

**Australia Awards in Africa  
(2015-2020)**

**Investment Design**

**Draft**

**14 October 2014**

## Acronyms and abbreviations

AACES	Africa-Australia Community Engagement Scheme
AAPF	Australia-Africa Partnerships Facility
AAUN	Australia Africa Universities Network
ACIAR	Australian Centre for International Agricultural Research
AFB	Africa Branch, DFAT
AIFSC	Australian International Food Security Centre
ANCP	Australian NGO Cooperation Program
AON	DFAT global Alumni Online Network
AS AFB	Assistant Secretary, Africa Branch, DFAT
AVID	Australian Volunteers for International Development Program
BecA Hub	Biosciences Eastern and Central Africa Hub at the International Livestock Research Institute
CA	Coordinating Authorities (of African partner governments)
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSO	Civil Society Organisation
DAP	Desired Applicant Profile
DFAT	Department of Foreign Affairs and Trade (Australia)
DIBP	Department of Immigration and Border Protection (Australia)
DPO	Disabled Peoples' Organisation
HOM	Head of Mission
IELTS	International English Language Test System
IM4DC	International Mining for Development Centre
M&E	Monitoring & Evaluation
MDG	Millennium Development Goals
MEF	Monitoring and Evaluation Framework
METS	Mining equipment, technology and services
MIS	Management Information Systems
MOU	Memorandum of Understanding
OASIS	Online Australian Scholarships Information System (DFAT)
PDB	Pre-Departure Briefing
PMG	Program Management Group
Post	DFAT mission and/or staff posted overseas
PWD	People with Disability
RTO	Registered Training Organisation
SCA	Short Course Award
SCB	Scholarships and Alumni Branch, DFAT
WPR	Work Plans on Return

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## Australia Awards in Africa (2015–2020)

### A. Draft Investment Design

Start date: 1 July 2015	End date: 30 June 2020
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Investment Concept (IC) approved by: FAS MAD	IC Endorsed by SPC: Yes
Quality Assurance (QA) Completed: independent appraisal, out of session peer review	

### B. Executive Summary

Africa has 33 of the world's 48 least developed countries and lags behind other regions in Millennium Development Goal (MDG) progress, with Sub-Saharan African countries<sup>1</sup> most off track against all the MDGs. Despite sustained economic growth over the past 15 years, governance, infrastructure, skills and technology capacities need to improve to generate higher levels of broad-based growth and boost employment and livelihoods.

The goal of the Australian aid program in Sub-Saharan Africa is to assist African people to achieve more equitable access to the benefits of economic growth. Australia is delivering activities to boost agricultural productivity and markets, improve the management of the extractives sector and its revenues, and build the skills and knowledge of men and women to contribute to Africa's development. Scholarships have been an integral part of Australia's aid program to Africa since the 1960s. Australia Awards have become a flagship of Australia's development cooperation on the African continent and the program is an important development and public diplomacy tool. In addition to building critical skills and knowledge, Awards foster an engaged and influential network of leaders, reformers and advocates, and help promote valuable links between Australia and Africa.

#### Investment description

The next phase of Australia Awards in Africa (2015-2020) will promote and support Australian development and economic diplomacy objectives in Sub-Saharan Africa. Australia Awards will complement existing initiatives through a sharper and more strategic focus on the extractives, agricultural productivity and public policy sectors. Over five years, around 2,000 mid-senior level professionals from a range of countries in Sub-Saharan Africa will receive Master's level education or short course training, delivered by institutions showcasing Australian expertise. Australia Awards will also build on and expand the existing alumni network, providing alumni with professional development and networking opportunities. Women's leadership and strategic management opportunities will strengthen the sustainability and development outcomes of the program. Australia Awards will raise Australia's profile as a committed and responsive partner in Sub-Saharan Africa's development and as a provider of high quality education and training.

The goal of Australia Awards in Africa is: *The development of targeted African countries is enhanced by Australia Awards alumni contributions and positive relationships with Australia.*

Australia Awards will have three major outcomes:

- (1) Alumni are using their skills, knowledge and networks to contribute to sustainable development
- (2) Targeted countries in Africa view Australia as a valued partner
- (3) Alumni have positive ongoing links with Australia

**We will build on Australia's strengths and interests.** Awards will be offered primarily in the extractives, agricultural productivity and public policy sectors, where Australia has acknowledged expertise and existing development and trade interests in Africa. The program will pilot innovative ways to engage private sector interests in Africa, including in the design and delivery of awards.

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<sup>1</sup> Throughout this design, 'Sub-Saharan Africa' is used to refer to all African countries except Egypt, Libya, Algeria, Tunisia and Morocco.

Award and fee-paying alumni will be leveraged to ensure Australia's profile across Sub-Saharan Africa remains positive and valued.

**The scope is targeted to maximise effectiveness.** The countries eligible for awards will be consolidated, located primarily to Eastern and Southern Africa and to a small number of countries elsewhere in Sub-Saharan Africa where Australia has compelling national interests. Australia Awards will target mid-senior level professionals employed by organisations in priority sectors which are likely to enable effective skill/ knowledge utilisation and transfer. Skills relevance will be enhanced through in-Africa delivery and partners.

**Implementation will be flexible.** The program will be able to adjust to changes in budget outcomes, and be responsive to Australia's economic diplomacy objectives and training priorities in each participating country. Robust mechanisms will be established for annual program planning, review and adjustment, with scalable contractual arrangements.

**Australia Awards will foster delivery partnerships.** It will seek to capitalise on existing Australian investment in the extractives and agricultural sectors to offer relevant and world-class training opportunities. Australia Awards will foster partnerships with a range of stakeholders to enhance its effectiveness through: short course training delivery through Australian and African institutions; the piloting of split-site Masters degrees; shared learning opportunities across the public, private and civil society sectors in the short courses; and increased engagement with the private sector through funding and delivery.

**Women's empowerment and inclusive development is key.** Underpinning the program will be a strategic and operational commitment to ensuring that Australia Awards emphasise equity and inclusivity for women and people with disability. An equal number of women and men will receive awards and there will be a strong focus on building on the current program's recognised work in ensuring people with disability (and for people working in support of people with disability) have access to awards.

Australia Awards will be comprised of:

- **Australia Awards Scholarships:** Demand-driven Masters undertaken at Australian universities, to be offered to approximately 11 countries.
- **Australia Awards Africa Short Courses:** tailored short (two-three months) post-graduate courses in sectors where Australia has recognised expertise and which are areas of priority to partner governments (agriculture, extractives and public policy). They will be delivered through Australian registered training organisations, in partnership with African institutions to promote relevance.
- **Australia Awards Fellowships:** short-term opportunities for study, research and professional attachment in Australia, delivered by Australian organisations. Currently available across Africa to nominated fellows from eligible countries.

The Program will build on and expand the existing **Australia Awards Alumni** network, which is a cadre of talented, linked-in professionals who are driving African development and can contribute to Australian economic diplomacy objectives. It will allocate resources to support leadership activities (such as the Alumni Annual Conference and African Women in Leadership program), professional development (including through online post-award courses) and help Posts to maximise relationship dividends. The Program will complement global Australia Awards alumni activities and incorporate alumni from the broader non-award cohort (fee-paying students) wherever possible.

The Program will explore the feasibility of offering awards for Australian Master's degrees by **flexible learning**, for example by distance education or through split-site (or joint) degrees. It will pilot an innovative **public-private partnership scheme** seeking contributions from reputable large resources companies to increase the number of places available to African government and civil society participants, open up short course awards to company employees and improve training outcomes by fostering engagement and networking between public, private and civil society participants.

**Governance and program management** will be coordinated and managed by the Department of Foreign Affairs and Trade (DFAT) in Canberra. Heads of Mission (HOMs) will have oversight of the program in their countries of accreditation and Posts will be responsible for determining the

targeting of awards for their countries through Country Profiles. A single Managing Contractor (MC) will support DFAT in undertaking the significant logistical and administrative responsibilities of the program.

## Results

It is expected Australia Awards will have achieved the following results by 2020:

- at least 900 professionals from Sub-Saharan Africa will have completed a Masters degree from an Australian university, primarily in the extractive industries, agricultural productivity and public policy sectors
- up to 1,400 Africans from government, civil society or the private sector will gain higher-level skills through formal short course studies in Australia and Africa, in the target sectors of extractive industries, agricultural productivity and public policy
- gender parity will be achieved and people with disability will be actively supported
- functional alumni associations will be operating in 10-12 Sub-Saharan African countries
- up to 6,000 Sub-Saharan African alumni of an Australia Awards program will be able to access alumni professional development activities, either in person or online
- alumni, their work colleagues, and their social networks will have a better knowledge of Australia and its commitment to poverty reduction, economic growth, and equitable access for women
- Australia's international status and its reputation as a provider of quality education and training will be significantly enhanced

## Program risks

The Australia Awards is a well-established program that has appropriate scale, a track record for effectiveness globally and is considered low-risk. Evaluations of the current awards program in Africa have consistently highlighted the benefits that the awards provide to recipients, their organisations and their countries.

Program risks relate mainly to selecting the most appropriate awardees, their reintegration into the workplace, and their organisation's barriers to utilising the new skills. Australia Awards will also need to actively manage the risk of reduced women's participation in short course awards, being offered in traditionally male-dominated fields. The strong focus on partner government targeting/engagement and post-award initiatives will contribute to minimising these risks. Using a single managing contractor implies some risk; this has been considered against the complexities of using multiple contractors across different countries.

## C. Analysis and strategic context

### C.1 Country/regional and sector issues

**Uneven economic growth.** The Sub-Saharan African region has had more than a decade of strong economic growth, with predictions of 4.8 per cent overall growth in 2013 and expansion of its economy by 50 per cent between now and 2015. About one-quarter of countries in the region grew at 7 per cent or better, and seven African countries - Angola, Ghana, Ethiopia, Tanzania, Mozambique, Nigeria and Zambia - are among the fastest growing in the world<sup>1</sup>. These economies are being driven by an abundance of natural resources, more than 50 per cent of the world's arable unfarmed land, and a young, growing population. The private sector is estimated to generate 70 per cent of Africa's output and 90 per cent of its employment<sup>2</sup>.

While economic growth has been particularly strong in some countries, development needs remain immense and the benefits of growth are not being experienced equitably. Africa is also the poorest continent in the world, with 33 of the world's 48 least developed countries. Africa has the highest proportion of people globally living in extreme poverty and, by 2015, is expected to comprise up to 60 per cent of the world's extreme poor. Widespread corruption, fragile states, environmental disasters and ongoing conflict often preclude the potential economic benefits reaching many or most people.

Most Sub-Saharan African countries are unlikely to meet many of MDGs: one in eight children die before the age of five, nearly twice the average in other developing regions; Sub-Saharan African countries make up over 26 per cent of the world's under-nourished population; 40 per cent of these people do not have access to safe water; and almost 70 per cent do not have access to improved sanitation facilities<sup>3</sup>.

**Gender issues.** Disparities in employment, education, political participation and legal rights severely constrain women in their ability to contribute to Africa's development growth and to benefit from that growth<sup>4</sup>. The 2012 employment-to-population rate for males was 71 per cent and for females 59 per cent<sup>5</sup>. Labour markets remain highly sex-segregated and women are predominantly employed in the informal sector or they occupy low-skill jobs. According to recent estimates, African women provide approximately 70 per cent of agricultural labour<sup>6</sup>. In the non-agricultural sector, the percentage of African women in wage employment is the lowest of all regions of the world at only 8.5 per cent.<sup>7</sup>

The weak status of women in the formal economies of Sub-Saharan Africa has many reasons. Insufficient access to education and health are two important contributing factors. Less than one-half of the Sub-Saharan African countries have achieved gender parity in primary school. As a result, illiteracy remains a major challenge with only 54 per cent of women above the age of 15 being able to read and write (compared to 71 per cent of men). In Sub-Saharan Africa, the enrolment for men in tertiary education is 6.8 per cent, which is 1.5 times higher than that for women<sup>8</sup>. Other factors, such as social norms and traditions obstruct the socio-economic development of women.

Women are a cornerstone of African economic development. According to recent estimates, they provide approximately 70 per cent of agricultural labour and produce about 90 per cent of all food. Women's economic activity rate, which measures the percentage of people who furnish the supply of labour for the production of economic goods, ranks highest compared to other regions of the world (including the OECD countries) with a value of 61.9<sup>9</sup>.

The World Bank notes that 'under-investing in the human capital of women is a real obstacle to reducing poverty and considerably limits the prospects for economic and social development'. There is however growing African government policy reform promoting gender parity and encouraging women's economic participation<sup>10</sup>. The use of electoral quotas has meant that nine Sub-Saharan African countries top the world list of parliaments with more than 30 per cent female representation<sup>11</sup>.

**Economic growth opportunities.** More than a decade of strong growth has reduced poverty in Sub-Saharan Africa, but high inequality and resource dependence have dampened the poverty-reducing effect of income growth<sup>12</sup>. According to the African Economic Outlook 2013, Africa's



agricultural, mining and energy resources could boost the continent's economic growth and pave the way for a breakthrough in human development<sup>13</sup>. To achieve this breakthrough, African countries must create the right conditions for such a transformation, including infrastructure, education and larger, more competitive markets. Ultimately, transformation means opening opportunities so people can find jobs, create businesses, as well as invest in health, education and food security. Higher levels of human development for all can accelerate the pace of economic transformation, leading to a sustained cycle of growth and development<sup>14</sup>.

Sustainable minerals sector development offers African countries an unparalleled opportunity to stimulate economic growth and reduce poverty. Extractives sectors can drive innovation, generate the public revenue needed to fund critical social services and upgrade productive physical infrastructure and directly and indirectly create the jobs that lift people out of poverty. In 2010, economic rents from mining were valued at almost four times total ODA to Sub-Saharan Africa.<sup>15</sup> The extractives sector contributes 42 per cent of government revenues to African economies.<sup>16</sup> The McKinsey Global Institute estimates that 540 million people in resource-driven countries could be lifted out of poverty by effective development and use of reserves.<sup>17</sup> But the extent to which the economic growth benefits of mining are achieved depends upon the availability of an adequately skilled workforce; linkages with other productive sectors/businesses throughout the minerals and related value chains; the quality of government and governance arrangements; the existence of an informed citizenry that is empowered to participate in decision making processes; and effective partnerships.

Agriculture contributes around 30 per cent to Africa's Gross Domestic Product (GDP). GDP growth originating in agriculture is about four times more effective in reducing poverty than GDP growth from outside the sector. Agriculture provides livelihoods and incomes for 70 per cent of Africans. It remains the dominant provider of industrial raw materials with about two-thirds of manufacturing value-add in most African countries based on agricultural raw materials. The sector has significant potential to expand – 60 per cent of the world's uncultivated arable land is in Africa.

**Tertiary education in Africa.** The poor quality of tertiary education in Africa is a primary constraint to economic development, investment and job creation<sup>18</sup>. The state of graduate education in Sub-Saharan Africa has been described as 'in crisis', a consequence of the challenges impacting on higher education since the 1970s<sup>19</sup>. Most African countries have experienced rapid growth not only in tertiary enrolments, but also in the number of institutions. The region has around 1500 public and private universities, with only a minority offering graduate programs. Many institutions are over-subscribed and the quality of education is compromised<sup>20</sup>. Outside of South Africa, there are no Sub-Saharan African universities in the standard rankings of the world's best 500 academic institutions. However, within Africa there are subject matter-specific centres of excellence that are regarded very highly (for example, the Biosciences Eastern and Central Africa Hub at the International Livestock Research Institute (BecA))

**Other donors.** African countries are supported by a wide range of multilateral and bilateral donor and funding bodies, many of which operate scholarship programs. Tertiary students from Africa are currently able to access more than 100 different types of scholarships across for international studies across Europe, Asia and in Africa. One of the largest is the Deutscher Akademischer Austauschdienst (DAAD), an association of 239 German universities, fully funded by the German Government. DAAD has a global budget of \$US500 million and offers 950 in-Africa scholarships annually in all sectors, as well as regional scholarships and a large number of PhDs at German universities. A summary of other donor scholarships programs is provided in Annex A.

## C.2 Rationale for Australian engagement

**Australian development policy:** In June 2014, the Minister for Foreign Affairs announced a new aid policy with the following purpose: *to promote Australia's national interests by contributing to sustainable economic growth and poverty reduction*.<sup>21</sup>

Australia recognises that sustainable economic development is central to poverty reduction and that the private sector is the driver of economic growth and job creation. Economic diplomacy is a central tenet of the Government's aid policy, which leverages Australia's diplomatic, trade and aid resources to support Australia's economic interests. The four pillars of economic diplomacy – trade,



growth, investment and business – all promote development outcomes and are closely related to Australia's development policy objectives:

- **Trade:** Australia's economic diplomacy in support of greater trade liberalisation, together with aid program investments in 'aid for trade', build the capacity of developing countries to participate in the global trading system.
- **Growth:** Australia will advocate for partner governments to implement regulatory reforms which address constraints to growth and to prioritise investments in critical infrastructure and building human capital.
- **Investment:** Australia will work in partnership with developing countries to make their economies more attractive to investment and other sources of private development finance.
- **Business:** Australia's aid program helps foster the development of the private sector given its crucial role in job creation and economic growth. Australia will seek to leverage the resources of the private sector in developing countries and in Australia to address development challenges.

Promoting economic growth and poverty reduction requires a foundation of strong human development. Improving education, health, gender equality and women's empowerment are essential to both building a skilled and competitive workforce and lifting living standards.

**Australia's interest in Africa.** Australia has a clear national interest in the security, stability and prosperity of Sub-Saharan Africa<sup>22</sup>. African countries are important in global economic and political terms, including trade liberalisation, disarmament, agricultural productivity and food security, trans-national crime, international terrorism and United Nations reform. There are direct links between stability, security and development. Furthermore, the Australian public cares about Africa – the Australian Council for International Development (ACFID) estimates around 40 per cent of all public donations made by Australians for development projects overseas are for Africa.

Australia's assistance to Sub-Saharan Africa aims to reduce poverty, promote inclusive growth and job creation through supporting productive sectors of the economy. The aid program is focused on areas in which Australia possesses expertise and a comparative advantage to deliver investments where they are most needed, where they can drive productive growth, and where they align best with Australia's trade and foreign policy objectives. Australia is delivering activities that improve the management of the extractives sector and its revenues, boost agricultural productivity and markets, and build the skills and knowledge of individuals to contribute to Africa's development.

A summary of relevant Government of Australia development programs in Africa is provided in [Annex B](#).

**Extractives.** The similarity in geology and climate between Australia and Africa provides a natural advantage for extractives-related education and training based on Australian institutions. The quality of Australia's sectoral post-graduate programs is highly regarded, with its focus on organisational and interpersonal, as well as technical skills. A unique strength of Australia's approach is the strong industry links underpinning all extractives-related education and training.

Australia has significant interests in Africa: over 200 ASX-listed mining companies are operating more than 700 projects across approximately 40 African countries. Mining governance, including revenue management and contract negotiations, has been one of the most consistently demanded areas requested by African Governments for Australian assistance. Since 2010, DFAT's mining governance assistance program has increased Australia's profile as an engaged and flexible partner to governments and regional organisations in Africa.

From 2015, a new Extractive for Growth (E4G) facility will focus on the formal extractives sector in three areas where there is demonstrated demand; where Australia has recognised experience; and where we have been able to make an impact: i) skills development; ii) mining and communities; and iii) enabling environment

**Agricultural productivity.** Australia's expertise in agriculture is unique among donor countries. Australia has developed one of the world's most efficient and innovative agricultural sectors in the face of challenging agro-ecological conditions that are closely comparable to conditions in much of Africa. Australia is a world leader in agricultural and primary industry production and management, agri-food business and international marketing and trade. Across the public and private sectors, in research organisations and universities, Australia has a wealth of expertise in dryland / conservation

agriculture, staple crops and horticulture, irrigation and water resources management, biotechnology, pest and disease control, biosecurity, quarantine, natural resources management and sustainable fisheries management.

There is strong demand from African governments and institutions for Australian technical input and training, and Australian research organisations such as CSIRO and ACIAR have strong partnerships and well-respected research programs in Africa. Australian aid to Sub-Saharan Africa in this sector focuses on better research and innovative technology adoption, and on boosting private sector activity and value chains.

**Public policy.** While Africa's growth is increasingly driven by trade and resource extraction, African governments need the capacity to translate the benefits into real development outcomes. Effective public policy and good governance builds an environment where jobs can be created and resources are invested into pro-growth and poverty reducing activities. Effective governance also provides a regulatory environment that supports stronger private sector growth. In developing states, education and training help develop leaders capable of driving their own country's development transparently and equitably.

DFAT provides sectoral governance and public policy support and training, including trade and diplomacy, across Africa, capitalising on Australia's strong governance and public policy development frameworks. Australia is well recognised internationally as a good source of public policy expertise, with strong capacity within the Australian university sector, industry groups, the private sector and civil society.

**Private sector.** The private sector is the driver of economic growth and job creation. However, despite substantial progress, Africa's private sector faces numerous obstacles in its role as the driver of trade, employment and growth. These obstacles are multi-faceted and country specific but include inadequate information, procedures and regulation; restrictive policies; poor infrastructure and institutions; skills shortages; trade restrictions; tariff and non-tariff barriers; lack of affordable finance; and a large informal sector. It is important to build better environments for business engagement and address constraints to growth by supporting more effective dialogue between the private sector and African governments.

The Australian Government has set a new target requiring all new aid investments to explore innovative ways to promote private sector growth in our partner countries or engage the private sector in achieving development outcomes. DFAT is strengthening its partnerships with the private sector in delivering aid in Sub-Saharan Africa to encourage the enabling environment for business, address constraints to growth and capitalise on significant Australian corporate expertise, particularly in the extractives and agricultural sectors, in Africa.

**Civil society.** Civil society in developing countries can be powerful agents for change. Alongside government and private sector actors, civil society can contribute to positive and sustainable development in partner countries in many ways, including by delivering better services, enhancing social inclusion, and making governments more effective, accountable and transparent. CSOs deliver on-the-ground support for those most in need. Initiatives are helping people increase their incomes, improve agricultural productivity, access formal and informal markets, access small loans and credit services and improve the quality of local governance.

DFAT has a long history of working with civil society in Africa<sup>23</sup>. Australia's aid program works with CSOs where they offer the most effective delivery mechanism to achieve results. The CSOs range from large international non-government aid organisations (NGOs) to small grassroots community groups.

**Tertiary education.** The World Bank reports that Africa's trade capacity is constrained by infrastructure and deficits in human capital<sup>24</sup>, leaving countries unable to capitalise on current favourable economic conditions. It notes: 'what is...needed is a big push on quality education and skills'.<sup>25</sup> These skill shortages are particularly acute at the professional levels, with African countries at the bottom of almost every knowledge economy indicator. In the public sector, these skill deficits hinder the capacity of governments to deliver services, support sustained growth and address development challenges. African governments and mining companies say that the biggest

challenges they face in maximising the commercial and social benefits from mining are skills gaps, in exploration, mine development and exploitation, infrastructure planning and management<sup>26</sup>.

Higher education is fundamental to meeting the needs of the knowledge economy and providing sufficient skills for economic growth. Alongside this, evidence suggests that the subjects studied are highly influential for the development of transferable skills, competencies and values associated with developmental leadership. Higher education institutes can also model effective governance and developmental leadership qualities to students. The networks established can influence the emergence of developmental coalitions, and also help to inform attitudes and behaviours of students, for example perceptions of the value of trust, collaboration and social responsibility<sup>27</sup>.

Australia has strong advantages in the knowledge base, and the techniques and capacity to support the expansion of high-level knowledge and effective application of skills in work environments. Australia's universities operate at high international standards – as evidenced by a high proportion of its universities ranking near the top of the two main indexes that measure 'world-class' status in university education<sup>28</sup> and a growing market for its tertiary education. In 2013, more than 230,000 international higher education students studied in Australia, including more than 4,800 from Sub-Saharan Africa<sup>29</sup>. Austrade works with Australian universities to promote Australian education in seven Sub-Saharan African countries.

The Australian Government utilises these national assets as a basis for the offer of Australia Awards – prestigious international tertiary study opportunities for the next generation of global leaders for development. Australia Awards aim to both develop capacity and leadership skills so that individuals can contribute to development in their home country and build people-to-people links at the individual, institutional and country levels. Simultaneously, Australia is committed to ensuring that its development support is firmly grounded in a commitment to gender equity and to inclusion – and that its partners have clear knowledge of that commitment, and the means employed to achieve it.

### C.3 Current program in Africa (2010 – 2015)

Australian scholarships have been offered in Africa since the 1960s, and the Australia Awards have become a flagship of Australia's development cooperation on the continent. The current Australia Awards program in Africa is a post-graduate study and professional development initiative, providing a mix of short and long-term Awards across 51 countries in Africa in 2013/14. The program assists in building the capacity and leadership skills of Africans so that they can more effectively contribute to development outcomes in their home countries on return from Award. The program also seeks to promote Australia as a credible and active development partner in Africa.

Australia Awards offers scholarships through three main mechanisms:

- **Australia Awards Scholarships:** demand-driven Masters and a small number of agriculture-focused doctoral scholarships for study in Australia
- **Australia Awards Africa Fellowships:** tailored short (of up to three months duration) postgraduate courses in areas of priority for partner African countries (agriculture, mining, public policy including trade and diplomacy), delivered in Australia and in Africa
- **Australia Awards Fellowships:** short-term opportunities for study, research and professional attachment in Australia, delivered by Australian organisations, to nominated fellows from eligible countries (a global program).

A supplementary leadership component is offered to high achieving Africans on Masters awards who have proven leadership potential (a global program).

From approximately 100 scholarships for 12 countries in 2008, Australia Awards reached a peak in program expansion in 2012/13, offering Awards to 49 (51 eligible) African countries with women representing over 45 per cent of awardees. A total of 1,019 Awards were offered in 2013 with 374 Masters-level Scholarships, 20 PhDs, 419 Africa Fellowships, 177 Australia Awards Fellowships and 29 Australia Awards Leadership Awards.

In addition to building critical skills and knowledge in individuals, the scholarships have established an influential network of leaders, reformers and advocates across Africa. There are more than 4,000

alumni of Australian Government scholarships in Africa, with a growing number occupying senior positions in government, in key commercial sectors and regional organisations. Alumni networks have helped to promote valuable links between Australia and Africa and are increasingly seen as an important economic diplomacy tool for Australia's engagement with Africa.

**Table 1: Current Australia Awards in Africa (as at June 2014)**

Component name	Sub components	Description	Eligible countries	Process details
Australia Awards Scholarships	Masters-level scholarships <i>(an indicative 200 awards will be made in 2014)</i>  Agricultural PhD scholarships <i>(an indicative 5 awards will be made in 2014)</i>	Generally two-year postgraduate coursework Awards in field of developmental priorities  Align with the Australian Government's food security priorities in Africa. Focused on countries where Australia is trying to build the capacity of agricultural research institutes linked to the Australian Government	Masters – 29 eligible  PhDs – 17 eligible	Applications opened 1 September 2013 and close 13 December 2013 for Awardees who will mobilise in 2015  Applications opened 1 September 2013 and close 28 February 2014 for awardees who will mobilise in 2015
Australia Awards Africa Fellowships	<i>(an indicative 300 awards will be made in 2014)</i>	Custom designed courses of less than 3 months' duration in areas of high demand from across Africa: Agriculture, Health, Mining, Public Policy	50 eligible	Applications opened 1 September 2013 and close 17 January 2014 to select awardees who will mobilise in 2014 and 2015
<b>Global award</b>  Australia Awards Fellowships	<i>(an indicative 100 awards will be made in 2014)</i>	Flexible training opportunities aiming to develop leadership, address priority regional development issues, and build partnerships and linkages between Australian organisations and partner organisations	50 eligible	Australian Host Organisations submit proposals twice a year. Funding Round 15 for 2014/15 will be open from 14 October to 20 November 2013.
<b>Global award</b>  Australia Awards Leadership Program	<i>(Up to 200 awards are offered globally each year)</i>	Supplementary Masters-level Scholarship with additional leadership activities	29 eligible	Outstanding Masters-level applicants who display strong leadership skills are flagged for consideration through a selection process run by Australia Awards Office

The current phase of Australia Awards in Africa was extensively reviewed over 2013-14<sup>30</sup>. The program's core strengths and successes are evidenced in that every year, the program identifies and offers awards to a large number of quality candidates. It provides them with a quality education and training, so that the vast majority successfully complete their degrees (99 per cent in 2013), and return to their jobs to contribute to development within Africa.

Australia Awards have a proven record for effectiveness, with its benefits evaluated as increased capacity and leadership, skill/knowledge transfer, alumni employment advancement, enhanced institutional governance and broad development impacts. It has proved to be an effective and efficient use of funds, given the need to realise both development and relationship benefits across diverse countries. It therefore provides a solid foundation for the implementation of a new awards program, which is aligned more strongly with Australia's economic diplomacy agenda.

## C.4 Lessons learned

### Australia Awards are contributing to African development through alumni efforts.

Evidence collected during the current program shows that alumni are making contributions to development on return. The 2013 Outcomes Study found that 98 per cent attributed their contributions to awards-acquired skills and Coordinating Authorities have expressed confidence that Australia has contributed to capacity building and development<sup>31</sup>. A review of alumni conducted in 2014 found there are examples of alumni contributions to development at the individual, organisational and societal level, including:

**Table 2: Examples of results of Alumni contributions at a systems level**

Kenya	<ul style="list-style-type: none"><li>• Adaptation of new technologies at the district level based on practical experience and observation in Australia.</li><li>• Introduction of new policies and strategies at the national and County level - i.e. customs form, veterinary regulatory framework.</li></ul>
Botswana	<ul style="list-style-type: none"><li>• Establishment of a national immunisation framework for 45,000 children under 1 year old - taking coverage rate from 45% to 92%.</li><li>• Introduction of three new vaccines within a 12-month period.</li><li>• Establishment of a national M&amp;E framework for child and adolescent health.</li></ul>
Ghana	<ul style="list-style-type: none"><li>• Introduction of new approaches to agricultural extension at district level resulting in 50% reduction on post-harvest losses; minimal tillage techniques resulting in a second crop; increased food security indicators</li></ul>
Zambia	<ul style="list-style-type: none"><li>• Improved population health indicators at district level due to new approaches to public health leadership.</li><li>• Evidence-based research leading to reduced rate of childhood morbidity and mortality, and contributing to the introduction of rotavirus vaccine into national EPI scheme.</li><li>• Drafting of national legislation on aviation, water and sanitation, tourism and recently the Extractive Industries Bill. Membership of the Technical Committee revising the national Constitution.</li></ul>

Source: Morrow, S. & Morrissey, T. (2014), *Review of development contributions of Alumni in six African countries*.

The current program has introduced a number of successful alumni initiatives which should continue to be included in the new program. These include the Alumni Conference, the Alumni Ambassadors network, increasing support for setting up alumni organisations in targeted countries (some with seed funding support from the global Australia awards program, and expansion of the alumni small grants scheme.

Many alumni are in important strategic positions in partner governments, including economic ministries, President's offices or anti-corruption commissions in countries of economic and investment interest for Australia. A strong and well-focussed continuing Australia Awards program is important in maintaining this momentum to realise substantial results for our investment.

The new program should seek strong alignment with continuing extractives and agricultural productivity sectoral programs in Eastern and Southern Africa, in order to generate depth in engagement, thereby increasing the development effectiveness of Australia's aid to Africa.

### Strong performing inclusive strategies require ongoing consideration and action.

Australia Awards have made good progress in gender equality and disability inclusion. Both issues are key components of the existing program.

#### Gender equality

Positive approaches to increasing the number of eligible applications from women and strategies to support female alumni on their return have been progressively introduced. The gender gap nearly closed for the 2013 intake with women constituting 45.3 per cent for all award types and women comprised 53 per cent of the 2014 Masters-level intake. The launch of the Africa Women in Leadership Network is a highlight of the program, which promotes Australia Awards to female



candidates, provides mentors to recently selected female students who are preparing to study in Australia, supports female awardees and builds strong relationships amongst female alumni. The Network currently has more than 230 members from 39 African countries<sup>32</sup>.

A more robust Gender Strategy was developed in 2013 and specialist staff (Gender Advisor, a Social Inclusion Officer and local gender focal points at two posts) have supported a mainstreamed approach to gender equality. A *Gender Equity and Access Fund* was established to support women across the scholarships cycle. DFAT desk and posts regularly discuss gender issues during fortnightly teleconferences. Posts engage partner governments on mainstreaming gender, encouraging women's participation in Australia Awards and encouraging male alumni to champion gender equality in their home countries. DFAT exercises moderation to achieve gender parity in awards offers and almost all data is gender-disaggregated.

To date, targets have not been achieved at the application stage or in short course awards. This could be exacerbated in future short course awards which are in traditionally male-dominated fields. A Gender Study conducted in 2012 recommended the following steps to be taken to increase participation by women, including:

- *Promotion*: campaigns need to be specifically targeted to addressing gender equality, involving Coordinating Authorities' outreaching to key women's machineries in government and the civil society. Specific advocacy strategies for women need to be employed, using alumni and networks of women's professional organisations as key players to develop information and communication suited to the national context. It is also important to promote the Awards as a family undertaking. During in-country information sessions, discussions about family/personal aspects should be held with men and women candidates separately, and should include spouses.
- *Course offerings*: ancillary awards could give preferential allocation of places to females if gender balance targets fail consistently to be met. These Awards could also be used for other courses such as Information Technology; cross cultural communications; and interview capacity building for women. There could also be courses offered exclusively for women, particularly in leadership.
- *Affirmative Action measures*: it is more important to achieve gender balance in Awards rather than in applications. Positive discrimination at the selection and interview stages needs to continue. If there is a coordinated, concerted outreach to key women's machineries and networks in all participating countries, it is highly likely that there will be a marked increase of female applicants.
- *Capacity building*: should be explored as a means of strengthening women's confidence at the interview stage, with the possibility of providing special pre-interview capacity-building sessions for women to increase confidence and interview skills. This has been raised by Alumni (and other stakeholders) as an area requiring attention.

The 2015-2010 design will continue implementing the *Gender Equity and Access Fund*. A strategy included in the design involves the ranking of all eligible, shortlisted candidates by gender to facilitate (assuming sufficient quality candidates), the awarding of scholarships to equal numbers of men and women. The sub-contractors selected to deliver Africa short course awards will be required to identify promotion and selection strategies that increase opportunities for participation by women in such courses. Furthermore, gender-focussed short courses will be included in the range of short courses available, and gender-specific topics will be included in all courses.

#### Support for people with disability

Australia Awards in Africa was recognised for its work in disability inclusion at DFAT's Disability-Inclusive Development Awards ceremony in 2013. The target of 2.5 per cent of awards to persons with a disability (PWD) was almost achieved in the 2013 intake, where 2.2 per cent of applicants identified as having a disability. Successful arrangements have been made for assisting awardees with a disability while on award in Australia.

The number of awards granted to PWD in 2013 decreased from 2012. The Africa Disability Inclusion Strategy was revised to move away from an operational focus towards a more strategic approach, eg. the development of individual support plans for all Awardees with a disability to improve

management of their inclusion. An equity and Access Fund (Disability) supports awardees with a disability, including on their return home.

Although considered, the new program will not specify a target figure on the number of awardees who have a disability or are working to support people with a disability. Applying moderation to meet a target would likely skew the outcomes when only a small number of awards are available to priority countries, or run the risk of not being able to fill short courses.

However, the Awards program should continue to actively support and promote opportunities for PWD. Disability should not be a factor that influences selection or the participation of awardees in Australia Awards. Assessment for selection will be merit based and the same criteria used for all applicants. Each course provider must have a dedicated Welfare Officer who is responsible for the on-Award support of participants. The design proposes continuing the *Disability Equity and Access Fund* established under the 2010-2015 program to provide successful applicants with access appropriate services and support.

### **Workplans on Return are useful tools for applying and monitoring the application of new knowledge and skills.**

The 2013 Outcomes Study found that 89 per cent of alumni are applying award-acquired skills and knowledge in their current workplace daily, and 98 per cent are attributing awards-acquired skills for their development contributions. The mechanisms used in the Africa program to date are appropriate and relatively cost effective. The program has introduced a range of strategies to engage alumni, including the use of workplans on return (WPR) to support reintegration planning by alumni. A WPR is an individual project focused on a relevant area of change that can be undertaken upon return to their organisation. WPRs should be aimed at contributing to sound policies or practices in Awardee organisations. WPRs are most useful when prepared prior to deployment, endorsed and supported by the supervisor and integrated into the work plan of the division or unit.

The April 2014 alumni review noted the frustration of some alumni that “despite having a WPR, these documents are not used, managed or monitored as part of their work”. Strategies should be introduced to gain greater commitment by those agencies to using alumni’s new skills, knowledge and experiences. The review recommended the program should work more closely with employing organisations to require a strong match of award and organisational in addition to approval for staff to go on award (eg. include the organisation’s annual work plan as part of their application and linked to the WPR). There may also be benefit in linking supervisors into post-award opportunities for alumni to encourage engagement.

Where awardees have to resign from their position to undertake their award – common in civil society organisations and the private sector when undertaking a Masters’ degree – the focus of return-to-work planning and alumni professional development should be on re-employment strategies.

### **Australia’s transparent and extensive selection processes are valued by African partners and are worth the effort.**

Feedback from partner governments and awardees clearly acknowledged the strong reputation of Australia’s scholarships program to Africa and the Australia Awards brand. Coordinating Authorities expressed confidence in the transparency of the current program’s selection processes, a willingness to support promotion efforts and sought greater involvement in post-awards activities with alumni.

While acknowledging the demands that the extensive selection processes places on DFAT personnel, the current shortlisting and selection processes are working well, and are likely to be the most cost effective and efficient, when considering the extent of the component tasks.

### **DFAT should not outsource relationship management and strategic decision-making**

Increased Managing Contractor leadership and responsibility for partner government engagement and strategic decision-making were trialled during the extraordinary scale-up of the current program across the continent and subsequent demand on resources. For example, the Team Leader position description included: “Establish and take a leading role and ensure the maintenance of



sound working relationships with Coordinating Authorities and other partner agencies in African countries at all levels. Actively develop and expand partnership arrangements”.

In practice, multiple contact points proved confusing for partner governments and key agencies. The Managing Contractor is well placed to manage logistics, provide data for talking points, briefing and promotional material, but DFAT should take the lead on “face-to-face” liaison as much as possible and take advantage of the opportunity Awards provide for engagement.

Similarly, DFAT should also retain responsibility for strategic decision-making, with the Managing Contractor providing inputs through synthesising reports and developing options for consideration. The current program has found considerable time and resources have been spent on checking, considering and approving decisions made by the Managing Contractor on some high-level program issues (eg. branding). This will mean DFAT will have to allocate personnel resources (including HOM) for the management of the program, but this will result in overall time savings and reduce the risk of non-policy compliant decision-making.

### **Language can be an obstacle to learning**

Feedback from alumni highlighted the challenges of delivering courses to cohorts in which not all participants share a common language. While DFAT maintains a commitment to supporting the Francophone and Lusophone countries, further consideration needs to be given to structuring course cohorts, and in targeting individuals and organisations. This may mean offering single-language SCAs, identified by priority development topics in each set of common-language countries. Consideration should also be given to implementing concurrent courses, where some of the program components can be delivered to a combined bilingual audience, with interpretation, while more technically-specific topics are delivered in two, discrete language-specific groups. It is recognised both of these options will have significant resourcing implications.

### **In-Africa delivery can increase relevance...but needs to be considered in relation to Australian identity**

Overall, the alumni form positive perspectives of Australia and the quality of its universities, and continue to network with people met during their time in Australia. There is strong indication of adoption of adaptation of relevant Australian practices to the Africa context<sup>33</sup>.

However, feedback from alumni and HOMs suggests course delivery with an in-Africa component has greater relevance to students’ work. Some alumni that trained in Australia return home to workplaces that do not have access to the same resources and research structures they experienced in Australia. The new program should address these challenges through requiring course providers to work with African organisations to increase the relevance of the training; a larger proportion of courses will be delivered in both Australia and Africa, to increase the workplace relevant component of the course; alumni will have access to a small grant fund which may provide some of the basic equipment unavailable in their workplace; and alumni ongoing access to professional development resources will be piloted.

### **Tightening the scope of short courses should reduce duplication**

The Africa program pioneered the practice of delivering short course awards for the Australian aid program. Considerable liaison with partner governments and analysis is continuing to refine priority needs of Sub-Saharan African governments and where Australia’s value add and reputation for expertise lies in relation to other donors.

The Independent Program Review found, however, the definition of SCAs adopted by AAA was “so ‘loose’ that it is not possible to distinguish between an SCA... or more ad-hoc training offered by other AusAID HRD programs”. All of these programs can use Australian course providers or link to Australian institutions. In addition, the IPR noted centralised theory in DFAT has now started to catch up with the program and identified the need to maintain some consistency of the Australia Awards brand across delivery to different countries.

The next phase should very clearly define the niche role played by Australia Awards vis à vis other capacity building initiatives in Africa. Clarity in the functions of the different mechanisms will simplify promotional processes, reduce confusion in CAs and partner governments on the suite of opportunities offered by Australia and increase aid effectiveness and value for money.

### **‘Soft skills’ are an important benefit of Australia Awards and are valued by alumni**

‘Soft skills’ such as project management, leadership, public speaking, change management and networking are perceived significant benefits of an Australia Awards scholarship and alumni have suggested they become formal components of the program<sup>34</sup>. The new program should also explicitly articulate how a broader set development cross-cutting issues, such as gender and inclusivity, governance, ethics and transparency, can be incorporated through the short course awards (which are designed to DFAT specifications) and through post-award opportunities.

### **Close engagement between DFAT and the Managing Contractor is central to managing risks and identifying opportunities**

The intense and rapid scale-up of the Awards program over 2010-12 severely stretched Awards program management resources, and while a high quality program was maintained, it exposed some communication issues<sup>35</sup>. These have been resolved through frequent AAA management meetings at both senior and operational levels. The meetings provide a forum for the early identification and resolution of potential problems, as well as acting as a platform for ongoing improvement of AAA policy and operations.

## D. Investment description

### D.1 Logic and expected outcomes

The purpose of the aid program is **to promote Australia's national interests by contributing to sustainable economic growth and poverty reduction**. This is being pursued by focusing on two development outcomes: supporting private sector development and strengthening human development.

The overall goal<sup>36</sup> for the Government of Australia's engagement with Africa is to: **'Assist African people to achieve more equitable access to the benefits of economic growth'**.

The goal of Australia Awards in Africa is *'The development of targeted African countries is enhanced by Australia Awards alumni contributions and positive relationships with Australia'*.

The key elements of Australia Awards are: i) alumni return from their scholarship with new skills that help them to contribute to their country's development; ii) Australia is recognised and valued by African nations as a partner and source of expertise; and iii) relationships are formed between Australian and African people and organisations, which strengthen ties and cooperation. These are reflected in the three outcomes for the program:

1. Alumni are using their skills, knowledge and networks to contribute to sustainable development
2. Targeted countries in Africa view Australia as a valued partner
3. Alumni have positive ongoing links with Australia

The program logic is shown at Figure 1 and described below.

#### **Outcome 1: Alumni are using their skills, knowledge and networks to contribute to sustainable development**

Australia Awards are prestigious international scholarships offered by the Australian Government to the next generation of global leaders. Australia Awards provide opportunities for long- and short-term study and professional development, aiming to develop capacity and leadership skills so that individuals can contribute to development in their home country.<sup>37</sup>

Australia Award alumni contributions are valued highly by African partner governments. Alumni bring new technical skills, knowledge and networks, as well as an appreciation for good governance, accountability, equality and inclusiveness to their workplace when they return home. In time, many take on important decision-making roles, contributing to their country's national development agenda.

This design places a premium on further developing Alumni professional skills and capacity, providing a variety of opportunities to interact with world-class Australian institutions and learn from Australian expertise, particularly in sectors where Australia is acknowledged as a leader. The design fosters links between government, civil society and the private sector (as the driver of economic growth) and creates the space for men and women to share knowledge across borders, learning from the experience of Sub-Saharan African peers.

Australia Awards will proactively seek complementarities with other programs funded by the Australian Government in Sub-Saharan Africa. Linkages with agricultural productivity, extractives and civil society initiatives will inform course content and increase relevance to the African context, strengthen targeting strategies and minimise duplication. The number of countries and awards offered will be consolidated in order to build stronger and deeper engagement with partner countries, develop a critical mass and thereby move from individual to organisational benefit, and enable DFAT to better measure results.

#### **Outcome 2: Targeted countries in Africa view Australia as a valued partner**

Australia Awards are an important public diplomacy tool in Sub-Saharan Africa. In addition to building critical skills and knowledge that can influence development, they foster an engaged and

influential network of leaders, reformers and advocates, developing a cadre of key stakeholders to promote Australian economic diplomacy objectives.

One of the key aims is that African leaders and decision-makers recognise the value of Australia's expertise and investments in the priority sectors of extractives, agricultural productivity and public policy – that they will be positively disposed to Australia following on from a positive experience in Australia while on award, or through the benefits their organisation and/or country is experiencing through the application of awardee skills. Australia Awards Alumni open doors in-country, provide opportunities for engagement at senior levels and generate significant goodwill that can be leveraged by Heads of Mission in pursuit of Australia's foreign policy objectives.

The design endeavours to provide value add throughout the scholarships and training cycle to ensure Australia Award alumni have practical and relevant skills and the high quality of Australia's education and training is recognised. These include: transparent selection processes; concerted efforts to promote gender equity and inclusive development throughout the program; supplementing the on-award experience with training in 'soft skills' essential for executive-level roles; and providing ongoing professional development and leadership opportunities for Alumni.

### **Outcome 3: Alumni have positive ongoing links with Australia**

One of the aims of Australia Awards globally is to build people-to-people links at the individual, institutional and country levels. Australia Awards alumni build links with Australian institutions and mentors; they develop an understanding about Australian culture and people, and are exposed to issues of concern to Australia and Australians. Links can enable individuals and organisations to work together to achieve mutually beneficial outcomes across any number of areas of endeavour<sup>38</sup>.

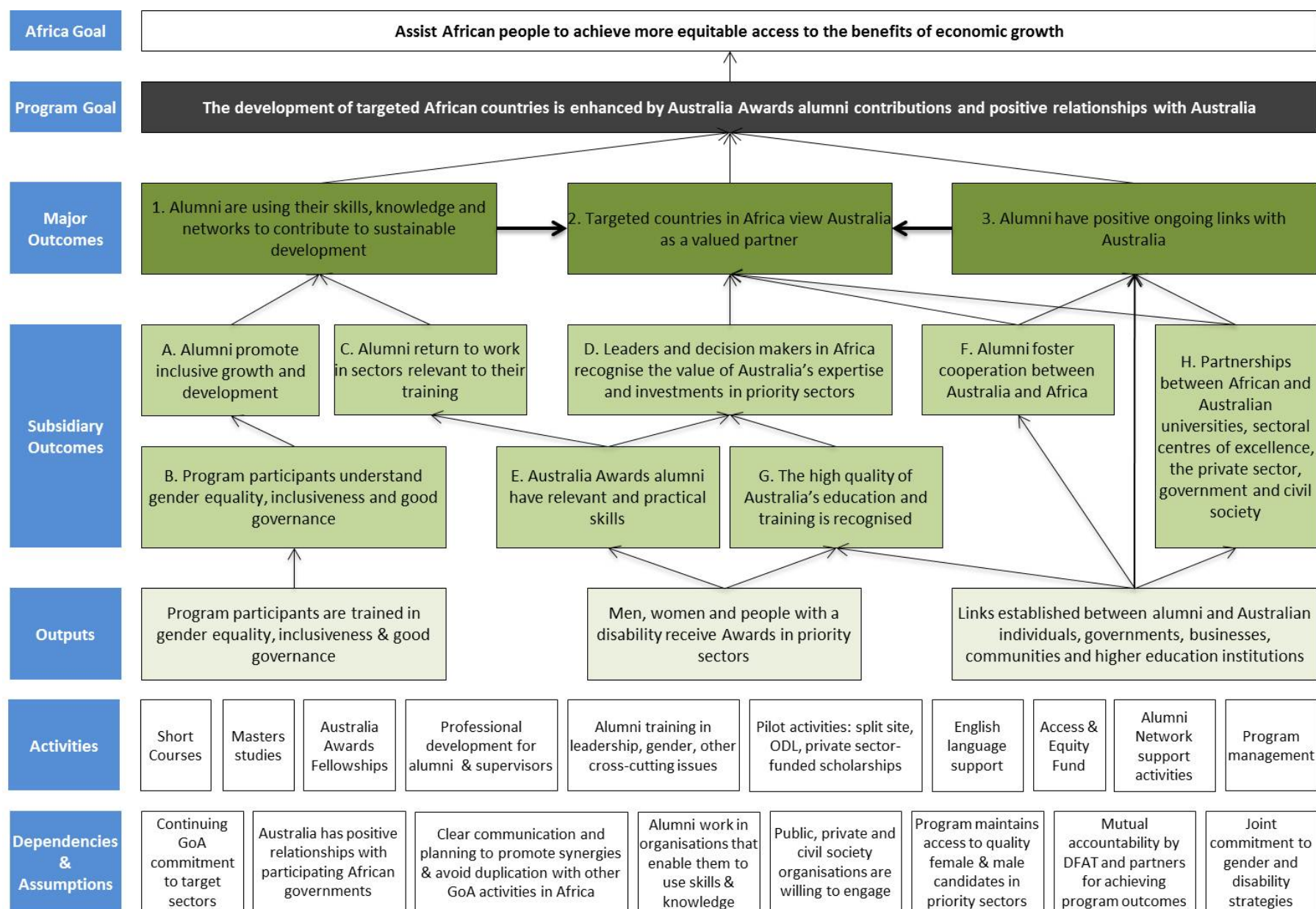
The design supports the establishment of links between alumni and Australian individuals, governments, businesses, communities and higher education institutions. It creates the space for government, civil society and private sector representatives to engage with each other and Australian counterparts to share knowledge and solve problems, and actively encourages work placements and support networks while on award. The design encourages the exploration and development of partnerships between African and Australian universities and sectoral centres of excellence. It also provides opportunities for Australian-based private sector companies to become involved in the program as design and delivery partners, as well as through piloting funding partnerships, linking up awardees with the drivers of economic development.

## **Results**

It is expected that the following results will be achieved by the end of program:

- up to 900 professionals from Sub-Saharan Africa will have completed a Masters degree from an Australian university, primarily in the extractive industries, agricultural productivity and public policy sectors
- up to 1,400 Africans from government, CSOs or the private sector will gain higher-level skills through formal short course studies in Australia and Africa, in the target sectors of extractive industries, agricultural productivity and public policy
- gender parity achieved and an inclusive program that actively supports people with disability.
- functional alumni associations will be operating in 10-12 Sub-Saharan African countries
- up to 6,000 Sub-Saharan African alumni of an Australia Awards program will be able to access alumni professional development activities, either in person or online
- Australia's international status and its reputation as a provider of quality education and training will be significantly enhanced
- alumni, their work colleagues, and their social networks will have a better knowledge of Australia and its commitment to poverty reduction, economic growth, and equitable access for women.

Figure 1: Program Logic





## D.2 Delivery approach

Australia Awards is an aid mechanism that offers long-term and short-term scholarships to African professionals to undertake Australian tertiary education and training. Australia Awards is regionally funded and awardees are selected on a regionally competitive basis.

DFAT's Africa Branch (AFB) in Canberra will be responsible for overall program direction and management, and oversight of regional activities and selection processes. HOMs and Posts will be responsible for engagement and communication with partner governments, country coordinating authorities and other key stakeholders, and the public diplomacy aspects of the program within their countries of accreditation. DFAT's Scholarships and Alumni Branch (SCB) will play a role in providing guidance on matters that affect the Australia Awards globally, on Award matters, relationships with Australia tertiary institutions and management processes as per the *Australia Awards Policy Handbook*.<sup>39</sup>

The scale of Australia Awards requires an administrative and logistical workload to be undertaken in Africa. Specified tasks will be outsourced to a Managing Contractor engaged through a competitive process. This approach has been effectively implemented for many years in Africa, as well as in many other Australia Awards programs worldwide.

### Design principles

Australia Awards will **build on Australia's strengths and interests**. These strengths include its high quality tertiary institutions and almost 40 years' experience in delivering successful scholarship programs in Africa. The program will be strongly aligned to the extractives, agricultural productivity and public policy sectors where Australia has acknowledged expertise and existing development and trade interests in Africa. Australia Awards will leverage alumni connections from the current and previous programs and provide them with further networking and professional development opportunities to maximise public diplomacy and inclusive growth impact. Australia's interests are best served by its commitment to delivering quality programs, sustainable support and transparency in implementation. The program will build on its recognised strength of demonstrating transparent and merit-based processes, and supporting gender equity and inclusive development.

The program will **be realistic about the results the assistance can achieve**. Recognising that Sub-Saharan Africa is a large and diverse region and Australia's niche role as a donor, the program will be realistic as to its activities to maximise impact. The program will offer awards to selected Sub-Saharan African countries, focus on a limited number of sectors and target individuals from key government agencies, civil society organisations and private sector entities that demonstrate a mutual accountability for alumni knowledge/skill utilisation and transfer. This focus will complement efforts of partner governments and larger development partners, and provide support to identified gaps where Australia can meaningfully add value.

African countries have varying development and training needs due to their political and socio-cultural contexts. The program must **be flexible** in order to adjust to any scale up or down of the overall budget, respond to Australia's economic diplomacy objectives and the training priorities in each country. This flexibility will be achieved through offering a range of training modalities (Australia Awards Scholarships, SCA and the piloting of distance education and split site degrees), offering training in both Australia and Africa, establishing mechanisms for annual program planning, review and adjustment and through scalable contractual arrangements.

Australia Awards will **foster delivery partnerships** to improve program effectiveness by leveraging linkages and complementary activities, minimising duplication with other Commonwealth activities in Africa and with other relevant partner government and donor programs. It will seek to capitalise on existing Australian investment in the extractives and agricultural sectors to offer relevant and world-class training opportunities. Organisations working with sectoral programs and/or aligned with Australian economic diplomacy objectives will be identified for Australia Awards promotion and potentially, the development of clusters of awardees. Partnerships between Australian and African universities and organisations will be encouraged for the delivery of awards and through the piloting of split-site degrees. Participation in short courses will facilitate shared learning opportunities and networking between the government, the private sector and civil society. The program will pilot

innovative ways to engage private sector interests in Africa, including in the design and delivery of short course awards and in providing financial contributions to selected aspects of the program.

**Women's empowerment and inclusive development is key.** Underpinning the program will be a strategic and operational commitment to ensuring that Australia Awards emphasise equity and inclusivity for women and people with disability. An equal number of women and men will receive awards and there will be a strong focus on building on the current program's recognised work in ensuring people with disability (and for people working in support of people with disability) have access to awards.

## Scope

**Geographic focus.** The Australian Government's development policy *Australian aid: promoting prosperity, reducing poverty, enhancing stability* introduces a sharper geographic focus on the Indo-Pacific region. Australia's aid program to Africa is undergoing consolidation, with the bulk of expenditure directed towards Eastern and Southern Africa. Where there are clear national interests, Australian aid will provide targeted support to countries in Western and Central Africa. This engagement will support Australia's economic diplomacy agenda. To maximise impact from the reduced number of awards under the budget for the new program, and to increase the cost-effectiveness of the program, DFAT will strategically select countries to receive awards. In 2015-16, 11 countries will be eligible for both Masters and short course awards; a further 11 will be eligible for short course awards only. Eligible countries will be revisited on an annual basis.

There will also be a regional window offering a small number (maximum 5 per cent) of short course awards to exceptional candidates from non-eligible countries central to supporting future African leaders and Australia's economic diplomacy objectives. The opportunity to apply for awards under this window will be at HOMs' discretion, with approval by Canberra. It will not be publicised.

The narrower geographic focus of Australia Awards in Africa is complemented by the global Australia Awards Fellowships program, which currently remains open to 49 African countries<sup>40</sup>.

**Award mix.** Australia Awards will be offered for Masters degrees and short course professional training. The program will continue to support current PhD awardees who will graduate over the next four years.

To achieve program outcomes and to maximise the number of awards from the available budget, this design is premised on an indicative mix of 70 per cent of Australia Awards as short courses. This will result in around 120 Australia Awards Scholarships and 280 SCA being awarded each year. The mix may vary in response to the specific priority training needs and Australia's economic diplomacy goals in each Sub-Saharan African country.

These will be supplemented by Australia Awards Fellowships that are centrally funded and managed by DFAT SCB. Currently available to most African nations, these are totally demand-driven and largely outside the control of the Africa program.

**Target sectors.** To align with DFAT's overall investment strategy for Africa, Australia Awards will be primarily awarded for study in agricultural productivity, extractives and public policy. Within these sectors, preliminary work on program content has identified the following priorities:

Extractives: transparent management of the extractives sector and mineral skills development, including regulatory and policy frameworks, negotiation, health, safety and environment, mine closure and infrastructure planning

Agricultural productivity: sustainable farming systems, including dryland farming and conservation management; innovation platforms; biosecurity and impediments preventing producers linking effectively into domestic and international markets; and sustainable fisheries management, policy and international negotiations.

Public Policy: trade policy, analysis and negotiations; organisational development; diplomacy; corporate governance; ocean governance and maritime security; and public private partnerships with an infrastructure focus.



These are areas where the skills deficit is constraining economic development; there is strong alignment with the Australian Government's policy priorities of economic diplomacy and the role of the private sector as a driver of economic growth and job creation; there are opportunities to draw on relevant, world-class Australian expertise; and where Australia Awards will achieve value for money and results by consolidating assistance and building on strongly performing programs.

Complementarity with sectoral programs will be sought through, inter alia: strategic targeting and promotion of awards to organisations (government, CSOs and the private sector) and centres of excellence with existing links with sectoral programs; selection of sectoral champions and leaders; and seeking opportunities for alumni engagement to promote sectoral objectives.

**Country specific flexibility.** Recognising that each country has unique development needs, there will be some flexibility in determining the mix of awards and sectoral priorities. Posts will develop Country Profiles to identify priority sectors and partner organisations, linking these with economic diplomacy and national development objectives and complementarity to other DFAT investment. Country Profiles will be reconsidered each year as part of annual planning processes. The Country Profile template is at [Annex C](#).

**Target beneficiaries.** Promotional efforts will target a smaller number of key African organisations in priority sectors, where there is a positive enabling environment for effective skill/knowledge utilisation and transfer, developing a critical mass of alumni within these organisations. Masters and short course awards will be offered to mid-senior level professionals working in government, universities, research centres of excellence and CSOs most directly able to benefit from the high-level knowledge/skills training and the alumni networking opportunities. Private sector employees will be eligible to apply for short course awards only.

**Alumni.** Australia Awards alumni in Africa an exceptional cadre of talented, linked-in professionals who are driving African development and can contribute to Australian economic diplomacy objectives. The level of engagement with alumni upon their return home significantly influences the development and public diplomacy impacts achieved. The program will offer professional development and networking opportunities in soft skills such as leadership, governance, communication and public diplomacy through a range of post award activities, including conferences, workshops, access to small grants and practical experience.

### Working with stakeholders

It will be necessary to build strong and active relationships with key stakeholders to ensure the program is efficient and effective, and to maximise impact and sustainability.

**Partner governments.** Individual African partner governments have an important role in Australia awards, including advice on training prioritisation and awardee selection to reflect their development strategies and goals, information dissemination, and in alumni skill/knowledge utilisation.

The core program relationship with partner governments will continue to be through the nominated Coordinating Authority (CA) in each country. The CA will provide advice on training prioritisation, award information dissemination and awardee selection. The nature and frequency of engagement with the CA will be determined in part by whether the country is eligible for Australia Awards Scholarships and/or SCAs.

Posts will be encouraged to invest in closer engagement and consultation with target line ministries identified in Country Profiles to build their understanding of Australia Awards, to learn more about organisational priorities and training needs, to agree the mix of SCA/Australia Awards Scholarship and target sectors, and to share information and results. In accord with principles of mutual accountability for award outcomes, the CAs should be asked to demonstrate a commitment to alumni skill/knowledge utilisation and to supporting alumni in practical ways: e.g. support for association registration, host government endorsement, promotion of alumni activities through government media channels, etc.

**Other Australian aid investments in Africa.** Australia Awards will complement other aid investments in Africa to a significant degree. Synergies with other programs will be actively sought on: potential cooperation and resource sharing; cooperation with sectoral expertise in the targeting of training and key organisations, and in identifying potential leaders and development champions in

sectoral areas; sharing lessons learned in working with partner government agencies; and to resolve any areas of potential duplication. Australia Awards will include the alumni of other programs (such as the ACIAR and CSIRO scholarships, and extractives program alumni) in its alumni activities (see Annex B for further detail).

**Australian and African tertiary institutions.** Australian tertiary institutions will deliver both Masters and short courses. Australia Awards will encourage strong collaboration between Australian and African institutions to facilitate the relevance of Australian courses for African awardees and ensure the development of appropriate course materials. This will include seeking to utilise existing centres of excellence or with sectoral expertise attached to African tertiary institutions in the promotion of awards to development champions or leaders in priority sectors and for professional development opportunities post-award. The program will explore the feasibility of working with Australian universities in the piloting of awards for distance education and split-site degrees. University network organisations, such as the Australia Africa Universities Network (AAUN)<sup>41</sup> and Eidos<sup>42</sup> undertake a range of activities in partnership with African universities and research organisations. There is potential for Australia Awards to undertake common activities with these (e.g. theme-based workshops/conferences, the provision of professional development learning resources) and leverage as a source of Africa-specific technical and partnership expertise.

**Private sector.** DFAT is already working with a range of private sector partners through the extractives, agricultural productivity and NGO programs, including small-scale farmers, small and medium enterprises, large locally-owned firms and multinational corporations. In a context of constrained resources, innovative partnerships with the private sector can increase the volume of Australia's development finance and leverage corporate experience.

The new program intends to further explore financial and non-financial partnerships. The program's effectiveness will be enhanced through the capability private sector partners to add value to the quality, practical focus and relevance of the education and training of awardees, and through promoting linkages and cross-fertilising expertise between the private sector and government/CSO awardees. Partnerships might include: advice on training and skills gaps; proposals for more effective design of short courses; delivery of workplace and practical components of short courses; provision of professional work attachments/internships; mentoring of alumni; and co-funding arrangements for short courses.

**Civil Society Organisations (CSOs).** CSO representatives will be invited to apply for both Masters and SCAs. The 2010-15 Australia Awards program in Africa developed links with umbrella CSOs across Africa to promote the awards, identify quality CSO applicants and seek advice on inclusion issues. This will continue in the next phase of the program, supplemented by promotion of Australia Awards program to African partners of DFAT-funded NGO programs (AACES and ANCP) and through the Australian Council for International Development's (ACFID) Africa working group.

**Other donors.** Australia's scholarships program is well-known for selection transparency, quality of education and relevance to the African extractives and agricultural productivity contexts. DFAT will continue to monitor the scope and focus of other donor awards programs to ensure that Australia Awards continues to fill a niche role, and to use the experiences of other donor programs to improve its delivery in Africa. This will be achieved through regular meetings with key donors. The Contractor will also undertake an annual mapping exercise to determine any significant changes in donor scholarships in the agricultural productivity, extractives and public policy sectors.

### **D.3 Australia Awards in Africa components**

#### **Australia Awards Scholarships (Component 1)**

Scholarships for Masters studies at Australian universities will generally be open to employees of public sector and civil society organisations, within the priorities of the program. The scholarships program will be implemented in accordance with the requirements of the Australia Awards Scholarship Policy Handbook, and including the following indicative activities:

**Annual planning.** The annual planning process for Australia Awards Scholarships will start at the closing of the application round of the previous year. The aim is to ensure that calendar and

operational plans reflect current requirements and lessons learned, and that the awards align with the rest of DFAT's program in Sub-Saharan Africa.

The Contractor will develop Desired Applicant Profiles (DAPs) in consultation with DFAT for the following round of Australia Awards Scholarships promotion. These will be aligned with the Country Profiles. The DAPs should focus the awards not only at academically-able applicants with relevant experience through an appropriate employer committed to the program outcomes, but also at applicants who have dynamic and leadership personal attributes.

The Contractor will draft an annual *Targeted Promotions Plan* that covers each DAP for DFAT approval. The plan will outline the proposed activities the Contractor will undertake to promote the Awards to appropriate audiences across eligible countries. As directed by DFAT, the Contractor will provide promotional material to government focal points and to CSOs.

**Award promotion.** Coherent, strategic, targeted promotion will ensure that high-quality, eligible candidates are informed about the program and given sufficient information to apply. Promotion of awards will be skewed towards those agencies and organisations identified in Country Profiles and CAs. Promotional materials and application forms will need to be prepared and distributed through the agreed government (via CAs for distribution to relevant departments and agencies) and CSO channels. All promotional materials will be consistent with Australia Awards branding. The Contractor will follow up with target departments to ensure that the promotional material has been received and appropriate action undertaken. Promotional activities targeted at women (especially in traditionally male-dominated fields of study) need to begin early in the cycle, and incorporate lessons learned.

**Application receipt.** Managing applications is one of the most resource intensive aspects of the scholarship cycle. The Contractor will devote sufficient resources to ensure applications are managed efficiently and accurately. Due to the lack of reliable internet access in many parts of Sub-Saharan Africa, the program will allow both internet and hard-copy applications in the first two years (to be reviewed during handover). Shifts towards increased use of electronic systems will be made on the basis of careful assessments of the trade-offs between administrative efficiency and potential reductions in access and equity. Australia Awards Scholarship applications should submit an initial WPR endorsed by their employer that demonstrates a strong link with the organisation's mission, annual workplan and identified capacity development needs. Those applicants likely to resign from employment in order to take up an award will outline their aims for ongoing contributions to development in the relevant sector and steps to achieve these.

**Screening and shortlisting.** The Contractor will quality check applications for completeness and against the eligibility criteria agreed with DFAT. Only applications that are fully compliant and eligible will be considered for selection. The Contractor will check applications to identify potential candidates for special needs assistance. A shortlisting panel managed by the Contractor (consisting of sectoral specialists) will conduct a desk exercise to review applications (including preliminary WPRs) and develop a preliminary shortlist of at least 150 per cent of the expected number of awards for each profile. The shortlist will be provided to DFAT for consideration and endorsement.

**Course advice.** Program effectiveness depends on awardees being placed in the right course of study that matches their training need. With a strong annual planning process and three core target sectors, more direction can be given to applicants regarding course selection, to meet specific organisational and sectoral needs. This includes identifying courses with relevant course content, and in which students are able to undertake assignments and research relevant to their home organisational and country context. The process must be based on a transparent procedure of identifying and selecting the relevant university and course. The Contractor will arrange for course advice to be provided (by phone/email) to all shortlisted applicants prior to the selection interview, with follow-up advice given during the interview process, if required.

**Selection.** The selection process must be robust, transparent and merit-based, with the aim of selecting quality candidates who demonstrate a strong likelihood of succeeding in their studies and who are committed to the program outcomes. Australia Awards Scholarship candidates will be selected based on regionally competitive merit according to a process agreed in advance with DFAT. Selection interviews will be conducted in a number of locations across Sub-Saharan Africa. Selection will be undertaken by panels that include a DFAT Post representative and independent

assessors, including alumni. The CA will attend the interviews as an observer. All selection panels will receive a detailed briefing and close advisory support from the Contractor to ensure consistent approaches, criteria and processes across all interview locations. Each panel will provide the Contractor with a ranked list of acceptable shortlisted awardees ranked separately, by gender, with candidates requiring English language training clearly marked.

The final selection of awardees will occur during a moderation session chaired by a senior DFAT AFB representative. Moderation will take place across all profiles considering geographic balance, gender, country profiles and sector balance. From the final awardees accepted, DFAT AFB will identify an agreed number of African candidates that will be considered by DFAT SCB during their global selection processes for the supplementary Australia Awards Scholarship Leadership Program.<sup>43</sup>

**Placement and mobilisation.** The Contractor will request placement at an Australian institution for each priority candidate by entering the placement details and the IELTS score into OASIS before the global cut-off date for award placements (typically mid-September). Once a university placement is confirmed, the Contractor will generate in OASIS a Letter of Offer and Student Contract for the applicant. The Contractor will arrange for the candidate to complete Australian student visa application forms, including the medical test, for submission to DIBP. The Contractor will be responsible for the staged mobilisation of candidates, including pre-departure briefings (PDB) in October/November at agreed locations in Africa and travel to Australia. The Contractor will ensure awardees are provided with sufficient information to prepare them for their studies and living experience in Australia.

**English language training.** A small number of Francophone and Lusophone countries are eligible for Masters awards. Candidates will be requested to provide evidence of their English language ability in their application. Where this is not possible, the Contractor will arrange for candidates to sit the IELTS test in conjunction with selection interviews, so the final selection report will include details of any pre-course English language training (ELT) requirements. High quality candidates with an IELTS score of 5.5 or above, who are nominated by the selection panel for an award will be provided with up to six months of English language preparation. Where it reduces program costs and inconvenience to the candidate, the Contractor will arrange for the ELT to be provided in accredited facilities in the candidate's home location or otherwise in a centralised location in Africa.

**On-award support.** Once awardees arrive at their institution in Australia, their academic support and pastoral care is the responsibility of the host institution. However, as per the *On-Award Support Plan*, the Contractor will liaise with institutions and DFAT regarding award variations, support reintegration and facilitate reporting of welfare incidents. This will include for the pipeline of Masters and PhD awardees currently studying in Australia. Subject to DFAT approval and funding availability through an *On-Award Enhancement Fund*, the Contractor will develop initiatives to enhance the awardees' in-Australia experience and support achievement of the program outcomes, including supporting awardees in continuing updating of their WPRs. Such activities may include: targeted work placements; industry networking; and building more meaningful links between the awardees and Australians.

The Contractor will work with alumni and their organisations to support their re-entry to Africa, through encouraging early communication before return, as well as reviewing and updating WPRs as appropriate.

**Post-award support – reintegration, skills utilisation and transfer.** The institution will arrange and pay for the awardees' travel home at the end of the award. If possible, travel should be through the African country where the Contractor is located to enable individual or small group briefing sessions to clarify WPRs, alumni network activities and support options. If that is not feasible, the Contractor will conduct debriefing sessions with alumni by telephone within three months of their arrival home.

Welcome Back (or 'graduation' ceremonies) will be held in countries with awardees. Invitations should include their employers/supervisors, and relevant stakeholders. Media promotion should be arranged for the function, and it is expected that HOMs will play a major role in this combined reintegration and promotional activity.



All returnees/employers are required to produce an updated WPR within one month of return to their workplace. A WPR is an individual project focused on a relevant area of change that can be undertaken by the Awardee upon return. WPRs should be aimed at contributing to sound policies or practices in Awardee organisations. WPRs are most useful when prepared prior to deployment, endorsed and supported by the supervisor and integrated into the work plan of the division or unit. To encourage this, the program should consider strategies to engage supervisors, employers and alumni meaningfully, with the goal of maintaining use and transfer of the graduate's newly acquired skills. While some employers and supervisors will provide this support as a matter of course, others may need encouragement, potentially through opportunities to participate in broader sector or discipline workshops, online training, or access to professional development networks that can benefit both them and the alumni they supervise.

A more detailed description of Australia Awards Scholarship component activities is provided in [Annex D](#).

### Australia Awards Africa Short Courses (Component 2)

Short courses will generally be open to applicants from the public sector, from the private sector, and from civil society.

**Course design.** To maximise program integration and development outcomes, short course awards will only be offered in areas where Australia is acknowledged as a world leader and where partner governments have explicitly requested assistance: transparent management of the extractives sector and infrastructure planning; agricultural productivity and innovation, including marine resources management; and public policy, including trade policy and negotiations, diplomacy and strategic management. Synergies with other DFAT and Australian government-funded programs in these sectors will be explicit and comprehensive.

Short course awards will be generally of up to three months' duration, designed and delivered by a sub-contracted, approved Australian higher education provider or an Australian Registered Training Organisation (RTO). Course providers will be encouraged to demonstrate strong partnerships with African entities in design and delivery to ensure the content is relevant to the African context. Providers will also be strongly encouraged to work closely with relevant private sector and industry bodies to leverage their skills, knowledge or other assets as possible. Skills learnt through short courses will correspond to recognised skills gaps in the key sectors of extractives and agricultural productivity and be directly applicable to African commercial and economic contexts.

Australia Awards Africa Short Courses will be already be contracted for the first three years of the program through a separate tender process, and will need to be novated. In consultation with DFAT, the Contractor will review the feedback from CAs and other partner organisations on short course topics to identify any adjustments recommended to the scope of courses or DAPs. The suite of short course offerings will be reviewed before the end of 2017.

Each short course will include training on a range of "soft skills" such as program management, organisational management, leadership and public speaking. In addition, they will contain a more cross cutting development component to provide awardees with a broader set of skills and appreciation for gender equity, inclusive development, good governance, ethics and transparency.

Compliance with a high level of quality assurance requires a recognised standard of course content and delivery. Wherever possible, successful completion of the training will result in either a formal transcript or a complete unit/subject offered within a course under the Australian Qualifications Framework (AQF)<sup>44</sup>. Where custom-designed courses are unlikely to be accredited within a full degree, thereby limiting their use as a pathway to a complete degree, consideration will be given for developing two levels of training (basic/intermediate and advanced) within some courses. Where feasible, courses will be designed so that they can be converted into an e-learning resource.

**Promotion and applications.** Promotion of the SCA and awardee selection will be undertaken twice a year to spread the processing workload and to provide increased public diplomacy opportunities. It will include targeted promotion to attract quality female candidates, especially in traditionally male-dominated fields of study. The SCA application process is the same as described above for the Australia Awards Scholarships, with the addition of relevant private sector industry

organisations and those entities participating in the private sector pilot activity. All eligible applications must contain a WPR, confirmed by the applicant's supervisor or employer.

The Contractor may be asked to promote the availability of (globally funded) Australia Awards Fellowship in target organisations, as advised by DFAT. This may include providing DFAT SCB with a ranking of Australia Awards Fellowship proposals in order of importance and with explanatory commentary.

**Selection.** Eligible applications will be forwarded to the contracted short course provider. All SCA recipients will be selected on a competitive merit basis. The course provider will rank applications against the DAP-based selection criteria – and return their rankings to the Contractor. The Contractor will then compile all rankings of applications against each course, along with any provider comments regarding wholly unsuitable applicants. The SCA Selection Panel (DFAT staff or nominated representative, Contractor representative) will review and revise the course provider rankings, taking into account DFAT's broader policy directions and its commitment to equity and inclusion, and prepare a final set of applicant rankings for each course. The panel will then review and revise applicant rankings across all SCA to be delivered in the current cycle and determine a final list of successful applicants – for submission to HOMs for approval of the applicants from their countries of accreditation.

**Training delivery.** Most courses are expected to include a theoretical and familiarisation component in Australia and a practical component in Africa (to provide Africa context and to foster links between Australia and African institutions). To achieve public diplomacy outcomes sought from the program, all course participants should have the opportunity for an 'Australia experience'.

Course participants will be purposefully grouped to maximise learning outcomes (e.g. with participants of similar levels of education and work experience; or by mixing participants from different sectors to increase peer-peer learning and networking opportunities). A high proportion of Francophone/Lusophone applicants are expected to have sufficient English language ability to participate actively in the course. Nevertheless, course delivery must allow for a range of language skill levels. Provision of a translator may be required, non-Anglophone candidates may be streamed into dedicated training groups.

**Post-training and reintegration support** by course providers is an essential component. Providers will be expected to provide follow-up visits, workshops, and support for WPRs.

A more detailed description of SCA component activities is provided in [Annex E](#).

### Alumni activities (Component 3)

Alumni engagement is an integral and important component of Australia Awards, requiring sufficient budget, Contractor staff support and DFAT involvement in alumni functions. The Contractor will provide dedicated staff, including a senior Alumni Engagement Manager, responsible solely for alumni activities: association establishment and support, alumni database updating; alumni communications, alumni networking and professional development. The Africa program will also take advantage of the centralised Australia Awards alumni activities, funded and coordinated by the DFAT SCB, and the establishment of the global Alumni Engagement Unit. An estimated 2 per cent of program costs will be spent on direct alumni activities. This does not include the time that will be spent by senior Contractor and DFAT staff on alumni activities. Further detail is at [Annex F](#).

**Alumni database.** DFAT SCB has developed a global Alumni Online Network (AON) to support an interactive global network of alumni and provide up-to-date details on alumni for DFAT Canberra, Posts and implementing agencies. AON currently holds more than 40,000 long-term scholarship alumni records through an automatic data transfer of complete student records from on-award student management systems. It is very important that Posts maintain data integrity. The Contractor will also manage a specific program alumni database for African alumni to include SCA and Fellowships data, with the capacity for the data to be transferred to AON once it is fully functional.

AON's other key features include: alumni personal profiles, the ability to capture alumni biography, identify high-profile alumni, capture alumni used for media purposes, and access to operational and statistical reporting, including dashboard reports. The next phase of the AON project is to engage

the long-term scholarship alumni through social media so that they can interact with each other and the Australian Government in a digital environment and access information on awards activities.

An extractives sector alumni database is also currently managed by the International Mining for Development Centre (IM4DC) for African extractives alumni. This design is premised on that information being transferred to and managed by Australia Awards, however, discussions are ongoing.

**Tracing alumni.** The success of alumni activities is dependent on having up-to-date alumni contact details. Strategies to maintain contact with alumni include: improving access to continuing professional development for registered alumni, such as through online resources; extension of the DFAT Alumni Ambassadors program; and access to post-award conferences workshops and regional or in-Australia research. The program will work with Australian universities to minimise alumni being contacted by too many organisations with overlapping aims and activities. In maintaining and utilising alumni data, DFAT and Contractors should be cognisant of the 2014 legislative changes in relation to individual and organisational privacy.<sup>45</sup>

**Alumni activities.** The program will build on the current successful alumni initiatives in Africa with a program of activities (*Annex F*), such as the Alumni Ambassadors, the Alumni Annual Conference, Africa Connect, the African Women in Leadership Network, and the (alumni) Small Grants scheme.<sup>46</sup> Innovative or enhanced activities which may be considered for implementation during the program, subject to investigation and available resources, include:

- welcome back/'graduation' events on award completion to which the alumni's family and employer is invited
- sponsored alumni attendance at Australia university or professional association conferences
- access to a mentoring program, which involves encouraging earlier/mature-aged graduates to act as mentors to recently returned alumni<sup>47</sup>
- access to online research journals within the graduate's specific discipline area (for Australia Awards Scholarships alumni) or to further professional development resources (for Australia Awards Scholarships/SCA alumni)
- online discussion forums, webinars and visiting Australian lecturers/experts.

**Alumni associations.** Alumni associations have not yet been established in all countries. Given the importance of alumni to the economic growth and public diplomacy aims, the Contractor may, with DFAT approval, provide identified support to the establishment and/or sustainability of alumni associations. This may include some seed funding<sup>48</sup> (or support to any nascent alumni association in seeking seed funding from DFAT SCB) for establishing country-level associations; or for larger countries where Australia Awards Scholarships will continue to be offered, for the employment of a local, part-time alumni coordinator.

Alumni associations world-wide tend not to be self-sustaining and require support to remain active. Australian Alumni Associations in Africa will be encouraged to include non-award (ie. fee-paying) alumni as members. The program will support selected country-level alumni associations to promote the benefits of alumni engagement (including networking and professional development opportunities) to encourage membership.

**Extended alumni membership.** Both award and non-award (privately funded) alumni will be invited to be involved in the program. As there are over 4,000 Africans currently studying in Australia universities, such an approach has the potential to significantly expand the reach and impact of the alumni and connection with Australia.

Given government funding constraints, the design proposes differential access to DFAT-funded alumni benefits. From a program-outcome perspective, this would provide higher level benefits to scholarship alumni, although the case can be made for influential self-funded alumni to be included in key (particularly public diplomacy) alumni activities.

DFAT AFB will provide the Contractor with a spreadsheet of final Australia Awards Fellowship (course/program/ organisation) selections. Following completion of fellowships, the Contractor will incorporate the Australia Awards Fellowship alumni data into AON. Australia Awards Fellowship alumni will be included in alumni activities, with the same level of professional development and



network opportunities as the Australia Awards Scholarship/SCA, depending on their country of origin.

### Pilot activity – Flexible learning (Component 4)

Flexible learning from an awardees' home base has the potential to be a cost-effective alternative to providing awards to study for the whole degree in Australia. Such flexibility might include awards for undertaking an Australian Master's degree (in extractives, agricultural productivity or public policy) through distance education and/or for a split-site degree, where the first ('qualifying') year of the Masters program is undertaken in Africa and the second year is undertaken in Australia. The Australian institution would have responsibility for overseeing the academic standards of the offshore component and for issuing the AQF qualification<sup>49</sup> (in joint testamur with the African institution where appropriate).

The Contractor will be tasked to undertake a feasibility study of undertaking pilots of Masters level distance and/or split-site education. The feasibility study would consider potential effectiveness and efficiency benefits, possible risks and the administrative requirements and costs. If DFAT approves a pilot, the Contractor will be responsible for managing all aspects, including undertaking all necessary promotion and selection processes, payment of institution fees, pastoral care for the awardees, and M&E as to the outcomes from the flexible learning compared to the Australia Awards Scholarship modality.

**Distance education.** Distance education enables recipients to continue their employment and family commitments, while upgrading their skills and knowledge. It is expected to be particularly relevant for people with disability who have difficulty travelling, women with families and those who cannot leave their jobs to study, especially in CSOs where extended leave is problematic.

A distance education pilot may be considered for full-time or part-time distance education study in one of the three focus sectors for a recognised Masters degree from an Australian university. Although study might include the use of a range of material, it is proposed that the pilot be based on the use on online technologies (using email and the internet as the primary method of communication). This mode provides enhanced access to Australian lecturers, discussion forums with a network of peers and to coursework/ research materials. The pilot may also include a number of awardees studying the same course, so they are able to support each other throughout the learning experience.

**Split-site degrees.** Under a formal institution-to-institution agreement that would need to be negotiated outside of the Australia Awards program in Africa, responsibility for split-site Masters curriculum, teaching, and learning support and infrastructure would be shared between the Australian and African institutions. The benefits of providing awards for split-site degrees are expected to:

- offer greater flexibility for women with families, people in senior positions and people with disability who are not able to spend an extended period away from their home/support base<sup>50</sup>
- increased relevance of the study if at least part of the degree is completed in the home country
- reduce award costs compared to a two-year Masters program conducted exclusively in Australia
- strengthen institution-to-institution links between African and Australian universities
- enhance Sub-Saharan African institutions through capacity building of African academic personnel mentored by Australian counterparts and as Australian university practices are promulgated
- promote the quality of Australian education in the partner country, with potential 'flow-on' benefits for international student recruitment from Africa.

Around 26 per cent of total international higher education enrolments are in offshore campuses of Australian universities.<sup>51</sup> Such arrangements have challenges, including the substantial commitment of resources that is often required to establish (through potentially lengthy and bureaucratic processes) and sustain them. Many universities in developing countries lack appropriate technical resources, creating the need for students arriving in Australia to quickly gain the expertise needed to optimise the use of such resources. The quality of assessment of students' work can vary significantly, often depending on lecturers' expertise and ethical considerations. There may be limited lecturer experience in African universities in supervising higher degree students.

While some Australian universities offer undergraduate programs (mainly in the business administration and IT fields) in a small number of African countries, no Australian university offers offshore Masters degrees in the three focus areas.<sup>52</sup> It is not within the AA-A program objectives or funding to provide establishment costs for split-site courses. However, the feasibility study would include initial consultations with Australian institutions to ascertain their interest in developing such courses, and what in-kind support might be available through the program<sup>53</sup>.

### **Pilot activity – Private sector engagement (Component 5)**

African and multinational private sector organisations are already active partners in supporting tertiary education in Africa through a range of mechanisms including involvement in course design and teaching, supporting work placements, and the funding of staff salaries, buildings, equipment and scholarships. A case study of private sector funding at an African university is provided in Annex A.

Australia's new development policy actively encourages the development of innovative ideas to leverage private sector resources and support more effective dialogue between the private sector and partner governments<sup>54</sup>. DFAT is exploring options for the engagement of the private sector as a supplementary source of financial contributions to aspects of short course awards as well as a partner in the development and delivery of training in the extractives sector. Some reputable resources companies have shown a preliminary interest in such a partnership. Two partnership opportunities will be piloted:

- financial partnerships via an *Extractives Fellowships Fund*
- non-financial (delivery) partnerships

#### **Financial Partnerships**

DFAT will pilot an *Extractives Fellowships Fund* to receive contributions from private sector partners. The fund will be used to increase the number of places available for public sector and civil society participants and enable participation in extractives short courses by the funding partner's employees.

In order to provide certainty and to ensure efficiency in management of the program, private sector partners will be asked to make a two-year commitment to the Fund. The level of commitment will be in the range of \$250,000 - \$2 million per annum. The Fund will be established and managed by the Contractor and be subject to performance, risk and feasibility assessments.

The Contractor will undertake due diligence and risk assessments to ensure the suitability of potential partners for DFAT endorsement. All partners must be conscious of the environmental, social and economic impacts that they create, in both the short and long term. Organisations whose activities may bring the Australian Government into disrepute clearly would not be invited to become partners.<sup>55</sup>

The Contractor will be responsible for finalising funding arrangements with accredited private sector partners, and providing them with regular reporting (annual plans, six-monthly progress reports and exception reports). Agreement with partners will cover management of the fund account, as well as internal and external communication/ media coverage/visibility, including issues such as co-branding, cross-referencing of websites, joint press releases and impact assessment.

The Contractor will also establish and support a Partners Forum that would meet biannually to brief partners on implementation progress and to provide input into, and feedback on, the operation of the program.

A point of contact will be identified within DFAT to manage all communications between Australia Awards and partner companies. DFAT will acknowledge funding partners' contributions on program-related communications materials and on the relevant part of the Australia Awards in Africa website as appropriate.

#### **Non-financial (delivery) partnerships**

The Australian aid program encourages non-financial partnerships with the private sector where this can assist in the achievement of development outcomes, in particular where partnering with the

private sector presents new creative opportunities to enhance the design and implementation of development interventions, and where there is the opportunity to capitalise on a unique advantage or niche that a private sector entity offers.

The non-financial partnership options in Australia Awards available for the private sector will be:

- planning and delivery of training
- mentoring (off-site) of short course participants
- work placements (on-site) for short course participants

Both DFAT and the Contractor will have staff resources dedicated to facilitating non-financial partnerships. Together they will:

- identify opportunities for private sector delivery and potential companies with the capacity to contribute to the delivery of training
- through the tender process, encourage short course providers (normally Australian universities) to partner with companies and industry bodies interested in providing mentoring or work placement opportunities, using clear criteria and weighting for the assessment of private sector partnership elements
- establish a performance framework which will provide clear expectations of the outcomes from non-financial partnerships and the methods by which partnerships will be measured.

### Program planning and management (Component 6)

This component underpins the implementation of Australia Awards in Africa, including policy development, program planning, monitoring and evaluation, public communication, management and administration (including the program office), and risk management.

**Program planning.** Between May-June each year, the comprehensive review and planning processes undertaken will include consultation with stakeholders, providing a systematic entry point for DFAT to engage with partner governments, focused on CAs, CSOs and the private sector at strategic and practical levels. Planning should also include consultation with the Department of Immigration and Border Protection (DIBP) to ensure the smooth processing of awardee visa applications.

**Policy development.** Australia Awards are governed by the policies and strategies developed by DFAT SCB for the Australia Awards globally and processes identified in the *Australia Awards Policy Handbook*. Reflecting these, a number of Africa specific policies and strategies were developed for the current program. The Contractor will review and update these policies in the first six months of the new program, and then annually. These policies include *Guidelines for use of the Access and Equity Fund*; *Communications and Public Diplomacy Strategy*; *Gender Strategy*; *Inclusion Strategy for People with Disability*; *Quality Assurance Plan*; *On-Award Support Plan*; *Alumni Engagement Strategy*; and the *HIV Operational Guidelines*.

## D.4 Resources

### Investment budget and timeframe

The design is based on an indicative budget of \$200 million over five years, offering 400 awards per year. The estimated program costs and assumptions are provided in [Annex G](#).

The program budget is broadly split between in-Australia costs (covering most expenses related to long-term study in Australia, such as tuition fees and stipends) and in-Africa costs related to the management of the program (including promotion, selection and logistics) and the commissioning of short courses. DFAT will meet the direct costs of long-term awards in-Australia, while the Contractor will manage the latter.

While the program design is for five years, delivery and management by the Contractor will be through an initial four-year contract from mid-2015 until mid-2019, with the option of a two-year extension. This will allow DFAT greater flexibility for review and rebasing of budgets and contract activity after the first few years of implementation. The final cost of program management and other

services in Africa over the initial four-year period will be determined through a public tender process and will be influenced by the staffing and facilities mix proposed by the selected Contractor.

**Flexibility.** Australia Awards must be able to accommodate scaling up or down in response to changing budget availability for Africa. Country Profiles will guide the targeting of the awards, updated annually through the annual planning and management cycle to enable adjustment of the awards offered. Adjustment to key program parameters (award mix, award numbers, eligible countries, scale of alumni and pilot activities) will impact program outcomes, direct financial costs and resources.

The proposed contractual arrangements will allow DFAT to negotiate changes to award numbers and program activities (and thereby resourcing and cost envelopes) with the Contractor through the annual planning cycle, and at points where the Contractor and DFAT meet to consider operational issues for the forward program. This will allow DFAT flexibility to increase or decrease award numbers, program activities or country coverage in line with resource and budget allocations, and Australian government policy directions.

### Human resource requirements

**DFAT staff resources.** DFAT AFB in Canberra will have overall responsibility for the management of the program, liaison with the Contractor's offices and Posts, liaising with private sector partners and activity/contract management, including finances. A nominated DFAT Post will, ideally, require at least two local staff members to liaise with the Contractor's Africa office and for in-Africa coordination activities. Staffing requirements at each Post will vary depending on the number/mix of awards and extent of partner government engagement. Each Post will require one staff member to coordinate the program in eligible countries of accreditation. DFAT Awards officers will need to be supported by other staff at peak times in the scholarship cycle, to participate in promotional and alumni activities and on an as-needs basis.

**Contractor resources.** The Contractor will provide all the personnel resources required for program management and implementation, through long- and short-term appointments across the full suite of functions and responsibilities. Annex H provides indicative position descriptions for the key roles:

- Team Leader
- Monitoring and Evaluation Specialist
- Operations Manager
- Alumni Engagement Manager

The budget also includes provision for specialist technical assistance to be employed by the Contractor on an as-needs basis. It is anticipated that the program will utilise technical experts for gender, disability and sector-specific matters. The Contractor will also be required to nominate arrangements and resources for managing private sector engagement under the direction of DFAT.

During the tender process to select the Contractor, bidders will propose appropriate staffing structures to effectively and efficiently implement the program.

## E. Implementation arrangements

### E.1 Management and governance

The proposed roles and responsibilities of the key stakeholders for the program are listed in Annex I.

#### Governance structure

The Assistant Secretary, Africa Branch (AFB) will ensure Australia Awards is responsive to emerging Australian Government priorities. To ensure consistency in program direction and operation and that the views of Sub-Saharan African HOMs are reflected in program planning, the Assistant Secretary AFB should provide Africa HOMs with structured opportunities to meet regularly. Australia Awards could be added as an agenda item on Africa HOMs' annual consultation meetings. The Contractor will provide support to such meetings, including reports on individual countries.

DFAT AFB will regularly liaise with DFAT Scholarships and Public Diplomacy branches, and will seek advice from Austrade, DIBP and other Commonwealth agencies with activities in Africa (e.g. ACIAR and CSIRO) as required.

A Program Management Group (PMG) will be the primary forum for regular oversight, coordination and discussion of operational matters between DFAT and the Contractor, guided by the directions set by the Assistant Secretary AFB and recognising the advice provided by HOMs. The PMG will include representatives from DFAT AFB, designated Posts and the Contractor. The PMG will meet quarterly for a formal review of Contractor reports and performance and to assess current and emerging risk management. DFAT AFB will also meet with the Contractor management team least monthly to review progress, discuss operational issues, emerging issues and to ensure coordination and synergies. DFAT and the Contractor may also agree to establish less formal working meetings in Africa on a more frequent basis on specific operational or technical issues. Meetings will in most case be conducted by telephone or videoconferencing.

#### Role of DFAT

Given the importance of Australia Awards to Australia's relationships with partner governments and for providing support to its programs in Africa, it will remain essential that DFAT retains strong strategic management and takes the lead on interactions with partner governments. Consultations promote strong inter-governmental relationships and facilitate matching of African governments' needs with opportunities in Australia.

Following the consolidation of the aid program resources in 2014 and reduced development staff at Posts, the 2015-2020 design will rely on greater activity management by DFAT staff in Canberra.

**DFAT Canberra.** DFAT AFB will be responsible for Australia Awards strategy and policy setting in Africa, supporting the Minister and Executive and managing Australian stakeholders. Assistant Secretary AFB will have final management responsibility and accountability for the overall quality and delivery of the program. DFAT AFB staff will be responsible for:

- contractor performance management,
- oversight of regional activities such as Africa Alumni events and the Ambassadors program
- relations with universities, course providers and potential private sector sponsors
- communications products and materials
- oversight of selection processes including shortlisting and moderation

Strategic, policy and procedural direction and standard setting on the global delivery of Australia Awards will be the responsibility of the DFAT SCB. In particular, the SCB will manage Australia Awards Scholarships on-award elements, including contracts with Australian institutions, development and maintenance of the OASIS/AON, global-level M&E and management of the Australia Awards Fellowship program.



**DFAT Posts.** From 2014, HOMs have accountability and leadership responsibilities for the aid program for the countries to which they are accredited (as listed in [Annex B](#)). While HOMs may delegate management of aid delivery and draw on expertise from staff at Post and DFAT AFB, they retain responsibility for ensuring the strategic direction of the aid program in their countries of accreditation, and for overseeing discussions with partner governments.

Posts will be primarily responsible for:

- developing Australia Awards Country profiles
- promotion efforts in countries offered Awards
- support for respective country Alumni associations
- reviewing short lists for Africa fellowships and chairing selection panels for Masters Awards in countries of responsibility
- engagement and communication with country coordinating authorities

In countries without full diplomatic representation, the Honorary Consuls may support the program in public diplomacy and/or alumni activities, subject to availability and as agreed with the HOM.

### Role of the Contractor

DFAT and the Contractor will work in close collaboration to achieve the Australia Awards outcomes. The role and responsibilities of the Contractor are described throughout this document and in the draft Scope of Services. The Contractor will provide personnel, resources and management and administrative services to undertake all relevant planning, logistics, coordination, administration, liaison and communication necessary for the effective implementation of the program. This includes the capacity to support DFAT Posts with briefings, award promotion, receive and shortlist a large number of scholarship applications, manage awardee selection processes, pre-departure briefings, alumni support, and public diplomacy and communication activities. The Contractor will also have responsibility for sub-contracting short course design and delivery.

### Role of Australian tertiary institutions

Australian tertiary education institutions contracted by DFAT SCB are responsible for in-Australia management of Australia Awards Scholarship awardees. Their responsibilities include: responding to course placement requests; meeting the academic and pastoral requirements of awardees from their arrival until the completion of their award, including, where necessary, intervening early to ensure academic success; ensuring records in OASIS are up-to-date and accurate; providing information to DFAT about the awardees on request; managing finances and risks in accordance with the contract; and providing reasonable assistance, including reasonable adjustments, for awardees with disability.

The Australian universities sub-contracted to deliver short course training will have specific responsibilities for the design, course delivery (in Australia and in Africa) and post-award follow-up of alumni WPR for the courses delivered. They will also make travel arrangements for short course awardees, pay allowances, and provide pastoral care for the awardees.

## E.2 Program implementation

### Foundation activities

To commence the next phase of Australia Awards effectively in 2015, DFAT will undertake the following foundation activities:

- communicate with partner governments and other key stakeholders regarding the level of scholarship support under the new program
- progress the private sector engagement pilot
- develop Country Profiles
- undertake the scoping of short courses for the program, and commence procurement for the design and delivery of the agreed courses, beginning in early 2015
- provide training for DFAT staff with new responsibilities for the program.

## Transitional arrangements

The contract with GRM International Pty Ltd for the current program ends on 30 June 2015. Tender processes, selection and contract negotiation for the engagement of a new contractor to implement Australia Awards from 1 July 2015 must be completed before April 2015 to allow for a seamless transition. GRM International has prepared a draft Handover Plan that documents a process for the handover of administration and logistical services to DFAT and the new Contractor. The plan covers all contract material, supplies, information, documents and other materials held by GRM International. This includes the handover to DFAT of the Scholar Management Information System (MIS) website software and interfaces. The draft plan will be updated again by 30 December 2014.

The Contractor will be required to mobilise its personnel for a handover period of at least six weeks with GRM International. The composition of the team at handover will be negotiated with DFAT. During this period, GRM International will retain responsibility for program implementation. DFAT, GRM International and the new Contractor will meet regularly during the handover period to determine the information and resources that may be transferred or novated from GRM International to the new Contractor. Throughout the mobilisation and handover period, the Contractor will need to consult frequently with DFAT to ensure that key aspects of its program establishment are endorsed by DFAT, and that all aspects of the handover are successfully completed.

The handover period occurs during a busy stage in the annual cycle – around the time of selection interviews for the 2016 Australia Awards Scholarship round. These and other activities will need to continue smoothly during handover. To minimise the risk of disruption, the new Contractor will be required to engage a number of the core local staff working on the current program. DFAT will require that these staff are engaged on their current terms and conditions until at least 30 December 2015, after which their retention on the program will be negotiated between themselves and the new Contractor. Similarly, it is expected that at the time of handover, GRM International will hold a number of uncompleted sub-contracts with short course training providers (negotiated in late 2014, for implementation from January 2015). The new Contractor will be required to accept the novation of these contracts and manage their completion.

## Program establishment

The Contractor will need to establish and maintain an Australia Awards management office in an agreed location in Africa. This should meet the needs of the following criteria:

- proximity to the DFAT staff responsible for in-Africa program coordination
- reliable and good quality telecommunications and office infrastructure
- overall safety and security for personnel, participants and visitors
- suitability to attract, support and retain internationally-recruited and local staff
- access to adequate transport connections throughout the region.

Although the office does not necessarily function as a one-stop shop for applicants, awardees and alumni, it still needs to be accessible by people with disability. The Contractor will also establish a presence in a suitable Australian location to support Australia Awards Scholarships on-award activities, liaison with Australian universities for delivery of the short courses, and for contract/financial reporting to DFAT AFB.

During the first six months of the program, the Contractor will:

- continue high-quality program administration including for ongoing awardees, selection of awardees for the 2016 intake, alumni and public diplomacy activities
- accept novation and manage the sub-contracts with Australian education providers for the delivery of short course training
- conduct a Program Planning Workshop to develop a detailed implementation plan, covering the scholarships cycle and all aspects of program management
- develop/update (with external technical assistance if required) the following plans and strategies: Annual Plan; Fraud Risk Assessment and Management Plan; M&E Plan; Guidelines for use of the Access and Equity Fund; Quality Assurance Manual; Security Plan; Targeted Promotional Plan; Gender Strategy; Inclusion Strategy for People with Disability;



Quality Assurance Plan; On-Award Support Plan; Alumni Engagement Strategy; and HIV Operational Guidelines

- collate the available quantitative baseline data on key indicators included in the M&E Framework (MEF) and undertake a baseline survey of attitudes and perceptions
- be introduced by DFAT to partner government CAs and target line ministries
- complete modifications to the management information system and website to reflect new program requirements.

### Scholarship cycle timing

The Australia Awards Scholarships follow a global scholarship cycle timed for awardees to commence their degrees in Australia in January/February in each intake year. Given the current number of countries in the program and the number of applications received, there is a long lead-time in the scholarship cycle (i.e., award promotion and applications opening in 2015 with shortlisting/selection and course placement undertaken in 2016 for award commencement in 2017). In Africa, this cycle starts six months earlier than in other regions, which presents some difficulties for DFAT SCB in its global promotion of application dates.

With a reduction in countries eligible for Masters awards, it may be possible to foreshorten the scholarship cycle, and to bring it closer to the global cycle. However, as Australia Awards Scholarship applications may still be invited from more than (an estimated) 10 countries, and include fragile states where flexibility will be required,<sup>56</sup> it is proposed that the current processing dates remain in place for the first year, for review in subsequent years.

### Communications and public diplomacy

The Contractor will prepare a *Communications and Promotions Strategy* which will detail the lines of communication between internal and external stakeholders, and strategies for the key messages for a range of target audiences, in line with the objectives and approach articulated in DFAT's *Public Diplomacy Strategy 2014-16*<sup>57</sup> and Australia Awards branding guidelines.

Key areas of responsibility for communications are:

- DFAT - primary responsibility for liaison with partner governments and key institutions targeted to participate in the program (including CSOs and the private sector); lead relationship with course deliverers (tertiary institutions, private sector, centres of excellence); public diplomacy efforts.
- Managing Contractor - communication with applicants/selected candidates in the pre-award arrangements and receiving institutions (including via DFAT's Online Australian Scholarship Information System (OASIS)) on candidate placement and mobilisation; maintain communications with alumni for to update Alumni Online Network (AON) data; reintegration plan tracking and for logistics associated with alumni activities; communication with partner governments on logistical and administrative arrangements with prior DFAT agreement; communication to other programs on accessing Australia Awards, administrative and logistical assistance.
- Australian institutions - primary responsibility for communication with awardees while on award; communication with Posts on award variations

Public diplomacy activities should be undertaken at key stages during the scholarships cycle, eg. award promotion, award offer signing, pre-departure briefings, in-country short course delivery and return-home events. Promotion of the program, its alumni and outcomes should also be undertaken at alumni activities.

**Promotional materials.** Implementing the *Communications and Promotions Strategy*, the Contractor will develop promotional materials that can be used or adapted by Posts for promoting the awards (such as award advertisements, positive profiles/success stories of alumni and of training activities and outcomes, posters, brochures, Facebook-linked advertisements, and media releases). The Contractor will maintain a program website and utilise a range of media including print materials, newsletters (email or hardcopy); public media, podcasts/video-casts and social media communications, DFAT speeches and records of meetings with senior partner government

officials. The website will provide information on the available awards and application procedures/forms/timetables; links to DFAT programs, DIBP and Australian university/course information; and also function as portal for awardees and alumni.

Public media materials will require approval by SCB and/or the relevant HOM and DFAT AFB before its release. Recognising Australian identity and the support of the Australian Government is a requirement of the program. The materials will align fully with DFAT's publication guide and Australia Awards branding requirements available from DFAT.

The Contractor will also report on communications and promotional activities. These reports should extend beyond a basic numerical or quantitative document listing, eg. promotional activities completed and number of web-hits. They should include an analysis of the effectiveness of promotional activities in achieving its objectives to incorporate lessons learned into future activities.

### E.3 Procurement

The outsourcing of the operational, administrative and logistical functions of the current program to a single contractor has proved a cost-effective implementation mechanism overall, in Africa and also in other DFAT country programs. This will be continued under the new program. CA representatives and DFAT require consistency of key personnel, and maintaining a single contract offers greater opportunity for this. The proposed management model achieves value for money by using a centralised implementing contractor Africa-wide. In addition to leveraging overheads, this enables rapid scale up and down of the number and type of awards, and of target countries, according to policy changes. This approach will continue to allow DFAT to focus its limited resources on the strategic direction of Australia Awards, while the day-to-day implementation workload is outsourced. Separate contracts were also not considered feasible due to the high potential for loss of synergies across the whole program and the additional transaction costs for DFAT.

The use of a single contractor presents risk in the event that the contractor fails to perform and manage effectively or is unable to operate in the varied local contexts across Africa. This can be mitigated through a range of measures, including a rigorous contractor selection process, close DFAT monitoring of contractor performance and program implementation, regular formal contractor performance assessments, and robust operational systems, including fraud and corruption mitigation strategies, audit and M&E regimes. The alternative delivery options considered (such as multiple contractors) carry a far greater risk developing a non-cohesive, disjointed program.

#### Value for money

The proposed investment represents effective, efficient and economical use of Australian funds. Australia Awards is a well-established program that has scale and a track record for effectiveness in Africa and globally across the DFAT program. Evaluations of the current awards program in Africa have consistently highlighted the benefits that the awards provide to recipients, their organisations and their countries. The new program will continue to provide value for money by maximising the impact of Australia's investment through the following:

- The design sets out a clear budget with costed inputs which are very close to those of the recent average costs of Australia Awards globally.
- The management of the in-Africa elements of the program will be awarded to a single contractor recruited through an internationally-competitive open tender process.
- The contracting model proposed has been repeatedly utilised and assessed as representing value for money across a range of DFAT country programs.
- All international contractor staff and advisers will be engaged under the DFAT Adviser Remuneration Framework (ARF).
- The design has reduced the program's overall and administrative workload by removing higher-cost PhDs awards from the new program.
- A single contractor office in Africa reduces office and administrative overhead costs.
- By reducing the number of countries eligible for awards, applications will be more strategically targeted, thereby increasing the efficiency of promotion, selection and administration (including reducing the number of ineligible, low quality applications to be processed). This is expected to also increase program effectiveness as targeting is expected to lead to better outcomes.

- Design and repeat delivery of a reduced suite of short courses over three-year cycles will enable the cost of course design to be amortised over a number of years and allow more participants.
- The program will have closer coordination with other Australian Government investments in Africa to ensure complementarity with sector priorities. Better alignment of country-level engagements, promotion and targeting efforts across these investments is expected to lead to more coherent outcomes across the Africa program.
- Lower cost distance education and split-site training delivery options will be piloted to test their effectiveness and efficiency. If positive, they can be expanded to increase the program's impact.
- There will be private sector engagement in some aspects of the program, potentially adding value to the quality and relevance of awards and being a possible source of supplementary funding for program activities.
- An integrated set of alumni activities are an important element of the design providing strong opportunities for public diplomacy and development dividends.
- The program provides practical opportunities for diplomatic engagement and advocacy of Australia's national interests.

### Fraud control and anti-corruption measures

DFAT has a policy of zero tolerance towards any form of corruption or attempts to gain a benefit fraudulently from the Australian Government. The program will continue to support good practice and model appropriate anti-corruption behaviours. However, DFAT experience with the awards in Africa and elsewhere indicates that the processes can be open to corruption and fraud in a variety of ways. For instance, false academic transcripts; false information on forms; not disclosing relevant information; or a conflict of interest (e.g. relationships with decision makers). The Contractor and institutions will immediately inform DFAT of any attempts to influence the selection process in favour of a particular person. To assist further with removing any potential for corruption, DFAT personnel will chair all selection panels to ensure a transparent and fair selection process.

The *Australia Awards Scholarship Policy Handbook* requires Posts, contractors and institutions to report suspected fraud immediately to DFAT SCB. DFAT's standard contract conditions provide clear direction to the Contractor on the treatment of suspected fraud and corruption. This includes the need to undertake a fraud risk assessment, establish financial management and control systems and produce and maintain a *Fraud Risk Assessment and Management Plan*. The Contractor will engage an independent auditor to audit the program accounts annually to internationally recognised standards.

The Contractor will prepare a strategy containing appropriate fraud prevention, detection, investigation and reporting procedures that comply with Commonwealth Fraud Control Guidelines (March 2011),<sup>58</sup> or subsequently issued guidance. The Contractor's responsibilities extend to the activities of their sub-contractors. Many of the range of fraud and corruption mitigation strategies used by the current contractor can be adopted and taken forward by the new Contractor.

### E.4 Monitoring and evaluation

Monitoring and evaluation (M&E) for the program will build on and strengthen the M&E being undertaken under the current program. It will be based on a robust and readily understood theory of change, and will be guided by a core set of baseline data available from the regularly updated program management information system. It will adhere to DFAT's M&E Standards (June 2013)<sup>59</sup>.

This design document recommends the approach to M&E and sets out indicative tools, processes and requirements for the M&E system. The Contractor will build on the design specifications to develop a *Monitoring and Evaluation Plan* for DFAT approval. This M&E Plan will be reviewed and updated annually, and will comprise part of each Annual Plan, the first of which is due within two months of mobilisation, and then annually in June thereafter. While the monitoring of program implementation, outputs and outcomes is a shared responsibility across all staff, the Contractor will ensure sufficient human resources are allocated to M&E. At a minimum, these human resources will include a Monitoring and Evaluation Specialist and an M&E Officer. Provision for additional short-term support if and when required has been included in the program budget. Ideally, up to 3 per cent of the program costs will be directed towards M&E.

Program M&E includes the following elements:

- a program logic model
- a set of Evaluation Questions to guide M&E during program implementation
- a Monitoring and Evaluation Framework (MEF) which specifies output and outcome performance indicators and means of verification, in draft form for further development by the Contractor
- tools to support the monitoring and evaluation of program implementation and effectiveness at a range of levels, using a range of approaches
- a management information system (MIS) which supports management of the delivery of individual awards, providing standard management records and services the indicators identified in the MEF
- a Reporting Schedule which ensures that reports necessary for management and accountability purposes are prepared

When reported clearly, program M&E processes and outcomes help identify learning about a range of program areas, including good practice, effective strategies and tools, and information about specific issues. Practical reporting measures promote learning among program personnel (and stakeholders) in areas such as:

- viewing learning as a broad function of the program, accompanying its focus on managing Australia Awards and developing and transferring graduates' knowledge and skills
- including learning-related objectives, such as workshops, as part of M&E activities
- identifying and building on lessons learned in Annual Reports and other periodic or ad hoc reports
- maintaining a consistent record of lessons learned, categorised according to stages in the Awards cycle
- publishing learning, examples, case studies and program reports on the program website.

Annex K provides a description of the M&E activities required under Australia Awards in Africa.

**M&E tools.** In addition to the routine collection of applicant, awardee and alumni data through the MIS, the following specific M&E tools will be used to inform program improvement and planning:

- case studies looking at both positive and negative impacts to assist in identifying lessons learned for continuous program development. In addition to individual case studies, organisation case studies will help to determine the impact that a critical mass (or communities of practice) has had on any single organisation or sector or country
- thematic studies will help determine if the combined strategies of Australia Awards and alumni support are having a greater positive impact on a particular sector or sub-sector
- WPRs will continue to be a feature of individual alumni reporting
- global Australia Award surveys
- a global tracer study facility will be established in 2014
- a range of Australia Award in Africa surveys covering promotion, applications and selections, and completion surveys.
- qualitative evaluation studies
- Alumni workshops will be opportunities for stakeholders to reflect on and share perceptions of the scholarship experience and explore issues such as enabling and constraining factors and management approaches. Workshops will be conducted in selected countries and wherever possible will align with other alumni or program events and cluster activities
- Independent and completion evaluations.

**Information Management.** While the Contractor will use OASIS and AON to the maximum extent possible, these systems do not currently capture all the requirements for award management,

particularly for SCA. Until they do, the Contractor will use a program-specific management information system (MIS) which supports management of delivery of the complete range of scholarship modes from application to alumni. The current contractor has developed Scholar, a MIS that captures and reports data required for fulfilling its contractual requirements. This system includes semi-automated data uploads to OASIS/AON on a regular basis. The Scholar intellectual property and data belongs to DFAT and will be made available to the new Contractor. The Contractor may choose to use Scholar or its own MIS, provided that all existing data can be migrated to any new system. DFAT will not fund the development of a new MIS.

**Reporting systems.** The Contractor will prepare a number of reports over the life of the program, which will provide timely, formative, summary data (disaggregated by gender, disability, country and award type) to support the efficient implementation and review of the program. Reporting will focus on program impacts, although user-friendly numerical reports will continue to be sent to relevant DFAT officers (especially individual HOMs) in a summary, user-friendly format. The program planning and reporting requirements are below.

Report	Content and format	Timing
<b>Annual Plan</b>	Annual Plans will include: <ul style="list-style-type: none"> <li>• Work Plan and budget for the following financial year for each program component (AAS, AAAP, etc.), including descriptions of approaches and their management</li> <li>• A Monitoring and Evaluation Plan, aligned with the program logic and responsive to the draft MEF provided in this design</li> <li>• Staffing Plan, including strategies to monitor and assess staff performance</li> <li>• Course deliverers sub-contracted to deliver specific short course awards, and any changes annually proposed to the topics and delivery of the SCAs</li> </ul>	First Annual Plan within two months of the program start date; then annually by the end of June for the following program year
<b>Annual Report</b>	The Annual Report will include: <ul style="list-style-type: none"> <li>• An analysis of outputs and outcomes for the year in question, including a summary of implementation progress against each program component</li> <li>• A review of unplanned implementation issues addressed, and adjustments made to the program strategies as a consequence</li> <li>• A report on the progress made in applying the M&amp;E Framework, including any desired adjustments</li> </ul>	First Annual Report, 14 months after the program start date; then annually by the end of August for the previous financial year
<b>Mid-Year Report</b>	<ul style="list-style-type: none"> <li>• A Mid-Year Report with content similar to that provided in the Annual Report, identifying only major issues requiring DFAT attention prior to the next Annual Report</li> </ul>	End-January 2016 covering the period from mobilisation to December 2015 and annually thereafter
<b>Program Completion Report</b>	<ul style="list-style-type: none"> <li>• The Program Completion Report will detail the activities and assess the performance of the program against its objectives</li> </ul>	Three (3) months prior to the end of the program
<b>Exception Reports</b>	<ul style="list-style-type: none"> <li>• Exception Reports will address key issues that need to be brought to the attention of the DFAT earlier than the next scheduled regular (annual or mid-year) report.</li> <li>• Proposed responses to such issues will also be described. Where no such issues have emerged, a nil return will be submitted each month.</li> <li>• Exception Reports should include a proposed solution and/or strategy to resolve any outstanding issues identified.</li> <li>• Immediately upon identification of any unforeseen problems arising in the program that may have a detrimental effect on the program and where immediate action may be required, additional Exception Reports will be prepared and sent electronically to the DFAT Awards Manager at Post(s).</li> </ul>	First week of each month covering the previous month



## E.5 Sustainability

Sustainability is a challenging concept for an Awards program, given that bestows a large personal benefit on the individuals selected to participate but cannot guarantee a long-term benefit for the organisations or countries in which the individuals work. Sustainability for the program is viewed in terms of the capacity of the awardees to use and transfer their new skills and knowledge, and to be used effectively by their employing organisations. Data collected over the previous program suggests that benefits are likely to endure beyond the funding period. Alumni consulted during the 2012 and 2013 Outcomes Studies indicated that skills and knowledge gained in Australia are being applied in development activities in their respective countries. Outcomes data collected as part of the 2013 Alumni conference, including Alumni from predecessor programs, supports this. Findings suggest that Alumni are applying their Award-acquired skills supporting the long-term objectives of the awards program.

The program will address the challenge of sustainability at two levels:

- targeting and selection of candidates to maximise the likelihood of awardees contributing to their country's development for the long term
- targeting priority areas in mining, agriculture and public policy for support that will have the greatest potential for longer-term development benefits

**Selection of Awardees.** The program design includes strengthened approaches for: better targeting of candidates, organisations and sectors; consultations with CSOs and the private sector to identify priority areas of need, helping to increase the relevance of the training provided for the whole of society; the support of alumni when they enter/return to the workforce; targeting organisations with an enabling environment for skill utilisation (including in partnership with other aid investments); the support of alumni activities that provide professional development opportunities and enable alumni to maintain professional and social networks and linkages across organisations.

Relationships established with partner governments have the potential to be sustained over time, having a positive impact on program participation rates. This is expected in particular in countries with a long history of program participation where consistent engagement with CAs impacted Award outcomes in the three-year implementation period. Examples include Kenya, Ghana and Tanzania which were consistently among the top three Award recipients in the 2011-2013 period.

**Targeting priority areas.** In agricultural productivity, the program provides training on the sustainable management of agricultural resources, as critical to successful, long-term development. In the case of extractives, the program aims to develop skills and systems that support greater and more equitable benefits from a booming mining industry, in a way that respects and preserves the environment and provides greater community benefits. The establishment of Australia Awards Africa Mining Fellowships pilot is also an opportunity to identify potentially sustainable funding for skills development and closer alignment with skills gaps identified by the private sector.

## E.6 Cross-cutting considerations

### Gender

Gender equality and women's empowerment are priorities for Australian Government foreign policy and the aid program<sup>60</sup>. Australia supports targeted programs to promote gender equality and women's empowerment, including through

- increasing women's voice in decision-making, leadership, and peace-building
- empowering women economically and improving their livelihood security, and
- ending violence against women and girls at home, in their communities, and in disaster and conflict situations.

During implementation of Australia Awards, it will be important to ensure that both men and women have equal access to opportunities. This is necessary to counter the general lack of women's higher-level education, cultural barriers and reduced access to professional development. A complex range of economic, political, social and cultural factors affect progress towards equality, particularly across a continent as diverse as Africa. While efforts have been made to promote the

awards to qualified women, the proportion of female applicants remains low (only 31 per cent of the Australia Awards Scholarship applications in 2013 were female).

To ensure gender issues and the specific needs of women are considered at every stage of program implementation and individual activity design, the Contractor will undertake the following:

- develop, maintain and implement an up-to-date *Gender Strategy* that promotes gender equality in program management and delivery throughout the scholarship cycle. This will analyse and address factors that restrict women's access to the awards, their effective reintegration into the workforce, and the utilisation and transfer of their skills
- appoint a Short-Term Adviser for Gender to drive implementation of the strategy and include designated staff in the Contractor team as focal points for gender issues
- develop *Guidelines for use of the Access and Equity Fund* for the new program to provide for specific gender equity initiatives by, or for, alumni
- use gender-sensitive promotional strategies to attract more qualified women to apply for the awards. Promotional materials will feature women prominently and the language will be tailored to encourage women to apply. Material will be widely distributed to all target organisations.

The *Gender Strategy* will set the framework for achieving an equal balance of quality applications from women and men in every Sub-Saharan African country eligible for awards. It will include consideration of gender issues with respect to short courses provided under the program. Some moderation during awardee selection may be necessary to offer equal numbers of awards to males and females. Alumni professional development opportunities should be offered in a range of durations and topics to ensure equitable applicability to both male and female participants. Gender awareness training for both male and female participants should be included in as many award activities as practicable, e.g. briefings, short courses and alumni activities. The program will also provide capacity building on gender equality for DFAT and Contractor staff responsible for the awards, so they can promote the gender strategies to program partners.

Female alumni, especially those from provinces, should be engaged to help in promotion activities. Given the low proportion of female applicants from the public sector, the Contractor will conduct workshops with target agencies to discuss equitable nomination processes. Pre-departure/award briefings should address the treatment of gender in Australia and Africa, as well as health issues that female awardees may experience while on award. WPRs for public sector alumni need to take into consideration factors that may disadvantage female alumni when returning to their workplaces.

The *Gender Equity and Access Fund* will draw upon the guidelines for the same fund established during the 2010-2015 program<sup>61</sup>. It is a discretionary fund which will not be publicised in promotions materials, but can be drawn upon where a female Awardee identifies a gender-related barrier to participation in any aspect of the program cycle. The total value of the Fund will be up to \$30,000 p.a.

**Other initiatives.** A range of targeted affirmative actions should be undertaken to encourage qualified women to apply for, accept and complete postgraduate studies. These should include:

- advice to CAs, target organisations and women's professional organisations on the importance of providing educational opportunities to qualified female applicants (where appropriate, DFAT may decide to discontinue working with organisations that do not put forward suitable female applicants)
- pro-active promotion of the awards to qualified women, particularly in agriculture and extractives which are typically male-dominated sectors
- enhanced messaging for potential female applicants on how the Australia Awards can support them (and any dependants)<sup>62</sup>
- excluding the age criteria from the DAPs (such criteria has the potential to restrict access by women who are better able to undertake training when their children are older)
- undertaking the shortlisting and ranking of applicants within separate gender groups and offering equal numbers of awards to female and male applicants (assuming that both male and female applicants meet the DAP requirements)
- continuing the African Women in Leadership Network<sup>63</sup> which encourages peer support from alumni to new awardees, and initiatives aimed at advancing opportunities for women
- piloting split-site and distance education awards to provide flexible learning options for females

- recruiting equal numbers of male and female Alumni Ambassadors to act as role models.

Through these measures, the Contractor will be required to: i) demonstrate the strategies and tactics it has used to reach equal participation by women (50 per cent), both at the shortlist stage and award offers each year (balanced across all countries and award types); and ii) report annually on the success or otherwise of these measures.

M&E is critical to achieving gender equality results and for gathering evidence on the contribution that gender equality makes to sustainable development. All reporting must include gender-disaggregated data that measures participation and benefits for women and men. Accountability to address gender equality in annual plans will help promote attention to gender equality in implementation. The MEF should include specific indicators to measure gender equality results, including measuring differences in outcomes for women and men, and monitoring changes in attitudes about gender equality and contribution to gender equality upon return.

### People with disability

People with disability (PWD) face barriers to equal participation in educational and professional development. These barriers may be created by numerous factors including: physical, information, communication, technology, attitudinal, social and institutional. Such barriers limit the proportion of academically-able students with disability graduating from secondary school and university. The World Bank Social Protection and Labor Unit has produced data on disability in selected countries in SSA<sup>64</sup>. The disability prevalence (people who identify themselves as having a severe or extreme difficulty) estimates among working age individuals vary from 5.3% in Kenya to 8.41% in Ghana to 12.97% in Malawi. Disability prevalence is found to be higher among women than men, and significantly higher among the poor than the non-poor.

As a result of an inclusive implementation focus, 2.2 per cent of all 2014 Australia Awards Scholarship are people with disability. To build on this work, the new Contractor will be expected to meet a target that at least 5 per cent of all awards are for PWD or people working to support of people with disability (such as in Disabled Peoples' Organisations, government health and education agencies working on inclusion), provided that the latter does not reduce access by persons with disability. The pilot of distance education awards may facilitate access to Master's level education by PWD who are less able to travel or to be away from their care network for extended periods.

The importance of inclusivity is highlighted in DFAT's disability-inclusive strategy — *Development for All: Towards a disability-inclusive Australian aid program 2009–2014*. Australia Awards will be managed in accordance with DFAT's *Accessibility Design Guide: Universal design principles for Australia's aid program*<sup>65</sup> and the DFAT guidance on disability in their award programs<sup>66</sup>. Reflecting these policies, the Contractor will develop and implement an *Inclusion Strategy for People with Disability* that details scholarship policy and support for PWD throughout the scholarship cycle, including on return to their workplace. The Contractor will appoint a Short-Term Adviser for Disability to provide advice on disability matters and will also designate specified staff as focal points for reducing constraints and coordinating support for applicants, awardees and alumni with disability.

The Contractor should work closely with Posts, the awardee and the Australian institution to arrange specific support for PWD throughout the award cycle – from application and pre-departure activities to completion. See [Annex L](#) for further detail.

The program will include an *Access and Equity Fund* that may be utilised by awardees with specific accessibility requirements to ensure all awardees have the same opportunity to pursue academic success (in Australia or Africa) and to participate in alumni professional development or networking activities. The Contractor will develop *Guidelines for use of the Access and Equity Fund* for Australia Awards Scholarship, SCA and alumni activities under the new program - for DFAT approval. The Fund can be used for provision of appropriate services or equipment (such as adaptive technology and carer support), not otherwise available. Assistance will be assessed on a case-by-case basis, with final decisions by DFAT. The total value of the Fund will be up to \$30,000 p.a.

Program M&E and reporting must be disaggregated by disability (and gender, among other criteria). The Contractor will be responsible for collecting and reporting on the number of PWD (or those in allied support roles) applying for and receiving awards, success trends and alumni activities.

### Child protection

DFAT's *Child Protection Policy* (January 2013)<sup>67</sup> provides guidelines for managing and reducing the risks of child abuse by persons involved in delivering aid program activities. It specifies the minimum standards with which all DFAT contractors must comply in their operations and in their dealings with any partners, subcontractors, associates or consultants. These policies apply to all program activities. As part of managing this program, Contractor staff may come into contact with young children and/or minors. The Contractor must adhere to DFAT's four guiding principles of: zero tolerance of child abuse; recognition of children's interests; sharing responsibility for child protection; and use of a risk management approach. Staff employed by the Contractor will need to be given training, and sign a contractual undertaking to adhere to DFAT's child protection policies and procedures in implementation of program activities. The Contractor will consistently monitor compliance with DFAT's child protection standards through strategies including performance assessments and reviews, and spot audits of program resources, materials and information technologies. Should any issues arise, the Contractor must be aware of its legal obligations, while all personnel are expected to advise DFAT immediately of any concerns.

### HIV/AIDS

HIV is a constraint to the development of human resources in many African countries. Despite progress, 17 million adults and children are living with HIV in Eastern and Southern Africa.<sup>68</sup> Swaziland has the highest HIV prevalence rate in the world at 26 per cent, followed by Botswana (23 per cent) and Lesotho (23 per cent). Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe all have HIV prevalence rates of over 10 per cent among adults. Under the program, HIV/AIDS will need to be given special attention to minimise the increased risk of transmission to awardees due to increased mobility, separation of spouses and access to additional finances. The Contractor will develop *HIV Operational Guidelines* and deliver pre-departure and re-entry briefings for awardees that include basic HIV awareness, education and prevention strategies. This will include information on where to go for HIV testing, as well as information on management of HIV/AIDS treatment for those potentially HIV-positive.

### Environmental safeguards

The Contractor is expected to be fully aware of, and comply with DFAT's Environment Management Guide for Australia's Aid Program 2012<sup>69</sup>, which provides for the assessment, management and mitigation of potential environmental impacts to be incorporated into Australia's aid activities. As agricultural productivity and the extractives are priority sectors of the program, the short course provider should be required to assess actual or potential environmental impacts of the training, to mitigate negative impacts and promote positive impacts and compliance with all relevant environmental laws and regulations of each partner country. The Contractor should ensure the M&E framework includes indicators for environmental impact, if necessary when the range of program offerings and initiatives is considered.

## E.7 Risk assessment and management

Overall, the proposed investment represents an effective, efficient, relevant, sustainable and inclusive use of Australian funds and is of low risk (although high value). The Australia Awards is a well-established program that has scale and a record of accomplishment for effectiveness globally. Evaluations of the current awards program in Africa have consistently highlighted the benefits that the awards provide to recipients, their organisations and their countries. Nevertheless, numerous risks are associated with implementing a program of this size across so many diverse countries. The Risk Register in [Annex M](#) presents the high-level risks to the program, the potential impact of each risk, how it has been addressed in the design and the actions to be taken if the risk occurs. The Contractor will need to undertake a full risk assessment on commencement of the program and update this at least annually, or as key risks change.



In common with Australia Awards programs in other countries, key risks relate to selecting the 'right' people who have the ability to succeed in their scholarship, to reintegrate into the workplace and to contribute meaningfully to workforce development. Given the high success rates under the current program, the fundamental risk is that this pool of skilled and qualified people will not have the opportunities to use their skills due to institutional and cultural barriers. Improving human resource capacity takes time and sustained outcomes often require changes in the enabling environment in which many alumni work. The program seeks to address these risks by working with key agencies and targeted sectors to offer a more appropriate suite of short- and long-term training options to meet needs so that agencies are better positioned to reintegrate and utilise alumni skills. The strong focus on post-award initiatives also contributes to minimising this risk.

There are a number of risks to the public diplomacy outcomes of the new program. From the outset, clear messages will need to be conveyed with respect to the relevance of the program's economic growth goals to the development challenges of partner governments, the reduced number of awards compared to the current program, the countries eligible for awards, the narrower range of fields of study, and the proposed increased engagement of the private sector. Proactive responses will be required to address any negative incidents such as inappropriate awardees being selected, inappropriate behaviour by awardees while in Australia, awardees overstaying their visas, or race-based incidents against overseas students in Australia. The ability to achieve the program's public diplomacy outcomes may be reduced in those African countries with no DFAT presence.

A moderate contextual risk is the operating environment in each country which can change suddenly. In fragile and conflict-affected states, the offer of awards may need to be suspended or adjusted and maintaining alumni contact may be difficult. Risk management in all countries needs to be extended to explicitly include risks to awardees, staff and the Australian national interest. In countries where violent conflict exists, the Contractor will prepare detailed security plans covering both awardees and program staff. In the more unstable countries, only SCA may be offered as these are flexible and have shorter award cycles. The program is flexible, so that if the environment changes suddenly, the offer of awards to these countries can be varied.

The program and institutional challenge is to allow flexibility for the education and training to meet each DFAT economic diplomacy strategy for each country, while still operating within the global Australia Awards system and ensuring sufficient consistency to enable an efficient and effective program to be managed by a Contractor. DFAT staff who have not previously been involved in Australia Awards will be expected to have a range of responsibilities under the program. These risks will be mitigated: by training for DFAT staff in the awards program, its objectives and operating principles; clear understanding of DFAT/ Contractor roles and responsibilities; and preparation of Country Profiles to clearly articulate the targeting of awards in each country.

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<sup>1</sup> [http://www.worldbank.org/content/dam/Worldbank/document/Africa/Report/Africas-Pulse-brochure\\_Vol7.pdf](http://www.worldbank.org/content/dam/Worldbank/document/Africa/Report/Africas-Pulse-brochure_Vol7.pdf)

<sup>2</sup> Africa from Another Angle, African Business, October 2013, p. 73

<sup>3</sup> Moyo, D. (2010), Dead Aid: Why Aid is Not Working and How There is a Better Way for Africa; Africa Capacity Building Foundation (2012). Africa Capacity Indicators. 2012 Capacity Development For Agricultural Transformation And Food Security; <http://aid.dfat.gov.au/countries/Sub-Saharan-Africa/pages/why-aid.aspx>.

<sup>4</sup> AfDB Gender Forum: Changing the State of Gender Equality in Africa (description of May 2013 Forum in Tunis) <http://www.afdb.org/news-and-events/article/afdb-gender-forum-changing-the-state-of-gender-equality-in-africa-11757/>

<sup>5</sup> ILO (2012). Global Employment Trends for Women

<sup>6</sup> AfDB Gender Forum: Changing the State of Gender Equality in Africa (description of May 2013 Forum in Tunis) <http://www.afdb.org/news-and-events/article/afdb-gender-forum-changing-the-state-of-gender-equality-in-africa-11757/>

<sup>7</sup> <http://www.oecd.org/dev/poverty/womeninafrica.htm>

<sup>8</sup> [http://www.east4south.eu/index.php/eu\\_and\\_development/4.\\_development\\_issues\\_in\\_Sub-Saharan\\_africa](http://www.east4south.eu/index.php/eu_and_development/4._development_issues_in_Sub-Saharan_africa)

<sup>9</sup> <http://www.oecd.org/dev/poverty/womeninafrica.htm>

<sup>10</sup> <http://blogs.worldbank.org/psd/sharing-experiences-and-insights-enhance-gender-equality-Sub-Saharan-africa>

<sup>11</sup> <http://democracyinafrica.org/gender-quotas-womens-representation-african-parliaments/>

<sup>12</sup> [http://www.worldbank.org/content/dam/Worldbank/document/Africa/Report/Africas-Pulse-brochure\\_Vol7.pdf](http://www.worldbank.org/content/dam/Worldbank/document/Africa/Report/Africas-Pulse-brochure_Vol7.pdf)



- <sup>13</sup> <http://www.africaneconomicoutlook.org/en/>
- <sup>14</sup> [http://www.africaneconomicoutlook.org/fileadmin/uploads/aeo/PDF/AEO per cent202013 per cent20press per cent20release\\_EN.pdf](http://www.africaneconomicoutlook.org/fileadmin/uploads/aeo/PDF/AEO_per_cent202013_per_cent20press_per_cent20release_EN.pdf)
- <sup>15</sup> Africa's Pulse, World Bank, Volume 6, October 2012, p. 13.
- <sup>16</sup> 2010 statistic. Africa's Pulse, World Bank, Volume 6, October 2012, p. 14.
- <sup>17</sup> McKinsey Global Institute (MGI), "Reverse the Curse: Maximising the Potential of Resource-Driven Economies", p. 1.
- <sup>18</sup> Deloitte. Addressing the skills gap in Africa, available at <http://www.deloitte.com/assets/Dcom-SouthAfrica>, accessed 03/02/2014
- <sup>19</sup> Hayward (2014). Confronting the Challenges of Graduate Education in Sub-Saharan Africa and Prospects for the Future. Fred M. Hayward and Daniel J. Ncayiyana. Chronicle of African Higher Education. March 2014
- <sup>20</sup> United Nations Economic and Social Council (2013). Draft Africa Regional Report on the Sustainable Development Goals
- <sup>21</sup> <http://aid.dfat.gov.au/Publications/Pages/australian-aid-promoting-prosperity-increasing-stability-reducing-poverty.aspx>
- <sup>22</sup> <http://aid.dfat.gov.au/countries/Sub-Saharan-Africa/pages/why-aid.aspx>
- <sup>23</sup> AusAID (2012). Working Beyond Government. Evaluation of AusAID's Engagement with Civil Society in Developing Countries. ODE Evaluation and Review, 2012
- <sup>24</sup> See *Infrastructure Planning in Africa*, Analytical Paper, September 2013 Australia–Africa Partnerships Facility
- <sup>25</sup> World Bank (2011), Africa Competitiveness Report 2011
- <sup>26</sup> DFAT briefing note on Promoting Australia's national interests: Contributing to international economic growth and poverty reduction in Africa in support of Australian foreign and trade policy (unpublished document)
- <sup>27</sup> CBT (2011). Learning and Leadership. Exploring the linkages between higher education and developmental leadership. November 2011
- <sup>28</sup> Australia has five universities in the top 100 universities ranked by the 2014 Times index, and in the 2013 Shanghai Index <http://www.australianuniversities.com.au/rankings/>
- <sup>29</sup> <http://www.austrade.gov.au/Education/Student-Data/2013/Detailed-Tables#.U5pWprFvrRp>
- <sup>30</sup> Morrow, S. & Morrissey, T. (2014) *review of development contributions of Alumni in six African countries*; Independent Progress Report, 2013 (draft).
- <sup>31</sup> In Kenya and Zambia, expressed by senior government officials during the design mission and at pre-departure briefings (QAI 2013)
- <sup>32</sup> As at July 2014
- <sup>33</sup> Morrow, S. & Morrissey, T. (2014) *review of development contributions of Alumni in six African countries*
- <sup>34</sup> Alumni interviews during the design mission March–April 2014; Morrow, S. & Morrissey, T. (2014) *review of development contributions of Alumni in six African countries*
- <sup>35</sup> Independent Progress Report, 2013 (draft).
- <sup>36</sup> As at 14 August 2014, this is a draft goal which will be refined by the development of the Aid Investment Plan
- <sup>37</sup> <http://aid.dfat.gov.au/Publications/Pages/scholar-handbook.aspx>, p.11
- <sup>38</sup> *Australia Awards in South and West Asia 2015–2020 Investment Design Document* (draft 12 May 2015), p.17.
- <sup>39</sup> <http://aid.dfat.gov.au/Publications/Pages/scholar-handbook.aspx>
- <sup>40</sup> <http://aid.dfat.gov.au/australia-awards/pages/fellowships.aspx>. The Fellowships are managed externally to the Africa program, by DFAT SCB
- <sup>41</sup> <http://aaun.edu.au/>
- <sup>42</sup> <http://www.eidos.org.au/who-we-are/>
- <sup>43</sup> The scope and format of the Leadership Awards are currently being reviewed by DFAT SCB.
- <sup>44</sup> In competitive bidding for course provision, preference will always be given to providers willing to formally recognise their own training delivery (through a statement of credit or attainment)
- <sup>45</sup> The Department of Foreign Affairs and Trade (DFAT) must comply with the Australian Privacy Principles (APPs) contained in the *Privacy Act 1988* (Cth) (Privacy Act). <http://www.dfat.gov.au/privacy.html>
- <sup>46</sup> [http://www.australiaawardsafrica.org/wp-content/uploads/2013/10/Alumni-News\\_Volume-15.pdf](http://www.australiaawardsafrica.org/wp-content/uploads/2013/10/Alumni-News_Volume-15.pdf); ; <http://www.australiaawards.gov.au/news/Pages/Australian-Government-launches-Australia-Awards-African-Alumni-Ambassadors-initiative-.aspx>
- <sup>47</sup> Such mentor/mentee relationship should begin preferably before the awardee departs for Australia; it will be important to identify a way to 'reward' the committed mentors, for example: annual online professional development conference within specific countries or groups of countries; online digital publication vouchers; formal acknowledgement by the HOM or Honorary Consul.
- <sup>48</sup> Seed funding is provided on an annual, one-off basis and cannot be factored as an ongoing source of funding for associations or Posts.
- <sup>49</sup> <http://auslist.deewr.gov.au/Misc/Definitions.aspx>
- <sup>50</sup> Refer also to DFAT Strategy Development for All: Towards a disability inclusive Australian aid program 2009–2014.
- <sup>51</sup> [https://aei.gov.au/IEAC2/theCouncilsReport/Documents/Australia per cent20 per centE2 per cent80 per cent93 per cent20Educating per cent20Globally per cent20FINAL per cent20REPORT.pdf](https://aei.gov.au/IEAC2/theCouncilsReport/Documents/Australia_per_cent20_per_centE2_per_cent80_per_cent93_per_cent20Educating_per_cent20Globally_per_cent20FINAL_per_cent20REPORT.pdf)
- <sup>52</sup> Australian Education International. [www.auslist.deewr.gov.au](http://www.auslist.deewr.gov.au)
- <sup>53</sup> As is being piloted by DFAT Vietnam for the RMIT Engineering course conducted in Vietnam.
- <sup>54</sup> <http://aid.dfat.gov.au/Publications/Pages/australian-aid-promoting-prosperity-increasing-stability-reducing-poverty.aspx>; [http://www.aph.gov.au/Parliamentary\\_Business/Committees/House\\_of\\_Representatives\\_Committees?url=jfadt/indo\\_pacific/index.htm](http://www.aph.gov.au/Parliamentary_Business/Committees/House_of_Representatives_Committees?url=jfadt/indo_pacific/index.htm);

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- <sup>55</sup> It is noted that the United Nations Global Compact defines 10 principles that companies embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. These principles could be considered in DFAT's evaluation of the appropriateness of working with private sector partners. <http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html>
- <sup>56</sup> [http://aid.dfat.gov.au/Publications/Pages/1345\\_8687\\_9985\\_5238\\_2253.aspx](http://aid.dfat.gov.au/Publications/Pages/1345_8687_9985_5238_2253.aspx)
- <sup>57</sup> <http://www.dfat.gov.au/public-diplomacy/public-diplomacy-strategy.html>
- <sup>58</sup> <http://www.ag.gov.au/CrimeAndCorruption/FraudControl/Pages/CommonwealthFraudControlGuidelines.aspx>
- <sup>59</sup> <http://aid.dfat.gov.au/publications/Pages/dfat-monitoring-evaluation-standards.aspx>
- <sup>60</sup> <http://aid.dfat.gov.au/aidissues/gender/Pages/home.aspx>
- <sup>61</sup> Refer to the *Gender Equality Strategy 2013–2015*, Annex 1. The budget for the fund was approximately \$100,000 p.a. The fund cannot be used to remedy predictable situations usually managed by Program Officers.
- <sup>62</sup> This would include for example practical provision of information to women, outlining childcare facilities, schooling etc; realistic costs of renting suitable accommodation and an understanding of 'how far the stipend might go'; opportunities for spouses to obtain work in Australia and level of income that might be generated.
- <sup>63</sup> <http://www.australiaawardsafrica.org/stay-connected/alumni/australian-government-launches-african-women-in-leadership-network>
- <sup>64</sup> The World Bank Social Protection and Labor Unit (2011). *Disability and Poverty in Developing Countries: Snapshot from the World Health Survey*.
- <sup>65</sup> <http://aid.dfat.gov.au/aidissues/did/Documents/accessibility-design-guide-brochure.pdf>
- <sup>66</sup> AusAID (2012). *Principles and Procedures for Disability Support*.
- <sup>67</sup> <http://aid.dfat.gov.au/Publications/Pages/child-protection-policy.aspx>
- <sup>68</sup> [http://www.unicef.org/esaro/5482\\_HIV\\_AIDS.html](http://www.unicef.org/esaro/5482_HIV_AIDS.html)
- <sup>69</sup> <http://aid.dfat.gov.au/HotTopics/Pages/Display.aspx?QID=785>