

Objective/s	Risk No.	Risk (what will prevent you achieving the objective/s?)	Existing Controls (what's currently in place?)	Risk rating with existing			Is risk rating acceptable? Y/N (if no, please propose)	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		
				Consequence (refer to matrix)	Likelihood	Risk Rating (refer to matrix)					Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)
Graduates use new skills and knowledge to make positive contribution to selected priority areas	1	Low number of quality applications received, particularly from provinces, women, PWD, reduces the impact of the program	Implementation of award promotion strategy. Liaison with GoV agencies and CSOs to promote awards in priority sectors and with targeted cohorts/ institutions	Moderate	Likely	High	No	Appoint gender specialist to advise on reviewing strategy for promoting awards. Develop effective networks for disseminating information about the awards particularly to females and PWD. Provide gender-specific info to potential female applicants. Engage with CSOs and priority sector ministries regarding importance of attracting good quality applications from provincial applicants, females and PWD. Monitor that focus on targeted institutions / cohorts / individuals does not impact overall on quality of applications received by program. Collaboration with the Centre for Women in Politics and Public Administration	Contractor; DFAT Hanoi	Ongoing from new program commencement in January 2016	Moderate	Possible	High
	2	Alumni do not have the necessary supervisor / employer support to maximise the use of their skills/ knowledge upon return to their workplace (as initially demonstrated by lack of support for implementation of Reintegration Action Plans - REAPs)	Participation by an employee in an award requires employer agreement Support currently provided by Contractor personnel to assist with reintegration - employment, social	Moderate	Likely	High	No	Implementation of reintegration strategies and post-award initiatives that are realistic and contribute to the individual scholars and workplace development. Ongoing dialogue with agencies, organisations and private sector employers regarding the importance of reintegration. Ensure that (current) awardee supervisors and employers are involved in developing REAPs, and understand their commitment. Encourage ongoing communication between individual awardees and their home organisations whilst on scholarship (i.e. prior to return) Introduction of and support for REAPs (particularly at Reintegration Workshop #1 - Australia) M&E to follow up on return of awardees and the agencies' obligations to support returnees	GoV ministries and organisations; Contractor; DFAT	Ongoing from new program commencement in January 2016	Moderate	Possible	High
	3	Departure of highly skilled and trained staff from priority sector organisations leads to reduced sustainability of education and/or training outcomes	Requirement that returning graduates must work with previous employer / agency for a prescribed period (X 2 course length)	Moderate	Likely	High	No	Selection of trainees with appropriate motivations and commitment, and support of their employer. Ongoing dialogue with GoV agencies and private sector employers regarding the importance of reintegration. Alumni activities to support professional development and networking. 2016, 2017 scoping of STT to include consultation with GoV CSOs and private sector. Ongoing engagement with partners regarding their priority training needs (and preferred modalities)	GoV ministries and organisations; Contractor; DFAT	Ongoing from new program commencement in January 2016	Moderate	Possible	High
Stronger workplace enabling environments for skills utilisation in selected priority areas	4	In a context of reduced award numbers, too much flexibility in offering individual awards within the priority sectors will result in a program that is not well integrated, nor clearly aligned with overall vision and strategic orientation of the AIP. It would also reduce the ability of the program to achieve critical mass in target organisations, or sustainable communities of practice in target sectors.	Larger number of awards in current program (to end-2015) allows for a wide range of specialisations within (currently agreed) sectors	Moderate	Possible	Moderate	No	Maintain commitment to Priority Sector requirements in both Open and Targeted categories Provide briefings to internal and external stakeholders to improve understanding of the need for, and areas, of focus of the new program.	DFAT, JSC	Prior to program commencement in January 2016 (and ongoing)	Moderate	Unlikely	Moderate
	5	Australia Awards offered to Vietnam, and other HRD support provided do not align with sector priorities	Annual consultation with partner agencies to discuss education and training needs	Moderate	Possible	High	No	Priority sectors are to be identified as soon as possible for AA-V Scholarships, HRD support and STT 2016-17 scoping of STT courses to include consultation with partner governments, CSOs and private sector. Ongoing engagement with partners regarding their priority training needs (and preferred modalities).	DFAT, GoV	Prior to program commencement (and ongoing)	Moderate	Unlikely	Moderate
	6	Lack of coordination and dialogue with other development partners leads to a multitude of similar education and training provision results in reduce recognition of Australia's inputs and inefficient use of investment resources	Informal dialogue with development partners	Moderate	Likely	Moderate	No	Careful consideration of priority sectors - within AIP Evidence-based selection of STT opportunities for Years 3, 4, 5. Liaison with GoV to gain information on other development partner investments in target sectors. Regular meeting with development partners offering education and training in same sectors.	DFAT	Prior to program commencement in January 2016 (and ongoing)	Moderate	Possible	Moderate

Australia Awards
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valued

7	Awardees do not develop a positive attitude towards Australia and Australians	High proportion of awards for study in Australia under current program. Pre-departure briefings prepare awardees for differences they will encounter in Australia. On-award monitoring of awardee satisfaction (through DFAT on-arrival and on-award surveys and Contractor contacts with awardees. Family entry supported under the program.	Major	Unlikely	Moderate	No	More regular monitoring of on-award academic and social experience of Vietnamese awardees whilst in Australia and address issues that reduce their positive perception of Australia and linkages made. Work with Australia institutions to provide on-award enrichment activities. Provide alumni with relevant information on Australian events and news. Maximise both Reintegration Workshops #1 and #2 (in-Australia and in-Vietnam) Increase alumni opportunities to meet visiting Australians. Optimise communication opportunities through VGAC, and AVID Communication with key stakeholders should be coordinated and promote a consistent message about Australia's expertise and activities in Vietnam and the wider Mekong Region	Contractor; DFAT Hanoi	Ongoing from new program commencement	Major	Unlikely	Moderate
8	Program increases proportion of education and training delivered in Vietnam (<i>STT or Split degrees</i>) resulting in (a) reduced awardee exposure to Australia and Australian universities and formation of positive linkages and/or (b) reduced overall quality of education	Current RMIT program delivered in Vietnam is co-taught by Australian university staff, using Australian resources STT and Split Degree alumni included in all alumni activities. Australian universities are sub-contracted to deliver Australian accredited standard of education and training whether delivered in Australia or Vietnam	Moderate	Possible	High	No	Use lessons learned from current RMIT program, and GoV list of approved Australian universities to assess quality of partnerships proposed Undertake measures to promote recognition of Australian government support for the awards. Establish clear value for money criteria for determining where/when/by whom training is delivered. Provide any (wholly in-Vietnam, delivery) STT alumni with ongoing linkages with Australia. Pilot and review other split-site and distance education awards. Ensure adequate M&E of training delivery and post-award follow-up.	Australian universities; Contractor	Prior to program commencement (and ongoing)	Moderate	Possible	Moderate
9	Awardees do not form/maintain positive linkages with Australia (individuals and/or organisations)	Activities to foster linkages and increase awardees positive experience of and understanding of Australia. Positive linkages fostered post-award through DFAT support of Alumni associations and provision of some networking/professional development opportunities.	Moderate	Possible	Moderate	No	Australian universities to be encouraged to maximise awardee exposure to other Australian students. Placement of awardees in institutions with existing linkages with Vietnam Support post-award activities that provide a value proposition for targeted alumni to participate in networking activities with Australia.	Australian institutions; Contractor; DFAT	Ongoing from new program commencement	Moderate	Unlikely	Moderate
10	Fraudulent practices (e.g. in applicant selection) damage the integrity and reputation of the program.	Contractor adheres to Fraud Control Strategy. Strict/ transparent eligibility and compliance criteria. Short listing and selection transparent, involving independent representatives, chaired by DFAT staff. Regular review of systems and processes to identify weaknesses and reduce opportunities for corruptions.	Moderate	Possible	High	No	Engagement with PCC and JSC to ensure transparency and partnership. Undertake strong safeguarding and monitoring of program , including through: establishing and communicating clear policy, code of conduct and procedures in cases of fraud; regular review of systems and processes to identify weaknesses and reduce opportunities for corruption; regular compliance audits of all delivery partners; checking the credentials and track record of all delivery partners prior to them receiving funding.	DFAT; Contractor; Australian universities; GoV agencies, Vietnamese CSOs	Ongoing from new program commencement	Moderate	Unlikely	Moderate
11	Inappropriate awardees being selected , inappropriate behaviour by awardees while in Australia, awardees overstaying their visas and not returning to Vietnam results in negative publicity for the program and reduced support by the Australian public	Range of measures worked out in close collaboration with DIBP Contract between awardee and DFAT includes a clause regarding Debt to the Commonwealth, (although this is seldom enforced) Combined and close monitoring by DFAT (Posts and Canberra) have reduced any significant challenges in this area, although some challenges remain for specific countries	Moderate	Likely	High	No	These aspects would continue to be addressed through rigorous selection processes and bonafide checks, having awardees comprehensively briefed on appropriate behaviour while in Australia, and monitoring closely the return home rates of awardees. Risks related to changes to visa status will be closely monitored and corrective action taken as necessary Consider legalities of enforcing the debt to the Commonwealth	DFAT; DIBP; Contractor	Ongoing from new program commencement	Moderate	Possible	High
12	Australia's contribution in Vietnam is small when compared with other donors , so Australia is not valued as an active development partner in Vietnam	Provision of a high-quality merit-based and transparent scholarships program. High quality provision of postgraduate education and training. Regular consultation with partner governments and involvement in scholarship processes.	Moderate	Possible	High	No	Identifying program niches (within AIP priority sectors) will assist in reducing overlap with other donors. Regular engagement with Vietnamese stakeholders to promote availability of awards program and awareness of Australian expertise in the target sectors.	DFAT, PCC	Ongoing prior to new program commencement	Moderate	Unlikely	Moderate

	13	Program is not able to respond to GoV priority training needs, as program has reduced number of awards	Current program has more scope to be flexible in sectors supported.	Moderate	Possible	High	Yes	Clearly communicate investment decisions to GoV and other stakeholders through regular meetings. Offering both STT courses (from 2018) and AA Scholarships can allows partners to chose the modality that meets their training need.	DFAT	Ongoing from new program commencement	Moderate	Unlikely	Moderate
Overall program outcomes	14	Extent of budget available for the program is insufficient to achieve desired outcomes (for example in the number of STT courses able to be designed and delivered, or in funding sustained alumni activities)s.	Current program funding is higher than for the new program Federal budget decisions in May 2015 (and throughout the program) may reduce funding envelope.	Major	Possible	High	Yes	Program designed to be flexible in response to changing budget and resources. Maximise complementary partnerships with other DFAT/GoA programs in Vietnam to support award outcomes. Pilot activities and undertake cost-benefit analysis to establish most effective value for money activity delivery.	DFAT; Other DFAT/GoA programs in Mekong Region	Prior to program commencement (and ongoing)	Major	Possible	High
	15	Insufficient DFAT staff resources result in lack of effective engagement with key Vietnamese partners and stakeholders	Current program has sufficient resources to undertake reasonable level of engagement with key stakeholders A review of Hanoi Post DFAT staffing is currently under-way.	Major	Possible	High	No	Program designed to be flexible in response to changing budget and resources. Annual planning process and contract arrangements allows adjustment to number and mix of AA Scholarships STT, TVET support, and HRD interventions Potential to change ratio of STT:AAS awards would allow more rapid adjustment than longer-term, more expensive AAS. Greater involvement of Contractor may be required in engagement with Vietnamese ministries and organisations - <i>on non-strategic issues</i>	DFAT; Contractor	Prior to program commencement (and ongoing)	Major	Possible	High
	16	Changes to the Australia Awards program management and operations globally may affect the assumptions on which the design is based and the scope of services to be performed by the Contractor	Current program has operated under largely stable Australia Awards policies and processes	Moderate	Likely	High	Yes	DFAT at Post to liaise with DFAT SCB to monitor and assess implications of any changes to the global Australia Awards that would impact the program and/or the Scope of Service required. Contract allows for annual review of scope of service and change in Contractor resources to reflect this.	DFAT Hanoi; DFAT SCB	New program commencement in January 2016	Moderate	Possible	High