



Keogh Bay People

Remote Employment Monitoring, Evidence and Learnings Project

Theory of Change

*Remote Jobs and Economic Development
Program & New Remote Employment
Services Program*

NIAA
March 26, 2024



Acknowledgement

Remote Employment Monitoring, Evidence and Learnings Project

**In the spirit of reconciliation Keogh Bay People acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community.
We pay our respect to Elders past and present and extend that respect to all
Aboriginal and Torres Strait Islander peoples today.**



Introduction

Remote Employment Monitoring, Evidence and Learnings Project

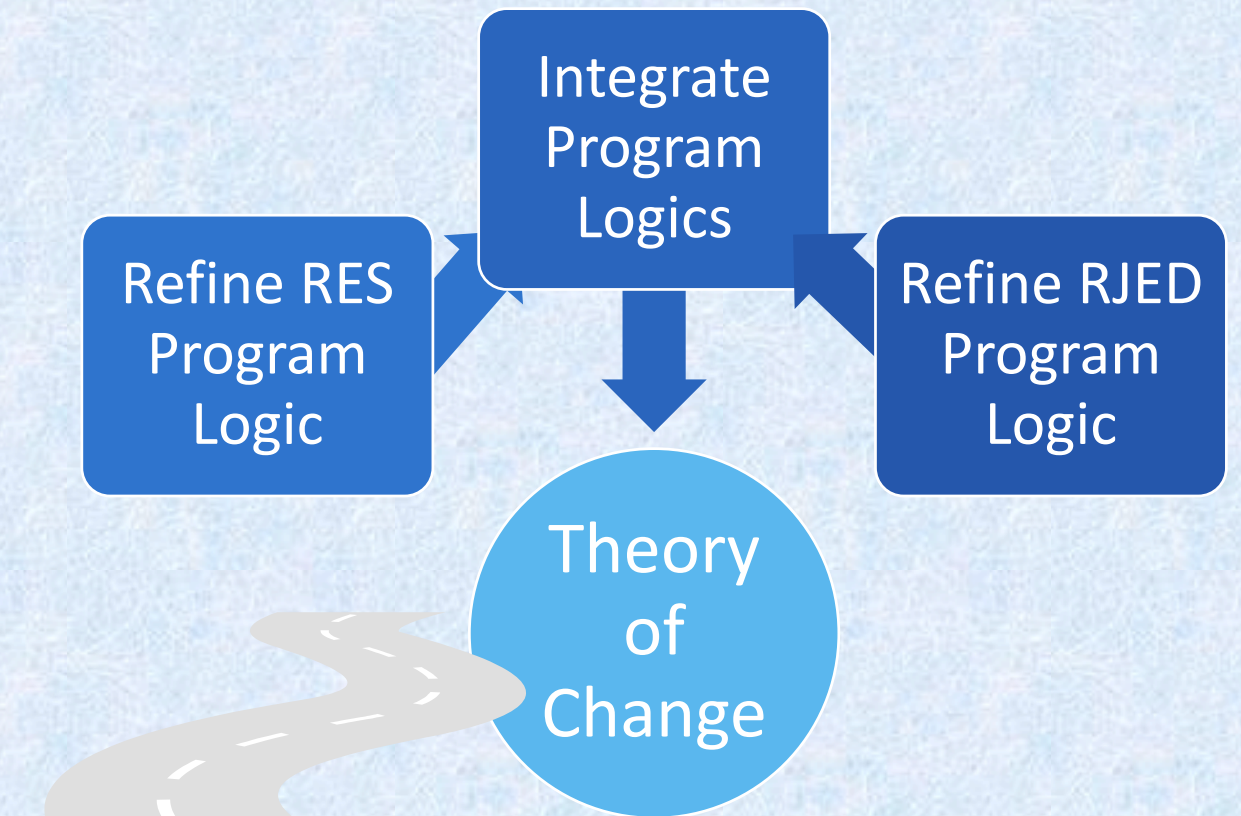
This document presents a Theory of Change (ToC) for the Remote Jobs and Economic Development Program (RJED) and the New Remote Employment Services Program (N-RES).

It has been prepared following two workshops with NIAA program staff (on the 6 and 7 March 2024) at which program logics drafted by NIAA teams for each program were discussed. The draft program logics were considered in the context of pre-existing complimentary materials, such as a Preliminary ToC produced as an output of Keogh Bay's Monitoring Evidence and Learnings (MEL) Project, and findings from other MEL Project Early Evidence Reports from active CDP trials.

The deliverables from the workshops, presented in this document are:

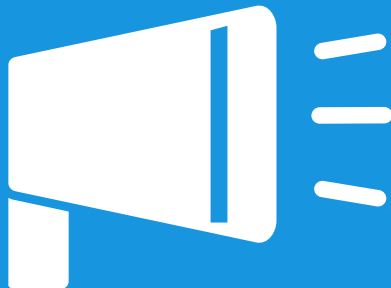
- **Theory of Change 'Simple'**: A simple, plain English, and overarching ToC diagram and accompanying narrative, that is intended to be used by NIAA to support consultations with community and service providers. The two program streams in this deliverable are combined.
- **Theory of Change 'Detailed'**: A more detailed ToC that integrates the two distinct program streams, while identifying their distinct core program elements. This is intended to be used by NIAA as the foundation for further iterations of program design.
- **Program Logics**: Refined versions of the draft program logics for both the RJED and N-RES programs.

PDF file versions of each deliverable are appended to this document.





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RJED & N-RES
Theory of Change



Theory of Change

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A Theory of Change is a comprehensive description of how and why a desired social change is expected to happen in a particular context. Theories of Change are generally presented as a diagram or illustration with an accompanying narrative and supporting assumptions that concisely articulate the change story detailed in the program logic.

Theory of Change Narrative for RJED and N-RES

The Remote Jobs and Economic Development Program (RJED) and the New Remote Employment Services Program (N-RES) create stronger local economies, with capable and informed community organisations employing local people, and more income for employed persons to spend on their families.

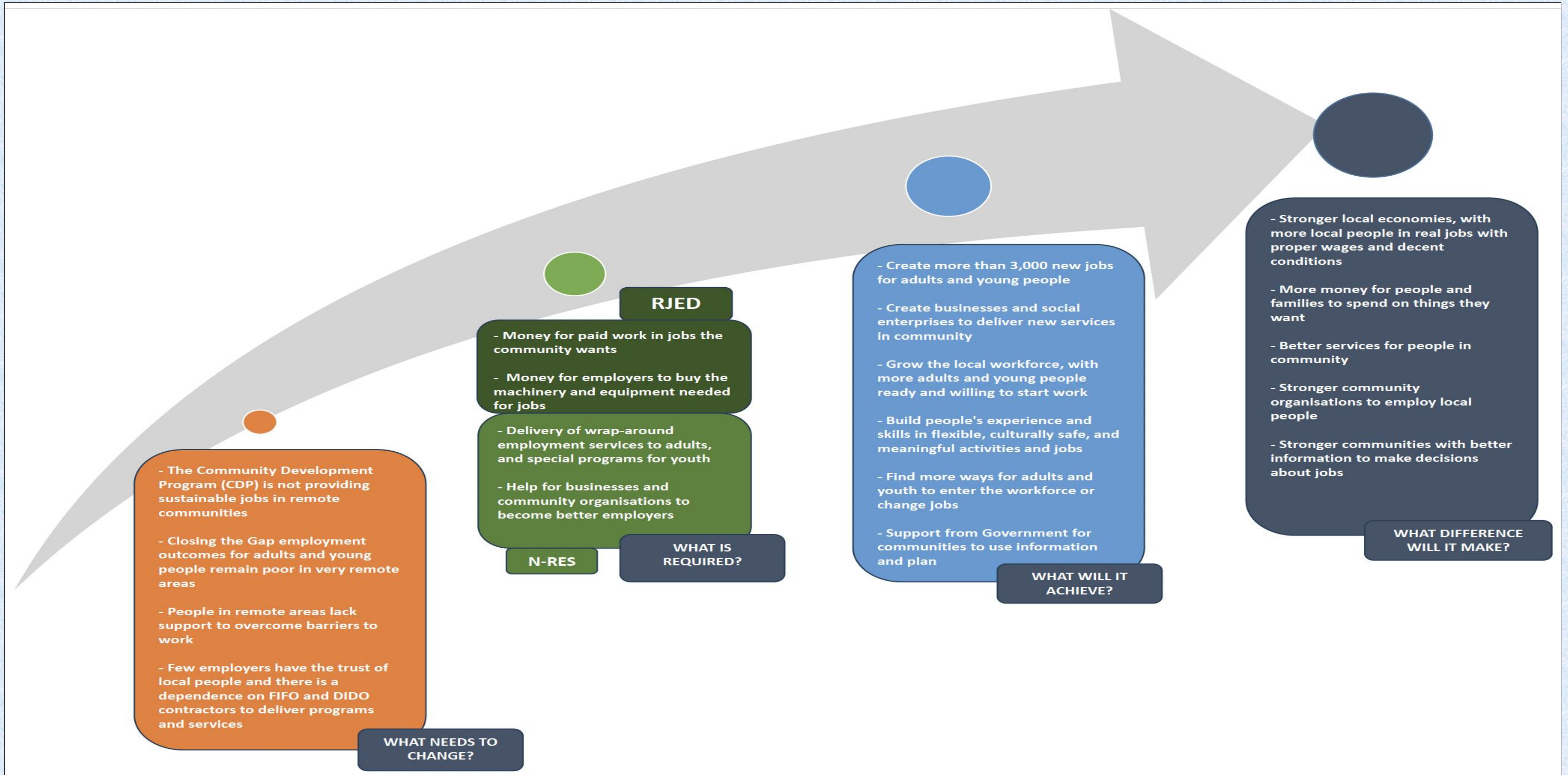
RJED achieves this by funding employers in remote communities to offer paid work in jobs prioritised by the community, and by ensuring that employers have the equipment and resources to operate effectively. It is complimented by N-RES, through the delivery of wrap-around employment services to adults, and specialised program elements for youth, with coordinated support for local businesses and community organisations to become employers of choice (for jobseekers and those upskilling to change jobs).

Together these programs create new pathways in community for people to start and remain in employment and will grow the skills and experience of the local workforce to fill more than 3,000 new jobs, while building the capacity of local enterprise to deliver the services people want.



Theory of Change 'Simple'

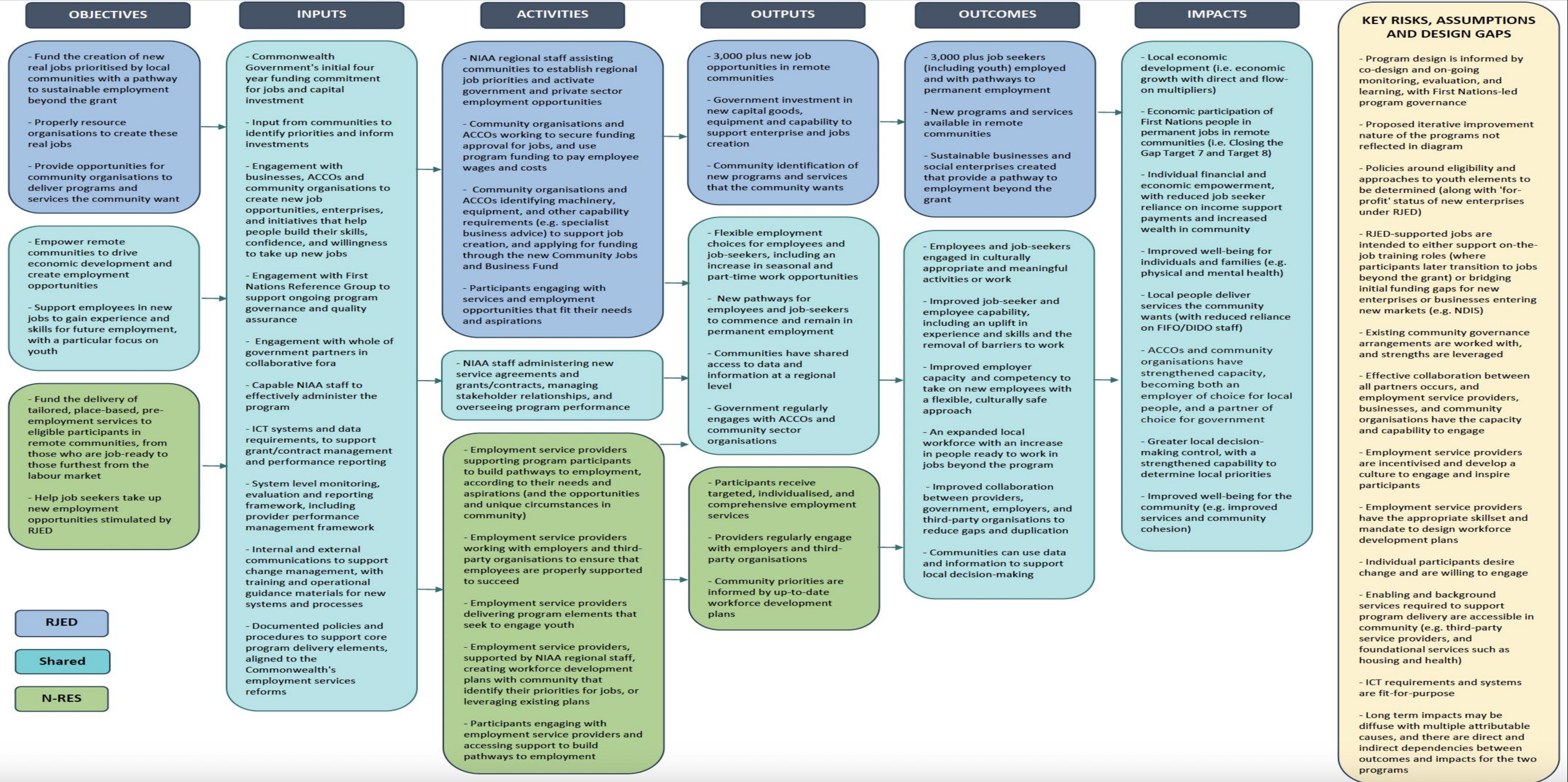
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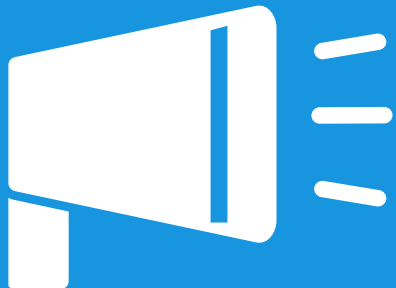
Theory of Change ‘Detailed’

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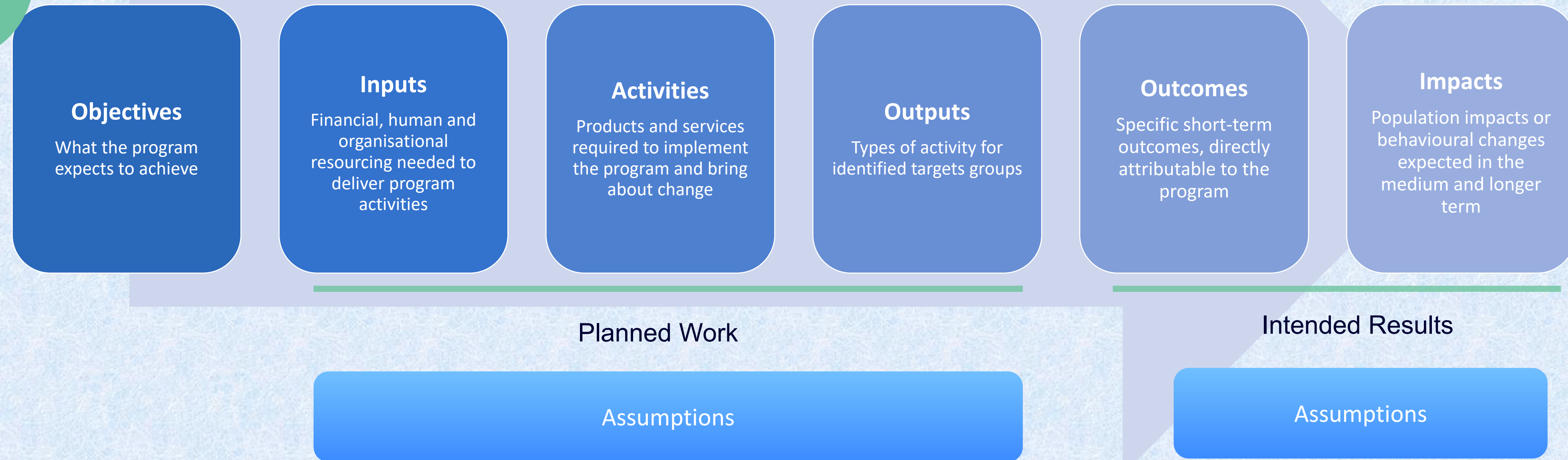


RJED & N-RES
Program Logics



Program Logic

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A program logic sets out the causal relationships between what a project or program intends to do, how it will do it, and the change expected. It does this by representing in descriptive, often visual terms, the linear sequence of steps that need to occur for an initiative to meet its desired outcomes. This consists of identifying the inputs, activities, outputs, and outcomes (from immediate, to long term) and how they link up in a linear sequence. The program logic supports program planning, delivery, monitoring and evaluation by defining the program's objectives and the changes that are expected to result from its implementation.



Program Logics

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RJED Program Logic	
Logic Element	
Impacts	<div>- Local economic development (i.e. economic growth with direct and flow-on multipliers)</div> <div>- Economic participation of First Nations people in permanent jobs in remote communities (i.e. Closing the Gap Target 7 and Target 8)</div> <div>- Individual financial and economic empowerment, with reduced job seeker reliance on income support payments and increased wealth in community</div> <div>- Improved well-being for individuals and families (e.g. physical and mental health)</div> <div>- Local people deliver services the community wants (with reduced reliance on FIFO/DIDO staff)</div> <div>- ACCOs and community organisations have strengthened capacity, becoming both an employer of choice for local people, and a partner of choice for government</div> <div>- Greater local decision-making control, with a strengthened capability to determine local priorities</div> <div>- Improved well-being for the community (e.g. improved services and community cohesion)</div>
Outcomes	<div>- 3,000 plus job seekers (including youth) employed and with pathways to permanent employment</div> <div>- New programs and services available in remote communities</div> <div>- Sustainable businesses and social enterprises created that provide a pathway to employment beyond the grant</div> <div>- Employees and job-seekers engaged in culturally appropriate and meaningful activities or work</div> <div>- Improved job-seeker and employee capability, including an uplift in experience and skills and the removal of barriers to work</div> <div>- Improved employer capacity and competency to take on new employees with a flexible, culturally safe approach</div> <div>- An expanded local workforce with an increase in people ready to work in jobs beyond the program</div> <div>- Improved collaboration between providers, government, employers, and third-party organisations to reduce gaps and duplication</div> <div>- Communities can use data and information to support local decision-making</div>



Program Logics

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RJED Program Logic	
Logic Element	
Outputs	<div><div>- 3,000 plus new job opportunities in remote communities</div><div>- Government investment in new capital goods, equipment and capability to support enterprise and jobs creation</div><div>- Community identification of new programs and services that the community wants</div><div>- Flexible employment choices for employees and job-seekers, including an increase in seasonal and part-time work opportunities</div><div>- New pathways for employees and job-seekers to commence and remain in permanent employment</div><div>- Communities have shared access to data and information at a regional level</div><div>- Government regularly engages with ACCOs and community sector organisations</div></div>
Activities	<div><div>- NIAA regional staff assisting communities to establish regional job priorities and activate government and private sector employment opportunities</div><div>- Community organisations and ACCOs working to secure funding approval for jobs, and use program funding to pay employee wages and cost</div><div>- Community organisations and ACCOs identifying machinery, equipment, and other capability requirements (e.g. specialist business advice) to support job creation, and applying for funding through the new Community Jobs and Business Fund</div><div>- Participants engaging with services and employment opportunities that fit their needs and aspirations</div><div>- NIAA staff administering new service agreements and grants/contracts, managing stakeholder relationships, and overseeing program performance</div></div>



Program Logics

Remote Employment Monitoring, Evidence and Learnings Project

RJED Program Logic	
Logic Element	
Inputs	<div><div>- Commonwealth Government's initial four year funding commitment for jobs and capital investment</div><div>- Input from communities to identify priorities and inform investments</div><div>- Engagement with businesses, ACCOs and community organisations to create new job opportunities, enterprises, and initiatives that help people build their skills, confidence, and willingness to take up new jobs</div><div>- Engagement with First Nations Reference Group to support ongoing program governance and quality assurance</div><div>- Engagement with whole of government partners in collaborative for a</div><div>- Capable NIAA staff to effectively administer the program</div><div>- ICT systems and data requirements, to support grant/contract management and performance reporting</div><div>- System level monitoring, evaluation and reporting framework, including provider performance management framework</div><div>- Internal and external communications to support change management, with training and operational guidance materials for new systems and processes</div><div>- Documented policies and procedures to support core program delivery elements, aligned to the Commonwealth's employment services reforms</div></div>
Objectives	<div><div>- Fund the creation of new real jobs prioritised by local communities with a pathway to sustainable employment beyond the grant</div><div>- Properly resource organisations to create these real jobs</div><div>- Provide opportunities for community organisations to deliver programs and services the community want</div><div>- Empower remote communities to drive economic development and create employment opportunities</div><div>- Support employees in new jobs to gain experience and skills for future employment, with a particular focus on youth</div></div>



Assumptions

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RJED Program Logic	
Key Risks, Assumptions and Design Gaps	<ul style="list-style-type: none">- Program design is informed by co-design and on-going monitoring, evaluation, and learning, with First Nations-led program governance- Proposed iterative improvement nature of the programs not reflected in diagram- Policies around eligibility and approaches to youth elements to be determined (along with 'for-profit' status of new enterprises under RJED)- RJED-supported jobs are intended to either support on-the-job training roles (where participants later transition to jobs beyond the grant) or bridging initial funding gaps for new enterprises or businesses entering new markets (e.g. NDIS)- Existing community governance arrangements are worked with, and strengths are leveraged- Effective collaboration between all partners occurs, and employment service providers, businesses, and community organisations have the capacity and capability to engage- Employment service providers are incentivised and develop a culture to engage and inspire participants- Employment service providers have the appropriate skillset and mandate to design workforce development plans- Individual participants desire change and are willing to engage- Enabling and background services required to support program delivery are accessible in community (e.g. third-party service providers, and foundational services such as housing and health)- ICT requirements and systems are fit-for-purpose- Long term impacts may be diffuse with multiple attributable causes, and there are direct and indirect dependencies between outcomes and impacts for the two programs



Program Logics

Remote Employment Monitoring, Evidence and Learnings Project

N-RES Program Logic	
Logic Element	
Impacts	<div><div>-</div>Local economic development (i.e. economic growth with direct and flow-on multipliers)</div> <div><div>-</div>Economic participation of First Nations people in permanent jobs in remote communities (i.e. Closing the Gap Target 7 and Target 8)</div> <div><div>-</div>Individual financial and economic empowerment, with reduced job seeker reliance on income support payments and increased wealth in community</div> <div><div>-</div>Improved well-being for individuals and families (e.g. physical and mental health)</div> <div><div>-</div>Local people deliver services the community wants (with reduced reliance on FIFO/DIDO staff)</div> <div><div>-</div>ACCOs and community organisations have strengthened capacity, becoming both an employer of choice for local people, and a partner of choice for government</div> <div><div>-</div>Greater local decision-making control, with a strengthened capability to determine local priorities</div> <div><div>-</div>Improved well-being for the community (e.g. improved services and community cohesion)</div>
Outcomes	<div><div>-</div>Employees and job-seekers engaged in culturally appropriate and meaningful activities or work</div> <div><div>-</div>Improved job-seeker and employee capability, including an uplift in experience and skills and the removal of barriers to work</div> <div><div>-</div>Improved employer capacity and competency to take on new employees with a flexible, culturally safe approach</div> <div><div>-</div>An expanded local workforce with an increase in people ready to work in jobs beyond the program</div> <div><div>-</div>Improved collaboration between providers, government, employers, and third-party organisations to reduce gaps and duplication</div> <div><div>-</div>Communities can use data and information to support local decision-making</div>



Program Logics

Remote Employment Monitoring, Evidence and Learnings Project

N-RES Program Logic	
Logic Element	
Outputs	<ul style="list-style-type: none">- Participants receive targeted, individualised, and comprehensive employment services- Providers regularly engage with employers and third-party organisations- Community priorities are informed by up-to-date workforce development plans- Flexible employment choices for employees and job-seekers, including an increase in seasonal and part-time work opportunities- New pathways for employees and job-seekers to commence and remain in permanent employment- Communities have shared access to data and information at a regional level- Government regularly engages with ACCOs and community sector organisations
Activities	<ul style="list-style-type: none">- Employment service providers supporting program participants to build pathways to employment, according to their needs and aspirations (and the opportunities and unique circumstances in community)- Employment service providers working with employers and third-party organisations to ensure that employees are properly supported to succeed- Employment service providers delivering program elements that seek to engage youth- Employment service providers, supported by NIAA regional staff, creating workforce development plans with community that identify their priorities for jobs, or leveraging existing plans- Participants engaging with employment service providers and accessing support to build pathways to employment- NIAA staff administering new service agreements and grants/contracts, managing stakeholder relationships, and overseeing program performance



Program Logics

Remote Employment Monitoring, Evidence and Learnings Project

N-RES Program Logic	
Logic Element	
Inputs	<div><div>- Commonwealth Government's initial four year funding commitment for jobs and capital investment</div><div>- Input from communities to identify priorities and inform investments</div><div>- Engagement with businesses, ACCOs and community organisations to create new job opportunities, enterprises, and initiatives that help people build their skills, confidence, and willingness to take up new jobs</div><div>- Engagement with First Nations Reference Group to support ongoing program governance and quality assurance</div><div>- Engagement with whole of government partners in collaborative fora</div><div>- Capable NIAA staff to effectively administer the program</div><div>- ICT systems and data requirements, to support grant/contract management and performance reporting</div><div>- System level monitoring, evaluation and reporting framework, including provider performance management framework</div><div>- Internal and external communications to support change management, with training and operational guidance materials for new systems and processes</div><div>- Documented policies and procedures to support core program delivery elements, aligned to the Commonwealth's employment services reforms</div></div>
Objectives	<div><div>- Fund the delivery of tailored, place-based, pre-employment services to eligible participants in remote communities, from those who are job-ready to those furthest from the labour market</div><div>- Help job seekers take up new employment opportunities stimulated by RJED</div><div>- Empower remote communities to drive economic development and create employment opportunities</div><div>- Support employees in new jobs to gain experience and skills for future employment, with a particular focus on youth</div></div>



Assumptions

Remote Employment Monitoring, Evidence and Learnings Project

N-RES Program Logic	
Key Risks, Assumptions and Design Gaps	<ul style="list-style-type: none">- Program design is informed by co-design and on-going monitoring, evaluation, and learning, with First Nations-led program governance- Proposed iterative improvement nature of the programs not reflected in diagram- Policies around eligibility and approaches to youth elements to be determined (along with 'for-profit' status of new enterprises under RJED)- RJED-supported jobs are intended to either support on-the-job training roles (where participants later transition to jobs beyond the grant) or bridging initial funding gaps for new enterprises or businesses entering new markets (e.g. NDIS)- Existing community governance arrangements are worked with, and strengths are leveraged- Effective collaboration between all partners occurs, and employment service providers, businesses, and community organisations have the capacity and capability to engage- Employment service providers are incentivised and develop a culture to engage and inspire participants- Employment service providers have the appropriate skillset and mandate to design workforce development plans- Individual participants desire change and are willing to engage- Enabling and background services required to support program delivery are accessible in community (e.g. third-party service providers, and foundational services such as housing and health)- ICT requirements and systems are fit-for-purpose- Long term impacts may be diffuse with multiple attributable causes, and there are direct and indirect dependencies between outcomes and impacts for the two programs