Remote Area; and <p>b. submit the draft Indigenous Participation Plan to the Customer for its review and approval.</p> <p>6. Upon approval of the draft Indigenous Participation Plan under clause C.B.6.6., the Supplier must:</p> <ul style="list-style-type: none"> a. comply with the Indigenous Participation Plan; and b. report against its compliance with the Indigenous Participation Plan quarterly during the Contract Term; and c. comply with any directions issued by the Customer in relation to the Supplier's implementation of the Indigenous Participation Plan.
C.B.7 Indemnity	<p>1. As set out in clause D.D.3(e).</p>
C.B.8 Announcements	<p>1. The Customer may require the Supplier to, before making a public announcement in connection with the Contract or any transaction contemplated by it, obtain the Customer's agreement to the announcement, except if required by law or a regulatory body (including a relevant stock exchange).</p> <p>2. If the Supplier is required by law or a regulatory body to make a public announcement in connection with the Contract or any transaction contemplated by the Contract the Supplier must, to the extent practicable, first consult with and take into account the reasonable requirements of the Customer.</p> <p>3. Where reasonably practicable, the Customer may, on or before making a public announcement in connection with the Contract or any transaction contemplated by it, provide notice to the Supplier of the general nature of the announcement. To avoid doubt, the Customer does not require the consent of the Supplier to the making of the announcement.</p>
C.B.9 Security Clearances	<p>1. Where security clearances are required to perform Services, the cost of obtaining each security clearance will be borne by the Supplier. The AGSVA Vetting Fees and Charges page is available at https://www1.defence.gov.au/security/clearances/about/security-clearance-fees</p> <p>2. The Supplier must ensure that its personnel promptly provide relevant details to assist with the security clearance process. The Supplier must promptly notify the Customer in writing of any change in circumstances which is likely to affect its personnel's entitlement to hold a security clearance.</p>

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	3. No personnel can commence work requiring a security clearance without holding the appropriate security clearance.
C.B.10 Confidential Information	<ol style="list-style-type: none"> Other than information available in the public domain, the Supplier agrees not to disclose to any person, other than the Customer, any Confidential Information relating to the Contract or the Goods and/or Services, without prior written approval from the Customer. The Supplier must not transfer any of the Confidential Information outside Australia or allow persons outside Australia to have access to that material without the prior written consent of the Customer. This obligation will not be breached to the extent that the Confidential Information is: <ol style="list-style-type: none"> authorised or required by law, an order of the court or a stock exchange to be disclosed; disclosed by the Supplier to its Personnel or Subcontractors solely in order to comply with obligations, or to exercise rights, under a Contract; disclosed by the Supplier to its internal management Personnel, solely to enable effective management or auditing of DoSO or Contract-related activities; in the possession of the Supplier without restriction in relation to the disclosure before the date of receipt by the Customer; or publicly available (other than through breach of a confidentiality or non-disclosure obligation). The Customer will not be in breach of any confidentiality agreement if the Customer is required to disclose the information by law, a Minister or a House or Committee of Parliament. In this Item C.B.10, unless the context otherwise indicates, Personnel means a party's officers, employees, agents or professional advisers engaged in, or in relation to, the performance or management of this Contract.
C.B.11 Payment	<ol style="list-style-type: none"> Where the Customer and the Supplier both have the capability to deliver and receive e-Invoices through the Pan-European Public Procurement On-Line (PEPPOL) framework and have agreed to use electronic invoicing (e-Invoicing), the Customer will pay the amount of a Correctly Rendered Invoice to the Supplier within five (5) calendar days after receiving it, or if this day is not a business day, on the next business day. In all other circumstances, the Customer will pay the amount of a Correctly Rendered Invoice to the Supplier within twenty (20) calendar days after receiving it, or if this day is not a business day, on the next business day. If the total initial value of the Contract (excluding any options, extensions, renewals or other mechanisms that may be executed over the life of the contract) is less than A\$1 million (GST inclusive) and the Customer fails to make a payment to the Supplier by the business day it is due, the Customer will pay the unpaid amount plus interest on the unpaid amount, provided the amount of interest payable under this clause exceeds A\$100. Interest payable under this clause will be simple interest calculated in respect of each calendar day from the day after the amount was due and payable, up to and

Contract

including the day that the Customer effects payment, calculated using the General Interest Charge Rate available on the Australian Taxation Office website as it applies on the day the amount was due and payable expressed as a daily rate.

Contract

CONTRACT EXECUTION PAGE

EXECUTED AS AN AGREEMENT

Signed for and on behalf of the **Commonwealth of Australia** as represented by the **National Indigenous Australians Agency (30 429 895 164)** by its duly authorised delegate:

Signature of Authorised Officer:

s 22

Printed Name of Authorised Officer:

s 22

Position of Delegate:

Alq Branch Manager, Remote Employment

Signature of Witness:

s 22

Printed Name of Witness:

s 22

Date:

4/11/2024

Signed for and on behalf of **Nous Group, ABN: 30 429 895 164** in accordance with section 126 of the *Corporations Act 2001 (Cth)* by:

Signature of Authorised Officer:

s 47F

Printed Name of Authorised Officer:

s 47F

Signature of Witness:

s 47F

Printed Name of Witness:

s 47F

Date:

04/11/2024

s22

To: s22
Subject: RE: RJED MEL Framework - Project Plan, stakeholder engagement, and other deliverables [SEC=OFFICIAL]
Attachments: Final Project Plan - RJED MEL Framework.pdf

OFFICIAL

From: s47F @nousgroup.com>
Sent: Thursday, 19 December 2024 5:35 PM
To: s22 @niaa.gov.au>; s22 @niaa.gov.au>; s22 @niaa.gov.au>
Cc: s 47F s47F @nousgroup.com>; s47F @nousgroup.com>; s47F @nousgroup.com>; s47F @nousgroup.com>; s47F @nousgroup.com>; s47F @nousgroup.com>
Subject: RJED MEL Framework - Project Plan

Good Afternoon NIAA Project Team

We have amended the final project plan, attached, as per your suggestions. We have mapped our responses to each specific question in the attached word document for ease of review.

As we have indicated previously, we will continue to update and add to the project plan as the project progresses.

Please confirm receipt and advise if there are any 'red line' issues.

Warm regards

s47F
s 47F | s47F
Nous Group | Manager
d: s47F | **m:** s47F | **w:** www.nousgroup.com



I acknowledge the Traditional Custodians of the land I work on as the First People of this country and pay my respects to their Elders past, present and future in maintaining the culture, country and their spiritual connection to the land.

Nous Group | A bigger idea of success

Nous Group is an international management consultancy operating across Australia, New Zealand, the UK, 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](#).

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Final project plan

RJED Monitoring, Evaluation and Learning Framework

National Indigenous Australians Agency

19/12/2024

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

This document will serve as a detailed guide for Nous and the National Indigenous Australians Agency (NIAA) teams across all the stages of the project. It outlines our structured approach to achieving the project’s objectives within the established timeframes. This plan will be revisited and refined as required to address the evolving needs of the project.

COORDINATION

The plan will clearly define project responsibilities, deliverables, and key milestones. This will assure that Nous and NIAA effectively align our joint efforts.

RISK MANAGEMENT

The plan will facilitate the identification, analysis and mitigation of potential risks.

COLLABORATION

This plan will act as a reference point for our project teams to enhance communication and decision-making processes.

APPROACH

The plan will outline our methodological approach to developing the MEL Framework for RJED, including a data collection plan. The stakeholder engagement plan outlines how Nous plans to engage with relevant stakeholders for developing the MEL framework.

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1 PROJECT OVERVIEW

This section provides a comprehensive overview of the project. It outlines the purpose of the project and introduces its contextual background, summarising the need for the RJED program.

The overview explores how the MEL Framework will support the RJED program and how the project will be structured. This includes a draft of the initial Key Lines of Enquiry that will drive our approach in developing the MEL Framework as well as Key Evaluation Questions that reflect our initial hypothesis for the project's final deliverable.

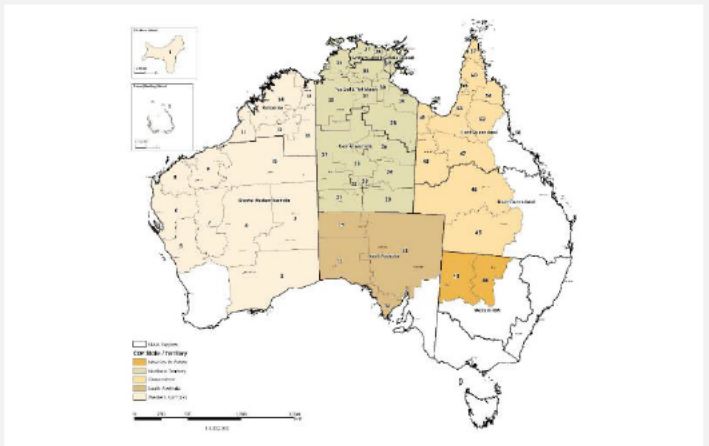
Greater public investment is essential in creating ongoing remote job opportunities

Employment is key to financial security, social mobility and an improved standard of living. It is also associated with additional benefits to physical and mental health, empowerment of cultural wellbeing, as well as improved developmental outcomes for children¹. Employment rates in very remote areas across Australia are considerably lower than the national average. The disparity is largely influenced by the employment gap between First Nations and Non-First Nations peoples. According to the 2021 census, in very remote areas 32 per cent of First Nations people were employed compared to 87 per cent of non-First Nations people.

In remote contexts, geographic isolation, and limited infrastructure and industry presence persistently restrict employment opportunities. Government initiatives are critically needed to bridge these challenges and create sustainable work opportunities for Australians living in remote areas. This will reduce inequality between remote and urban regions as well as working towards reducing disparities between First Nations and non-First Nations peoples. Providing additional job pathways for remote communities will allow First Nations peoples to participate in the labour-force without leaving kin and country behind. Previous programs that have delivered encouraged additional jobs in remote communities, such as the Community Development Employment Projects (CDEP), and The Community Development Program (CDP), have led to mixed results. The CDP, in particular has been criticised for its ineffectiveness in transitioning participants to ongoing employment. The current implementation and mapping of CDP regions and program providers is provided below (see **Figure 1** below).

This brings the need for new remote work investments that address the shortcomings of previous programs and prioritise the creation of sustainable job pathways. The Remote Jobs and Economic Development (RJED) program is an example of such.

Figure 1. Mapping of CDP Regions and Providers across Australia (2023)



¹Australian Institute of Health and Welfare (AIHW), 2023

How the RJED will invest in remote communities

The RJED program will work in partnership with remote communities to deliver 3,000 jobs over a three-year period. This \$707 million investment presents a considerable opportunity to improve socio-economic outcomes for remote and very remote communities, with a particular focus on First Nations peoples who form a significant proportion of the population within these communities². The RJED will contribute towards Closing the Gap, in particular:

- Target 7 (youth are engaged in employment and education),
- Target 8 (Strong economic participation and development of people and their communities).

RJED will be a place-based program that will adapt to different community priorities and aspirations. It will seek to provide funding for jobs that address key skills shortages in remote areas, particularly in education, health and construction and jobs that people in local communities are interested in. RJED is the first stage of replacing CDP, with real jobs, proper wages, and decent conditions. Some people will not be ready to go into jobs straight away. A new remote employment services (NRES) will be put into place as the second stage of replacing the CDP to ensure these job seekers are supported on their pathway to become more job ready. RJED investment includes the Community Jobs and Business Fund. These funds will help provide capital and equipment for remote community work projects.

It is important to note that RJED is complementary to the remote employment service. NRES will be the new remote employment service.

The design and implementation planning for RJED has been developed in partnership with strong First Nations voices. This includes a First Nations Reference Group (FNRG) established in March 2024 and extensive consultation with 200 remote communities within the 60 CDP regions to inform how the program could work. The RJED program will also be informed by insights from other similar pilots such as the New Jobs Program Trial (NJPT), CDP Trials and the Ngaanyatjarra Lands Trials.

²National Indigenous Australians Agency, Australian Institute of Health and Welfare (AIHW), 2021. [\[Link\]](#)

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The benefits that the MEL Framework will bring

The aim for the framework will be to help drive effective performance of the RJED program. Establishing a strong framework from the outset will assist NIAA, providers and communities to embed monitoring and evaluation practices during the implementation phase. This will be crucial in building a strong evidence base for the program. A detailed evidence base for the program to inform its monitoring, evaluation and learning will position NIAA to gain three key advantages:

1. Primarily, it will promote continuous improvement in remote employment programs by understanding what worked and did not work and in what contexts.
2. Secondly, a solid evidence base will allow RJED to apply for increased funding. RJED is an independent program but complements both CDP and NRES. RJED serves as the initial step in the transition from CDP, with NRES constituting the second phase in this process.
3. Lastly, if NIAA is able to access shared datasets, it will allow NIAA to satisfy its commitment to implementing the recommendations five and eight in the Australian National Audit Office (ANAO) 2024 Performance Audit on remote employment programs.

The elements of an effective RJED MEL Framework

Community Oversight	Robust and Flexible Indicators	Collaborative Engagement
<p>Nous will develop a framework for RJED, with a predominant focus on First Nations perspectives, priorities and knowledge. Given that First Nations peoples constitute the majority of remote community inhabitants and participants of the current CDP caseload, it is essential to approach the framework with this lens.</p> <p>This framework will be designed to assist income support recipients in transitioning into paid employment through RJED to support community priorities and address local needs and services. By aligning with community priorities, RJED can drive economic activity and foster sustainable employment opportunities.</p> <p>Our approach will ensure that the framework is defensible, credible, useful, transparent, and ethical, thereby supporting effective implementation, data collection, and ongoing policy and program development.</p>	<p>Nous recognises that complex evaluations require a balance between robust indicators and pragmatic flexibility. This flexibility needs to assure that the framework can be used in diverse community contexts and also have the potential to be scaled if the RJED program increases its coverage.</p> <p>Nous will develop RJED-wide indicators which will be applicable for all remote contexts where the program will be implemented. To account for diversity between communities and the place-based adaptations of RJED, the MEL Framework will have some common indicators along with some specific First Nations indicators where possible (e.g. connection to Country). This will furnish RJED stakeholders with an easy-to-launch framework that will be timely with the imminent program roll-out.</p>	<p>Nous understands that the RJED program is not operating in isolation. Nous will create the framework in partnership with key stakeholder groups, listed below, to ensure that it meets the needs of potential participants and employers, builds on prior NIAA remote work trials and works in tandem with other State and Federal strategic initiatives.</p> <p>Nous will collaborate with:</p> <ul style="list-style-type: none">• First Nations Reference Group (FNRG)• NIAA Indigenous Evaluation Committee (IEC)• Department of Employment and Workplace Relations• Department of Social Services• NIAA Strategic Insights Branch• NIAA Remote Employment Branch• NIAA CDP Branch• NIAA Regional Offices



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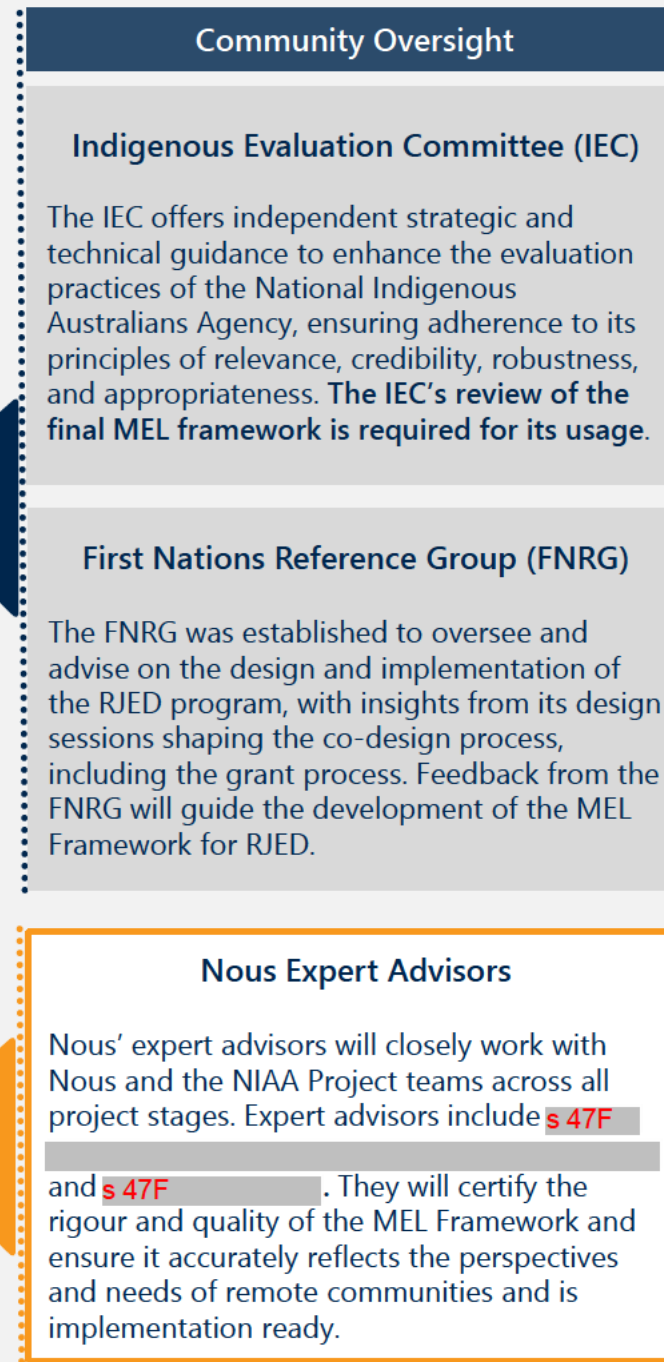
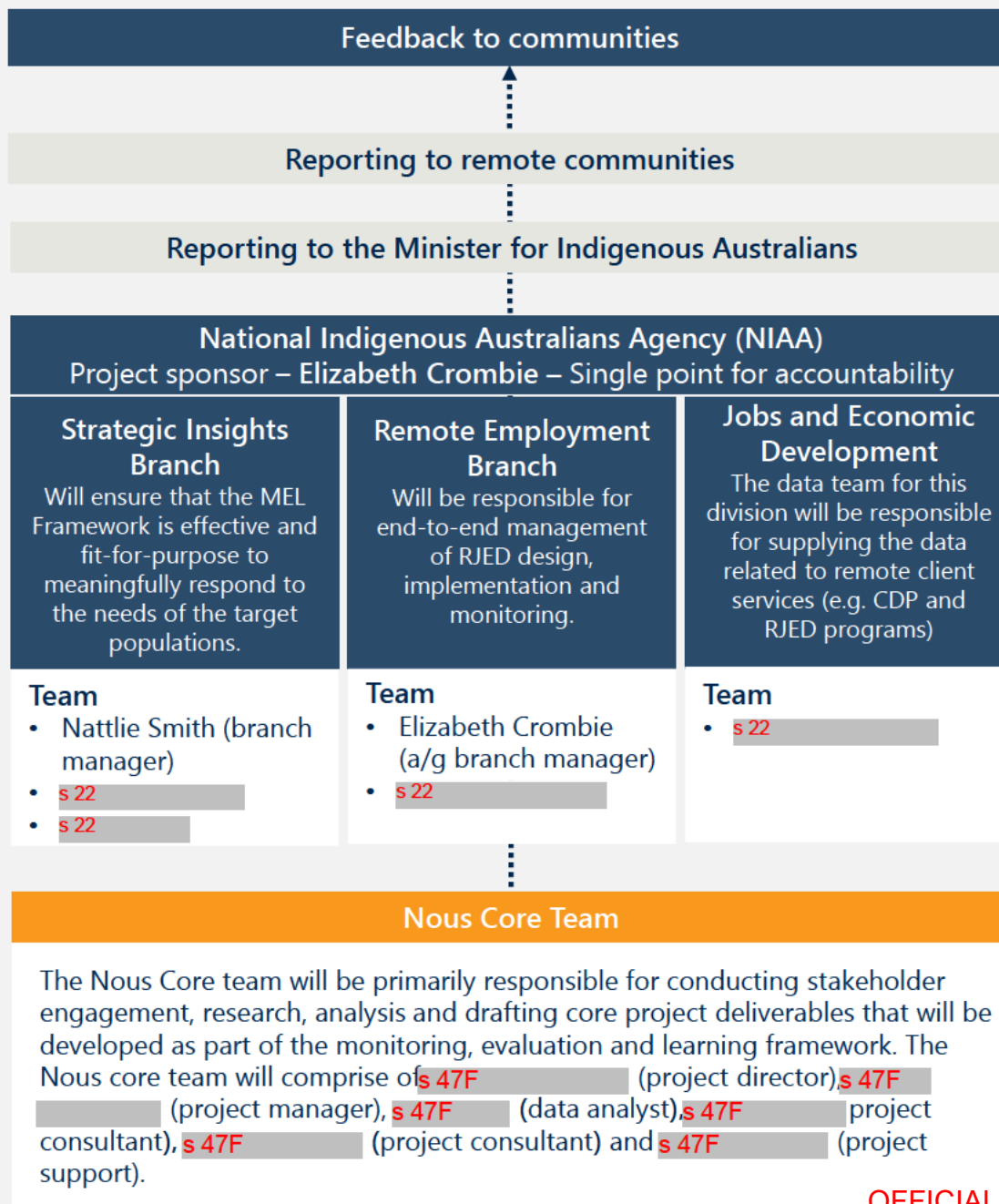
2 PROJECT GOVERNANCE

This section outlines the governance structure for effective coordination between Nous and NIAA. It delineates the roles of Nous team members and describes the respective roles and responsibilities that Nous and NIAA will have in ensuring a seamless project process and a high-quality final product.



This governance plan outlines the roles and responsibilities of Nous, the National Indigenous Australians Agency (NIAA), and the oversight bodies – Indigenous Evaluation Committee (IEC) and First Nations Reference Group (FNRG) – during the development of the MEL framework. This plan ensures efficient collaboration, accountability, and transparency throughout the project timeline.

RESPONSIBILITIES		
NIAA	Nous	FNRG/IEC
<p>Decision making NIAA will decide on the scope, timelines and budget of the project. NIAA will also be the principal decision maker for quality assurance.</p> <p>MEL framework oversight Provide oversight to ensure the MEL framework development aligns with strategic and operational goals.</p> <p>Information facilitation Facilitate and support the project by providing required information and ensuring Nous is connected with the necessary stakeholders.</p> <p>Regular feedback Offer timely feedback on project progress and interim deliverables during regular meetings.</p> <p>Coordination Ensure effective communication and coordination between different teams for smooth project execution.</p>	<p>Decision making Nous will make independent decisions on the structure and content of the MEL Framework based on NIAA and other stakeholders' inputs.</p> <p>Thought leadership Nous will provide thought leadership and leverage its prior experience to ensure a robust, evidence-based approach that aligns with best practices and the specific needs of the NIAA.</p> <p>In-depth research Perform comprehensive research and due diligence required for developing the MEL Framework.</p> <p>Development of MEL Framework Lead the creation and iteration of the MEL Framework, ensuring it meets the project's objectives.</p> <p>Regular updates Provide NIAA with regular progress updates during scheduled catch-up meetings.</p> <p>Stakeholder engagement Conduct stakeholder engagement activities to gather insights and feedback essential for the framework.</p> <p>Maintaining risk and decision registers Maintain and update the risk and decision registers, communicating any significant changes or risks to NIAA promptly.</p>	<p>MEL Framework oversight Oversee the development of the MEL Framework to ensure alignment with strategic and operational goals. IEC will be involved in the approval the final framework.</p> <p>Quality assurance Review the progress and quality of work to guarantee compliance with standards and expectations.</p> <p>Advisory Offer guidance and advice to support the formulation and refinement of the MEL Framework.</p> <p>Monitoring independence Ensure an impartial and independent monitoring process is maintained throughout the project lifecycle.</p>



EXPERT ADVISORS

s 47F

Lead evaluation expert

s 47F

s 47F will provide expert knowledge on First Nations approaches and knowledge and key strategic alignment. s 47F will provide broad oversight to the project and lead the quality assurance of deliverables from an external perspective.

s 47F

Employment expert

s 47F will bring her deep experience in the employment sector, including developing program logics, evaluating employment programs and leading public policy initiatives to provide expert guidance and strategic insights.

s 47F

Framework expert

s 47F will leverage his evaluation framework development knowledge and expertise coupled with cultural competence in First Nations contexts to advise on the approach toward framework development

s 47F

Evaluation expert

s 47F awareness of cultural values and experience in facilitating sensitive conversations combined with her deep understanding of the system and context challenges will ensure the MEL Framework is effective and culturally informed.

s 47F

Data analytics expert

s 47F expertise in translating complex data into strategic advantages will ensure that the technical solutions are effectively tailored to meet NIAA's needs and drive project success.

CORE TEAM

s 47F

Project director
(Kowa)

s 47F will lead and direct the project. He will lead the team, providing thought leadership, and be responsible for all deliverables.

s 47F

Project manager
(Biripi)

s 47F will be responsible for the day-to-day management of the project, ensuring it progresses in accordance with agreed timeframes.

s 47F

Data analyst

s 47F will drive data analysis and mapping the appropriate data points necessary for underpinning the MEL framework.

s 47F

Project consultant

s 47F will contribute to project outcomes through research, data analysis, stakeholder engagement, and the development of high-quality deliverables.

s 47F

Project consultant

s 47F will support the project outcomes through research and analysis, stakeholder engagement and contributing to the development of high-quality deliverables.

s 47F

Project support

s 47F will support the team by coordinating stakeholder engagement activities and provide quality assurance of project deliverables.

Quality assurance is crucial in the development of the MEL Framework as it guarantees the integrity and reliability, ensuring the framework accurately reflects the realities and priorities of remote communities. It is imperative to ensure high quality standards to foster trust, drive positive outcomes and support sustainable development.

Nous' approach for developing this framework incorporates rigorous quality assurance standards and processes.

Quality standards	Nous' role	NIAA's role
Project management	s 47F, project director, and s 47F, project manager will provide First Nations leadership of the project team, and the project will be closely guided by s 47F, who will provide project oversight and lead the quality assurance of all deliverables from an external perspective. The First Nations leadership and oversight of the project will ensure cultural sensitivity, inclusivity and alignment with community values s 47F will support the project leadership as project support.	Support the project management team, respond to leadership guidance and facilitate communication and collaboration.
Clear definition of objectives and indicators	Nous will ensure that all monitoring, evaluation, and learning objectives are clearly defined, specific, measurable, achievable, relevant, and time-bound (SMART). This includes working with NIAA to identify and refine key performance indicators (KPIs) that align with their strategic goals.	Provide relevant background information, strategic priorities, and initial thoughts on indicators. Engage in discussion and feedback to refine these objectives and indicators.
Use of evidence-based approaches	Nous will incorporate evidence-based methodologies and best practices from current literature and industry standards. Ensure that the sampling techniques, data collection methods, and analytical tools are scientifically robust and appropriate for NIAA's context, National Health and Medical Research Council (NHMRC) and Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) principles.	Provide timely access to existing data, relevant reports, and resources. Support the validation of proposed methodologies by offering contextual and operational insights.
Stakeholder engagement and collaboration	Nous' stakeholder engagement and communication approach will be targeted, sensitive, iterative and effective to foster buy-in and commitment to the development and successful implementation of the MEL Framework. We will develop a comprehensive stakeholder engagement and communication plan to ensure we cover as much ground as possible with the available pool of stakeholders.	Identify and nominate key stakeholders, provide required assistance with contacting and scheduling timely consultations and provide alternate suggestions in case the nominated stakeholders are unable to participate as expected or there are crucial knowledge gaps that need to be filled.

Quality standards	Nous' role	NIAA's role
Data quality management	Nous will implement rigorous data collection, entry, cleaning and analysis processes to ensure data reliability, validity, integrity and timeliness. We will also develop and adhere to data quality protocols.	Ensure data collection teams follow established protocols for data collection and monitoring activities and provide necessary resources to maintain high quality data standards.
Indigenous data sovereignty	Nous will incorporate a dedicated approach to Indigenous Data Governance ¹ (ID-GOV) that frames the way we implement the principles of Indigenous Data Sovereignty (ID-SOV) in our work with First Nations peoples. Given that most Indigenous Knowledge and First Nations data is not in the possession of First Nations peoples, Nous' approach embeds ID-GOV as a key lever for addressing ID-SOV. Enacting ID-GOV means that First Nations peoples are in control of their own data across all aspects of a project and all stages of the data lifecycle, and encompasses the roles, functions, relationships, and processes necessary to implement ID-SOV.	Actively support and promote Indigenous Data Sovereignty by collaborating with Nous to provide resources, training and oversight to ensure First Nations communities have the tools to manage and control their own data. Engage with communities to understand their needs, advocate for their interests, and ensure compliance with legal and ethical standards.
Systematic documentation and reporting	Nous will establish a thorough documentation process to capture all activities, decisions and changes, provide regular weekly updates, ad-hoc updates and timely deliverables. We will also maintain a risk register and a decision register to monitor changes in the risk profile whilst tracking the changes in the decisions that may impact the outcomes of the project.	Review and provide feedback on documentation and reports, ensure they meet the required standards and facilitate access to necessary documents for the Nous team.
Continuous review and feedback mechanisms	Nous will set up regular review sessions and a project rhythm with the NIAA project team to create feedback loops to assess progress, identify challenges and adjust as needed. Our goal is to create a system of continuous improvement throughout the project lifecycle.	Actively participate in review sessions, provide timely and constructive feedback, and commit to a culture of openness and continuous improvement.
Capacity building and knowledge transfer	Nous will develop and conduct training sessions and workshops with the NIAA project team to ensure they are equipped with the knowledge required for implementing and sustaining the MEL activities. We will document and transfer all the relevant knowledge and skills required.	Ensure team's participation in training and capacity building initiatives, integrate acquired knowledge and skills into daily practices and future initiatives.

¹Framework for Governance of Indigenous Data, NIAA, 2024

3 PROJECT TIMELINE AND DELIVERABLES

This section provides further detail on the project's proposed methodology. It includes a Gantt chart which outlines delivery timeframes and a description of what each deliverable will produce as well as how each expert advisor will contribute.

What are the deliverables and activities?

STAGE 1 	Project initiation <i>Plan and design</i> <i>Six weeks (11 November - 20 December)</i>	DELIVERABLES <ol style="list-style-type: none"> 1. Final Project Plan (29/11/24) 2. Scoping paper 1 (13/12/24) 3. Final Theory of Change and updated Program Logic (20/12/24)
PROJECT TASKS <ul style="list-style-type: none"> • Set up project for success. • Develop plan to engage meaningfully with stakeholders in collaboration with NIAA . • Deepen understanding of RJED context through desktop research and consultations. • Design the methodology for the MEL Framework with RJED Team. • Develop the first scoping paper and test the MEL Framework methodology, program logic and theory of change with relevant stakeholders. 		
STAGE 2 	Project delivery <i>Develop MEL Framework</i> <i>Seven weeks (16 December – 14 February) * note including shutdown</i>	DELIVERABLES <ol style="list-style-type: none"> 4. Scoping paper 2 (17/01/25) 5. Monitoring Plan (24/01/25) 6. Evaluation plan (31/01/25) 7. Scoping paper 3 (31/01/25)
PROJECT TASKS <ul style="list-style-type: none"> • Develop the second scoping paper to test the thinking for the monitoring plan and evaluation plan with relevant stakeholders. • Develop the draft monitoring plan • Develop the draft evaluation plan • Develop the draft MEL Framework implementation plan • Develop the third scoping paper to test the thinking for the implementation plan and learning plan with relevant stakeholders. • Develop the draft learning plan and the draft implementation plan 		
STAGE 3 	Project delivery <i>Finalise MEL Framework</i> <i>Three weeks (3 February – 21 February)</i>	DELIVERABLES <ol style="list-style-type: none"> 8. Implementation Plan (07/02/25) 9. Learning Plan (21/02/25) 10. Final MEL Framework (28/02/25)
PROJECT TASKS <ul style="list-style-type: none"> • Finalise learning plan in partnership with relevant stakeholders. • Draft consolidated MEL Framework. • Finalise consolidated MEL Framework in partnership with NIAA. • Present consolidated framework to NIAA executive 		



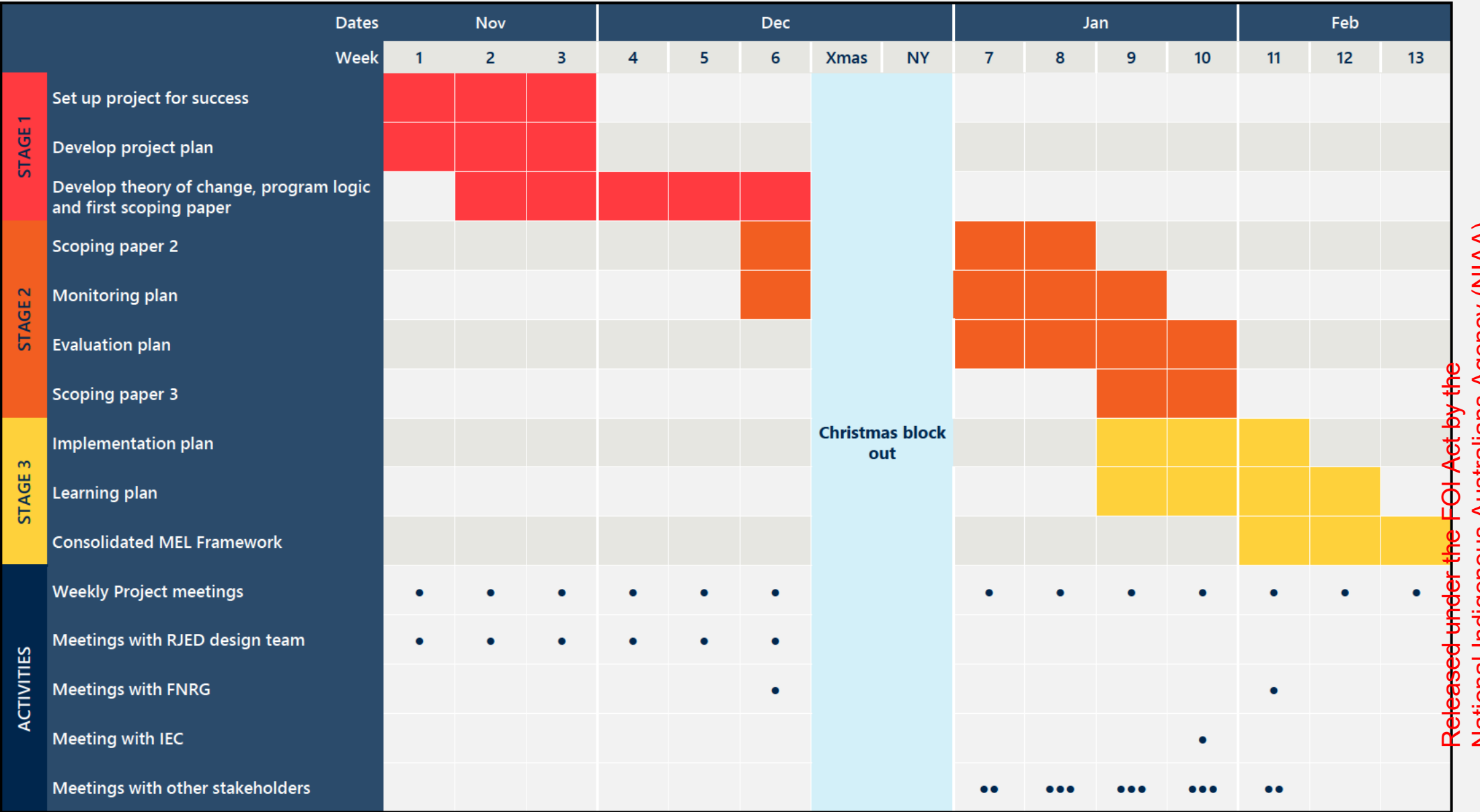
	Project Deliverable	Description
STAGE 1	Final project plan	The final project plan will build on the agreed project charter and provide a detailed overview of how the project will be developed. This includes an outline of the components of the MEL Framework including: the monitoring plan, the evaluation plan and the learning plan. The final project plan will also provide an overview of operational considerations such as timelines for key deliverables and stakeholder and risk management plans.
	Scoping paper 1	The first scoping paper will allow stakeholders to test Nous' approach to the MEL Framework methodology as well as RJED's theory of change and program logic.
	Theory of change and program logic	The theory of change will outline the overall vision and objectives of the RJED program, while the program logic will detail the specific inputs, activities, outputs, outcomes, and assumptions. This differentiation will guide the Nous team in developing key evaluation questions and supporting indicators.
STAGE 2	Scoping paper 2	The second scoping paper will provide a summary of the draft monitoring plan and evaluation plan. This will allow broader stakeholders to provide feedback and validate Nous' approach. Our team will incorporate feedback to refine the monitoring plan and evaluation plan.
	Monitoring plan	The monitoring plan will provide an overview of data collection and monitoring activities that can be used to track RJED program progress. This will be developed and tested with NIAA to reach an initial consensus on rigour and feasibility, before the framework is validated with broader stakeholders.
	Evaluation plan	The evaluation plan will identify appropriate evaluation criteria, methods and tools. This report will outline the evaluation's scope, methodology, indicative reporting timelines and stakeholder responsibilities in evaluation activities.
	Scoping paper 3	The third scoping paper will grant the opportunity for relevant stakeholders to test the implementation plan and learning plan.
STAGE 3	Learning plan	The Learning Plan will identify continuous improvement opportunities and capturing lessons learned from the process of selecting appropriate monitoring and evaluation activities.
	Implementation plan	The Implementation Plan will map out implementation activities of the monitoring, evaluation and learning plans.
	Draft and Final MEL Framework	The draft and final MEL Framework will collate previous deliverables in a final cohesive product. This will be tested with relevant NIAA stakeholders to include their feedback on the final deliverable.

Lead Expert Advisor **s 47F** will review all deliverables and his endorsement is required prior to finalisation.

The Nous Core Team will be responsible in developing all deliverables, with the management of **s 47F** and oversight of **s 47F**.

Nous' Expert Advisors will contribute to each deliverable as required to ensure a high-quality product.

The Gantt chart lays out an indicative timeline for major activities and engagements. Nous will work with the NIAA to plan around commitments, leave and availability.



4 STAKEHOLDER ENGAGEMENT PLAN

This sections details the comprehensive stakeholder engagement and consultation plan. This describes each stakeholder group that will be consulted throughout the project, the purpose of their input and how Nous intends to engage them. This is accompanied by a communication plan which details how Nous and NIAA will contact proposed stakeholders.



Project title	Key internal stakeholder groups	Number of engagements	Purpose of stakeholder group input
Development of a MEL Framework for the RJED program	NIAA Project team (representatives from Strategic Insights Branch and RJED program team)	13 Weekly project update meetings	Collaborate with Nous providing and leading project decision making as well as assisting with data collection and coordination activities.
	RJED Program Design team	7 meetings	Consolidate understanding of RJED implementation context, community consultations insights, RJED scope and objectives. Nous will meet the team on multiple occasions to iterate and test early deliverables. Meeting with these individuals or teams will primarily be conducted through weekly project team meetings.
	NIAA Strategic Insights Branch, Remote Employment Branch and Regional Offices.	TBD	Participate in NIAA weekly project meetings and assist in providing additional context and feedback on deliverables as required.
	Key external stakeholder groups	Number of engagements	Purpose of stakeholder group input
	First Nations Reference Group (FNRG) ¹	2 working sessions	Provide external oversight and advice on the program theory, implementation plan and KEQs of the MEL Framework.
	NIAA Indigenous Evaluation Committee	1 working session	Provide external oversight and expertise in First Nations evaluations, along with the review of the final MEL Framework.
	State and Territory stakeholders (WA, NT, SA, NSW and QLD)	1 working session each	Provide additional context on other projects and initiatives that can support RJED monitoring and evaluation activities.
	New Jobs Program Trials (NJPT) providers	4 working sessions	Test and validate performance indicators that are robust and pragmatic to implement. (Note: this stakeholder has been selected as the closest proxy to RJED employers).
	DEWR	1 working session	Understand how monitoring and evaluation activities of the remote training hubs can assist the RJED MEL Framework.
	DSS	1 working session	Understand how RJED evaluation objectives should be designed in consideration of the transition and impact on welfare income support.
	Keogh Bay Peoples Ltd	1 working session	Gain insights relevant for RJED MEL Framework, drawing upon their work on MEL Framework for NJPT

Stakeholder engagement and consultation plan | MEL Framework for RJED program

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	Stakeholder	Engagement approach	Purpose of engagement	Documents Nous need to prepare	Date
STAGE 1	RJED Program Design Team	Five one-hour working sessions	<ul style="list-style-type: none">Understand the policy development of RJED.Understand the functions of the NIAA RJED team.Consolidate understanding of existing RJED reporting practices and insights from stakeholder engagements.Discuss RJED and CDP data.	Facilitation documents	Complete
	NIAA Project team and RJED Program Design Team	One four-hour working session	<ul style="list-style-type: none">Determine the Theory of Change and develop the Program Logic.Test proposed methodology for the MEL Framework development.	Draft methodology of MEL Framework including program logic and theory of change.	Complete
	RJED Program Design Team	One one-hour working session	<ul style="list-style-type: none">Confirm approval of MEL Framework methodology.	Revised version of draft methodology of MEL Framework	Complete
	NIAA Project Team and RJED Program design Team	One one-hour working session	<ul style="list-style-type: none">Gain feedback on scoping paper 1 to test MEL Framework methodology, program logic and theory of change.	Scoping paper 1	Complete
	FNRG	One 90-minute working session			Complete
STAGE 2	Keogh Bay Peoples Ltd	One 60-minute working session	<ul style="list-style-type: none">Gain feedback on first drafts of the monitoring plan and evaluation plan	Draft monitoring plan and draft evaluation plan	TBD
	NIAA Project team	Collated written feedback			
	NIAA Strategic Insights Branch				
	NIAA Remote Employment Branch and Regional Offices				
	NIAA IEC	One 90-minute working session	<ul style="list-style-type: none">Incorporate feedback from stakeholders to refine the monitoring plan and evaluation plan	Scoping paper 2 which summarises the key features of the monitoring plan and evaluation plan.	TBD
	DEWR	One 90-minute working session			TBD
	DSS	One 90-minute working session			TBD
	NJPT service providers	Three one-hour working sessions			TBD
	FNRG	One 90-minute working session			TBD
	NIAA IEC	One 90-minute working session	<ul style="list-style-type: none">Incorporate feedback from stakeholders to test and refine the monitoring plan and evaluation planValidate proposed indicators of the framework.	<ul style="list-style-type: none">Refined version of scoping paper 2.Scoping paper 3 which summarises implementation plan and monitoring plan	TBD
	NJPT service providers	Three one-hour working sessions			TBD
	State and Territory stakeholders (WA, NT, SA, NSW and QLD)	One 90-minute working session			TBD
STAGE 3	NIAA Remote Employment Branch	One 45-minute working session	<ul style="list-style-type: none">Test the draft learning plan with NIAA stakeholders to finalise the learning plan.	Revised learning plan	TBD
	NIAA Strategic Insights Branch				TBD
	NIAA RJED Program Team				TBD
	NIAA RJED Program Team	Collated written feedback	<ul style="list-style-type: none">Gain feedback on the consolidated draft MEL Framework.	Consolidated draft MEL Framework.	TBD
	NIAA Remote Employment Branch	Collated written feedback			TBD
	NIAA Executive	One one-hour presentation			<div>OFFICIAL</div> Final MEL Framework.

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This communication plan outlines how Nous will communicate with NIAA and other relevant stakeholders throughout the project.

Project title	Development of a MEL Framework for the RJED program			
Key stakeholder groups	<ul style="list-style-type: none"> NIAA (Strategic Insights Branch, RJED Program Design Team, Remote Employment Branch and Regional Offices) FNRG IEC NJPT service providers DEWR DSS State and Territory stakeholders (WA, NT, SA and QLD) 			
What	When	Who	How	Responsibility
Initial communicate	Project commencement	All stakeholders	Email	NIAA Project team
Weekly reporting	Across all project stages	NIAA Project Team	Email	Nous
Invitation to participate in stakeholder engagements	Stage 1	Stakeholders who will be engaged in face-to-face or virtual working sessions	Email	Nous to draft, NIAA Project Team to issue
Invitation to participate in giving written feedback (including defined timelines)	Stage 1	Stakeholders who will be engaged to provide written feedback.	Email	Nous to draft, NIAA Project Team to issue
Reminders of upcoming stakeholder engagements	Stage 2	Stakeholders who will be engaged in in face-to-face or virtual working sessions (including ones that have not responded to prior communications)	Email	Nous
Communique thanking participants for their involvement and detailing the next steps	Stage 3	All stakeholders engaged throughout the process	Email	Nous to draft, NIAA Project Team to issue
Presentation to NIAA executive	Stage 3	Executive Board	Presentation	Nous to present

5 DATA COLLECTION AND ANALYSIS

This section provides a brief overview of the project's data collection and analysis approach. This is followed by a detailed initial data request which describes what data will be needed to conduct our initial analysis, the purpose of what the data will inform as well as defined timelines for NIAA.



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Type	Data requested / received	Rationale	Collection method	Due date	Status
Qualitative	RJED and/or NJPT program documentation: <ul style="list-style-type: none"> • Policy documentation and strategic plans • Reports on previous evaluations if any • Monitoring and progress reports • Case study reports illustrating program-specific success and challenges • Any other relevant reports on relevant First Nations programs that may impact program implementation directly or indirectly (e.g. reports highlighting RJED intersectionality with health/disability sector) 	<ul style="list-style-type: none"> • Provides an overview and clarification around current sub-programs planned within RJED. • Supports the identification of potential measures and indicators for RJED. 	Secondary data provided by NIAA	COB 29/11/2024 for first half of data COB 20/12/2024 for second half of data	<ul style="list-style-type: none"> • Existing RJED program logic and ToC (received) • All other documents (Outstanding – NIAA to confirm whether this data can be provided to Nous)
	<ul style="list-style-type: none"> • Transcription or notes from existing consultations with program participants, employers, community leaders and/or program staff 	<ul style="list-style-type: none"> • Helps to build clarification around the RJED program context 	Secondary data provided by NIAA	COB 29/11/2024	<ul style="list-style-type: none"> • IEC June 2024 meeting minutes (received) • All other documents (outstanding)
	<ul style="list-style-type: none"> • Economic and labour market reports containing labour market statistics, economic reports and industry trend data 	<ul style="list-style-type: none"> • Supports the identification of potential counterfactuals and comparators for the RJED program 	Nous to source from publicly available data.	N/A	N/A
Quantitative	<ul style="list-style-type: none"> • NJPT survey outcomes data where appropriate and possible 	<ul style="list-style-type: none"> • Supports the identification of potential measures and indicators for the RJED program 	Secondary data provided by NIAA	COB 29/11/2024	Outstanding – NIAA to confirm whether this data can be provided to Nous
Mixed Methods	<ul style="list-style-type: none"> • Consultation outcomes for RJED undertaken in 2024 	<ul style="list-style-type: none"> • Helps to build clarification around the RJED program context 	Secondary data provided by NIAA	COB 6/11/2024	Outstanding – NIAA to confirm whether this data can be provided to Nous

6 SUSTAINABILITY PLAN

This section details the training needs, capability requirements, policy modifications and the ongoing support required for sustenance of the project over an extended period.

Training needs

Nous will assess the training needs for all the stakeholders involved in the program design, implementation and evaluation to determine the required skills and knowledge for co-designing and implementation of the framework.

We will conduct **weekly meetings** for updates, regular **working-sessions** and **push-the-thinking sessions** with the NIAA with an inherent focus on the capability development for RJED project teams.

With the focus on continuous improvement and a learning culture, Nous will set up **feedback loops** to assess progress, identify any challenges and adjust as needed. We will seek feedback for deliverables, as agreed upon in the project charter, and collate it to reflect the appropriate changes. This knowledge sharing and feedback mechanism will create a culturally safe and open space for learning for everyone involved.

Ongoing support

Nous will work closely with the Strategic Insights branch and the Remote Employment branch to develop the MEL Framework for RJED. **s 47F**, the project manager, **will be the primary point of contact** for the project teams at NIAA.

We will schedule **weekly check-ins throughout the project** to ensure the project progresses rapidly and aligns with goals, and to communicate feedback and insights from the stakeholder engagements.

Capability building

The NIAA will need to ensure that the relevant teams have the capacity and learning activities for the implementation of the MEL Framework.

Nous will conduct internal **push-the-thinking workshops** to facilitate thought-provoking discussions amongst the Nous team to ensure that we go beyond the surface-level understanding. Active participation in these sessions will not only strengthen the team's capabilities but also set a strong foundation for addressing challenges in a structured and strategic way.

The NIAA teams can **document the key knowledge and skills** acquired with support from Nous, which will become valuable assets for NIAA upon completion of the project.

Additionally, NIAA teams will have **access to Nous' expert advisory panel**, which can provide targeted guidance in specialised areas such as employment, evaluation, framework and data analytics.

Embedment plan

For successful implementation of the monitoring, evaluation and learning activities, there will be a need for **clear accountability structures** within the NIAA project team to oversee adherence to the MEL Framework.

The NIAA team needs to thoroughly understand the **KPIs for individuals, employers, community and the system**, along with the **activity, output and outcome-level indicators** to be able to implement specific activities and capture the appropriate, high-quality data. These need to be embedded in the existing policies and standard operating procedures of the NIAA to incorporate them in the regular workflows.

Nous will work with NIAA to ensure the MEL Framework, and the implementation plan are adaptable and can be reviewed and updated by the NIAA teams to keep it relevant, without any external input.

7 RISK MANAGEMENT PLAN

This section provides additional detail on Nous' risk management approach. This includes a detailed risk register which ranks potential project risks by impact and likelihood according to our risk matrix. A decision log which will be used by Nous internally will assist with the risk management process by providing a written record of key project decisions.

Nous will regularly review project risks following the ISO31000: 2018 risk management framework. Our project manager, s 47F, will be responsible for monitoring the risk profile and our project director, s 47F, will escalate any increases in risk profile to NIAA within one business day. Nous will assess and evaluate risks using a likelihood and consequence risk matrix, as seen in **Figure 3** below. This will inform our risk treatment approach by categorising risks in our risk register and defining relevant mitigation strategies. An initial project risk register has been compiled in the following page. However, this is intended to be a live document that will be adapted according to risk profile changes.

Figure 3. Risk Assessment Matrix

		Consequence			
Likelihood		LOW	MEDIUM	HIGH	VERY HIGH
	Certain	Moderate	High	Very High	Very High
	Very Likely	Low	Moderate	High	Very High
	Likely	Low	Moderate	High	High
	Possible	Low	Moderate	Moderate	High
	Rare	Low	Low	Moderate	Moderate
Key					
Low	Project team to monitor trends and document risks in project risk register.				
Moderate	Project Manager to closely monitor and review risk profile and communicate status in weekly project meetings.				
High	Project Director to escalate with NIAA and Executive and develop a control strategy developed to reduce residual risk to an acceptable level.				
Very High	Project Director to re-evaluate project plan scope, timeline or budget in collaboration with NIAA.				



Risk/issue	Risk/issue rating			Consequence	Mitigation/action
	Likelihood	Impact	Rating		
Due to legal restrictions, NIAA, the RJED MEL Framework cannot prioritise First Nations participants.	Certain	Low	M	We are unable to structure a MEL Framework that solely focuses on the needs of First Nations Peoples. We will need to consider performance indicators and outcomes that are applicable to non-First Nations peoples.	We will seek to develop a MEL Framework that is applicable to all. This will be done with a particular lens to ensuring the cultural appropriateness MEL framework given high proportion of First Nations participants in the program.
Limited engagement from the key stakeholders may hinder the MEL Framework's effectiveness	Possible	Medium	M	We are unable to gather sufficient data with the available pool of stakeholders to draw conclusive insights.	We will develop a comprehensive stakeholder engagement plan in collaboration with NIAA. We will be flexible with our approach to stakeholder engagement, acknowledging that there may be time constraints heading close to the end of the year. This will include offering a variety of consultation options (30- and 60-min options), offering times outside of regular business hours and providing multiple timeslots to choose from.
The MEL Framework may lack flexibility to adapt to changing conditions, emerging needs or cultural contexts.	Possible	High	M	A lack of flexibility in the MEL Framework may reduce its effectiveness and render it unfit for purpose as circumstances change over time.	We will collaborate closely with stakeholders and NIAA to thoroughly understand their needs, ensuring the MEL framework remains fit-for-purpose and sustainable over time. Continuous learning and improvement will be embedded within the MEL framework, enabling it to adapt and respond swiftly to changing needs.
There are delays in receiving required data for the MEL Framework development	Likely	Medium	M	Triangulation of data across multiple sources is delayed	Nous will develop a comprehensive data request to NIAA early on to allow sufficient time to retrieve the necessary data and documentation. We will complete targeted follow up with stakeholders as needed to fill in the knowledge gaps.
The MEL Framework development may be impacted by an early election announcement.	Medium	Medium	M	The project remains incomplete or major milestones are not achieved to the expected quality.	Nous will work closely with NIAA to accelerate the critical MEL framework development tasks and approval processes. Nous will develop mutually exclusive, collectively exhaustive deliverables that allow their usefulness in the case of clearance challenges.
The MEL Framework may not be specific to RJED.	Possible	High	M	Lack of specificity for RJED in the MEL framework can make the monitoring and evaluation activities difficult to conduct due to its overlap with other programs and inability to measure outcomes specific to RJED.	Nous will conduct frequent 'push-the-thinking' sessions both internally and with the NIAA project team. Additionally, we will test the evolving insights and deliverables with expert advisors and other relevant stakeholders to ensure the MEL framework is tailored specifically for RJED and provides a robust foundation for long-term monitoring and evaluation. Nous will ensure that it is clear throughout that RJED is a standalone program that is complementary to NRES.
Challenges in the launch of RJED or system integration may lead to duplicated efforts, inaccuracies or inconsistencies.	Rare	Low	L	This may delay RJED launch and/or the quality of the expected outcomes.	Nous will work with NIAA to fully understanding the current monitoring and reporting mechanisms in situ and align the MEL Framework with the current systems. Nous will also work identify and collaborate with other projects and programs to ensure coherence and synergy between the new MEL Framework and existing frameworks.
Challenges around privacy issues	Rare	Low	L	Privacy disclosures may prevent the ability to access individual information that is critical for the project; and privacy breach can cause larger impact on individuals and the system.	Nous will use specific datasets for better insight on the challenges, as opposed to relying on the unit level data.
There are changes in the Nous team members' availability	Possible	Low	L	Changes in team's availability may disrupt the project continuity.	Nous has a staff of over 750 and will cover for any unplanned absence proactively by identifying an appropriate alternative person with the relevant skillset to complement the project team.



Nous recognises that developing an effective MEL Framework will require substantial work and coordination between Nous and NIAA. The decision register below will be used to ensure project transparency by clearly tracking all major decisions. This will include the date, decision makers, rationale, and impact on the project. This register will be shared and updated with NIAA during progress meetings.

No	Date of decision	Area	Decision	Decision documented	Status of decision	No
Text	Text	Text	Text	Text	Text	Text