

Delivering strong and sustainable global development outcomes

Impact Plan (2021-2025)



Achieving lasting impact through **global development**



By its very nature, global development work offers unique and meaningful opportunities to achieve The University of Queensland's (UQ's) vision of knowledge leadership for a better world through real-world application of our expertise and capabilities. Few other endeavours have the potential to deliver such significant and lasting impacts to communities around the world.

Front cover image:
courtesy of Australia Awards -
South and West Asia.

Global development is a process of change linked to improved outcomes in human development and environmental sustainability. In relation to UQ, this expertise is applied through various modes spanning development projects, fieldwork, technical advice, capacity building, applied research, knowledge management and policy-making. Furthermore, UQ possesses strengths in the teaching and learning of development theory and practice across a suite of multidisciplinary and specialist courses tailored toward undergraduate, postgraduate and higher degree research studies.

The impressive wealth of UQ capabilities relevant to global development spans a diverse range of disciplines, schools, faculties and institutes. Notably unique to Australian tertiary institutions, UQ proudly houses UQ International Development, a team dedicated to sourcing, managing and implementing commercial development expertise, contracts and services. Further unrealised potential of students and early-to-mid-career researchers could be nurtured and mobilised through targeted efforts to enhance UQ's capacity to generate global impact.

This Plan has arisen from a need to better coordinate and harness these diverse strengths and collaborate more effectively with stakeholders, including funding bodies, managing contractors and delivery partners across public, private and NGO domains.

The purpose of this Plan is to articulate how UQ will better engage, coordinate, and apply this expertise to create lasting impact for communities globally. It will align with the new UQ Global Strategy

(currently under development), and constitute a central element of UQ's global agenda. Global development efforts are paramount to UQ's pursuit of diversification as our programs extend UQ's reach to a range of different countries, partners and varied initiatives, offering unique and meaningful opportunities for engagement.

The development of an earlier consultation paper combined with a UQ-wide consultation process has informed the Plan's architecture and direction. A detailed blueprint for action will be articulated within an implementation plan to be developed following the Plan's launch.

The Plan acknowledges the challenges and constraints posed by the current COVID-19 pandemic, including its implications for regional and global development policy and spending.

Work on the Department of Foreign Affairs and Trade (DFAT)'s new international development policy has been paused to accommodate a focus on regional recovery from the crisis. Outlined in a paper titled *Partnerships for Recovery: Australia's COVID-19 Development Response*, the framework places clear priority on Australia's near neighbours in the Indo-Pacific, particularly the Pacific, Timor-Leste and Indonesia. Strengthening health security, maintaining social stability, and stimulating economic recovery are the core focus areas, with cross-cutting emphasis upon protecting the most vulnerable, especially women and young girls.

UQ is well placed to contribute to these efforts based on our world-leading expertise in these fields, combined with geographic knowledge of, proximity to, and extensive networks across the Indo-Pacific.



Image above: courtesy of Australia Awards - South and West Asia.

We are building on our existing strengths in global development

200+

International Development programs delivered since 2015

25+

years of experience in the global development space

2000+

short course participants trained since 2015

60+

countries have benefited from UQ development programs

8

UQ master's programs with a development focus

\$4.99M

ACIAR* funding received for 2019-20 financial year

13,000+

UQ graduates live in Southeast Asia and Oceania (excluding Australia)

66

tenders won by UQ International Development since 2015

* The Australian Centre for International Agricultural Research (ACIAR) is Australia's specialist international agricultural research for development agency. UQ receives more ACIAR funding than any other Australian university.



Image above: courtesy of Australia Awards - Africa

Our mission for global development

Global development leadership for a better world.

The University of Queensland positively impacts societies globally by real-world application of its development expertise across program delivery, research, policy and advisory services.

UQ will be widely recognised by Australian and international governments, donors and partners as a leading university in the development sector, and the 'go-to' Australian institution for development expertise and its application for impact.

Global development forms a vital element of UQ's global engagement activities in terms of contributing to knowledge sharing, enabling UQ to build and sustain engagement in key countries, and delivering meaningful benefits and impact to communities.

A number of core values underpin the University's approach to global development work:

- A commitment to creating meaningful change for communities globally and contributing to the achievement of the Sustainable Development Goals (SDGs) through the real world application of UQ's knowledge leadership
- Embracing and promoting diversity, equity and inclusion both within UQ as well as the communities we engage with
- Nurturing and realising the capability of individuals, organisations and communities
- Adopting interdisciplinary approaches as instrumental to effectively addressing global challenges
- Cultivating a 'One UQ' culture is essential to achieving these aims.

“As one of the leading university development groups in the Indo-Pacific region, we will continue to provide development expertise and program management leadership to build the capacity of people and organisations around the world to achieve their development goals.”

Dr Jessica Gallagher, Pro-Vice-Chancellor (Global Engagement and Entrepreneurship), UQ

OUR MISSION

Global development leadership for a better world.

OBJECTIVES

Harness the breadth of **UQ's expertise** in global development to translate into positive **real-world impact**.

Leverage UQ's **networks and capabilities** to create opportunities and achieve impact through **partnered innovation**.

Create **commercially viable** opportunities for UQ generating **profile, profit with purpose and sustainability**.

KEY FOCUS AREAS

1

Deliver high-quality programs that advance bilateral and regional development priorities and streamline promotion of social inclusion measures.

2

Create a centralised Hub to improve visibility of capabilities and opportunities, and enhance collaboration.

3

Promote opportunities for UQ academics to collaborate on multidisciplinary projects that contribute to development policy, research and practice.

4

Unlock UQ's potential to contribute to global development efforts by building and nurturing supportive communities of practice.

5

Diversify and nurture UQ's client base and consolidate partnership networks to broaden business opportunities and extend global reach and impact.

6

Elevate global development work as a key pillar of UQ's strategy and support UQ initiatives which contribute to development outcomes through integrated approaches.

7

Overcome impediments and create incentives to encourage engagement of UQ faculties and institutes, students and partners in global development programs.

8

Future-proof the University by securing and delivering diverse, impactful and profitable programs to ensure long-term viability.

Global Development Hub

The establishment of the UQ Global Development Hub will support the implementation of a number of the key focus areas crucial to achieving UQ's global development objectives.

The Hub will provide a consolidated platform and entry point for engagement with key stakeholders, and by virtue of its centralised position, will have line-of-sight of development activities to support profiling and promotion of UQ's development sector expertise and experience.

Importantly, it will serve as a conduit for development opportunities to flow through to the relevant UQ area for uptake and delivery. Working collaboratively across UQ, the Hub will operate as a service unit rather than an 'entity' that either leads or supports the delivery of commercial development work and development sector activity. The Hub will work alongside academic and research networks related to global development to add value.

A number of the Hub's functions are an extension of UQ International Development's (part of the Global Engagement and Entrepreneurship division) existing mandate, expertise and capacity.

An internal reference group comprising a cross-section of UQ stakeholders will be established to provide advice to the Global Development Hub and support its activities.



Key themes

The Hub will promote the capabilities of UQ's expertise across broad thematic areas which are relevant to development sector priorities. A set of sub-themes will be identified during implementation.



Environment



Agriculture



Health



Governance and Public Policy



Energy and Resources



Innovation and Entrepreneurship



Creating a coral reef time capsule

More than one million high-resolution images from 860 of the world's coral reefs have been made available to scientists by The University of Queensland and ocean conservation non-profit, Underwater Earth.

Coral reefs provide food and livelihoods for hundreds of millions of people globally, yet they have been severely impacted by climate change, poor land management practices, pollution and invasive species. A key obstacle to managing coral reefs is being able to detect how coral reefs are changing, which requires having an appropriate baseline. Through capturing coral reefs worldwide, the project will allow governments and communities to understand how coral reefs are responding to these pressures and to identify management options for mitigating these impacts and restoring degraded coral reefs.

The project was supported by XL Catlin (now AXA XL), with additional support from Vulcan Inc., Academia Sinica, and the Australian Government.

Hub functions

The Global Engagement & Entrepreneurship Division will take the lead in fulfilling the Hub's functions, in close collaboration with faculties, institutes, networks and central units to support the rollout of the Plan.

Business development and profiling

- Consolidating, nurturing and elevating relationships with major development funding agencies to jointly devise innovative projects, secure large-scale funding, and influence regional policy and investment decisions.
- Mobilising and showcasing UQ's vast range of global development expertise and capabilities to targeted stakeholders with a specific development sector lens.
- Managing the Hub webpage and the promotion of UQ's global development work and its impact to an external audience.
- Drawing on expertise from across the University, the Hub will coordinate the publication of thought leadership pieces to contribute to UQ's profile raising as a development sector leader.
- Channeling the flow of development opportunities by connecting external agencies with the appropriate area of UQ to pursue these.
- Sourcing and securing commercial tenders for projects that advance global development objectives and promote UQ's development expertise, in alignment with the Plan's mission.

Project delivery and advisory support

- Identifying and engaging the best experts and capabilities from across UQ to pursue and execute successful development projects.
- Using its deep knowledge and expertise of the international development sector to help other areas of the University secure and run development activities. For example, the provision of contributions into project pitches, research grant proposals, project management support, and contracting services where additional value can be added.

Building capability and monitoring progress

- Nurturing a global development community of practice at UQ to promote the development of capability and share best practice.
- Coordinating professional development and training opportunities related to global development to ensure a growing bank of talent and increased capacity to respond to opportunities.
- Developing a clear set of KPIs to monitor and report progress against the Plan's objectives.



Image above: courtesy of Australia Awards Africa.

Achieving impact

Through bringing together the brightest minds in global development, we can create meaningful change.

STAKEHOLDERS

UQ Global Development Hub

Development experts across UQ's faculties, institutes, schools, networks and central units.

Partners

Government and multilateral funding agencies, delivery partners, managing contractors and private donors.



PATHWAYS

Short course training and capacity building

Technical advisory services and applied research

Policy dialogue and thought leadership

Teaching and learning

Program management

Internal capacity building



OUTCOMES

Development outcomes

- Policy and regulatory reform
- Behavioural change
- Strengthened leadership and governance
- Strengthened health, education and economic systems
- Improved agricultural and environmental practices
- Enhanced social cohesion
- Country or regional attainment of SDGs

Organisational outcomes

- Strengthened pool of internal development capabilities
- Conducive and agile policies and systems
- Fruitful global partner networks
- Diversified and holistic Global Strategy
- Enhanced profile and reputation in global development sector



Image above: courtesy of Australia Awards in Indonesia.

Enabling mechanisms

Strengthened stakeholder relations

UQ's success in achieving the Plan's objectives will be contingent upon our ability to proactively nurture and strengthen relationships with key external stakeholders to expand the reach and impact of our global development efforts.

A key element of implementation will involve continued mapping of UQ's existing networks with each of these stakeholder groups and subsequently developing both broad and targeted engagement plans to support the Plan's business development objectives.

In doing so, we will nurture and draw upon relationships with trusted partners and external advisors to provide strategic guidance and networking to harness new opportunities.

Funders and donors

- Australian and partner government departments (including DFAT and ACIAR).
- Global and regional multilateral organisations such as the United Nations agencies, the Green Climate Fund, the World Bank, Asian Development Bank and the Secretariat for the Pacific Community.
- Philanthropic organisations such as the Bill and Melinda Gates Foundation.
- Innovative Finance Providers and Investors such as Brightlight, Blue Orchard, and Global Impact Investing Network Members.

Managing contractors

- Australian and international companies contracted to deliver official development assistance programs funded by DFAT and foreign governments including Cardno, Coffey, Palladium, Scope Global, and CoWater.

Delivery partners and other networks

- Large private corporations and multinationals including KPMG, Deloitte and Ernst & Young where there may be opportunities to partner for the delivery of development projects or Corporate Social Responsibility activities.
- Other academic and research institutions from UQ's global network, particularly where collaborations yield complementary expertise, geographical knowledge and access to diverse funding opportunities.
- Non-government and civil-society organisations with whom we partner locally to deliver projects on the ground.

Internal support to enhance academic participation

A core focus of the Plan involves incentives to encourage broader participation in development activities whilst removing organisational and operational barriers.

Our success hinges upon the ability to harness the diverse expertise of UQ's key development champions whilst nurturing and realising the potential of a broader pool of mid to early career researchers and HDR students.

Incentives for collaboration

These measures will be undertaken through collaboration with responsible portfolios and units:

- Drawing upon support from the Chancellor and senior leadership to champion a 'One UQ' approach to the Plan's implementation.
- Engaging with executive deans, institute directors and heads of schools to support and align objectives for global development endeavours, and to navigate internal processes relating to consultancies and contracts.
- Reviewing recognition and reward procedures to ensure contribution to development activities is

counted toward service across the P3 metrics.

- Offering the Hub's development sector expertise to support academics in bid development and project design to better align with funding criteria and development objectives.
- Mentoring early career researchers (ECRs) to build a pipeline of development experts.
- Offering other internal capacity building and professional development activities relevant to the development sector via the Hub, drawing on general, technical and discipline-specific expertise from across the University.

Resourcing

In the current fiscal climate as a result of COVID-19's impact on the higher education sector, resourcing will in the first instance be drawn from existing operational budgets and in-house expertise, most notably from UQ International Development and the broader GE&E portfolio to fulfil a number of the Hub's functions

The nurturing of strategic partnerships with targeted stakeholders and large-scale project management under the expanded remit will require the consideration of a number of issues.

The following items, will be addressed as part of the operational plan:

- The viability of UQ International Development's current business model as a self-sustaining commercial entity. To service the expanded functions under the Hub which will involve providing support for the whole of UQ, additional operational funding and/or support may need to be drawn from GE&E to develop and manage the Hub webpage and to expand engagement initiatives.
- Clear financial and contractual arrangements will be developed in conjunction with schools, faculties and institutes to streamline processes and

encourage involvement. This will include where UQ International Development's expertise is drawn upon to support bid development, project management, teaching or consulting activities led by other UQ units.

- Additional funding may need to be drawn from existing allocations to support travel to meet with donors and stakeholders to line up tender submissions and business development opportunities, stakeholder events and engagement activities, and as a co-investment which is often a prerequisite to secure large scale development project contracts, e.g. through the Global Environmental Facility (GEF).

"Australia will stand with our partners in the Indo-Pacific as we attempt to minimise the human, economic and social costs of this pandemic, and chart a course to economic recovery. Our shared security, prosperity and stability depend on it."

Partnerships for Recovery, 2020, Department of Foreign Affairs and Trade (DFAT)



Combining expertise to shape PNG governance

UQ International Development successfully won tenders to deliver the Australia Awards Papua New Guinea (PNG) program to design and deliver customised Graduate Certificates in Governance and Public Policy. International Development engaged with UQ's School of Political Science and International Studies (POLSIS) to shape the program to meet the needs of PNG awardee participants in a PNG context. Country specific examples were incorporated in the programs alongside action based learning simulations, tailored assessments and the inclusion of professional work plans.

The combination of POLSIS and International Development's expertise resulted in three cohorts of PNG government personnel completing a UQ Graduate Certificate and achieving the development outcomes of strengthened capacity in governance and public policy for the PNG Government. Similar collaborative efforts by these units have resulted in the successful delivery of Graduate Certificates in International Relations to prepare the PNG government personnel for their role in hosting the Asia Pacific Economic Cooperation meetings and an International Diplomacy Fellowship program for Africa.

Image above: courtesy of Australia Awards - Papua New Guinea.

Measures for **success**

Measuring and reporting on progress against the objectives and key focus areas will form a crucial component of the Plan's success.

While the concept of long-term impact can be challenging and resource-intensive to measure, key performance indicators (KPIs) to track short-term outputs and medium-term outcomes will enable us to monitor and evaluate progress at an organisational level and inform future direction.

The Global Engagement and Entrepreneurship division will maintain responsibility for monitoring progress and compiling annual reports for submission to the steering committee, with the submission of case studies and other inputs invited from all UQ individuals and units involved in development-related activities.

Short-term outcomes

- Number of tenders submitted and business opportunities pursued.
- Tender success rate.
- Diversity of funding agencies and business opportunities pursued.
- Annual outcomes of business development activities.
- Annual revenue/profitability across commercial development projects.
- Achievement of positive client, funder and participant feedback (qualitative)
- Participation of academics (disaggregated by school/institute, gender, career level) across UQ in design and delivery of development activities.
- Number of external stakeholders engaged in design and delivery of development activities.
- Number of capacity building activities delivered and participation rate (by school or institute, gender, career level)
- Number of media mentions, engagement events, blogs and

publications in relation to UQ's development sector activities.

- Recognition of contribution to development activities embedded in Criteria for Academic Performance policy.

Medium and long-term outcomes

- Consolidation of strategic partnership with at least one multilateral funding agency.
- Increase in participation rate of internal and external stakeholders (by school/institute/external organisation, gender, career level) against baseline.
- Increase in revenue from delivery of development sector initiatives across bilateral, multilateral and private sectors.
- Increase of UQ publication outputs in highly-regarded development related policy publications.
- Policy, regulatory and procedural improvements and innovations.
- Enhancement of UQ's global profile and reach.

From plan to action

The next steps to actioning the Plan will involve:

- Development of an implementation plan detailing actions, key stakeholders, resources, timelines and measures of success against each of the objectives and key focus areas.
- Collaboration with internal units to streamline operational systems and procedures for commercial and large scale contracts.
- Mobilisation of UQ's academic champions in development-related fields to map expertise and stakeholder networks to refine UQ's approach.
- Launching UQ's Global Development Plan, the Global Development Hub and a dedicated webpage to showcase UQ's development expertise and flagship projects, course offerings and thought leadership content.
- Offering a suite of internal capacity building initiatives to nurture a pipeline of graduates, early-to-mid career researchers, and academics with applied development expertise.



Strengthening the Indonesian agriculture sector

UQ delivered an Australia Awards in Indonesia Agriculture Policy Short Term Award to 22 Indonesian participants from senior level positions in agriculture policy, planning and trade. The program provided intensive training over two-weeks with a focus on creating a policy environment that encourages sector engagement and improves competitiveness. Creating a competitive agricultural sector in Indonesia is essential to increase the country's food security, strengthen the economy and improved socio-economic outcomes.

Participants were given presentations from leading experts in the field, visited key government agencies, attended networking events and had hands-on experiences to explore Australian agricultural policy frameworks in Brisbane and Canberra. The program was delivered by UQ International Development together with experts from the School of Agriculture and Food Sciences and Business School.

Images above and below: courtesy of Australia Awards in Indonesia.



Glossary

Term	Description
Business development	Activities related to sourcing and securing contracts for the provision of development-related services. Comprises the formal process of tracking and submitting tenders to funding agencies through competitive funding calls, as well as pursuing strategic partnerships and other opportunities to support business growth.
Capability or capacity building	The process of developing and strengthening human and institutional resources.
Commercial development work	The mechanism DFAT and other donors frequently employ to deliver aid programs through the contracting of business to, non-government organisations, universities, and multilateral organisations.
Department of Foreign Affairs and Trade (DFAT)	Australian Government department responsible for Australia's foreign, trade and development policy, including management of the Official Development Assistance (ODA) budget and aid program.
Funders also referred to as Donors	A government or organisation that provides funding (including Overseas Development Assistance from Governments; philanthropic donations and other investments) for the delivery of projects/assistance/activities to support development of recipient countries and cohorts.
Global development also referred to as International Development	The term lacks precise definition, however generally refers to international efforts to improve the quality of life of people globally through poverty reduction, addressing inequalities, improving health, education, economic growth and environmental sustainability. Global development encompasses a broad range of disciplines and efforts to achieve these aims, and usually focuses on long-term and sustainable endeavours.
Indo-Pacific	Region ranging from the eastern Indian Ocean to the Pacific Ocean connected by Southeast Asia, including West Asia, North Asia and the United States.
Non-governmental organisation (NGO)	A non-profit organisation that is independent of governmental influence, although may receive government funding. NGOs are typically created to address social or political issues either locally or globally.
Official Development Assistance (ODA)	Flows of official aid financing to promote economic development and welfare of recipient countries. These generally comprise contributions from donor governments to recipient countries (bilateral ODA), and to multilateral institutions such as the United Nations agencies.
Social inclusion	The process of improving the terms of participation in society, particularly for people or groups who are disadvantaged or marginalised, through enhancing opportunities, access to resources, voice and respect for rights.
Sustainable Development Goals (SDGs)	A set of 17 Goals adopted by all United Nations Member States in 2015, as part of the 2030 Agenda for Sustainable Development. The Goals are a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere.



Australia Awards

THE UNIVERSITY OF QUEENSLAND AUSTRALIA
Create change
INTERNATIONAL DEVELOPMENT

Ms. [Name]

Ms. Farhana [Name]

Ms. Anissa [Name]

Ms. Gulista [Name]

Ms. [Name]



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE



Dr Jessica Gallagher
Pro-Vice-Chancellor (Global
Engagement and Entrepreneurship)

pvcgee@uq.edu.au