s 45(1), s 47(1)(b) - pages 1-13 are exempt and the following pages have been removed

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

SERVICES ORDER

Services Order: 240726OTP

a) **RSM Australia** has offered to provide the Services specified in RFQ No. **240726OTP** to DFAT under clause 5.1 of the Deed No. **76221** by submitting the Quotation No. **240726OTP**.
b) DFAT accepts this offer on the terms and conditions set out in the Deed and issues this Services Order in accordance with clause 5.4 of the Deed.
c) Subject to clause 5.6 of the Deed, if there is an inconsistency between this Services Order and any other provisions of the Deed, the Deed will prevail to the extent of any inconsistency.

DFAT Representative	s 22(1)(a)(ii)	@dfat.gov.au
Contractor Representative	s 47F(1)	@rsm.com.au

Item	Description	Standard Contract Conditions clause reference	Details
1.	Service Category		Category 1 - Comprehensive Assessment of Commercial Partners
2.	Services Order Name		Comprehensive Due Diligence Assessment of Australian Rugby League Commission Limited
3	Services Order Start Date		On execution Services Order - 13/8/2024
4	Services Order End Date		08/11/2024
5	Contract Option Period		Not Applicable
6	Specified Personnel	1.1 and 33	s 47F(1) — Partner; Senior Manager; Assistant Manager *Please note that all specified personnel will be required to complete the attached Deed Poll of Confidentiality Privacy and Conflict of Interest form and return to DFAT Contract Manager.*

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Item	Description	Standard Contract Conditions clause reference	Details
7	Contract Price		s 47G(1)(a), s 47G(1)(b) See **Attachment A** to this Services Order for details.
8	Background		s 45(1), s 47(1)(b)
9	Services Required	1.1 and 4	s 47E(d)
10	Meetings		*Inception Meeting DFAT (in person or online) – The week of 12th August 2024* *Post site visit/ fieldwork observations DFAT (in person or online) – Early September (TBD)* *Findings Discussion (in person or online)–. Early October*
11	Reports/ Milestones	39	*Development of DDA Engagement Plan – 16 August 2024* *Draft Report – 26 September 2024* *Final Report – on or before 8 November 2024* Reports will be as described in the Request for Quote submitted to DFAT on 2 August 2024 and will be compliant with DFAT's Due Diligence Framework and Comprehensive Due Diligence Guidance.
12	Insurance	8	As per Deed of Standing Offer
13	DFAT Material	1.1	*Development of DDA Engagement Plan* *Draft Report* *Final Report*

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<table>
<tr><th>Item</th><th>Description</th><th>Standard Contract Conditions clause reference</th><th>Details</th></tr>
<tr><td>14</td><td>Confidential Information</td><td>1.1 and 29</td><td>DFAT Confidential Information:
<table><tr><td>Item</td><td>Period of Confidentiality</td></tr><tr><td>DFAT Data</td><td>Perpetual</td></tr></table>
Contractor Confidential Information:
<table><tr><td>Item</td><td>Period of Confidentiality</td></tr><tr><td>Nil</td><td></td></tr><tr><td></td><td></td></tr></table></td></tr>
<tr><td>15</td><td>Address for invoices</td><td></td><td>Chief Finance Officer
Department of Foreign Affairs and Trade
RG Casey Building
John McEwen Crescent
Barton AC 0221

Invoices can be sent to the DFAT Activity Manager by email with a copy to Accounts at Accounts.Payable@dfat.gov.au.</td></tr>
<tr><td>16</td><td>Notices</td><td>20</td><td>DFAT
s 22(1)(a)(ii)
DFAT Officer
s 22(1)(a)(ii) @dfat.gov.au
&
s 22(1)(a)(ii)
DFAT Officer
s 22(1)(a)(ii)
s 22(1)(a)(ii) @dfat.gov.au

Contractor
s 47F(1)</td></tr>
</table>

EXECUTED as a CONTRACT

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

SIGNED, SEALED AND DELIVERED BY

THE COMMONWEALTH OF AUSTRALIA

represented by the Department of Foreign Affairs and Trade by its authorised delegate:

s 22(1)(a)(ii)

Signature of PGPA Delegate

KIRSTY MCNEIL

Name of Delegate (*Print*)

Date: 15/08/2024

in the presence of:

s 22(1)(a)(ii)

Signature of witness

s 22(1)(a)(ii)

Name of witness *(Print)*

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

SIGNED for and on behalf of
RSM by:

s 47F(1)

Name of Partner
(*Print*)

s 47F(1)

Signature of Partner

14 August 2024
Date

By executing this Contract the signatory warrants that the signatory is duly authorised to execute this Contract on behalf of the Contractor.

in the presence of:

s 47F(1)

Name of Witness
(*Print*)

s 47F(1)

Signature of Witness

14 August 2024
Date

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

Attachment A - Services Order No. 240726OTP

Pricing Schedule

1. s 47G(1)(a), s 47G(1)(b)

1.1

1.2

1.3 Funds may be moved between items 1.2 (b) – (c) above with the written agreement of DFAT prior to any commitments being made by the Contractor, and with the total amount remaining within the total amount payable as at **clause 1.1** above

2. Management Fees

2.1 The maximum amount payable to the Contractor in Management Fees shall not exceed the sum of ***N/A*** plus GST if any, in accordance with the rates specified in **Table 1** below:

Table 1: Management Fees (AUD excluding GST)

Position Title	Daily Rate	Number of Inputs (Days)	Personnel Cost	Management Fee Rate (Percentage)	Total Management Fees
N/A	***N/A***			***N/A***	***N/A***
N/A					
Total Personnel Cost			***N/A***		

2.2 Management Fees have been calculated in accordance with the rates specified in **Schedule 2** of the Deed.

2.3 DFAT will pay the Contractor's Management Fees by milestone as specified in **Table 1A** below upon receipt of a correctly rendered invoice, subject to DFAT's acceptance of the satisfactory achievement of a Milestone.

Table 1A: Management Fees Payable by Milestone

Milestone No.	Milestone Description	Verifiable indicator	Percentage Payable	Amount Payable (AUD)
1	***N/A***	***N/A***	***N/A***	***N/A***
	Insert rows as required			
Total Management Fee				***N/A***

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.4 DFAT will determine whether a Milestone has been achieved by reference to the verifiable indicators. If a Milestone is DFAT's acceptance of a report, DFAT shall not be obliged to make the Milestone Payment until all of the outputs to be achieved by the Contractor in the period covered by the report have been achieved.

3. s 47G(1)(a), s 47G(1)(b)

3.1

3.2 DFAT will pay the Contractor's Personnel Cost at the end of each **one (1) month** period on a reimbursable basis in arrears subject to receipt of a correctly rendered invoice.

4. Operational Costs

4.1 The maximum amount payable to the Contractor for Operational Costs shall not exceed the sum of s 47G(1)(a), s 47G(1)(b) plus GST if any, as specified in Table 3 below:

s 47G(1)(a), s 47G(1)(b)

4.2 The Operational Cost is comprised of the following items:

(a) Airfares: reimbursed at economy class for all domestic flights, and for international flights less than two (2) hours continuous flight time; and business class for international flights over two (2) hours continuous flight time. Any travel undertaken at cheaper rates (e.g. discount fares) does not entitle the Contractor to reimbursement of the cost of any higher class of travel. Travel must be via the most direct and cost effective route;

(b) Hotel Accommodation: reimbursed at lesser of actual cost incurred or amount specified, per 24 hour period;

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(c) Travelling Allowance: a daily rate towards the costs of meals and incidentals, which must not exceed those payable to DFAT to its non-SES personnel;

(d) International Communication Costs: an agreed rate for costs that are directly related to the Services;

(e) Compulsory Arrival and Departure Taxes and Travel to and from Airport: reimbursed at reasonable cost;

(f) Transport Costs: which includes reasonable costs directly relating to the Services and for overseas Project purposes only;

(g) Medical Insurance: reimbursed at reasonable cost; and

(h) Security Costs, where applicable.

4.3 If requested by DFAT, for payment verification purposes, the Contractor must provide DFAT with appropriate documentation to support all Operational Costs claimed (excluding travelling allowance).

4.4 DFAT agrees to pay the Contractor for Operational Costs at the end of each **one (1) month** period on a reimbursable basis in arrears subject to receipt of a correctly rendered invoice.

s 45(1)

s 45(1)

s 45(1)

s 47G(1)(a), s47G(1)(b) - pages 25-30 are exempt and the following pages have been removed

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: s 47F(1) @rsm.com.au>
Sent on: Friday, August 2, 2024 4:07:30 AM
To: s 22(1)(a)(ii) @dfat.gov.au>
CC: s 22(1)(a)(ii) @dfat.gov.au> s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii)
s 22(1)(a)(ii) dfat.gov.au>; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>; s 22(1)(a)(ii)
s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii)
s 22(1)(a)(ii) @rsm.com.au>
Subject: [EXTERNAL] RE: RFQ - Comprehensive Due Diligence Assessment [SEC=OFFICIAL]
Attachments: RSM Response DFAT RFQ ARLCL.pdf (309.87 KB)

CAUTION: This email originated from outside the organisation. Do not click links or open attachments unless you recognise the sender.

Hi s 22(1)(a)(ii)
Please find attached our response to the RFQ. If you have any questions in relation to our response do not hesitate to contact me.
Regards
s 47F(1)

RSM Australia
Equinox Building 4, Level 2, 70 Kent Street, Deakin ACT 2600
GPO Box 200 Canberra ACT 2601
s 47F(1)
s 47F(1) | **W:** www.rsm.com.au

From s 22(1)(a)(ii)
Sent: Tuesday, July 30, 2024 12:34 PM
To: s 47F(1)
Cc: s 22(1)(a)(ii) ; Kirsty McNeil ; s 22(1)(a)(ii)
Subject: RFQ - Comprehensive Due Diligence Assessment [SEC=OFFICIAL]

OFFICIAL

Dear s 47F(1)
We are approaching RSM for a quote on a comprehensive due diligence assessment.
Please see attached the request for quotation.
Please reach out if you have any questions.
Kind Regards
s 22(1)(a)(ii)
DFAT Officer
dfat.gov.au | Twitter | Facebook | Instagram | LinkedIn



We acknowledge the Traditional Custodians of Country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations peoples, their cultures and to their Elders, past, present and emerging.





RSM Australia acknowledges the Traditional Owners of the lands and waters on which we live and work. We pay respect to Elders past and present as the custodians of their culture and continuous connection to Country.

RSM Australia practices via the legal entities RSM Australia Pty Ltd and RSM Australia Partners. Further information can be found here.

To denote their level of seniority, RSM refers to certain employees within our various service lines as 'directors', notwithstanding the only persons who are 'directors' of RSM Australia Pty Ltd and related entities are those appointed as such and registered as directors with ASIC.

Liability limited by a scheme approved under Professional Standards legislation.

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent on: Friday, July 26, 2024 3:00:38 AM
To: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
CC: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>
Subject: Approval to Approach the Market for Comprehensive Due Diligence Assessment [SEC=OFFICIAL]
Attachments: DFAT Request for Quotation DD ARLC.docx (32 KB)

OFFICIAL

Dear Kirsty
I seek your approval to approach the market for the procurement as set out below.
Please note there is only **one provider** on our panel for Category One Assessments of Commercial Partners.
IF APPROVED after noting the declaration below, TYPE **"APPROVED"** in your email reply and insert your signature block.

Declaration by financial Delegate
In approving this proposal, I confirm that this approach to market is consistent with required policies and process, including the *Public Governance Performance and Accountability Act 2013*, DFAT's Financial Framework and DFAT's Procurement Policy.
I am satisfied that the method of procurement is commensurate with the scope, scale and risk of the procurement and will ensure value for money.
There are sufficient available funds.
I understand that I am not exercising a financial delegation at this time and that a subsequent spending approval will be submitted to me for consideration.

Title	Comprehensive Due Diligence Assessment of Australian Rugby League Commission Limited		
Procurement Method	Panel Procurement	**Estimated Value (GST inclusive)**	Up to $80,000
Number of Suppliers to be Approached	1	**Reason for Approaching the Shortlisted Suppliers**	Taken from DFAT Due Diligence Services (DDS) Panel
Anticipated Agreement Commencement Date	9/8/2024	**Initial Agreement Period** (e.g. estimated start date - end date)	9/8/2024 – 2/10/2024
Extension Period & Estimated Extension Options	n/a	**Cost Centre/GL Code**	s 22(1)(a)(ii)
Maximum Contract End Date	2/10/2024	**Estimated Agreement Execution Date**	7/8/2024
Funding Source		s 22(1)(a)(ii)	
Risk – overall assessment	Low	Panel procurement for core DFAT business.	

Requirement
s 47E(d)

Consultation
Development Risk, Implementation and Evaluation Branch
Procurement Method

The proposed approach to market will be using the DFAT Due Diligence Services (DDS) Panel to seek quotes from the following supplier/s:

Currently DFAT only has one provider on the panel for Category One Assessments of Commercial Partners. The process is to email the contact point below with the RFQ.

- RSM Australia

s 47F(1)
RSM Australia
GPO Box 200
Canberra ACT 2601
tony.grieves@rsm.com.au

Value for Money Consideration
~~Value for money will be achieved~~ by:
Submissions will be evaluated using the following criteria:
1. Extent to which the Potential Supplier's Response meets DFAT's requirements;
2. Extent to which the Potential Supplier demonstrates its capability and capacity to provide the requirement
3. Whole of life costs to be incurred by DFAT.

RFQ and Agreement/Contract Templates Proposed
The proposed procurement is from an existing panel or standing offer, therefore Request for Quotation and work order/service order relevant to the panel will be used.

Risks
This procurement has been assessed as being low risk.
The following risk has been identified and the proposed mitigation method is:

Risk	Mitigation

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From: s 22(1)(a)(ii) @dfat.gov.au>
Sent on: Friday, August 9, 2024 1:02:02 AM
To: s 22(1)(a)(ii) @dfat.gov.au>
CC: s 22(1)(a)(ii) @dfat.gov.au>
Subject: Approval to Commit and Enter into An Arrangement for ARLC Comprehensive Due Diligence Assessment by RSM [SEC=OFFICIAL]
Attachments: v2 CompEval .docx (65.72 KB), Kirsty RFQ Approval.pdf (1.08 MB), DFAT Request for Quotation DD ARLC.docx (32.15 KB), RSM Response DFAT RFQ ARLCL.pdf (309.87 KB), V1 DFAT DDS Panel - Services Order RSM.docx (51.66 KB), DFAT-Due-Diligence-Services-Panel (3).docx (76.3 KB)

Hi s 22(1)(a)(ii)
Please see attached all the documentation prepared for the RSM ARLC APM.
There are a few items I need your assistance with.

1. Services Order – We need a discussion on dates: Contract period and meeting dates with RSM
   a. Can you also please proof read the services order to ensure I have filled in the financial information correctly and a general check on suitability of the contents.

i. Please note s 22(1)(a)(ii) has reserved **Thursday 15th 1-2pm** in yours and Kirsty's calendar for an initial meeting with the provider RSM.

2. Request for approval – below: Items still in yellow and red require your oversight. Items in red relate to unconfirmed dates (relevant to the point above) and yellow are fields I am unsure how to complete – especially with regards to the budget.

Our preference is to seek Kirsty's approval today and send the services order to RSM before COB.
Many Thanks
s 22(1)(a)(ii)
I will call to discuss – can also come across to RGC.

OFFICIAL

s 22(1)(a)(ii) - duplicate

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: s 22(1)(a)(ii))dfat.gov.au>
Sent on: Wednesday, July 10, 2024 4:52:33 AM
To: s 22(1)(a)(ii) @dfat.gov.au>; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>; s 22(1)(a)(ii)
s 22(1)(a)(ii) @dfat.gov.au>;s 22(1)(a)(ii) ;@dfat.gov.au>
Subject: Due diligence information [SEC=OFFICIAL]
Attachments: due-diligence-framework.DOCX (1.11 MB)

OFFICIAL

Hi team - see attached due diligence framework. Copied relevant text below.
Kirsty - would you be the s23 delegate (for an investment less than $10m)?
s 47E(d)

s 22(1)(a)(ii)

- Baseline Due Diligence Assessment is the minimum assessment required for most organisations and addresses 7 assessment criteria - entity details, past performance, fraud and corruption control, prescribed list checks, integrity systems checks, child protection and preventing sexual exploitation, abuse and harassment.
- An opportunity to develop a deeper, evidence based, understanding of their potential delivery partners at an early stage of engagement and prior to agreement/arrangement signature. This can help identify and interpret any risks of working with the partner on a specific program and assess whether the partner has the capacity and capability to deliver.
- Generally conducted by a DFAT officer/s as a desktop review using the baseline assessment tools and guidance. However, this assessment may also be conducted with contractor support (will be commensurate to the risk and value of the proposed agreement/arrangement). Access to the Due Diligence Services Panel is available through the Australian Government's AusTender Dynamic Sourcing for Panels.
- The S23 delegate responsible for approving the agreement/arrangement is also responsible for determining the scope of the due diligence assessment. Unless it is specified that a delivery partner is not subject to DFAT's Due Diligence Assessment Process (as per Table 1) then due diligence requirements apply to all proposed delivery partners; this includes commercial and private sector entities, non-government and civil society organisations, multilateral organisations and development banks and international and regional organisations.

Generally, criteria that help us understand the overall risk associated with an agreement/arrangement involve consideration of the following:

- Our prior experience of working with, and knowledge of, the proposed delivery partner's performance. In other words, what do we know of this delivery partner's ability to meet our policy requirements and their record of performance?
- The level of complexity associated with the agreement/arrangement accomplishing its objectives. This takes into consideration the operating environment including political context as well as the complexity of the agreement/arrangement design itself
- The level of exposure, political and reputational risk associated with the agreement/arrangement
- The financial value of the agreement/arrangement.

For example, an agreement/arrangement of moderate value involving a delivery partner we have worked with before may still present significant potential risk. This may be because the agreement/arrangement design and the context in which it is being delivered are complex. Similarly, a low value agreement/arrangement with a delivery partner we have limited experience and understanding of – for example a local civil society organisation – may also present significant reputational risks if we do not apply a method to understand that organisation's credentials and ability to meet DFAT's policy requirements.

Many due diligence assessment processes will require material to be obtained in-confidence from delivery partners for the purposes of undertaking the due diligence assessment. Accordingly, assessment reports are to have a minimum classification of 'Official' and are not intended for external distribution.

4.1 CENTRAL STORAGE AND USE OF EXISTING REPORTS

The Due Diligence Register should be examined before commencing any due diligence assessment process to avoid potential assessment duplication. If a current assessment report exists, they may be requested via email due.diligence@dfat.gov.au with the details of the report and reason for requesting a copy. Please note that although the listed reports are current and valid for the delivery partner for up to three years from the date of approval, it may be necessary for agreement/arrangement managers to reconsider the adequacy of the existing assessment to ensure the due diligence assessment addresses issues related to their particular program/activity. This decision is the responsibility of the S23 delegate for the proposed agreement/arrangement.
Due Diligence assessments should be conducted using the templates and guidance materials available on the due diligence page on the intranet.
Original Due Diligence Reports and supporting material should be stored by the area conducting the assessment on EDRMS and relevant partner or initiative files.

4.2 ROLES AND RESPONSIBILITIES

Agreement/Arrangement Relationship Managers - must undertake due diligence appropriate to their proposed funding agreement/arrangement.

PGPA Financial Delegates - the financial delegate is responsible for due diligence undertaken for any funding agreement/arrangement as well as its scope and depth. Where assessments reveal risks attached to a partner, an informed decision can be made by financial delegates as to:

- whether or not to proceed with the partner, and
- how identified risks will be treated and monitored.

Depending on assessment findings, the delegate may decide that the risks of partnering with a particular entity are too significant to be managed and it is not possible to work with this partner at the time.
In the instance that the delegate considers the due diligence assessment to support partnering with a particular entity, the Approval to Commit and Enter into an Arrangement Minute must reflect the delegate's acknowledgement of:

- the completion of a due diligence assessment and its findings

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From: s 22(1)(a)(ii))dfat.gov.au>
Sent on: Tuesday, March 18, 2025 2:21:00 AM
To: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>;
s 22(1)(a)(ii))dfat.gov.au>
Subject: Due Diligence Report [SEC=OFFICIAL:Sensitive]
Attachments: s 45(1), s 47(1)(b)

OFFICIAL:Sensitive

OFFICIAL: Sensitive

Hi all,
Before sharing with ARLC, I will ask RSM to review the comments. Grateful any comments on the attached version.
Thanks.
s 22(1)(a)(ii)

Director | Pacific Sports Section (SSP)
Polynesia and Pacific Sports Branch | Polynesia, Micronesia and Development Division
Department of Foreign Affairs and Trade
s 22(1)(a)(ii)
www.dfat.gov.au
Web | Twitter | YouTube | Flickr



© Brooke Rigney-Lively (2024)
We acknowledge the Traditional Custodians of Country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations peoples, their cultures and to their Elders, past, present and emerging.

OFFICIAL:Sensitive

s 47E(d), s 47C(1) - pages 36-101 are exempt and the following pages have been removed

s 47E(d)

s 45(1), s 47E(d) - pages 103-106 are exempt and the following pages have been removed

s 45(1)

s 45(1)

s 45(1)

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent on: Friday, September 12, 2025 1:59:48 AM
To: s 22(1)(a)(ii) dfat.gov.au>
CC: s 22(1)(a)(ii) dfat.gov.au> s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii)
s 22(1)(a)(ii) dfat.gov.au>
Subject: FW: Anonymous reporting vs confidential reporting - Due Diligence [SEC=OFFICIAL]

s 22(1)(a)(ii) **OFFICIAL**

Just coming back to you on this issue with final advice:
Fraud and Corruption Control – FCS have advised they would like us to update the comprehensive due diligence assessment criteria to reference confidential reporting, which we will do shortly.
PSEAH and Child Protection – the new policies are out and the child protection and PSEAH standards are both referring to confidential reporting, and so again we will be updating the assessment criteria.
Regards
s 22(1)(a)(ii)

Director | Development Risk Management
Development Risk, Implementation and Evaluation Branch | Development Effectiveness and Enabling Division
Department of Foreign Affairs and Trade
s 22(1)(a)(ii)

From s 22(1)(a)(ii)
Sent: Tuesday, August 26, 2025 4:45 PM
To: s 22(1)(a)(ii)
Cc:
Subject: RE: Anonymous reporting vs confidential reporting - Due Diligence [SEC=OFFICIAL]

OFFICIAL

H s 22(1)(a)(ii)
All good questions. You are correct the comprehensive assessment requires evidence of Anonymous reporting mechanism. This has prompted us to investigate things further.
Fraud and Corruption Control – the smart form DFAT has for people to lodge fraud reports allows you to make an anonymous report or for the report to be handled on a confidential basis. However, the fraud and corruption control toolkit for service providers talks about checking your service provider has a confidential reporting mechanism. A bit of a difference here and we will need to follow-up with FCS.
PSEAH and Child Protection – the current policies just talk about having a reporting mechanism and information is treated confidentially. They don't go into anonymous reporting v confidential reporting. However, this is being reviewed with the new policies and so I need to check where they are going to land on this issue.
Given the above will take a bit of time, I think best to push ahead consistent with the due diligence assessment findings and recommendations as you outline below.
Is that ok?
s 22(1)(a)(ii)

Director | Development Risk Management
Development Risk, Implementation and Evaluation Branch | Development Effectiveness and Enabling Division
Department of Foreign Affairs and Trade
s 22(1)(a)(ii)
s 47E(d)

s 45(1)

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: s 47F(1) @rsm.com.au>
Sent on: Thursday, September 12, 2024 2:42:14 AM
To: s 22(1)(a)(ii) @dfat.gov.au> s 22(1)(a)(ii) @dfat.gov.au>
CC: s 47F(1) @rsm.com.au>; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
Subject: RE: [EXTERNAL] ARLC Due Diligence [SEC=OFFICIAL]

CAUTION: This email originated from outside the organisation. Do not click links or open attachments unless you recognise the sender.

Hi s 22(1)(a)(ii)
That's great news,
Would you have time for a quick (15 min) meeting to discuss the timeframes and any new information.
s 47F(1) and I are available:

- Today 2.30-3.30
- Monday 11-12
- Tuesday 12-1

If none of those times work please let me know and I will find some alternates.
Thanks and regards
s 47F(1)
Senior Manager
RSM Australia
Equinox Building 4, Level 2, 70 Kent Street, Deakin ACT 2600
GPO Box 200 Canberra ACT 2601
M: s 47F(1)
E: s 47F(1) @rsm.com.au **| W:** www.rsm.com.au
s 47F(1)

From: s 22(1)(a)(ii)
Sent: Thursday, September 12, 2024 11:52 AM
To: s 47F(1) ; s 22(1)(a)(ii)
Cc: Kirsty McNeil
Subject: RE: [EXTERNAL] ARLC Due Diligence [SEC=OFFICIAL]

OFFICIAL

Hi s 47F(1)
We are ready to go!
s 47G(1)(a), s 47G(1)(b)

Thank you for your patience.
Many thanks
s 22(1)(a)(ii)

Pacific Sports Section
Department of Foreign Affairs and Trade
s 22(1)(a)(ii)
dfat.gov.au | Twitter | Facebook | Instagram | LinkedIn



© Kim Hill, Among Women (2011)
We acknowledge the Traditional Custodians of Country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations peoples, their cultures and to their Elders, past, present and emerging.

From: s 47F(1) @rsm.com.au>
Sent: Thursday, September 5, 2024 8:25 AM
To: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>
Cc s 47F(1) @rsm.com.au>
Subject: RE: [EXTERNAL] ARLC Due Diligence [SEC=OFFICIAL]

CAUTION: This email originated from outside the organisation. Do not click links or open attachments unless you recognise the sender.

Hi s 22(1)(a)(ii)
I am just reaching out to check on the status of the ARLC due diligence and whether we are in a position to commence the review?
Kind regards
s 47F(1)
Senior Manager
RSM Australia
Equinox Building 4, Level 2, 70 Kent Street, Deakin ACT 2600
GPO Box 200 Canberra ACT 2601
s 47F(1)
E: Terri.Reichman@rsm.com.au **| W:** www.rsm.com.au

s 47G(1)(a), s 47G(1)(b)

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

s 47E(d)

s 22(1)(a)(ii) - duplicate

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent on: Wednesday, June 11, 2025 1:23:11 AM
To: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>
CC: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>
Subject: RE: ARLC Due Diligence [SEC=OFFICIAL]

OFFICIAL

OFFICIAL

Hi s 22(1)(a)(ii)
s 47E(d)
For an assessment to be valid, approval is required by a due diligence approver (minimum EL2 level). The date of signature will be considered the approval date which remains valid for three years. Electronic signature is accepted.
No rush with this, we just noted that the assessment had been shared with us but not submitted for inclusion in the register. If the approver requires a finalised Action Plan in order to approve the due diligence report, the assessment will not be valid until formal approval is received.
Kind regards,
s 22(1)(a)(ii)

Senior Policy Officer | Development Risk Management
Development Risk, Implementation and Evaluation Branch | Development Effectiveness and Enabling Division
s 22(1)(a)(ii)

OFFICIAL

From: s 22(1)(a)(ii)
Sent: Wednesday, 11 June 2025 8:13 AM
To: s 22(1)(a)(ii)
Cc
Subject: RE: ARLC Due Diligence [SEC=OFFICIAL]

OFFICIAL

OFFICIAL

OFFICIAL

Hi s 22(1)(a)(ii)
s 47E(d)

signature?
Thanks.
s 22(1)(a)(ii)

Director | Pacific Sports Section (SSP)
Pacific Development Branch | Polynesia, Micronesia and Development Division
Department of Foreign Affairs and Trade
s 22(1)(a)(ii)

OFFICIAL

From s 22(1)(a)(ii)
Sent: Tuesday, 10 June 2025 1:29 PM
To: s 22(1)(a)(ii)
Cc
Subject: RE: ARLC Due Diligence [SEC=OFFICIAL]

OFFICIAL

Hi s 22(1)(a)(ii)
Thank you for your prompt response.
We will keep an eye out for the approved due diligence assessment in due course.
Kind regards,
s 22(1)(a)(ii)

Senior Policy Officer | Development Risk Management
Development Risk, Implementation and Evaluation Branch | Development Effectiveness and Enabling Division
s 22(1)(a)(ii)
s 47E(d)

s 47E(d)

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
Sent on: Wednesday, July 24, 2024 11:37:44 PM
To: s 22(1)(a)(ii) @dfat.gov.au>
CC: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii)
s 22(1)(a)(ii) @dfat.gov.au>
Subject: RE: Baseline Due Diligence Assessment [SEC=OFFICIAL]

OFFICIAL

Great – thanks
K

From s 22(1)(a)(ii)
Sent: Thursday, July 25, 2024 7:11 AM
To s 22(1)(a)(ii)
Cc
Subject: Re: Baseline Due Diligence Assessment[SEC=OFFICIAL]

OFFICIAL

Thank s 22(1)(a)(ii) we can retain the technical / operation capacity assessment. It should only add a few project days and won't increase the cost materially. We will proceed with the approach to market with that change.
s 22(1)(a)(ii) will set up a time to discuss with you today).

Thanks
s 22(1)(a)(ii)
s 47E(d)

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

s 47E(d)

From s 22(1)(a)(ii)
Sent: Thursday, September 26, 2024 3:18 PM
To: s 22(1)(a)(ii)
Cc:
Subject: RE: Due Diligence ARLC/NRL [SEC=OFFICIAL]

OFFICIAL

Hs 22(1)(a)(ii)
Sure, should be fine.
Thanks
s 22(1)(a)(ii)

Policy Officer | Human and Environmental Safeguards
Development Risk, Implementation and Evaluation Branch
Development Effectiveness and Enabling Division
Department of Foreign Affairs and Trade
s 22(1)(a)(ii)

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent: Thursday, September 26, 2024 10:23 AM
To: s 22(1)(a)(ii) @dfat.gov.au>
Cc: s 22(1)(a)(ii) @dfat.gov.au>
Subject: RE: Due Diligence ARLC/NRL [SEC=OFFICIAL]

OFFICIAL

H s 22(1)(a)(ii)
Is there any possibility we could get this information sometime next week?
Cheers
s 22(1)(a)(ii)

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent: Thursday, September 19, 2024 10:43 AM
To: s 22(1)(a)(ii) @dfat.gov.au>
Cc: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) dfat.gov.au>
Subject: RE: Due Diligence ARLC/NRL [SEC=OFFICIAL]

OFFICIAL

Thanks s 22(1)(a)(ii) Shouldn't be an issue.
Just noting our conversation that our team handles CP and PSEAH, so we can't speak to fraud issues.
We're a bit light on the ground so can I check when you need our input by?
Thanks
s 22(1)(a)(ii)

Policy Officer | Human and Environmental Safeguards
Development Risk, Implementation and Evaluation Branch
Development Effectiveness and Enabling Division
Department of Foreign Affairs and Trade
s 22(1)(a)(ii)

s 22(1)(a)(ii)

s 47G(1)(a), s 47G(1)(b), s 47E(d)

s 47G(1)(a), s 47G(1)(b), s 47E(d)

s 47E(d)

s 47E(d)

s 47E(d)

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
Sent on: Tuesday, January 21, 2025 4:33:19 AM
To: s 22(1)(a)(ii) @dfat.gov.au>
CC: s 22(1)(a)(ii) @dfat.gov.au> s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a) s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au> s 22(1)(a) s 22(1)(a)(ii) @dfat.gov.au>; Tim Huggins <Tim.Huggins@dfat.gov.au>; Clemency Oliphant <Clemency.Oliphant@dfat.gov.au>
Subject: RE: NRL: s23 request for approval - RSM ARLC Due Diligence [SEC=OFFICIAL]

OFFICIAL

Approved. In approving this proposal, I confirm that it is consistent with required policies and processes, including the *Public Governance Performance and Accountability Act 2013* (section 23), DFAT's Financial Framework and DFAT's Procurement Policy. There are sufficient available funds, and is an efficient, effective, economical and ethical use of public resources.
Kirsty
Kirsty McNeil

Assistant Secretary
Polynesia and Sports Branch |Polynesia Micronesia and Development Division
Department of Foreign Affairs and Trade
s 22(1)(a)(ii)
s 22(1)(a)(ii) - duplicate

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
Sent on: Tuesday, November 5, 2024 6:33:10 AM
To: s 22(1)(a)(ii) @dfat.gov.au>
CC: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>
Subject: RE: S23 Request for approval - RSM ARLC Due Diligence [SEC=UNOFFICIAL]

s 22(1)(a)(ii)

In approving this proposal, I confirm that it is consistent with required policies and processes, including the *Public Governance Performance and Accountability Act 2013* (section 23), DFAT's Financial Framework and DFAT's Procurement Policy. There are sufficient available funds, and is an efficient, effective, economical and ethical use of public resources.
Approved
Kirsty
Kirsty McNeil

Assistant Secretary
Polynesia and Sports Branch |Polynesia Micronesia and Development Division
Department of Foreign Affairs and Trade
s 22(1)(a)(ii)
s 22(1)(a)(ii) - duplicate

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent on: Tuesday, July 30, 2024 2:34:18 AM
To: s 47F(1) @rsm.com.au
CC: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>; s 22(1)(a)(ii) s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>
Subject: RFQ - Comprehensive Due Diligence Assessment [SEC=OFFICIAL]
Attachments: DFAT Request for Quotation DD ARLC.docx (32.13 KB)

OFFICIAL

Dear s 47F(1)

We are approaching RSM for a quote on a comprehensive due diligence assessment.
Please see attached the request for quotation.
Please reach out if you have any questions.
Kind Regards

s 22(1)(a)(ii)
DFAT Officer
dfat.gov.au | Twitter | Facebook | Instagram | LinkedIn



We acknowledge the Traditional Custodians of Country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations peoples, their cultures and to their Elders, past, present and emerging.

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OFFICIAL: Sensitive

REQUEST FOR QUOTATION (RFQ)

RFQ number	*240726OTP*
RFQ Name	Comprehensive Due Diligence Assessment of Australian Rugby League Commission Limited
RFQ closing date	*02/08/24*
DFAT contact details	s 22(1)(a)(ii) s 22(1)(a)(ii) @dfat.gov.au

DFAT requirements for this RFQ

Item number	Description	Details
1	Service Category	Category 1 - Comprehensive Assessment of Commercial Partners
2.	Proposed Services Order Start and End Date	09/08/2024 – 02/10/2024
3.	Proposed Initial Contract Period	09/08/2024 – 02/10/2024
4	Contract Option Period	Not Applicable
5.	Background	s 47E(d)
6	Services Required	Contractor must undertake a Comprehensive Due Diligence Assessment in accordance with the Department of Foreign Affairs and Trade's Due Diligence Framework (November 2023) of the ARLC (ABN: 94 003 107 293). DFAT requests that the assessment criteria 'Past Performance' be excluded from this comprehensive assessment.
7	Performance Standards / Key Performance Indicators (KPIs)	Comprehensive Due Diligence Assessment must be undertaken in accordance with the Department of Foreign Affairs and Trade's Due Diligence Framework (November 2023) and Comprehensive Due Diligence Guidance (February 2024).

OFFICIAL: Sensitive

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8.	Fee structure	Management fees, personnel costs and operational costs will be payable as per Table A: Total Contract Price below, which the bidder is asked to complete as part of its quotation. *(Note to Contractor: all pricing submitted in response to this RFQ must be in accordance with Schedule 2 of this Deed, and must identify any applicable GST as a separate amount).*
9.	Insurance	As per Deed of Standing Offer
10.	Reports	Draft comprehensive due diligence assessment report on **18/09/24.** Final comprehensive Due Diligence Assessment due on or before the contract end date. Assessment is to be presented using DFAT's Comprehensive Report Template.
11.	Meetings	s 47E(d)
12.	Proposed limitation of liability amount	The total Contract price
13.	Selection criteria and Weightings	In accordance with clause 5.3 of the Deed, Quotations will be evaluated on the basis of best value for money consistent with Commonwealth procurement policies
14.	Other requirements	Nil

Table A: Total Contract Price

Item	Amount/ Rate	No of input days	Sub-Total AUD
Management Fees			
Management Fees	xx%	NA	xxx
Personnel Costs			
[insert personnel name]	*[Insert Rate]*	*[Insert days]*	xxx
[insert personnel]	*[Insert Rate]*	*[Insert days]*	xxx
[insert personnel]	*[Insert Rate]*	*[Insert days]*	xxx
Operational Costs*			
Airfares			
Hotel accommodation			

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Travelling allowance			
International communication Costs			
Compulsory arrival and departure Costs			
Transport Costs			
Medical Insurance			
Security Costs			
Total Contract Price (Excluding GST)			xxx
GST Amount (10%)			xxx
Total Contract Price (Including GST)			xxx

OFFICIAL: Sensitive

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Outlook

[Draft] Fw: FW: Approval to Approach the Market for Comprehensive Due Diligence Assessment [SEC=OFFICIAL]

From
Draft saved Wed 2026-07-08 16:30

From s 22(1)(a)(ii)
Sent: Tuesday, July 30, 2024 11:57 AM
To: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au >
Cc: s 22(1)(a)(ii) @dfat.gov.au >
Subject: RE: Approval to Approach the Market for Comprehensive Due Diligence Assessment [SEC=OFFICIAL]

OFFICIAL

Hi Kirsty,

Changes acknowledged and implemented.

APM email will be sent today to RSM.

Kind Regards
s 22(1)(a)(ii)

From: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
Sent: Tuesday, July 30, 2024 9:23 AM
To s 22(1)(a)(ii) @dfat.gov.au>
Cc s 22(1)(a)(ii) @dfat.gov.au>
Subject: RE: Approval to Approach the Market for Comprehensive Due Diligence Assessment [SEC=OFFICIAL]

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

OFFICIAL

I think we can wait and then do after the call this morning.

s 22(1)(a)(ii)

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent: Tuesday, July 30, 2024 8:45 AM
To: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
Cc: s 22(1)(a)(ii) @dfat.gov.au>
Subject: FW: Approval to Approach the Market for Comprehensive Due Diligence Assessment [SEC=OFFICIAL]

OFFICIAL

Hi Kirsty

We're good to go to market on this now (thanks s 22(1)(a)(ii)

s 47E(d)

Cheers

s 22(1)(a)(ii)

From: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
Sent: Monday, July 29, 2024 9:29 PM
To: s 22(1)(a)(ii) @dfat.gov.au>
Cc: s 22(1)(a)(ii) @dfat.gov.au>
Subject: RE: Approval to Approach the Market for Comprehensive Due Diligence Assessment [SEC=OFFICIAL]

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

OFFICIAL

Thanks s 22(1)(a)(ii)

s 47E(d)

Kirsty

s 47E(d)

Kirsty McNeil

Assistant Secretary
Polynesia and Sports Branch |Polynesia Micronesia and Development Division

Department of Foreign Affairs and Trade
s 22(1)(a)(ii)

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent: Monday, July 29, 2024 2:26 PM
To: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

Subject: RE: Approval to Approach the Market for Comprehensive Due Diligence Assessment [SEC=OFFICIAL]

OFFICIAL

HI Kirsty,

My apologies, there is one attachment, please see attached.

Kind regards s 22(1)(a)(ii)

From: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
Sent: Monday, July 29, 2024 2:18 PM
To: s 22(1)(a)(ii) @dfat.gov.au>
Cc: s 22(1)(a)(ii) @dfat.gov.au>
Subject: RE: Approval to Approach the Market for Comprehensive Due Diligence Assessment [SEC=OFFICIAL]

OFFICIAL

Thanks s 22(1)(a)(ii) says there are some attachments?

K

s 22(1)(a)(ii) - duplicate

s 22(1)(a)(ii) - duplicate

s 22(1)(a)(ii) - duplicate

s 22(1)(a)(ii) - duplicate

s 22(1)(a)(ii) - duplicate

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Outlook

[Draft] Fw: Services Order - No. 240726OTP - Deed No. 76221 [SEC=OFFICIAL]

From

Draft saved Wed 2026-07-08 15:22

3 attachments (135 KB)

Confidentiality-COI RSM 240726OTP.docx; Services Order RSM 240726OTP.docx; Outlook-hv2oo1cd;

From:
Sent: Tuesday, August 13, 2024 12:12
To s 47F(1)
Cc: s 22(1)(a)(ii) Kirsty McNeil; s 22(1)(a)(ii)
Subject: Fw: Services Order - No. 240726OTP - Deed No. 76221 [SEC=OFFICIAL]

OFFICIAL

Dear s 47F(1)

We are seeking to engage RSM Australia to complete a Comprehensive Due Diligence Assessment of Australian Rugby League Commission Limited.

Please see attached the Services Order and Deed Poll of Confidentiality Privacy and Conflict of Interest form.

Please ensure these are signed and returned with the service order to the DFAT contract manager s 22(1)(a)(ii) dfat.gov.au).

Kind Regards

s 22(1)(a)(ii)

DFAT Officer

NRL Taskforce (PYB)

dfat.gov.au | Twitter | Facebook | Instagram | LinkedIn

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We acknowledge the Traditional Custodians of Country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations peoples, their cultures and to their Elders, past, present and emerging.

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Outlook

[Draft] **Fw: [EXTERNAL] RE: Services Order - No. 240726OTP - Deed No. 76221 [SEC=OFFICIAL]**

From
Draft saved Wed 2026-07-08 15:24

7 attachments (519 KB)
Services Order RSM 240726OTP.pdf; Confidentiality-COI RSM 240726OTP.pdf; image005.jpg; image001.png; image002.png; image003.png; image004.png;

From:
Sent: Thursday, August 15, 2024 09:28
To: s 47F(1) s 22(1)(a)(ii)
Cc: s 22(1)(a)(ii) Kirsty McNeil; s 22(1)(a)(ii)
Subject: Fw: [EXTERNAL] RE: Services Order - No. 240726OTP - Deed No. 76221 [SEC=OFFICIAL]

CAUTION: This email originated from outside the organisation. Do not click links or open attachments unless you recognise the sender.

Good afternoon s 22(1)(a)(ii)

Thank you for engaging RSM Australia to undertake the Comprehensive Due Diligence of Australian Rugby League Commission Limited.

Please find attached the signed Services Order and Confidentiality agreement.

We look forward to working with DFAT on this engagement and would like to arrange the inception meeting.

Currently, I have availability on

- * Thursday 15 August 1pm – 5pm
- * Friday 16 August 12pm – 5pm
- * Monday 19 August 11am – 5pm

s 47F(1) is only available on Monday 2.30pm – 5pm.

If DFAT is amenable, I would be happy to attend the meeting s 47F(1) absence should one of the earlier time slots be more convenient.

Please do not hesitate to contact me if there are any questions or concerns.

Kind regards,

s 47F(1)

Senior Manager

RSM Australia

Equinox Building 4, Level 2, 70 Kent Street, Deakin ACT 2600

GPO Box 200 Canberra ACT 2601

M s 47F(1)
s 47F(1)
@rsm.com.au | W: www.rsm.com.au

s 47F(1)

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

s 47F(1)

From: s 47F(1) @rsm.com.au >
Sent: Tuesday, August 13, 2024 2:31 PM
To s 22(1)(a)(ii) @dfat.gov.au >
Cc: s 22(1)(a)(ii) @dfat.gov.au >; s 22(1)(a)(ii) @dfat.gov.au >; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au >; s 22(1)(a)(ii) s 22(1)(a)(ii) @dfat.gov.au >; s 22(1)(a)(ii) @dfat.gov.au >; s 22(1)(a)(ii) @dfat.gov.au >; s 22(1)(a)(ii) @dfat.gov.au >; s 47F(1) s 47F(1) @rsm.com.au >
Subject: Re: Services Order - No. 240726OTP - Deed No. 76221 [SEC=OFFICIAL]

Thanks s 22(1)(a)(ii)

We will get these signed and back to you.

Regards

s 47F(1)

Get Outlook for iOS

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent: Tuesday, August 13, 2024 12:11:07 PM
To: s 47F(1) @rsm.com.au>
Cc: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>; s 22(1)(a)(ii) s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>
Subject: Services Order - No. 240726OTP - Deed No. 76221 [SEC=OFFICIAL]

OFFICIAL

Dear s 47F(1)

We are seeking to engage RSM Australia to complete a Comprehensive Due Diligence Assessment of Australian Rugby League Commission Limited.

Please see attached the Services Order and Deed Poll of Confidentiality Privacy and Conflict of Interest form.

Please ensure these are signed and returned with the service order to the DFAT contract manager s 22(1)(a)(ii) @dfat.gov.au).

Kind Regards

s 22(1)(a)(ii)

DFAT Officer

NRL Taskforce (PYB)

dfat.gov.au | Twitter | Facebook | Instagram | LinkedIn

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

We acknowledge the Traditional Custodians of Country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations peoples, their cultures and to their Elders, past, present and emerging.



RSM Australia practices via the legal entities RSM Australia Pty Ltd and RSM Australia Partners. Further information can be found here.

To denote their level of seniority, RSM refers to certain employees within our various service lines as 'directors', notwithstanding the only persons who are 'directors' of RSM Australia Pty Ltd and related entities are those appointed as such and registered as directors with ASIC.

Liability limited by a scheme approved under Professional Standards legislation.

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

SERVICES ORDER

Services Order: 240726OTP

a) **RSM Australia** has offered to provide the Services specified in RFQ No. **240726OTP** to DFAT under clause 5.1 of the Deed No. **76221** by submitting the Quotation No. **240726OTP.**
b) DFAT accepts this offer on the terms and conditions set out in the Deed and issues this Services Order in accordance with clause 5.4 of the Deed.
c) Subject to clause 5.6 of the Deed, if there is an inconsistency between this Services Order and any other provisions of the Deed, the Deed will prevail to the extent of any inconsistency.

DFAT Representative	s 22(1)(a)(ii)	dfat.gov.au
Contractor Representative	s 47F(1)	@rsm.com.au

Item	Description	Standard Contract Conditions clause reference	Details
1.	Service Category		Category 1 - Comprehensive Assessment of Commercial Partners
2.	Services Order Name		Comprehensive Due Diligence Assessment of Australian Rugby League Commission Limited
3	Services Order Start Date		On execution Services Order - 13/8/2024
4	Services Order End Date		08/11/2024
5	Contract Option Period		Not Applicable
6	Specified Personnel	1.1 and 33	s 47F(1) — Partner; Senior Manager; Assistant Manager *Please note that all specified personnel will be required to complete the attached Deed Poll of Confidentiality Privacy and Conflict of Interest form and return to DFAT Contract Manager.*

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

Item	Description	Standard Contract Conditions clause reference	Details
7	Contract Price		s 47G(1)(a), s 47G(1)(b)
8	Background		s 47E(d)
9	Services Required	1.1 and 4	Contractor must undertake a Comprehensive Due Diligence Assessment in accordance with the Department of Foreign Affairs and Trade's Due Diligence Framework (November 2023) of the ARLC (ABN: 94 003 107 293). DFAT requests that the assessment criteria 'Past Performance' be excluded from this comprehensive assessment.
10	Meetings		*Inception Meeting DFAT (in person or online) – The week of 12th August 2024* *Post site visit/ fieldwork observations DFAT (in person or online) – Early September (TBD)* *Findings Discussion (in person or online)–. Early October*
11	Reports/ Milestones	39	*Development of DDA Engagement Plan – 16 August 2024* *Draft Report – 26 September 2024* *Final Report – on or before 8 November 2024* Reports will be as described in the Request for Quote submitted to DFAT on 2 August 2024 and will be compliant with DFAT's Due Diligence Framework and Comprehensive Due Diligence Guidance.
12	Insurance	8	As per Deed of Standing Offer
13	DFAT Material	1.1	*Development of DDA Engagement Plan* *Draft Report* *Final Report*

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

<table>
<tr><th>Item</th><th>Description</th><th>Standard Contract Conditions clause reference</th><th>Details</th></tr>
<tr><td>14</td><td>Confidential Information</td><td>1.1 and 29</td><td>DFAT Confidential Information:
<table><tr><th>Item</th><th>Period of Confidentiality</th></tr><tr><td>DFAT Data</td><td>Perpetual</td></tr></table>
Contractor Confidential Information:
<table><tr><th>Item</th><th>Period of Confidentiality</th></tr><tr><td>Nil</td><td></td></tr><tr><td></td><td></td></tr></table></td></tr>
<tr><td>15</td><td>Address for invoices</td><td></td><td>Chief Finance Officer
Department of Foreign Affairs and Trade
RG Casey Building
John McEwen Crescent
Barton AC 0221

Invoices can be sent to the DFAT Activity Manager by email with a copy to Accounts at s 22(1)(a)(ii) @dfat.gov.au.</td></tr>
<tr><td>16</td><td>Notices</td><td>20</td><td>DFAT
s 22(1)(a)(ii)
DFAT Officer
s 22(1)(a)(ii) @dfat.gov.au
&
s 22(1)(a)(ii)
DFAT Officer
s 22(1)(a)(ii) dfat.gov.au

Contractor
s 47F(1)

s 47F(1) @rsm.com.au</td></tr>
</table>

EXECUTED as a CONTRACT

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

SIGNED, SEALED AND DELIVERED BY

THE COMMONWEALTH OF AUSTRALIA

represented by the Department of

Foreign Affairs and Trade by its

authorised delegate:

in the presence of:

_____

Signature of PGPA Delegate

_____

Signature of witness

_____

Name of Delegate (*Print*)

_____

Name of witness*(Print)*

Date: _____

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SIGNED for and on behalf of
RSM by:

s 47F(1)

s 47F(1)

Name of Partner
(*Print*)

Signature of Partner

14 August 2024
Date

By executing this Contract the signatory warrants that the signatory is duly authorised to execute this Contract on behalf of the Contractor.

in the presence of:

s 47F(1)

s 47F(1)

Name of Witness
(*Print*)

Signature of Witness

14 August 2024
Date

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Attachment A - Services Order No. 240726OTP

Pricing Schedule

1. Total Amount payable

1.1 s 47G(1)(a), s 47G(1)(b)

1.2

1.3 Funds may be moved between items 1.2 (b) – (c) above with the written agreement of DFAT prior to any commitments being made by the Contractor, and with the total amount remaining within the total amount payable as at **clause 1.1** above

2. Management Fees

2.1 The maximum amount payable to the Contractor in Management Fees shall not exceed the sum of ***N/A*** plus GST if any, in accordance with the rates specified in **Table 1** below:

Table 1: Management Fees (AUD excluding GST)

Position Title	Daily Rate	Number of Inputs (Days)	Personnel Cost	Management Fee Rate (Percentage)	Total Management Fees
N/A	***N/A***			***N/A***	***N/A***
N/A					
Total Personnel Cost			***N/A***		

2.2 Management Fees have been calculated in accordance with the rates specified in **Schedule 2** of the Deed.

2.3 DFAT will pay the Contractor's Management Fees by milestone as specified in **Table 1A** below upon receipt of a correctly rendered invoice, subject to DFAT's acceptance of the satisfactory achievement of a Milestone.

Table 1A: Management Fees Payable by Milestone

Milestone No.	Milestone Description	Verifiable indicator	Percentage Payable	Amount Payable (AUD)
1	***N/A***	***N/A***	***N/A***	***N/A***
	Insert rows as required			
Total Management Fee				***N/A***

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2.4 DFAT will determine whether a Milestone has been achieved by reference to the verifiable indicators. If a Milestone is DFAT's acceptance of a report, DFAT shall not be obliged to make the Milestone Payment until all of the outputs to be achieved by the Contractor in the period covered by the report have been achieved.

3. s 47G(1)(a), s 47G(1)(b)

3.1

3.2 DFAT will pay the Contractor's Personnel Cost at the end of each **one (1) month** period on a reimbursable basis in arrears subject to receipt of a correctly rendered invoice.

4. Operational Costs

4.1 The maximum amount payable to the Contractor for Operational Costs shall not exceed the sum of s 47G(1)(a), s 47G(1)(b) lus GST if any, as specified in Table 3 below:

s 47G(1)(a), s 47G(1)(b)

4.2 The Operational Cost is comprised of the following items:

(a) Airfares: reimbursed at economy class for all domestic flights, and for international flights less than two (2) hours continuous flight time; and business class for international flights over two (2) hours continuous flight time. Any travel undertaken at cheaper rates (e.g. discount fares) does not entitle the Contractor to reimbursement of the cost of any higher class of travel. Travel must be via the most direct and cost effective route;

(b) Hotel Accommodation: reimbursed at lesser of actual cost incurred or amount specified, per 24 hour period;

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(c) Travelling Allowance: a daily rate towards the costs of meals and incidentals, which must not exceed those payable to DFAT to its non-SES personnel;

(d) International Communication Costs: an agreed rate for costs that are directly related to the Services;

(e) Compulsory Arrival and Departure Taxes and Travel to and from Airport: reimbursed at reasonable cost;

(f) Transport Costs: which includes reasonable costs directly relating to the Services and for overseas Project purposes only;

(g) Medical Insurance: reimbursed at reasonable cost; and

(h) Security Costs, where applicable.

4.3 If requested by DFAT, for payment verification purposes, the Contractor must provide DFAT with appropriate documentation to support all Operational Costs claimed (excluding travelling allowance).

4.4 DFAT agrees to pay the Contractor for Operational Costs at the end of each **one (1) month** period on a reimbursable basis in arrears subject to receipt of a correctly rendered invoice.

s 47G(1)(a), s47G(1)(b) - pages 151-155 are exempt and the following pages have been removed

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s 22(1)(a)(ii)

From: s 47F(1) rsm.com.au>
Sent: Friday, 7 February 2025 1:48 PM
To: s 22(1)(a)(ii) s 47F(1) s 22(1)(a)(ii) s 47F(1)
Cc:
Subject: [EXTERNAL] RE: DFAT Post Visit

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: Orange Category

CAUTION: This email originated from outside the organisation. Do not click links or open attachments unless you recognise the sender.

Hi s 22(1)(a)(ii)

Thank you for your time this morning for our post visit debrief.

I had another look through my notes in relation to your query regarding the use of external expertise. I wanted to send through a correction to my initial advice.

s 47F(1) from the PNG programs did advise they utilise s 47F(1) from Swinburne University for the M&E and Theory of Change/logical framework for Pacific Programs in PNG.

My apologies for the oversight. To the best of our knowledge, there is no further external expertise sought in the delivery of Pacific Programs.

Please feel free to contact me if you have any further queries.

Many thanks
s 47F(1)

Manager, Risk Advisory Services

RSM Australia
Equinox Building 4, Level 2, 70 Kent Street, Deakin ACT 2600
GPO Box 200 Canberra ACT 2601
s 47F(1)
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To denote their level of seniority, RSM refers to certain employees within our various service lines as 'directors', notwithstanding the only persons who are 'directors' of RSM Australia Pty Ltd and related entities are those appointed as such and registered as directors with ASIC.

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s 45(1), s 47G(1)(a), s 47G(1)(b)

s 45(1), s 47G(1)(a), s 47G(1)(b)

s 47E(d)

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s 47E(d)

s 47E(d), s 45(1)

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s 47E(d), s 45(1)

s 47E(d)

DFAT FOI – RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 14063

s 47E(d)

s 47E(d), s 47G(1)(b)

s 47E(d), s 47G(1)(b)

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s 22(1)(a)(ii)

From: s 22(1)(a)(ii)
Sent: Friday, 27 February 2026 10:29 AM
To: s 22(1)(a)(ii)
Subject: RE: ARLC Due Diligence [SEC=OFFICIAL]

OFFICIAL

Yes mate, refer SharePoint sent on Teams.

From: s 22(1)(a)(ii)
Sent: Thursday, 26 February 2026 2:13 PM
To: s 22(1)(a)(ii)
Subject: RE: ARLC Due Diligence [SEC=OFFICIAL]

OFFICIAL

Thanks s 22(1)(a)(ii)

The ARLC sent us an Action Plan yes?

From: s 22(1)(a)(ii)
Sent: Thursday, 26 February 2026 2:11 PM
To: s 22(1)(a)(ii)
Subject: FW: ARLC Due Diligence [SEC=OFFICIAL]

OFFICIAL

Reminder DFAT due diligence team can provide advice on action plan.

s 47E(d)

s 47E(d) - pages 167-172 are exempt and the following pages have been removed

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s 47E(d)

s 22(1)(a)(ii) - duplicate

s 22(1)(a)(ii) - duplicate

s 22(1)(a)(ii) - duplicate

s 47E(d) - pages 176-181 are exempt and the following pages have been removed

s 47E(d), s 45(1)

s 47E(d), s 45(1)

s 47E(d) - pages 184-189 are exempt and the following pages have been removed