Success Factors in Tech4Dev Scale Up and Partnerships

Management Responses to Report Recommendations

Recommendation 1: The Partnership should commit to a planning process that supports retrospective development of a monitoring, evaluation and learning (MEL) framework that documents the theoretical underpinning of the Partnership, including a shared definition of how it defines scaling and intends to measure effectiveness come the end of Phase Three - at both Partnership and Investment levels.

Management Response 1:

1a. DFAT, MIT Solve and Atlassian Foundation International ("the partners") will develop an M&E framework that documents the theory of change underpinning the partnership, defines scaling, and measures the effectiveness of each partner.

Responsible parties: DFAT iXc, Atlassian Foundation International, and MIT Solve.

Deadline: 31 March 2020.

1b. The partners will work with Phase Three Solvers to develop appropriate M&E frameworks to monitor Phase Three activities and intended outcomes at the individual investment level. This will be an ongoing capacity strengthening process that will commence during Phase Three proposal development and continue during the implementation of Phase Three.

Responsible parties: DFAT iXc, Atlassian Foundation International, MIT Solve, and Solver organisations.

Deadline: 31 March 2020.

Recommendation 2: The Partnership should consider ways in which the Solver teams (including those which have not progressed to Phase Three) can be supported to establish and maintain a 'community of practice' where they can more effectively share experience, ideas and networks with each other, and also potentially provide technical support to each other. This should be initially progressed through a 'convening event' of Phase Three participants to occur during quarter three of 2019, and where many of the recommendations of this report can be grounded within the specific context of individual Solvers.

2a. The partners will reach out to Phase Three Solvers to test their availability and interest in a convening event that would bring Solvers together to foster a community of practice. The partners will plan accordingly based on the feedback received.

Responsible parties: DFAT iXc, Atlassian Foundation International, and MIT Solve.

Deadline: 01 November 2019

Recommendation 3: The Partnership should undertake a detailed assessment of non-financial needs with each of the teams progressing to Phase Three, in order to:

- identify types of non-financial support sought and required;
- assess whether needs can be addressed from within or resources need to be sourced external to the partners;
- inform development, scope and structure of a fund to be used to provide non-financial support for Solver teams to access specialist skills not available within the staff resources and availability of the partners;
- support clearer determination of the availability of staff within partner organisations who have the skills, knowledge and time available to support needs identified by the Solver teams.

Management Response 3:

3a. DFAT and Atlassian Foundation International will identify and fund a technical assistance (TA) provider to conduct external organisational capacity assessments of Solver organisations continuing to Phase Three. The TA provider will also work with Solvers to produce costed organisational strengthening plans that will be funded, subject to available funding, as part of Phase Three grants.

Responsible parties: DFAT iXc and Atlassian Foundation International will co-fund the technical assistance. DT Global will manage the TA provider.

Deadline: 31 December 2019

3b. Should there remain any unutilised grant funding, the partners will explore the possibility of developing a TA funding pool that could be accessed by Solvers during Phase Three to cover any unforeseen capacity building needs.

Responsible parties: DFAT iXc, Atlassian Foundation International, and MIT Solve.

Deadline: 31 March 2020

3c. Atlassian Foundation International will work with the technical assistance (TA) provider to make Atlassian volunteers available, where possible, who have the skills, knowledge and time to support needs identified by the Solver teams. Atlassian Foundation International staff will advertise the roles they believe could be a good skill-set match for Atlassian volunteers on the internal Atlassian volunteering platform. In the case where an appropriate Atlassian volunteer cannot be sourced, the costed organisational strengthening plan will identify external providers.

Responsible parties: Atlassian Foundation International

Deadline: Ongoing.

Recommendation 4: While it is noted that each Solver is at a very different stage of evolution, with unique needs, each would benefit during Phase Three from Partnership support to clearly define where it currently sits on its 'scaling innovation pathway' and what it can do to progress on that pathway. Assistance should revolve around development of tailored monitoring, evaluation and learning systems aimed at clear capture of results and mobilisation of resources to further progress towards scale. Through development of such systems, Solvers will be better placed and have strengthened capacity to:

- undertake sophisticated, purposeful stakeholder mapping;
- identify and best manage risks and opportunities presented by their stakeholder landscape, so that risks can be mitigated and opportunities optimised;
- clearly and persuasively articulate and communicate results;
- mobilise resources to further progress towards scale.

Management Response 4:

4a. DFAT and Atlassian will identify and fund a TA provider to conduct external organisational capacity assessments of Solver organisations continuing in Phase Three. This needs assessment will include an assessment of each organisation's monitoring, evaluation and learning systems. The TA provider will also work with Solvers to produce costed organisational strengthening plans that will be funded, subject to available funding, as part of Phase Three grants.

Responsible parties: DFAT iXc and Atlassian Foundation International will co-fund the technical assistance. DT Global will manage the TA provider.

Deadline: 31 December 2019

Recommendation 5: Closely aligned with Recommendation Four, the Partnership should work more actively with Solver teams to identify investment and resource mobilisation options, in order to develop nuanced resource mobilisation strategies that clearly articulate roles and responsibilities of different actors.

Management Response 5:

5a. DFAT and Atlassian Foundation International will identify and fund a TA provider to conduct external organisational capacity assessments of Solver organisations continuing in Phase Three. This needs assessment will include resource mobilisation capabilities. The TA provider will also work with Solvers to produce costed organisational strengthening plans that will be funded, subject to available funding, as part of Phase Three grants.

Responsible parties: DFAT iXc and Atlassian Foundation International will co-fund the TA. DT Global will manage the TA provider.

Deadline: 31 December 2019

5b. DFAT iXc will engage with Australian Posts to identify additional resources and opportunities for Solver organisations.

Responsible parties: DFAT iXc.

Deadline: Ongoing.

5c. The partners will continue to seek out opportunities to connect Solvers with potential funding opportunities as well as opportunities to showcase the work Solvers are doing.

Responsible parties: DFAT iXc, MIT Solve and the Atlassian Foundation International.

Deadline: Ongoing throughout Phase Three. The partners will check-in every three months with regards to progress made on this recommendation.

5d. Through the organisational capacity assessments and funding of costed strengthening plans, the Partners will work to develop robust M&E capacity within Solver organisations. Where appropriate, the Partners will encourage (and fund where possible) robust evaluations of Solvers' solutions. By building this capacity and evidence base, Solvers will be more equipped to attract other sources of funding.

Responsible parties: DFAT iXc and the Atlassian Foundation International.

Deadline: 31 March 2020.

Recommendation 6: Opportunities for Solver teams to better understand and engage the local context can be significantly enhanced by Australian Embassies given their focus on contextual understanding. DFAT should explore options through which Solvers teams can benefit from that understanding and be supported to better understand and engage their local context. For such support to occur, realistic lines of communication and support need to be agreed that adequately take into account core workloads and responsibilities of Embassy staff.

Management Response 6:

6a. DFAT iXc will engage with relevant DFAT Posts, inviting them to review and comment on Phase Three proposals before they are finalised.

Responsible parties: DFAT iXc

Deadline: 30 November 2019.

6b. DFAT iXc will increase external communications highlighting the work of Solver organisations. DFAT iXc will share these communications with relevant Posts.

Responsible parties: DFAT iXc

Deadline: Ongoing with at least two communications products per year per Solver.

6c. DFAT iXc will increase linkages between Solvers and Posts by travelling at least once per year to each country where Solvers are working (subject to funding availability). These visits will be an opportunity to broker relationships between Solver organisations and DFAT staff at Posts.

Responsible parties: DFAT iXc

Deadline: Ongoing.

6e. Specifically in Cambodia, DFAT iXc will request Post to provide a training/information session on how 40K can engage in the local context most effectively.

Responsible parties: DFAT iXc

Deadline: 31 March 2020.

Recommendation 7: Noting that there appears to be little appetite for a second Phase of this particular Partnership, DFAT should still explore options for similar partnerships that leverage the complementarity of a well credentialed innovation think tank, a dynamic innovation focused private sector actor and an experienced development actor (such as DFAT). Any new relationship would benefit greatly from learning to date, the evolution of approach that has been achieved by each partner across first Phase implementation, and a better appreciation of how such a Partnership can be optimally leveraged moving forward.

Management Response 7:

7a. DFAT iXc will disseminate these research findings with relevant branches within DFAT interested in innovative partnerships.

Responsible parties: DFAT iXc.

Deadline: 30 November 2019.

7b. When and where appropriate, DFAT iXc will work to broker relationships between the Atlassian Foundation International and other branches within DFAT.

Responsible parties: DFAT iXc

Deadline: Ongoing

7c: The partners will consider appropriate opportunities for the broad dissemination of research findings in both online and published media as well as at sector specific conferences.

Responsible parties: DFAT iXc, Atlassian Foundation International, and MIT Solve

Deadline: Ongoing

Recommendation 8: Future Partnerships should place priority on 'formalising' learning as a key objective from its outset, based upon development and ongoing improvement of a MEL Framework that details outcomes and monitoring approaches at both Partnership and investment levels (including a shared understanding of scaling).

Management Response 8:

8a. DFAT iXc will disseminate these research findings and recommendations with relevant branches within DFAT.

Responsible parties: DFAT iXc.

Deadline: 30 November 2019.

Recommendation 9: If considering a future challenge/competition selection model to identify grantees, partners should carefully consider the range of approaches possible in the context of their broader objectives. Challenges and competitions can take diverse forms and offer opportunities to engage with potential grantees in a diverse range of ways. Points worthy of consideration include:

More intensive engagement with applicants/finalists in the stages prior to the final selection process, developing the capacity of even the unsuccessful organisations;

- Greater sharing of information about the applicant organisations with other funding bodies, to increase likelihood diverse funding sources;
- More collaboration and 'open innovation' encouraged between applicant organisations, building 'communities of practice';
- Greater intensive support with successful applicants immediately following their selection, developing a stronger platform from which to build.

Management Response 9:

9a. DFAT iXc will disseminate these research findings and recommendations with relevant branches within DFAT.

Responsible parties: DFAT iXc.

Deadline: 30 November 2019.

9b. Beginning in 2019 for finalists not selected as Solver teams, MIT Solve has partnered with the Unfunded List to provide one-on-one feedback on their applications and pitches. Unfunded List connects expert grant evaluators with each finalist to review their application, generate a feedback report, and meet in-person for advice and get connected to additional funding opportunities through the Unfunded List network.

Responsible parties: MIT Solve

Deadline: Ongoing

9c. Starting in 2020, MIT Solve will launch an online course on Business and Impact Planning for Social Entrepreneurs for applicants interested in completing the Solve application as well as for those with unsuccessful submissions.

Responsible parties: MIT Solve

Deadline: 31 March 2020.

9d. Starting in 2020, MIT Solve will begin offering (through a pilot) MIT Bootcamp workshops for Solver teams on topics related to: capital raising, impact measurement, logic model, and communications. These Bootcamps will take place between selection (September) and Solve at MIT (May) to better prepare Solver teams for partnership matchmaking at Solve at MIT.

Responsible parties: MIT Solve

Deadline: 31 March 2020.