



# Grand Bargain Work-stream Co-convenors' Technical Meeting Notes

**ICRC, 23 January 2018**

## Introduction and workshop objectives

ICRC's Deputy Director General and Grand Bargain Sherpa, Balthasar Staehelin noted that the Grand Bargain work-stream Co-convenors, with their technical expertise and knowledge, have a fundamental role to play in supporting the Grand Bargain process to deliver impact, and in assisting the Sherpas to steer the process forward. In order to enhance the quid pro quo spirit of the Grand Bargain initiative, Co-convenors focus on identifying synergies among the different work-streams, and building a collective understanding between the ten different groups.

## Session 1: Work-stream Priorities' Presentations and Mapping Exercise

The objective of the meeting's first session, facilitated by Jeremy Rempel (ICVA), was to replicate the previous Grand Bargain workshop held in September 2017, where a priority mapping and sequencing was undertaken amongst the five 'donor conditions' work-streams. The process aimed to enhance understanding among work-streams in terms of information sharing, identifying priorities, common synergies and arriving at a definition of what would be considered success for each work-stream, as well as collectively.

Participants were asked to consider a number of questions, including what specifically has the work-stream accomplished, and what resources are required to meet the work-stream's goals.

Each work-stream identified and drafted a plan for action or equivalent for the years 2018 and 2019. In addition, the Co-convenors identified specific synergies between action points for the current, and next year. The map below provides, in a one page visual, a detailed chart of the action points and their synergies agreed by work-stream Co-convenors.

Work-stream	Achieved in 2017	Planned for 2018	Planned for 2019
<b>WS1 – Transparency</b>	<ul style="list-style-type: none"> <li>Agreement on monitoring framework (except UNHCR &amp; IFRC)</li> <li>Engage with Humanitarian Data Centre &amp; FTS on alignment with IATI (workshop + workplan)</li> </ul>	<ul style="list-style-type: none"> <li>Pilot: IATI/FTS inter-operability by June</li> <li>Survey and technical meeting (Q1)</li> <li>Assess pilot options for IATI</li> <li>All humanitarian agencies are entering some data through IATI/FTS by June</li> </ul>	<ul style="list-style-type: none"> <li>Better understanding</li> <li>Better publishing</li> <li>Better quality</li> <li>Better capacity</li> <li>Better usage</li> </ul>
<b>WS2 - Localization</b>	<ul style="list-style-type: none"> <li>3 workshops</li> <li>Negotiation on definition / measurement</li> </ul>	<ul style="list-style-type: none"> <li>Inter-agency mission to 3 / 4 demonstrator countries</li> <li>Support for country based network</li> <li>Guidance notes</li> <li>Regional workshops</li> <li>Research and outreach</li> </ul>	
<b>WS3 - Cash</b>	<ul style="list-style-type: none"> <li>GB Cash WS workshop (31 May &amp; 1 June)</li> <li>Workstream workplan and 6 priorities areas</li> <li>Identification of co-leads for priorities</li> </ul>	<ul style="list-style-type: none"> <li>Cash WS follow up workshop in May</li> <li>Donor coordination (joint donor mission in Feb in Jordan/Lebanon)</li> <li>Cash coordination by contacting IASC (June)</li> <li>Workshop on risk (WFP, June)</li> <li>Measuring cash (CALP workshop on global measures for cash)</li> <li>Measuring efficiency/effectiveness/VfM and outcome indicators (US/IRC workshop and report recommendation)</li> </ul>	
<b>WS4 – Management cost</b>	<ul style="list-style-type: none"> <li>NRC continues to engage signatories on cost structure harmonization</li> <li>OCHA harmonized PCA studies</li> </ul>	<ul style="list-style-type: none"> <li>UN discussion on harmonization of cost structures</li> <li>Financial reporting pilot</li> <li>Donor self-reporting, number of donor assessments in Gb report (June 2018)</li> <li>Use of the UNHCR partner portal as the common UN portal</li> </ul>	<ul style="list-style-type: none"> <li>Enhance necessary transparency / accountability in reporting</li> </ul>
<b>WS5 – Needs assessments</b>	<ul style="list-style-type: none"> <li>Workshops and desk reviews</li> <li>OCHA internal guidance on joint HDN ToR on quality overview</li> <li>ECHO Emergency Response Capacity projects on humanitarian needs assessment and analysis</li> </ul>	<ul style="list-style-type: none"> <li>Draft inter-sectoral analysis framework and quality review</li> <li>Study on criteria to evaluate the quality of needs assessments and analysis</li> <li>Code of conduct for collaboration on needs assessments</li> <li>Develop a common working approach to information needs, data collection, and analysis to enhance data usability Stock taking at the end of 2018</li> </ul>	<ul style="list-style-type: none"> <li>Attitude shift required</li> <li>Improve the use of joint needs assessment for decision</li> </ul>
<b>WS6 – Participation revolution</b>	<ul style="list-style-type: none"> <li>Agreed on 'participation' definition</li> <li>Recommendation for actions to meet commitments</li> </ul>	<ul style="list-style-type: none"> <li>Convene, showcase, advocate to promote the implementation of / learning on recommendations</li> </ul>	<ul style="list-style-type: none"> <li>When do we consider CC have fulfilled the task?</li> </ul>
<b>WS7 – Multi-year planning</b>	<ul style="list-style-type: none"> <li>Workstream workshop</li> <li>OCHA/FAO/NRC study</li> </ul>	<ul style="list-style-type: none"> <li>Intermediary layer study</li> <li>Assess MYPF pilot options</li> <li>Draw lessons</li> <li>Identify opportunities and challenges to bring Sherpas together for change opportunities/challenges</li> <li>Complete mapping of current multi-financing activities</li> </ul>	<ul style="list-style-type: none"> <li>Toolkit for donors and agencies (June)</li> <li>Improve the RBM framework of MYP</li> </ul>
<b>WS8 – Earmarking</b>	<ul style="list-style-type: none"> <li>Identify best practices through donor and agency engagement</li> </ul>	<ul style="list-style-type: none"> <li>Self-report – Push for behavioral change through more precise questions (\$, CERF, best practices etc.)</li> <li>Joint workshop MYP</li> <li>Side event ECOSOC (political will 'how')</li> <li>Toolkit for donors/agencies (June)</li> </ul>	<ul style="list-style-type: none"> <li>Measure target of 30%</li> </ul>
<p>Blue boxes indicate actions implemented in 2017. Orange boxes and green boxes describe actions planned in 2018 and 2019. Red arrows identify synergies between actions (in yellow boxes)</p>			
<b>WS9 – Reporting</b>	<ul style="list-style-type: none"> <li>Initial discussions with other WSs on financial reporting</li> </ul>	<ul style="list-style-type: none"> <li>Align pilots with other workstreams</li> <li>Mid-term pilot review (June)</li> <li>Pilot: Common donor reporting framework (Somalia, Iraq and Myanmar)</li> </ul>	<ul style="list-style-type: none"> <li>Final review on pilot</li> </ul>
<b>WS10 – HDN</b>		<ul style="list-style-type: none"> <li>Developing a knowledge sharing platform for sharing best practices</li> <li>Show links with other WSs</li> <li>2 regional NWOW workshops (Middle East &amp; West Africa)</li> <li>HDN advisors to support country level roll-out</li> </ul>	<ul style="list-style-type: none"> <li>June 2018 Annual Meeting</li> </ul>

## Session 2: Self-Report and Independent Report

Facilitation Group member, DFID, will finance and co-ordinate the self-reporting and annual independent report exercise, with ODI which has been contracted as the independent consultant, and with assistance from the Grand Bargain Secretariat.

ODI is preparing an inception note with an explanation of the methodology for this year's self-reporting exercise. They will have discussions with the Facilitation Group and GPPI to discern lessons learned from last year. ODI also plans to undertake robust analysis, cross-checking and verification of the data and information they receive in the self-reports. In addition to speaking with each Signatory who provides a self-report, ODI aims to widen the feedback from different Grand Bargain constituencies, including from the Grand Bargain's Eminent Person. ODI will also liaise with Ground Truth Solutions, paying a careful and critical attention to the methodology used for example on sampling, respondents etc., which has conducted surveys in six countries exploring the perception of issues relevant to the Grand Bargain amongst local populations and conduct a desk review of available materials.

The self-reporting template will be shared at the beginning of February, after which Signatories will have six weeks to fill in their self-reports. Hiroko Araki (UNHCR) informed participants that there will be just one deadline, Thursday 15 March 2018, for Signatories to submit their self-reports this year.

The annual independent report will be published before the annual meeting, which will take place on 18 June in New York (the day before the beginning of the ECOSOC), and shared also on the Grand Bargain webpage, together with all self-reports.

### Lessons learned and suggested improvements for the 2018 self-reporting exercise

A plenary session encouraged participants to provide feedback on the first self-reporting exercise in order to extract lessons learned from the Co-convenors, both from their perspective as Signatories and as work-stream co-chairs.

The following important points have been agreed on:

- The inter-play between different work-streams should be expressed in the self-report, where the pace of delivery on some Grand Bargain commitments is recognized as being dependent upon the pace at which other commitments are advancing.
- Signatories are encouraged to detail how they have used the workstreams achievements to advance the Grand Bargain commitments in the self-report. This would provide some degree of feedback for Co-convenors, which is otherwise little addressed.
- If Signatories are unable to advance the Grand Bargain commitments this should be clearly and honestly stated, and the reasons why this is the case should also be expressed, in order to enhance transparency and accountability.

- Signatories are encouraged to mention gender-related issues in the self-report. Participants were informed that DFID and OCHA from the Grand Bargain Facilitation Group, have already liaised with UN Women and the Informal Friends of Gender to discuss how to integrate the gender dimension in the self-report, and more broadly in the independent annual report.
- The self-report should also demonstrate how delivering on the Grand Bargain commitments is a collective effort, and where concretely the process is making an impact and delivering results, particularly in a field context.
- It is important that the Grand Bargain self-reporting exercise complements, and does not duplicate the WHS / PACT self-reporting process that is already underway.
- It was agreed that Co-convenors should share, if relevant, an explanatory note or one extra question for their respective work-stream by Monday 29 January with DFID in order to assist them in gathering additional information to assess their work-stream's progress.
- DFID will coordinate the self-report effort, with the support of the Grand Bargain Secretariat. ODI will draft the independent report
- A 500 words restriction per question is set in the self-report template.
- The Co-convenors of the localization work-stream reported that although much work is being done within their work-stream, there are challenges reporting on progress as there are no baseline indicators for their work-stream commitments.
- There should be a strategy to publicize the annual self-report, and make it available to a wider audience.

#### Action points and next steps

- Co-convenors have until Monday 29 January to share with DFID a work-stream specific explanatory note or question they want to include in the self-report template
- The self-report template will be shared at the beginning of February and Signatories will have six weeks (deadline: Thursday 15 March 2018) to fill in and send them back.
- Publication of the independent report prior to the Annual Meeting on 18 June 2018.

### Session 3: Quid Pro Quo

The objective of session three, facilitated by Elena Garagorri-Atristain (ICRC), was to discuss the quid pro quo principle of the Grand Bargain, which recognizes that both donors and implementing agencies/NGOs must take action to reinforce this principle in 2018 and beyond. Through a discussion by constituency: 1) Member States; 2) UN Agencies (incl. World Bank) and 3) NGOs and IFRC and ICRC, workshop participants were asked to respond to the following questions:

1. What are your group's perceptions of the other two groups, as well as of your own group?
2. Which obstacles do you think stem from your own group? (affecting one or multiple work-streams, including your own). Which solutions would you propose?
3. Which obstacles do you think stem from the other two groups? Which solutions would you propose?

## Moving forward the quid pro quo

Commonalities among the constituencies have been identified, in order to advance the quid pro quo. In fact, there was consistent agreement between the three constituencies that:

- Grand Bargain Signatories face various limitations making it challenging to follow and track the process in its entirety. Clarification of over-arching objectives would be helpful to help identify progress and achievements.
- It is important to look again at the fundamental objectives of the Grand Bargain and to unpack the tradeoff between delivering efficiency, versus more effectiveness.
- All Grand Bargain Signatories are, at times, de facto donors.
- Participants agreed that the idea of identifying NGO work-stream co-champions is creative as it will allow to collectively use the skills and expertise of colleagues to advance the Grand Bargain process. Although important, risk management and risk sharing is missing from the Grand Bargain and must be shared evenly amongst the constituencies.
- Humanitarian action is people centered, the most-costly approaches can also be the most appropriate interventions. It is important not to narrow the focus of the Grand Bargain merely to financial efficiency, but also to keep in mind the principled, people first aspects of humanitarian action.
- It is important to reinforce the links and synergies among the ten Grand Bargain work-streams.

Additionally, the following observations were generally agreed upon:

- It is important to reinforce the political leadership of the Grand Bargain, both through engaging the Eminent Person, and by identifying prominent individuals that can push and advance specific agendas.
- Coordination among work-stream Co-convenors is important and should be reinforced.
- The concept of quid pro quo should not be understood as a tool to obtain advantages or as a justification for not acting until a tangible gain is obtained from other constituencies. Rather, the quid pro quo must be interpreted as a guiding principle for positive collaborative decision making.
- Trust should be a fundamental component of the Grand Bargain's understanding of the quid pro quo. Signatories adhered to the Grand Bargain in order to jointly achieve its commitments. In fact, the quid pro quo goes beyond trust, as it demonstrates that there is a fundamental inter-dependency between different constituencies and Signatories within the Grand Bargain community of practice.
- There was also a recognition that the Grand Bargain is addressing ways to deliver more humanitarian financing, with limited means and resources, and to tight deadlines. As such this also requires a system-wide, 'change management' approach to support the process.

Participants also expressed their views on the following thematic areas of the Grand Bargain, during the session discussing the quid pro quo.

### Coordination and communication

It was suggested that the Co-convenors grouping can be used as a platform, or forum for generating cross fertilization of information among the different Grand Bargain work-streams. This would be especially useful as increasingly, Signatories are expressing an interest in collaborating more closely with specific work-streams, and supporting their work activities.

In 2018, the Grand Bargain will need to demonstrate concrete results and impact. It is important therefore to capture and document work-stream progress. This can be achieved, for example, through the submission by Co-convenors of a quarterly update on their three priorities to the Secretariat. At the same time, it was agreed not to increase the reporting burden.

### Sequencing

A collaborative, sequenced approach among Co-convenors is fundamental to advancing the Grand Bargain agenda. Co-convenors should thus also act collectively to address and resolve complex issues. There should also be clarification of the scope of co-convenors and workstreams' roles so that there is a common understanding of when a work-stream has accomplished all its objectives, and should be discontinued.

### Political support

In some instances, progress or delayed is blocked because of political differences. The engagement of the Facilitation Group and possibly of the Grand Bargain Eminent Person might be necessary to resolve these impasses.

#### Highlights

- Despite the different perspectives, there is a consistent agreement among constituents on crucial points
- It is recognized that at the moment risk management component is missing from the Grand Bargain
- It is fundamental to reinforce the links and synergies among the ten work-streams
- The political leadership of the Grand Bargain shall be reinforced by engaging more the Facilitation Group and the Eminent Person and by strengthening coordination among different constituencies and Co-convenors
- The quid pro quo is an instrument for positive collaboration, as mutual trust must inform the decision making

#### Action points and next steps

- Facilitation Group meeting with Kristalina Georgieva – 7 March 2018, Geneva

## Workshop summary and conclusions

Marie Schirrmeister (German Federal Foreign Office) concluded the workshop by summarizing some of the key discussion points that arose during the day. She first emphasized the need for concrete recommendations to be taken forward, and invited participants to consider a number of issues, including how coordination might be enhanced, how the idea of a 'bargain' might be reframed and how impact can trickle downwards to reach affected populations.

It was suggested that a number of **proactive initiatives (e.g. joint workshops) can already be undertaken before the annual meeting to reinforce the synergies between work-streams.** There was also the recommendation that where gains and impact in the process have already been identified and demonstrated, there should be narratives available to communicate these, through the self and independent reports as well as ad hoc analysis. These can be shared at the annual meeting.

**The annual Grand Bargain meeting on 18 June should be where decisions are made and agreed too.** A certain degree of planning, advocacy and lobbying will be necessary before the event to ensure that all constituencies are well prepared and briefed ahead of time.

Participants also felt that some form of **performance indicators are important** as they help evaluate progress **and also to inform when the Grand Bargain's work has been completed, and when its exist strategy should be deployed.**

The World Bank reported that the **Eminent Person is keen to engage closely with the Grand Bargain process,** and wishes to meet the Facilitation Group during a visit to Geneva on **07 March. This was suggested as an opportunity to highlight Grand Bargain-related issues that require constructive solutions, and political capital and leverage to resolve, and also to prioritize and better sequence Grand Bargain issues.** The Eminent Person is also considering authoring an op-ed on the Grand Bargain initiative, most likely for publication in March or April.

In order to prepare the meeting with the Eminent Person, each work-stream is requested to identify, if appropriate and where relevant, one area in which assistance from the Eminent Person might help to advance work on their particular Grand Bargain commitment.

#### Highlights

- It is important to reinforce sequencing and synergies as well as to define performance indicators, where possible, to speed up the operationalization of the work and start showing impact
- The Grand Bargain is a change management process and therefore the annual meeting presents an opportunity for elements of this process to be crystalized

#### Action points and next steps

- Facilitation Group Sherpas meeting with Kristalina Georgieva – 7 March 2018, Geneva