



Australian Government
Aid Program

★ Australia Awards

AUSTRALIAN SCHOLARSHIPS FOR DEVELOPMENT IN VIETNAM (ASDiV) PROGRAM

HRD Support Strategy and Plan 2010-2011

| February 2010

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ABBREVIATIONS

ADS	Australian Development Scholarships
ALA	Australian Leadership Awards
ALAF	Australian Leadership Awards Fellowships
ASDiV	Australian Scholarships for Development in Vietnam
DCS	Development Cooperation Strategy
GOV	Government of Vietnam
HCMNAPPA	Ho Chi Minh National Academy of Politics and Public Administration
HRD	Human Resource Development
MC	Managing Contractor
M & E	Monitoring and Evaluation
MARD	Ministry of Agriculture and Rural Development
MOET	Ministry of Education and Training
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health
MOIT	Ministry of International Trade
MOJ	Ministry of Justice
MOLISA	Ministry of Labour, Invalids and Social Affairs
MONRE	Ministry of Natural Resources and Environment
MPI	Ministry of Planning and Investment
MPS	Ministry of Public Security
OOG	Office of Government
PCOC	Party Central Organization Committee
PPI	Priority Public Institution
SBV	State Bank of Vietnam

1. BACKGROUND

Under the Australian Scholarships for Development in Vietnam (ASDiV) design, the Australian Scholarship program is aligned more closely to the development objectives of the Australia Vietnam Development Cooperation Strategy (DCS) and places more focus on Vietnam's human resources development needs in priority areas. In particular, the design incorporates new approaches to the promotion of the ADS program involving the targeting of applicants according to five Applicant Profiles. The Priority Public Institution (PPI) program is incorporated into Profile 3 of the ASDiV.

2. PURPOSE OF THE PPI PROGRAM

The purpose of the PPI Program is to ensure adequate support for addressing key priorities in the draft Australia Vietnam DCS, in particular strengthening Human Resource Development and governance in key Vietnamese ministries and central agencies. This is in recognition that strong governance and effective public policy are known to be key contributions to development. In addition, the focus on specific organisations can maximise the impact that the program has on building Human Resource and institutional capacity. Selecting individual scholars and fields of study based on the priorities of the whole organisation for capacity building, rather than simply on individual needs and interests, offers a greater likelihood that the training will be effectively utilised on return, and that there will be more effective contributions to development as a result of improved institutional capacity. There are benefits that contribute to a higher likelihood of achieving development outcomes, in that the graduates are assured of a job on return and the institutions are more committed to utilising the training effectively if they have been actively involved from the outset.

The PPI Program seeks applicants from the participating institutions to undertake (i) post-graduate studies through ADS and ALA Scholarships at Australian Universities and (ii) short-term study programs through ALA Fellowships at Australian organisations. ADS Awards are to be undertaken in fields/disciplines that will enhance the individual's capacity to make direct contributions to changes in central governance and policy to meet the three pillars of the draft Australia-Vietnam DCS. These are:

- **Human Resource Development:** upgrading the credentials of Vietnamese scholars.
- **Economic Integration:** assisting to find innovative solutions to finance and construct the hard infrastructure necessary for strong regional economic integration and support for the "soft infrastructure" of policy reform to maximise the employment and poverty reduction benefits of ongoing integration into the global economy.
- **Environmental sustainability:** investing in the areas of water and sanitation, climate change and agricultural research.

Applicants for the ADS Program are expected to be potential contributors to policy and administration in central policy ministries who can influence continuing systemic reforms towards the realisation of Vietnam's ambition of becoming an industrialised country by 2020. Applicants for the ALA Program are expected to be high achievers and regarded as potential leaders of the future.

3. ALLOCATION OF ADS TO PPIS

Up to 40% (90) of the ADS are allocated to the PPI's each year.

4. PARTICIPATING PPIS IN 2010 AUSTRALIA AWARDS PROGRAM

Following the inclusion of the Ministry of Public Security (MPS) and the Ministry of Labour, Invalids and Social Affairs (MOLISA), fifteen institutions will now participate in the PPI Program for 2010.

- Ministry of Planning & Investment (MPI)
- Ministry of Justice (MOJ)
- Ministry of Finance (MOF)
- State Bank of Vietnam (SBV)
- Ho Chi Minh National Academy of Politics & Public Administration (HCMNAPPA)
- Ministry of Agriculture & Rural Development (MARD)
- Ministry of Public Security (MPS)
- Ministry of Labour, Invalids and Social Affairs (MOLISA)
- Ministry of Foreign Affairs (MOFA)
- Ministry of Health (MOH)
- Ministry of Industry & Trade (MOIT)
- Ministry of Education & Training (MOET)
- Office of Government (OOG)
- Ministry of Natural Resources & Environment (MONRE)
- Party Central Organization Committee (PCOC)

5. HRD SUPPORT STRATEGY FRAMEWORK

It is intended that the ADS PPI program causes minimal disruption to institutions' normal operations while delivering clear benefits for HRD planning and staff professional development.

ASDiV has appointed an International HRD Adviser and a Local HRD Adviser to assist PPIs in the development of their effective HRD Plans that guide selection of appropriate applicants and their placement on return. For the achievement of this objective, a comprehensive HRD Support Strategy Framework (Appendix 1) has been developed by ASDiV as a guideline for the detailed support to be provided by the HRD Advisers to the PPIs in all steps of the ADS PPI Program cycle: identification of institutional training needs, building up an institutional pool of potential ADS applicants, scholarship promotion, selection screening, candidate nomination, on-award monitoring, reintegration and post-award support for PPI returnees.

In addition, the Framework outlines Adviser support for the PPIs in promoting the ALA Scholarships and Fellowships programs and, in particular, indicates Adviser assistance to PPIs in identifying their short term training needs (for ALA Fellowships) and in linking up with Australian organizations who will sponsor their participation in the ALA Fellowship program.

The key advisory inputs are:

- consult with and assist PPIs identify relevant sections of existing HRD plans or, where no plan exists, assist them identify future HRD directions
- conduct a workshop for PPI Coordinators on identifying their long term and short term training needs aligned to the institution's HRD strategy

- assist PPI Coordinators identify an indicative target for specific post-graduate and short-term (ALA Fellowships) to assist the identified institutional training needs
- assist PPIs identify relevant Australian organizations to sponsor their participation in the ALA Fellowships program
- conduct a workshop for PPI Coordinators on promotion, selection and nomination processes, equity and merit, gender and social inclusion, re-integration and career path planning; undertake capacity building as required with individual PPIs
- assist PPI Coordinators conduct career path planning workshops with potential ADS applicants; undertake individual consultations as required
- where required, assist the institutions with screening of applicants according to the ADS selection criteria
- screen and assess PPI applications and provide advice/information to JSC as required
- provide advice to Academic advisers on the PPI training needs and roles of nominated candidates
- participate in exit briefings for PPI awardees to include reviews of career path plans
- monitor subject selection and academic progress of all PPI awardees through email, visits and awardees' written progress reports
- three months prior to completion of the ADS award liaise with awardees and PPI Coordinators on review of Career Path Plans and development of a reintegration plan for each awardee
- review the PPI returnees' post-reports
- conduct reintegration workshops 4-5 months after return of PPI graduates.

6. IMPLEMENTATION OF THE HRD SUPPORT STRATEGY FRAMEWORK

It is recognised that PPIs are not homogeneous and will be at differing stages of organisational development. Institutions vary in size, level of strategic organisational ability, resource availability and in some cases they have branches/research institutes geographically located in the provinces. It cannot be expected that all PPIs will demonstrate a high level of strategic planning and systems with regard to its HRD. To this extent the level of HRD support at each stage of ASDiV will vary and be on-going over the life of the ASDiV Program. Nevertheless, there are a number of key activities required of each PPI in order to participate effectively in the Program. Specifically each PPI is required to:

- provide a document with an outline of its broad HRD strategy in a format of the PPI's choosing
- identify its training needs through the completion of the HRD Questionnaire and Institutional Training Needs (Appendix 2)
- develop an individual Career Path Plan in consultation with each ADS candidate (Appendix 3)
- screen and nominate ADS applicants and complete an Institutional Selection Panel Report (Appendix 4) after each ADS selection round
- develop a plan for reintegration of each PPI graduate back into the organisation.

The HRD Advisers will facilitate and support PPIs in the completion of these activities through designated workshops and briefings and individual meetings as determined through on-going consultations.

While the current batch of ADS scholars who are about to commence their scholarship programs were selected under the ADS Support project and its processes, the MC has commenced to apply the key elements related to the PPI program in the ASDiV. Specifically attention is being given to (i) the selection of courses and subjects which best fit the needs of the organisation (ii) the revision of Action Plans which all PPI candidates developed at the time of application to ensure that they are aligned to the organisation's HRD plan, (iii) improving the monitoring of the awardees during their scholarships (iv) introducing reintegration plans three months prior to the completion of their scholarships (v) focussing on the role of PPI alumni in the Alumni program. The Institutional Coordinators have been made aware of the application/ introduction of the ASDiV approach to the scholars selected under the ADS Support Project and the HRD Advisers will support them in the execution of their roles in the process.

7. REPORTING

For each stage of the HRD Support Strategy Framework a report against the key indicators will be prepared.

8. LINKAGES TO OTHER STRATEGIES AND PLANS

The HRD Advisers will collect data on PPI awardees to support Outputs 1, 2 and 3 of the Monitoring and Evaluation Strategy. The General Awareness and Promotion Strategy and Plan and the Gender Equity and Social Inclusion Strategy will be key documents referred to in workshops to assist the PPI Institutional Coordinators with the promotion and nomination process. Gender balance in the nomination process will be sought and the focal point for the Committee for Advancement of Women will be included in the Institutional Supervision Panel.

9. RELEVANT DOCUMENTS

The following ASDiV documents provide guidance to the support process:

- Draft Vietnam-Australia Development Cooperation Strategy
- Arrangements between the PPIs and the Australian Agency for International Development (AusAID) Relating to the Australian Scholarships for Development in Vietnam (ASDiV) – Public Priority Institution (PPI) Program (Sample in Appendix 5)
- Gender Equity and Social Inclusion Strategy
- General Awareness and Promotion Strategy and Plan
- Monitoring and Evaluation Strategy and Plan (including the ASDiV logframe)
- Alumni Program Strategy
- ADS Application Guidelines
- Australian Leadership Awards Fellowships Fact Sheet

A P P E N D I X 1

HRD SUPPORT STRATEGY FRAMEWORK

ASDiV PPI Program

HRD Support Strategy Framework: 2010-2011

ID	Stage	ASDiV HRD Support	Relevant Strategies/Policies	Indicators
1.	Each PPI identifies its broad HRD strategy/plan to support the GOV's overall development strategy	<p>Consult with and assist key PPI personnel to identify relevant sections of the HRD strategy/plan</p> <p>Where no HRD Strategy exists, assist key personnel to identify future directions, broad areas of development in line with GOV overall development strategy</p>		For each PPI, a document which outlines its broad HRD strategy
2.	Each PPI identifies its post-graduate training needs for its future development and short term training activities to support short – medium needs	<p>Conduct Institutional Coordinators' workshops</p> <p>Assist each Institutional Coordinator to identify their post graduate and short term training needs</p>		Institutional Training Needs Form outlines the specific needs for post-graduate studies and short term training activities and the potential pool of eligible and available staff
3.	Based on the identified training needs each PPI nominates its indicative target for ADS and ALAF training activities for the next round of awards	Assist each Institutional Coordinator to develop the indicative scholarship targets in line with the draft Vietnam-Australia DCS and suggested fields of study	Draft Vietnam-Australia DCS	Indicative ADS target lists and ALAF training activity lists for each PPI
4.	Each PPI promotes the Australian Awards programs with a focus on the	Conduct Institutional Coordinators' workshop on policies of transparent	General Awareness and Promotion	Internal communication channels within each

ID	Stage	ASDiV HRD Support	Relevant Strategies/Policies	Indicators
	objectives of the programs, the eligibility criteria and the benefits of the programs to the development of the Institution	nomination processes, equity and merit, gender and social inclusion, reintegration	Strategy and Plan Gender Equality and Social Inclusion Strategy Priority Public Institution Program: Institutional Procedures Manual	PPI used for promotions Number of consultations and capacity building activities held with PPIs
5.	Each PPI establish/confirm links with Australian organisations for applications for ALAF activities	HRD Advisers assist PPIs to identify relevant Australian organisations to participate in the ALAF program and facilitates linkages and where required assist those organizations with the preparation of applications according to the criteria established by AusAID.	Priority Public Institution Program: Institutional Procedures Manual ALAF Fact Sheet	Number of ALAF applications from PPIs including breakdown
6.	Completion of ADS applications	Conduct workshop for Institutional Coordinators on (i) Career Path planning (ii) overview of the key steps on ADS application form (iii) ADS selection and screening criteria As required provide assistance to Institutional Coordinators and applicants with the completion of the Application Form	ADS Application guidelines	Numbers attending workshops
7.	ADS Applications received by the Institutions			Number of Application Forms and Career Path

ID	Stage	ASDiV HRD Support	Relevant Strategies/Policies	Indicators
				Plans
8.	PPIs screen and shortlist in priority order ADS applications which meet selection criteria and can demonstrate the applicants can contribute to the capacity building and filling skills/knowledge gaps of the institute; and meet gender equity and social inclusion principles. Institutional Panel report on applicants' assessments prepared and sent to ASDiV		Gender Equality and Social Inclusion Strategy	Number of short-listed PPI applicants who meet all the eligibility criteria Percentage of PPI females and males short-listed Reports of the Institutional Supervision Panels
9.	ADS Applications selected on the basis of key criteria: the applicant's capacity to contribute to capacity building of the institution/filling skill and knowledge gaps and to contribute to Vietnam's ongoing development; gender equity and social inclusion principles	HRD Advisers review PPI Panel assessment reports and screen PPI nominations and provide advice/information to JSC as required	Gender Equality and Social Inclusion Strategy PPI HRD Plans Career Path Plans ASDiV Logframe Output 1	JSC awards 40% of the total number of scholarships available Percentage of PPI females and males awarded scholarships Scholarships awarded to the PPIs meet the needs of each Institution as stated in their HRD Plans
10.	Successful ADS applicants choose a course/subjects relevant to their	HRD Advisers brief Academic Advisers on	ASDiV Logframe	Number of PPI awardees whose study

ID	Stage	ASDiV HRD Support	Relevant Strategies/Policies	Indicators
	institutional training and development needs which link to the institution's overall HRD plan/strategy	PPI needs and priorities Exit Briefings for PPI awardees to include revision of Career Path Plans	Output 3	plans are consistent with PPI needs Revised Career Path Plans and Personal Statements
11	ADS awardees undertake their post graduate studies in Australia	International HRD Adviser monitors subject selection and academic progress of all PPI awardees through the email, visits and awardees' written progress reports Regular report to PPIs on progress of awardees		Written reports on each awardee Awardee Progress Reports
12.	Three months prior to course completion ADS graduates in association with their supervisors and support from the HRD Advisers review their Career Path Plans	HRD Advisers liaise with awardees and Institutional Coordinators	Career Path Plans	Revised Career Path Plans
13.	Three months prior to the conclusion of each Academic Semester, PPI Institutional Coordinators in association with relevant Department Managers and the returning graduates and with the support of the HRD Advisers, prepare a plan for the reintegration of graduates back into the Institution for the first six months	HRD Advisers liaise with awardees, Institutional Coordinators	PPI HRD Plan Career Path Plans	Reintegration Plan for each graduate of PPIs

ID	Stage	ASDiV HRD Support	Relevant Strategies/Policies	Indicators
14.	ADS graduates contribute to the capacity building/skill and knowledge development/ management and leadership of their organisations	<p>Review the returnee's post-return reports</p> <p>Conduct reintegration workshop for PPI graduates 4-5 months after return</p>	<p>M & E Strategy and Plan</p> <p>Alumni Program Strategy</p> <p>ASDiV Logframe Output 3</p>	<p>Final Career Path Plan</p> <p>Final Reintegration Plan</p> <p>Post return reports submitted by each returnee</p> <p>All PPI alumni return to their PPIs</p> <p>Report on reintegration workshop including list of attendees</p> <p>Number of PPI awardees who felt they were on the right course and right university</p> <p>ASDiV alumni supported activities for PPIs</p> <p>Number of PPI alumni awarded Small Grants</p> <p>Survey results from M & E activities</p>

A P P E N D I X 2

HRD QUESTIONNAIRE AND INSTITUTIONAL TRAINING NEEDS TEMPLATE

DEFINITION OF HRD

HRD is any process or activity that, either initially or over the long term, has the potential to develop adults' work-based knowledge, expertise, productivity, and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or, ultimately, the whole of humanity (McLean 2001, p. 313).

WHAT IS A HRD PLAN?

A HRD Plan will assist ministries/organizations to achieve their purpose and objectives as they must demonstrate their value to government, industry and the community.

HRD cannot achieve the outcomes by itself or in isolation from other human resource practices and policies - it is one of the foundations that a ministry is built upon and not the only foundation.

HRD Plans must support Corporate and Annual Operational Plans, be consistent with the overall Human Resources Plan. This requires a commitment from all staff for it to be effective, a commitment to identify areas requiring development and a commitment to action in order to address identified needs.

The HRD Plan must recognize and align with management values and practices as well as the goals and priorities of departments and the overall ministry principles. It must also provide a background where staff that are less than fully effective can be supported in addressing the areas identified as requiring development through training, tertiary studies or other means of learning.

1.1 WHAT IS HRD?

HRD goes beyond the traditional concepts of training and development through coursework. It should look at the methods that are most appropriate for achieving the desired learnings and encompasses and includes, but is not limited to, on-the-job training, placements, rotations, research, seminars, mentoring, coaching and tertiary study. Indeed, without this broader framework, most training (as a stand alone initiative) ends up as wasted money and time.

A traditional training course is not always the most appropriate method of learning and it is often the case that the potential learning that the staff member is supposed to have gained is quickly lost due to a lack of follow up or the opportunity to practice and apply the learning, and cement the knowledge application and transfer. Managers should provide staff with the opportunities to practice and discuss what they have learnt. The follow up to learning requires both managers and staff to plan how this will be undertaken - forward planning ensures that no-one is forgotten. This is also particularly true in the application and transfer of tertiary studies.

It is therefore the responsibility of managers and key directors, to identify the most appropriate method of learning. This may range from the use of traditional training courses to internal discussions or seminars, from rotational opportunities and mentoring. Not all learning methods cost money - sometimes it "only" requires lateral thinking and an expenditure of effort and minor inconvenience.

This simple questionnaire is intended to identify some of the **key learning and development needs in your ministry/organization** that may be developed through tertiary education and qualifications in Australia through the **Australian Development Scholarship Program**.

HRD QUESTIONAIRRE

The following simple questionnaire will form the basis of a discussion the ASDiV HRD Advisers will have with the Personnel and Organisation Department leadership in your ministry/organization. The information collected will assist the ASDiV program identify and respond to the key development needs in your ministry/organization.

This questionnaire is required in the absence of a strategic HRD Plan or to provide more detailed information where one is available.

This information will assist both you and the ASDiV program select the most appropriate staff to undertake tertiary development in Australia ensuring their qualifications reflect the key human resource development needs in your ministry/organization.

This information will also assist the ASDiV program plan for future demands on the program and target the provision of places to meet the specific needs of the participating ministries/organizations in the Government of Vietnam.

1. Provide the total number of staff of your central ministry/organization and describe the core roles and functions of your ministry/organization. (25 words only)

2. List the 4 most important challenges in HRD related to the fulfilment of the core roles and functions your ministry/organization faces over the next 2-5 years.

2.1.

2.2.

2.3.

2.4

3. **In thinking about the 4. challenges you have identified above consider which departments /divisions (including branches if relevant) will be affected/involved.**

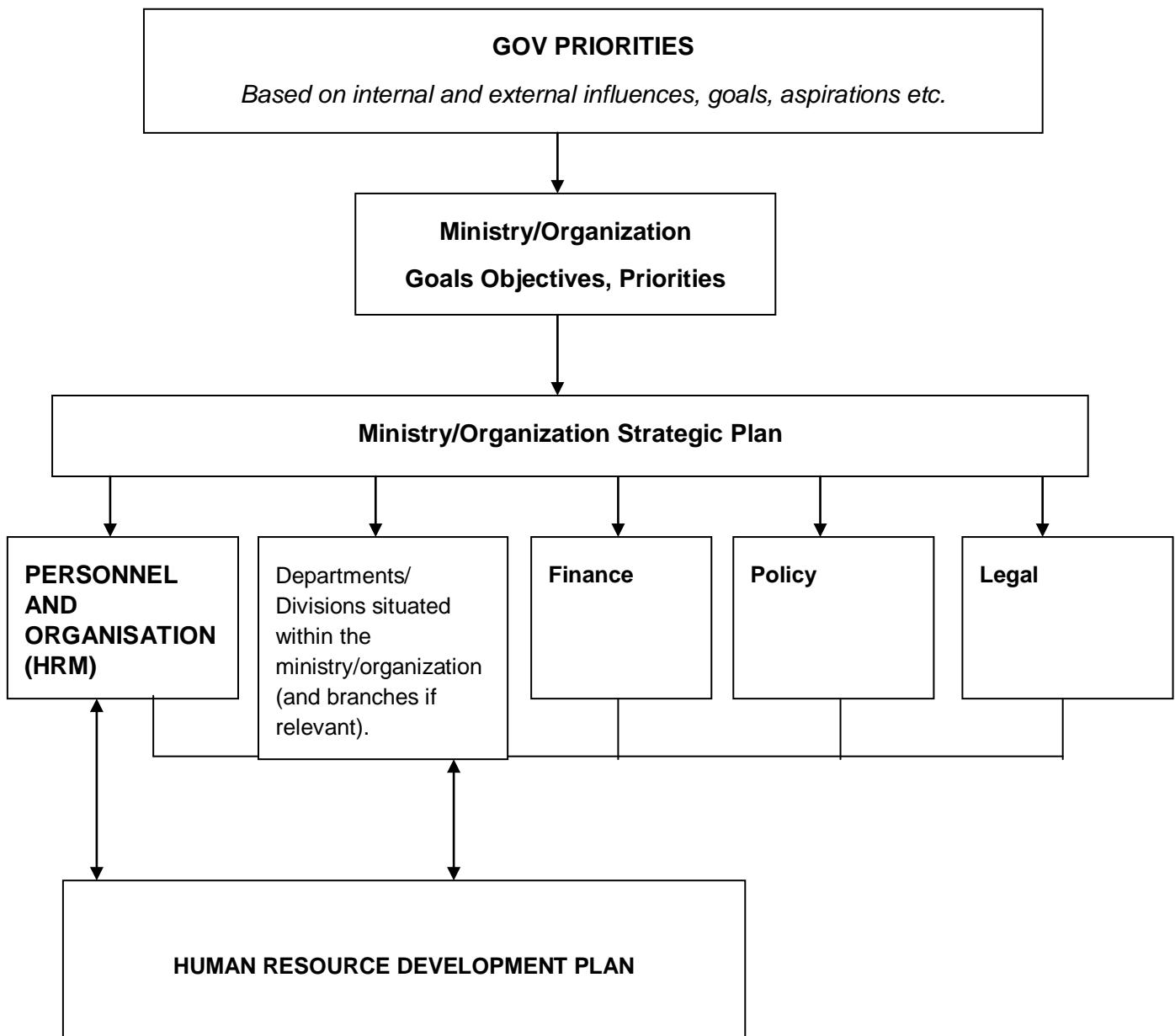
- a. List them on the table on the following page.
- b. Consider what levels and which staff will be involved, do you have the right people, correct numbers and human resource capability to successfully meet the challenges listed above?
- c. If not how can the ADS program assist through the provision of tertiary training and qualifications?

Please reflect on these points and complete the table with the assistance of the ASDiV HRD Advisers.

Ministry/Organization Name:

Date:

SNAPSHOT OF HOW STRATEGIC HRD PLANNING IS PLACED IN OVERALL STRATEGIC PLANNING PROCESS.



A P P E N D I X 3

CAREER PATH PLAN TEMPLATE

PPI Program 2010

Career Path Plan

Name of PPI:

Part 1: Applicant (to be completed by the applicant)

No.	Information Required	Details
1	Name	
2	ID Number	
3	Date of birth	
4	Gender	
5	Contact details Work email: Private email: Work phone: Mobile phone: Home phone:	
6	Completed education qualifications	
7	Other Education and training courses, including current courses incomplete	
8	Current institution	
9	Department/Division	
10	Current position	

No.	Information Required	Details
11	Job duties	

Part 2: Line Manager (to be completed by the Line Manager in consultation with the Institutional Coordinator, the applicant and/or the Organisation & Personnel Department)

No.	Information Required	Details
1	Name	
2.	Current department/work unit	
3.	Current position	
4.	Contact details Work email: Work phone: Mobile phone:	
5.	What specific areas within the applicant's nominated field of study do you want the applicant to study? <i>(Identify subjects or areas of study, research activities, practical experiences)</i>	
6.	How will the applicant's proposed study program assist the institution to meet the needs identified in the institution's HRD Plan and the specific development needs of the department/division? <i>(Link specific areas of study to the individual needs and the institution's development needs)</i>	
7.	What job do you expect the applicant to do	

No.	Information Required	Details
	<p>on return?</p> <p>(Will it be the same or different? Is it likely that the applicant will receive a promotion? What is the possible time line for promotion? Within 6 months? Within 12 months? Or within 2 years?)</p>	
8.	<p>What are the main strengths of the applicant? (<i>Specific professional knowledge and personal qualities such as commitment, leadership, prepared to help others etc, please give some examples</i>)</p>	
9.	<p>After completion of the ADS, apart from demonstrating an increase in professional knowledge and skills what other attributes would you like the applicant to have?</p> <p>(<i>Attributes like problem solving, better communication skills, ability to prepare reports/documents in English, leadership etc; attributes the applicant doesn't have or could show improvement</i>)</p>	

Signature of applicant

Name

Date

Signature of Line Manager

Name

Date

Signature of Organisation
& Personnel Department
and Institution's Stamp

Name

Date

A P P E N D I X 4

INSTITUTIONAL SELECTION PANEL REPORT TEMPLATE

PPI ADS Nominations

Institutional Supervision Panel Report

(To be completed by the Chairperson of the Panel)

Name of PPI:

Name of Applicant:

Id	Criteria	Indicator	Value	Score
1.	Academic Achievement	Graduation Grade/Average Mark of Study	10	
2.	Years of Service in the Ministry		2 - 4 years = 3 5 - 9 years = 4 >10 years = 5	
3.	Personal Statement	Refer to Personal Statement Guidelines	20	
4.	Relevance of the proposed study Program to Current work	Refer to Career Path Plan of Line Manager	10	
5.	Relevance of the proposed study program to the PPI HRD plan/needs	Refer to Career Path Plan of Line Manager	10	
			55	

Priority Number:

Comments to Support the Application:

Signed

Chairperson of the Institutional Screening Panel

Date:

A P P E N D I X 5

SAMPLE OF ARRANGEMENT BETWEEN THE PPIs AND AUSAID

ARRANGEMENT BETWEEN
THE PARTY CENTRAL ORGANIZATION COMMITTEE OF VIETNAM
AND
THE AUSTRALIAN AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)
RELATING TO
THE AUSTRALIAN SCHOLARSHIPS FOR DEVELOPMENT IN VIETNAM (ASDiV)-
PUBLIC PRIORITY INSTITUTION (PPI) PROGRAM

1. BACKGROUND

1.1 The goal of the Australian Scholarships for Development in Vietnam (ASDiV) program is to strengthen human resource capacity in priority sectors of Viet Nam consistent with the Australia-Vietnam Cooperation Strategy to assist Vietnam move towards its vision of becoming an industrialised country by 2020. The ASDiV program is responsible for managing two of the Australia Awards programs in Vietnam: the Australian Development Scholarships (ADS) and the Australian Leadership Awards (ALA) on behalf of AusAID:

1.1.1 Australian Development Scholarships (ADS) target Vietnam's priority human resources and development needs and to this end one of its priorities is building capacity and promoting institutional development through a targeted approach in selected Priority Public Institutions (PPIs). The ADS Program seeks to maximize impact by developing over time a critical mass or core of trained personnel in the PPIs.

1.1.2 Australian Leadership Awards (ALA) is a regional program which aims to develop leadership and build partnerships and linkages within the Asia-Pacific. ALA comprises ALA Scholarships and ALA Fellowships. The Scholarships are offered to high achievers to undertake postgraduate studies in Australia and a Leadership Development Program. The Fellowships are for short-term study, research and professional attachment programs in Australia delivered by Australian organizations. As a regional program there is no specific allocation of ALA scholarships and awards to Vietnam.

2. GENERAL

2.1 This Arrangement expresses the understanding of AusAID and the Party Central Organization Committee (The Institution) concerning responsibilities and contributions of AusAID and The Institution in relation to the ASDiV program.

2.2 AusAID and The Institution acknowledge that a spirit of mutual cooperation, goodwill and flexibility is required to enhance the effectiveness of scholarships and agree to negotiate constructive strategies to address issues, opportunities and challenges that will arise from time-to-time.

2.3 The Institution is a PPI under this Arrangement.

3. COORDINATING AUTHORITY

3.1 The Coordinating Authority for the implementation of this agreement is the Program Coordination Committee (PCC) of the ASDiV Program. The PCC will be led by AusAID and it consists of representatives of AusAID, Ministry of Education and Training (MOET), ASDiV contractor and English language training contractor.

4. PURPOSE OF THE PPI PROGRAM

4.1 The purpose of PPI program is to seek applicants from the participating Government of Vietnam's institutions to undertake (i) post-graduate studies through ADS and ALA Scholarships at Australian Universities and (ii) short-term study/research programs through ALA Fellowships at Australian organisations in fields/disciplines that will enhance an individual's capacity to contribute directly to changes in central governance and policy to meet the three objectives of the Australia - Vietnam Development Cooperation Strategy as follows:

- 4.1.1 Human Resource Development: upgrading the credentials of Vietnamese scholars
- 4.1.2 Infrastructure for Integration: assisting to find innovative solutions to finance and construct the hard infrastructure necessary for strong regional economic integration
- 4.1.3 Environmental sustainability: investing in the areas of water and sanitation, climate change and agricultural research

4.2 Applicants for the ADS Program are to be potential contributors to policy and administration in central policy ministries who can influence continuing systemic reforms towards the realization of Vietnam's ambition of becoming an industrialized country by 2020. Applicants for the ALA Program are expected to be high achievers and leaders or potential leaders.

5. DEFINITION OF A PPI

- 5.1 PPIs include selected central ministries/agencies and their provincial/regional departments and branches as well as affiliated research institutes and other affiliated non-degree award training organisations.
- 5.2 Only staff of the PPI stated above will be included in the PPI Program in relation to ADS.
- 5.3 Other affiliated Institutes which issue undergraduate and post-graduate awards are not included in the PPIs Program.
- 5.4 Staff from PPIs will **not** be eligible to apply for ADS unless nominated through the PPI Program.

6. GENERAL RESPONSIBILITIES

6.1 The Institution

- 6.1.1 The Institution confirms its willingness and capacity to support its participation in the Priority Public Institutions Program.

- 6.1.2 The Institution confirms that it has a staffing profile that is able to contribute sufficient numbers of scholars for Australian postgraduate training without adversely affecting its capacity to discharge its responsibilities to the Vietnamese public.
- 6.1.3 The Institution agrees that it will assist with the transparent identification of scholarship candidates and select candidates according to Vietnamese's regulations.
- 6.1.4 The Institution agrees that it will create a supportive work environment that recognises the roles and contributions of scholars when they come back.
- 6.1.5 The Institution agrees that it will implement policies to maximise the benefits of Australian Awards for the Institution and individual scholars.
- 6.1.6 The Institution agrees that it will provide opportunities for qualified employees within branches/departments at the central and provincial/regional level to participate in the Australian Awards program in recognition of the Government of Vietnam's move towards greater decentralisation.
- 6.1.7 The Institution agrees that it will build up the field of eligible candidates within the Institution, including through providing English language training for staff who are potential candidates, but do not meet the minimum English language requirements at application, particularly those working at the provincial level.
- 6.1.8 The Institution agrees that it will work to achieve gender equality in line with the Government of Vietnam's and AusAID gender policies. AusAID's gender and development policy aims to promote equal opportunities for women and men as participants and beneficiaries of development. In the context of this program, the policy seeks to:
 - a. improve women's access to participation in leadership and decision-making, to other forms of capacity building, and to education and training provided by ADS; and
 - b. provide a supportive and non-discriminatory work place.
- 6.1.9 The Institution agrees to appoint an Institutional Coordinator to manage Australia Award matters and to ensure that the Institution implements the Agreement.
- 6.1.10 The Institution agrees to provide management and development support for nominated, departing and returning scholars.
- 6.1.11 The Institution agrees to keep AusAID informed of the extent of other donor support for staff and of organisational development changes and plans.
- 6.1.12 The Institution agrees to ensure that all nominees and potential Australia Awards applicants are aware of Australia Awards security protocols prior to application and the importance of respecting these procedures and protocols.
- 6.1.13 The Institution agrees to promote Australia Awards widely and in a timely manner via The Institution's websites and internal information system.

6.2 AusAID

- 6.2.1 AusAID agrees to provide an indicative target number of awards to the Institution prior to commencement of the recruitment phase each year,
- 6.2.2 AusAID, through its ASDiV managing contractor, agrees to provide guidance and support to the Institution to implement the program.
- 6.2.3 AusAID agrees to support to institutions and their returned scholars to better improve the impact of Australian Awards.

7. RESPONSIBILITIES FOR THE ADS PROGRAM

7.1 The Institution

- 7.1.1 The Institution agrees to develop a Human Resource Development (HRD) Plan which reflects their need for post-graduates studies to support their development in consultation with local and international HRD Advisers of ASDiV's managing contractor.
- 7.1.2 The Institution agrees to implement processes, consistent with contemporary HRD practices, that assist with, and support, the transparent identification and selection of scholarship candidates. These processes can be initiated by the Institution or made a requirement of the Institution's participation in the program by AusAID.
- 7.1.3 The Institution agrees that it will assist ADS applicants with the development of their Career Path Plans in line with the HR objectives identified by the Institution in its HRD Plan in consultation with the ASDiV HRD Advisers.
- 7.1.4 The Institution agrees to establish a small Institutional Supervision Panel (to include the Institutional Coordinator and a supervisor/manager from the scholar's work area as required) to provide supervision, mentoring and other professional development support for each scholar in each of the pre-departure, overseas study and on-return phases.
- 7.1.5 The Institution agrees to enter into a formal Scholar's agreement between the Institution and the scholar outlining scholar's responsibilities to participate full-time study, maintaining contact with the Institution and ASDiV's managing contractor while they in Australia and on-return and coming back to work for the Institution after graduation from Australia.
- 7.1.6 The Institution agrees to seek to nominate up to double the number of suitably qualified candidates than the Institution's allocated indicative targets to the Joint Selection Committee (JSC).
- 7.1.7 The Institution agrees to nominate candidates within the priority fields of study under the ADS program, consistent with institutional needs (as identified through an Institution's HRD plan).
- 7.1.8 The Institution agrees to record the outcomes of the Institution's selection procedures and submit a report to the ASDiV at the end of each selection process, or upon request.
- 7.1.9 The Institution agrees to maintain regular contact with and provide appropriate support to scholarship awardees during their studies in Australia, including through a regular reporting schedule to monitor progress.

7.1.10 The Institution agrees to take all reasonable measures to ensure that scholars meet the conditions of their scholarship, return to the Institution on completion of their scholarship and implement their Career Path Plans for a minimum of two years.

7.1.11 The Institution agrees, as far as it is practicable, to employ returning graduates in areas where postgraduate training skills will be used effectively and in relation to their Career Path Plans.

7.1.12 The Institution agrees to support AusAID's efforts to evaluate the effectiveness and impact of the PPI Program, by making institutional information available and attending meetings with AusAID, as requested.

7.1.13 The Institution agrees to undertake to abide by any guidelines or requirements set by ASDiV for participation in, or entitlement to, any supplementary support provided by AusAID.

7.2 AusAID

7.2.1 AusAID agrees, from time-to-time, through ASDiV, to consider the provision of supplementary support to institutions to assist with their participation in the PPI Program.

7.2.2 AusAID agrees to provide to each institution an allocation of scholarships which will be:

- a determined annually (or over a longer period) with reference to the Australia – Vietnam Development Cooperation Strategy, HRD needs analyses, institutional capacity, and an assessment of Institutional performance which will be monitored and reviewed. AusAID accepts that the building of critical mass can occur over a number of years and might be focused on identified staff from specified departments, branches and/or research institutes.
- b at all times, subject to the annual Australian Parliamentary approval for relevant appropriations with respect to this program.

7.2.3 AusAID agrees to establish a Joint Selection Committee comprising representatives from AusAID and MOET to conduct the the selection of candidates for the Viet Nam ADS PPI Program. Selection criteria will be agreed before the recruitment phase each year between AusAID and MOET. AusAID acknowledges that candidates in the PPI Program will have due weight given to organisation preference and priority as well as academic merit, English language proficiency, and the Candidate's Personal Statement and Career Path Plan.

8. RESPONSIBILITIES FOR THE AUSTRALIAN LEADERSHIP AWARDS (ALA)

8. 1 The Institution

8.1.1 The Institution agrees to promote the ALA Scholarships and ALA Fellowships on its website and throughout all departments and agencies of the Institution including those in the branches/departments, if any, at central, provincial and regional levels and affiliated research institutes.

8.2 AusAID

- 8.2.1 AusAID, through its ASDiV managing contractor, agrees to provide the promotional material for the ALA program.
- 8.2.2 AusAID, Canberra office, is responsible for the selection of ALA Awards.
- 8.2.3 AusAID, through its ASDiV managing contractor, agrees to provide HRD assistance to institutions to identify opportunities for ALA Fellowships including the identification of areas of study/work experience, identification of qualified personnel and appropriate host organisations in Australia and support host organisations to prepare applications in accordance with the requirements of the ALA Fellowship program (www.ausaid.gov.au/scholar/alaftellow.cfm).

9. FORMAL COMMUNICATION

- 9.1 For the purposes of formal communication between the Institution and AusAID arising from this Agreement, the ASDiV Managing Contractor will accept communication on behalf of AusAID.

10. AMENDMENT

- 10.1 Amendments to this Arrangement may be proposed at any time by an Exchange of Letters between the Institution and AusAID.

11. DURATION AND REVIEW

- 11.1 This Arrangement covers a one-year period from the date of signing.
- 11.2 AusAID reserves the right to review this Arrangement after the one-year period taking into account:
 - a. the evolving needs and strategic priorities under the Vietnam-Australia Development Cooperation Strategy;
 - b. an assessment of the Institution's HRD needs; and
 - c. the performance of the Institution and its candidates under the Arrangement.
- 11.3 Either AusAID or the Institution may terminate this Arrangement by advising the other party in writing.

12. ANNEXURES

12. 1 Annexures to this Arrangement and other Exchange of Letters pursuant to the Agreement will form an integral part of the Agreement.

13. COMPLIANCE WITH POLICIES

- 13.1 The Institution agrees that:
 - a. the Institution and its employees, agents, representatives must not engage in any Fraudulent Activity. The Institution is responsible for preventing and detecting Fraud.
 - b. the Institution must report in writing within five (5) working days to AusAID any detected, suspected, or attempted Fraudulent Activity involving the Activity. AusAID

may direct the Institution to investigate the alleged Fraud and the Institution must undertake an investigation at the Institution's cost and in accordance with any directions or standards required by AusAID.

c. the Institution warrants that the Institution shall not make or cause to be made, nor shall the Institution receive or seek to receive, any offer, gift or payment, consideration or benefit of any kind, which would or could be construed as an illegal or corrupt practice, either directly or indirectly to any party, as an inducement or reward in relation to the execution of this Arrangement. In addition, the Institution shall not bribe public officials and shall ensure that its delivery organizations comply with this provision. Any breach of this clause shall be grounds for immediate termination of this Arrangement by notice from AusAID.

13.2 The Institution must use its best endeavours to ensure that individuals or organizations involved in implementing the Activity are in no way linked, directly or indirectly, to organisations and individuals associated with terrorism.

13.3 This Arrangement is neither a treaty nor an instrument of treaty status.

a. Consequently differences which may arise concerning the interpretation or application of this Arrangement will not be subject to adjudication or arbitration by any national or international court or tribunal but will instead be dealt with in an amicable way as the appropriate method of achieving the peaceful settlement of those differences.

b. At the same time, AusAID confirms not only its clear intent to participate in the Activity but also its desire to implement the provisions of this Arrangement in good faith.

13.3 The Arrangement is subject to the Memorandum of Understanding with Vietnam dated 27 May 1993; the Subsidiary Arrangement dated 14 July 2003 and the Letter of Exchange dated 10 August 2009.

13.4 The Institution must, if required by AusAID, permit AusAID to monitor and/or evaluate the Activity. AusAID shall give the Institution at least two (2) weeks notice of its intentions prior to commencing such a review. In that event, the Institution must cooperate fully with any request for assistance pursuant to any such study.

Signed in Hanoi in duplicate this ____ day of _____

FOR THE AUSTRALIAN AGENCY

FOR THE VIETNAMESE PUBLIC PRIORITY INSTITUTION

FOR INTERNATIONAL DEVELOPMENT

THE PARTY CENTRAL ORGANIZATION COMMITTEE OF VIETNAM

(AUSAID)

Kerry Groves

Counsellor

AUSAID

Australian Embassy, Hanoi

