



Australian Government

Department of Foreign Affairs and Trade

Building women's leadership: the contribution of Australia Award Scholarships

Office of Development Effectiveness

Women's leadership: a development priority

Since the 1950s, Australia has provided scholarships for tertiary study to:



- *'develop leadership potential' and enable recipients to 'make a significant contribution to their home countries as leaders in their field'*
- *build an 'engaged and influential global network of leaders, advocates and change-makers'*

Women's leadership

- *a process of women mobilising people and resources in pursuit of shared and negotiated goals within government, private sector and civil society.*





Evaluation questions

Do scholarships increase women's leadership?

If so, how?

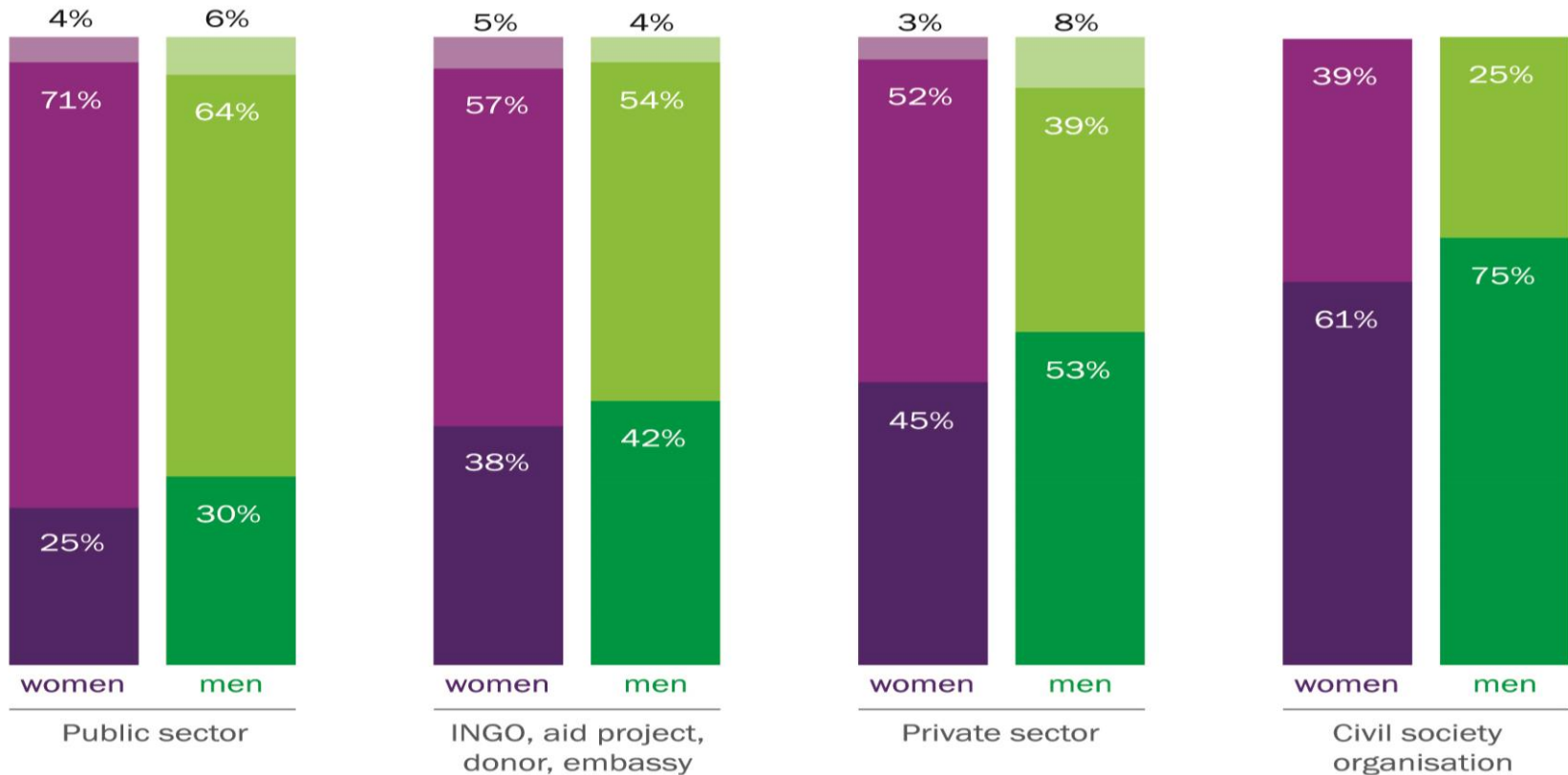
How could scholarships better contribute to women's leadership?

Methodology

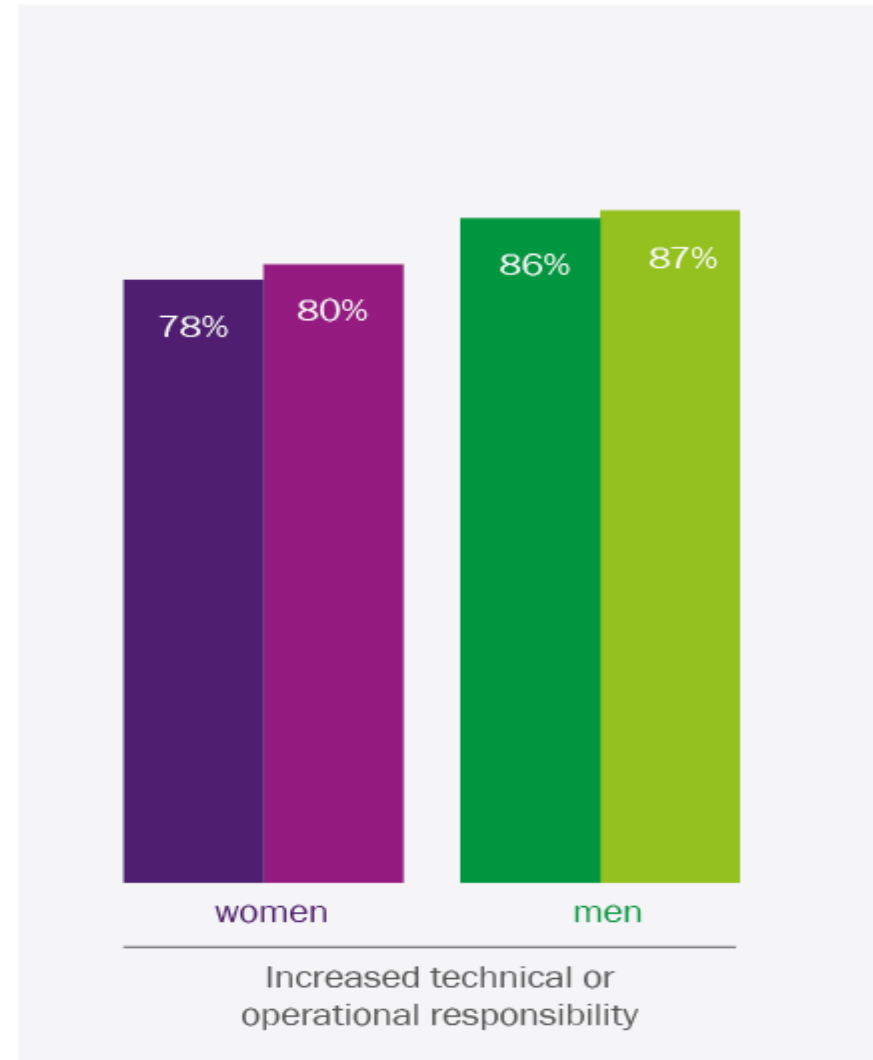
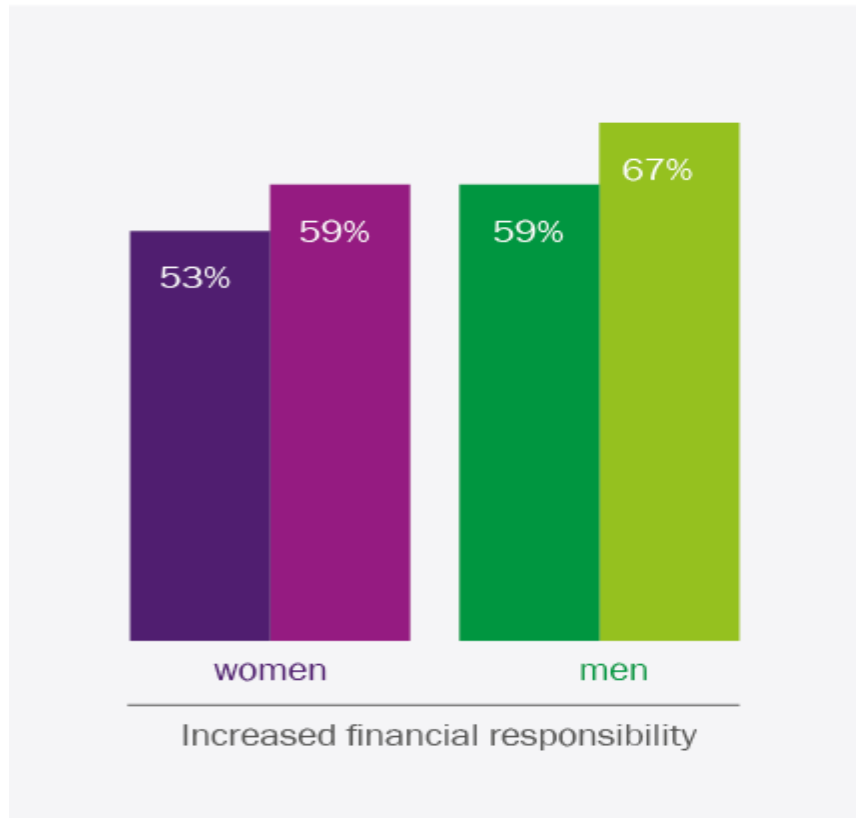
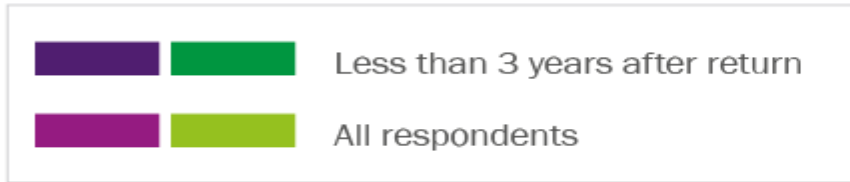


- Quantitative global analysis of tracer studies.
- Qualitative analysis of interviews and focus group discussions.
- Fieldwork in Lao PDR, Samoa and Indonesia
- Telephone interviews.
- Participants: recently returned and high profile female alumni, male alumni, workplace colleagues and supervisors.
- DFAT and managing contractor staff

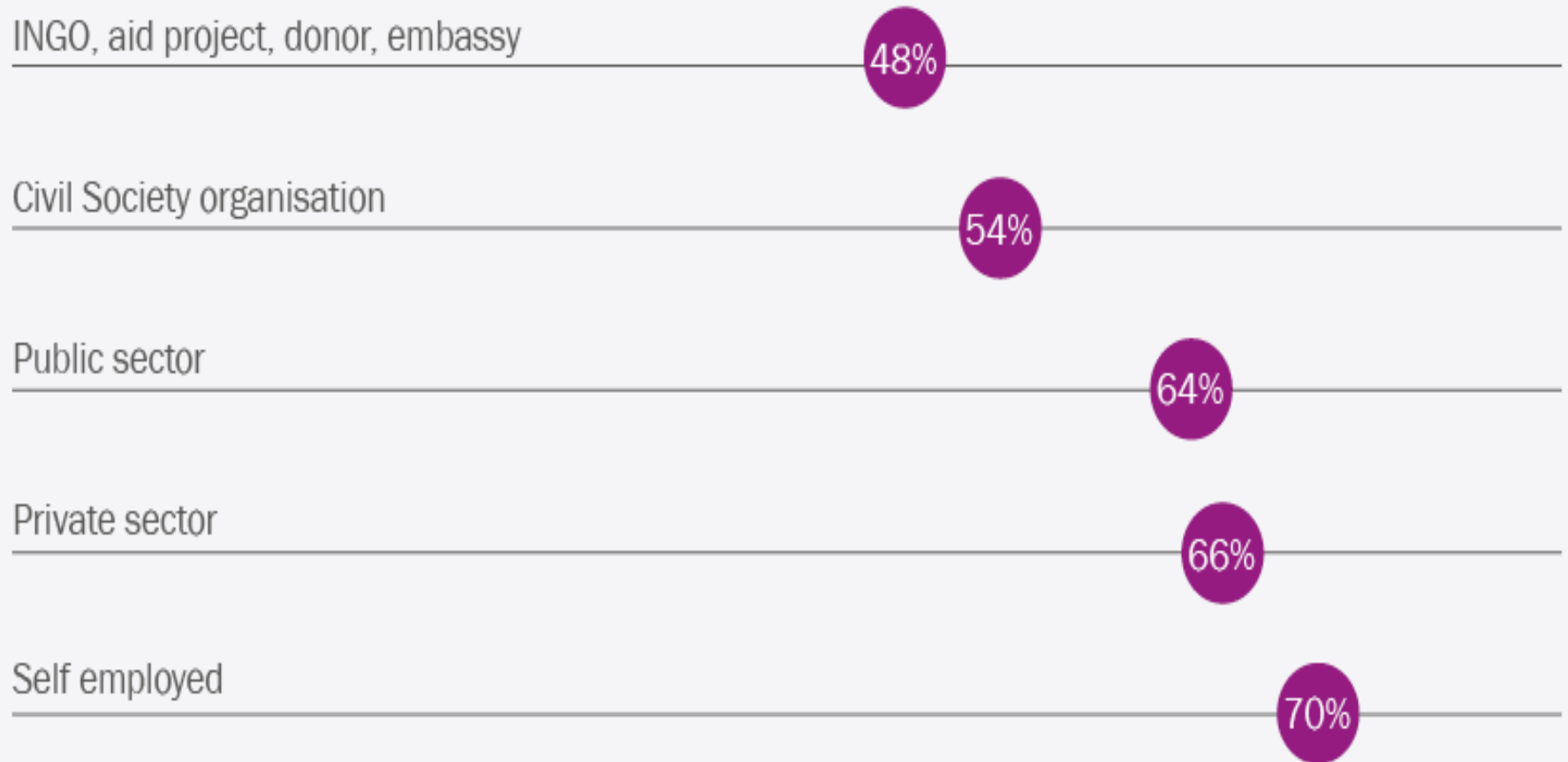
Professional Advancement: Proportion of alumni in higher position



Leadership: Proportion of alumni with increased financial and technical responsibility



Leadership: Proportion of alumnae supervising more staff



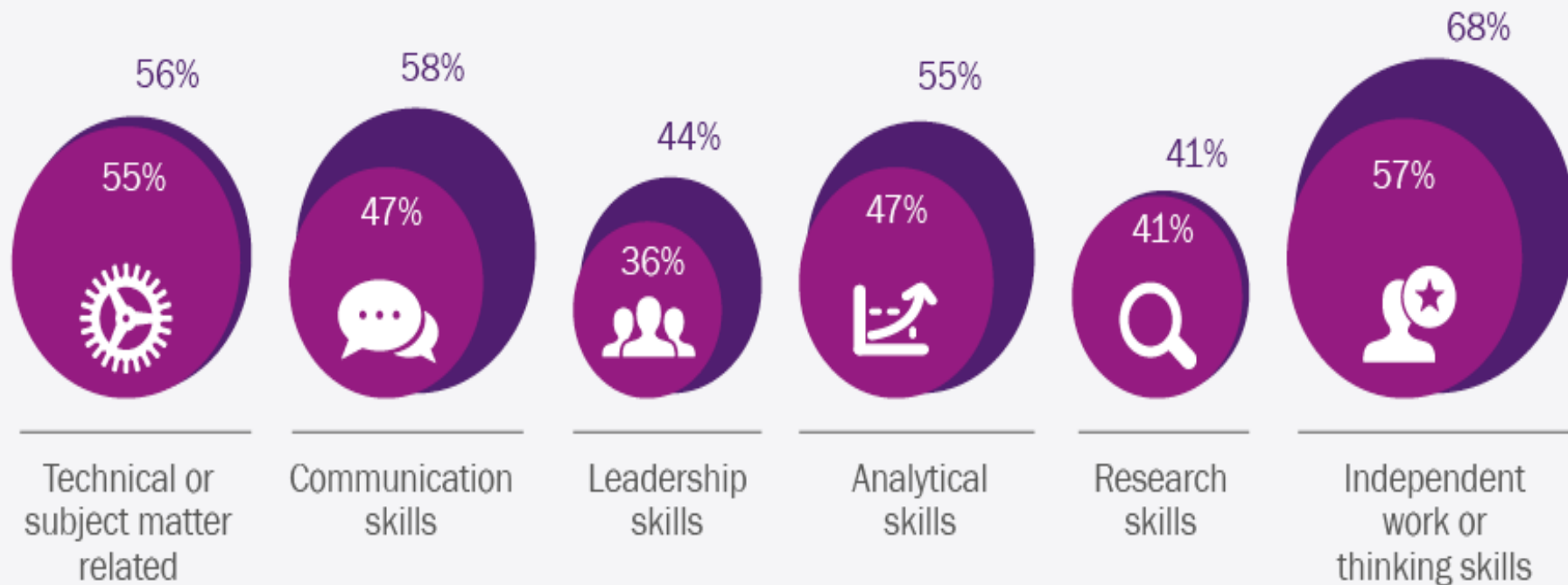
Leadership: Proportion of alumnae reporting skills and knowledge transfer



formal



informal



Developing a leadership identity

- Living and studying overseas transformative
- Soft skills-work practices, research, organisation
- Personal attributes: independence, confidence, self belief, open mindedness



There is a difference for women who study in [their home] country. They are less outspoken and less confident and don't feel fully confident to express their opinion. Women who have studied overseas are very confident ... they are independent. Supervisor of alumnae, public sector, Lao PDR



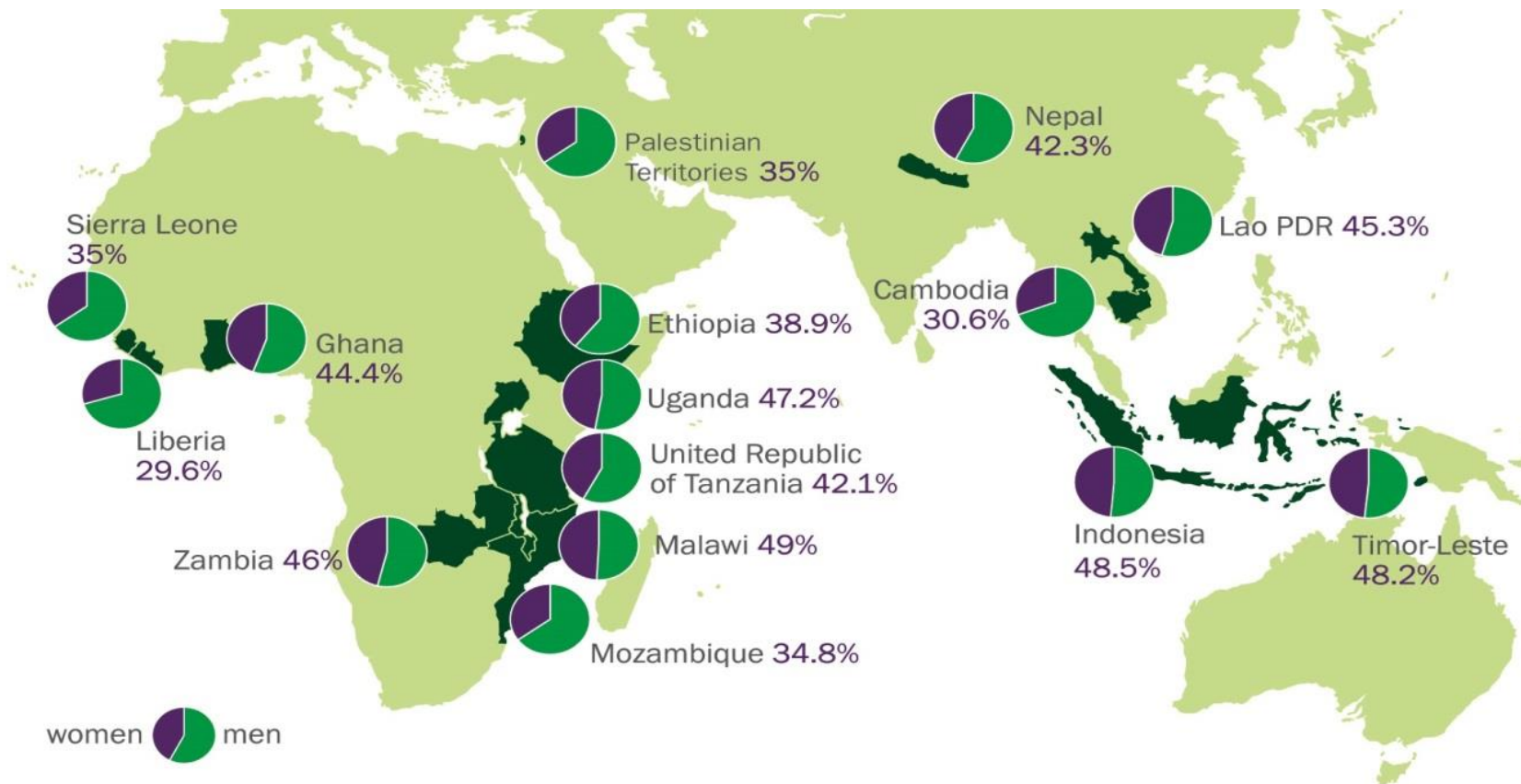
Developing the vision needed for leadership

- Education methodology
- Service delivery
- Infrastructure
- Citizen activism
- Women's leadership

*The experience in Australia gave me a better understanding of leaders ... like women professors at Crawford and the Australian National University. I saw a lot of skilled and assertive women ... They became role models to me. I hadn't really seen that in Indonesia ... and now I am one of them.
High-profile alumna, Indonesia*

Improving women's leadership outcomes: Revising selection processes

- Globally women receive more than half of scholarships
- Many countries fall well short of gender parity



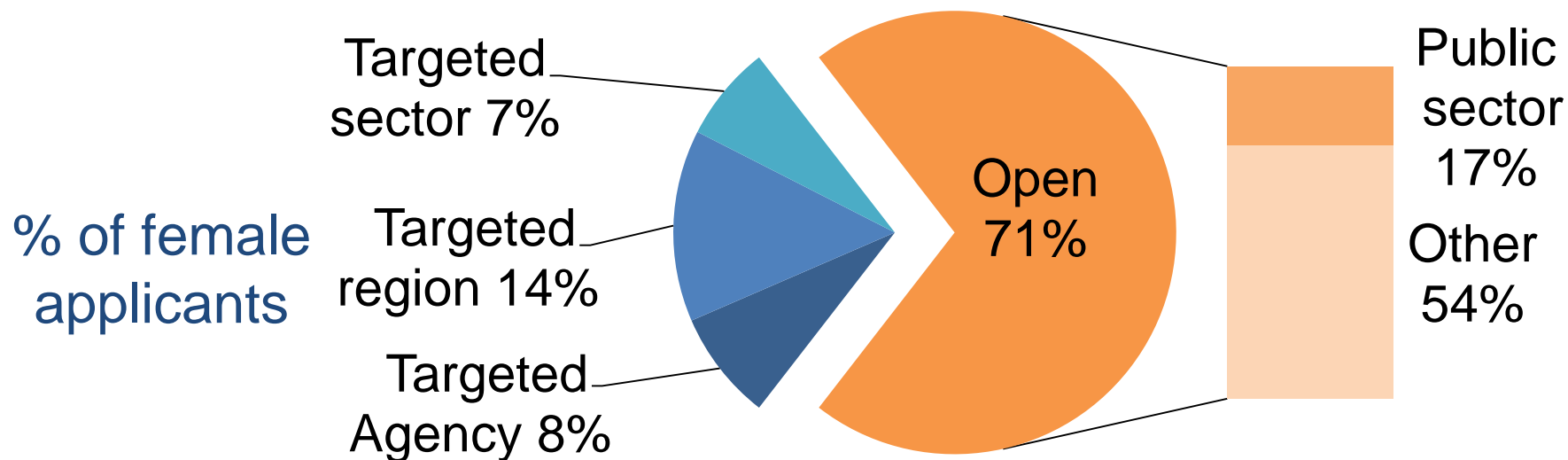
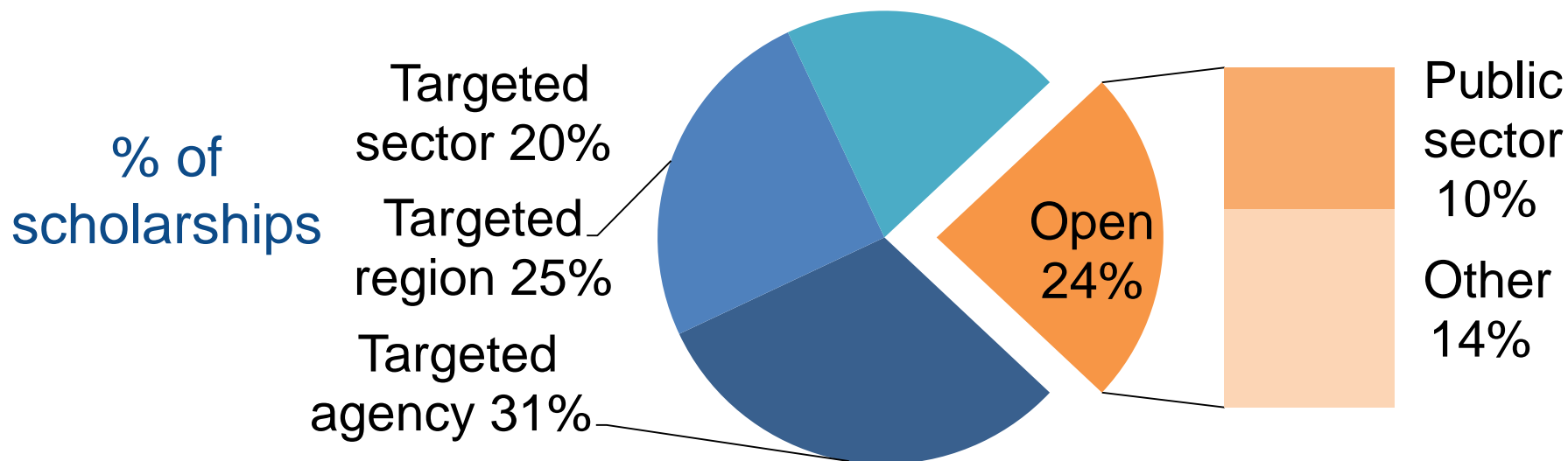


- Women with proven leadership ability have difficulty in securing scholarships
- Even in difficult contexts the 50 per cent target for women has been reached
- Positive discrimination has not resulted in poorer outcomes.

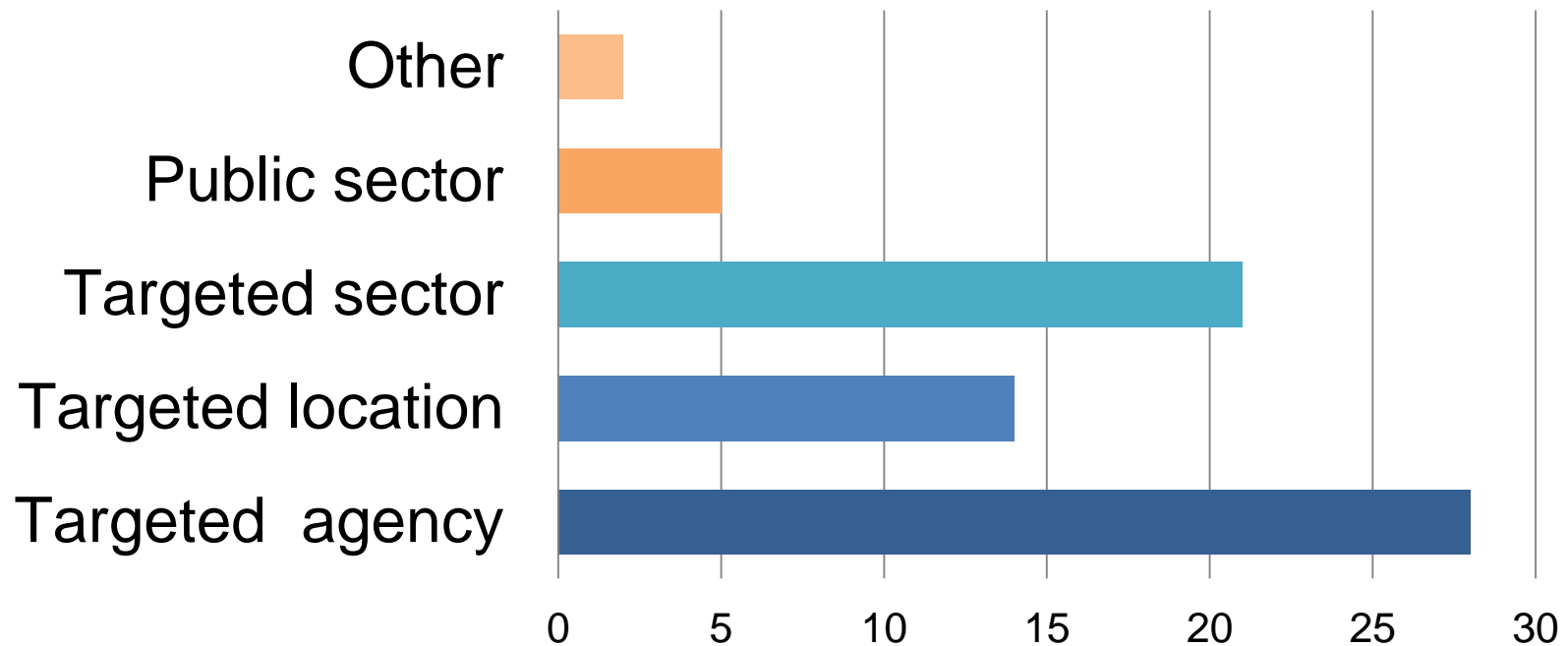
Recommendation 1

- In all countries women should be awarded at least 50% of scholarships.
- Selection criteria should be revised to enable women most likely to be influential leaders to be selected.

Targeting scholarships: Indonesia 2013-4



% female applicants successful



I was told I was not successful each time because I was a private applicant rather than being part of the priority government institution. So in the end, I made a decision to leave the private sector and start work in a state-owned enterprise. It was only then that I was successful. High profile private sector alumna, Indonesia

Improving women's leadership outcomes: reducing targeting



- categories targeted are often those in which it is harder for women to become leaders
- Few scholarships for women (and men) in progressive civil society, the private sector, the media, academia and gender-focused organisations

Recommendation 2

- At least half of scholarships should be open to all candidates.
- A small proportion of scholarships should be allocated to a women's leadership category

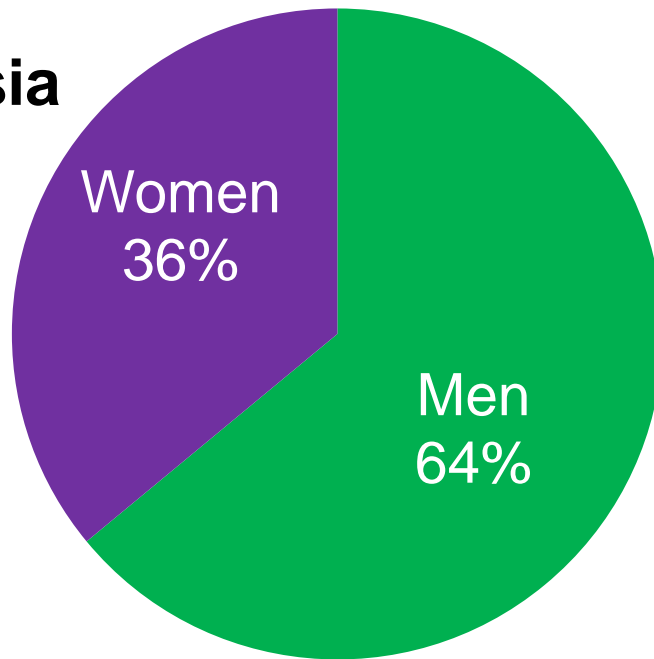
Recently increased Australia Award funding for short course awards and fellowships in response to:

- Partner countries having well developed tertiary education systems and/or well resourced domestic scholarship schemes for overseas study.
- Partner government needs
- Budgetary constraints
- Provide flexibility

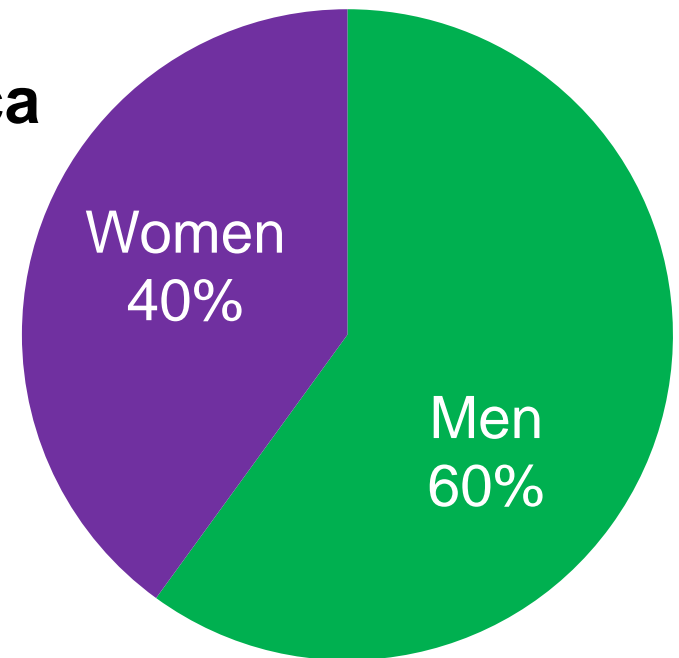


- Short courses unlikely to be transformative and leadership building
- Short courses (\$15 000-\$40 000) may divert funding from scholarships (\$25 000-\$250 000)
- To date women under represented in short courses

Indonesia



Africa



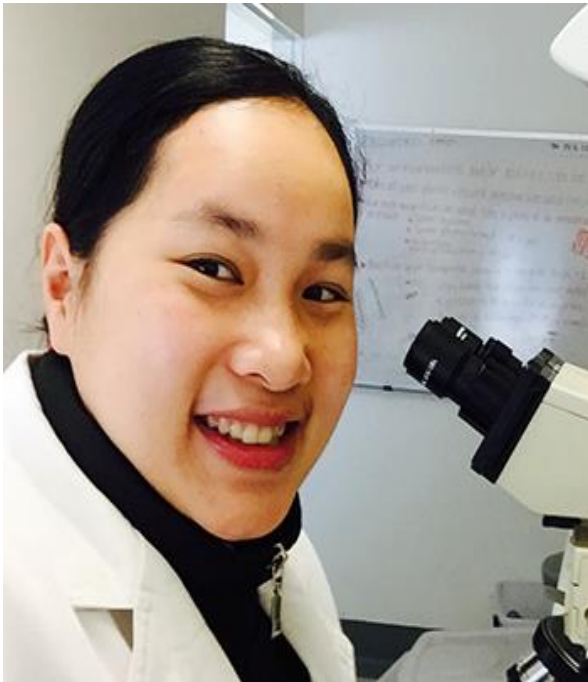
Improving women's leadership- more strategic use of different types of awards

Recommendation 3

- DFAT should use different types of Australia Awards in addition to scholarships to build women's leadership.
- All types of awards should be held to the same gender equality targets as scholarships and the performance framework for the Australian aid program.



Supporting scholarships to build leadership



No evidence leadership built by

- Institutional targeting
- Leadership training on award
- Workplace reintegration plan
- Alumni associations

Some evidence leadership built by

- Post scholarship leadership training
- Africa Women in Leadership Network

Recommendation 4

DFAT should explore options for post-scholarship leadership development for women, and to build male supporters of, and advocates for, women leaders.

Improving women's leadership: Assessing outcomes and learning

Devolved management:

- provides flexibility
- has meant that lessons are not adequately shared



Tracer studies :

- data held by posts and managing contractors
- key component of monitoring and evaluation
- questions not suited to assessing leadership outcomes
- some analyses not gender disaggregated

Recommendation 5

The DFAT Scholarships and Alumni Branch should revise existing monitoring and evaluation

- include a specific focus on leadership outcomes
- establish processes to share knowledge between country posts



Australia Awards Scholarships:

- build women's leadership
- particularly transformative for women from less developed countries
- greater capacity to build leadership than other types of awards and activities



Recommendation 6

DFAT should continue to invest in scholarships and make building women's leadership an explicit goal of scholarships