

Australia Awards Global Strategy Evaluation Report - DFAT Management Response

Recommendation	Response	Explanation	Action plan
<p>Recommendation 1: Reaffirm the general intention of the Australia Awards as a tool for building relationships while assisting partner governments to pursue development priorities. Capture these symbiotic purposes in an overarching aim that makes the primary purpose clear.</p>	Agree	The refresh of the Australia Awards Global Strategy: 2019 – 2023 will clarify the goal of the investment	Incorporate into new Strategy.
<p>Recommendation 2: Define the question of who the Australia Awards should be for, and which award modalities will be incorporated under the Australia Awards brand, using the process as a tool to build consensus.</p>	Agreed in principle	DFAT will define the recipients and modalities as part of the next version of the Global Strategy.	Incorporate into new Strategy.
<p>Recommendation 3: Set and communicate direction through a Strategy document that:</p> <ul style="list-style-type: none"> • articulates a clear picture of what the Australia Awards are and what they are not; and • incorporate a strategic framework involving the aim, a small set of high level goals and associated objectives and a set of reworked guiding principles to inform decision making at every level of the investment. 	Agreed in principle	DFAT will ensure the language of the Global Strategy clearly defines its goal and outcomes.	Incorporate into new Strategy.

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<p>Recommendation 4: Review modalities, examining the way in which each of them can best contribute to the achievement of the Australia Awards goals and objectives. This could include, but is not limited to the following options:</p> <ul style="list-style-type: none"> • maintaining a range of modalities under the Australia Awards brand, but clearly distinguishing long-term awards as those aimed at developing global leaders and carrying the most prestige; • clarifying selection criteria for each modality, considering the potential to have different emphases on leadership, merit and equity, in light of the new Australia Awards goals and objectives; • maintaining flexibility, by not defining specific modalities within the new Strategy itself. 	<p>Agreed in principle</p>	<p>DFAT will consult with stakeholders on the most effective modalities and specific frameworks applying to each modality.</p>	<p>Incorporate into new Strategy.</p>

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<p>Recommendation 5: Develop requirements and guidelines that support a balance between global consistency and local flexibility by requiring:</p> <ul style="list-style-type: none"> all investments be designed against the global aim, goals and objectives, allowing individual investments to determine which objectives are most pertinent to their contexts and the best ways to achieve these all investments to report against a small set of identified global measures which contribute to a global picture of performance. Indicate an optional set of measures that can be used by individual investments to inform country specific decision making and contextualise their reporting. 	Agreed in principle	<p>DFAT will continue to work with individual country investments to ensure Australia Awards are relevant to country contexts while maintaining high standards globally.</p> <p>The monitoring and evaluation framework will be reviewed as part of the development of the new strategy.</p>	Incorporate into new Strategy.
<p>Recommendation 6: Commission a review of monitoring and evaluation data to identify critical information that needs to be reported about the global investment, both through the AQC process and, where required, through a customised Australia Awards process.</p>	Agreed in principle	<p>The monitoring and evaluation framework will be reviewed as part of the development of the new Strategy.</p> <p>An independent review of the Global Tracer Facility will also inform the monitoring and evaluation framework.</p>	Incorporate into new Strategy.

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<p>Recommendation 7: Review and revise all support materials to ensure they are genuinely aligned with, and further clarify, each aspect of the revised Strategy.</p>	<p>Agreed in principle</p>	<p>Materials will be reviewed as part of the development of the new Strategy.</p>	<p>All support materials will be reviewed as part of the Change Management Plan for the new Strategy.</p>
<p>Recommendation 8: Build DFAT staff capacity for strategic decision making within the Australia Awards through a staggered two year training program.</p>	<p>Partly agreed</p>	<p>DFAT will consider training requirements as part of the new Strategy.</p>	<p>Incorporate into new Strategy Change Management Plan</p>
<p>Recommendation 9: Develop more effective mechanisms to engage staff across posts so that they share ideas, learn from one another, and explore challenging issues associated with the Strategy, e.g. through regional forums, regular newsletters.</p>	<p>Agreed in principle</p>	<p>DFAT will give further consideration to improving information-sharing mechanisms for staff across posts.</p>	<p>Incorporate into new Strategy Change Management Plan.</p>