

Review of the Philippine Australia Human Resource and Organisational Development Facility MANAGEMENT RESPONSE

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Initiative Summary

Initiative Name			
AidWorks initiative number	INI294		
Commencement date	23 March 2009	Completion date	30 June 2019
Total Australian \$	45,670,139.74		
Total other \$			
Delivery organisation(s)	Coffey International Development Pty Ltd		
Implementing partner(s)	Coffey International Development Pty Ltd		
Country/Region	Philippines		
Primary sector	Human Resource and Organisational Development; Scholarships		
Initiative objective/s	Help build foundations for good governance by addressing public sector partner organisations' human resource and organisational development needs, thereby contributing to a more competent public service.		

Evaluation Summary

Evaluation Objective: Assess the effectiveness and efficiency of the delivery of the scholarships, alumni and technical assistance delivered under the Philippine Australia Human Resource and Organisational Development Facility (PAHRODF), with a view to inform future DFAT investment in this area.

Evaluation Completion Date: 9 November 2016

Evaluator: Laurent de Schoutheete

DFAT's response to the evaluation report

Brief overview of DFAT's assessment of the quality of the report (including any issues with evidence, findings, etc.)

DFAT assessed that the Review final report is of good quality and delivered on its objective. The review identifies the strengths and weaknesses of the current investments. It also identifies the major areas to focus on in the design of the next investment in Australia Awards.

The report noted that Australia's engagement in scholarships, alumni and providing technical assistance on human resource and organisational development is highly relevant. It rated the program satisfactorily across the four review indicators (effectiveness, efficiency, monitoring and evaluation and gender and disability inclusion). As set out in the Aid Investment Plan (AIP), the report also notes that it is important that a

capacity building program such as is this is able to leverage change to produces catalytic effect both on reform efforts and capacity of the Philippines government. The report also identified that HRODF model of support, i.e. the provision of customised HR/OD interventions, including technical assistance (TA)¹ and scholarships to oversight government agencies, is appropriate in this regard.

DFAT's overall response to the findings and recommendations

DFAT notes the review findings and agrees with the recommendations put forward by the evaluator. The preparation and iterations of the new scholarships and alumni program concept note benefited from the findings and recommendations of the review.

The report will provide guidance to the market on best practice when developing bids for the new scholarships and alumni program. It will also provide guidance to implementing partners on the design of the implementation toolkit, governance arrangements, alumni engagement, public diplomacy, and gender equality.

Brief comments on future direction of sector/program/initiative

Australia will continue to provide scholarships and engage alumni. The long-term goal of the next investment is to support the Philippines progress its development goals and have positive relationship with Australia that advances mutual interests. DFAT will indicatively consider up to AUD32 million for an 8-year program, based on availability of budget and approval of appropriate delegates from both Australia and the Philippines. The new scholarship program will deliver a flexible suite of activities including long-term scholarships, short courses, fellowships and alumni engagement. These activities will contribute to achieving the below end-of-program objectives:

1. Alumni have and use skills, knowledge and networks to contribute to sustainable development
2. Built a leadership cadre in key positions and sectors that contributes to mutual goals of the Australian and Philippines governments, including gender equality
3. Partnerships exist between institutions and business in Australia and the Philippines
4. Australia, Australians and Australian expertise are viewed positively.

1. _____

¹ For this report, TA refers to the all customized HR/OD interventions provided by the Facility excluding the Australia Awards Scholarships.

DFAT's response to specific recommendations made in the report

Recommendation	Response	Actions	Responsibility
On the Future Awards Component			
1. Clarify the objectives of the Awards program.	<p>Agree.</p> <p>The concept note articulated the objectives of the new Awards program and how it links/complements with the priorities of Post and the Global AAS objectives.</p>	<p>The concept note for the new scholarships and alumni function has been drafted to take into account these recommendations.</p> <p>In particular, DFAT has already developed clear objectives for the new program.</p>	DFAT Scholarships Team in Manila and Philippines Section in Canberra
2. Identify targeted beneficiary populations and develop a flexible toolkit of support.	<p>Agree.</p> <p>The concept note identified broad sectors, institutions and individuals that will be targeted based on program objectives in the initial years of the program. Developing a process for updating sectors, institutions and individuals to target will be a core part of the design process.</p>	<p>The concept note also makes clear that our selection of a delivery partner will in part be based on its ability to develop a process for better identifying target beneficiary populations, a flexible tool kit of support.</p>	
3. Re-balance and re-prioritise the support on candidates and alumni.	<p>Upon engagement of a managing contractor, a flexible toolkit will be developed and implemented, subject to regular review, to ensure it continues to be adaptive to changing circumstances.</p>	<p>The new program is targeted to start in mid-late 2017.</p>	
On the Future Alumni Component			
4. Clarify the objectives and membership of the alumni network.	<p>Agree.</p> <p>The objective of alumni engagement in the new investment is to maintain links and collaboration with Australia in order to strengthen networks of influence to help deliver diplomatic, trade, investment, international education and development outcomes.</p> <p>The concept note for the new program also specifies the composition of the alumni network.</p>	<p>The core objectives of alumni engagement have been provided in the concept note for the new scholarships and alumni program.</p>	DFAT Scholarships Team in Manila and Philippines Section in Canberra

Recommendation	Response	Actions	Responsibility
5. Devise a strategy of engagement with clear roles and responsibilities.	Agree.	<p>The concept note clearly identifies the roles and responsibilities of DFAT and the managing contractor in engaging alumni.</p> <p>The managing contractor of the new program will be specifically tasked to build on and operationalise the initial engagement strategy stated in the concept note (i.e. segmentation of alumni population, strategic partnerships with the private sector, civil society and academic sector)</p>	
6. Develop creative activities and initiatives tailored to specific groups of alumni.	Agree.	The segmentation of alumni will be complemented with a suite of activities and initiatives tailored to each segment.	
On the Future Technical Assistance Component			
7. Ensure clarity and coherence of objectives of ad-hoc TA proper management and visibility of TA.	Agree.	These recommendations will be considered in the proposed Trade and Inclusive Economic Growth Facility (forthcoming).	DFAT Inclusive Economic Growth Team in Manila
8. Ensure proper management and visibility of TA.			
9. Ensure an understanding of the impact of TA.			