




Australia Awards

Australia Awards Global Strategy

Investing in the next
generation of global leaders
for development 2016–2018



A man and a woman are walking towards the camera in front of a large, multi-story stone building with arched windows and doorways. The man is on the left, wearing a light blue button-down shirt, dark trousers, and a backpack. The woman is on the right, wearing a dark jacket and jeans. The image has a blue tint.

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Ministerial Foreword



For over 60 years the Australian Government has proudly invested in emerging leaders from developing countries. We started this tradition in the 1950s with the historic Colombo Plan and have seen it succeeded by the Australia Awards. Through these pivotal programs, we have supported access to world class education in Australia for over 80,000 future leaders from our region and beyond.

Education exchanges are a central pillar of Australia's investment in people-to-people links. The Australia Awards are building invaluable connections between people, trust between nations, and an understanding of one another's cultures, politics, economy and social construct.

The *Australia Awards Global Strategy: Investing in the next generation of global leaders for development 2016–18* sets the Australian Government's strategic framework and priorities for the program. It articulates five principles to help guide our investment, including: alignment with Australia's development, economic and public diplomacy priorities; equity of access; merit-based selection; value for money; and promotion of the Australia Awards. Importantly, the Strategy promotes innovation to deliver flexible and responsive education options, particularly for women.

The Strategy complements the Australian Government's New Colombo Plan which is improving knowledge of the Indo Pacific in Australia by supporting Australian undergraduates to study and undertake internships in the region. Offering this rite of passage to Australian students is a signature initiative to deepen our engagement with the region and create genuine two-way educational exchange.

We are pleased to launch this Strategy.

Julie Bishop MP

Minister for Foreign Affairs

Summary

The Department of Foreign Affairs and Trade's (DFAT) purpose is to help make Australia stronger, safer and more prosperous by promoting and protecting our interests and contributing to global stability and economic growth. DFAT is responsible for advancing Australia's foreign, trade and international development policy priorities through bilateral, regional and multilateral engagement.

For more than 60 years, Australia has invested in providing individuals from developing countries with the opportunity to undertake tertiary education in Australia. Since the Colombo Plan of the 1950's, the Australia Awards has invested in tens of thousands of individuals, providing a high quality educational and life experience in Australia. The Australia Awards complement the Australian Government's New Colombo Plan, that enables undergraduates from Australian universities the opportunity to live, study and gain work experience in the Indo-Pacific region. The New Colombo Plan and the Australia Awards create a genuine two-way flow of educational exchange in our region.

The Australia Awards Global Strategy outlines why DFAT invests in the Australia Awards and specifically:

- sets the strategic framework and priorities for Australia Awards
- details the principles that will guide decision-making on Australia Awards investments
- outlines the key elements for effective delivery of Australia Awards investments
- promotes innovation and opportunities across Australia Awards investments
- explains how performance of Australia Awards investments will be measured.

The goal of the Australia Awards is to *support partner countries progress their development goals and have positive relationships with Australia that advance mutual interests*. These priorities will be guided by *Australian aid: promoting prosperity, reducing poverty, and enhancing stability*.

Five principles will be applied to our Australia Awards investment approach decisions:

- **Principle 1:** Alignment with Australia's development, economic and public diplomacy priorities
- **Principle 2:** Equity of Access
- **Principle 3:** Merit-based Selection
- **Principle 4:** Value for Money and Evidence-based Decision Making
- **Principle 5:** Promote the Australia Awards

A range of delivery modalities exist for the global Australia Awards. Their scale and mix at the country and regional level will be guided by these priorities and principles.

Innovation and opportunity will continue to underpin our approach to Australia Awards investments. The Strategy encourages finding new ways to solve problems and new options for the flexible and responsive delivery of education to suit the global market. Opportunity is explored through our approach to on-award and alumni engagement and enhancing the effectiveness of our existing Australia Awards modalities.

Monitoring and performance improvements will continue for the global *Australia Awards program*. The *Australia Awards Global Monitoring and Evaluation Framework* will assess alignment with strategic priorities and measure our global progress to achieving goals.

A close-up portrait of a young woman with long, straight, dark brown hair. She is smiling warmly at the camera, showing her teeth. She is wearing a bright yellow, textured knit sweater and a white, fringed scarf. The background is blurred, showing what appears to be a bookshelf with various books.

★ / Alumni contribute
in many ways to
Australia's strategic
reach and influence,
in our region and
globally.

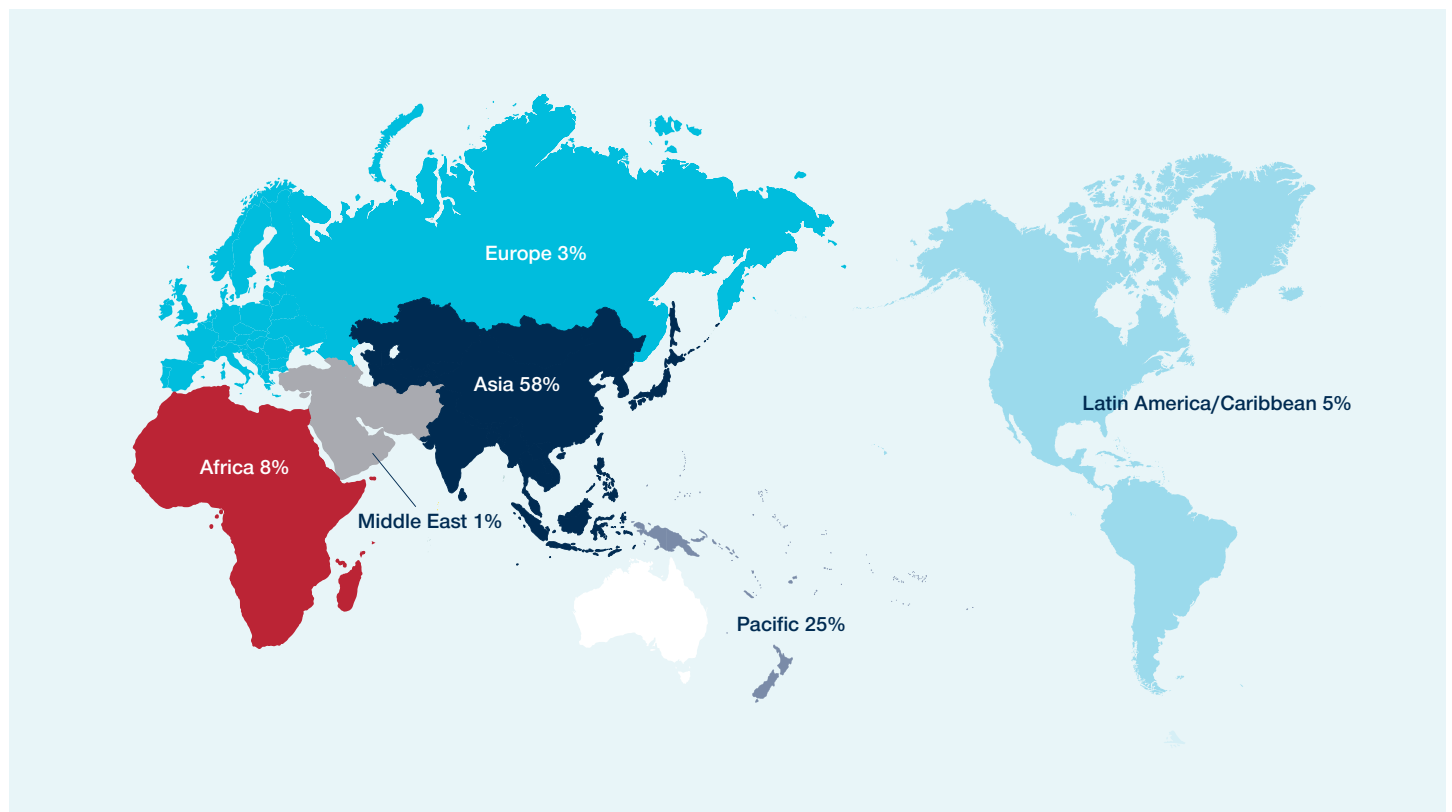
Context

Investing in individuals from developing countries to undertake tertiary education has been part of Australia's aid program and foreign policy since the Colombo Plan of the 1950s, which brought more than 20,000 students from the region to study in Australia between 1951 and 1985. The Australia Awards build on this long history of enabling individuals to access high quality education opportunities.

Australia values the experience of studying in another country. In 2013 the Australian Government introduced the New Colombo Plan, to enable undergraduates from Australian universities the opportunity to live, study and gain work experience in the Indo-Pacific region. In this way, the New Colombo Plan and the Australia Awards are two sides of the same coin, complementing one another with outbound and inbound programs—a genuine two-way educational exchange.

Australia Awards are a whole of Australian government initiative bringing together scholarships, fellowships and short courses administered by the Department of Foreign Affairs and Trade; the Department of Education and Training; and the Australian Centre for International Agricultural Research.

Figure 1: Australia Awards by region 2015

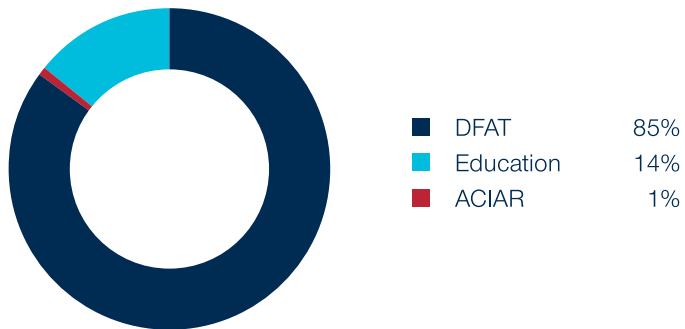


DFAT’s Australia Awards have, over the past decade, expanded beyond traditional long-term scholarships to include a more sophisticated suite of education, training and professional development opportunities. Australia Awards build capacity of our partner countries to address development challenges and provide opportunities for strengthening strategic partnerships, through Awards that:

- utilise Australian education and training expertise
- target critical skills gaps to address constraints to sustainable economic growth and poverty reduction
- target activities that strengthen existing partnerships and develop new connections at the individual, country, regional and multilateral levels.

Australia Awards administered by DFAT represent 85 per cent of all incoming awards. In 2015, DFAT offered 4,135 Australia Awards to individuals from 90 developing countries.

Figure 2: Australia Awards by agency 2015



Strategic Framework

The goal of the Australia Awards is to *support partner countries progress their development goals and have positive relationships with Australia that advance mutual interests.*

We will

- invest in current and emerging leaders in our partner countries through tertiary education and training
- invest in individuals' skills and capabilities, people-to-people and institutional links in areas that contribute to Australia's foreign, trade and international development policy priorities
- focus our efforts where Australia can make the most difference by targeting areas that contribute to development outcomes and economic and public diplomacy objectives.

To realise this goal, we will achieve the following outcomes:

- alumni using their skills, knowledge and networks to contribute to sustainable development
- alumni contributing to cooperation between Australia and partner countries
- effective, mutually advantageous partnerships between institutions and businesses in Australia and partner countries
- alumni view Australia, Australians, and Australian expertise positively.

Educated populations are powerful drivers of change and are necessary for countries' efforts to effectively reduce poverty and overcome barriers to economic growth. Development challenges invariably have regional and international dimensions and Australia Awards are an important part of linking ideas, skills, collaboration and new solutions for sustainable development outcomes.

Australia Awards build meaningful connections with future leaders who may contribute to the bilateral relationship as they progress through their career. Educational exchanges are generally acknowledged to be one of the most powerful and long-lasting influences on attitudes¹.

By investing in people-to-people and institutional links, we are better placed to pursue our mutual interests based on a deeper understanding of the cultural, social and economic drivers underpinning our domestic and international interests.

Strengthening multilateral partnerships through people-to-people links and academic exchange

In July 2015, twenty five postgraduate students, five from each MIKTA country (Mexico, Indonesia, the Republic of Korea, Turkey and Australia), attended an Australia Awards Short Course hosted by the Australian National University. The Short Course was a catalyst for increasing people-to-people and academic links between MIKTA countries. Participants shared their views on solutions to global and regional governance challenges. They interacted with Australian academics and policy specialists from across government and business sectors, and discussed as a group ideas about future directions for MIKTA.

¹ Holden, J & Tryhorn, C, Influence and Attraction—Culture and the race for soft power in the 21st century, British Council, 2013, p 27.

Priorities

Determining investment priorities

Strategic priorities at the global level for Australia Awards will be determined on a three-yearly basis. Country and regional programs have flexibility to identify specific country or sector level priorities on a yearly basis within the global framework that best contribute to development and public and economic diplomacy outcomes.

DFAT will ensure the suite of Australia Awards modalities reflects a coordinated and coherent approach to Australia Awards investments that:

- outline the development focus for Australia Awards across Australia's aid investment priorities, including at the country and sectoral levels
- detail how Australia Awards will support Australia's cross-cutting development priorities, particularly private sector development, empowering women and girls, and disability-inclusive development
- detail opportunities for Australia Awards to contribute to economic diplomacy and public diplomacy objectives
- identify areas of synergy and collaboration between Australia Awards and other DFAT investments that promote people-to-people links, particularly the New Colombo Plan
- identify opportunities and priorities for engaging with awardees and alumni that promote Australia's interests for development and diplomatic engagement with our region and beyond.

Specifically Australia Awards will contribute to trade, growth, investment and business and continue building personal networks and institutional links to enhance Australia's influence, reputation and relationships internationally and promote our national assets.

Our bilateral Australia Awards investments will focus on the six priorities for Australia's aid investments:

- infrastructure, trade facilitation and international competitiveness
- agriculture, fisheries and water
- effective governance: policies, institutions and functioning economies
- education and health
- building resilience: humanitarian assistance, disaster risk reduction and social protection
- gender equality and empowering women and girls.

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Principles

Five principles will be applied to Australia Awards aid investments. Continuity and innovation will underpin our approach to maximise the contribution Australia Awards make to development outcomes, people-to-people and institutional links and enhanced inter-cultural understanding and collaboration.

Principle 1: Alignment with Australia's development, economic and public diplomacy priorities

We will actively align Australia Awards with our broader diplomatic and aid efforts at bilateral, regional, and multilateral levels to foster new connections and partnerships between countries and encourage new perspectives and solutions to regional and global challenges.

Principle 2: Equity of access

We will encourage equity of access at the promotion, application, on-award and post-award stages by:

- maintaining equal numbers of Awards for women and men at the global level
- ensuring Australia Awards opportunities are promoted widely across government, civil society and private sectors
- designing appropriate interventions to address barriers to participation and provide on-award/post-award support where participation by women, people with disability and other disadvantaged members of society is low
- ensuring equitable access to on-award and alumni engagement opportunities.

Principle 3: Merit-based selection

Australia Awards promotion and selection processes are designed to attract and select candidates that are the best placed to contribute to development in their countries.

Applications for long-term scholarships are open to all eligible candidates in our developing country partners². Candidates for long-term awards are assessed and selected based on merit against the following criteria:

- potential to make a contribution to development outcomes in their home country³
- academic competence
- professional and personal leadership attributes.

To ensure we are selecting candidates who are best placed to contribute to development outcomes in their countries, we will progressively move away from allocating quotas to specific sectors (e.g. government, academia, civil society, private sector) or specific organisations⁴.

Short-term study, training, research and professional development activities will target senior officials and mid-career professionals who can demonstrate they are in a position to advance priority development and foreign affairs issues. Evidence of how their organisation will support the use of their skills, knowledge and networks will influence candidate selection.

² General eligibility requirements are outlined in the *Australia Awards Scholarships Policy Handbook*. Additional country-specific eligibility requirements are detailed in the relevant *country profile*.

³ Priority study areas for long-term scholarships are aligned with Australia's priority areas for aid investments in that country, as detailed in the relevant country program's Aid Investment Plan. However, in recognition that individuals are often best-placed to understand the development needs of their country and drive innovation in their areas of professional expertise, scholarships are also awarded for fields of study that fall outside the aid program priority areas.

⁴ For the 2017 intake of long-term scholarships, not more than 50 per cent of scholarships for each country will be allocated on the basis of quotas for sectors (e.g. government, academia, civil society, private sector) or target organisations.

Principle 4: Value for money and evidence-based decision making

We will ensure high standards of value for money of Australia Awards investments by having a strong emphasis on standards of performance and quality in delivery of Australia Awards investments, in accordance with *Making Performance Count: enhancing the accountability and effectiveness of Australian aid*. We will focus on three key areas:

- **Evidence based decision-making:** we will build on our existing knowledge to develop a rigorous evidence base to inform our investment and programming decisions. We will use the *Australia Awards Global Monitoring and Evaluation Framework* to drive enhancements to data collection and use that supports decision-making in line with this Strategy.
- **Working with the most effective partners:** we will strengthen and consolidate our existing systems for assessing partner performance so that funding increasingly flows to the most effective organisations, including by:
 - funding partners that have demonstrated strong performance in advancing Australia Awards objectives⁵, including Australian tertiary education and training providers and overseas counterpart organisations
 - having a coordinated and consolidated global approach to contractor performance assessment, with a view to strengthening the link between past performance and future funding allocations.
- **Increasing consolidation:** we will:
 - consolidate and streamline administration of Australia Awards where efficiencies can be gained while maintaining effectiveness
 - reduce the administrative burden on our partners by streamlining reporting and other administrative procedures so that they can focus their efforts on delivering policy outcomes.

Principle 5: Promote the Australia Awards

We will promote the Australia Awards to ensure visibility and recognition of the Australian Government's prestigious inbound Awards initiative, including:

- leveraging the prestige, access and reach of Australia's global diplomatic network to celebrate Australia Awards achievements
- communicating the far-ranging benefits of Australia Awards for awardees, partner institutions and countries, and Australia.

Gender equality and women's empowerment—an equity principle for Australia Awards

Long-term awards in particular contribute strongly to women's professional advancement. The opportunity to live and study in Australia for an extended period of time not only builds women's technical skills and capabilities, but also develops personal skills and attributes critical to women exercising leadership.

All Australia Awards investments will have an objective of empowering women, and will effectively address gender issues by:

- targeting development sectors where women's tertiary skills and increased participation in policy development, decision making and technical implementation aspects of development are most needed in each country
- providing awards for study and training that specifically target gender equality and women's empowerment issues
- working with awardees, alumni and their employers on how to build organisational capacity to better use the skills and knowledge of women
- providing post-award opportunities for alumnae to enhance their professional and leadership capabilities.

⁵ In line with *Making Performance Count: enhancing the accountability and effectiveness of Australian aid*, this will take into consideration the extent to which partners are working effectively to achieve Australia's strategic objectives and delivering results strongly aligned with our national interests.

Investment Modalities

The priorities and principles for Australia Awards investments support decision making on the scale and mix of modalities required to most effectively achieve development outcomes and maximise their contribution to economic and public diplomacy objectives.

The Australia Awards Toolbox provides an overview of the existing modalities and their strategic benefits. Country and regional programs will make decisions as to how these tools will form Australia Awards investment designs.

Australia Awards Toolbox

Australia Awards Modality		Strategic Benefits
Long-term tertiary education		
Scholarships for study in Australia	Scholarships for individuals to undertake tertiary level study at participating Australian universities and Technical and Further Education (TAFE) institutions	<p>Skills, knowledge and capabilities: quality tertiary qualifications can equip individuals with skills, knowledge, capabilities and professional standing that enhances their ability to contribute to development outcomes in their countries. Strategic investment in scholarships over an extended period of time can be particularly useful for building capacity in sectors where skills gaps represent a key barrier to development in our partner countries.</p> <p>People-to-people links: long-term educational and cultural exchange can create deep and long-lasting connections between alumni and Australia and between alumni and their international peers.</p> <p>Institutional links: Scholarships are an important part of Australia's broader international education assistance to partner countries. They foster institutional links, support institutional capacity building in developing countries and support research collaboration.</p>
Scholarships for study in the Pacific	Scholarships for individuals to undertake tertiary level study at select tertiary institutions in participating Pacific countries	<p>Skills, knowledge and capabilities: tertiary institutions in the Pacific cater to the regional market, providing tertiary level qualifications relevant to advancing development in Pacific island countries and the region.</p> <p>People-to-people links: Pacific Scholarships can create links between awardees and their peers from across the Pacific, and build regional networks of development practitioners.</p> <p>Institutional links: Scholarships for study at Pacific institutions are part of Australia's broader objectives of promoting education and training quality in the region, and complement DFAT's targeted aid investments in the Pacific⁶.</p>

⁶ DFAT's *Strategy for Australia's Aid Investments in Education* (2015) identifies relevant and high-quality secondary and post-secondary education as a priority for Australia's aid investments in education.

Australia Awards Modality		Strategic Benefits
Short-term study, training, research and professional development		
Fellowships (in Australia)	Open competitive grants program for Australian organisations to host cohorts of awardees	<p>Skills, knowledge and capabilities: Fellowships utilise a broad base of Australian expertise to develop technical and soft skills relevant to advancing development and foreign affairs issues of shared interest. Fellowships involve a tailored combination of study, training and professional development activities (e.g. work experience, mentoring, policy dialogue, site visits). They also facilitate exchange of expertise and perspectives between participants.</p> <p>People-to-people links: Fellowships can create and strengthen people-to-people links by bringing cohorts of participants together from different academic or professional disciplines, thematic sectors and countries. Fellowships also include a strong cultural exchange component that can generate connections between participants and Australians.</p> <p>Institutional links: Fellowships strengthen existing partnerships between Australian organisations and partner organisations across academic, government, civil society and private sectors. Fellowships can also create institutional links between developing country organisations.</p>
Short Courses (in Australia or a partner country)	Targeted program ⁷ of intensive training provided for cohorts of awardees	<p>Skills, knowledge and capabilities: Short Courses utilise Australian expertise in education and training to enhance participants' expertise in areas of strategic importance that complement Australia's diplomatic and aid efforts at bilateral, regional and multilateral levels.</p> <p>People-to-people links: Short Courses can create or strengthen people-to-people links and establish networks of practitioners on strategic issues.</p> <p>Institutional links: Short Courses can strengthen existing partnerships or create new connections between developing country organisations. Short Courses can also catalyse on-going connections between the Australian education or training provider and participating organisations where there are mutual interests.</p>

⁷ Short Courses are designed by DFAT, often in collaboration with in-country partners and/or Australian partners. Short Courses are generally designed as part of a country programs' annual suite of Australia Awards investments, but can also be delivered on an ad-hoc basis in response to emerging opportunities.

★ / The opportunity to live and study in Australia for an extended period of time not only builds women's technical skills and capabilities, but also develops personal skills and attributes critical to women exercising leadership.



Innovation and Opportunities

DFAT places a high priority on applying innovation—finding new ways to solve problems as a way to deliver the best and most practical solutions to development problems. The global dynamics of international tertiary education and training have changed over the preceding two decades, with significant increases in the number of students studying internationally and new options for flexible and responsive education and training to suit the needs of a diverse global market.

Innovations

Co-funding with the private sector

New Australia Awards investments will consider co-funding with the private sector to enhance support to the private sector and program efficiency. Australia Awards in Africa is developing a pilot Extractives Fellowships Fund to receive contributions from private sector partners to enable additional individuals from the private sector and civil society to participate in Australia Awards short-term training relevant to the extractives sector.

Connecting peers in Australia

The Indonesia Café Program aims to connect Indonesian civil servants, studying in Australia as an Australia Awards recipient, with their counterparts in Australian government organisations. The program operates as a peer-to-peer or peer-to-mentor scheme, to establish personal and professional contacts, and increase understanding and appreciation between Australian and Indonesian participants.



Empowering Women

Building on the Office of Development Effectiveness evaluation on *Building Women's Leadership: the Contribution of Australia Awards Scholarships* (2015), we will actively increase the program's attention on contributing strongly to women's professional development and leadership. The Australia Awards program in Vietnam is exploring options for a leadership program open to both female and male Australia Awards alumni to foster consciousness and competencies in gender equitable leadership and management. The leadership program will have both in-Australia and in-Vietnam components, including networking with Australian and Vietnamese leaders in their fields, mentoring, workshops and academic/policy exchange.

Exploring flexible delivery modes

A number of country programs have piloted flexible delivery modes, such as split-site study and distance learning. Split-site study enables awardees to undertake part of their degree in their home country and part in Australia, and can be an alternative to a full degree in Australia. Distance learning allows students to undertake accredited tertiary education remotely. We are learning from these experiences where split-site delivery and distance learning can be successful, and in which contexts they may not be suitable. Our internal guidance package will contain detail and lessons learned about these delivery modes.

Opportunities

Alumni Engagement

Alumni contribute in many ways to Australia's strategic reach and influence, in our region and globally. Australia's diverse and talented global alumni are a vital diplomatic asset. Meaningful engagement with our global alumni contributes to our national interests by strengthening our diplomatic relationships, growing trade investment and business linkages, promoting our capabilities and credentials in education, science, research and innovation, showcasing Australia as a contemporary, innovative and open society. Engaging more broadly with this community is a public diplomacy priority⁸. Through the *Australia Global Alumni Engagement Strategy*, we will build enduring connections between alumni and Australia, strengthening Australia's networks of influence to help achieve diplomatic, trade, education, research and development objectives.

Through meaningful and targeted engagement with Australia Awards alumni we will:

- support alumni peer and professional networks to strengthen connections with Australia
- enable linkages between alumni and the private sector for mutual benefit
- create opportunities for alumni to use their skills to address development challenges in their countries
- promote female alumni participation in decision making, including in high-level meetings and events
- leverage the prestige, access and reach of Australia's global diplomatic network to activate connections, mobilise engagement and celebrate achievements.



Using information technology to connect people

DFAT has developed the Australia Global Alumni interactive website for Australian Government alumni to promote discussion around alumni engagement, research and policy in an informal and easily accessible format. The website is a key forum for communicating with alumni and provides:

- practical information and resources to help facilitate Australia's global alumni engagement
- a space for Australian alumni to connect with each other, share experiences to help improve and grow their alumni networks
- alumni with a forum to receive, read, reflect, discuss and contribute to each other's knowledge.

⁸ Australia's Public Diplomacy Strategy, 2014–16. The *Australia Global Alumni Engagement Strategy* details Australia's engagement with Australian alumni, including Australia Awards alumni.



★ / Educated populations are powerful drivers of change and are necessary for countries' efforts to effectively reduce poverty and overcome barriers to economic growth.



On-Award Engagement

To enhance awardees' experience while studying in Australia, we will develop a coordinated approach to on-award engagement. This will involve identifying existing and new opportunities for awardees to access activities that enhance their experience and establish personal and professional links with Australia and other awardees, including activities that:

- connect awardees with other awardees, peers in the public and private sector, academics and the Australian community
- target personal and professional links that are most likely to endure upon return home and assist awardees to contribute to development in their area of professional expertise
- complement and makes purposeful links with other people-to-people programs, particularly the New Colombo Plan
- enhance awardees' knowledge and understanding of Australia and Australians, and vice-versa
- contribute to awardees' positive experience and perception of Australia.

Ensuring relevance and maximising effectiveness

Where the current Australia Awards approaches are no longer fit-for-purpose in terms of desired outcomes, these will be reviewed at both global and country program levels to maximise opportunities and incorporate innovations.

To ensure investments in long-term scholarships are targeted to where Australia can make the most difference, we will:

- review where Australia's expertise in tertiary education and training best aligns with priorities for Australia Awards investments
- provide scholarships to individuals with innovative ideas to address development challenges
- develop guidance on how value for money principles can best be applied to long-term scholarship investments, including in relation to level, delivery mode and location of study

- strengthen policy dialogue with a range of in-country stakeholders to:
 - promote Award opportunities to organisations that have influence in shaping development in their countries and regions
 - identify the skills and knowledge that can best contribute to strengthening development outcomes
 - promote mutual accountability for results, including by requiring country partners with long-term scholarship quotas to advise DFAT how they are mobilising alumni to use their new skills, knowledge and networks.
- ensure Australia Awards for study at Pacific institutions:
 - are more closely aligned with Australia's broader efforts to progressively target support to quality assured institutions and programs
 - maximise opportunities to connect awardees with each other and with Australians and Australian expertise.

There are opportunities to broaden the scope of short-term study, training, research and professional development activities to be more flexible and responsive to emerging opportunities. DFAT will review the current approach to short-term study and training to:

- identify how the unique benefits of providing education and training to organisations and cohorts of individuals can best be leveraged to advance development, economic and public diplomacy objectives, including opportunities to:
 - strengthen development outcomes by building connections between individuals and organisations in government, private and civil society sectors, including potential for co-funding
 - strengthen Awards' alignment with public and economic diplomacy objectives, including fostering inter-cultural exchange, skills development and collaboration in the areas of culture, sports, science and research
 - build knowledge, technical and soft skills to address barriers to women and girls' empowerment, particularly in sectors where progress is slow and represents a key barrier to development
 - build knowledge, technical and soft skills to strengthen disability-inclusive development⁹



- maximise value for money in the provision of short-term education and training, including working with the most effective partners, by:
 - providing opportunities for two-way exchanges and multi-year funding where providers have demonstrated strong performance in advancing Australia Awards objectives¹⁰
 - having a coordinated global approach to provision of Short Courses that maximises efficiencies
- identify where short-term education and training can best contribute to Australia's diplomatic and aid efforts at regional and multilateral levels, including bringing together participants from developing countries, emerging and advanced economies.

⁹ *Development for All 2015–2020: Strategy for strengthening disability-inclusive development in Australia's aid program*, Australian Government, 2015.

¹⁰ In line with *Making Performance Count: enhancing the accountability and effectiveness of Australia aid*, this will take into consideration the extent to which partners are working effectively to achieve Australia's strategic objectives and delivering results strongly aligned with our national interests.

Performance Management

Consistent with *Making Performance Count*, DFAT will continue to strengthen how we measure and improve the effectiveness of Australia Awards. Evidence-based decision making and value for money is central to Australia Awards performance management. The level of responsibility for generating performance information and monitoring data varies among stakeholders, as does their capability to use information to inform investment and management decisions.

Assessing Australia Awards Performance

At what level is performance assessed?	What is performance measured against?	How is performance reported?
Whole of Aid Program	Development policy priorities and 10 strategic targets	Assessed annually and reported in <i>Performance of Australia Aid</i>
Australia Awards Global	<i>Australia Awards Global Monitoring and Evaluation Framework</i>	Assessed annually and reported in <i>Performance of Australia Aid</i>
Country and Regional	Country and regional program development objectives. Country and regional specific economic diplomacy and public diplomacy objectives	Country and regional program annual Aid Program Performance Reports, tracer studies
Individual investments	Quality criteria: <ul style="list-style-type: none"> • Relevance • Effectiveness • Efficiency • Monitoring and Evaluation • Sustainability • Gender Equality • Risk Management and Safeguards • Innovation and Private Sector 	Assessed annually and reported in Aid Quality Checks Tracer studies, evaluations, host institution annual performance assessments, managing contractor performance assessments

DFAT will report on the overall performance of Australia Awards in contributing to Australia's foreign, trade international development policy priorities through an Aid Program Performance Report. This report will:

- be the key mechanism to assess the performance of the Australia Awards on an annual basis, including measuring progress against this Strategy
- be a key process to engage stakeholders on strategic management of Australia Awards
- draw together existing monitoring and evaluation data to report on performance, identify lessons to inform strategic management of Australia Awards at the global and country program levels, provide examples of good practice and explore opportunities for further innovation and improvement.

The Australia Awards portfolio will be assessed against the *Australia Awards Global Monitoring and Evaluation Framework*. The Framework will: (i) assess the alignment of Australia Awards with the strategic investment priorities and aid program strategic tests¹¹, and (ii) measure progress towards Australia Awards' immediate and long-term outcomes. The Framework emphasises identifying and sharing lessons and examples of good practice.

The Australia Awards Global Tracer Facility, will further strengthen our capability in Australia Awards evaluation. It will develop:

- high quality, best practice approaches to research exploring outcomes of scholarship and fellowship alumni
- evidence relating to alumni outcomes that explores both diplomatic and development impacts
- approaches to reaching a wider spectrum of alumni by using research as a tool for engagement.



Strategy Review

An independent evaluation of this strategy will be undertaken in 2018 to identify results achieved, lessons learned and recommendations for future policy priorities. This will enable lessons learned to be shared across DFAT and with our partners, and continue to strengthen Australia Awards' contribution to supporting partner governments progress their development goals and have positive relationships with Australia that advance mutual interests.

¹¹ *Australian aid: promoting prosperity, reducing poverty, enhancing stability*, Australian Government, 2014, p 27

★ / Australia Awards will contribute to trade, growth, investment and business and continue building personal networks and institutional links to enhance Australia's influence, reputation and relationships internationally and promote our national assets.



