

**DFAT Management Response to the Independent Strategic Review of the Building Relationships through Intercultural Dialogue and Growing Engagement (BRIDGE) Program**

**June 2024**

DFAT commissioned an Independent Strategic Review (ISR) of the current phase of the BRIDGE Program in Indonesia. The ISR took place from January-April 2024, including a two-week field visit to Indonesia in February 2024. The purpose of the ISR was to assess progress towards achievement of BRIDGE's end-of-program outcomes (EoPOs), and to make recommendations to enhance the relevance and sustainability of any possible future program.

DFAT agrees with all of the ISR recommendations. DFAT will work with AEF immediately to strengthen the program's GEDSI and monitoring and evaluation capabilities, and to investigate incentives and disincentives for Australian teacher participation in the program. The remaining recommendations will be taken up as part of the design of any possible future program.

DFAT's response to the recommendations is as follows:

## Individual management response to the recommendations

Recommendation – for immediate consideration	Response [Note: Select one option from the column below, delete others]	Explanation	Action plan	Timeframe [If practical, please specify timeframe here]
<p>Recommendation 1</p> <p>Strengthen the program’s capability in GEDSI, both in-house and via access to external expertise. Currently, the program does not appear to be fully accessing the technical support available within DFAT, some of which is free-of-charge. Additional assistance is available at cost and can be covered by existing budget underspends.</p>	<p>Agree</p>	<p>DFAT acknowledges there is potential to strengthen the program’s capability in GEDSI.</p>	<p>DFAT will work with AEF for the remainder of the program to strengthen the program’s capability in GEDSI through access to in-house and external expertise.</p>	<p>June 2024 – June 2025</p>

<b>Recommendation – for immediate consideration</b>	<b>Response</b> <i>[Select one, delete others]</i>	<b>Explanation</b>	<b>Action plan</b>	<b>Timeframe</b> <i>[If practical, please specify timeframe here]</i>
<p>Recommendation 2</p> <p>Strengthen, monitoring and evaluation capabilities in the program. There are opportunities to both streamline and improve current practice. As a matter of priority, the program should determine how it will credibly evidence performance against its current end-of-program outcomes over the next 12 months for inclusion in its end of phase report. This most likely will require mobilisation of in-house or external expertise in pedagogy and global competence assessment.</p>	<p>Agree</p>	<p>DFAT acknowledges there is potential to strengthen the program’s monitoring and evaluation capability.</p>	<p>DFAT will work with AEF to strengthen monitoring and evaluation capability through access to in-house and external expertise.</p>	<p>June 2024 – August 2025</p>

Recommendation	Response <i>[Select one, delete others]</i>	Explanation	Action plan	Timeframe <i>[If practical, please specify timeframe here]</i>
<p>Recommendation 3</p> <p>Undertake focused research in Australia to investigate the incentives/disincentives for participation there. This should include the views of non-participating Australian educators who, on paper, would be good candidates for BRIDGE.</p>	<p>Agree</p>	<p>DFAT agrees there is a need to better understand the incentives/disincentives for Australian teacher participation in the program.</p>	<p>DFAT will work with AEF to investigate dis/incentives for Australian teacher participation in the BRIDGE program.</p>	<p>2024</p>

<b>Recommendation – for consideration in the design of a future phase</b>	<b>Response</b> [Note: Select one option from the column below, delete others]	<b>Explanation</b>	<b>Action plan</b>	<b>Timeframe</b> [If practical, please specify timeframe here]
Recommendation 1 Elaborate clearly BRIDGE’s public diplomacy priorities/contribution for inclusion in the program narrative and performance assessment reports.	Agree	DFAT agrees the program’s public diplomacy priorities and contribution should be more clearly articulated in the program logic and monitoring framework.	Public diplomacy priorities and expectations will be incorporated into the program logic and monitoring framework of a possible future BRIDGE program design.	2025

Recommendation – for consideration in the design of a future phase	Response [Note: Select one option from the column below, delete others]	Explanation	Action plan	Timeframe [If practical, please specify timeframe here]
<p>Recommendation 2</p> <p>Assuming the program continues to be ODA-funded, clarify/revise expectations regarding the objective of ‘sustainable partnerships’.</p>	<p>Agree</p>	<p>DFAT agrees sustainability of partnerships should be based on a clearly defined objective.</p>	<p>The objective of ‘sustainable partnerships’ will be considered as part of the design of a possible future BRIDGE program.</p>	<p>2025</p>

Recommendation – for consideration in the design of a future phase	Response [Note: Select one option from the column below, delete others]	Explanation	Action plan	Timeframe [If practical, please specify timeframe here]
<p>Recommendation 3 Strengthen current GEDSI objectives with the inclusion of outcomes relating to the participation of schools with female principals, and schools with higher numbers of students with disabilities or for educators with disabilities.</p>	<p>Agree</p>	<p>DFAT agrees with the recommendation to strengthen GEDSI objectives by including outcomes related to the participation of schools with more diverse staff and students (eg female principals, students with disability).</p>	<p>Strengthening GEDSI objectives by including outcomes related to the participation of schools with more diverse staff and students will be considered as part of the design of a possible future BRIDGE program.</p>	<p>2025</p>

Recommendation – for consideration in the design of a future phase	Response [Note: Select one option from the column below, delete others]	Explanation	Action plan	Timeframe [If practical, please specify timeframe here]
<p>Recommendation 4</p> <p>Utilise resources available at post to develop an outcome relating to climate change: joint projects between BRIDGE school partners with strong environmental and climate change educational content appear to offer potential in this regard.</p>	<p>Agree</p>	<p>DFAT agrees that the BRIDGE program should draw on post resources to consider climate change aspects, noting DFAT’s intention to include climate commitments in all new development programs in future.</p>	<p>DFAT will draw on the Indonesia Climate Change Support Service (IKLIMSS) to incorporate appropriate climate commitments into the design of a possible future BRIDGE program.</p>	<p>2025</p>

<b>Recommendation – for consideration in the design of a future phase</b>	<b>Response</b> [Note: Select one option from the column below, delete others]	<b>Explanation</b>	<b>Action plan</b>	<b>Timeframe</b> [If practical, please specify timeframe here]
<p>Recommendation 5</p> <p>If research suggests a reciprocal visit to Indonesia for new Australian partners would increase participation in the program – particularly among public schools in Australia – explore the risks of using ODA-funding for this activity and the modifications needed to program design to provide adequate justification.</p>	<p>Agree</p>	<p>DFAT agrees with the recommendation to explore using program funds for reciprocal visits to Indonesia by Australian educators participating in the program.</p>	<p>The use of program funds for reciprocal visits by Australian educators will be considered as part of the design of a possible future BRIDGE program.</p>	<p>2025</p>

<b>Recommendation – for consideration in the design of a future phase</b>	<b>Response</b> [Note: Select one option from the column below, delete others]	<b>Explanation</b>	<b>Action plan</b>	<b>Timeframe</b> [If practical, please specify timeframe here]
Recommendation 6 Hold discussions with AEF regarding the options identified by the ISR to enhance program sustainability, informed by the findings of the research recommended in the report.	Agree	DFAT agrees with the recommendation to hold discussions with AEF on options identified in the review to enhance program sustainability.	DFAT will discuss with AEF options identified by the review to enhance program sustainability, and ensure these are also considered as part of the design of a possible future BRIDGE program.	June 2024 – August 2025