Australia Awards for Indonesia

Investment Design Document

Volume 2: ANNEXES

18 June 2013

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Annex 1   Phase IIIB Pilots

Pilot 1: Enhanced Engagement with Key Agency (EEKA)

Lessons learned from the 2010 ANAO review of AusAID's support to tertiary education and from Indonesia's scholarship program mid-term review in 2011 suggested that a more strategic and senior level of engagement with a Key Agency – from awardee line managers to senior department personnel – could improve overall performance of Australia Awards in Indonesia. As a result of broader discussions within GOI and AusAID and in the refreshed design for Phase IIIB (2012-2014) it was agreed that Australia Awards in Indonesia would introduce an *Enhanced Engagement* program to pilot a more senior and strategic approach with Priority Agency.

Under the broad **Enhanced Engagement with Key Agencies (EEKA) pilot**, two sub-pilots have been trailed to test alternative modes of Australia Awards delivery. These are: the **Articulated Graduate Study/ Split Site Delivery Scoping; and Managing Short Courses.** These two sub-pilots are attempting to test the hypothesis that more flexible scholarship options will provide organisations with more appropriate HRD tools, contributing to higher-level buy-in and improved performance of alumni when they return.

Early in Phase IIIB preliminary meetings with all Key Agencies (KA) were held to discuss the opportunities and responsibilities associated with introducing the EEKA. Information Package/Guidelines were developed by the contractor and disseminate to assist KAs socialise the concepts and processes involved with the EEKA implementation. Selection of EEKA participating agencies was based on the agencies demonstrated (past) performance, commitment to the Australia Awards Scholarships program and ability and willingness to pilot the Enhance Engagement, Split-Site Master Degree Program and Short Course Awards. Three GOI KAs were selected – Fiscal Policy Agency (FPA), Ministry of Trade and State Ministry of National Development Planning (BAPPENAS).

Split-Site Master Degree Program

For the purpose of this pilot, Split-site Master Degree programs have been defined as potential scholars completing two linked Master-degree programs in different locations; with studies commencing at an Indonesian university for one year, followed by studies in an Australian university for the second year.

Another key principle of split-site delivery has been the financial partnership within the three Key Agencies. This pilot requires participating GOI KA to fund the cost of the first year of the program (one year at an Indonesian university), while AusAID funds the cost of the second year of study (one year at an Australian university).

A key benefit of allowing split-site delivery through Australia Awards Scholarships program is to strengthen the institution-to-institution link between Australian and Indonesian universities. It is anticipated that a level of institutional capacity building will occur through this process.

Although a split-degree course is offered as part of the pilot program, AusAID did not guarantee an allocation of places in advance of the standard Australia Awards Scholarships Joint Selection processes. The candidates had to be enrolled or eligible to enrol in the first year of a relevant Master's program at an Indonesian university for which there is a split-degree course option being offered. The non-successful candidates

will continue their in-Indonesia studies and return to their workplace after this period. Successful candidates will commence studies in Australia under Australia Awards Scholarships program after satisfactorily completing the study program in Indonesia, meeting GPA, language and other essential requirements as specified by the Australian 'partner' university.

Split-Site Master Degree Program Implementation Approach

GOI KA selection requirements:

- o Participating KAs have to provide evidence of the availability of funding in the year that the split-site participants will commence English language training and studies at the Indonesian University and cover candidate salary costs for the duration of the program.
- o Provide scholars at the Indonesian Universities, who are not selected for an award, with the opportunity to complete the course in Indonesia and thereby gain a Master's awards from the relevant Indonesian University.
- o Participating KAs have to dedicated personnel available to provide the required oversight at all stages of the scholarships cycle (application, nomination, study, re-integration and reporting)
- o Ensure that open and transparent selection process extended to all potential and eligible applicants

Selection of University Partner

- o To ensure the availability and timeliness of the degree program under the split-site pilot, only Australian and Indonesian universities with an existing formal Memorandum of Agreement underpinning joint delivery of an identified course/set of courses, or the ability to quickly develop a functional agreement are eligible to participate.

Split-site Arrangement

- o For successful participants, AusAID will provide standard Australia Awards Scholarships support and entitlements.
- o English Language Preparatory Studies should be included as part of the course offered by Indonesian university or by arrangement with the Key Agencies.
- o Split-site Master Degree Program must follow the Australia Awards Scholarships guidelines and specific requirements of the current Australia Awards Scholarships selection round

Selection of Candidates

- o Selection of candidates should be on the basis of a 'cohort approach' especially in regards to consistency in the level of English language ability across the cohort.
- o Social (gender, disability) and participation from GFAs are to be considered by agency

Current progress and early results

The split-site Masters program has been very positively received and implemented, with all three agencies in regular contact with the Australian and Indonesian Universities and taking a close interest in the selection and mobilisation of Awardees. The most significant success has been the commitment of financial contributions by the agencies, resulting in both strategic and operational commitment to targeting the right applicants

and utilising them effectively upon return. In addition to the pilot agencies participating in split-site pilot, one other GoI department (not a Key Agency) submitted scholarship applications in the recent 2013 intake for individuals in a similar program. This initiative demonstrates a genuine demand from organisations for flexible study options and an internal willingness to support their employees in these programs.

Undertaking a coordinated cohort-based study program has also provided an opportunity to improve:

- Alignment of study course to organisational need;
- Increased the Key Agency and awardee's commitment through on-going agency contact with the awardees during study; and
- Contribution to the agency service delivery through a more collegial alumni group.

Scoping and Managing Short Courses

Short courses are defined as opportunities for formal study or training, generally less than three months' duration, delivered by an approved Australia higher education provider or an Australia Registered Training Organisation.

Short course awards provide the opportunity for the Program to be more responsive to GOI needs, especially for senior staff that are unable to be released for long term study. The mix of short and long term study options provides opportunity for a blended capacity building intervention. Short courses, which are delivered in Australia, can also create a positive Australian experience and useful links for senior executives.

Short course awards are being offered under the umbrella of the *Enhanced Engagement Pilot Strategy* to BAPPENAS, the Ministry of Trade, and the FPA, with a small number of courses available for non-Enhanced Engagement GOI KA.

Short Course Award Implementation Approach

Identification of Short Course priority areas

- o The priorities areas were underpinned by an organisational mapping and needs activity within and across the three KAs; to ensure relevance and appropriateness.
- o Strategic planning meetings with senior executive within the three participation Agency for EEKA were held to determined shared training priorities
- o The five short course training areas purposed by EEKA participation agencies and approved by AusAID were:

Part 1: Strategic Planning

1. Policy Development and Planning
2. Central, Provincial and District Planning, Relationships and Responsibilities
3. HR Development, Management and Leadership
4. Measuring, Monitoring, Evaluation & Reporting

Part 2: Project Management

5. Introducing, Monitoring and Sustaining Change

Allocation of participants

- o Cohort of participants from each EEKA participating agencies were selected by areas of responsibility, reflecting organisational change priorities (that is by function and position responsibilities)
- o Gender equity was considered and encouraged
- o A maximum of 25 places exist in each course with priority given to staff from each of the GOI EEKA. Five places were allocated for each of these agencies with the remainder (up to 10) provided to the other GOI KAs.
- o All short course awards were no longer than two weeks duration, and awardees should have prerequisite language ability of 5.5 IELTS or above.

Selection of Australia training institutions

- o The selection of Australia training providers followed an open and transparent tender process managed by the contractor that focused on the delivery of relevant, quality and cost-effective training
- o Under the ADS IIIB, UniQuest (the commercial division of the University of Queensland) was the preferred tenderer for all the short courses
- o Preparatory English and study program was offered in Indonesia as a precursor for attendance in all short course awards of longer than two weeks duration

Current progress and early results

A total of four short courses have been delivered to a total of 87 participants from 13 GOI KA. Early evaluations from participants of the short courses under ADS Phase IIIB indicate:

- o Short courses provide the opportunity to engage in a genuine and meaningful way with senior level managers.

- o The participants were very enthusiast participants in the short course – 100% attendance reported across all the courses.

- o Participants were exposed to Australian public sector institutions and learnt many new concept and methodologies that will help them to better perform their current role.

- o Short courses provide the participants with an opportunity to build networks, with those from their own agencies, other agencies and with Australian individuals and agencies.

Pilot 2: English Language Training Assistance (ELTA)

Scholarship candidates from provincial areas of Indonesia encounter a number of barriers to access scholarships – including often lower English language proficiency. Therefore to effectively target potential recipients from provincial areas specific English language training mechanism need to be considered. In response to English language needs, Phase IIIA successfully piloted the first English language training assistance (ELTA) course for potential Australia Awards Scholarships applicants from Nusa Tenggara Timur (NTT). Following on from the success of the fist ELTA pilot program and the excellent commitment from the host institutions, in 2012 and 2013 under Phase IIIB, it was planned to repeat ELTA program in NTT, as well as replicate the model in

two additional locations: in Mataram for participants from NTB and in Bali for participants from Papua and West Papua.

The goal of the pilot ELTA is to increase access to scholarship opportunities for candidates from targeted provincial areas with low levels of English language ability. ELTA programs are designed for groups of candidates from geographic focus areas who have IELTS 4.5 (or equivalent) and who otherwise meet scholarship criteria. The purpose is to raise the English language proficiency level of candidates to IELTS 5.0 through 12 weeks of tailored English language training so that the candidates can apply for an Australia Awards Scholarships in the next application round.

ELTA Implementation Approach

The Managing Contractor's existing sub-contractor for delivering English language and pre-departure training service, was required to identify and work in association with a local English language training centre for delivery of ELTA.

The duration of training was for 12 weeks of 6 hours per day for 5 days per week for consecutive weeks. The training was provided through two concurrent classes each comprising 15 trainees.

The main requirement for applicants to apply for the ELTA program was that they met all other criteria for an Australia Awards Scholarships with the exception of the English language requirement. Based on this initial administrative screening, the English language services provider shortlisted ELTA applicants and invited them to undertake a Placement Test that comprised a Multiple Choice/vocabulary test, and a short writing task. Based on the results of these tests, applicants were further shortlisted and invited to attend an oral interview as the final selection process.

The aim of the tests was to identify candidates with on overall score approximately equivalent to IELT 4.5. 'Over-qualified' candidates were encouraged to directly apply for Australia Awards scholarships program.

Advertise ELTA via local media	→	Shortlist for placement test /	→	Final selection of 30 participants	→	12-weeks intensive ELTA Course	→	IELTS Test	→	ILETS Test Score 5.0 +	→	Apply AAS

Current progress and early results

Over 300 candidates applied the first ELTA program. 122 of these were shortlisted and invited to attend a Placement Test. The aim was to identify candidates with an overall score approximately equivalent to IELTS 4.5. From the 122 short-listed, 30 were selected for the ELTA program, ranging in age from 24 to 36 years old and comprised 20 men and 10 women. 23 of the Trainees were Civil Servants, including three from BAPPEDA, and four from UNDANA.

Of the 30 participants, all achieved at least 5,0. Twenty-eight participants applied for ADS, with 24 shortlisted for an interview. Fifteen applicants were eventually selected for an ADS awards, achieving a 50% success rate for the first ELTA pilot program.

In ELTA 2 in NTT, thirty participants (70% of them were civil servants) were competitively chosen from 252 candidates. Of the 30 participants, 27 achieved at least 5.0, with three participants even scoring 6.5 IELTS which allows for direct entry into an Australian University. Twenty-four participants applied for ADS, with 24 shortlisted for an interview. Fourteen applicants were eventually selected for an ADS award,

The ELTA program in NTT involved cooperation with Nusa Cendana Unviersity (UNDANA) located in Kupang. Partnerships with the host institutions have been

excellent. Dedicated use of the UNDANA Language Centre facilities was given for the duration of the 12-week ELTA program. Three UNDANA personnel acted as Local Program Advisor and an ELTA Office Assistant, provided valuable support to the program. Without this invaluable cooperation from UNDANA towards both the Trainers and the trainees, the ELTA program in NTT would not have been able to operate as effectively as it has.

ELTA has successfully raised the number of ADS applications from NTT and lead to an increase in the number of people form NTT receiving Australia Awards Scholarships. In addition, ELTA has raised the participants English language capability due to better access English language material and interacting with native speaking teachers. Beyond English language skills participants cited benefits such as self-discipline, confidence, and independent learning skills. Many participants report that ELTA has improved their job performance in their home organisations (IADS Monitoring and Evaluation and Activity Progress Report – September 2012 - Annex 7 – ELTA Pilot Evaluation)

Pilot 3: Motivation and Attitude Assessment Instrument Pilot Strategy

Selecting the 'right' candidates has been repeatedly identified as a key output to enable Australia Awards Scholarships achieves its desired program outcomes. The selection process gives priority to selecting candidates who match program selection criteria and development priorities, and who are judged likely to succeed in study in Australia. Although interview processes and application forms seek information about what awardees intend to do with their knowledge and skills on return, there is a general belief that current selection processes do not adequately capture this personality dimension.

The option to tailor a motivation and attitude assessment instrument was proposed in Phase IIIB to identify, test and review the use of an instrument to gauge the motivation and attitude of Australia Awards Scholarships applicants during the application process in order to better identify awardees who are "likely to succeed in study and work place development on return to Indonesia". The instrument would assist the program to predict and to identify candidates not just in terms of their academic capability but also in terms of their likely future impact.

Motivation and Attitude Assessment Instrument implementation approach

The Managing Contractor initially proposed undertaking an in-depth research into possible instruments available. One concept that appeared, in this preliminary investigation, to be highly promising was 'Locus of Control'. This refers to an individual's general belief about whether they have control over subsequent events or whether they are distracted by events. AusAID further approved the Managing Contractor to undertake a comprehensive literature review of 'Locus of Control' as a motivation and attitude assessment instrument for consideration as an adjunct to existing selection criteria used for AAS candidates, a literature review of Locus of Control was undertaken by Dr Ruffina David in late 2012.

Current progress and early results

The findings of this review indicated several cautionary comments on the cultural appropriateness of the Locus of Control for its intended purposed in Indonesia. In January 2013, AusAID recommended not to continue to the next stage of development of the Locus of Control or continuing with the proposed pilot at this stage.

Annex 2   Indicative Fields of Study Options in 2014 Application Form

Australia Indonesia Partnership Priority Areas	Sustainable Growth and Economic Management	Democracy Justice and Good Governance	Investing in People	Safety and Peace
Description of PDA	*Improving economic policy and management, reducing constraints to growth in infrastructure and productivity, and improving natural resource management, environmental governance and response to climate change.*	*Strengthening the capacity, accountability and responsiveness of legal, democratic and oversight institutions, and improving local government and public financial management.*	*Better quality, access and governance in education, and better health access and systems*	*Improving responses to humanitarian needs, emergencies and vulnerability to disasters, and improving capacity to ensure transport security and to counter threats from transnational crime.*
Australia Indonesia Partnership Priority Fields of Study	• Natural Resource Management • Mining • Agriculture • Aquaculture/fisheries • Forestry • Climate Change • Economics • Infrastructure Planning • Water and Sanitation • Rural Growth • Small and medium enterprise	• Law, legal and judicial systems • Political Science and Government • Public administration • Public expenditure management • Public Sector Reform • Environmental Law • Anti-corruption • Decentralisation • Monitoring & Evaluation	• Communicable Disease Prevention • Health Management • Health Services • Maternal and Child Health • Women and Gender Studies • Disability Services • Public Health • Education and Training • Education Management • Human Resource • Childhood Special Education	• Conflict Resolution • Disaster Prevention and Management • Transport Safety • Transnational Crime Prevention Studies • International Studies

Annex 3   EAP, IELTS, Pre-departure Training & English Language Assistance

Approach to provision of services

The English for Academic Purposes (EAP) courses, IELTS testing and further English Language assistance will be provided in Indonesia by the Contractor through a sub-contract with a specialist and appropriately capable English language services provider in Indonesia.

The ultimate responsibility for the delivery of the required services however is with the Managing Contractor.

Requirements of English language services provider

The English language services provider included in a Contractors bid will need to submit documented evidence of the following capabilities:

1. Appropriate technical and management capabilities. This will include well demonstrated systems and technical capability, including pedagogical, managerial and administrative, financial, logistics and performance management and monitoring capability.

2. A quality approach to service delivery with a focus on outcomes. This will include evidence of a practical and strategic approach to fulfilling the objectives within the specified timeframe and the resources that will be assigned for implementation.

3. Appropriately qualified personnel and a balanced team with evidence of skills, relevant experience and qualifications of key team members; and evidence of a well-balanced and integrated team structure combining all necessary and appropriate expertise with a clear management framework.

4. Proven capacity to deliver all required services including service provision in eastern Indonesia.

IELTS and EAP courses

IELTS tests are conducted for all short-listed candidates (up to 900 per year) across approximately 12 different locations in Indonesia. They are also conducted for each awardee as they exit their EAP course.

The EAP course has a critical role in the effectiveness of Australia Award Scholarships. Awardees selected for study in Australia are usually graduates from the Indonesian university system. They will have IELTS scores ranging from 5.0 and above. They require training in English language for academic purposes, academic study skills and cross-cultural communication skills in order to prepare them for the demands of studying and living in Australia and to ensure that they complete their studies successfully and on time.

Each EAP course will include:

- English for Academic Purposes, including an exit IELTS test;
- Study, research and critical thinking skills;
- Information technology and literacy skills; and

- Cultural orientation training to prepare students for the language, academic and social demands of living and studying in Australia.

For scholars undertaking Masters by Research or PhD programs in Australia a specialised research training component will be included during their EAP.

Courses vary in length and range from a duration of 6 weeks to 9 months. All students will be applying to start academic programs in Australia commencing in first or second semester. The Contractor will regularly re-evaluate the EAP courses in view of developments in the field of English language training and in the context of the changing nature of postgraduate education in Australia.

Goal of the EAP and Pre-Departure Courses

The goal of the EAP courses is to prepare students for the language, academic and social demands of living and studying in Australia.

Objectives of the EAP Courses

The specific objectives of the EAP courses are:

- To upgrade English language skills to a level that will enable students to participate effectively in their post-graduate study program in Australia;

- To develop academic study skills appropriate to the target environment;

- To develop research and study skills appropriate to the target environment;

- To develop self-directed study techniques in preparation for the independent mode of study at post-graduate level;

- To develop information literacy and technology skills appropriate to the target environment;

- To develop an awareness of intercultural issues and the skills required for effective cross-cultural communication;

- To develop language skills for social and professional interaction;

- To develop all necessary social, study, financial management, cultural and personal understandings and capacities to successfully live and study in Australia;

- To prepare the students to achieve the required IELTS score to facilitate placement;

- To foster an understanding of the Human Resource Development aims of the scholarship program through inclusion of a learning and development training module; and

- To foster an understanding of the development objectives within the Australia Indonesia partnership.

Delivery Locations

The courses will be delivered in two geographic locations:

- In Jakarta servicing central and western Indonesia, and

- A hub location in a geographic priority region for the program. At present this is in Eastern Indonesia, for example Bali or any other regional city strategically located to be able to provide training to awardees from within AusAID's geographic focus areas in the east: East Nusa Tenggara, West Nusa Tenggara, Papua, and West Papua.

Teams at both locations will work closely with each other to ensure program quality delivery.

Scope of Services

The following services are required:

1. Design and deliver pre-departure training courses for post-graduate students, and evaluate the courses and their delivery. These courses will include the following components: language skills upgrading, IELTS preparation, cross-cultural communication skills, academic study skills, computer skills, self-directed learning strategies and a learning and development planning strategy;

2. Provision of IELTS testing for to up to 900 short-listed applicants per year in approximately 12 locations throughout Indonesia including providing personnel to undertake testing, advising on facilities and locations for testing, provision of the IELTS test scores in the shortest timeframe possible within the constraints of the IELTS regulatory framework, and making recommendations regarding the appropriate amount of English language training required for each candidate based on entry level abilities as demonstrated through the IELTS testing process;

3. Establish a schedule of courses, bearing in mind the fasting month in Indonesia, the dates for Introductory Academic Program (IAP) requirements, semester intake dates in Australia and deadlines agreed under the Australia Awards with universities;

4. Facilitate candidates' access to information regarding programs of study in Australian universities and scholarship admission issues;

5. Ensure that each English for Academic Purposes (EAP) classes have no more than 16 students;

6. Assist awardees with the location of suitable accommodation in their town of EAP study, if required;

7. Pay student stipends during the EAP/pre-departure training in line with AusAID approved rates and provide the necessary financial reporting for reimbursement;

8. Administer IELTS tests at the end of EAP each cours;

9. Other additional activities as required by the Managing Contractor.

Facilities and Resources

In order to achieve the stated program aims and objectives the service provider will provide:

- Clean and safe premises with fully-equipped classrooms (including internet, audio and video recorders) which provide an atmosphere conducive to learning.

- Academic management personnel with appropriate qualifications and experience in the management of high quality English for Academic Purposes programs;

- Native-speaker English language teachers with extensive experience in teaching EAP and appropriate internationally-recognised qualifications in teaching English to speakers of other languages (TESOL).

- Comprehensive curriculum and syllabus documentation for each course, specifying aims, objectives, methodology, assessment procedures, mechanisms for on-going evaluation and reporting requirements.

- An extensive range of learning resources specific to the language and research needs of an EAP and cultural awareness program.

Resources will include books and academic journals, audio and visual resources, computer-based resources through a networked computer laboratory, CD ROM databases, internet and email facilities which will be adequate to allow regular and easy student access to computer-based resources; and an extensive range of resources relating to Australia and its tertiary institutions.

Reporting Requirements

The following reports covering all activities will be provided to the Managing Contractor:

- Annual Program plan including detailed work plan, staff resource plan, risk management plan, and monitoring and evaluation plan;

- Monthly attendance records;

- An annual analytical, evaluation and operational Report including qualitative and quantitative analysis, trends, lessons learnt and recommendations for improvement.

English Language Assistance: Pilot English Language Training Assistance (ELTA) Program

Goal and Objectives

The goal is to improve access to Australia Awards for candidates from geographic focus areas, as agreed with AusAID. The aim is to provide the opportunity for candidates who meet scholarship criteria but are marginally below the English language requirement to apply for an Australia Award.

The objectives of the services are:

1. to raise the English language proficiency level of candidates with IELTS 4.5 (or equivalent) to IELTS 5.0 through 12 weeks of English language training. An English language proficiency level of IELTS 5.0 will meet the minimum requirement for candidates applying for an Australia Award.

2. to work in association with an English language training centre located at a university in geographic focus areas for the delivery of the ELTA program in order to up-skill the centre's qualified English language training staff.

Scope of Services

1. Design, deliver and evaluate a 12 week ELTA course for candidates with IELTS 4.5 (or equivalent) with the aim of upgrading their proficiency to IELTS 5.0. The course will include the following components: language skills upgrading and IELTS preparation.

2. Work in association with an English language training centre located at a university in the geographic focus areas for delivery of the ELTA program in order to:

   a. Promote the opportunity to participate as a trainer in the ELTA amongst suitably qualified staff from universities that will undertake to release the staff free of charge if they are selected;

   b. Seek applications and select three trainers through a fair and transparent process;

c. Arrange the services, free of charge, of one dedicated administrative support staff member from the local partner's organisation for 14 weeks including the 12 weeks of the ELTA program;

d. Deliver the 12 week ELTA program to the 30 selected trainees, ensuring that classes have no more than 15 trainees;

e. Assist trainees to find suitable accommodation for the duration of their training, if required;

f. Provide administrative support and pastoral care for the trainees while on course;

g. Provide clean and safe premises with fully-equipped classrooms (including overhead projection, audio and video recorders) which provide an atmosphere conducive to learning and a range of learning resources specific to English language training and to the academic subject areas of the Australia Awards. The resources should include books and academic journals, audio and visual resources and computer-based resources.

3. Provide training for the three selected trainers to ensure course design and delivery methods are firmly established.

4. Develop and produce course materials with the support of the three selected trainers.

5. Provide one course coordinator in Nusa Tenggara Timur for up to 14 weeks including the 12 weeks of the ELTA program.

6. Administer placement tests in Nusa Tenggara Timur for to up to 100 candidates (who will have been nominated through Australia Awards processes). The placement tests will assess English language proficiency and suitability to study in the ELTA program.

7. Work in association with Australia Awards to select the top 30 ELTA trainees to undertake the ELTA program, based on the candidates' eligibility for an Australia Award and the outcome of their placement test, and advise all candidates of the outcomes of their test.

8. Make payments of honoraria and/or stipends in line with agreed rates and provide the necessary financial reporting to the Australia Awards in order to receive reimbursement of costs:

    a. Daily honorarium for the three ELTA trainers for up to 2 week's per person for initial training, up to 4 weeks for development and production of course materials and up for the 12 weeks of training. Trainers must be dedicated full time for the duration of the initial training and the time required for development and production of course.

    b. Daily allowances for 30 trainees for 12 weeks based on proof of each trainee's attendance each day at the ELTA course.

9. Administer up to 30 IELTS tests to trainees at the end of ELTA program and provide the test scores to the trainees and to the ADS Program in the shortest timeframe possible within the constraints of the IELTS regulatory framework.

10. Provide a program manager with appropriate qualifications and experience in the management of high quality English language training programs to oversee, monitor and evaluate course delivery and outcomes including the preparation of an analytical completion report with recommendations for future similar initiatives.

11. Provide English language teachers with extensive experience in teaching English language and appropriate internationally recognised qualifications in teaching English to speakers of other languages to work with the trainers for the initial training in course design and delivery and in the preparation of course materials.

12. Provide comprehensive curriculum and syllabus documentation for the course, specifying aims, objectives, methodology, assessment procedures, mechanisms for on-going evaluation and reporting requirements.

Reporting requirements are as follows:

- Detailed ELTA course plan including aims, objectives, methodology, curriculum, syllabus, work plan, staff resource plan, roles and responsibilities of all involved parties, risk management plan, assessment procedures and monitoring and evaluation plan by 1 February of the relevant year;

- Analytical ELTA mid-course progress report (up to 4 pages) indicating outcomes and challenges from the trainer training and materials development stage of the program, a broad overview of trainee progress, details of trainee attendance, any interim test results, incidents of an exceptional nature and summary of income and expenditure to date.

- An analytical ELTA Course Completion Report (up to 8 pages) with summary of overall outcomes from the activity, cumulative trainee attendance, final IELTS results, teacher notes on the readiness of awardees to apply for Australia Awards, recommendations for future similar initiatives and a detailed statement of income and expenditure.

Annex 4   Cost Estimates

Annex 5   Terms of Reference for Key Personnel

The following four positions are specified in the design and indicative position descriptions are included below:

- Program Director (International; full-time)
- Deputy Program Director (international; full-time)
- Scholarship and Fellowship HRD Advisor (international; full-time or part-time)
- Monitoring & Evaluation Adviser (International; full-time or part-time)

The rationale and level of the positions specified in the design are reflective of the size and significance of the program. The Program Director position is the senior representative of the Contractor and will be responsible for the strategic and higher level management of the Australia Awards in Indonesia Program. The Program Director will lead and supervise the Program's senior management team, comprising of the Deputy Program Manager, Scholarship HRD Advisor and M&E Advisor.

The design provides for a *HRD Advisor* and the *M&E Advisor*. The position descriptions below specify their roles and the skills and expertise required. However there will be flexibility for bidders to propose a combination of personnel for either part-time or full-time engagement. The total personnel being proposed however must represent the equivalent of two full-time C4 level positions. For example a bid may have one full time HRD Advisor, supported by an additional part-time Advisor and a part-time M&E Advisor, however the minimum input for a part-time M&E Advisor must be 90 days per year with at least 50% of that time in country.

Further to these specific positions, it is the responsibility of bidders to propose appropriate staffing levels to effectively and efficiently implement Australia Awards in Indonesia to cover the following functions:

- Systems, human resources, administration, data and financial management
- Human resource development support to organisations and sectors
- Promotions and outreach activities
- Pre-award and on-award operations
- Short-listing and selection activities
- Coordination with and monitoring of the English language services provider delivery of EAP, IELTS, pre-departure training and ELTA
- Development and implementation of pilot activities including flexible award options
- Post-award activities including reintegration of returnees and alumni support
- Monitoring and evaluation of program and impact.

Program Director (International; full-time)

Reports to: Contractor Representative and AusAID   **Classification**: D4

Essential Experience and Qualifications

- 10 years' or more experience in strategic leadership and senior management of international development-related scholarships, capacity building and/or training programs with AusAID or other donors, preferably in Indonesia
- 10 years' or more experience in complex program implementation, including: leading a team of senior professionals and mentoring junior staff; conceptualising, designing and delivering major projects and; producing complex reports or studies.

- 5 years' or more working in higher education and with the Australian higher education systems, demonstrating detailed knowledge of higher education in Australia, Australian university administration, admission and postgraduate courses
- Postgraduate tertiary qualifications in relevant field such as international development, education, human resource development, public sector administration
- Strong leadership, senior advisory and management skills, including policy and financial management
- Fluency in written and spoken English
- Excellent presentation, communication and report writing skills

Desirable: fluency in Indonesian language

Duties

- Overall responsibility for the management, implementation and delivery of Program outcomes
- Provide overarching strategic leadership, including high-level policy and programming advice to AusAID and the Program team
- Oversee the establishment the Program Office and ensure that the Office operates efficiently and effectively and within budgets and specified timeframes
- Lead and direct the implementation of Program priority areas, including the annual planning process and new program enhancements
- Oversee and provide strategic input to the HRD Advisor on the targeting and human resource development support in priority organisations and sectors, pilot programs, post award activities and monitoring and evaluation of program outcomes are managed and operate efficiently and effectively
- Establish and maintain sound, high-level working relationship with the GOI, with other appropriate agencies, organisations and institutions participating in the Program and with AusAID Jakarta
- Oversee the maintenance of a quality system designed to improve performance and apply lessons learnt to successive stages of Program components; and provide strategic and technical direction and advice as required, including risk management and quality assurance
- Monitor outputs and targets and emerging issues impacting on the Program in Indonesia and incorporate an assessment of progress and issues in Annual Plans, Monitoring and Evaluation Activity Progress Reports and Exception Reports
- Oversee secretarial support the Program Coordinating Committee

Deputy Program Director (International; full-time)

Reports to: Program Director   **Classification**: B3

Essential Experience and Qualifications

- 10 years or more experience in program operations, administration, human resource management and financial management
- 10 years' or more experience working with and overseeing complex data and reporting systems;
- 5 years' or more experience in management of international development-related scholarship programs with AusAID or other donors, preferably in Indonesia;
- 5 or more years' experience working with structures and organisation of Government of Indonesia agencies;

- Senior experience in developing and working with IT networks and MS Office products
- Fluency in written and spoken English
- High level proficiency in translation between English and Indonesian;
- excellent understanding of the quality systems underpinning all Australia Awards operations

Duties

- Manage the day-to-day administration and operations of the Program;
- Establish and supervise the operation of the Program Office and local support staff and under the guidance of the Program Director ensure that the Program Office operates efficiently and effectively and within budgets and specified timeframes
- Direct and oversee the successful delivery of all services in the scholarship cycle, including application/nomination process, short-listing, selection, mobilisation and post-award activities, and through the Program Director provide reporting of these activities to AusAID and other relevant stakeholders, including:
  - Manage the short-listing and selection logistical arrangements (interview venues and IELTS tests)
  - Manage the contract with the English language services provider and monitor the delivery of English Language proficiency testing (IELTS), EAP and other English Language training programs
  - Manage the Pre-Departure Briefings for Australia Awardees and other scholars;
  - Oversee the provision of administrative support to awardees and accompanying families during mobilisation, manage changes in award status and targeted support for alumni on return to Indonesia
- Manage the Program Office administrative systems and procedures ensuring that record keeping, filing and reporting requirements and met in a timely manner;
- Revise and maintain the Quality and Operations Manual as changes occur;
- Provide secretarial support to the Program Coordinating Committee
- Other duties as required.

Scholarship & Fellowship HRD Adviser (International; Full-time or blend of Part-time positions)

Reports to: Program Director   **Classification**: C4

Essential Experience and Qualifications

- A minimum of 10 years' experience at a senior level in HR planning within government
- A minimum of 5 years' experience working with Government of Indonesia (GOI) structure and reform and with GOI personnel at senior level
- Ability to work with senior GOI management and HR personnel to enable them to identify their organisational capacity gaps
- Ability to work with the GOI agency to develop a framework to monitor and evaluate the benefit of scholarships to building organisational capacity

- A minimum of 5 years' experience with the Australian higher education and training frameworks
- A minimum of 5 years' experience scoping training activities for organisations
- Ability to work within and across project management and operational teams to ensure an integrated approach to HRD activities on the program
- Excellent relationship building skills and inter-personal skills
- Excellent presentation, communication and report writing skills
- Fluency in spoken and written English
- Tertiary qualifications relevant to human resource development and public administration

Desirable: fluency in Indonesian language

Duties

- Work with the Program Director on developing and implementing the annual planning process and program enhancements
- Prepare the HRD Strategy and managing the implementation of activities and supports to priority organisations, sectors and provinces
- Prepare the On-Award Strategy and manage the implementation
- Manage the on-going delivery of pilot activities, preparing strategies for new program enhancements and managing their implementation
- Provide technical advice on the design and delivery of flexible award options
- Manage the HRD support team in their objectives in working with priority organisations and ensure coherence between the pilot activities, enhancements and day-to-day HRD support services
- Liaise closely with Australian tertiary institutions in seeking to place awardees in appropriate courses in Australia, consistent with their qualifications, development priority area and, where appropriate, with the identified HRD needs of their organisation
- Support M&E teams in evaluating the benefit of Australian training, pilot activities and enhancements in priority organisations, sectors and provinces

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Monitoring & Evaluation Adviser (International; Full-time or Part-time at least 90 days per year)

Reports to: Program Director   **Classification**: C4

Essential Experience and Qualifications

- At least 10 years' experience in the development and management of M&E frameworks on donor assisted programs and projects, preferably scholarship programs
- At least 10 years' experience in developing and implementing M&E solutions, including the integration of AusAID or other donor cross cutting themes
- At least 5 year's work related to Indonesia, preferably with Government of Indonesia national and sub-national agencies
- Excellent presentation, communication and report writing skills
- Fluency in spoken and written English

- Tertiary qualifications relevant to monitoring and evaluation, including either a research degree of advanced training in evaluation or research design

Desirable: fluency in Indonesian language

Duties

- Prepare M&E Plan, including refinement and further detailing of the MEF and all data collection, analysis and reporting methodologies, and annually updating and coordinating the implementation of the Plan;
- Implement the M&E Plan in partnership with the Program Director, Deputy Program Director, other international senior staff, M&E staff, database management and post-award/alumni staff by:
- Jointly with the Program Director, Deputy Program Director, other international senior staff, establish systems to monitor and evaluate the pilot studies and new program enhancements;
- Jointly with the relevant Program staff, lead the implementation of all aspects of the M&E Plan, which will be determined through the development of the Plan, but which could include:
  o a longitudinal study of groups of alumni identified within the Strategy for such study;
  o an annual re-entry survey of Alumni utilising globally established Australia Awards methodologies;
  o standalone studies, using program data, into alumni contributions to their professions, community and people to people links, and other identified special studies;
- Provide advice and support to the Program Director and Deputy Program Director on the monitoring of quality on key program outputs;
- Facilitate the program implementation team and relevant stakeholders to interpret and respond to M&E findings over the list of the program;
- Develop detailed methodologies for all data collection and analysis, including all evaluation studies and contractor performance indicators;
- Build the capacity of program and counterpart staff in the implementation and utilisation of M&E activities, including through participatory workshops and collaborative analysis and sense-making activities;
- Collaborate with the Program Director and Deputy Program to prepare Program reports and plans, structured in line with the Program design and drawing on the evidence base provided by the M&E system;
- Coordinating the activities of the other M&E staff and utilising the data produced to evaluate the contribution of the program to strengthening priority organisations; and

Annex 6 Scholarships Cycle Implementation

This annex sets out an indicative set of implementation arrangements for the core function of the program: the regular cycle of promotion, selection, placement and mobilisation of long-term awards. The detailed implementation plan, covering this scholarships cycle as well as all other aspects of program management and implementation, will be developed by the Contractor during the Program Planning Workshop required during the mobilisation and transition period. That detailed implementation plan will provide greater detail and confirmed processes that will supersede this annex.

A. Annual Planning and Targeting

Review and preparation

The annual planning process will start at the closing of the application round of the previous year. The intent is two-fold: to ensure that calendar and operational plans are appropriate and reflect current requirements: and to undertake long-term strategic planning regarding the alignment and integration of awards with the rest of AusAID's Indonesia program. This will enable AusAID and the Contractor, together with SetNeg, the chance to review and reflect on the experience and outcomes of the approaches in previous cycle: in terms of targeting, selection processes, the provision of assistance with applications, and the links and alignment with priority organisations and other sector programs. The following steps will be informed by the conclusions arising from this review and reflection.

During this period the Contractor will also undertake or complete the assessment of existing Priority Organisations against their agreed performance criteria, in order to inform decisions about their continuation as POs in the program.

Sector consultations

Once the initial review is completed the Contractor will undertake structured consultations with AusAID's sector programs and Whole-of-Government (WoG) agencies to establish the needs and priorities for their utilisation of Australia Awards support. These consultations will be planned and conducted with guidance from the AusAID Scholarships and Volunteering Unit, which may also provide representatives to participate in selected consultation processes. The aim of these consultations, which will comprise individual meetings or cross-sectoral group discussions, is to inform the coming year's targeting, promotions and selection processes so that they are closely aligned with Australian Government development priorities. This will include identifying the priority fields of study, identification of new Priority Organisations and confirm the continuation or cessation of existing PO participation, and discussion of emerging needs for other support such as short course awards. As noted above, the intent is long-term program alignment and strategic allocation of scholarship awards. It will enable the program to review and reassess existing priorities, so as to ensure that it is working with the right partners and not missing any critical new priorities or partners as the program evolves.

The Contractor will consult with senior representatives of each sector program – such as Counsellors or Unit Managers, Project Team Leaders, partner representatives and key advisers – with involvement from the Scholarships Unit as necessary.

The final decisions about targeting, priority, and alignment parameters for each year's promotion and selection processes will be made by the PCC (see below) on the advice of the Contractor.

Selection criteria

As part of each year's selection planning process the Contractor will review the selection criteria and propose any changes necessary to meeting selection requirements and priorities. Short listing and selection will consider the merit of individual candidates, the quality of candidates' previous qualifications, the potential of individuals to contribute to Indonesia's development in priority areas for GOI and GOA, and the ability to complete the course of study within the minimum time required.

Calendar and Work planning

Each year, at the completion of consultations and in the lead up to the commencement of targeting, promotions, application and selection activities, the Contractor will facilitate a participatory planning process to confirm and adjust the calendar, roles and responsibilities for those activities. It will include confirming the scheduling and location of interview and IELTS testing. This is likely to take the form of a formal workshop with AusAID and SetNeg, other GoI partners and possibly AusAID sector teams if any targeting, promotional or selection activity involves them.

The outcome of this planning process will be a detailed plan for the selection process, documented in the Annual Plan for approval by the PCC. It will adhere to all current policy and program requirements for Australia Awards, including any good practice guides.

Program Coordination Committee approval

At the completion of these planning activities, this information will then be presented to the Program Coordination Committee (PCC) co-chaired by AusAID and Government of Indonesia. The PCC will make decisions on the following program issues for the coming year:

- Priority Organisations

- Geographic Focus areas (priority provinces)

- Allocations/targets (i.e. % Masters v PhDs, % of awards to PNS, % of awards to priority agencies etc.)

- priority fields of study

- calendar of key dates

Sector teams may be invited to the PCC if there is a particular discussion that is relevant to their counterparts, provincial focus or other capacity building initiatives.

Application Form Preparation

Based on the decisions made above, the Contractor will make any necessary revisions to the Application Form, and ensure it is finalised and approved by AusAID in good time for the commencement of the selection process.

B. Communications and Promotions

Public Information Strategy

Based on the decisions of the PCC regarding targeting and promotions, the Contractor will prepare a Public Information Strategy for the coming year. The Public Information Strategy will detail how the Contractor will provide both a proactive and a reactive approach to assisting potential applicants and will include a Publicity and Promotions Work Plan to target the promotion of all Australia Awards available in Indonesia. This includes providing basic information and referral details for Endeavour and ACIAR Australia Award inquiries. The Contractor must consult with AusAID, DIICCSRTE and ACIAR in developing the Public Information Strategy to achieve synergies and avoid duplication. The strategy must address mechanisms for:

- ensuring a broad range of audiences have access to information about Australia Awards;

- handling inquiries from prospective applicants across Indonesia;

- directing applicants to relevant sources of information relating to studying in Australia and course/degree options;

- handling inquiries and requests for feedback relating to short-listing.

The Public Information Strategy must provide for information that is accessible to all potential applicants, short-listed and selected candidates from across Indonesia, including those with disabilities and those in disadvantaged areas.

The Public Information Strategy will also provide the plans for targeted promotions to Priority Organisations and to stakeholders and programs in targeted sectors.

Australia Awards for Indonesia Website

While the Contractor will develop and maintain a high quality and up-to-date Australia Awards for Indonesia website year-round, the website is especially crucial during each selection process. The website will be updated once prioritisation and targeting decisions have been made in order to provide information to potential applicants, short-listed candidates, selected candidates and alumni. The website will be updated at least fortnightly during the selection process so applicants have access to up-to-date information about the progress of the selection process and the likely timing of key events and decisions.

The website and all other communication materials will adhere to Australia Awards and AusAID branding as directed.

C. Applications

At least initially, application forms will be distributed in hard copy, on the Australia Awards in Indonesia website and through contact points as discussed with AusAID. In future years there may also be an expansion of application options to include the creation and use of e-forms (that enable electronic completion by applicants, and either electronic or hard-copy submission)[1], or the creation of online application processes utilising AusAID's global OASIS-based system. Decisions on any changes to the current use of

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[1] These are currently being trialed in the Africa and PNG Australia Awards programs.

hard copy forms will be made each year by the PCC on review and reflection of experience to date.

Application support

As determined by the identified targeting approach with organisations, sectors and provinces, the Contractor will provide support to organisations or individual candidates to complete their application forms, as required. This application support may include organisational briefings, one-on-one drop in sessions, website FAQs and inquiry portal.

Applications submission and registration

The Contractor will ensure that applications can be submitted by the closing date (i.e. that systems and processes are functioning and effective) and will manage careful compliance with submission requirements to ensure integrity of the submission process.

On receipt, the Contractor will record applications on the database[2], and will assess them for compliance with eligibility criteria and completeness. Ineligible or non-compliant applications will be excluded, with reasons for exclusion recorded. This process will also be managed to identify all eligible priority applicants (i.e. those nominated by sector programs or Australian government agencies), and that they are given priority consideration for short-listing.

D. Selection

Joint Selection Team (JST)

Well in advance of the closing of applications, the Contractor will recommend to AusAID and GOI for approval and sub-contract at least ten Australian and ten Indonesian Joint Selection team members per year. JST members must be contracted for the inputs required to adequately assess and recommend candidates for Australia Awards. The JST members will offer an appropriate mix of academic and other expertise. The Contractor will manage all aspects of identifying, contracting and mobilising the JST.

Short-listing, ranking, interviews and moderation

The Contractor will conduct the agreed short-listing process, including fast track short-listing (if and when agreed for priority applicants); including the ranking of candidates. Subsequently, the Contractor will prepare interview schedules for short-listed candidates and arrange IELTS testing to coincide with interview schedules. The Contractor will prepare a Shortlisting Report for AusAID, providing the JST's recommendations for the shortlist, for AusAID approval. This report will also provide analysis regarding the composition of the shortlist according to gender, disability, geographical distribution and areas of interest (fields of study etc).

All shortlisting and rankings will be recorded in the Australia Award Scholarship and OASIS databases, as relevant.

The selection will also recommend an agreed number of potential candidates for the supplementary Leadership Award for AusAID to forward to Canberra for consideration.

Once the shortlist is approved by AusAID, shortlisted candidates will be notified of their shortlisting and interview and IELTS requirements with at least two weeks' notice.

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[2] Applications data will be recorded for reporting to AusAID on trends in relation to applicants' gender, location, age, employment, family status, academic and IELTS scores.

Notices will appear on the Australia Awards Website of short-listing and selection outcomes.

Interviews

Interviews will be conducted around Indonesia by sub-groups of the JST, who will work in two-person teams (one Indonesian and one Australian; with one being male and one female) to interview all shortlisted applicants. In preparation for the interview stage of the selection process, the Contractor will work with the JST to finalise a structured and standard set of interview questions, and a structured guide for interview panels, to maximise the consistency of interview approaches.

IELTS Testing

At the time of attending the interview, candidates who do not have a current IELTS score will also be required to sit an IELTS test to determine their English language ability. The cost of this test will be covered by the program, and the testing will be delivered by the English language services provider as part of its subcontract (as described elsewhere).

Final Selection

A final selection moderation will be held in Jakarta at the completion of interviews. This moderation will be chaired by AusAID with all JST members present. The proposed list of successful awardees will be presented to AusAID, disaggregated by gender; level of study; priority organisations, sector and provinces; disability and other possible targeted categories. The AusAID chair makes the final decision on the selection of awards in response to the Final Selection Report submitted by the JST with the Contractor.

E. Pre-Departure preparation and English for Academic Purposes (EAP)

As detailed in Annex 3, the Contractor, through a subcontract with the English language services provider will deliver the EAP programs of between six weeks and nine months duration. The EAP will be design to enable awardees to achieve the necessary IELTS score for entrance to their nominated course of study, usually IELTS 6.5 (with no band lower than 6.0), but in some cases lower. The EAP will include pre-departure briefing requirements and preparation for the academic demands of tertiary study and living in Australia. EAP participants will be paid a stipend for the duration of their participation, as well as any travel or other necessary costs.

The six week program will focus mainly on pre-departure briefing and preparations and be targeted those awardees who already have an IELTS score of the target 6.5.

The English language services provider will also deliver specialised research training components during the EAP for scholars undertaking Masters by Research or PhD programs in Australia.

EAP programs will be provided in Jakarta, and at a second location that is appropriate to the geographic focus of the program. At program commencement this will be focused on servicing Eastern Indonesia but if geographic requirements shift then so will the second location for EAP. Class sizes are to be limited to a maximum of 16 students.

 English language services provider responsibility for EAP delivery will also include responsibility for the payment of student stipends.

At the conclusion of the EAP program, participants will sit a further IELTS test to determine their score, as required for their placement in Australian universities.

The contractor will monitor progress of EAP, including IELTS testing, and performance and outcomes will be evaluated and reported by the Contractor to AusAID in activity progress reports.

Further details of English Language support, EAP, Pre-departure Training and IELTS requirements are at Annex 3.

F. Placement and Mobilisation

Assistance with course selection

As noted elsewhere, the fields of study that are given priority in the selection process will reflect the priorities of the Australia-Indonesia Country Program Strategy, as refined through the annual planning process. The Contractor will provide advice and support to organisations, employers and scholars in regarding fields of study and possible course selection throughout the targeting and selection process, including organising university and course information days.

The final selection of study course in Australia is undertaken towards the completion of an individual's EAP programs. Final course selection must match the field of study identified in the Awardees application. Where appropriate the Contractor will report on the match between organisational priorities and the individual course selected through the M&E process.

Placement

The Contractor will manage Australia Awards Scholarship awardee placement requests in line with the provisions of the Australia Awards Scholarships Handbook. Australia Award Scholarships will be managed in accordance with the timeline for such awards with AusAID-agreed modifications, where essential. Where awardees are employed by Priority Organisations, or are priority applicants nominated by sector programs or Australian government agencies, the Contractor will notify their employer of the placement outcome.

Mobilisation and Pre-Departure Briefing

The Contractor will facilitate all visa and travel arrangements for awardees. This will include arranging all necessary medical examinations and visa facilitation (with data entry in DIAC database) and advice to the Australian institutions. The Contractor will keep awardees informed of progress with these arrangements.

Successful awardees, including, where relevant, accompanying family members, will be briefed according to guidelines provided by AusAID at least 4-6 weeks prior to departure. Issues to be emphasised at the briefings include: up-to-date information on options for paid work in Australia, accommodation, childcare and the cost of living; information on Australian culture and social mores; and background information on Australian law, especially in the areas of gender equality and domestic violence. Alumni members will be utilised in all pre-departure briefings.

The Contractor will arrange a formal pre-departure function for departing awardees to mark the commencement of their in-Australia experience. An Australian Government representative will be present at all formal pre-departure functions.

G. On Award

Award Status and Visa Amendments

The Contractor will liaise with universities and AusAID to facilitate award variations, if required, in accordance with the Australian Awards Scholarships Handbook. Where required according to changes in award details, the Contractor will also facilitated any applications for visa extensions.

Due to the limited access the Contractor has to on-award data in OASIS – the primary source of information about on award status – the Contractor will collaborate with the Scholarships and Volunteering Unit in AusAID Jakarta to access this data (read only) so as to participate and support the monitoring and analysis of awardee performance.

On Award Enrichment

As noted elsewhere, the program will include a number of strategies to enrich the in-Australia experience for Indonesian Australia Award recipients. The precise nature of those activities will be determined in negotiation with the Contractor following the procurement process. An On-Award Enrichment Strategy will be prepared during the first year of implementation by the Contractor, and reviewed annually, to explore opportunities for enhancing the in-Australia experience for Indonesian Awardees, ideally in alignment with the broader targeting and HRD approach.

H. Return, Reintegration and Post-Award

The Contractor will prepare a Post Award Strategy that will be approved by AusAID to guide post-award activities. The Strategy will include targeted re-integration support for returnees/alumni to the work place on return to Indonesia, engaging alumni on priority development themes and issues for constructive debate, professional development support and social networking, and facilitating participation in the M&E of the program which will contribute to sustaining program outcomes, and the reporting on progress towards these outcomes.

Early engagement with Awardees before return to Indonesia

The Contractor will support the return of priority Awardees to their workplace by engaging with every awardee before the completion of their studies in Australia, usually in the final semester. This engagement may either be directly or through the awardee's employer (where it is a Priority Organisation, and depending on the prior agreement and participation in the program). The communication should not be overly burdensome but provide both the awardee and their workplace with the opportunity to reconsider the re-entry plan and placement back into the organisation.

Reintegration activities

The Contractor will provide support to Priority Organisations for the reintegration of their returnees to the work place to assist them in utilising their skills and knowledge for work place development and to monitor and evaluate the benefit of the award to their workforce development requirements.

Alumni Database

The Contractor will maintain up-to-date information of alumni contact details and associated post-award information. Where possible the database the Contractor will use is the recently launched global Australia Awards Alumni Network database. How

information will be managed should be addressed in the *Post-Award Strategy*. This database and information will be utilised for a number of purposes including:

- to facilitate alumni-to-alumni links by enabling the identification of alumni in common areas or with common skills;

- to enable identification of alumni who can assist with program implementation (e.g. as possible members of the JST, or to assist with pre-departure briefing);

- to provide aggregate alumni data to AusAID or other Australian government agencies as part of post-award reporting; and

- to support the alumni network by enabling information flows and participation in alumni activities.

Annex 7   Phase IIIB Key Agencies (Priority Organisations)

The following agencies are designated as Key Agencies in the current Phase IIIB, as of April 2013:

1. **Badan Pengawas Pasar Modal & Lembaga Keuangan (BAPEPAM – LK)**
   The Capital Market and Financial Institution Supervisory Agency
2. **Badan Perencanaan Pembangunan Nasional (BAPPENAS)**
   The National Development Planning Agency
3. **Badan Kebijakan Fiskal (BKF)**
   Fiscal Policy Office
4. **Badan Pemeriksa Keuangan (BPK)**
   The Audit Board of the Republic of Indonesia
5. **Direktorat Jenderal Pajak**
   Directorate General of Taxes
6. **Direktorat Jenderal Perbendaharaan**
   Directorate General of Treasury
7. **Direktorat Jenderal Planologi Kehutanan**
   Directorate General of Planology
8. **Kementerian Perdagangan (KEMENDAG)**
   Ministry of Trade
9. **Kementerian Luar Negeri (KEMENLU)**
   Ministry of Foreign Affairs
10. **Kementerian Kelautan dan Perikanan (KKP)**
    Ministry of Marine Affairs and Fisheries
11. **Komisi Pemberantasan Korupsi (KPK)**
    Corruption Eradication Commission of the Republic of Indonesia
12. **Kementerian Sekretariat Negara**
    Ministry of State Secretariat

Annex 8   Draft Monitoring and Evaluation Framework

The following sets out a preliminary framework for the monitoring and evaluation of Australia Awards for Indonesia. It is intended to provide an indication of the questions, methods, and indicators that will form part of the overall MEL system for the program. The managing contractor, during the transition and mobilisation phase, will work with AusAID and Government of Indonesia partners to develop, refine and confirm a more detailed framework as part of the MEL Plan.

Evaluation Question	Relevant Program Output or Outcome	Possible Performance Indicators	Method/ Tool/ Source of Data
How well is the program aligning with, and supporting the implementation of, AusAID's priorities and objectives in Indonesia?		# and % awards within Australian aid program priority fields of study and sectors of employment	Management information system: Selection outcomes data and Course placements data
		# and % awards to priority organisations	
		% alumni employed in Australian aid priority sectors and geographic areas	Tracer Studies Post award monitoring
To what extent is the program selecting the right candidates (linked to effective targeting, promotion, and selection processes)?	JSC selects appropriate awardees for in-Australia study, including women, people with disabilities, and those from priority provinces	# and % awards to women	Management information system: Selection outcomes data and Course placements data
		# and % awards to people with disabilities	
		# and % awards to people from GFAs	
		# and % awards to Priority Organisations	
	Indonesian awardees choose relevant courses in Australia	% of awardees in priority fields and sectors that select relevant courses	Management information system: course placements data
		% of awardees in priority fields and sectors that complete	OASIS completions data

Evaluation Question	Relevant Program Output or Outcome	Possible Performance Indicators	Method/ Tool/ Source of Data
		relevant courses	
		# and % awardees that report their course was the correct choice	On Return Survey
How successful are Indonesian awardees during their studies in Australia?	Indonesian awardees graduate with Australian qualifications	# and % awardees completing with distinction (disaggregated by key variables)	OASIS (if possible?)
		# and % awardees completing on time (disaggregated by key variables)	OASIS
		# and % awardees requiring extensions (disaggregated by key variables)	OASIS
		# and % awardees downgrading awards (disaggregated by key variables)	OASIS
How positive an experience are awardees having during their time in Australia?	Indonesian alumni view Australia and Australian in a positive light	# and % of alumni who regard their scholarship experience in a positive light	Ongoing and On Return Surveys Post award monitoring Tracer Studies
		# and % alumni who report positive view of Australia	Tracer Studies
What evidence exists of how Indonesian alumni are contributing in their professional fields, and in their communities as a	Indonesian awardees return to Indonesia on completion	# and % awardees who return to Indonesia on completion	OASIS
		# and % alumni who remain in Indonesia 3, 6 and more years after completion	Tracer Studies
	Indonesian alumni are using their new knowledge and	# and % alumni working in a field or sector consistent with their award studies	Post award monitoring

Evaluation Question	Relevant Program Output or Outcome	Possible Performance Indicators	Method/ Tool/ Source of Data
result of their scholarship experience?	skills to contribute positively in their professional field		Tracer Studies
		# and % alumni who report that they are using their knowledge and skills in their professional life	Post award monitoring Tracer Studies
	Indonesian alumni are using their new knowledge and skills to contribute positively in their communities	# and % alumni who report that they are using their knowledge and skills in their community life	Post award monitoring Tracer Studies
What are the post-award experiences of alumni, in terms of their career progression and professional achievements?	Indonesian alumni are using their new knowledge and skills to contribute positively in their professional field	# and % alumni moving to more senior positions	Post award monitoring Tracer Studies
		# and % alumni going on to further high level study, building on their award studies	Tracer Studies
How have scholarships contributed to links between individuals, organisations, and between Australia and Indonesia?	Indonesian alumni have, or support, links with Australia, Australian organisations, or Australians	# and % alumni reporting ongoing social links with Australia as a result of their scholarship	Post award monitoring Tracer studies
		# and % alumni maintaining professional links with Australia	Post award monitoring Tracer studies
		% Priority Organisations maintaining links with organisations or people in Australia through their	Post award monitoring

Evaluation Question	Relevant Program Output or Outcome	Possible Performance Indicators	Method/ Tool/ Source of Data
		scholarship alumni	Evaluation studies
	Indonesian alumni have links with other Australia Awards alumni or their organisations, in Indonesia and worldwide	# and % alumni reporting links with other Australia Awards alumni as a result of their scholarship	Post award monitoring Tracer studies
How efficiently is the managing contractor implementing the program?		Selection process completed as scheduled	Management information system
		# and % awardees placed in relevant courses	Management information system
		Level of compliance with agreed delivery deadlines and other timelines	AusAID monitoring
		Evidence of risk monitoring and management (including regular updates to risk management plan)	Annual Report and Workplan Minutes of regular management meetings
		Level of compliance with budget forecasts and expenditure targets.	AusAID financial monitoring
How well has the program promoted gender equality and access to people with disabilities?	JSC selects appropriate awardees for in-Australia study, including women, people with disabilities, and those from priority	# and % awards to women (compared to agreed targets)	Management information system reporting
		# and % awards to people with disabilities (compared to agreed targets)	Management information system

Evaluation Question	Relevant Program Output or Outcome	Possible Performance Indicators	Method/ Tool/ Source of Data
	provinces		reporting
		# and % awards to applicants from geographic focus areas (compared to agreed targets)	Management information system reporting

Annex 9 Risk Register

Objective/s	Risk No.	Risk (what will prevent you achieving the objective/s?)	Existing Controls (what's currently in place?)	Risk rating with existing controls in place			Is risk rating acceptable? Y/N (if no, please propose treatments)	Proposed Treatments (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Implementation Date for Proposed Treatment/s	Target rating when Proposed Treatments are in place		
				Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)					Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)
Partnership with the Government of Indonesia		Difficulties in the bilateral relationship between Australia and Indonesia cause the suspension of the program	Monitor the bilateral relationship and through close working relationships with counterparts to ensure that the program continues while relationship issues are addressed.	Major	Unlikely	mod	Y	Continuation of existing controls due to current success in approach	AusAID	On-going	Moderate	Unlikely	Mod
		Level of Government of Indonesia support for Australia Awards Program decreases.	Participation of GoI in biannual PCC to ensure early communication of issues.	Major	Rare	Mod	N	- Australia Awards aligned with AusAID's Indonesia Partnership Country Program Strategy (CPS) with priorities reviewed annually by the two governments. - Program is flexible and responsive to changing priorities in the bilateral partnership. - Sense of ownership created through PCC	AusAID/ SetNeg/ Contractor	On-going, through annual planning process and PCC meetings	Minor	Rare	Low
Targeting Australia Awards		Lack of commitment in priority organisations	Close relationship with Priority organisations, including regular contact to identify problems	Moderate	Possible	High	N	- strengthened identification, assessment and performance measurement system for priority organisations - Letters of Understanding with priority organisations outlines access to HRD services, and roles and responsibilities on both sides.	Contractor/ priority organisations/ AusAID	On-going, through HRD approach	Moderate	Unlikely	Mod

		Changing staff in Prioirty Organisations compromises Australia Awards HRD goals	Regular professional development activities for Priority org staff to ensure new colleagues are trained	Moderate	Possible	High	N	HRD processes are clearly specified in the LOU and other HRD documentation provided to the priority organisations. Experienced HRD staff enable efficient disemination of key information to any new key GoI KA staff	Contractor	On-going, through HRD approach	Minor	Unlikely	Low
		Priority organisations resistant to HRD approach being introduced into the Indonesian work context.	Work in partnership with Priority org, through liaison officer to ensure HRD approach is aligned with org	Minor	Possible	Mod	N	The HRD emphasis is promoted as a partnership. Existing plans and processes are valued & built on. HRD facilitation is provided to align nominations to the Organisation's own strategic priorities HRD initiatives are contexualised within the GoI Bureaucratic Reform movement.	Contractor	On-going, through HRD approach	Minor	Unlikely	Low
		Lack of effective HRD policies in key agencies.	The HRD Team provides HRD facilitation for key agencies & TLs or nominees to assist in the identification of agency HRD needs, course requirements, the most appropriate nominees & in planning for realistic re-entry strategies.	Moderate	Possible	High	N	Selection of priority organisations based on comprehensive HRD plans and demonstrated implementation of plan. Where a priority organisation has an identified need for HRD support, this will be provided within the context of an existing HRD policy and plan. Reintegration strategies will be realistic and tailored to the individuals needs of scholars and their organisations. Clear performance indicators for priority organisations will identify ineffective and low performing organisations for early interventions.	Contractor/ AusAID	On-going through annual planning process and HRD approach	Moderate	Unlikely	Mod
		Limited capacity of agencies to use and effectively apply the additional organisational	The HRD team provides targeted assistance to a limited number of carefully selected Key Agencies.	Moderate	Unlikely	Mod	N	Additional organisational development opportunities will be tailored based on different requirements of priority organisations.	Contractor	On-going through HRD approach And LOU	Minor	Unlikely	Low

		development opportunities											
		Organisations seek to 'nominate' inappropriate candidates based on seniority or other such considerations	The HRD team works with Organisations to see that transparent and equitable nomination processes are employed and reviews all nominations prior to short-listing. Examples good practice disseminated.	Major	Possible	High	N	Continuation of existing controls due to demonstrated success. As new priority organisations are identified, clear communication regarding nomination process will be provided and organisational performance indicators will include monitoring transparent communication within the organisations regarding the scholarship program and appropriateness of nominations selected per organisations.	Contractor	On-going through HRD approach And LOU	Moderate	Possible	High
Selection and Awarding process		An insufficient number of quality applications received from priority organisations, sectors and provinces	HRD team undertakes targeted promotion to priority organisations, sectors and provinces. Scholarship readiness assessment undertaken for new priority organisations. GPA scores reduced from 2.9 to 2.75. Pre-application Eng Lang training in targeted provinces	Major	Unlikely	Mod	N	- The designs of future AusAID projects with a capacity building component will address the utilisation of scholarships, and incorporate an Australia Awards training option where appropriate. - Appropriate targeted orgs and sectors will have access to pre-application Eng Lang training courses in Indonesia. - As part of the screening new priority organisation the HRD team and M&E team will collect data on the number of employees who match the agencies priorities and have the potential to become Australia Awardees.	AusAID/ contractor	New Designs Ongoing through Annual planning process and HRD approach	Moderate	Unlikely	Mod
		Increased selection from non-traditional target groups (i.e. civil society) increases program failure rates.	New approach, no existing controls					Failure rates are currently less than 1%. Some risk of failure can be tolerated to accommodate increased applications from non-traditional target groups. Current non-traditional provincial awardees appear to be succeeding equally well with other awardees but trends to be monitored and any increase in failure rates to be	Contractor	On-going, especially on-award monitoring	Moderate	Unlikely	Mod

								reported to the PCC. Feasibility study into in-Indonesia Undergraduate scholarship to help create a pathway to Australia Awards and support academic transition to study in Australia.					
		Awardees not adequately motivated & committed to outcome & impact objectives of the program.	Awardee's employer formally endorses applicant commits to a strategy for transferring skills on return & this is countersigned by the awardee. Priority organisations justify nominations in terms of HRD needs & commit to support the awardee on return.	Major	Possible	High	N	Continuation of existing controls, in addition to enhanced identification and performance monitoring of priority organisations. Increase support for awardees will in Australia to ensure the knowledge and skills they acquire will be relevant to their professions and communities upon return Enhanced support for awardees on return, including reintegration workshops and professional development activities	Contactor/ priority organisations	On-going	Moderate	Unlikely	Mod
		Short-listing process does not identify the best candidates amongst the overall pool of eligible candidates	Review of borderline candidates. Spot sampling of all applications to review short-listing effectiveness. Two step PhD review process introduced.	Major	Unlikely	Mode rate	N	Continuation of existing controls. Strengthened short-listing of Priority organisations, sectors and provinces. Fast track short-listing option introduced for Govt of Australia nominations	Contractor	At Short-listing	Moderate	unlikely	Mod
		Transparency/ Integrity of selection process compromised	Independent JST panel reviewed regularly and new members engaged. Rotation and renewal of JST membership ensures broad representation. JST team briefing emphasizes code of conduct. Code of Conduct is included as an essential document for all JST members to sign off. Any incidences of political interference noted and reported.	Moderate	Unlikely	Mode rate	N	Continuation of existing controls due to current program success, with the broadening of JST members to include non-academic members to enhance diversity. AusAID is the chair of the final selection moderation	AusAID/ contractor	At Selection (interviews)	Minor	Unlikely	Low

		Gender balance not achieved.	An equal number of award offers to men and women within each round is an overriding requirement. Gender balance taken into account when new priority organisations are nominated and assessed. The Contractor contracts a gender-balanced JST and ensures the JST are briefed on gender issues.	Minor	Possible	Mode rate	N	Continuation of existing controls due to current gender balanced achieved in program

Clear gender-based performance measures included in new LOUs with priority organisations. Gender Strategy annually reviewed to assess any gender barriers – and an action plan implemented. | contractor | At time LOU and throughout HRD approach and selection | Minor | Unlikely | Low |
| ELT and PDT | | The English language services provider is unable to prepare a significant number of students for achieving the target IELTS score. | Program sets a minimum IELTS entry level for Australia Award Scholarship. Options for entry to universities with lower IELTS requirements discussed with awardees in nine month and six month EAP groups. Universities provide feedback in the language preparedness of awardees and information is provided back to English language services provider. The Contractor ensures that the English language services provider develops & implements an M&E Plan to gauge internal efficiency & effectiveness, especially in meeting the needs of students from less-developed provinces. | Minor | Unlikely | Low | Y | Continuation of existing controls to due existing success in ELT and placement of Awardees.

In-Indonesia Undergraduate Feasibility Study to consider additional English Lang support to build provincial language capacity and preparedness for study in Australia. | Contractor / English language services provider | On-going with each EAP program

Agree timing for Feasibility study | Minor | Unlikely | Low |
| mobilisaiton | | Logistical problems arise in getting students to Australia on time and awardees miss out on | Maintain the working relationship that already exists between the ADS Indonesia Office & the current ADS travel agent and between ADS and DIAC. Turn-around time in university placement | Minor | Possible | Mod | Y | Continuation of existing controls with some enhancements. Continue to maintain strong partnership with the university coordinators to coordinate departure from Indonesia. University satisfaction with Australia Awards office | Contactor | Placement and mobilisation periods | Minor | Unlikely | Low |

	important deadlines and information	offers closely monitored to ensure sufficient time for mobilisation. Any delay in arrival for the IAP is negotiated with the university who would then take steps to address the situation so as not to disadvantage the student nor impact the university delivery program.					monitored. Advise awardees where necessary of the need to reconsider 2nd and 3rd preferences if mobilisation factors will impact on a successful outcome for the awardee. Monitor continuing satisfaction with university placements in annual surveys of awardees and alumni.					
	Visa rejection of disabled awardees on health grounds	AusAID and DIAC agree policies concerning awardees with serious disabilities. Cases that are likely to be rejected reviewed as early as possible after selection.	Major	Unlikely	Mod	Y	Continuation of existing controls due to success of current process. Additional support and coordination required between Canberra Scholarships Section and DIAC to ensure process continues to run smoothly.	AusAID post and Canberra/ Contractor	On-going and at visa application	Moderate	Unlikely	Mod
	Selection of an awardee who engages in criminal or terrorist activity attracts negative public perceptions of the program	Appropriateness of candidate selection under continuous review from application, selection and during pre-departure training. Any suspicious behaviour 'red flagged' to AusAID and DIAC.	Major	Rare	Moderate	Y	Continuation of existing controls due to current success in procedures	Contractor	On-going			
	Student Visa applications are rejected or visa is delayed impacting on commencement of academic program.	Visa issuance times closely monitored by Australia Awards Office. Likely delays advised to relevant university coordinators. In the case of rejection if the issue can be resolved, i.e. health treatment, placement may be deferred to a future intake.	Moderate	Unlikely	Moderate	Y	Continuation of existing controls due to current success in procedures	Contractor	On-going			
Contract and Mgmt	Poor performance by the Contractor / Contractor fails to meet quality	Experienced and qualified team, transferred from previous contractor to new contractor. M&E and Quality	Moderate	Unlikely	Moderate	N	- Highly qualified & experienced MC, international-level Program Director and Deputy Program Director & support staff selected through a rigorous tender process.	AusAID	Contractor assessment and contract negotiation	Minor	Unlikely	Low

		Risk	Controls	Consequence	Likelihood	Rating	Y/N	Further actions	Responsibility	Timing	Consequence	Likelihood	Rating
		standards.	Assurance systems in place					- Quality Assurance processes specified in the contract to be developed specific to Australia Awards in Indonesia Contractor. - M&E Strategy document to be referenced in Program's Quality Manual to address management efficiency in relation to key deliverables.		Mobilisation and transition			
		Fraudulent practices damage the integrity of the Australia Awards program and processes.	Compliance Audits (also of sub-contractors), code of ethics, ensure employment of quality temporary data entry staff, any breach leads to termination	Major	Unlikely	Mode rate	Y	Continuation of existing controls due to current success in procedures and processes	AusAID/ Contractor	On-going			
		Contractor loses key staff with associated loss of corporate knowledge	Documented procedures, team based working environment, effective recruitment strategies to replace staff quickly, recruitment of replacement senior management members involves AusAID, negotiated handovers of current situation information, maintenance of key documentation on the Australia Awards Office server and copies provided to AusAID.	Moderate	Possible	High	N	New contractor takes over key administrative staff to ensure continuity of program management and implementation. AusAID is briefed on staff issues, especially relating to senior management members and team managers	Contractor	Contract mobilisation On-going	Minor	Possible	Mod
		Australia and AusAID's profile as the scholarship provider reduced.	Contractor promotes the Australian Government's profile in the context of global Australia Awards branding and communication guideance. AusAID is reminded of key activities for their participation to maintain GoA's profile with awardees	Major	Rare	Mode rate	N	Key members of the contractor team attend Australia Awards branding and communication training and ensure the guidelines and templates are adhered to.	AusAID/ Contractor	On-going	Moderate	Rare	Mod

		Security issues affect work program of Contractor and Contractor sub-contracted personnel.	The Security Plan to be a dynamic document that is discussed at regular Contractor meetings, updated accordingly and disseminated to personnel, whenever, there are significant changes. Staff are aware of their responsibility to read and understand the Security Plan.	Moderate	Unlikely	Mode rate	Y	Continuation of existing controls due to current success in process and procedure	Contactor	On-going			
Contribution of awardees on return		Low response rates for post award evaluation resulting in difficulty in monitoring utilisation and effectiveness of scholarships	Requirements of awardees participating in post award evaluation activities highlighted at pre-departure briefings and through the alumni network. Alumni database contacts updated continuously. Follow-ups of non-respondents routinely undertaken. Increased focus on the qualitative data to ensure quantitative data is matched with a sufficient quantity of 'stories' about ADS impact	Moderate	Unlikely	Mode rate	N	Increase participation of priority organisations in post-award monitoring and evaluation. Organisations will encourage alumni to respond to surveys because the findings will also be used within their organisations.	Contractor/ priority organisation s/AusAID	On-going	Minor	Unlikely	Low
		Unsatisfactory working environment / lack of suitable positions for returnees.	Professional development activities for priority organisations to help support reintegration and skill transfer of alumni when they return.	Major	Possible	High	N	Priority organisations formally commit to a strategy for transferring skills on return & this is countersigned by the awardee. This is further supported by more strategic level relationship and inputs and short course and other training options to better meet agency needs. Letter of Understanding between Priority Org and Australia Awards specifies reintegration requirements. HRD team maintains contact with Awardees on scholarship & encourages communication between individual Awardee and home	Contractor/ priority organisation s/AusAID	On-going At time of LOU Through HRD approach	Moderate	Unlikely	Mod

		organisations.										
	Priority Organisation does not fully honour the formal agreement. Causing potential impact on individual awardees & reduced organisational impact.	- Contractor to report on lack of support recommending down-grading/removal of Agency from Key Agency group - Pilot activities especially Key Agency Enhanced Engagement and Short courses aim to improve utilisation of skills on return	Moderate	Unlikely	Mode rate	N	Letter of Understanding has clear performance indicators outlines and reported against. Priority orgs understand these measures from the beginning of the program. HRD team develops procedures, agreed by AusAID, to encourage and facilitate all aspects of the agreement. No performing Organisations are suspended or removed from the program	Contractor/ priority organisation s/AusAID	On-going At time of LOU Through HRD approach	Moderate	Rare	Mod
	Program unable to measure / demonstrate Australia Award outcomes.	M&E strategy agreed between AusAID and SetNeg, with clear calendar of activities and performance indicators to collect and measure. Adequate resources dedicated to post-award activities, including alumni events, and annual publication of alumni stories and key program data.	Major	Possible	High	N	M&E Strategy developed at commencement of new program and implemented including agreed outcomes and indicators in revised framework that is agreed with SetNeg/AusAID at commencement of new program - Continue existing alumni support activities and strengthened further where appropriate, including maintenance of Alumni database, to support new post award M&E activities. - Performance of Priority organisations is regularly reported at the PCC, to ensure monitoring and evaluation strategies and activities are meeting the needs of GoI and organisations. - Increased focus on gathering of qualitative data	Contractor/ AusAID/ SetNeg	On-going At developmen t of M&E framework	Moderate	Possible	Mod
Data Management	Insufficient attention is given to how data is entered and maintained.	Established data entry procedures entail double entry and supervisory data checks. Multiple users of the data, including M&E, increase the likelihood	Moderate	Possible	High	Y	Continuation of existing controls due to current success in procedures	Contractor	On-going			

			that any errors will be identified and corrected.									
			Data vulnerable to attacks by hackers and vulnerable to damage from computer viruses.	All office computers and the office network to be protected from external attacks by use of firewall security and virus protection software. Security software updated regularly as are virus signature files on individual computers and the network.	Minor	Unlikely	Low	Y	Continuation of existing controls due to current success in procedures	Contractor	On-going	
			Unanticipated events (e.g. fire, flood, earthquake) result in damage to ADS computers or corruption of computerised data.	Complete back-ups of all network data are undertaken regularly and back-ups stored in an off-site location. During peak periods in the Australia Awards implementation cycle, back-ups of critical application, short-listing & selection data is undertaken daily. Critical computer systems to be protected by UPS systems to prevent damage from power failure and loss of data.	Moderate	Possible	High	Y	Continuation of existing controls due to current success in procedures	Contractor	On-going	

Annex 10 List of Consultations

- Government of Indonesia
    - State Secretariat
    - BAPPENAS
    - Ministry of Education and Culture, Directorate-General for Higher Education
    - Ministry of Trade
    - Fiscal Policy Agency, Ministry of Finance
- AusAID Jakarta
    - Tertiary Education design team
    - Knowledge Sector
    - Economic Governance
    - Health and HIV
    - Decentralisation and Bureaucratic Reform
    - Australia-Indonesia Facility for Disaster Reduction
- AusAID Canberra
    - Indonesia Desk
    - Australia Awards Scholarships and Fellowships
    - Volunteers Section
    - Procurement and Agreements
    - Developmental Leadership Program
- Other Australian Government departments
    - DIICCSRTE
    - DFAT
- Australian Universities:
    - Australian National University
    - University of Melbourne
    - Monash University
    - University of Queensland
    - Flinders University
    - Curtain University
    - University of Adelaide
    - University of Sydney
- Indonesian Universities
    - IPB
- On-award ADS and ALAS recipients at Australian National University, University of Melbourne and Monash University