Australian Scholarships for Africa Program
2010 – 2015

Design Document

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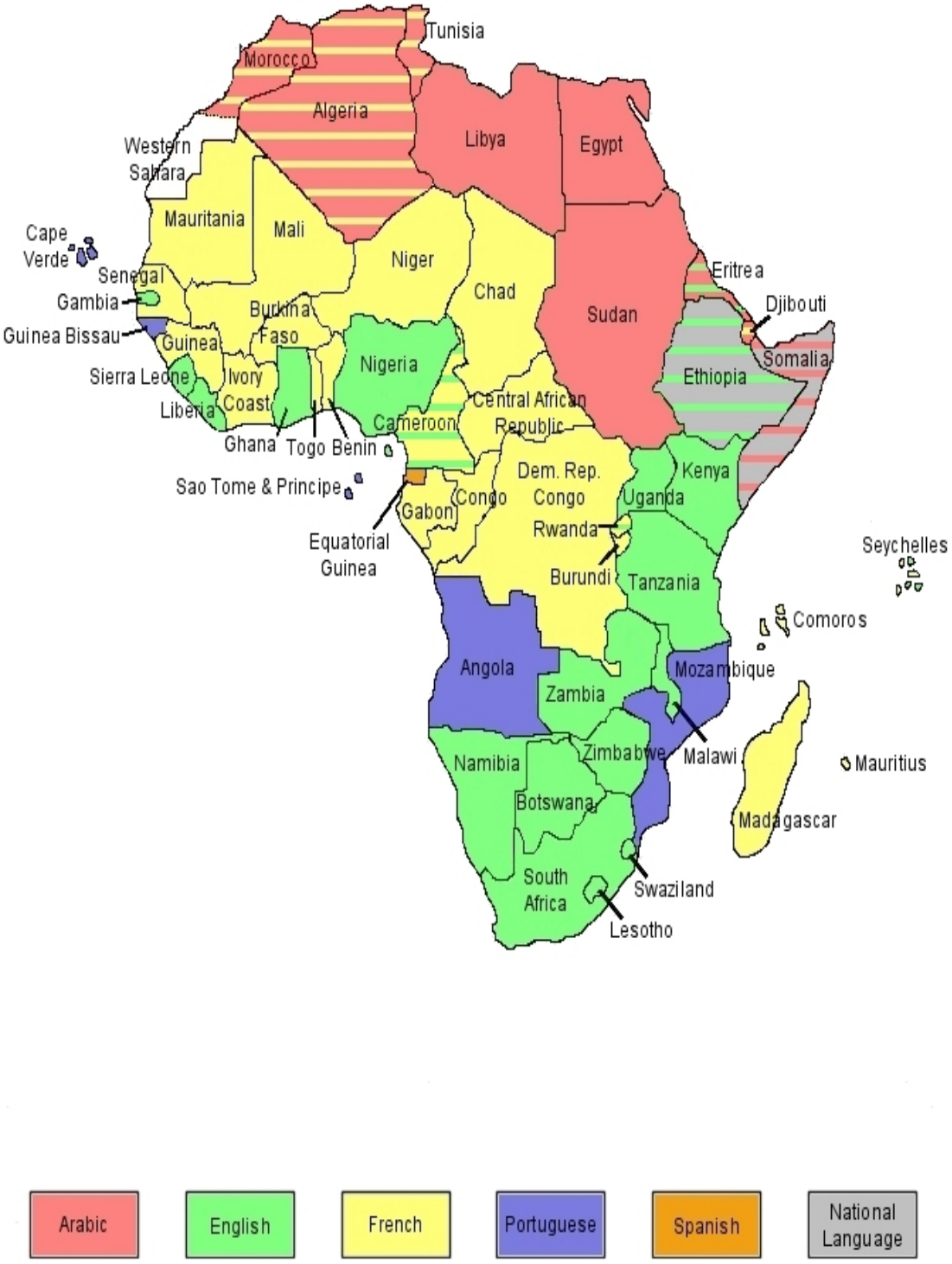
Language map of Africa



Dominant international languages spoken

Abbreviations and acronyms

AAPF	Australia-Africa Partnerships Facility
ACIAR	Australian Centre for International Agricultural Research
ADS	Australian Development Scholarship
ANCP	AusAID NGO Cooperation Program
AR	Annual Report
ASG	Australian Scholarships Group (AusAID)
AQF	Australian Qualification Framework
AP	Annual Plan
AU	African Union
AusAID	Australian Agency for International Development
Austrade	Australian Trade Commission
CIDA	Canadian International Development Agency
CPG	Commonwealth Procurement Guidelines
CPS	Country Program Strategy
CRICOS	Commonwealth Register of Institutions and Courses for Overseas Students
CS	Civil Society
DAC	Development Assistance Committee (OECD)
DAP	Desired Applicant Profile
DD	Design Document
DEEWR	Department of Education, Employment and Workplace Relations (Australia)
DFAT	Department of Foreign Affairs and Trade (Australia)
DFID	Department for International Development (UK)
DIAC	Department of Immigration and Citizenship (Australia)
DM	Design Mission
(UN)ECA	(United Nations) Economic Commission for Africa
ELT	English Language Training
ERTOA	Enterprise Registered Training Organisation Association (Australia)
FY	Financial Year
GoA	Government of Australia
HoM	Head of Mission
IAP	Introductory Academic Program
IDP	IDP Education Australia Ltd
IELTS	International English Language Test System
LTA	Long Term Award
MC	Managing Contractor

MDG	Millennium Development Goals
M & E	Monitoring & Evaluation
MTEC	Minerals Tertiary Education Council (Australia)
MoU	Memorandum of Understanding
MTR	Mid-Term Review
NGO	Non Government Organisation
NOOSR	National Office of Overseas Skills Recognition (Australia)
OASIS	Online Australian Scholarships Information System (AusAID)
ODA	Official Development Assistance
OIC	Officer in Charge
OSHC	Overseas Student Health Cover
PB	Performance Benchmark
PDA	Professional Development Award
PDB	Pre-Departure Briefing
PG	Partner Government
PhD	Doctor of Philosophy
PLD	People Living with Disability
PoC	Point of Contact
Post	AusAID staff posted overseas
PRSP	Poverty Reduction Strategy Paper
PS	Private Sector
PSET	Pre-Selection English Test
PWD	People with Disability
QA	Quality Assurance
RFT	Request for Tender
RP	Reintegration Plan
RPR	Reintegration Plan Report
RTO	Registered Training Organisation
SADC	Southern African Development Community
SC	Short Course
SCA	Short Course Award
SCDN	Short Course Delivery Node
SIMON	Student Information Management System (AusAID)
SP	Selection Panel
SPDA	Study and Professional Development Award
TAFE	Technical and Further Education
TAG	Technical Advisory Group

TOEFL	Test of English as a Foreign Language
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	UN Development Program
UNICEF	United Nations Children's Fund
VET	Vocational Education and Training
WofG	Whole of Government

1 Executive summary

Program description

AusAID is currently expanding its assistance to Africa as part of a broader whole-of-government Africa strategy. There will be a substantial increase in Australian assistance to support progress towards the MDGs with an emphasis on continent-wide approaches that build on successful aspects of the existing program including past scholarship programs.

In January 2009, the Australian Government announced at an African Union Executive Council Meeting that '*… it would increase by up to ten-fold scholarships and fellowships offered to students from across Africa as part of its commitment to enhance Australia's relationships with the nation states, regional institutions and the continent of Africa.'*

This design covers a diversified and expanded program of awards for Africa consistent with the commitments announced. It will increase Australia's profile in Africa by showcasing expertise in key sectors such as agriculture and mining that are aligned with the priority needs of partner countries. It will help to promote Africa-Australia linkages in other areas of Australian expertise at government, commercial and civil society levels. It will also be able to demonstrate responsiveness to partner government emerging sector priorities.

The improved awards program reflected in the design actively pursues quality, access and equity throughout the award management cycle with a strong emphasis on improving the front-end of award management with clear and effective development targeting, scholar profiling, effective promotion and ability to measure effectiveness. It maximises transparency and accountability in application, short listing and selection. It will ensure a stronger engagement with program alumni.

Length of assistance and funds to be committed

The new program is to commence on 1 July 2010 and will cover a five-year period ending 2014-2015 (it is expected that an initial contract of three years' duration will be offered, with an option to extend for a further two years pending further funding approval). Awards to Africa will be expanded to 1,000 awards annually by 2012-13. This is a tenfold increase on current numbers. Current award numbers (traditional scholarships and fellowships) are being scaled up to allow this target to be met. Indicative costings indicate a program budget over the five-year period of around AUD400 million. Within this total, the in-Australia costs for all LTA scholars on award at program commencement and until 30 June 2015 are estimated at some AUD180 million.

Partners

Key promotional partners will be the existing as well as new government nominating authorities; regional industry or commercial associations plus Austrade; and core partners of selected civil society organisations.

Key implementation partners may include leading African research and training institutes in key sectors of focus for the program.

Australian tertiary and TAFE institutions and other registered training organisations as well as Australian employers will deliver, potentially in conjunction with African partners, the training and workplace experiences sought by beneficiary agencies and organisations.

Priority sectors

The design specifies MDG-related priority sectors / themes that will be focus areas for the new program as well as sub-sectors proposed for *initial* focus. They cover areas where Australia has a comparative advantage and where African countries have confirmed human resource gaps. These sectors align with the proposed MDG-based pillars of the new Africa strategy.

These sectors and their initial sub-sector focus are:

- Food security: agriculture, fisheries, biosecurity
- Natural resource management: mining, drilling and extractive industries; environmental management
- Maternal and child health care
- Water and sanitation
- Public policy: diplomacy; public sector reform; public financial management; trade
- Additional areas of demand within the MDGs

Delivery modalities

The program provides a diversified approach of three award types, namely Long-Term Awards (LTAs), Short Course Awards (SCAs) and Professional Development Awards (PDAs). All of these awards types adhere to Australian-based quality standards previously associated with Australian Development Scholarships. Both SCAs and LTAs offer considerable opportunities for in-Africa delivery through direct Australian provision (SCAs) or partnership arrangements between local and Australian course providers (SCAs & LTAs). SCAs and PDAs also offer opportunities for further consolidating investments in LTA recipients, thereby promoting enhanced sustainability of outcomes.

The program includes a mixture of long-term postgraduate awards (40% – Masters and a small number of PhDs) at Australian universities (or in Africa through a registered Australian university); short course awards (50% – delivered in Australia or in Africa) and professional development awards (10%) covering work attachments in Australia. Within the LTA allocation a small number of Undergraduate awards may also be funded at Australian TAFEs and Universities for public and private sector employees from a limited range of countries.

Critical challenges to success and design response

The design gives serious attention to lessons learned and associated risks from past scholarship reviews and constraints identified by a 2008 Scoping Mission to Africa. These have been addressed in the following key areas:

Management and governance

A Managing Contractor selected through a two-stage international competitive tendering process, will be adequately resourced to meet the challenges of this complex program. Key international positions (team leader; M&E specialist; course adviser) are specified in the design (with position descriptions). The program will operate through three hub offices (Pretoria, Nairobi and Australia) but to maximise efficiencies up to an additional four Short Course Delivery Nodes are indicated in Mozambique, Egypt, Mauritius and Ghana. This will facilitate delivery potentially in each of the major language groupings: Portuguese, Arabic, French and English.

The design allows for substantial AusAID involvement in the program to maximise impact, ensure transparency of processes, effectively manage relationships with partner governments and promote Australian identity. This process will be facilitated through a Technical Advisory Group that will report directly to AusAID. AusAID will chair a Senior Reference Group to review strategic directions facilitating whole-of-government (WofG) inputs. Pan-African and African regional organisations may be involved in selection panels and partner networks.

Alumni

Program objectives will not be met if alumni are unable to fully utilise their skills and knowledge on return. Effective alumni strategies contribute to successful Australian award outcomes by supporting the enhancement of mutual understanding and contributing to linkages between individuals in Australia and partner countries while contributing to program promotion and sustainability. This design acknowledges the importance of effective post-award strategies and has adopted approaches that are realistic given the potentially large number of beneficiary countries while allocating adequate funds and Managing Contractor staff support for sustainable alumni initiatives. It will only support the creation of alumni associations where these are alumni-initiated. Reintegration plans, mandatory for all types of awards, feature in the selection process and are supported and monitored on return. LTA alumni may also be eligible for SCA and PDA opportunities as a means of enhancing the level and sustainability of their impacts.

Targeting and Selection

Effective targeting and student selection that combines English language testing with a rigorous interview process is a critical success factor in terms of positive LTA outcomes. All LTA awardees will go through an interview process supported by two types of EL testing. English language training will be available. By clearly defining 'Desired Applicant Profiles' for each award program objective and separately targeting these profiles in promotional, selection and support activities, the program will capture both efficiency and effectiveness gains. Fields of study will be determined by the agreed priority sectors and the priority needs of employers. A full-time course adviser will help ensure that courses and fields of study will match these requirements. The transparency of the selection process has been strengthened through a 'tear-off slip' process that helps ensure that all targeted applications are able to be assessed.

Equity considerations

To achieve gender equity, good practice gender-specific measures are designed to enable women to compete with men for awards on an equal basis. As many as seven specific gender-equity measures have been incorporated in the design to address gender equity objectives recognising that constraints will vary significantly between the large number of countries potentially involved in the program. They cover Access and Equity Funds (Gender & PWD); Special Needs Coordinators; desired applicant profiles and targeted promotion; preferential access to Ancillary Awards; an appropriate range of Short Course and PDA types; appropriate choice of Short Course and PDA venues; and participation targets.

The program will ensure that adequate and appropriate information is disseminated to people with disability, as well as to people within their representative/support organisations. An *Access and Equity Fund* may be accessed by awardees with specific accessibility issues. By application of these and other measures incorporated in the design, a target has been set of 2-5% of applications and 2-5% of awardees from people living with disabilities.

Communications strategy

The design incorporates a Communications and Public Diplomacy Strategy to help ensure that all awards are clearly and unambiguously perceived as an initiative of the Australian Government. Periodic geographic adjustments to various strategic targets will ensure that the program adequately reflects bilateral and other commitments. The M&E Framework gives particular attention to approaches that will support and monitor this objective.

Monitoring and evaluation

There is a critical need to define clear and practical objectives for award programs and M&E frameworks must be able to demonstrate effectiveness beyond basic output and process measures. The design objectives are clear and measurable, aligned with the new Africa strategy and reflected directly in the M&E Framework. The Framework is fully compliant with latest AusAID guidance relating to SPDA initiatives. It provides appropriate coverage without the addition of any unnecessary complication for management. In regard to outcome-level information, it relies heavily on the use of Reintegration Plans and associated Reintegration Plan Reports.

2 Context

2.1 Government announcements

The international donor community has recognised the need for scaled up commitments to assist Africa meet its Millennium Goals by 2015. Australia announced at the United Nations General Assembly in September last year *'…that it wants to be part of progress towards the Millennium Goals in Africa, concentrating in our areas of comparative advantage: food security, maternal and child health, water and sanitation'.* Also mentioned were Australia's growing commercial relationship with Africa, particularly in mining and increasing support for Australian NGOs active in Africa.

In January 2009, Australia announced at an African Union Executive Council Meeting that *'… it would increase by up to ten-fold scholarships and fellowships offered to students from across Africa as part of its commitment to enhance Australia's relationships with the nation states, regional institutions and the continent of Africa.'*

Since 1960 Australia has funded over 3,600 students from Africa to study at Australian institutions and Australian scholarships have a high reputation across Africa.

This design covers a diversified and expanded program of awards for Africa consistent with the commitments announced by the Government. It will showcase expertise in key sectors such as agriculture and mining that align with the priority needs of partner countries. It will help to promote Africa-Australia linkages in other areas of Australian expertise at government, commercial and civil society levels. It will also be able to demonstrate responsiveness to partner government emerging sector priorities.

2.2 Program parameters

2.2.1 Maintaining award standards in the context of untying ODA

In 2006 the Australian Government's Overseas Aid Program was untied. It excluded Australian Development Scholarships and Australian Leadership Awards now being repackaged within *Study and Professional Development Awards (SPDAs).*

AusAID generally undertakes two forms of capacity-building exercises targeting individuals. The first is formal education, training or experience, which incorporates a recognised standard of content and delivery. The second is informal instruction, which may be of varying standard due the ad-hoc nature of its sourcing and application. Both of these forms of capacity-building are important tools and both will continue to be applied by AusAID in the Africa context.

AusAID therefore requires unambiguous but flexible standards by which to consistently define SPDA Programs to render the untied aid exclusion workable from a contracting perspective and to clearly distinguish these awards from ad-hoc capacity building. Given the currency of this matter, award types used in this design carefully adhere to Australian-based quality standards previously associated with Australian Development Awards (ADS) and Australian Leadership Awards (ALA) in relation to both course content and delivery of awards. The design team found no significant problems in maintaining this rigor and confirmed their advantages. The approach was also supported by potential Australian training providers consulted by the team and is consistent with the strategic considerations and government announcements.

2.2.2 SPDAs and institutional strengthening

SPDA programs are intended to deliver individual awards. By their nature they only contribute skilled individuals to institutional strengthening, but cannot deliver integrated

institutional strengthening approaches. To apply such broader capacity-building approaches is the role of AusAID's sector-based initiatives, which may draw on SPDA programs or other informal capacity-building facilities to assist as required. Were SPDA programs to try to wholly co-opt such approaches, this would only provide opportunities for duplicative or uncoordinated efforts. Given the continent-wide range of organisations to be provided alumni under this program, it would also be entirely unrealistic to expect to realise significant cumulative effects within particular organisations.

2.2.3 Award categories in the diversified Africa context

The vast majority of past SPDA opportunities provided to Africa have been long-term awards undertaken in Australia. This design diversifies the past approach consistent with the government's announcement of a mix of *'scholarships and fellowships'*. The absolute numbers of all award types will increase very significantly under this program. Three basic types of Award will be offered. These are Long Term Awards (LTAs – 'traditional scholarships'), Short Course Awards (SCAs) and Professional Development Awards (PDAs – professional or vocational work placements). While existing African Fellowship Programs have included both SCAs and PDAs, the vast majority of these have been SCAs, with only relatively few true PDAs being delivered to date. The design investigations leading to this report have clearly indicated that management requirements of SCAs and PDAs are fundamentally different. These fundamental differences encompass basic program functions such as approaches to identification of providers and relevant selection processes, as well as support issues such as applicable visa requirements. By separating the existing 'fellowships model' into SCA and PDA short awards, this program will be able to tailor the most effective and efficient management options for each.

These three award types (LTAs, SCAs, and PDAs) are sufficiently flexible to allow for a number of appropriate delivery options in the African context. This will include in-Africa delivery of significant numbers of SCAs and LTAs or their components (eg sandwich course, joint research supervision etc) through partnerships with Australian standard providers. A number of additional options were considered, but rejected in this case due to local contraindications identified by both the design and scoping missions for this program. Most importantly, this design and its scoping mission also identified serious capacity constraints within larger (public) African universities. All such institutions consulted were grossly oversubscribed by annual applicants and are already operating beyond their student taking capacities. Hence, adding any significant number of additional sponsored students to this mix may only serve to displace an equal number of the most vulnerable existing students or applicants who are 'least able to pay'. This would be in contravention of the *'do no harm'* principle. Smaller private universities may still be keen to profit from full fee-paying students, but these again specialise mostly in irrelevant sectors and their quality standards may be difficult to substantiate.

In summary, the specific natures of each of the three types of awards to be offered by the new African SPDA program are as follows:

(i) Long Term Awards (Traditional Scholarships)

These are awards which result in a formal academic or vocational qualification listed under the Australian Qualification Framework (AQF). This allows for potential for both in-Australia and in-Africa delivery of relevant courses where these are the result of partnerships between local and Australian course providers (eg sandwich courses, jointly offered degrees, etc.).

(ii) Short Course Awards

Opportunities for formal study or training, in the African case being generally less than three months duration and delivered by an approved Australian higher education provider or an Australian Registered Training Organisation (RTO).[1] This will at least result in either a formal transcript of a complete unit (or subject) offered within a course under the Australian Qualifications Framework (AQF) or a formal Statement of Attainment in relation to a skill or competency covered by Australian nationally-registered Vocational Education or Training (VET) material. In all cases, compliance with this level of quality assurance requires a recognised standard of both course content and course delivery. In-Africa delivery is practical, and adaption of Australian material to the African context is specifically catered for.

(iii)Professional Development Awards

These are awards of up to three months duration that provide recipients with the opportunity to obtain valuable experience and new perspectives from placement in professional or vocational workplaces that are actively operating to Australian standards in a relevant industry or public sector. While they may include a training component, work placement and associated on-the-job learning experience must comprise at least 70% of their duration. Demand for this type of award has not been fully tested so the initial years of implementation may be considered a 'pilot' for evaluation by a Mid Term program review scheduled for the end of 2012.

Note that SCAs and PDAs also offer opportunities for further consolidating investments in LTA recipients, thereby promoting enhanced sustainability of outcomes.

2.3 Consistency with existing AusAID and other donor programs

The enhanced award program will remain a key pillar of Australian aid to Africa – along with the new Australia-Africa Partnerships Facility (AAPF) – it will be a key means by which Australia responds to African partners' human resource capacity-building needs. The proposed areas of sectoral focus under the new program align with the pillars of Australia's enhanced assistance to Africa: food security and agriculture; maternal and child health; water and sanitation as well as mining and public sector reform. Opportunities to maximise synergies across these pillars and between new SPDA and partnerships programs will be fully exploited.

Australia will wherever possible seek to harmonise efforts in a manner consistent with commitments to the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action. Reflecting these commitments, partnership networks – at national, regional and continent-level – are a fundamental operational element of this design.

Such networks not only fulfil an important operational role (through program promotion, applicant identification and shared M&E arrangements), but will also allow the establishment of an Africa Study Assistance Forum for sharing lessons learned and best practice approaches with those donors that also have study award programs serving Africa. This process has begun and early initiatives are described in *Annex 1.2*.

[1] Approved Australian higher education providers are listed in Table A, B and C of the *Higher Education Support Act 2003*

2.4 Rationale for AusAID involvement

As discussed earlier, as part of a broader re-engagement with Africa, the Minister for Foreign Affairs has announced a commitment to deliver an expanded award program in Africa of up to 1,000 awards per year by 2012-13. This commitment recognises that human resource development is a key to Africa's future and seeks to build on the strong reputation of Australian Development Scholarships on the continent.

2.5 Lessons learned

Key lessons learned most relevant to the situation in Africa have influenced the present design. These lessons are listed below together with comment on how they have been reflected in the design.

Lessons learned in implementing scholarship programs in Africa

- AusAID needs to maintain substantial involvement in the program to maximise impact, ensure transparency of processes, effectively manage relationships with partner governments and promote Australian identity.
    - *AusAID will continue to exercise responsibility for partner government relationships and manage the selection process. The Managing Contractor (MC) will assist and provide strategic advice. A Technical Advisory Group will report directly to AusAID and a Senior Reference Group will play an important role.*

- Management of evaluation and post-award processes requires specialised skills and resources. Other award management processes require different skill sets.
    - *The design provides for specialised MC positions – international and local – to manage particular aspects of the SPDA process including a full-time international position responsible for monitoring and evaluation.*

- Alumni face barriers on return that prevent them fully utilising their skills and knowledge on return.
    - *Reintegration plans are mandatory for all types of awards, feature in the selection process and are supported and monitored on return in conjunction with alumni network activities.*

- Maintaining a sectoral focus is important but too narrow a sectoral focus can limit the available field of excellent candidates.
    - *The design covers a significant range of sectoral priorities in areas where Australia has a comparative advantage but this will be regularly reviewed and there is provision for additional sectoral areas of demand to be addressed.*

Program wide lessons

- There is a critical need to define clear and practical objectives for award programs and M&E frameworks must be able to demonstrate effectiveness beyond basic output and process measures
    - *This design defines clear and measurable objectives that cover all award categories and beneficiary groups, are broadly aligned with the new Africa strategy and reflected directly in the M&E Framework.*

- By clearly defining applicant profiles for each award program objective and separately targeting these profiles in promotional, selection and support activities, programs can capture both efficiency and effectiveness gains.

- *This design incorporates* 'Desired Applicant Profiles' *and these will be separately targeted during implementation.*

- Student selection that combines EL testing with a rigorous interview process is a critical success factor in terms of positive LTA outcomes.
  - *All LTA awardees will have gone through an interview process supported by two types of EL testing.*

- Any alignment between LTAs and program strategies will be coincidental rather than strategic where selection is based entirely on individual merit and no consideration is given to preferred fields of study or the priority needs of employer agencies.
  - *Fields of study will be determined by the agreed priority sectors and the priority needs of employers. A full-time course adviser will help ensure that courses and fields of study will match these requirements.*

- Effective post-award strategies such as alumni networks have the potential to contribute to successful Australian award outcomes by supporting the enhancement of mutual understanding and contributing to linkages between individuals in Australia and partner countries while contributing to program promotion and sustainability. However, half-hearted program-driven attempts to establish alumni associations are a waste of both AusAID and alumni time and resources.
  - *This design acknowledges the importance of effective post-award strategies and has adopted approaches that are realistic given the potentially large number of beneficiary countries while allocating adequate funds and MC staff support for sustainable alumni initiatives. It will only support the creation of alumni associations where these are alumni-initiated.*

- To achieve gender equity objectives in countries where award target groups have male-dominated management structures, good practice gender specific measures are needed to enable women to compete with men for awards on an equal basis.
  - *As many as seven specific gender-equity measures have been incorporated in the design to address gender equity objectives recognising that constraints will vary significantly between the larger number of countries potentially involved in the program.*

- Award integrity must not be compromised by ineffective, inefficient or unskilled MC staff.
  - *This design has given particular attention to staffing requirements and provides a comprehensive indicative staffing package covering all program management elements. AusAID will carefully consider the MC staffing arrangements and quality assurance measures as part of the tender evaluation process.*

- Unless the scope of an Award program is constrained to a small set of recipient organisations, such programs can only contribute to institutional strengthening of organisations by providing opportunities to strengthen the capacities of specific individuals within them.
  - *The necessary scope of this design does not permit the targeting of a limited number of organisations, hence its impacts on institutional strengthening will be limited to those achievable through strengthening of individual employees.*

3 Program description

The new program as reflected in this design sets out a new vision for AusAID Study and Professional Development Awards to Africa from 2010-15. It paves the way for an improved award program that actively pursues quality, access and equity throughout the award management cycle with a strong emphasis on improving the front-end of award management with clear and effective development targeting, scholar profiling, effective promotion and ability to measure effectiveness. It maximises transparency and accountability in application, short listing and selection. It will ensure a stronger engagement with program alumni.

3.1 Goal and objectives

The goal and four objectives of the Africa Program 2010-2015 are:

Program Goal

A Study and Professional Development Award program contributing to achievement of MDGs in Africa while promoting Australia as an active partner in African development.

Award program objectives

To meet the goal the program will provide African[2] managers and practitioners with access to Australian-standard educational, training or professional development opportunities which better equip them to lead or support achievement of the following four objectives:

Objective 1

AusAID alumni within African government agencies develop and apply sound policy and practice relevant to designated sectors, particularly in specified sub-sectors[3], and in additional areas of demand.

Objective 2

AusAID Alumni within African non-profit civil society and African development organisations develop and apply sound operational policy and practice, including collaborative engagement, relevant to designated sectors, particularly in specified sub-sectors.

Objective 3

AusAID alumni within African commercial private sector organisations develop and apply sound corporate policy and practice, including industry linkages, relevant to designated sectors, particularly in specified sub-sectors.

Objective 4

Recognition of Australia as an active partner in African development.

The M&E Framework *(Annex 10)* presents the goal and objectives in Objective Tree format that shows Intermediate Result Areas (IRAs) and other M&E relationships.

[2] Inclusive of all ethnic and racial groups

[3] These designated sectors and sub-sectors vary by objective and are defined in *Section 3.3*

3.2 Expected outcomes

Evidence covering the following four key outcomes (defined as representing 'achievement of objectives') will be gathered by the M&E Framework detailed in *Annex 10.*

Outcome 1: AusAID alumni within African Government, Civil Society and Private Sector organisations contributing to the development of sound policy relevant to specified sectors, sub-sectors, and (for Government only) additional areas of demand.

Outcome 2: AusAID alumni within African Government, Civil Society and Private Sector organisations contributing to the application of sound practices relevant to specified sectors, sub-sectors, and (for Government only) additional areas of demand.

Outcome 3: AusAID alumni within African Civil Society and Private Sector organisations collaboratively engaging (particularly through industry linkages within the Private Sector) with other relevant organisations operating in specified sectors or sub-sectors.

Outcome 4: Personal, published or official references to this SPDA program made across a broad range of African countries or fora, and directly implying positive recognition of the Australian Government's renewed efforts towards engaging in African development.

Outcome 3 can be regarded as a subset of Outcomes 1 & 2, but given the specific references provided in the objectives, this outcome clearly deserves discrete attention.

3.3 Priority sectors

The following priority sectors / themes and relevant sub-sectors will be priority areas for the new program within a broader focus on supporting achievement of the MDGS. All cover areas where Australia has a comparative advantage and where African countries have confirmed human resource gaps, as tested by the design team in a number of key partner countries.

The design team received indications of additional areas of demand in the public sector (covering every conceivable sector and sub-sector) in the seven countries visited but there was no single area of need common to these requests. The *'additional area of demand'* restricted to the public sector and covering all award categories is therefore reserved for use during program implementation as the program interacts with a wider range of countries. The MC's annual work plan will include recommendations as to areas that might be covered based on these program interactions.

An example of how such flexibility may be used is in the provision of awards in the fields of peace-building or conflict resolution to conflict-prone countries. Consideration may be given to relaxing the restriction of the additional areas of demand option by extending it to the private sector only. Civil society groups from conflict-prone countries may also benefit from inclusion in such awards, provided that their inclusion does not provoke political sensitivities.

Table 1: Priority sectors by organisational category

Organisational category	Sector / theme	Initial sub-sector focus
	Public Policy	Public sector reform
AFRICAN GOVERNMENT AGENCIES		Public Financial Management
		Diplomacy
		Trade
	Food Security	Agriculture
		Fisheries
		Biosecurity
	Natural Resource Management	Mining, drilling & extractive industries
		Environmental management
	Maternal and Child Health Care	
	Water and Sanitation	
	Additional Areas of Demand within the MDGs	
AFRICAN NON-PROFIT CIVIL SOCIETY AND DEVELOPMENT ORGANISATIONS	**Food Security**	Agriculture
		Fisheries
	Natural Resource Management	Mining, drilling & extractive industries
		Environmental management
	Maternal and Child Health Care	
	Water and Sanitation	
AFRICAN COMMERCIAL PRIVATE SECTOR ORGANISATIONS	**Food Security**	Agriculture
		Fisheries
	Natural Resource Management	Mining, drilling & extractive industries
		Environmental management
	Water and Sanitation	

3.4 Forms of aid – award allocations

3.4.1 Award types

The program will cover a mixture of long-term postgraduate awards (Masters and a small number of PhDs) at Australian universities (or in Africa accredited through a registered Australian university); short course awards (delivered in Australia or in Africa) and professional development awards covering professional or vocational work attachments in Australia. All awards will comply with the existing *Study and Professional Development Awards (SPDA)* standards referred to in *Section 2.2* above.

Applicants for long terms awards need to be interviewed, may require ELT and both preparation and course costs are significantly higher than for short courses. Short course awards may be delivered in Australia or Africa and there is no ELT requirement (some courses may be conducted in a foreign language). Short awards, especially PDAs will tend to favour more direct industry-to-industry linkages.

The 5-year Africa scholarships program will allocate up to 40% of its awards to long-term and mainly postgraduate study in Australia. This is a four-fold increase on current numbers and appropriately takes into account management and logistic constraints, the willingness and capacity of partner governments to release their most appropriate personnel for long term study and the high per unit cost of this type of award.

Within the 40% allocation, up to 2% of total program awards will be available for PhD study for which there is a high level of demand in Africa. To maximise impact, such awards will only be available for applicants who occupy or are expected to occupy, senior positions requiring individual research or the supervision of other researchers.

Undergraduate awards are not generally considered appropriate because of higher cost, longer time away from home countries, awardees not having a proven ability to study at tertiary level, greater risk of non-return to home countries and less likelihood of being able to apply new skills and knowledge on return.

However, a small number of Undergraduate awards may be funded at Australian TAFEs and Universities carefully targeted to government or private sector employees (given the political dimensions and the focus on economic relationships) in response to high level political requests. They will not be actively promoted and selection will be based on carefully targeted Desired Applicant Profiles with mandatory reintegration plans. The design is sufficiently flexible to cope with a small number of such awards and up to 2% of total awards from within the 40% LTA allocation may be diverted to Undergraduate awards.

The balance of 60% is for short awards, with 50% available as Short Course Awards and 10% available for Professional Development Awards. The latter percentage reflects the design team's assessment of likely in-Australia supply constraints on work placement opportunities for this type of award in the current economic climate.

3.4.2 Program scale up by type of award

The new Africa Program is required to scale up the number of new awards as rapidly as possible, reaching the targeted annual number of 1,000 awards by 2012-13.

Table 2: Program scale up by type of award[4]

	2009-10	***2010-11***	***2011-12***	***2012-13***	***2013-14***	***2014-15***
Long Term Awards – Masters (**38%**)[5]	171	242	310	380	380	380
Long Term Awards – PhD **(2%)**	0	8	15	20	20	20
Short Course Awards (in-Australia & intra-Africa) (**50%**)[6]	29	100	350	500	500	500
Professional Development Awards (**10%**)	0	50	75	100	100	100
TOTAL	**200**	**400**	**750**	**1,000**	**1,000**	**1,000**

[4] All LTAs commence their studies in Australia in January (95%) or June (5%) of the Financial Years shown in Table 2. In other words, each annual target number is the departure cohort for that year. Up to an estimated 30% of each annual departure cohort will comprise awardees from an earlier selection cohort that have completed 4 or 6 month Ancillary Awards to achieve their requisite IELTS scores.

[5] Up to 2% may be available at the expense of Masters awards to fund public and private sector employees from a limited range of countries to undertake studies at Undergraduate level at Australian TAFEs or Universities

[6] The 29 awards for 2009-10 are offered as 'Fellowships' and as explained in Section 2.2.4, such fellowships have included both SCAs and PDAs in the past but the vast majority have been SCAs.

3.4.3 Indicative allocation of awards by target group

Allocations of awards by target group are indicative and the targets below may be varied by the Senior Reference Group (*Section 4.1.1*) based on demand considerations and on the quality of applicants in each category.

LTAs will continue their heavy focus on the government sector. SCAs and PDAs will be of particular interest to the private sector. All of the award types will be of interest to civil society. To ensure that all target groups receive appropriate promotional and other attention the indicative targets will be monitored in relation to both numbers of applications received and eventual awardees, and any reasons for significant and consistent variations will be addressed by the Senior Reference Group. Undergraduate awards will be limited to government and the private sector given the political and economic dimensions explained in *Section 3.4.1*.

Table 3: Indicative award allocation targets by partner group

	***LTAs** (%)*	***SCAs** (%)*	***PDAs** (%)*
Government Agencies	75	60	50
Non-profit Civil Society & Development Organisations	10	15	10
Commercial Private Sector Organisations	15	25	40
Total	100	100	100

3.4.4 Sectoral coverage by type of award

Ten per cent of all award types will be loosely earmarked to meet sectoral areas of need not otherwise specified, but which broadly support the achievement of the MDGs.

The balance (and therefore majority) of awards will be delivered in the five sectors and themes listed in *Table 1* above. The sectors have been identified as meeting priority needs in areas where Australia has a comparative advantage. Actual numbers of awards offered across the sectors will be determined by demand and the quality of applications received.

For the purposes of promotion of awards though, equal attention will be applied across all five sectors. This will be monitored in relation to program-wide numbers of applications received and eventual awardees across the sectors. Any significant and consistent variations will be looked at (by AusAID and the Senior Reference Group) in the context of the annual planning process to ensure that appropriate promotion of awards available across the sectors is taking place. Any action required will then be reflected in the Annual Work Plan.

3.4.5 Reallocation of awards

Allocations of awards across the three different award types (LTAs, SCAs & PDAs) are to a limited degree indicative targets and may be varied if there is insufficient demand from well-qualified candidates for particular categories of awards. As far as possible this movement should be between SCAs and PDAs. Obviously, if the proposed scale of PDA delivery proves too ambitious, permanent reallocation into the SCA proportion will have to be considered. Movement of awards into or out of the LTA category should be avoided as far as possible and corrected in the following program cycle.

Professional Development Awards (PDAs) are a special case in regard to internally reallocating awards between groups. This is because the awarding of these opportunities is based on sequential approvals rather than on a single competitive pool. This means that

in years of high demand, allocations may become fully utilised before proposals relating to particular groups finish coming in for that year. In this situation further applications within that group will be held over for possible funding in the latter part of the financial year if a shortfall of eligible applications within another group occurs. Otherwise such applications will be considered for funding early in the subsequent financial year.

The indicative allocations will be reviewed each year by AusAID and the Senior Reference Group and reflected in an Annual Work Plan prepared by the MC.

3.5 Estimated program budget and timing

The new program commences on 1 July 2010 and ends 30 June 2015. Due to the need to maintain momentum on the current scale-up of Long-Term Awards and preparations for mobilisation of the 2011 Long-Term Award intake, there will be a phased handover between the existing and the new contractor.

- There will be a one-month handover to the new contractor in September 2010 (to enable them to commence implementation of Short Course Awards, Professional Development Awards, as well as planning for the 2012 Long-Term Award intake).
- There will then be a final handover to the new contractor in January 2011, at which point the new contractor will assume full responsibility for all dimensions of the new program. (*Section 4.5.2*).

Indicative program costings indicate a program budget over the five-year period of around AUD400 million. Within this total, the in-Australia costs for all LTA scholars on award at program commencement and until 30 June 2015 are estimated at some AUD180 million. Payments associated with this program component are made by AusAID Canberra direct to the contracted universities and will not be the responsibility of the Managing Contractor.

4 Implementation Arrangements

4.1 Management and governance arrangements and structure

The program will be managed by a Managing Contractor to be selected by AusAID through an international competitive tender process. A program of this size and diversity will require significant resources to be provided by the MC. The MC will be responsible for all operational matters but will also be expected to provide high level strategic advice to AusAID and other key Government of Australia (GoA) stakeholders.

4.1.1 Governance structure – Senior Reference Group

The design provides for an annual strategic review meeting involving AusAID and other relevant Australian agencies to adjust and help define the strategic directions for the program, including indicative performance targets relating to specific groups, or award types. Pan-African and African regional organisations will be involved in relevant LTA selection panels.

This *Senior Reference Group* will be chaired by the Assistant Director General, Africa Humanitarian and Peacebuilding Branch, AusAID Canberra, and include representatives from other Australian Government departments. Its functions will be to review strategic directions on an annual basis facilitated by strategic reporting by the MC. The Group will provide a key mechanism to ensure responsiveness to African Government requests and to reflect emerging Australian Government priorities. Issues for review may include the

equitable geographic distribution of awards; sectoral adjustments; adjustments to indicative performance targets; and the review of program outcomes and achievements including those relating to recognition of the Australian Government as an active partner in African development.

Particular attention will be given to issues such as the allocation of awards by target group where indicative targets have been set and adjustments to the sectoral focus of the program to ensure emerging areas of demand (from partner governments or Australian policy perspectives) are able to be addressed.

The Group will not be involved in operational matters. The MC will provide secretarial support.

The first meeting of the Group is likely to be in March 2010. At that meeting the Group will determine the location and regularity of future meetings. The Group is likely to meet twice in the first year.

4.1.2 AusAID Posts and AusAID Canberra

Tasks for AusAID Posts include:

- Maintaining and developing partnerships
- Developing relationships with government nominating authorities in potentially 53 countries
- Developing MoUs, Exchanges of Letters and other Agreements in each country as relevant
- Donor harmonisation activities
- Chairing five LTA sector panels – these will be convened twice each year and panels will unavoidably undertake selection simultaneously in up to five locations (panels will rotate through these locations)
- Selecting SC awardees with the MC
- Approving PDA assignments on a monthly basis
- Managing the Senior Reference Group process
- Managing a periodic 'sectoral / geographic adjustment process'
- Managing the engagement of and interaction with the Technical Advisory Group and Mid-term Review teams.
- Review and implementation of promotional strategies
- Managing a substantial inflow of invoices
- Other day-to-day tasks on a significantly higher scale than at present
- Overall contract monitoring including assessment of annual program plans and M&E reports (facilitated by the work of the TAG and MTR)
- Approval of MC sub-contract initiatives
- Responses to government, civil society and private sector requests for training and capacity-building initiatives that may be inconsistent with program eligibility criteria but will require consideration of alternative means of support under other Africa development cooperation programs currently being developed.

Tasks for AusAID Canberra include:

- Ongoing requests for support often directed at the political level
- Associated briefings

- Managing the contracting of SCA provider panels
- Participation in annual evaluation activities in Pretoria and possibly in Selection Panels in various locations in Africa.

4.1.3 Managing Contractor

It is imperative the MC have appropriately skilled staff to implement the new program. At a minimum, the MC will require a team that possesses skills and experience in development assistance, award policy and administrative management; training management; systems management and administration; communication, presentation and public relations; financial management; program management and planning with an emphasis on analytical reporting, monitoring and evaluation, innovation and improvement. Human resource development skills will be an essential requirement to plan and assess short course training initiatives and to support and further develop and manage alumni reintegration processes. Cross-cultural competence and HR management skills will underpin all other skills for all staff as the SPDA program delivers activities to over a thousand participants across the continent.

The MC will be expected to set up a Base Office in Pretoria and a sub regional Hub Office in Nairobi and a Hub Office in an Australian capital city. For the latter, the design does not indicate a particular location. The MC will be expected at a minimum to provide for four international positions in Pretoria (Team Leader; Deputy Team Leader; Course Adviser; M&E Specialist) together with OIC Nairobi and OIC Australian Hub Office positions. Locally engaged Program Officers will occupy specialised positions covering Finance; Contracts; Targeted Promotion (application and initial selection); Mobilisation; Visas; ELT and IELTS; Special Needs; Short Course Logistics; Pastoral Care; Reintegration; M&E; Alumni. Local Support Staff will cover IT, Data Base, Finance and general office support.

Total indicative staff numbers are 6 International Staff; 42 Local Program Officers and 6 Support Staff.

Detailed indicative staffing levels are described in *Annex 4.1* which also details the facilities to be established by the MC at each of the three Offices. Bidders will be able to propose different staff numbers however the key international positions will be mandatory. Position descriptions for key positions are in *Annex 7.*

4.1.4 Roles and locations of service hubs and nodes

The design team reviewed a number of options for additional operational hubs in various locations in Africa and Australia. This approach was considered too expensive in terms of infrastructure and staffing and the team concluded that the most effective and efficient approach was to settle on the two hubs in Africa (South Africa and Kenya) that will each provide the full range of management activities for long and short awards. The third hub in Australia will focus on short courses and PDA matters.

An additional four Short Course Delivery Nodes (SCDNs) will be designated in Mozambique (for courses delivered in Portuguese), Egypt (for courses delivered in Arabic), Mauritius (for courses delivered in French) and Ghana (also for courses delivered in English). These nodes will not have formal offices, and will be serviced by dedicated staff nominally based in Nairobi (for Arabic delivery nodes and to service delivery in Ghana) and Pretoria (for French and the Portuguese delivery nodes). These staff will be responsible for travelling to their assigned nodes and arranging scheduled short course delivery. The Pretoria-based nodal staff will need to be trilingual (English-

French-Portuguese). The Nairobi-based nodal staff will need to be bilingual (English-Arabic).

This approach is designed to provide the scope and flexibility for delivery in all key languages based on demand while minimising pastoral care requirements and other hub-associated costs. These nodal staff will be responsible for venue hire and other logistical issues. Main hub staff will remain primarily responsible for contracting of short course providers and candidate selection processes.

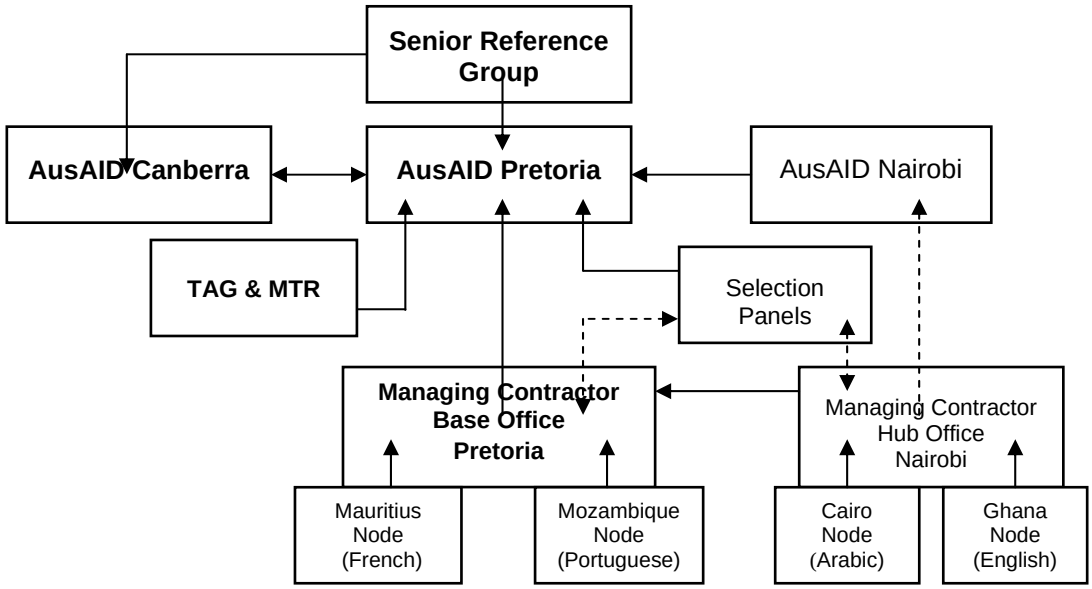
4.1.5 Selection panels

Five selection panels each covering a particular sector will be formed. These operate from either Pretoria or Nairobi for pre-interview tasks, and in up to an additional three node locations when interviewing. Choice of interview locations needs to be based on an annual assessment of the most efficient means of accessing the short-listed candidates. All five locations do not need to be utilised every year. Panels will rotate between interview stations in hubs and nodes as required.

Each panel comprises three members: AusAID - Post or Canberra (chair); AusAID African alumni (where possible); sector specialist(s) drawn from contracted SCA providers, or from pan-African, African regional or UN organisations. The latter could for example, include an agriculture specialist from a regional agriculture research institute; a public sector reform specialist from UNECA; a mining specialist from SADC and other specialists from the African Union, and UN bodies such as UNICEF and UNDP. Some specialists will also be recruited from Australia.

Key stakeholder roles and responsibilities are detailed in *Annex 4.5.* An organisation chart is shown below:

Organisation chart – Governance and management



4.1.6 Reporting

The MC will prepare a number of reports throughout the life of the program. Details are in *Annex 4.4.* The following reports will be required:

- An Annual Plan (AP) that also incorporates an Annual Report (AR). The first AP will be provided on 1 October 2010 for the 2010/11 FY and annually in July each year thereafter (i.e. first plan after the 2010 plan will be due on 1 July 2011). The AP will include a work program for the following FY and report on outcomes in the preceding year. It will as far as practicable include other mandatory reports as attachments.
- A six-monthly statistical report on LTA/SCA and PDA activities in January and July each year
- A half-yearly M&E report on both progress and issues arising in relation to implementation of the program's M&E Framework, as well as a summary analysis of M&E and other statistical information in January and July each year. The July version is to be attached to the Annual Plan as an annex.
- Monthly exception reports on issues that need to be brought to the attention of AusAID. They will incorporate proposed responses to issues that have emerged and will not be seen as progress reports.
- Plans and strategies covering risk management; quality assurance; promotion, communications and public diplomacy; and pastoral care that will be updated periodically and included with the AP/AR.
- A Program Completion Report three months before program completion.

In providing Secretariat support to the Selection Panels as well as the Senior Reference Group, the Contractor will additionally provide minutes of the respective Panel / Group deliberations and outcomes.

4.1.7 Partnership arrangements and networks

Partner networks are a fundamental element of the operational model for the new program. Three component partner networks will be involved in program implementation. Organisations within the networks will play significant roles in the promotional and needs identification aspects of the program and, within transparent and agreed parameters, will also be potential recipients of a limited number of awards.

Partner Government Networks

These will centre on the existing *'nominating authorities'* of current bilaterally engaged countries, plus the centralised contacts or 'Focal Points' for newly-engaged governments participating in the program. The process of developing necessary MOUs and other cooperative instruments with newly participating governments is expected to take some time, so the list of partner government focal points may grow over the life of the program. Existing bilaterally engaged countries will also be progressively converted to a uniform 'focal point' system. AusAID will keep the MC informed as these are firmed up

These government focal points will continue to communicate the availability of award opportunities to relevant (sectoral) line agencies (including sub-national bodies and parastatals), but will be requested to compile and send on <u>all</u> applications received to the MC. Preselection by the government focal points will be limited to flagging their *'centrally preferred'* candidates.

The main annual promotional point of contact with government focal points will additionally be used to canvass prioritised award needs in relation to both LTAs and SCAs.

Civil Society Partner Network

This will centre on a set of *'core partners'* of selected organisations or associations and extend to any relevant organisation that these core partners work with directly. The network will be used to distribute targeted promotional packages/material (including application forms) to relevant members of the broader network. Staff of core partner organisations will also be encouraged to identify and facilitate applications from persons/organisations that they know to be relevant and effective in the fields targeted. Hence, applications will usually be drawn from other civil society organisations, but if core partner staff identify relevant individuals from government agencies or parastatals, these will be referred to their relevant government focal points. The network therefore provides AusAID with a means of targeted promotion and provides partners with access to a range of capacity-building opportunities either for themselves (if African-based), or their direct operating partners. This is therefore a mutually beneficial form of harmonisation.

The requirement that the network extend only as far as organisations that work directly with core partners is a necessary limitation. Firstly, visa checking may entail a core partner 'vouching' for candidates and their organisations. Secondly, this limitation will render any shared M&E and reintegration plan arrangements more feasible.

Network members are a source of applications only. They do not carry out any pre-selection or filtering of applications, all applications are sent through the applicant's immediate employer directly to the MC. All applications received this way are placed in a competitive pool. It is expected that this network will begin modestly, and be developed over the life of the program. In this case, canvassing of future needs will encompass core partners only and coincide with annual delivery of promotional packages.

While all applicants must have 'employers', for civil society organisations only, 'employment' may be taken to be inclusive of 'voluntary' employment, provided a sufficient history and commitment of the employer-employee relationship can be demonstrated.

Private Sector Partner Network

Core partners of this network will include regional industry or commercial associations. Again, applicants will only be drawn from network core partners (if African-based) or private sector organisations that they work with directly. As for the Civil Society Partner Network, no pre-selection is conducted, all applications are sent through an applicant's immediate employer to the MC and all applications received enter the competitive pool. Canvassing of future need again aligns with annual promotion of current opportunities.

4.1.8 Review mechanisms

The size, complexity, political sensitivity and the operating environment of the new Africa SPDA program are all factors that justify comprehensive review mechanisms.

4.1.8.1 Technical Advisory Group (TAG)

To help improve program quality and to reduce risk, the design incorporates a Technical Advisory Group (TAG). The TAG's primary role will be to provide high quality technical advice to AusAID, particularly AusAID staff in Pretoria. The TAG will assist in the management of program risks at critical stages of program implementation. By monitoring progress it will advise AusAID on appropriate remedial measures if the program is not functioning well. It will play a role in assessing the performance of the MC.

The TAG will be appointed and funded by AusAID Pretoria. Initially two permanent members will be commissioned by AusAID to undertake specified tasks either independently or jointly. Other experts may be brought in as required to provide specialised advice. The TAG will be operational by the end of 2010.

4.1.8.2 Mid Term Review (MTR)

The design also incorporates a Mid Term Review (MTR) to be completed around 6 months before the end of the first three-year phase of the program (June 2013). The review, commissioned and funded by AusAID, will consider program outcomes and MC performance and its findings will help determine whether the MC should manage the program for a further two years.

Specifically, the MTR will provide advice on ways to improve the impact and/or sustainability of the program for the remainder of its implementation period, and possibly beyond. It will also provide an opportunity to update risk and sustainability assessments and management. It will assess the quality and progress in delivery of program outputs and objectives (including the PDA 'pilot'); assess any issues or problems and their impact; assess the progress made towards achieving sustainable benefits, and identify and document any essential refinements to the program design. Members of the TAG may be engaged to undertake or to participate in the Mid Term Review.

The approach to monitoring and evaluation in this program will be that it is an ongoing process facilitated by governance and review mechanisms such as the TAG and the Senior Reference Group. This will avoid the need for the MTR to be unnecessarily lengthy, complex or expensive.

4.2 Implementation plan

4.2.1 Cross-cutting implementation issues

4.2.1.1 Targeting and competition – distributing LTAs across Africa

Applications from all SCA and LTA candidates enter competitive pools based primarily on specific DAPs. These profiles include criteria relating to inclusiveness, potentially encompassing gender or other equity issues. External criteria affecting geographic distribution of selections within and across all pools will also need to be applied (by the Senior Reference Group) to accommodate AusAID's diverse range of existing and potential political commitments across the continent. Selection for PDA places are sequentially approved, rather than based on competitive pools.

4.2.1.2 Obtaining applications

Long Term Awards

Government focal points in each participating country, and regional civil society (CS) and private sector (PS) partner network organisations in each participating country are the key entry points for this program to access LTA applicants able to influence development outcomes within Africa. In October each year, AusAID will send promotional material to the focal points and partner network organisations, about opportunities available in the five target sectors.[7] Partners, including government focal points, will 'promote' the LTA opportunities to potential applicants and then facilitate submission of all applications received by them to the program. Pre-selection or direct nomination of candidates by government focal points will be phased out in order to achieve the single, integrated selection system necessary for an SPDA program of this size. Undergraduate awards will

[7] Government focal points will concurrently be canvassed regarding priority arising needs.

be promoted in the same way but only in a country where they have been formally requested at political level and approved by AusAID as a potential award category for that country. The nature of each Undergraduate award request will determine the sector priorities that will then be reflected in an appropriate DAP. It is expected that initially such awards will only be available to Kenya.

Government focal points will distribute the program promotional material (including LTA application forms) to relevant national and sub-national government agencies and parastatals. Civil society partner organisations will distribute the material to sector-relevant implementing or collaborating partners of their own working networks, including national civil society organisations, where possible. Similarly private sector partner organisations will distribute program promotional material to their working networks of commercial agencies.

In all cases, partners will be specifically requested to limit distribution to organisations that they work directly with and know to employ persons working effectively in relevant target sectors. Highly specific eligibility and selection criteria drawn from DAPs and other program support will assist partners to distribute relevant material and promote opportunities in a targeted manner that aligns with the program's specified and/or responsive sector priorities.

Government, CS and PS partner network organisations will be asked to forward all applications to the program by 1 December. CS and PS applications will be forwarded directly to the program through those organisations directly employing each applicant. Core CS and PS network partners will not be required to undertake any compiling of applications. Government focal points will compile all government applications and forward them to the program. During this compilation process, government focal points may note which are the 'centrally preferred candidates', but are asked to send all applications to the program. As a pilot feedback system, application forms will include a 'tear off slip' to be forwarded directly to the program by individual applicants informing that an application has been lodged through their employer. This will enable the program to monitor applications in the pipeline and provide reminders as necessary.

Short Course Awards[8]

Promotional activities for Short Course Awards will match the timing for promotion of LTAs, so that these can be carried out as a combined exercise capturing economies of scale where possible. The DAPs for SCAs will be highly specific to each course on offer for the upcoming financial year, and will largely be defined in terms of those individuals who will get the most benefit from undertaking each course. Hence, the elements of these profiles used in promotion will be even more targeted than those used for LTAs. This means that the associated promotional strategies for SCAs will also need to be more targeted than those for LTAs.

Promotional strategies will utilise the same partner networks as LTAs, but will normally also incorporate a short course needs analysis process that is offset by a full delivery cycle to allow for necessary contracting of providers and course preparation. Course-specific DAPs and associated Targeting Strategies will be developed (with the assistance of the course providers, where appropriate), and nested packages of promotional material targeting network partners, employers and individual applicants will also be prepared and distributed to network partners. As for LTAs, network partners will be encouraged to

8 In the first year of program implementation, development of DAPs, associated targeting strategies, needs analysis, promotion and selection processes for short courses will all need to be compromised to allow for some short course delivery to take place.

distribute employer packages (incorporating the packages containing application forms for individuals) to any relevant organisations that they work with directly. Application forms requiring responses to selection criteria drawn from the DAPs will be included in this promotional material. These application forms will additionally include a basic reintegration plan format for completion with the initial application. Applications will be submitted directly to the MC through employer organizations, but a tear-off slip that applicants also can send directly to the MC will again be available.

As for LTAs, government, CS and PS partner network organisations will be asked to forward all applications to the program by 1 December each year. CS and PS applications will be forwarded directly to the program through those organisations directly employing each applicant. Core CS and PS network partners will not be required to undertake any compiling of applications. Government focal points will compile all government applications and forward them to the program. During this compilation process, government focal points may again note which are the 'centrally preferred candidates', but are asked to send all applications on to the program. As a pilot feedback system, application forms will include a 'tear off slip' to be forwarded directly to the program by individual applicants informing that an application has been lodged through their employer. This will enable the program to monitor applications in the pipeline and provide reminders as necessary.

4.2.1.3 Selection processes

Long Term Awards

The selection process for LTAs in the SPDA program will result in a ranked list of suitable awardees in each of the target and responsive sectors. AusAID, with consideration for equitable inclusiveness of vulnerable groups, geographic distribution, and bilateral or other commitments, will make the final selection of awardees.

The selection process is conducted during the period January to June each year. It will respectively assess and score three elements of each application in January, March and April/May: the application including the personal statement; the Reintegration Plan jointly signed off by the applicant and their employing organisation (a basic plan of action to be undertaken by the applicant upon return from the LTA); and the applicant's performance in interview. The MC, in consultation with AusAID, will develop a consistent methodology across these three elements. The English language capability of each shortlisted applicant will be assessed and considered in terms of suitability for immediate entry into a course, or for additional assistance through an 'Ancillary Award' of a 3, 4 or 6 month residential academic preparation and English language program.

An independent selection panel is convened for each priority sector. Applications pertaining to responsive sectors will be assigned to the most appropriate of the panels convened for target sectors. The selection panels are convened twice per year to undertake shortlisting and interview stages of the selection exercise. Undergraduate awards will be funded from a separate 'pool' but the same competitive processes will apply and the Sector Panel covering Masters and PhD awards will also deal with Undergraduate awards.

Short Course Awards

Applications received for each course will be assessed for basic eligibility by the MC and the remaining applications forwarded to the intended short course provider for ranking in relation to suitability to undertake the course. These course providers may also make recommendations regarding wholly unsuitable applicants. Once this is completed, an AusAID representative with the assistance of the OIC or Deputy OIC from each Program

Hub, will firstly adjust the rankings provided for each course in line with inclusiveness and other considerations covered by the full DAPs, and secondly review the final rankings for placement across all short courses on offer for the upcoming delivery cycle and make adjustments in line with relevant geographic distribution policies. These adjustments may include increasing and decreasing the number of places available in each course (within limits initially agreed with course providers). When both of these adjustments have occurred the successful applicants are notified. All short courses are to be initially over-subscribed by 5% to allow for candidate attrition. Standard contingencies will be put in place with all course providers allowing for this level of over-subscription to be accommodated in cases in which attrition does not reach 5%. This initial percentage will be adjusted with program experience.

4.2.1.4 Visa processing for awards

The final choice of visa required for any individual awardee to enter Australia will depend on their precise circumstances. However, it is likely that the bulk of awardees travelling to Australia under this program will do so under one of two visa options. These are outlined in *Annex 4.3.*

This expanded awards program is accessible to applicants in countries where Australia has previously had very limited engagement. This, together with the scale of the new program, presents significant challenges in terms of the timeframe and processes to finalise Australian visas for successful applicants. The activity cycles for each type of award in the SPDA program, LTA, SCA and PDA, allow over 3 months for visa processing as outlined in Annex 2. Applicants with a disability may require longer than the 3 months to finalise medical clearance and to apply for a visa for a carer if appropriate. This will be flagged at the outset of the process and may require case-by-case management by the Special Needs Coordinators on the Contractor staff team (e.g. extending the visa application period or extending the selection and mobilisation stages).

4.2.1.5 Ancillary awards and English language training

To address inclusiveness and equity concerns, provision of LTAs by this program actively attempts to remove barriers to participation currently faced by some high-quality candidates who are well suited to make significant development contributions. This means that in many countries where English is not widespread, suitable candidates will require additional English language training (ELT) to meet Australian university/institution admission requirements, usually IELTS 6.5. This ELT is combined with basic academic and cultural preparation to form 'Ancillary Awards'. The use of this term is to ensure that it is clear to candidates that there is no automatic progression through 'attendance' of an ELT course to an LTA. Candidates will be offered Ancillary Awards and informed that if they perform well in these, they may then be considered for an LTA. Hence they are a clearly perceived 'proving ground' rather than merely a procedural formality. The use of this Ancillary Award term also assists those candidates who are unable to improve their English enough to match course entry requirements to return to their workplace without embarrassment. Regardless of whether they meet LTA course entry requirements, they will have won an 'Award' that has provided them with significant generic English and academic skills that will be useful to their employer. Ancillary awards are not counted as formal awards of any type and are not subject to the same AQF-related standards.

Applicants who are not appropriately exempted[9] will take a brief pre-IELTS test at the first Point of Contact (PoC) in April/May.[10] Applicants who score sufficiently highly in pre-IELTS will immediately be given a full IELTS Test. This testing will separate those who immediately meet full IELTS requirements of course entry from those that require various levels of ELT. LTA applicants who score between IELTS 5.0-6.0 may be considered for an Ancillary Award for ELT, as below this level the length of ELT needed to achieve IELTS 6.5 is highly unpredictable and may be beyond program capacity.

The SPDA program offers 3, 4 and 6 month residential Ancillary Award programs, primarily ELT but also IT, study skills, and cross cultural orientation. Applicants achieving an IELTS of 6 at the PoC in April/May can be offered a 3 month Ancillary Award in Pretoria or Nairobi from August – October. All applicants offered Ancillary Awards will have it made clear to them that only those who perform well in Ancillary Awards will eventually be offered a full LTA, but in the case of applicants who require only 3 months ELT (ie with existing IELTS 6.0) will be permitted to undertake full pre-departure preparation concurrently with their ELT to enable departure for Australia with the annual cohort in January.

Provisional LTA awardees achieving a test result of 5 or 5.5 at the PoC in April/May can be offered an Ancillary Award beginning in the following January. These Ancillary Awards will comprise a 4 or 6 month residential ELT and academic preparation program in Pretoria or Nairobi. These participants return to their country after completion of the Ancillary Award program, and subject to achieving the requisite IELTS score are offered the opportunity to depart for an LTA in Australia in the following January.

4.2.1.6 Reintegration plans

Reintegration Plans will link current employment, the planned course of study and ongoing employment on return to Africa. They will promote effectiveness by placing the applicant's career and academic aspirations in the context of the human resource development priorities of their employing organisation. They will also relate the individual's planned study and future employment to specific objective(s) and expected outcomes specified in the DD and the applicable DAP. All applicants under all award categories and sub-categories will require reintegration plans and their quality will be assessed as part of the selection process.

4.2.1.7 Attaining recognition of Australia as an active partner in African development

This significant 'task' is intentionally covered by its own specific objective/outcome. There are two types of promotion commonly associated with SPDA programs. The first is promotion specifically aimed at eliciting applications. The second is promotion aimed at increasing the recognition of the Australian Government as a development partner. While the mere operation of any program that provides benefits to individuals will always bring with it some level of broader recognition (in the awareness of those individuals themselves), a common lesson learned from past AusAID SPDA programs is that attempts to deliver both types of promotion under a 'combined approach' is highly counter-productive. Promotion for the purposes of eliciting applications must be highly targeted to ensure sufficient applications are received from the correct 'profiles' of

9 ie because of the nature of the nature of preceding education systems they have attended or because they can already provide a sufficient IELTS or TOEFL test result

10 The program will reserve the right to also IELTS test initially exempted applicants based on recommendations of interview panels.

candidates to effectively address related program objectives (and avoid getting a flood of applications from inappropriate candidates). Promotion for the purpose of increasing the recognition of the Australian Government as a development partner must be much more inclusive (eg of high-level, partner-government officials and the general public).

A yearly program of discrete exercises to achieve this second, broader type of promotion will be developed as part of each annual planning process. The approaches to be used are described in *Section 4.3.5* which discusses the M&E approaches for this objective.

4.2.1.8 HIV/AIDS

AusAID is developing a new International HIV Strategy for Australia to build on the overarching aims, priorities and principles established in *Meeting the Challenge: Australia's International HIV/AIDS Strategy (2004)*.

HIV prevalence varies greatly between African countries. In Senegal it is less than 1%, in Nigeria around 3%, in Cameroon, Gabon around 5%, whereas in Namibia, South Africa, Zambia and Zimbabwe around 15-20% of adults are infected with HIV. There is evidence that HIV prevention efforts can be effective. HIV prevalence in Uganda fell from around 15% in the early 1990s to around 5% by 2001.[11]

HIV/AIDS awareness and prevention information and practices, should be integrated within any promotional, selection, mobilisation and implementation elements of the SPDA program for all types of awards. For example, pastoral care contracts for residential ELT will include components addressing HIV/AIDS awareness and prevention.

The MC will explore, develop and adapt measures to address HIV/AIDS as a cross cutting issue in the SPDA program to ensure they are consistent with the AusAID international HIV strategy as it is finalised.

4.2.2 Award implementation cycles

Each basic award type – LTA, SCA, PDA – has its own activity cycle. LTAs need to comply with the generic ADS guidelines about the minimum level of time in Australia (but this does not exclude partial delivery in Africa). SCAs may be for study in Australia or in Africa. SCAs share the targeted promotion timeline with LTAs. In-Africa delivery of all or components of awards does not affect their annual activity cycles. PDA activity cycles will align with LTA and SCA promotional activities, but proposals will be accepted at any time and will be processed as they are received. Reintegration and alumni activities are common to all categories of awards. Each implementation cycle is summarised below. Further detail is provided in *Annex 2* including a chart for an LTA cycle with the full range of ELT options. A five-year *Implementation Schedule* for each award category is provided in *Annex 15*.

4.2.2.1 Long Term Award implementation cycle

As preliminary steps to initiating this cycle, the AusAID will need to establish MoUs, exchanges of letters or other equivalent instruments with Partner Governments identifying each government sector focal point (previously 'nominating authorities'). For additional needs analysis input and targeted promotion AusAID (with the assistance of the MC) will also establish partner networks within civil society and the private sector.

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[11] AVERT, *HIV and AIDS in Africa*, July 2009, www.avert.org/aafrica

Annual prioritisation

AusAID (with the assistance of the MC) will consult with PGs and Network partners annually to clarify course priorities (by sector, region or country). AusAID (with the assistance of the MC) will then develop DAPs for the following round of annual promotion. The MC will develop draft targeted promotion strategies for each DAP for review and approval by AusAID.

Targeted Promotion

The MC will provide promotional material (including application forms) to government focal points (new focal points are incorporated as they are identified by AusAID), and to civil society and private sector Partner Network member organisations.

Government focal points will distribute promotional materials to relevant departments, agencies and parastatals. Civil society and private sector network partner organisations will distribute promotional materials to relevant working partners.

Application

Government employees channel applications through their central focal point which is requested to compile and pass on all applications to the program. Government focal points may annotate lists of applicants to indicate favoured candidates. Applications from civil society and private sector sources are sent directly to the program through applicants' immediate employer organisations, with joint (applicant-employer) signoff.

All applications include a 'tear off' slip to be sent directly to the program from any individual submitting an application, whether through government focal points or their immediate civil society or private sector employers. These slips will seek feedback about the program's application process, identify members of target vulnerable groups for possible immediate assistance, and request details about persons and agencies applications have been submitted through. Cross referencing of applications known to have been submitted and those already received will provide the program with an awareness of applications remaining in the pipeline.

Selection and mobilisation

The MC undertakes a first review of all applications, for eligibility and completeness, to compile a final pool of applications for each Profile.

The MC then forms selection panels for each sector/sub-sector and brief panels to develop consistent approaches, criteria and processes. These panels conduct a desk exercise to review applications (including preliminary Reintegration Plans) and achieve a first shortlist of up to 150% of the expected number of awards for each Profile.

The MC conducts an initial validation screening of the shortlist and confirms or invalidates inclusions. This includes an initial checking of the validity of documents/claims and may require contact with network partners to confirm some claims.

The MC invites the remaining (confirmed) shortlisted applicants for a first interview and information session at a hub or other centre. An initial pre-IELTS English test is provided (as required) and advice to individuals is given in regard to appropriate course selection. A brief note is then prepared by the Course Adviser to the appropriate selection panel (prior to interview) on the final appropriateness of the course selected by a candidate.

Interviews are conducted by the relevant panel resulting in a ranked list of acceptable candidates (still up to 150% of places, as only 'unacceptable' candidates are removed at

this stage). Before leaving, all candidates remaining on this ranked shortlist with an IELTS test score of 6.0 or above receive a briefing on visa, medical and related LTA mobilisation processes (but are warned that final selection has not been made). Candidates requiring ELT (including those with an IELTS score of 6.0) are informed that they are in the running for 'Ancillary Awards' and are briefed on visa, medical and related Ancillary Award mobilisation processes (but are again warned that final selection has not been made).

Each panel will provide the MC with a ranked list of acceptable shortlisted awardees as a single ranking over all candidates but with candidates requiring each level of ELT clearly marked).

A final selection will be made by AusAID across all profiles considering geographic balance and bilateral and other commitments.

Once final selection is made, the MC advises successful candidates and their organisations. For candidates with no ELT requirement or an IELTS or pre-IELTS score of 6.0, the MC also requests that a full Reintegration Plan be completed within 1 month.

Staged mobilisation of candidates in relevant categories progressively takes place. Those requiring in-Africa ELT will be mobilised in line with arrangements described in *Section 4.2.1.5.* Those candidates with IELTS or pre-IELTS scores of 5.0 and 5.5 are requested to provide full Reintegration Plans on successful completion of their Ancillary Awards.

The design is based on first semester intakes but allows for a small proportion (5%) of 'special circumstance' second semester intakes.

4.2.2.2 Short Course Award implementation cycle

The Preliminary requirements for MOUs or equivalents and establishment of partner networks which apply for LTAs are equally necessary for Short Course Awards.

Annual prioritisation

The program will annually consult with the program's promotional network partners (including partner government focal points), as part of the combined annual prioritisation and promotion processes for the SPDA program. The program, with appropriate involvement of AusAID, will review these partner network prioritisations of short course topics to identify a final list of short course topics to be delivered against in the next short course delivery cycle, and develop a draft plan for delivery of these short courses (including locations, indicative participant numbers and scheduling).

Given course providers' expertise in relevant fields, the program will be able to seek their input into selected elements of the DAPs (and associated Targeting Strategies, if appropriate) for each short course to be offered in the next delivery cycle. The MC will then assist AusAID to develop full and final DAPs for each short course (taking into account any inclusiveness requirements, etc.). The MC will also draft DAP-specific targeted promotional strategies (with assistance from course providers, where feasible), to be applied in the next cycle, and on review by AusAID, finalise these strategies.

Targeted Promotion

The MC will need to prepare or update all promotional material including application forms and network partner, employer and individual instructional material mentioned above to be ready for the next short course delivery cycle.

As part of the consultation with promotional network partners mentioned above, the MC will selectively provide relevant promotional material to network partners and implement targeted promotional strategies (developed during the previous cycle).

The MC will also have to have a system or reminders and prompts to network partners concerning approaching application submission deadlines, including the use of information gained from application tear-off slips to prompt organisations to forward applications known to be in the submission pipeline.[12]

Applications

The MC will need to review applications and application tear-off slips as they are received. It will be particularly important to implement systems for receipt of notifications (of any form) identifying potential candidates for special needs assistance, and promptly helping any cases deemed deserving with issues regarding the completion of a full application (in line with appropriate program procedures and guidelines). The MC will then compile all applications duly submitted by the application deadline (1 January each year) and use the eligibility criteria specified in course-specific DAPs to remove any non-compliant applications from the final application pool.

Selection

All eligible applications (including reintegration plan components) pertinent to each course will then be forwarded to the contracted short course provider for that course, along with the specified subset of selection criteria drawn from relevant DAPs that the course provider is required to rank applications against. The MC will then compile all course provider-supplied rankings of applications against each course, along with any provider comments regarding wholly unsuitable applicants.

A short course selection panel consisting of an AusAID staff member and the OIC or Deputy OIC of each hub will then review and revise the course provider rankings in light of the full inclusiveness considerations and selection criteria of respective DAPs, and produce a final set of applicant rankings for each course. The panel will then review and revise applicant rankings across all short-courses to be delivered in the current cycle and determine a final list of successful applicants and course-participant numbers in line with annual targets.

4.2.2.3 Professional Development Award implementation cycle

PDAs are program proposals provided in partnership between an African (proposing) organisation and an Australian host organisation. The PDA component of the program will be 'ultra responsive' and quality proposals that meet all essential requirements may be processed and approved very quickly compared to other forms of awards. Applications will be processed in the order in which they are received and apart from the annual indicative target allocations, there will be no forward programming and no pooled selection process. When indicative targets are reached in any group during the financial year, any further quality proposals received in that category will be held over for possible funding in the latter part of the financial year. Reallocation between indicative targets may be made during a financial year, if a shortfall of eligible proposals within associated categories becomes apparent. Otherwise such applications will be considered for funding early in the subsequent financial year.

[12] Names of specific applicants will not be mentioned in this action.

It should be possible to confirm and approve quality PDA proposals within two months of the date of application. Actual award commencement will depend on the time required for visa processing.

Targeted promotion (in Africa & in Australia)

Awards will be promoted to partner governments and to the private sector using the same channels and processes that will apply to SCAs. Timing will be the same. Proposal forms will be provided at the same time.

Applications

The MC will receive proposals at any point in the year from African government departments, agencies or parastatals, and from African civil society and private sector organisations. Proposals will not be accepted from individuals. Proposals will be processed in the order in which they are received and apart from annual indicative targets there will be no forward programming and no pooled competitive selection process. Proposals will include a basic Reintegration Plan for each participant identified in the proposal.

Vetting of applications/proposals

The MC reviews proposals as they are received for eligibility and completeness. Standard vetting of the proposal organisations and participants will also be undertaken. For eligible proposals the MC will confirm by phone/email that the nominated department/organisation in Australia is prepared to adhere to the full level of commitment indicated in the proposal and program contractual requirements for participation.

Conditional approval

The MC will refer eligible proposals, with relevant recommendations and/or advice, to AusAID for conditional approval. The MC will inform proponents of conditional approval or rejection, as relevant.

Contracting the Host Organisation

The MC will initiate contract negotiations with the host, including PDA delivery standards and standardised levels of pastoral care.

Final approval

The MC will brief AusAID on PDA delivery issues at monthly meetings. Final approval of proposals for which (unsigned) contractual arrangements have been agreed with all parties may then be provided by AusAID.

Mobilisation

The MC will develop a mobilisation plan for each awardee under a proposal. It will include a travel itinerary from the home country to Australia. All orientation and pre-award and post-award briefings (and any associated RP follow-up) will be the responsibility of the host organisation. The MC will facilitate the logistics for awardees, arranging and paying for travel to Australia from the home country and return and facilitating the visa application through DIAC.

4.3 Monitoring and evaluation

4.3.1 Basic approach

The latest Monitoring and Evaluation Guidance from AusAID's Scholarships Section provides for a number of options ranging from basic to more elaborate approaches.[13] The resource cost of implementing elaborate M&E measures for a program this size and diversity would be prohibitive. Hence, while the Monitoring and Evaluation Framework included in this design fully adheres to the Scholarships Section guidance, it does so by applying the most efficient approaches available that still result in a full complement of output, outcome and performance information necessary to manage, assess the effectiveness of, and continuously improve the program.

4.3.2 Output-level information

Most of the output information required by the M&E framework is that normally collected in the course of routine SPDA management. It will draw basic information from implementation records or reports (including, but not limited to, reports generated by the Canberra-based SIMON/OASIS databases).[14] Examples of such data include: number of applications received (disaggregated by sector, DAP, gender, etc.), number of terminations/variations, course pass rates, returns to workplaces, Reintegration Plan Reports received.

4.3.3 Outcome-level information and use of reintegration plans

The objectives of this program identify clear and realistic desired outcomes. This has greatly assisted the development of practical outcome-level elements of the M&E framework for this design. The key mechanisms for generating and collecting outcome-level information to be used by this program are *Reintegration Plans* (RPs) and *Reintegration Plan Reports* (RPRs), respectively. An expanded explanation of the application of RPs and RPRs, including an outline of the sampling regimes to be applied, is provided in *Annex 10.*

4.3.4 Contractor performance indicators

The design sets performance targets in relation to factors such as percentages of applications or awardees in relevant sectors and recipient organisation type, as well as proportions of these received from women and persons with disabilities (*Sections 4.7.1* & *4.7.2*). The M&E framework therefore includes a number of contractor performance indicators that compare basic output data to such targets. Additional contractor performance indicators relating to reporting and other management tasks are also included.

4.3.5 Monitoring objective 4 of the program

Objective 4 of the program refers to '*Recognition of Australia as an active partner in African development'*. Given that this component of the program is intentionally in addition to promotion for the purposes of eliciting applications, a yearly program of discrete exercises will be designed as part of each annual planning process to publicise the program as a whole. This may include organising 'informative functions' for partner governments, inter-governmental organisations, partner network members and other

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13 *Introductory Guidance on Monitoring and Evaluation for AusAID Study & Professional Development Award (SPDA) Programs*, March 2009.

14 Although it is strongly recommended that program staff keep in their own databases 'original/back-up versions' of all SIMON/OASIS-held data to avoid the mal-alignment/delayed update issues common in the past.

relevant organisations; developing media strategies; and addresses to relevant inter-governmental fora or other bodies.

Australian participants in these exercises should be inclusive of personnel from AusAID's Australian WofG partners. Each of these exercises will need its own specific indicators of success defined during formulation, as well as a monitoring plan for collecting the information required to report against them. Generic (shared) indicators for this objective are also defined, including '*instances of positive feedback directly referencing the SPDA program'* in three specified forms: Personal Comment (verbal, email, personal correspondence, etc); Published Comment (print and electronic media); Official Comment (meeting minutes, official correspondence, proceedings of official fora, etc). Beyond development of media monitoring strategies, data collection for such generic indicators will be somewhat opportunistic. However, to facilitate access to such information a quarterly survey of relevant AusAID staff and relevant staff/officials of AusAID's WofG partners will be required. Survey participants will be identified at the outset of the program and their agreement to be involved obtained (with pre-notification of the types of instances to record for those who agree). Conducting this survey any less frequently than quarterly will ensure very unreliable results.

It must also be recognised that in some countries, especially those with conflict/post-conflict/fundamentalist circumstances, making applicant or awardee names publicly available in any manner whatsoever represents an unacceptable risk to their (and their families that remain in country) personal safety. In such circumstances, publicising such individuals for any reason must be carefully avoided.

4.3.6 Monitoring risks

Indicators that monitor key risks (i.e. continued validity of assumptions) identified in the Program Risk Matrix (*Section 4.8* & *Annex 11*) have been incorporated into the M&E Framework.

4.3.7 M&E Progress report and other evaluative components

Standard AusAID completion and ex-post evaluative requirements will be applied. TAG and Mid Term Review mechanisms (*Section 4.1.8*) will also apply.

Two online Canberra-based databases (SIMON and OASIS) are used to implement elements of AusAID's LTA programs. Other database requirements relevant for M&E purposes are noted in the M&E Framework.

Given the large scale of this SPDA program and the fact that it will be one of the first to introduce selected M&E reforms, a six-monthly M&E Progress Report will be required (as a component of other periodic reports where appropriate). This report will not only summarise the findings from information collected by the M&E Framework, it will also report on the progress made in applying the framework itself.

Annex 10 provides the key M&E instruments to be applied in this program, including a detailed Monitoring and Evaluation Framework.

4.4 Alumni arrangements and support

The establishment of a pan-Africa AusAID alumni network will support and promote the Africa program objectives in a number of ways:

- Facilitate the provision of contact information for M&E purposes to AusAID and the MC.

- Members can be accessed for operational purposes, such as the provision of practical assistance and mentoring to new awardees and as a resource in other key areas.
- Professional development activities for members can help members to achieve goals set out in their reintegration plans.
- A forum for active discussion and exchange of ideas/expertise relevant to development issues feeding into AusAID's annual program prioritisation.
- Facilitate two-way linkages between AusAID and other Australian organisations including WofG partners or research/academic institutions, providing opportunities to enhance mutual understanding and to promote Australia as an active partner in Africa.

Alumni can play important supportive roles during most stages of the annual award management cycle conducted at each hub. These include annual prioritisation, targeted promotion, selection, mobilisation, on-award and on return home. These are detailed in *Annex 9.*

There will also be an ongoing package of alumni network activities implemented and managed by the MC. These include a small grants scheme covering the implementation of reintegration plans; alumni network activity grants; professional development seminars/workshops; database management; a Pan-Africa alumni network website and a biannual Alumni newsletter. *Annex 9* provides further detail.

4.5 Contracting and procurement arrangements

4.5.1 Contracting

This design covers a five year period but it is expected that an initial contract of three years' duration will be offered, with an option to extend for a further two years pending further funding approval. In line with the Commonwealth Procurement Guidelines, a two-step selection process will be run, with the first step being a Request for Capability Statement.

4.5.2 Transitional contracting arrangements

The contract with the current service provider, GRM International Pty Ltd, will expire in January 2011. There will be a phased handover to the new contractor, commencing with an initial handover in September 2010 (to enable the new Contractor to begin management of Short Course Awards, Professional Development Awards, and planning for the 2012 Long-Term Award intake), followed by a final handover in January 2011 (when the new Contractor will assume responsibility for all dimensions of the new program). This phased handover will allow the current Contractor to maintain momentum on management of the 2011 Long-Term Award intake.

Bids will need to include a transition strategy outlining how bidders propose to manage the hand-over with minimal, if any, disruption.

To enable a smooth, effective transfer to take place, there will need to be a period of knowledge transfer to the new Contractor involving AusAID staff in Pretoria and Nairobi and key staff from the current Contractor. This knowledge transfer does not cover basic management systems, process mapping of the LTA scholarship cycle or the required levels of service delivery: the MC must already have demonstrated these attributes as part of the tender. There will be a focus on training in the use of OASIS and in confidentiality and security arrangements, key contacts and past selection processes in participating countries, visa processing related issues including the respective responsibilities of DIAC, AusAID and the MC. It will not at any time be the AusAID Posts' responsibility to provide any ongoing training.

As described in the M&E Framework (*Annex 10*) transitional arrangements will apply to the integration of pre-existing scholars into the new M&E framework. The approach described has the advantage of immediately (ie starting in September 2010) engaging M&E staff of the new program in their full range of activities, without having to incorporate a null cycle in relation to collection and reporting against outcome-level (post-return) indicators.

4.5.3 Short Course Award contracting approaches

In order to assist in the procurement of providers for short courses, AusAID's Scholarships Section will compile a Multi-Use List for AusAID Short Course Awards. The Multi-Use List will provide a list of pre-qualified suppliers able to deliver short courses both within Australia and internationally. AusAID will allow the Contractor for the Africa Scholarships program to access this list of pre-qualified suppliers in order to facilitate the procurement of short course providers. However, it should be noted that the compilation of the Multi-Use List is a procurement-related activity rather than an actual procurement. This means that the Contractor for the Africa Scholarships program will still be required to comply with the Commonwealth Procurement Guidelines (CPGs) when subcontracting activities related to the Africa Scholarships program.

The Contractor for the Africa Scholarships program may invite selected firms from the Multi-Use List to participate in a procurement, providing that the property or services sought are consistent with those requested on the Multi-Use List. In such cases the Contractor for the Africa Scholarships program may invite all or some of the listed firms to submit tenders, provided that the largest number of potential suppliers is selected that is consistent with an efficient procurement process. The nature of the requirement, the size and scale of the list and the Contractor's knowledge of the market will assist in determining whether a selection of suppliers or all suppliers able to perform the specified services from the Multi-Use List should be invited to tender a submission.

The Contractor for the Africa Scholarships program will also be able to procure short courses without using the Multi-Use List, as in some circumstances (for example, the value will be over AUD500,000 or the services are known and fixed over a period of more than six months' continuous work) it will be appropriate to conduct an open tender.

The Department of Finance and Deregulation publication titled "Establishing and Using Multi-Use Lists" provides further information on how the Multi-Use List can be used. It is available at:

http://www.finance.gov.au/publications/good-procurement-practice/docs/Book5_.pdf

4.5.4 Long Term Awards

Section 4.2.1.4 describes selection processes used to identify LTA awardees in the SPDA program. LTA applicants/awardees have free choice about course selection, within the framework of the SPDA program sector priorities and the availability of courses at the 64 Australian universities and TAFE colleges contracted by AusAID. This choice will be informed by independent, impartial course-related advice provided by a full time Course Advisor and team.

4.6 Sustainability

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 award program – rather it should be viewed in relation to the capacity of the pool of individuals to apply knowledge and skills acquired while on

award, so they can be used effectively by their organisations to serve their country and society. For sustainable development benefits to be realised alumni must return to Africa to work in the priority target locations and sectors as defined in their reintegration plans.

For sustainability to be effective, the involvement, commitment and ownership of the employers and other institutional stakeholders are vital. The joint (applicant-employer) reintegration plan process built into the new Africa program provides an essential tool that can be used to better focus course selection and forward career planning of the scholar. The introduction of DAPs, which more closely describe the preferred sectors, background, attributes and experience of preferred applicants, will assist in the promotion of awards to more appropriate applicants within relevant organisations and thereby result in selection of candidates more able to deliver sustainable outcomes in relation to the program objectives. LTA alumni may also be considered eligible for further SCA and PDA opportunities as a means of enhancing the level and sustainability of their impacts.

The MC's award management will further promote award sustainability through the adoption of good practice, use of transparent selection processes and the involvement of employer agencies in key decision making about course selection through the use of reintegration plans. The continual improvement, DAPs, lessons learned and better targeting of awards to key agencies and fields of study all support sustainability.

4.7 Overarching policy issues

A range of equity issues must be addressed by the program. Measures aimed at alleviating constraints to participation associated with gender or disability issues are incorporated into the program. These include mechanisms that allow tailored assistance to be selectively provided to those that need it most. For SCAs, course selection can also play a role and may cover a range of potential participants, including those working in gender or disability-related fields or directly with vulnerable groups. Child protection and anti-corruption strategies will also have to be addressed.

4.7.1 Gender and other access considerations

As far as practical, this design seeks to incorporate a principle of equity in access to the award opportunities offered by the program. The principle of equity seeks to ensure that all desired applicants (including women and persons living with disabilities) are offered equivalent opportunities to win awards. This means actively assisting historically disadvantaged groups to compete with the already privileged.

This does not mean that sub-standard applicants will ever be 'allowed through' selection processes. Only those applicants who meet all necessary requirements (once assistance has been applied) will be offered full awards.

Seven equity measures are incorporated into this design: Enablement Funds (Gender and PWD); Special Needs Coordinators; an appropriate range of desired applicant profiles and targeted promotion; preferential access to Ancillary Awards; an appropriate range Short Course and PDA Types, appropriate choice of Short Course and PDA venues; and Participation Targets (Gender & PLD). These seven measures are discussed in greater detail in *Annex 1.5.*

4.7.2 Disability considerations

Promoting awards to people with disabilities and other special needs

In addition to the measures referred to in *Section 4.7.1*, the program will ensure that adequate and appropriate information is disseminated to people with disability, as well as

to people within their representative/support organisations. Where appropriate, information will also be provided regarding courses in disability related fields. Throughout Africa, active Disabled People's Organisations should be accessed for advice and assistance in targeting appropriate individuals, organisations and training needs.

Award application processes will be adapted to ensure accessibility. For example assistance will as far as practicable be provided in the preparation of applications and in accessible formats if requested. Travel information and potential travel assistance will be clearly explained and interview locations will be modified if appropriate and practicable.

All promotional material will prompt significantly disabled potential applicants to inform the program of any assistance they may need in completing or submitting applications.

Awardees with disabilities and other special needs

While studying in Australia 'reasonable' support will be offered to an awardee by their Australian institution through their respective Disability Liaison Officer or equivalent. To assess the likely support needs, appropriate assistance and the capacity of relevant institutions, awardees with a disability/special need will be asked to provide details of their disability/special need when they apply for an award as well as follow-up when they are made a formal offer. This information is bound by Australian privacy laws and will be disclosed only for the purpose of facilitating an accessible learning environment. Where an awardee's preferred institution is not able to provide the assistance requested, other institutions may be recommended.

In addition to the services offered by institutions in Australia, the program will establish an *Access and Equity Fund* (PWD) that may be accessed by awardees with specific accessibility issues. The Fund will address travel and communication issues within Africa, as well as issues, appropriate services and/or equipment not available through the awardee's, OSHC, or course provider, but fundamentally required to ensure the academic success of the awardee. Assistance under this Fund will be will be assessed on a case-by-case basis.

By application of all the above measures, the MC will be required to address cross-cutting targets of 2-5% of all applications and 2-5% of all awardees being people living with disabilities.

An amount of up to AUD100,000 pa has been earmarked in the design costings for disability initiatives. The MC will develop detailed guidelines for use of this *Access and Equity Fund (PWD),* as well as other program funds to be made available in this regard on an annual basis.

4.7.3 Anti-corruption

The Africa award program will support good practice and model anti-corruption. Candidates will be selected from targeted sectors and appropriate organisations within clearly developed selection criteria.

Past experience across scholarship programs indicates that, occasionally, there may be attempts to influence the selection process in favour of a particular person. The MC will be required to immediately inform AusAID of such approaches. AusAID staff will chair all selection panels to ensure a transparent and fair selection process. The MC will not have a decision-making role but provide secretarial support to selection panels.

The MC will be required to prepare a fraud risk assessment and zero tolerance fraud control strategy containing appropriate fraud prevention, detection, investigation and

reporting processes and procedures that comply with the Commonwealth Fraud Control Guidelines. The MC will be responsible for preventing and detecting fraud including fraud within those functions performed by sub-contractors.

4.7.4 Environment

AusAID is bound by the Commonwealth's Environment Protection and Biodiversity Conservation Act 1999, which applies to all aid activities. The Contractor must comply with AusAID's Environmental Management System outlined in the *Environmental Management Guide for Australia's Aid Program*.[15] This covers the assessment and management of all actual or potential environmental impacts, both direct and indirect, to avoid or mitigate negative impacts and promote positive impacts and compliance with all relevant environmental laws and regulations of each partner country.

Where Australia has a comparative advantage in meeting the priority needs of partner countries, the program will provide opportunities in environmental management under all award and organisational categories. In the first year of operation, African government agencies will benefit from biosecurity awards under all award categories.

4.7.5 Child protection

As part of managing aspects of Australia's award program in Africa, there will be instances when MC staff may come into contact with young children and / or minors. AusAID policies in relation to managing and reducing risks of child abuse by persons engaged in delivering the Australian aid program apply to all contractors and non-government organisations funded by AusAID.

AusAID's expectations, including new child protection compliance standards for contractors and non-government organisations, are outlined in the *March 2008 Child Protection Policy.*[16]. 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. These policies apply to all activities covered by this design.

4.8 Critical risks and risk management strategies

Numerous risks are associated with a program in Africa of this size and diversity. The prior Scoping Study was a risk mapping exercise that identified implementation constraints, all of which have been addressed in this design. Risks remain. The most significant implementation risks with brief comment about mitigation steps are listed below. More detail and additional risks are in a Risk Matrix (*Annex 11*) that describes the potential impact of each risk, indicates how it has been addressed in the design and the actions to be taken if the risk happens.

- Partner agencies are unable to release sufficient numbers of quality candidates:
  - *review target numbers for each award category, especially LTAs, and adjust targets as necessary to reflect availability of appropriate candidates.*

- Management capacity is unable to cope with the challenges of a program of unprecedented diversity and complexity given the requirement to address the needs of 53 countries:

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15 AusAID website: http://www.ausaid.gov.au/keyaid/envt.cfm.
16 AusAID website: http://www.ausaid.gov.au/publications/pdf/child_protection.pdf

- *allow for adequate numbers of skilled staff in the design and ensure a thorough two-step international tender process that will select the best available expertise; the review in year 3 will allow AusAID to re-tender should the MC fail to perform.*

- Transparency and equity objectives prove difficult to achieve:
  - *transparent selection processes will be periodically reviewed and strengthened as necessary (e.g. enhancing the application of the 'tear-off slip' process) and specific gender and disability initiatives will similarly be reviewed and enhanced as necessary; the TAG and MTR will play a key role in this context.*

- Program expansion is hindered by a lack of suitable partners to help with the process and logistics aspects of such expansion:
  - *the partner network will begin modestly but will be actively developed over the life of the program; partner obligations will not be onerous and will be developed as a mutually beneficial form of harmonisation for all concerned.*

- Low number of applications from quality candidates:
  - *review and revise targeted promotion strategies and partner network arrangements; review and revise mix of candidates each year; review and remove barriers to candidate participation in the program.*

- A significant number of scholars do not implement their reintegration plans:
  - *liaise with employers and alumni to review and support reintegration processes.*

Annex 1: Other sector and problem analysis issues

1.1 Link to the wider Africa program

The Africa development assistance program is scaling up quickly - a key dimension of the Government's commitment to broaden and deepen engagement with Africa. The proposed objective of Australia's enhanced assistance to Africa is to support accelerated progress by African countries towards the MDGs in areas where Australia has a comparative advantage (such as food security, natural resource management and public sector reform) or has already invested (such as maternal and child health, and water and sanitation). Australia will also help build Africa's human resource capacity through a significantly expanded award program – the subject of this design – and targeted technical assistance.

The enhanced award program will be a key pillar of the scaled up program and – along with the new Australia-Africa Partnerships Facility (AAPF) – will be a key way in which Australia responds to African partners' human resource capacity-building needs while maximising Australia's profile on the continent. Opportunities to maximise synergies between the pillars of the Africa program and with and between the new award and partnerships programs, will be maximised. For example, opportunities to support broader institutional strengthening in African organisations may be identified following the selection of particular award candidates from those organisations and funded by the AAPF.

1.2 Donor harmonisation issues

In re-engaging more substantively in Africa, Australia will seek to avoid adding to the proliferation of existing donors by coordinating and harmonising efforts wherever possible with other donors and multilateral implementing partners, and pursuing country-led approaches – reflecting Australia's commitment to the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action. Reflecting these commitments, networks – at national, regional and continent-level – are a fundamental operational element of the design. Networks of 'nominating authorities' within partner governments will inform both a review of country sectoral priorities on an annual basis, as well as sourcing high-quality candidates. 'Core partner networks' will support promotion of the new program and nomination of candidates.

The design team found significant differences in the objectives of other donor scholarships programs (such as an emphasis on foreign policy or cultural goals over development assistance objectives, and a focus on academic excellence per se over targeted, sector-based human resource capacity-building). Moreover, a general trend away from scholarships-focused programs was identified among key donors, with short course awards often integrated with sectoral assistance programs. But all of the African development organisations, UN bodies and donors consulted agreed in principle to participate in partnership arrangements such as those outlined above. These arrangements can be seen as a mutually beneficial form of donor harmonisation for all concerned. AusAID supported by the MC will strengthen the partnership arrangements identified during the design phase and actively pursue additional partnerships.

These partnerships will not only fulfil an important operational role within the new program (through program promotion and candidate nomination), but will provide a forum for sharing lessons learned and best practice approaches, and possibly developing joint M&E arrangements. This process has commenced. These early linkages provide a foundation from which the program will continue to explore and consolidate linkages

with and between national and regional networks and with Australia, and coordinate where possible with other donors. By providing scope to be responsive to partner government priorities, this design will also seek to support country-led approaches in human resource capacity-building. In these ways, the new program design is consistent with the Australian Government's international commitments on aid effectiveness. Identifying new opportunities to harmonise our donor efforts, while retaining a strong Australian identity for the new program, will be critical requirements for implementation, with the effectiveness of these arrangements to be examined during the Mid-Term Review.

1.3 Delivery capacity of Australian institutions

The design process involved consultations with a wide range of stakeholders in Australia. The design team tested the absorptive capacity of Australian institutions regarding increased numbers of mainly postgraduate award students from Africa; interest in and absorptive capacity in implementing short courses in Australia and Africa; willingness to participate in professional development awards; and pre- and post-award support considerations. The outcomes of these consultations are summarised in the following table.

Delivery Issue	Australian Institutional capacity response
Long Term Awards in Australia	▪ No capacity constraints in the delivery of additional Masters and some PhD students in courses available in covering the identified priority sectors ▪ Some constraints relating to the verification of African academic qualifications, especially in countries less familiar to Australian institutions and no available NOOSR guidelines ▪ African students occasionally need additional assistance in Information Technology systems. They also face the same challenge as other international students of acquiring affordable and convenient long-term accommodation ▪ Due to the lack of extensive knowledge in Africa of Australian education providers, comprehensive course advice needs to be built into a new program to ensure appropriate course selection ▪ Due to the complexity of research courses appropriate support and time needs to be available for PhD applicants to source appropriate academic supervisors and institutions.
Short Course Awards in Australia and Africa	▪ No capacity constraints for short course delivery in Australia or Africa in all of the identified priority sectors ▪ Widespread endorsement of proposed short-course quality standards ▪ Consistent standards also need to be set to ensure awardees receive equal treatment and provision of allowances ▪ Entry requirements into short courses will vary based on providers' requirements, course content, recognition of prior learning and work experience ▪ Delivery options examples: o Awardees undertake full short course in Australia, either as a single subject or competencies or a series o Awardees undertake a full trainer-assessor course in Australia,

	followed by in-country follow-up. This model is useful where operational work experience is required. Courses can be customised or contextualized o Awardees take part training in Australia, part training or work assignment in their home country and a final on-the-job assessment in the home country o Awardees undertake a full short course in Africa through a local partner institution or facility identified by the program o Awardees may be offered a full qualification within a short course timeframe (ie Graduate Certificate with 3 months in Australia followed by submitting assessment remotely when they return to Africa) ▪ Institutions are able to provide interpreters and translation of material in languages required, however locating appropriate technical and language ability can be time-consuming ▪ Where courses are offered in languages other than English this will be mentioned on awardees transcript or statement ▪ Class sizes must be a minimum of 10 awardees per course in Australia and 20 per course in Africa and a maximum of 30 in any one class (though cohorts may be larger) ▪ Institutions require the tendering process to be kept simple. An initial, *'fast knockout'* short-listing round may be the best approach ▪ Countries where Australian institutions currently provide short courses and training include: Kenya, South Africa, Mozambique, Rwanda, Botswana, Libya, Eritrea, Egypt, Sudan, Ghana ▪ In-Africa delivery arrangements vary, from full institutional accreditation, auspicing with local partners, negotiated delivery with local partners or private facilities sourced directly. Course content also varies from full AQF standards, to customised training with no official documentation.
Participation in Professional Development Awards	▪ Capacity constraints may exist for the delivery of work placements in the private sector, specifically in industries affected by the financial crisis ▪ Appropriate pastoral care and support will need to be provided. Consistent standards should be applied across all providers ▪ Standard of English language capability need to also be clearly articulated by providers and participants.
Pre and Post award support	▪ Institutions welcome provision of in-country preparation and in-country follow-up for short courses and professional development awards, to support awardees in their implementation training outcomes and to ensure qualifications are utilised appropriately ▪ Language requirements for short course and professional development may be a major obstacle. Possible options for supplementary ESL in parallel with short course delivery in Australia ▪ Institutions may require significant lead time to obtain approval within university systems for case-specific delivery, especially in-Africa delivery ▪ Need to be able to tweak courses to local conditions (provide in-country lead time before delivery in African countries or allow for an initial trip to Africa by in-Australia trainers).

1.4 Gender equity measures

This design seeks gender equity. This needs to be distinguished from the simpler, but often inappropriate, concept of gender equality. Application of a gender equality principle would merely ensure that men and women applicants are always treated in the same manner. Due to the often-privileged position of males in many societies, treating male and female applicants in precisely the same manner would simply entrench and uphold any existing base-inequalities. Given that males have often had privileged access to educational and employment-related resources in the past, they will routinely be better placed to win awards on a directly competitive basis.

In contrast, the principle of Gender Equity seeks to ensure that both male and female applicants are offered equivalent opportunities to win awards. The provision of equivalent opportunities may well mean actively assisting historically or socially disadvantaged women to compete with privileged males. This will clearly mean treating male and female applicants in an unequal manner in some circumstances. Hence, resource application should be tailored to the specific gender-related needs of applicants to ensure that inappropriate historical or social privileges are overcome, rather than inadvertently supported.

While this reveals that the common past approach of ensuring *'equal treatment for all'* applicants is actually counter-productive in a development context, it does not mean that sub-standard female applicants should be provided awards. Rather, additional assistance should only be given to female candidates who adequately fit the desired applicant profiles, but face barriers to participation not encountered by their male competitors.

Seven equity measures are incorporated into this design. These mechanisms can be used for any groups requiring special assistance, including women (and PWDs). They are:

(i) Access and Equity Fund

This is a source of funding to allow high quality candidates equitable access relevant to any in-Africa elements of the program (including application, selection and ELT). It is intended to help remove barriers to participation in the in-Africa stages of the program (e.g. travel constraints, personal security, etc.), as well as any constraints related to participation in alumni activities. Provision of on-award assistance will be limited to PWDs. Assistance required is to be assessed on an individual basis, and may vary greatly from case to case. To avoid overuse or misuse of the fund, applicants will not be able to directly apply for assistance, but must be initially identified as deserving by Selection Panels in the initial application short-listing stage. Relevant applicants are then to be referred a Special Needs Coordinator (see ii below) for further assessment. Recommendations of Special Needs Coordinators will need to be ratified by hub OICs, before access to funds is granted.

(ii) Special Needs Coordinators

The program MC will employ two Special Needs Coordinators (one in each hub), whose duties will include identifying and mitigating inclusiveness constraints on high quality candidates. Mitigation may involve use of the Access and Equity Fund or direct measures such as liaising with course providers to facilitate special accommodation arrangements or other needs.

(iii) A Range of DAPs and Targeted Promotion

In defining DAPs to be used in targeted promotion care will be taken to ensure that a sufficient range of profiles with sufficiently inclusive selection criteria is provided to promote inclusive participation of female candidates in the program. Targeted promotion

in relation to these profiles will also attempt to reach and encourage participation by potential female and PWD applicants.

(iv) Preferential Access to Ancillary Awards

If circumstances arise in which participation targets (see vii below) consistently fail to be met, the preferential allocation of places in Ancillary Awards to females provides a powerful tool to correct this problem. Note that this would require a specific amendment to selection criteria in relevant years.

(v) Short Course and PDA Selection

Care will be taken to offer short courses and PDAs in a range of durations and topics to ensure equitable applicability to both male and female participants.

(vi) Short Course and PDA Venues

Whether in-Australia or in-Africa, short course venues will be sensitive to special needs participants, (including offering physical access, personal security and other sensitive arrangements such that their full participation is not impeded). In-Australia LTA and PDA venues will also be contractually required to demonstrate such sensitivity.

(vii) Participation Targets

By application of all the above measures, the managing contractor will be required to address a performance target of balanced (50%) participation by women, both at the applications received stage and within the total cohort of awardees per year (ie balance across all countries, profiles and award types combined, rather than balance in each case).

(For participation targets relating to PWDs see *Section 4.7.2*).

An amount of AUD100,000 pa has been earmarked in the design costings for gender equity initiatives. The MC will develop detailed guidelines for the Access and Equity Fund and program funds on an annual basis.

1.5 Disability measures

As discussed in *Section 4.7.2*, people with disability experience barriers which exclude their participation and contribution like others. These barriers to participation may be created by numerous factors including; physical, information, communication, technology, attitudinal, social and institutional.

Addressing these barriers through increased awareness and flexibility does not have to be resource intensive. The seven equity measures outlined in 1.5 above, also apply to PWD. The barriers which may deny equal access can be dealt with through each phase of the long and short award cycles outlined below.

In addition the MC may also access the *Disability Inclusive Development Team* in AusAID Canberra for specific advice and assistance.

Annual Prioritisation / Profiling

Consideration should be made early in each award cycle for the prioritisation of disability. There are two ways disability can be addressed through awards, either by way of the participants and/or the field of study. While mechanisms to include people with disability within each DAP will always apply, AusAID and the MC will also decide if short or long awards will include disability studies as a sector priority.

Targeted Promotion

The program must ensure that adequate and appropriate information is disseminated to people with disability, as well as to people within their representative/support organisations. Throughout Africa a wide variety of active Disabled People's Organisations could be accessed for advice and assistance in targeting appropriate individuals, organisations and training needs.

Accessible promotion may also include providing information in Braille format, large font information flyers, radio or alternative audio means and other interpretations where appropriate. Promotion documents should always include words that encourage people with disability to apply.

Application

To ensure award application processes are accessible a number of flexible mechanisms can be adopted. For example assistance should be offered in the preparation of the applications if requested, as well as providing applications forms in an appropriate format.

At application potential awardees with a disability/special need should be asked, if they wish, to provide details of their disability. This information will assist in assessing the likely support needs and appropriate assistance to be provided. This information is bound by Australian privacy laws and will be disclosed only for the purpose of facilitating an accessible award process.

Selection (also including Course/Institution selection)

Once an applicant with a disability is short-listed the MC must ensure that information regarding travel is delivered in a clear and appropriate format, as well as consideration for a modified interview location.

Assistance should be provided to applicants with full-time carers to attend interviews (see Case study below). For specific selection mechanisms, such as English language testing and completion of reintegration plans, appropriate formats, equipment and locations will be provided.

At the stage of course selection, where an awardee's preferred institution is not able to provide the assistance requested or required, other institutions may be recommended. Therefore the Course Advisor will be required to have reasonably updated information regarding the availability of disability services at different Australian institutions.

Pre-Departure/Mobilisation

As with the Selection phase, communication regarding travel and other logistical arrangements should to be made clear and address appropriately the needs of the awardee.

Appropriate assistance will also be provided to awardees requiring the services of a full-time carer for both mobilisation and on award assistance.

On-award

While studying in Australia 'reasonable' support will be offered to an awardee by their Australian institution through their respective Disability Liaison Officer or equivalent.

In addition to the services offered by institutions in Australia, the program will establish an *'Access and Equity Fund'* to be made available to awardees with accessibility issues. The Fund will address appropriate services or equipment not available through the

awardee's institution or OSHC, but that are fundamentally required to ensure the academic success of the awardee.

Completion/Returning home

Upon return additional support will be made available if required to assist awardees to implement their reintegration plans, such as modified format of documents and communication mechanism.

If the alumni wishes to participate in Alumni network activities, consideration must be given regarding appropriate communication channels for these activities (including alternatives to internet/email advertising), as well as accessibility to events and functions.

1.6 Development and maintenance of a Program Course Directory

To facilitate appropriate course selection by LTA applicants and simplify the provision of related advice by program staff, a directory of MSC courses offered by AusAID contracted tertiary institutions in Australia (and possibly Africa) will be produced. This task may be outsourced by the MC, but should be overseen by the program's Course Adviser. It should be comprehensive within fields related to target sectors of the program, and should contain detailed subject information and all course entry requirements (including IELTS).

Once developed, the Program Course Directory will require annual updating to ensure currency of the information contained therein. Electronic copies of this document may be made available to candidates. Hard copies of this directory should be produced in as simple a format as possible (black and white, simply bound, etc), but dependant on cost of production and distribution, provision of hard copies to applicants remain limited to access at hubs or nodes.

Annex 2: Detailed description of program activities

2.1A Long Term Awards – activity cycle process

The Long Term Awards (LTA) are postgraduate (and a very limited number of undergraduate) awards which result in a formal academic or vocational qualification listed under the Australian Qualification Framework (AQF).[17] As part of AusAID's approach to SPDAs, the LTAs actively pursue quality, access and equity throughout the management cycle, with clear and effective development targeting, scholar profiling, effective promotion and ability to measure effectiveness. There is an emphasis on transparency and accountability in application, shortlisting and selection, and a stronger engagement with program alumni. The LTAs are implemented within the guidelines outlined in the Australian Development Scholarships (ADS) Handbook.[18] The Handbook outlines the roles and responsibilities of all parties involved in either managing ADS or participating in ADS. It confirms that AusAID Post responsibilities may be contracted out to a MC. The MC's responsibilities generally fall within the operational level of the ADS processes, however there are policy-level tasks such as the annual prioritisation process which are managed by AusAID with MC support.

A detailed description of LTA cycle activities, as they apply to the new Africa program, is outlined below. This should be read in conjunction with the ADS Handbook.

(i) Prioritisation

AusAID, with MC assistance, consults partner governments (PG) with which Australia has a bilateral agreement to clarify priorities for the SPDA program. This analysis considers human resource gaps at country level as well as Australia's comparative advantage in particular sectors, and outlines priorities for the SPDA program with reference to sector and country allocations, and type of award. AusAID, with MC assistance, may also consult AusAID alumni, as well as civil society and private sector partner network organisations to develop a broad needs analysis that will inform the SPDA priorities.

These consultations and HRD needs analyses occur annually, prior to October each year. They form the basis of the SPDA priorities for the next LTA cycle, commencing with targeted promotion in October and continuing through the application, selection, English language and placement stages, to mobilisation of a first group of awardees to Australia in January 15 months later and then mobilisation of Ancillary award graduates to Australia 27 months later.

On the basis of AusAID identified priorities, the MC develops DAPs that focus the SPDAs not just at academically able applicants, but towards academically able applicants who can demonstrate engagement through an appropriate employer with development priorities in their own country and who can contribute to progress in those areas with skills and knowledge gained through the SPDA.[19] The MC also develops draft targeted promotional strategies for each DAP. The promotional strategies outline the proposed activities the MC will undertake to promote the SPDA program opportunities to

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[17] Normally excluding school sector accreditation (primary and secondary) see : http://www.aqf.edu.au/aqfqual.htm

[18] Australian Development Scholarships Handbook, Version 1.3, March 2009

[19] For civil society organisations only, employment may be taken to be inclusive of 'voluntary' employment, provided a sufficient history and commitment of the employer-employee relationship can be demonstrated.

appropriate audiences to achieve pan-Africa sector target numbers for LTAs. The sector targets are indicative and flexible. They are reviewed annually by AusAID and reflected in the annual SPDA work plan. AusAID reviews the draft targeted promotional strategies for approval prior to implementation.

(ii) Targeted promotion

The MC develops and distributes the SPDA promotional material as outlined in each targeted promotional strategy. The material should be prepared in the form of nested packages (designed for Focal Point/Core Network Partner, immediate employer and individual levels) to facilitate distribution and includes information about the different types of awards, application forms, and process guidelines for individuals and organisations. It is generally distributed to PG focal points and to CS and PS partner network organisations in October each year. However the promotional strategies will take account of the agreed priorities which may indicate that in some countries there is no demand for awards against a particular sector, nor a logical reason for promoting awards in a particular sector. Undergraduate awards will not be actively promoted except in designated countries – initially Kenya.

Government focal points distribute promotional material to relevant departments, agencies and parastatals. Civil society and private sector partner network organisations distribute the promotional material to relevant working partners they have direct relationships with at regional or country level and if appropriate, to their own eligible employees.

The MC will undertake advertising in specific industry or interest group journals or other media included in agreed targeted promotional strategies.

(iii) Applications (ADS Handbook p 2-1)

Public sector employees complete application forms and submit them through the government focal point. The government focal point compiles applications, may also annotate them to indicate preferred candidates, and then forwards applications to the MC by 1 December. CS and PS employees or associates submit application forms through their immediate employers (with joint sign off), directly to the MC by 1 December.

All application forms will include an indicative field of study, a preliminary (2-page) Reintegration Plan format to be completed by the applicant and their immediate employer. Application forms will also include a 'tear off' slip, seeking individual feedback about the AusAID awards process, and including details of submission. The applicant sends this directly to the MC on submission of their application to their employer.

The MC receives tear off slips and applications and reviews them to reconcile applications submitted and received, applications in the pipeline, and applications that may have gone missing. There is a 1 month period up to 1 January, in which the MC consults AusAID with an analysis of the applications process, issues arising, and options for follow-up. AusAID may task the MC to follow-up particular issues or delayed applications in some countries.[20]

(iv) Selection (ADS Handbook, p 2-4 & 2-5)

In early January, the MC reviews all applications received for eligibility and completeness and compiles a pool of applications for each of the priority sectors.

[20] Names of specific applicants will not be mentioned in this action.

The MC contracts and convenes Selection Panels (SPs) in Pretoria in January each year, initially five SPs, one for each of the five priority sectors. An SP has three members, an AusAID chair (Post or Canberra staff) and two other members drawn from AusAID alumni, preferably working in a professional capacity in a relevant African organisation; a sector specialist from an African institution; a sector specialist from Australia. The MC briefs the SPs to develop consistent approaches, criteria and processes for selection, and provides secretariat support to the SPs to enable them to review and score applications (including Reintegration Plans) to achieve a ranked shortlist of approximately 150% of the number of LTAs available by sector.

The MC conducts an initial validation screening of shortlisted applications, consistent with and preliminary to DIAC screening procedures, to check the validity of applicants' documents and claims.

The MC invites shortlisted applicants to selection interviews, testing and information sessions to be conducted at two hubs, Nairobi and Pretoria, and in two or up to three nodes, including Accra and Cairo. The MC facilitates logistics including travel and accommodation for applicants. Focal points and employers are also advised of their respective shortlisted applicants.

MC undertakes contracting and training of up to 4 temporary Course advisers (one of each in interview locations excluding that covered by the permanent program course adviser.

The SPs are reconvened and selection exercises are conducted over three days in up to five locations in the period from mid April to mid May. They include a range of activities or components for each applicant, a welcome & introduction session; a pre-IELTS test and an IELTS test as necessary; and an academic advice session. This academic advice session will include analysis of the applicant's choice of study areas, advice on specific course selection and clarification of IELTS requirements for each course (both utilising the program developed course directory – see Annex 1.7); an interview by a Selection Panel; and information sessions on full Reintegration Plan development, Ancillary Awards, visa application process, medical screenings and other mobilisation steps.

The SPs develops a ranked list of all interviewed applicants against each DAP, based on consideration of the application, the RP and the interview. The list identifies quality candidates with sufficient existing English proficiency to meet university entry requirements as well as candidates who require ELT support (Ancillary Awards) of 3, 4 or 6 months.

AusAID (with MC support) makes a final selection of LTA candidates to be offered awards across all DAPs and sectors, using the ranked lists provided by SPs, but with additional consideration of equitable geographic distribution, and bilateral or other commitments. As outlined in the ADS Handbook (p 2-5), the selection process should result in a list of priority applicants equal to the number of LTAs available, plus a list of reserve candidates ranked in order. Reserve candidates should meet all eligibility criteria, have an IELTS score of 6.5 or above, and be deemed suitable for immediate placement in the event that an existing candidate is rejected (including for reasons of failing to successfully complete an Ancillary Award) or withdraws prior to departure.

On 1 June the MC advises successful candidates for LTAs and for Ancillary Awards. The candidates identified for immediate offer of an LTA or for offer of a three month (August – October) Ancillary Award will be required to develop and submit a full format Reintegration Plan within one month of their notification. The MC also advises reserves and unsuccessful candidates of the results of the selection process.

(v) English language

The MC will contract a provider to deliver three, four and six month residential courses in Pretoria and Nairobi. These courses will be presented as stand alone 'Ancillary Awards' and will include English language training (ELT), study skills, information technology (IT), and cross cultural orientation. The provider will also deliver pastoral care for participants including airport transfers; reasonable accommodation accessible to the training facility; a contact person to respond to participant's academic and personal issues while on the course (usually a locally contracted senior Program Officer); payment of agreed stipend for food and living allowance; travel/health insurance; and provision of course materials and equipment.

The three month course in August–October each year will be available to successful applicants scoring an IELTS (or pre-IELTS) of 6 and who have the potential to gain an IELTS of 6.5 within the three months. Despite it being made clear that their gaining of an LTA remains provisional on performance in this Ancillary Award, those undertaking these 3-month courses will be permitted to continue with the placement process such as request for placement at university and compiling information requested for their visa application as outlined in section (vi) below, with a view to travelling to Australia in January. If an awardee does not complete this three month course successfully, the MC will upgrade a Reserve candidate as a replacement, if feasible.

The four and six month courses will be run in a continuous sequence (January – June) and will be available to applicants who could be successful in gaining an LTA within the DAP criteria, if their English language skills can be upgraded to course requirements in the time available. Candidates with IELTS (or pre-IELTS) of 5.0 will be required to undertake 6 months training (commencing January) and those with 5.5 will be required to take 4 months (commencing March). It will be conducted in Pretoria and Nairobi in the January to June period following the selection process.

Given that all participants of these two courses will be assembled at the end of the sequential 6/4 month period, a contiguous pre-departure briefing (PDB) will be conducted in the first week of July for successful graduates who are offered an LTA. The PDB is explained further in section (vii) below. At this point, this group of successful candidates will be required to develop and submit a full format Reintegration Plan to be submitted within one month of completion of their PDB. These awardees will then proceed through the placement and mobilisation stages of the LTA cycle, but will not participate in the PDB in November.

The MC will facilitate the logistics for awardees to travel from their home country to all Ancillary Awards.

(vi) Placement

The MC requests a placement at an Australian institution for each awardee by entering the placement details and the IELTS score (ADS Handbook p 2-2) into the AusAID Online Australian Scholarship Information System (OASIS) before 15 September. The institution is notified via email that an outstanding Request for Placement (RFP) is in OASIS awaiting processing. The MC also forwards a hard copy of the applicant's fully completed application form to the Institution. Only one RFP per applicant is forwarded to an Institution at any one time. (ADS Handbook p 2-3)

The MC receives the institution's response to an RFP in OASIS. It may be:

- requesting further information and/or further time to assess the RFP, stipulating the amount of time necessary (within the timeframes indicated below); or

- declining to offer a place at the Institution and stating the reason/s why within 14 days of receiving the RFP; or
- offering a place conditionally; or
- offering a place unconditionally.

If an institution wishes to make a conditional offer to an applicant, the specific conditions must be entered into OASIS at the time the offer is made. For example, an applicant may have to successfully complete pre-course English (PCE) prior to enrolment in a program of study. Specific conditions required by the Institution are included in the Letter of Offer forwarded to the applicant by the MC.

For coursework degrees, the Institution must make an offer in OASIS by 20 October at the latest for a semester one placement. For research degrees, the Institution must make an offer in OASIS by 3 November at the latest for a semester one placement. (ADS Handbook, p 2-4)

Once a university or institution placement is confirmed, the MC will generate in OASIS a Letter of Offer and Student Contract for the applicant. Upon receipt of the signed Student Contract the MC will record the acceptance/rejection of the offer in OASIS. An email will automatically be sent via OASIS to the Institution advising that an applicant has accepted or rejected a placement offer (this will include program rejections imposed because of insufficient progress in ELT). The MC, in consultation with the awardee, may decide to seek a second preference placement as outlined in the ADS Handbook (p 2-5).

At the same time as it is coordinating the RFPs through OASIS, the MC will liaise with awardees, and provide appropriate support where necessary, so that they complete the Australian student visa application forms, including the medical test, and submit them to the MC for submission to DIAC. The MC will compile the visa applications, review them for completeness and validity, follow up individuals as necessary.

Visa preparation occurs in three periods for three groups of awardees. Awardees who do not require any ELT will prepare from the first week of June until 1 August and the MC will submit these visa applications as a batch to DIAC on 1 August. For those who are participating in the three month Ancillary Awards in August – October, preparation will occur during their Ancillary Award with submission upon successful completion at the end of October.

Visa preparation for 4 and 6 month Ancillary Award graduates who are proceeding to an LTA occurs in the period from the first week of July until 1 September, when the MC submits this batch of visa applications to DIAC.

The MC will advise awardees and AusAID of DIAC approval/rejection of visa applications.

(vii) Mobilisation

The MC will develop a mobilisation plan for each awardee. It will include arrangements to participate in a PDB in November in Pretoria and in Nairobi, and also a travel itinerary from the home country to Australia in January to commence studies. (ADS Handbook, p 3-3)

The MC will facilitate the logistics for awardees to travel from their home country to the PDB and return and will manage the PDB events.

PDBs provide essential information that students need upon arrival in Australia, such as advice from AusAID alumni and other sources about living and studying in Australia. It is expected that the PDB will help the awardees to quickly settle into Australia and the institution, thereby enhancing their ability to complete their studies within the duration of their award.

PDBs also provide an opportunity to remind Students of their SPDA obligations, including the requirement that they return to their home country for a minimum period of two years upon completion of the LTA. Attendance at PDBs is compulsory for awardees. AusAID covers the travel costs for awardees to attend. (ADS Handbook p 3-3)

The MC arranges and pays for the awardees to travel to Australia, to arrive before their first course-related commitment. Students should arrive up to 14 days prior to the commencement of the Introductory Academic Program (IAP). The MC records awardees' travel details including flight number and arrival time in OASIS and an email is automatically generated and sent to the Institution. (ADS Handbook p 3-3)

(viii) (On award) & Reintegration

The MC consults each awardee at three and 12 months after commencement of the award in Australia, to review and update the RP.

Student contact officers at the awardees' host institutions are provided with a copy of their RP to assist in enrolment and subject selection. MC to review outcomes.

The MC may receive requests for contract variations from institutions and awardees while they are on award in Australia eg for changes in course, withdrawals, extensions transfers or terminations. (ADS handbook p 5-4) In these cases the MC will consult AusAID and if necessary the employing organisation in the awardees' home country prior to finalising a contract variation.

The institution will arrange and pay for the awardees' travel home at the end of the LTA. If possible this should be through Nairobi or Pretoria program hubs to enable the MC to conduct individual or small group briefing sessions with each scholar to clarify RPs, alumni network activities and support options such as the small grants scheme for individual alumni and employing organisations. If that is not feasible the MC will conduct debriefing sessions with returning scholars within three months of their arrival home. All returnees/employers are required to produce an updated reintegration plan (for program agreement) within one month of return to their workplace.

(ix) Alumni Network

The MC will develop and maintain an alumni database with relevant contact, employment and other post award details for each scholar.

The MC will manage a small grants scheme for alumni and their employing organisation to access for alumni initiated network activities and professional development activities in particular countries. (See *Annex 9* below)

The MC, as part of a broader communications strategy, will establish and maintain an SPDA website. It will include an Alumni section with member log-in access and provide alumni specific information and updates including case studies, networking mechanisms such as notice boards, email groups, or chat rooms, and notice of forthcoming SPDA events.

The MC will organise and conduct a range of alumni events which may include professional development seminars/workshop around sector priority themes, delivered at

the hubs, and other locations if appropriate; alumni participation in SPDA management cycle activities such as targeted promotion, selection panels and PDBs; and social and professional networking events arranged around Australian VIP visits or other occasions.

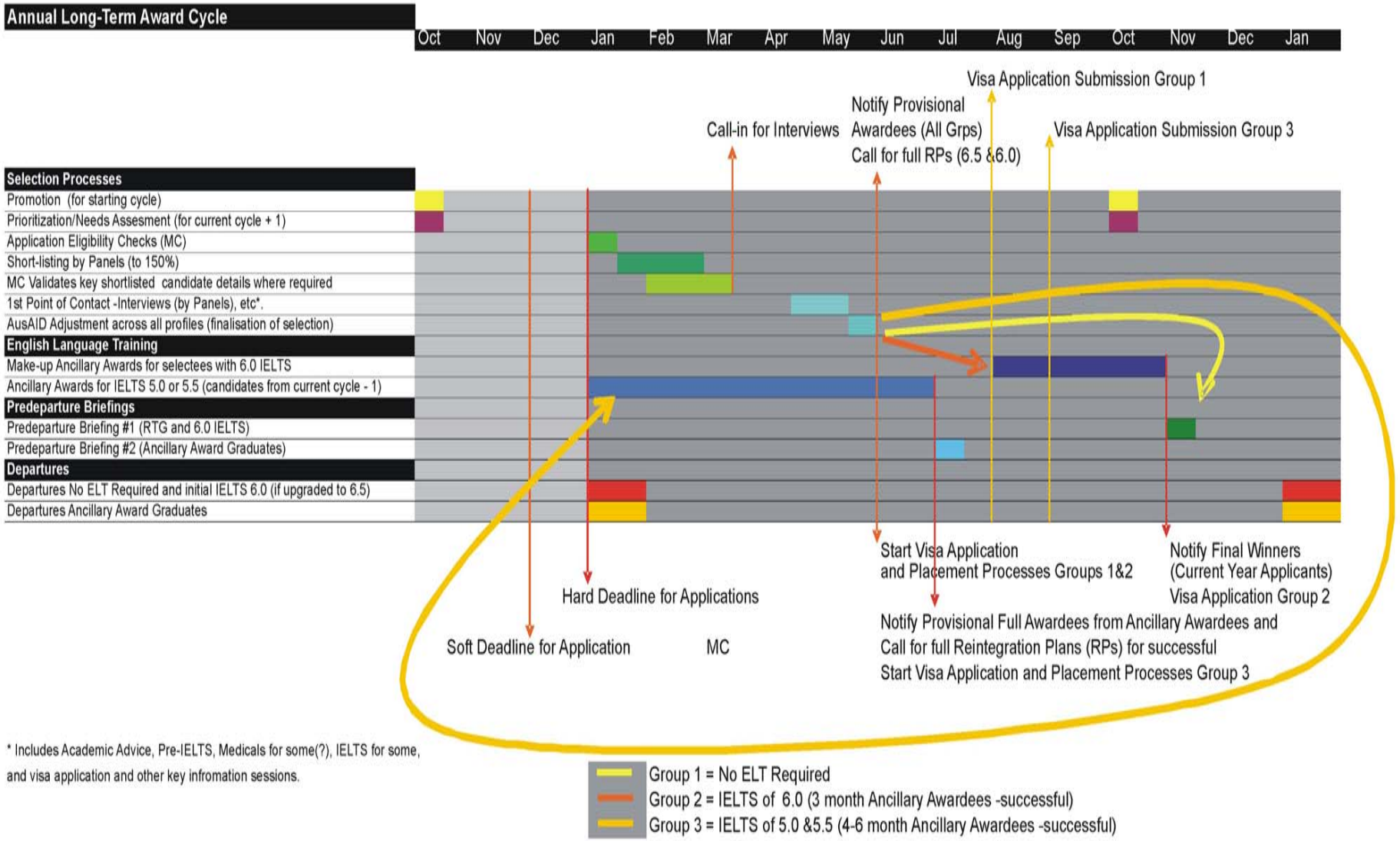
The MC will develop and distribute a 6-monthly SPDA newsletter that addresses scholars on award and alumni.

2.1B Process and indicative annual dates and deadlines for LTAs & activity cycle chart

The table below summarises key milestone dates and deadlines for the LTA cycle as further illustrated in the immediately following LTA Activity Cycle Chart.

Key LTA Milestones	Date to be Completed	Notes / Explanation
HRD needs analysis completed	15 September	The Contractor supports AusAID's consultations and SPDA prioritisation through desk based liaison with CS and PS network partner organisations as well as desk based research into country and aggregated HRD needs analyses.
Finalised DAPs and associated targeted promotional strategies developed, and target numbers assigned	30 September	AusAID to advise the Contractor of priorities by sector, country, type of award, and approve DAPs and strategies.
Targeted promotion	Commenced on 1 October and to be completed by end of November each year	All promotional materials and application forms distributed to government focal points, civil society (CS) and private sector (PS) network partner organisations, and any agreed media advertising or other promotional activities.
Initial Application Closing Date	1 December	Soft closing date for applications, two months from 1 October.
Final Application Closing Date	1 January	Hard closing date for receipt of applications for LTA
Short listing of applications by 5 Selection Panels	End March	4-5 days per panel. Selection Panels develop short lists of up to 150% of expected number of awards.
Invite shortlisted Applicants to interview and information session	15 March	
Conduct interviews, information and EL sessions in 2 hubs and up to 2 nodes	15 May	To be conducted for up to 600 Applicants across up to 4 locations, Nairobi & Pretoria, and in 2 or up to 3 nodes, in the period 15 April – 15 May; 5 Selection Panels conduct interviews; includes pre-IELTS, IELTS, academic advice and information sessions.

Key LTA Milestones	Date to be Completed	Notes / Explanation
Advise candidates of results and request full RPs from groups a) & c)	1 June	6 groups: a) Successful awardee IELTS 6.5 and above b) Unsuccessful c) Provisional awardee: IELTS 6 – requires 3 month ELT d) Provisional awardee: IELTS 5.5 – requires 4 months ELT e) Provisional awardee: IELTS 5 – requires 6 month ELT f) Reserves - IELTS 6.5
Conduct 6 & 4 month Ancillary Award academic preparation/ELT program for groups d) & e) from previous year LTA cycle	End June	Ancillary Awardees only Delivered in Pretoria and in Nairobi in the period January – June each year
Conduct Pre Departure Briefing (PDB) for successful 6 & 4 month Ancillary awardees proceeding to LTA and request full RPs for these candidates	First week July	Ancillary awardees only
Visa applications for group a) lodged with DIAC	1 August	
Visa applications for groups d) & e) from previous year LTA cycle lodged with DIAC	1 September	Ancillary awardees only
Conduct 3 month Ancillary Award for group c)	End October	Delivered in Pretoria and in Nairobi in the period August - October
Visa applications for group c) lodged with DIAC	End October	
Arrange placement with Australian Institutions for groups a) & c) from current LTA cycle; and groups d) and e) from previous year LTA cycle	To be finalised by end October each year	Commences in June for groups a) & c), and July for groups d) & e) from previous year LTA cycle. 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.
Conduct PDB for groups a) & c)	First week November	Involve Alumni in the pre-departure activities and for mentoring etc.
Mobilisation of awardees to Australia each year groups a) & c) from current LTA cycle, and successful Ancillary award graduates from groups d) & e) from previous LTA cycle	January	Ensure that all arrangements are in place in Australia and confirm that the universities have made support arrangements.


Annual Long-Term Award Cycle
Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan
Visa Application Submission Group 1
Notify Provisional
Awardees (All Grps)
Call for full RPs (6.5 &6.0)
Call-in for Interviews
Visa Application Submission Group 3
Selection Processes
Promotion (for starting cycle)
Prioritization/Needs Assesment (for current cycle + 1)
Application Eligibility Checks (MC)
Short-listing by Panels (to 150%)
MC Validates key shortlisted candidate details where required
1st Point of Contact -Interviews (by Panels), etc*.
AusAID Adjustment across all profiles (finalisation of selection)
English Language Training
Make-up Ancillary Awards for selectees with 6.0 IELTS
Ancillary Awards for IELTS 5.0 or 5.5 (candidates from current cycle - 1)
Predeparture Briefings
Predeparture Briefing #1 (RTG and 6.0 IELTS)
Predeparture Briefing #2 (Ancillary Award Graduates)
Departures
Departures No ELT Required and initial IELTS 6.0 (if upgraded to 6.5)
Departures Ancillary Award Graduates
Start Visa Application
and Placement Processes Groups 1&2
Notify Final Winners
(Current Year Applicants)
Visa Application Group 2
Hard Deadline for Applications
Soft Deadline for Application
MC
Notify Provisional Full Awardees from Ancillary Awardees and
Call for full Reintegration Plans (RPs) for successful
Start Visa Application and Placement Processes Group 3
* Includes Academic Advice, Pre-IELTS, Medicals for some(?), IELTS for some,
and visa application and other key infromation sessions.
Group 1 = No ELT Required
Group 2 = IELTS of 6.0 (3 month Ancillary Awardees -successful)
Group 3 = IELTS of 5.0 &5.5 (4-6 month Ancillary Awardees -successful)

2.2 Short Course Awards – activity cycle process[21]

(i) Preliminary (initial year only)

Preliminary processes in first year of implementation), include:

For the first year of operation, the program will need to rapidly identify a list of short courses to be offered in that year and develop a draft plan for delivery of these short courses (including locations, indicative participant numbers and scheduling). A process of development for these items will apply in all following years.

The program, including necessary policy direction from AusAID, will also need to develop DAPs and associated Targeting Strategies for use in the initial promotional cycle. A process of development for these items will apply in all following years.

For the first year of operation, the program will, with required inputs from AusAID, need to make an immediate selection of successful SCA awardees against DAP selection criteria and inclusiveness and bilateral commitment considerations (including geographic adjustments). A more considered selection process will apply in all following years.

Using the Short Course Providers Multi-Use List to be established by AusAID before July 2010, the MC will undertake tendering processes to engage short course providers able to provide the necessary short courses for specified sectors and sub-sectors in order to meet the core needs of the Africa program. In the first short course delivery cycle, short courses will be limited to those the MC has been able to tender.

(ii) Annual Prioritisation

Prioritisation for one year feeds into promotion and delivery for the next, and hence, potentially confusing overlapping cycles are involved.

The MC will annually consult with the program's promotional network partners (including partner government focal points), as part of the combined annual prioritisation and promotion processes for the SPDA program. In the case of SCAs, the prioritisation aspect of this consultation will involve providing network partners with a full list of topics against which short courses might be offered in the next short course delivery cycle, and requesting them to rank, in order of priority, up to 10 of the most desirable of these course topics. These consultations will also provide opportunities for partners to suggest a list of up to 10 alternate short course topics. These partner-suggested topics will be limited to alternatives within the specified sectors and sub-sectors for civil society and private enterprise network partners, but will be open to any MDG relevant topic for government network partners.

The program, with appropriate involvement of AusAID, will review these partner network prioritisations of listed short course topics and partner suggestions to identify a final list of short course topics to be delivered in the next short course delivery cycle, and develop a draft plan for delivery of these short courses (including locations, indicative participant numbers and scheduling).

The MC will then assist AusAID to develop full and final DAPs for each short course (taking into account any inclusiveness requirements, etc.)

[21] The standard short course delivery cycle is deemed to match financial years.

The MC will then draft DAP-specific targeted promotional strategies (with assistance from course providers, where feasible), to be applied in the next cycle, and on review by AusAID, finalise these strategies. For DAPs and targeted promotional strategies which do not inherently address broader inclusiveness concerns, the MC will need to develop additional cross-cutting strategies to ensure sufficient levels of participation in the program by women, people living with disability and any other target groups specified in Annual Plans.

(iii) Targeted Promotion

The MC will need to prepare or update all promotional material including application forms and network partner, employer and individual instructional material mentioned above, to be ready for the next short course delivery cycle.

As part of the consultation with promotional network partners mentioned above, the MC will selectively provide relevant promotional material to network partners and implement targeted promotional strategies (developed during the previous cycle).

The MC will also have to have a system of reminders and prompts to network partners concerning approaching application submission deadlines, including the use of information gained from application tear-off slips to prompt organisations to forward applications known to be in the submission pipeline.[22]

(iv) Applications

The MC will need to review applications and application tear-off slips as they are received. It will be particularly important to implement systems for receipt of notifications (of any form) identifying potential candidates for special needs assistance, and promptly helping any cases deemed deserving with issues regarding the completion of a full application (in line with appropriate program procedures and guidelines).

The MC will then compile all applications duly submitted by the application deadline (1 January each year) and use the eligibility criteria specified in course-specific DAPs to remove any non-compliant applications from the final application pool.

(v) Selection

All eligible applications (including reintegration plan components) pertinent to each course will then be forwarded to the contracted short course provider for that course, along with the specified subset of selection criteria drawn from relevant DAPs that the course provider is required to rank applications against.

The MC will then compile all course provider-supplied rankings of applications against each course, along with any provider comments regarding wholly unsuitable applicants.

A short course selection panel consisting of an AusAID staff member and the OIC or Deputy OIC of each hub will then review and revise the course provider rankings in light of the full inclusiveness considerations and selection criteria of respective DAPs, and produce a final set of applicant rankings for each course.

The panel will then review and revise applicant rankings across all short-courses to be delivered in the current cycle and determine a final list of successful applicants and course-participant numbers in line with annual targets.

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[22] Names of specific applicants will not be mentioned in this action

(vi) Mobilisation & On-Award

Once selection is complete, the MC will notify successful applicants, their employers and course providers of final participants for each course, and include in this notification all briefing material necessary to enable all parties to prepare for undertaking or delivering these awards.

In relation to short courses to be conducted in Australia, the MC will, as far as practical, need to assist course providers to facilitate applicant medicals, visa provision, insurance, travel, special needs assistance to selected individuals and any other matters relevant to the delivery of these awards.

Course providers will necessarily be responsible for course delivery itself.

In relation to short courses to be conducted in Africa, the MC will, unless specifically advised otherwise by a course provider or their local delivery partner (and included in the course provider's contractual obligations), undertake the vast majority of tasks necessary to secure appropriate facilities to deliver each course and facilitate applicant visas, return travel, pastoral care (including, but not limited to, personal security, accommodation, living allowances, and on-award transportation), special needs assistance to selected individuals, translation services, and any other tasks necessary to ensure satisfactory course delivery.

(vii) Reintegration & Alumni

On completion of each course, the program will, with assistance of the course provider, arrange a short 'return to work' briefing, ensuring that alumni are informed of relevant follow-up requirements (including but not limited to M&E and Alumni activities). Participation of (Canberra or Africa-based) AusAID staff in these briefings will be very beneficial to program identity aims.

On completion of each course, the course provider will, with the help of the MC, facilitate the agreed updating of individual Reintegration Plans (RPs) in consultation with both awardees and their employers.

The program will have the additional ongoing task of implementing all relevant elements of the program's M&E Framework in regard to SCAs. The Contractor will also maintain an MIS that retains all relevant management information (including, but not limited to, participant details) pertaining to short course delivery.

The program will have an ongoing task of ensuring alumni of the program's SCAs have ongoing access to relevant alumni support and activities. (See *Annex 9* below)

The MC, as part of a broader communications strategy, will establish and maintain an SPDA website. It will include an Alumni section with member log-in access and provide alumni specific information and updates including case studies, networking mechanisms such as notice boards, email groups, or chat rooms, and notice of forthcoming SPDA events.

The MC will organise and conduct a range of alumni events which may include professional development seminars/workshop around sector priority themes, delivered at the hubs, and other locations if appropriate; alumni participation in SPDA management cycle activities such as targeted promotion, selection panels and PDBs; and social and professional networking events arranged around Australian VIP visits or other occasions.

The MC will develop and distribute a 6-monthly SPDA newsletter that addresses scholars on award and alumni.

2.3 Professional Development Awards – activity cycle process

The Professional Development Awards (PDAs) are up to three months duration. They provide recipients with the opportunity to obtain valuable experience and new perspectives from placement in professional or vocational workplaces that are actively operating in a relevant industry or public sector to Australian standards. Most PDAs will be linked to in-Australia delivery which is consistent with the foreign policy (industry-to-industry linkages) intent of the program. Demand for this type of award has not been fully tested so the initial years of implementation will be considered a 'pilot' for evaluation by a Mid Term program review scheduled for the end of 2012.

PDAs may include a training component, however a formal education/training course is not required. Work attachment and associated on-the-job learning experience must comprise at least 70% of their duration in order to address Australian Occupational Training Subclass 442 visa requirements.

As part of AusAID's new approach to SPDAs, the PDAs will actively pursue quality, access and equity throughout the management cycle, with clear and effective development targeting, effective promotion and ability to measure effectiveness. There is an emphasis on flexibility and responsiveness and a stronger engagement with program alumni. While the LTAs and SCAs necessarily require substantial lead times to deliver, the PDA activity cycle is designed to allow a rapid approval process to maximise use of this flexible component of the program as a responsive mechanism.

A description of PDA cycle activities is outlined below.

(i) Targeted promotion

The MC will consult AusAID in September each year to clarify the SPDA priorities by target groups and sectors.

The MC will develop draft targeted promotional strategies for PDAs (by group and sector) outlining the proposed activities the MC will undertake to promote opportunities to appropriate audiences to achieve relevant targets. AusAID will review the draft promotional strategies for approval prior to implementation. This promotion occurs within the annual promotion of LTA and SCA opportunities in the SPDA program.

The MC will distribute the PDA promotional material as outlined in the targeted promotional strategies in October and November each year. The material includes information about the different types of PDAs, proposal forms, and process guidelines for organisations. It is generally distributed to PG focal points and to CS and PS partner network organisations in each country. Austrade will be invited to be a key partner network member facilitating access to relevant private sector organisations.

Government focal points distribute promotional material to relevant departments, agencies and parastatals. Civil society and private sector partner network organisations distribute the promotional material to relevant direct partners they work with in country and if appropriate, consider it in light of their own HRD needs.

The MC will undertake advertising in specific journals or other media if it is included in agreed promotional strategies.

(ii) Applications

The MC will receive proposals at any point in the year from government departments, agencies or parastatals, and from civil society and private sector organisations. Proposals will not be accepted from individuals.

Proposals will be processed in the order in which they are received and apart from the annual indicative targets shown above, there will be no forward programming and no pooled competitive selection process.

When indicative targets are reached in any sector or group during the financial year, any further quality proposals received in that category will be held over for possible funding in the latter part of the financial year. Reallocation between indicative targets may be made during a financial year, if a shortfall of eligible proposals within associated categories becomes apparent. Otherwise such applications will be considered for funding early in the subsequent financial year.

Proposal forms will be submitted to the program by the African organisation making the proposal. The proposal must be jointly developed by the proposing agency and the intended Australian Host organisation. The proposal format will include a mandatory form of agreement letter which will need to be signed off by both parties before submission. Proposals will also include short format Reintegration Plans for each proposed participant, and indicate the priority needs being addressed by the exercise, and how this will be realised. AusAID and/or the MC are not formally obliged to assist African proposing organisations to link to potential Australian host organisations (or vice-versa). Any such obligations would have very significant workload and resourcing implications and would lead to unreasonable expectations and subsequent dissatisfaction with the program when such linkages were unable to be created as desired. However, AusAID and/or the MC may provide informal assistance as they see fit.

(iii) Vetting of applications/proposals

The MC reviews proposals as they are received for eligibility and completeness. Standard vetting of the proposal organisations and participants will also be undertaken.

For eligible proposals the MC will confirm by phone/email that the nominated department/organisation in Australia is prepared to adhere to the full level of commitment indicated in the proposal and program contractual requirements for participation.

(iv) Conditional Approval

The MC will refer eligible proposals, with relevant recommendations and/or advice, to AusAID for conditional approval.

The MC will inform proponents of conditional approval or rejection, as relevant.

As part of the conditional approval, the MC may request the proposing organisation to submit a more detailed Reintegration Plan for each participant, if originals supplied with the proposals are deemed inadequate.

(v) Contracting Host Organisation

The MC will initiate and finalise contract negotiations with the host, including PDA delivery standards and standardised levels of pastoral care.

(vi) Final Approval

The MC will brief AusAID on PDA delivery issues at monthly meetings. Final approval of proposals for which (unsigned) contractual arrangements have been agreed with all parties may then be provided by AusAID.

(vii) Mobilisation

The MC will develop a mobilisation plan for each awardee under a proposal. It will include a travel itinerary from the home country to Australia. All orientation and pre-

award and post-award briefings (and any associated RP follow-up) will be the responsibility of the host organisation.

The MC will facilitate the logistics for awardees, arranging and paying for travel from the home country to Australia and return and facilitating the visa application through DIAC.

(viii) Reintegration

All awardees/employers will be required to provide an updated Reintegration Plan (for approval by program staff), within one week of return to workplace.

(ix) Alumni Network

The MC will maintain an alumni database with relevant contact, employment and other post award details for each awardee.

The MC will manage a small grants scheme for alumni and their employing organisation to access for alumni initiated network activities and professional development activities in particular countries. (See *Annex 9* below)

The MC, as part of a broader communications strategy, will establish and maintain an SPDA website. It will include an Alumni section with member log-in access and provide alumni specific information and updates including case studies, networking mechanisms such as notice boards, email groups, or chat rooms, and notice of forthcoming SPDA events.

The MC will organise and conduct a range of alumni events which may include professional development seminars/workshop around sector priority themes, delivered at the hubs, and other locations if appropriate; alumni participation in SPDA management cycle activities such as targeted promotion, selection panels and PDBs; and social and professional networking events arranged around Australian VIP visits or other occasions.

The MC will develop and distribute a 6 monthly SPDA newsletter that addresses scholars on award and alumni.

Australian host organisations may be encouraged to participate in alumni activities for PDA recipients.

Annex 3: Profiles and case studies

3.1 LTAs – Indicative Desired Applicant Profiles

The DAPs provided here are indicative-only and are intended to provide examples of the application of this tool. The MC will be expected to assist AusAID to develop a full set of DAPs on program start up. This full set may or may not include these examples, depending on AusAID priorities. At full operation (400 LTAs) this program might have up to 10 DAPs for LTAs. This would mean a manageable average of around 40 candidates sought under each profile. One example is provided here for each target group. Level of specificity of DAPs may vary, but they should never become so general as to be ineffective as a meaningful basis for an associated targeting strategy.

The MC will use the DAPs to develop DAP-specific targeting strategies, with a view to making progress against the objectives of the Program.

Separate DAPs will be developed for the limited number of undergraduate awards once the demand for such awards has been clarified. These will be country-specific and initially will only cover Kenya with a mining sector focus.

Profiles for LTAs should be reviewed annually and updated or replaced, as required. SCAs also require development of DAPs, but these are course-specific and hence are dependent on prior identification of short courses to be offered. A standard format for SCA DAPS is being developed by AusAID and will be available on program start-up.

Indicative Desired Applicant Profile 1

Name of Profile	**Government Agricultural Biosecurity Personnel**
Target Group **(Description)**	▪ Persons formally employed by African government agencies as policy makers, enforcement/extension personnel or researchers operating in the area of transnational biosecurity, particularly in relation to the protection of production.
Outputs and Targets	▪ Approximately 50 individuals (5 researchers/15 policy makers/30 enforcement personnel) ▪ Up to 2 of the 5 researchers should be to PhD level ▪ Up to 5 of the 15 policy makers should be from centralised (national) work units, with the remainder from sub-national work units. ▪ At least 20 of the 30 enforcement/extension personnel should be field-based officers.
Desired Outcomes in relation to relevant objectives	▪ Through appropriate research and strategic planning AusAID alumni within relevant African government agencies develop realistic and effective agricultural biosecurity policies relevant to their countries or regions. ▪ AusAID alumni within relevant African government agencies effectively applying agricultural biosecurity practices relevant to their countries or regions. ▪ **Relevant Target Sectors:** Natural Resource Management, Food Security & Public Policy
Strategies to gain Applications	▪ Through government focal points, contact relevant government agencies (eg Customs, Quarantine Services, Agricultural Agencies involved in pest management, local Pest Management Board, etc) and distribute program promotional material, including 'public version'

	of this DAP. ▪ Work through Civil Society or Private Sector network partners who are working in agricultural pest management or agricultural import fields to identify appropriate government counterpart candidates for referral to focal points. ▪ Identify and provide representation to regional biosecurity or agricultural pest management meetings, working groups, conferences or workshops. ▪ Identify and promote in regional biosecurity or agricultural pest management publications or communication networks (newsletters journals, websites, discussion pages, etc.). This may include official inter-governmental networks or professional associations and other non-government groups.
Eligibility/Selection Criteria	▪ Must be an employee of a relevant African government agency or parastatal (eg Customs, Quarantine Services, Agricultural Agencies involved in pest management, local Pest Management Board, etc) working in a research, policy making or enforcement/extension role in the field of agricultural biosecurity. ▪ Must be applying for a postgraduate course that falls under a field covered by this profile. ▪ Must meet the general minimum eligibility criteria for Australian Development Scholarships (ADS) and African Long Term Awards (LTAs), including Australian tertiary institution entry requirements. ▪ Must have a minimum of two years relevant work experience in a field covered by this profile. ▪ Must have English proficiency of a standard at least equivalent to IELTS 5.0. ▪ Preference will be given to candidates working in fields related to the protection of food crops which provide the basis of broad- based food production or cash cropping (rather than those which are primarily relevant to large scale commercial enterprises). ▪ Female candidates are encouraged to apply. ▪ People with a disability are encouraged to apply.
Support Service <u>Options</u>	▪ Provision of Pre-IELTS and IELTS test for shortlisted candidates ▪ Provision of Ancillary Awards for selected candidates ▪ Provision of course advice for shortlisted candidates ▪ Possible assistance with research topic selection and in-Africa fieldwork and supervision (through ICRAF) ▪ Special needs assistance as deemed appropriate ▪ Standard ADS support conditions for awardees

Indicative Desired Applicant Profile 2

Name of Profile	**Civil Society Employees working in provision of, or educative outreach regarding, safe drinking water for public private or secondary schools**
Target Group **(Description)**	▪ Persons employed[23] by African civil society organisations directly and actively involved in either: o The provision of relevant infrastructure to supply safe drinking water to public primary or secondary schools o Educative outreach or extension regarding appropriate sanitary practice (targeting students and/or staff) and low cost means of rendering water potable.
Outputs and Targets	▪ Approximately 40 individuals (10 infrastructure workers / educative outreach workers). 30 ▪ No PhDs to be considered. ▪ At least 35 of awards are for field staff (rather than office-based planning staff)
Desired Outcomes in relation to relevant objectives	▪ AusAID alumni within relevant African civil society organisations effectively plan, construct and render operational infrastructure which has the primary purpose of delivering safe drinking water to African public schools. ▪ AusAID alumni within relevant African civil society organisations effectively design and deliver educative outreach programs to African public schools with the primary purpose of teaching sanitary practice (targeting students and/or staff) and low cost means of rendering water potable ▪ **Relevant Target Sectors:** Water and Sanitation & Maternal and Child Health
Strategies to gain Applications	▪ Request government focal point (or intergovernmental organisation) assistance in identifying relevant government affiliated programs in this field that involve civil society organisations, and request contact details of such organisations, or assistance with distributing targeted promotional material to them. ▪ Work through Civil Society or Private Sector network partners who are working in related water and sanitation or community health fields to identify and prompt applications directly from appropriate candidates (through their immediate employers). ▪ Identify and provide representation to regional water and sanitation or community health meetings, working groups, conferences or workshops. ▪ Identify and promote in regional water and sanitation or community health publications or communication networks (newsletters journals, websites, discussion pages, etc). This may include official inter-organisation networks or professional associations and other interest groups.
Eligibility/Selection Criteria	▪ Must be from Tier 2 or Tier 3 country ▪ Must be an employee of a relevant African civil society organisation directly and actively involved in either: o The provision of relevant infrastructure to supply safe

[23] Note for civil society organizations only, employment may be taken to be inclusive of 'voluntary' employment, provided a sufficient history and commitment of the employer-employee relationship can be demonstrated.

	drinking water to public primary or secondary schools o Educative outreach or extension regarding appropriate sanitary practice (targeting students and/or staff) and low cost means of rendering water potable. ▪ Must be applying for a postgraduate course that falls under a field covered by this profile. ▪ Must meet the general minimum eligibility criteria for Australian Development Scholarships (ADS) and African Long Term Awards (LTAs), including Australian tertiary institution entry requirements. ▪ Must have a minimum of two years relevant work experience in a field covered by this profile. ▪ Must have English proficiency of a standard at least equivalent to IELTS 5.0. ▪ Preference will be given to candidates currently working in rural areas. ▪ Female candidates are encouraged to apply. ▪ People with a disability are encouraged to apply.
Support Service Options	▪ Provision of Pre-IELTS and IELTS test for shortlisted candidates ▪ Provision of Ancillary Awards for selected candidates ▪ Provision of course advice for shortlisted candidates ▪ Special needs assistance as deemed appropriate ▪ Standard ADS support conditions for awardees

Indicative Desired Applicant Profile 3

Name of Profile	**Corporate Social Responsibility Personnel of African Mining Enterprises, Cooperatives or Industry/Professional Associations**
▪ **Target Group** ▪ **(Description)**	▪ Persons formally employed by African Mining Enterprises, Cooperatives or Industry/Professional Associations as policy makers or extension personnel in the field of Corporate Social Responsibility (CSR)
▪ **Outputs and Targets**	▪ Approximately 40 individuals (10 policy makers /30 extension workers). ▪ At least 35 of the awardees should be working at a operational mine site ▪ No PhDs to be considered.
▪ **Desired Outcomes in relation to relevant objectives**	▪ AusAID alumni within relevant African Mining Enterprises, Cooperatives or Industry/Professional Associations develop effective and socially responsible CSR policies. ▪ AusAID alumni within relevant African Mining Enterprises, Cooperatives or Industry/Professional Associations apply effective and socially responsible CSR practices. ▪ **Relevant Target Sector:** Natural Resource Management (Target Subsector: Mining, Drilling and Extractive Industries)
▪ **Strategies to gain Applications**	▪ Request government focal point (or intergovernmental organisations) assistance in identifying relevant government affiliated programs in this field that involve private sector organisations, and request contact details of such organisations, or assistance with distributing targeted promotional material to them. ▪ Work through Private Sector network partners who are working in mining to identify and prompt applications directly from appropriate candidates (through their immediate employers). ▪ Identify and provide representation to regional mining, meetings, working groups, conferences or workshops. ▪ Identify and promote in regional mining publications or communication networks (newsletters journals, websites, discussion pages, etc). This may include official inter-organisation networks or professional associations and other interest groups.
▪ **Eligibility/Selection Criteria**	▪ Must be from a country with mining interests. ▪ Must be formally employed by an African Mining Enterprises Cooperative or Industry/Professional Association as policy makers or extension personnel in the field of Corporate Social Responsibility (CSR) ▪ Must be applying for a postgraduate course that falls under a field covered by this profile. ▪ Must meet the general minimum eligibility criteria for Australian Development Scholarships (ADS) and African Long Term Awards (LTAs), including Australian tertiary institution entry requirements. ▪ Must have a minimum of two years relevant work experience in a field covered by this profile. ▪ Must have English proficiency of a standard at least equivalent to IELTS 5.0. ▪ Preference will be given to candidates currently working at an

	operational mine site.. ▪ Female candidates are encouraged to apply. ▪ People with a disability are encouraged to apply.
▪ **Support Service <u>Options</u>**	▪ Provision of Pre-IELTS and IELTS test for shortlisted candidates ▪ Provision of Ancillary Awards for selected candidates ▪ Provision of course advice for shortlisted candidates ▪ Special needs assistance as deemed appropriate ▪ Standard ADS support conditions for awardees

Annex 4: Program management and implementation arrangements

4.1 Indicative Contractor staffing profile

The MC will be expected to set up a Base Office/Hub in Pretoria and a sub regional hub office in Nairobi and a Hub Office in an Australian capital city. For the latter the design does not indicate a particular location.

Staffing levels are indicative but the MC will be expected at a minimum to provide for the international positions in Africa described in the design.

Pretoria Base Office

International professional:

1 x Team Leader (Program)

1 x Deputy Team Leader (Program)

1 x Course Adviser[24] (located in sub-regional hubs for extended periods) (LTAs)

1 x M&E Specialist (located in sub-regional hubs for extended periods) (Program)

Local Program Officers:

1 x Finance and Contracts Coordinator (Program)

1 x Targeted Promotions Coordinator (Program)

2 x Promotions staff – application and initial selection (Program)

2 x Mobilisation staff (Program)

2 x Visa staff (Program)

2 x ELT and IELTS staff (Program)

2 x Short Course Logistics staff (Mauritius based SCAs) (Tri lingual)

2 x Short Course Logistics staff - Pretoria based courses (SCAs)

2 x Short Course Logistics staff – Mozambique based courses (Tri Lingual) (SCAs)

1 x Pastoral care staff / Special Needs Coordinator (SCAs and ELT)

1 x Pastoral care staff (SCAs and ELT)

3 x Reintegration/M&E and Alumni staff (Program)

Local Support staff:

1 x IT/data base

1 x Receptionist

2 x Office assistants

1 x Finance

Total staff 30

[24] Up to 4 additional course advisers will be contracted in on a temporary basis during LTA interview periods.

Nairobi Hub Office

International Professional:

1 x OIC (Program)

Local Program Officers:

2 x Mobilisation staff (Program)

2 x Visa staff (including Special Needs) (Program)

2 x Promotions (including Special Needs) – application and initial selection (Program)

2 x ELT and IELTS staff (Program)

2 x Short Course Logistics staff (Nairobi based SCAs)

2 x Short Course Logistics staff (Cairo based SCAs) (Bi lingual)

1 x Short Course Logistics staff (Ghana based SCAs)

1 x Pastoral care staff / Special Needs Coordinator (SCAs and ELT)

1 x Pastoral care staff (SCAs and ELT)

3 x Reintegration/M&E and Alumni staff (Program)

Local Support staff:

1 x IT/data base

1 x Receptionist

2 x Office assistants

1 x Finance

Total staff: 24

Australian Hub

International professional:

1 x OIC (Program)

Local Program Officers:

3 x Contracts staff (Pastoral care/trouble shooting & PDA contracting)

Local Support staff:

1 x Receptionist/Office assistant

Total staff: 5

Total program staff: 59 of which

International Professional: 6 (including 1 in Australia)

Local Program Officers: 42 (including 3 in Australia)

Local Support Staff: 11 (including 1 in Australia)

4.2 Program facilities

Apart from appropriate facilities for the above staff, the Pretoria Base Office/Hub and the Nairobi Hub Office will have:

- A conference room to accommodate up to 25 people (e.g. for use in briefing groups of short award trainees or long term awardees)
- Two fully equipped Offices for use by the M&E Specialist, the Course Adviser and other visiting staff in the Nairobi Hub. Pretoria Office will have 1 extra Office for visiting staff. i.e. Office space for 29 staff in Pretoria and for 28 staff in Nairobi.
- No project vehicles as permanent assets but appropriate leasing arrangements to meet transport needs at the hubs.
- The Australian Hub will have appropriate facilities for its staffing complement and a small meeting room.

4.3 Hub and node structure

There will be two main hubs and up to four short course delivery nodes. The two main hubs will be in Pretoria and Nairobi (with Pretoria additionally acting as the program's headquarters). These hubs will provide the full range of management activities for long and short awards, however in the case of short course awards they will be limited to providing those courses delivered in English.

An additional four Short Course Delivery Nodes (SCDNs) are proposed in Mozambique (for courses delivered in Portuguese), Egypt (for courses delivered in Arabic), Mauritius (for courses delivered in French) and Ghana (also for courses delivered in English). These nodes will not have formal offices, and would be serviced by dedicated staff nominally based in Nairobi (for Arabic delivery nodes and to service delivery in Ghana) and Pretoria (for French and the Portuguese delivery nodes).

These staff will be responsible for travelling to their assigned nodes and arranging scheduled short course delivery. They will be responsible for venue acquisition and other logistical issues. The Pretoria-based nodal staff will need to be trilingual (English-French-Portuguese), and to keep their number to a minimum (5) it will be necessary to ensure that annual scheduling of short courses strictly avoid running French and Portuguese courses concurrently. The Nairobi-based nodal staff will need to be bilingual (English-Arabic). If periods occur in annual short course scheduling when nodal staff are not required to be at their short course delivery nodes, they will either assist in M&E activities for their language regions or return to their base hubs to assist in delivery activities there.

The design provides scope and flexibility for language delivery options to be taken up if deemed useful and appropriate. Demand for short courses in Arabic and Portuguese is unclear and short courses will not necessarily be delivered in all of the languages specified. Additionally, the proposed number and location of nodes may be reviewed and adjusted by the Senior Reference Group at its first meeting. For example, a location other than Mauritius could be identified for the delivery of short courses in French. Egypt may be a suitable location for the delivery of some short courses in English for participants from North Africa.

4.4 Visa processing and visa types for awards

It is likely that the bulk of awardees travelling to Australia under the new program will do so under one of two visa options: Subclass 576 visa or Subclass 442 visa. The new MC will be required to liaise closely with DIAC in relation to visa issues.

4.5 Program reporting

The following reports will be prepared by the Contractor.

Report	**Content**	**Timing**
Annual Plan (AP) and Annual Report (AR)	The Annual Plan and Annual Report (in a format as directed by AusAID) will be the foundation for monitoring the management efficiency of the program and for reporting progress and outcomes during the preceding FY. The first AP (and each subsequent Annual Plan) will include: ▪ Work Plan/Budget for the following financial year for each award category ▪ Staffing plan, including strategies to monitor and assess staff performance ▪ Resource Plan for each LTA/SCA/PDA cohort The second Annual Plan in July 2011 and each subsequent Annual Plan will additionally include annexes that: ▪ provide relevant LTA student statistics including by semester, deferrals, extensions, suspensions, upgrades and drop-outs together with individual course outcomes ▪ provide details of all completed LTAs, SCAs, and PDAs ▪ focus on training outcomes including reintegration and broader post-award monitoring and evaluation outcomes ▪ cover risk management ▪ cover QA issues ▪ provide information on the effectiveness of promotional strategies; and ▪ address other issues including the implementation of alumni support initiatives. Other Reports listed separately may be submitted as additional Annexes to the Annual Plan/Annual Report provided specified timelines are met.	First AP on 1 October 2010 for the 2010/11 FY Then annually by 1 July for the following FY
Six Monthly reports	These reports provide summary information on: ▪ LTA student progress including courses failed and extensions requested and the outcomes of the LTA selection process ▪ SCA courses completed or in progress ▪ PDA attachments underway and completed	End January 2011 covering the period July 2009 to December 2010 and six-monthly thereafter. The

		July Reports will be annexes of the Annual Plan / Report
Exception Reports	(i) These reports will address key issues, particularly in relation to the achievement of the objectives of the Program, that need to be brought to the attention of AusAID Pretoria earlier than the next scheduled regular report. Proposed responses to such issues will be described. Where no such issues have emerged a Nil return will be submitted each month. These reports must not be viewed as monthly progress reports. They may be discussed at regular meetings between the MC and AusAID. (ii) Immediately upon identification of any unforeseen problems arising in the Program that may have a detrimental effect on the Program and where immediate action may be required, additional Exception Reports will be prepared and sent electronically to the AusAID Activity Manager in Pretoria. These Exception Reports should include a proposed solution and/or strategy.	(i) First week of each month covering previous month (ii) At any time where immediate action may be required
Student Pastoral Care Plan	Documented Strategy for ensuring that scholars are supported in their learning and that any emerging issues (language proficiency-related, personal or interpersonal) are identified immediately and handled appropriately. This covers arrangements for LTAs undertaking ELT, SCAs and PDAs but not LTAs while studying at their Australian institutions	January 2011 and annually on 1 July thereafter
Award Promotion, Public Diplomacy and Communication Plan	A Plan for AusAID approval and updated annually that: ▪ is consistent with AusAID's Australian Scholarships Communications Guide and addresses the issues described in the Public Diplomacy and Communication Strategy in the DD with a focus on increasing the visibility, impact and equity of AusAID's awards ▪ covers targeting approaches, promotion and advocacy strategies and arrangements and procedures for communication and reporting ▪ provides strategies for increased participation of women and for addressing disability issues.	October 2010 and then annually starting July 2011
Monitoring & Evaluation Reports	▪ Half-yearly Monitoring and Evaluation Reports as specified in the M&E Framework of the DD *(Annex 10)*. Includes summary information on*:* o LTA student progress including courses failed and extensions requested and the outcomes of the LTA selection process o SCA courses completed or in progress o PDA attachments underway and completed	January 2011 covering the period July 2009 to December 2010 and six-monthly thereafter. July reports will be

	▪ These reports will not only summarise the findings from information collected by the M&E Framework but will also report on the progress made in applying the framework itself.	incorporated into Annual Plans as an annex
Quality Assurance (QA) Plan and related QA Manual	▪ These will encompass a continuous quality enhancement principle for all aspects of award management ▪ The QA Plan will be updated annually and the results of such updates will be addressed in the Annual Report ▪ The QA Manual will be updated on an ongoing basis but at least quarterly and will be available for inspection by AusAID or its TAG	October 2010 for the QA Plan and March 2011 for the completed QA Manual
Risk Management Plan	A Risk Management Plan based on the Risk Matrix in the DD will be prepared and updated on a regular basis. Such updates will be discussed in the Annual Report which will include in an Annex an updated Risk Management Plan	1 October 2010 with the first Annual Plan and then annually in July with the Annual Report
Program Completion Report	This will detail and assess the activities and performance of the program against the program objectives	June 2015

In providing Secretariat support to the Selection Panels as well as the Senior Reference Group, the Contractor will additionally provide minutes of the respective Panel / Group deliberations and outcomes in a format agreed with AusAID Pretoria.

4.6 Roles and responsibilities by award category

The activities listed in these tables are not exhaustive. They are provided to give an indication of the main types of activities involved in each stage of the scholarship implementation and management processes, for each award category.

4.6.1 LTA indicative tasks and responsibilities

	Specific LTA Activity	Responsibility	Comments/Notes
A	Annual prioritisation		
A.1	Consult PGs, CS and PS partner network organisations to clarify SPDA priorities for (year + 1) cycle & task MC to develop Applicant Profiles	AusAID	Priorities by sector, region, country, type of award
A.2	Develop draft DAPs and targeted promotion strategies for each DAP	MC	
A.3	Consult AusAID for approval of DAPs and targeted promotion strategies	AusAID	
B	Targeted Promotion		

	Specific LTA Activity	Responsibility	Comments/Notes
B.1	Provide DAPs, promotional material and applications forms to government focal points, to CS and PS partner network organisations for onward distribution	MC	Govt focal points distribute to line agencies and parastatals; CS and PS network partner organisations distribute to their direct partner organisations
B.2	Conduct targeted advertising if included in promotional strategies	MC	
C	Application		
C.1	Receive 'Tear Off' slips, reconcile with applications received, to monitor applications pipeline	MC	Tear Off slips include individual feedback about the awards process and details of submission
C.2	Receive collated applications (including preliminary reintegration plans) from government focal points, and individual applications from non-government applicants	MC	
C.3	Liaise with government focal points to follow-up delayed or missing applications	MC	
C.4	Present AusAID with analysis of applications process and implement any agreed measures to address any issues	MC /AusAID	Presentation includes applications sent, received, missing, and options for proceeding if significant problems have arisen
C.5	Follow-up particular issues if tasked by AusAID	MC	
D	Selection		
D.1	Review all applications for eligibility and completeness to compile a final pool of applications for each DAP	MC	
D.2	Convene, brief and provide secretariat support to Selection Panels (SPs) to conduct first short listing in Pretoria	MC	Selection Panel for each priority sector Briefing to develop consistent approach, criteria and processes Shortlist to be approximately 150% of expected number of awards for each Applicant Profile
D.3	Conduct initial validation screening of shortlist including checking of documents and claims	MC	
D.4	Notify Focal points and employers and invite shortlisted applicants for selection interview and information session at hub or node city (1st PoC), and arrange applicants' travel.	MC	

	Specific LTA Activity	Responsibility	Comments/Notes
D.5	Reconvene SP to conduct 1st PoC selection interviews and information sessions in 2 hubs and 2 or up to 3 nodes.	MC	The 1st PoC is managed by the MC and includes: o pre-IELTS test o academic advice o interviews by SP o IELTS tests o briefings on Ancillary awards o briefings on visa, medicals, and other steps
D.6	SP develops ranked lists of shortlisted awardees for submission to AusAID flagged by amount of ELT required to achieve IELTS 6.5	MC	
D.7	AusAID finalises list of LTA & Ancillary awardees with consideration for 'equitable geographic distribution', bilateral and other commitments	AusAID	
D.8	Advise successful candidates/employing organisations (and reserves) in three categories: o LTA cohort departing next January o Ancillary Award cohort, with option to proceed to LTA in January + 1 on successful completion of Ancillary Award ELT o Reserves (only applicants with IELTS 6.5 and above)	MC /AusAID	There are 3 groups of provisional awardees: o Group 1: no ELT required o Group 2: 3 mths ELT (IELTS 6) o Group 3: 4-6mths ELT (IELTS 5 or 5.5), Ancillary awards
D.9	Receive confirmation of acceptance of awards	MC	
D.10	Upgrades Reserves as required to maintain target numbers	MC	
E	Ancillary Award Program 1 (3 months ELT)		
E.1	Contract provider to deliver 3 month residential ELT program in Pretoria and Nairobi for LTA awardees with IELTS 6	MC	Group 2; support for provisional awardees with IELTS 6 to achieve 6.5 includes pastoral care
E.2	Facilitate logistics for ELT participants (visa, travel etc)	MC	
E.3	Monitor delivery of ELT program including IELTS test	MC	
E.4	Integrate successful course graduates ie IELTS 6.5, into current LTA departure cohort	MC	Facilitate unsuccessful participants to return to home country
E.5	Upgrade Reserves to maintain target numbers	MC	
F	Ancillary Award Program 2: (4-6 months ELT)		
F.1	Contract provider to deliver 4 & 6 month residential ELT program in Pretoria and Nairobi for awardees with IELTS 5.5 & 5	MC	Group 3; Ancillary Awardees with IELTS 5 & 5.5, support to achieve 6.5 includes pastoral care
F.2	Facilitate logistics for ELT participants (visa, travel etc)	MC	

	Specific LTA Activity	Responsibility	Comments/Notes
F.3	Monitor delivery of ELT program including IELTS test	MC	
F.4	Integrate successful course graduates ie now with IELTS 6.5, into next LTA departure cohort	MC	Advise participants and AusAID of IELTS results, and progression to LTA or return to home country
F.5	Conduct PDB in Pretoria and Nairobi for Ancillary Awardees proceeding to LTA in Australia	MC /AusAID	Group 3 Integrate Ancillary award graduates into current cycle of placement and mobilisation with staggered dates (1 month) for each activity in placement
F.6	Conduct post PDB and pre-mobilisation follow up with each awardee by phone	MC	Group 3 to include Flight schedule & update on any aspect of award
G	Placement		
G.1	Submit requests for university placement (RFP) through OASIS; send applications to universities/institutions	MC	Groups 1,2,& 3
G.2	Receive confirmation of university acceptance/ rejection /conditional offer in OASIS; submit second preference RFP if feasible	MC	
G.3	Issue LTA university offer and student contracts to Awardees (OASIS); receive signed acceptance; register on OASIS	MC	
G.4	Coordinate Awardees (& family if appropriate) to undertake medical screening through panel doctors	MC	
G.5	Coordinate and support Awardees to prepare & submit visa application forms to MC	MC	
G.6	Review visa applications for completeness and validity; follow-up as required	MC	
G.7	Submit compiled visa applications to DIAC	MC	1 August for Group 1 & 2 1 Sept for Ancillary award graduates, Group 3
G.8	Advise Awardees & AusAID of DIAC approval or rejection of visa application	MC	
H	Mobilisation		
H.1	Develop mobilisation plan for each awardee including logistics for group PDB and individual travel to Australia	MC	
H.2	Conduct PDB in Pretoria and Nairobi for all awardees	MC /AusAID	
H.3	Advise universities of awardee travel details	MC	
H.4	Awardees travel to Australia		
I	(On-award &) Reintegration		
I.1	Liaise with Scholars to review and update RPs, 3 & 12 months after award commencement	MC	

	Specific LTA Activity	Responsibility	Comments/Notes
I.2	Manage scholar contract variations in consultation with AusAID and employing organisation if appropriate	MC	
I.3	Conduct briefing session at hubs with returning scholars to provide alumni briefing and to update RPs	MC	
J	Alumni Network		
J.1	Develop and maintain SPDA website including alumni database and alumni network section with member log-in access	MC	
J.2	Implement small grant scheme for alumni (and organisations) for alumni network activities and professional development	MC	
J.3	Conduct professional development seminars for Alumni	MC	Seminars will be on sector priority themes, and will be delivered at the hubs and other locations if appropriate
J.4	Develop and distribute Alumni Newsletter	MC	

4.6.2 SCA indicative tasks and responsibilities

A	Preliminary Tasks (first year only)	Responsibility	Notes/Comments
A.1	Develop list of short courses to be delivered in first year of operation, associated and delivery plan, basic Applicant Profiles and basic Targeting Strategies	MC / AusAID	This shortcut to process is the only way to deliver short courses in Yr1
A.2	Negotiate Agreements to engage providers of short courses. These will be selected via tender from a multi-use list to provide courses in a wide range of sectors.	MC	regular processes
A.3	Make successful applicant selection (including all adjustments)	MC / AusAID	This shortcut to process is only way to deliver short courses in Yr1
B	Annual Prioritisation Note that prioritization for one year feeds into promotion and delivery for the next, and hence, potentially confusing overlapping cycles are involved.		
B.2	Provide comprehensive list of potential course topics to partner network members for priority ranking of these for next short course delivery cycle	MC / AusAID	Not feasible for Yr1 delivery cycle
B.3	Review network partner-supplied prioritisations, finalise list of course topics for next short course delivery cycle and develop associated delivery plan	MC / AusAID	Not feasible for Yr1 delivery cycle
B.5	Using the multi-use list, tender for short course delivery (in current cycle) for those topics identified by partners (in last cycle), delivery of which was not able to be previously accommodated.	MC	Yr1 timing is slightly different
B.6	Seek course provider input into selected elements of Desired Applicant Profiles (DAPs) for each course to be delivered in next cycle	MC / All Course Providers	Not feasible for Yr1 delivery cycle

B.7	Development of full and final DAPs for each course to be delivered in the next cycle	MC / AusAID	Not feasible for Yr1 delivery cycle
B.8	Produce DAP-Specific Targeted Promotional Strategies and other cross-cutting promotional measures	MC / AusAID	Shortcut provided in Yr1 as A1.
C	Targeted Promotion		
C.1	Prepare/update promotional material (including application forms) for current delivery cycle	MC	Yr1 timing is slightly different
C.2	Distribute promotional material and implement targeted promotional strategies (developed in last cycle for courses to be delivered during the current cycle)	MC / AusAID / Network Partners	
C.3	Monitor application & tear-off slip inflows and remind partners of deadlines, etc.	MC	
D	Application		
D.1	Identification of potential candidates for special needs assistance (primarily through tear-off slip gather information) and provision of individual assistance with application process as deemed appropriate	MC	
D.2	Compile and assess eligibility of all applications received (by January 1st deadline)	MC	
E	Selection		
E.1	All eligible applications sent to relevant course providers for ranking against selected elements of DAPs	MC / All Course Providers	Not feasible for Yr1 delivery cycle
E.2	Compile and review course provider-supplied rankings in regard to inclusiveness considerations and full selection criteria of relevant DAPs to provide a final set of applicant rankings in relation to each course	MC / AusAID	Not feasible for Yr1 delivery cycle
E.3	Review applicant rankings across all short courses to be delivered in the current cycle and finalise participant numbers and successful awardees lists	MC / AusAID	Shortcut provided in Yr1 as A1.
F	Mobilization & On-Award		
F.1	Notification and briefing of applicants, their employers and course providers of successful applicants	MC	
F.2	Pre-course preparation and demobilisation tasks (preparatory visits by providers, secure training facilities, applicant medicals, applicant visas, applicant travel arrangements, etc.)	MC / Some Course Providers	As much as possible should be handled by course providers for in-Australia courses/less so for In-Africa delivery, but there may be exceptions.
F.3	Course delivery	MC / All Course Providers	Primarily course providers with trouble-shooting by MC for in Africa courses
G	Reintegration & Alumni		
G.1	Deliver return-to work briefings (at course completion)	AusAID/ MC/ All Course Providers	AusAID presence should be maintained whenever possible.

G.2	Update Awardees Reintegration Plans on return to workplace (in-consultation with Awardees and employers)	MC / All Course Providers	Primarily course providers with trouble-shooting by MC in Africa
G.3	Manage application of Alumni support and activities	MC / AusAID	Possibly include AusAID WofG partners
G.4	Manage M&E framework and MIS	MC	

4.6.3 PDA indicative tasks and responsibilities

	Specific PDA Activity	Responsibility	Comments/Notes
A	Targeted promotion		
A.1.	Consult AusAID to clarify priorities and target numbers by country, sector and sending organisation	MC / AusAID	
A.2	Develop draft targeted promotional strategies to address priorities, for AusAID review and approval	MC / AusAID	
A.3	Distribute promotional material including proposal forms to government focal points and to CS and PS network partner organisations for in-country distribution	MC	Austrade is a key entry point for PS network partner organisations Govt focal points distribute to line agencies and parastatals, CS and PS network partner orgs distribute to direct partner organisations and individuals
A.4	Field inquiries	MC	
B	Applications		
B.1	Receive applications from government, CS and PS employer organisations	MC	Applications will be received from agencies and organisations, not from individuals, and will include an in-principle letter of support from an Australian Host Organisation.
C	Vetting of applications/proposals		
C.1	Review Applications for eligibility and completeness	MC	
C.2	Confirm host department/organisation will provide work attachment	MC	
D	Conditional Approval		
D.1	Issue conditional approval of PDA, subject to acceptance of Reintegration Plan and other eligibility requirements	MC	
D.2	Receive more detailed Reintegration Plans, as required.	MC	

E	Contracting Host Organisation		
E.1	Develop and finalise contract with Host Organisation for work attachment, formal study and pastoral care components of PDA	MC	
F	Final Approval		
F.1	Present AusAID with recommendations for final approval of PDA proposals at regular monthly meetings, together with an analysis of proposals in pipeline, and trends, issues, options	MC /AusAID	Subject to finalising draft contract and assessment of more detailed Reintegration Plan
G	Mobilisation		
G.1	Facilitate type 442 visa application and medical test as required for approved PDA	MC	Consult DIAC
G.2	Arrange travel to Australia	MC	
G.3	Award induction	Host organisation	
G.4	Awardee travel to Australia		
H	Reintegration		
H.1	End of award briefing	Host organisation	
I	Alumni network		
I.1	Develop and maintain SPDA website including Alumni database and Alumni network section with member log-in access	MC	
I.2	Implement small grant scheme for alumni and organisations for alumni network activities and professional development	MC	
I.3	Conduct Alumni professional development seminars	MC	On sector priority themes, delivered at hubs and other locations if appropriate
I.4	Develop and distribute Alumni Newsletter	MC	

Annex 5: Indicative formats for applications

5.1 LTA Application Forms

Promotional packages containing these application indicative forms will provide them in both electronic and hard-copy formats that may be mailed, emailed or sent by any other appropriate means.[25] While the basic structure of the LTA (and SCA) forms will be similar to those currently used in the Africa program for ADS, the detailed format for LTAs will differ in a number of respects. Current ADS form headings and indicative changes for the LTA form are as follows:

Introduction

- Provide information about the program goal, priority sectors, and links to the program website for further information about objectives and other characteristics of the program.
- Provide information about how to submit the application form either through a government focal point for government employees or directly to AusAID's MC for civil society or private sector organisation employees.
- Advise applicants to provide feedback to AusAID on the application process by submitting the 'Tear-Off' slip at the bottom of the application form directly to AusAID's MC and separately from the main application form.

Personal details

- There will no longer be public, open and targeted categories. The application form should indicate if the applicant is employed by a government agency, a civil society organisation, or a private sector organisation.

Eligibility for LTA

- Ensure that the *general eligibility criteria* are accessible either through the application form or referral to an accessible source.
- Ensure that the following information about specific *selection criteria* are accessible either through the application form or referral to an accessible source.

The personal statement and the selection criteria set out in each DAP will determine who amongst the eligible applicants will be initially short listed. The selection criteria are set out separately in each Desired Applicant Profile and vary across the Profiles. Judgments will be made 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 their country in the designated sectors, and the relative merit of their case, together with the degree to which they also meet other selection criteria designated for their Profile.

Contact details

Spouse Details

Children Details

[25] Reducing this to solely electronic formats (to be emailed) must never be permitted due to its effect on program inclusiveness.

Qualifications

Proposed Field of Study

- This field of study will need to be specific as possible, but no course selection is required at this point

English Language Proficiency

- Indicate that English language proficiency is a requirement for university entrance, and that ELT may be available to support successful applicants who demonstrate capacity to achieve the requisite level in 3-6 months.

Research Applicants

- Include a link to the Australian award program for Africa website when the Course Adviser has developed a list of specific topics and supervisors in African institutions in priority sectors that could be available for applicants for PhD and research Masters to consider in consultation with their Australian course providers.

Special Requirements

Applicant's Supporting Statement (Responses to relevant DAP Selection Criteria and Compliance with Profile Characteristics)

Employment History

Preliminary Reintegration Plan

- Formats for these will match RP formats for short course RPs. Indicative formats for these RPs and full LTA RPs will be provided by ASG by the start date of this program and should be referred to.

Documentary Evidence

Applicant and Employer authorisation, agreement, declaration and signature

Feedback slip

Reasons for the adjustments identified above include:

LTA application forms will be Desired Applicant Profile specific, so applicants need to meet eligibility and selection criteria drawn from each Desired Applicant Profile.

Application forms will need to include a Reintegration Plan format with advice about when and how shortlisted applicants, and their employers, will submit it.

Tear-off slips

Application forms will be submitted through employers[26] and directly to AusAID, but (as for SCAs) a 'tear-off slip' that the individual applicant can concurrently return directly to the program will be included (in both electronic and paper-based options). These slips will request a small number of pertinent pieces of information, including:

- applicant name, gender, age and occupation

[26] For civil society organisations only, employment may be taken to be inclusive of 'voluntary' employment, provided a sufficient history and commitment of the employer-employee relationship can be demonstrated.

- applicant direct contact address
- Specific field of study proposed
- name and contact address of employer organisation that application was submitted through
- name and position of individual within employer organisation that application was submitted to
- voluntary self-identification of membership of specifically targeted disadvantaged groups (ie persons living with disabilities, minority groups, etc)
- any difficulties faced to date in the application process (as a 'feedback field')

5.2 SCA Application Forms

Promotional packages containing these application forms will include them in both electronic and hard-copy formats that may be mailed, emailed or sent by any other appropriate means.[27] While the basic structure of the SCA forms will be similar to those of LTAs, the detailed format for SCA forms will differ in a number of key respects.

Reasons for these differences include:

- Application forms will be course-specific, so applicants will not just be applying for a generic Award, but for placement in a specific course to he held at an already specified time and place. Hence, in addition to meeting standard eligibility and selection criteria drawn from the each (course-specific) Desired Applicant Profile, applicants and their employers will need to also commit to participant availability for course periods and willingness to undertake relevant (assisted) travel to course locations.
- Application forms will need to include a basic Reintegration Plan format (simplified from full LTA version, but still with necessary employer input and sign-off), which will be required to accompany initial submission of all applications.

Application forms will be submitted through government focal points or employers,[28] but (as for LTAs) a 'tear-off slip' that the individual applicant can concurrently return directly to the program will be included (in both electronic and paper-based options). These slips will request a small number of pertinent pieces of information, including:

- Applicant name, gender, age and occupation
- Applicant direct contact address
- Specifics of short course applied for
- Name and contact address of employer organisation that application was submitted through
- Name and position of individual within employer organisation that application was submitted to
- Voluntary self-identification of membership of specifically targeted disadvantaged groups (ie persons living with disabilities, minority groups, etc)
- Any difficulties faced to date in the application process (as a 'feedback field').

5.3 PDA Proposal Forms

Professional Development Awards are a very different format of award. They are made by an African organisation in association with an Australian host organisation(s), and hence do not have application forms in the same manner as LTAs and SCAs. Rather they require 'proposal forms'. Producing standard proposal forms will be of great value in ensuring a reasonable and uniform standard in the information contained in a PDA proposal. It will also reduce time and effort on the part of the submitting organisation by

[27] Reducing this to solely electronic formats (to be emailed) must never be permitted due to its effect on program inclusiveness.

[28] Note for civil society organisations only, employment may be taken to be inclusive of 'voluntary' employment, provided a sufficient history and commitment of the employer-employee relationship can be demonstrated.

clearly defining the limits of the information required. PDA proposal forms will need to cover a range of components, including:

- Basic proposal information, including Australian host organisation details, location(s), timing, duration, cost estimates (with required breakdowns), etc
- Details of the Professional/Occupational Learning Program to be provided to participants and expected learning outcomes
- A standard letter of association (to be signed by both the proposing and all intended host organisations), which clearly states all obligations on all parties and acknowledges acceptance of these obligations by all parties
- A set of reintegration plan proformas (of similar format to that for SCAs) to be completed for all participants and submitted with the initial proposal
- A request for details of any special needs participants included in proposals

Annex 6: Costings

The new program commences on 1 July 2010 and ends 30 June 2015. There will be an initial handover in September 2010 between the current and the new contractor, with a final handover in January 2011 (*Section 4.2.1.1*). Information on indicative costings for the program will be provided during the Industry Briefing.

These costings will be based on:

1) the indicative staff numbers and staffing categories described in *Annex 4.1*
2) (in relation to procurement) fitting out offices in Pretoria, Nairobi and Australia with facilities as described in *Annex 4.2*
3) conducting Short Courses in Australia and Africa that will achieve the targeted number of SCAs set out in *Table 2, Section 3.4.2*
4) annual PDA intakes matching the target numbers in *Table 2, Section 3.4.2*
5) annual LTA intakes matching the target numbers in *Table 2, Section 3.4.2* and providing in-Africa support as detailed in the design Implementation Plan (*Section 4.2* and associated Annexes); and
6) estimates of in-Australia costs for all LTA scholars on award at program commencement (1 July 2010) and until 30 June 2015, using standard average costings for Masters and PhD awards.
7) While a limited number of undergraduate awards may also be funded this has not been allowed for under item 6. Overall costings may not be greater than the Masters award costings given that awards would range from 12 months at a TAFE to 4 years at a University. The demand for these courses at the expense of Masters and the TAFE/University balance can't be estimated at this stage. Other costs items are not affected by the inclusion of a small number of Undergraduate awards.

To achieve the indicative targets for each category of award over the five-year period as shown in *Table 2, Section 3.3.3* some assumptions were made for each award category as follows:

LTAs

- Up to 150% of each departure cohort number can be shortlisted to participate in selection interviews in April/May each year
- 25% of shortlisted applicants can demonstrate an existing IELTS score 6.5 and above and do not need pre or formal IELTS
- 75% of shortlisted applicant do require pre-IELTS
- 60% of shortlisted applicants achieve below 6.5 on pre-IELTS and require formal IELTS
- 15% of each year's departure cohort requires 3 months of ELT in August – October
- 15% of each year's departure cohort requires 6 months of ELT in January – June of the year following selection
- 15% of each year's departure cohort requires 4 months of ELT in March – June of the year following selection

- Costings assume a first semester entry for all awardees but it is assumed that 5% of awardees will unavoidably enter during the second semester.

These are assumptions not targets. The program will move into countries that have not previously participated in Australian award programs and there may be entirely different outcomes. The MC will review such assumptions at least annually when preparing an Annual Plan and costings and budgets will need to be reviewed and adjusted as necessary

PDAs

- A combination of awards ranging from 1.5 months to 3 months in Australia
- 3 month awards were assumed to predominate (80% each year) with a smaller number of 1.5 month awards (20% each year)
- PDA award costings include allowances for fares, stipends, accommodation, health insurance, disability assistance allowance, management and support fees and the costs of a 'training' component
- Each 1.5 month PDA was costed at AUD15,000 and each 3 month PDA at AUD25,000

These are assumptions not targets. The duration of each PDA awards will depend on need and demand and what is being offered by the providers in Australia. While fee and allowance rates will be standardised as far as possible, duration will vary but not exceed 3 months and on cost effectiveness grounds will probably not be much shorter than 1.5 months. The MC will be working to a budget and will again need to review the assumptions made at least annually and make essential adjustments to meet the targeted number of awards.

SCAs

- Six types of short course models were developed as follows:

Short Course Type 1:
In Australia, in English, average 15 participants (cost averaged between 6 to 12 weeks).

Short Course Type 2:
In Africa, in English, average 30 participants (cost averaged between 6 to 12 weeks).

Short Course Type 3:
In Australia, in other language, average 15 participants (cost averaged between 6 to 12 weeks)

Short Course Type 4:
In Africa, in other language, average 30 participants (cost averaged between 6 to 12 weeks).

Short Course Type 5:
Trainer Assessor Model A Six weeks training in Australia, six weeks workplace follow-up in Africa, in English, average 30 participants (cost averaged between 6 to 12 weeks).

Short Course Type 6:

Trainer Assessor Model B Trainer/Assessor Model B. Six weeks training in Africa, six weeks workplace follow-up in Africa, in English, average 30 participants (cost averaged between 6 to 12 weeks).

- Costings in each case include course costs; venue; visa costs; travel insurance; airfares; participant accommodation and stipend; course preparation stage including for some courses visits to Africa by Australian providers [types 1,3,5,6]; local trainer/assessor participation [types 2, 4, 5, 6]; translation services for presentation and materials [types 3, 4]; assessor travel within Africa [types 5, 6]
- The costings allow for a total number of around 100 courses over 5 years of which around 50% would be Type 1, around 15% Type 2 with the balance distributed equally amongst the other types of courses.

While these types of courses will serve as a guide for the Managing Contractor, the MC will be expected to develop other models and adapt course arrangements to needs, budgets and annual award targets as part of the annual program planning process. The MC will not be bound by the in-Australia / in-Africa balance or the mix of English / foreign language training represented by the assumptions used to develop program costings. This will be determined by demand, sectoral priorities and budget considerations

Annex 7: Position descriptions

A. Team Leader

The Program Team Leader will be responsible for effectively planning and managing Program human and material resources, providing direction and leadership, and for giving overall direction to and support for the design, delivery and evaluation of Program outputs, including substantial liaison with various agencies and partners throughout Africa.

Specifically, the Team Leader will be required to undertake the following roles and responsibilities:

Responsibilities:

Establish and supervise the operations of the Program Office, other hub and nodal offices including the setting-up of appropriate management and administration systems and the development of office procedures necessary for proper accountability, reporting and audit requirements. Ensure that the Office structures operate efficiently and effectively and within budgets and specified timeframes.

Establish and take a leading role and ensure the maintenance of sound working relationships with Coordinating Authorities and other partner agencies in African countries at all levels. Actively develop and expand partnership arrangements.

Direct, as the Office's principal AusAID contact, all support provided to AusAID Pretoria covering the management of all types of AusAID Study and Professional Development Awards funded under the Australian award program for Africa.

Prepare and ensure the timely delivery of all reports, financial information and other data required under the contract with AusAID.

Assume responsibility for and oversight the conduct of all types pre- course support under each of the three categories of awards including pre-departure briefings and the provision of in-Africa English language training.

Manage all selection processes including the engagement of panel members (other than AusAID staff) and provide all necessary support including the preparation of reports.

Manage the sub-contracting of all short-course training providers including necessary quality assurance and performance assessments.

Attend, or arrange for an appropriate representative to attend, Selection and Review Meetings and other necessary meetings, as directed by AusAID Pretoria.

Direct all M&E-related tasks and prepare relevant reports. Monitor outputs and targets and emerging issues impacting on the program and incorporate an assessment of progress and issues in Annual

Plans and Program reports.

Oversee the development of a quality system, provide continuous quality assurance and quality improvements designed to improve performance and apply lessons learnt to successive stages of the training cycles.

Assist with and participate in Senior Reference Group deliberations and prepare relevant reports and Minutes.

Participate in annual Contractor Performance Meetings with AusAID and implement promptly actions arising.

Liaise closely with all AusAID alumni networks in Africa and administer alumni support mechanisms.

Manage gender equity and disability support mechanisms incorporated into the Australian award program for Africa.

Advise AusAID Pretoria of any problems with implementation with recommended courses of action

Other duties from time- to-time, as may be reasonably required by AusAID Pretoria.

Criteria required for position:

Demonstrated high level leadership in donor project management, senior training management, institutional leadership or equivalent experience.

Tertiary qualifications in a relevant area such as education, human resource development or public administration (preferably post-graduate).

At least 10 years senior level management experience in a development context including experience in (long term) in-country managing of development projects; project planning, budgeting and financial management.

Sound knowledge and appreciation of current AusAID priorities relating this program and the broader African framework.

Demonstrated analytical skills and sensitivity to gender and equity.

Experience in the development of quality systems, monitoring and evaluation and in human resource development.

Knowledge of and familiarity with the Australian tertiary education (Higher Education and VET) sector.

Demonstrated ability to lead a mixed team of local and international staff.

Excellent interpersonal and liaison skills and demonstrated capacity to work sensitively in a cross-cultural setting, ideally in Africa or similar context.

Fluency in written and spoken English and excellent presentation and communication skills and in the writing of high quality strategic advice and reports.

B. Deputy Team Leader

Responsibilities will be at a lower level in some areas but cover the same essential functions. Criteria required for this position are the same as for the Team Leader given that the Deputy will need to substitute for the Team Leader when absent from the Program Office.

C. Monitoring & Evaluation Specialist

The M&E Specialist will provide advice to all relevant program staff regarding the implementation of the program's Monitoring and Evaluation Framework. The M&E Specialist will also be responsible for supervising the application of this framework, including identifying the need for, and designing, any required adjustments to improve its effectiveness or efficiency.

Specifically, the M&E Specialist will be required to undertake the following roles and responsibilities:

Responsibilities:

Supervise and assist the Local Program Officers (Reintegration/M&E and Alumni staff) to fully implement the program's M&E Framework across all hubs, nodes and recipient countries.

Ensure appropriate recording of information collected under the M&E Framework using program database and MIS facilities.

Coordinate the production of six-monthly M&E Progress Reports.

Revise or update the M&E Framework and its application as necessary (and agreed with AusAID) to improve it's effectiveness or efficiency.

Other duties from time- to-time, as may be reasonably required by the Team Leader.

Criteria required for position:

Tertiary qualifications in a relevant analytic field.

At least 10 years experience in directly implementing M&E frameworks in the context of development-oriented projects situated

in developing nations.

At least 3 years experience in designing M&E frameworks in the context of development-oriented projects situated in developing nations.

Significant experience in supervising and mentoring locally-engaged M&E personnel.

Human resource development experience.

Demonstrated sensitivity to incorporating gender, disability and equity considerations into M&E activities.

Demonstrated ability to work with a team of local and international staff.

Demonstrated ability to cope with conditions associated with frequent and broad travel within developing nations, ideally in Africa or similar context.

Excellent interpersonal and liaison skills and demonstrated capacity to work sensitively with clients in a cross-cultural setting, ideally in Africa or similar context.

Fluency in written and spoken English and excellent presentation and communication skills and in the writing of high quality briefings, advice and reports.

D. Course Advisor

The Course Adviser will provide advice and assistance to shortlisted applicants to enable them to identify the most relevant courses available in their intended field of study, understand the Australian education system, use of websites to acquire useful information about the nature and scope of course content to enable appropriate choices on academic courses in priority sectors. The Course Adviser will also provide advice to candidates and to the Selection Panels on appropriateness of applicant course selection and whether they are likely to meet the academic and English language requirements for entry to Australian degree programs.

The Course Adviser will assist PhDs and research Masters candidates by liaising with Australian and African institutions to identify potential linkages, research topics, supervisors and options in the priority sectors.

Given the simultaneous need for course advice in all LTA interviewing locations, the program will need to temporarily contract in up to 4 additional course advisers. Their recruitment may also be based on these terms of reference.

Specifically, the Course Adviser will be required to undertake the following roles and responsibilities:

Responsibilities:

Oversee development and annual updating of a directory of all courses relevant to each DAP or target sector, including subject information and entry requirements.

Contract, brief and supervise short-term academic advice capacity for other interview locations during interview periods.

Attend Selection Panel exercises in the Pretoria interview location to provide advice to the SPs and to applicants.

Supervise and participate in provision individual and small group course advice sessions for up to 600 applicants in the selection stage of each annual LTA cycle. Provide academic advice to Ancillary Award program participants.

Provide written notes to applicants (and to SPs) on the alignment of their course selection with SPDA priorities, and whether they meet the academic entrance requirements of the Australian institution.

Incorporate gender equity and disability support issues into the advice provided.

Develop a list of specific topics and supervisors in African institutions in priority sectors that could be available for applicants for PhD and research Masters to consider in consultation with their Australian course providers. Liaise with Australian providers to facilitate such linkages.

Other duties from time- to-time, as may be reasonably required by the Team Leader.

Criteria required for position:

Tertiary qualifications in a relevant area such as education, human resource development or public administration (preferably post-graduate).

Willingness to be bound by a Course Adviser Code of Conduct to be specified developed by the MC and approved by AusAID.

Significant experience in provision of impartial course advice in a development context, preferably in African countries.

Sound knowledge and appreciation of current AusAID priorities relating this program and the broader African framework.

Demonstrated analytical skills and sensitivity to gender, disability and equity.

Human resource development experience.

Significant knowledge of and familiarity with the Australian tertiary education sector.

Demonstrated ability to work with a team of local and international staff.

Excellent interpersonal and liaison skills and demonstrated capacity to work sensitively with clients in a cross-cultural setting, ideally in Africa or similar context.

Fluency in written and spoken English and excellent presentation and communication skills and in the writing of high quality briefings, advice and reports.

Annex 8: Public diplomacy and communication strategy

Public Diplomacy

While the MC has a role in promoting, supporting and managing the program, AusAID will require that its funding is fully acknowledged and that all awards remain clearly and unambiguously an initiative of the Australian Government.

An effective public diplomacy campaign involves not only shaping the message(s) that AusAID and the Australian Government wish to present in Africa, but also analysing and understanding the ways that the message is interpreted by diverse audiences, while incorporating tools for information exchange. This process will be always be managed by AusAID with input and support from the MC.

The expansion of Australia's contribution to Africa is considerable, with the awards program being a significant component of the Australian Government's reengagement with the region. The public image of the awards program provides an opportunity for the MC to raise and strengthen AusAID's profile and the Australian Government's support for Africa's progress towards achievement of the MDGs.

Each year the MC will be required to draft an Award Program Promotion, Public Diplomacy and Communication Plan for AusAID approval, based on the existing and proposed methods to be used. The strategy will focus on increasing the profile, impact and equity of AusAID's award program in Africa.

In all formal communications (letters, emails, faxes, business cards, advertisements)[29] as well as in any public forum signage or meetings the AusAID logo and some brief words will be included as appropriate.[30] MC branding of any form will be prohibited on public materials (electronic or print) produced for the management of awards. The MC will be able where appropriate to mention its management role but must always 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.[31]

Prior to working with key stakeholders, the MC will articulate to AusAID the nature of the engagement and the relationship at all times. This will be of critical importance in the initial establishment of the program as partners and stakeholders are engaged for the first time.

A range of communication channels and tools will be required to deliver the key messages to the appropriate audiences engaged with the African award programs.

Audiences

- African partner governments
- Other partner network members
- Desired applicants/ organisations

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[29] With the exclusion of communications directly with selected applicants or candidates, see final paragraph of this annex.

[30] ie *'the AusAID Africa awards program is a part of the Australian Government's development assistance program to Africa, managed by AusAID'*

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

- WofG partners
- Alumni
- Australian institutions
- In-Australia and in-Africa awardees
- Australian public
- African public

Key messages are under development and will be advised.

Communication Tools and Activities

- Development of promotion material including: web content, printed material, television and radio advertising
- Development of award information material: course information guidebook, web content on award activities such as alumni events, newsletter and annual program review
- Distribution of promotional and information material: website, partner network members, targeted organisations, targeted advertising such as industry-specific publications, alumni network members, Australian institutions, WofG partners such as Austrade and DFAT
- Soft promotion of program through editorials in appropriate publications, profiles on program website, profiles in external publications such as industry-specific publications, media releases etc
- Quarterly survey of relevant AusAID and Australian WofG partners recording personal, published and official comments regarding this award program (see *Section 4.3.5*).
- Inclusion of accessible information to ensure program reaches traditionally marginalised groups such as people with disabilities, women and ethnic minorities.
- Staged information dissemination to candidates through award cycle: application, selection, short-listing, awarding, pre-departure/mobilisation, on-award, reintegration and alumni. Information should include clear messages about activities and outcomes of each phase (ie English language testing), candidate's responsibilities, AusAID's responsibilities, award provisions and allowances etc.

Under no circumstances may any of these communication channels or tools be used to publicise or reveal identities of applicants, awardees or alumni, if doing so represents a potential risk to their personal security or that of their families.

Annex 9: Africa Alumni Network activities

9.1 Alumni network benefits

The establishment of a pan-Africa AusAID alumni network will support and promote the Africa program objectives in key areas. The network can serve as a forum for active discussion and exchange of ideas/expertise relevant to development issues affecting members and Africa more broadly. This can usefully feed into AusAID's annual program prioritisation.

Arrangements can facilitate two-way linkages between AusAID and other Australian organisations (such as Whole-of-Government partners or research/academic institutions), providing opportunities to enhance mutual understanding of development issues and promote Australia as an active partner in Africa.

9.2 Cycle of Alumni Network Activities

Alumni can play important supportive roles during most stages of the annual award management cycle conducted at each hub. These include the following:

Annual Prioritisation

Appropriate Alumni network members accessed for information regarding priority sectors

Targeted Promotion

Appropriate members assist in disseminating information to targeted profile-matching organisations and candidates

Selection

Appropriate Members participate in relevant sector selection panels

Pre-Departure/Mobilisation

Members attend pre-departure briefings, providing advice to new awardees

Possibly escort awardees to Pre-departure session and mobilisation where appropriate

On-award

Members participate in mentoring of awardees on award, based on country, organisations or sector area

Completion/Returning home

All new returnees (new alumni members) attend a debriefing session (short-course awardees at completion of short course, long awardees at appropriate hub on or after arrival in Africa)

Members participate in mentoring of awardees on return, based on country, organisations or sector area

9.3 On-going Alumni Network activities to implemented and managed by MC

Small Grant Scheme

A Small Grant Scheme may be accessed by alumni network members and their organisations for the purpose of strengthening the implementation of reintegration plans

Alumni Network Activity Grants

Alumni network activity grants will be available for country-specific alumni networks of 10 or more members to support the establishment and strengthening of local activities.

Seminars and Workshops

Professional development seminars and workshops around sector priority themes will be delivered at the hubs and other locations if appropriate.

Database

The MC will manage an up-to-date database of contact details and other member information as required.

Network Website

The MC will commission and maintain a Pan-Africa alumni network website with member log-in access. It will be incorporated with the overall program website.

Newsletter

An Alumni Biannual Newsletter will be published by the MC with articles written by network members. The newsletter will be circulated to scholars on award, to returnees and to other stakeholders.

9.4 Indicative costings

Funds earmarked for alumni initiatives reflect the fundamental importance of effective reintegration when alumni return to their employers and the importance of other initiatives designed to facilitate alumni involvement in supporting program implementation. Reintegration packages for alumni are indicatively costed at AUD1,000 for each returning LTA alumni and at AUD500 for each SCA and PDA alumni. Over the life of the program this is costed at about AUD4.5 million. A further AUD3 million has been earmarked for other alumni initiatives over the five-year period. The MC will develop detailed guidelines for the Grant Schemes and program alumni-related expenditure on an annual basis.

Annex 10: Key monitoring and evaluation instruments including Monitoring & Evaluation Framework

10.1 Basic Approach

Given the numeric and geographic scale of this award program, any attempt at an elaborate M&E framework would be cost prohibitive, particularly in relation to the human resources required to operationalise relevant information gathering. The M&E approach adopted in this design is therefore intended to be fully adequate, but without unnecessary additions purely for the sake of comprehensiveness. Hence, it represents the most basic application of the AusAID M&E guidance for award programs.

The overall M&E framework primarily depends on information gathered through:

- standard management records (MIS/outputs data)
- Reintegration Plans and Reintegration Plan Reports
- external surveys (needs analysis/program awareness).

10.2 Reintegration Plans and Reintegration Plan Reports

All awardees (and their employing organisations) will be required to develop an individual-specific Reintegration Plan before undertaking any African award. This initial RP will assist in the selection of appropriate candidates. The Plan may be updated as desired while on award, but it will be mandatory that an update be completed by successful awardees on return to workplaces. Further updates may then be undertaken as desired. All updates or amendments to RPs must be formally agreed with program M&E staff.

Reintegration plans will be reported against at specific points in time. For long awards these reporting points will be at 3 months, 6 months, 1 year, 2 years and 3 years after return to workplace.[32] For short awards (SCAs & PDAs) these reporting points will be at 3 months, 6 months and 1 year after return to workplace. Reporting against Reintegration Plans will be achieved through submission of formal Reintegration Plan Reports (RPRs).

Reintegration plans are based on four main items of outcome-related information:

- The types of policies alumni will contribute to on return to workplace
- The types of practices alumni will contribute to on return to workplace
- The opportunities for inter-organisation engagement alumni will have on return to workplace.

Reporting against Reintegration Plans (using RPRs) is therefore designed to extract four main items of outcome-level information:

(i) The relevant policies that alumni have directly contributed to *in the past three months*[33]

(ii) The relevant practices that alumni have directly contributed to *in the past three months*

[32] Note these are reporting points <u>not</u> periods (eg there are no reports required between the 12 month and 2 year reports).

[33] Note all reports only request three months past data. If a greater period of coverage were attempted (eg for 2 & 3 year Reports), reliability of responses would become highly questionable.

(iii) The inter-organisation engagement that alumni have been directly involved in *in the past three months*

(iv) The level of progress made against reintegration plan aspirations to date.

Some additional header information is requested by RPRs (including current position), but any additional extension of the information collection functions of these reports should be carefully avoided. Incremental or committee-based growth of RPR content will degrade their core effectiveness, reduce validity (by increasing subjectivity) and reduce compliance levels. Note that while the basic information currently collected by RPRs may be used to systematically *deduce* outcomes in relation to complex subjective constructs (such as 'leadership' or 'influence'), direct questions about such subjective constructs should never be introduced into the RPRs themselves.[34]

The information provided by RPRs will be used as the basis for computing modest outcome- level indicators within the program M&E framework.

RPR Sampling Regime

Although all awardees will be 'required' to report against their RPs, it would be naïve to assume either that compliance rates will be naturally high, or that program M&E staff will be able to 'chase up' all RPRs every year. Clearly a realistic augmentation sampling regime needs to be used. Note that this augmentation sampling regime is intended to ensure a reasonable base percentage of RPR returns from the combination of both 'required' returns from entire cohorts and 'ensured' returns from a priority sample. Using this boosted approach, it is hoped that annual total response rates for RPRs will consistently remain above 30%. However, this benchmark will need to be tested in practice for feasibility (particularly in relation to workloads generated). The Senior Reference Group may amend this benchmark, as necessary.

At full capacity, this program may be generating 1000 alumni per annum, and reporting workloads associated with the 400 of these that are long awards will compound over overlapping cycles of three years. Even a 10% sub-sample of 'priority follow-up alumni' will therefore constitute a workload of 'chasing-up' almost 400 RPRs per year. With their considerable range of other duties to be considered, it is unreasonable to expect program M&E staff to achieve much more than this. Hence a 'priority follow-up' sub-sample of 10% of alumni will be selected from returnees each year of full operation. This sample will, as far as practicable, be stratified over target sector, recipient organisation type and award type. During scale-up periods, a priority sample of at least 100 individuals (across all award types) will be maintained.

While the remaining 90% of annual returnees will be progressively 'reminded' of late returns of RPRs through automated emails and other low-effort means, program M&E staff will be expected to take all and any practical additional measures (including personal contact, etc.) to ensure that at least a 75% response rate within the focus sample is achieved.

While incentives (to alumni) may be used as one means of encouraging RPR returns (whether for an entire cohort or the focus sample), care *must* be taken to ensure that the *incentives applied specifically to obtaining RPR responses* do not themselves provide assistance for professional or workplace advancement or effectiveness. If this were allowed to be the case, RPR returns would become skewed to favour of those receiving

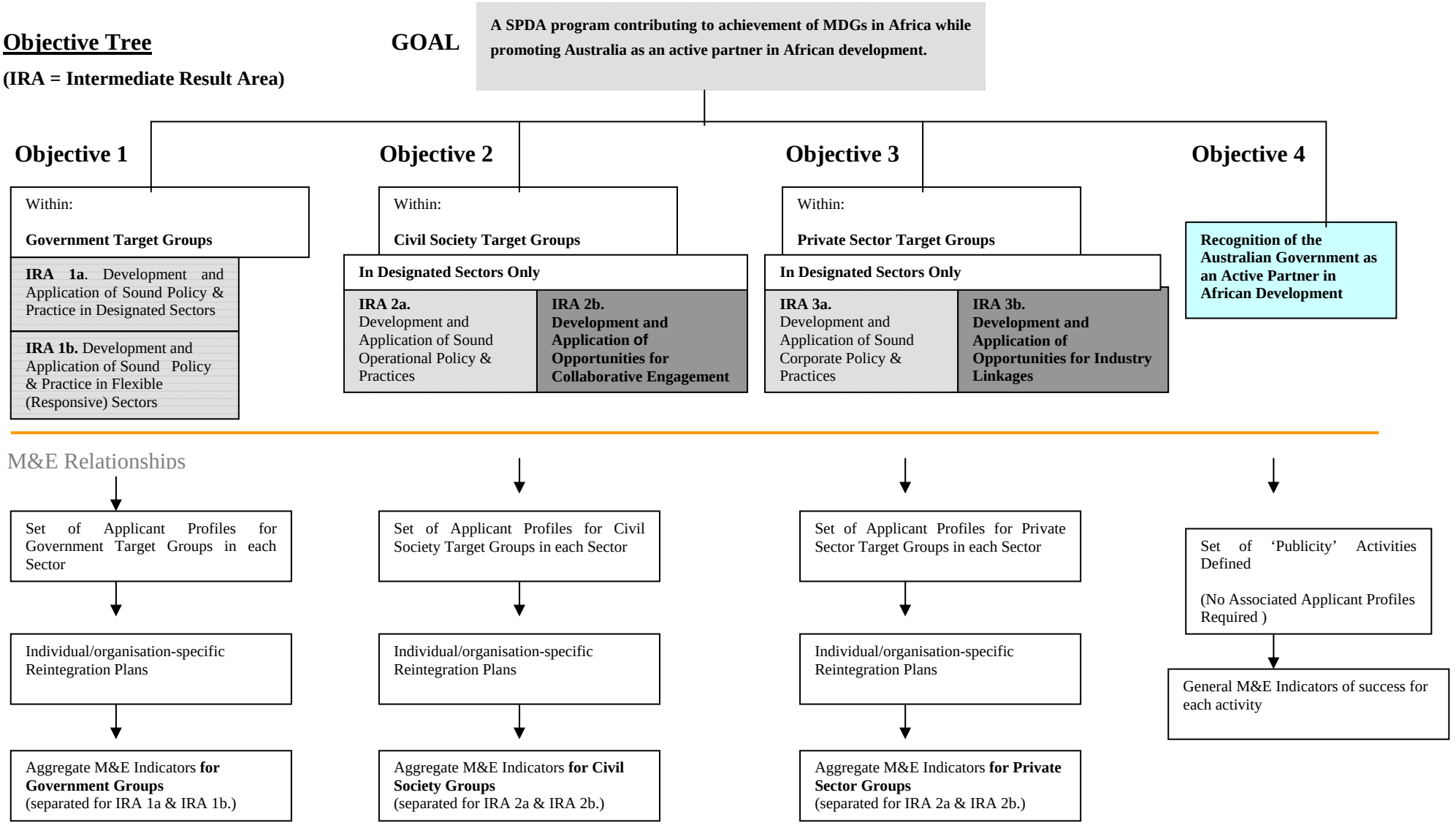
[34] This would constitute the most naïve form of data collection in which levels of subjectivity in regard to interpretation of terms would easily outweigh any direct comparability of responses.

above-average professional or workplace assistance, and hence the 'outcomes' reported would be non-representative.

Longer-term Approaches

The program's outcome monitoring using RPRs ceases after 3 years (1 year for Short Awards). This is deliberate, as any level of attribution of AusAID award influence on an individual becomes highly tenuous beyond this amount of time and the relevance of any RP can no longer be reasonably maintained. However, if a longer-term follow-up is required (possibly at the 5 and 10 year points), a more generalised RPR format might be applied. This will require a means of tracking alumni over the intervening period, or tracing them on demand. Neither of these options is easy to achieve in a manner that does not provide a skewed sample of (primarily high profile) alumni.

10.3 Objective tree & M&E relationships



10.4 Monitoring and Evaluation Framework

Objectives Addressed	Indicators (including Key Performance Management Information)	Collection Frequency & Performance Benchmark (PB) (where applicable)	Information Source/Responsibility (Note: multiple sources indicate collection options/potential triangulation opportunities)
Program Goal **A Study and Professional Development Award program contributing to achievement of MDGs in Africa while promoting Australia as an active partner in African development.** Note: Award types (at output-level) and expected outcomes (at outcome-level) are used to structure in this framework, rather than the objectives or intermediate result areas (see Objective Tree in 10.2 above), in order to avoid excessive repetition.			
Part 1. Basic Output-level Indicators [1] **(by Award Type)**			
1.1 Award Type 1: Long Term Awards (LTAs)			
1.1.1 PRE-AWARD STAGE	***Applications***		
	1.1.1 (a) Total number of eligible applications received across all target groups[2] and target sectors[3]	Annual	LTA application process records
	1.1.1 (b) Number (and percentage) of eligible applications received from each target group and each target sector	Annual	LTA application process records
	1.1.1 (c) Number (and percentage) of eligible applications received from government employees in other MDG-related areas of demand	Annual	LTA application process records
	Selections		
	1.1.1 (d) Number (and percentage) of short-listed applicants in each target group and each target sector	Annual	LTA selection process records

	1.1.1 (e) Number (and percentage) of selections from each target group and each target sector	By cohort	LTA selection process records
	Pre-Award Assistance		
	1.1.1 (f) Number (and percentage) of selectees from each target group and each target sector offered Ancillary Awards	By cohort	LTA selection process records
	1.1.1 (g) Number (and percentage) of Ancillary Award participants from each target group and each target sector who meet required standards within specified timeframes for progression to an LTA	By cohort	Ancillary Award records
	1.1.1 (h) Number (and percentage) of Ancillary Award participants from each target group and each target sector who meet required standards within specified timeframes but choose not to then undertake an LTA	By cohort	Ancillary Award records
	1.1.1 (i) Number (and percentage) of selectees from each target group and each target sector provided other pre-award 'special assistance' - derived from equity measures	By cohort	Pre-award assistance records
	Reintegration plans		
	1.1.1 (j) Proportion of full RPs developed for LTA awardees from each target group and target sector	By cohort / PB: 95%	LTA Reintegration Plan register
	Departures		
	1.1.1 (k) Number (and percentage) of departures from each target group and each target sector	By cohort	LTA departure register
	1.1.1 (l) Number (and percentage) of departures occurring within three weeks of originally notified (to candidate) departure date	By cohort / PB: 80%	LTA departure register
	Arrivals		
	1.1.1 (m) Number (and percentage) of awardees arriving in Australia prior to commencement of IAP	By cohort / PB: 95%	LTA departure register
1.1.2 ON-AWARD STAGE	***Extensions***		
	1.1.2 (a) Number (and percentage) of extensions in each target group and each target sector	By cohort	LTA on-award management records

	Terminations		
	1.1.2 (b) Number (and percentage) of terminations in each target group and each target sector	By cohort	LTA on-award management records
	Transfers		
	1.1.2 (c) Number (and percentage) of transfers (including downgrades) in each target group and each target sector	By cohort	LTA on-award management records
1.1.3 POST-AWARD STAGE	***Returns***		
	1.1.3 (a) Number (and percentage) of returns to country of origin (non-terminated) from each target group and each target sector	By cohort / PB: 80%	LTA returnee register
	1.1.3 (b) Number (and percentage) of returns to workplaces (non-terminated) from each target group and each target sector	By cohort / PB: 80%	LTA returnee register
	Reintegration Plan Review		
	1.1.3 (c) Number (and percentage) of returnee reintegration plans reviewed within 1 months of return to workplace, by each target group and each target sector	By cohort / PB: 75%	LTA Reintegration Plan register
	Alumni Membership		
	1.1.3 (d) Cumulative Alumni Network/Association membership from each target group and each target sector	Annually / PB: 75%	Alumni records
1.2 Award Type 2: SCAs			
1.2.1 PRE-AWARD STAGE	***Applications***		
	1.2.1 (a) Total number of eligible applications received across all target groups and target sectors	Annually	SCA application process records
	1.2.1 (b) Number (and percentage) of eligible applications received from each target group and each target sector	Annually	SCA application process records
	1.2.1 (c) Number (and percentage) of eligible applications received from government employees in other MDG-related areas of demand	Annually	SCA application process records

		Selections		
		1.2.1 (d) Number (and percentage) of short-listed applicants in each target group and each target sector	Annually	SCA selection process records
		1.2.1 (e) Number (and percentage) of selections from each target group and each target sector	By cohort	SCA selection process records
		Pre-Award Assistance		
		1.2.1 (f) Number (and percentage) of selectees from each target group and each target sector provided other pre-award 'special assistance' - derived from equity measures	By cohort	Pre-award assistance records
		Departures		
		1.1.1 (g) Number (and percentage) of departures to in-Africa courses occurring within three weeks of originally notified (to candidate) departure date[4]	By cohort / PB: 80%	SCA departure register
		1.1.1 (h) Number (and percentage) of departures to in-Australia courses occurring within three weeks of originally notified (to candidate) departure date	By cohort / PB: 80%	SCA departure register
1.2.2	**ON-AWARD STAGE**	***Terminations***		
		1.2.2 (a) Number (and percentage) of terminations in each target group and each target sector	By cohort	SCA Course management records
		Successful Completions		
		1.2.2 (b) Number (and percentage) of course attendees in each target group and each target sector that satisfy all assessment requirements of course.	By cohort / PB: 80%	SCA Course management records
1.2.3	**POST-AWARD STAGE**	***Returns***		
		1.2.3 (a) Number (and percentage) of returns to country of origin (non-terminated) (for both in-Australia and in-Africa courses) from each target group and each target sector	By cohort / PB: 95%	SCA returnee register
		1.2.3 (b) Number (and percentage) of returns to workplaces (non-terminated) from each target group and each target sector	By cohort / PB: 95%	SCA returnee register

	Reintegration Plan Review		
	1.2.3 (c) Number (and percentage) of returnee reintegration plans reviewed within 1 week of return to workplace, by each target group and each target sector	By cohort / PB: 80%	SCA Reintegration Plan register
	Alumni Membership		
	1.2.3 (d) Cumulative Alumni Network/Association membership from each target group and each target sector	Annual / PB: 70%	Alumni records
1.3 Award Type 3: PDAs			
1.3.1 PRE-AWARD STAGE	***Proposals***		
	1.3.1 (a) Total number of eligible proposals received across all target groups and target sectors	Quarterly	PDA proposal process records
	1.3.1 (b) Number (and percentage) of placements proposed in eligible proposals received from each target group and each target sector	Quarterly	PDA proposal process records
	1.3.1 (c) Number (and percentage) of eligible proposals received from government organisations in other MDG-related areas of demand	Quarterly	PDA application process records
	1.3.1 (d) Number (and percentage) of placements proposed in eligible proposals received from government organisations in other MDG-related areas of demand	Quarterly	PDA application process records
	Selections		
	1.3.1 (e) Numbers (and percentage) of proposals approved for each target group and each target sector	Quarterly	PDA selection process records
	1.3.1 (f) Numbers (and percentage) of participants approved in proposals for each target each target group and each target sector	Quarterly	PDA selection process records
	1.3.1 (g) Numbers (and percentage) of proposals refused for each target group and each target sector	Quarterly	PDA selection process records
	1.3.1 (h) Numbers (and percentage) of participants refused in proposals for each target each target group and each target sector[5]	Quarterly	PDA selection process records

	Pre-Award Assistance		
	1.3.1 (i) Number (and percentage) of selectees from each target group and each target sector provided other pre-award 'special assistance' - derived from equity measures	Annually	Pre-award assistance records
	Departures		
	1.3.1 (j) Number (and percentage) of departures occurring within three weeks of originally notified (to candidate) departure date	Annually / PB: 90%	PDA departure register
1.3.2 ON -AWARD STAGE	***Terminations***		
	1.3.2 (a) Number (and percentage) of proposal terminations in each target group and each target sector	Annually	PDA proposal implementation records
	1.3.2 (b) Number (and percentage) of individual terminations in each target group and each target sector	Annually	PDA proposal implementation records
1.3.3 POST-AWARD STAGE	***Returns***		
	1.3.3 (a) Number (and percentage) of individual returns to country of origin (non-terminated) (for both in-Australia and in-Africa courses) from each target group and each target sector	By cohort / PB: 95%	PDA returnee register
	1.3.3 (b) Number (and percentage) of individual returns to workplaces (non-terminated) from each target group and each target sector	By cohort / PB: 95%	PDA returnee register
	Reintegration Plan Review		
	1.3.3 (c) Number (and percentage) of individual returnee reintegration plans reviewed within 1 week of return to workplace, by each target group and each target sector	By cohort / PB: 80%	PDA Reintegration Plan register
	Alumni Membership		
	1.3.3 (d) Cumulative Alumni Network/Association membership from each target group and each target sector	Annual / PB: 80%	Alumni records

Part 2. Outcome-level Indicators[6] **(By Expected Outcome)**			
2.1 <u>Outcome 1.</u> **AusAID alumni within African Government, Civil Society and Private Sector organisations contributing to the development of sound policy relevant to specified sectors, sub-sectors, and (for Government only) additional areas of demand.** **(All across the three award types)**	2.1 (a) Number/List [7] of new or revised policies directly worked on by program alumni in African government organisations in each target sector and in other MDG-related areas of demand during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)
	2.1 (b) Number/List of new or revised policies directly worked on by program alumni in African civil society organisations in each target sector during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)
	2.1 (c) Number/List of new or revised policies directly worked on by program alumni in African private sector organisations in each target sector during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)
2.2 <u>Outcome 2.</u> **AusAID alumni within African Government, Civil Society and Private Sector organisations contributing to the application of sound practices relevant to specified sectors, sub-sectors, and (for Government only) additional areas of demand.** ***(All across the three award types)***	2.2 (a) Number/List of relevant practices directly applied by program alumni in African government organisations in each target sector and in other MDG-related areas of demand during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)
	2.2 (b) Number/List of relevant practices directly applied by program alumni in African civil society organisations in each target sector during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)

	2.2 (c) Number/List of relevant practices directly applied by program alumni in African private sector organisations in each target sector during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)
2.2 <u>Outcome 3.</u> **AusAID alumni within African Civil Society and Private Sector organisations collaboratively engaging (particularly through industry linkages within the Private Sector) with other relevant organisations operating in specified sectors or sub-sectors.** ***(All across the three award types)***	2.3 (a) Number/List of instances in which program alumni in African civil society organisations collaboratively engage with other civil society organisations in each target sector during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)
	2.3 (b) Number/List of instances in which program alumni in African civil society organisations collaboratively engage with relevant government or inter-government organisations in each target sector during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)
	2.3 (c) Number/List of instances in which program alumni in African private sector organisations collaboratively engage with relevant government organisations in each target sector during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)
	2.3 (d) Number/List of instances in which program alumni in African private sector organisations collaboratively engage with other relevant private sector organisations in each target sector during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)
	2.3 (e) Number/List of instances in which program alumni in African private sector organisations collaboratively engage with relevant Australian private sector organisations in each target sector during periodic 3-month sample periods.	Compiled annually	Reintegration Plan Reports (RPRs)

2.4 Outcomes 1-3 (generic measure)	2.4 (a) Number (and percentage) of program alumni in African government organisations making satisfactory progress against their reintegration plans[8] in each target sector	Compiled annually (-latest assessment for any individual used)	Reintegration Plan Reports (RPRs)
	2.4 (b) Number (and percentage) of program alumni in African government organisations making satisfactory progress against their reintegration plans[9] in each target sector	Compiled annually (-latest assessment for any individual used)	Reintegration Plan Reports (RPRs)
	2.4 (c) Number (and percentage) of program alumni in African government organisations making satisfactory progress against their reintegration plans[10] in each target sector	Compiled annually (-latest assessment for any individual used)	Reintegration Plan Reports (RPRs)
2.5 <u>Outcome 4.</u> **Personal, published* or official references to this SPDA program made across a broad range of African countries or fora, and directly implying positive recognition of the Australian Government's renewed efforts towards engaging in African development.** *Includes print and electronic media, as well as public addresses (other than in an official forum).	2.5 (a) Number (and List) of personal (non-confidential) comments made about this SPDA program to AusAID staff or staff from Australian Whole-of-Government partners directly implying positive recognition of Australia as an active partner in African development. (Disaggregated by source/location where possible).	Quarterly	Aust. W-o-G Perceptions Survey
	2.5 (b) Number (and List) of published* comments made about this SPDA program to AusAID staff or staff from Australian Whole-of-Government partners directly implying positive recognition of Australia as an active partner in African development. (Disaggregated by source/location where possible).	Quarterly	Media Monitoring
	2.5 (c) Number (and List) of official (non-confidential) comments made about this SPDA program to AusAID staff or staff from Australian Whole-of-Government partners directly implying positive recognition of Australia as an active partner in African development. (Disaggregated by source/location where possible).	Quarterly	Aust. W-o-G Perceptions Survey

	2.5 (d) Number (and List) of personal (non-confidential) comments made about this SPDA program to AusAID staff or staff from Australian Whole-of-Government partners directly implying negative recognition of Australia as an active partner in African development. (Disaggregated by source/location where possible).	Quarterly	Aust. W-o-G Perceptions Survey
	2.5 (e) Number (and List) of published* comments made about this SPDA program to AusAID staff or staff from Australian Whole-of-Government partners directly implying negative recognition of Australia as an active partner in African development. (Disaggregated by source/location where possible).	Quarterly	Media Monitoring
	2.5 (f) Number (and List) of official (non-confidential) comments made about this SPDA program to AusAID staff or staff from Australian Whole-of-Government partners directly implying negative recognition of Australia as an active partner in African development. (Disaggregated by source/location where possible).	Quarterly	Aust. W-o-G Perceptions Survey

Part 3. Contractor Performance Measures **(includes both MC and Course Providers)**	**Indicators (including Key Performance Management Information)**	**Frequency & Benchmarks** *Note: For indicators referencing targets set by the design document, these targets represent the relevant benchmarks. All benchmarks to be reviewed annually by Senior Reference Group.*	Source
3.1 Needs Analysis Issues	3.1 (a) Number (and percentage) of appropriately completed and returned responses to prioritised needs assessment forms for LTAs, from network partners in each target group and each target sector	Annually Benchmark: 60%	LTA prioritised needs analysis records

	3.1 (b) Number (and percentage) of appropriately completed and returned responses to prioritised needs assessment forms for SCAs, from network partners in each target group and each target sector	Annually Benchmark: 60%	SCA prioritised needs analysis records
	3.1 (c) Summary key HRD needs for priority sectors, countries and partner institution type	Annually	Base information derived from returned needs assessment forms
3.2 Implementation Issues	***Promotional targets***		
	3.2 (a) Ratio of indicative target percentage of eligible applications/ participations in proposals (PIP)[11] drawn from each award type (i.e. LTA, SCA & PDA) to the recorded percentage.	Annually	Application/proposal records
	3.2 (b) Ratio of indicative target percentage of eligible applications/PIP drawn from each target group to the recorded percentage (disaggregated by award type).	Annually	Application/proposal records
	3.2 (c) Ratio of indicative target percentage of eligible applications/PIP drawn from each target sector to the recorded percentage (disaggregated by award type).	Annually	Application/proposal records
	3.2 (d) Ratio of indicative target percentage of eligible applications/PIP drawn from government organisations in other MDG-related areas of demand to the recorded percentage (disaggregated by award type).	Annually	Application/proposal records
	Selection targets		
	3.2 (e) Ratio of indicative target percentage of final selections/ participations[12] drawn from each award type (i.e. LTA, SCA & PDA) to the recorded percentage	Annually	Selection/proposal approval records
	3.2 (f) Ratio of indicative target percentage of final selections/participations drawn from each target group to the recorded percentage (disaggregated by award type).	Annually	Selection/proposal approval records

	3.2 (g) Ratio of indicative target percentage of final selections/participations drawn from each target sector to the recorded percentage (disaggregated by award type).	Annually	Selection/proposal approval records
	3.2 (h) Ratio of indicative target percentage of selections/participations drawn from government organisations in other MDG-related areas of demand to the recorded percentage (disaggregated by award type).	Annually	Selection/proposal approval records
	Equity targets		
	3.2 (i) Ratio of indicative target percentage of eligible applications/participations in proposals (PIP)[13] drawn from women to the recorded percentage (disaggregated by award type).	Annually	Application/proposal records
	3.2 (j) Ratio of indicative target percentage of final selections/participations drawn from women to the recorded percentage (disaggregated by award type).	Annually	Selection/proposal approval records
	3.2 (k) Ratio of indicative target percentage of eligible applications/participations in proposals (PIP)[14] drawn from People Living with Disabilities (PLD) to the recorded percentage (disaggregated by award type).	Annually	Application/proposal records
	3.2 (l) Ratio of indicative target percentage of final selections/participations drawn from PLD to the recorded percentage (disaggregated by award type).	Annually	Selection/proposal approval records
3.3 Training/Educational Issues	3.3 (a) Ratio of indicative target percentage of successful completion of Ancillary awards to meet necessary standards for an LTA, to the recorded percentage (disaggregated by, target sector, target group, entry IELTS, gender & PLD)	Annually	Ancillary Award course records
	3.3 (b) Ratio of indicative target percentage of successful completion of awards (including the passing of necessary assessment), to the recorded percentage (disaggregated by, award type, delivery location, target sector, group gender & PLD)	Annually	Award course/work placement records

3.4 Alumni Issues	3.4 (a) Ratio of indicative target percentage of Alumni Network membership, to the recorded percentage (disaggregated by, target sector, target group, gender & PLD)	Annually	Alumni network records
	3.4 (b) Ratio of indicative target percentage of Alumni Network members active in uptake of alumni small grants scheme, to the recorded percentage (disaggregated by, target sector, target group, gender & PLD)	Annually	Alumni network records
	3.4 (c) Ratio of indicative target percentage of alumni network members actively participating in Alumni Network or broader AusAID activities, to the recorded percentage (disaggregated by, target sector, target group, gender & PLD)	Annually	Alumni network records
3.5 M&E Issues	3.5 (a) Percentage of requested Reintegration Plan Reports (RPRs) returned within one month of due dates (disaggregated by award type, target sector, target group)	Annually Benchmark 30%	M&E Progress Reports
	3.5 (b) Summary of major effectiveness constraints faced by alumni (including in relation to developing and implementing policy and/or good practice, extending their knowledge to others and maintaining professional relationships)	Six-monthly	Base information derived from reintegration plan reporting by alumni
	3.5 (c) Summary of program initiatives aimed at major effectiveness constraints faced by alumni.	Six-monthly	Alumni Assistance records
	3.5 (d) Ratio of indicative target percentage of complete Aust. W-o-G Perception Survey returns to the recorded percentage (disaggregated by, award type, target sector, target group)	Annually	M&E Progress Reports
3.6 Communication Issues	3.6 (a) percentage of 'Inadequate' marks received in Annual Contractor Performance Meetings (see section 4 of this Annex)	Annually	Contractor Performance Meeting Pro-forma

3.7 Candidate support issues	3.7 (a) percentage of short-listed LTA candidates for whom course advice notes were prepared (and provided to them and SPs) prior to interview	Annually Benchmark: 20%	Interview records
	3.7 (b) percentage of cases in which special assistance was provided to an applicant and that applicant successfully participated in all required aspects of selection processes (not necessarily offered an award)	Annually Benchmark: 80%	Special Needs Coordinators' Case Records
	3.7 (c) percentage of cases in which special assistance was provided to an awardee and that applicant successfully completed their award	Annually Benchmark: 70%	Special Needs Coordinators' Case Records

Part 4. Risk Monitoring (Specific indicators not provided in relation to program externalities)	**M&E Action**	**Program-specific Instrument**	**Program Action Required/responsibility**
4.1 Political Risks			
4.1.1 Partner agencies are unable to release sufficient numbers of quality candidates (Medium)	Monitor application process indicators provided by above framework		
4.1.2 Severe political instability or conflict in countries where hub offices or training nodes are located (Low/Medium)	Liaise with DFAT and regularly monitor international 'conflict monitor' websites		
4.1.3 Foreign policy and WofG considerations reflected in a key program objective of recognition of Australia as an active partner in Africa development are difficult to achieve because the significantly expanded award numbers must meet the needs of as many as 53 countries and individual partner country expectations are not met (Medium)	Monitor Aust. Whole-of-Government Perception Survey results provided by above framework		

4.2 Management risks			
4.2.1 Australian training providers expect special treatment to foster their commercial or other ambitions in Africa (Low)	Monitor contractor (Course Provider) performance indicators provided by above framework		
4.2.2 Program expansion is hindered by a lack of suitable partners to help with the process and logistics aspects of such expansion (Medium)	Monitor needs analysis, promotion and application indicators (both contractor performance and process) provided by above framework		
4.2.3 Management capacity is unable to cope with the challenges of a program of unprecedented diversity and complexity given the requirement to address the needs of 53 countries (Medium)	Monitor contractor performance indicators provided above		
4.2.4 Visa processing capacity in DIAC is unable to cope with program demands especially as new countries enter the program (Medium/High)	Monitor times taken for visa processing, broken down by award type, visa type, applicant country of origin and month of year		
4.2.5 Awardees under all award categories are unable to obtain/qualify for DIAC visas to enter Australia	Establish and maintain Visa Refusal Log with entries broken down by award type, visa type, applicant country of origin and month of year	Visa refusal log	Identify lessons/develop mitigation strategies, where feasible
4.3 LTA-specific risks			
4.3.1 LTA Applicants unable to secure placement in Australian institutions	Monitor placement success rates by country of origin, source of existing qualifications, etc.		
4.3.2 Low number of quality applications from quality candidates (Medium)	Monitor application indicators (both contractor performance and process) provided by above framework		
4.3.3 Significant proportion of LTA scholars do not succeed in their studies (Low)	Monitor indicators of candidate success provided in the above framework		
4.3.4 Nepotism in promotion of LTA opportunities (High)	Establish Corruption Incident Log (CIL) & monitor information provided by 'tear-off slips'.	Corruption Incident Log (CIL)	Identify lessons/develop procedures or dealing with particular types of incident

4.3.5 Inadequate service delivery in several countries due to poor performance of MC, PG focal point and/or CS and PS network partner organisations (High)	Monitor contractor performance indicators provided above		
4.4 SCA-specific risks			
4.4.1 Low number of high quality SCA applications received for some courses (Medium)	Monitor application indicators (both contractor performance and process) provided by above framework		
4.4.2 Visa overstay in hub and/or node countries (short course delivery sites) (Medium/High)	Establish and maintain Visa Incident Log (VIL) broken down by award type, visa type, length of stay and applicant country of origin.	Visa Incident Log (VIL)	Identify lessons/develop procedures or dealing with particular types of incident
4.4.3 Short course awardees do not turn up to training sessions (Medium)	Monitor course attendance as part of course delivery.		
4.4.4 Short course providers provide sub-standard delivery (Medium)	Monitor contractor performance indicators provided in the above framework		
4.4.5 Short Course awardees from certain countries or groups face discrimination in home countries or African host countries (Medium)	Establish and maintain a Discrimination Incident Log (DIL)	Discrimination Incident Log (DIL)	Identify lessons/develop procedures or dealing with particular types of incident
4.4.6 Attempted interference in SCA selection processes (Medium)	Refer to Corruption Incident Log (CIL) referred to above		
4.5 PDA-specific risks			
4.5.1 Low number of quality proposals from government agencies, high number from private sector and civil society organisations. (Medium)	Monitor proposal indicators (both contractor performance and process) provided by above framework		
4.6 Program cross-cutting risks			
4.6.1 Awardees travelling to Australia breach visa requirements or otherwise fail to return to their countries of origin	Maintain Visa Incident Log and Return Register	Visa Incident Log and Return Register	Review log regularly specifically to identify any apparent patterns of incidents. Identify lessons/develop procedures or dealing with particular types of incident

4.6.2 On return to home country, a significant proportion of LTA scholars & PDA awardees do not implement Reintegration Plans or maintain employment contributing to MDG progress (Medium)	Refer to RP and RPR compliance and return indicators referred to above		
4.6.3 Awardees (or their families) face targeted violence in host or home countries (because of crime or due to their associations with a western program –eg in conflict or fundamentalism affected areas) (Medium)	Establish and maintain Security Incident Log (SIL) also specifically covering awardees' families in home countries	Establish and maintain Security Incident Log (SIL)	Review log regularly specifically to identify any apparent patterns of incidents. Encourage awardees to report incidents affecting their families.
4.6.4 Conflict arising in awardees' home countries while they are on award makes it difficult for them to safely return home and/or facilitates their application for protection visas (in Australia or elsewhere)	Establish and maintain Security Incident Log (SIL) also specifically covering awardees' families in home countries	Security Incident Log (SIL)	Liaise with DFAT and regularly monitor international 'conflict monitor' websites.
	Establish and maintain Visa Incident Log (VIL)	Establish and maintain Visa Incident Log (VIL)	

Endnotes:

[1] All require disaggregation by gender and all other cross-cutting distinctions relevant to the program.

[2] Viz. Government, Civil Society and Private Enterprise

[3] I.e. The five specified themes/sectors of table 1. of section 3. 3 (viz. Food Security, Natural Resource Management, Maternal and Child Health Care, Water and Sanitation and Public Policy.

[4] Local attendance by participants may be counted as 'departure' for this purpose.

[5] Due to either a reduced number allowed in an approved proposal of as a result of refusal of a proposal.

[6] All require disaggregation by gender and all other cross-cutting distinctions relevant to the program.

[7] Lists are primarily for confirmation purposes and do not need to be routinely analysed.

[8] As defined by each reintegration plan.

[9] As defined by each reintegration plan.

[10] As defined by each reintegration plan.

[11] - [14] ie associated with PDAs, but still counted by individual.

10.5 Annual Contractor Performance Meeting Score Sheet

The Contractor will participate in an annual Contractor Performance Meeting with AusAID at which performance against relevant indicators from the contractor performance section of the M&E framework will be discussed. As a more generic basis of performance discussions, the MC will be marked at annual meetings by the Post (as Effective, Adequate or Ineffective) in regard to each of the performance considerations outlined in the table below. A Contractor performance indicator derived from this assessment is included in the Monitoring Framework above. Assessments may be based on the discussions of the annual meeting, as well as feedback provided by any AusAID and partner network staff (in discussing this feedback, sources will be treated with confidentiality). These marks will be treated as perceptional until collaborated by analysis of other Contractor Performance Indicators from the Monitoring Framework.

The Contractor will adapt and improve operations and systems in response to resolutions of this annual meeting. Minutes of the meetings shall be maintained.

Criteria	**Performance Considerations**	**Mark** (*Effective/ Adequate/ Ineffective)*
1) Personnel Performance (All MC Personnel)	Act professionally and with integrity, and produce high quality work (i.e.: technically appropriate, relevant to needs, appropriately presented, clear and timely)	
	Communicate with AusAID and other stakeholders in a clear, transparent and effective manner.	
	Deliver outputs (including reports) on time.	
2) Program Management	Good working relationships with AusAID Post and consistency of service levels.	
	Finances are soundly and transparently managed and financial reporting meets AusAID requirements.	
	Procurement processes for short course providers are in compliance with the CPGs and lead to the delivery of effective short courses.	
	Reports are clear, constructive, timely and meet the expectations of AusAID.	
	Responsiveness to the reporting, management and planning needs of AusAID.	
	MIS and other information storage up to date.	
	Ongoing monitoring and evaluation is undertaken effectively and is being analysed and reflected in continuous improvement by the implementing team.	

3) Communication & Coordination	Clear management arrangements and effective communication between all Contractor Personnel and between the Contractor Personnel and AusAID.	
	Personnel take proactive steps to ensure effective communication and working relationships with all stakeholders.	
	Management identifies and reports any major difficulties in communication/ stakeholder relationships to AusAID as they arise.	
4) Awardee Management	Awardee management and monitoring processes implemented effectively and efficiently.	
	Proactive steps are taken to improve management and monitoring processes, in consultation with AusAID.	
	Target numbers of awardees mobilised efficiently and on time.	
	Ancillary Awards operating effectively and efficiently	
	Contact maintained with LTA awardees in Australia	
	All processes affecting awardees (including medical, visa application, PDBs, mobilizations, etc), all operating effectively and efficiently.	
	Effective and appropriate counselling and placement of awardees in courses relevant to their academic needs and program objectives.	
5) Alumni	Alumni activities effective and relevant to program Objectives 1-3, and contact is maintained.	
6) Australian Identity	Appropriate Australian Government and AusAID identity and acknowledgement is maintained.	
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) Sectoral, Award Type and Cross-cutting Performance Targets	Application and award targets reasonably met and strategies for addressing shortfalls applied.	

10.6 Other planning or performance management information

Note that the above framework references collection of a number of information sets, including that needed for understanding and enhancing performance. For example, HRD needs for priority sectors, countries and partner institutions (from annual surveys, see 3.1 of M&E framework), understanding of constraints to developing and implementing policy and/or good practice, extending their knowledge to others and maintaining professional relationships (using RPs and RPRs). Note that lists of policies and practices being worked on by alumni (collected by RPRs) will also provide extremely valuable references to other AusAID initiatives or other Australian government programs seeking relevant contact points for clarification of or input into such policies and practices.

The recording of such information and its analysis for trends or lessons learned constitutes a crucial element of the analytic component of the program's M&E framework, and synopses of such analysis also needs to appear in relevant program reporting.

10.7 Transitional M&E arrangements

Transitional arrangements need to be defined in relation to the integration of pre-existing scholars into new M&E frameworks. The approach to be adopted is as follows:

- Assessing the impacts of scholars who have already returned by the start of the new design will be left to periodic tracer studies.
- Scholars who were sent under the old design, but return after the start of the new program will be allocated a sector relevant to the new design (note the 'Other' sector incorporated into the design allows for any situation to be accommodated).
- These returning scholars will also be encouraged (on return) to develop a basic reintegration plan (with the assistance of their employers, where possible).
- They will then be treated in the same manner as long-term awardees that are sent and return under the new design.

This approach has the advantage of immediately engaging M&E staff of the new program in their full range of activities, without having to incorporate a null cycle in relation collection and reporting against outcome-level (post-return) indicators.

Annex 11: Risk matrix

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
Political Risks				
Partner agencies are unable to release sufficient numbers of quality candidates	▪ Award targets not met	Medium	▪ Targets are flexible and subject to at least annual review	▪ Review target numbers for each award category, especially LTAs, and adjust targets as necessary to reflect availability of appropriate candidates.
Significant deteriorating security in countries where hub offices or training nodes are located.	▪ Potential severe impact on short course delivery if in node country ▪ More severe impact on all aspects of program delivery if in Hub country	Low	▪ Multiple Hub and Node offices facilitate move of operations to alternative locations ▪ Annual prioritisation process enables AusAID and MC to focus program by region, country or other factors which could take account of prevailing insecurity	▪ Monitor on an ongoing basis with contingency plans to shift operations to alternative locations ▪ MC to develop and regularly update a security plan for staff and awardees that would enable relocation to either hub ▪ AusAID to advise MC at monthly meeting of any security updates and options for continued operations
Perception of Australia as an active partner in Africa development not achieved	▪ Failure to achieve a key program objective ▪ Award targets not met	Medium	▪ Implementation and at least annual review of *'Communications /Public Diplomacy Strategy'* ▪ Adoption of a 3-tier approach to LTA program implementation ▪ Desired Candidate Profile approach a fundamental design parameter ▪ No limit on number of applicants helps demonstrate competitive nature	▪ Ensure that periodic geographic adjustments by AusAID as advised by a Senior Reference Group adequately reflect bilateral and other commitments. ▪ Review and adjust as award allocations reflected in the 'three tier' LTA allocation mechanism. ▪ Utilise other assistance mechanisms to supplement assistance provided to key

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
			of the selection process. ▪ Category targets subject to annual review	partner countries.
Management risks				
Australian training providers expect special treatment to foster their commercial or other ambitions in Africa.	▪ Low level support for program objectives and approaches amongst Australian providers/industry	Low	▪ Competitive tendering processes fundamental to all elements of the program implementation and to be promulgated by the MC on an ongoing basis	▪ Ensure that the fundamental SPDA standards are widely understood and publicise on an ongoing basis competitive tendering processes that adhere to Commonwealth Government Procurement Guidelines
Program expansion is hindered by a lack of suitable partners to help with the process and logistics aspects of such expansion.	▪ Targets especially for LTAs difficult to achieve ▪ Limits quality of candidates ▪ Sector/Sub sector targets not met	Medium	▪ Partner obligations will not be onerous and will be developed as a mutually beneficial form of harmonisation for all concerned.	▪ The partner network will begin modestly but will be actively developed over the life of the program.
Management capacity is unable to cope with the challenges of a program of unprecedented diversity and complexity given the requirement to address the needs of 53 countries	▪ Program objectives not met and negative perceptions of Australia as a reliable and active partner in African development ▪ AusAID staff workloads increase with potential negative impact on other	Medium	▪ Staff quality / technical attributes included in RFT and the quality standards required ▪ Two-step tender process with focus on testing bidders' capabilities to allow exploration of bidders' management arrangements and roles and responsibilities attributed to MC staff managing the various program components.	▪ Allow adequate numbers of skilled staff in the design and ensure a thorough two-step international tender process that will select the best available expertise. The review in year 3 will allow AusAID to retender should the MC fail to perform.

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
	program activities			
LTA-specific risks				
Low number of quality applications from quality candidates	▪ Reduced diversity and choice for LTA & PDA awards; limited number of LTA reserves. ▪ May not reach target numbers; subsequent reduced program effectiveness and impact.	Medium	▪ Sourcing applicants from private sector and civil society organisations, as well as government agencies, and promotion across a diffuse network of partners, increases applicant pool ▪ Targeted promotional strategies identify applicants with LTA appropriate skills, qualifications, background ▪ Targets for specific sectors enable focused promotion of the LTAs ▪ Diverse mix of award types comprising LTAs, SCAs and PDAs ▪ Flexibility/fungibility across type of award, sector, sending organisation and country targets to enable shortfalls to be managed ▪ Ancillary Awards and Access and Equity fund reduce barriers to LTAs, increases numbers of potential applicants ▪ Austrade facilitates linkages and applications for PDAs	▪ Review and revise targeted promotional strategies ▪ Review and revise current country allocations for Tier 1 countries ▪ Review and revise mix of award types/year ▪ Review relationship with and performance of partner network organisations ▪ Increase number of partner network organisations to broaden pool of potential applicants
LTA Applicants unable to secure placement in	▪ Reduced ability to meet program targets	Low	▪ Rigorous targeting and selection process	▪ Review/improve targeting process ▪ Review and improve course advice

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
Australian institutions	▪ Disaffected candidates and other stakeholders in those countries		▪ Course advice support ▪ ELT provided where needed	processes
Significant proportion of LTA scholars do not succeed in their studies	▪ High opportunity cost associated with incomplete studies ▪ Reduced contribution to MDG progress on return to country; reduced program effectiveness	Low	▪ Clear and relevant Desired Applicant Profile, with robust selection process, targets qualified and appropriate candidates, optimising potential for success	▪ Manage contract variation if scholars progress requires ▪ Liaise with AusAID if trends emerge indicating need to revise promotion and other strategies
Nepotism in promotion of LTA opportunities	▪ Reduced access to quality candidates ▪ SPDA program is discredited ▪ Manifest inequity	High	▪ Specificity of Desired Applicant Profiles limits scope for agencies to 'allocate' to inappropriate candidates ▪ 'Tear off' slips enable MC to track applications in pipeline ▪ Multiple network partners in each country provide increased number of candidates, and opportunities for triangulation ▪ Non-government candidates can apply directly to AusAID	▪ MC to report to AusAID any incidence of nepotism, analysis and options ▪ Liaise with agency where appropriate ▪ Review and revise targeted promotional strategies
Inadequate service delivery in several countries due to poor performance of MC, PG focal point and/or CS and	▪ Delays impacting the entire LTA cycle for the program ▪ Disaffected candidates and other stakeholders	High	▪ New SPDA program builds on existing scholarship program relationships, knowledge, linkages ▪ Significant lead time between start on 1 July and 1st promotion in	▪ AusAID and MC review progress, analyse issues, options including adapting tier groupings, scale-up plans, and revising LTA cycle and components.

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
PS network partner organisations	in those countries ▪ Poor quality and inappropriate applicants from those countries		October to establish foundations ▪ Country tiers to enable a feasible expansion of the SPDA program ▪ Clear identification of AusAID Post(s) and Canberra and MC roles and responsibilities ▪ Monitoring of network partner performance in promotion activities ▪ Multiple network partners to allow for varying performance ▪ Initial and continuing discussions with AusAID at program start-up to ensure the MC is clear on what is required, how, when and where it will be delivered.	
SCA-specific risks				
Low number of high quality SCA applications received for some courses	▪ Inability to cost-effectively deliver some short courses resulting either in course cancellation or higher per-awardee costs. ▪ Reduced ability to meet program targets	Medium	▪ Targeted promotional approaches ▪ Planned fungibility between short course participant numbers	▪ Review promotion methods and identify reasons for low response rate ▪ Review and remove barriers to candidate ▪ Increase participant numbers in well-subscribed short courses (preferably within the same sectors/sub-sectors)
Visa overstay in hub and/or node countries	▪ Host governments refuse to issue visas	Medium/High	▪ Multiple Hubs and Nodes ▪ Multiple target groups (Government,	▪ Shift short course locations targeting affected countries between hubs/nodes

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
(short course delivery sites)	for participants of some origins ▪ Difficulties in providing awards to some countries		Civil Society, Private Enterprise)	▪ Move promotional efforts reaching affected countries away from most susceptible groups ▪ Reduce awards provided to most affected countries and increase awards to other countries
Short course awardees do not turn up to training sessions	▪ Training outcomes and eventual program effectiveness are compromised ▪ Awardees fail assessments ▪ Employers are dissatisfied with results	Medium	▪ Targeted promotional strategies ▪ Targeting of relevant and current professionals/practitioners ▪ Inclusion of employer in selection processes ▪ Course-specific selection	▪ Referral of issue to employer for action ▪ Removal of award benefits/cancellation of award
Short course providers provide sub-standard delivery	▪ Training outcomes and eventual program effectiveness are compromised ▪ Awardees fail assessments ▪ Employers are dissatisfied with results	Medium	▪ Quality Assurance Standards of SPDA delivery maintained for SCAs ▪ Performance Monitoring of SCA delivery quality ▪ Competitive tender process to engage SCA providers ▪ Contractual penalties/recourse for poor performance built into contracts with short course providers	▪ Invocation of contractual penalties/recourse ▪ Cancellation/modification of contract ▪ Where relevant, ensure that the short course provider is removed from the Multi-Use List
Short Course awardees from certain countries or groups face discrimination in home	▪ Inclusive participation targets not met ▪ Training outcomes and eventual program	▪ Medium	▪ Gender and other equity measures built into program ▪ Course delivery plans and selection processes take regional	▪ Review gender and other equity measures ▪ Review strategies to manage regional

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
countries or African host countries	effectiveness are compromised ▪ Awardees fail assessments ▪ Employers are dissatisfied with results		rivalries/sensitivities into consideration ▪ High standard of pastoral care proposed, inclusive of personal security and access considerations	rivalries/sensitivities ▪ Shift short course locations between affected and unaffected hubs/nodes
Attempted interference in selection processes	▪ Poor quality awardees ▪ Program staff corrupted or threatened ▪ Training outcomes and eventual program effectiveness are compromised ▪ Awardees fail assessments ▪ Employers are dissatisfied with results	Medium	▪ Only Australian Course Providers, AusAID and high level program staff (Hub Deputy OICs) involved in selection	▪ Reduce awards offered to offending organisations ▪ Put set procedures in place for reporting and dealing with approaches to program staff ▪ Make staff aware of stiff penalties in place for corrupt practices and apply these penalties when appropriate.
PDA-specific risks				
Overall low demand and/or low number of quality applications from government agencies, high number from private sector and civil society organisations.	▪ Reduced diversity and choice for PDAs; ▪ May not reach target numbers; subsequent reduced program effectiveness and impact.	Medium	▪ Contractor hub in Australia liaising with Australian agencies to encourage them to support African partner governments to submit applications. ▪ Annual prioritisation process allows AusAID to adapt the program targets	▪ Review and revise targeted promotional strategies ▪ Task the Contractor to market in conjunction with Austrade PDA opportunities in Australia for the next year.

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
	▪ 'Capture' of this element of the program by CS and PS organisations with existing Australia – Africa links – skewing impact.		and move PDAs to SCAs ▪ To be assessed by the MTR	
Program cross-cutting risks				
On return to home country, a significant proportion of LTA scholars & PDA awardees do not implement Reintegration Plans or maintain employment contributing to MDG progress	▪ High opportunity cost if scholar leaves or is mis-assigned by employer ▪ Reduced progress towards meeting program objectives	Medium	▪ Development and 'ownership' of Reintegration Plan (RP) by scholar and employing agency. ▪ Updating of RP during award period ▪ Formal pastoral care during award in Australia or in hub country ▪ MC monitors return rates and patterns to inform annual AusAID prioritisation	▪ Notify AusAID of any scholars who do not implement RPs or maintain employment contributing to MDG progress ▪ Liaise with the employing agency and the Alumni to review and support RP and progress
Awardees travelling to Australia breach visa requirements or otherwise fail to return to their countries of origin	▪ Training outcomes and eventual program effectiveness are compromised ▪ Reduced ability to meet program targets ▪ Disaffected stakeholders in their countries of origin	Medium	▪ Thorough interview process coupled with reintegration plan arrangements ▪ Close liaison with DIAC in Africa ▪ Comprehensive pre-departure briefing processes	▪ Review effectiveness of pre-departure briefing process ▪ Liaise closely with DIAC in Australia ▪ Apply appropriate sanctions as a deterrent to others
Awardees (or their	▪ Awardees or their	Medium	▪ Separation of whole of program	▪ Review strategies to manage regional

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
families) face targeted violence in or home countries (because of their associations with a western program –eg in conflict or fundamentalism affected areas)	families who remain at home are harmed		promotion from more targeted promotion to obtain applications ▪ Ability to actively avoid publishing or publicising applicant/awardee names as a precautionary measure ▪ Course delivery plans and selection processes take regional conflicts/sensitivities into consideration ▪ High standard of pastoral care proposed, inclusive of personal security and access considerations	conflicts/sensitivities ▪ Avoid publishing or publicising applicant/awardee names, as necessary ▪ Move promotional efforts reaching affected countries away from most susceptible groups ▪ Reduce awards provided to most affected countries and increase awards to other countries
Conflict arising in awardees' home countries while they are on award makes it difficult for them to return home and/or facilitates their application for protection visas (in Australia or elsewhere).	▪ Reduced numbers of returnees per cohort	Medium to High (depending on countries)	▪ Ability to provide short term awards and in-Africa awards to candidates from conflict prone countries ▪ Flexibility to provide specific SCAs or LTAs in the fields of peace-building and conflict resolution to candidates from conflict prone nations ▪ M&E Framework includes monitoring of early warning systems for conflict (see 4.1.2 of Framework)	▪ Provide support to awardees in regard to situation updates and home communications, especially where conflict potentially affects awardees families
Awardees under all award categories are unable to obtain/qualify for DIAC visas to enter Australia	▪ Award category targets not met ▪ Australia's reputation as a development	Low to High (depending on countries)	▪ Three tier approach for LTAs with some 'at-risk' countries in category 3 ▪ Maximising in-Africa training for SCAs	▪ Ensure countries most affected have good access to in-Africa SCAs ▪ Adjust broad award targets over time ▪ Review and strengthen targeting and

Major Risk	Potential impact	Level of risk	Aspects in the design to Minimise Risk	Actions if Risk Event Happens
	partner suffers		▪ Close cooperation with DIAC including through the Senior Reference Group	selection approaches
Difficulty in directly connecting outcomes of program to progress towards MDGs	▪ Difficulty justifying Award programs in selected international forums	High	▪ Design and its M&E Framework clearly recognize the limits of attribution and focus on achieving the necessary contribution of improving MDG-relevant human resource capacity	▪ Explanation of inherent limitation of award programs.

Annex 12: MoU clauses

AusAID will establish MoUs (or equivalent such as an Exchange of Letters) with PGs that have not received SPDA support in recent years. (The MC will be required to assist in this process.)

Annex 14: African countries overview

Country	Dominant International Languages	Population in millions
1. Algeria	Arabic/French	32.0
2. Angola	Portuguese	16.4
3. Benin	French	8.4
4. Botswana	English	1.8
5. Burkina Faso	French	15.0
6. Burundi	French	8.3
7. Cameroon	French/English	16.3
8. Cape Verde	Portuguese	0.4
9. Central African Republic	French	4.3
10. Chad	French	9.8
11. Comoros	French	0.7
12. Congo	French	4.0
13. Dem. Republic of Congo	French	58.8
14. Djibouti	Arabic/French	0.85
15. Egypt	Arabic	76.5
16. Equatorial Guinea	Spanish	0.5
17. Eritrea	Arabic/English	4.9
18. Ethiopia	National Language/English	77.0
19. Gabon	French	1.5
20. Gambia	English	1.5
21. Ghana	English	23.3
22. Guinea	French	9.2
23. Guinea-Bissau	Portuguese	1.5
24. Ivory Coast	French	18.4
25. Kenya	English	38.6
26. Lesotho	English	2.2
27. Liberia	English	3.4
28. Libya	Arabic	5.4
29. Madagascar	French	20.0

30. Malawi	English	13.6
31. Mali	French	12.5
32. Mauritania	French	3.1
33. Mauritius	French	1.3
34. Morocco	Arabic/French	30.5
35. Mozambique	Portuguese	21.3
36. Namibia	English	2.1
37. Niger	French	12.0
38. Nigeria	English	140.0
39. Rwanda	French/English	8.0
40. Sao Tome & Principe	Portuguese/English	0.16
41. Senegal	French	11.6
42. Seychelles	English/French	0.08
43. Sierra Leone	English	6.2
44. Somalia	National Language/Arabic	8.8
45. South Africa	English	48.7
46. Sudan	Arabic	33.6
47. Swaziland	English	1.2
48. Tanzania	English	40.4
49. Togo	French	4.7
50. Tunisia	Arabic/French	9.9
51. Uganda	English	28.9
52. Zambia	English	11.8
53. Zimbabwe	English	12.1

Annex 15: Implementation Schedule 2010-2015

Long Course Awards

	Contract / Commencement	2010						2011												2012												2013												2014												2015					
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	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	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	MC starts																																																											
	LTA																																																											
A	Annual Prioritisation																																																											
A.1	Support AusAID in annual country level consultations																																																										
A.2	Develop Applicant Profiles (AP) & targeted promotion strategies for each AP																																																										
A.3	Consult AusAID for approval of DAPs and strategies																																																										
B	Targeted promotion																																																										
B.1	Provide DAPs, promotional material & application forms to govt focal points, CS & PS partner network orgs for onward distribution																																																										
B.2	Conduct targeted advertising if included in promotional strategy																																																										
C	Applications																																																										
C.1	Receive 'Tear Off Slips', reconcile with applications received to monitor applications pipeline																																																										
C.2	Receive collated applications (including preliminary reintegration plans) from government focal points, and individual applications fomr non-govt applicants																																																										
C.3	Liaise with government focal points to follow-up delayed or missing applications																																																										
C.4	Present AusAID with analysis of applications process and implement agreed measures to address any issues																																																										
C.5	Follow-up delayed Applications with government focal points and/or partner network organisations																																																										
D	Selection																																																										
D.1	Review all applications for eligibility and completeness to compile a final pool of applications for each AP																																																										
D.2	Convene, brief, & provide secretariat support to Selection Panels to conduct first shortlisting in Pretoria																																																										
D.3	Conduct initial validation screening of second shortlist, including checking of validity of documents and claims																																																										
D.4	Invite shortlisted applicants for selection interview and information session at hub or node city (1st PoC); arrange applicants travel logistics																																																										
D.5	Conduct 1st PoC selection interviews, Selection Panels, and information sessions in 2 hubs and up to 3 nodes																																																										
D.6	SP develops ranked list of shortlisted awardees for submission to AusAID (flagged by amount of ELT required to achieve IELTS 6.5)																																																										
D.7	AusAID finalises list of LTA and Ancillary awardees with consideration for 'equitable geogrpahic distribution', bilateral and other commitments																																																										
D.8	Advise successful candidates by 1 June in categories: a) LTA cohort departing next January; b) Ancillary Award cohort c) Reserves																																																										
D.9	Receive confirmation of acceptance of award																																																										
D.10	Upgrade Reserves to maintain target numbers																																																										
E	Ancillary Award Program 1 (3 months ELT)																																																										
E.1	Contract provider to deliver 3 month residential ELT courses in Nairobi and Pretoria, for LTA awardees with IELTS 6																																																										
E.2	Facilitate logistics for ELT participants (visa, travel etc)																																																										
E.3	Monitor deliovery of ELT program including IELTS test																																																										
E.4	Integrate successful course graduates ie IELTS 6.5, into current LTA departure cohort																																																										
E.5	Upgrade Reserves to maintain target numbers																																																										
F	Ancillary Award Program 2: (4-6 months ELT)																																																										
F.1	Contract provider to deliver 4 & 6month ELT residential program in Nairobi & Pretoria for awardees with IELTS 5.5 & 5																																																										
F.2	Facilitate logistics for ELT participants (visa, travel etc)																																																										
F.3	Monitor delivery of ELT program including IELTS test																																																										
F.4	Integrate successful course graduates ie now with IELTS 6.5, into next LTA departure cohort																																																										
F.5	Conduct Predeparture Briefing (PDB) for successful Ancillary Awardees proceeding to LTA in Australia																																																										
F.6	Conduct post PDB and pre-mobilisation follow up with each awardee by phone																																																										
G	Placement																																																										
G.1	Submit rRequest for placement(RFP) through SIMON/OASIS;send applications to university/institution																																																										
G.2	Receive confirmation of university acceptance/rejection/conditional offer (SIMON); submit second preference RFP if feasible																																																										
G.3	Issue LTA university offer and contract to awardees(SIMON); received signed acceptance; register (SIMON)																																																										
G.4	Coordinate awardees (& family if appropriate) to undertake medical screening through panel Doctors																																																										
G.5	Coordinate and support awardees to prepare and submit visa applications to MC																																																										

G.6	Review visa applications for completeness and vailidity; follow-up as required	
G.7	Submit compiled visa applications to DIAC	
G.8	Advise Awardees and AusAID of DIAC approval or rejection of visa appliucation	
H	Mobilisation	
H.1	Develop mobilisation plan for each awardee including logistics for group PDB in hub and individual travel to Australia	
H.2	Conduct PDB in Nairobi and Pretoria for LTA Awardees	
H.3	Advise university of Awardee travel details	
H.4	Awardees travel to Australia	
I	Reintegration	
I.1	Liaise with scholars; review and update RPs 3 & 12 months after award commencement	
I.2	Manage scholar contract variations in consultation with AusAID and empoying organisation if appropriate	
I.3	Conduct briefing sessions at hubs for returning scholars to provide alumni briefing and to update RPs	
J	Alumni network	
J.1	Develop and maintain SPDA website including alumni database, and alumni network section with meber log-in access	
J.2	Implement small grants scheme for Alumni (and organisations) for network activities and professional development	
J.3	Conduct professional development seminars for Alumni	
J.4	Develop and distribute Alumni Newsletter	

Short Course Awards

	Contract / Commencement	2010						2011										2012										2013										2014										2015					
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun
	MC starts																																																													
	SCA																																																														
A	Preliminary Tasks (first year only)																																																													
A.1	Develop list of short courses to be delivered in first year of operation, associated and delivery plan, basic Aps and basic Targeting																																																													
A.2	Undertake tender processes and negotiate agreements for first year short course providers																																																													
A.3	Make successful applicant selection (including all adjustments)																																																													
B	Annual Prioritisation Note that prioritization for one year feeds into promotion and delivery for the next, and hence, essentially overlapping activities under one number																																																												
B.1	Provide comprehensive list of potential course topics to partner network members for priority ranking of these for next short course delivery cycle																																																												
B.2	Review network partner-supplied prioritizations, finalize list of course topics for next short course delivery cycle and develop associated delivery plan																																																												
B.3	Undertake tender process and negotiate agreements for short course delivery (in current cycle) with short course providers.									O	N	G	O	I	N	G						O	N	G	O	I	N	G					O	N	G	O	I	N	G					O	N	G	O	I	N	G							
B.4	Seek course provider input into selected elements of Applicant Profiles (APs) for each course to be delivered in next cycle																																																											
B.5	Development of full and final DAPs for each course to be delivered in the next cycle																																																											
B.6	Produce DAP-Specific Targeted Promotional Strategies and other cross-cutting promotional measures																																																											
C	Targeted Promotion																																																												
C.1	Prepare/update promotional material (including application forms) for current delivery cycle																																																											
C.2	Distribute promotional material and implement targeted promotional strategies (developed in last cycle for courses to be delivered during the current cycle)																																																											
C.3	Monitor application & tear-off slip inflows and remind partners of deadlines, etc.																																																											
D	Application																																																												
D.1	Identification of potential candidates for special needs assistance (primarily through tear-off slip gather information) and provision of individual assistance with application process as deemed appropriate																																																											
D.2	Compile and assess eligibility of all applications received (by January 1st deadline)																																																											
E	Selection																																																											
E.1	All eligible applications sent to relevant course providers for ranking against selected elements of APs																																																											
E.2	Compile and review course provider-supplied rankings in regard to inclusiveness considerations and full selection criteria of relevant APs to provide a final set of applicant rankings in relation to each course																																																											
E.3	Review applicant rankings across all short courses to be delivered in the current cycle and finalize participant numbers and successful awardees lists																																																										
F	Mobilization & On-Award																																																											
F.1	Notification and briefing of applicants, their employers and course providers of successful applicants																																																											

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