



How does BRACED monitor change?

To understand what works well and what does not in building climate and disaster resilience, the BRACED Knowledge Manager tests a range of approaches and frameworks for measuring resilience. This year's reflections are based on the second annual round of results reported by implementing partners, and BRACED projects are now just six months away from completion.

What has BRACED learned so far?

While there isn't a perfect Monitoring and Evaluation (M&E) system, lessons to date point at critical considerations and implications for the future of BRACED and other resilience-building programmes.



Based on the size of the programme, be pragmatic about the extent of learning possible at project and programme level, and design the M&E system accordingly.

Investments need to be made at all levels to ensure flexibility, buy-in and ownership from the start, where project and programme-level learning priorities and needs are openly discussed and agreed upon.



Invest as much, if not more, in the 'M'. The more complex a programme is, the greater the need to support monitoring processes. Monitoring is essential, but expectations about the speed of evidence-based learning within a large programme, and the pressures and demands on the monitoring team, need to be managed.



Focus on resilience trajectories and pathways to change. Trajectories of change and resilience 'results' vary in different contexts. It is important to monitor the change relative to the starting point and to track the processes that programmes follow to ensure that they are designed, tailored and delivered in a way that meets a longer-term need within each context.



Invest in and promote an M&E culture that values learning. Learning about what does and does not work in resilience-building requires ownership and commitment to interrogating project and programme-level theories of change. Projects need to be encouraged to report real and tangible challenges to support genuine reflection and learning for improvement.

Through a 3-year,
£110 million UK
Government-funded
programme,
BRACED supports



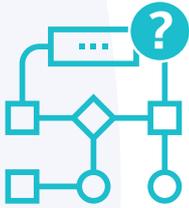
across **13 countries**
in East Africa, the
Sahel and Asia



to help up to
5 million
people...



... to become more resilient to climate extremes and disasters



Questions for further reflection

These reflections seek to challenge BRACED and other resilience-building programmes, and ask:

How can M&E efforts in large resilience programmes optimise evidence generation and learning?

For resilience programmes working across a portfolio of projects like BRACED, there are challenges in the extent to which M&E efforts can truly engage in participatory bottom-up approaches and generate real-time evidence to inform decision-making and programme implementation. Addressing these challenges requires transparent debate and discussion about: *What is feasible in practice? And what are the most effective approaches and processes to generate robust evidence that can inform policy and practice? How can project and programme-level learning best support each other?*

How much change can projects and programmes tolerate?

Given the complexity of consortia arrangements and contracts, there are limitations to how much the system can change and adapt. Addressing this challenge requires pragmatic decisions and priorities about: *What really 'counts' as adaptive management? How much learning and adaptation is feasible for consortia projects? How reasonable is it to accommodate changes from both project and programme level? What does it take to achieve this?*

There is no perfect system and we are still learning how best to approach M&E in a large programme. BRACED will continue to refine and test different approaches to monitoring and measuring pathways to resilience.

For more insights and lessons learned from monitoring BRACED, read the full reports:

 **Synthesis report: Routes to resilience: Insights from BRACED Year 2**

 **Reflections paper: Routes to resilience: Lessons from monitoring BRACED year 2**

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