STRATEGIC PARTNERSHIP ARRANGEMENT (SPA) Phase II

Final Mid Term Review Appendices

December, 2018

APPENDIX A: STRATEGIC PARTNERSHIP ARRANGEMENT (SPA) Phase 2 Mid Term Review - Terms of Reference July, 2018

1. Introduction

Founded in 1972, BRAC has a long history of working in Bangladesh. Its programs operate in all 64 districts and reach 110 million people. The breadth and scale of BRAC's development work is unparalleled by any similar type organisation. Originally known as Bangladesh Rehabilitation Assistance Committee when first registered in 1972, and now known just as BRAC, it is now the world's largest development organisation with an extensive track record of delivering development results.

BRAC's organisational strategy sets out to complement the Government of Bangladesh's plans in achieving the SDGs. BRAC is dedicated to alleviating poverty by empowering the poor to bring about change in their own lives. BRAC's key strengths includes its emphasis and support to women and girls, allied with its scale, broad coverage and value for money in delivering development results.

The Australian Government's Department of Foreign Affairs and Trade (DFAT) and UK Department for International Development (DFID) entered into a Strategic Partnership Arrangement (SPA) with BRAC in 2012 (Phase 1). Currently the SPA is in phase 2 (2016-2020).

Under the SPA Phase 2, DFAT and DFID provide core funding to BRAC to support the implementation of its Strategic Plan (2016-2020) - Australia is providing AUD95 million and UK providing GBP223 million. The strategic plan encompasses BRAC's development programs including basic education, social protection, gender and skills programs that benefit millions of Bangladeshis, as well as BRAC's ambitious institutional strengthening agenda to transform its business model in the context of Bangladesh's transition to middle income country status. Increasing program relevance and financial sustainability in Bangladesh's changing poverty landscape are core goals of BRAC's strategic plan.

The SPA uses an explicit partnership modality which is formalised in the SPA Terms of Engagement (ToE) signed by BRAC's Executive Director and the Bangladesh Heads of Aid of DFAT and DFID.

Partnership principles establish "ways of working", including a commitment to collaborative governance and mutual accountability.

The SPA is overseen by a Steering Committee comprising the Executive Director of BRAC and Bangladeshi heads of aid from DFAT and DFID, which meets twice a year. The partnership is managed by a SPA Working Group which meets approximately every 6 weeks. These collaborative governance mechanisms are focused on ensuring that the shared strategic objectives of all three agencies are met.

The objectives of the SPA as agreed in the ToE are:

- To deliver faster progress towards the achievement of nationally and internationally accepted development goals in Bangladesh, with a particular focus on people facing multiple deprivation, discrimination or exclusion.
- To support BRAC's institutional change and development plans, focusing particularly on: i) allowing programs and support functions to work more systematically together as "One BRAC", ii) supporting BRAC's internal change management and its human resource, succession planning and leadership skills development and decision-making processes, iii) enhancing BRAC's financial sustainability
- To increase knowledge sharing and lesson learning between partners.
- To increase the capacity of all partners to use knowledge and evidence for program improvement, to contribute to discussion of development issues in Bangladesh and globally, to support the Government of Bangladesh in its development responsibilities, and to undertake advocacy.
- To deliver development assistance through an approach that promotes effectiveness, efficiency, flexibility and innovation.

Accountability of all partners to the delivery of SPA results is achieved through a SPA Results Framework, Partnership Health-checks (every 18 months) and this mid-term review and a planned end of program evaluation.

The SPA Results Framework has three pillars, covering the partnership's five objectives - pillar 1 tracks progress against the development programs of BRAC; pillar 2 tracks results from the organisational change processes, pillar 3 assesses the progress of the partnership. The four intended impacts in the Results Framework are as follows:

1. *Pillar One – Programmes*

Impact 1: 110 million people's health, literacy, livelihood security and social justice status enhanced and contributes to Bangladesh's progress towards SDG attainment.

Impact 2: 20 million of the most underserved and disenfranchised women (including girls and disabled) empowered in Bangladesh to gain greater access to and control over resources, decisions and actions that affect their lives.

2. *Pillar Two – Institutional Change*

Impact 3: BRAC transforms into a more financially sustainable, leaner, tech enabled and data informed organisation to maximise its positive impact on poverty alleviation and opportunity creation in the context of Bangladesh's trajectory towards MIC.

3. *Pillar Three – Partnership*

Impact 4: Knowledge on development approaches and partnership modality is generated and used by all partners to increase their effectiveness to support Government of Bangladesh (GoB) in its development responsibilities, to contribute to improves practice and development discussions in Bangladesh and globally, and for advocacy.

The partnership represents the maturing of a relationship between BRAC and development partners from that of funder-implementer to the development of a partnership based on mutual trust, information sharing, and common development objectives.

Prior to the SPA, DFAT and DFID supported a number of discrete BRAC programs, including in health, education and poverty reduction through separate grant arrangements. The SPA Phase 1 and 2 are founded on donors' experience of BRAC's track record of delivering quality results, and on donors' assessments that BRAC's systems are robust.

SPA phase 1 was established to achieve greater efficiencies and lower program transaction costs for all partners, enable increased funding flexibility, efficiency and agility in responding to shared development priorities, and to support innovation. SPA phase 2 builds on the achievements of Phase 1, and adds an enhanced focus on supporting BRAC's organisational capacity strengthening, building a knowledge partnership among the SPA partners, and policy engagement facilitation with the GoB.

2. Purpose and intended use of the Mid Term review

The purpose of the MTR is to assess how the SPA is tracking against its objectives, with a view to identifying both achievements and challenges, highlighting lessons learned and providing recommendations for improvement.

The MTR is intended to be a learning process for all three partners – DFAT, BRAC and DFID. The MTR will need to:

1. consider the extent to which progress has been made and
2. identify those aspects of the partnership that are progressing well and those that are not, with reasons for both.

There will be a focus in the MTR on the identification of lessons learned that can inform partnership improvement in the remaining years of the program.

The partnership principles in the SPA's Terms of Engagement include a commitment to joint evaluation and learning, including a MTR and Final Review. While the MTR is led by DFAT, the three partners will together reflect on the MTR's findings, lessons learned and recommendations and agree on actions to improve partnership performance. Thus, the primary audience for the MTR, in addition to DFAT Dhaka managers, are the members of the SPA governance bodies, i.e. the SPA Working Group and Steering Committee.

DFAT Dhaka will develop management responses to the MTR recommendations, and these will be informed by discussions amongst the three partners as above.

The MTR report and management responses will be published on the DFAT website in accordance with the Transparency Charter.

3. Mid Term Review questions:

The MTR should answer the following questions listed below. These are the preliminary questions developed and included in this ToR. These MTR questions and scope of this review may need to be refined while developing the evaluation plan by the reviewer in discussion with the SPA partners.

i) BRAC's institutional change - To what extent is the SPA on track to achieve BRAC's institutional strengthening plans, and in particular its financial sustainability goals?

ii) Knowledge partnership - To what extent has the SPA's objective to build a knowledge partnership between the three partners been achieved? What are the enablers and barriers to achievement of this objective?

iii) Partnership management - Are partnership management tools effectively supporting the partnership to deliver on its objectives? Are governance arrangements supporting collaborative decision making and joint action? Are additional tools required? Noting that the partnership arrangement is innovative, are there adequate processes in place to facilitate reflection, identify lessons learned, and improve on the partnership approach?

iv) Monitoring and Evaluation - Is the SPA Results Framework collecting the right information to allow the performance of the SPA across all five objectives to be assessed? Is the Results Framework facilitating reflection, lessons learned and program improvement within BRAC and between all three partners? Can the Results Framework be strengthened?

v) Value add of the partnership approach - In what ways has the SPA promoted effectiveness, efficiency, flexibility and innovation, within BRAC, and in the management of the SPA by all three partners? In what other ways is the partnership approach adding value for individual partners? To what extent, and in what ways, has the partnership approach supported BRAC to achieve its objectives?

4. Methodology and Timeframe

The methodology of this MTR will be finalised by the independent consultant in the Review Plan. Expected methodologies to include the following but not limited to;

- Desk review of program documentation (SPA partnership architecture, including Terms of Engagement, Results Framework, Health Check Reports, SPA partnership management tools, BRAC progress reports etc).

- Interviews with relevant people from the three partners including SPA Working Group and Steering Committee members and BRAC program and corporate staff.

- This partnership (SPA) utilises BRAC's own Monitoring and Evaluation system. It is expected that the reviewer will extensively use BRAC's M&E system and SPA Results Framework.

- Field visits to BRAC programs to get a better understanding of both the program delivery (program approaches and results, and organisational processes) and partnership modality aspect.

The MTR will commence from September 2018 and the preferred date for submission of the final report is 20 December 2018. DFAT will prioritise quotes based on this timeframe. However, if required, DFAT will consider quotes that deliver a final report by 31 March 2019. Suppliers who wish to propose such a timeframe should include an indicative timeline with their quote.

The final timeline will be negotiated during finalisation of the Review Plan.

Task	Indicative Date	Number of days
Briefing of consultant	Early September	0.5 Day
Desktop review of available evidence, inputs and analysis	Early September – Mid September	6 Days
Develop Review Plan	Mid September	3.5 Days
Travel time from country of residence		1 Day
In country Interviews with SPA partners (DFAT, BRAC, DFID) and field visits	Mid September – Early October	15 Days
Conduct in country preliminary analysis of interview and field visit results and prepare aide memoire	By 11 October	3 Days
In country Presentation of aid memoire including key findings and preliminary recommendations to SPA Working Group, and Facilitated discussion to obtain preliminary feedback from SPA Working Group on findings and recommendations	By 14 October	1 Day
Travel time to country of residence		1 Day
Further data analysis and drafting of review report	Mid October – Early November	10 Days
First draft of the MTR report submitted to DFAT and SPA partners	Mid November	Up to 1 day for any clarification required
Receive comments on draft report Provide comments to the reviewer on the draft report	By End November	
Preparation of final report		10 days
Reviewer submits the final draft to the SPA partners incorporating comments and feedback	By Mid December	
Total number of days		52 days

5. Reporting requirements

- Review Plan
This plan will outline the scope and methodology of the review. The plan will include review questions; methodology to be used for assessing the outcomes of the program; the process for information collection and analysis, including tools such as questionnaire and/or questions to be asked during discussion; identification of any challenges anticipated in achieving the review objectives; key timelines, a consultation schedule identifying key stakeholders to be consulted and the purpose of consultation; and other activities to be undertaken. It is expected that the Review Plan will be submitted to DFAT one week prior to in country visit.

- Aide Memoire
On the last day of the in country mission, the reviewer will submit and present an Aide Memoire of up to five (5) pages with key findings and recommendations.
The Aide memoire will be prepared in dot-points based on a template agreed with DFAT. The reviewer will have approximately three (3) days to work on the Aide Memoire prior to presenting it to DFAT and the SPA working group.

- Reporting
At the conclusion of the Mid Term Review, the reviewer should produce the following reports:
  a) The first draft of the Mid Term Review Report should be submitted to the Dhaka post Senior Program Manager (SPM) – BRAC SPA for comments approximately two weeks after the end of the in country visit. The Mid Term Review Report should be a brief, clear and succinct summary of the review findings, focusing on a balanced analysis of relevant issues, lessons learned and recommendations for improvement. Annexes should be limited to those that are essential for explaining the text.
  b) The final Mid Term Review Report should be submitted to DFAT within 10 days of receiving the final comments from the SPA partners.

6. Review Team
- The Reviewer will have the following skills and experience
- Strong understanding and experience in evaluation methods and processes with proven skills and experience in developing results frameworks and conducting reviews and performance evaluations
- Experience in evaluating partnership modalities and with NGOs as a development partner.
- Demonstrated ability to draw on international best practice to inform advice.
- Strong analytical and report writing skills, particularly in transforming data and/or Information into constructive and informative reports.
- Excellent communication skills, particularly in a cross-cultural setting, and the ability to clearly explain monitoring and evaluation principles.
- A forward looking perspective in terms of looking for lessons and implications to inform future programming.
- Sound knowledge of DFAT Australian Aid Program corporate policy on quality.
- Familiarity with cross cutting issues such as disability inclusive development and gender.
- A general understanding of Bangladesh's development context.

DFAT Dhaka's Senior Program Manager (SPM) - BRAC SPA will provide logistical support to the Reviewer and be an observer throughout the in-country component of the review. The SPM will also support the reviewer's liaison with the SPA Working Group.

The reviewer will optimise opportunities to engage SPA partners in the review, utilising the SPA Working Group, consistent with the SPA's commitment to joint evaluation and learning. It is anticipated that the Working Group will be provided the opportunity to:

- comment on the proposed Review Plan
- participate in interviews and fieldtrip
- participate in the Aid Memoire briefing and provide feedback on the review's key findings and recommendations
- comment on the draft Review Report.

The Working Group will also provide logistical support in arranging the in country component of the review.

7. Logistics

Consultant will be responsible for his/her own logistical arrangements including arranging international flights and other administrative works (i.e. visa applications, booking hotels in Dhaka etc). However, arranging meetings and associated logistics will be supported by DFAT for the in country component. BRAC will provide field trip related logistics.

8. Outputs

The Strategic Partnership Arrangement (SPA) Phase 2 requires the following outputs, all reported in English and in a clear, concise and useful manner. The reviewer's deliverables must comply with DFAT's M&E standards for evaluation reports.

- Review Plan of Mid Term Review – submitted electronically to DFAT's Senior Program Manager one week prior to the in country visit.
- Aid Memoire – no more than five (5) pages on key findings during the mission and presented to the SPA Working Group on the final day in Bangladesh.
- Draft Mid Term review report – submitted electronically to DFAT's Senior Program Manager.
- Final Mid Term Review Report - submitted electronically to DFAT's Senior Program Manager.

APPENDIX B: INDICATIVE SCHEDULE SPA MTR

Date	Activity	Lead responsibility
29 October – 2nd November	Desk review of available documentation. Prepare and submit draft Review Plan	Lead reviewer
3rd – 7th November	Review/approve Review Plan and prepare relevant documentation for MTR	DFAT / SPA Working Group members
8th – 30th November	Travel and mission to Bangladesh to carry out in-depth analysis of BRAC data sources, in-country interviews with SPA stakeholders (DFAT, BRAC, DFID) and field visits.	Lead reviewer
25th – 27th November	Preliminary analysis of evidence resulting from in-country consultations and field visits and preparation of Aide Memoire.	Lead reviewer
27th November	Presentation of Aid Memoire at workshop with SPA partners and facilitation of discussion on findings / recommendations and actions to respond.	Lead reviewer SPA Steering Committee and Working Group
2nd – 12th December	Further data analysis and drafting of MTR report	Lead reviewer
COB 16th December	First draft of the MTR report submitted to DFAT and SPA partners	Lead reviewer
By 21st December	Review and comment on draft MTR Report	DFAT / SPA Working Group members
COB 31st December	Final report, incorporating comments submitted to DFAT and SPA partners	Team Leader

APPENDIX C: LIST OF PERSONS MET

Details	Timing	Participants
Tuesday, 13ᵗʰ November		
Meeting with Targeting the Ultra Poor (TUP)	9:45am – 11:00am	Shameran Abed, Senior Director, Targeting the Ultra Poor (TUP) and Micro Finance
Meeting with Risk Management Services	11:00am – 12:15pm	Mizanur Rahman, Programme Head, Risk Management
Meeting with Programme Development, Resource Mobilisation and Learning (PRL)	12:15pm – 1:30pm	Dirk Booy, Senior Director Amy Pennington, Programme Head Shihab Quader, Senior Manager, Programme Development, Resource Mobilisation and Learning (PRL)
Meeting with Gender Justice and Diversity (GJD)	2:00pm – 3:15pm	Anna Minj, Director, Gender Justice and Diversity (GJD) Hasne Ara Begum, Programme Coordinator, GJD Senior Programme Manager , M&E and Knowledge Management, GJD
Meeting with Finance and Accounts	4:00pm – 5:15pm	Ashit Baran Das, Head of Financial Planning, Finance & Accounts
Wednesday, 14ᵗʰ November		
Meeting with Information and Communications Technology (ICT)	9.45am - 11.00pm	Shahriar Hoque, Programme Head, Information and Communications Technology (ICT)
Meeting with Skills Development Programme (SDP)	11:00am – 12:15pm	Ahmed Tanvir Anam, Programme Head, Skills Development Programme (SDP)
Meeting with Health, Nutrition and Population (HNPP)	1:45am – 3:00pm	Ariful Alam, Programme Head, HNPP Morseda Chowdhury, Associate Director, HNPP, Mustafa Mahbub Hasan, Programme Head, Business Development, HNPP
Meeting with Internal Audit	3:00pm – 4:15pm	Nanda Dulal Saha, Director, Internal Audit Asif Ahmed, Head of Internal Audit

Thursday, 15th November		
Meeting with DFAT's Edcuation Team	9.00am - 10.30am	Meher Nigar Bhuiyan, Senior Program Manager Farah Naj Mehreen, Program Manager
Meeting with TUP and Gender Focal Point	10:30am – 12:00pm	Shashwatee Biplob Talucder
Meeting with Humanatarian Team	2:00pm – 3:30pm	Asif Kashem, Humanitarian Program Manager
Sunday, 18th November		
Meeting with BRAC Education Programme (BEP)	11:00am - 12:15 pm	Safiqul Islam, Director, BRAC Education Programme (BEP) Profulla Chandra Barman, bep
Meeting with Communications	12:15pm - 1:30pm	Moutushi Kabir, Director, Communication and Outreach Sarah Jane, Programme Head, Communication
Meeting with Advocacy for Social Change	1.45pm - 3.00pm	KAM Morshed, Director, Advocacy for Social Change and Technology
Meeting with Information and Communications Technology (ICT) - Follow up	3.15am - 4.00pm	Shahriar Hoque, Programme Head, Information and Communications Technology (ICT)
Monday, 19th November		
Meeting with Jim McAlpine	9:00am - 10:00 am	Jim McAlpine, Deputy Country Representative/Acting Country Rep. DFID
Meeting with DFID SPA Team	10:00am - 11:00am	Annette O'Doyly, Programme Management & Innovation Adviser Bishojit Deb
Meeting DFID Technical Advisers	11.00am - 1.00pm	Feroz Ahmed, Livelihoods Adviser, DFIDB Tahera Jabeen, Social Development Adviser, DFIDB Yousuf-Rafique, Statistician, DFIDB Heath Adviser, DFIDB Education Adviser, DFIDB
Meeting with Human Resource and Learning Division(HRLD)	2.10pm - 3.30pm	Zulfikar Hyder, Chief People Officer Human Resource and Learning Division (HRLD)

Tuesday, 20th November		
Meeting with Senior Director, Strategy, Communications and Empowerment	9:00am - 10:15am	Asif Saleh, Senior Director, Strategy, Communications and Empowerment
Meeting with Executive Director, BRAC	11:00am- 12:30pm	Dr Muhammad Musa, Executive Director, BRAC Bangladesh
Meeting with Monitoring and Evaluation (M & E)	2.00pm - 3.15pm	Shafinaj Rahman, Programme Head, Monitoring & Evaluation (M & E)
Wednesday, 21st November		
Meeting with Penny Morton,, DHOM, DFAT	11:00am - 12:00pm	Penny Morton, DHOM, DFAT
Depart for Gazipur	3.00pm	
Thursday, 22nd November		
Meeting with Regional staff, Gazipur	9:30am - 1:00pm	Regional Managers of Microfinance Programme: • Md. Hasan Uzzaman, (Dabi) • Surjya Kanta Biswas, (Progoti) • Md. Akkas Ali, (Progoti) • Md. Asraf Ali, (Progoti)
		District BRAC Representative (DBR), Partnership Strengthening Unit: • Pronob Kumar Roy
		HR Officials: • Tania Afroz, Senior HR Officer • Rifat Rabbi Chowdhury, Officer
		Monitoring official: • Md. Mahbubul Islam, Monitoring Officer
		IT official: • Md. Al-Amin, System Engineer, IT
	2.00pm- 2.30pm	Manager, TB Programme
Depart for Dhaka	2.45pm	

Sunday, 25th November		
Focus Group Discussion One	9.30am – 11.00am	• Faheem Khan – Head, Programme Development & Fundraising CEP • Monowarul Aziz – Senior Program Manager, HNPP • Saqif Nayeem Khan – Business Development Manager, HNPP • Nawrin Nujhat – Manager, Communications • Arunava Saha – Head of Programme, CFPR & TUP • Mrityujnjoy Das – Senior Programme Manager, DMCC • Mohammad Abu Hanif – Program Manager, Operations, IDP • Fatema Ferdausi – Manager, GJD • Reza Mahmud Al Huda – Program Head (in-charge), HRLS • Aminul Islam – Senior Manager, Migration Programme • Tanvir Rahman – Senior Manager, RMS • Md. Mazedul Islam – Team Leader, Advocacy for Social Change • Mintu Gomez – Senior Lead Engineer, ICT • Anika Sultana – Head of Accounts and Finance • Shaila Purvin – Programme Head, Enterprise, BEP
Focus Group Discussion Two	11.30am – 1.00pm	• Mohammad Azad Rahman – Programme Head, Advocacy for Social Change • Shajedur Rahman Rokon – Programme Manager, Communications • Shyam Sundar Saha – Programme Head, IDP & CEP • Dilruba Nasrin – Manager, GJD • Ishtiaque Jahan Shoef – Senior Manager, Monitoring • Mimo Sarker – Deputy Manager, Budget • Mahfurzur Rahman – Manager, M&E CEP • Upoma Mahbub – Manager-GLC, TUP • SM Al-Jubayer – Programme Manager, Migration Programme • Nazria Islam – Senior Manager, DMCC • Mostafa Sorower – Manager (PD & KM), Migration Programme • Mofakhkharul Islam – Manager, Development, BEP • Dilip Kumar Roy – Asst. General Manager, Accounts, Finance & Accounts • Musadderul Hoque – Manager, Enterprise, BEP

Focus Group Discussion Three	2.30pm – 4.00pm	- Mohammad Shamim – Advocacy for Social Change - Ferdous Ara Urme – Officer, Monitoring - Tahjib Shamsuddin – Specialist, Communications, Micro-Finance & TUP - Akram Haider – Lead Engineer, ICT - Nusaiba Binta Sagir – Officer, Admin., HRLS - Bilkis Zahan – ADC, Baniaching, IDP - Shuly Das – Junior Sector Specialist, CEP - ASM Rabby – Deputy Manager, GJD - Riffat Ara – Senior Sector Specialist, HNPP - Nazifa Saiyara – Manager, RMS - Bodrud Doza – Senior Officer, DMCC - Mahabubatur Rahman Ankhi – Senior Regional Manager, TUP - Dil Afrose Duette – Development, BEP - Tanvir Hossain – Finance and Accounts - Julker Nain - MIS
Monday, 26th November		
Preparation: Aide Memoire		
Tuesday, 27th November		
Aide Memoirse Workshop	9:00am to 1.00pm	Attendance: DFID- Bishojit Deb, Annette O'Doyly and Alexandra McLean

APPENDIX D: BRAC STAFF TURNOVER 2016 – 2018

Employees Joined and Separated (2016 - 2018)						
	2016		**2017**		**2018**	
Programme	**Joining**	**Separation**	**Joining**	**Separation**	**Joining**	**Separation**
Administration	1	-	1	1	-	-
Advocacy	3	19	10	12	4	5
AFS	-	73	-	56	-	12
BEP	5	862	66	375	72	210
BIED	-	10	1	2	1	4
BLD	21	95	123	98	25	46
BRAC Daycare Center	-	-	-	-	1	-
BRAC Enterprises	370	405	528	320	420	258
BRAC PRL	2	1	2	-	1	2
BRAC Seed and Agro Enterpris	41	46	26	43	63	51
Central Store	1	4	-	-	-	-
CEP	5	100	4	60	7	66
Communicable Disease Progr	6	171	205	144	589	201
Communications Department	-	3	7	4	12	5
Construction	5	8	3	10	14	2
Corporate Office	1	-	-	-	2	2
DMCC	7	1	2	7	7	6
Estate	-	1	-	-	-	-
Finance and Accounts	5	484	368	267	245	128
Gender Justice and Diversity	5	148	16	41	32	31
HCMP	-	-	2	-	1	3
HNPP	2	751	19	550	41	121
HRD	26	31	28	19	35	25
HRLS	2	29	49	35	28	26
IDP	61	149	47	93	27	48
Internal Audit	9	88	26	25	16	24
Investigation	6	2	4	3	2	1
Legal and Compliance	5	10	17	14	28	10
Logistics Services	3	5	10	4	10	3
Maintenance	3	11	7	3	5	5
Microfinance	3,475	1,945	5,555	2,535	5,359	2,106
Monitoring	1	17	4	6	38	33
Procurement	8	7	7	5	5	4
PSU	-	2	-	2	-	-
RED	3	14	3	6	3	6
Risk Management Services	1	7	2	-	1	-
Road Safety	3	-	1	1	1	3
Safe Migration Programme	2	6	6	3	-	-
Security Services	9	34	6	20	24	15
SHRC	1	1	-	1	2	-
SIL	3	4	6	1	-	3
Skill Development	121	32	59	62	39	17
Technology Division	2	7	2	9	-	8
Telephone	3	2	1	2	-	-
Transport & Workshop	4	12	15	9	29	8
TUP	55	566	763	108	681	173
Urban Development Prog.	31	18	79	10	44	19
WASH	1	491	14	50	9	25
Grand Total	**4,318**	**6,672**	**8,094**	**5,016**	**7,923**	**3,715**

Reasons for separation, by programme - 2016

Programmes	Death	Dismissal	Dismissal for Unauthorized Absence	Probation Period not extended	Redundancy	Resignation	Retirement	Termination	Grand Total
BEP	3	2			416	327	3	111	862
CEP	1		1		15	47	10	26	100
Finance and Accounts	6				288	151	4	35	484
Gender Justice and Diversity			1		133	13	1		148
HNPP	1		1		384	343	4	18	751
Monitoring					14	2	1		17
TUP	2		2	1	288	201	35	37	566
WASH				1	442	44	1	3	491
Grand Total	**13**	**2**	**5**	**2**	**1,980**	**1,128**	**59**	**230**	**3,419**

Reasons for separation, by programme - 2018

Programmes	Death	Dismissal	Dismissal - Unauthorized Absence	Probation not Extended	Redundancy	Resignation	Retirement	Termination	Grand Total
Finance and Accounts	4	2				100	7	21	134
HNPP	1		1		9	102	2	10	125
IDP						40	1	6	47
WASH				1	2	17		7	27
Grand Total	**5**	**2**	**1**	**1**	**11**	**259**	**10**	**44**	**333**

	Managers Joining Separating, by Grade - 2016 - 2018					
	2016		2017		2018	
Grade	**Joining**	**Separation**	**Joining**	**Separation**	**Joining**	**Separation**
009	8	5	5	6	10	5
010	5	3	3	1	6	4
011	1	1	3	2	3	2
012	1	2	2	2	4	4
013	-	-	1	-	3	1
Grand Total	**15**	**11**	**14**	**11**	**26**	**16**

Managers Joining Separating, by Programme - 2016 - 2018						
	2016		2017		2018	
Programme Name	**Joining**	**Separation**	**Joining**	**Separation**	**Joining**	**Separation**
Advocacy	-	-	1	-	-	-
BEP	1	1	-	1	1	-
BLD	-	-	1	-	1	1
BRAC Enterprises	2	4	3	1	2	1
BRAC PRL	-	-	-	-	2	-
CEP	2	1	-	1	2	1
Communicable Disease Programme	-	-	1	-	-	-
Communications Department	-	-	-	-	2	-
Corporate Office	-	-	-	-	-	1
DMCC	-	-	-	1	2	-
Finance and Accounts	1	1	2	2	5	2
Gender Justice and Diversity	-	1	-	-	1	1
HCMP	-	-	1	-	-	-
HNPP	1	-	1	1	1	1
HRD	-	-	-	1	4	1
HRLS	-	-	-	-	1	2
IDP	1	1	-	-	-	-
Internal Audit	1	-	1	1	-	-
Monitoring	1	-	-	-	-	-
Procurement	1	-	-	-	-	-
RED	-	1	-	-	1	2
Risk Management Services	1	1	-	-	-	-
Safe Migration Programme	-	-	1	1	-	-
SIL	-	-	1	-	-	-
Skill Development	-	-	1	1	1	1
Technology Division	1	-	-	-	-	1
TUP	1	-	-	-	-	1
Urban Development Programme	1	-	-	-	-	-
Grand Total	15	11	14	11	26	16

BRAC ORGANOGRAM

BRAC Governing Body

Director
Chairperson's Office and Secretary to Governing Body

Executive Director

Chief Financial Officer
- Finance and Accounts
- Construction and Maintenance
- Legal and Compliance
- Monitoring

Senior Director
Enterprises
- BRAC Seed and Agro
- BRAC Dairy and Food Project
- BRAC Artificial Insemination
- BRAC Chicken
- BRAC Fisheries
- BRAC Salt
- BRAC Printing Pack
- Aarong and Ayesha Abed Foundation
- BRAC Cold Storage
- BRAC Sericulture
- BRAC Nursery
- BRAC Recycled Handmade Paper
- BRAC Poultry Rearing Farm
- BRAC Sanitary Napkins and Delivery Kits

Senior Director
Strategy, Communication and Empowerment
- Human Rights and Legal Aid Services
- Communications
- Advocacy for Social Change Technology Partnership Strengthening
- Migration
- Social Innovation Lab
- Skills Development
- Urban Development

- Microfinance and Targeting the Ultra Poor
- Education
- Health, Nutrition and Population
- Communicable Diseases Water, Sanitation and Hygiene
- Community Empowerment, Integrated Development, Gender Justice and Diversity
- Disaster Management and Climate Change
- Agriculture and Food Security
- Human Resources and Learning
- Administration
- Research and Evaluation
- Internal Audit

As of June 2016

BRAC (Dec. 2018) Governing Body

Rachel Lindsay Haggard Kabir — Director, Chairperson Office & Secretary to Governing body

Dr. Muhammad Musa — Executive Director, BRAC

Shameran Abed — Senior Director, Microfinance & TUP
- **Director** Microfinance (Vacant)
- **Director** Targeting the Ultra Poor (TUP) (Vacant)
- **Director** Legal & Compliance (Vacant)

Tamara Hasan Abed — Senior Director, BRAC Enterprises

Anisur Rahman — Director, Dairy & Food, Seed and chicken
- BRAC Dairy and Food
- **Head** Seed and Agro
- **Head** Artificial Insemination
- **Head** BRAC Chicken

Major (retd) Md Ashraful Alam — COO, Aarong
- **Head** Sericulture

Molla Mamun Monowar — COO, Enterprise
- **Head** BRAC Salt
- **Head** BRAC Printing Pack
- **Head** BRAC Cold Storage
- **Head** BRAC Sanitary Napkins and Delivery Kits
- **Head** BRAC Recycle Handmade Paper
- **Head** BRAC Nursery
- **Head** BRAC Fisharies

Head, Ayesa Abed Foundation
- **Head,** BRAC Services Limited
- **Head,** Social Enterprise, BEP

Dirk Broer Booy — Sr. Director, PRL
- **Director** Grants Management (vacant)
- **Director** Programme Development (vacant)
- **Director** M&E and Learning (vacant)
- **Director** Private Partnerships (vacant)

Asif Saleh — Senior Director, Strategy, Communication and Empowerment
- **Associate Director,** Human Rights and Legal Aid Services
- **Moutushi Kabir** Director, Communications
- **Head** Urban Development Programme
- **Chief Innovation Officer** Social Innovation Lab (vacant)
- **Head** Migration Programme
- **Director**, Skills Development Programme (Vacant)
- **Dr. Mohamed Foysol Chowdhury** Director, Innovation
- **Kazi Abu Mohammad Morshed**, Director, Advocacy for Social Change, Technology & Partnership Strengthening Unit

Dr. Shafiqul Islam — Director, Education
- **Dr. Morseda Chowdhury** Associate Director, Health, Nutrition & Population
- **Md. Akramul Islam,** Director, Communicable Diseases Water, Sanitation and Hygiene
- **Anna Minj** Director, CEP, IDP & GJ&D
- **Md. Sajedul Hasan** Director, Humaniterian Programme
- **Syed Mazbahul Morshad** Chief Engineer Construction & Maintenance
- **Erum Marium** Director BIED
- **Samira Lisa Syed** Senior Manager ED's Office

Zulfikar Hydar — Chief People Officer, Human Resources and Learning Division
- **Maria Huq** Director, Human resource Division
- **Tushar Bhowmick** Director, Finance
- **Nanda Dulal Saha** Director, Internal Audit
- **Ahmed Najmul Hussain** Director, Administration
- **Shafinaj Rahman** Head of Monitoring
- **Md. Mizanur Rahman** Head of Risk Management Services
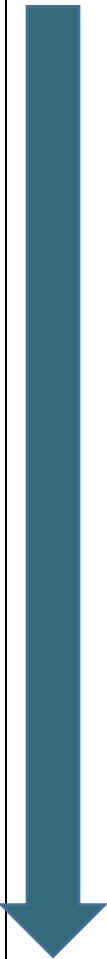- **Syed Bakht Mozumder** Director Tea State

APPENDIX E: PARTNER ENGAGEMENT AND POLICY DIALOGUE FRAMEWORK (Example only)

Related BRAC strategic objective	Area of policy interest	Policy outcome sought	Influential stakeholders	Entry points for policy dialogue	Resources required	Policy dialogue lead for BRAC	Policy dialogue lead for DFID	Policy dialogue lead for DFAT	SPA Management responsibility
Eliminating extreme poverty	Design and implementation of Government of Bangladesh social safety net programmes	• **Integrating relevant TUP models** into GoB social safety net programmes.	Examples only: • Ministry of Social Welfare • Ministry of Food • Ministry of Finance • Ministry of Disaster Mgt & Relief • Ministry of Primary and Mass Education • Ministry of Women & Children Affairs	• Social Protection / Poverty Working Group (DFAT funded; DFID Co-Chair) • DFID PPEPP pillar focused on TA / advocacy to build GOB capability on effective social protection models. Identify gaps and areas where new entry points need to be created.	SPA SC to determine	BRAC to complete	DFID to complete	DFAT to complete	SPA SC to determine
		• **Ensuring correct targeting** and selection of recipients, focusing on the 'hard to reach' (those who live in remote areas; marginalized or vulnerable social groups (including women); the ultra-poor; people with disabilities).	Examples only: • Ministry of Social Welfare • Ministry of Food • Ministry of Finance • Ministry of Disaster Mgt & Relief • Ministry of Primary and Mass Education						
		• **Promoting the resilience agenda** and the bridge between development-humanitarian work (including micro-insurance) in communities compromised by climate change impacts.	Examples only: • Ministry of Disaster Mgt & Relief • World Food Programme (WFP)	Identify all existing BRAC/DFID/DFAT points of contact with influential stakeholders. Identify gaps and areas where new entry points need to be created.					
		• **Promoting citizens' audits** of implementation of social protection programmes.	Examples only: • Office of the Prime Minister • Citizens' Platform for SDGs						

Related BRAC strategic objective	Area of policy interest	Policy outcome sought	Influential stakeholders	Entry points for policy dialogue	Resources required	Policy dialogue lead for BRAC	Policy dialogue lead for DFID	Policy dialogue lead for DFAT	SPA Management responsibility
Eliminating extreme poverty	Collaboration between key stakeholders working with the ultra-poor	• **Standardising measurement** and selection criteria amongst all practitioners.	Examples: • WFP • CLP • Shouhardo III	Identify all existing BRAC/DFID/ DFAT points of contact with influential stakeholders.	SPA SC to determine	BRAC to complete	DFID to complete	DFAT to complete	SPA SC to determine
		• **Standardising graduation criteria** amongst all practitioners		Identify gaps and areas where new entry points need to be created.					

APPENDIX F: SUGGESTED SPA GOVERNANCE AND MANAGEMENT FRAMEWORK

Points of clarification or areas requiring clarification highlighted in this manner. Omissions highlighted in this manner.

Standard Function	SPA Mechanism	Role	Managed by
Governance			
Legally binding agreements	Grant agreements between DFID/BRAC and DFAT/BRAC for the provision of grant funding to support activities for overseas development assistance.	Grant agreements specify expected outcomes; milestones; budget; payment arrangements; and reporting requirements.	SPA investment managers DFID / DFAT
Joint expression of intent	Terms of Engagement agreed at the beginning of Phase 2; signed on 21 August, 2017	Supplements the grant agreements. ToE set out the values, definitions, principles, objectives and governance arrangements under which BRAC and contributing development partners (DFAT & DFID) will enter into an SPA.SPA objectives against which, in conjunction with the Results Framework, progress of the partnership is measured	N/A
Joint oversight mechanism	SPA Steering Committee (*Chair: BRAC Executive Director; members DFAT an DFAT leads on aid programming*)	Joint strategic decision making; sharing strategic priorities; considering key findings from SPA review and evaluations and respond to key recommendations as required.	BRAC, Office of the ED
Joint operational mechanism	Technical Working Group (*Rotating Chairmanship: Members: SPA donor investment managers and designated BRAC staff*)	Joint operational decision making. (*Note: It is this joint decision making function which defines the TWG as a governance, not merely a management, mechanism.*) Implement directions of SC. Monitor progress against the Results Framework, finance, risk, communications and advocacy and progress against specific reviews. Refer key issues to SC.	Office of rotating chair
Management			
Over-arching planning mechanism	SPA Results Framework 2016 - 2020	The results framework should capture the essential elements of the logical and expected cause-effect relationships between inputs, outputs, intermediate results or outcomes, and impact. A results framework should also identify any underlying critical assumptions that must be in place for the intervention to be successful, that is, to lead to achieving the targeted outcomes and impacts.	TWG / BRAC Monitoring Unit *(Point of clarification: Who has responsibility for updating and improving the Results Framework?)*
Annual Work Plans	*(Point of clarification: BRAC programmes have AOPs but these are not part of the SPA Governance and Management Framework)*		
Activity Schedules	SPA Calendar	Provides SPA partners with up-to-date information on SPA events.	Managed by office of rotating chair of TWG.
	Management Actions Plan (*previously referred to as Action Plan*)	Mechanism for: (i) follow up on recommendations of all reviews and evaluations conducted till date and (ii) providing responses to the management in a consolidated approach.	Multi-user Excel spreadsheet, managed by DFID/BRAC
	Knowledge Partnership Action Plan	Operationalises current ToE objectives 3, 4 and 5 and Results Framework Pillars 2 and 3.	Managed by TWG.

Function	SPA Mechanism	Role	Managed by
Management			
Budget control	Fund utilisation review	BRAC report to SPA donors on fund disbursement (forecast/actuals) by programme / area of expenditure during preceding financial year.	Funded by DFID; managed by BRAC Finance
Monitoring	• SPA M&E Framework not yet developed	An M&E Framework is much more than simply a Results Framework. An M&E Framework should explain *how* the results will be achieved, across all pillars and the steps needed to achieve the desired results. A well thought out M&E Framework – and the information products it produces – can assist BRAC and the SPA SC in thinking through programmatic and organisational development strategies, objectives and planned activities and whether they are, indeed, the most appropriate ones to implement.	
Risk Management	• Risk Register	Identifies all risks associated with the SPA and identifies mitigation strategies. Updated every six months. Existing risks are elevated and new risks are added based on the ongoing situation analysis.	Technical Working Group / BRAC Risk Management Services
	• Fraud Register	Register updated every month. Any fraud cases reported to SPA donor partners within 72 hours.	BRAC Risk Management Services
Reporting	BRAC Reports: • Results framework report (every 6 months) • Annual Report • Strategic reviews	• Report on achievement, Pillar 1: Programmes compared to targets • Report on achievement, Pillar 1: Programmes compared to targets, aligned with DFID Annual Review • No examples sighted during MTR	BRAC Monitoring Unit
Review/Evaluation	BRAC: • Independent review of results	• Quality assurance of data provided by programmes.	BRAC Monitoring Unit
	DFID: • Annual review of programme results • End of Phase 2 Evaluation	• This review assesses performance against SPA Results Framework.	DFID
	DFAT: • Mid Term Review	• Assessing performance in terms of ToE objectives 2,3 and 4 (Pillars 2 and 3) (Completed Nov/Dec 2018)	DFAT
	Technical Working Group: • Six monthly review of SPA Risk Management Matrix • Partnership Health Checks	• Existing risks are elevated and new risks are added based on the ongoing situation analysis. • To improve communication and ways of working (held in Nov. 2016 and Dec. 2017)	TWG TWG

APPENDIX G: SUGGESTED AMENDMENTS TO SPA TERMS OF ENGAGEMENT

The Terms of Engagement should align with the grant agreements which they supplement. They should also be clear, realistic and measurable if they are to provide a sound foundation for the development of a SPA M&E Framework, including the Results Framework. The following suggestions build upon the existing ToE, but attempt to meet the aforementioned quality criteria. Supporting definitions are included in Annex 1: Glossary of Terms

Objectives of the SPA

The objectives shared by all partners are:

1. To empower people and communities in Bangladesh living in situations of poverty, illiteracy, disease and social injustice by the implementation of large scale, effective and efficient economic and social programmes.

2. To improve BRAC's organisational relevance, effectiveness, efficiency and sustainability via the achievement of the institutional strengthening objectives outlined in the BRAC Strategy 2016 – 2020.

3. To demonstrate the 'Value for Money' and added value of the strategic partnership modality in achieving programmatic results, as well as facilitating experimentation and innovation and promoting transformative impact within Bangladesh.

4. To influence government, non-government and private sector actors, both within and outside Bangladesh, by jointly advocating for the application of proven techniques and strategies for the elimination of poverty, at scale.
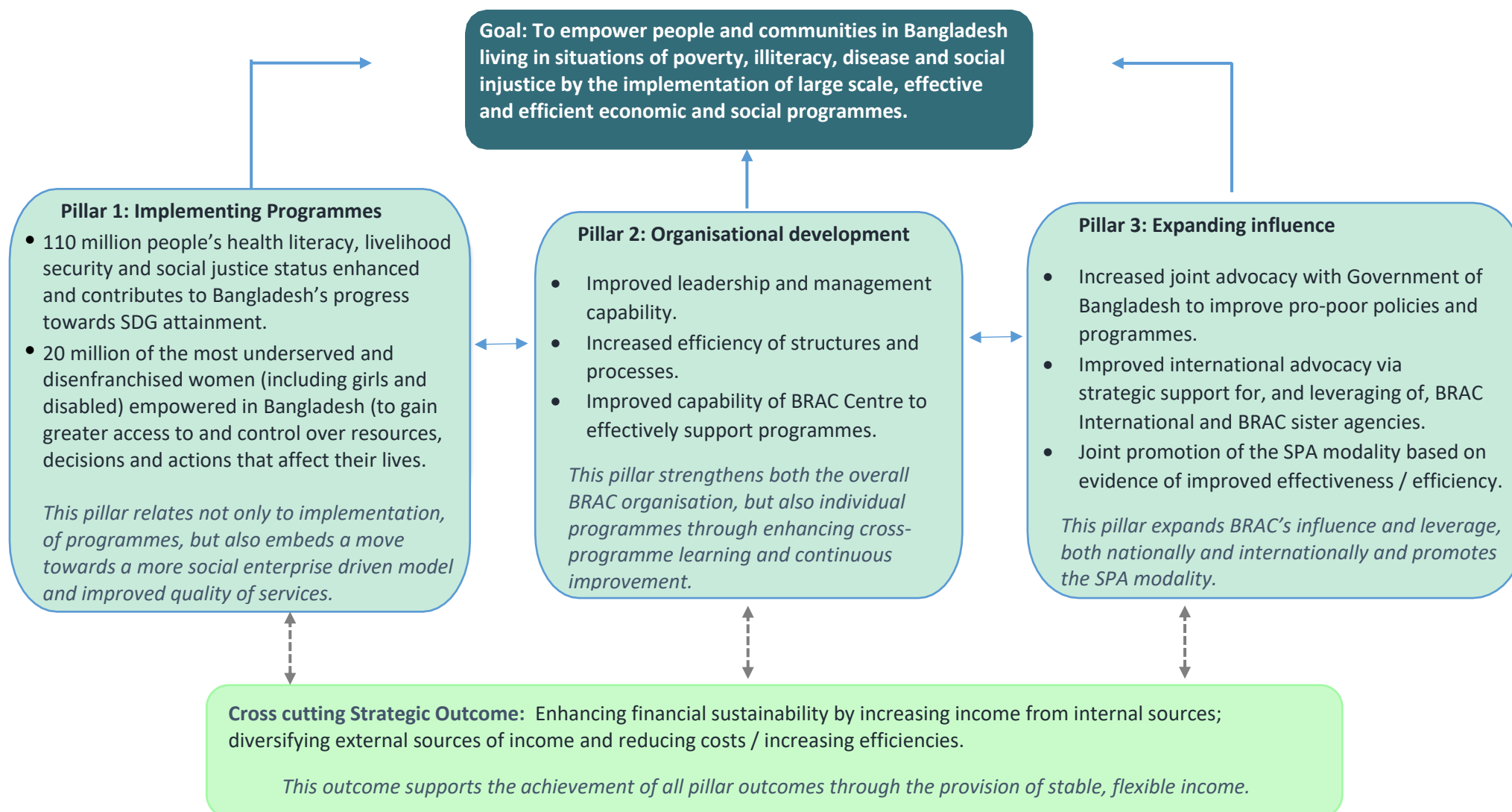
APPENDIX G: Annex 1: ToE GLOSSARY OF TERMS

Effectiveness

The extent to which objectives / outcomes are achieved or are expected to be achieved, taking into account their relative importance.

Efficiency

A measure of how economically resources / inputs (funds, expertise, time, etc.) are converted to results.

Relevance

The extent to which objectives are consistent with the beneficiaries' requirements, the country context, global priorities and partners' and donors' policies.

Sustainability

The probability of continued long-term survival (or an organisation / programme) or continued long term benefits. The resilience to risk of the net benefit flows over time.

Value for Money

A commitment to use public monies in an efficient, effective, economical and ethical manner that is not inconsistent with the policies of the government providing those monies.

APPENDIX H: SUGGESTED AMENDMENTS TO SPA RESULTS FRAMEWORK – Pillars 2 and 3

The current SPA Results Framework lacks a high level summary which links the anticipated results under each Pillar to the BRAC Strategy. It is assumed that it would look something like the following:

Goal: To empower people and communities in Bangladesh living in situations of poverty, illiteracy, disease and social injustice by the implementation of large scale, effective and efficient economic and social programmes.

Pillar 1: Implementing Programmes

- 110 million people's health literacy, livelihood security and social justice status enhanced and contributes to Bangladesh's progress towards SDG attainment.
- 20 million of the most underserved and disenfranchised women (including girls and disabled) empowered in Bangladesh (to gain greater access to and control over resources, decisions and actions that affect their lives.

This pillar relates not only to implementation, of programmes, but also embeds a move towards a more social enterprise driven model and improved quality of services.

Pillar 2: Organisational development

- Improved leadership and management capability.
- Increased efficiency of structures and processes.
- Improved capability of BRAC Centre to effectively support programmes.

This pillar strengthens both the overall BRAC organisation, but also individual programmes through enhancing cross-programme learning and continuous improvement.

Pillar 3: Expanding influence

- Increased joint advocacy with Government of Bangladesh to improve pro-poor policies and programmes.
- Improved international advocacy via strategic support for, and leveraging of, BRAC International and BRAC sister agencies.
- Joint promotion of the SPA modality based on evidence of improved effectiveness / efficiency.

This pillar expands BRAC's influence and leverage, both nationally and internationally and promotes the SPA modality.

Cross cutting Strategic Outcome: Enhancing financial sustainability by increasing income from internal sources; diversifying external sources of income and reducing costs / increasing efficiencies.

This outcome supports the achievement of all pillar outcomes through the provision of stable, flexible income.

FLAWS IN THE CURRENT RESULTS FRAMEWORK

1. **Missing information:** The Results Framework, as currently structured excludes a number of elements which would normally be included. Specifically, the current Results Framework does not include details of the data collection method & frequency, does not identify who is responsible for collecting and analysing the data and how the data will be used. The use of the data is normally linked to the key performance questions being addressed (management; learning), as well as the accountability requirements. The key performance questions are also not highlighted. The default position appears to be that the Results Framework is producing data primarily for accountability purposes.

2. **Unhelpful numbering system:** The current numbering system within the Results Framework does not follow standard numbering practice which aligns numbers vertically (e.g. Outcome 1 supported by Output 1.1).   This significantly undermines the readability of the Results Framework and should be adjusted to meet international standards when next the Results Framework is modified.

3. **Inaccurate and unclear outcome statements:** The Results Framework includes Impact statements which are a DFID requirement, but not a DFAT requirement; these will not be commented upon. Outcome statements are, however, a shared and standard requirement and need to meet certain quality standards. An outcome statement should not only define a desired end state but also clarify *who or what* is expected change, the *type of change* expected to occur (knowledge, action or condition) and the *time frame* (by when is the change expected to occur).

   The current outcome statement under Pillar 2 (Outcome 9) describes the end state as financial sustainability and then includes a further five different elements which are supposed to contribute to this end state. This approach is flawed on two levels:

   (i)   The BRAC Strategy does not define financial sustainability as the primary intended result of organisational development. Financial sustainability is a means to the end of maintaining relevance and improving effectiveness and efficiency in addressing poverty and injustice.

   (ii)   Outcome statement 9 does not reflect the structure of the BRAC Strategy in terms of describing the type of changes expected to occur in order to achieve organisational development.

4. **Results framework primarily focuses on quantitative results**, not qualitative or strategic assessments. However, there is a mechanism for a qualitative analytical report (management report) which is produced by BRAC and presented to the SC at the first meeting each year. There is also a data validation report and workshop annually which facilitates consideration by the SPA partners on achievements. These matters are discussed further in Appendix I – Outline of a Comprehensive Monitoring and Evaluation Framework for BRAC.

5. **Insufficient links between the pillars:** Analysis of data for continuous improvement requires consideration of the relationships, for example, between improved programme performance and improved quality of leadership and management. As currently structure, the Results Framework does not facilitate this type of analysis.

APPROACH TAKEN TO ADDRESSING FLAWS

1. It is recognised that the Results Framework has been approved by the SPA Steering Committee. The following suggestions for augmentation of the framework in respect of Pillars 2 and 3 adhere to the existing format but include the additional information referred to above. The SC may consider including this additional information – for the entire Results Framework – when it is next modified.

2. Numbers follow normal practice.

3. Outcome statements have been recast to reflect the BRAC Strategy, the redrafted ToE (Appendix G, above) and the grant agreements.

4. Intermediate outcome statements have been included to demonstrate that there are a number of change pathways leading to the outcome and to facilitate monitoring of progress.

5. Quantitative and qualitative indicators have been included in the suggested amendments.

6. The links between the pillars have only been indirectly addressed (e.g. by suggesting that data from Pillar 1 be aggregated to demonstrate improved organisational effectiveness).

SUGGESTED AMENDMENTS TO RESULTS FRAMEWORK: PILLARS 2 AND 3 – EXAMPLES ONLY

Read each row, in turn, from left to right. Data collected at intermediate outcome levels is aggregated and analysed at the Outcome level to demonstrate progress towards the achievement of the Outcome and answer key performance questions.

PILLAR 2: ORGANISATIONAL DEVELOPMENT

Key Performance Questions:
- Is BRAC's Strategy still valid and do the five reform areas ((moving to a more social enterprise driven model; addressing emerging needs – urban poverty, skills for young people, climate change; increasing evidence based decision making and advocacy; creating 'one BRAC' and integrating technology to improve effectiveness and efficiency) remain relevant?
- To what extent has the performance of leaders and managers improved (across key values and parameters)?
- What is the relationship between improved leadership and management and increased relevance, efficiency, effectiveness and sustainability of BRAC?
- To what extent has business process automation and optimisation increased the efficiency of structures and processes?
- To what extent is increased accessibility of information leading to more effective decision-making?

	Desired result	Indicators	Data collection method & frequency	Assumptions / Risks	Who will collect and analyse the data	Baseline	Target	Use
OUTCOME 9:	**To improve BRAC's organisational relevance, effectiveness, efficiency and sustainability by 2020.**	Programmes meet / exceed targets. Programmes remain relevant to the development context and beneficiary priorities. Leaders / managers drive strategic focus and improved performance. Increased efficiencies in systems and processes converts to improved programmes' performance and quality.	Aggregation of quantitative data produced under Pillar 1/ annually. Aggregation of qualitative (theory change) data produced under Pillar 1/ annually 'Across-the-Board' analysis of leaders / managers performance data / annually. Cross-programme analysis of: time/cost savings and quality improvements; evidence-based decision-making./ Annually	**High performing leaders / managers are the key to BRAC's organisational development.** **Flexibility in programme implementation is essential to maintain relevance.**	Monitoring Department PRL BRAC HR BRAC Finance/ Monitoring Department / Programmes	2016 Baseline programmes data Strategic / Theory of Change baselines to be established for each programme. Capacity assessments of joining leaders / managers made by HR. 2016 Baseline programmes data (quantitative and qualitative).	Aggregation from Pillar 1 Monitoring Theories of Change is not currently done by BRAC. *BRAC Board to set targets to meet strategic priorities.*	Reporting to BRAC Board, SPA SC Feedback to BRAC Senior Management team. Feedback to BRAC Senior Management team. Reporting to BRAC Board, SPA SC

	Desired result	Indicators	Data collection method & frequency	Assumptions / Risks	Who will collect and analyse the data	Baseline	Target	Use
Intermediate outcome 9.1	Improved leadership and management capability.	Leaders / managers meeting / exceeding performance targets Leaders / managers meeting values standards. Leaders / managers passing Virtual Academy courses. Leaders / managers promoted.	Supervisors Performance reviews / 6 mthly 360 degree assessments /Annually Analysis of pass rates / annually	**The maintenance of BRAC values is not inconsistent with business acumen and meeting performance targets.**	BRAC HR	Capacity assessments of joining leaders / managers made by HR.	*BRAC Board to set targets to meet strategic priorities.*	To adjust: • 'on-boarding approaches • Improve leadership / management training
Intermediate outcome 9.2	Increased efficiency of structures and processes.	Time saved in implementation of key processes (converted to BDT) Quality improvement in the delivery of key services. Value for Money savings	Time and process monitoring by key processes/ 6 monthly Surveys of beneficiaries and competitors, triangulated with staff surveys / observations / annually Budget / actuals reviews/ annually	**That improvements in systems and processes will improve programmes performance and quality.** **That there are no significant losses in quality associated with business process automation and optimisation.**	BRAC Finance / Programmes Monitoring staff BRAC Monitoring Department BRAC Finance	Time / cost of key processes in 2016. Time/quality of service delivery in 2016 (where applicable)	#% reduction in time / cost per process. #% improvement in speed and quality of service delivery.	Reporting to donors. Feedback to programmes Future marketing (of services)

	Desired result	Indicators	Data collection method & frequency	Assumptions / Risks	Who will collect and analyse the data	Baseline	Target	Use
Intermediate outcome 9.3	Improved capability of BRAC Centre to effectively support programmes.	Progress and quality of implementation of key 'game changers' (i.e. ERP; Annual Operating Plans; Quality Reporting System)	Internal progress reports; AOPs; Internal quality reporting against AOPs.	**That improve-ments in systems and processes will increase staff satisfaction, as well as increasing staff awareness / knowledge of BRAC's strategy and plans.**	BRAC IT PRL	Structure / function of BRAC Centre and support to programmes in 2016.	Target dates for implementation of ERP modules	Reports to BRAC Board and SPA Steering Committee. Feedback to PRL to support improved planning, monitoring and assessment of performance and quality.
		Programme staff satisfaction in respect of key processes (e.g. procurement, recruitment, staff training).	Staff surveys / 6 monthly		BRAC Monitoring Department	Proxy baselines such as number of complaint calls received at BRAC centre procurement, recruitment, processes, etc.	#% improvement in staff satisfaction levels.	Feedback to BRAC Centre for continuous improvement.
		Programme staff awareness / knowledge of evolving BRAC strategy and plans	Staff surveys / 6 monthly		BRAC Monitoring Department	Baseline needs to be established.	At least #% staff at ## levels demonstrate adequate (define) knowledge.	Feedback to Executive Director, Change Management Team and BRAC Communications.

PILLAR 3: EXPANDING INFLUENCE

Read each row, in turn, from left to right. Data collected at intermediate outcome levels is aggregated and analysed at the Outcome level to demonstrate progress towards the achievement of the Outcome and answer key performance questions.

Key Performance Questions:

- To what extent has a joint approach to advocacy with Government of Bangladesh to improve pro-poor policies and programmes achieved greater success than individual advocacy by SPA partners?
- To what extent has strategic support for, and leveraging of, BRAC International and BRAC sister agencies, resulted in expanded influence of BRAC approaches internationally?
- To what extent has the application of the SPA modality in Bangladesh influenced other development actors, either in Bangladesh or beyond, to adopt this modality?

	Desired result	Indicator	Data collection method & frequency	Assumptions / Risks	Who will collect and analyse the data	Baseline	Target	Use
OUTCOME 10	**To expand BRAC's influence and leverage, both nationally and internationally, by 2020**	Changes in GoB policies / programmes attributable to SPA advocacy (e.g. integrating TUP models; ensuring correct targeting; promoting the resilience agenda; promoting citizens' audits). *(Cross-reference Appendix E PEPDF)*	Scrutiny of government press releases; GoB reported adjustments to policies / programmes / quarterly	**That BRAC's move from a primarily implementing role to an advocacy role in Bangladesh will not generate negative impacts for the organisation.**	BRAC Advocacy / Communications Department	2018 status of GoB Social safety net programmes	*SPA Steering Committee to set targets to meet strategic priorities*	Feedback to SPA SC and BRAC Advocacy / Comms Department to fine-tune advocacy approaches.
		Expansion of BI work (either by country or scope) attributable to SPA support.	BI Reports / annually	**That PRL will be able to distil both the key principles and theories of change underpinning BRAC approaches for application in different development contexts.**	BI / New York; PRL	2018 status of BI work (by country and scope)	*SPA Steering Committee to set targets to meet strategic priorities*	Feedback to SPA SC and BI to fine-tune approaches
		Broader adoption of SPA modality (inside/outside Bangladesh)	Review of donor Annual Reports / annually		PRL	Application of SPA modality worldwide 2018	N/A (outside control of SPA)	Feedback to SPA SC and for Annual Reporting.

	Desired result	Indicator	Data collection method & frequency	Assumptions / Risks	Who will collect and analyse the data	Baseline	Target	Use
Intermediate outcome 10.1	Increased joint advocacy with Government of Bangladesh to improve pro-poor policies and programmes.	Joint advocacy campaign on TUP designed and implemented.	Partnership Engagement and Policy Dialogue Framework (original + revisions)	**That TUP is the appropriate focus for a joint advocacy approach.**	BRAC Advocacy / Communications Department	No current joint advocacy work occurring.	One joint advocacy campaign designed and implemented before the end of SPA Phase II.	Partnership Engagement and Policy Dialogue Framework will guide advocacy staff in partner agencies to develop detailed campaign.
Intermediate outcome 10.2	Improved international advocacy via strategic support for, and leveraging of, BRAC International and BRAC sister agencies.	Joint SPA partner efforts to improve BI's efficacy in knowledge based 'promotion' of BRAC approaches outside Bangladesh	Documentation of results of efforts to 'sell' BRAC approaches to various international stakeholders./ Annually	**That SPA partners can provide strategic support to BI without contravening grant agreements with BRAC**	BI New York; PRL	No current joint advocacy work occurring.	*SPA Steering Committee to set targets to meet strategic priorities*	To guide BI and SPA partners in future efforts to promote BRAC approaches abroad.
Intermediate outcome 10.3	Joint promotion of the SPA modality based on evidence of improved effectiveness/ efficiency.	Preparation and dissemination of evidence-based analysis of the Value-for-Money and added value of the SPA approach.	Extraction from secondary data sources/analysis (e.g. reviews/ evaluations) / Annually	**That the SPA modality can, in fact, be replicated by other donors in Bangladesh and/or internationally**	BRAC Advocacy / Communications Department	No current baseline	*SPA TWG to set priorities and targets.*	For dissemination of information on the SPA modality to international aid actors.

APPENDIX I: OUTLINE OF A COMPREHENSIVE M&E FRAMEWORK FOR BRAC
Example only

1. INTRODUCTION

This section should set out the conceptual framework for M&E in BRAC. For example:

The approach is built around recognition of the fact that addressing the multi-faceted nature of poverty and maintaining relevance in a changing society is complex. It is therefore extremely important that M&E provides a strong basis for learning and improvement. The BRAC M&E approach is not simply about collecting data for performance indicators. It is about using a range of tools to provide robust analysis that not only *describes* the progress of the Program, but *explains* the reasons for progress (or lack of progress).

The document begins by outlining two foundational elements for M&E in BRAC: the organisation's theory of change (otherwise known as the BRAC Strategy) and its results framework. It then outlines the features of the approach to M&E at each level of the results framework.

As outlined in the BRAC Strategy 2016-2020, it is recognised that each programme and social enterprise will continue to work on their own theory of change / strategies and run existing programmes as long as they are addressing crucial social gaps. However, BRAC has identified eight programme areas where there is an intention to have a cross-sectoral approach to achieve maximum impact, as well as key organisational development priorities to improve the relevance, effectiveness, efficiency and sustainability of the organisation overall.

2. BRAC'S STRATEGY

This section should set out BRAC's Strategy (organisational theory of change). For example:

An organisation's strategy (theory of change) describes the way in which change is expected to occur. A strategy is important because it helps an organisation explicitly describe *why* a series of interventions is expected to produce the desired results. By specifically referencing this strategy, M&E can more easily draw linkages between processes and the results being achieved. The BRAC strategy states that:

> Given <u>stable and flexible funding</u> *(from both internal and external sources), as well as <u>strong, competent and value based leadership and management</u>, BRAC will improve its relevance and sustainability within Bangladesh and globally by achieving <u>targeted and strategic reform</u> in five areas (moving to a more social enterprise driven model; addressing emerging needs – urban poverty, skills for young people, climate change; increasing evidence based decision making and advocacy; creating 'one BRAC' and integrating technology to improve effectiveness and efficiency.)*

Starting Assumptions

This sub-section should articulate the assumptions underpinning the BRAC Strategy. For example:

There are three main assumptions underlying the BRAC strategy:

- That leadership is central to the strategic reform process.

- That the SPA funding modality provides the best opportunity for targeted and strategic reform.

- That the proposed strategic reforms will not undermine BRAC's performance or reputation as an implementer of effective poverty reduction programmes.

Five Elements of Reform

This section should summarise the five elements of reform which underpin the BRAC Strategy, how they are expected to drive performance and the interactions between these elements.

›   **Moving to a social enterprise driven model** for grant based development programmes by changing the focus from basic access to affordable quality services with smarter pricing.

›   **Addressing emerging needs** to retain relevance in a changing context in Bangladesh. Specifically increasing resource allocation and experimentation to address urban poverty and planning, skills for decent work for young people and climate change adaptation.

›   **Increasing evidence based decision making and advocacy** to expand the influence of proven approaches to poverty reduction, at scale, in Bangladesh and beyond.

›   **Creating 'One BRAC'** in order to maximise the influence and impact of the corporate entity.

›   **Integrating technology** for improved efficiency, quality of service delivery and accelerating organisational change.
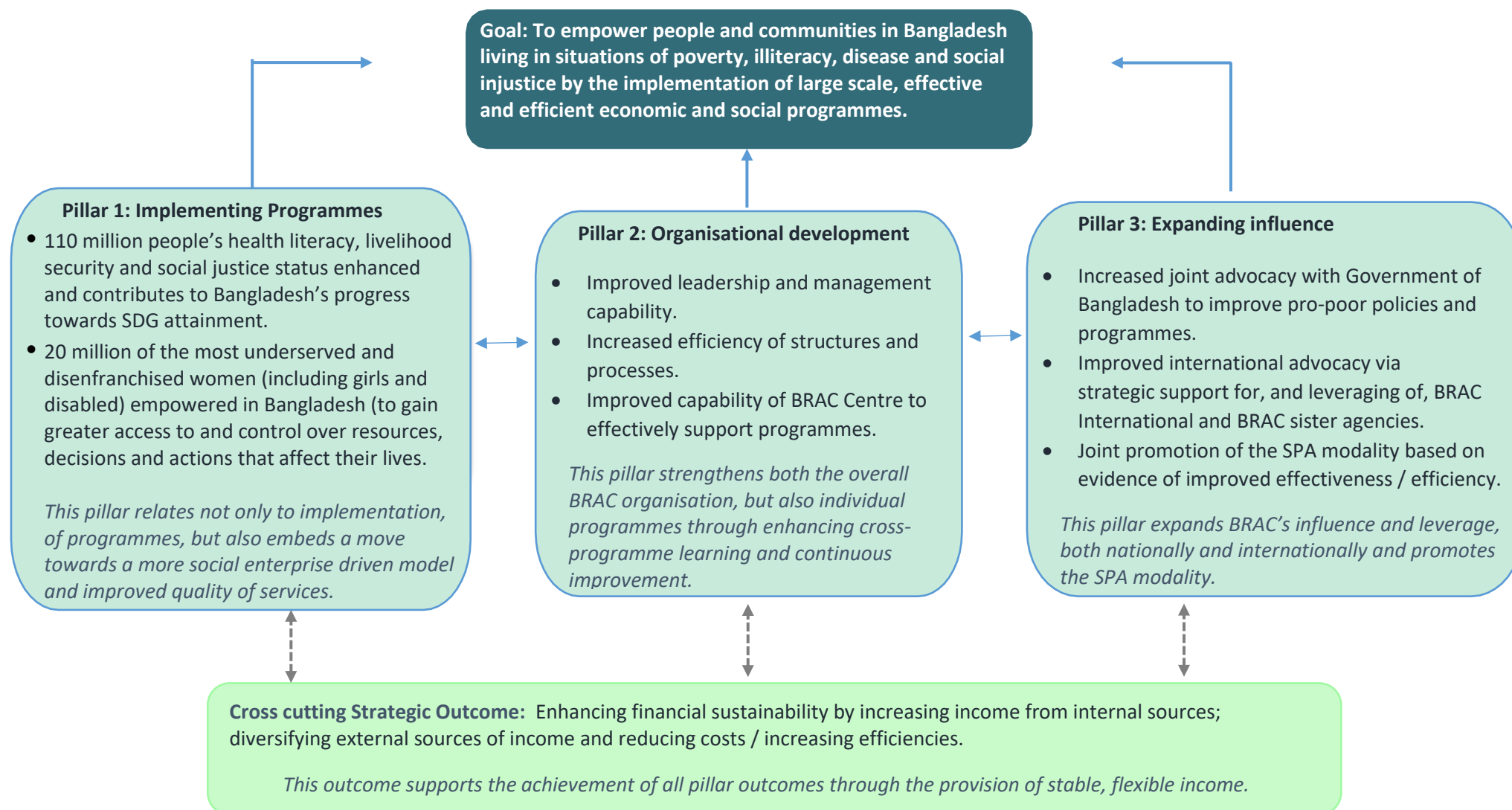

Stakeholder Groups

This sub-section should identify the stakeholder groups (internal and external) that will be part of the reform process because they each have different perspectives and priorities. The involvement of these groups in the development of the BRAC M&E Framework will be critical to ensuring ownership and understanding of the value of monitoring for learning and continuous improvement.

3. BRAC'S RESULTS FRAMEWORK

The detailed Results Framework should be attached as an Annex to the M&E Framework. However, the conceptual structure for the Results Framework may be included in this document, in diagram form. For example:

Figure 1: Conceptual Structure for Results Framework

Goal: To empower people and communities in Bangladesh living in situations of poverty, illiteracy, disease and social injustice by the implementation of large scale, effective and efficient economic and social programmes.

Pillar 1: Implementing Programmes

- 110 million people's health literacy, livelihood security and social justice status enhanced and contributes to Bangladesh's progress towards SDG attainment.
- 20 million of the most underserved and disenfranchised women (including girls and disabled) empowered in Bangladesh (to gain greater access to and control over resources, decisions and actions that affect their lives.

This pillar relates not only to implementation, of programmes, but also embeds a move towards a more social enterprise driven model and improved quality of services.

Pillar 2: Organisational development

- Improved leadership and management capability.
- Increased efficiency of structures and processes.
- Improved capability of BRAC Centre to effectively support programmes.

This pillar strengthens both the overall BRAC organisation, but also individual programmes through enhancing cross-programme learning and continuous improvement.

Pillar 3: Expanding influence

- Increased joint advocacy with Government of Bangladesh to improve pro-poor policies and programmes.
- Improved international advocacy via strategic support for, and leveraging of, BRAC International and BRAC sister agencies.
- Joint promotion of the SPA modality based on evidence of improved effectiveness / efficiency.

This pillar expands BRAC's influence and leverage, both nationally and internationally and promotes the SPA modality.

Cross cutting Strategic Outcome: Enhancing financial sustainability by increasing income from internal sources; diversifying external sources of income and reducing costs / increasing efficiencies.

This outcome supports the achievement of all pillar outcomes through the provision of stable, flexible income.

4. BRAC's APPROACH TO MONITORING & EVALUATION

There are very few precedents for the scale and scope of change that BRAC is undertaking, both in terms of theories of change around the move from a philanthropic to a social enterprise model and in terms of robust theories of change for organisational development. Nevertheless, the M&E Framework for BRAC *must* attempt to examine change drivers if it is to be a useful tool for helping to guide the direction of the organisation. The M&E Framework must not simply report on what is happening, but also what is changing and why.

4.1 General features of the M&E approach

This section should identify the key principles which characterise BRAC's approach to M&E, particularly in light of the discussion above. For example:

First, BRAC's approach embraces the idea of **broad investigation**, rather than looking only for evidence of expected (planned) outcomes. This is important given the complexity of the reform tasks BRAC is engaged in.

Similarly, it is important that there not be a sole reliance on performance indicators. Indicators play an important role, however performance indicators by definition require *ex ante* definition of what is examined. It is important to complement indicator-based analysis with more open-ended questions and methodology that allow for unexpected results or issues to be identified, and for changes in context to be properly understood.

Second, **triangulation** is important. This means using more than just one data source for analysis. This helps to ensure the validity and reliability data. This is not possible (or necessary) for *all* data collection, but is particularly important for analysis of more subjective issues (such as the quality of services).

Third is the principle of **engagement**. As far as possible, BRAC's M&E activities will be participatory, drawing on input from relevant stakeholder groups. The more M&E is seen as a core part of the work (particularly for internal stakeholder groups), the more likely it is that BRAC staff will maximise the potential for learning and action through the M&E process.

4.2 M&E Structure

*This section should outline the approach to M&E at each level of the results framework. In addition, the section should identify the general evaluation questions which cut across all levels of the hierarchy and link back to BRAC's Strategy (organisational theory of change). It should be noted that the use of monitoring and analysis to find the answers to these questions is, **primarily**, of concern to BRAC, rather than external stakeholders. For example:*

› Is BRAC's approach sufficiently targeted and strategic to maintain relevance and increase sustainability?

› Are the reform activities being correctly prioritised, sequenced and resourced?

› Are these reform activities adequately integrated to maximise impact on organisational development and programme improvement?

This section should also outline key performance questions at Goal, Impact and Outcome levels. Some examples are included in Appendix H: Suggested Amendments to SPA Results Framework – Pillars 2 and 3.

4.3 M&E Methodology

This section should summarise the range of methods which will be used to monitor progress across all levels of the Results Framework. The intent is to provide a clear picture of the way in which information products (the results of monitoring) will be used to drive improved performance and quality. For example – limited focus only:

Focus	Results Framework Reference	Likely methodology / uses
Achievement of Milestones – across programmes -and aggregated for BRAC corporate reporting.	› Pillar 1 › Impacts 1 and 2 › Outcomes 1 to 8	Likely to include BRAC collection and analysis of primary data, as well as inclusion of secondary data from government sources. **Used to identify changes (positive or negative) in programmes' performance**.
Maintaining relevance and increasing sustainability	› Pillar 2 › Outcome 9	Likely to include regular reviews of programmes' Theories of Change (ToC) with a focus on the move to hybrid social enterprise models. Data on beneficiary satisfaction, quality of services, competitiveness will be the basis for review of ToCs. **Used to determine the on-going validity of the programmes' ToCs.**
Leaders / Managers driving improved performance	› Pillars 1 › Impacts 1 and 2 › Outcomes 1 to 8 › Pillar 2 › Outcome 9	Likely to involve linking programme performance data to leader/manager performance assessments. **Used to identify the role of leadership / management in improving performance and quality. Results influence recruitment and training of leaders / managers.**

5. BRAC's PERFORMANCE AND QUALITY REPORTING FRAMEWORK

This section should outline how performance and quality will be assessed within BRAC. It should be noted that this includes reporting which is purely for internal management and learning, as well as reporting for external purposes. For example, the Performance and Quality Reporting Framework could include:

What performance is assessed	What performance is measured against	How is performance reported
Whole of BRAC	› Programmes targets › Policy priorities (e.g. gender equality; disability) › Humanitarian response targets › Social enterprise targets › BRAC University targets › Investment targets	Assessed annually and reported in BRAC's Annual Report. Six monthly results reporting to SPA donors against SPA Results Framework.
Programmes	Annual Operating Plans aligned with Results Framework outcomes and SDGs	Programme performance and quality reports. Note: Internal reporting needs to evolve to ensure that not only performance and AOP targets, but also *quality*, is measured. This could be done by requiring annual programme P&Q reports which take into account defined quality criteria (e.g. Relevance, Effectiveness, Efficiency, Gender Equality, Sustainability) And alignment with policy priorities (e.g. attention to Risk, disability inclusion, climate change) See example DFAT template for annual programme performance and quality assessments.[1] Programme prioritised evaluations. External evaluations.
Humanitarian, social enterprises, etc.	#####	#####

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[1] Inclusion of DFAT template approved by Mark Palu, Contracting and Aid Management Division, DFAT. 13th December, 2018

APPENDIX I: Annex 1 DFAT template – Annual Performance and Quality Check for all programmes

Instructions

It is __mandatory__ to complete an Aid Quality Check (AQC) for all investments with a total value of $3 million and above, except for investments of an administrative nature or for core contributions to multilateral organisations. If you expect this to be the last performance assessment for an investment use the Final AQC template. If you are completing a performance assessment on a humanitarian intervention use the Humanitarian Response (HAQC) template. If you are completing a performance assessment on an investment with a total value between $3m - $10m use the Low value Aid Quality Check (LAQC) template. All other investments use this Aid Quality Check (AQC) template.

AQCs assess how well aid investments are performing during implementation and strengthen management and performance of investments. AQCs should be completed by investment managers and be based on the most recent 12 month period where performance information is available. Data from AQCs are used to report to the public and the Government on the performance of the aid program.

Text is required as evidence to support analysis and overall assessments. Moderation meetings are required for investments valued $10 million and above to contest the ratings given and to ensure appropriate management responses are identified. As well, all Investments Requiring Improvement (see Aid Programming Guide) are required to undergo moderation, regardless of the value of the investment. AQCs should be approved by a relevant EL2 officer or above and uploaded onto AidWorks by __1 May__. This SmartPDF form should be directly uploaded into AidWorks.

For further information, refer to the Aid Programming Guide and Aid Investment Quality Reporting Good Practice Note. Refer to AidWorks Support reference material for information on text editing features in this template. If you have any questions, please contact qualityreports@dfat.gov.au

Summary

Investment name					
Investment number					
Investments within cluster					
Country or program					
Total approved value $AUD		**Investment start date**		**Reporting period start date**	
Expenditure to date		**Investment end date**		**Reporting period end date**	
% expended		**% time elapsed**		**Report drafted by**	
Was this an Investment Requiring Improvement (IRI) in the previous AQC round?				**Report approved by**	
○ Yes		○ No		**Date approved**	

Description - *What are we doing?*

Briefly describe the investment, assuming the reader has no prior knowledge.

State the expected end-of-investment outcomes for this investment, as well as intermediate outcomes (where appropriate). Describe how these outcomes will be achieved (i.e. what outputs will be produced as a result of Australia's assistance and how the production of these outputs will lead to the outcomes). Describe the delivery approach, the type of delivery partner, the form of the aid, and the aid delivery arrangements.

(no more than 500 words)

List the reviews and evaluations undertaken for this investment

Name of review or evaluation	Date finalised	Date uploaded in AidWorks	Date management response uploaded in AidWorks	Published on website?

Australian Aid-Related Quality Criteria

Satisfactory		Less than satisfactory	
6	Very good; satisfies criteria in all areas	3	Less than adequate; on balance does not satisfy criteria and/or fails in at least one major area
5	Good; satisfies criteria in almost all areas	2	Poor; does not satisfy criteria in several major areas
4	Adequate; on balance satisfies criteria; does not fail in any major area	1	Very poor; does not satisfy criteria in any major area

Rate each criterion using the AQC Ratings Matrix

Note: Effectiveness is the primary measure of aid quality and should be the main focus of AQC discussion.
   It should be supported by evidence relating to outputs, targets, and demonstrates progress towards expected final outcomes.

1. Effectiveness - *Are we achieving the outputs and outcomes that we expected?*

Provide evidence and analysis to support the overall assessment by demonstrating the degree to which the investment is on track to achieving the expected end of investment outcomes. Make links between the production of outputs and progress towards the achievement of end of investment outcomes. Is progress occurring as expected? Discuss any changes required to the investment strategy or timeline in order to achieve the expected end of investment outcomes.

(Management Responses should be included in section 8).

(no more than 600 words)

For overall assessment use the AQC ratings matrix	1 2 3 4 5 6

2. Efficiency - *Is the investment making appropriate use of Australia's and our partners' time and resources to achieve outcomes?*

Provide evidence and analysis to support the overall assessment and indicate the extent to which the investment makes appropriate use of time and resources to achieve outcomes. (no more than 300 words)
For overall assessment use the AQC ratings matrix　○ 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6

3. Relevance - *Is this still the right thing to do?*

Provide evidence and analysis to support the overall assessment and indicate the extent to which the investment offers the most appropriate modality and approach to achieve Australia's development goals. Has anything changed to affect the relevance of this investment? (no more than 300 words)
For overall assessment use the AQC ratings matrix　1　2　3　4　5　6

4. Gender Equality – *Is the investment making a difference to gender equality and empowering women and girls?*

Promoting equality between men and women is [pick the best option below]		
○ a principal objective of this	○ a significant objective of this investment	○ not an objective of this investment

Rate each statement below using the six-point scale.							
Analysis of gender equality gaps and opportunities substantially informs the investment.	○	○1	○2	○3	○4	○5	6
Risks to gender equality are identified and appropriately managed.	○	○1	○2	○3	○4	○5	6
The investment is making progress as expected in effectively implementing strategies to promote gender equality and women's empowerment.	○	○1	○2	○3	○4	○5	6
The M&E system collects sex-disaggregated data and includes indicators to measure gender equality outcomes.	○	○1	○2	○3	○4	○5	6
There is sufficient expertise and budget allocation to achieve gender equality related outputs of the investment.	○	○1	○2	○3	○4	○5	6
As a result of the investment, partners increasingly treat gender equality as a priority through their own policies and processes.	1		2	3	4	5	6

Provide evidence and analysis to support the overall assessment and indicate the extent to which the investment makes a difference to gender equality. For supplementary guidance please refer to the Aid Programming Guide (APG) Chapter 4: Key resources /Guidance (no more than 300 words)

For overall assessment use the AQC ratings matrix	○ 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6

5. Monitoring and Evaluation - *Is an M&E system generating credible information that is being used for management decision-making, learning and accountability purposes?*

Provide evidence and analysis to support the overall assessment and indicate the extent to which the M&E system generates information which is used for improvement, learning and accountability. (no more than 300 words)

For overall assessment use the AQC ratings matrix	○ 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6

6. Sustainability - *Will the benefits last?*

Provide evidence and analysis to support the overall assessment and indicate the extent to which the benefits will last after the investment concludes. *(no more than 300 words)*

For overall assessment use the AQC ratings matrix	○ 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6

7. Risk

Key risks are those which may affect the successful achievement of investment outcomes. This includes any high risks related to fraud and corruption, child protection, resettlement, environmental, political and reputational risks. Discuss what actions are being taken to manage key risks in the Management Response box.
For advice on managing or recording risks in the Aid Risk Management System (ARMS) contact aidriskmanagement@dfat.gov.au

The risk register has been renewed and updated as required.	Yes	No
Actions are being taken to mitigate risks, and further actions identified as required.	Yes	No

8. Management Responses

Alignment with Key Policy Priorities

Disability							
Rate each statement below							
The investment actively involves people with disabilities and /or disabled person's organisations in planning, implementation and monitoring and evaluation.	N/A	1	2	3	4	5	6
The investment identifies and addresses barriers to inclusion and opportunities for participation for people with disabilities to enable them to benefit equally from the aid investment.	N/A	1	2	3	4	5	6
Use this text box to briefly describe how the investment makes a difference to people with disabilities. *For supplementary guidance please refer to the Aid Programming Guide (APG) Chapter 4: Key resources /Guidance.* *(no more than 300 words)*							

Indigenous peoples and /or ethnic minorities							
Rate each statement below							
Where applicable, the investment actively involves Indigenous peoples and /or Indigenous peoples organisations in planning, implementation and monitoring and evaluation.	N/A	1	2	3	4	5	6
Where applicable, the investment identifies and addresses barriers to inclusion and opportunities for participation by Indigenous peoples and /or ethnic minorities.	N/A	1	2	3	4	5	6
Use this text box to briefly describe how the investment makes a difference to Indigenous peoples. *For supplementary guidance please refer to the Aid Programming Guide (APG) Chapter 4: Key resources /Guidance.* *(no more than 300 words)*							

Private sector – this information will be used to gauge the level and nature of engagement with the private sector across aid investments.							
Rate each statement below							
To what extent has this investment engaged with private sector actors in the past year?	N/A	1	2	3	4	5	6
To what extent has this investment promoted private sector growth in a partner country in the past year?	N/A	1	2	3	4	5	6
Use this text box for a brief narrative to describe how the investment is exploring ways to promote private sector growth or engaging the private sector in achieving development outcomes. (no more than 300 words)							

Climate Change and Disasters ('Building Resilience') – this information will be used to gauge the level of risk management and action on climate change and disasters.							
Rate each statement below							
Climate change and disaster risks associated with the investment are identified, included in the risk register, and effectively managed.	NA	1	2	3	4	5	6
The investment is delivering results on climate change (adaptation to climate impacts and/or mitigation of greenhouse gas emissions) and disaster risk reduction.	NA	1	2	3	4	5	6
The M&E system (M&E frameworks, progress reports and evaluations) collect data on climate change and disaster risk reduction actions.	NA	1	2	3	4	5	6
Provide evidence and analysis to support the overall assessment of how effectively the investment is addressing climate change and disaster risk reduction. Where appropriate, discuss alignment with partner country climate and disaster priorities. For supplementary guidance; including an explanation of climate change adaptation, mitigation and disaster risk reduction, please refer to the Aid Programming Guide (APG) Chapter 4: Key resources /Guidance (no more than 300 words)							

Innovation - this information will be used to gauge the level and nature of innovation across aid investments.
Use this text box for a brief narrative describing innovations, and where available include any web references or hyperlinks. (no more than 300 words)

Other Comments and Information *- this section is optional*