



# Guidelines for Public Sector Linkages Program

FOR APPLICANTS OF 2007–08 ROUND THREE FUNDING FOR ACTIVITIES RELATING TO APEC, APEC AI, EAST TIMOR, INDONESIA AND SOUTH ASIA (BANGLADESH, BHUTAN, INDIA, MALDIVES, NEPAL, PAKISTAN, SRI LANKA AND REGIONALLY)

Closing time and date: 5pm AEST, 30 June 2008

## BACKGROUND

The Public Sector Linkages Program (PSLP) helps to strengthen whole-of-government responses to issues and priorities affecting Australia's national interest by:

- > centralising and streamlining the management of pre-existing AusAID government sector linkages programs<sup>1</sup>
- > introducing greater consistency of approach, user friendliness, flexibility and responsiveness, and
- > improving Activity design and reporting quality.

## DEVELOPMENT GOAL

To improve nationally determined development outcomes in selected Asian countries by improving governance and management in their public sectors.

## PURPOSE

To transfer capacity-building skills and expertise from Australian federal, state and territory government departments and agencies – as well as universities – to public sector counterpart institutions in partner countries, and to support the strengthening of sustainable and development-focused public sector bilateral and regional linkages.

## ELIGIBLE APPLICANTS

The only applicants eligible for PSLP funding are:

<sup>1</sup> These programs linked Australian federal departments/agencies with their Asian counterparts and strengthened partner countries' institutional capacity to manage their development and improve their governance systems.

- > **Australian** federal government departments, agencies and statutory authorities<sup>2</sup>
- > **Australian** state and territory government departments, agencies and statutory authorities,<sup>2</sup> and
- > **Australian** public universities (those established under Commonwealth or state statute).

## ELIGIBLE COUNTERPARTS

Counterpart organisations **must** be in the partner country's public sector. Linkages can cross subsectors to join, for example, an Australian university and a government agency of the partner country. A partner country public sector organisation cannot apply directly for PSLP funding, but it can initiate contact with its Australian counterpart to explore the latter's potential interest in applying for PSLP funding for Activity Concepts in which it is interested.

## ELIGIBLE ACTIVITIES

In line with the Australian aid program's objective of poverty reduction and sustainable development, Activities proposed for PSLP funding **must**:

- > have a primary developmental focus and be definable as Official Development Assistance (ODA)<sup>3</sup>
- > clearly identify sustainable benefits to the partner country, and
- > be planned and implemented jointly by the counterpart organisations concerned.<sup>4</sup>

<sup>2</sup> Excludes government business enterprises and other profit-making public sector organisations.

<sup>3</sup> The OECD Development Assistance Committee defines ODA as those financial flows from the official sector for – and technical cooperation with – developing countries that are administered with the promotion of the economic development and welfare of developing countries as the main objective.

Activities will primarily deliver technical assistance and training and can include:

- > institutional strengthening and/or capacity building in counterpart organisations in partner countries
- > short-term training for a counterpart organisation's staff in either the partner country or Australia
- > secondments and work attachments for a counterpart organisation's staff with the Australian counterpart organisation
- > secondment of Australian staff to advise or work in the counterpart organisation in the partner country, and
- > applied policy research, feasibility studies and the implementation of small projects (excluding activities focused primarily on basic research and capital procurement).

Activity concepts that contribute to a whole-of-government response to development problems are encouraged. For example, the applicant could seek to involve AusAID or other Australian Government departments in an Activity Advisory Committee or coordinate their Activity with existing Australian aid activities in a partner country.

Proposals must **not** provide or aim to provide a direct commercial benefit to any Australian or partner country company or consortium (other than any proposed to be subcontracted to assist Activity implementation).

Activities that have already commenced are **not** eligible for consideration under PSLP.

Normally, PSLP does **not** fund scoping exercises. Applicants are expected to have already developed sufficient linkage with their counterpart organisation that they are able, with their counterpart's in-principle agreement, to nominate upfront what it is they want to do. PSLP funding will not be provided to answer this question.

PSLP does **not** normally support activities that could be funded by the applicants themselves or that may become dependent on PSLP funding.

PSLP does **not** support Activities prepared by applicants with little consultation with their counterpart organisations. Concept ideas can originate in Australia, however, applicants should demonstrate that they have consulted the counterpart and adapted the Activity to suit its needs.

#### COST

Activities generally will cost between \$50 000 and \$250 000. However, proposals costed outside of these limits are also eligible and will be considered.

#### DURATION

Proposed Activities will generally be self-contained and be from 3 to 24 months in duration. Activities should be long enough to transfer capacity building skills and build sustainable development-focused linkages.

For sustainability reasons, Activities forming part of a planned multi-year program of cooperation are welcomed, although PSLP funding commitment is made on an annual basis only.

PSLP funding of subsequent years of a multi-year Activity or of subsequent Activities in a sequence of staged annual Activities depends upon:

- > the availability of funds
- > a positive annual review of Activity progress by the PSLP Inter-Departmental Assessment Panel, based on evidence that the approved prior Activity has been progressed/completed satisfactorily in terms of planned outcomes, and
- > evidence that the contribution of the counterpart organisation and/or third parties to the Activity is increasing.

AusAID makes no funding commitment in respect of any recommendations for further activities that may flow from an implemented Activity.

---

<sup>4</sup> Subcontracted consultants and/or other resources may be used to facilitate implementation where justified and appropriate. However, subcontracting should be minimised as a primary objective of PSLP is to build linkages between Australian and counterpart public sector organisations. Subcontracting processes must comply with the Australian Government Procurement Guidelines or their state, territory or university equivalents.

## PSLP FUNDING ROUNDS

In 2008 there will be three rounds scheduled to open at the beginning of February, June and October, via an *Invitation to Submit Activity Concepts* posted by AusAID at [www.ausaid.gov.au/pslp](http://www.ausaid.gov.au/pslp). Each Round is open to receive applications for four weeks.

## 2007–08 ROUND THREE COUNTRIES

Round Three for 2007–08 opens on 2 June 2008 and closes on 30 June 2008 for submission of Activity Concepts relating only to APEC, APEC AI, East Timor, Indonesia or South Asia (Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka and South Asia regionally).

“APEC AI” addresses avian influenza and other emerging infectious diseases in partner developing APEC economies.

Other AusAID country programs may participate in subsequent Rounds.

## ASSESSMENT CRITERIA

### GENERIC ASSESSMENT CRITERIA

Preference will be given to Activity Concept Submissions that:

- > are consistent with:
  - the Australian aid program’s objective ‘to assist developing countries to reduce poverty and achieve sustainable development, in line with Australia’s national interest’
  - the principles outlined in AusAID’s development policy guidelines on gender and development (at a minimum, gender equity in Activity participation must be addressed), environment, sustainability, family planning and conflict prevention/peace building (see [www.ausaid.gov.au/pslp](http://www.ausaid.gov.au/pslp))
  - the parameters of the relevant country or regional program strategy, as reflected in the country/region-specific assessment criteria below

- > articulate objectives, outcomes, outputs and inputs as well as credible cost estimates<sup>5</sup>
- > address institutional strengthening and capacity building needs of the partner country’s counterpart organisation
- > indicate at least in-principle endorsement by a clearly identified sole or lead counterpart organisation in the partner country
- > relate to a specific development priority or program of the counterpart organisation,
- > contribute to development of sustainable institutional links that promote positive development outcomes for the partner country
- > demonstrate how Activity benefits will be sustained over the longer term without dependence on continued PSLP funding
- > can be expected to achieve their specified objectives given the proposed nature and structuring of their inputs
- > seek to ensure that the most appropriate participants for study tours, secondments and/or training are selected from the counterpart organisation, and that the participants’ new knowledge is disseminated as widely as possible in the appropriate quarters (see [Appendix A](#) for suggested approaches in these matters), and
- > **seek to maximise applicant and counterpart organisation cost-sharing contributions.**

### APEC-SPECIFIC ASSESSMENT CRITERIA

**High** priority is attached to capacity-building initiatives. **Lower** priority is accorded to research activities (unless they are assessed as central to core APEC priorities and policy formulation) and to providing support for developing economies to participate in APEC seminars or conferences (considered only if they deliver technical assistance or training).

Preference will be given to Activity Concept Submissions for APEC that:

---

<sup>5</sup> Credible monitoring, risk management and sustainability enhancement strategies **must** be articulated in the PSLP Activity Details Proposal Form (see page 7).

- > further APEC's mandate of facilitating open and secure trade, investment, development and growth in developing APEC Asia-Pacific economies by:
  - supporting trade and investment liberalisation and facilitation,
  - supporting structural reform, transparency and anti-corruption, and
  - enhancing human security (such as counter-terrorism, energy security, food and product safety, pandemic and emergency preparedness)
- > are regional in nature (that is, address issues that exist above the national level and/or require a regional response) and target more than one country, in particular Indonesia, the Philippines, Vietnam, China and Papua New Guinea (second order priority is attached to proposals targeting other developing Asian APEC member economies and Asian non-member developing economies that are priority Australian development cooperation partners).

Submissions need to explain the applicant's link to relevant APEC fora. Information about APEC committees, working groups and task forces is available at [www.apec.org](http://www.apec.org) and [www.dfat.gov.au/apec](http://www.dfat.gov.au/apec)

**APEC AI** Funding of \$2 million over four years has been made available under APEC PSLP (since 2006-07) specifically for strengthening linkages to build preparedness and response capacity to address avian influenza and other emerging infectious diseases in partner developing APEC economies. In respect only of this funding, single country APEC PSLP Submissions may be considered.

#### EAST TIMOR-SPECIFIC ASSESSMENT CRITERIA

Preference will be given to Activity Concept Submissions for East Timor that:

- > address priorities of Australia-East Timor development assistance
  - public sector and financial management, broad-based economic growth and budget execution

- legal, judicial systems and democratic institutions (including local government and civil society)
- conflict prevention and disaster management
- service delivery in health, water and sanitation, and employment education and youth activities, and rural development
- > are consistent with East Timor's priorities and/or other donor and UN interventions,
- > demonstrate a sound understanding of the development context especially current capacity constraints in East Timor, and
- > demonstrate an understanding of how gender relationships may affect program results and the status of women.

#### INDONESIA-SPECIFIC ASSESSMENT CRITERIA

Preference will be given to activity concept submissions for Indonesia that:

- > promote economic governance and sustainable growth including responses to climate change and strengthened capacity for sustainable natural resource management, invest in people by improving health system outcomes and basic education, improve justice and democracy for all citizens facilitating a safe and peaceful Indonesia
- > promote women's equal participation, combat corruption across all Australian activities, align Australian activities with Indonesian government systems and encourage donor harmonisation, improve aid effectiveness and strengthening monitoring and evaluation capabilities, and
- > take into account lessons learnt from previous PSLP activities while articulating in which ways outcomes benefit Indonesia.

[Note: The Australian Indonesian Partnership for Reconstruction and Development (AIPRD) Government Partnership Fund (GPF) funds activities intended to strengthen Indonesian economic, financial and public sector management. Federal departments and agencies interested in applying for funding for these types of activities should contact the GPF helpdesk at [gpf@ausaid.gov.au](mailto:gpf@ausaid.gov.au). Universities and state and

territory government departments and agencies interested in undertaking these types of activities should apply for PSLP funding.]

#### SOUTH ASIA-SPECIFIC ASSESSMENT CRITERIA

Preference will be given to Activity Concept Submissions for South Asia that:

- > tackle climate change; address corruption; improve economic and financial management; strengthen law and justice; increase public sector effectiveness, develop civil society and strengthen democratic systems; and improve basic service delivery focused on health, education and natural resource management
- > are focused on bilateral initiatives in Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and/or Sri Lanka, or are focused on regional arrangements in South Asia (that is, target more than one country in the region), and
- > are small scale, strengthen key institutions and build their capacity to implement reforms.

Note: The South Asia Governance Fund (SAGF) remains operational at Post to cover small ad hoc governance activities in line with the above-stated preferences. Private sector, non-government, civil society and regional organisations only are eligible to apply for funding under SAGF. Interested organisations should submit a proposal to the Counsellor (Development Co-operation), AusAID, Colombo, by email to [percystanley@dfat.gov.au](mailto:percystanley@dfat.gov.au).

#### COST SHARING

Sharing the costs of establishing and strengthening linkages is an important PSLP principle. The applicant organisation generally should be prepared to contribute to the proposed Activity from its own financial resources and/or the proposal should involve the counterpart organisation in the partner country sharing the costs by, for example, making cash or in-kind contributions. Where proposals are assessed as being of equal merit, preference will be given to those with the greatest level of cost sharing by the applicant and counterpart organisations.

#### ELIGIBLE ACTIVITY-SPECIFIC COSTS

##### APPLICANT ORGANISATION PERSONNEL – SALARIES

For applicant organisations only<sup>6</sup> PSLP can meet up to 75% of:

- 1 the salaries cost of the staff input<sup>7</sup> required for Activity implementation from the successful applicant, and/or
- 2 fee costs of subcontracted consultant input required for successful Activity implementation, or
- 3 reasonable charge-out rates that normally are applied by organisations required to operate on a cost-recovery basis,

up to a maximum of \$1 000 a day per person.

Where 75% of actual staff and/or consultant costs is less than \$1 000 a day, PSLP will pay only up to the lower amount. Where these costs exceed \$1 000 a day, the applicant must find the funds to meet the difference as a cost-sharing contribution. Australian staff are paid for a five-day working week.

In exceptional circumstances consideration can be given to PSLP meeting up to 100% of the salaries cost of the staff input required for Activity implementation by the successful applicant organisation. Such payment would require the agreement of the PSLP Inter-Departmental Assessment Panel and the AusAID Executive, which would require the applicant organisation to demonstrate clearly that:

- > it is not resourced to work internationally, and
- > 100% salary coverage from PSLP would leverage resources additional to those that could have been provided without such a contribution.

<sup>6</sup> PSLP cannot meet salaries or associated staff costs of partner country counterpart organisations.

<sup>7</sup> 'Salaries cost' is defined as the amount payable to the staff member as salary for the number of work days of input required, plus the amount payable as the employer's superannuation contribution for that period. Salary and superannuation contributions are based on the entitlements of the official immediately before starting work on the Activity.

#### APPLICANT ORGANISATION PERSONNEL – OTHER

PSLP will meet the costs of **airfares** (up to Business Class on international sectors and domestic sectors in partner countries, and economy class on Australian domestic sectors), **insurance** (medical, dental, travel and *force majeure* evacuation), **ground transport** in respect of approved Activities and **living expenses** (accommodation, meals and incidentals) in accordance with the following schedules:

- > *In-Australia* living expenses per day for stays of up to six weeks are based on current public sector rates – Adelaide \$213, Brisbane \$231, Canberra \$206, Darwin \$215, Hobart \$193, Melbourne \$218, Perth \$230, Sydney \$247. In those unusual instances where a period in excess of six weeks may be justified, an agreed rate will be negotiated.
- > *Overseas* living expenses per day for periods up to six weeks will be paid at the following rates – Bangladesh \$340, Bhutan \$225, China \$340, East Timor \$216, India \$342, Indonesia \$273, Malaysia \$186, Maldives \$TBA, Nepal \$223, Pakistan \$358, Philippines \$238, Sri Lanka \$183, Thailand \$235, Vietnam \$237. In those unusual instances where a period in excess of six weeks may be justified, an agreed rate will be negotiated.

#### APPLICANT ORGANISATION – ADMINISTRATIVE SUPPORT COSTS

PSLP's contribution towards meeting administrative support costs will be capped at up to an additional 10% of each Activity grant. This additional financial support must be included in the normal end-of-Activity funds acquittal.

Administrative support costs cover staff costs incurred in (a) arranging travel (e.g. flights and other transportation), accommodation and visit programs (e.g. workshops and meetings), and (b) complying with official AusAID Activity reporting and financial acquittal requirements.

Your proposal costings must **not** include administrative support costs under any other cost category.

Please note that on-costs and administrative overheads remain **ineligible** for PSLP funding.

These costs (which include overtime/allowances, leave accrued, office rental, depreciation, IT and corporate support, human resources development, utilities, communications and postage) continue to be welcomed as a cost-sharing contribution by the applicant organisation.

#### PARTNER COUNTRY COUNTERPART ORGANISATION PERSONNEL

PSLP will meet the costs of **medical insurance** for counterpart organisation staff when in Australia, and **travel insurance** and **ground transport** in respect of approved Activities. **Airfare** and **living expense** entitlements are at the discretion of the applicant organisation but cannot exceed the above-specified limits for applicant organisation personnel and must reflect cost-effectiveness considerations.

Note: PSLP will **not** meet the cost of Indonesia's special *fiskal* tax.

#### PROCUREMENT

PSLP will meet the small-scale purchase and freight (and/or hire) costs of items essential for achieving Activity objectives, but only if the non-hired items become the property of the counterpart organisation when the Activity is completed.

#### TRAINING

PSLP will meet the cost of trainers, consumables, venues, printing, training materials, course evaluation, etc. Proposals should indicate if these inputs are to be provided in cash or kind.

Strict limits will apply to PSLP contributions towards the cost of opening functions, dinners, end-of-course presentations and closing ceremonies.

### APPLICATION AND ASSESSMENT PROCESS

#### STAGE ONE: COMPETITIVE ASSESSMENT

Concepts are assessed on a competitive basis by a PSLP Inter-Departmental Assessment Panel comprising senior representatives from the Department of Foreign Affairs and Trade, the

Department of the Prime Minister and Cabinet and AusAID.

The Panel assesses Concepts and recommends to AusAID those that, in its view, should be pursued in more detail with the applicant. Panel recommendations are based on the assessed relative merit against the PSLP Guidelines and assessment criteria, the available budget and the assessed relative importance in terms of relevant current whole-of-government priorities.

AusAID, in consultation with the Panel, retains flexibility to determine and assess priority proposals at any time in the light of evolving whole-of-government priorities.

**Because PSLP is a competitive funding mechanism, your Concept may not be successful.**

All applicants are advised of the outcome of their applications within six weeks of the Round's application closing date.

AusAID seeks partner government (aid coordinating authority) endorsement for all Panel-recommended bilateral Activity Concepts that are accepted by AusAID.

Note: Comments from the partner government can sometimes require a detailed Activity proposal to be modified.

#### STAGE TWO: DETAILED PROPOSAL PREPARATION

When AusAID seeks partner country endorsement of the Activity Concepts it has accepted, it also asks successful applicant organisations to:

- > advise their counterpart organisations of the conditional success of their applications, and
- > expand their Activity Concepts by completing the PSLP **Activity Details Proposal Form** in conjunction with their counterpart organisations, after reading the **Information on Activity Details Proposals** document and drawing on the PSLP informal note, *Aspects of development and Activity design* ([www.ausaid.gov.au/pslp](http://www.ausaid.gov.au/pslp)) to help ensure design integrity.

Credible monitoring, risk management and sustainability enhancement strategies **must** be

articulated in the proposal form, along with how the Activity would support adoption of newly imparted capacities by participants' parent organisations in their home country environment.

The completed PSLP Activity Details Proposal Form **must** be submitted within five weeks of notification of in-principle AusAID endorsement of the PSLP Activity Concept Submission.

A PSLP **Activity Design Document** (ADD), rather than a PSLP Activity Details Proposal Form, **must** be prepared for selected larger Concepts to enable effective management of the larger risks involved. AusAID supports successful applicant organisations in the ADD preparation process. Information about ADDs and their preparation is available from the PSLP Secretariat.

#### *Evidence of partner support*

The completed PSLP Activity Details Proposal Form **must** be accompanied by a letter from the partner country counterpart organisation(s), signed at senior level, supporting the proposed Activity. The letter **must** include a clear commitment to ensuring that participants in study tours, secondments and training will implement some process of disseminating the new information they have learned once they have returned to their workplace(s) (see [Appendix A](#)).

#### *Record of Understanding*

Once the partner government has endorsed the Activity Concept and a PSLP Activity Details Proposal Form has been completed and agreed between AusAID and the applicant organisation, the applicant **must** enter into a Record of Understanding with AusAID that defines the Activity to be implemented, its timeframe and the respective financial and other responsibilities and obligations of each party.

Records of Understanding **must** be finalised within one month of the date on which the first draft is forwarded to the applicant. A draft Record of Understanding is available from [www.ausaid.gov.au/pslp](http://www.ausaid.gov.au/pslp)

## FUNDING CYCLE

Funds for most Activities are disbursed as a single advance after the Record of Understanding has been signed and AusAID has received a valid Tax Invoice from the applicant organisation.

Funds for an approved multi-year Activity are disbursed annually – but only after progress in the preceding year is assessed positively by the PSLP Inter-Departmental Assessment Panel and if funds are available.

## ACTIVITY IMPLEMENTATION

The organisation implementing the Activity is responsible for:

- > all funds granted by AusAID
- > all aspects of Activity implementation including all official, personal and commercial arrangements  
(Note: AusAID staff in any location are **not** available to assist in arranging visas, customs clearances, travel and accommodation bookings or meetings and appointments.)
- > adhering to the Australian Government Procurement Guidelines (or the state, territory or university equivalents) when undertaking any procurement (including subcontracting)
- > obtaining prior AusAID approval for any significant (10+%) variation(s) to a budget component of an Activity<sup>8</sup>
- > advising AusAID if an Activity will not be completed by the date specified in the Record of Understanding, stating the reason for the delay, and
- > completing and submitting the PSLP Activity Completion Report to AusAID within the specified timeframe (see below).

## COMPLETION REPORT AND FUNDS ACQUITTAL

The PSLP **Activity Completion Report** is Schedule 3 of the Record of Understanding and **must** be submitted to AusAID by the Activity

<sup>8</sup> Minor changes to the funds allocation structure agreed in the PSLP Activity Details Proposal Form can be made without reference to AusAID, provided the intended Activity outputs do not change and the overall Activity budget does not increase.

implementer by the due date specified in the Record of Understanding.

The Activity implementer is expected to report on monitoring and evaluation exercises undertaken during the Activity to support statements of success or otherwise and identify lessons learned in the Activity Completion Report. Applicants should consider the time and cost needed to undertake monitoring and evaluation, especially for larger (>\$250,000) Activities.

The Activity Completion Report includes a funds acquittal form which must be signed by a delegated officer. Any variation from the approved budget over 10% must be explained. Variations in excess of 20% will be reported to the Inter-Departmental Assessment Panel and may impact on an applicant's future Concept Submissions.

The Activity Completion Report also includes a simplified completion report, signed by a senior officer of the lead counterpart organisation, which assesses the benefit of the Activity. (For regional activities funded through APEC, APEC AI or South Asia regional, applicants will need to provide completion reports from a majority of the counterpart organisations.)

An organisation's eligibility to apply for new PSLP grants depends on the timely submission of satisfactory Activity Completion Reports for previous Activities.

## FURTHER INFORMATION

Further information, application details and all PSLP documents (including the PSLP Activity Concept Submission Form, the PSLP Activity Details Proposal Form and the PSLP informal note, *Aspects of development and Activity design*) are available at [www.ausaid.gov.au/pslp](http://www.ausaid.gov.au/pslp).

All inquiries should be directed to the PSLP Secretariat by email ([pslp@ausaid.gov.au](mailto:pslp@ausaid.gov.au)), phone (02 6206 4393) or fax (02 6206 4036).

Any advice provided to potential applicant organisations concerning possible Activity Concepts will not be binding on either AusAID or the PSLP Inter-Departmental Assessment

Panel in their consideration of any Activity  
Concept Submission.

## APPENDIX A PLSLP GUIDELINES FOR SELECTING PARTICIPANTS FROM PARTNER COUNTRY COUNTERPART ORGANISATIONS FOR STUDY TOURS, SECONDMENTS AND TRAINING

To maximise the developmental benefits and sustainable impacts of study tours, secondments and training, preference will be given to those PSLP funding applications proposing such activities that articulate:

- (a) a clear objective(s)
- (b) clear participant selection criteria, so that the right participants are selected in the right numbers for the right (including merit-based) reasons, and
- (c) effective, formal and structured strategies to disseminate information that have been developed, negotiated and agreed with counterpart organisations, and that oblige participants in study tours, secondments and training to disseminate their new knowledge as widely and appropriately as possible after their return home to the partner countries.

### OBJECTIVE(S)

The objective (a) **must** inform the criteria (b) and the strategies (c).

### PARTICIPANT SELECTION CRITERIA

The returns from investing in study tours, secondments and training depend crucially on the quality and appropriateness of the selected participants. There **must** be agreed, clear and unambiguous selection criteria that will promote the prospects of maximising Activity benefits and achieving sustainable impacts by facilitating the selection of appropriate participants.

Ideally, these criteria should be developed jointly by the applicant and its counterpart organisation. It is also highly desirable for the Australian organisation to be involved in the counterpart's selection process. Such an approach would enable the rationale for the number of proposed participants to be readily articulated.

The criteria should ensure that participants are appropriate in terms of, for example:

- > **skills** (e.g. some minimum level of English language for study tours, secondments and training in Australia)
- > **aptitudes** (e.g. some aptitude/experience as a speaker and/or trainer if participants are to

disseminate information and/or conduct train-the-trainer workshops at home)

- > **experience** (e.g. some experience in an area related to the training proposed)
- > **professional positions** (clearly appropriate to the specified objectives and sufficiently senior to be able to act on/implement what has been learned on their return home)
- > **career aspirations** (e.g. for trainees, an intention to remain with the counterpart organisation for at least 12 months after the training)
- > **education** (e.g. a degree from a university or equivalent tertiary institution), and
- > **cooperative relationship** with their Australian counterparts that is strong and will be maintained.

As far as possible there must be **gender equity** in Activity participation eg via use of a written criterion for selection of women participants.

### INFORMATION DISSEMINATION STRATEGY

Partner country counterpart organisations should oblige participants in study tours, secondments and training to implement some process of disseminating the new information they have gained. This commitment should be included in the counterpart organisation's letter of support for the proposed Activity that must accompany the completed PSLP Activity Details Proposal Form (see the section 'Assessment process' on page 7).

In the absence of such strategies and obligations, there is an unacceptably high risk that the proposed investment will not produce any real developmental benefit for the participants' organisations and countries.

Strategies and obligations could include providing senior management and relevant staff written reports on key issues and new knowledge of most use and importance to their organisations, and conducting a seminar or series of seminars for relevant senior and other staff to present such reports.