Pakistan Scholarships Program

Design Document

May 2009

Table of Contents

Abbreviations and Acronyms 0

Executive Summary 2

1 Background to the Design 4

2 The Development Context in Pakistan 5

2.1 Government of Pakistan Development Policies 6
2.2 Pakistan's Education and Higher Education System 6
2.3 Australian Policy and Program Context 7
2.4 Brief History of Australian Scholarships to Pakistan 7

3 Other High-Profile Scholarship Programs in Pakistan 8

4 Integrating Pakistan Scholarships into ADS 10

4.1 Historical Description of Pakistan ADS 10
4.2 ADS Eligibility Criteria 11
4.3 Streamlining ADS Management 11
4.4 Benefits from Outsourcing and Re-Focussing the ADS 12
4.5 Increasing the Impact of ADS 13

5 Goal, Objectives and Outcomes of the New ADS in Pakistan 14

5.2 Approaches and Methods to meet the Objectives 14
5.3 Specific Cross Cutting Targets for the Pakistan ADS program 18
5.4 Key Issues for the MC 19

6 Measures Aimed at Ensuring Equity, Including Increasing the Number of Women ADS Scholars 20

6.1 Achieving Better Gender Balance 20
6.2 Improved ADS Promotion for Women 22
6.3 Foundation Awards 23

7 Sustainability and Impact of Pakistan Scholarship Program 29

7.1 Strengthening Impact and Sustainability 29
7.2 Scholarship Impact 30
7.3 The AusAID Alumni in Pakistan 30

8 Scholarship Management 32

8.1 The MC Services 32

9 MC Resources and Systems Required 34

9.1 Resources for Delivering the ADS Program 34
9.2 Managing Contractor Staff: Required Skills 34
9.3 Scholarship Visa Processing 35
9.4 Proposed MC Contracting Arrangements 36
9.5 Management Arrangements 36

10 Implementation Arrangements 37

10.1 Division of responsibilities during transition to new arrangements 37
10.3 Schedule for Transition into Outsourced Management Arrangements 40

11 Risks and Risk Management 40

12 Monitoring, Evaluation and Continuous Quality Improvement 43

12.2 Proposed Monitoring and Evaluation Arrangements 43
12.3 Monitoring & Evaluation Methods and Tools 44

12.4 Responsibilities for Monitoring and Evaluation 46
ANNEX 1 49
Monitoring and Evaluation Framework 49
ANNEX 2 55
Implementation Schedule 55
ANNEX 3 58
Risk Management 58
ANNEX 4 64
ADS Profiles for Designated Sectors 64
ANNEX 5 74
Summary of the ADS Process and MC Responsibilities 74
ANNEX 6 83
Scope of Services and Basis of Payment 83

ANNEX 7 84
Summary of Organisations / People Consulted 84
ANNEX 8 86
Summary Statistics for the Participation of Women in Australian Scholarships 86

Turkmenistan
Uzbekistan
Tajikistan
China
Pyandzh R.
Mor Khun
Baltit
Indian Claim
Gilgit
Indus R.
Chilas
Skardu
Chinese Claim
Saidu
Harirud R.
Kabul
Karbul R.
Nowshera
Muzaffarabad
Islamabad
Peshawar
Farah R.
Helmand R.
Rawalpindi
Bannu
Chenab R.
Beas R.
32°
Afghanistan
Dera Ismail Khan
Sargodha
Lahore
Zhob
Faisalabad
Ravi R.
Yamuna R.
Chaman
Sahiwal
Sutlej R.
Quetta
Khost
Multan
Sibi
Bahawalpur
Nok Kundi
Kalat
New Dehli
Dalbandin
Iran
Pakistan
Sukkur
Khairpur
Indus R.
Bela
India
Gwadar
Pasni
Hyderabad
Mirpur Khas
Jiwani
Karachi
0 300 KM
0 200 MI
24°
N
Arabian Sea
Narmada R.
72°
64°
©1997 MAGELLAN Geographix℠
(805) 685-3100 www.maps.com

Abbreviations and Acronyms

A-Based	AusAID staff at a country Post who are normally based in Australia
ADB	Asian Development Bank
ADS	Australian Development Scholarships
AKF	Aga Khan Foundation
ALA	Australian Leadership Awards (funded by AusAID)
APSP	Australia Pakistan Scholarship Program
ASAN	Australian Scholarships Alumni Network
ASG	(AusAID) Australian Scholarships Group
ASLP	Agriculture Sector Linkages Program Awards
AusAID	Australian Agency for International Development
CEDAW	Committee on the Elimination of Discrimination Against Women
Chevening	The major UK scholarship program in Pakistan
CMU	Carnegie Mellon University
CPI	Consumer Price Index
CSR	Corporate Social Responsibility
CTCP	Centre for Transnational Crime Prevention
DAAD	Deutcher Akademischer Austauschdienst (German Academic Exchange Service)
DEEWR	Department of Education, Employment and Workplace Relations
DFID	UK Department for International Cooperation
DIAC	(Australian) Department of Immigration and Citizenship
EAD	Economic Affairs Department
ELT	English Language Training
Endeavour	Australian Government "Endeavour Award" scholarships, managed by DEEWR
FATA	Federally Administered Tribal Areas
FAI	Foundation Awards Initiative
Fulbright	Fulbright Program established in 1946 by U.S. Senator J. William Fulbright
GCI	Global Competitive Index
GDP	Gross Domestic Product
GRAP	Gender Reform Action Plans
GOA	Government of Australia
GOP	Government of Pakistan
HDI	Human Development Index
HEC	(Pakistan) Higher Education Commission
HIV AIDS	Human Immunodeficiency Virus Acquired Immune Deficiency Syndrome
HRD	Human Resource Development
IAP	Introductory Academic Program
IELTS	International English Language Testing System
IFAD	International Fund for Agricultural Development
IT	Information Technology
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
MC	Managing Contractor
MTDF	Medium Term Development Framework
MDG	Millennium Development Goals
MTR	Mid Term Review
NGO	Non Government Organisation
NPA	National Plan of Action
NZ	New Zealand
O-Based	Overseas Based AusAID staff at a country Post, normally based in that country
OASIS	Online Application Scholarships Information System
PDB	Pre Departure Briefing
PhD	Doctor of Philosophy
PDF	Pakistan Development Forum

PRSP	(Government of Pakistan) Poverty Reduction Strategy Paper
QA	Quality Assurance
QAI	Quality at Implementation
SAMAA TV	Private satellite news from Karachi, Lahore, Islamabad, Quetta, Peshawar
SIMON	Student Information Management Online
SOS	Scope of Services
UK	United Kingdom
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USA	United States of America
USAID	United States Agency for International Development
WB	World Bank
WoG	Whole of Government

Executive Summary

This design sets out a new vision for Australian Development Scholarships to Pakistan from 2010. It provides the basis for moving away from a historically supply-driven, highly centralized approach that has focused on delivering agreed numbers of postgraduate scholarships within agreed timeframes. The design paves the way for a better quality ADS program that actively pursues quality, access and equity throughout the scholarships management cycle. There is a strong emphasis on improving the front-end of scholarships management with clear and effective development targeting, scholar profiling and effective promotion.

The design also raises the bar in terms of transparency and accountability in application, short listing and selection. It includes specific measures to address gender and broader equity concerns, with concerted efforts to channel the benefits of scholarships to the most disadvantaged areas and populations of Pakistan.

The design is driven by Pakistan's development needs and the potential of scholarships Alumni to contribute to Pakistan's future development. It targets the three priority provinces of Baluchistan, Federally Administered Tribal Areas (FATA)[1] and Northwest Frontier Province (NWFP). It also gives priority to those development sectors where Pakistan is lagging in its progress towards achieving the Millennium Development Goals: maternal, neonatal and child health services (MDGs 4 and 5); basic education services (MDG 2); and rural development and food security (MDG 1).

Support for improved governance is integral to the approach. The target groups for future Australian Development Scholarships to Pakistan will be development policy-makers, practitioners and advocates in government and civil society organizations, as well as those involved in improving governance of the private sector.

While less than 10 per cent of AusAID's annual development cooperation program for Pakistan in monetary terms, scholarships are a highly-valued form of assistance and a significant aspect of the Australia-Pakistan development cooperation relationship. This design is not "business as usual" for Pakistan ADS and is not a replication of AusAID's historical approaches to ADS. It addresses long-running issues and barriers that have limited the value of scholarships to Pakistan in the past, as well as improving the gender and geographic balance of those candidates who have been successful in their ADS application.

The design provides an opportunity to be at the forefront of AusAID's new and improved approaches to scholarships, which have the potential to achieve much more than scholarships have ever achieved in the past. It is a starting point for change and provides substantial opportunities for further innovation and improvement based on progressively learning lessons and then applying this experience.

Sections 1-3 of the Design Document describe the **background** to AusAID scholarships for Pakistan, the broader development context and the main international scholarships programs available to Pakistan nationals.

Section 4 describes Islamabad Post **reforms** to the management and administration of scholarships in Pakistan. It highlights the problem issues driving the Post efforts to improve AusAID scholarships to Pakistan, improvements which this design aims to further progress.

Section 5 describes the **goal, objectives and expected outcomes** of the design.

Section 6 describes special measures to broaden **access** to scholarships and increase the **equity** of awards across geographic, gender and other boundaries.

Section 7 discusses measures to improve **sustainability and impact**, particularly through better scholar profiling and linking scholarships to the human resources development needs of the employing organizations in Pakistan, including through reintegration planning.

Sections 8-10 describe the services and resources that the **Managing Contractor** (MC) is expected to provide, and includes a schedule for the transition from Post to MC management of Australian Development Scholarships to Pakistan.

Section 11 describes the **risks** that threaten successful delivery of this design and proposed measures to minimize these.

Section 12 sets out Managing Contractor and AusAID responsibilities for **monitoring, evaluating and progressively improving** the quality of ADS in Pakistan in accordance with the concepts and approaches detailed in this design.

[1] Under the Constitution, the Federally Administered Tribal Areas is included among the "territories" of Pakistan. It is administered through the Northwest Frontier Province Governor's Secretariat. It is referred to as a province throughout this document for ease of reference.

The **Annexes** are a substantial part of the design and should be examined in conjunction with the relevant text.

1 Background to the Design

The administrative and logistical functions for most AusAID's scholarship programs have been outsourced to external Managing Contractors (MCs). Due to an extended period without an Australian-Based (A-based) officer at the AusAID Post in Islamabad, Pakistan is one of the last countries in which AusAID will contract out these services.

Over the past few years, a number of AusAID scholarship subprograms have been available in Pakistan. Most of these were managed at the Post, each with its own selection criteria, mobilisation and contractual arrangements, and reporting methods. In 2008, the AusAID Post began to rationalise and streamline its approach to scholarships, in order to increase the development focus and to improve management and administrative efficiency. These processes include the policy formation, allocation of numbers, advocacy and promotion, selection, briefing and mobilization, data and record keeping, monitoring and evaluation and reporting.

Although the size and scope of AusAID's program in Pakistan is increasing, the O-Based scholarships program manager and scholarships program officers in Pakistan currently devote most of their time to scholarship administration. There is little time available for any broader program improvement, activity monitoring and evaluation (M&E) or for the assessment of impact of Australia's development support, including of ADS and other scholarships.

Islamabad Post staff numbers are not expected to increase commensurate with the scaling-up of AusAID programs in Pakistan. After freeing up some capacity through contracting out selected aspects of scholarships management and administration, the Post plans to increase its focus on improving the qualitative aspects of managing ADS. For example, further developing the ADS profiles and strategies to target the priority sectors and increase participation from underrepresented groups (including women and non-urban candidates), and better measuring the effectiveness of the ADS program through more systematic monitoring and evaluation.

From 2010, the ADS will be more aligned with the agreed priority development sectors in Pakistan. This design includes elements that will help overcome several constraints faced in the past, including:

- Attracting a sufficient number of suitable candidates for the ADS awards;
- Having to compete with other donors for quality scholarship candidates under the previous broad-brush approach that did not differentiate AusAID's scholarships from other international scholarships programs;
- Limited number of applicants received (or awards provided) for women and also from candidates in provincial locations;
- Limited organizational support for individual applications (especially those from the previous "public" category), reducing the likelihood that the individual would return to an agency and make a contribution to development;
- Limited focus on the potential for reintegration of the returned ADS scholar, from either a career planning or a HRD perspective;
- Limited options for AusAID alumni to maintain contact with each other and with their Australian peers.

At the country program level, staff at the AusAID Post will take a leading role in overseeing the development and application of M&E indicators and other data collection that can better align with AusAID's global scholarships M&E Framework. The introduction of a Reintegration Plan[2], to be jointly developed by the ADS candidate and their agency / employer, will strengthen both the initial ADS planning and the subsequent contribution the returned scholar can provide.

Parallel to this outsourcing design, AusAID's Australian Scholarships Group (ASG) are conducting a number of reviews on the broad range of AusAID's scholarships, including scholarship effectiveness; selection and re-integration; Introductory Academic Program (IAP); and Australian Scholarships Alumni Network (ASAN) scoping pilot. These reviews are all aimed at improving the quality and effectiveness of AusAID funded scholarships and will provide information and support to the program in Pakistan.

[2] The Reintegration Plan would link current employment, the planned course of study and expected employment on return to Pakistan in a logical fashion. It would place the scholar's career and academic aspirations in the context of the human resource development priorities of their employing organization. It would also relate the individual's planned study and future employment to specific objective(s) and expected outcomes specified in this design.

This design identifies the scholarship management activities and responsibilities that a Managing Contractor would assume on behalf of AusAID. The design also clearly identifies the entire AusAID Pakistan scholarship program as being the ADS[3]. This commenced in early 2008 and the scholarships have the ADS single identity from 2009. The MC, through a focus on development and promoted as a single identity, will raise awareness of, and access to, the Australian scholarship program as an integral part of the AusAID program in Pakistan.

2 The Development Context in Pakistan

The development context is increasingly complex, with Pakistan entering a period of significant economic uncertainty, civil unrest and security concerns. As a result of the bombing of the Marriott hotel in Islamabad on 20th September 2008, the United Nations and several donor agencies moved to "Security Level Phase 3", where the children of Diplomats and foreign staff have been withdrawn from Pakistan[4]. The security context in many provinces and cities continues to be fraught, with official travel of both A-Based and O-Based staff to Provinces limited. In many cities, including Islamabad, there is an ongoing environment of increased security, greater presence of guards / troops and more check-points. The security situation limits access to provincial partners and the ease of travel to provincial agencies, compared to the past.

Overlaying security concerns are economic problems that are having a severe impact across the country. Inflation appears to be running at around 20%[5] with the cost of staple foods and fuel continuing to increase despite falls in global prices. Inflation increases the cost of living and level of poverty, which deeply impacts on the people and the environment of Pakistan. Almost a third of Pakistan's 160 million people live below the official poverty line, an increase from 26% in 1990-1991 to over 32% in 2000-2001[6].

Pakistan is also facing a major balance of payments crisis. In November 2008 the government was forced to accept a $US 7.6 billion loan from the IMF, despite significant political and popular resistance. The conditions of the loan require an ending of food and fuel subsidies (causing further price rises), an increase in official interest rates to curb inflation, the ending of government borrowing from the central bank and a sharp reduction in the fiscal deficit through spending cuts and efforts to increase revenue collection. Government of Pakistan (GOP) spending in the social sectors is likely to be further squeezed by the parlous state of government finances, while bilateral and multilateral donors will potentially be approached to provide further assistance.

The Global Competitive Index (GCI)[7] indicates that, in education and health related indicators, Pakistan falls behind many of its regional neighbors, while also recognising that the sustainability and improvement of many indicators depends on Pakistan having access to sound basic and post-secondary education.
Despite a period of relatively high rate of economic growth in recent years, the gap between the rich and poor is widening, with increasing disparities between rural and urban dwellers and between provinces.

Progress in achieving education and health-related Millennium Development Goals (MDG) has been slow. Social indicators are poor in comparison with other countries in South Asia[8], with women and girls particularly disadvantaged.[9] National education indicators in Pakistan are amongst the lowest in South Asia. Self-reported adult literacy rates in 2005 yielded a national average of 50% (64% male - 35% female). This average masks significant provincial variations and still greater disparities between urban and rural areas and between men and women. One third of females in rural areas are literate, falling to 3% in the Federally Administered Tribal Areas (FATA). Primary school enrolment rates (62%) are below India (77%), Sri Lanka (100%) and the average for low income countries (76%). Up to a third of children who do enroll in school drop out by Grade 2, reflecting critical deficiencies in quality of education provided, as well as other social pressures.

---

[3] The ADS will not include the AusAID funded Australian Leadership Fellowship Awards, which are managed separately from Australia

[4] UN agency web sites; also in the International Herald Tribune of October 2nd 2008.

[5] Tuesday, May 13, 2008: The International News (Pakistan) "Spiralling food prices and the weakening rupee pushed inflation to an all-time record high of 17.21 per cent in April. In April 07, the CPI inflation, stood at 6.92 per cent - Federal Bureau of Statistics (FBS).

[6] Government of Pakistan's Poverty Reduction Strategy Paper, December 2003.

[7] Government of Pakistan's Draft National Education Policy 2008, page 13.

[8] Government of Pakistan's Poverty Reduction Strategy Paper "adult literacy rate for women is 34 % as compared to 60% for males. The gender gaps are particularly large in rural areas. The same is true for completion of primary or higher schooling".

[9] Despite improvement in economic conditions after recent reforms, there are broad discrepancies men and women. Illiteracy is high among women and girls. In rural areas 22% of girls above 10 have completed primary schooling, compared to 47% of boys. Women own fewer assets, have limited economic options and less access to social services.-www.ruralpovertyportal.org / IFAD

Along with other international donors, Australia is significantly scaling up its aid engagement with Pakistan, with particular focus on providing increased support for the basic health and education sectors.

2.1 Government of Pakistan Development Policies

In the absence of other policy frameworks, Pakistan's development is currently guided by the Medium Term Development Framework (MTDF-2005-2010). Improving and sustaining economic performance is the primary focus, which sets an ambitious economic growth target of around 7-8 % per annum. The social sectors receive comparatively little attention in the MTDF, although targets have been set for education including achieving universal primary enrolment and 50% increases in middle / secondary enrolments as well as literacy rates.

Prospects for achieving these broader economic targets are slim given the current fiscal crisis. Heightened political tensions, an unstable law and order situation, an unprecedented rise in global food and energy prices and a worsening international financial crisis have slowed growth to 5.8% in 2007/08, down from 6.8% in 2006/7 and 7.6% in 2005/6[10]. Estimates for future growth are shifting rapidly given the deteriorating state of the economy. It is unlikely that Pakistan will experience anything close to the growth rates of recent years in 2009 and beyond.

Also at the development policy level, a Draft Poverty Reduction Strategy Paper (PRSP II - 2006-2010) has been awaiting finalisation since mid-2006. While a draft was shared with donors in November 2008, continuing political instability suggests it is unlikely to be considered and finalized before April 2009 when the next Pakistan Development Forum (PDF) is scheduled to take place.

2.2 Pakistan's Education and Higher Education System

Australian support for HRD initiatives in Pakistan falls within the broader aims of the country's policy framework and priorities. The Government of Pakistan's Draft National Education Policy 2008 has, as its objective, to achieve following vision of the state of education:

> *"Education is a categorical imperative for individual, social and national development that should enable all individuals to reach their maximum human potential. The system should produce responsible, enlightened citizens to integrate Pakistan in the global framework of human centered development."*

Within the Policy's broader statement of educational intent, the policy also includes mention of those international development partners providing support to the education sector in Pakistan. The document refers to the need to optimize and harmonize the GOP's international donor partnerships, through fine-tuning them to best meet Pakistan's national goals.

In Pakistan's higher education sector, the Higher Education Commission (HEC) uses its "Medium Term Development Framework 2005-10" as a key planning tool. The HEC holds responsibility for identifying and managing scholarships given by the GOP, as well as those sourced from donors and private sector scholarship providers, including Shell Pakistan. The HEC manage "needs and merit-based" scholarship programs, including those funded by JICA and USAID, and the private sector (under the Corporate Social Responsibility (CSR) initiative)[11]. These 'needs and merit based scholarships' are for study within Pakistan.

From GOP funds, around 10,000 scholars are currently studying Masters and PhD awards, with 6,000 in Pakistan universities and 4,000 studying abroad. With over 100,000 applications per years for the GOP scholarships, less than 10% are successful. This is all part of the HEC efforts to improve the higher education system through strengthening faculties, institutions and courses.

The HEC is also a partner agency to AusAID in the ADS program and provides advice and support at various levels (joint targeting of Pakistan's priority sectors as well as being a part of ADS selection). Through ongoing liaison between AusAID and the HEC (as well as other key GOP central agencies) the ADS can remain as a flexible yet focused strategy to support the development of Pakistan through improved capacity within the key agencies and sectors, as well as through developing the skills and knowledge of individuals.

[10] Government of Pakistan, 2008, *Economic Survey 2008.*

[11] The needs basis is determined by a maximum family income. The merit based involves reviewing the grades at school (for UG) or uni (for PG). Degrees and Masters programs are awarded for students to attend leading universities in Pakistan. In 2008 the needs–merit based scholarships awarded through HEC including 136 funded by JICA / USAID; 30 by Shell Pakistan and 10 by SAMAA TV.

2.3 Australian Policy and Program Context[12]

Australian assistance to Pakistan is focused on basic health care and education, as well as building human capital, supported via the scholarships program. Australia also provides support to reduce poverty in Pakistan's border areas with Afghanistan, where Pakistan's poorest and most marginalized populations live.

An increase in Australian scholarship numbers has been accompanied by an expansion of Australian aid engagement in Pakistan, particularly in the education and health sectors. New investments in health will strengthen national systems for improved service delivery, including through a major national program in Maternal and Newborn Child Health, delivered in partnership with the Government of Pakistan and the UK's Department for International Development (DFID). Australia also provides continued support to reduce blindness through enhanced district eye care, in a long-running program delivered by the Fred Hollows Foundation. Additionally, Australia is making significant investments into basic education in Pakistan, with a focus on improving access and education quality. Current partners in delivering this education assistance include UNICEF and the World Bank (WB).

In addition to current programs in education and health, Australia will scale up its assistance in rural development, building on the success of the Agricultural Sector Linkages Program (under which some scholarships are currently offered). Australia is also planning new investments to support better governance in Pakistan, including by supporting fledgling democratic institutions, and by building the demand for better governance through working closely with civil society organizations and (in some cases) with private sector associations.

As Australia's aid program to Pakistan grows and diversifies, the scholarships program will respond more closely to program-level and sector-specific objectives of the program, including building human capital in targeted areas. For the 4 years covered by this design, the main ADS priority areas will be (i) maternal, neonatal and child health services (MDGs 4 and 5), (ii) basic education services (MDG 2) and (iii) rural development and food security (MDG 1)[13].

The Australian ADS are targeted at Masters level awards, with AusAID and the GOP aligning these study programs with the agreed Pakistan development priorities, as part of a broader development agenda.

2.4 Brief History of Australian Scholarships to Pakistan

AusAID has provided scholarships of various kinds to Pakistan since 1991. Numbers increased dramatically from 2006-07 following the commencement of the Australia Pakistan Scholarships Program (APSP). The APSP is based on a Memorandum of Understanding between the governments of Pakistan and Australia (signed in November 2005) which commits AusAID to providing a total of 170 Masters and 30 PhD scholarships over five years. Including an on-going ADS program of around 15 Masters level scholarships per year, AusAID expects to fund an estimated 42 Masters-level awards for the 2010 intake and another 42 for the 2011 intake, which would see out the commitment under the APSP.

Australian scholarships assist in strengthening Pakistan's access to well qualified graduates who can assume leadership positions and apply higher-level skills and analysis in their agencies / activities. With only a relatively small number of higher-degree graduates being generated by universities in Pakistan, the ADS and other scholarship programs assist in supplementing and strengthening local academic systems[14].

During 2008, the AusAID Post has made it a priority to streamline and simplify the AusAID scholarship program in Pakistan (for further details, see Section 4.3 below). The findings of the South Asia Scholarships Review highlighted the need to conduct one intake each year in order to reduce the administrative burden.

With the substantial increase under the Australia Pakistan Scholarships Program, the Australian scholarship program is comparatively large in Pakistan. However, there are a number of international donors with high quality and high profile scholarship programs in Pakistan, especially the Fulbright (US) and the Chevening (UK). With a large number of scholarship opportunities available from other donors (as well as from the Australian government funded Endeavour scheme), attracting a significant number of quality candidates to apply for the available ADS scholarships has been problematic. This is especially the case in getting sufficient numbers of eligible women applying, as well as a significant proportion of candidates from the provinces / rural areas.

---

[12] This information sourced mainly from the Pakistan country program section of AusAID's web site.

[13] See section 5 of this design

[14] Only 3.7% of the 18 to 23 age group participate in higher education. Enrolment in public and private institutions is increasing at 30% per year but the gross enrolment ratio does not compare well with India (7%) Malaysia (12%); Pakistan Draft national Education Policy – 2008.

Through a process of rationalising, targeting and streamlining the ADS in Pakistan, the objective is to strongly promote the ADS and increase the number of appropriate applications received, including more from women, and from those working in the priority provinces.

3 Other High-Profile Scholarship Programs in Pakistan

There are a number of scholarships and awards in Pakistan, funded by international donors, foundations, "private" university scholarships and through various development projects. Within the donor scholarships available there are variations in allowances and conditions[15], as well as in the perceived status afforded to a specific scholarship.

In Pakistan, anecdotal evidence suggests that the two best known and highly sought after scholarships are the Fulbright (US) and the Chevening (UK). The large number of people applying for Fulbright or Chevening has had an impact on the depth of applications received for the relatively large number of ADS scholarships to Australia.

In addition to other donor scholarships, the Australian "Endeavour" program also "competes" with the ADS for candidates and has a higher level of stipend.

For the purposes of this design, the Fulbright and Chevening scholarship arrangements were reviewed as part of identifying risks and potential lessons for ADS outsourcing. The following brief summaries place the ADS within the broader context, identifying key elements and lessons learned.

The US Government - Fulbright Scholarships

Out of all scholarships in Pakistan, the most well known appear to be the Fulbright Foundation program[16]. The Fulbright scholarships in Pakistan represent the largest Fulbright program in the world, designed as a two-way exchange, promoting scholars both to and from the US[17]. These 150-170 scholarships are offered at a range of academic levels including for senior scholars, advanced degree programs, professional development programs and a Fulbright specialist program.

The Fulbright is high status, with selection criteria (including applicant age) based around a reasonable expectation that the scholar will return to Pakistan and contribute to the country for the following 10 years. Fulbright grant recipients receive up to four years tuition at a US educational institution, as well as the required textbooks, airfare, a living stipend and health insurance.

Fulbright promotional materials and resources are extensive, with care taken to model quality during the initial public meetings and presentations. This includes how gender is portrayed, with the Fulbright using a promotion team balanced by gender and country (US / Pakistan) as part of its strategy to attract the best men and women candidates and to model professional practice. In 2008, 42% of Fulbright scholars chosen were women.

Scholarships are announced in January each year, with applications closing in May and the checking, interviewing and selection completed by around October. While there is a TOEFL grade requirement, the selection process includes a requirement for the applicant to write a 15 minute essay / discussion on a topic that is provided only when they arrive for the interview. This is a mechanism to better assess the applicant's capacity to write well, presenting a written piece of work on a given topic.

From the selection, successful applicants are matched with institutions in the US, with final agreements of places and study programs completed by March-April. The Fulbright maintains a very supportive relationship with its students and provides counseling on the best US institution to match their individual needs.

Once all selection and placement formalities are completed, the US Visa is applied for and the Fulbright scholar mobilizes to the US around September, in time for the commencement of the new academic year.

The Fulbright is the first choice of many leading academics around the world, including in Pakistan. Their Pakistan alumni have around 1,300 active members, with functions, conferences and technical / social events organized on a regular basis. Fulbright Alumni are also used as members of the selection panels.

Although Fulbright scholarships represent a high-status and well regarded program, the selection process is clearly focused on academic record and the capacity to engage with senior US scholars and institutions. There is

[15] Even within Australia's scholarship awards there are significant variations in the stipends and allowances paid. These range from AUD$23,000 per year through to AUD$30,000 per year. These variations have an effect on what scholarship is applied for or accepted.
[16] For additional information on the Fulbright awards see www.usefoakistan.org
[17] The number of US Fulbright scholars from the US to Pakistan is currently limited due to the security context.

little opportunity or latitude in the selection process to consider broadening the selection criteria to include those who may not have the highest levels of achievement but who have strong potential to provide significant contributions (including leadership) within priority development sectors.

The UK Government – Chevening Scholarships

The major UK scholarship program in Pakistan is the British Chevening Scholarships[18]. As many senior participants cannot spare an extended time away from their careers, scholars can study in the UK for as little as three months. Most already have a first degree. The majority study for postgraduate degrees particularly Masters.

There are two types of scholarships: fully-funded scholarships cover tuition fees, monthly stipends and various one-off allowances; partly-funded scholarships, which vary from award to award and cover part/full stipend and/or allowances. Applicants must meet the standard requirements below:

- Mid-career professionals with a minimum of 3 years' relevant work experience.
- Applicants must have a Masters degree or a 4-year Bachelor degree.
- Under 40 years of age at the time of applying and be Pakistan citizens.
- Preferably not have studied in the UK at university level.
- May apply in any subject area with minimum IELTS of 6.5 (7.0 is preferred).

The Chevening Scholarships program is advertised in August, with interviews held in November and successful scholars departing for the UK the following September. The priority Chevening subject areas for Pakistan are: Business Administration; Design; Economics; Environmental Studies; Human Rights; International Relations; Law; Management; Media Studies; Public Administration; and Social Development.

Applications for Chevening scholarships are made from Islamabad, Lahore, Karachi, Peshawar, Azad Kashmir and Gilgit. These scholarships are managed on behalf of the UK government by the British Council.

Information from the British Council in Islamabad indicates that Chevening scholars are regularly contacted (every quarter) while they study in the UK. A contact person is assigned to a group of scholars in the UK and is available as a resource for help or advice. This is one of the ways in which the Chevening program establishes a strong bond with the scholar, who feels supported and therefore more secure during their time in the UK.

The Chevening Alumni is also active, with regular meetings and thematic discussion groups established in Pakistan. With four Alumni chapters (Islamabad, Lahore, Peshawar and Karachi) it appears to be a dynamic group who are still engaged with the UK via regular events and through having a role / purpose.

In comparison to the ADS scholarships, there are a relatively small number of opportunities available through the Chevening program. As is the case with the US Fulbright, the Chevening selection criteria are clearly set at attracting academic and technical excellence, with limited opportunities for alternative selection criteria based on a candidate's potential to make a development impact on their return.

Australia's Endeavour Scholarship

In 2005 the Australian Government agreed to provide Pakistan with 500 post-graduate study awards under the five-year Australia-Pakistan Scholarships Program (APSP). Responsibility for managing these scholarships has been shared between AusAID (200 awards) and DEEWR (300 awards)[19]. The APSP scholarships include post-graduate research, Vocational Education and Training (VET) and Endeavour Executive awards which provide opportunities to undertake study, research and professional development in Australia[20]. The Endeavour scholarships are largely managed from DEEWR Canberra and have no impact upon the ADS MC.

The stated aims of Endeavour Awards[21] are to:

- Deepen Australia's global engagement in education and research;
- Reinforce Australia's reputation as a high quality education provider and leader in research, innovation and knowledge management;

[18] 'Chevening' is the name of the country residence of British Foreign Secretary. In 1994 Douglas Hurd, renamed the Foreign & Commonwealth Office's Scholarships and Awards Scheme - 'The British Chevening Scholarships Programme', after Chevening House.
[19] Additional information on the DEEWR scholarship activities can be found at http://www.endeavour.dest.gov.au/.
[20] Text and information taken from the Endeavour Award website at http://www.endeavour.deewr.gov.au/endeavour_awards/
[21] More information on Endeavour Awards can be found from the following website: http://www.endeavour.deewr.gov.au/

- Enhance language skills and cultural understanding of Australia; and
- Provide opportunities for Australian professionals to enhance their skills and knowledge.

To avoid any confusion between AusAID scholarships and the Endeavour, the MC will need to become familiar with the timing, purpose, promotion methods and target group for the Endeavour awards. The MC will then focus on ensuring the ADS are well promoted, differentiated through the strong development focus, maintain a high profile and encourage quality outcomes.

The AusAID Australian Leadership Award (ALA) Fellowships

In addition to ADS scholarships, the Australian Government (through AusAID Canberra) provides the opportunity for a number of candidates in Pakistan to apply for a senior Fellowship to Australia. These Australian Leadership Award (ALA) Fellowships are awarded to current or potential leaders and are considered on a competitive regional basis. The final nominations are selected through a competitive process that is managed from Australia, with no fixed number of Fellowship places assigned to any one country.

The number of Pakistan applicants who successfully gain an ALA Fellowship has ranged from 5-10 per annum. The staff at the AusAID Post will continue to provide whatever comments or inputs may be required on request from the AusAID ALA Fellowship staff in Canberra.

4 Integrating Pakistan Scholarships into ADS

4.1 Historical Description of Pakistan ADS

The Australian Development Scholarships (ADS) aim to contribute to long term development needs of Pakistan, to promote growth and stability, through opportunities to undertake full time study in Australia. The sectors have been agreed in order to address jointly determined priority HRD needs, as part of aligning the scholarships with Australia's bilateral aid program.

The ADS equips scholars with the skills and knowledge to drive change and to influence the development outcomes of Pakistan. Combining all previous Australian scholarships into a cohesive ADS program aligns ADS with priority areas of AusAID's program in Pakistan, which are:

- Education
- Health
- Natural Resource Management
- Governance
- Social Sciences
- Law and legal studies
- Information Technology

The unified AusAID ADS scholarship cycle commenced in 2009, through a single intake and increased focus on the above priority areas. The scholarships cycle that will commence in 2010 will have an increased focus on the designated sectors of: maternal, neonatal and child health services; basic education services; and rural development and food security services[22]. The program will also target public sector reform and improved standards of governance in both public and private sectors.

Several studies and reviews have been carried out by AusAID on the profile, origin and success rates of previous ADS scholarship cycles in Pakistan. The data is extensive, providing a breakdown of applications and awards by gender, fields of study, home province and public / open ADS awards. The information available also includes a summary of the factors that led to candidate ineligibility.

As part of better profiling, targeting and managing the future ADS program, these data will be made available to the MC in a handover of information, scholarship management templates and operating procedures during a one-week workshop in Islamabad at contract commencement (see also section 4.3).

[22] The target proportions of ADS scholarships by sector is included in section 5.3

4.2 ADS Eligibility Criteria

All ADS candidates are expected to be working with agencies, organisations or associations active in the designated sectors, as outlined in the ADS scholarship objectives (see section 5) and the ADS profiles for designated sectors (see Annex 4). It is anticipated that the majority of applications for ADS scholarships will be submitted to AusAID by the candidates' agency or employer. This preferred method will help ensure candidates have support from their employer, as well as to increase potential for establishing a joint commitment to both the agency and the individual's development on the scholar's return to Pakistan.

At present (scholarships cycle commencing in 2009), to be eligible for ADS, candidates must:

- Be Pakistani citizens (dual nationals not eligible) and not have permanent residence in Australia or NZ;
- Not married or engaged to a person eligible to hold Australian or NZ citizenship or permanent residence;
- Satisfy Australian Government requirements for international student entry (i.e. health, character);
- Not hold another scholarship or have held a foreign scholarship in the 24 months preceding the application (24 months calculated from date of arrival back in Pakistan to closing date for receipt of applications);
- Be applying to commence a new course of study and not be seeking support for a course already commenced in Australia (on-going study programs will not be supported);
- Be able to take up the scholarship in the year for which it is offered (deferrals are not available); and
- Satisfy admission requirements of the Australian tertiary institution where the course is to be undertaken.

Candidates must also:

- Be applying for courses that fall within the priority areas as outlined in section 4.1;
- Have a high standard academic background with suitable previous study and a minimum of 60% average grades;
- Have a satisfactory command over the English Language as indicated by at least an overall current IELTS Band of 6.5 with no band less than 6.0[23].
- Have completed 16 years of education;
- Have at least 2 years work experience in the field in which candidates are applying;
- Not be older than 45 years at the closing date for applications.

From 2010 onwards the MC will be required to follow the modified eligibility and selection criteria mentioned in the scholarship profiles (annex 4). AusAID will advise the MC if there are to be any further changes to ADS eligibility and selection criteria.

4.3 Streamlining ADS Management

Until recently the AusAID scholarship program in Pakistan comprised a series of separate initiatives, each individually managed. It included the Australian Development Scholarships (ADS) and Australia Pakistan Scholarships Program (APSP), as well as scholarships targeted at specific courses in Australian institutions (i.e. at the Carnegie Mellon University and the University of Wollongong) as well as separate scholarships under the Agricultural Sector Linkages Program.

This (previous) approach to managing individual scholarship activities was in response to the progressive introduction, over time, of separate initiatives that were agreed by the GOP and GOA. These multiple scholarship programs led to a situation that was administratively fragmented and overly complex. Also, during this time there was no A-Based AusAID officer at the Post, making it more difficult to initiate streamlined scholarship operations[24].

[23] AusAID will reimburse the amount for IELTS examination for the successful candidates if the exam is undertaken after the announcement of the ADS scheme.

[24] These awards included scholarships to the University of Wollongong-Centre for Transnational Crime Prevention (CTCP), AusAID scholarships to Carnegie Mellon University and AusAID Scholarships under the Agriculture Sector Linkages Program (ASLP). The CTCP had its final intake in 2008 academic year and the other two scholarship Programs had their final intake for the 2009 academic year and no further intakes are planned. However, it is possible that future targeted scholarships may well be included under the ADS banner, so a degree of flexibility will still be required.

At present, AusAID staff in Islamabad are responsible for scholarship management, with specialist support provided by short-term, local and international consultants. Scholarships are a resource-intensive activity requiring ongoing attention to the detail of individual cases. Management of scholarships absorbs much of the limited AusAID Post staff resources, which would be better directed towards higher-level development initiatives and responsibilities, including managing other elements of AusAID's increased aid flow to Pakistan.

The Post has advised its GOP partners that the AusAID scholarships, in future, will be offered under a single banner (ADS) and that the numbers and agreed sectors will essentially remain the same for 2010 intake. However, for 2011 intake the designated sectors have been narrowed down to include the most relevant sectors to the development priorities. The development of ADS profiles for the desired candidates is expected to align ADS more closely with agreed development priorities, improve gender balance and create the potential for greater impact.

This outsourcing design provides a further opportunity for the Post to streamline and rationalize scholarship management, arranged in a way that is cost effective, clearly targets potential male and female applicants and provides maximum benefit (over time) to the development of Pakistan. With all AusAID scholarships in Pakistan designated as ADS, there will be one annual recruitment cycle, presenting a clear ADS focus on Pakistan's development priorities[25].

To enable this process to commence in an orderly and managed way, it is proposed that a one-week workshop be held at contract commencement, where AusAID and the MC share resources, templates and confirm the suggested methods to enable the program to be well managed from the outset. The workshop will include inputs from AusAID's Australian Scholarships Group (ASG), the staff at the Post, other Australian government stakeholders (i.e. in relation to Australian visas, health requirements etc) as well as from ADS alumni.

4.4 Benefits from Outsourcing and Re-Focussing the ADS

Outsourcing the bulk of scholarships management and administration in Pakistan provides an opportunity for improvement at two levels of the ADS program. At the higher level, the ADS program can be better targeted at designated sectors and priority provinces by the MC. The objective will be to attract more candidates from those agencies and organizations that are directly involved in the designated sectors. The ADS profiles and promotional methods will each be used by the MC in order to achieve better balance across gender, provincial location and sectors. At the level of management and coordination, the MC will be required to implement the ADS in a transparent, effective and equitable manner. The benefits to the program and to management would include:

- A streamlined, standardized scholarship management system that clearly positions AusAID's program as development orientated, including initiatives that clearly target the designated sectors and encourage applications from women and men working on provincial activities;
- Increased visibility and reputation of the ADS program, through better advocacy and stronger engagement at the agencies and with employers, including the introduction of the Reintegration Plan as a normal part of the selection process.
- A greater emphasis on supporting short listed ADS candidates to carefully choose their course in Australia, continuing to provide quality courses of study in institutions well matched to each scholar's needs;
- AusAID Post staff will be able to focus more on strategic scholarship issues. This includes increased engagement with GOP counterparts, focus on how the scholarships fit within the partner agency HRD priorities and Australia's broader framework for assistance to Pakistan, use of ADS profiles to better target those who will make a contribution of development, as well as assessing the overall impact of scholarships through effective M&E;
- There is potential skill development and increased level of responsibility for AusAID O-based staff, including increasing expertise in M&E, increased engagement with partner agencies and participation to new management methods and systems;
- The streamlining and coordination of scholarship management should provide more opportunities for AusAID to engage with the proposed Alumni Network, in a way that encourages AusAID alumni

[25] As mentioned elsewhere, Pakistan also receives a number of ALA Fellowship awards, for 3-6 months in Australia. These number 5-10 per year and the staff at AusAID Post will continue to manage any requirements for this award.

members to better engage in technical, professional development and social events in Pakistan, while maintaining and strengthening ties with Australia;

- Clear targets for the MC to encourage participation of women in ADS, including introduction of the Foundation Awards initiative to provide an alternative mechanism that broadens the base of applications and leads to a different balance (by gender and province) across the ADS cohort.

4.5 Increasing the Impact of ADS

To strengthen potential impact, the MC will better target ADS candidates through scholar profiles, targeted promotion, closer engagement with agencies and civil society organizations (CSOs) and the introduction of a Reintegration Plan as part of the final selection process. There will be a clear focus on the designated sectors and on those candidates actively involved in the planning, management and delivery of services in the priority provinces. There will be close MC engagement with the target organizations to seek out those who are most likely to benefit from ADS and who will return at the completion of their study and make a contribution to the development of their country. More effort will be made to maximize ADS opportunities to women, especially in less urbanised areas.

In 2009, AusAID Post developed the desired ADS applicant profiles (see Annex 4) to align with the designated priority sectors and objectives. These profiles will be used to better target promotion and selection, to improve the number and quality of applicants, as well as ensure that ADS is closely linked with the agreed development priorities. The ADS profiles describe the preferred scholar background and attributes and will be used as part of the short-listing and final selection process. These profiles will be reviewed on an annual basis by AusAID.

As part of strengthening the potential ADS impact, the MC will engage closely with government agencies, civil society organizations and associations in the designated sectors, not only to advocate ADS opportunities, but also to secure a stronger commitment from the agency to utilize the scholar's skills and knowledge on their return from Australia. It is expected that every applicant for an ADS scholarship will consider the course they wish to undertake and how their skills will be used upon their return[26].

Part of this renewed focus will be the development (by the candidate and their agency) of a Reintegration Plan, which will be introduced into the ADS selection and monitoring cycle. The Plan, to be jointly developed by the individual and employer, will highlight how the returned scholar will make a contribution on their return, as well as encourage the employer to better consider how the expertise of the returned scholar can best be applied. While applicants will be required to put forward summary details of their Reintegration Plans as part of their initial ADS application, the development of a full Reintegration Plan (which represents a significant investment in time and effort) will only be required from those ADS candidates who are short-listed for interview. The Reintegration Plan will be used (over time) as one of the tools to monitor ADS outcomes and impact.

The MC will *develop a template for the Reintegration Plan* to guide short-listed candidates and their employer in developing their plan. The template will clearly explain what information the scholar and the employer need to provide in time for the interview. The Reintegration Plans should be no more than 4 pages in length and be aligned to SMART planning principles (i.e. Specific – Measurable – Attainable - Realistic – Time-bound).

The MC, through their planning, methods and materials, will make sure that women have improved access to all required information on the ADS opportunities, conditions and arrangements, in a manner that enables them to make informed choices. The targeting of the agencies, NGOs and associations will be carried out in such a way as to encourage women with the prerequisite background to apply.

In addition to targeted advocacy for the ADS, a specific new initiative (the Foundation Awards Initiative) will be introduced during the selection process to target priority ADS candidates who are clearly able to contribute to development in Pakistan, but who initially fall outside the required criteria for selection. The mechanism is designed to break through some of the barriers that exist for women to participate in ADS, as well as for those potential scholars who live and work in the more remote locations and provinces. Through the Foundation Awards Initiative, the MC will provide additional pre-course English language and academic training for selected candidates who fall into targeted groups and who are likely (after receiving FAI support) to meet the selection criteria for an ADS scholarship in Australia.

[26] After the short listing, the MC will provide each candidate with specialist information and advice on what institutions and courses in Australia would best suit their academic and technical needs. This advice will be provided by an academic with strong, contemporary understanding of Australia's higher education sector.

Overall, there will be increased focus on the M&E of scholarships in Pakistan, including measures that examine the impact the program has had on participating agencies and organisations in Pakistan. The close alignment of ADS to the designated sectors and priority provinces, as well as the introduction of Reintegration Planning at the outset, are each designed to enable some measure to be taken on what impact the ADS program has made at the individual and the agency level once the scholar has returned to Pakistan.

5 Goal, Objectives and Outcomes of the New ADS in Pakistan

The goal and four objectives for the Pakistan scholarships programs are:

Goal: *T*o improve sustainable, pro-poor service delivery and governance[27], primarily within the three designated priority sectors ((i) maternal, neonatal and child health services (MDGs 4 and 5),(ii) basic education services (MDG 2) & (iii) rural development and food security (MDG 1)), in Baluchistan, FATA and NWFP.

Purpose: To improve technical and leadership capacity of men and women working in federal and provincial governments, non-profit civil society, and the private sector primarily within three designated priority sectors in Baluchistan, FATA and NWFP, and increase the visibility of the ADS program.

Scholarship Objectives: *(for the period 2009-13)*

The above Purpose will be achieved by providing Pakistan with AusAID alumni who can make personal and institutional contributions to Pakistan under the following four objectives:

Objective 1. **Within federal and provincial government agencies:** AusAID Alumni increasing the development and application of appropriate policy and practice for service delivery in the three designated sectors[28], particularly those within the priority provinces[29].

Objective 2. **Within non-profit civil society and development organisations:**

a) AusAID Alumni increasing advocacy and engagement with Government, particularly in the three designated sectors and targeted provinces.

b) AusAID Alumni increasing the development and application of appropriate policy and practices in relation to service delivery, particularly in the three designated sectors and targeted provinces.

Objective 3. **Within commercial private sector organisations:** AusAID Alumni increasing the development and application of appropriate policy and practice relating to corporate governance[30] and delivery of services.

Objective 4. **Increased visibility of the AusAID scholarship program in Pakistan.**

(a) 5.2 Approaches and Methods to meet the Objectives

5.2.1 Developing Candidate Profiles for the ADS

The use of ADS desired applicant profiles will clearly identify the sectors, backgrounds and location of the preferred ADS candidates. The ADS profiles (see Annex 4) are for government (covering the three designated sectors and priority provinces) and for NGOs and other associations (also covering the three designated sectors

[27] AusAID's governance approach is broken into five main areas: enhancing economic management; strengthening the rule of law; improving public sector management; strengthening democratic institutions and processes; and strengthening civil society.

[28] The three designated sectors are (i) maternal, neonatal and child health services (MDGs 4 and 5),(ii) basic education services (MDG 2) & (iii) rural development and food security (MDG 1)

[29] The three priority provinces are Baluchistan, FATA and the NWFP.

[30] As benchmarked in the *OECD Principles of Corporate Governance*, *2004*, which cover: the basis for an effective corporate governance framework including transparency, efficiency, rule of law and effective regulation and supervision; the rights of shareholders and key ownership functions; the equitable treatment of shareholders; the role of stakeholders; disclosure and transparency; and board responsibilities.

and priority provinces). The profiles will be distributed to the human resources (HR) departments of agencies, civil society organizations and NGOs as part of the promotion and advocacy activities that will precede the annual call for ADS applications. Under this model, targeted organizations will be provided with relevant promotional material and ADS application forms for distribution. Targeted promotion is intended to place primary responsibility for disseminating ADS opportunities on the employing organization, which is expected to benefit from the ADS when the scholar returns.

Using this targeted approach, there should be little, if any, need for large "broad-brush" public advertising of the ADS scholarship opportunity; rather, the promotional activities will be focused on those agencies and organizations that plan, manage and deliver services in the three designated sectors. The MC would work with the agencies and NGOs within the three designated sectors and seek nominations from targeted agencies within government, NGOs and NGO associations, and from the private sector focused on commercial/industry.

Following the targeted promotional activities, the MC will invite applications for ADS through the appropriate government, NGO or private sector human resources (HR) departments. The aim will be to receive applications that are highly relevant to the three designated sectors and reduce the number of applications received from general candidates who have little or no background in these sectors.

In (hopefully exceptional) circumstances where it is problematic for a candidate to submit their ADS application through their employer, the MC may receive applications directly from individuals. This may be necessitated, for example, where an individual is planning to change career direction following an award and/or where systematic discrimination or favoritism exists. Depending upon experience in targeted promotion of scholarship opportunities, the MC may need to design measures to reduce barriers to open and equitable access to scholarship opportunities by the target groups and in the priority areas in subsequent selection rounds.

As part of strengthening transparency, the Managing Contractor, will pilot a scheme whereby institutional applicants send (by mail or email) a brief 'feedback slip' (provided with the application pack for the purpose) directly to the Managing Contractor notifying that they have made an application through their organization. The slip will include organization, the applicant's name, the date the application was submitted, the name of individual that the application was submitted to and a space to identify any problems encountered. The Managing Contractor will then be in a position to identify shortfalls in applications provided and sensitively enquire (both through applicants and employers) as to the cause of blockages in the system. As part of this pilot, it will be made clear that the use of the feedback slips is not compulsory, but is intended to provide a means for concerned applicants to safeguard their ability to participate. Given that the feedback slip will ostensibly be something AusAID is using to improve its own application processes, its provision, as part of application documentation, is also less likely to be confronting to employers. At the completion of the first year, the results of the pilot will be summarised by the MC, in terms of how many feedback slips were actually received, any anomalies between the slips and the applications received and whether the use of the slips has added value to transparency and to the information available to AusAID and the GoP. Based on the outcomes, a decision will be made by AusAID whether the feedback slip will remain a part of the ADS process.

In order to ensure transparency, targeted advertisement/promotion in relevant media should also be undertaken. These advertisements would:

- announce that the AusAID Scholarships are available;
- specify the target organizations, sectors and provinces;
- advise prospective applicants to contact their organization's human resource managers for more information/application forms;
- clearly state that preference will be given to persons submitting applications through their organizations[31] but also include a less preferred option of submitting applications directly.

Instructions on application forms should again prompt that the ADS submission be made through employing organizations (with provision for a feedback slip to AusAID), but provide a 'fall back' address for those who experience difficulty. These organizations will be required to pass on ALL applications submitted to them, but will have the ability to nominate which of these are their preferred candidates. The MC will need to design measures to monitor this process and, if necessary, take remedial action to ensure full transparency.

[31] In the case of government and private sector candidates, current employment by these organisations will be a prerequisite. In the case of non-profit civil society organisations, this requirement may be relaxed to include volunteers or other deserving 'associates'.

The likely security impediments on MC travel provide a strong rationale for the proposed focus on using target organizations as the primary means of distributing ADS promotional material. The 'fall back' options for obtaining and submitting application forms provide a means of circumventing corrupt, non-transparent or incompetent action by partner organizations, but will need to be limited to prevent direct applications defaulting to a 'norm of convenience' and thereby circumventing and negating targeting strategies. Hence, a limit will need to be placed on the proportion of awardees that can be selected from direct applications (e.g. 20% or less) received from individuals in exceptional circumstances[32].

5.2.2 Attracting Quality Candidates to ADS

The single branding as ADS, the development and use of candidate profiles and the introduction of initiatives (such as FAI) form part of an approach that will differentiate AusAID from other scholarship opportunities in Pakistan. From 2010, the ADS will be clearly re-positioned as a niche program focused strongly on Pakistan development, contributing to the three designated sectors and priority provincial locations. The MC will:

- Seek nominations from agencies within government that are involved in the three designated sectors;
- Seek nominations from NGOs and from NGO associations engaged in the three designated sectors, especially those working in the priority provinces;
- Seek nomination from the private sector, targeting commercial / industry associations for nominations that especially focus on corporate governance and meeting community obligations.

It is anticipated that, through better targeting and stronger engagement with agencies and organizations, suitable candidates will be more consistently encouraged to apply for ADS. A renewed focus on the priority provinces and sectors will also enable the MC to target promotional and organizational efforts as part of attracting those candidates more likely to make a contribution to the development of Pakistan.

Better targeting also includes removing barriers to access an ADS opportunity. For example, the cost of an IELTS test can be expensive and form a barrier to access. To reduce this, at the initial application stage the ADS selection panel would require an indicative level of EL proficiency, and will be partially assessable based on the quality of application and any supporting statement. After short listing, for those without a formal IELTS score, the MC will arrange and pay for the test to be provided to the candidates.

As another example of potential barriers, limited knowledge of Australia's higher education system could also impede high quality applications. As with the IELTS information, at the time of short listing only general Australian university course information will be required in the application. For those candidates short-listed, the MC will provide specialist academic support and assistance, through a well qualified consultant[33] with extensive knowledge of the Australian higher education sector, in order to enable each short-listed candidate to identify the most appropriate and relevant course in Australia. The short-term position of an "Australian Academic Adviser" will ensure that candidates have access to independent and contemporary knowledge of the scholar's choice of course and institution in Australia, AusAID will be required to approve the choice of this consultant, in order to ensure there is a clear independence with no undue bias provided towards any particular Australian universities.

5.2.3 Anti-Corruption Measures

As part of a priority on governance and in the way that the ADS is managed, the Australian Scholarship program supports good practice and models anti corruption. Candidates are selected from targeted sectors and appropriate organizations within clearly developed selection criteria. The designated sectors will more broadly contribute to effective governance across Pakistan, including through civil service development and reform, incorporating those aimed at improving the transparency and accountability of public institutions.

Past experience across scholarship programs in the region indicates that, occasionally, senior people may attempt to influence the selection in favour of a particular person or friend. These approaches can be in writing or made verbally, in an attempt to circumvent the publicly available selection criteria. While it is clear that no external approach will be allowed to circumvent the agreed ADS process, it is important for AusAID to be aware of any

[32] For example, it could be that staff within an agency do not widely distribute the ADS information. In this circumstance, well qualified candidates could miss the ADS opportunity. Receipt of individual applications would be an indication of a breakdown in ADS advocacy within that specific agency and would be followed up to ensure that, in the following year, the agency's ADS nomination process was more inclusive and transparent.

[33] For example, one who meets the 2007 Professional Standards for Australian Career Development Practitioners.

such approaches to the MC, as part of protecting the integrity of the ADS. In any instance of potential interference, whether in writing or verbal, the MC is to immediately contact the senior AusAID officer in Islamabad, who will note and record the incident and, if necessary, take appropriate action. It is crucial that the MC's management of Australia's Pakistan scholarships remains transparent, fair and equitable.

The MC will set up an independent selection panel comprising representatives of AusAID Islamabad, the Government of Pakistan, AusAID Canberra and an independent (Pakistan-based) academic or development specialist or adviser who could help to assess the development merits of each application. The panel will include both women and men. The MC will perform the role of secretariat for the panel, but will not have any decision-making role.

The use of external a selection panel member is one of the most important guarantees of objectivity and transparency. AusAID will play a key role in the final selection of the independent consultant(s) as well as the ADS selection process itself. The MC will be responsible for contracting and mobilisation / support of the independent panel members, who will provide independent advice and inputs on scholar short-listing / selection and the relevant academic criteria. The independent panel member nominations will be reviewed / endorsed by AusAID before any contract or arrangement is entered into by the MC.

It will be expected that external selection panel members will hold skills in IT, as ADS information may (in future) be downloaded by panel members using OASIS, with the panel's logistical and organizational needs being supported by the MC.

5.2.4 Increasing the Visibility of Australia's ADS program in Pakistan

Objective 4 is included as a separate objective to enable specific efforts to be designed and managed by the MC to promote Australia's aid program in Pakistan. As part of ADS management, there is some potential to increase visibility via Objectives 1-3, through the targeted promotion, with methods and materials that will highlight AusAID as the donor. However, Objective 4 goes well beyond the actual management of scholarships and will involve the MC proposing strategies that actively promote the scope, development focus and impact of the ADS program. The Objective 4 promotional inputs will be specifically targeted to increase visibility of the scholarship program, beyond ADS application and selection processes[34], and not necessarily linked to Objectives 1-3. This could include:

- Engagement with government agencies, NGO associations and individual NGOs to promote ADS as a development mechanism and to make Australia more visible as a development scholarships provider;
- Engagement with relevant private sector organisations (i.e. professional associations, industry associations) to increase make Australia more visible as a development scholarships provider;
- Where appropriate, identify achievements or events that are newsworthy and have broad appeal, using these to promote the ADS through the popular press - e.g. announcement of scholarship awardees; examples where AusAID alumni have achieved success in a sector;
- Bring Alumni, newly-returning and departing scholars, and prominent Australians together for information and promotional events and/or social events;
- General promotional advertising (not associated with specific ADS processes).

In all Objective 4 promotion activities, there will be no use of the MC logo or other reference made to the MC.

The use of a separate objective to enable direct promotion of the program has the added advantage of allowing actual participation (by candidates) to be low key. The proposed increase in Australia's scholarships profile is primarily for the ADS program, not focused on any groups or individuals involved. Extreme care must be taken not to identify or highlight any individual scholar as part of the broader promotion of the Australian scholarships. This is important for participants in insecure environments such as Pakistan, where overt associations with certain foreign governments may invite targeting of violence towards individual participants or their families. This potential for targeted violence against an individual associated with such things as overseas scholarships can only be expected to increase over the next few years in Pakistan. This is particularly relevant to women participants and those sourced from Pakistan's border provinces. All public announcements, promotional advertising or information distribution should therefore avoid revealing any (identifying) personal details of

[34] See footnote 51 regarding associated security issues.

participants. No ADS scholar names, profiles or photographs will be included in any media, related webpage or any other form of ADS promotion.

5.2.5 Child Protection

As part of managing aspects of Australia's scholarship program in Pakistan, there will be instances when MC staff may come into contact with young children and / or minors. AusAID has clear and strict policies in relation to managing and reducing risks of child abuse by persons engaged in delivering the Australian aid program. The policy applies to all contractors and non-government organizations funded by AusAID.

AusAID's expectations, including new child protection compliance standards for contractors and non-government organizations, are outlined in the March 2008 *Child Protection Policy*[35]. AusAID takes a zero-tolerance approach to child abuse and child pornography. The policy provides a framework for managing and reducing the risks of child abuse by persons involved in delivering aid program activities, and specifies the minimum standards with which all AusAID contractors must comply in their operations *and* in their dealings with any partners, subcontractors, associates or consultants they may engage.

5.2.6 People with Disabilities

The MC will pay special attention to identifying and encouraging people with disability to nominate for an ADS award. While it is recognized that many people with a disability may well have missed out on completing their schooling (through circumstance or available resources) it will be important for the MC to address this aspect of equity and access. This should involve identifying suitable ADS candidates who have a disability and facilitating their participation including through the Foundation Awards Initiative if this is needed. It should also involve promoting the ADS to community organizations and foundations that primarily care, advocate and otherwise work with people living with a disability.

When viewed in this way, ADS scholarship support for people with disabilities includes specialist facility administrators, professionals and carers who wish to study for a course and / or certification award that can relate directly to improving their professional and technical expertise. The ADS program can therefore promote and support people living with disabilities in Pakistan, either directly as an ADS scholarship holder or indirectly through providing increased local knowledge, skills and expertise to support a more inclusive society in Pakistan.

5.3 Specific Cross Cutting Targets for the Pakistan ADS program

In the process of meeting the Goal and Objectives, the following cross-cutting targets will be taken into account by the MC to improve both access and equity across the program. Each of the following percentages will be taken as the average across the initial two year contract period: The following indicators (i.e. percentages) will be collated and provided to the AusAID Post at the completion of each ADS cycle. The data will be provided to AusAID in time for AusAID to include the achievement of these targets as part of the MC contract performance management and review. The targets are:

- 50% of scholarship applications received are from females, 50% of scholarships awarded to females
- 50% of applications received and 50% of awardees are from public sector organisations
- 40% of applications received and 40% of awardees are from civil society organisations
- 10% of applications received and 10% awardees are from the commercial private sector
- Amongst public sector ADS awardees:
    - 60% will work in the designated priority sectors (Profile 1) and 60% of these will be from[36] the three priority provinces of Baluchistan, NWFP and FATA
    - 40% will work on public sector governance and reform (Profile 2) and 60% of these will be from the three priority provinces of Baluchistan, NWFP and FATA
- Amongst civil society ADS awardees (Profile 3)
    - 60% will work within the designated sectors and 60% will be from the three priority provinces of Baluchistan, NWFP and FATA;

[35] See AusAID website: http://www.ausaid.gov.au/publications/pdf/child_protection.pdf

[36] In this context, "from" refers to people born and raised in these provinces, working in these provinces and/or involved in matters directly relevant to the development of these provinces.

- Amongst private sector ADS awardees (Profile 4) 75% will be from the three priority provinces of Baluchistan, NWFP and FATA;
- 5% of applications and 5% of awardees from those living with a disability, of from those working with people with disabilities.

5.4 Key Issues for the MC

The South Asia Review of Scholarships in December 2007 included lessons learned from other country programs. The following lessons have been taken into consideration as part of developing this design and SoS.

Safety and Security

The security situation in Pakistan has deteriorated in past years, to a point where there are restrictions on a range of the travel destinations, including within Islamabad itself. This affects the type and location of promotional and public meeting activities an MC can undertake to effectively manage this program. Through the development of ADS profiles and the focus on securing ADS applications through organizations and agencies, the need for extensive travel is minimized.

The potential risk to personal safety requires the MC to have strong local knowledge and understand how best to work through security constraints and limitations, engaging regularly with AusAID without compromising the safety and well-being of their staff, AusAID staff or ADS candidates / scholars. It is possible that a future deteriorating security situation in Pakistan could reach a point where it is no longer viable to directly manage the program from Islamabad. Therefore the MC will be required to show how it could temporarily continue the management of the Pakistan ADS program, with its key staff based in another regional office, until such time as the situation has improved[37].

Raising and Maintaining AusAID's Visibility as the Donor Supporting ADS in Pakistan

Some AusAID Posts in the Asia Pacific have reported that AusAID's identity as the funding donor has been diminished as a result of engaging an MC to manage scholarships. Australia's contribution to Pakistan's development is significant, with the ADS scholarship program being one of the larger donor-funded schemes. The ADS provides an opportunity for the MC to raise and maintain AusAID's identity and promote the Australian government's scholarship support to Pakistan[38]. At the operational level, and in all scholarship management matters, the identity of the Australian Government / AusAID as the fund provider for Pakistan ADS will be made clear.

Supporting and Maintaining Good Relationships

A number of GOA and GOP agencies are involved in the ADS scholarship cycle, so relationships between AusAID, Government of Pakistan (GOP) and its Whole of Government (WoG) Australian partners must be understood and supported by the MC. From contract commencement, AusAID and the MC will ensure that the relationships are fostered at appropriate levels, with boundaries and communication protocols made clear. Prior to working with key GOA and GOP stakeholders, the MC will articulate to AusAID the nature of the engagement and the relationship at all times. In addition, the MC will outline the proposed approach and protocols as part of developing their Pakistan ADS Promotion and Communications Plan. The MC visits to agencies and associations involved in ADS will be for the sole purpose of advocating and managing the scholarships. MC discussions with agencies on ADS opportunities will not be used to promote or advocate the MCs capacities or services for commercial purposes.

AusAID remains the point of contact for GOP and WoG partners and the MC will not approach the partner government or WoG partners on any scholarship matters without AusAID approval.

Maintaining AusAID's Corporate Knowledge in Islamabad

AusAID will maintain responsibility for Pakistan ADS policy, strategy and key points of scholarship selection. Maintaining AusAID's corporate knowledge and skills at the Post is essential to enable O-based staff to effectively monitor the contract and ADS impact. AusAID's continuing management of the policy, strategy and selection processes will help minimize the potential loss of corporate knowledge.

[37] Such an eventuality would require a variation to the contracted SOS and BOP, which would be developed at that time. At this stage, the MC is only required to identify its regional capability and how it could address such a future security / management problem.

[38] As mentioned elsewhere, promoting ADS focuses on the overall program and opportunities, not on any individuals or groups.

To support AusAID, the MC office should be conveniently and strategically located in Islamabad. While security arrangements place restrictions on free movement between districts in Islamabad, the MC office should provide easy access to the AusAID staff. The MC will also ensure timely, quality communications are conducted with local and provincial stakeholders, and include AusAID in any interactions of relevance to the agency. Where the MC requires AusAID input or advice, the MC must allow enough lead time for AusAID to provide a considered response (including consultation with Canberra if needed).

IT and ADS Reporting

AusAID increasingly utilizes online systems such as OASIS and SIMON for scholar application processing and program implementation. To ensure that it can continually adapt to use of on-line processing, the MC will require up-to-date IT infrastructure, facilities, appropriate office space and experienced staff to ensure that it can provide effective systems and IT management. This includes providing IT data security, off-site backup arrangements and arranging for protection against such things as virus, system hacking and the theft of any IT hardware that is associated with the ADS.

In terms of reporting to AusAID on ADS numbers and outcomes, timeliness and accuracy are critical in managing and monitoring the ADS. AusAID's internal scholarship reporting requirements cannot be compromised or delayed by the MC and the Scope of Services and M&E framework clearly outline AusAID's requirements for Pakistan.

6 Measures Aimed at Ensuring Equity, Including Increasing the Number of Women ADS Scholars

The MC will ensure that relevant media and networks are applied to disseminate ADS information to agencies and associations, in order to increase the number of eligible applications from women and non-urban candidates. The four ADS profiles will highlight the importance of women applying for the scholarship program and opportunities that ADS represents. Working with agencies and NGOs, the MC will need plans, resources and networking arrangements in place to ensure significant numbers of suitably qualified female candidates and applicants are received from disadvantaged and/or minority groups. The MC will specifically target and encourage women and provincial practitioners to apply for ADS.

The MC will also take active measures to minimize the obstacles to increased participation of women, for example by providing clear and accurate information and contacts regarding the support services available to students consistent with AusAID's minimum service delivery requirements for ADS[39] and in accordance with the Standards for Registered Providers[40] delivering services to overseas students. The MC will also be expected to identify any measures that may help to address previous barriers to women's participation at all stages of the scholarships cycle. For example, the MC could analyze and report on possible institutional or systemic blockages to women's participation in initial targeting and promotion, and propose future measures to overcome these.

The MC should publicize and provide family-friendly arrangements at interview and pre-departure briefing events so that it is easier for women to participate. This may include enabling ADS applicants to bring young babies or children and a carer to the interview. The MC would need to provide a safe and healthy place for the dependant(s) to wait while the interview is in progress.

Importantly, the MC will model good practice and have men and women in ADS management and operational positions. Advocating ADS opportunities for women requires an approach that engages women as role models in decision-making and in making presentations / advocating to the various agencies and NGOs.

6.1 Achieving Better Gender Balance

The Australian scholarship operating guidelines require that scholarships be awarded to equal numbers of male and female candidates. This has proved very difficult to achieve in Pakistan, with not enough women being nominated by the GOP partners and not enough applications coming from women in the 'open' categories.

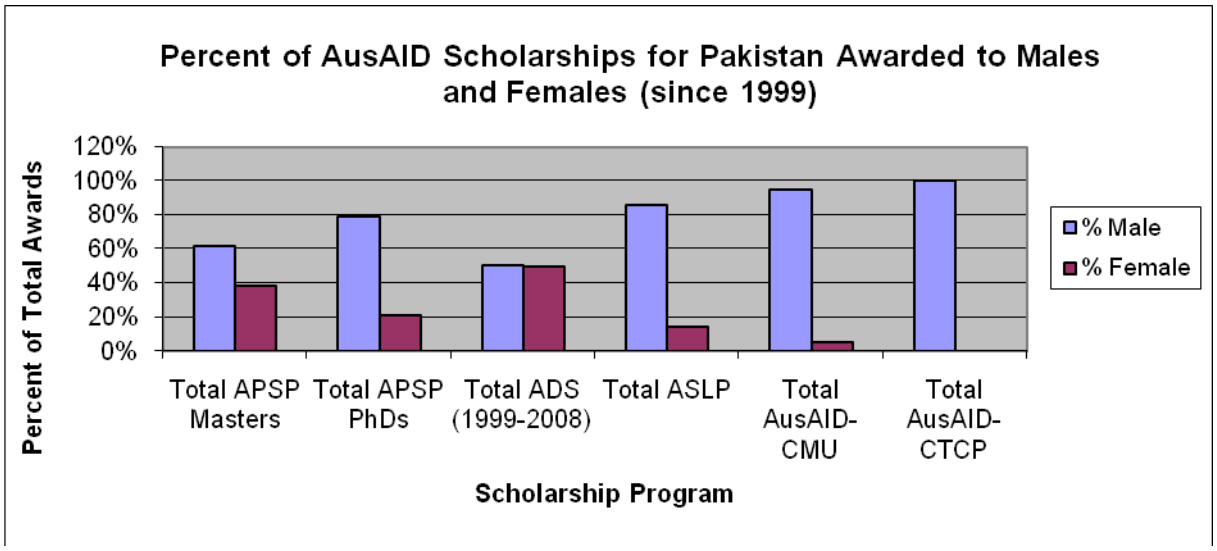
[39] As explained in the ADS Handbook which is available on AusAID's website and which is regularly updated.

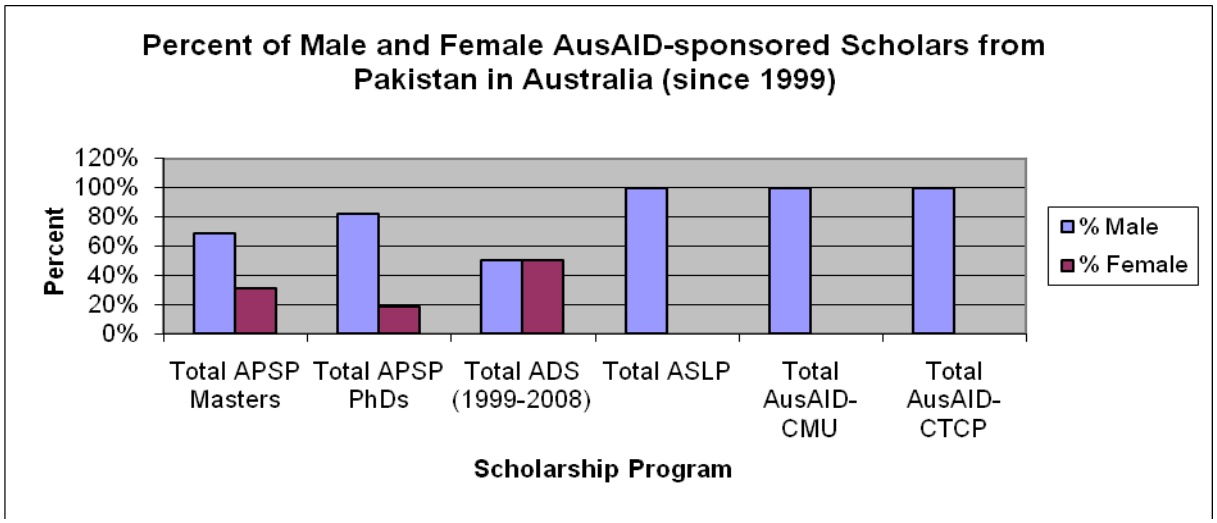
[40] Available through the Australian Education International website http://www.aei.gov.au/Aei/Default.aspx.

Greater gender awareness and related reform forms a part of the GOP policy framework, through such mechanisms as the Gender Reform Action Plans (GRAP)[41]. With gender being a priority area for both GOP and GOA, the need for ADS to improve the proportion of female ADS scholars is a clear priority. The MC will need to work closely with AusAID and the various stakeholders to trial and then embed workable solutions to promote the participation of women into the ADS cycle.

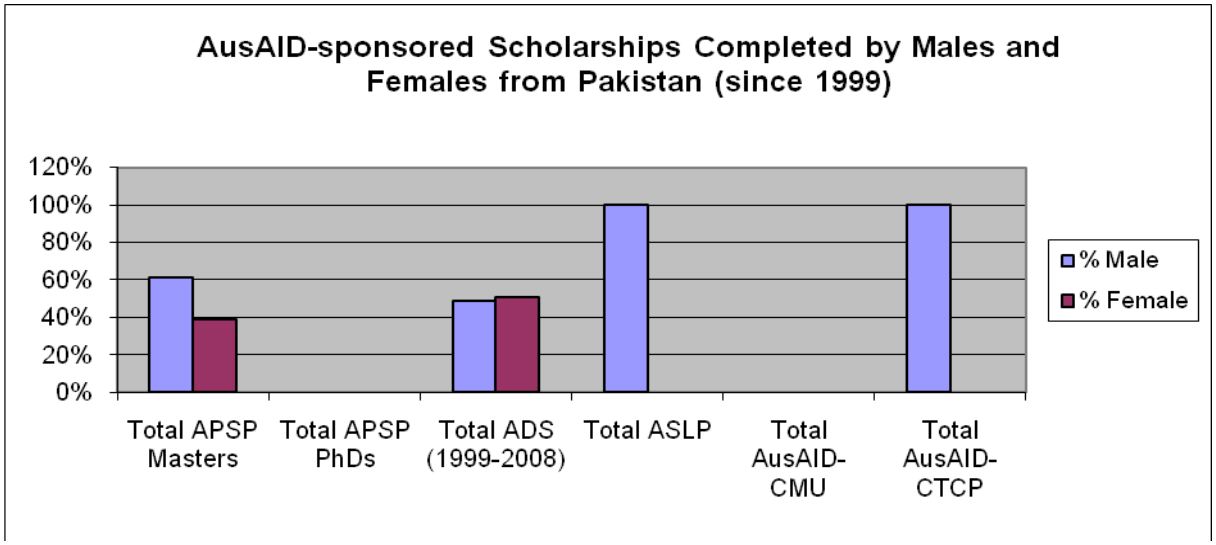
The statistics that underpin the following gender disaggregated summary tables are included as Annex 8. The following summary tables provide background information on the proportion of men and women (to date) in the overall scholarship program in Pakistan.

Table 2: Summary Gender Disaggregated Statistics for the Australian Scholarships in Pakistan.





[41] Pakistan is a signatory to various international commitments including Convention on Elimination of All forms of Discrimination Against Women (CEDAW) and the Universal Declaration of Human Rights declaration. The government has also prepared a National Plan of Action (NPA) and a National Policy for Development and Empowerment of Women. Given these national and international commitments the gender-related gaps have not decreased substantially. The GRAPS seek to address some of these gaps through reforms in four major areas: Political reforms; Administrative/institutional reforms; Reforms in public sector employment; Policy and fiscal reforms.



In the 2009 intake (i.e. commencing in Australia during early 2009), a total of 87 scholarships were awarded, covering all AusAID scholarships from Pakistan (i.e. ADS, APSP, ASLP, AusAID-CMU). The 2009 gender balance has improved to 61% male and 39% female. While this is an improvement over previous years, there is still a marked discrepancy in the proportion of male to female ADS candidates received and subsequently selected as scholars to Australia.

This lack of gender balance in ADS awards is not simple to address, and includes: cultural, social, economic and family expectations; poor communication channels to potential women candidates; and a lack of nominations from GOP agencies and lack of specific targeting.

It is also recognized that there are limited opportunities for women, especially non-urban women, to fully engage in post secondary education, leading to fewer having the required academic results, including proficiency in English. In addition, relative isolation can also reduce awareness of their academic / scholarship options. This design addresses gender and the need to improve the balance towards 50-50 ADS awards through the following:

- Using the newly developed ADS profiles, which are well targeted to the designated sectors and clearly identify that the participation of women is an AusAID priority;
- Supplementing engagement with government agencies (where the number of women nominated has been proportionally low) with increasing direct engagement with Civil Society Organizations and Non Government Organizations, as part of a strategy to identify a different cohort of potential women ADS scholars;
- The introduction of the Foundation Awards initiative, an additional mechanism for identifying deserving women candidates who might otherwise not be selected but who have the potential to meet all ADS criteria;
- Making it less difficult for women with children to apply, attend interview and, if selected, travel to and settle into study in Australia by ensuring full knowledge of and access to the support that is available to all AusAID ADS scholars with dependants.

6.2 Improved ADS Promotion for Women

While extensive efforts are made to promote the academic / scholarship opportunities available through ADS to women, there are still a limited number of women applying for the awards. Working in cooperation with AusAID, the MC will instigate an expanded program of ADS promotion, focusing on the dual purpose of raising the awareness of the ADS program advantages (i.e. highlighting the "family friendly" aspects of the ADS) and also increasing the effectiveness of the promotional activities, with a view to a larger number of applications from women and those in non-urban locations.

Consistent with AusAID's policy on gender equality[42], the MC will work with AusAID to develop strategies and methods that increase the participation of women in the ADS, which could include:

[42] http://www.ausaid.gov.au/keyaid/gender.cfm

- Conducting a survey of current and previous scholarship holders, as well as (importantly) those women who were unsuccessful in their ADS application, as part of identifying barriers and constraints.
- Using the Alumni network to promote the ADS opportunities, as these returned scholars are often well connected across Pakistan and are equipped to provide information and advice on potential candidates;
- Highlighting the "family friendly" aspect of the ADS and the ability for the scholar to be accompanied by children and partner, including receiving Australia Visa application support for any accompanying family member;
- Promoting the quality of housing, children's education and the safety of living and studying in Australia: anecdotal evidence suggests these are three key areas of concern for women and their families;
- Identifying, where relevant, any in-Australia support networks of Pakistani students studying in different cities / institutions, so that greater avenues of support are open to newly-arrived ADS scholars;
- Email and follow up contact to NGOs[43], women's universities and GOP agencies as part of spreading the information so that it reaches the maximum number of eligible women. This includes using notice boards and posters to promote ADS opportunities to people from diverse backgrounds, and to emphasize its *development* rationale and its Australian identity;
- Making use of relevant provincial weekend newspapers (in Urdu) as well as using FM radio and local associations / NGOs, as part of making women aware of ADS opportunities in the designated sectors.

6.3 Foundation Awards

While similar to other 'booster initiatives' in practice, the model used in this case is to regard obtaining a place in a booster initiative as an ancillary form of 'award'. Given that the content of such booster programs is itself very valuable to both individuals and their employers (English, IT skills, foundation maths, etc.), there are significant benefits both to recipients and scholarship program managers in presenting opportunities to participate in a more positive light than as simple preliminary steps to a later award. These include:

- Employers may be more willing to temporarily release (rather than fully suspend or terminate) employees to undertake 'Foundation Award' training which is regarded as delivering an immediate benefit, even if participants do not successfully boost their relevant skills to a level sufficient to obtain a full award
- This approach makes it clearer that progression to a full award is not automatic, thereby adding greater performance incentive to participants
- Individuals who do not successfully boost their relevant skills to a level sufficient to obtain a full award are not necessarily regarded as having 'failed something' (by themselves or their employers)
- Greater clarity can be defined in relation to the payment of stipends for attendance and other related benefits applied.

The Foundation Awards are designed to operate in conjunction with the broader assistance offered to all candidates (e.g. course advice, IELTS testing, pre-departure briefings, etc.). They would allow for greater assistance to be provided to relevant candidates on an efficiently targeted basis.

The overall management of the Foundation Awards, including all administrative and secretariat tasks, will be the responsibility of the Managing Contractor.

Foundation Award Purpose

The Foundation Awards are primarily intended to provide modest levels of additional assistance to selected candidates so that they can succeed in applying for ADS *according to the same eligibility and selection criteria for all Pakistan ADS applicants*. The provision of this additional assistance is limited to that required to meet one or more of the following three purposes:

(i) Ensuring that target proportions of various categories of candidates are met

[43] As an example the Aga Khan Foundation (AKF) is an NGO with a strong network to access to a large number of potential candidates. There are many reputable NGOs that are located in the Provinces, are involved in development and that can advocate the ADS opportunities to a broader group of potential candidates.

The overall scholarships program has stated performance targets in relation to the proportions of specific groups provided with Awards. The Foundation Awards provides the program with a selective mechanism to help increase numbers of awardees from relevant target groups when attempting to meet these targets. Note that where these targets are related to equity considerations, purposes (i) and (ii) overlap.

(ii) Ensuring equity in award delivery

All societies have existing inequalities which provide the already privileged with greater opportunities in regard to education, English exposure, ICT accessibility, mobility and many other factors. Any Award program which does not include measures aimed at ensuring that a proportion of the less privileged also have access to Award opportunities will simply promote existing inequalities and therefore be inconsistent with a development-focus. Such underprivileged groups may include women, persons with disabilities, persons from rural or provincial areas, ethnic minorities and many others.

(iii) Ensuring targeted and thereby efficient application of resources

There is a need to provide varying types and levels of assistance to different types of desired candidates to enable them to effectively participate in the program. While some basic forms of assistance may be needed by all candidates, providing one model of assistance 'across-the-board' is a very inefficient application of resources. Hence FAI provides the means to be far more selective, and provide assistance on the basis of both need and relevance to meeting the Award program's objectives and performance targets[44].

Foundation Award Constraints

Before addressing what this foundation Award initiative can do, it is important to note what it cannot do. The ultimate constraints upon an individual wishing to undertake a full Award are the entry requirements set by Australian teaching institutions. These standards cannot be compromised without setting-up awardees for failure. Hence, the Foundation Awards are primarily about bringing desirable candidates up to these standards. They are not about allowing a 'second-class' of candidate to slip through the selection process.

Important implications of these considerations include:

- In identifying potential Australian courses to aim for, Foundation Award participants must be actively encouraged to accept those with lower entry requirements[45]
- Generally not facilitating provision of PhDs or Research Masters through Foundation Awards[46].

The limited resources available to the program means that the Foundation Awards will also need to focus on providing assistance only to those individuals who are realistically able to be brought up to required standards *within* acceptable timeframes and available funding. While these resource constraints therefore limit the degree to which some equity issues can be addressed, the Foundation Awards will be a concerted and visible effort to address a long-standing problem for AusAID scholarships in the Pakistan context.

Types of Assistance Provided

The content of each 'Foundation Award' will be tailored to address the specific skills gaps (or other special needs) of each selected candidate. In regard to some skills gaps, the provision of a standard set of courses over a standard timeframe may be appropriate. Other shortcomings may require a more tailored approach to meeting individual needs. Training-related assistance will be provided *in Pakistan* to minimize cost.

Payment of stipends for attending training assistance will be necessary whenever training options do not permit participants to continue their current employment, including when training can only be offered on an intensive basis or in a centre which is significantly removed from a participant's residence. Given that progression from a Foundation Award to a full award is in no way assured, participants should be encouraged to obtain leave without pay for the periods of intensive training and return to work outside these periods.

The five main areas in which assistance is likely to be required are:

I. Preliminary Advice and Development of Study Plan

[44] Note this means that it is perfectly acceptable not to treat all candidates equally.
[45] This may mean tempering candidate desires to attend the 'most prestigious' Australian teaching/research institutions.
[46] Note care will need to be taken when looking at local equivalence of qualification of coursework Masters.

All participants will be provided with this assistance. It will primarily consist of general advice offered to participants over a 2 to 3 day period (both in group and one-on-one sessions. It will be provided as soon as practical after selection of Foundation Awards participation is finalised, and precede provision of other forms of assistance. It will include:

- Explanation of Foundation Award Initiative (opportunities and constraints)
- Provision of detailed advice on potential course options (and associated entry requirements) for which to aim. In line with the position that progress to a full award is not automatic, this should not necessarily identify a single course.
- Development of a tailored study plan for each participant (it will then be up to the Managing Contractor to look for the most efficient and employment- sensitive means of delivering the overall suite of training to participants.
- Identification of potential recipients of Special Needs Assistance (see vi. Below) and associated needs assessments (including through confidential interviews).

This will be conducted by the MC, with significant direct involvement of the Australian Academic Adviser.

II. Boosting English Language Proficiency

In recognition of resource limitations, the recommended maximum length of English tuition provided to an individual should not exceed 9 months[47]. This means that Foundation Award participants should not enter the initiative with an initial IELTS score more than 1 full point below the IELTS requirement set by the teaching institution for the course the candidate intends to undertake. This training will need to be outsourced to an existing training provider with an IELTS focus and quality-assured IELTS testing capability.

III. Boosting Foundation Knowledge

This will require more tailored courses addressing gaps in required foundation knowledge of individuals in regard to their chosen field of study. Assistance related to this type of course may be capped at 6 months (or one local semester) duration. This training will need to be outsourced to existing education provider(s) in relevant fields who are able to provided quality-assured assessment. In most cases, this training will be provided in response to shortcomings identified by the selection panel. The Foundation Award cannot provide entire prerequisite qualifications for entry into postgraduate courses. When a shortfall is only in a specific prerequisite subject for Australian course entry, this may be addressed by Foundation Award, but training providers will also need to be capable of providing participant academic transcripts acceptable to Australian teaching institutions.

IV. Boosting General Study Skills

This will involve a standard period/standard content course of up to 2 months[48] duration, covering topics such as general study skills, Australian approaches to academic performance; critical thinking skills, computer/internet use, etc. Those Foundation Award participants that are required to undertake this training will be identified by original selection panels. Depending on prevailing security constraints and the capabilities of local providers (both geographically and content-related), this training may be outsourced to a local provider or sub-contracted to an Australian supplier and delivered with the assistance of the Managing Contractor.

V. Life Skills Training

This may be a standard period/standard content course of up to 1 month duration[49], covering topics such as adapting to life in Australia, personal financial management, Australian laws and customs, etc. This course will be offered as a final element of a foundation award to be run after completion of any required (ii), (iii) and (iv) components, and offered only to those identified as having met all other requirements to progress to a full award. General content may be similar to that provided in pre-departure briefings, but in greater detail that would address the needs of less cosmopolitan candidates. It will also include advice to participants on finalising their full award course selection. All Foundation Award participants will generally be required to undertake this course as a

[47] Note that this should not be regarded as a 'standard' period, and may be shortened for individuals with comparatively better existing proficiency.
[48] Precise length may be based on an assessment of general cohort need.
[49] Precise length may be based on an assessment of general cohort need.

means of enabling networking and other self-help opportunities. Given it is unlikely that a competent local supplier of this form of training will be available, it may need to be delivered through the Managing Contractor.

VI. Special Needs Assistance

This form of assistance will need to be determined on a case by case basis. It will not be available to all Foundation Award participants. The actual assistance provided will depend on individual circumstances (gender, religion, minority status, those with disability, others who may be systematically excluded). Assistance provided under this category could range from helping arrange accompanied travel or suitable accommodation, to provision of special needs allowances. It is suggested that assistance provided under this category generally be capped at a maximum cost of AUD $4 000 per applicable candidate, *although persons with physical disabilities may be granted exemption from this cap*. As provision of this category of assistance is based solely on individual needs assessments made by the program, it is stressed that participants have no automatic rights in regard to accessing allocations of Special Needs Assistance, and any such assistance provided may be treated confidentially. Due to the potential for corruption or perceptions of favouritism in regard to Special Needs Assistance, it is suggested that the Managing Contractor be required to have Post vet all proposed allocations before they are implemented.

Note that the application of Special Needs Assistance may need to include enabling relevant candidates to attend training provided under (i) to (v) above.

Of the four types of training assistance offered, it will be (ii) and (iii) that will be critical to enabling Foundation Awards recipients to progress to a full award. Assessment of progress should therefore focus on these two components. Assessment of the successful application of all other forms of assistance may be more relaxed and focus on identifying only those participants who clearly still have significant shortcomings in regard to undertaking a full award.
Depending on capabilities of available providers, some training may be delivered in local centres and at times more convenient to candidates attempting to maintain employment while undertaking a foundation award[50]. Distance learning options may also be considered, but only if the level of required improvement is minor, and the level of expected skills increase in the time available is heavily discounted (particularly for IELTS scores).

With the exception of (v), [Life Skills Training], locations and timing of intensive training exercises should be coordinated to allow maximum overlap of provision of (ii), (iii) and (iv).

Foundation Award Selection Processes

The pool of potential Foundation Award participant will be drawn exclusively from the applications obtained in relation to full awards. *No separate promotional or application processes will be used.*

To be eligible for a Foundation Award (initially), applicants must have applied for a full ADS award under the relevant Profiles, and they must not already meet all the necessary standards to undertake a full award[51]. There is no specific 'Profile' for Foundation Award participants. Rather, participants must be drawn from the Profiles that are directly linked to the program objectives. It is suggested that only candidates falling under Profiles 1 (public sector policy makers and practitioners) and 3 (non-profit civil society/development workers or associates) be considered for Foundation Awards.

Selection of final recipients of foundation awards will then rely on their ability to competitively meet three Foundation Award selection criteria:

1. Candidates' ability to meet the selection criteria for their relevant Profile, excluding those criteria able to be addressed by provision of a foundation award.
2. Candidates' likelihood of being able to bridge existing skills gaps to match required course standards by utilising the types and amount of assistance provided under the FAI[52].
3. Candidates' relevance to meeting selected[53] program performance targets in relation to equity and other considerations.

[50] While this may be difficulty to achieve in practice, the FAI need not prohibit it completely.
[51] The intent being to allow those who have not previously had the opportunities/privileges required to meet those standards to do so.
[52] This assessment of 'likelihood' will need to include consideration of both personal commitment, not just existing magnitude of gaps, but it is not recommended that candidates not be accepted with an initial IELTS score of any less than 5.0.

A two-stage process is suggested for identifying a short-list of potential Foundation Award participants:

Stage 1: Pre-Interview

During this stage, all applications received under the two relevant Profiles will be separated into one of three groups. The first group will be those short-listed for interviews, based solely on their ability to meet the full set of selection criteria defined for that Profile. The second group will be those candidates who better fit the Foundation Award eligibility and selection criteria provided above. The third group will be those candidates whose applications are rejected.

Stage 2: At-Interview

During the standard interview process, panels will again be asked to identify three groups of candidates. Firstly, those who are recommended receive a full ADS Award based on the full set of Profile selection criteria. Secondly, those who are considered to more appropriately meet the Foundation Award eligibility and selection criteria. Thirdly, candidates whose applications are rejected. Note that the identification of relevant Foundation Award candidates is not simply about taking the 'next ranked' candidates. The Foundation Awards are specifically designed to assist candidates who would otherwise not be able to obtain an Award.

While selection panels should vary between Profiles to reflect expertise in relevant fields, it is suggested that the selection panel associated with each Profile should select both immediate full award recipients and Foundation Award recipients.

Once both stages are complete, the two sets of potential candidates for Foundation Awards will be combined and reassessed solely in relation to the three Foundation Award selection criteria. A second round of short-listing and interviews may then be conducted to finalise the selection of participants. The selection and interview pro-forma used by all relevant panel members will need to include ability to address Foundation Award considerations, including recommendations for the forms of assistance to be provided (-limited to (i) to (vi), as listed above).

This approach allows immediate full award recipients and totally rejected candidates to be notified without delay. Those short-listed for Foundation Award inclusion at either the pre-interview stage or at-interview stage can be immediately informed that, while they have not been selected for a full award to Australia, they are being considered for a local Foundation Award. This notification can explain the potential content of a Foundation Award and state that the 'best performers' in this Local Award may also be reconsidered for a full award in the next year's intake. Once informed, the MC will ask potential participants to confirm their willingness to remain in the selection pool for the Foundation Awards on this basis.

While there is no benefit in including candidates who cannot realistically bridge their skills gaps to necessary standards in Foundation Award short-lists, it will be necessary for the above selection processes to allow for sufficient 'over-programming' of participants to account for attrition of candidates able to then move on to full awards (i.e. non-completion of Foundation Award or completion not matching full ADS award course entry requirements). It is recommended that an attrition rate of at 20-30% be assumed in the first instance, and that this be adjusted through experience.

Security Management for Participants

Pakistan is an insecure environment, with significant and increasing potential for targeted violence. While some promotional opportunities may be associated with the Foundation Awards (see below), involvement in these should be voluntary. All training and other activities should not be conducted in a manner that overtly draws attention to participants' association with the Australian Government or with an Australian managing contractor. Overt associations of this kind could present personal safety issues for participants, particularly those living and working in the targeted border provinces[54].

Graduating from Foundation Award

Once an FAI participant has completed Assistance types (i) to (iv) above, their results from formally assessed courses and any less formal reports from all other training will be considered by a Graduation Panel, who will then

[53] Note different targets may be given priority in different years.

[54] There are two security issues to be considered. The first is that the participant may be targeted for direct violence. The second is that the participant may be targeted for coercion to carry our undesirable activities while undertaking group FAI training or once in Australia.

make a final decision on their ability to now be offered a full award. The Graduation Panel will be made up of at least three people, including an AusAID representative, a Partner Government representative and the Program's 'Australian Academic Adviser'. The Graduation Panel will take into account:

- That the participant must now meet all the entry requirements of at least one of the course options identified in their preliminary advice session [see (i.) above].
- When a participant's IELTS test score on graduation from the Foundation Award is less than 6.5, but is still sufficient to meet the IELTS entry requirement of their best feasible course option, they should only be offered a full award if they have already demonstrated a significant improvement in their English proficiency over the course of the foundation award, and the Australian teaching institution they are attending can be required to offer the participant formal ongoing English language training for their first two semesters.
- Any other matters related to a participant's suitability for undertaking a full award.

The Managing Contractor will arrange a modest graduation ceremony for all participants at which everyone will initially be presented with a 'certificate of participation', and (as a second round of presentations) those participants selected for full awards will be formally[55] announced. Security issues for each participant should be fully examined before inviting any public reporting of this event.

Implementing the Foundation Awards

Given the time required to provide local training, it clear that the Foundation Award 'graduates' cannot contribute to the revised scholarship program's inaugural full award intake. The entire cohort for this first full Award intake will need to be drawn from applicants who already meet the requirements to undertake a full award. In following years, intakes will consist of a combination of applicants who already meet the standards required to undertake a full award and the year's successful Foundation Award graduates (selected in the previous year's process).

If the number of successful Foundation Award graduates is known before a year's selection process is finalised, the number of candidates selected for immediate full awards can be adjusted to suit. Alternately, the number of Foundation Award recipients offered a full award could be capped and relative proportions in overall intakes fixed. Given the investments already made in Foundation Award participants, the role of the Foundation Awards in addressing performance targets and equity considerations, and the fact that this role is already limited to only two of the four Profiles, it is recommended that the former approach be adopted in order to provide maximum flexibility and effectiveness.

If the proportions of women, people with disabilities, provincial workers or other targeted groups are found to be underrepresented, the final of the three selection criteria for Foundation Awards provided above may be adjusted to strongly (or exclusively) favour such groups for the next intake. Note that it is largely too late to address target proportions related to Profiles at the Foundation Awards selection stage. It may be possible to reallocate the Foundation Awards between the two relevant Profiles to better meet the equity objective, but the Profiles not eligible for Foundation Awards could not be used for this purpose. Hence, when attempting to redress proportional targets related to Profiles it is more appropriate to adjust Managing Contractor promotional strategies for each Profile and/or overall Profile Award allocations. This highlights the need to carefully monitor success of promotional strategies using numbers/proportions of relevant applications received as a proxy indicator.

It is suggested that:

- In the first two years of program operation, a pilot of 10 Foundation Awards be provided per annum (with the intent to obtain 6-7 successful 'graduates' able to take on full ADS awards in the following year's intake). Any fewer participants will render it virtually impossible to capture any economies of scale, should commonalities within participant needs provide opportunities for doing so. Any fewer participants would also provide an ineffective mechanism for addressing targets in the program as a whole.
- In the first year of operation the third Foundation Awards selection criteria should be adjusted to strongly or exclusively favour female candidates. This would provide the basis for an early assessment of the effectiveness of the proposed approach in addressing gender inequity, and for subsequent modifications to the approach as needed to meet this purpose.

[55] To avoid potential displays of negative emotion, it is imperative that all participants know the outcomes beforehand.

- In the second year, persons with disabilities should be strongly or exclusively favoured, in order to address current AusAID policy priorities[56] and to improve AusAID's ability to ensure the Pakistan ADS are, to the maximum possible extent, inclusive of people living with disabilities in Pakistan[57].
- The norm should be that foundation awards are implemented over the course of a full year. Fast-tracking participants with the intention of attaining a second semester full award start is not prohibited, but should only be considered for exceptional candidates.

After two years of program operation, the FAI program should be reviewed in relation to its cost-benefit function and its success in identifying and supporting a cohort that aligns well with the intent of this initiative (ie women, provincial participants, and persons with some disability or working with people with disabilities). One key factor will be the number of FAI graduates who subsequently go on to secure an ADS scholarship in Australia. For example, a target of 70% of FAI graduates successfully commencing ADS would be a reasonable outcome.

7 Sustainability and Impact of Pakistan Scholarship Program

Sustainability is defined in the AusAID Business Processes as the continuation of benefits or outcomes of an activity after external support is removed. Sustainability should not be seen in terms of continuance of the scholarship program - rather it should be viewed in relation to the capacity of the pool of individuals to apply knowledge and skills acquired in Australia, so they can be used effectively by their organizations to serve their country and society. For sustainable development benefits to be realised in Pakistan, ADS scholars must return to Pakistan to work in the priority target locations and sectors as defined in Section 5 of the DD.

Pakistan is entering a period of significant economic stress, especially as the global economic crisis has reduced global trade and growth opportunities. This will continue the difficult economic and social environment for returned ADS scholars. With the context in Pakistan becoming increasingly challenging, the role of ADS scholars can be seen as making an important contribution to development, providing external perspectives, experience and knowledge needed by GOP agencies and communities. For sustainability to be effective, the involvement, commitment and ownership of the GOP and other institutional stakeholders are vital. The new Reintegration Plan provides an additional tool that can be used to better focus ADS course selection and forward career planning of the scholar, as well as being useful for follow up surveys and monitoring as part of the program review.

7.1 Strengthening Impact and Sustainability

Up until now, a systematic approach to HRD planning for scholars / partners and determining scholarship impact has not been established. Sustainability of the overall Pakistan scholarships program has been difficult to assess, as is the case in many countries where AusAID's ADS are offered. The introduction of ADS profiles, which more closely describes the preferred sectors, background, attributes and experience, will assist in both the promotion of ADS and also in the selection of suitable candidates.

The MC's ADS scholarship management will further promote ADS sustainability through the adoption of good practice, use of transparent selection processes and involvement of partner stakeholders in key decision making. The continual improvement, ADS profiles, lessons learned and better targeting of scholarships to key agencies and fields of study (fitting with partner government priority policy frameworks) will support sustainability. Increased measures of sustainability and impact will be achieved through:

- Having an increased focus on the agency / association context and working directly with agencies, civil society organizations and NGOs as part of promoting the ADS opportunity;
- Continually reviewing how the ADS program in Pakistan can improve sustainability measures at the host organizational level, as well as how the alumni's skills and knowledge will be applied.

[56] Note that there is some scope for overlapping these approaches, in that in both cases you could give special emphasis to females with disabilities, but this may be too limiting to include as formal criteria and would need to be informally applied.

[57] As mentioned elsewhere, the priority and target aimed at increasing support to people with disabilities also includes those who are currently working with people with disabilities and with to study in order to improve their knowledge and skills on how to provide care and support.

- The use of a Reintegration Plan for each ADS candidate, so that there is a joint commitment from the outset , to make best use of the scholar's expertise on their return from Australia

This will be part of clarifying GOP and other agency forward development priorities, while at the same time providing additional selection guidance via the proposed ADS profiles. Both the HRD focus and the introduction of ADS profiles are expected to have an impact on the type and range of candidate nominations.

In order to further strengthen agency understanding of the ADS and the process of reintegration, at the completion of the initial year of the contract, the MC will identify the key agencies, associations and organisations that have supported the scholar's application and reintegration plan. Using this data as a base, the MC will liaise with AusAID Post and develop a list of the senior HRD representative from key agencies / organisations who will subsequently be invited to a 1-day workshop in Islamabad. The purpose of the workshop is to explain the ADS scholarships in relation to HRD priorities and profiles and to reinforce the importance of the reintegration strategy for returning scholars.

Case studies, examples of good practice and the experience of returned ADS scholars can be used to highlight the organisational and individual responsibilities when scholars return and strategies that can ensure that the scholarship is viewed as an important aspect of HRD within the agency or organisation.

Over the initial year, the MC will also devote effort to providing scholars with post award support, through the strengthening of the Alumni Network and functions. This will involve establishing a database on AusAID alumni and providing opportunities and support in order for the Alumni Network to share their technical and cultural experience, to act as mentors to new ADS scholars and to also maintain their professional and social networks in Australia.

7.2 Scholarship Impact

To date, scholarships supported under the Pakistan program have not established systematic approaches for M&E of scholarship outcomes or impact. As such, the success and the quality of the delivery of scholarships programs have been primarily in terms of the satisfactory completion of process oriented tasks relating to the scholarships cycle (such as recruiting and mobilising students), followed by the anecdotal evidence of scholarship holders' return and subsequent impact.

In 2009, ASG in AusAID Canberra has developed the "Introductory Guidance for Study Professional Development Award (SPDA) Programs on Monitoring and Evaluation"[58]. The strategy will provide a guide to the MC on the M&E requirements and consists of three main elements, which include:

- Monitoring of shorter term outputs in terms of aspects of selection, in country study/placement and completion stages of the scholarships process on an annual basis;
- Monitoring of modest outcomes through alumni reporting against reintegration plans
- Periodic evaluation which involves an assessment of other outcomes during the post award stage; and
- Thematic reviews and evaluations.

As mentioned in 7.1, there is an increasing need for AusAID to better measure the effectiveness and impact of its scholarship program. As part of gaining an insight into the potential impact of the ADS, the MC will focus on the scholar's reintegration within their home agency and the potential impact that the ADS have had on the individual, as well as the working of their organisation.

For existing ADS scholars, surveys, tracer studies and other follow up activities will seek to identify impact and those outcomes that can be attributed back to the ADS program. In future, the new Reintegration Plans can also be used as a starting point, and the MC will progressively work towards developing a more cohesive manner of tracking AusAID alumni.

7.3 The AusAID Alumni in Pakistan

In general across South Asia, Australian scholarship alumni arrangements and membership levels are not well developed, although some Australian universities follow up their graduates directly as part of their alumni

[58] The ASG summary diagram for "Measuring Quality and Effectiveness of the Australian Scholarships" is included in Annex 2.

procedures[59]. To date, limited emphasis has been placed on maintaining Australian alumni networks and linkages. This is especially the case in Pakistan, where an Australian alumni association was established in the mid 1990's and has recently (2007) ceased to function through a perceived lack of utility and purpose.

However, the alumni of UK scholars and for the US Fulbright program in Pakistan appear to be well established and largely self-sustaining, with the active engagement with the British Council (for UK, including Chevening) and the USEFP (for the Fulbright).

AusAID Post will work with the MC in refining the objectives for the proposed AusAID Alumni Network, as well as using the alumni database for tracking ADS scholar progress (over time) as one measure of impact and contribution to development. While initially the alumni association will be set up for the benefit of AusAID scholars, it is possible that the network will be expanded to encompass all Australian scholarship holders. Such an expansion would only occur following consultations between AusAID and other Australian government agencies and a clear demonstration of the Alumni Network's capacity to expand.

The MC will take a leading role in establishing and maintaining the Alumni Network and in supporting the organization of professional, technical and social events to make the alumni association highly visible[60]. This includes use of Alumni Networks[61] for the provision of ongoing professional development and other assistance. An effective, well functioning Alumni Network can be beneficial for a number of reasons, including:

- Promoting and strengthening Australia's relationship with partner governments and key institutions;
- A resource for promoting the ADS programs and supporting the recruitment of future candidates;
- As a recognized technical resource, available for providing inputs and expertise to workshops / seminars on specific priorities or topics;
- Establishing mentoring and other support through regional networks; and
- A vehicle for facilitating post award monitoring and evaluation.

The MC will develop and maintain an AusAID alumni database and provide support to returned awardees to establish an alumni association, including working with the AusAID Post and the Alumni Network to facilitate events and technical / social activities. The Alumni data-base will include (but not be limited to) the following disaggregated data[62]:

- Student name, sex, date and place of birth, address and contact details at home and at work;
- Alternate family contact (in the event the student moves and does not advise AusAID);
- Institution at which the student studied, the dates of study and date of return to their home country;
- The degree completed by the student;
- Any special awards, prizes or recognition received for studying in Australia;
- The organisation and level of seniority from which the student came;
- The organisation and level of seniority to which the student returns and;
- Any special areas of academic or professional interest relating to the priority locations and development sectors specified in Section 5 of this design document.

The MC will encourage awardees to join the alumni association before they leave for study in Australia. Every 6 months, an AusAID (Pakistan) alumni newsletter will be developed by the MC. The newsletter will showcase successful alumni and highlight relevant professional events/opportunities. The newsletter will be sent by email to all scholars still studying in Australia. The newsletter will also be distributed to an agreed mailing list of GOP / NGO and other agencies that have an interest in the ADS.

The MC will be expected to look at the previous Australian alumni experience in Pakistan, as well as the alumni experience of AusAID scholarship programs globally, and propose a structure that provides more incentives and meaning for membership. Opportunities to engage alumni in the ADS activities could include:

---

[59] ASG are undertaking a pilot of AusAID scholarship alumni associations, with a view to developing a global Australian Scholarship Alumni Network (ASAN). The MC will keep Alumni support activities under review and adapt systems and procedures to accommodate AusAID's wider strategy for Alumni when implemented. It is anticipated ASAN will help strengthen the profile and impact of Alumni.

[60] It is anticipated the MC will use local knowledge and understanding to suggest ways in which the Alumni is established and maintained.

[61] Refer to latest AusAID Alumni reviews and information

[62] The AusAID scholarship management system SIMON cannot disaggregate data to this level, including by province. The MC will use a separate data-base/spreadsheet that is structured in a way that disaggregates this data and provides concise, summary reports to AusAID

- Using Alumni Network members to advocate and promote ADS, including in relevant agencies and organizations;
- Working with the alumni to arrange an annual "graduation" for scholars who have returned to Pakistan. In conjunction with the High Commission, the "graduation" would provide an academic and social opportunity to reaffirm the quality of the ADS while providing good publicity and profile for returned scholars;
- Use of alumni in ADS selection panels and as an additional network to provide feedback and advice;
- Engage alumni in academic / professional development and well publicized social / networking events;
- Using alumni for presentations at pre-departure briefings, as well as having an ongoing involvement in ADS M&E, including providing support for undertaking tracer studies;
- Mentoring specific ADS scholars, both pre and post award.

It is also recognized that the success of the Alumni Network will rely, to some extent, on the returned scholars having the opportunity to develop and maintain relationships with Australia. Once the scholarship has been completed, it is relatively easy for the returning scholar to feel isolated and no longer a part of the ADS process. To acknowledge the return of the successful scholar, each ADS who returns to Pakistan via Islamabad will be met at the airport by a staff member of the MC. This will be a part of acknowledging the scholars' success and a starting point in linking them with their ADS peers in Pakistan.

A short debrief will be arranged, where the scholar can provide the MC with information and advice for other potential scholars; their proposed reintegration now that they have returned to Pakistan; as well as any opportunities for their personal participation via the re-launched Alumni. The summary data on returned scholars, including lessons learned and suggestions for improvement, will be summarised by the MC, then provided to AusAID as part of a process of continual improvement

Where possible, professional development events will be arranged where (for example) visiting Australian academics can be made available to address the alumni. Other opportunities include events or celebrations that can be presented in conjunction with the High Commission. An early priority for the MC will be to work with AusAID and identify how best to re-launch the AusAID alumni association through identifying professional / social activities and other appropriate methods to engage with the past and potential members.

8 Scholarship Management

The Scope of Services and Basis of Payment are included as Annex 6.

8.1 The MC Services

AusAID will maintain control / management of key decision points in the scholarships cycle, particularly those relating to short-listing and to the final selection of ADS candidates. AusAID will maintain its strategic engagement with Partners in the ADS program, including with the Pakistan Government. AusAID and the GOP will agree on priorities and scholarship numbers, including the ADS preferred scholar profiles and in defining the agreed areas of academic study.

The MC will be required to undertake activities related to the promotion, advertising, pre-selection, placement, student mobilisation, student re-integration, the monitoring and evaluation (M&E), strengthening the ADS outcomes and supporting the development and running of a more effective alumni association. The following Table indicates the expected timing and schedules for the ADS cycle.

Table 3: The Process and Indicative Dates and Deadlines for the ADS Program in Pakistan[63].

Key ADS Milestones	Date to be Completed	Notes / Explanation
Agree on Overall ADS numbers	○ Scholarships available for January 2010 intake: 42 ADS (27 APSP+ 15 ADS) ○ Scholarships available for January 2011 intake: 42 ADS (27 APSP and	AusAID to advise the MC of priorities and develop the specific ADS preferred scholar profiles. The on-going level of ADS from 2012 will be determined in discussions with the GoP. The quantity and type of future awards will be informed by progress

[63] The shaded areas in the table indicate where the Foundation Awards fit into the ADS selection process.

	15 ADS) ○ Scholarships available for January 2012 intake: Between 20 - 40 ADS.	in delivering this design.
Promote ADS Scholarships	All promotional activities to agencies, civil society organizations and NGOs to be finalized by the end of February each year.	In agreed media, promotional activities that target agencies, organizations and associations. This targeting takes into account the designated sectors and the priority Provinces.
Application Closing Date	April each year	Two months from the date of calling for applications.
Vetting and Short listing applicants	Mid April to mid May each year	15 working days
Initial Foundation Award nominations for consideration	Mid April to mid May each year	From the short listing, an initial group of applications set aside as potential candidates for Foundation Awards.
The Preliminary ADS Selection Process	May each year	Three days to dispatch letters to the short-listed candidates
Conduct ADS interviews	Early June each year	One week for interviews – 10 interviews/day
Arrange placement with Australian Institutions	To be finalized by the third week of July each year	This requires the MC to have a good understanding of Australia's university sector and to have no conflict of interest in any placement decisions.
From the unsuccessful ADS interviewees, identify any to be considered for Foundation Awards	Mid June	This second group of potential Foundation Award candidates to be combined with those identified previously (i.e. at the short listing stage).
Selection Process for those candidates being considered for Foundation Awards	July	The Foundation Award short listing and interview process to determine exactly what form of short-term support is required by the individual, in order for them to meet the ADS eligibility requirements. Before initiating the Foundation Award support, medical checks should be conducted for these candidates.
Initiate the Foundation Award for each successful candidate	July	Put in place the local program that will be used to provide the Foundation Awardees with the skills and knowledge necessary to meet the full ADS requirements.
Lodge Visa applications for ADS scholars (and accompanied)	August each year	Minimum 4 months required for visa processing, so applications must be lodged in first week of August each year. There is a significant time required to process the Visas to Australia. In addition, candidates who want their family to accompany them from the start of the scholarship must secure an NOC from the University. University policies usually require that families join students two months after the student's arrival in Australia.

Pre Departure Briefing for scholars	First week of December each year	Involve Alumni and returned ADS scholars in the pre-departure activities and for mentoring etc.
Mobilisation of scholars to Australia	January each year	Ensure that all arrangements are in place in Australia and confirm that the universities have made support arrangements.
Selection process for those candidates who have completed their Foundation Awards	Preferably around January (April at latest), when the Foundation Awards have been completed	Once the Foundation Awards are completed, the candidates will need to pass the same selection criteria as all other ADS scholars. Once the successful ones have been identified and selected, they will join the next ADS cohort in second semester in the same academic year.

The Summary of the ADS Process and MC Responsibilities (Annex 5) provides a more detailed listing of the precise scholarship management support services and logistical / operational activities that are required from the MC. Although the MC will be involved in the follow up of AusAID alumni and the Reintegration Plans, AusAID will hold overall responsibility for that part of M & E that covers the impact of the scholarships program in Pakistan.

As mentioned previously, AusAID will maintain control / management of key decision points in the scholarships cycle, particularly relating to the ADS profiles, as well as the selection process, including short-listing and interviews for final selection of candidates.

As part of management services, the MC will provide accurate and timely M&E information that aligns with key ADS activities (above), including how the ADS numbers, balance and target percentages are being achieved. The MC will also provide performance information that relates to the effectiveness of the outsourced ADS services.

The MC reporting requirements are further outlined in the M&E section of this document and in the Monitoring and Evaluation Framework in Annex 1.

9 MC Resources and Systems Required

9.1 Resources for Delivering the ADS Program

This contract will be monitored by the senior AusAID officer in Islamabad, who will hold responsibility for the overall management of the contract with the MC. While the MC will hold responsibility for day-to-day activities associated with the scholarship cycle, the senior O-Based AusAID staff member will monitor the overall process and be provided with operational information as and when required.

The ADS scholarship management for Pakistan requires an MC to have quality systems and staff inputs. The MC will need a clear understanding of the need for data confidentiality; a good understanding of Australia's higher education sector; the capacity to take a sensitive approach to the overall ADS process and an understanding of ways through which suitable candidates can be made aware of the ADS. Most importantly, the MC will - at all times - model integrity in its approach and in its management, in order to strengthen and enhance the ADS reputation. Pakistan is also in a high-inflation environment, so Value for Money remains a key consideration. AusAID will closely analyse and monitor MC expenditure and service level / quality.

The annual MC performance review by AusAID will take into account the key targets and objectives specified in Section 5 of this design document (including sectors, provincial locations, gender and host agency) as well as other M&E measures. The MC will also respond to the feedback of AusAID staff at the Post in Islamabad relating to the quality, timeliness and effectiveness of the scholarship support services.

9.2 Managing Contractor Staff: Required Skills

The reputation of the quality of the ADS program cannot be compromised through poor work or ineffective, inefficient or unskilled MC staff. AusAID will therefore carefully consider the MC staffing arrangements and skills as part of the tender process, to assess the staff capacity, calibre and the MC's quality assurance measures. The integrity of AusAID's scholarships is a key consideration - good governance and transparency are key issues in scholarship management. AusAID (through the Post, Desk and ASG) will maintain control of scholarship policy

and broad strategy, as well as overseeing key points within ADS candidate selection processes for example checking the shortlist, interviews, final selection and selection of Foundation Award candidates.

It is imperative the MC has appropriately skilled staff to implement the program. The MC staffing arrangements for supporting scholarship management will be closely examined. At a minimum, the MC will require a team that possesses skills and experience in: scholarships policy and administrative management; systems management and administration; communication and public relations; financial management; and program/project management with an emphasis on analytical reporting, monitoring and evaluation, innovation and improvement. Human resources development expertise may also be an advantage to support further development and management of the proposed reintegration processes.

The receipt, reading and interpretation of Australian scholarship applications requires MC staff to have good command of the English language. The ADS selection criteria are clear but often applications are not well structured and important information can be spread through the application. From these ADS applications, a significant amount of technical and personal information needs to be analyzed and entered on data-bases.

This analysis and recording of ADS application records requires MC operational staff to have the capacity to accurately assess information, making sure that nothing is overlooked or misunderstood.

Also, in the future it is anticipated that many applicants for ADS scholarships will make use of on-line forms for their information and subsequently lodging the applications. This dynamic IT environment means that the MC will need to assign qualified staff who can understand and communicate well in English and who have good computer / IT skills. These staff skills and IT systems are needed from the outset. The MC will need to have the capacity to conduct the ADS work both via the internet and in hard-copy format, including receiving both forms of ADS applications, recording and managing the data.

9.3 Scholarship Visa Processing

Gaining Australian Visas

The Visa application process in Pakistan is wholly managed by Australia's Department of Immigration and Citizenship (DIAC), with staff located at the High Commission in Islamabad. The recent worsening of security in Pakistan has led to an increase in the amount of time taken to process the Australian Visa applications, including those for the ADS. While the AusAID ADS applications are given some priority, they are dealt with in the order that they are submitted, with Australian admission requirements, including that the applicant is of good health and good character. To make sure that the Visa processing is as effective and quick as it can be it is crucial that the following principles are applied by the MC and the candidates:

- Liaise with AusAID and DIAC in order to provide notice of the anticipated numbers and lodgment dates for Visas. Have all ADS Visa applications lodged as early as possible after selection, and before relevant DIAC deadlines, so that maximum time is available for DIAC staff to complete their work;
- Ensure that the Visa applications are fully completed and that all required information has been included on the forms before lodging them with DIAC[64].
- If the ADS scholar is to be accompanied by family to Australia, provide all Visa application to DIAC at the one time, so that the family can be treated as a single file (ensure NOC from the University in case family is to accompany the student). Lodging the accompanying family Visa applications at a later time (i.e. as a separate approval exercise) can only delay the process;
- Through AusAID staff, provide feedback to the applicants as to the progress of their Visa application and encourage candidates not to place themselves in untenable financial / work-related positions on the expectation of quickly gaining a Visa.

The MC will work closely with AusAID and DIAC, monitoring what additional information or data may be required and ensuring that the existing good relationships and efficient ADS Visa lodgment systems are maintained and progressively improved. The staff from DIAC in Islamabad will also be involved in the ADS pre-departure briefing, where they will be available to answer any final questions or queries.

[64] As an example, Visa processing requires checks on good character. This means previous employers or supervisors may be contacted as part of the approval process. Having "gaps" in the CV, where nothing has been included for months or years, will inevitably delay the processing. It is therefore in the applicant's and the MC's interest to ensure that all information is provided in the form required by DIAC.

9.4 Proposed MC Contracting Arrangements

Options were considered for the scholarship management contract, based on AusAID experience from other countries where similar AusAID scholarship services have been outsourced. With the scholarship numbers in Pakistan confirmed for the next 2 years, it was considered reasonable to have a review at that time to assess the effectiveness of the outsourcing as well as to confirm ADS numbers for the following 2 years (i.e. for the 2012 and 2013 intakes, for which indicative numbers have not yet been agreed with the Government of Pakistan). Therefore it is proposed that a 4-year contract be entered into (i.e. a 2 + 2) and that the second Phase of the contract be negotiated based on the satisfactory performance for the initial 2 years and the number of ADS scholarships for the following 2 years.

The review also provides an opportunity to discuss emerging priorities and issues or difficulties experienced through the year.

Potential Future Trends and MC Contractual Requirements

With Value for Money being a major factor, it is clear an MC will need to provide flexibility in their staffing / system availability levels, should the number of scholarships decrease or increase. The proposed costs of MC's key staff and support services will be assessed as part of tender evaluation, with base costs forming part of the contract. It is expected the MC will accommodate small changes in numbers of ADS applications received and processed. Above a certain increase[65] in scholarship numbers, a variation to the MC's contract will be required.

This ADS management contract will be for an initial period of 2 years with the option (at AusAID's discretion and based on MC performance) of extending for an additional 2 years (i.e. a total of 4 years). The number of ADS scholarships for 2009-2010 is relatively predictable, with a likely cohort of a total of 50-60 scholars to be mobilized in each of the next 2 years.

After 2 years, a decision will have been made on the number of AusAID scholarships that will be available from the 2012 intake and which (assuming the contract is extended) the MC will continue to manage on behalf of AusAID.[66]

9.5 Management Arrangements

Clear Responsibility for Managing the Pakistan ADS Support Activity

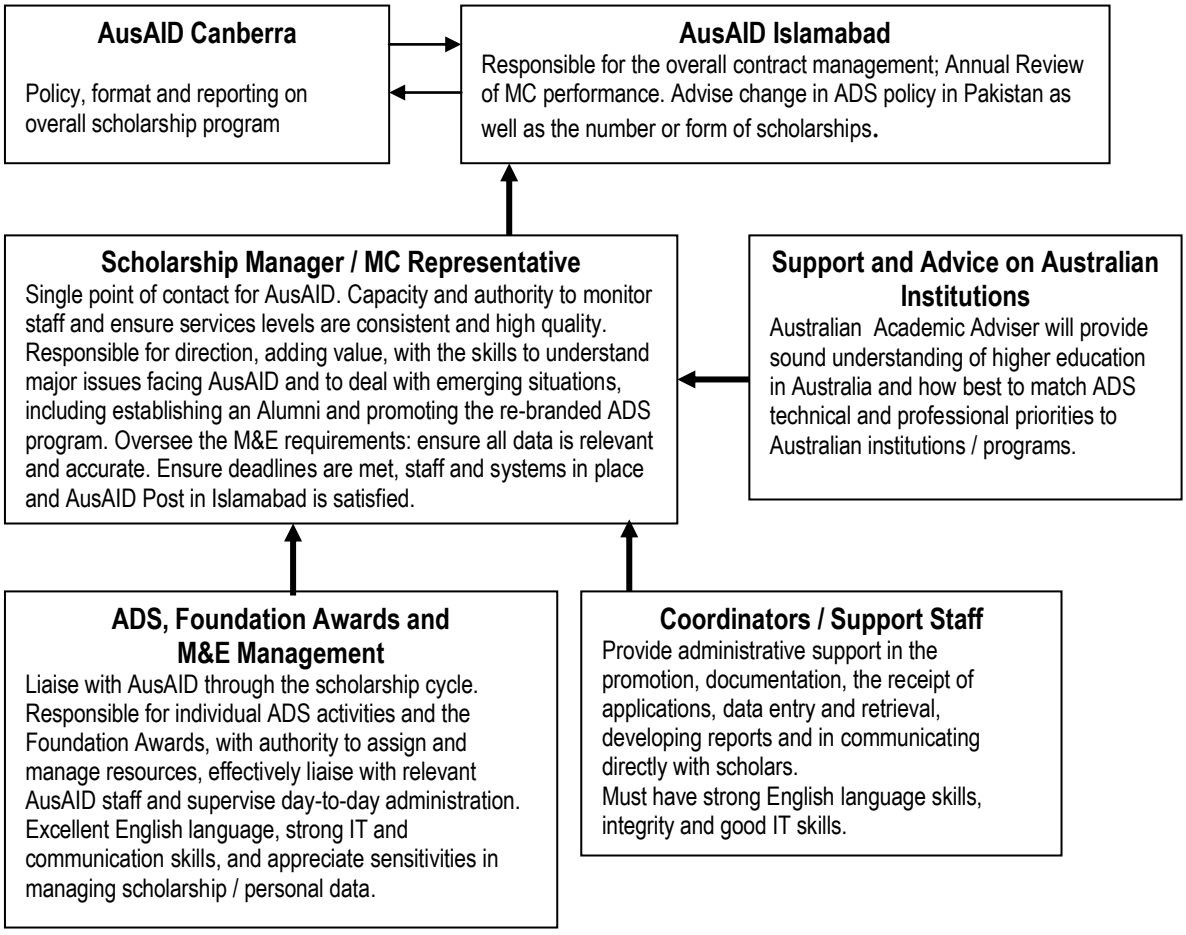
Scholarships are high-value development inputs and have a history of high level interest from the Governments of both Pakistan and Australia. The MC will need to nominate personnel with sufficient expertise, status and experience to match AusAID's expectations of a high-quality development scholarships program that will increase in effectiveness over time. The MC will provide a single point of contact for AusAID who will have overall leadership and responsibility for contractual and staff management of this activity in Pakistan. This will be a senior-level person who is readily available to AusAID, and who has a good balance of technical, managerial and public relations/communications capabilities.

The MC will model good gender balance across the staff nominated for this activity, including in the planning and management of ADS support services. It is proposed that the MC will have access to the following type of staff as part of meeting the requirements of this contract. The following diagram indicates the reporting arrangements and the major responsibilities held by the various stakeholders.

[65] For example, if the total number of scholars mobilised to Australia varied by + or – 20% from the numbers included in this design document, that would provide a reasonable basis for a variation to the contract.

[66] This additional 2 years will be contingent on the outcomes of both the MTR and of the MC Performance assessment.

Pakistan ADS Management Responsibilities



The above management structure is indicative. It provides an overview of the type of expertise required and the proposed reporting mechanisms. The number of staff and their specific duties will need to align with Summary of the ADS Process and MC Responsibilities (described in Annex 5) as well as the skills and knowledge required to work with agencies and associations to promote ADS opportunities.

The MC will also be required to have a strong understanding of Australia's university sector, in order to support the ADS scholars in their choice of award and institution, as well as for undertaking follow-up contact when the scholars are in Australia.

When tendering for this ADS work, the MC will be required to nominate the number, type and location of their proposed staffing. The staffing levels will form part of developing the approach and methods that are proposed to be used in undertaking the Pakistan ADS program in accordance with this design document.

10 Implementation Arrangements

10.1 Division of responsibilities during transition to new arrangements

AusAID responsibilities

AusAID staff will maintain their existing high-level engagement with the GOP in relation to strategic decisions on ADS scholarship numbers, target groups and the priority study areas.

A major operational issue for AusAID staff at the Post will be the transition phase, through which the MC will progressively take over administration of activities within the ADS cycle. The transition phase will lead to additional pressure on the AusAID Post, as staff transfer specified ADS activities and responsibilities to the MC.

The Post will need to provide the MC with detailed written and verbal briefings, relevant operational and policy information and (sometimes) training on AusAID's systems and requirements, including (for example) in the use of the currently used system of Student Information Management online (SIMON) and the online application system of OASIS (use in future) .

As this transfer will take time and initially place additional pressure on staff at AusAID Post, it is important that the MC provide the required staff and resources to enable the transfer of responsibilities to be as smooth as possible. After the initial handover of ADS responsibilities, over time there will be a need for AusAID (through the ASG) to provide further scholarship management / systems / specific training to the MC staff. This will occur as and when the need arises[67].

Managing Contractor (MC) Responsibilities

The following summary indicates the MC responsibilities in relation to scholarship management support.

The MC Location

The MC's main office and contractual point of contact will be in Islamabad, with the senior AusAID staff member taking responsibility for AusAID's contractual relationship with the MC, including the annual performance review. It is expected that the MC will nominate a senior person to act as a single point of contact for AusAID in providing the overall scholarship management support.

MC offices should be conveniently, strategically located near to the Australian High Commission, providing easy access for both MC and AusAID staff to work together as required, especially in the first 12 months. Security constraints that affect GOA staff local and the level of Provincial travel means that close cooperation between AusAID and the MC is required to achieve effective promotion and management of the ADS.

Progressive transition of Scholarship Coordination Responsibilities and Tasks

It is in the interest of AusAID Post and the MC to transfer responsibility for the agreed ADS management roles and responsibilities as quickly as possible. Each element of the ADS support services, as outlined in the SoS, will be progressively transferred to the MC. By negotiation with AusAID, specific elements on the outsourced services will be transferred immediately. The remaining activities will be transferred in priority order, to meet the agreed transfer schedule for all ADS scholarship management activities.

It is expected that, following those activities that are immediately transferred to the MC, the full ADS scholarship services will have been transferred within the initial 2-month period

AusAID Islamabad will provide the MC with the latest templates, schedules, pro-forma and data (in line with the streamlined ADS program) which are currently being used to manage the scholarships program. From then on, the MC will take responsibility to document the various scholarship management procedures that will be required.

Once the MC has received the templates and the staff have attended the 5-day training workshop**,** the transfer of responsibilities for scholarship management can immediately commence.

Scholarship Promotion and Communications

The MC will be required to draft a Pakistan ADS Promotion and Communications Plan for AusAID approval, based on the existing and proposed methods to be used. The strategy will focus on increasing the visibility, impact and equity of AusAID's scholarship program. The strategy will include clear lines of communication and reporting to AusAID and all existing templates and questionnaires will be reviewed to see if they can be improved, with any anomalies removed[68].

The Pakistan ADS Promotion and Communications Plan will include how the ADS scholarships will be promoted to the agencies and associations, as well as methods that provide effective and widely accessible communication of ADS opportunities to women, people with disabilities, other minority groups and those from provincial areas.

[67] As examples: changes in the operation or capacity of the OASIS and SIMON, or any new requirements for strengthening the Australian scholarship Alumni system.

[68] In the 2008 intake, out of 635 applications, 129 were graded as ineligible as a result of an incomplete application. Reviewing the application instructions and making it very clear what is required could reduce this %.

As part of the promotional strategy, the MC will also have an understanding of (and ready access to) expertise on Australian and regional higher education institutions, as well as information on the programs and awards available. This is required for two reasons: to support the assessment of a candidate's existing qualifications, as part of the processing of applications / scoring; and for providing information to successful ADS candidates in relation to the choices and options available for their Master's level study in Australia.

While the ADS scholars are in Australia, the MC will maintain quarterly contact with the ADS scholars via email. This will mainly be concerned with ensuring that there are no major issues or constraints and also to encourage (where relevant) ongoing contact with Alumni or other ADS students at the University. If the MC discovers any serious issues or concerns as part of this contact, the details will be provided to AusAID and the University for the purpose of taking appropriate action.

Scholarship Branding in Relation to MC Services

It is important that AusAID maintain its identity and branding in relation to outsourced components of ADS management. While the MC has a role in promoting and supporting the program, AusAID will require that its funding of the ADS is fully acknowledged and that all scholarships remain clearly and unambiguously an initiative of the Australian Government, in cooperation with the Government of Pakistan.

The AusAID logo and some brief words[69] will be included as appropriate and will appear on all formal communications (letters, emails, faxes, business cards, advertisements) as well as in any public forum signage or meetings. MC branding of any form will be prohibited on public materials (electronic or print) produced for the ADS management. The MC will comply in full with AusAID's guidelines on branding and use of the AusAID logo as set out in the most recent guidance available on AusAID's internet site.[70]

Progressive Introduction of OASIS

Two online databases (SIMON and OASIS) are used to implement AusAID's scholarship programs. Through OASIS, scholars are able to lodge online applications. AusAID (Post and ASG) use OASIS to finalize scholarship selections. Once scholarships have been awarded, requests for placements are forwarded to Australian universities through SIMON. ADS will utilise the SIMON database for all aspects of the ADS process although applications are only received in hard copy at this stage.

Management and Governance Arrangements

The AusAID Post is responsible for seeking annual funding approval for scholarships, as well as for developing the ADS profiles and for monitoring scholarship expenditure and targets.

AusAID Islamabad will be responsible for managing the MC contract, with a single point of contact provided by the MC to ensure clear lines of communication and reporting. The Summary of the ADS Process and MC Responsibilities (Annex 5) provides details of each step of the scholarship management and the implementation cycle and includes clear roles and responsibilities for each step of the ADS. Open and transparent scholarship promotion and selection processes will be applied to minimize the potential for any corruption and nepotism. The MC will work actively to ensure there are no blockages in the flow of information and access to opportunities to potential applicants who fit the profiles and meet the objectives specified in this design document.

A joint, independent selection panel will be established during each scholarship cycle and used as a method of promoting and modelling fair and transparent selection. The MC will support the selection panel and any contracting process and act as its secretariat, but will play no role in the members of the panel or in the actual candidate selection process.

It is also important for the MC to comply with privacy requirements of all scholarship applications and awards and not to use or apply any of this data or information, other than as required for the actual scholarship management.

[69] i.e. "the ADS is a part of the Australian government's development assistance program to Pakistan, managed by AusAID"

[70] http://www.ausaid.gov.au/publications/pdf/logo_guide_contractors.pdf

10.3 Schedule for Transition into Outsourced Management Arrangements

To enable a smooth, effective transfer to take place, there will need to be a period of intense knowledge transfer between AusAID staff and key staff from the MC. This knowledge transfer is not about dealing with the basic management systems, process mapping of the scholarship cycle or the required levels of service delivery: the MC must already have demonstrated that it has these attributes and understanding to successfully tender for this work. This initial training and handover period will be an intense but essential investment that (if managed well) will pay dividends to both parties over the contract period

The 2009 intake of scholars will have already been mobilized to Australia, so the MC will commence an agreed handover schedule in support of the 2010 cohort. The MC's responsibility within the ADS cycle will commence with administrative and coordination functions, taking some weeks for the transfer of day-to-day tasks and responsibilities to be completed. Once the MC's staff and systems are prepared, the MC will then progressively assume planning and administrative aspects of the 2010 cohort as well as the M&E. As the MC assumes a greater proportion of the management, it will also commence activities aimed at strengthening the Alumni.

To facilitate the knowledge transfer, it is proposed that the MC staff attend a 5 day workshop / full briefing in Islamabad. AusAID will provide the MC with the quality, reporting and M&E requirements of its scholarship management, as well as specific advice on such issues as transparency, the guidelines used for advertising, short listing, selection; and a review of all steps in the scholarship cycle. The training will include the use of SIMON / OASIS, as well as confidentiality / security arrangements covering applications and specific management requirements, including procedures to be followed that ensure transparency and accountability.

This workshop will likely involve AusAID staff from Canberra and the Post, moving from the general to specifics, including:

- Days 1-2: General information and management requirements: the AusAID scholarship structure; quality measures and requirements; security and confidentiality; gender; scholarship eligibility criteria; AusAID's global and regional reporting requirements; progress of SIMON and OASIS;
- Days 3-5: Specific issues in Pakistan, context and arrangements, key contacts; existing templates and how they can be further developed; and the communication channels. This period will also include initial discussions on the Alumni and on the measurement of impact, through a range of methods including tracer studies and case studies.

Following this 5-day workshop, an immediate handover period of ADS administrative tasks will commence as quickly as possible.

As the cycle progresses, it is expected that additional ad-hoc training or advice for MC staff may be provided by the AusAID Post, focused on country specific requirements that need to be applied and managed. This specific advice may cover the various implementation issues and processes until the time that the MC has completed one full cycle of the scholarship program in Pakistan, whereupon the MC will be expected to fully deliver the services set out in the contract without reliance on AusAID staff. A successful transition from AusAID to MC management and administration of Pakistan ADS consistent with this design document will be a key indicator of satisfactory contractor performance.

The MC will ensure that, once the 5 day training has been completed, their staff will embed the required ADS procedures and standards into their working systems. It will not be the AusAID Post's responsibility to provide any ongoing training if (for example) the MC loses a key staff member.

A draft Implementation Schedule in included as Annex 2.

11 Risks and Risk Management

There are significant risks associated with outsourcing support services to an MC, including those associated with governance, consistency of service levels, loss of AusAID management control and the potential loss of power / influence. In Pakistan, there are additional risks and constraints associated with the security concerns and the ongoing economic and political context. The following major risks have been identified, with safeguards built into the design and suitable response actions identified[71].

[71] The detailed Risk Matrix is included as Annex 4.

Insufficient Quality Applications for ADS

The proposed targeting of ADS candidates through agencies, NGOs, CSOs and the private sector will help the MC to target suitable organizations and individuals. Large scale advertising of ADS will not be required, as this tends to attract large numbers of applications that are not well matched to the designated sectors or priority provinces.

The MC will carefully target agencies and organizations that are involved in the planning, management and delivery of services in the designated sectors. Through this method, it is expected that a smaller number of scholarship applications will be received than in the past, but that those that are submitted will be of higher relevance and quality in relation to the ADS development focus.

ADS scholars not aligned with AusAID country priorities for Pakistan

The recent development of 4 ADS profiles will greatly assist the MC and partner organizations to target suitable candidates and to develop the proposed Reintegration Plans. In the past, many applications were received from candidates with no real link to the development priorities that have been agreed between AusAID and the GOP. Using the ADS profiles will make the criteria transparent and clear, to the agencies, the individuals and for the work of the selection panel.

ADS scholars do not return to their agency and contribute to development

The introduction of Reintegration Plans is part of an increased focus on encouraging and monitoring scholarship outcomes and impact. The Reintegration Plans will be jointly developed by the individual and the organization, increasing the dialogue between both parties in relation to career planning and organizational needs. The Reintegration Plans will be selectively followed up after the scholars' return, as part of assessing what impact and changes can be attributed to the ADS program.

There will also be an increased emphasis on supporting the ADS scholars to choose the most relevant course in Australia. This will be provided by the MC after the short listing has been completed and will focus on making sure that the Australian course is well aligned to the scholar's academic needs as well as those HRD priorities within the employing agency.

Not enough applications from women and from the priority provinces

The ADS profiles will be one part of a strategy that targets women for inclusion in the ADS application process. The profile makes clear the importance that ADS places on women scholars and the opportunities that exist. Targets have been set for the MC, concerning the number of applications and awards for women and for those from provincial locations. Working with agencies and associations, the MC will continually advocate for increased women and non-urban candidates.

The new Foundation Awards will also assist in providing an alternative mechanism for women and for those in provincial locations. Through Foundation Awards, candidates who can be expected to meet all ADS selection criteria after 6-9 months of coursework / training in Pakistan will be supported. The specific course or training will be aimed at enabling the Foundation Awardees to pass all of the ADS selection criteria.

Security Concerns in Pakistan

As mentioned in Section 2, Pakistan has entered a period of increased security concern, with increased constraints and limitations on travel, as well as concern about large group gatherings in public places / venues. The MC will therefore need to make arrangements for ADS promotional, activity management systems and appropriate methods that accommodate these constraints, as well as having a Security Plan in place for its staff and (where appropriate) for ADS scholars or Alumni members (for example during the Pre Departure Briefings – PDB) .

Any plans for MC Provincial travel or for public gatherings of stakeholders (i.e. as part of Alumni activities or for the Pre-Departure activities) will require approval from AusAID, well in advance.

Security concerns may also lead to non-return of scholars when they complete their awards. The MC will closely monitor students completing awards, and will advise AusAID immediately should an ADS student not return to Pakistan as planned.

Inadequate Service Levels to the Pakistan ADS Program

The proposed 5-day commencement workshop in Islamabad will be organized by the MC, providing senior and operational MC staff MC with details, data and information on ADS procedures, including access to existing templates, the management methods and key local contacts. As administrative tasks are handed over from AusAID to the MC, it will be critical for the MC staff to be aware of what is to be done, the responsibilities and schedules, and who at the AusAID Post to contact if problems or issues arise.

The MC will be required to have staff that are available to the scholarship program, who have sound IT and English language skills and who understand the importance of scholarships to AusAID's development program. It will also be critical that the MC has a sound understanding of the Australian university system and be able to match the technical / professional requirements of the scholars to the quality Master's offerings available in Australia.

Inequitable targeting and promotion of awards

AusAID has provided ADS to Pakistan for almost 20 years. The approach to managing and delivering the scholarships is very entrenched and will be difficult to change. Senior managers and administrators in the Government of Pakistan already aware of the ADS opportunities may be, consciously or unconsciously, constraining the flow of information and opportunities so that only a privileged few are able to access awards.

Long-running scholarship programs can suffer from other forms of institutionalized inequities that may be very difficult to redress. Opening the scholarships to a wider range of state and non-state candidates through the profiling, targeting and promotional approaches proposed in this design is intended to help address the risk of continued inequities. The Foundation Awards, in particular, are intended as a means to redress this area of risk. The MC will need to closely manage the issue of targeting, as outcomes in equity of and access to ADS will (ultimately)[72] be an important indicator of contractor performance.

Direct or Indirect Interference in the Pakistan ADS Selection Process

Selection of candidates is a crucial step in the scholarship cycle, probably the most important element in the program. In several countries around the Asia – Pacific, there have been past attempts by outside parties to unduly influence the selection process, using a variety of methods and forms of external pressure.

To attract and select the most suitably qualified, appropriate ADS scholar requires the use of selection criteria that are clear, open, transparent and easy to understand. The new ADS profiles will improve the targeting of applicants and promote transparency, fairness and accountability. Through these profiles, the ADS will have clear selection criteria that will be applied through a selection process that includes external, independent members. The ADS scholar profiles will be progressively refined by AusAID to accommodate emerging priorities, with the selection criteria applied by the ADS selection panel.

The MC will support the scholar selection process, through arrangements for the panel venues, contracting external members and providing the secretarial services. Each selection panel will be chaired by AusAID and the MC will not have any voting or selection responsibilities. This arrangement protects both AusAID and the MC, ensuring that the final decisions on the success of any ADS applicant are not in any way linked to the MC.

The MC is required to communicate, in writing to AusAID, if there is any external approach or any attempt to interfere with ADS scholar selection.

Loss of AusAID Identity in the Pakistan Scholarship Program

There can be a tendency for the day-to-day manager of an activity, including scholarships, to gradually become perceived more as the funding source than as the service provider. This may happen unintentionally over time, or even be part of a MC's internal marketing strategy. In some countries where scholarship management has been outsourced, the MC has (over time) promoted its identity over and above the donor / funding agency.

To counter this risk, the MC will need to ensure that AusAID remains highly visible in all aspects of the ADS cycle, including the promotion, administration, general management, communications, pre-departure materials and the various monitoring activities. The MC will have a contractual requirement to meet relevant AusAID guidelines on branding and use of the AusAID logo.

[72] AusAID accepts that the in-coming MC will have no control over the gender balance of ADS awarded prior to 2010. The equity impact and outcomes of the new processes will not be known until at least 1-2 years after MC commencement.

Poor MC Performance Leads to Embarrassment for AusAID

It will be most important for the MC to operate on a principle of "no surprises" to AusAID and for the MC's single point of contact to maintain open communication. This is an important factor in the success or failure of outsourcing services, as scholarships are highly-valued and represent a central element of AusAID's Pakistan country program.

A breakdown in any key parts of the MC ADS management will have implications for AusAID and the ADS, with poor publicity, instances of poor practice or public complaints / problems bringing the agency and the ADS into disrepute. The two plus two structure of the planned contract with the MC provides AusAID will the option of re-tendering should MC performance not meet expectations after the first two years.

Refer to the Risk Management Matrix (Annex 3) for further detail on identified risks, risk minimization measures and follow-up action should the risks eventuate.

12 Monitoring, Evaluation and Continuous Quality Improvement

To date, scholarships supported under the Pakistan program have not established systematic approaches for monitoring and evaluation of scholarships outcomes or impact. As such, the success of and the quality of the delivery of scholarships programs have to date been primarily in terms of the satisfactory completion of process oriented tasks relating to the scholarships, followed by anecdotal evidence of subsequent impact.

There is an increasing need for AusAID to better measure the effectiveness and impact of its scholarship program. To assist Country Programs with this task, the Australian Scholarships Group in AusAID Canberra is finalising guidance for M&E of Study Professional Development Award Programs[73].

The ASG guidance emphasises the importance of both monitoring and evaluation which together provide the knowledge required for (a) effective project management (continuous learning and improvement of program effectiveness) and (b) reporting and accountability responsibilities.

Monitoring and evaluation of the Pakistan Scholarships Program will be designed and set up in such a way as to be capable of providing evidence-based answers to the following questions:

1. Is the Pakistan Scholarship Program on track to achieve selected output targets in regard to each relevant objective?
2. Are awardees satisfied with selected aspects of their award-related and personal experience, both in-country and in-Australia?
3. Are Higher Education Institutions meeting their Key Performance Measures?
4. Are key milestones of employee reintegration plans being met in regard to each relevant objective?
5. Are alumni contributing to the development of their home country or developing countries of their region in regard to the relevant objective?
6. Are alumni maintaining linkages with Australia and networking with other awardees?
7. Have alumni strengthened capacity of their organisation to contribute to the development of their home country or developing countries of their region in regard to each relevant objective?
8. Have awards promoted gender equality or other relevant overarching/cross cutting issues?

In Pakistan, the introduction of detailed scholar profiles, reintegration plans, clear outcomes-based objectives and specific output targets for AusAID Scholarships, will provide clear parameters and data sources to enable effective monitoring and evaluation of the Program.

12.2 Proposed Monitoring and Evaluation Arrangements

[73] Introductory Guidance for Study Professional Development Award Programs on Monitoring and Evaluation (Draft) Australian Scholarships Group, AusAID.

The Monitoring & Evaluation Plan

The MC will develop an M&E Plan based on the M&E Framework provided in Annex 1, in consultation with AusAID. The M&E Plan will be consistent with guidance from Australian Scholarships Group.

12.3 Monitoring & Evaluation Methods and Tools

Information on awardees is required at all stages of the scholarships cycle – the selection, in-country, completion and post-award. The M&E Plan will include:

- Regular collection and analysis of *monitoring information* that will assist in timely decision-making, will ensure accountability and provide the basis for evaluation and learning. This information will provide early indications of progress and achievement of objectives.
- A systematic examination of the Program at the end of Year 4 that aims to answer specific management questions and to determine achievement/progress against objectives and supply lessons learned to improve future actions.

MC management processes will be assessed in separate AusAID Quality at Implementation (QAI) and contractor performance reviews, to be undertaken annually in accordance with standard AusAID performance management framework.

All data collected will be sex-disaggregated, and record location and employment of graduates, and subsequent analysis will assess the contribution of graduates to furthering development and any constraints or barriers for both women and men and for those from rural and ethnic minorities.

The MC will establish and maintain a database to record all M&E data collected, and this information will be integrated with OASIS where possible. The MC will be required to develop and use a range M&E methods/tools, and will be required to monitor and evaluate scholarship outcomes for scholars selected prior to and after the introduction of the new profiling approach. M&E methods and tools will include:

Scholarship Student Records: the MC will keep student records/profiles up-to-date on SIMON/OASIS, including contact details once scholars return to Pakistan. These records will be used to track progress and to compare the actual scholarships versus the targets, in terms of priority themes / sectors, gender balance, diversity, representation from disadvantaged groups.

Reintegration Plans – Reintegration Plans will be developed by scholarship candidates and their organizations/agencies as part of the application process (for the shortlisted candidates only). The MC will collect and analyse data contained in the Plans and will establish a system/survey instrument to monitor progress against the plans with alumni and their institutions (supervisors).

Annual Student Surveys / Focus groups – ASG has developed and will administer annual student surveys, as well as conduct annual student focus groups for awardees while studying in Australia, including:

- Arrival survey and focus groups – to obtain perception/satisfaction of students with the selection / mobilisation processes, pre-departure briefing, Introductory Academic Program (IAP) and the quality of courses taken at academic institutions.
- On-going student survey and focus groups – to obtain perception/satisfaction with services and programs provided by academic institutions and experiences in Australia.

The MC / AusAID Post will utilise the results of these annual surveys to inform and improve the student recruitment, selection process, mobilization and the pre-departure activities.

Tracer Studies –Tracer studies will be conducted to capture information on scholarship outcomes for a range of individual awardees in Pakistan. Tracer studies will be based on guidance provided by the ASG, which will be tailored for the Pakistan scholarship context and local development priorities. Each tracer study will focus on returned scholars who have been back in their agency for 12 months and again after 4 years. The studies will explore issues including whether awardees have returned, have they successfully reintegrated into their agency, are they using their skills effectively, how are their skills contributing to the capacity of their organisation and do they have ongoing links to Australia / within the region.

The number, timing and target of these tracer studies will be discussed and agreed with AusAID, funded on a reimbursable basis. Arising from these tracer studies will emerge a smaller number of individual success stories /

case studies that may be suitable for further development in order to showcase scholarship outcomes. These will comprise positive news stories for media, Alumni newsletters etc.

Periodic Evaluations / Case studies – case studies will be conducted concurrently with tracer studies to build on the tracer studies and make more detailed qualitative assessments of how graduates have contributed to the identified sectors, organisations and geographic regions. The number, timing and focus of these case studies will be discussed and agreed with AusAID, funded on a reimbursable basis.

Annual Reporting

The MC will also be required to collect and record the data required to submit an Annual Report which will contain the following elements:

- **Promotion/Selection/Placement**: including the features of each annual recruitment round detailing promotion, selection and screening activities (with clear disaggregation by sex, any targeted disadvantage groups, location, fields of study, indicated area of development contribution) and lessons / continuous improvement approaches to incorporate into future promotion and selection rounds. Additional information will be collected on scholar Australian placement experience and outcomes for the past year's cohort.
- **Foundation Awards**: including the progress and achievements of those Foundation Awardees who have successfully undertaken formal training activities to a point that allows them to gain an ADS place, any issues that have arisen in the preparation of Foundation Award participants, as well as the broader implications for the program of introducing the Foundation Awards.
- **Academic outputs**: including:
    - Information to be collected from universities, tracking scholars' progress during the study in Australia, by semester, noting in particular deferrals, extensions, suspensions, upgrades and drop-outs, highlighting high achievers, those students who may be at risk and measures taken to mitigate the situation.
    - Details of completed scholarships, including information on pass/failure, with an analysis of the reasons for failure and suggestions for areas where improvements could be achieved.
    - Details of post-graduation monitoring activities in Pakistan, focusing on recording of returned graduates in each year, locations of resumption of employment on return and information on expected areas of contributions to development from initial employment taken up by the graduates. This will include details of activities arranged in association with the Alumni.
- **Reintegration / Human Resource Development:** including any lessons learned in relation to returning scholars and outcomes of any HRD planning / piloting work at agency level.
    - While historically Pakistan ADS and other AusAID scholarship holders have returned to Pakistan on completion of their awards, the worsening security situation may lead to students seeking to stay in Australia. Using SIMON, and in liaison with Australian universities, the MC will carefully monitor student return to Pakistan. The MC will advise AusAID immediately of any instances of non-return.
- **Monitoring and Evaluation:** including progress towards achievement of program outcomes based on data collected from the M&E tools above.

Annual Corporate Reporting – In accordance with AusAID's annual requirements (March/April), Quality at Implementation (QAI) assessment and reporting will be conducted for the ADS program. QAI reporting provides an assessment of the implementation the scholarships against the following criteria:

- Implementation progress;
- Achieving objectives;
- Monitoring and evaluation;
- Sustainability;
- Risk management;
- Gender equality and other overarching issues.

Quality at Implementation (QAI) Reporting: In cooperation with AusAID Post, the MC will be required to provide specific input and data to AusAID's annual QAI reporting. After the completion of the QAI reporting activity in May, AusAID will convene the annual MC performance assessment meeting, to review operations and outcomes from the previous year and to agree on improvements and adjustments that improve management.

Mid-Term Review – An independent Mid-Term Review (MTR) will be conducted in the third quarter of year two of the contract. The MTR will assess the outcomes of the ADS outsourcing arrangements, the performance of the MC, undertaken at a time when the ADS numbers for the following two years can be confirmed. At the completion of the MTR, a recommendation will be made regarding whether to extend the contract from 2 to 4 years.

The MTR will also make recommendations, as required, on any potential improvements in efficiency and effectiveness of the management of the ADS program, with special reference to access, equity, gender and transparency. To do this, the MTR will also broadly review the overall ADS program and advantages in relation to those offered by other countries, as part of determining where AusAID can increase visibility and / or quality.

Independent Completion Report – AusAID will commission an independent evaluation at the end of year 4 of the Program. The evaluation will assess, the following in relation to the Pakistan Scholarships Program - relevance, effectiveness, efficiency, impact (if feasible), monitoring and evaluation, sustainability and analysis and lessons learned.

12.4 Responsibilities for Monitoring and Evaluation

AusAID Post, ASG and the MC all have responsibilities for the Pakistan scholarship M&E. Senior MC staff will have M&E skills to enable reliable and accurate reporting to take place. In addition, short term inputs will be required by the MC to assist with the initial establishment of the M&E system and database.

AusAID Post will also allocate staff time/resources to the M&E system development and reporting requirements, especially in the initial stage of the contract. The following lists outline M&E responsibilities:

AusAID Post Staff in Islamabad

- Develop and update the ADS target profiles to identify, target promotion to, and select suitable candidates;
- Define sector / institutional priorities for the ADS, as part of the overall engagement with the GOP;
- Use results of the annual student surveys to guide recruitment, selection and mobilisation processes;
- Provide input to development of tracer studies and the periodic evaluation / case studies;
- Report on scholarship effectiveness at the country level through QAI reporting, including any other information required for the Annual Report for Australian Scholarships;
- Review opportunities for a more systematic approach to support returning awardees and their institution, including any scholar reintegration measures as they return to their agency from Australia;
- Monitor the work of the MC in relation to meeting deadlines, achieving a good spread of Australian tertiary institutions, taking into account the agreed sector priorities and monitoring the satisfaction (of partners and scholars) to the MC services provided.

Managing Contractor Staff

- Develop and implement a Pakistan Scholarships M&E system, based on the agreed M&E framework, in close consultation with AusAID Post;
- Enter and maintain student records in SIMON / OASIS, keeping scholar contact details up to date;
- Establish and maintain an M&E database, reporting to AusAID in a specific form when requested;
- Under instruction from the AusAID Post, organise the placement of the FAI participants and monitor their progress in these local "off-the-shelf" ELT courses provided;
- Contact the ADS scholars in Australia by email quarterly to monitor their progress and any important issues that may need to be addressed by the university or by AusAID;
- Utilise results of annual student survey to improve recruitment, selection and mobilisation processes;
- Collect and analyse data from Reintegration Plans and conduct follow up surveys of alumni and their organizations to determine progress against the Plans.
- Develop and administer tracer studies (including analysis of data) and report on outcomes and results;

- Develop case study/periodic evaluation methodology, capture data, undertake analysis and report to AusAID on the results;
- Provide requested inputs to provide summary data for AusAID Corporate reporting;
- Incorporate lessons learned to systems and processes, as part of continuous improvement.

AusAID Scholarship Group (in Canberra)

- Monitor awardees while studying in Australia through contractual arrangements with institutions;
- Monitor performance of the Australian Universities;
- Develop and administer the Annual student surveys and focus groups;
- Develop tracer study and case study "Guiding Principles" for in-country MCs to implement. These will be included in the M & E handbook which ASG are currently developing.
- Coordinate and develop AusAID's annual corporate reporting on scholarship effectiveness.

12.5 Managing Contractor Performance Assessment

Contractor non-performance issues will be handled as they arise based on the quality assurance provisions included as part of the Scope of Services. It will be important for the MC to be completely aware of the schedules, deadlines, methods and considerations that apply. Annual performance reviews will focus on lessons learned and the emerging issues, with the MC expected to embed a process of continuous improvement within the scholarship management. AusAID Islamabad will conduct an annual MC performance assessment, with the MC expected to adapt and improve their operations and systems in response to the outcomes. The MC will be assessed on the following:

Table 4: Managing Contractor Performance Criteria

Criteria	Performance Indicators
1. Personnel Performance	All Contractor personnel: o Act professionally and with integrity, and produce high quality[74] work ; o Communicate with AusAID and other stakeholders in a clear, transparent and effective manner; o Deliver outputs on time.
2. Program Management	o Good working relationships with AusAID Post, effective coordination and consistency of service levels o Finances are soundly and transparently managed and financial reporting meets AusAID requirements. o Reports are clear, constructive and timely and meet the expectations of AusAID. o Responsiveness to the reporting, management and planning needs of AusAID. o Ongoing monitoring and evaluation is undertaken effectively and is being analysed and reflected in continuous improvement by the implementing team.
3. Communication / Coordination	o Clear management arrangements and effective communication between all Contractor Personnel and between Contractor Personnel and AusAID. o Personnel take proactive steps to ensure effective communication and working relationships with all stakeholders. o Management identifies and reports any major difficulties in communication/ stakeholder relationships to AusAID as they arise.
4. ADS Management	o Scholarship promotional, management and monitoring processes implemented effectively and efficiently. o Proactive steps taken to improve promotional, management and monitoring processes, in consultation with AusAID o Target number of students mobilised efficiently and on time, including attention to cross cutting scholarship issues of gender, disability, access and equity (including the oversight of any targeted ELT training for Foundation Award nominations) as well as an effective PDB which involves relevant Alumni presentations. o Ongoing Quarterly contact maintained with ADS scholars in Australia.

[74] In this context, 'quality' means technically appropriate, relevant to needs, appropriately presented, clear and timely.

	○ All documents, applications, responses, scholar acceptances and the PDB carried out on time and required information recorded in the database. ○ Effective and appropriate counseling and placement of scholars in courses relevant to their academic needs, with scholars in a cross-section of Australian institutions / universities. ○ Information on scholar returns: provide advice to AusAID Post of any issues. ○ The MC addresses improved access and equity as part of ADS promotion.
5. The Pakistan Alumni	○ Alumni established and functioning. ○ Alumni data base provides AusAID with up-to-date information and data on returned scholars as well as a tool for broadcast emails or sending the Alumni newsletter. ○ MC provides AusAID with suggestions and methods to make the Alumni more relevant to Pakistan's development and to improve its engagement with ongoing and returned scholars. ○ Alumni engaged in ADS activities as mentors and supporters.
6. ADS Promotion	○ Identity of Australian Government and AusAID as the sponsor of ADS is acknowledged and promoted. ○ ADS are more visible as Australian development scholarships differentiated from the scholarships programs of other donors in Pakistan. ○ Innovative avenues and methods used to promote scholarship opportunities to a more diverse group of potential candidates in line with the ADS purpose and objectives.
7. Risk Management	○ Management issues are identified and resolved in a timely manner and/or reported to AusAID for decision where relevant. ○ Management provides sound analysis of risks and develops and applies effective risk management measures. ○ Personnel respond effectively to new or changed environments or requirements from AusAID.
8. Cross-cutting targets	○ Progress against cross-cutting targets (as specified in section 5.2.6 and 5.3 of the design)

ANNEX 1

Monitoring and Evaluation Framework

Note: Priority Provinces are Baluchistan, FATA and the NWFP border areas

Note: The three designated sectors are: (i) maternal, neonatal and child health services (MDGs 4 and 5), (ii) basic education services (MDG 2) & (iii) rural development and food security services (MDG 1)

Objective	Indicator:	Source of Information	Frequency of Collection	Responsibility for collection
Within federal and provincial government agencies: AusAID Alumni increasing the development and application of appropriate policy and practice for service delivery in the three designated sectors, particularly those within the priority provinces.	**Outcome level indicators** *disaggregated by the gender, province, ethnicity and field of study of the Alumni and the gender, province, ethnic and socio-economic group that will benefit from the specified improvements related to the ADS.* Number and annotated[75] list of new or revised policy, practise and resource allocation approaches that contribute to improved service delivery in the three designated sectors particularly in the priority provinces, made with the involvement of AusAID alumni. Number and annotated list of new or revised policy, practise and resource allocation approaches that contribute to issues concerning governance particularly in the priority provinces, made with the involvement of AusAID alumni.[76] Compilations of the above contributions made to each of the designated sectors and priority provinces, in relation to broader MDGs especially those linked to poverty and gender equality. **Output/Input level indicators** *disaggregated by gender, province, ethnicity, field of study and type of disability.* Annual and cumulative number and % of applications received from eligible candidates from Profile 1 and Profile 2. Annual and cumulative number and % of Profile 1 and profile 2 applicants submitting ADS application through their organisation/agency. Stated reasons for Profile 1 and 2 applicants not submitting ADS applications	Alumni and institution reporting on progress against Reintegration Plans. Tracer studies and case studies SIMON/OASIS Feedback slips	Annually	MC

[75] **Annotated list**: each entry on an annotated list will be coded for quality (high, medium, low), level of attribution (high, medium, low) and type of effect (positive or negative). The purpose of coding is to identify key items for further qualitative analysis.

[76] **Note**: This indicator to be revised when 'other selected issues' have been determined.

	through an organisation/agency. Annual and cumulative number and % of scholarships awarded from Profile 1 and Profile 2. Annual and cumulative number and % of selections and departures of scholars from Profile 1 and Profile 2. Annual and cumulative number and % of extensions and terminations for scholars from Profile 1 and Profile 2. Reason for extension and termination for scholars from Profiles 1 and 2. Annual and cumulative number and % of Profile 1 graduates that return to work in each of the three designated sectors. Annual and cumulative number and % of Profile 1 and Profile 2 graduates that return to work in the three priority provinces. Annual and cumulative number and % of Profile 2 graduates that return to work in Governance fields.	Alumni database		
Within non-profit civil society and development organisations: a) AusAID Alumni increasing advocacy and engagement with Government, particularly in the three designated sectors and targeted provinces. b) AusAID Alumni increasing the development and application of appropriate policy and practices in relation to service delivery particularly in the three designated sectors and targeted provinces.	**Outcome level indicators** *disaggregated by the gender, province, ethnicity and field of study of the Alumni and the gender, province, ethnic and socio-economic group that will benefit from the specified improvements related to the ADS.* Number and annotated list of new or revised policy or practise that contributes to improved civil society advocacy and engagement with Government in the three designated sectors and targeted provinces, made with the involvement of AusAID alumni. Number and annotated list of improvements to the levels and standards of service delivery which is provided in targeted provinces with assistance of AusAID alumni in the three designated sectors. Compilations of the above contributions made to each of the designated sectors and targeted provinces, in relation to broader MDGs especially those linked to poverty and gender equality. **Output/Input level indicators** *disaggregated by gender, province, ethnicity, field of study and type of disability.* Annual and cumulative number and % of applications received from eligible candidates from Profile 3. Annual and cumulative number and % of Profile 3 applicants submitting	Alumni and institution reporting on progress against Reintegration Plans. Tracer studies and case studies SIMON/OASIS	Annually	MC

	application through (or with the support of) their organisation/agency. Stated reasons for Profile 3 applicants not submitting ADS applications through an organisation/agency. Annual and cumulative number and % of scholarships awarded from Profile 3. Annual and cumulative number and % of selections and departures of scholars from Profile 3. Annual and cumulative number and % of extensions and terminations for scholars from Profile 3. Reason for extension and termination for scholars from Profiles 3. Annual and cumulative number and % of Profile 3 graduates that return to work in each of the three designated sectors. Annual and cumulative number and % of Profile 3 graduates that return to work in targeted provinces. Annual and cumulative number and % of Profile 3 graduated that return to positions involved in service delivery.	Feedback slips Alumni database		
Within commercial private Sector organisations: AusAID Alumni increasing the development and application of appropriate policy and practice relating to corporate governance[77] and delivery of services.	**Outcome level indicators** *disaggregated by the gender, province, ethnicity and field of study of the Alumni and the gender, province, ethnic and socio-economic group that will benefit from the specified improvements related to the ADS.* Number and annotated list of new or revised policy or practise that contributes to improved commercial and private sector corporate governance and self regulation, made with the involvement of AusAID alumni. Number and annotated list of private sector improvements to the levels and standards of service delivery associated with sustainable, pro-poor development, made with assistance of AusAID alumni in the three designated sectors. Compilations of the above contributions made to each of the designated sectors and targeted provinces, in relation to broader MDGs especially those linked to poverty and gender equality. **Output/Input level indicators** *disaggregated by gender, province, ethnicity, field*	Alumni and institution reporting on progress against Reintegration Plans. Tracer studies and case studies	Annually	MC

[77] As benchmarked in the *OECD Principles of Corporate Governance, 2004*, which cover: the basis for an effective corporate governance framework including transparency, efficiency, rule of law and effective regulation and supervision; the rights of shareholders and key ownership functions; the equitable treatment of shareholders; the role of stakeholders; disclosure and transparency; and board responsibilities.

	of study and type of disability. Annual and cumulative number and % of applications received from eligible candidates from Profile 4. Annual and cumulative number and % of Profile 4 applicants submitting application through (or with the support of) their organisation/agency. Stated reasons for Profile 4 applicants not submitting ADS applications through an organisation/agency. Annual and cumulative number and % of scholarships awarded from Profile 4. Annual and cumulative number and % of selections and departures of scholars from Profile 4. Annual and cumulative number and % of extensions and terminations for scholars from Profile 4. Reason for extension and termination for scholars from Profiles 4.. Annual and cumulative number and % of Profile 4 graduates that return to their previous institutions/organisations.	SIMON/OASIS Feedback slips Alumni database		
Increased visibility of the AusAID scholarships program in Pakistan	Number/list of media coverage relating to the AusAID scholarships program in Pakistan. Number of AusAID Pakistan scholarships website hits. Number of enquiries received from institutions/agencies/individuals regarding the AusAID scholarships program. In the case of individuals, data should be *disaggregated by the gender, province, ethnicity and field of study of the enquirer and the gender, province, ethnic and socio-economic group that would potentially benefit from the enquirer receiving an ADS.* In the case of institutions and agencies, data should be *disaggregated by the target development sector, province and/or socio-economic group for the institution's core business.*.	Media monitoring Internet monitoring data MC and AusAID records	Six-monthly	MC MC MC
Management information	Number of applications for the Foundation Awards Initiative and number of successful applicants *disaggregated by the gender, province, ethnicity and field*	MC records	Annually	MC

Foundation Awards	*of study of the applicant and the gender, province, ethnic and socio-economic group that would potentially benefit from the applicant receiving an ADS.* Proportion of Foundation Awards recipients who successfully meet the selection criteria for ADS on completion of their training *disaggregated by the gender, province, ethnicity and field of study of the applicant and the gender, province, ethnic and socio-economic group that would potentially benefit from the applicant receiving an ADS.*			
Mobilisation	% of scholars mobilised on time % satisfaction of awardees with key services provided by contractor during selection and mobilisation phase			
Cross-cutting targets	% applications received from public sector employees, civil society employees and from the private sector % scholarships awarded to awardees from the public sector, civil society and the private sector. % applications received from candidates working in the priority sectors. % scholarships awarded to candidates working in the priority sectors. % applications received from candidates working in the priority provinces. % scholarships awarded to candidates working in the priority provinces.			
Gender	% applications received from candidates that are living with a disability. % scholarships awarded to candidates that are living with a disability. % applications received from males and females % scholarships awarded to males and females Identified barriers and constraints to women's participation in the scholarships program.			

ANNEX 2
Implementation Schedule

Draft Implementation Program for the Pakistan Scholarship Management: The initial Two Years

	2009				2010												2011								
Contract / Commencement	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Tendering process																									
Finalise contractual arrangements																									
MC assigns staff and arranges office																									
MC establish support / IT facilities																									
5-day handover workshop at Post																									
MC train their staff in ADS management																									
MC ADS management underway																									
ADS																									
Confirm ADS templates and profiles																									
Initial visit to relevant GOP agencies																									
Develop ADS promotion plan																									
Finalise plans for cross-cutting issues																									
Identify / engage with provincial networks																									
Finalise M&E system and indicators																									
Progressive Handover of 2010 scholars																									
Handover of ADS returnee responsibility																									
Develop Reintegration Plan templates																									
Support the 2011 ADS selection activities																									
Receive Applications and record																									
Enter data onto SIMON / OASIS																									
Support short listing process																									
Support scholar selection process																									
Aust Academic Support to identify Unis																									
Summary ADS stats and data to AusAID																									
Manage all scholar travel / logistics																									
Agency HRD Reintegration Workshop																									
Refine and deliver the PDB																									
Jan 2011 intake scholars in Australia																									
Maintain contact with scholar progress																									
Monitor / confirm scholar return dates																									
Develop Tracer Study schedule																									
Conduct Tracer Studies																									
Analyse Tracer data - report to AusAID																									
Identify suitable case-study samples																									
Undertake approved case-studies																									
Analyse data - report to AusAID																									

Draft Implementation Program for the Pakistan Scholarship Management: The initial Two Years

	2009																2011								
Contract / Commencement	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Tendering process																									
Finalise contractual arrangements																									
MC assigns staff and arranges office																									
MC establish support / IT facilities																									
5-day handover workshop at Post																									
MC train their staff in ADS management																									
MC ADS management underway																									
ADS																									
Confirm ADS templates and profiles																									
Initial visit to relevant GOP agencies																									
Develop ADS promotion plan																									
Finalise plans for cross-cutting issues																									
Identify / engage with provincial networks																									
Finalise M&E system and indicators																									
Progressive Handover of 2010 scholars																									
Handover of ADS returnee responsibility																									
Develop Reintegration Plan templates																									
Support the 2011 ADS selection activities																									
Receive Applications and record																									
Enter data onto SIMON / OASIS																									
Support short listing process																									
Support scholar selection process																									
Aust Academic Support to identify Unis																									
Summary ADS stats and data to AusAID																									
Manage all scholar travel / logistics																									
Agency HRD Reintegration Workshop																									
Refine and deliver the PDB																									
Jan 2011 intake scholars in Australia																									
Maintain contact with scholar progress																									
Monitor / confirm scholar return dates																									
Develop Tracer Study schedule																									
Conduct Tracer Studies																									
Analyse Tracer data - report to AusAID																									
Identify suitable case-study samples																									
Undertake approved case-studies																									
Analyse data - report to AusAID																									

ANNEX 3

Risk Management

Major Risk	Potential Impact	Level of Risk	Aspects in the Design to Minimise Risk	Actions if Risk Event Happens
Program Risk				
Low number of suitable applications received	Limited number and low quality of applications leads to reduced diversity and choice for ADS awards, as well as limited back-up candidates for any that withdraw	Medium	○ Targeted promotional approaches ○ Quotas for specific sectors and provinces to enable a more targeted and concentrated promotion of ADS opportunity ○ Component 4 to raise the visibility and awareness of Australia's scholarship program	○ Review promotion methods and reasons for low response rate ○ If required discuss with AusAID if there are not enough candidates from agencies and sectors
Not enough good applications from quality candidates	The available number of ADS scholarship opportunities will not be achieved, reducing the effectiveness of the potential reform		○ Remove barriers to candidate submitting applications, including capacity to submit electronically or in hard copy ○ Targeted promotion part of attracting applicants that have the background and skills to succeed as an ADS scholar ○ The FAI will increase the number and breadth of candidates that can be considered	○ Review promotion and advocacy methods as part of strengthening and extending the network ○ Review relationships with agencies, NGOs and associations in order to identify barriers or issues
ADS scholars do not succeed in their studies	High opportunity cost associated with incomplete studies and limited potential for making an impact on return to Pakistan	Low	○ MC maintain contact with scholars in Australia and alert the universities and AusAID to potential problems associated with academic progress or welfare issues ○ Clear profiling of the sectors and requirements and strong selection process will minimize failure rate	○ Contact the university and AusAID if negative feedback regarding the scholar's progress or circumstance is encountered
Awardees do not return to Pakistan and make a development contribution	If scholars do not return or are mis-assigned by their agency, limited development benefit from the ADS scholarship and consequent high opportunity cost	High	○ Promote Alumni related activities, especially in their ongoing professional development to maintain contact and enthusiasm ○ Follow up via the Reintegration Plan surveys to monitor progress and provide feedback where possible ○ MC to report expected and actual returns to AusAID and notify AusAID immediately of any instances of non-return	○ Through Reintegration Plan, encourage the scholar and agency to plan and execute meaningful work ○ Liaise with the agency and the AusAID alumni to support returned scholars ○ Mid-term review (end of year 2) and independent evaluation (end of year 4) should include careful analysis of student returns and subsequent career paths to determine whether the development benefits justify the costs of hands-on management of ADS.
Poor Governance in	Perceptions are that the Australian scholarship	Medium	○ Key elements of scholarship management process	○ Immediate discussions between AusAID and

Selection and Management	selection process is contaminated and not managed in a fair or equal manner.		remain with AusAID supervision / engagement (including selection). ○ Transparent process for advertising and attracting broad range of applicants from across Pakistan	MC on any negative perceptions. ○ Assuming no basis for the perception, MC to increase efforts to model and demonstrate governance.
Nepotism in targeting and promotion of awards in the public sector	Government of Pakistan at national and/or provincial level may limit access to ADS by only selectively targeting and promoting the awards within their organization e.g. to men rather than women and to those who reinforce, rather than challenge, existing power structures. This could lead to potentially ideal candidates not learning of the ADS and/or having their applications blocked without AusAID's knowledge.	High	○ The detailed nature of the profiles enables AusAID and the MC to have a much stronger influence over the targeting of awards than under previous broad-brush arrangements (where nepotistic relationships could readily be rewarded with scholarships across a wide range of professions and academic interests). ○ The design requires the MC to promote the scholarships widely in both the public and private sectors and to monitor partner government performance in disseminating information and facilitating the HR development/reintegration planning aspects of the design. ○ The design includes the fall-back option for candidates to apply to AusAID directly should they fit the profiles but their employer is not supportive. ○ Use of feedback slips will be trialed as a means of monitoring the flow of information on scholarships and any possible "filtering out" of applications by employers. ○ Implementation performance against gender, sector and province-specific targets is integral to measuring the future success of ADS in Pakistan, and will inform future decisions about the program.	○ MC to inform AusAID Islamabad of any individual and/or organizational incidence of nepotism. ○ AusAID Islamabad and MC to jointly decide on response. ○ This may include an initial meeting with the individual or organization to discuss the issue and agree on remedial action. ○ Future targeting and promotion approaches may need to be modified based on specific experiences to overcome any systemic barriers to improved access and equity in applications and awards.
Limited Service Level Consistency	Variable levels of MC support and service to AusAID Post, leading to confusion by AusAID staff and the scholars.	High	○ Clear responsibilities allocated to the MC and all ADS tasks well identified and allocated. ○ Annual review of MC performance, including discussion and application of the lessons learned.	○ Immediate action by MC should discrepancies in service levels between staff become apparent. ○ MC to rectify and any staff problems to be reflected in MC performance measures.
MC Staff not functioning at required level	MC staff not skilled or equipped to undertake the work, through a lack in basic capacity or not enough training on required systems and processes	Medium	○ Staff quality / technical attributes included in RFT and the quality standards required ○ Clear definition of the services, language, IT and communication requirements included in the tender	○ Immediate AusAID discussions with the MC Senior Manager assigned to oversee the outsourcing work. ○ MC make staff changes where required.
Lack of MC Systems	The MC's IT and other systems unable to support	Low	○ As OASIS becomes more central to scholarship	○ Immediate AusAID discussions with the MC

and Resources	OASIS and other net-based scholarship / ADS management requirements.		management, the MC systems and its IT capacity unable to respond.	on the problems and what is required to fix them. ○ MC makes system changes as required.
AusAID loses scholarship identity	The identity of AusAID as the funding agency and overall scholarship sponsor (overseeing ADS quality, policy and development effectiveness) is lost through the MC promoting its role above and beyond AusAID's role.	High	○ Clear guidelines on how MC will badge the scholarships during the promotion, processing and ongoing engagement. ○ Clear statements on the way in which the "branding" of the scholarships will remain with Australia / AusAID. ○ AusAID's Islamabad Post will continue to lead pivotal aspects of scholarships management, in particular scholarships' policy and priority-setting discussions with the Government of Pakistan, parameters for scholarship targeting and selection decisions, and managing contractor performance.	○ MC to show examples of how it will maintain AusAID's identity in the scholarship management. ○ AusAID to monitor promotional materials, business cards, advertisements, email / letter identifiers
Confusion on ADS Management Roles	Important steps in ADS scholarship management process left out until it is too late.	Medium	○ Clear identification of AusAID (Post and Canberra) and the MC roles and responsibilities included in the SOS. ○ Annex 5 of the Design Document "Summary of the ADS Process and MC Responsibilities" provides extensive detail on the required steps. ○ Initial discussions and handover at contract commencement to ensure the MC is very clear on what is required and how it will be delivered. ○ As part of initial 1-week workshop, clear guidelines and issues in Pakistan provided by AusAID Post staff.	○ Immediate intervention from AusAID if required, which will be reflected in the MC contractor performance measures.
Impact of the Scholarships	Little information or feedback on the work or contribution of the returned scholars, including how their studies fit into the Partner agency HRD strategies. Partners could resent any perception of "interference" during the HRD discussions and also any follow up reintegration tracer or questions.	High	○ Increased focus in the design on impact and on stronger engagement (i.e. Alumni) as part of strengthening networks and support mechanisms, especially on scholars return. ○ Increased AusAID focus on Partner agency HRD planning, including the scholar reintegration into the agency on return. ○ This to be approached carefully as a collegial way of identifying how Partner needs have been met.	○ AusAID to take lead role in monitoring impact through tasking for case studies and tracer studies, supported by MC as required ○ AusAID work with Partner to review reintegration process in ways that maximize scholar success and impact. ○ Care taken to explain HRD is a joint process to identify impact, not any interference in agency priorities or practice.
Cross Cutting Risk				
Lack of Selection	Not enough applications from eligible women or the	Medium	○ Wide promotion of opportunities to ensure that eligible	○ Monitor the received applications and (if

Equity	non-urban for scholarships. Results in lost opportunities for women and minority groups.		men and women are encouraged to apply. ○ FAI used to target women or other disadvantaged participants if needed to ensure gender equity in ADS each year. ○ Use of diverse media providers to suit the non-urban areas, including use of local FM radio.	required) focus scholarship promotional efforts on the non-urban areas and the Provinces to ensure equity and diversity in awards. ○ MC to liaise with Government and non-government HR departments in the designated sectors and priority province to identify ways to reduce barriers to women, non-urban and priority province candidates. ○ MC to seek strategic inputs from AusAID if needed to encourage remedial action to ensure gender equity and increased diversity in ADS awards.
Loss of AusAID Control	With staff changes at AusAID Post, a danger that institutional memory will increasingly reside with the MC.	Medium	○ AusAID staff still involved in key elements of the process and this can facilitate continuity. ○ Summary of responsibilities, roles, outcomes included in SOS, will make it easier for new AusAID staff to familiarise.	○ AusAID to ensure that new staff are aware of the arrangements and understand the role and responsibilities of the contractor.
Security Risks for MC staff / scholars	Tension or civil unrest in Pakistan leads to increased security problems and danger to staff / scholars / dependants, or else to the scaling back of AusAID's in-country presence.	Medium	○ Security risks are highlighted in the design ○ Promotional efforts will focus on ADS as a whole and not highlight the involvement of individuals in the program.	○ MC to develop and update a Security Plan for its staff and for the ADS scholars. ○ AusAID to advise MC on any specific security information as required, including any changes to the AusAID staff presence in-country and alternative reporting and management arrangements, if required.
Political Risk				
Resistance to change from key central GOP agencies	The existing problems of limited applications from candidates (including women) and continued problems with having the information disseminated widely	High	○ Development of ADS profiles to highlight the sectors and preferred provinces ○ Broadening the pool of potential ADS applicants through greater engagement with CSOs, NGOs and provincial agencies	○ MC to monitor any constraints or resistance to broadening the ADS pool of candidates ○ MC to monitor those applications received that are outside of the agency to establish if internal constraints are playing a part in who can apply.
Change in Government	Potential for AusAID or other Australian awards to be affected by change in the GOP.	Low	○ Responsibility for engaging with the Partner Government remains with AusAID, so that any potential for impact on scholarships can be discussed and changes made.	○ AusAID to monitor any potential changes / amendments to scholarships and advise MC as soon as possible.
Awards perceived as	Potential for perceptions that Australian selection	Medium	○ Use and promote transparent processes and methods	○ AusAID to continue to promote the fairness

being politically motivated	criteria and quota can favour certain groups / persuasions in the number of scholarships awarded and in process of selecting / nominating.		used to select scholars. ○ Public notification of scholarships well in advance, including via a range of sources including press, FM radio, internet. ○ MC to contact AusAID immediately that any written or verbal interference is received in relation to scholarship.	and equity of scholarship programs and highlight those areas where policy frameworks impact on selection i.e. equal ADS numbers by gender, improved access to disadvantaged groups.

ANNEX 4
ADS Profiles for Designated Sectors

Eligibility Criteria

Eligibility Criteria (applicable to all applicant profiles)

All applicants must:

- be Pakistani citizens (dual nationals are not eligible) and not have permanent residence in Australia or New Zealand;
- not be married or engaged to a person who is eligible to hold Australian or New Zealand citizenship or permanent residence;
- satisfy Australian Government requirements for international student visas for entry to Australia (health, character etc.);
- not hold another scholarship;
- not have held a foreign scholarship in the 24 months preceding the application (24 months are calculated from the date of arrival back in Pakistan to the closing date for receipt of applications);
- be applying to commence a new course of study and not be seeking support for a course already commenced in Australia (on-going study programs will not be supported);
- be able to take up the scholarship in the year for which it is offered (deferrals are not available);
- satisfy the admission requirements of the Australian tertiary institution in which the course is to be undertaken;
- have a relevant academic background to proposed study in Australia;
- be applying for a Masters level course;
- have completed 16 years of education, and
- at the time of application be not more than 45 years of age.

Personal Statement:

- • have outlined a case that is clear about their objectives and motivation to make a contribution to development in Pakistan and is specific about the area of development priority in which they seek to make the contribution.

Selection Criteria –The short-listing consultant will use the personal statement and the selection criteria set out in each applicant profile to determine who amongst the eligible applicants will be short listed to become candidates, and who will finally be awarded scholarships. The selection criteria are set out separately below in each profile.

Selection criteria vary across the profiles. The short-listing consultant will make judgments on the degree to which each applicant has made an appropriate case about where and how they plan to make an effective contribution to future development in Pakistan in the designated sectors and/or priority areas, and the relative merit of their case, together with the degree to which they also meet other selection criteria designated for their profile.

SUMMARY OF PAKISTAN ADS APPLICANT PROFILES

Pakistan Scholarships Program: Summary of Candidate Profiles and Targets (2011)						
Profile No.	**Profile Name**	**Target % of total intake**	**Designated sectors target %**	**Governance target %**	**Priority provinces target %**	**Scholarship Numbers (commitment as at Mar 09)**
1	Public Sector Policy Makers and Practitioners in the Designated Priority Sectors	30%				13
2	Public Sector Reformers and Leaders	20%				8
	TOTAL PUBLIC SECTOR	50%				21
		Of which:	60%			13
				40%		8
					60%	13
3	Non-profit Civil Society/Development Workers or Associates	40%				17
		Of which:	60%			10
					60%	10
4	Private Sector Reformers and Promoters of Growth	10%				4
		Of which			75%	3
TOTAL		**100%**				**42**

In addition, 50 per cent of the total intake each year should be women, and five per cent of total applications and awardees should be people with disabilities

Applicant Profiles

Profile 1: Public Sector Policy Makers and Practitioners in the Designated Priority Sectors

Profile 1 -	**Public Sector Policy Makers and Practitioners in the Designated Priority Sectors**
Purpose	Within federal and provincial government agencies employing AusAID Alumni: Increased application of appropriate policy, practice and resource allocation for service delivery in the three designated sectors[78] particularly those within the priority provinces[79].
Outputs	o Short-listed candidates: 30% of overall scholarship number o Scholarships available: 13 (30% of overall scholarship number) o Gender split: 7 scholarships reserved for female candidates. o Targets for three designated sectors: 100 % (i.e. 30% of overall scholarships number must be awarded to candidates applying for courses that fall under the designated priority sectors) o Targets for priority provinces: 60% (i.e. of the 13 scholarships available, 8 scholarships (60% of 13) must be awarded to candidates working in the priority provinces)
Relevant Outcome:	Increase in the number of qualified Government officials, particularly those working within the relevant designated sectors and preferably posted in the priority provinces, adding value to relevant policy, practice and resource allocation.
Eligible Groups/Areas	This profile includes applicants who are employed in public institutions at the Federal or Provincial levels working on the designated sectors, with a focus on the priority provinces. This will include applicants who are mid level Government employees who can demonstrate the potential to influence policy, or who are practitioners working, facilitating or delivering services in the designated sectors. It is likely, but not essential, that candidates identified with a potential influence on policy making will return to key positions from where they will be able to influence reforms in the designated sectors. It is likely, but not essential, that candidates identified as practitioners under this profile will return to and work in the priority provinces. Female candidates will be strongly encouraged to apply and a separate reserve quota allocated for women from the public sector.
Strategies to gain Applications	o Target relevant Ministries at Federal and Provincial levels working on the designated sectors and provide application forms to HR departments, encouraging internal advertisement and support of applications by targeted institutions o Where possible, conduct promotional activities, including direct presentations, to selected Ministries, including in the priority provinces o Targeted advertisements in national and provincial media inviting

[78] The three designated sectors are (i) maternal, neonatal and child health services (MDGs 4 and 5),(ii) basic education services (MDG 2) & (iii) rural development and food security (MDG 1)

[79] The three priority provinces are Baluchistan, FATA and the NWFP

	applications through public sector organizations, with a less preferred option of applying directly. o Provide access to hard-copy application information packs and advice on web-based application forms option
Selection Criteria	o be an employee of a Federal or Provincial Ministry working in the designated priority sector o be applying for a course that falls under the designated sectors under this profile o meet the general minimum eligibility criteria and submit a personal statement o have a minimum of two years relevant work experience in the public sector preferably working in the priority provinces o have achieved or be able to demonstrate the capacity to reach IELTS 6.5 o the degree to which the personal statement clearly articulates how the new skills could add value to policy, practice and resource allocation for service delivery in the three designated sectors
Support Service Options	o Cost of IELTS course met for shortlisted candidates o Relevant information is available on the website (application form, frequently asked questions, timeline for scholarships cycle, and assistance on how to fill in the application form). o All queries are responded to within 3 to 4 working days. o All queries are responded to at the end of presentation sessions o Hard copy application packs are made available to federal and provincial public sector institutions o Post selection: provide contact of public sector alumni o Foundation Award candidates: EL Training as required to meet minimum 6.5 IELTS or the entrance requirement for English of the selected course of study. o Foundation Award candidates: Arrangements for direct assistance for candidates to complete applications o Foundation Award candidates: Additional time for, pre-departure training in academic study, English for Academic Purposes and adapting to Australian living / culture environment.

Profile 2: Public Sector Reformers and Leaders

Profile 2 -	**Public Sector Reformers and Leaders**
Purpose	Within federal and provincial government agencies employing AusAID Alumni: Increased application of appropriate policy, practice and resource allocation in relation to sustainable, pro-poor development.
Outputs	o Short-listed candidates: 20% of overall scholarship number o Scholarships available: 8 (20% of overall scholarship number) o Gender split: 4 scholarships reserved for female candidates. o Targets for priority provinces: 60% (i.e. of the 8 scholarships available, 5 scholarships (60% of 8) must be awarded to candidates working in or on matters related to the priority provinces)
Relevant Outcome:	Increase in the number of qualified Government officials, working on adding value to relevant policy, practice and resource allocation in governance fields.
Eligible Groups/Areas	This profile includes applicants who are mid to senior level Government employees, at Federal or Provincial level, who can demonstrate the motivation and capacity to promote systemic governance reforms in the civil sector that result in improved policy practice and resource allocation relevant to sustainable, pro-poor development. Applicants will come from central Ministries at federal or provincial level, and be able to demonstrate the capacity to substantively influence government policy Candidates must demonstrate their commitment and ability to return to key positions where they will be able to make direct contributions to changes in governance related policy. Female candidates will be strongly encouraged to apply and a separate reserve quota allocated for women from the public sector.
Strategies to gain Applications	o Target central Ministries at Federal and Provincial levels and provide application forms to HR departments, encouraging internal advertisement and support of applications by targeted institutions o Where possible, conduct promotional activities, including direct presentations, to selected Ministries o Targeted advertisements in national and provincial media inviting applications through public sector organizations, with a less preferred option of applying directly.
Selection Criteria	o Be an employee of a central Ministry at Federal or Provincial level o be applying for a course that falls under Governance (e.g. Public Administration and Management, Development Management, Development Administration, Public Sector Financial Management, Social Administration, Taxation Studies) o meet the general minimum eligibility criteria and submit a personal statement o have a minimum of five years relevant work experience in the public sector o have achieved or be able to demonstrate the capacity to reach IELTS 6.5 o The degree to which the personal statement clearly articulates how the new skills could add value to government administration that benefits

	poverty reduction and is persuasive about motivation to sustain the commitment to make the contribution.
Support Service Options	o Cost of IELTS course met for shortlisted candidates o Relevant information is available on the website (application form, frequently asked questions, timeline for scholarships cycle, and assistance on how to fill in the application form). o All queries are responded to (generic e-mail address) within 3 to 4 working days. o Hard copy application packs are made available to federal and provincial public sector institutions o Post selection: provide contact of public sector alumni

Profile 3: Non-profit Civil Society/Development Workers or Associates

Profile 3 -	**Non-profit Civil Society/Development Workers or Associates**
Purpose	Within non-profit civil society and development organisations utilising AusAID alumni: o Increased levels of advocacy and engagement with Government in promoting sustainable, pro-poor development, particularly in the three designated sectors and targeted provinces. o Improved levels and standards of service delivery particularly in the three designated sectors and targeted provinces.
Outputs	o Short-listed candidates: 40% of overall scholarship number o Scholarships available: 17 (40% of overall scholarship number) o Gender split: 9 scholarships reserved for female candidates. o Targets for designated sectors: 60 % (i.e. 60% of the 17 scholarships awarded must be awarded to candidates working within the designated priority sectors) o Targets for priority provinces: 60% (i.e. of the 17 scholarships available, 60% must be awarded to candidates working in the priority provinces)
Relevant Outcome:	Increase in the number of qualified Non-profit civil society and development workers, working within the relevant designated sectors and/or posted to priority areas, adding value to increased levels of advocacy and engagement with Government in promoting sustainable, pro-poor development Increase in the number of qualified Non-profit civil society and development workers, working within the relevant designated sectors and/or posted to priority areas contributing to improvement in the levels and standards of service delivery particularly in the three designated sectors in the targeted provinces.
Eligible Groups/Areas	This profile includes applicants who may be employed or are closely associated with (e.g. volunteers, associates, etc), non-profit civil society/development organizations. This includes organizations involved in social mobilisation and advocacy for the needs and interests of Pakistan's poorest and most marginalised groups, including women, people from ethnic minority groups, people from rural areas and those with disabilities. Priority will be given to those who are working to promote more inclusive and equitable development in the designated sectors and/or priority areas. This profile includes people who are involved in advocacy and engagement with Government in promoting sustainable, pro-poor development, particularly in the three designated sectors This profile includes people who are involved in improvement in the level and standard of service delivery particularly in the three designated sectors in the priority provinces.
Strategies to gain Applications	o Identify non-profit civil society and development organisations that offer the best opportunity for poverty reduction through improved levels of advocacy and service delivery, including in the targeted areas. Provide hard copy application forms and encourage organisations to identify employees and active volunteers associated with the target profiles. o Place advertisement in national newspapers inviting applications through civil society or development Organizations with a less preferred option of applying directly (volunteers should not apply through the open

	category). o Deliver, where possible, direct presentations during visits to selected rural locations in the priority provinces o Provide hard-copy application information packs and advice on web-based application forms option
Selection Criteria	o be applying for a course that falls under the designated sectors under this profile o meet the general minimum eligibility criteria and submit a personal statement o have a minimum of two years relevant work experience in the development sector o can demonstrate a commitment to reach IELTS 6.5 o the degree to which the personal statement clearly articulates how the new skills could add value to improvement in the level and standard of service delivery particularly in the three designated sectors and in promoting sustainable, pro-poor development
Support Service Options	o Cost of IELTS course met for shortlisted candidates o Relevant information is available on the website (application form, frequently asked questions, timeline for scholarships cycle, and assistance on how to fill in the application form). o All queries are responded to (generic e-mail address) within 3 to 4 working days. o All queries are responded to at the end of presentation sessions o Hard copy application packs are made available to relevant organizations and candidates applying independently o Foundation Award candidates: ELT as required to meet minimum 6.5 IELTS or the entrance requirement for English of the selected course of study. o Foundation Award candidates: Arrangements for direct assistance for candidates to complete applications o Foundation Award candidates: Additional time for, pre-departure training in academic study, English for Academic Purposes and adapting to Australian living / culture environment.

Profile 4: Private Sector reformers and promoters of growth

Profile 4 -	**Private Sector reformers and promoters of pro-poor growth**
Purpose	Within commercial private sector organisations employing AusAID alumni: Improved standards of corporate governance[80] and delivery of services associated with sustainable, pro-poor development.
Outputs	o Short-listed candidates: 10% of overall scholarships number o Scholarships available: 4 (10% of overall scholarships number) o Targets for priority provinces: 75% (i.e. of the 4 scholarships available, 3 must be awarded to candidates working in the priority provinces)
Relevant Outcome:	Increase in the number of private sector employees working on adding value to standards of corporate governance and contributing to the improved delivery of services associated with sustainable, pro-poor development.
Eligible Groups/Areas	This profile includes applicants employed in Commercial Private Sector Organisations who can demonstrate a commitment and clear plan as to how their qualification will enable them to add value to standards of corporate governance and contributing to the improved delivery of services associated with sustainable, pro-poor development.
Strategies to gain Applications	o Target relevant industry peak bodies o Place advertisement in national newspapers inviting applications
Selection Criteria	o be applying for a course that is relevant to improved corporate Governance and links to sustainable, pro-poor development. o meet the general minimum eligibility criteria and submit a personal statement o have an outstanding academic background o have a minimum of two years of work experience in the relevant field o have an excellent command over the English Language as indicated by at least an overall current IELTS Band of 7.0 with no band less than 6.0 o the degree to which the personal statement clearly articulates how the new skills could add value to improved corporate governance and to the improved delivery of services associated with sustainable, pro-poor development.
Support Service Options	o Relevant information is available on the website (application form, frequently asked questions, timeline for scholarships cycle, and assistance on how to fill in the application form). o All queries are responded to (generic e-mail address) within 3 to 4 working days. o Pre-departure training in adapting to Australian living/ culture environment

[1] As benchmarked in the *OECD Principles of Corporate Governance*, *2004*, which cover: the basis for an effective corporate governance framework including transparency, efficiency, rule of law and effective regulation and supervision; the rights of shareholders and key ownership functions; the equitable treatment of shareholders; the role of stakeholders; disclosure and transparency; and board responsibilities.

ANNEX 5
Summary of the ADS Process and MC Responsibilities

Annex 5: Summary of the ADS Process and MC Responsibilities

	Specific ADS Activity		
A	**Partner Government (PG) Involvement**	**Responsibility**	**Comments / Notes**
A.1	Discussion with GOP on policy considerations, priority sectors and lessons learned. Review selection criteria and weightings	AusAID Post	Within the framework of the ADS and the APSP MOU arrangements
A.2	Advise GOP Partners in writing of the upcoming commencement of the ADS round	AusAID Post	Involves AusAID working with the EAD and HEC
A.3	Discussions with PG/Partner Institutions to confirm ADS priorities and agree on the specific profiles for the following year ADS	AusAID Post	Important that the ADS profile is clear enough to act as a guide to applicants for the specific fields available
A.4	Promote and distribute the ADS profiles for agreed specialist / priority areas / scholar attributes	Managing Contractor	Under instructions from AusAID develop draft ADS profiles for agreed specialists / sectors
A.5	Finalise priorities and weighting, and provide to Contractor	AusAID Post	To be provided to the MC annually
B	**ADS Advertisement and Promotion**	**Responsibility**	**Comments / Notes**
B.1	Prepare the Pakistan ADS Promotion and Communications Plan for AusAID endorsement, in line with equity and access principles	Managing Contractor	Plan to reflect the ADS profiles as well as any lessons learned from the previous ADS scholarship cycle
B.2	Develop the ADS agency / organisational promotional activities and methods for AusAID endorsement	Managing Contractor	Includes consideration of Foundation Awards, scope of promotional campaign and lesson from other agencies / HEC
B.3	Approve promotional approach, content and methods that include raising the visibility of the ADS as well as attracting quality candidates.	AusAID Post	
B.4	Targeted advertisement and promotional activities (including information sessions) with emphasis on sectors, quality, gender	Managing Contractor	In EL and Urdu papers that provide coverage at the Provincial level. Use FM Radio etc to extend awareness
B.5	Advise Provincial institutions, NGOs and agencies of the opportunities, especially for women	Managing Contractor	Includes university faculty, UN and other agencies in Provinces, NGOs (ie Aga Khan Foundation)
B.6	Develop and maintain information for a ADS Pakistan Scholarship Website	Managing Contractor	Provide the update material for the Australian High Commission website in a timely manner
B.7	The MC will identify the key agencies, associations and organisations that have supported scholars' applications and reintegration plans	Managing Contractor	The MC will liaise with AusAID Post and develop a list of the senior HRD representatives from key agencies/organisations who will subsequently be invited to a 1-day workshop in Islamabad.
C	**ADS Applications**	**Responsibility**	**Comments / Notes**
C.1	Receive the ADS Applications for processing	Managing Contractor	Around 700 applications were received in 2008 and 900 in 2009.

C.2	Record details in secure MS data base for all applications received	Managing Contractor	Applications stamped on date of receipt, name, serial number assigned to applications. Enter in Excel sheet.
C.3	Store / maintain any hardcopy ADS applications in secure location	Managing Contractor	The MC must ensure security and make sure staff are fully aware of confidentially requirements.
C.4	Respond to any queries relating to the receipt of applications	Managing Contractor	Maintain a log of the queries and responses as part of the ADS database
C.5	Processing of feedback slips by MC	Managing Contractor	The results of the pilot will be summarised by the MC, in terms of how many feedback slips were actually received, any anomalies between the slips and the applications received and whether the use of the slips has added value to transparency.
C.6	Check applications for completeness and compliance with requirements	Managing Contractor	Where appropriate, follow up applicants if is a clear omission that excludes an otherwise quality candidate
C.7	Develop list of eligible applications for consideration	Managing Contractor	On an ad-hoc basis AusAID will review sample of the ADS applications to test MC eligibility decisions
C.8	Verify eligible applicant's qualifications, IELTS with relevant authorities	Managing Contractor	Before the short listing the ADS candidate can include their estimated IELTS level. An IELTS test will be required for all short-listed applicants, with the cost paid by the MC
C.9	Upload hard copy applications into OASIS database (from 2011 for Jan 2012 intake)	Managing Contractor	
D	**ADS Short listing**	**Responsibility**	**Comments / Notes**
D.1	Identify / recommend independent person/panel for short-listing	Managing Contractor	Provide 2-3 candidates. Must be fully independent from the MC and GOP and have experience in ADS context
D.2	Approve independent consultant for short-listing	AusAID Post	
D.3	After approval from AusAID, contract independent short listing panel members/ consultant to undertake short listing process	Managing Contractor	Provide panel members with all required profiles and applicant data
D.4	Brief the short-listing consultants on ADS and Pakistan requirements	AusAID Post	
D.5	Provide resources / office space for short listing	Managing Contractor	
D.6	Provide policy considerations, develop /discuss selection criteria & weightings	AusAID Post	
D.7	Provide selection criteria template / marking sheets that align with profiles	AusAID Post	
D.8	Enter data from template into OASIS (from 2011)	Managing Contractor	
D.9	Arrange short-listing meetings and venue	Managing Contractor	Liaise with AusAID for security, access and required support arrangements.
D.10	Secretariat services for short-listing meeting	Managing Contractor	Confidentiality and the security of information is essential for all MC staff to observe.
D.12	Chair and oversee the short-listing process	AusAID Post	
D.13	Enter short-listed candidates details onto the data base	Managing Contractor	

D.14	Include potential Foundation Awards candidates on separate cohort list and advise	Managing Contractor	AusAID and the short-listing panel agree on potential Foundation Awards candidates for consideration (See Section F)
D.15	Advise successful short-listed ADS applicants by secure mail	Managing Contractor	
D.16	Advise unsuccessful ADS applicants by secure mail	Managing Contractor	
D.17	Arrange for IELTS test for short listed applicants (if they do not have a recent test score)	Managing Contractor	
D.18	Provide support for short-listed candidates on making the best choice for the Australian university / course, as well as support in developing a Reintegration Plan linked to the course and area of work.	Managing Contractor	
D.19	Produce ADS short-listing summary / report, including the Foundation Awards candidates	Managing Contractor	The Foundation Awards candidates to be advised that they were unsuccessful in ADS short listing but still possibility of being selected for support
D.20	Provide GOP with outcome of short listing	AusAID Post	
E	**ADS Selection Process**	**Responsibility**	**Comments / Notes**
E.1	Recommend external selection panel members for AusAID endorsement	Managing Contractor	Panel members include: PG, A based staff and local staff dealing with scholarships
E.2	Contract external panel members after AusAID approval	Managing Contractor	Contact and confirm participation of interview panel members
E.3	Invite Partner Government representatives to attend final selection	AusAID Post	
E.4	Clarify role of PG members in the selection process	AusAID Post	
E.5	Arrange for the ADS interviews and organise the logistics	Managing Contractor	
E.6	Provide approved templates and scoring sheets	AusAID Post	
E.7	Sight original copies of qualifications, IELTS during interview process	Managing Contractor	
E.8	Develop / review interview questions and approach including the Reintegration Plan selection criteria	AusAID Post	MC to make it clear to all short listed applicant that the Reintegration Plan is an important selection factor
E.9	Develop written test for short listed candidates	Short listing consultant	
E.10	Chair and conduct ADS interviews	AusAID Post	
E.11	Provide secretariat service for interview process	Managing Contractor	Minutes should be taken of all Scholarships Selection Panel meetings and signed by the Chairperson of each meeting and the entire interview process should be documented in order to deal with any disputes in decision making.
E.12	Determine ADS ranking system	AusAID Post-Interview panel	Prepare excel sheet showing scores and rankings. Finalize applicant's rankings.
E.13	Endorse ADS selection outcomes	AusAID Post	
E.14	Advise successful ADS candidates by secure mail	Managing Contractor	
E.15	Advise unsuccessful ADS candidates by secure mail	Managing Contractor	

E.16	Reimbursement of travel and accommodation and meal allowance for the interviews	Managing Contractor	
E.17	Provide feedback to candidate if required	Managing Contractor	
E.18	Acting on the advice of the interview / selection panel, include any potential candidates for Foundation Awards into the existing cohort.	Managing Contractor	Nominated Foundation Awards candidates from ADS interview process added to those identified at the short-listing stage. This combined group are the cohort for Foundation Awards consideration
E.19	Advise PG of the outcomes and candidates	AusAID Post	
E.20	Update successful candidate data on data-base	Managing Contractor	
E.21	Provide AusAID with a detailed report on selection process, outcomes and lessons learnt	Managing Contractor	
F	**ADS "Foundation Awards" Initiative**	**Responsibility**	
F.1	Identify and nominate candidates from the short-listing and the interviews that fit agreed Foundation Awards profile and provide to AusAID	AusAID Post-Interview panel	The combined cohort to be provided with information on the Foundation Awards process and selection parameters
F.2	Consider each of the Foundation Awards candidates against the profile and recommend acceptance or exclusion for the courses / training	AusAID Post-Interview panel	This implies candidate met all profiled criteria for ADS except those skills or knowledge that requires support
F.3	Arrange for a medical for all proposed Foundation Awards candidates	Managing Contractor	The Foundation Awards candidate will need to pass the normal health check required for an Australian Visa, before seeking Foundation Awards support
F.4	Identify suitable course providers that will deliver the Foundation Awards initiative to meet the agreed skills and knowledge for the Foundation Awards cohort	Managing Contractor	
F.5	After endorsement from AusAID, match the Foundation Awards cohort with local institutions and contract the specific support programs	Managing Contractor	
F.6	Provide agreed support / stipend to the Foundation Awards candidates while they are undertaking their course.	Managing Contractor	
F.7	Maintain contact with the Foundation Awards providers and the cohort to monitor progress and any problems	Managing Contractor	Important to monitor progress and to maintain contact in relation to support being provided
F.8	Advise AusAID of the completion of the Foundation Awards support courses and the outcomes of the IELTS and any other test	Managing Contractor	Includes the individual outcomes of the IELTS test scores and the potential departure / courses to be applied for
F.9	Selection process including interview, and final decision on inclusion of Foundation Awards candidates into the ADS program	AusAID Post	The selection will involve a small selection panel that follows the same format as the ADS mainstream cycle
F.10	When instructed, include the Foundation Awards candidates into the ADS placement and mobilisation cycle.	Managing Contractor	
F.11	Arrange a modest graduation ceremony for all Foundation Award participants	Managing Contractor	Present everyone with a "certificate of participation" and announce successful applicants for scholarships

F.12	Provide a summary of the Foundation Awards cohort and their results / planned deployment for AusAID	Managing Contractor	The successful Foundation Awards cohort will join in the next academic year for which the scholarship is offered
G	**ADS Placement in Australia**	**Responsibility**	**Comments / Notes**
G.2	Further to D.18, confirm that course choice is consistent with objectives in reintegration plan.	Managing Contractor	MC will need to have expertise and understanding of Australia's university sector and available programs, and be in regular communication with the universities about current course content.
G.4	Input ADS data into SIMON (or OASIS) from ADS application forms	Managing Contractor	
G.5	Request the University Placements though SIMON (or OASIS)	Managing Contractor	
G.6	Further to D.18 and G.2, send the completed ADS applications to the universities	Managing Contractor	
G.7	Upgrade a reserve ADS scholar if a university placement fails	Managing Contractor	
G.8	Download offer / student contract from SIMON (or OASIS)	Managing Contractor	
G.9	Section 44 approval before sending the offer letter and contract to the awardees	AusAID Post	
G.10	Send out ADS offer and two copies of student contract to the successful awardees	Managing Contractor	
G.11	Receive signed acceptances back from the ADS awardees and make sure all information has been included	Managing Contractor	
G.12	Enter student acceptance on SIMON (or OASIS)	Managing Contractor	
G.13	Facilitate contact between ADS scholars and the confirmed universities in Australia	Managing Contractor	
G.14	Liaise with Partner Governments / Agencies to highlight ADS scholar plans as part of the HRD program within the Partner agency	AusAID Post	
H	**Arrange Immigration Visas**	**Responsibility**	**Comments / Notes**
H.1	Provide confirmation of central coordination point for the MC with Foundation Awards Candidates	AusAID Post	
H.2	Provide Visa forms and checklist to successful candidates (at the time sending letters to successful candidates after the interview round)	Managing Contractor	Sending the visa forms and checklist in advance will give time to the awardees to prepare for submitting their visa applications
H.3	Support applicant to complete the Visa application	Managing Contractor	Confirm with Foundation Awards candidates key requirements and any constraints, so that applicants are fully aware of all requirements
H.4	Check all information aligns with the required Visa documents	Managing Contractor	
H.5	Facilitate medical checks for scholars and (if accompanied) for their families	Managing Contractor	
H.6	Provide completed forms and application to Foundation Awards Candidates	Managing Contractor	It is important that all requirements of Foundation Awards Candidates are met, to avoid delays or any duplication of effort

H.7	Arrange family Visas for accompanied ADS students	Managing Contractor	Inform students of the procedure + University family arrival date
H.8	Liaise with Foundation Awards Candidates on Visa applications	Managing Contractor	If scholar accompanied, ensure all family Visa applications are submitted with the scholar's application.
H.10	Liaise with University Student Contact Officer (SCO) regarding student arrival	Managing Contractor	Where possible, arrange for arrival of scholar to be advised to other Pakistan ADS at that university
H.11	Advise scholar and AusAID if Visa applications rejected	Managing Contractor	When Visa granted, courier passport, original docs, photograph from PDB and departure letter to applicants
I	**Pre-Departure and In-Australia**	**Responsibility**	**Comments / Notes**
I.1	Identify best price travel for ADS students	Managing Contractor	Use only recognised travel agents and reliable methods of ticketing
I.2	Advise scholar of preferred route and flight dates	Managing Contractor	
I.3	Adapt and refine the ADS Pre Departure Briefing materials for AusAID's endorsement	Managing Contractor	
I.4	Inform candidates about PDB details	Managing Contractor	
I.5	Arrange PDB scholar / AusAID logistics and venue	Managing Contractor	
I.6	Facilitate participation at PDB for awardees from outside capital cities and facilitate participation of ADS returned students to act as facilitators during the PDB	Managing Contractor	
I.7	Arrange for scholar's dependent spouse to attend PDB if required	Managing Contractor	
I.8	Provide PDB presentation session and Q & A	AusAID Post	
I.9	Create handouts for the PDB and gain AusAID endorsement	Managing Contractor	
I.10	Distribute the specific Pre-Departure kits from Universities to those scholars that will attend them	Managing Contractor	
I.11	Prepare Foundation Awards media release and organise the means of release for AusAID's approval	Managing Contractor	
I.12	Arrange for press-release / publicity for the cohort travelling to Australia	Managing Contractor	
I.13	Reimbursement of travel, accommodation and provision of meal allowance-PDB	Managing Contractor	
I.14	Finalise all departure / logistics arrangements	Managing Contractor	
I.15	Inform each university of the scholar's arrival details	Managing Contractor	Needs to be provided in advance so that the Universities are able to arrange for airport pick and temporary accommodation services
I.16	Confirm to AusAID when the scholars have arrived in Australia and the commenced course	Managing Contractor	

I.17	Maintain quarterly contact and respond to ad hoc queries from scholars while they are in Australia	Managing Contractor	By maintaining contact with the scholars, an opportunity to quickly respond to problems or serious issues. The SCO should be copied in all student correspondence with the MC while the student is in Australia.
I.18	Deal with requests for extensions or variations in consultation with AusAID	Managing Contractor	
I.19	Decide on any scholarship extensions or variations	AusAID Post / AusAID Canberra	Seek advice from ASG Canberra for difficult cases and seek approval from PG for the public sector candidates.
I.20	Advise the university SCO of any ADS scholarship variation decisions	Managing Contractor	
I.22	Provide a summary of the scholar return dates to home country	Managing Contractor	This will be discussed with AusAID in relation to re-entry focus and also Alumni potential
I.23	Provide scholars with Alumni information while they're in Australia	Managing Contractor	
I.24	Provide a report to AusAID every 6 months and provide exception reports when appropriate	Managing Contractor	
J	**ADS Return to Pakistan / Alumni**	**Responsibility**	**Comments / Notes**
J.1	Inform / meet PG institutions and AusAID in relation to ADS scholar planned return	Managing Contractor	Return details are entered by the University and AusAID Post is informed through an email from SIMON
J.2	Confirm scholars' return dates to Pakistan	Managing Contractor	Provide advance notice to AusAID; confirm actual returns to Pakistan and immediately notify AusAID regarding any non-returns; maintain statistics on annual scholar return rates.
J.3	Acknowledge the return of each successful scholar	Managing Contractor	Each ADS scholar who returns to Pakistan via Islamabad will be met at the airport by a staff member of the MC
J.4	Arrange a short de-brief with returned scholars	Managing Contractor	Gather information and advice for other potential scholars; their proposed reintegration now that they have returned to Pakistan; as well as any opportunities for their personal participation via the re-launched Alumni.
J.5	Discuss HRD and Reintegration Plan with GOP / institutions prior to scholar's return (if applicable)	Managing Contractor	To be conducted in liaison with AusAID as part of strengthening potential impact
J.6	Enter scholar contact details on data base/OASIS	Managing Contractor	
J.7	Establish and maintain Alumni data base and provide summary information to AusAID	Managing Contractor	The previous Alumni details can be included as part of revitalising the organisation
J.8	Host / facilitate Alumni events (social and professional)	AusAID Post	Discuss with AusAID potential events of activities that can support and advocate the Alumni
J.9	Develop and distribute Alumni newsletter (six-monthly)	Managing Contractor	Send by email to all Alumni, all Pakistan ADS studying in Australia and to agreed GOP / NGO agencies
J.10	Establish and maintain an M&E system for scholarship management	Managing Contractor	

J.11	As requested by AusAID, develop/conduct tracer studies of sample scholars who have returned to Pakistan	Managing Contractor	To include follow up on Reintegration Plans and conducted on a reimbursable basis as instructed by AusAID
J.12	As requested by AusAID, develop and conduct case studies to highlight impact and contribution of the ADS	Managing Contractor	
K	**Other**	**Responsibility**	**Comments / Notes**
K.1	Provide reports and M&E data as required under the SOS and / or as requested by AusAID	Managing Contractor	
K.2	Conduct Annual MC performance review	AusAID Post	On the anniversary of contract commencement
K.3	Provide summary data to AusAID for its global scholarship reporting requirements	Managing Contractor	Required by AusAID in Feb / March each year

ANNEX 6

Scope of Services and Basis of Payment (refer to separate document)

ANNEX 7

Summary of Organisations / People Consulted

Organisation in Pakistan	Person	Position
AusAID Post, Islamabad	Mr. Mark Tattersall	First Secretary: Development Cooperation
	Ms Noreen Hasan	Program Manager
	Ms Aadia Asghar	Program Officer
AUSTRADE Pakistan	Mr. Azhar Shah	Regional Business Development Manager
Independent Consultant	Ms Sandie Walton	ADS external Short Listing consultant (telephone discussion)
Independent Consultant	Ms Alana McConnon	ADS external Short Listing consultant
DIAC	Mr. Pat Dever	First Secretary, DIAC
	Mr. Faisal Hamdani	Visa Officer
DEEWR	Ms Sajida Rehman	Education and Scholarships Adviser
HEC	Dr S Mahmood Raza	Adviser, HRD
	Ms Rezwana Siddiqui	Project Director
EAD	Mr. Abdur Rauf Khan	Deputy Secretary
	Mr. Asif Hussain Shah	Section Officer
DFID	Ms Umbreen Arif	Education Adviser
The United States Educational Foundation in Pakistan		
	Shelale Abbasi	Senior Education Adviser
Cardno ACIL EMG	Mr. Khalid Khan	Cardno Representative
British Council	Ms Nishat Riaz	Head of Programs – HEP
	Mr. Khawar Tanweer	Programmes Officer
SMEC Pakistan	Mr. Ahsam Sohail Arshad	Country manager (telephone discussion)
Euroconsult Pakistan (pvt) ltd	Mr. Umar Masoud	Managing Director
	Mr. Iftikhar Ahmed	General Manager

ANNEX 8

Summary Statistics for the Participation of Women in Australian Scholarships

Gender Disaggregated Data of the Australia Pakistan Scholarship Program as at 12th November 2008

Scholarships Program	Awarded (M)	Awarded (F)	Total Awarded	% Male	% Female	In Aust (M)	In Aust (F)	Total In Aust	% Male	% Female
Total APSP Masters	82	51	133	62%	38%	33	15	48	69%	31%
Total APSP PhDs	30	8	38	79%	21%	18	4	22	82%	18%
Total ADS (1999-2008)	68	67	135	50%	50%	8	8	16	50%	50%
Total ASLP	6	1	7	86%	14%	2	0	2	100%	0%
Total AusAID-CMU	18	1	19	95%	5%	6	0	6	100%	0%
Total AusAID-CTCP	8	0	8	100%	0%	1	0	1	100%	0%
GRAND TOTAL	**212**	**128**	**340**	**62%**	**38%**	**68**	**27**	**95**	**72%**	**28%**

Scholarships Program	Completed (M)	Completed (F)	Total Completed	% Male	% Female
Total APSP Masters	11	7	18	61%	39%
Total APSP PhDs	0	0	0	0%	0%
Total ADS (1999-2008)	55	57	112	49%	51%
Total ASLP	1	0	1	100%	0%
Total AusAID-CMU	0	0	0	0%	0%
Total AusAID-CTCP	1	0	1	100%	0%
GRAND TOTAL	**68**	**64**	**132**	**52%**	**48%**