Scholarships PNG

2010-2014

Draft Design

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Abbreviations and Acronyms

ADB	Asian Development Bank
ADS	Australian Development Scholarships
AIDS	Acquired Immune Deficiency Syndrome
ALA	Australian Leadership Awards (funded by AusAID)
ALAS	Australian Leadership Award Scholarships
APTC	Australia Pacific Technical College
ARDS	Australian Regional Development Scholarships
ASF	Australian Support Facility
AusAID	Australian Agency for International Development
BEDP	Basic Education Development Project
CEDAW	Committee on the Elimination of Discrimination Against Women
CIDA	Canadian International Development Agency
CSO	Community Service Organisation
DAC	Development Assistance Committee
DCS	Development Cooperation Strategy
DFID	UK Department for International Cooperation
DIAC	(Australian) Department of Immigration and Citizenship
DNPM	The Department of National Planning and Monitoring
DPLGA	Department of Provincial and Local Government Affairs
DPM	Department of Personnel Management
DWU	Divine Word University
ECBP	Education Capacity Building Program
EPSP	Economic and Public Sector Program
FaCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
GoA	Government of Australia
GoPNG	Government of Papua New Guinea
HDI	Human Development Index
HE	Higher Education
HIV	Human Immunodeficiency Virus
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
IAP	Introductory Academic Program
IELTS	International English Language Testing System
IPA	Institute of Public Administration (PNG)
IPR	Independent Progress Report
IT	Information Technology
LNG	Liquefied Natural Gas
LTDS	Long Term Development Strategy

M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MoU	Memorandum of Understanding
MTDS	Medium Term Development Strategy 2005-2010
MSC	Most Significant Change
NDoE	National Department of Education
NCD	National Capital District
NGO	Non Government Organisation
NQF	National Qualifications Framework (PNG)
NTC	National Training Council
NZAID	New Zealand's Aid & International Development Agency
O-Based	Overseas Based AusAID staff at a country Post, normally based in that country
OASIS	Online Application Scholarships Information System (managed by ASG)
PATTAF	PNG Australia Targeted Training Facility
PDB	Pre-Departure Briefing
PfD	Partnership for Development
PhD	Doctor of Philosophy
PLHIV	People Living with HIV
PLP	Pacific Leadership Program
PNG	Papua New Guinea
PNGAAA	PNG-Australia Alumni Association
PPII	Provincial Performance Improvement Initiative
PSCBI	Pacific Public Sector Capacity Building Initiative
PSI	Provincial Support Initiative
QA	Quality Assurance
QAI	Quality at Implementation
SIMON	Student Information Management Online managed by ASG
SNS	Sub National Strategy
SoS	Scope of Services
SS	Scholarships Section (AusAID Canberra)
SPNG	Scholarships PNG
TOEFL	Test of English as a Foreign Language
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
UNDP	United National Development Program
WB	World Bank
WoG	Whole of Government

EXECUTIVE SUMMARY

Introduction

1. International scholarships are provided to PNG by a number of Governments as part of their Official Development Assistance (ODA) programs. The largest numbers of international scholarships to PNG are offered by the Australian and New Zealand governments, as part of their bi-lateral assistance programs.
2. The AusAID and NZAID scholarship programs have been a feature of Australian and New Zealand's support to the development priorities of PNG for many years and are highly valued by the leadership of the three countries. The awards are highly valued and represent an opportunity to provide courses, experiences and outcomes that can match PNG's human resource and development priorities in an effective and long-term manner.
3. The combined management of the AusAID and NZAID Scholarship program has the potential to make an increased contribution to the development priorities of PNG. The Scholarships are an integral part of AusAID's and NZAID's Country Program Strategies. Through the experience and lessons learned over the past 7 years, the potential of these Scholarships can be better realised. The proposed name of this Facility is Scholarships PNG (SPNG).
4. The joint management of the Australian and New Zealand's scholarship program represents a tangible example of high-level donor cooperation and a commitment to the reduction of transaction costs incumbent on governments engaged in the management of donor funded activities

Background

5. The PNG-Australia Targeted Training Facility (PATTAF) commenced in April 2002 and will operate until the proposed SPNG is implemented. The PATTAF design was completed almost 8 years ago, with the Monitoring and Evaluation framework last updated in 2006. Much has changed in relation to scholarship policies and management arrangements since PATTAF was contracted. This design provides the Partners (i.e. GoPNG, AusAID and NZAID) with an opportunity to update the scholarship focus and processes to better align the PNG program with contemporary practice.
6. This design is consistent with the Paris Principles on Aid Effectiveness, the Accra Agenda for Action and the PNG Commitment on Aid Effectiveness. Two major international donors, GoA and GoNZ, will align their scholarship programmes to best meet GoPNG needs as have been identified in recent studies. The implementation of the first phase of the SPNG is planned for March 2010[1].
7. This design incorporates both Australia's and New Zealand's future funding for PNG scholarships, delivered through a Facility model which has two major Components, namely: Australian and New Zealand (NZ) Scholarships to PNG; and PNG Professional Development Initiatives[2].
8. This design has been developed during a time of great fluidity, with GoPNG developing a long term strategic framework at a time when the Global Economic Crisis is placing pressure on national budgets. In addition, high on GoPNG policy agenda is the potential for greatly increased revenue streams resulting from the proposed PNG Liquefied Natural Gas (LNG) project. However, the lack of a skilled local workforce will limit the ability for PNG to harness

[1] The PATTAF commenced in April 2002 and will operate until the SPNG Facility is established.

[2] The Design Team members are listed in Annex 10: The Summary of People and Organisations Consulted is included as Annex 11. The References and Readings are included as Annex 12.

the economic, social and development gains which could result from the project, spreading these benefits equitably amongst Papua New Guinean men and women.

Issues with Current Scholarship Arrangements

9. Economic development within PNG continues to be constrained by a shortage of skilled, qualified people across key sectors of the workforce. This shortage of skills relates to the capacity of PNG's basic education and post-secondary education systems to produce graduates of sufficient quality and numbers to meet local demand and is cited by PNG employers as an urgent and growing constraint, especially in those industries that will drive the PNG economy into the future.

10. Australia spent $41.5m in support of the PNG economic and public sector in 2008/09, most of which was for technical assistance through the Advisory Support Facility and the Strongim Gavman Program. These programs have, in recent times, increased emphasis on capacity building of local staff as part of a broader Human Resource Development (HRD) agenda.

11. Anecdotal evidence from GoPNG, employer organisations and from returned scholars indicate that Scholarship programs provide a valuable mechanism to develop the capacity and skills of individuals and organisations, as well as establishing and strengthening both personal and professional networks between Papua New Guineans and their Australian peers. Scholarships are strongly supported by the Partner Governments, and the SPNG design provides an opportunity to review all PNG Scholarship program's processes and structure.

12. The transparency, effectiveness and potential impact of the Scholarships need strengthening, particularly the Australian Development Scholarships (ADS). The Australian scholarships program in PNG is large, with 130 new ADS scholars and up to 10 Australian Leadership Award (ALA) Scholarships each year, at a direct cost of around $13m per annum plus management costs. There are currently 324 PNG students holding ADS, with almost 300 extensions for ADS scholars between 2004-2008, at an average cost of $26,300 per extension (a total cost of $7.89m). Over the same period, 84 ADS scholarships were terminated, at an average cost of $70,000 per scholar (total of $5.9m).

13. A significant number of PNG scholars have also had their award downgraded (e.g. from PhD to Masters or from Masters to Graduate Diploma). For the five years between 2003-2007, overall course failure was higher amongst males compared to females, by a factor of 2.2:1. In addition, PNG female scholars had a lower proportion of course extensions than males.

14. New Zealand currently offers 25 NZDS and 8 Open scholarships per year, with 40 PNG students currently in New Zealand undertaking these awards. Over the last two years there have been 2 terminations in NZ, one for non performance and one for inappropriate behaviour. An additional 230 scholarships are awarded annually by NZAID for study within PNG, with approximately 7% of these PNG scholarship students requiring an extension.

15. The performance of NZAID funded students undertaking these PNG-based scholarships is poor with less than half graduating with 3 year diploma and less than 1% of any cohort managing to achieve degree status per annum. Weak academic and administrative structures within the participating NZ universities contribute to this poor outcome**.**

Addressing the Issues

16. There continues to be strong support from all Partners for a continuation and expansion of the PNG Scholarship program. The SPNG will be responsive to changing PNG needs and will also consider the future possibility of expanding the in-country scholarship activities, as well as potential for adding short-term fellowships and flexible modes of delivery.

17. Evidence indicates that additional effort at the beginning of the scholarship cycle can help address the high rate of extensions and withdrawals and improve the likelihood of PNG scholars achieving academic success and successful reintegration into the workforce.

18. A more focused, rigorous selection process and reintegration program would make Scholarships more relevant to PNG's development needs. In addition, individual scholarship holders should be better equipped to undertake their studies through a new set of improved in-country preparation before the scholars leave PNG to embark on their program.

19. The Facility model has demonstrated its appropriateness as a mechanism for managing scholarships and other training. It has proven to be suitable flexible and responsive for new policy development, enabling the scaling up (or down) of activities as required. A Facility model will therefore be retained, overseen by a Joint Steering Committee.

Description of the Program

The goal of the Program is: ***contribute to equitable economic growth and poverty reduction in Papua New Guinea by the development of highly skilled men and women who are able to apply their professional and technical expertise, experience and leadership skills in the workplace and in society.***

20. The SPNG will comprise two Components, with two objectives linked to Component 1, and three objectives linked to Component 2.

Component 1: Scholarships Program

21. The Scholarships program will provide PNG with men and women scholars to make personal and institutional contributions to the development of the country.

Objective 1 To provide men and women with the skills and knowledge to contribute to PNG's economic and social development within the priority areas of National and Provincial governments.

Objective 2 To provide men and women with the skills and knowledge to contribute to PNG's economic and social development within the private sector and civil society.

Component 2: PNG Professional Development Initiatives

22. As jointly agreed between the partners, address emerging human resource priorities through direct support that strengthens the capacity of professional associations and leadership groups.

Objective 3 To empower young women and men to actively participate in the development of Civil Society.

Objective 4 To strengthen identified professional bodies to provide to their membership opportunities to develop skills and knowledge essential to achieve best practice in the operation of PNG industry, Civil Society Organisations and government.

Objective 5 To strengthen the capacity and profile of Australian and NZ Alumni in PNG.

Equity and Access

23. This design integrates and embeds principles of equity and access throughout its structure, transparency in decision making, the range of proposed initiatives and via the reporting requirements. The development and application of new processes, guidelines, eligibility criteria and publication of priority Scholar profiles support greater access and equity for those men and women who may have previously been marginalised or bypassed.

24. Care has been taken to address cross cutting issues of governance, gender equality, HIV and AIDS, people with disabilities, poverty of opportunity (i.e. physical isolation) and child protection. The Facility that manages scholarships and professional development programs will work with AusAID and NZAID to address these shortcomings.

Sustainability

25. Under Component 1, the program will emphasise the achievement of realistic, sustainable outcomes via better selection, pre-departure and reintegration processes.

26. Under Component 2, funding support or technical assistance will be provided to PNG organisations and associations for the purpose of professional and human resource development. The PNG-Australia Alumni Association (PNGAAA) and the PNG-NZ Alumni Association (PNGNZA) will also be funded to support scholars during scholarship cycle activities as well as when the scholars return to PNG.

Monitoring and Evaluation (M&E)

27. A comprehensive M&E Framework will ensure management information is available to all partners for their corporate reporting requirements. The Framework provides for management data (i.e. are the scholarships well targeted, balanced by gender, by province and national priorities) and outcomes data, using Most Significant Change (MSC), tracer studies and case studies.

1 ANALYSIS AND STRATEGIC CONTEXT

1.1 International Scholarships and Professional Development Contribute to PNG's Development

28. The Medium Term Development Strategy (MTDS) focuses on universal basic education (of priority to those Papua New Guineans living in rural areas) and on adult literacy. In a global climate that requires greater dependency on technology, the need for knowledge and skills has become a critical issue for developing countries who wish to better develop / integrate their systems and practices in relation to those used across the international community.

29. There is strong argument that a skilled workforce yields substantial public and social returns on investment and that the production of new knowledge has the potential to produce higher economic returns and development. With increased levels of education, developing countries can experience better standards of living through income growth, expanded employment choices, improved standards of leadership and increased security.

30. While progress has been made over the years, PNG continues to struggle to provide a skilled workforce that can meet labour market demand. The MTDS 2005-2010 acknowledges PNG cannot achieve successful integration into the global economy and move into higher value-added industries without "considerable improvement in the country's skill base and labour productivity levels."[3]

31. If PNG is to take maximum advantage of employment opportunities, Papua New Guinean men and women will need to have relevant attributes to fill as many skilled positions as possible. In the emerging economic sectors highly skilled, highly paid positions are generally taken by men, caused (in part) by the limited number of PNG women who have the required technical / professional qualifications / certification to gain these highly skilled positions[4].

32. International scholarships provide scholars with a recognised qualification, gained through an academic and social experience that establishes and strengthens social and professional bonds between men, women and institutions in PNG and participating countries. International scholarships also have the potential to meet the skills gaps as identified above.

33. Australia, New Zealand, the European Union, Japan, China, Asian Development Bank and other donor agencies play an important role investing in human resource development in PNG, through short-term and long-term scholarships and capacity building projects.

1.2 PNG Relations with Development Partners

34. The donor community and the GoPNG have committed themselves to a development approach consistent with the Paris Declaration, Accra Agenda for Action and the PNG Declaration on Aid Effectiveness. This includes promoting strong PNG ownership of donor funded programs, ensuring alignment with PNG priorities, mutual responsibility and accountability and increased donor harmonisation.[5] This design focuses on aligning the Scholarships and HRD initiatives to support the development of a skilled, productive PNG workforce that can meet current and emerging labour market requirements.

35. The design also supports the current PNG-Australia Development Cooperation Strategy (DCS) and the PNG-New Zealand Country Program Strategy (2008-2018).[6] In 2008 the relationship

[3] The Medium Term Development Strategy 2005-2010, p.19

[4] An issue to be addressed is the disparity between the number of men and women who can capitalise on employment and financial advantages through the emerging economy of PNG. There is also concern that LNG will siphon skilled labour from other companies at a time when skilled people remain in short supply.

[5] Where possible, this design uses the systems and processes of PNG Partners to manage activities and collect data for M&E.

[6] The Partnership for Development will supersede the DCS after 2010

between PNG and Australia was strengthened through the establishment of the PNG Australia Partnership for Development, a shared vision for Australia and PNG to work together in close cooperation.

1.3 Scholarships within the PNG Development Context

36. International scholarships are provided to PNG by a number of Governments as part of their Official Development Assistance (ODA) programs. The largest numbers of scholarships to PNG are offered by the Australian and New Zealand governments as part of their bi-lateral assistance programs.

The Australian Scholarships

37. The Australian Government has offered development scholarships since the Colombo Plan was established in the early 1950s. Over 100,000 students from developing countries have studied in Australia and returned to their home countries to contribute to social and economic development. In 2009 alone, over 3,500 scholars are studying in Australia.

38. The AusAID and NZAID scholarship programs have supported the development priorities of PNG for many years. The awards are highly valued and represent an opportunity to provide courses, experiences and outcomes that can match PNG's human resource and development priorities in an effective and long-term manner.

39. Scholarships also play an important role in addressing the skills shortages until PNG higher education institutions can be strengthened to such a level they can provide an equivalent level of educational opportunities. Scholars develop and maintain strong academic, professional, social and friendship links between the two countries, through living and working with their Australian or New Zealand peers and colleagues.

40. In the past, the relatively high number of Scholarships (in comparison to PNG's population and size of GoPNG and the private sector) has led to difficulties in attracting a sufficient number of suitable applicants. Many applicants had insufficient education background and some PNG agencies and organisations lacked the capacity to release scholars for several years. This design includes strategies to improve this situation and to better target, select and prepare scholars for their study, as well as increased engagement and follow-up on their return.

41. AusAID funds approximately 150 ADS and ALAS annually. The ADS scholarships represent the largest number and are divided into two main categories:

    Public: where the applicant must be employed and endorsed by a GoPNG agency, department, institution or other entity; and

    Open, where scholarship applications are accepted from those in the private sector; Civil Society Organisations (CSOs); Non Government Organisations (NGOs); faith-based organisations and churches; and from individuals.

42. The ADS and ALAS programs will remain a central part of supporting the development of PNG's human resources, through a significant number of men and women gaining higher levels of qualification, increased technical and professional capabilities and increased opportunities for secure, future employment. On return to working in PNG these graduates should be well placed to make a direct contribution to PNG's development. The nation will also benefit by enabling them to better collaborate and cooperate with their PNG colleagues and their international peers.

The NZAID Scholarships

43. NZAID has a smaller but complementary program of about 25 NZDS-Public Places plus 5 NZDS-Open scholarships annually. Through joint discussions and agreements to cooperate,

this SPNG design provides an opportunity for closer collaboration, via a potential to manage both countries' PNG scholarship programs. This provides economies of scale, but also facilitates sharing of lessons learned and reduces "competition" between the two programs which has (in the past) led to PNG scholars being selected for both Australian and NZ scholarships, leading to a last-minute withdrawal from one of the offers.

44. The NZAID Priority areas (Rural Livelihoods, Education, Health and Strengthening Civil Society) require a significant effort from the NZAID and the GoPNG to maintain awareness of the opportunities and priorities. For the SPNG, increased collaboration between Australia and New Zealand will strengthen this aspect of the scholarships to the PNG participants, through providing access to all partners to a more substantial network.

45. The promotion of fair and reasonable timetables with the combined SPNG programmes will also eliminate both donors overloading the resources of the NZDS Public Nominating Authorities allowing for focus on compliance and achieving quality scholarship outcomes.

46. The SPNG design will also to address gaps which may arise during the NZDS Public pre award processes, including the Partner approval phases, through the application of a smooth, unified and consistent set of management systems and timing.

47. The SPNG enables Partners to focus more on the establishment of equitable scholarship opportunities in the Provinces, through the application of additional promotional and management resources combined with objective, transparent processes.

48. The SPNG design will allow flexibility for further focus on the post award monitoring and evaluation for both the NZDS Public and Open scholarships.

1.4 GoPNG Support for the Scholarship Program

49. The GoPNG and international donors each make a substantial investment to fund and support the PNG Scholarship program[7], as part of a broader strategy to address the country's knowledge and skills gaps. Each international scholarship that is awarded results in the "loss" of a key GoPNG staff member for an extended time, and therefore incurs opportunity costs (i.e. positions to be filled while the scholar is overseas) as well as direct costs (payment of allowances, salaries etc) to the GoPNG.

50. The following costs, borne by the GoPNG, indicate the ongoing commitment and ownership of the PNG Scholarship program by the GoPNG, and include:

    - Support to good governance, through membership of the Joint Advisory Steering Committees[8] (currently via PATTAF for Australian scholarships and by NZAID for NZ);
    - Participation in the Scholarship promotion, application and selection processes;
    - Providing salaries and allowances to selected scholars while they are studying overseas;
    - Holding open public sector positions to selected returning scholars;
    - Costs associated with implementing the Reintegration Plans of returning scholars and the organisational restructuring that this change in staffing often entails.

51. In the Public category, the GoPNG agencies also play a crucial role in the reintegration of returning scholars, which requires significant planning and resources to ensure success.

1.5 Other Related AusAID and NZAID Programs in PNG

[7] These costs and support measures often relate to PNG Partners in the Open category, including the private sector, NGOs or CSOs.
[8] The SP program will include an expanded GoPNG membership on the Joint Steering Committee, which will guide the direction of the Scholarship program.

52. A number of relevant AusAID and NZAID funded programs in PNG contribute to the development of knowledge and skills. These are being implemented across PNG in partnership with GoPNG agencies, and involve HRD development and capacity building.

53. These development initiatives provide an opportunity to better coordinate the available technical and organisational support to scholars, within a particular agency. For example, there will likely be opportunities where the Reintegration of returning scholars could be supported in the partner agencies, including mentoring and support during the initial period after the scholar's return. The AusAID and NZAID funded programs may also be in a position to assist the GoPNG agency with its HRD and scholar Reintegration planning and implementation. Details of the relevant AusAID and NZAID funded activities are included as Annex 7.

2 OVERARCHING POLICY ISSUES

2.1 Equitable Participation

54. Gender equity and the equitable participation remain important considerations in the Scholarship program. This includes addressing the needs of disadvantaged groups such as people with disability, or men and women living and working in the provinces. The SPNG will make extra effort, through advocacy and promotional activities, to reach these groups in an effort to increase their representation in the Scholarship program. Specific gender challenges or constraints will be assessed on an annual basis and appropriate opportunities taken to address them. The M&E system will include gender disaggregation of application numbers, scholars mobilised, the university results and data on their return to PNG.

55. Currently, 50% of PNG ADS are awarded to women, who overall have demonstrated more successful outcomes than their male counterparts. Extra effort will be made to explicitly address women's access to Scholarship and other information, as well as ensure promotional materials reach men and women in the Provinces.

56. While NZAID continues to provide a stipend based on family structure, the AusAID scholarship dependence allowance has been discontinued[9]. Despite the abolition of a dependence allowance, many scholars continue to take their families with them to Australia. The burden of insufficient financial resources, coupled with academic study and family responsibilities, weigh heavily and may contribute to poor academic performance[10]. Better access to information on cost of living, children's school access and child care facilities in potential university host cities will enable scholars to make more informed decisions, especially in relation to their personal circumstances.

2.2 Increasing Scholarship Access to Provinces

57. The inclusion of a pilot Foundation Course, to be delivered in PNG, increases the potential for a broader range of potential scholars to participate in the Scholarship program, including those groups currently disadvantaged by location and having limited access to information. This additional in-country support (described later) is part of an attempt to overcome the educational and communication barriers that exist for men and women at the Provincial level. It will draw on the experience of NZAID in its Foundation programs, as well as from the regional success and lessons learned through the University of the South Pacific (USP) Foundation Program.

2.3 Anti Corruption, Governance and Transparency

[9] This policy decision was to discourage scholarship holders bringing family members to Australia

[10] Those men and women consulted as part of this design, who had left family in PNG, were extremely anxious about their family members' welfare and (often) under severe financial stress through supporting their families via the stipend and living allowances.

58. Scholarships broadly contribute to improved governance, including strengthening transparency and accountability across public and private institutions. Scholars not only gain skills and knowledge from their international training, but also experience living and working in countries with strong democracies, rule of law and where corruption and conflict of interest are taken very seriously and dealt with by a strong judicial system.

59. The management of scholarship application and selection processes will become more apparent and transparent to applicants. The free flow of information and access to scholarship opportunities to those who meet eligibility requirements will help to ensure management of scholarships is transparent, fair and equitable. Compliance checks will be made to ensure all information and required documentation is included in Scholarship applications. Compliant Public category applications will be forwarded to the relevant GoPNG partner agencies, as well as the other members of the independent Selection Panel, for their consideration.

60. In the past there have been attempts (in writing or verbally) to circumvent the selection process and influence selection. Any such attempts in the SPNG will be reported for appropriate and immediate action.

61. Staff from the Scholarships Section (SS), where possible, will participate in interviewing the short-listed ALA Scholarship candidates in PNG. The AusAID Post will endorse the ALA selection decisions before forwarding them to Canberra for the final regional selection process.

2.4 People with Disabilities

62. Men and women with disabilities will be targeted and encouraged to nominate for an ADS award. The ADS will be promoted to community organisations and foundations that primarily care, advocate and otherwise work with people living with a disability. A broad definition of ADS scholarship support for people living with disabilities will be adopted.

63. The Scholarship program can promote and support people living with disabilities in PNG, either directly as a scholarship holder or indirectly through providing increased local knowledge, skills and expertise to support a more inclusive society. This would include seeking applications to study for a course or certification award that can relate directly to improving their professional and technical expertise in disability from professionals, carers and specialist facility administrators.

2.5 Child Protection

64. In the course of scholarship management, Facility personnel may come into contact with children or minors. All contractors and NGOs funded by AusAID are bound by clear, strict policies in relation to managing and reducing risks of child abuse by persons engaged in delivering the Australian aid program. This includes zero-tolerance of child abuse and child pornography.

65. The relevant policies are outlined in AusAID's *Child Protection Policy*[11] which provides a framework for managing and reducing the risks of child abuse by persons involved in delivering aid activities. This policy document 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, and is embedded in both the ADS and ALA Scholarship Handbooks.

2.6 HIV and AIDS

66. HIV is a direct threat to the development of human resources in many developing countries, with a potential threat existing in PNG. Of concern, PNG has the highest HIV prevalence rate

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

in the Pacific region, in addition to an increasing HIV incidence and prevalence rates.[12] HIV and AIDS therefore represent an important public health and development issue for AusAID and for PNG.

67. Two main approaches will be adopted: HIV risk minimisation through HIV mainstreaming efforts across all operations of the Facility; and increasing the quantum and quality of HIV research and knowledge through the support of HIV related research Scholarships.

68. Factors contributing to HIV risk and vulnerability in PNG include mobility and migration, gender inequality, gender based violence, sexual violence, unprotected sex (low condom access or use), concurrent sexual partnerships and cultural practices and norms.[13] The ongoing occurrence of polygamy in PNG increases the risk of spreading HIV and AIDS, with women particularly vulnerable to the virus through men having multiple partners.

69. The Facility will develop an approach, for Partner endorsement, that details how HIV + AIDS will be addressed across the scholarship cycle. Special attention will be given to address risk and vulnerability experienced by men and women across the various aspects of the Program. It is clear that the scholarship program poses an increased risk of HIV transmission due to increased mobility, separation of spouses and access to additional finances.

70. During the scholarship application processes, all possible transportation between provinces and Port Moresby will be kept to a minimum, and when scholars are required to be in Port Moresby, the Facility will ensure that security measures taken into account in regards to accommodation and transportation arrangements, in order to prevent potential gender based violence and sexual violence.

71. Successful applicants travelling to Australia or New Zealand (and their spouses who may remain in PNG) will be briefed regarding opportunities for HIV testing and will be provided basic HIV education and prevention strategies, during the pre-departure and post-departure briefings. Information regarding where to go for HIV testing while based in Australia will be provided as well as information regarding access and management of HIV + AIDS treatment for those who are potentially HIV positive.

3 LESSONS LEARNED

3.1 The Facility Model

72. Under the SPNG there are a total of up to 180 Australian and New Zealand scholarships per year to be managed, as well as the ongoing demand for other smaller programs that deal with professional development for individuals and organisations in PNG. There is insufficient staff at the AusAID or the NZAID Posts in PNG to fully manage this large Scholarship program, and the PATTAF Facility model has proven to be a successful, responsive and flexible management mechanism.

73. The PATTAF design was completed almost 8 years ago, with the M&E framework last updated in 2006. Much has changed in relation to Australian and New Zealand scholarship policies and management arrangements since PATTAF was contracted. This design provides the Partners (i.e. GoPNG, AusAID and NZAID) with an opportunity to update the scholarship priorities and processes to better align them to PNG's needs and with contemporary practice.

74. The PATTAF model has proven to be a flexible and responsive arrangement that has enabled the AusAID funded PNG scholarship program to identify and mobilise a large number of scholars and to provide support and leadership in a number of key areas. These include the

[12] 2007 Estimation Report on the HIV Epidemic in PNG, PNG National DoH and National AIDS Council Secretariat
[13] National Research Agenda for HIV and AIDS in Papua New Guinea 2008-2013, PNG National AIDS Council Secretariat

comprehensive M&E and reporting arrangements; the provision of support to the Alumni; the introduction of tracer studies as part of impact assessment; and the achievement of set scholarship targets. In many instances the PATTAF has led the development of management processes and mechanisms in order to maximise Australian scholarship opportunities within the complex PNG context.

75. The Facility model, with Partner oversight, will ensure management of the Scholarship program is effective, with joint promotion, receipt of applications, joint selection and mobilising scholars to Australia and New Zealand, ongoing follow up while away and support to the scholars' reintegration on return to PNG. The joint Scholarship program management provides efficiencies for both donors, with streamlined processes, joint selection and other economies of scale.

76. The inclusion of a Joint Steering Committee also provides high-level policy and planning input from the three governments, as well as from the PNG private sector, Civil Society and academic expertise. A similar mechanism has proven to be a successful executive decision-making mechanism for PATTAF, and it is proposed that the Joint Steering Committee membership and functions be strengthened and expanded under the SPNG program. The Facility can also provide a flexibility mechanism to respond to other GoPNG and development priorities through Component 2.

3.2 Issues and lessons learned from AusAID ADS Scholarships

77. The combined management of the AusAID and NZAID Scholarship program has the potential to make an increased contribution to the development priorities of PNG. Through the experience and lessons learned over the past 7 years, the potential of the Scholarship program can be better realised. The following sections detail the lessons learned, which form the basis for many of the new initiatives proposed in this design.

The High Number of PNG ADS Extensions and Terminations

78. The PNG ADS program has mixed success in relation to scholar selection, their success in Australia and their impact on return. ADS processes need to be strengthened in order to achieve better results for the individual and for PNG.

79. During 2005-2008, PNG scholars made up 16% of the total international ADS cohort, yet were responsible for 29% of award variations (i.e. reduction in the level of award and or extensions to time). PNG ADS also had 33% of all ADS extensions, 26% of suspensions and 47% of terminations. The following Table shows the high percentage of PNG scholars that require variations to their program in Australia.

Table 1: PNG Scholar Variations for Students commencing ADS in Australia: 2005- 2008

	Total students by country	% of total	Variations approved 2006-2008	% of total
Bangladesh	165	5%	30	4%
Cambodia	83	3%	26	3%
China	95	3%	25	3%
Indonesia	1115	36%	264	34%
Laos	166	5%	46	6%
Mozambique	70	2%	20	3%
Pakistan	55	2%	14	2%
PNG	493	16%	223	29%
Philippines	300	10%	44	6%
Vietnam	559	18%	89	11%
Total	3101	100%	781	100%

80. It is clear that a high proportion of PNG scholars require variations to their programs in Australia. From past experience and through discussions in the course of the design process, it appears a number of factors contribute to the problem (at different stages of the ADS cycle), including:

- The methods used to promote the scholarship;
- Not clearly targeting the priority sectors and Provinces in PNG;
- Limited access to scholarship information, especially in the Provinces;
- For some scholars, inadequate levels of; the English language; numeracy; IT literacy; and other academic skills;
- Issues of transparency and the outcomes of existing ADS promotion and selection processes;
- The lack of information available on the range of courses and institutions in Australia;
- The limited nature of the existing pre-departure activities;
- Uneven levels of scholar support provided while they are studying in Australia, and
- Lack of financial support for dependants (either in PNG or in Australia).

The High Cost of PNG ADS Scholar Extensions and Terminations

81. As a result of many scholarship award downgrades, extensions and scholarship terminations, over the past five years significant costs have been incurred in comparison to other countries. From 2004-2008, almost 300 extensions for PNG ADS scholars incurred a direct cost of AUD$7.8 million (average cost of $26,300 per extension). Some scholars who requested extensions still may not have completed successfully (studies and scholarship terminated).

82. Over the same period, there were 84 terminations, which cost the program approximately AUD$5.9 million (average cost of over $70,000 per unsuccessful scholar). From the following Table, it is apparent that PNG scholarship extensions, terminations and award downgrades have incurred a cost of around AUD$13.7 million, or approximately AUD$2.75m per year.

Table 2: PNG ADS Variations 2004-2008

PNG ADS VARIATIONS													
		2004		2005		2006		2007		2008		2004-08	
Variation	Reason	#	$	#	$	#	$	#	$	#	$	#	$
Extension	Academic Failure	10	377,488	69	423,804	22	801,393	36	1,225,324	21	2,026,796		
	Compulsory Additional Courses		0		0			1					
	Institution Request		97,478	6	97,484	1	194,970	2	292,463	2			
	Other		100,189	27	100,216	9	200,440	15	300,707	7	501,178		
	Personal	3	111,131	34	111,168	2	222,338						
	Research Delay		88,581	14	88,595	3	177,193	6	265,811	6			
	Total	13	774,867	150	821,267	37	1,596,334	60	2,084,305	36	2,527,974	296	7,804,746
Termination	Academic Failure	1	52,002	34	2,562,190	7	595,709	6	503,431	8	729,691		
	Conditions Not Met									1	82,651		
	Excluded from Institution					2	163,003	1	94,976				
	Other					1	84,001	3	123,676	2	114,965		

	Personal (Withdraw)			9	301,214	2	142,484	3	174,691	2	59,066		
	Third Party Request			1	10,084								
	Visa Change					1	97,394						
	Total	1	52,002	44	2,873,489	13	1,082,591	13	896,773	13	986,372	84	5,891,227

83. In addition to these direct costs, a large number of PNG scholars had their award downgraded (i.e. reduction from PhD to a Masters, or Masters to a Graduate Diploma). These lesser qualifications represent an opportunity cost for the individual and for PNG. High rates of extensions, downgrades and withdrawals also indicate that it may be appropriate to invest additional resources in PNG earlier in the scholarship cycle, rather than expended funds in Australia on large number of ADS extensions and terminations.

3.3 Other Lessons Learned for ADS

84. The following lessons have also been learned through both the Australian and New Zealand scholarship programs and are addressed in this design:

Problems Caused by Extended Time away from PNG

85. While many applicants wish to study full time in Australia, experience indicates that extended time spent away from PNG has disadvantages, including:

- Many people such as women and people with a disability, or those from other marginalised groups, are deterred from applying;
- Currently, Scholarship awardees in the Public Category leave their employment for a lengthy time, with no guarantee that they can go back into their position (or any other position) in the organisation, despite gaining initial support from the employer. There is potential for the scholar to be alienated on return by managers and colleagues, thereby losing confidence and motivation to bring about any reform in their workplace;
- Splitting PNG families can create significant social problems (including domestic violence), during study in Australia or New Zealand, and on the scholars' return;
- Scholars comparing conditions in Australia or New Zealand with PNG can become discontent and seek to leave PNG as soon as possible, not contributing to the country's development; and
- Scholars who take their family to Australia need to survive on the stipend that only contributes to an individual's living expenses[14]. They experience financial difficulties which then impacts on their studies. Similarly, scholars who decide not to bring their dependants still carry the burden of supporting them and their Wantok.

86. The SPNG design incorporates strategies and activities that will enable PNG scholars to be more aware of the impact that prolonged absence from PNG can have on their personal and employment situations. Regular 6-monthly contact will be maintained with the scholars while they are studying in Australia or New Zealand. As part of this contact, the PNG scholars will be encouraged to maintain contact with their families and employers in PNG.

The High Age Profile of PNG ADS Scholars

[14] The NZAID funded scholarships to PNG will continue to provide a financial allowance for accompanying family members.

87. Currently, the age profile of the PNG ADS scholar cohort is relatively old, with almost half aged 30-39, with another 37% aged 40-49.[15] These prospective scholars are also more likely to be parents in mid-career and also have extensive family responsibilities.

88. The older age profile appears to have an impact on the scholar success rate, as well as the length of time that they will be able to contribute to the development of PNG on their return. There is scope in the ADS to remove the existing restrictions on the required length of employment, as part of a strategy to attract a younger cohort to apply for Scholarships.

Problems when Public Scholars Return to PNG

89. Experience indicates that, on return, there are often problems associated with the PNG scholar's reintegration into their family and to the workplace. The public sector in PNG is relatively fragmented, with high vacancy rates and frequent movement, demotion or redeployment of staff. The reintegration of the Public category scholars back into appropriate positions has been a challenge for many when they return. Within this uncertain GoPNG environment, the reintegration of scholars (after years spent in Australia or New Zealand) can lead to isolation within the organisation and inability to make positive change to either work processes or in any policy development or forward planning.

90. There is also little contact between the scholar, the Facility or AusAID at the time of the scholars' return, unless it is through the PNGAAA. There will need to be increased effort to maintain engagement with scholars when they return to PNG, in ways that can strengthen their links with Australia and with their Scholarship peers across PNG.

3.4 Issues and lessons learned from AusAID Australian Leadership Awards (ALAS) Scholarships and Fellowships (ALAF)

91. ALA Scholarships and ALA Fellowships programs are managed, as regional programs, from Canberra. The ALA program aims to develop leadership, partnerships and linkages within the Asia-Pacific region, and to target high calibre individuals who are leaders (or potential leaders) and committed to sustainable development of their country and region.

92. The ALA program funds postgraduate studies at Masters or Doctoral level in Australia and includes additional leadership development programs for scholars while they are studying in Australia. For ALA Fellowships, Australian organisations submit project proposals of varying duration, structure and content, including hosting the international Fellows, rather than individual Fellows applying for an ALA Fellowship.

93. There have been a total of 486 ALA Scholarship recipients from all countries, with 51 variation requests to date. Table 3 indicates the problem facing the PNG ALAS is not variation or withdrawal, but low numbers of applicants and subsequent awards, in relation to other countries. PNG receives less than 7% of the available ALAS, which represents a missed opportunity. In past years, there have only been 7- 15 successful PNG applicants for ALAS each year, compared to a possible number of 20-25.

Table 3: ALA Scholarship Variations for ten countries, 2007-2009

Country	Total Scholarships	% Total Scholars (486)	Total Variations	% of Total Variations (51)
Indonesia	77	15.84%	8	15.69%
Bangladesh	54	11.11%	8	15.69%
Vietnam	52	10.70%	7	13.73%

[15] To partly overcome the large number of "older" candidates, this design is recommending the current requirement for an applicant in the Open category to have worked at an employer for 2 years be removed. This is intended to attract a larger number of younger people with the necessary background to apply. These younger candidates may not have the same family obligations as their older colleagues and will be in a position to make a longer-term contribution on their return to PNG.

Philippines	34	7.00%	4	7.84%
Papua New Guinea	**33**	**6.79%**	**3**	**5.88%**
Nepal	27	5.56%	0	0.00%
Sri Lanka	23	4.73%	1	1.96%
Mongolia	20	4.12%	3	5.88%
Cambodia	19	3.91%	0	0.00%
Laos	18	3.70%	1	1.96%

94. Increased profile and advocacy is required to increase the number of applicants and (subsequently) the number of ALAS awarded in PNG.

95. In addition, it is proposed to provide an IELTS test earlier in the ALAS cycle, so that any applicants who do not have the required score of 6.5 can be removed from further selection consideration. The quality of the ALAS and ALAF applicants will be closely monitored to determine whether additional support can be provided to bring highly regarded applicants up to a competitive standard.

96. More effort will also be required from the Facility to support the ALA program, including support to AusAID Post. This would include raising the general awareness of opportunities afforded under the ALAF, and encouraging the participation of highly qualified and respected Papua New Guinean men and women to participate in the ALAS.

3.5 Issues and lessons learned from NZAID

97. NZAID have engaged a MC for the past four years to manage the pre-award phase for the NZDS Public Scholarships primarily to ensure that efficiency and effectiveness is maintained in processes and timetables, with optimum communication between NZAID and GoPNG throughout the pre award phase. For the NZDS-Public additional attention is required to aligning priority sectors and key agencies with the NZAID PNG programme. The MC has provided a central point for all the NZDS-Public partners to develop a transparent and equitable system alongside achieving targets on an annual basis. Ongoing liaison with the MC is necessary for the up to date monitoring of outputs and to maintain quality outcomes.

98. For NZDS-Open the use of an MC and input from the GoPNG will be particularly beneficial for processing the requirements of the pre departure phase. NZAID pays significant attention to contacting the successful candidates and providing advice on appropriate procedures[16].

99. IELTS testing was initially introduced as part of the pre-award process of NZDS-Public Scholarship Programme to determine the level of English in a candidate and identify contributing factors to successful academic performance. Prior notice of low English proficiency in an applicant allows the selected NZ Institution to propose appropriate bridging programme to address any deficiencies as part of the academic program.

100. Under the NZDS-Public, the scholarship interview provides an opportunity for a closer review and assessment of candidates in relation to their academic suitability; relevance of their course; personality profile and background, etc. The interview also provides applicants with an opportunity to reflect on their expectations of studying overseas, enables discussion in relation to the ideal reintegration back into PNG, as well as their long term objectives.

101. The absence of the scholarship interview component in current procedures for NZDS-Open requires NZ Universities to address deficiencies during the study program, which could be more effectively addressed in PNG (e.g. dependency status, employer endorsement,

[16] Two award offers were declined due to remotely located candidates receiving their offers late and making other commitments

information verification). Previously, awards have been terminated due to students not adhering to their study program or meeting the overall objectives of an award.

3.6 Regional Development Scholarships

102. Currently Australian (ARDS) and New Zealand Regional Development Scholarships (NZRDS) are offered (as a joint program) to people from the Pacific to study at Pacific tertiary institutions in PNG, the Solomon Islands, Vanuatu, New Caledonia, Fiji and Samoa. Scholars studying for particular professions (e.g. medicine, legal studies) are expected to complete their practical training in their own country. Generally entitlements cover a return airfare from the scholar's home country to PNG, academic and other compulsory fees, an establishment allowance and a living allowance paid fortnightly. In some countries the living allowance may be paid at a higher rate when the student is joined long term by one or more family members.

103. Experience indicates many regional scholars are young, from smaller Island nations, where they are unfamiliar with the serious security or geographical constraints that exist in many parts of PNG. There are instances where entry papers to PNG are delayed, causing problems for logistics and the management of the scholars' study program.

104. While ongoing welfare of RDS recipients who travel to PNG to study is largely the concern of the host institution, the SPNG Facility will have a clear obligation to look after the welfare and safety of these male and female students, especially when they first arrive. This includes meeting them on arrival, arranging all documentation, and monitoring their welfare, security and travel arrangements. The Facility also arranges the arrival and departure internal flights as well as the stipends and initial accommodation[17].

4 PROGRAM DESCRIPTION

4.1 Overview

The goal for this Program is: ***contribute to equitable economic growth and poverty reduction in Papua New Guinea by the development of highly skilled men and women who are able to apply their professional and technical expertise, experience and leadership skills in the workplace and in society.***

105. The Program comprises two components:

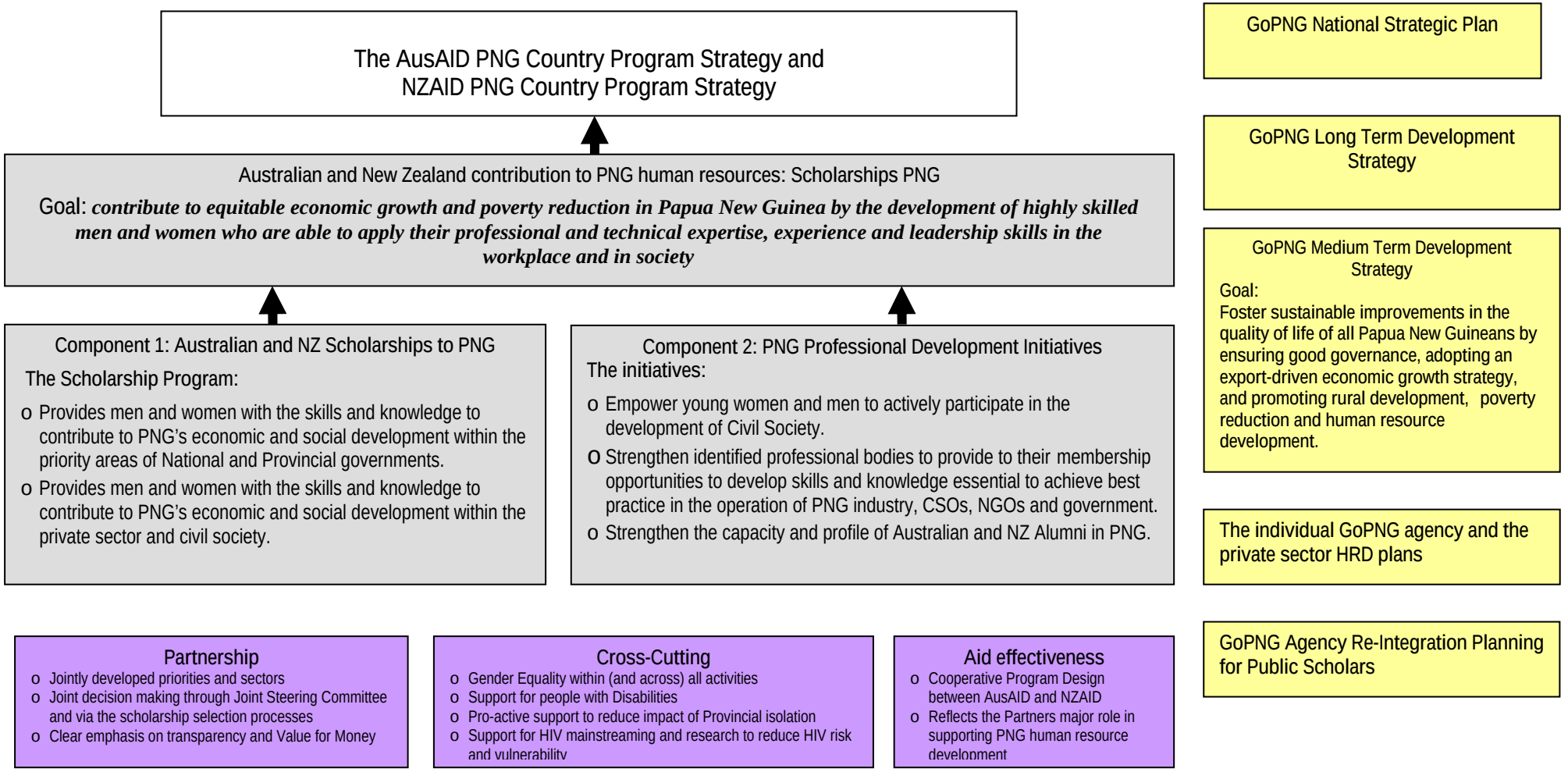
Component 1: Scholarships to PNG
Component 2: PNG Professional Development Initiatives

106. The SPNG will address shortages of qualified, skilled Papua New Guineans with expertise that can be applied in both government and industry. Cross-cutting issues of gender and HIV and AIDS will be mainstreamed at commencement of the Facility and throughout implementation.

107. The following diagram (Fig 1) outlines the structure of the SPNG program and how the initiative aligns with the GoPNG planning and HRD initiatives as well as the broader themes of Partnerships, Cross Cutting issues and Aid Effectiveness.

[17] Additional details of the Facility's support responsibilities for the RDS are included in Annex 8

Figure 1: Alignment of the SPNG with Partner Structures



4.2 Component 1: AusAID and NZAIDS Scholarships to PNG

108. AusAID and NZAID scholarships provide PNG with returned scholars who have technical and leadership capability to make personal and institutional contributions to the development of the country. The Scholarships program will be managed in a way that encourages maximum opportunity for eligible men and women, as well as maximum benefit for PNG when the scholars return. This implies a management approach that seeks to identify and mobilise the best applicants, taking account of gender equality in relation to both the numbers and the fields of study.

109. Selection will be based on agreed PNG priorities, the merit of the candidate and the potential for a positive development outcome in the future.

Objective 1 *To provide men and women with the skills and knowledge to contribute to PNG's economic and social development within the priority areas of National and Provincial governments.*

Objective 2 *To provide men and women with the skills and knowledge to contribute to PNG's economic and social development within the private sector and civil society.*

4.3 Proposed Changes to PNG Scholarship Management

110. The following sections provide clarification on new approaches, changes and expectations for the PNG Scholarship programs, to enable the scholarships to achieve greater transparency, equity, focus, effectiveness and ultimate impact. Improving the Scholarship success rate (in outcomes and achievement) will require better targeting, selection and management. The demonstrated success of past and present women ADS scholars will be reflected in the future allocation of a minimum of 50% of scholarships to women.

111. The following Scholarship management processes will be implemented:

Targeting the Scholarships to Match PNG Human Resource Priorities

112. The two categories of Scholarships will remain. They are Public (for applicants from GoPNG departments, agencies or statutory bodies) and Open (for applicants from private sector, NGOs, Civil Society Organisations (CSO) or those who wish to pursue a qualification without GoPNG sponsorship).

113. The new Scholarship program will move away from a rigid 50-50% split between Public and Open categories and provide the selection committee with more latitude to select on the basis of merit, rather than on fixed percentages. There will be a minimum 30% of ADS allocated to the *Public Category.* For this category the relevant GoPNG agencies[18], AusAID Post and NZAID Post will jointly identify priority skills areas and develop the preferred Scholar Profiles. Applicants in the Public category will need to nominate a Bachelor or postgraduate degree in that field of study, as well as a written commitment by their employer, confirming that there will be an appropriate position for them on their return.

114. Over time, the use of Profiles will create an identifiable cohort of men and women scholars in the priority areas who specialise in technical/professional areas of importance to the country. The cohort will be encouraged to maintain contact with each other, providing mutual support during their scholarship program in Australia or New Zealand, as well as after their return to PNG. For example, an annual gathering of the cohort may be organised at

[18] Includes those GoPNG already involved in the ADS as well as related agencies that may relate to the HRD priority areas.

a particular university, to strengthen personal and professional bonds and establish a larger group that, on their return to PNG, provide mutual support as part of initiating change. The scholars will also be encouraged to maintain contact with their employers.

115. For the *Open Category* the National Training Council (NTC - representing GoPNG), the private sector, CSOs and the Partners will agree on priority areas and Profiles. These are likely to be broader than those developed for the Public category and will also be developed into Preferred Scholar Profiles. Preference will be given to those applications that match priority areas, but all applications will be considered for overall merit.[19]

116. After the consultation process for setting the Profiles has been completed (in November each year) AusAID and NZAID will provide the Facility with the target Scholar Profiles for use in the following year, as well as the minimum target percentage of the Scholarships to be allocated to each Scholar Profile. A sample template for the PNG Priority Sectors is included as Annex 6.

117. The Scholarship Profiles and target numbers/proportions will be included by the Facility in the SPNG scholarship promotional materials and also included as part of eligibility criteria. The aim is to better align Scholarship opportunities to those PNG employment sectors and agencies with high priority HR needs. The profiles will reflect the partners' cross-cutting priorities, including in relation to the focus of studies and the potential development impact[20].

118. The Joint Steering Committee will also confirm what specific provinces will be given priority in the upcoming round, based on the Partners needs.

Increased Promotion of Scholarship Opportunities

119. To improve the advocacy and profile of Scholarship opportunities, the Facility will develop and implement a targeted PNG Scholarship Promotion and Communication Plan that will involve liaison and planned advocacy to central agencies, sub-national agencies, universities, research institutions, private sector associations, CSOs and NGOs and professional associations.[21] The promotion strategies will take into account the proposed Scholarship profiles, specific approaches and methods to identify women who can participate, as well as opportunities for those people with disabilities.

120. Communication and advocacy methods will also involve working with DPM and NTC, using their networks to alert stakeholders and potential candidates. Working with the Partner agencies and stakeholders, the Facility will provide and distribute concise information and advice on eligibility, as well as how and when to apply for the Scholarships. Where appropriate, separate scholarship information sessions will be held for women, i.e. through accessing local or national PNG women's groups.

121. By 15th December of each year, the Facility will develop an annual Calendar of Scholarship Key Dates for the upcoming scholarship cycle, providing targets and deadlines for selection and preparation of scholars, to be communicated to all key stakeholders. Using the Scholarship Profiles for the Public and Open categories, the promotion of Scholarships can be specific and targeted, equipping potential applicants with sufficient information to self-determine whether their application would be competitive.

[19] A number of current and returned scholars stated they had selected their study based on priority/preference given to an area of study by the selection committee, rather than their interest or aptitude. This may partly account for the variations and failures.
[20] As an example, women who wish to undertake research or academic/skill formation in relation to gender issues and constraints that act to block the development of PNG should be encouraged.
[21] Current promotion of Scholarships is largely confined to newspapers and advocacy via 'roadshows' that tour PNG. There is little capacity within existing contractual arrangement for a more direct, targeted approach to advocating Scholarship opportunities, including directly with central agencies, sub-national agencies, NGOs, private sector and professional associations

122. Information sessions will also be conducted in the major Provincial centres, with a view to increase the number of Provincial applications and awards. The increased focus will include advice to potential candidates on the required eligibility criteria, the selection criteria, Scholarship application information and the required documents.

A New Scholarship Application Form

123. New Australian and New Zealand Scholarship application forms will be jointly developed, with support from the Facility in drafting the new format. The form will be simple, have no ambiguities or inconsistencies, reflect the agreed HR priorities of PNG and be widely available. The forms will identify the specific information required and where any employer endorsement is necessary.

124. Application forms for the Public category will require endorsement from the relevant Department/Statutory Authority if an applicant wishes to return to GoPNG employment. The endorsement must be from a staff member with organisational authority to confirm that the Department or Agency will support the Scholarship applicant. Employers will also be encouraged to develop an agreed Reintegration Plan back into the organisation or sector. Assistance will be provided by the Facility to short-listed applicants.

125. Applications in the Open category will only be required to provide professional/personal references from a previous or current employer, rather than approval to apply. Applicants will nominate on the application form a field of study and level of award, rather than a specific course. After interviews have been held, specialist academic advice will be made available, via the SPNG Facility, in order that the candidate can make an informed choice on the most appropriate Australian or New Zealand university or institution to study.

Receipt of the Scholarship Applications

126. Concerns have been expressed about the way the existing application process works. Public perceptions that Scholarships are merit-based, fair and equitable are a crucial aspect to the integrity of this program. The SPNG methods will be refined so that the overall application process is stronger, more resilient, transparent and fair to all eligible applicants.

127. Currently the ADS applications and expressions of interest are forwarded to either the home agency (Public category) or the National Training Council (for Open category), where processing of applications places a large burden on the limited agency staff resources. The PATTAF receives applications once they have been processed by the GoPNG agencies, so there is no consolidated data on the total number of applications received, where they came from, the sectors, or the applicant profile (age, gender, Province). This lack of information severely constrains any evidence-based decision-making on how and where to target resources for better advocacy and targeting of the Scholarships.

128. The NZAID scholarship program recently initiated a simple and straightforward process for receipt of scholarships application, which will be adopted by the new SPNG. This simple, straightforward process will enable the Facility to receive all Scholarship applications directly, recording the relevant data into a comprehensive database, and providing a full profile of the cohort applying for Scholarships for each year.

129. The data and the complete list of eligible candidates can be provided to all Partners after the initial compliance and document check has been completed. The Public category applications will then be distributed to the relevant GoPNG agencies; and university staff applications will go to their home institution for comment or endorsement. Within a prescribed timeframe, the verified applications will be returned by the agency to the Facility, subsequently to be provided to members of the independent Selection Panel for short-listing.

130. For those living outside the National Capital District (NCD), the public mail system from provincial PNG can take several weeks and can be unreliable, while using a PNG courier to submit the application can be expensive. To overcome this, Scholarship candidates in selected Provincial locations will have the option to send their application to the Facility using a pre-paid courier. At up to six designated Provincial centres, arrangements will be made by the Facility for the Scholarship applications to be couriered from the Province to the SPNG Facility office. This will happen on a specific time and day, with the candidate expected to provide their completed, sealed application documents to the courier's agent at the specific time and location. On the designated date, these provincial applications will be couriered, en masse, to the Facility office for receipt.

131. The new Scholarship application form will also incorporate a section that will be completed by the candidate at the time of their filling it in. The section will have the candidates' name and address and be suitable for easy detachment and placement in the mail. This section of the application form will be immediately detached once the form is received by Facility staff, and then mailed back to the applicant's nominated address. This new feature will ensure that the receipt of all scholarship applications is acknowledged, with each candidate provided with confirmation that their application has been received.

Expanding Membership of the SPNG Scholarship Selection Panel

132. The independent Selection Committee is quite separate from the Joint Steering Committee and also of the opinions or inputs of the SPNG Facility staff. The Selection Committee will comprise nine members, constituted to reflect broad PNG stakeholder interest, as well as providing for the inclusion of academic input into the selection process. The panel will also incorporate inputs from a PNG CSO. The Facility will support this independent Selection Panel through the role as secretariat, with no decision-making role. The Selection Panel will consist of:

    - A representative from both AusAID and NZAID Posts;
    - A representative from the three key GoPNG agencies (NTC, DPM and DNPM);
    - A PNG and an Australian academic;
    - A representative from a PNG CSO;
    - A representative from the PNG private sector.

133. It is also recommended that the Joint Steering Committee consider having one of its members nominated to the Selection Panel, on a rotational basis. In this way, there will be a strong link between the leadership group of the SPNG and the important selection phase.

134. The Selection Panel will be balanced by gender and address the interests and perspectives of PNG women. The composition of the Panel will increase the objectivity and transparency of the selection process, while providing wider stakeholder involvement. All members of the Selection Panel will be expected to sign a Code of Conduct that reiterates expectations of good governance, gender equality and transparency and provides operational mechanisms that deal with conflict of interest issues. The Code of Conduct will be developed by the Facility and approved by the Joint Steering Committee.

135. The Partners will review and endorse the independent Selection Panel member nominations before the Facility enters into any contractual arrangements to mobilise them. Selection Panel members will be expected to have IT skills, as Scholarship information may (in future) be viewed and downloaded from OASIS (the ALA Scholarships online information system).

136. It is unrealistic to expect all Selection Panel members will be available full time, for two consecutive weeks. The Facility will therefore provide Selection Panel members with a

secure, lockable work area and also secure storage within the SPNG Facility office for their use, enabling members to work independently from each other (day or evening) to review the scholarship applications, make notes and record comments. There will be a master copy of each Scholarship application and a master list.

137. The Selection Panel members will have access to all eligible applications to read in the secure environment, spending the required time before formal Selection Panel meetings to consider and rank applications. In this way, when Selection Panel meetings are held, they will be shorter and enable the members to discuss and compare their scores and comments (rather than reading the applications together at the same time). The Facility will support the panel's logistical and organisational needs.

138. In addition, the Facility will make local arrangements that provide a better environment for those women and people with disabilities who attend briefings or selection interviews. This could (for example) include the ad-hoc provision of child care for women applicants at interview; providing easy access for the disabled; as well as a secure physical location for those waiting to be interviewed or counselled. All of these measures are meant to have the SPNG Facility provide an accommodating, welcoming environment that reflects the day-to-day needs of the applicants.

Introduce Interviews in the Scholarship Selection Processes

139. The task of individually interviewing over 240 short listed applicants plus the reserves would be excessive. However it is considered essential to introduce some form of interview process to enable selection panels to gain some information and insight into individual candidates.[22] It is proposed that around 250 applicants short-listed will be interviewed, leading to an offer for 160 Scholarships plus an additional reserve list of around 30. The interviews will be conducted in groups of up to six, with two members of the Selection Panel attending each interview, using the opportunity to have a better understanding of the individual's capacity, interest and potential.[23]

140. Interviews will be structured in ways that require all candidates to make some statements, followed by a group discussion based on a contemporary topic provided by the panel. As part of the interview process and discussions, the panel will make some assessment of the personal attributes and ability of the candidates, especially in relation to their suitability to undertake the scholarship

141. The small-group Scholarship interview will be immediately followed by a short written piece of work from each applicant, which will summarise the group discussion at interview. This written piece of work is designed to provide an insight into each of the shortlisted applicant's capacity to summarise a discussion and express this in English. The written summary will be completed under supervision and then form part of each individual's selection process. Final decisions on who will be awarded a Scholarship will be made after this process is completely finished.

142. The technique of conducting these small-group interviews and the subsequent written work has been successfully applied in other PNG scholarship selection procedures and provides the Partners a balanced compromise between the very large numbers of applicants involved against the desirability that the Selection Panel engages directly with each candidate.

[22] To date, slection of ADS scholars is without interview or face-to-face meeting between selection panels and candidates, largely due to logistical and resource constraints.

[23] With 2 Selection Panel members involved in each interview, it will be possible to run two parallel sets of interviews.

143. While the majority of interviews will be held in Port Moresby (where in the past most applicants lived and worked) the Selection Panel members will also travel to those Provinces and centres with a significant number of short-listed applicants. This process will ensure that the Provincial applicants will also have a good opportunity to present their case for selection at interview.

Introduce English Language Testing for Short Listed ADS Applicants

144. There is no data available in relation to the academic English language capacity of ADS candidates in PNG, However, Australian universities have reported that the PNG scholars' English language proficiency is often not of a standard to successfully complete their studies within the required timeframe. Individual Australian institutions each approach academic English language requirements and capacity of PNG ADS scholars in a different way, including the provision of special language tuition and/or including English language in the Introductory Academic Program (IAP) as many see a need for additional language training. However, these support measures are often reactive and respond to an English language problem well after it has been identified.

145. It is proposed that, at the same time that the Scholarship interviews are being held, all short-listed ADS candidates will take an IELTS or similar diagnostic test and be informed of their results or scores. Having this information will provide each scholar with the opportunity to reflect on whether they should defer pursuing the scholarship until they have improved their academic English skills. For the successful candidates, their test results will also be provided to the Australian or New Zealand institutions and form part of the information that each institution can use when considering what support programs they will need to provide to the individual PNG scholars.

146. The IELTS test will be organised and paid for by the Facility. This English language data will not form part of the Scholarship selection process. Rather, it should be considered as a diagnostic tool that will be used to gather important information, on an annual basis, in relation to the academic English language profile of the PNG Scholarship cohort.

Providing Increased Academic Advice to Scholarship Candidates

147. Under existing arrangements, an applicant is required to select a course and an Australian institution very early in their scholarship application process. Once it has been nominated and recorded, the choice of academic institution or course cannot be easily altered. These early choices of both course and institution have been decided with the candidates having limited access to academic information or specialist advice, especially for those in the Provinces.

148. Under the SPNG, the proposed additional academic advice provided to short-listed applicants will make information available in order to encourage informed decision-making for the course and institution. The Scholarship program provides an opportunity to better support Papua New Guinean women (and their families) to achieve a better future, so the additional academic support will also take into account the increasing demand for highly skilled staff across the PNG resource industries and will highlight where opportunities exist for women to undertake relevant courses / certification[24]. Anecdotal evidence suggests that PNG women are well underrepresented in highly skilled (and paid) positions in the resources sector.

149. Many of the existing ADS course variations, downgrading of awards, withdrawals and the extensions could also be partly due to the applicants having to choose a specific course and a

[24] Providing information and advice to women on potential qualifications and experience that enable them to better participate in the emerging economy will lead to increased opportunities and equity in the sectors.

university at a very early stage in the process, especially when they do not have any in-depth knowledge about either the course or the university options.

150. To ensure that better choices are made under the SPNG, the candidates' final choice of course and institution will only be required after the final interviews are completed. At that time, the Facility will provide access to qualified academic staff; the required discussion / research space; appropriate internet facilities and other relevant course / institutional information resources. These will be used to provide advice and information on appropriate Australian and New Zealand universities and courses. Having received this academic advice and support, the prospective scholars will then be in a much better position to nominate a course and institution that aligns with their area of interest, is suited to their employer (where applicable), and is clearly within the agreed PNG development priorities.[25]

151. Through this enhanced information and more informed choice, the scholars' Australian or New Zealand study experience will be improved. The academic context and support networks are crucial in early days of commencing any study in a foreign country. If scholars are placed in the most appropriate Australian or New Zealand University, enrolled in courses that best meet their professional and personal requirements, it can be expected they will settle in easier, with reduced levels of stress and uncertainty. It is also proposed that scholars be given the option to consider universities where the course includes a form of work experience.[26]

Pilot 10-Month Foundation Course for Provincial Candidates who almost make Selection

152. Anecdotal evidence suggests that each year a number of unsuccessful applicants almost meet ADS selection criteria. Many of these appear to be from PNG Provinces, have had less access to Scholarship information and have lower academic English language skills than their peers in NCD.

153. After the 160 scholars have been selected, and an additional reserve list of 30 identified, the Facility will examine the next ranked applicants who are living and working in the Provinces. Based on the information received in the applications and the Selection Panel recommendations, the Facility will produce a list of 25-30 of these (unsuccessful) Provincial applicants, summarising where they did not perform well against the SPNG selection criteria. This group, consisting of at least 50% females, will be eligible to apply for a Foundation Course, if they have the following attributes:

- Through evidence of current employment (including unpaid or volunteer work), they live and work in Provincial PNG;
- Potential to make a significant development impact in their Province or their agency; and
- Willing to undertake a 10-month full-time residential course in PNG, in order to increase their academic skills, knowledge and English language capacity.

154. On completion of the Scholarship interview and selection process, any of the reserve lists who were not selected (and also fulfilled the above Foundation Course criteria) would be added to the list of potential Foundation awardees.

155. As part of the selection process in 2010, the initial cohort for the first pilot Foundation Course (i.e. those initially identified plus any from the Scholarship reserve list) would be reviewed by the Selection Panel and a priority list developed for endorsement by the Joint

[25] This will not be a simple process and will be time intensive, as well as requiring access to the internet. It is also recommended that the Good Universities Guide be used for explaining the various learning and living conditions.

[26] Asked for ways in which the ADS experience could have been improved, the highest percentage of responses (19 %) was for 'Work experience or attachment in Australia'.

Steering Committee. This process will also identify the key areas of learning and skills that need to be addressed through the Foundation course, including any underlying themes that should be addressed (i.e. IT skills; language; numeracy etc). Once the composition of the Foundation Course group has been established (i.e. 25 + 5 reserve) the SPNG Facility will then seek tenders to develop and provide the 10-months Foundation course, to be delivered at a PNG university at the beginning of the 2011 academic year.

156. The PNG University selected to deliver the Foundation course will need to demonstrate that it can provide a Foundation program that will meet these specific skills needs and that the course will be offered in safe, convenient family-friendly residential facilities. The university will also need to demonstrate that it has excellent teaching staff available, with strong English language capacity) and ongoing access to the appropriate facilities.[27]

157. The profile and needs analysis of the SPNG Foundation Course cohort will be used to develop the curriculum, covering basic academic English, numeracy skills, study skills, IT skills, time-management, gender awareness, HIV and AIDS awareness and personal/domestic skills applicable in the Australian context. There will also be interactive workshops used (for example) to identify the major aspects of reintegration (personal and professional) after a scholarship and where and how organisational development takes place.

158. There are relevant examples of the successful use of Foundation courses that prepare potential scholars for entrance to higher levels of study. This includes the highly regarded Foundation program offered for students from across the Pacific and that is available through the University of the South Pacific (USP).

159. As part of preparing the SPNG Foundation Course SOS and tender documentation, close attention will be paid to the USP Foundation program to identify what structures, lessons learned and content could be relevant for the SPNG Foundation Course.

160. The contracted PNG University would also be required to provide secure and adequate support facilities for the Foundation Course cohort, including for child care (where required) as well as being easily accessible for those with disabilities.

161. At the successful completion of the Foundation Course, participants will be provided with a PNG accredited award from the university, indicating the level of course, the topics and areas covered. The Foundation Course completion will signify the end of the direct AusAID support for that Provincial cohort. The successful course graduates will then be in a much stronger position to apply for an Australian, New Zealand (or other donor) scholarship if they so choose. Alternately, if they decide it is not practical to consider further study outside PNG, they can return to their Provinces with greatly increased knowledge and skills.

Allocation of a Proportion of Scholarships for the PNG Higher Education Sector

162. A proportion (10%) of the Scholarships will be quarantined to support strengthening of PNG universities and public research institutions. These would be available to senior managers for institutional development, as well as to teaching and research academics.

163. To directly support the institutional development, Scholarships for senior managers would cover Human Resource Development within the HE sector, including universities, public research institutes, CHE and OHE. Fields of study could include: financial management, information and communication technology, knowledge management, managing diversity, leadership, management (in particular human resource management and project

[27] It will be important the cohort be encouraged to use English at all times at the course, not only during the English language and other lessons / seminars. The use of English during recreational time will greatly strengthen language development.

management), planning, quality assurance, administration, policy development and facilities management.

164. To strengthen the quality of education and of research capacity, Scholarships for PNG academics would focus on university teaching and research staff (including research staff in public research institutes) for upgrading of qualifications, in particular obtaining research qualifications. Leaders or potential leaders in the PNG HE sector could also be identified and encouraged to apply for the ALA Scholarships.

165. It is proposed that only current PNG university academics and junior researchers from research institutes be considered for PhD programs. This will ensure that research skills gained from the very expensive four years in Australia or New Zealand are utilised to increase research capacity on their return to PNG.

166. Individual applicants from the Higher Education sector will be required to ensure that their proposed course and qualification aligns with the priority development areas documented within their own institution. Research awards that address cross cutting issues (for example increasing women's access to non-traditional qualification, careers and employment; or limiting the spread of HIV + AIDS) would be encouraged.

Removal of the TVET Level Scholarship Awards

167. The SPNG will no longer include scholarships that involve scholars undertaking TAFE-level awards or sub-degree awards in Australia or New Zealand. The emphasis will be on tertiary degrees and the gaining of knowledge and skills that can be applied back in PNG.[28]

Extend the Pre-Departure Briefing (PDB)

168. The high level of Scholarship award downgrades, withdrawal rates and number of extensions indicate the need for prospective scholars to receive more extensive academic and study advice. This increased information should be included as part of Scholarship promotional activities, through the direct academic support provided by the Facility as part of the course and university selection, as well as advice through Pre-Departure Briefing (PDB).

169. It is proposed the PDB program be extended out from 3 days to two weeks, and comprise all scholars approved for Australia and New Zealand. The PDB be held in a secure, residential university environment. The scholars will all be required to attend every skill building session, briefings and the group discussions. Importantly, the PNGAAA will be directly involved in the PDB to provide advice and an expanded network for the scholars. The residential PDB venue will have access to local child-care facilities for those women scholars who are accompanied by their children.

170. The PDB venue will also ensure that any scholars with disabilities are catered for, in access to facilities as well as delivery methods used. During the initial 11 days of the PDB, all scholars will have intensive instruction in key skills areas. While the PDB can make allowances for those skills already held by individual scholars, all members of the cohort will be tutored and assessed on the following:

    - Information and communication technology, including basic understanding of e-mail, use of internet and use of computers in study, including accessing on-line summaries of course units, degree programs and methods of teaching;

[28] Focus groups with current and returned scholars strongly indicate that PNG scholars enrolled in TAFE awards are often not focused on TAFE studies as an outcome qualification, but rather see it as an entry point for undergraduate study. It is anticipated that a specific PNG TVET initiative will be supported by AusAID in the future and this will provide an opportunity to incorporate a strengthened TVET sector, including with expanded opportunities.

- Basic concepts in student time management, importance of meeting deadlines and understanding the penalties for being late, and support mechanisms available;
- Australian university expectations for presentations, reading and reviewing literature, assignments and management of data and the standard of academic English; and
- Law and culture of Australia.

171. As part of the PDB program, the provider will also:

- Facilitate each scholar to make email / web-based contact with their university in Australia or New Zealand, initially with the international student services section. This includes discussions on finding details relating to: being met at the airport on arrival; local accommodation costs and options; local transport options to and from the university; banking and other financial arrangements that are in place; health cover while in Australia or New Zealand; as well as those frequent questions and problems faced by new scholars;
- Introduce all scholars to the Australian and New Zealand university policies, which include a zero tolerance for sexual harassment, or for any form of violence and discrimination. This includes the need for PNG scholars to report any instance of violence or harassment. The importance of PNG scholars making themselves aware of university policies will be stressed, including case examples and penalties, as well as instances where non-compliance has led to poor outcomes for the scholar and institution (including termination). The universities will provide this information again when the scholar arrives, before they commence studies.

172. The course of study in Australia happens within a culturally foreign living and learning environment, while at the same time having a direct impact on the scholar's family relationships. To address these concerns and the potential problems, the scholars' spouses and children will be included in the final 2 days of the pre-departure briefing, which will also be funded by the Facility.

173. For these final two days of the PDB, the scholar's spouse would be invited to join in on PDB activities, with specific sessions organised that further explain and discuss the impact that an overseas scholarship can have on PNG families. These sessions would include:

- Impact of prolonged absence (risk, testing, treatment related to HIV and AIDS);
- Impact of taking family members to Australia on their study, accommodation, finances;
- Opportunities for work experience or attachments in Australia;[29]
- Opportunities for employment in Australia during the Scholarship program;
- Discussions of cross-cultural issues and an overview of the legal environment;
- Basic computer literacy and accessing information via the internet;
- Life skills, including cooking, cleaning and budgeting.

174. Where appropriate (and agreed with those involved), the departing Scholarship awardees will be provided with the email and contact details of returned scholars who previously studied at the same university, so that they can be contacted for specific information. In addition, recently returned scholars from Australian and New Zealand universities will provide inputs at the PDB program, enabling the departing scholars to receive information on living, transport and study aspects of the city and university context.

175. The Facility, in liaison with the PNGAAA, will produce a Code of Conduct, to be provided to every departing scholar and explained in detail during PDB workshops and discussions. There will be no ambiguity or any misunderstanding of what is expected in Australia or New

[29] Some Australian universities integrate work experience in professional courses, while others facilitate work experience.

Zealand. Employers have expectations of being informed of the progress and any variations to a scholars study program or length, and the scholars will need to comply with these.

Improvements to the Reintegration of Returning Scholars

176. At the time of applying for the Scholarship, candidates in the Public category will be required to provide a broad summary of how their scholarship will strengthen their organisation and assist in its ongoing development. All candidates will outline in general terms how, on their return to PNG, they would approach reintegration into the workforce.

177. Once a candidate is shortlisted with the support of an employer (i.e. they will have employment on their return) the candidate and employer will develop a short, concise Reintegration Plan, jointly signed. The Reintegration Plan will indicate how the scholar will come back into the organisation at the completion of the award. The Reintegration Plan would link the current employment to the planned course of study and the expected role on return to PNG. It would place the scholar's career and academic aspirations in the context of the Human Resource priorities of their employing organisation, as well as relating the scholar's planned study and future employment to the specific objective(s) of this design.

178. The Reintegration Plan, together with interviews, will provide the Selection Committee with much more information, criteria and insight than has existed in the Public category.

179. The dynamic and changing nature of the GoPNG public sector leads to problems for returning scholars and (often) their agencies. High levels of staff movement, especially at senior levels, result in reductions in "institutional memory" and scholars may return to a restructured GoPNG environment, where reintegration strategies are not as relevant. This changed employment is particularly likely to have a negative impact on women.

180. The Facility, in liaison with PNGAAA, will pay particular attention to this aspect of returning scholars and provide support and information on alternative employment options in PNG. The Facility M&E will incorporate indicators that can identify the proportion of Public scholars who are reintegrated into their GoPNG organisation on their return to PNG, with the data disaggregated as is shown in the draft M&E Framework and M&E Methods and Tools at Annex 4.

181. As mentioned elsewhere, consulting or technical staff that are working for the range of AusAID and NZAID funded programs of assistance across PNG (i.e. assigned to specific GoPNG agencies) may also be contacted by the Facility in relation to returning SPNG scholars. These staff are already working within a GoPNG agency and would be in an ideal position to work with their GoPNG Partners to provide initial support for returning scholars' Reintegration plans.

182. The SPNG Facility will maintain regular contact with the scholars while in Australia or New Zealand, with the scholars being contacted every 3 months. The telephone contact will focus on any constraints or issues that have arisen and enable the Facility to contact the appropriate agencies / institutions should constraints emerge. The contact will also remind scholars that they are on a SPNG funded program and that there is (for example) academic assistance available from the university should there be problems in their study or other circumstances.

183. The 3 monthly contact to Public scholars will also be used remind them to keep in touch with their PNG employer (where applicable) and stay informed of the labour market in PNG. Public sector award recipients will be required to report their academic progress to their employer. In the last term of the scholars' study, the Facility will liaise with scholars' employers in the Public category, to confirm an appropriate position in the

department/agency is available. The scholars will also be encouraged and reminded to maintain regular contact with their employers, family and colleagues in PNG.

184. PNG scholars who have resigned to undertake their Scholarship will be provided with general information about job vacancies in PNG by the Facility, as well as placed in contact with the PNGAAA. Returning scholars will have a de-briefing meeting soon after return, undertaken by a staff member and/or a member of the PNGAAA. Written notes of issues raised by the returning scholars will be summarised by the Facility, provided to the Joint Steering Committee and subsequently used to improve the Scholarship process.

Clarifying Responsibilities for the PNG Employers of SPNG Scholars

185. Care will be taken to explain the importance of a scholar receiving GoPNG / agency support and encouragement on their return to PNG. However, if a PNG employer reneges on its agreed responsibilities towards the scholar, as outlined in Reintegration Plans, the Joint Steering Committee may choose to review the reasons why this is occurring. In extreme cases, the Joint Steering Committee may recommend that no more Scholarships are allocated to that agency or institution until such time that the agency or institution shows a greater commitment to acknowledging the obligations, outcomes and usefulness of Scholarships.

Pilot Delivering Year 1 for a Cohort of Scholarship Holders in a PNG University

186. There is support among scholars and other stakeholders for offering part of an undergraduate degree within PNG. This method would alleviate some hardship of family separation or financial burden (i.e. if the family accompanies the scholar to Australia). It provides more opportunities particularly for women, people with disability and other disadvantaged groups, to gain better skills and knowledge through an accredited program delivered in PNG.

187. Through having the first part of an Australian or New Zealand award delivered within a PNG institution, the scholar would be working in familiar surroundings and have closer access to their families and support networks. On successful completion of the study, it is anticipated that the scholars will be better prepared to complete their studies in Australia or New Zealand.

188. A scheme will be piloted whereby a group of about 20 - 25 scholars undertake an initial period of their formal academic study at a PNG university. The option will be provided to potential scholars at the time of short-listing, so that a cohort can be established as part of the SPNG shortlisting process.

189. The quality of undergraduate degree courses in PNG is not generally at the same standard as of those awarded in Australia or New Zealand. Therefore, in year 2 of the SP program, proposals will be sought from a PNG university to work with an Australian or New Zealand university of high standing, to strengthen a specific degree course already offered at the PNG University, one that is aligned to an agreed Scholarship priority area. The aim is for the first two years of the PNG 4-year degree (i.e. the PNG Foundation Year plus Year 1) to be recognised as equivalent to the first year of the equivalent Australian or New Zealand undergraduate degree.

190. The Pilot 2-year PNG course would be awarded via a competitive process managed by the Facility, with an Australian or New Zealand university committing to assist a PNG partner university in further developing the standards of teaching and learning in order for the PNG 2-year course to be quality assured. The joint delivery of the program would likely entail the Australian or New Zealand University sending academic staff to co-teach part of ensuring appropriate content, methods, assessment and support systems are in place. The Facility will apply relevant monitoring tool that will ensure that the Pilot course is accredited in Australia

and New Zealand and that the QA processes are appropriate. The outcome would be that successfully completing the initial 2 years of the PNG University degree (PNG Foundation Year plus Year 1) would be equated to the first year of a three-year Australian or New Zealand degree within the same discipline area.

191. There are dual benefits that arise from this joint arrangement. It provides a study option for the scholars to stay in PNG, whilst at the same time facilitating the institutional strengthening at a PNG university. It is important that the scholars can maintain their options to choose a university after they have completed the Foundation Year plus Year 1 in PNG. To achieve this, those Australian or New Zealand universities in which PNG scholars may wish to enrol will need to recognise this new study and course credit pathway.

Supporting the Australian Leadership Award (ALA) Scholarships

192. The Facility will be required to raise the profile of ALA Scholarships in PNG through targeted promotional activities. The ALA scholarships provide an ideal opportunity to identify men and women who, after gaining further formal studies and undertaking a leadership development program in Australia, will be able to substantially contribute to the economic growth and poverty alleviation of the country. The Facility will make specific efforts to identify women for consideration as ALA scholars, through promotion and advocacy as well as liaising with relevant industry associations, CSOs, women's organisation and employer groups.

193. The majority of ALA Scholarship applicants will apply on-line through OASIS, managed by the Australian Scholarship Group (ASG) in Canberra, as it is a regional program. However, the Facility will accept some hardcopy applications and also hardcopy documents from those who have applied on-line but are not able to upload their documents. The significant difference from other Scholarship application processes is that an ALA Scholarship application must be accompanied by an unconditional letter of offer for enrolment from an Australian institution. Eligibility will depend on results of an approved English language test (IELTS or TOFEL[30]). The English language testing will occur earlier in the ALAS cycle, so that applicants with the required IELTS score of 6.5 can be identified at a much earlier stage.

194. After the Facility has undertaken an ALA compliance assessment, it will establish a short-listing panel (with external expertise as members) and conduct interviews, preferably with a representative from ASG included on the interview panel.

195. PNG ALA Scholarship candidate**s** will be reviewed by AusAID Post, before forwarding recommendations to ASG. In Canberra, ALA Scholarship nominations from all Posts in the Asia-Pacific region are subject to a further competitive selection process. With no fixed number of ALA Scholarship places assigned to any one country in the region, the Facility will seek to increase the number of quality applicants and improve the number of successful ALA Scholarships for PNG.

Supporting the Regional Development Scholarships (RDS)

196. The RDS for both AusAID and NZAID are managed from Suva, with regional students attending either the University of the South Pacific (in Suva or Vanuatu), or universities in PNG. While the overall management of RDS rests with others, the Facility is required to support those RDS regional scholars who choose to study at institutions in PNG.

197. The required services to support these AusAID and NZAID funded RDS scholars while they study in PNG are currently provided by PATTAF, under separate contract to AusAID and to NZAID. These contracts will be novated as part of any Facility management contractor

[30] International English Language Testing System or Test of English as a Foreign Language.

changeover. Specific details of the facility's services required to support the RDS students while in PNG are also included in Annex 8.

198. Under the SPNG, the Facility's responsibilities will continue to commence when the RDS scholar arrives in PNG and will continue until the scholar leaves for their home country. There are between 40-45 new and continuing Australian funded RDS students in PNG, with 10-15 new students annually. These RDS scholars are enrolled at the Medical School at UPNG, as well as at UPNG's main campus, the University of Goroka, the National Maritime College in Madang, the Divine Word University (DWU) and at Pacific Adventist University (PAU). There are also an additional 14 NZAID funded RDS students studying in PNG, at the University of Goroka and the University of Technology.

199. Assistance provided by PATTAF, to be continued under the SPNG Facility, includes:

- Liaising with appropriate agencies to ensure visas are issued within an acceptable time;
- Airport pickup, briefing and providing on-arrival information;
- Specific information and procedures in relation to RDS scholar safety while in PNG, including security briefing, materials and emergency contact numbers;
- A tour of the university/school and support to identify accommodation;
- Travel to all institutions that have RDS scholars twice each year, monitoring scholar progress and welfare, as well as making regular contact with the scholar and institution;
- Paying the RDS allowances into the scholar's bank account; and
- Providing regular reports to AusAID and NZAID Posts on scholar progress and any issues.

200. There is the future possibility that the RDS program in PNG will be extended to include for outward-bound PNG students, who will leave to study in regional universities. Should this occur, the Facility would be tasked to undertake the additional coordination and logistical work through a contract variation.

4.4 Component 2: PNG Professional Development Initiatives

201. In response to emerging human resource priorities, as agreed between AusAID and GoPNG, Component 3 will provide direct support to strengthen the capacity of associations, organisations, and men and women, in pursuit of the following objectives:

Objective 3 *To empower young women and men to actively participate in the development of Civil Society.*

Objective 4 *To strengthen identified professional bodies to provide to their membership opportunities to develop skills and knowledge essential to achieve best practice in the operation of PNG industry, Civil Society Organisations and government.*

Objective 5 *To strengthen the capacity and profile of Australian and NZ Alumni in PNG.*

202. In each of the above human resource and professional development initiatives, the Facility will focus on providing advice and opportunities for women to identify and undertake courses, training or placements that increase their potential for high-skilled employment and / or promotion. This is especially the case in respect to "non-traditional" employment areas, including technology-based opportunities, as a practitioner or in management.

203. At the time of this design, there are several initiatives underway and managed by PATTAF which are in addition to the existing ADS scholarship and professional development activities. The new Facility will be expected to have the capacity to accommodate these

emerging priorities, as well as take over (if required) existing PATTAF contracts through a process of novation.

204. These human resource development activities in support of PNG's development do not have to be solely through the public sector. For example, joint initiatives between AusAID and the PNG private sector (for example, the joint funding of specific scholarships or other development cooperation) could well be managed through this Scholarships and Professional Development component.

205. The following activities will be managed by the Facility in addition to the Australian Scholarships to PNG. Component 2 will enable AusAID, through the Facility, to have a flexible mechanism through which to respond to emerging priorities.

Support for Young PNG Leaders

206. From year 1, the Facility will receive proposals for minor funding support from identified PNG associations that comprise young men and women leaders. The proposals would cover specific leadership skills, fields or capacities that relate to professional and organisational development across PNG. On approval by the Joint Steering Committee of the young leader initiatives, the Facility will identify and fund small programs of support, normally contracted to a specialist provider or institution. These activities, while not of large monetary value, are strategic in that they will assist PNG men and women leaders of tomorrow to access activities, networks and limited funding in order to strengthen leadership skills and governance.

207. These PNG leadership development activities are designed to provide a direct, timely contribution to strengthening PNG organisations through improved leadership, being *ad hoc* and small in value. However, other priorities will emerge over time and (after approval and instruction from AusAID / NZAID or the Joint Steering Committee) the support strategies will be developed.

Supporting the Australian Alumni in PNG

208. The PNG-Australia Alumni Association (PNGAAA) has membership open to any Papua New Guinean who has studied at an Australian institution. The PNGAAA was formed in 2006 and is in the process of establishing chapters in provincial cities. Many prominent, influential leaders in PNG are returned scholars from Australia, through ADS, the ALAS or having studied privately at Australian universities.

209. There is a strong commitment to fostering good relationships between PNG and Australia, with members of the PNGAAA involved in national policy formulation. Such high-level engagement in national policy is worth nurturing. The PNGAAA is an ideal resource for the Facility for promoting scholarships, as well as for monitoring Facility outcomes and impact. The Facility will need to respect the independent role of PNGAAA, which is willing to be involved in assisting with AusAID scholarship selection processes, as well as briefing and de-briefing sessions.

210. AusAID, through the Facility, will continue to provide the association with support through provision of appropriate office space, secretarial support, assistance for organisation of an annual conference, and (as endorsed by AusAID) specific allocations for agreed PNGAAA initiatives.

Strengthening PNG Professional Associations

211. As in all countries, PNG professional Associations play an important role in ensuring the development and maintenance of professional standards, integrity and ethics. They are also a useful vehicle for providing professional development opportunities for their members

and also for mentoring PNG scholars while in Australia (as well as newly returned scholars) and for organising work placements of students.

212. Many PNG organisations will have links to their Australian counterpart organisations, providing an avenue for cooperation and capacity building. SPNG support which would strengthen PNG professional associations might include funds for secretarial support; guest speakers; short course training through local providers; and funds to attend conferences in Australia or elsewhere. The funding, provided to PNG professional associations, would cover the costs of agreed, specific activities that will be of benefit Association members in both NCD and in the Provinces.

213. The Facility will develop the selection criteria for endorsement by the Steering Committee and promote the availability of funds to the relevant PNG associations.

Supporting ALA Fellowships in PNG

214. The number of ALA Fellowships in recent years has been relatively low and the Facility will need to promote and raise awareness of the opportunities afforded through this program. The Fellowships are ideally suited for the funding collaborative arrangements between PNG senior specialists and their peers in Australian based organizations. Fellowships can incorporate public or private sector activities which have a sound development impact.

215. The Fellowships are also suited to specialist research organisations like the Copra and Coffee Institute (CCI) and the PNG National Agricultural Research Institute (NARI), and the Human Resource Institute. They may enable PNG staff to work with their research and private sector counterparts in Australia. During each ALAF round the ASG seeks comments and input from the AusAID Post on project proposals that involve PNG.

216. Facility staff will work with AusAID Post, playing a complementary role in brokering relationships by putting PNG institutions in contact with Australian counter-part institutions (i.e. the Australian institutions are required to apply for the funding) to ensure a higher success rate for PNG.

Managing Careers in Development

217. The Careers in Development initiative is currently contracted by AusAID to PATTAF and provides support and funding for around 20 PNG young professionals to work within the development environment in PNG, as part of their career advancement. This contract is directly held by PATTAF and is funded by AusAID in PNG. This contract will be novated to the new Facility, should there be a changeover of organisations as a result of the tendering process.

5 MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

5.1 The SPNG Leadership

218. Management will be overseen by a Joint Steering Committee, providing the Facility with leadership and setting the overall strategic direction. The detailed ToR for the Joint Steering Committee will be jointly developed by the GoPNG, AusAID and NZAID in order to ensure that each of the Partners' views and priorities are incorporated into the operation of the Committee and the Facility.

219. The Joint Steering Committee oversight will include setting and monitoring the direction and overall operation of the AusAID and NZAID Scholarship programs, as well as guiding and endorsing the existing and emerging professional development initiatives.

220. The Joint Steering Committee will comprise nine men and women from key GoPNG, CSO and private sector agencies as well as independent external members. The Joint Steering Committee's GoPNG membership will comprise senior men and women from those agencies that are directly involved in scholarship implementation. The GoPNG members of the Joint Steering Committee are senior representatives of those Partner agencies directly involved in implementation.

221. The SPNG Joint Steering Committee will be balanced by gender and take account of the diversity (and complexity) of development needs across PNG. The proposed membership of the Joint Steering Committee is outlined below.

Table 4: Proposed Membership of the Joint Steering Committee

From GoPNG	From PNG Society	From Australia/New Zealand
A senior Department of Personnel Management representative	A senior PNG academic	A senior AusAID officer
A senior National Training Council representative	A PNG Private sector representative	A senior NZAID officer
A senior Department of National Planning and Monitoring representative	A PNG CSO NGO representative	A senior Australian academic

222. The SPNG Joint Steering Committee members would be appointed for a period of two years, with the exception of AusAID and NZAID representatives whose membership will be the term of their Posting. The Facility will provide reports, briefings and proposals to support the work of the Joint Steering Committee and will implement the SPNG program in accordance with the agreed Annual Plan and the Joint Steering Committee decisions. A stipend would be paid to Joint Steering Committee members travelling from outside Port Moresby to cover travel costs.

223. The Joint Steering Committee will function as the primary decision-making mechanism and will meet quarterly to provide support, guidance and strategic direction to the Facility. It will also monitor the SPNG implementation, especially in relation to broader GoPNG policies and priorities across the development sectors.

5.2 The SPNG Implementation Model

224. It is proposed that a Facility model be used to manage the scholarship program (i.e. the Australian and NZ scholarship programs) as well as the professional development initiatives for individuals and organisations. The Facility model enables staff at AusAID and NZAID Posts to focus on setting the policy framework, (jointly) developing PNG scholarship priority profiles. There are advantages in having these two Components covered within the one Facility, including:

- The overall program is involved with building the human capital of PNG. Through the flexibility available within Scholarships and the professional development initiatives, AusAID and NZAID will be able to rapidly respond to existing and emerging needs and subsequently provide support to specific PNG sectors / development priorities;
- The proposed 1-year Foundation Course to strengthen the opportunity for men and women from PNG provinces to gain a donor-funded scholarship will be developed and delivered through a PNG tertiary institution. In this way, the scholarship program will

contribute directly to the development of systems and expertise in PNG, as well as provide a valuable alternative pathway for potential scholars;

- A proposed Pilot for a new 2-year course that equates to the first year of an Australian or New Zealand degree (i.e. the PNG Foundation year, followed by Year 1of the Australian / NZ degree), offered at a PNG university after a competitive selection process;
- The synergies that will be available across the two Components, including the targeted use of TA; a cohesive response to HRD and professional development needs; and a "one-stop-shop" for AusAID and NZAID Scholarship initiatives.

5.3 The SPNG Management

225. The Facility, administered by a managing contractor identified by AusAID and NZAID, will provide the GoPNG, Australian and NZ Governments the flexibility required to scale funding levels up (or down), as well as providing a responsive mechanism to meet emerging needs or priorities.

226. Each year, the Facility will provide a draft Annual Plan for consideration of the Joint Steering Committee. The Annual Plan will reflect any changes to context and progress across the two components and link into the relevant GoPNG plans and strategies (including the MTDS); emerging human resource development priorities as agreed between GoPNG, AusAID and NZAID; changes to institutional arrangements or context; and any new policies that have an impact on the Facility's operation. Detailed outputs and outcomes for each component that are included in each Annual Plan will be reflected in an updated Monitoring and Evaluation (M&E) Framework, as well as in the reporting.

227. The Annual Plan will use the flexibility available through the Facility model to incorporate initiatives, appropriate resource inputs and defined outcomes that can reflect and support priorities as expressed through the Joint Steering Committee.

228. The SPNG management and responsibilities are summarised diagrammatically in Figure 1. Further details are included in the Implementation Arrangements, Staffing and Facility Management as Annex 1.

229. The proposed timing for the various scholarships and Professional Development initiatives are included in the Implementation Schedule at Annex 2.

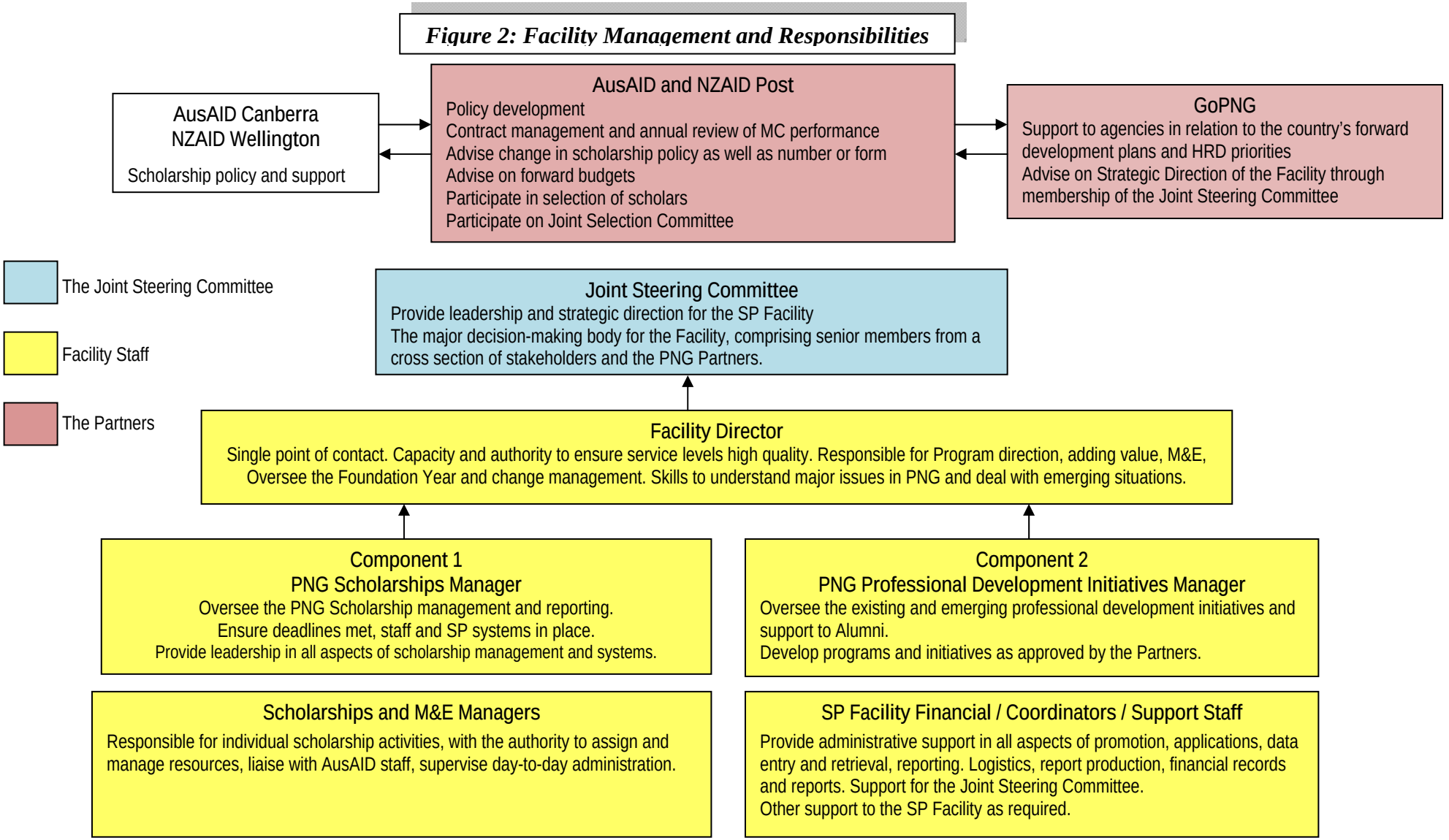
230. The Facility office will be located in central Port Moresby, comprising a safe, secure working environment, easily accessible to visitors; will have space suitable for displaying scholarship information, conducting meetings and interviews; and the space and technology that will enable potential scholarship applicants to undertake searches for information on Australian or New Zealand institutions and courses.

231. The office will incorporate appropriate communication, IT, network and other equipment to facilitate management and secure storage of records, data and confidential information. A senior member of the Facility will act as single point of contact for AusAID and NZAID.

232. AusAID (with inputs from NZAID) will take responsibility for the Agency's contractual relationship with the Facility, including the annual performance review.

233. The following (Figure 2) indicates the management responsibilities for the SPNG program.

Figure 2: Facility Management and Responsibilities



6 IMPACT AND SUSTAINABILITY ISSUES

6.1 Benefits of Additional In-country Preparation for Scholars

234. As previously mentioned, the PNG scholarship extensions, terminations and award downgrades incurred a cost of around AUD $13.7 million over the past 5 years, or approximately AUD $2.75m per year. It is proposed to provide additional in-country support at the "front end" of the scholarship cycle in PNG, as part increasing the efficiency and (subsequent) effectiveness of the SPNG outcomes. Additional processes and resources will be applied early in the cycle, aimed at achieving better academic results as well as reducing the number of Scholarship downgrades, extensions and terminations. These measures, if successful, will increase the likelihood of success for the individual, as well as improve the development outcomes for PNG.

235. This design proposes four new interventions to the existing Scholarship processes. They will be inserted into the Scholarship cycle, which should markedly improve the likelihood that those who secure a Scholarship are better placed to succeed in their study, as well as better reintegration on their return to PNG. The four are:

- Introduction of a Foundation Year course, delivered at a PNG institution, and awarded after a competitive tender process. The Foundation Year will accommodate up to 25 applicants who were short-listed but were not selected to receive an award in the current application round. This will provide a strengthened and expanded cohort who can (if they choose) re-apply for an SPNG or other Scholarship. In relation to the existing ADS program, the estimated additional cost is AUD $390,000 per year;
- Introducing an IELTS English language proficiency test for all short-listed Scholarship applicants, so the results can be provided to the relevant Australian or New Zealand tertiary institution and (where necessary) additional language support can be provided by the institution at the outset. In relation to the existing ADS program, the estimated cost is an additional AUD $85,000 per year;
- Increasing the duration of the pre-departure program from three days to two weeks. The content will also be amended to include intensive inputs on IT, university study requirements, budgeting, maintaining communications with PNG and also have the scholars establishing contact with their selected Australian or New Zealand institution. The potential scholars will also be required to undergo medical tests for visa purposes during this period;
- In relation to the existing ADS program, the estimated additional cost is AUD $150,000 per year;
- Pilot the introduction of delivering an accredited first year of the Australian or New Zealand academic program in PNG, through a joint arrangement with a PNG university and one in Australia or NZ. This would take the form of a 2-year Pilot program for a cohort of 25 and be introduced in the third year of the SPNG. The estimated cost for establishing these new arrangements and for providing the quality framework for the joint delivery is AUD $ 300,000, with an annual delivery cost of around $500,000 for the two years duration of the Year 1 Pilot.

236. The M&E Framework will include measures that will enable the Facility to monitor the success of these new interventions and compare the future SPNG outcomes with the existing base line data on extensions, downgrades and terminations.

6.2 Building Sustainable Practice into the Scholarship Program

237. There is an emphasis on achieving sustainable outcomes across the two components.[31] Within Scholarships programs and the various human resource initiatives, attention will be paid to the capacity of the beneficiaries to apply and sustain their new skills. The issues discussed below have been identified in previous sections or Annexes.

238. The design focuses on better targeting of scholarships; streamlined and strengthened selection procedures; more comprehensive and inclusive pre-departure activities; better monitoring of student progress while in Australia; better re-integration planning for the return of male and women scholars; and increased PNGAAA involvement.

239. The Scholarships will focus more directly on development impact through the development of Profiles that reflect jointly agreed priority areas. The Facility will also build into the Scholarship program and the PNG professional Development Initiatives measures that strengthen gender equity, not only as part of selection but also in relation to the ongoing development impact.

240. The Facility will collect and report on the 'intermediate outcome', i.e. graduates returning to work in PNG across the priority human resource development areas. The introduction of Reintegration Plans for Public category scholars will also focus the scholar and the employer on their joint obligations and provide the basis for discussion when the scholar eventually returns to the workforce.

241. PNG scholars are often forced to resign from their position before taking a scholarship and need to find employment on return to PNG. Even in the Public category, where scholars are supported by the GoPNG, there are cases where the returning scholar finds their position no longer exists or (in some cases) they are no longer employed. More disturbingly, some employers advise the scholars after their arrival in Australia or New Zealand to commence their studies that they no longer have a position to return to in PNG. This situation especially affects women scholars and the Facility (with the PNGAAA) will provide advice to women in this context, including support in identifying alternative employment opportunities in PNG.

242. The M&E Framework (Annex 4) includes the minimum information required to address the outputs and outcomes of the 5 Objectives of this design. The Framework provides for both management data (i.e. are the scholarships well targeted, balanced by gender, provincial representation and priority areas) as well as approaches to measure scholarship impact (including tracer studies, Most Significant Change, case studies and other measures that assist in identifying the impact of the program on PNG institutions and processes). The M&E framework and methods must ensure that management information is available to the Joint Steering Committee, as well as for AusAID's Quality at Implementation (QAI) purposes.

243. The development impact on PNG, i.e. using higher level technical and professional expertise, can only be measured over a longer time, partly because of the lead time to acquire new knowledge through a 2-4 year scholarship. Time is also required for new PNG professionals to increase their capacity to influence policy and implementation.

244. Previous tracer studies have shown ADS awardees have benefited, with employers positive, although to a lesser degree than scholars. Recent attempts to strengthen the post-return experience of scholars and strengthen scholarship impact have included the formation of PNGAAA. The men and women of the PNGAAA will play an important

[31] The OECD 2008 DAC Peer Review on Australia's aid criticised the agency's inability to measure the effect or impact of this form of development support. http://www.oecd.org/document/55/0,3343,en_2649_34603_41877687_1_1_1_1,00.html

role in supporting tracer and case studies, as well as providing feedback information on the scholars' experiences, as well as constraints and lessons learned on scholar return to PNG.

7 CRITICAL RISKS AND RISK MANAGEMENT STRATEGIES

245. A number of critical risks to the SPNG have been identified and taken into account as part of the design process. The main risks relate to:

- the potential impact from the political level;
- Maintaining SPNG service levels;
- Maintaining the donors' identity in the Scholarship program management;
- The potential for external interference in the application and selection process;
- The quality of selected scholars and their capacity to complete the awards;
- The adequacy of scholar stipends and allowances in relation to their study;
- The scholars' reintegration and employment on their return;
- The Facility's capacity to respond to emerging HRD and professional development initiatives; and
- The security and health risks in PNG.

246. The risks and risk management strategies are discussed in detail and summarised in a Risk Management Matrix, included as Annex 3.

8 MONITORING, EVALUATION AND CONTINUOUS QUALITY IMPROVEMENT

247. The M&E approach reflects both countries' commitment to using monitoring and evaluation to manage for development results. Where they exist, the M&E will utilise existing PNG systems. When a specific monitoring system is used, such as for the capture of scholarship related data, the Facility will share this information with relevant GoPNG agencies via the Joint Steering Committee. This data and information will form part of assisting agencies to develop their internal HRD strategies and priorities. Key features of M&E arrangements include:

- Using a mix of quantitative and qualitative indicators;
- Use of a range of evaluation methodologies;
- Use of indicators that can track any improvements to Scholarship outcomes as a result of the new "front end" initiatives in the program;
- Capture of both activity and program level outputs, outcomes and impacts;
- Utilisation of existing PNG monitoring and reporting systems;
- Use of "Most Significant Change" techniques, involving collection of stories from the field level, followed by the systematic selection and documentation of the most significant of these stories;
- Ongoing lessons learned, generated from the framework, to be reincorporated into the program to ensure continuous quality improvement and maximum impact;
- Gender disaggregation of data, as well as disaggregation of other equity related indicators where possible, including for Provincial participation and people with disabilities.

248. The monitoring and evaluation processes will include:

- Annual surveys and focus groups, especially in relation to the Scholarships;
- Tracer studies, case studies, use of Most Significant Change (MSC) techniques and surveys;
- Specific activity-based M&E measures that will be developed and included for each of the new activities that will be funded under Component 2 “Professional Development Initiatives”.

8.1 The Monitoring & Evaluation Plan

249. In consultation with AusAID and NZAID, within two months of commencement the Facility will develop and submit a Monitoring and Evaluation Plan, which will be based on the M&E Framework as included in Annex 4. The M&E Plan must meet the information and reporting requirements of the Partners and will be submitted to the Joint Steering Committee for its endorsement.

250. The Annex 4 includes the M&E Framework and also proposed M&E methods and tools that will be applied across the two Components.

8.2 Quality Assurance Reporting

251. The Facility will be required to provide specific input and data to AusAID’s annual Quality at Implementation (QAI) and Sector Performance Reporting.

8.3 Annual SPNG Facility Performance Assessment

252. After completion of QAI and sector performance reporting in May each year, AusAID will convene the annual Facility performance assessment meeting, to review outcomes from the previous year and agree on any adjustments or changes required to improve the overall management.

253. Issues of Facility non-performance will be handled as they arise, based on the QA provisions included as part of the Scope of Services. The Facility will be aware of (and meet) all schedules, deadlines, methods and constraints that apply to all elements of the scholarship cycle and reporting requirements. The annual performance review will focus on lessons learned and emerging issues, with the Facility expected to embed continuous improvement.

254. The NZAID and Joint Steering Committee will have input into this annual review process. AusAID Post (in cooperation with NZAID) will conduct the review, with the Facility expected to adapt and improve operations and systems in response to the outcomes.

255. The Facility will be assessed on the Contractor / Facility Performance Criteria as detailed in Annex 5.

8.4 Independent Progress Report

256. An Independent Progress Report (IPR) will be conducted in the third quarter of the third year. The IPR will assess the outcomes of the Program arrangements and Facility performance. At completion of the IPR, a recommendation will be made whether to extend the Facility contract from three to five years.

257. The IPR will also recommend, as required, any potential for improvement in the efficiency and effectiveness of Facility management, with particular reference to access, equity, quality processes, gender equality, transparency of the Scholarship cycle, the impact measures of the SPNG, and value for money.

258. A review of the Facility's M&E system will also be undertaken at that time, to ensure that the required amount and quality of information is being collected and that the reporting meets AusAID and GoPNG requirements. Where possible, the data and information used for the M&E will be sourced through the existing systems and reporting regimes of the Partner organisation/institution.

8.5 Independent Completion Report (ICR)

259. AusAID will commission an independent evaluation at the end of year five. The ICR will assess the relevance, effectiveness, efficiency, impact (where feasible) of the Facility. It will also review the M&E information, specifically in relation to a sustainability analysis for the SPNG outcomes and a summary of the lessons learned.

Annex 1

SPNG Implementation Arrangements, Staffing and Facility Management

1.1 SPNG Implementation Arrangements

1.2 SPNG Facility Management, Staffing and Service Requirements

Annex 1.1 SPNG Implementation Arrangements

PATTAF demonstrated that a Facility model is appropriate for managing the various methods and approaches to support development in PNG. A Facility offers AusAID, NZAID and the GoPNG the flexibility required to scale up (or down) funding levels, as well as providing a responsive mechanism to meet emerging needs or priorities.

In addition, the successful PATTAF experience of forming a high-level Joint Steering Committee, with strong GoPNG presence, in order to guide and advocate the forward planning and implementation, has been incorporated into the proposed Facility structure.

The Joint Steering Committee will provide direction for the Scholarship program and comprise senior representatives from GoPNG, private sector agencies, CSOs as well as independent external academic members. The Joint Steering Committee GoPNG membership therefore comprises senior representation of Partner agencies involved in implementation.

The Annual Plan will use the flexibility available through the Facility model to incorporate initiatives, appropriate resource inputs and defined outcomes that can reflect and support priorities as expressed through the Joint Steering Committee and the partners.

Component 1: AusAID and NZ Scholarships to PNG

Governance Arrangements

Management of the Component, overseen by a Joint Steering Committee, will be implemented by the Facility. The Joint Steering Committee members from the key stakeholder agencies and associations would be nominated for a period of two years, each providing senior representation relating to sector, national and provincial priorities.

The Joint Steering Committee will meet quarterly and provide support, guidance and strategic direction. The Facility will provide reports, briefings and proposals to the Joint Steering Committee for consideration, especially in relation to the focus and direction of the SPNG program, and including any major constraints or barriers that may require some form of high level intervention.

Component 2: PNG Professional Development Initiatives

Management of the PNG Professional Development Initiatives will be undertaken by the Facility, also reporting to the Joint Steering Committee. This Component is dynamic and responsive, requiring the Facility to have a suitable qualified person who understands human resources and can develop a response for consideration, based on the priorities of the agreed PNG institutions/associations.

After approval from the Joint Steering Committee, the Facility will identify a provider / consultant / mechanism to meet the priority needs of the participating PNG organisation and develop and monitor the contract and the outcomes.

The proposed timing for the various scholarships and other initiatives are included in the Implementation Schedule at Annex 2.

Annex 1.2 SPNG Facility Management, Staffing and Service Levels

The SPNG Facility office and point of contact for the Partners will be in Port Moresby, suitable located in a central position. It will comprise of a safe, secure working environment, easily accessible to visitors. The office will have space suitable for displaying scholarship and HRD information, space for conducting meetings and interviews; and the space and technology that can enable potential scholarship applicants to undertake searches for information on Australian and New Zealand institutions and courses.

The office will incorporate appropriate communication, IT, network and other equipment to support the SPNG management. Importantly, the office will enable the secure storage of records, data and confidential information. In addition to the security of information and data in the office, daily updates will be electronically stored in a highly secure location off-site, in case of fire or other emergency. The Facility will nominate a senior person to act as single point of contact for the Partners.

An AusAID staff member from Port Moresby High Commission (in liaison with NZAID) will take responsibility for the contractual relationship with the SPNG Facility, including the annual performance review.

The Facility Management Structure

The Facility will model good gender balance across its staff. The management will provide the Partners with highly experienced and qualified staff, as part of meeting the requirements of the SOS and the contract. Management of the Facility requires international and local staff with extensive expertise in the management of scholarships programs and also in the development of human resource plans and programs.

It is expected that the senior person taking overall leadership and responsibility for the Facility's contractual and activity management will act as the single point of contact for the two components. The senior person will be highly professional, well qualified, readily available, appropriately skilled and an excellent communicator. This person will also require skills obtained from working in a developing country setting with sensitivities to the broader development issues such as HIV and AIDS risks and vulnerabilities, gender equality and principles of transparency and equity.

The SPNG, through Component 1, represents an important mode of development assistance for AusAID and NZAID in PNG. Being high-profile, expensive and highly sought awards, their prestige need to be matched by the expertise, status and experience of the Facility's nominated personnel who are undertaking the work.

Component 2, the PNG Professional Development Initiatives, will require a person well experienced in managing a responsive training and development activity, as well as having flexibility in staffing and appropriate expertise to meet the varying M&E, administrative and promotional needs.

Scholarships PNG Staff

The staffing Table below (Table 5) is indicative and provides an overview of the type of expertise that will be required. The Facility staffing numbers and mix of skills will match the SPNG's planning, management, operational and M&E requirements.

At a minimum, the Facility will require a team that possesses skills and experience in: professional development and training methods and approaches; communication and public relations skills, Higher Education in Australia and New Zealand, financial management skills and information technology skills; expertise in scholarships policy and administrative

management; procurement management for services, and strong contract expertise. There is potential for the use of web-based management for elements of the Facility, including maintaining contact with scholars in Australia.

The staff should also demonstrate skills or experience to be successful within the dynamics of a developing country context.

There will be an emphasis on continuous improvement, innovation through analysis of data, effective planning, concise and accurate reporting, and strong M&E for measuring the impact of development initiatives (particularly the outcomes of the scholarships programs), as well as ad hoc professional development initiatives.

The actual number of staff and their specific duties will need to align with Summary of Scholarship Process and Facility Responsibilities, as well as the skills and knowledge required to work with agencies and associations to promote the various initiatives.

Senior staff within the Facility will require a strong understanding of PNG and Australia's university sector in order to support the potential ADS scholars in their choice of award and institution, as well as for undertaking follow-up contact with the scholars within both PNG and Australia. The following table provides an indicative summary of the required staffing.

Table 5: Indicative Summary of required staffing for the SPNG Facility

	High Level staff	Senior Staff	Junior staff	Required Attributes (for Key Staff only)
Facility Administration				
Facility Director	1			o Overall responsibility for Facility, staff performance, outcomes. o Provide a single point of contact for the Partners and responsible for the overall implementation of scholarships and PD. o Provide professional advice and technical support to the Partners on Facility and the Component initiatives as required. o Lead the planning, reporting and liaison functions and work with Partners to maximise impact and effectiveness of SPNG initiatives. o Leadership in the innovations associated with the Foundation Year and the accredited delivery of Year 1 of SPNG in PNG.
Senior Financial Manager	1			o Review PATTAF systems and refine to suit the SPNG o Establish and maintain secure financial systems o Lead financial reporting and the anti fraud measures o Supervise finance staff and systems across Facility
Facility Office Manager		1		o Supervise the effective operation of the SPNG office o Monitor and maintain required systems and facilities
Financial transactions support			1	
Facility Drivers			2	
Component 1: Australian and NZ Scholarships to PNG				Higher Education Advisor???
Scholarship Manager	1			o Responsible for the overall management of the scholarships, including key inputs in the Annual planning and the reporting o Liaise with other SPNG staff and stakeholders to set up the required systems and procedures to manage the SPNG o Maintain contact and good relations with relevant GoPNG, NGOs, CSOs and other PNG associations o Oversee the gender equality and disability targets o Oversee the scholarship impact studies and provide summary reports as required for all SPNG awards o Liaise with institutions and agencies in Australia and NZ on scholar progress, as required
Coordinators		2		
Data Entry			1.5	
Filing and clerical support			2	
M&E		1		o Review PATTAF M&E and suggest changes to match SPNG SOS o Establish M&E system and reporting templates and manage o Supervise data inputs and quality of information from across SPNG and provide reports to the Partners as required
ALA / ALAF Manager	0.5			o Responsible for the ALA / ALAF support to AusAID and scholars o Liaise with AusAID and agencies in PNG and Australia as required to identify suitable opportunities and sponsors o Support AusAID in the short-listing process and in the identification of candidates suitable for consideration
ALA / ALAF M&E		0.25		o Support the ALA / ALAF M&E system and collection of data o Provide draft reports and summaries for review o Supervise the data entry of ALA / ALAF scholars o Manage tracer studies and other follow up o Provide QA for all M&E outputs from the ALA / ALAF
ALA / ALAF Support staff			0.5	

Regional Development Scholarships coordinator		1		o Responsible for RDS support and logistics o Maintain contact/ liaison with RDS students and PNG institutions o Provide summary reports and options as required

	High Level staff	Senior Staff	Junior staff	Required Attributes (for Key Staff only)
Component 2: PNG Professional Development Initiatives				
PNG AAA Support		0.5		o Liaise closely with the PNGAAA leadership o Receive and record any proposals for support o Prepare budgets M&E methods for consideration o Provide advice and assistance to PNGAAA as required o Coordinate and QA all reporting and M&E
Young PNG Leaders Coordinator		0.5		o Liaise closely with relevant PNG leadership groups o Receive and record any proposals for support o Prepare budgets M&E methods for consideration o Provide advice and assistance to Young Leaders as required o Coordinate and QA all reporting and M&E
PNG Prof Assn Coordinator		0.5		o Liaise closely with the PNG Prof Associations o Receive and record any proposals for support o Prepare budgets M&E methods for consideration o Provide advice and assistance to Prof Assns as required o Coordinate and QA all reporting and M&E
Total SPNG Facility Staff	3.5	6.5	7	

Component 1: Scholarships to PNG - Service Requirements

AusAID and NZAID will maintain as the points of contact for key decision points across the scholarships cycle, particularly those activities relating to the short-listing and final selection of candidates. As required, AusAID, NZAID and GoPNG (through the Joint Steering Committee) will discuss and agree on forward priorities, annual scholarship numbers and preferred areas of academic study, including the Scholarship Profiles for use in following year.

NZAID will also work collaboratively with AusAID and the GoPNG to develop forward policies and plans for their scholarships. The Facility will also manage the NZAID scholarships using methods and processes that accord with their agreed standards and governance requirements.

The Facility will undertake the full range of activities related to the advocacy, public (but targeted) advertising, assessment of candidate eligibility, support for institutional placement, student mobilisation, student reintegration, and the monitoring and evaluation (M&E). Reviewing and assessing AusAID scholarship applications requires MC staff to have excellent command of the English language.

Scholarships' eligibility requirements are clear but often applications are not well structured, with important information spread through the application. From these applications, a significant amount of technical and personal information needs to be entered on data-bases, requiring operational staff to have the capacity to accurately assess and record information, with nothing overlooked or misunderstood.

The Facility will receive and review each application for eligibility, following clear guidelines and requirements. It will be imperative that the Facility has the required governance checks and balances in place, to ensure all Scholarship applications received are treated in a confidential, secure and transparent manner. This includes having in place the appropriate staff, systems and levels of supervision in order to eliminate any opportunity for any

Scholarship applications to be added, removed or modified. This aspect of governance is crucial and the Facility will ensure that its staff understand the requirements as well as monitor (with senior staff) the required scholarship management systems and risk mitigation processes.

In future it is anticipated that many Scholarship applicants may make use of on-line forms for their information and subsequently lodging the applications (as occurs already with the ALA Scholarships). This dynamic IT environment means that the Facility will need to assign qualified staff who can understand and communicate well in English and who have good ICT skills. These staff skills and IT systems are needed from the outset and the Facility will need the capacity to conduct Scholarships work via the internet and in hard-copy format, including recording and managing the data.

The *Detailed Description of PNG ADS, ALA, NZAID and RDS Scholarship Management Processes and Facility Responsibilities (Annex 8)* provides a detailed listing of the precise scholarship management services and logistical and operational activities required. The Facility will also have a role in brokering ALA Fellowships.

Component 2: PNG Professional Development Initiatives – Facility Service Requirements

As priorities and opportunities emerge, AusAID may task the Facility to develop or manage a range of other targeted initiatives on its behalf. These additional responsibilities will be negotiated with the Facility at the time and (if satisfactory arrangements can be reached) managed under a contract variation.

Acting on instruction of the Joint Steering Committee, the Facility will respond to emerging priorities through the design, development and implementation of professional and technical activities that meet the identified need. Where possible, the technical expertise, training and other support services will be sourced through partnerships with appropriately certified PNG based organisations and agencies.

Linkages with Other AusAID and NZAID Initiatives in PNG

There are a number of AusAID and NZAID funded programs and Facilities in PNG that have sectoral or activity links into the work that the Facility will undertake. The Facility will take into account these donor initiatives, especially if there are opportunities for synergies and cooperation, for example where a scholar returns to an agency that has an AusAID or NZAID funded HRD component, which could be accessed to support the Reintegration process.

Accessing other AusAID and NZAID initiatives in PNG can also be used in the promotion of the Scholarships, ALA Fellowships and other development opportunities, especially in the provincial areas (i.e. where AusAID staff involved in the Sub National Strategy can be briefed on the various Scholarship opportunities available).

Supporting and Maintaining Good Relationships

A number of GOA and GoPNG agencies are involved in the scholarship cycle, and the relationships between AusAID, GoPNG and its Whole of Government (WoG) Australian partners must be understood and supported. From contract commencement, the Facility will ensure that the relationships are fostered at appropriate levels, with boundaries and communication protocols made clear. At all times, prior to working with key GOA and GoPNG stakeholders, the Facility will articulate to AusAID the nature of the engagement and relationship.

Any Facility visits to GoPNG agencies and associations will be for the sole purpose of advocating and managing the scholarships; brokering Fellowship opportunities; and for

human resource related purposes. Any Facility discussions with PNG agencies will not be used to promote or advocate the Facility's capacities or services for commercial purposes.

In addition, AusAID will remain the point of contact for GoPNG and WoG partners and the Facility will not approach GoPNG or WoG partners without AusAID approval.

Maintaining AusAID and NZAID Posts' Corporate Knowledge

AusAID and NZAID will maintain their respective responsibilities for policy engagement with the GoPNG for both their Scholarships and for any professional development initiatives. Staff from both AusAID and NZAID will be involved at key points relating to Scholarship selection, as well as working with GoPNG to initiate other interventions that can cater for emerging needs.

Maintaining AusAID and NZAID corporate knowledge and skills at the two Posts is essential to enable O-based staff to effectively monitor the contract and also maintain an oversight of the impact.

The Facility will ensure timely, quality communications are conducted with local and provincial stakeholders and include AusAID and / or NZAID in any interactions of relevance to the Agencies.

Where the Facility requires AusAID or NZAID input or advice (including for the Annual Planning process) it must allow enough lead time for the two agencies to provide a considered response (including consultation with Canberra or Wellington if needed).

Annex 2

Draft Implementation Schedule

Draft Implementation Schedule: The SPNG Facility. Initial 10 Quarters

	2010											2011												2012						
Commencement	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	Jul
Finalise contractual arrangements																														
MC assigns staff and arranges POM office																														
MC establish support / IT facilities																														
Initial contact with Joint Steering Committee members																														
Security Plan in place / annual review																														
Commencement of Facility services																														
COMPONENT 1: PNG SCHOLARSHIPS																														
SP Scholarship Program																														
Initial visit to GoPNG agencies																														
Develop Scholarship Communication Plan																														
Develop / Review the Promotion Plan																														
Support Estab of Joint Steering Committee																														
Joint Steering Committee meetings																														
Establish M&E system and indicators																														
Develop - review Reintegration Plan guide																														
Provide Scholarship materials to agencies																														
Visit Provinces to promote Scholarships																														
Receive Applications and record																														
Enter data onto SIMON / OASIS																														
Support the short listing process																														
Support the scholar selection process																														
Arrange IELTS test for short listed candidates																														
Notify successful scholars and reserves																														
Identify candidates for 1-Year In-PNG Degree Course																														
Academic Support to identify Aust and NZ Universities																														
Summary of institutions to AusAID and NZAID																														
Manage all scholar travel / logistics																														
Refine and deliver PD Briefing program																														
Annual Scholarship and Reintegration workshop																														
Scholars to Australia and New Zealand																														
Maintain 3 monthly contact with Scholar progress																														
Monitor / confirm scholar return dates																														
Refine AusAID / NZAID Tracer Study methods																														
Conduct Tracer Studies on scholars																														
Analyse Tracer data - report to AusAID and NZAID																														
Identify suitable case-study samples																														
Undertake approved ADS case-studies																														
Analyse data - report to the Partners																														
Scholarship Access and Equity																														
AusAID provide Profile of target scholars																														
Align selection process to priorities / targets																														
Strategy for achieving gender / provincial targets																														
Short-listed receive advice on Aust and NZ unis																														
Increase links with PNGAAA and returned scholars																														

COMPONENT 1: PNG SCHOLARSHIPS (Cont)	2010											2011												2012						
	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	Jul
Foundation Course																														
Develop selection criteria for approval																														
Include information in Scholarship promotion																														
Identify candidates for the Foundation Course																														
Identify a university to provide Foundation Course																														
Review and endorse Foundation curriculum																														
Contract the PNG university																														
Deliver Foundation Course in PNG																														
Monitor student progress / QA																														
Results and outcomes to the Partners																														
Year 1 Degree Delivery in PNG																														
Identify Priority discipline / cohort																														
Selection process for suitable PNG course																														
Liaise with Australian universities																														
Aust and PNG universities modify course																														
Agreement on content and QA																														
Contract PNG + Aust uni to deliver																														
Monitor the PNG course and outcomes																														
Confirm award status / credit received																														
Provide results to nominated Aust unis																														
ADS enrolment / credit confirmation																														
Mobilise PNG ADS cohort to Australia																														
The ALAS / ALAF Program																														
Promote the ALAS scholarships																														
Promote ALAF Fellowship opportunities																														
Receive ALAS applications, record data																														
Check for ALAS compliance and criteria																														
Arrange IELTS test for shortlisted ALA candidates																														
Provide applications to AusAID POM																														
Notify successful ALAS scholars																														
Liaise with the Australian ALAF partners																														
Mobilise ALA scholars/Fellows to Australia																														
Maintain contact with ALAS / ALAF																														
Provide AusAID with summary reports																														
Undertake M&E as required by AusAID																														
Regional Development Scholarships																														
Arrange logistics, permits and arrivals																														
Provide pastoral support to scholars																														
Monitor progress and report to AusAID and NZAID																														
Assist scholars return when completed																														
Scholarship Reporting																														
Quarterly scholarship reports to AusAID and NZAID																														
Contribute to AusAID QAI Reporting																														
Annual MC Performance Assessment																														
Update Scholarships PNG website																														
Provide M&E to the Partners as required																														

	2010											2011												2012						
COMPONENT 2: PNG PROFESSIONAL DEVELOPMENT INITIATIVES	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	Jul
PNG Alumni																														
Review past PNG Alumni arrangements																														
Support and maintain Alumni data-base																														
Activities-events for Alumni promotion																														
Six Monthly Alumni Newsletter circulated																														
Establish network for Alumni mentors																														
Alumni engagement with Returnees																														
Alumni engagement with departing ADS																														
Careers in Development																														
Takeover / Novate existing contract in cooperation with AusAID and PATTAF. Provide support as rqd																														
PNG Young Leaders																														
Identify opportunities for Ad Hoc support																														
Quarterly funding as endorsed by AusAID																														
Monitor / report on outcomes																														
PNG Prof Associations																														
Identify opportunities for Ad Hoc support																														
Quarterly funding as endorsed by AusAID																														
Monitor / report on outcomes																														

Annex 3

Critical Risks and Risk Management Strategies

The following key risks should be addressed by the Facility as part of managing this program. Many of the strategies have been detailed in previous sections (see attached risk matrix).

Political Risk

By its nature, this Facility will be required to engage with a number of GoPNG, industry and other key stakeholders, across a spectrum of government agencies and sectors. Proposed changes to scholarship processes and governance in Component 1 will see the balance of stakeholder engagement change from existing arrangements and there may be resistance to these changes.

The Joint Steering Committee will be a key mechanism through which the changes to processes, transparency and decision-making will be introduced.

Risk of Inadequate Service Levels

The quality of the relationship and communication between AusAID and NZAID in Port Moresby and the Facility is central to achieving a successful Scholarship outcome. The Facility must commit to having an open and transparent relationship with the partners, including advising of any issues or constraints that are having an impact on the Facility or on any of the Partners. As issues arise (be they strategic, operational or to do with Facility staff performance), these will need to be resolved in a timely and constructive manner.

Value for Money is also a major factor, with the Facility being flexible in their staffing and system availability. This may be necessary (for example) if the number of scholarships increases, or if additional HRD initiatives are required by AusAID to be addressed by the Facility. To reduce this risk, the proposed unit costs of the Facility's key staff and support services will be assessed as part of the tender, with these unit costs forming part of the contract and any expansion of the Scope of Services (SoS). For the scholarships, it is expected the Facility will accommodate small changes in numbers of ADS and ALAS applications received and processed. If the number increases above a certain agreed percentage[32] a variation to the contract for the Facility may be undertaken.

Risks in Component 1: AusAID Scholarships to PNG

There are inherent risks in the management of AusAID scholarships programs, including country-specific aspects relating to quality, equity, the number and suitability of applications received, security concerns, the potential for Scholarships to make a development impact that will each require sound risk management.

Loss of AusAID / NZAID Identity in the Scholarship Program

There can be a tendency for the Facility that is managing scholarships to be perceived more as the funder than as the service provider. To counter this, the Facility will ensure the AusAID and the NZAID profiles (as donors) remains high, including in promotion, administration, management, communications, pre-departure materials and through monitoring activities.

The Facility will have a contractual requirement to meet the donors' guidelines on branding and inclusion of the appropriate logo.

Risk of Interference in the Scholarship Selection Process

Receipt of applications and the selection of candidates are probably the most important elements in the scholarship cycle, requiring the use of eligibility requirements and selection

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

criteria that are clear, open, transparent and easy to understand. The new Scholarship program will better target potential applicants through the development of Scholar Profiles that reflect PNG's priorities and highlight the role that men and women play in PNG's development.

The Scholar Profiles will highlight the GoPNG, AusAID and NZAID focus on gender equality; supporting those with disabilities; supporting those living in the Provinces and a commitment to inclusive development principles. The Facility will support clear selection criteria applied through a process that includes external, independent members. Each selection panel will be chaired by AusAID or NZAID, with the Facility having no voting or selection responsibilities.

In addition to any external interference, the Facility will be required to have in place the systems and supervision required to ensure internal governance. There will be zero tolerance for any interference or manipulation of scholarship applications or processes by any Facility staff. The SPNG Facility will be required to clearly demonstrate how it intends to protect the integrity of the scholarship programs, as well as the reputations of AusAID and NZAID.

Risks while Scholars Studying in Australia or New Zealand

As previously detailed, the withdrawal, extension and termination rates for PNG are much higher than for other scholars. Through the introduction of Scholarship Profiles, a more comprehensive process and a longer (12-day) targeted PDP, it is anticipated that PNG scholars will be much better prepared for their study in Australia or New Zealand.

The SPNG will maintain regular email contact with each of the scholars and alert the university (and, if appropriate, the relevant donor) if there are any serious constraints or issues to be addressed.

There are also direct risks when AusAID Scholarship stipends and allowances are not sufficient to support a family while in Australia. In some cases, this can lead to a risk to AusAID's reputation in not providing a scholar with sufficient financial support to live. Whilst the stipend is deemed efficient for an individual, the reality is that PNG scholars continue to bring their family members with them to Australia[33].

Risks when Scholars Return to PNG

There have been many instances where scholars have returned to the PNG government sector and their positions have been reassigned to others, or even abolished. In other cases, the returned scholar cannot find a suitable position within an organisation and does not have the opportunity to apply their new knowledge and skills. Similarly, the returned scholar may not find opportunities to maintain or further develop the skills developed during the scholarship.

This will be addressed through increased targeting of scholars to meet PNG priority needs; increased focus on Reintegration Planning, at shortlisting as well as on return to PNG; using the PNGAAA to provide information on PNG employment opportunities; and increased focus on scholars being mentored through the private sector in Australia as part of strengthening their individual professional networks.

Risks in Component 2: PNG Professional Development Initiatives

There are risks associated with any ad hoc arrangement, including that the scarce resources are not allocated and expended in an equitable manner. In PNG the human resource needs are

[33] Removing the ADS dependency allowance has generally not resulted in family members remaining in PNG, but has certainly resulted in significantly increased financial stresses for the scholars in Australia.

extensive, with many agencies, organisations and individuals requiring access to better skills and knowledge.

AusAID will provide the Facility with priorities and initiatives that will need to be addressed in the short term. There is a risk that the Facility's response to emerging initiatives does not reflect the expectations of AusAID or the partner, e.g. through the Facility staff not having the understanding, skills and insight to develop a response and implement it.

The draft management diagram and staffing structure clearly indicates that the person responsible for Component 2 must have extensive expertise and the Facility must have in-house HRD expertise and understanding in order to respond to priorities and tasks in a professional, cost-effective and transparent manner, using (where possible) PNG technical expertise and resources for the delivery.

Security and Health Risks in PNG

Civil unrest and criminal activities in some parts of PNG represent serious, personal security risks, for both Facility staff, for visiting Australian academics and for RDS students.

Within a month of commencement, the Facility will develop a Security Plan for use by staff and contractors or consultants. The Security Plan will document key strategies and arrangements, including appropriate methods and systems in place to protect personal, physical and organisational security, as well as for the protection of individual participants' health.

Clear, concise and dual language manuals will be provided to all facility staff and long / short term consultants as part of their briefing on the security and health constraints and issues. This manual will also be provided to all staff on their commencement at the Facility. For external (i.e. foreign) visitors or consultants, security and health briefing information will be provided at the time of contracting, so that no person arrives unprepared in PNG while working on the Facility's business.

RISK MANAGEMENT MATRIX

Major Risk	Potential Impact on the Program	Level of Risk	Aspects in the Design to Minimise Risk	Actions if Risk Event Happens
Program				
Low number of suitable PNG Scholarship applications received	Limited number and quality of applications leads to reduced diversity and choice for scholarship awards, as well as limited back-up candidates for any that withdraw	Medium	o Targeted promotional approaches for the Scholarships o Increased engagement between Facility and the PNG provinces to highlight opportunities for men and women o Joint Steering Committee provides high-level advocacy and oversight to maximise the number of candidates o Targeting of scholarships broad enough to retain a large enough pool of applicants within the principle of development for all	o Review promotion methods and reasons for low response rate o Advise Joint Steering Committee if there are not enough candidates from agencies, sectors and Open category o Consider second application/selection process rather than accept poor quality candidates.
Not enough applications from quality candidates	The available number of scholarship opportunities not achieved, reducing the effectiveness of the program and the development impact for PNG	Medium	o All scholarship applications will be directed to the Facility, including capacity to submit electronically or in hard copy o Targeted promotion is part of attracting applicants that have the background, enthusiasm and skills to succeed o Increased liaison with agencies / CSOs / NGOs to promote SPNG o The Foundation Course will increase the number and capabilities of potential candidates from PNG provinces	o Review promotion and advocacy methods, strengthening and extending the network o Review relationships with agencies, NGOs and associations in order to identify barriers o Monitor the number of candidates from the agencies and Provinces / NCD o Consider second application/selection process rather than accept poor quality candidates.
Scholars do not succeed in their studies while in Australia	Continued high costs associated with incomplete studies, so less potential for making an impact on their return to agencies and workforce in PNG	Low	o Strengthening selection process through reformed panels and use of interviews o Closer engagement with the PNG AAA to provide relevant study / living information and sound advice to the selected scholars o Maintain contact with scholars in Australia and NZ. Immediately alert the universities and Partners to potential problems associated with academic or welfare issues, especially among women and those with family members in Australia o Extend and strengthen PDB to better prepare the scholars	o Contact the university and Partners if negative feedback regarding the scholar's progress or circumstance is encountered o Review selection and the Pre-Departure Briefing if it is found there are areas needing improvement o Implement further diagnostic testing o Provide reports to institutions on where a scholar is going to need further assistance to enable institutions to better cater for the scholar's needs

Major Risk	Potential Impact on the Program	Level of Risk	Aspects in the Design to Minimise Risk	Actions if Risk Event Happens
Program				
Graduates do not return to PNG and contribute to development	Limited development benefit from the scholarship and consequent high opportunity cost; low scoring aid effectiveness	High	o Implement Reintegration planning process early in the cycle o Strengthen engagement with the PNGAAA, especially to maintain professional contact and enthusiasm when scholars return to PNG o Follow up via Reintegration Plan surveys to monitor progress and provide feedback and encouragement where possible, especially in cases where women may have lost their employment during their study in Australia or New Zealand	o Through Reintegration Plan encourage scholar and agency to execute meaningful work o Assist graduate to change jobs where their skills may be better utilised. o Liaise with the agency and PNGAAA to support returned men and women scholars o further scholarships not provided to agencies that do not support graduates to reintegrate effectively
Facility successful in brokering ALAF: not all PNG proposals supported; ALAF competitive/regional	Damage to relationships if the Facility and PNG organisation put in considerable resources to develop an ALAF submission and are unsuccessful because of competition for funds	Medium	o Brokering and advocacy are carefully targeted to maintain quality and relevance to PNG development, making the ALAF highly competitive in relation to other regional applications	o Make sure that all stakeholders are aware that the ALAF is a competitive process and that no set "quota" of ALAF exists for any country.
Poor Governance in Selection and Management	Perceptions that the Scholarship selection process is contaminated and not managed in a fair or equitable manner.	Medium	o Key elements of scholarship management process remain with AusAID and NZAID (including selection). o Transparent process for promoting opportunities and the receipt of applications, including mailing back to each applicant confirmation that their application has been received o Introduction of the Profiles will transparently define the eligibility and selection criteria o Facility must have guidelines and strong systems in place o Facility must have a risk management framework in place that includes strategies to mitigate this particular risk o Facility must demonstrate an ethos of open and transparent, consultative, quality service provision o An Independent Mid-Term Review	o Immediate discussions between AusAID / NZAID and Facility on any negative perceptions. o Facility to increase efforts to model and demonstrate governance, transparency and its 'open for business' ethos. o Review Facility's internal "checks and balances" to tighten any governance problems. o Contract not extended if major flaws are identified and not rectified

Major Risk	Potential Impact on the Program	Level of Risk	Aspects in the Design to Minimise Risk	Actions if Risk Event Happens
Program				
Limited Service Level Consistency	Variable levels of support and service to AusAID and NZAID Post, leading to confusion by staff and the applicants/scholars.	High	o Clear responsibilities allocated to the Facility and all staff tasks well identified and allocated. o Annual review of Facility performance, including discussion and application of the lessons learned.	o Immediate action by Facility should discrepancies in service levels between staff become apparent. o Facility to rectify any staff problems to be reflected in Facility performance measures.
Facility staff not functioning at required level	Staff not skilled or equipped to undertake the work, through a lack in capacity, not enough training on systems and processes or lack of communication and interpersonal skills	Medium	o Staff quality / technical attributes included in RFT and the quality standards required o Clear guidelines on the service levels required o Clear definition of the Facility staff language, IT and communication requirements included in the tender	o Immediate AusAID (with NZAID) discussions with the Facility Senior Manager assigned to oversee the outsourced work. o Facility make staff changes where required to make sure that quality is maintained. o Contract can be terminated.
Lack of Systems and Resources	The Finance, IT (including OASIS and other computer-based systems) and systems unable to support Facility's service delivery and its management requirements.	Low	o Clear guidelines on the system requirements, including a draft minimum staffing schedule o Independent Mid-Term Review will be conducted to gauge the Facility's ongoing capacity to deliver the services	o Immediate AusAID discussions on problems and what is required to fix them. o Facility makes system changes as required. o Contract will not be extended or possibly terminated for a major problem.
AusAID and NZAID lose identity	The profiles of AusAID and NZAID as the funding agencies are lost via the Facility and its management taking too high a profile position in management.	High	o Clear guidelines on how to badge Facility for promotion, processing of applications and engagement with GoPNG o Clear statements on the way in which the "branding" of the scholarships will remain with Australia / AusAID and New Zealand / NZAID o Local AusAID and NZAID staff involved in scholarship process.	o Facility to show examples of how it will be required to maintain AusAID's and NAZAID's profiles in the scholarship management. o AusAID and NZAID to monitor promotional materials, business cards, guidelines, advertisements, email / letter identifiers
Lack of quality in relation to delivery of Foundation Year and Pilot Year 1 of Scholarships in PNG	Poor outcomes for the SPNG and no improvement on scholar success rates in the longer term	Medium	o Careful selection of the Foundation course for Provincial applicants o Clear guidelines for Piloting joint delivery of Year 1 of SPNG awards and careful selection of the partnering Australian / NZ university o Comparative monitoring of progress of scholars in relation to past	o Review contract to deliver Foundation course o Review contract and twinning arrangements to deliver Year 1 of the SPNG awards in a PNG institution o Ongoing monitoring of quality and progress

Major Risk	Potential Impact on the Program	Level of Risk	Aspects in the Design to Minimise Risk	Actions if Risk Event Happens
Program				
Confusion on Facility Management Roles	Important steps in scholarships and management left out until it is too late.	Medium	o Clear identification of AusAID, NZAID, Partner and Facility roles and responsibilities included in the SoS. o Discussions and handover at contract commencement to ensure Facility is clear on what is required and how it will be delivered.	o Immediate intervention from AusAID if required, which will be reflected in the Facility contract performance measures. o Joint Steering Committee intervenes if required
Emerging needs in PNG are not addressed	The Scholarships and Professional Development components are not responsive to the real PNG needs, with their initiatives not targeted or of sufficient impact	Medium	o Joint Steering Committee oversees the activities and will provide contemporary advice and guidance, including encouraging and facilitating women gaining qualifications in order that they can enter higher skilled occupations in PNG o AusAID has a role in identifying / endorsing and contracting the Facility to undertake the initiatives o Each initiative to include appropriate M&E o Members of the selection committee to be fully cognizant of the objectives and targeted inputs	o AusAID and / or the Joint Steering Committee direct the Facility in its response o Improve communication between AusAID and the Facility to ensure that the emerging needs are analysed and met
Impact of the Facility	Little feedback on contribution of returned PNG scholars, including how studies support GoPNG strategies. Limited impact from Professional Development component Cost of Facility outweighed by value achieved from it.	High	o Increased focus in the design on impact and on stronger engagement (i.e. PNGAAA) as part of strengthening networks and support mechanisms, o Increased focus on human resource planning, including the Reintegration into the agency on return. o Increased focus on monitoring all activity progress and impact, through strong M&E systems. o Requirement that Facility staff have the necessary background and specialist expertise to understand HRD and to respond with appropriate strategies o Requirement for MTR to do a cost/benefit analysis of Facility.	o AusAID and NZAID lead role in monitoring impact through tasking case and tracer studies o Review scholar reintegration process in ways that maximise success and impact. o The Joint Steering Committee to monitor impact of all projects and activities on an ongoing basis o Not to extend the contract if the mid-term review reveals a lack of value for the cost of running the Facility

Major Risk	Potential Impact on the Program	Level of Risk	Aspects in the Design to Minimise Risk	Actions if Risk Event Happens
Cross Cutting issues				
Lack of Selection Equity in the 2 components	Not enough applications for scholarships from eligible women, people with disability or studying in the area of disability, or from non-urban. Results in lost opportunities for women and people from other disadvantaged groups.	Medium	o Wide promotion of scholarship opportunities to ensure eligible quality candidates are encouraged to submit an application. o Clear guidelines developed for all parts of the Facility where a competitive process will be used to select activities or scholarships for funding o Facility must meet key performance measures for targeted applicants.	o Monitor profile of applications / proposals; selection criteria clear and easily followed o Monitor the Facility to ensure that there is a spread of activity across PNG o Maintain and extend existing networks so that the opportunities under SPNG are well understood o Facility provide strategies to reach target applicants
Loss of AusAID or NZAID Control	With staff changes at AusAID or NZAID Posts, a danger that institutional memory will increasingly reside with the Facility.	Medium	o AusAID and NZAID staff still involved in key elements of the process to facilitate continuity. o Summary of responsibilities, roles, outcomes included in SoS, will make it easier for new AusAID or NZAID staff to familiarise. o Facility will be required to maintain accurate records and provide detailed invoices.	o AusAID and NZAID to ensure its new staff are aware of the arrangements and understand the role and responsibilities of the Facility
Addressing HIV AIDS and Child Protection	The Facility does not fulfill its obligations in key areas	Medium	o Cross cutting issues embedded across design to mainstream the required approaches and safeguards o Inclusion of specific funded activities involving HIV AIDS, the Provincial Support Initiative, the 2-year Foundation Course and Child Protection policies make it clear what is required	o Monitor the cross cutting data and implementation methods and ensure that the Facility is operated in a way that supports equity, access and good governance
Design / program cause unintended vulnerabilities or risk for HIV and AIDS	Increased HIV infection rates amongst program participants and/or their family members	Low	o Pre-departure HIV briefing, training and education for scholars studying in Australia and for their families	o Assess logistical arrangements and pre-departure briefing to determine ways to further mitigate the risk
Security Risks for Facility staff / scholars	Civil unrest and / or criminal activity in PNG leads to increased security problems and danger to staff / scholars / dependants	High	o Clear statements on the importance of personal security and the requirement for a Security Plan for all Facility staff and other consultants under the scholarship initiatives	o Develop and update Security Plan for staff/scholars. o AusAID or NZAID to advise Facility on any specific security information as required o Facility to monitor the PNG security context in relation to where activities are implemented

Major Risk	Potential Impact on the Program	Level of Risk	Aspects in the Design to Minimise Risk	Actions if Risk Event Happens
Health Risks	Poor health conditions in PNG, including Malaria, lead to staff infections	High	o Clear statement on the health risks and the obligations of the Facility to manage health risks for its staff and consultants o The Facility requires arrangements in place for emergency health evacuation in case of an emergency o All consultants and employees to be regularly briefed on the health risks and mitigation options	o Facility to update its PNG health risk assessment and emergency arrangements on a continual basis o Appropriate insurances maintained and used as required
Social Risks	Domestic violence or antagonism against awardees by jealous spouse leading to withdrawal of application	Medium	o The Facility requires counselling skills to deal with the situation and to encourage the applicant/awardee to take action against the perpetrator and to continue with their application	o Determine ways to further mitigate the risk, such as Facility providing briefing sessions to potential applicants and spouse/family prior to applications being submitted
	Domestic violence against scholars by accompanying spouse causing disruption to studies	Medium	o The Facility includes a session in the latter part of the Pre-Departure Briefing, at which spouses will be present, on unacceptable behaviour in Australia or NZ and the zero tolerance to domestic violence	o AusAID and NZAID work with HE institutions and relevant agencies on mitigating risk and what 'zero tolerance' means for PNG scholars. o Assess PDB and Institutions' academic programs for opportunities to educate scholars and their spouses on this issue.
Political				
Lack of support and resistance from key GoPNG agencies	The design initiatives of the Scholarships and professional development are not supported by agencies or key stakeholders	High	o AusAID directly involve key GoPNG agencies in the development of the Profiles, as part of highlighting preferred sectors o Clear statements that the Facility is responding to PNG priorities as jointly agreed with AusAID o Members of key GoPNG agencies and PNG private sector on the Joint Steering Committee	o Monitor constraints to the Facility and any barriers that are placed on implementation o Facility to monitor applications received: establish if internal constraints are playing a part in who applies. o Advise AusAID and NZAID if political pressure applied in relation to implementation
Change in PNG Government	Potential for AusAID initiatives to be affected by change in the GoPNG	Low	o Responsibility for engagement with GoPNG remains with AusAID, so that any potential for reducing impact can be discussed and changes made.	o AusAID to monitor potential changes to GoPNG policies and advise when possible.
Facility perceived as being politically motivated	Potential that the Facility can favour certain groups in the selection processes	Medium	o Use transparent processes o Public notification of Facility initiatives in advance o Facility contact AusAID immediately of any interference	o AusAID to continue to promote the fairness and equity of the Facility o Joint Steering Committee promotes the neutrality and selection that is based on merit

Annex 4

4.1 Monitoring and Evaluation Framework

4.2 Monitoring and Evaluation Methods and Tools

Objective	**Indicator:** *(Where appropriate SPNG will disaggregate indicators by gender, province, field of study, participating PNG / Australian / New Zealand institution)*	Source of Information	Frequency of Collection	Responsibility for collection

Component 1: Scholarships Program **Objective 1** To provide men and women with the skills and knowledge to contribute to PNG's economic and social development within the priority areas of National and Provincial governments. **Objective 2** To provide men and women with the skills and knowledge to contribute to PNG's economic and social development within the private sector and civil society.	**Public Category (GoPNG) Scholarships** **<u>Outcome level indicators</u>** Number and annotated[34] list of positive contributions by Scholarship alumni to policies, practices and research to support GoPNG. Compilations of above contributions made to each of the jointly developed priorities and provinces, in relation to broader MDGs. The proportion of Public Scholarship graduates who are reintegrated back into their employment, including those going into Provincial / rural PNG. **<u>Output/Input level indicators</u>** <u>(gender disaggregated)</u> Performance against an agreed Annual Plan (indicators determined in each Plan). Academic success of SPNG Public program compared to base line data from previous PNG ADS/ALA/NZAID scholarship programs. Includes the Foundation Year; the IELTS testing; extended PDP and delivery of 1st Year in PNG Annual and cumulative summary and % of all SPNG applications received, as well the total from eligible GoPNG men and women candidates in the agreed PNG priorities. Annual and cumulative number and % of Public Scholarships awarded for the 3 Public PNG priorities, including number of successful candidates with disabilities. Annual and cumulative number and % of extensions and terminations for scholars from the 3 Public PNG priorities. Annual and cumulative number and % of graduates that return to work in NCD for each of the 3 Public PNG priorities, including applying their Reintegration Plans for at least 1 year. Annual and cumulative number and % of graduates that return to work in the PNG provinces for each of the 3 Public PNG priorities, including applying their Reintegration Plans. 6-Monthly summary of the contact with scholars in Australia and New Zealand, including any issues or constraints that require action by the individual, the institution or the Partners.	Alumni and institution / organisation reporting on progress against Reintegration Plans. Tracer studies and case studies MSC stories Comparative analysis of success Facility SIMON/OASIS Alumni database ADS Scholar / Tertiary institution	As required by Partners Ongoing Annual Annual Annual Annual 6-Monthly	Facility Facility AusAID Facility PNGAAA

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

	Indicator: *(Where appropriate SPNG will disaggregate indicators by gender, province, field of study, participating PNG / Australian / New Zealand institution)*	Source of Information	Frequency of Collection	Responsibility for collection
	Open (Private Sector / NGO / CSO / Faith Based / Individual) category			
	Outcome level indicators	Facility and institution reporting on progress against Reintegration Plans.	*As required by Partners*	*Facility*
	Number and annotated[35] list of positive contributions by Scholarship alumni to policies, practices and research to support GoPNG.			
	Number and annotated list of AusAID alumni employed within the private sector in the agreed PNG priority sectors, particularly in the PNG provinces.	Tracer studies and case studies		
	Compilations of the above contributions made to each of the designated sectors and targeted provinces.			
	Proportion of Open Scholarship graduates who are reintegrated into Provincial / rural PNG.	MSC stories		
	Output/Input level indicators (gender disaggregated)			
	Performance against an agreed Annual Plan (indicators determined in each Plan).	SIMON/OASIS	*Ongoing*	*AusAID*
	The academic success of the SPNG Open program in relation to the base line data from the previous PNG ADS / ALA / NZAID scholarship programs.		*Annual*	*Facility / Institutions*
	Annual and cumulative summary and % of all SPNG applications received, as well as the total of eligible Open men and women candidates in agreed priorities and key areas of development.	Facility data-base	*Annual*	
	Annual and cumulative number and % of Open scholarships awarded for the 3 Open PNG priorities and other key areas of development, including number of successful ADS candidates with disabilities.		*Annual*	*Facility*
	Annual and cumulative number and % of extensions and terminations for scholars.			
	Annual and cumulative number and % of graduates that return to work in NCD for each of the 3 Open priorities. Annual and cumulative number and % of ADS graduates that return to work in Provinces for each of the 3 Open priorities.		*Annual*	*PNGAAA*
	Annual and cumulative number and % of graduates that return to work in NCD.		*Annual*	
	Annual and cumulative number and % of graduates that return to work in the PNG provinces.	ADS Scholar / Tertiary institution	*6-Monthly*	

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

	6-Monthly summary of the contact with scholars in Australia and New Zealand, including any issues or constraints that require action by the individual, the institution or the Partners.			

	Indicator: *(Where appropriate SPNG will disaggregate indicators by gender, province, field of study, participating PNG / Australian / New Zealand institution)*	Source of Information	Frequency of Collection	Responsibility for collection
	ALA Scholarships **<u>Outcome level indicators</u>** Positive contributions by ALA Scholarship alumni to policies, practices and research in PNG, including in those areas which contribute to PNG's future development. Participation in professional networking opportunities by ALA Scholarship alumni at the local, regional and global level, including those in those areas relevant to PNG's development needs.[36] **<u>Output/Input level indicators (gender disaggregated)</u>** The academic success of the ALAS program in relation to the base line data from the previous PNG ALAS scholarship programs. Annual and cumulative number and % of applications received from eligible ALA Scholarship candidates. Annual and cumulative number and % of ALA Scholarships awarded Annual and cumulative number and % of extensions and terminations for scholars from the ALA Scholarships program Annual and cumulative number and % of ALA Scholarship graduates that return to work in PNG, both in NCD and in the Provinces.	Alumni and institution reporting on progress. Tracer studies and case studies MSC stories PNGAAA SIMON/OASIS Facility data-base Alumni database	6-months; one, three and five years Annual Annual Annual	Facility AusAID Facility Facility
	RDS **<u>Outcome level indicators</u>** Determined by Regional ARDS management within the regional country **<u>Output/Input level indicators</u>** <u>(gender disaggregated</u>**<u>)</u>** Annual and cumulative number of RDS scholars arriving in PNG to study.[37] Annual and cumulative number and % of RDS graduates, by country, institution, award and gender. 3-Monthly summary of contact with RDS scholars in PNG, including issues or constraints that require action by the individual, the PNG institution or RDS	RDS Facility data-base PNG Institutions RDS Scholar / PNG Institution	As required by RDS Annual Annual Quarterly	As required by RDS Facility Facility / PNG Institution Facility

[36] Australian Leadership Awards Scholarships Handbook, March 2009, p1.

[37] In the eventuality that PNG scholars start to undertake RDS in other regional countries, the Facility will also be required to gather input / output level indicators on their programs as well as potentially undertake some follow up on the RDS impact in PNG. These costs will be on a reimbursable basis.

Component 2: PNG Professional Development Initiatives	Indicator: *(Where appropriate the SPNG will disaggregated all indicators by gender, province and field of study). This part of the M&E Framework must also remain flexible, to incorporate PNG HRD priorities as they arise and are addressed.*	Source of Information	Frequency of Collection	Responsibility for collection
Objective 3 To empower young women and men to actively participate in the development of Civil Society.	**Outcome level indicators** Number and annotated list of new or revised organisational, operational or technical skills (including improvement to services) achieved by PNG Partners with the provision of Facility funding or via direct support of the AusAID Alumni. **Output/Input level indicators (gender disaggregated)** Performance against agreed Annual Plan (indicators determined in each Plan). Annual and cumulative number of PNG professional development requests for funding received to support management and skills development. Annual and cumulative number of initiatives / consultants approved and mobilised by the Facility. Annual and cumulative number of new HRD policies, systems and management processes introduced in PNG with support of AusAID resources or via AusAID Alumni.	PNG Partner Institutions MSC stories Facility Facility PNG Partner Institutions	Annual Ongoing Annual Annual Annual	PNG Partner Institutions Facility Facility Facility / PNG Partner Institutions
Objective 4 To strengthen identified professional bodies to provide to their membership opportunities to develop skills and knowledge essential to achieve best practice in the operation of PNG industry, CSOs and government.	**Outcome level indicators** **Output/Input level indicators** Annual and cumulative number of PNG association, professional development requests for funding received by men and women to support management and skills development. Annual and cumulative number of HRD initiatives / consultants approved and mobilised by the Facility. Annual and cumulative number of new policies, systems, management processes introduced in PNG with support of AusAID or via AusAID Alumni.	PNG Partner Institutions Facility Facility PNG Partner Institutions	Annual Annual Annual Annual	PNG Partner Institutions Facility Facility Facility / PNG Partner Institutions

	Indicator: *(Where appropriate the SPNG will disaggregate all indicators by gender, province and field of study). This part of the M&E Framework must also remain flexible, to incorporate PNG HRD priorities as they arise and are addressed.*	**Source of Information**	**Frequency of Collection**	**Responsibility for collection**
	ALA Fellowships **<u>Outcome level indicators</u>** PNG organisations reporting that ALA Fellows have made an extra contribution to the organisation as a result of Fellowship activity in Australia (e.g. passed on knowledge, influenced policy, etc). Sustainability of linkages between the Australian host organisation and the counterpart organisation in PNG. **<u>Output/Input level indicators (gender disaggregated)</u>** Annual and cumulative number of applications received from Australian organisations seeking to host PNG Fellows. Annual and cumulative number of ALAF awarded	Alumni and institution reporting on progress. Tracer studies and case studies (for all ALAF) Facility data-base	As required by AusAID By Round	Facility AusAID Facility
Objective 5 To strengthen the capacity and profile of Australian and NZ Alumni in PNG.	**<u>Outcome level indicators</u>** Increased engagement of the PNG-Australia Alumni in the implementation of the AusAID scholarship program, in research or consulting activities, and as contributors to development issues in PNG. **<u>Output/Input level indicators (gender disaggregated)</u>** Annual number of AusAID funded Alumni members who are members within the PNG Australia Alumni Association. Annual and cumulative number of men and women Alumni members that are directly engaged in processes that cover selection, preparation, mobilisation and the return of AusAID scholarship participants. Annual number of consulting contracts and projects that are externally funded and undertaken by the Alumni. Number of technical and social events held in PNG and involving a professional contribution to, or management by, PNG Australian Alumni	PNGAAA / Facility PNGAAA Facility PNGAAA PNGAAA	Annual Annual Annual Annual Annual	Facility PNGAAA Facility PNGAAA PNGAAA

Annex 4.2 Monitoring & Evaluation Methods and Tools

General M&E Comments

Information on awardees is required at all stages of the Scholarships cycle – the selection, in-country preparation, in Australia and New Zealand progress, award completion and the impact post-award. The M&E Plan will align with the Annual Planning process for the Facility and include:

- Regular collection and analysis of information that assists decision-making, ensures accountability and provides the basis for evaluation and learning. This will provide early indications of progress and achievement of objectives for the two major components.
- A systematic independent review of the Program at the end of Year 3, to determine achievement and progress against objectives in the three components, as well as lessons learned to improve future actions.

Facility management processes will be assessed in separate AusAID Quality at Implementation (QAI), Sector Performance Reports and the annual contractor performance reviews, undertaken in accordance with a standard performance management framework.

For the PNG Professional Development Initiatives (Component 2) each of the proposed initiatives that have been tasked by the Joint Steering Committee / AusAID will each require a set of concise, relevant M&E measures. As part of designing a response to a request for an activity or support, the Facility will provide AusAID and the Joint Steering Committee with the draft M&E for approval.

The M&E information for Component 2 will also be structured to feed directly into the broader Facility M&E Framework.

Monitoring and Evaluation of Component 1: Scholarships to PNG

All data collected will be gender-disaggregated, identify those applicants with a disability, and will record the provincial location and employment of scholarship applicants prior to taking up a scholarship, and of the graduates on their return. Subsequent analysis will be required to assess the contribution of graduates to furthering development in PNG and any constraints or barriers for women and men, for people with disability, and for those from PNG's Provinces or rural areas.

In particular, the M&E will incorporate measure that can be compared with the existing data under the PATTAF. This will be particularly important for monitoring the success (or otherwise) if the new initiatives being incorporated into the scholarship cycle "front end", especially the impact on scholarship extensions, downgrades and terminations.

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

Scholarship Student Records: the Facility will keep scholar records/profiles up-to-date on SIMON/OASIS, including contact details once scholars return to PNG. These records will be used to track progress and to compare actual scholarships versus the targets, in terms of priority areas/sectors, gender, Open vs. Public, as well as representation from Provinces.

The Facility will also ensure that the scholars advise the Facility and their home agencies of their academic progress, as well as their anticipated return date to PNG.

The Facility will also analyse the previous levels of award terminations, downgrades and extensions, in relation to the four interventions of IELTS testing; the Foundation year for Provincial candidates; the extended PDB; and delivery of parts of the Scholarship in PNG.

Scholar Reintegration – Proposed Reintegration Plans will be jointly developed by short-listed candidates in the Public category and a supervisor within their organisations / agencies. The Facility will collect and analyse data contained in these Reintegration Plans and establish a system/survey instrument to monitor progress against the plans, involving both the returned scholar and their GoPNG supervisors. Care will be taken to identify (as relevant) where any other AusAID or NZAID activities are underway within those agencies and organisations, in order to provide some Reintegration support when the scholars return.

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

- Arrival survey and focus groups, to obtain perception/satisfaction of students with the selection and mobilisation processes, pre-departure briefing, perceptions of HIV + AIDS risk and vulnerability, gender equality, IAP and quality of courses.
- On-going student survey and focus groups, to obtain perception/satisfaction with services and programs provided by academic institutions and experiences in Australia.

The Facility and AusAID / NZAID will utilise the results of these annual surveys to improve the student recruitment, selection process, mobilisation and the pre-departure activities.

Tracer Studies and Case Studies –Tracer studies capture information on scholarship outcomes for individual awardees and (based on guidance provided by Scholarships Section) will be tailored to the PNG context and development priorities. Each tracer study will focus on returned scholars back for 6-12 months and again after two years. The studies will explore issues including successful reintegration into PNG, are the skills being used effectively, how their skills contribute to the organisational capacity and their ongoing links to Australia.

The number, timing and target of tracer studies will be provided by AusAID and NZAID, funded on a reimbursable basis. It is planned that a long-term tracer study will be conducted during the program, covering key sectors and agencies in NCD and in the Provinces.

The collection of stories from the field, relating to the identification of Most Significant Change, will also be managed by the Facility, with a view to identifying impact and describing sustained changes or reforms.

Arising from the tracer studies and MSC stories, a smaller number of individual case studies will emerge. These may be suitable for more detailed qualitative assessment on how the Scholarship graduates have contributed. These will provide information and data for the purposes of positive news stories for media, the PNGAAA newsletters etc.

Annual Planning and Reporting

The Facility will be required to develop an Annual Plan for approval by the Joint Steering Committee, AusAID and NZAID. The Annual Plan will include all strategies, resources and anticipated outcomes for the following year and align with agreed AusAID, NZAID and GoPNG policies and requirements. The Facility will collect and record the data required to submit an Annual Report, based on the agreed Annual Plan, which will contain the following:

- **Promotion, Selection, Placement**: including the features of each annual Scholarship recruitment round detailing promotion, selection and screening activities (with clear disaggregation by gender, disability, location, fields of study, level of study, Australian institution, award category (i.e. Public and Open), the indicated area of development contribution and continuous improvement approaches. Additional information will be collected on scholars' placement experience and outcomes for the year's cohort.
- **Academic outputs**: gender disaggregated and including:

- Information from Australian and New Zealand universities,[38] tracking scholar progress by semester, noting in particular deferrals, extensions, suspensions, downgrades, upgrades and drop-outs. Identify high achievers, students at risk and measures to mitigate. A scholar's academic progress, including extensions and variations, should be shared with sponsoring agencies by the scholar;
- Details of completed scholarships, including pass/failure, an analysis of reasons for failure and suggestions for areas where improvement could be achieved;
- Post-graduation monitoring activities, focusing on returned graduates in each year, resumption of employment on return and information on expected contribution to development. This includes details of activities arranged with the PNGAAA; and
- Debriefing of scholars and their experiences.

- **Reintegration:** including any lessons learned in relation to returning scholars and the development outcomes at the GoPNG agency/employment level.
- **Follow-up activities:** including making contact with scholars within the first month of their return to PNG, providing an opportunity to debrief them and their families; interaction by recently returned scholars with scholars in Australia or New Zealand, including potential for maintaining national and international networking activities.
- **Monitoring and Evaluation:** including progress towards achievement of program outcomes based on data collected from M&E tools (above).

Annual Corporate Reporting – In accordance with the AusAID and NZAID annual reporting requirements (February - April) for the Quality at Implementation (QAI) and sector performance reporting. This will provide an assessment of implementation of the scholarships against the following criteria:

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

Monitoring and Evaluation of Component 2: PNG Professional Development Initiatives

This part of the M&E Framework will need to remain flexible in its inclusion of indicators and outcomes. As HRD priorities emerge and are addressed by the Facility, the new indicators and outcomes will be inserted, based on the approved activity: i.e. for each professional development initiative, indicators and M&E methods will be incorporated into the Framework on a case by case basis and to match the requirements and capacity of the organisations concerned.

The funding support to local PNG organisations, associations and agencies will also be contingent on the capacity of the beneficiaries to be able to apply and sustain the new skills and knowledge gained within their own professional, agency or workplace context.

[38] The Facility will be required to demonstrate that a spread of Australian universities are engaged with the ADS scholarship program, as well as that information on Australian institutions and courses is freely available to the potential scholars

Annex 5

Contractor / Facility Performance Criteria

	SPNG Contractor / Facility Performance Criteria
1. Personnel Performance	All Contractor personnel: o Act professionally and with integrity, and produce high quality[39] work ; o Communicate in a clear, transparent and effective manner; and o Deliver outputs on time.
2. Program Management	o Good working relationships with AusAID and NZAID Post, effective coordination and consistency of service levels. o Good working relationships with GoPNG o Finances are soundly and transparently managed and financial reporting meets AusAID requirements. o Reports are clear, constructive, accurate, timely and meet the expectations of AusAID and the Partners. o Responsiveness to the reporting, management and planning needs of the Partners. o Ongoing monitoring and evaluation is undertaken effectively and is being analysed and reflected in continuous improvement by the implementing team.
3. Communication and Coordination	o Clear management arrangements and effective communication between all Contractor Personnel and between Contractor Personnel and AusAID. o Personnel take proactive steps to ensure effective communication and working relationships with all stakeholders. o Identifies and reports any major difficulties in stakeholder relationships to AusAID or NZAID as they arise.
4. Scholarship Management	o Australian and NZ Scholarship promotional, management and monitoring processes implemented effectively and efficiently. o Proactive steps taken to improve promotional, management and monitoring processes, in consultation with AusAID and NZAID. o Target number of male and female students mobilised efficiently and on time, including attention to cross cutting scholarship issues of gender, disability, access and equity, with an effective PDB which involves relevant PNGAAA presentations. o Ongoing three-monthly contact maintained with all scholars in Australia and New Zealand with reporting as appropriate. o All documents, applications, responses, scholar acceptances and the PDB carried out on time and required information recorded in the database. o Effective, appropriate counseling and placement of scholars in courses relevant to their academic needs, in a cross-section of Australian universities. o Maintain information on scholar returns: provide advice to AusAID Post of any issues. o Identify and contract PNG institutions for the delivery of the Foundation program and for the delivery of Year 1 of the course in PNG. o Addresses improved access and gender equity as part of Scholarships promotion. o Appropriate Australian / NZ Government and AusAID Scholarships profile is acknowledged and maintained. o Innovative methods used to appropriately target Scholarship opportunities to a broader group of quality PNG candidates.

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

	SPNG Facility Performance Criteria
5. PNG Professional Development Initiatives	o Facility is responsive to the tasks and initiatives requested by AusAID. o The available funding is allocated in a timely manner. o Appropriate AusAID profile is maintained. o Support to a number of leadership and professional association in PNG.
6. The PNG AAA	o Alumni receive support (as requested) to function effectively. o Alumni database provides up-to-date information on returned scholars as well as a tool for broadcast emails or for Facility sending the Alumni newsletter. o Facility provides AusAID with suggestions and methods to enhance the Alumni profile and its engagement with ongoing and returned scholars. o Returned scholars engaged in Scholarship activities as mentors and supporters.
7. Risk Management	o Management issues are identified and resolved in a timely manner and/or reported to AusAID for decision where relevant. o Management provides sound analysis of risks and develops and applies effective risk management measures. o Personnel respond effectively to new or changed environments or requirements from AusAID.
8. Cross-cutting targets	o Progress against cross-cutting targets, as specified in the design. o Through management processes, staff and systems, model good practice in relation to all cross-cutting issues and priorities.

Annex 6

Sample Template for the PNG Priority Sectors

Priority Profile Templates comprise 3 for Open category; 3 for Public category; and one for ALA.

Profile	Public Sector Policy Makers and Practitioners in the XX Priority Area
Purpose	Within Central and Provincial GoPNG agencies employing AusAID Alumni, increased application of policies and practice contributing to governance and equitable service delivery, particularly in the priority areas.
Outputs	o Number of Scholarships available in this priority area = 30 plus o A minimum of 15 of these scholarships are reserved for female candidates.
Relevant Outcome:	Increase in the number of qualified GoPNG officials, particularly those working within the designated priority areas and those posted in the Provinces, strengthening and adding value to policy development, practice, resource allocation and service delivery.
Eligible Groups / Areas	This profile includes applicants employed in Central or Provincial level public institutions and working on the designated areas. This will include applicants who are mid level Government employees who can demonstrate the potential to influence policy, or who are practitioners working, facilitating or delivering services in the designated priority areas. Candidates from PNG's Provinces are encouraged to apply. Female candidates, people with disability and people from other disadvantaged groups will be encouraged to apply.
Strategies to gain Applications	o Target relevant GoPNG Ministries at Central and Provincial levels working on the priority sectors: conduct meetings with HR managers and provide application forms to HR departments, encouraging internal advertisement and support of Scholarship applications o Where possible, conduct promotional activities, including direct presentations, to selected Ministries, including in the major provincial centres o Targeted advertisements in national and provincial media inviting applications o Provide access to hard-copy application information packs and advice on web-based application forms option o Clear instructions that completed application forms are to be sent direct to SPNG Facility in POM
Eligibility requirements	All applicants must meet the following eligibility requirements: o be a citizen of PNG o currently employed at a GoPNG central or provincial agency, statutory authority or other GoPNG instrumentality o be applying to study at undergraduate or postgraduate level at an accredited Australian university o have relevant work experience in the public sector o have the minimum education requirements to be admitted into the nominated level of study at an Australian university
Support Services Available	o Relevant information available on the website: eligibility requirements, priority areas, selection criteria, selection process, application form; frequently asked questions; timeline for PNG scholarships cycle; and guidance on how to fill in the application form o All queries responded to within 3 to 4 working days. o At NCD and Provincial ADS presentation sessions, queries responded to at completion o Hardcopy Scholarship application packs available to Central and Provincial public sector o Successful candidates will be provided contact details of PNGAAA o For Provincial applicants, potential to qualify for a 10-month Foundation course in PNG, involving English language training (including research and writing techniques), basic skills development (maths, study skills) and training in the use of IT. Persons completing this course will receive a recognised qualification and can either return to their Province to work, or be in a stronger position to apply for a future scholarship.

Annex 7

Summary of Related AusAID and NZAID Programs in PNG

The following AusAID and NZAID programs are currently underway throughout PNG.

There should be opportunities for these existing initiatives to support the identification or potential scholars, as well as to support the reintegration of scholars on their return to PNG.

AusAID Funded Programs and Activities

- *Education Capacity Building Program (ECBP)* is an evolving sector-wide approach (SWAp) that works collaboratively within existing PNG systems. It provides technical assistance and training to strengthen planning, management and governance procedures and improve communication and coordination between government agencies and the levels of administration which make up the education system;
- *AusAID contributes 10% of PNG's education budget*, strengthening the quality of (and accessibility to) elementary, primary and secondary education. Support to basic education will better prepare students to embark on secondary, technical and vocational education, and for some higher education studies. These students will eventually contribute their acquired skills and knowledge to PNG's economic development;
- *Institute of National Affairs (INA)* receives ad hoc assistance from AusAID for initiatives of mutual interest such as good governance, anti-corruption, education and health. INA works in collaboration with PNG institutions in the running of workshops and conferences.
- *Economic and Public Sector Program (EPSP)* captures elements of the Advisory Support Facility (ASF) and short term training elements currently within the Papua New Guinea Australia Targeted Training Facility (PATTAF). The EPSP also works with the Human Resource Management network, a PNG wide network of HR managers from the public sector.
- *Pacific Leadership Program* (PLP) supports current and emerging Pacific leaders to pursue studies and experiences in leadership and good governance. A second program area promotes models of good leadership practice in the six priority countries of PNG, Solomon Islands, Vanuatu, Tonga, Samoa and East Timor. Women, youth, church, sports, business and media associations are included in the partnerships, managed from AusAID in Suva.
- *Pacific Public Sector Capacity Building Initiative* (PSCBI) provides support for HRD in PNG through increased skilling of public servants as well as strengthening the quality of PNG tertiary institutions. The intent is to improve the stock of graduates entering the public service and PNG's capacity to deliver training;
- *Strongim Pipol Strongim Nesen* (PNG Democratic Governance Program) promotes partnerships between the state and civil society at central and local levels and includes a strong focus on developing the knowledge and skills of participants and beneficiaries;
- *Sub-National Strategy* (SNS) support service delivery under PNG's decentralised system of Government. Human resource management is a major focus of the Provincial Performance Improvement Initiative (PPII) and became a strong priority in 2008 as a result of the Department of Personnel Management's (DPM) devolution of HR functions to provinces;
- *PNG-Australia HIV and AIDS Program* (Sanap Wantaim) works to reduce the spread of HIV and AIDS and to mitigate the effects of the disease on those living with HIV, their families and PNG society.

NZAID Funded Programs and Activities

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Annex 8

Detailed Description of PNG ADS, ALA, NZAID and RDS Scholarship Management Processes and Facility Responsibilities

Summary of Tasks and Responsibilities. To be read in conjunction with the design document

This shading indicates where the SPNG Facility has primary responsibility for the task or action

A	Partner Government (PG) Involvement	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships	Timing	Comments / Notes
A.1	Discussion with GoPNG on policy, priority sectors and lessons learned. Review Scholarship profiles / selection criteria / eligibility requirements for Public Servants category applicants	AusAID Post	N/A	NZ AID Post	October	With the counterpart agencies including DPM and DPLLGA. Logistics to be organised by Facility.
A.2	Discussion with PNG private sector and GoPNG NTC on priority sectors and profiles for ADS Open / NZDS (Public) category	AusAID Post	N/A	NZ AID Post	October	With the counterpart agencies including NTC. Logistics to be organised by Facility.
A.3	Discussions to confirm Scholarship priorities and agree on specific targets and details for the following year	AusAID Post	AusAID Canberra	NZ AID Post	October	Important promotional materials are clear enough to act as a guide to applicants on selection criteria
A.4	Advise GoPNG Partners and PNG private sector in writing of the upcoming commencement of the Scholarship round	AusAID Post	Canberra advises Post and the Institutions	NZ AID Post	December	Involves AusAID and NZAID working with DPM and NTC. Logistics to be organised by Facility.
A.5	Draft promotional materials and selection criteria provided to Partners for comment		Canberra prepares all material. Post/Facility to advertise and distribute			Draft promotional materials developed under instructions from AusAID and NZAID and endorsed by the Joint Steering Committee before circulation. The use of logos will be restricted to the 3 partners and conform to AusAID and NZAID guidelines.
A.6	By mid-December, provide AusAID and the PNG Partners with the Scholarship schedule for the following year		n/a		December	Scholarship schedule will be endorsed by all Partners well in advance of the distribution. Scholarship schedule to be distributed to the relevant agencies, institutions, organisations in early December.
B	Advertisement and Promotion	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships		Comments / Notes
B.1	Develop the PNG agency / organisational promotional activities and methods for Partner endorsement				September	Includes consideration of type of media, scope of promotional campaign and lesson learned
B.2	Update the PNG Scholarship Promotion and Communications Plan for endorsement by the 3 Partners				October	Plan to reflect any lessons learned from the previous scholarship cycle, including issues of equity and access and details of the distribution methods to be used

B.3	Approve approach, content and methods to increase the cohort by attracting quality PNG candidates.	Partners	Canberra produces generic content, Post develops approach	Partners	November	Advise Provincial agencies, institutions and NGOs of the scholarship opportunities, especially for women and from Provinces. Includes Facility staff visits to GoPNG agencies, NGOs and associations in major Provinces
B.4	Targeted advertisement and promotional activities (including information sessions) with emphasis as per agreed selection criteria and eligibility requirements.				February	As per approved Communication Plan. Make clear that Scholarship forms are available from the Partner agencies in the Provinces as well as all PNG Universities. Ensure forms are easily downloadable from the Facility website.
B.5	Arrange for GoPNG agency major Provincial centres to be available for Scholarship applications to be couriered to the Facility		n/a		April	PNG mail system is unreliable: Facility will arrange the option for applicants to use a courier from the major Provincial centres.
B.6	Develop and continually update / maintain information for the PNG Scholarship Website		Canberra		Ongoing	Website format and proposed content to be approved by the Partners. Update and maintain news, schedules and material in a timely manner. As instructed, link this to the AusAID, NZAID, the OHE and PNG Universities websites.
C	Scholarship Applications	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships		Comments / Notes
C.1	Receive all of the Scholarship Applications for recording and eligibility checking					Around 1200 applications can be expected. Applications can be received at the Facility office from agencies (i.e. in bulk) or direct from individuals. The Facility will ensure that all applications received are duly recorded and securely stored.
C.2	Record details in secure MS data base for all applications received		n/a - see C.8		Ongoing	Every application will be stamped on date of receipt, name, serial number assigned, recorded on secure data-base. Immediate acknowledgement in writing the receipt of all applications using the self-addressed and stamped envelope that is provided with the application form.
C.3	Store / maintain the hardcopy of all Scholarship applications in secure location, using systems and methods that meet the requirements of all Partners.				Ongoing	The Facility must ensure security and make sure their staff are fully aware of confidentiality requirements and the need for transparency. Provide partners with summary statistics for all applications received within a week of closing date
C.4	Undertake quality spot-check of applications to ensure that all eligible applicants have been identified and that all those identified as eligible to comply.	Partners	Partners	Partners	Ongoing	Any Partner will be able to carry out a quality review of application processes and systems on all / any applications received and the records maintained.
C.5	Respond to any queries relating to the receipt of Scholarship applications				Ongoing	Maintain a log of the queries and responses as part of the Scholarship database. Respond to any queries that are caused by SPNG processes. The Facility will have already posted the self-addressed confirmation of application.

C.6	Check applications for completeness and compliance with the Scholarship requirements					Where appropriate, follow up applicants if there is a clear omission that excludes an otherwise quality candidate. Within 1 week advise all non eligible applicants that they are no longer being considered and the reasons why.
C.7	Develop list of eligible applications for consideration and provide the Public sector application to the relevant GoPNG agencies					Develop the list and provide summary to Partners as soon as available. On a random basis, any of the Partners can review sample of applications to test Facility eligibility decisions.
C.8	Verify eligible Public sector applicant's statements and reintegration statement by the relevant GoPNG authorities	GoPNG	n/a	GoPNG		Facility to deliver the securely packaged application to the key agencies. Within 3 weeks, GoPNG agencies confirm that each of the application details are correct and (where appropriate) DPM has the relevant staff information.
C.9	Upload hard copy applications into OASIS database (from 2011 for Jan 2012 intake)		From all eligible hard copies for the ALA intake		Ongoing	Only required for the ALA applications. Maintain the Facility IT systems and capacity to increasingly manage scholarship data via the internet.
C.10	Update hard copy applications into a database (from 2011 for Jan 2012 intake) for the ADS/NZDS-Public/NZDS-Open scheme.				Ongoing	
C.11	Produce a one page summary sheet for each application containing all relevant details. Provide to each partner containing all relevant information as per the application.					The database must be in a format that is readable by the all partners.
C.12	Analyse data relating to gender, location, and other identified priority areas. Supply each partner with this information.					Present a hard copy to each partner.
D	Scholarship Shortlisting	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships		Comments / Notes
D.1	Identify / recommend independent persons/panel for Scholarship short-listing		Post - may seek assistance from Canberra			Provide 2-3 panel candidates. Fully independent and have experience in educational institutions and the Scholarship context. At all times observe principles of privacy and confidentiality.
D.2	Approve independent consultant(s) for short-listing	Partners	AusAID Post	Partners		Requires an experience academic that can provide independent advice on courses across Australia and New Zealand. AusAID and NZAID to endorse.
D.3	Contract independent shortlisting panel members		n/a - Panel in Canberra is independent			

D.4	Provide panel members with all required ADS profiles and applicant data in hard copy well in advance of short-listing date. Provide clear TOR and the short-listing schedule information as well as provide the logistical support.					
D.5	Brief the short-listing consultants on Partner requirements and procedures	Partners		Partners		Provide panel members all relevant information and data for the selection phase to produce shortlist for ADS/NZDS-Public/NZDS-Open Scholarship
D.6	Provide resources / office space for shortlisting					All Hard Copies of applications to be immediately available upon request for closer review. Arrange the short-listing meeting / discussion rooms. Must be secure and also be available for Committee members after hours so that they provide a place for SL panel members to work before attending the actual meetings.
D.7	Introductory Meeting – Joint Selection Committee		criteria and weighting is set by Canberra	Partners		Brief all panel members on all relevant information relating to all the requirements and procedures involved during the selection phase of the shortlists AusAID and NZAID confirm processes and priorities and that there have been no attempts to interfere with the selection processes
D.8	Provide policy considerations, develop / discuss selection criteria & weightings	Partners				
D.9	Present all Personal Summary Sheets for each NZAID application for review by the Panel Members.			NZAID		All hard copy applications to be made available upon request at any time to any panel member for further review.
D.10	Provide selection criteria template / marking sheets that align with the profiles	Partners		Partners		Part of the Selection Panel briefing process and confirmation of the key selection criteria
D.11	Enter data from template into OASIS (from 2011)		Selection and scores should be entered into OASIS for ALAS		Ongoing	Likely that around 250 Scholarship applicants will be shortlisted and entered on OASIS (from 2011)
D.12	Arrange short-listing meetings and venue					Liaise with the Partners for the final security, access and any required support arrangements. Advise the time, date and location of the SL meeting well in advance.
D.13	Secretariat services and all venue and logistics for the short-listing meeting					Take minutes and records of the SL activity. Confidentiality and the security of information are essential for all Facility staff to observe.
D.14	Chair and oversee the short-listing process	Partners		Partners		Around 250 ADS applicants will be shortlisted and 55 NZDS Public /Open applicants will be shortlisted

D.15	Update candidates details onto the data base to reflect short-listing		n/a			A total of 250 for interview leading to 180 awards + an additional 25 reserves will also be short listed for potential consideration (ADS, ALAS and NZ). These will match the Scholar profiles and breakdown of sectors as outlined by the JSC, AusAID and NZAID.
D.16	Include another 30 Provincial applicants (25 + 5 reserve) after the Scholarship shortlisting plus reserve, as potential candidates for the Foundation course		n/a			The short-listing panel agree on potential provincial candidates for consideration. These potential candidates for the Foundation course to be contacted and the options explained.
D.17	Advise successful short-listed ADS/NZDS-Public/NZDS-Open applicants by courier					The PNG Mail system can be unreliable so take into account when sending the advice re shortlisting.
D.18	Advise unsuccessful short-listed ADS/NZDS-Public/NZDS-Open applicants by courier					Advise candidates within one week of the SL process. The PNG Mail system can be unreliable so take into account when sending the advice.
D.19	Produce short-listing summary / report for Partners					Facility to the short list data disaggregate by gender, province, priority area, age, agency and proposed study area. Provide report for consideration and endorsement by the Partners.
E	Scholarship Selection Process	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships		Comments / Notes
E.1	Recommend external selection panel members for AusAID / NZAID endorsement		N/A			With Partner acceptance, can use the same external panel members as for the short-listing. Review all TOR and briefing materials in preparation for selection.
E.2	Contract external panel members after AusAID approval		N/A			Contact and confirm participation of interview panel members. Provide clear TOR and the various guidelines and agreed priority profiles.
E.3	Invite Partner Government representatives to attend final selection	Partners	N/A	Partners		The Partners will advise the agencies and the preferred level of Selection Panel personnel to attend
E.4	Clarify role of PG and external members in the selection process	Partners	N/A	Partners		
E.5	Arrange for the ADS/NZDS Public/NZDS Open interviews and organise the logistics					Candidates to be advised at least 2 weeks prior to the interviews. Some interviews will be conducted in the major Provincial centres. Arrange for the interview and other related rooms, the accommodation and logistics, confirm all procedures: confirm arrangements with stakeholders.
E.6	Provide approved templates and scoring sheets	Partners	Post/Facility	Partners		

E.7	Sight original copies of qualifications during interview process					Confirm validity of documents as required. Where necessary follow up to confirm authenticity before the interviews.
E.8	Develop / review interview questions and approach including the Reintegration Plan selection criteria	AusAID Post	Post	NZ AID		Facility to make it clear to all shortlisted applicants that the Reintegration Plan is an important selection factor. All requirements for the interview (including logistics and venues) to be completed well in advance.
E.9	Develop a range of topics for the ADS candidates to write about in English following the interview.	Short listing panel	n/a	NZ AID		Test to be written by the candidates under supervision of the Facility immediately after the interviews. Supervisory staff and an adjacent room will be required so that the EL tests can be run immediately following the interviews.
E.10	Arrange for the IELTS testing for all short-listed Scholarship applicants, to be conducted during the time that the applicant s are attending the SPNG interviews				May	The IELTS testing for the AusAID ADS is for the purposes of providing information to the Australian institutions so that the scholar's program in Australia can be developed. The results of the IELTS testing for ALAS applicants will form part of the eligibility criteria and be provided to the applicant and the host institution in Australia or NZ. Use an accredited language testing facility in PNG.
E.11	Chair and conduct ADS NZDS Public/NZDS-Open interviews (they can be run in parallel with 2 interviews conducted simultaneously i.e. in NCD and provinces)	AusAID Post	Post	NZ AID	June	Interviews will involve 2-3 members of selection panel and up to 6 ADS NZDS Public/NZDS-Open applicants. The interviews will be conducted in secure locations with facilities that are family friendly and also cater for those people that have a disability.
E.12	Provide secretariat service for interview process				June	Requires suitable venues and facilities when interviews conducted in Provinces. Record all information and decisions / reasons on a secure spreadsheet for reporting. Provide statistical data that identifies the spread and data for the shortlisted applicants.
E.13	Determine the Scholarship ranking system and obtain scores and comments from panel outcomes	AusAID Post-Interview panel	Post	NZ AID		Prepare excel sheet showing scores and rankings. Finalize applicant's rankings after the applicants written EL work is reviewed by the selection panel.
E.14	Provide all interviewed candidates with specialist advice on courses / institution in Australia as part of their selection of institution					At time of interview, specialist staff and internet to be available to discuss Australian institutions / courses
E.15	Endorse ADS NZDS Public/NZDS-Open selection outcomes	AusAID Post	n/a - Canberra will advise of final outcomes	NZ AID		Confirm candidates and balance between males / females; Priority Sectors: and numbers from the NCD / Provinces.
E.16	Advise successful ADS NZDS Public/NZDS-Open candidates by courier				July	Around 150 ADS short listed applicants will be selected, comprising 130 scholars and 20 in reserve. 40 NZDS-Public short listed applicants will be selected, comprising

						25 scholars and 15 in reserve. NZDS-Open listed 15 applicants will be selected, comprising 5 scholars and 10 in reserve. Scholarship Application Form to be included in the courier mail package.
E.17	Advise unsuccessful ADS NZDS Public/NZDS-Open candidates by secure mail					Advice sent to the unsuccessful candidates within a week of the final interviews.
E.18	Reimbursement of travel and accommodation and meal allowance for the interviews					The amount of stipends and any other allowances to be clearly stated and provided in writing to all Selection Panel members.
E.19	Provide feedback to candidate if required				August	Includes information on the interview and the IELTS testing results.
E.20	Advise GoPNG of the outcomes and candidates	AusAID Post	N/A	NZ AID	August	Summary report and information to be provided to AusAID / NZAID by the Facility
E.21	Update successful PNG candidate information on the SPNG data-base		N/A		Ongoing	Provide the summary data to the Partners
E.22	NZDS Public/NZDS-Open candidates' data upload into SIMS database.				Ongoing	MC to be trained in the use of SIMS (NZAID Scholarships Information Management System)
E.23	Provide AusAID / NZAID with a detailed report on the selection process, outcomes and lessons learnt					These are confidential documents and will be handled to reflect that.
F	Foundation Course	ADS Responsibilities	N/A to ALA Scholarships	NZ Scholarships		
F.1	Identify and nominate candidates from the short-listing and the interviews that fit agreed profile and provide to Partners	AusAID Post-Interview panel	N/A		July	This cohort will be 20-25. All candidates provided with information on the course and selection parameters
F.2	Consider each of the candidates against priority profiles and recommend acceptance or exclusion for the course	AusAID Post-Interview panel	N/A		July	This implies candidate met all profiled criteria for ADS except those skills or knowledge that requires support
F.3	From those who were short listed and held in reserve but did not get scholarship, identify any that are eligible and would benefit from Foundation course		N/A		August	Criteria for inclusion remain as for the other cohort from the short listing process.
F.4	Using Selection Panel, identify suitable candidates for the Foundation Course		N/A		August	Selection Panel to be fully briefed then given the mandate to identify the suitable candidates from the applications received.
F.5	Identify a suitable PNG tertiary provider that meets the agreed skills and knowledge for the cohort and contract the program		N/A		Oct-- Nov	The Facility will require the in-house expertise that is required to specify and tender this course

F.6	Provide agreed support / stipend to the cohort while they are undertaking their course.		N/A		Ongoing	Ensure that all agreed allowances and stipends are well understood and paid in a timely manner.
F.7	Maintain contact with the institution and the cohort to monitor progress and any problems		N/A		Ongoing	Important to monitor progress and to maintain contact in relation to support being provided
F.8	Advise the Partners of the completion and outcomes of the Foundation course		N/A		December	Includes success rates in finishing the course and details, by Province, of the participants and their results.
F.9	Provide the cohort with information on future Australian (and other) scholarships where they may choose to apply in the future		N/A		Following February	This information provided in a timely manner and structured to enable the Foundation course graduates to re-apply for the SPNG awards.
G	Scholarship Placement	ADS Responsibilities	n/a: Applicants obtain prior to application	NZ Scholarships		Comments / Notes
G.1	Facilitate the information session on university application forms and placement considerations					Requires comprehensive printed and soft-copy information from quality Australian and New Zealand where the courses and institutions can be clearly matched against the PNG Scholarship priorities.
G.2	At time of interviews, provide information to assist each candidate in making an informed choice of university / course					Requires the SPNG Facility to have staff available with the expertise and understanding of Australia's and New Zealand's university sector and the available programs
G.3	Receive University application forms for SPNG candidates					Support the scholars to complete application forms and record the relevant information. For the equivalent NZAID Activity - Application forms to be sent to SU for sourcing study programme with NZ participating institutions.
G.4	Input ADS data into SIMON (or OASIS)		SIMON management undertaken in Canberra		Ongoing	Facility to also undertake the equivalent NZAID activity
G.5	Request the University Placements though SIMON (or OASIS)				Ongoing	Facility to also undertake the equivalent NZAID activity
G.6	Input NZDS- Public and NZDS-Open Candidates into SIMS Database				Ongoing	To be completed in a timely manner so that there is time for all parties to complete the arrangements and (if necessary) make any required alternative arrangements.
G.7	Send the completed ADS/ NZDS- Public/NZDS-Open applications to the agreed university in Australia/New Zealand.					To be completed in a timely manner so that there is time for all parties to complete the arrangements and (if necessary) make any required alternative arrangements.
G.8	Upgrade a reserve PNG ADS scholar if a university placement fails					Facility to also undertake the equivalent NZAID activity

G.9	Download offer / student contract from SIMON (or OASIS) for ADS. For NZDS Public/NZDS-Open download offer from SIMS database			NZ AID		
G.10	Section 44 approval after student course confirmation is confirmed	AusAID Post	N/A	NZ AID		Facility to also undertake the equivalent NZAID activity
G.11	Send out Scholarship offer/student contract to the successful awardees					To be completed as soon as practicable to enable the student to respond quickly and confirm their final decision
G.12	Receive signed acceptances back from the ADS awardees and make sure all information has been included					Facility to also undertake the equivalent NZAID activity
G.13	Enter student acceptance on the relevant database					Facility to also undertake the equivalent NZAID activity
G.14	Facilitate contact between ADS scholars and the confirmed universities in Australia					Facility to also undertake the equivalent NZAID activity
G.15	Liaise with GoPNG / Agencies to highlight ADS scholar plans as part of HRD program within Partner agency	AusAID Post		NZ AID		Facility to also undertake the equivalent NZAID activity
H	Arrange Immigration Visas	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships		Comments / Notes
H.1	Provide confirmation of central coordination point for the Facility with DIAC and NZ agencies	AusAID Post		The PDB will be of longer duration		Facility to also undertake the equivalent NZAID activity
H.2	Provide Visa forms and the checklist to successful candidates					Provide support to the candidate and advise of all Visa and medical examination / test requirements for Australia / New Zealand, including and available services.
H.3	Support applicant to complete the Visa application					Confirm with DIAC and NZ Visa agency key requirements and constraints, so applicants are fully aware. If required provide information on how to secure a PNG passport.
H.4	Check all information aligns with the required Visa documents					Must correspond to both Australian and NZ requirements
H.5	Facilitate medical checks for scholars and (if accompanied) for their families					Provide information and options for medical tests as required for each scholar. To accommodate Australian and NZ requirements and differences in allowances etc.
H.6	Provide completed forms and application to DIAC and NZ equivalent agencies					It is important that all requirements of DIAC are met, to avoid delays or any duplication of effort

H.7	Arrange family Visas for those accompanied scholars					Inform students of the procedure + University family arrival date. Facility to also undertake the equivalent NZAID activity
H.8	Liaise with DIAC and NZ agency on Visa applications				Ongoing	If scholar accompanied, ensure family Visa applications are submitted with scholar's application. Facility to also undertake the equivalent NZAID activity
H.9	Liaise with University Student Contact Officer (SCO) regarding student arrival				Ongoing	Where possible, arrange for arrival of scholar to be advised to other PNG ADS scholars at that university. Facility to also undertake the equivalent NZAID activity
H.10	Advise scholar and AusAID / NZAID if Visa applications rejected				Ongoing	When Visa granted, courier passport, original docs, and departure letter to applicants
I	Pre-Departure to Australia and New Zealand	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships		Comments / Notes
I.1	Identify best price travel for scholars to Australia or New Zealand				Ongoing	Use only recognised travel agents and reliable methods of ticketing
I.2	Advise scholar of preferred route and flight dates					Maintain principles of Value for Money for all flights
I.3	Adapt and refine the Pre Departure Briefing materials for Partner endorsement				Ongoing	All materials will be up to date and reflect contemporary issues and information
I.4	Inform candidates about PDB details and obligations				October	PDB will improve the information scholars have, as well as their basic IT skills and awareness of Australian and NZ academic requirements and expectations.
I.5	Create handouts for the PDB and gain AusAID / NZAID endorsement				October	Materials must clearly indicate the Australian Government (through AusAID) and the NZ Government (through NZAID) are the funding agencies
I.6	Arrange 2-week PDB program, including scholar travel/ logistics and venue				October	The PDB will be of longer duration and run in a residential format. The program content will be drafted by the Facility for Partner endorsement.
I.7	Facilitate participation at PDB for awardees from outside capital cities and facilitate participation of ADS returned students to act as facilitators during the PDB				November	The 150 scholars will attend the 12-day PDP, together with their spouses for the final 3 days.
I.8	Arrange for Australian university scholar's dependent spouse to attend PDB if requested				November	The NZAID scholarships include a dependants allowance so not required for the 20 NZAID participants.
I.9	Provide PDB presentation session and Q & A	AusAID Post	AusAID Post	NZ AID	November	A shorter, separate PDB will be required for the ALA Scholars

I.10	Distribute the specific Pre-Departure kits from Australian and NZ Universities to those scholars that will attend them					Facility to make every effort to provide information on living, transport and context at the institution. For ALA Scholarships, these are sent directly to scholar
I.11	Prepare PNG media release and organise the means of release for AusAID's approval					The media release will need to be approved by AusAID's ASG for the ALA Scholarship program.
I.12	Arrange for press-release / publicity for the cohort travelling to Australia					Provided to the Partners and clearly identify the donors, the programs, the PNG contributions and the impact
I.13	Reimbursement of travel, accommodation and provision of meal allowance-PDB					
I.14	Finalise all departure / logistics arrangements (including, facilitating visas and medical checks)					Requires liaison and scheduling with the relevant agencies and service providers to have this completed well in advance of departure.
I.15	Inform each university of the scholar's arrival details					For ALAS, send all travel details to AusAID Canberra to pass on to universities.
I.16	Confirm to AusAID when the scholars have arrived in Australia and commenced the course					Summary information, together with exception report on individual cases where there is a problem
J	Scholarship Management	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships		Comments / Notes
	Australian and New Zealand Scholarships					
J.1	Maintain quarterly contact and respond to ad hoc queries from scholars while they are in Australia or New Zealand				Ongoing	By maintaining contact, an opportunity to quickly respond to problems or serious issues. This involves enquiring about welfare and academic arrangements and progress.
J.2	Provide details of any specific issues or problems in relation to individual scholarship-holder's progress to AusAID or NZAID as appropriate				Ongoing	The reporting on individual students is in the context of providing early warning to Partners and (in some cases) the institutions, with a view to a remedy being provided.
J.3	Provide summary of 6-monthly contact and any issues to the Partners		N/A			Summary information that does not replace university reporting. The focus is on any constraints to progress.
J.4	Deal with requests for extensions or variations in consultation with AusAID		N/A		Ongoing	AusAID Canberra for ALAS
J.5	Decide on any scholarship extensions or variations	AusAID Post / AusAID Canberra	N/A	NZ AID	Ongoing	Seek advice from Canberra or Wellington for any complex difficult cases
J.6	Advise the Australian or NZ university of any Scholarship variation decisions		N/A		Ongoing	On advice from AusAID, provide the information and details to the institution

J.7	Provide a summary of the scholar return dates to Partners and relevant agencies		N/A		Ongoing	This will be discussed with Partners in relation to the re-entry focus and also to maximise potential involvement of the Alumni
J.8	In the last semester of the scholars course, provide advance warning to the relevant GoPNG agencies and the PNGAAA that the scholar will be returning		N/A		Ongoing	Includes a summary list for the Partners and individual advice to the various GoPNG agencies.
J.9	Provide scholars with Alumni information while they're in Australia		N/A		Ongoing	Facility to promote ongoing communication between the scholar and their employer or Alumni
J.10	Encourage PNG scholars to maintain contact with their families and (where relevant) employers		N/A		Ongoing	This may include encouraging the use of internet and also accessing the PNGAAA to support the communication.
	Regional Development Scholarships					
J.11	Provide information and advice to the RDS management in Suva as required.		N/A		Ongoing	Up to a total of 60 AusAID and NZAID funded RDS students can be expected to be studying in PNG
J.12	Facilitate the Visa documentation and other required support for the in-bound student.		N/A		Ongoing	Requires advance notice and adequate timing to finalise the required GoPNG documentation
J.13	Prepare annual budget and cash flow in anticipation of the RDS program		N/A			Will be based on the projected number of students and their home institutions in PNG
J.14	Prepare forward plan for RDS scholars arriving and leaving PNG. Provide 6-monthly summary report		N/A			Continue to keep AusAID and NZAID up to date with any unexpected RDS arrivals, departures or issues.
J.15	Liaise with the PNG institution on required education / course / pastoral services.		N/A		Ongoing	Important to maintain contact re any academic and / or pastoral concerns of the student
J.16	Facilitate the enrolment and payment schedules for each institution, including the required local support / logistical arrangements		N/A		Ongoing	
J.17	Meet RDS student on arrival and provide initial accommodation in POM as part of orientation		N/A		Ongoing	Each student group must be met and provided with a briefing on all academic and logistical issues, with special emphasis on security, health and emergency procedures
J.18	Follow-up that the RDS student arrives at their host institution and is met and settled in by their staff.		N/A		Ongoing	Initiate a process where the PNG institution is required to regularly contact the Facility with updates / any issues
J.19	Make payments to the relevant academic institution where the RDS scholar is enrolled		N/A		Ongoing	Summary reports provided to the Partners
J.20	Make payment to the RDS scholar for their allowances, stipends and other agreed costs.		N/A		Ongoing	Summary reports provided to the Partners

J.21	Visit each RDS student at least twice per year to monitor academic progress and pastoral care provided.		N/A		Ongoing	This visit provides an opportunity to revise and refine the reporting / support systems as well as to make whatever changes are required to ensure success.
K	Scholars Return to PNG / Alumni	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships		Comments / Notes
K.1	Inform / meet PG institutions and AusAID in relation to ADS scholar planned return		N/A		Ongoing	Return details are entered by the University and AusAID Post is informed through an email from SIMON
K.2	Confirm scholar's return dates to PNG		N/A		Ongoing	Provide advance notice to AusAID and / or NZAID
K.3	Organise an Annual PNG Reintegration Workshop for GoPNG and private sector stakeholders					Explain the process of Reintegration Planning and the role of returning SPNG scholars within the organisation
K.4	Discuss HRD and Reintegration Plan with GoPNG / institutions prior to scholar's return (if applicable)				Ongoing	To be conducted in liaison with AusAID and NZAID as part of strengthening potential impact
K.5	Enter scholar contact details on data base/OASIS/SIMS				Ongoing	AusAID and NZAID will require the databases to be up to date and accurate
K.6	Support the operation of the Alumni data base and provide summary information to AusAID / NZAID				Ongoing	Work with the PNGAAA to maintain and enhance the data base and Alumni
K.7	Host / facilitate Alumni events (social and professional)	AusAID Post	AusAID Post	NZ AID		Discuss with AusAID potential events of activities that can support and advocate the Alumni
K.8	Support the development and distribution of the Alumni newsletter (six-monthly)				Ongoing	Send by email to all Alumni, all PNG scholars studying in Australia and NZ and to agreed GoPNG / NGO agencies
K.9	Establish and maintain an M&E system for scholarship management				Ongoing	Able to provide information of SPNG scholarships including at the operational and impact levels
K.10	As requested by AusAID, develop/conduct tracer studies of sample scholars who have returned to PNG				Ongoing	Includes follow up on Reintegration Plans - conducted on reimbursable basis as instructed by the Partners
K.11	As requested by Partners, develop and conduct case studies to highlight impact and contribution of the ADS				Ongoing	Use relevant methods and approaches to identify where the SPNG has made an impact on agencies or systems.
L	Other Scholarship Management Tasks	ADS Responsibilities	ALAS Responsibilities	NZ Scholarships		Comments / Notes
L.1	Provide reports and M&E data as required under the SoS and / or as requested by the Partners				Ongoing	Facility to ensure information and data is timely, accurate and meets AusAID and NZAID reporting requirements
L.2	Conduct Annual Facility performance review in relation to ADS NZDS-Public/NZDS-Open	AusAID Post	AusAID Post	NZ AID	Ongoing	On the anniversary of contract commencement

L.3	Provide summary data to AusAID and NZAID for their global scholarship reporting requirements				Ongoing	Required by AusAID and NZAID in Feb / March each year
L.4	Recommend two (2) ALA for Allison Sudradjat Award	AusAID Post	AusAID Post	N/A		Confidentiality of information will be required
L.5	Facilitate the Allison Sudradjat Awardees' activities where requested	AusAID Post / Facility	AusAID Post / Facility	N/A		

Annex 9

Membership of The Design Team

Prof Ingrid Moses	Team Leader
Paul Tippett	Design Specialist
Lindy Fisher	First Secretary, Higher Education and Training
Alison De Luise	Program Quality and Review Group, PNG Branch
Diane Roberts	Program Manager, Australian Scholarship Group
Evelyn King	Sector Specialist, Senior Research Advisor
Francis Hualupmomi	OHE: accompanied team as an observer to Goroka, Lae, and UPNG.
Lonnie Baki	OHE: accompanied team as observer to PAU, Madang and Kokopo,
Linda Taman	PNG Department of National Planning and Monitoring: was not available to take her place in the team during the Design Mission.

Annex 10

Summary of People and Agencies Consulted

In Australia before the Design Mission to PNG	
AusAID Canberra	Margaret Callan, Assistant Director General, PNG Branch
	Michelle Lowe, Director Program Quality & Review, PNG Branch
	Mukii Gashugu, Manager, Program Quality and Review, PNG Branch
	Kirsty Dudgeon, A/G Director, Program Quality and Review, PNG Branch
	Barbara O'Dwyer, Gender Advisor, Gender Group
	Ashween Singh, Manager, Economic and Public Sector Governance, PNG Branch
	Peter Goldsworthy, Economic and Public Sector Governance, PNG Branch
	William Hilton Thorpe, Economic and Public Sector Governance, PNG Branch
	Yvonne Green, Officer, Partnership and Program Coordination, PNG Branch
	Debbie Muirhead, Director Research, Research Group
	David Campbell, Manager, Research Group
	Anna Perkins, Director, Partnership and Program Coordination, PNG Branch
	Tony Liston, Director, Partnerships for Development, Pacific Branch
	Sarah Moriarty, Director, Pacific Public Sector Capacity Building Initiative, Pacific Branch
	Carrie-Anne Best, Manager, Pacific Public Sector Capacity Building Initiative, Pacific Branch
	Mary-Ellen Miller, Director, Australian Scholarships Group
	Lisa Spender, Program Manager, Australian Scholarships Group
	Petra Kavunenko, Program Manager, Australian Scholarships Group
	Brad Kajewski, Program Manager, Australian Scholarships Group
	Emily Serong, Officer, Australian Scholarships Group
	Simon Kaldy, Officer, Australian Scholarships Group
	Rachel Rawlings, Officer, Australian Scholarships Group
	Heather Dornoch, Manager, Design and Procurement Advisory Group, Operations Policy Unity
In PNG during Design Mission	
AusAID PNG Post	Bill Costello, Minister Counsellor
	Dave Vosen, Counsellor
	Susan Ferguson, Gender Advisor
	Group of AusAID O-Based Staff
	Sarah MacCanna, Second Secretary, Democratic Governance
	Urgei Akon, Officer, Democratic Governance
	Warren Turner, First Secretary, Economic and Public Sector Governance
	Freda Talao, Snr Program Officer, Economic and Public Sector Governance
	Malcolm Kulu, Program Officer, Higher Education & Training
	Gabriel Kubul, Program Officer, Law and Justice Sector Program
	Christine Groeger, Second Secretary, Private Sector Development
PNG Treasury	Anne Martin, SGP Advisor
	Ruth Veapi, Assistant Secretary (Social Sector), Budgets Unit, Treasury
	Thea Daniel, SGP Advisor, Budgets Unit, Treasury
PATTAF	Phil Robson, Facility Director, PATTAF
	Vivien Carroll, Deputy Team Leader, PATTAF

	Hiris Birney, Scholarships Manager, PATTAF
PNG Australia Alumni Association	Avia Koisen, President PNG Australia Alumni Association
	Kelly Cook, Vice-President PNG Australia Alumni Association
	Thomas Willie, A/g Secretary PNG Australia Alumni Association
	Goodwill Amos, PNG Forest Authority, Co-ordinator Forest & Climate Change
NZAID	Tessa Te Mata, PNG Country Manager, NZAID
	Heather Wright, First Secretary, NZAID
PNG Office of Higher Education	Dr William Tagis, Director General, Officer of Higher Education
	Francis Hualupmoni, Officer
	Lonnie Baki, Officer
PNG Department of Labour and Industrial Relations	Mrs Rona Nadile, A/g Executive Manager, Corporate Services
	Roger Cerova, Human Resource Division
	Stan Motolo, Assistant Director, National Training Council
	Mrs Maria Lovaga , Executive Director, Labour Standards
	Lawrence Waimain, Assistant Director, Occupational Standards Development
	Tom Kibau, A/g Manager Human Resource Development
PNG National Training Council	George Arua, Director, National Training Council
	Stan Motolo, Assistant Director, National Training Council
	Paul Brady, Workforce Development Adviser
Manufacturers Council of PNG	Chey Scovell, Executive Officer
	Aarish Shah, Chairman
	Wayne Golding, NC
PNG Chamber of Commerce and Industry Port Moresby	David Conn, GM POM CCI
	Ken Dunn, President POM CCI
Business Council of PNG	Stan Joyce, GM SP Breweries
	Paul Barker, Director Institute of National Affairs
Women and Higher Education Forum	Dr Orovu Sepoi, Program Coordinator, UNIFEM
	N'Deane Helajzen, Gender Advisor, ECBP
	Dr Jackie Wright, Team Leader, Agriculture Research & Support
	Sally Mokis, Papua Hahine
	Susan Setae, Executive Officer, Papua Hahine
	Theresa Siagura, Social Policy Advisor, Prime Minister's Department
	Serena Sasingian, Coordinator of The Voice
PNG Chamber of Mines and Petroleum	Greg Anderson, Executive Director
	Hellen Purdy, HR Manager, PNG Operations, InterOil
	Ila Temu, Director Corporate Affairs, Australia Pacific, Barrick (PNG) Ltd
	Ephraim Tammy, Washu, Borona, Various Organisations
Pacific Adventist University	Dr Braninimir Schubert, Vice Chancellor, PAU
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	Russell Hocking, Manager, International Strategy
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	Samantha Thompson, AusAID liaison officer
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AusAID PNG Post	Bill Costello, Minister Counsellor
	Dave Vosen, Counsellor
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	Jon Ndramei, Foreign Aid Division
	Freda Talsa
	Ruth Veapi, Assistant Secretary (Social), Treasury
	Anne Martin, EGP Adviser, Treasury
	Linda Taman Eko, Assistant Secretary (AusAID), DNPM
	Talale Tun, Assistant Secretary, DNPM
	Heather Wright, First Secretary, NZ High Commission
	Kevin Wak, Senior Program Officer (Youth, Women, Commercial Development), DNPM
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	Thea Brown, NZAID, Development Programme Administrator
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	Dr Misty E. Baloiloi, VC, UNITECH and senior staff
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Annex 11

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