

**Document withdrawn 28 March 2017**

**Minute of BRACED workshop 30<sup>th</sup> January 2014**

The objectives of this meeting, with two representatives from each of the 22 BRACED consortia, were to:

- Kick start the PDG phase – provide nuts and bolts on process and timelines.
- Prepare for full bid applications and guidance on requirements, process and M & E.
- Facilitate networking and lesson learning between grantees and DFID.
- Share knowledge and build coalitions for implementation.

The programme for the meeting is attached as Annex I with a list of attendees in Annex II. The meeting was held in DFID's office in Whitehall. A telephone dial in facility was provided for some sessions for other members of BRACED consortia unable to attend in person to listen to the discussions.

**Session 1: Overview of BRACED portfolio and DFID thinking on BRACED**

See separate file for PowerPoint presentation for this session

Following the presentation a question and answer discussion was held:

**Q:** When will the Knowledge Manager (KM) be selected and when will the contract start?

**A:** KM is now being tendered with bids due by 21<sup>st</sup> Feb. The earliest we expect to contract is mid to late April but this could be later. We plan to provide interim KM support.

**Q:** How will full bid selection be carried out?

**A:** Each proposal will be appraised against criteria based on that given in the guidance for concept proposals. There is no guarantee all proposals will be selected.

**Q:** When will Component D be designed and how will it relate to the rest of the programme?

**A:** We are scoping out options. These include multilateral, bilateral, or other mechanisms. We expect to make a decision by May.

**Q:** How will BRACED grantees engage with DFID, particularly with country offices, and what is the overlap with KM?

**A:** DFID COs agreed where the BRACED programme could support projects in their countries. They were also part of the selection of projects for component B. The level of engagement between BRACED projects and DFID offices will vary. We will say more on this in the full guidance. The KM will support DFID COs to develop programmes and will therefore engage with our country offices as well.

**Q:** Is there guidance available yet on standardisation of indicators?

**A:** This process starts today in describing the resilience approach and getting feedback on it. We need to ensure we can use information from the various projects in cross cutting and thematic evaluations, all the indicators don't have to be identical but do need to contribute to the indicators in the BRACED logframe. We will have virtual and actual meetings to develop these indicators. These will be supported by the Knowledge Manager.

**Q:** What is the situation with those projects on the reserve list?

**A:** This is pending agreement on Accountable Grants with the first list of projects. We have been in negotiation period and just over half have agreed. We will let reserve list know soon as we can on whether we will take projects from the reserve list. This should be soon.

**Session 2: Guidance for PDG phase and feedback, communications approach**

See separate file with PowerPoint presentation for this session.

Additional points made during the presentation but not on the PowerPoint slides were:

- We will share the draft guidance after the workshop for feedback by email.
- We will need a breakdown of expenditure of the next 6 month PDG phase for financial forecasting. Your monitoring offices will be requesting this.

A brief description of DFID's approach to communications was given, DFID is working on a strategy for BRACED communications. Further information will be provided in the full guidance.

Following the presentations a question and answer discussion was held:

**Q:** How can BRACED grantees go about making any necessary changes to the budget in the PDG phase?

**A:** You should first discuss/request any changes with your Monitoring Officer (MO). S/he will then discuss these with DFID and then determine when these are acceptable. The expectation is that there should not be any significant budget changes and there is no allowance for an increase in agreed PDG budgets.

**Q:** Please can you give more background on Ricardo AEA?

**A:** Ricardo AEA has been contracted by DFID as the interim Fund Manager. Ricardo AEA is a consultancy firm working on a wide range of areas including: waste and resource efficiency, environment management, engineering, and climate change. Further details on the firm can be found at [www.ricardo-aea.com](http://www.ricardo-aea.com).

**Q:** How quickly will you turn payments around?

**A:** MO will have deadlines for turning round. The aim will be for 5 day limit to paying claims, in line with standard British Government practices for prompt payment of invoices, though the 5 day limit is subject to verifying claims satisfactorily.

**Q:** Any more information on how Payment By Results will work?

**A:** This is being determined and we will advise on this.

**Q:** Will a Monthly report (MR) be required at same time as Quarterly Report (QR)?

**A:** No, when a QR is required this will replace the need for that month's MR.

**Q:** Will there be plans to launch the programme in regions, e.g. to local stakeholders?

**A:** We are still to determine how we will launch the programme though it won't be possible to launch in every country. We agree national and local media important and BRACED projects can determine how best to engage. It will be important to get messaging right for different audiences. Communications will need to include substance on outputs and delivery as well as just process. Further guidance on this will be in the full grant guidance.

**Q:** Should BRACED projects have a specialised communications manager?

**A:** This will be for projects to determine how best to undertake communications as part of their work in getting knowledge into use. Potentially communication activities could be shared across projects.

**Comment:** On the interaction between consortia and partners and DFID. There will the need to be careful of sensitivities and perceptions [relating to communications activities] with different stakeholders including Governments.

**Q:** Do you think it is important to link communication strategies within projects and for BRACED overall – which will also to help projects have maximum impact themselves.

**A:** Yes agree there needs to be a link. There will be a need to develop a platform across BRACED. The intention is that BRACED will be greater than the sum of its parts. The Knowledge Manager will have a role to play on this.

**Q:** Is there DFID Guidance on how to manage our communications, branding etc.?

**A:** Yes there are guidelines which we will share, covers this and use of UKAid etc. We will give these in the full project guidance.

**Comment:** It will be important to integrate activities of consortia partners and local partners, particularly to highlight local actions for advocacy with government. We would welcome support on doing this from Knowledge Manager and DFID.

### **Session 3: Resilience measurement**

See separate file with PowerPoint presentation for this session.

Following the presentation a question and answer discussion was held:

**Q:** There is a problem of establishing baselines if we don't know full phase going ahead – sensitivities (for communications as well). How should we address this?

**Q:** The timeframe of 3 years too short to show connection to impacts on wellbeing, and resilience to uncontrollable hazards. How should we address this?

**A:** Agree we need to look over longer period for climate change as well. While we may not see huge impact over 3 years we but need to start to translate into impact somehow. Useful to have frameworks have in place and to commence work on baselines.

**Q:** Is it the intention to pool all measurements (e.g. one unit score) or keep separate?

**A:** Aim is not to bundle all into one number/one composite indicator. Different audiences will need different indicators: At project level there will be need for detail and at BRACED fund level need for tracking overall performance. It will not be useful to aggregate too much into one indicator.

**Q:** Will gender be a sub-category?

**A:** Yes we want to be able to disaggregate by gender.

**Q:** What is the timeframe for rolling out [this methodology] into projects, expected to be ready by start of full phase? Is BRACED road testing this or expected to fully implement?

**A:** There are two separate but linked actions. First, in the first 6 month [PDG] period grantees will be expected to develop a realistic M&E plan and results framework and ideally baselines (though it might be impossible to finalise all baselines during six months). The KM will provide support to the grantee on developing a realistic M and E plan and results framework. Second, and in addition the aim is for BRACED to test an approach, or approaches, to measuring resilience. KM will support this.

### **Session 4: Breakout sessions**

#### **Group 1: Measuring resilience:**

Session focussed on feedback on the proposed approach to measuring resilience.
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*Rapporteur feedback:*

Need to be clear on project management of M and E, and concerns about target setting using new methodology, and linking payments to this. Need to be clear on what requirements will be on M and E, and mustn't change M and E half way through.

Questions raised were on process:

- Set of standardised indicators?
- Modelling of regional elements by DFID?
- How does it link to VFM and PBR? Will PDG be assessed on this basis - very complex. PBR concern – put risk on grantees.
- Align with PPA Learning Group.

Answers will be provided in the full guidance where appropriate.

The following comments were also made:

- Too climate focussed not enough on gender
- Tends to focus on stresses and shocks and not positive changes
- It doesn't reflect systemic changes – policies and institutions
- There is a need for continuous measurement needed
- Need for definitions and coherence of impact indicators
- Normalisation and attribution issues are complex
- Need multi-criteria for it to be worthwhile, allow to measure on own and together
- VFM 3 Es – will contribute to effectiveness but should add equity as well – ensure focus on bottom of pyramid, hardest to reach not easiest results
- Knowledge needs to be there on data, M and E systems and capacity, partners may struggle to incorporate approach into existing frameworks.
- Learning not incorporated, be able to change indicators as go along. How flexible, allow learning?
- Regional M and E learning groups would be welcomed.
- Need for linking, learning and flexibility.

**Next steps:** Feedback any comments to Nick before end Feb. He will circulate questionnaire and draft report once DFID cleared.

## **Group 2: Learning, knowledge sharing, and partnerships**

**Questions posed:**

What are the main elements needed to help share the evidence and lessons that BRACED grantees will generate?  
What will BRACED grantees need to do to strengthen their consortia and range of partners to help deliver institutional and policy change?

*Rapporteur feedback:*

The main points arising from discussion were:

- PBR what will it mean, how applied, how flexible. Concern was raised about pilots and innovation – no guarantee of success. Will this be applied across the whole programme or just 'predictable' results? Will it be NGO led or DFID led i.e. can NGO suggest which results are used for this or will they be standard across the programme.
- Should consider how BRACED as a programme can be resilient – particularly in sensitive and conflict prone contexts and level of resilience expected in this first phase.

- Governance and management of consortia, how best can we share experiences between consortia in each country?
- How to involve private sector in a sustainable way, and learning.
- Research partners – also new partners, how make work and move learning to practice. What scope is there for flexibility to adapt and change programme based on learning?
- Local government and decentralisation
- Regional learning opportunities? Consolidation of learning from similar programmes and regions to benefit from cross BRACED learning
- Example of Mali – opportunity to work closely together, higher density of BRACED projects.
- National government buy-in – clarity needed on requirements
- DFID not wanting to make use of consortia’s IPR, rather to make easier
- Communications – how to organise at consortia level? KM outcomes must be communicated.

### **Group 3: Role of FM/KM and Communications**

#### **Questions posed:**

What will be needed from the KM to help BRACED grantees measure resilience?  
 What communication and knowledge sharing platforms should be setup to support interim and full phases?  
 What support required of FM and KM for PDG and full project?

#### Points/questions from discussion – these will be used in finalising full guidance to grantees.

- KM function might lead to a separation of relationship between DFID and the NGO’s and raised questions on how to manage this.
- Important to establish a community to ensure shared learning between partners and ensure that programmes improved from the inception phase. But while there was still an element of competition for full grants this could prove to be a challenge during PDG phase.
- Communications Resource- What resource would be available to help out on this work? Some budget available?
- Advocacy- Is there a strong advocacy focus from DFID?
- Communications lead – who would that be from DFID?
- KM- will they have a communications lead in the organization? If there is this link, this will help with visibility/ take up of communications for the programmes.
- Challenges/ sensitivity/ access to travelling around the country – DFID must ensure that these are thought about when considering communications
- Timeframes – what is realistic? 1 year?
- Where will the Knowledge manager/ FM be based? In the region/ UK? This will have an implication for activities planned
- How do you plan to build an online network of communications for the programmes? Level of completion between NGO’s to not share information
- How will we ensure a coherent message across the programmes?

### **Session 5: Closing session**

Following presentation of working group discussions following questions following points were made:

- M and E needs to be proportionate.
- DFID will be share draft guidance with grantees for full projects for clarification and to identify any issues not covered.

- Final draft will set out possible KM support on regional or existing meetings to facilitate, and supporting on M and E frameworks.
- BRACED will be in English overall. Clearly projects may work in range of languages (especially French in the Sahel). Thus reporting needs to be proportionate and to avoid too much translation.

There was then one final Q&A session:

**Q:** What is timeline for full proposals?

**A:** Deadline is 31<sup>st</sup> July for full proposals, possibly BRACED South Sudan project as an exception given the current situation. DFID will aim appraise proposals and make decisions by end August. Proposals can be sent in before deadline. Grantees should plan for a gap in funding between end of PDG and full grant. Ideally this should be about a month but will be subject to grant negotiations.

**Q:** What changes can be made from the concept note?

**A:** Fundamentals should stay the same but partners may change and will need to build on indicative logframe. You can also respond to changes on the ground. The full project guidance will say more on this.

**Q:** Can changes to consortia be made and support outside of BRACED obtained?

**A:** Yes changes to consortia can be made and co-funding is allowed.

**Q:** French is important language BRACED projects in the Sahel. Is there a requirement for KM to be multilingual?

**A:** The terms of reference in ITT volume 3 are output based. They don't stipulate what skills the KM needs. It is for bidders to decide what skills and expertise they need to deliver the outputs. Bids will then be judged against the evaluation criteria in ITT volume 2.

**Q:** Is PPA Learning Group open to non PPA organisations?

**A:** This was answered by PPA members present. They said yes it is.

**Q:** How will BRACED link to DFID's research hubs in Nairobi and Delhi?

**A:** There is no direct link. However, representatives from DFID's Research and Evidence Divisions are on the BRACED steering group to ensure links are made to DFID's research programmes.

**Q:** Could representatives from BRACED projects and other experts be on some sort of advisory committee for the KM?

**A:** This could be possible but will be for KM to determine.

**Q:** Who will undertake the due diligence, the FM or interim FM?

**A:** Both interim FM and full FM will be part of due diligence process.

**Q:** Will there be Q and A mechanism for full proposal clarifications, like there was for CN stage?

**A:** Yes there will. We will publish all questions on answers on the BRACED web page.

**Q:** Will there be another meeting with all 22 consortia?

**A:** Will consider this alongside other ways of building the BRACED network and using physical and virtual meetings. Regional meetings could be possible as well as country meetings – especially in countries where there are several BRACED projects. Grantees have funding in some of the PDG bids for meetings so there are opportunities for joint meetings here.

**Q:** How would an M and E reference group work under BRACED?

**A:** This will be up to the KM working with FM to take forwards.

## Annex I Programme

### BRACED Grantee Workshop Thursday 30<sup>th</sup> January 8.45am – 5pm

Department of International Development, 22 Whitehall Place, London SW1A 2EG

Arrive 8.30 am

Agenda			
Time	Topic	Speaker/Lead	Room / Layout
0900-1000	A. Welcome and Introductions	David Howlett	K 1.1  Sit in regional groupings: A) Sahel B) Other Africa C) Asia  <i>Open line listen-in function</i>
	B. Overview of BRACED portfolio	Lisa Groves	
	C. DFID thinking on BRACED [Opportunities and challenges, synergies with other DFID programmes, updates on component D and contracting of fund/knowledge manager functions.]	David Howlett	
1000-1045	<u>D. Guidance for PDG phase and feedback</u> [To cover timelines, MoU reporting arrangements, due diligence, payment schedules, duty of care etc. Communications strategy overview]	Lisa Groves  Catherine Belfield-Haines (comms)	Audio participants can dial +442073216570 or +441355598360 then enter VMR 40155231 followed by # Please tell audio participants to press * 6 to mute their phone
1045-1100	Q and A		
1100-1115	BREAK		
1115-1200	E. Measuring resilience 1115 – 1145 [Introduction to proposed resilience measurement approach and feedback (more detail in working group session to follow)]	Nick Brooks	
	Introduction to working group sessions 1115 – 1200	David Howlett	
Move to Room G.13 (1215 at latest)			
1200-1400	Lunch and networking		G.13  <i>No listen-in function</i>
1400-1530	BRACED Team Lead: Nick Brooks, Eunica Aure and Annika Olsson* (14) NGO Facilitator: Natalie Topa (Mercy Corps) NGO Rappoteur: Annelies Withofs (RAIN)	BRACED Team Lead: David Howlett and Jane Petty* (11)  NGO Rappoteur: Guus Paardekooper (RAIN)	BRACED Team Lead: Juliet Field and Catherine Belfield-Haines * (6)  NGO Rappoteur: Austin Kennan (Concern) NGO Rappoteur: Sandy Biggar (MercyCorps) or Kelly Hawrylyshyn (PLAN)
	<b>Group 1: Measuring Resilience</b> [G.13] Feedback on the proposed approach to measuring resilience. Discussion and feedback on approaches including locally defined proxies, a pre-defined menu of indicators etc.	<b>Group 2: Lesson and knowledge sharing, and partnerships</b> [G.17] What are the main elements needed to help share the evidence and lessons that BRACED grantees will generate within and outside the	<b>Group 3: FM/KM support</b> [G.27] What will be needed from the KM to help BRACED grantees measure resilience? What communication and knowledge sharing platforms should be

	Consideration of available data.	BRACED network? What will BRACED grantees need to do to strengthen their consortia and range of partners (private sector, government etc.) to help deliver institutional and policy change?	setup to support interim and full phases? What support required of FM and KM for both phases?	
1530-1700	<ul style="list-style-type: none"> <li>- Plenary presentations to feedback from working groups (NGO Rapporteurs)</li> <li>- Further discussion on resilience? (Nick Brooks)</li> <li>- Next steps – draft guidance and process (David Howlett)</li> </ul>		Juliet Field to take a note	<p>G.13 (or K1.1)</p> <p><i>Open line listen-in function</i></p> <p>Audio participants can dial +442073216570 or +441355598360 then enter VMR 40155231 followed by # Please tell audio participants to press * 6 to mute their phone</p>



## Annex II List of participants

<i>Organisation</i>	<i>Name</i>	<i>Position</i>
<b>BRACED consortia</b>		
CARE International UK	Richard Ashiagbor Tony Hill	Senior Programme Funding Coordinator Programme Director TREE AID
Christian Aid Two projects	Sarah Moss Sophie Rigg Lisa Robinson Laurent Martial	Christian Aid Kings College London BBC Media Action Christian Aid
iDE UK	David Jackson Lewis Temple	iDE Programmes Manager iDE CEO
Acting For Life	Arnaud FRANCOIS Marie AARNINK	
IRD	Laura Sanders Sheryl Cowan	IRD Country Director, Mali IRD Deputy Director, Sustainable Food and Agriculture Systems
Near East Foundation	Charles Benjamin Jamie Skinner	President, Near East Foundation Principal Researcher, International Institute for Environment and Development
ADPP MOZAMBIQUE	Olga Guerrero Annette Castella	Partnership Coordinator Europe for ADPP Mozambique Deputy Executive Director, ADPP Mozambique
Concern Worldwide [South Sudan]	Austin Kennan Eileen Morrow	Regional Director, Concern Worldwide Desk Officer, Concern Worldwide
Concern Worldwide [Chad/Darfur]	Helen Young Bob Ruxton	Research Director, Feinstein International Centre, Tufts University. Head of International Support(UK)
Mercy Corps	Natalie Topa Sandy Biggar	Programme Director, Mercy Corps Programme Officer, East and Southern Africa, Mercy Corps
Farm Africa		
Welthungerhilfe	Heinz Peters Laura Whitwell	Desk Officer Welthungerhilfe Desk Officer Selfhelp
Centre de Suivi Ecologique (CSE)	Eka Neumann Mandu dos Santos Pinto	globalcontact consulting mandu architecture and urbanizm
RAIN Foundation	Guus Paardekooper Annelies Withofs	Director RAIN Programme Officer Nepal RAIN
ACF-USA	Andrea Ambroso Muriel Calo	Country Director, ACF mission in Uganda ACF Senior Technical Advisor
Plan UK	Kelly Hawrylyshyn	DRR and Resilience Advisor, Plan UK
Oxfam	Ben Heaven Taylor Daniel Morchain	
ACTED	Jessamin Birdsall Virginie Brisson	Save the Children - Bid Manager, Programme Partnerships ACTED - Chad country Director
ACF-Spain	Lucia Prieto Mireia Pérez	Desk Officer International Funding Manager for Intermón Oxfam
CRS	Scott LeFevre Clara Burton	CRS CAFOD
<b>Others attending</b>		
Ricardo AEA	Lisa Groves Nidhi Mittal	Interim Fund Manager
Garama 3C Ltd	Nick Brooks	Resilience Study Team
Landell Mills	Eunica Aure	
DFID	David Howlett	DFID BRACED team

Juliet Field Annika Olsson Jane Petty Catherine Belfield-Haines
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