



Resilience Monitoring, Evaluation, Assessment, Strategic Analysis and Capacity Building

Annual Work Plan Year 1
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Submitted by:

Save the Children Federation, Inc.



In collaboration with:

CORE Group
Food for the Hungry
Mercy Corps
TANGO International



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ABBREVIATIONS AND ACRONYMS

BFS	USAID Bureau for Food Security
C4R	USAID Center for Resilience
DFAP	Development Food Assistance Program
DFID	Department for International Development (UK)
DRC	Democratic Republic of Congo
DRR	disaster risk reduction
FFP	USAID Office of Food for Peace
FH	Food for the Hungry
FSN	Food Security and Nutrition (as in, The FSN Network)
FTF	Feed the Future
IPR	Intermediate Program Result
IR	Intermediate Result
KM	knowledge management
KS	knowledge sharing
LSMS	Living Standards Measurement Study
M&E	monitoring and evaluation
NGO	nongovernmental organization
PBS	population-based surveys
PLA	participatory learning and action
PMP	Performance Management Plan
PRIME	Pastoralist Areas Resilience Improvement through Market Expansion
REGAL	Resilience and Economic Growth in the Arid Lands
RISE	Resilience in the Sahel Enhanced
RMS	Recurrent Monitoring Survey
SBC	social and behavioral change
SC	Save the Children
SO	Strategic Objective
SPRING	Strengthening Partnerships, Results and Innovations in Nutrition Globally Project
STRESS	Strategic Resilience Assessment
TANGO	Technical Assistance to NGOs (as in TANGO International)
TOPS	Technical and Operational Performance Support (as in, The TOPS Program)
UK	United Kingdom
US	United States
USAID	U.S. Agency for International Development
WASH	water, sanitation, and hygiene

A. THE RESILIENCE ASSOCIATE AWARD BACKGROUND AND STRATEGIC FRAMEWORK

Background

The Resilience Monitoring, Evaluation, Assessment, Strategic Analysis and Capacity Building Associate Award (Resilience Associate Award) aims to identify, synthesize, adapt, and share the highest quality information and tools to build capacity and establish best practices among USAID Missions, implementing partners, and host country governments working together in resilience programming. The Resilience Associate Award is a five-year project (September 2, 2016 to September 1, 2021) under The TOPS Program Leader with Associates Cooperative Agreement, which has a global mandate to enhance opportunities for sharing knowledge and promising practices among practitioners in the multifaceted food security community.

In implementing the Resilience Associate Award, Save the Children leads a strong consortium of partners experienced in resilience program implementation, monitoring and evaluation, social and behavior change, and knowledge management. The five consortium partners are CORE Group (knowledge management [KM]), Food for the Hungry (social and behavioral change [SBC]), Mercy Corps (resilience program implementation), and TANGO International (monitoring and evaluation [M&E]). Save the Children manages and directs the Resilience Associate Award and provides technical support for gender and resilience program implementation.

The Resilience Associate Award brings together an experienced and capable program management team together with the USAID Center for Resilience (C4R) staff, and a commitment to efficient, inclusive, and transparent processes that bring new thinking and new networks to resilience programming.

The Resilience Associate Award will identify, analyze, improve, and share information, tools, and promising practices to improve resilience program performance. The project will focus on practical guidance, assessments, strategic analyses, training and other field support, and presentations, technical meetings and learning events to address the resilience programming community's needs.

The success of these approaches increases with the active participation of members of the larger resilience community who will contribute to, as well as learn from, involvement with this project.

This Annual Work Plan is the first in a series of work plans that will developed and submitted for each year of the Resilience Associate Award. It provides information on the intended Year 1 deliverables for individual partners and the consortium as a whole – arranged by overall Program Results and Individual Results. It also provides descriptions of the Resilience Associate Award Management and Performance Management Plans. In order to effectively guide award implementation and enable timely progress updates to the C4R and other interested stakeholders, the Annual Work Plans will be reviewed and updated semi-annually.

Resilience Associate Award Strategic Framework

The Strategic Objective (SO) for the Resilience Associate Award is *highest quality information, knowledge, and best practices for improved methodologies in resilience program design, measurement, implementation, monitoring and evaluation identified, generated, adapted and shared.*

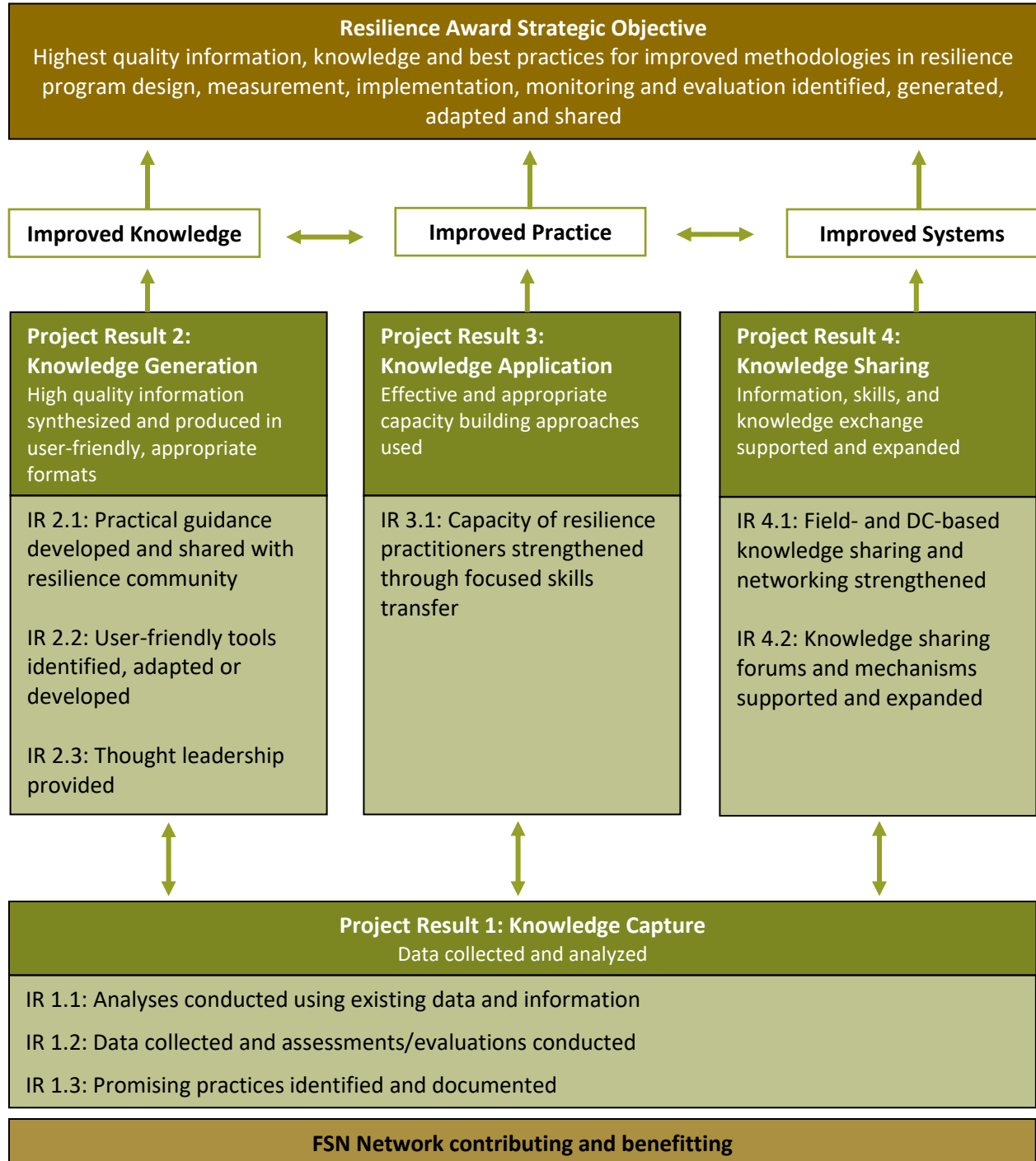
Under the Resilience Award's SO are four intermediate results (IRs). Each IR is broken down further into Intermediate Program Results (IPRs), which are described in **Section C**.

- **IR 1: Knowledge Capture.** The range and diversity of experience and expertise among members of the resilience community requires varying approaches to collecting data and analyzing information. The Resilience Associate Award will conduct a series of meta-analyses based on existing data and information to inform programmatic, strategic, and policy-level decision making. The Resilience Associate Award will identify the knowledge and skill needs of the community by engaging members through participatory processes and by soliciting their direct input. The knowledge capture process will provide an opportunity to identify promising tools and practices in current use, as well as gaps that must be filled to enable the quality of resilience programming to be most effective.
- **IR 2: Knowledge Generation.** The Resilience Associate Award will synthesize and respond to information gained through the IR 1: Knowledge Capture strategies to produce reliable, high-quality information in formats that are useful to USAID Missions and the implementing community. The Resilience team will identify, adapt, and develop (if necessary) promising tools and practices. Information, tools, and approaches will be vetted and then shared through the Food Security and Nutrition (FSN) Network and other means.
- **IR 3: Knowledge Application.** Members of the implementing community work in widely different contexts and environments, addressing different types of risks. The Resilience Associate Award will develop and deliver effective and appropriate traditional and non-traditional skill delivery approaches to strengthen practitioners' skills. According to TOPS, familiar on-the-ground training is still the preferred method of skill transfer, but the Resilience Associate Award will test alternative modes of skill transfer for the numerous practitioners who cannot access traditional trainings due to cost, distance, time, or other constraints.
- **IR 4: Knowledge Sharing.** The Resilience Associate Award will support and expand information, skills, and knowledge exchange by creating new physical and virtual community knowledge sharing strategies and venues. The purpose is to strengthen global, regional, and local knowledge sharing and networking. Expanded systems are enabling a greater number of practitioners to participate in creating, testing and evaluating promising practices and tools on a continuing basis. Establishing habits of interaction for knowledge sharing among the resilience community will contribute to sustained learning practices beyond the life of the Resilience Award.

The Resilience Associate Award Project Year 1 highlights are presented in **Section B**, followed by details on specific program activities in **Section C**. The Resilience Work Plan Timetable for Project Year 1 can be found in **Attachment 1**.

It is important to note that while each of the four Resilience Associate Award IR areas produces stand-alone outputs, they are interdependent components of the whole program. Activities carried out under one IR area are integral to achieving results in other IR areas. **Figure 1** summarizes the Resilience Associate Award SO and IRs.

Figure 1
Resilience Associate Award Strategic Framework



B. PROJECT YEAR 1 WORK PLAN HIGHLIGHTS

In Project Year 1, the Resilience Associate Award anticipates the following activities, including:

- A clear strategy for sharing knowledge with USAID Missions and the resilience and broader emergency and development programming communities including those responsible for program monitoring, evaluation and learning.
- High-quality technical training to strengthen the capacity of USAID Missions, implementing partners, host governments, and other institutional partners.
- Opportunities for project consortium members to strengthen, document and disseminate information on effective programming through presentations, learning events, technical meetings, the FSN Network and other means.
- A motivated, collegial, and committed team.
- A simple and feasible M&E plan, with outputs to measure the knowledge captured, generated applied and shared.

In Project Year 1, the Resilience team will conduct analyses, collect data and conduct assessments or evaluations, and identify and document promising practices for **Intermediate Result 1: Knowledge Capture**. Analyses will be conducted using existing data from Malawi, Ethiopia, Kenya, Nepal, Bangladesh, Nigeria, Afghanistan, Malawi, Zimbabwe, and Democratic Republic of Congo (DRC). Other activities include preparing for upcoming evaluations by creating the Recurrent Monitoring Survey (RMS) for the Resilience in the Sahel Enhanced (RISE) project impact evaluation, planning for the Resilience and Economic Growth in the Arid Lands (REGAL) and Pastoralist Areas Resilience Improvement through Market Expansion (PRIME) endline evaluations, and conducting the RISE midterm evaluation.

For **Intermediate Result 2: Knowledge Generation**, the Resilience team will develop and share a number of practical guidance pieces on resilience monitoring and analysis including normative guidance on risk and resilience assessment, measuring shocks and stresses, measuring resilience across and between scales, measuring resilience capacities, and conducting resilience analysis using secondary data sources, to name a few. User-friendly tools will be identified, adapted or developed including a module on standard streamlined resilience capacities and a curriculum on using participatory learning and action (PLA) for disaster risk reduction (DRR) and resilience. Thought leadership will produce written pieces on topics including gender-sensitive and gender-specific resilience analysis, resilience versus resilience capacity, transformative capacity versus community resilience, and resilience and fragility. Case studies will also be produced on market successes in northeast Kenya, doing resilience assessments in fragile, conflict-affected contexts (Nigeria), and how to use resilience assessments to inform program theories and strategies as part of the inception phase in DRC.

Drawing upon the technical capacity of the Resilience team in achieving **Intermediate Result 3: Knowledge Application**, the team will respond to requests from USAID C4R and Missions to provide high-quality capacity strengthening training and workshops that draw from the team's strengths. The Resilience team will use established mechanisms to develop training sessions that meet the needs of participants and the interest of USAID Missions and organizations implementing resilience-oriented programming. Two multi-day resilience evidence events will take place. The first will aim to build capacity for M&E for resilience programming in the Horn of Africa among participants from Ethiopia, Uganda, Kenya and Somalia. Another – the Asia Resilience Evidence Summit – will synthesize, present and discuss key findings of resilience analyses in Asia for participants from throughout the region.

The Resilience Associate Award will use strategies to support the transfer and application of new knowledge and skills, such as task assignment for action after workshops and follow-up via email with participants to provide support for application of new skills and to encourage continued learning. The Resilience team will also use non-traditional methods for knowledge and skills transfer, such as hosting webinars or developing videos or narrated electronic presentations.

For **Intermediate Result 4: Knowledge Sharing**, the Resilience Associate Award intends to organize internal consortium meetings to develop the project's learning agenda and to discuss work on positive deviance in resilience settings. External meetings will include one on resilience and fragility, and a three-day Evidence Rack Up and Summit to present a synthesis of resilience evidence to date. The Resilience team's ability to flexibly respond to resilience community interests for smaller special-topic knowledge sharing meetings or events throughout the year will be a significant strength of the program. Knowledge sharing will also include webinars on the normative guidance developed under Intermediate Result 2.

The Performance Management Plan (PMP) and relevant targets for these Intermediate Results are presented in **Attachment 2**.

C. THE RESILIENCE ASSOCIATE AWARD WORK PLAN BY INTERMEDIATE RESULT AND KEY ACTIVITIES

Project Result 1: Knowledge Capture: Data collected and information analyzed.

The Resilience Associate Award will conduct a series of analyses based on existing data and information in order to inform programmatic, strategic, and policy-level decision making. It will provide support for helping partners, governments, Mission staff, and other stakeholders use existing resilience data for decision making.

Intermediate Program Result 1.1: Analyses conducted using existing data and information.

In Project Year 1, the Resilience project will undertake a number of analyses using existing data and information including:

- Malawi Analytic Support: TANGO will conduct a resilience analysis using an existing national dataset for Malawi, partnering with the USAID GeoCenter, C4R, and Malawi Mission. Key findings will be summarized and integrated into a presentation made to the USAID Mission.
- PRIME Deep Dive for PRIME Redesign: TANGO will conduct a deep dive into the PRIME RMS data to inform the upcoming PRIME redesign. The specific analyses to be conducted will be decided in consultation with C4R and the Ethiopia Mission. Key findings will be presented to the USAID Mission.
- Kenya Deep Dive – Wasting Analysis: TANGO will conduct a deep dive into the Kenya REGAL data to explore wasting findings across time.
- PRIME RMS Phase 2: TANGO will clean data, conduct analyses, and produce a report. The specific analyses will be determined in consultation with the C4R.
- Nepal Resilience Module Analysis for Food for Peace (FFP): TANGO will conduct a deeper analysis using population-based survey (PBS).
- Bangladesh Resilience Module Analysis for FFP: TANGO will conduct a deeper analysis using population-based survey (PBS).
- RISE Baseline Wasting Deep Dive: TANGO will conduct a deep dive into RISE data to explore wasting findings across time.
- Nigeria STRESS Analysis: Mercy Corps and TANGO will analyze the Nigeria Living Standards Measurement Study (LSMS) panel dataset to determine capacities that support resilience to conflict and climate shocks, as well as well-being outcome dynamics in and of themselves (poverty, food security, etc.). They will integrate the quantitative results with the other, more qualitative STRESS data.

- Afghanistan – Analysis of Resilience Capacities in the Context of Violent Conflict: Mercy Corps will conduct an analysis of panel data from Afghanistan (NSP program) including measures of household exposure to violence and insecurity; analysis of capacities that appear to matter for resilience to conflict (compared to drought and other climate shocks) and for well-being outcome dynamics in and of themselves (poverty, food security, etc.).
- Mali Resilience Module Analysis for FFP: TANGO will conduct a deeper analysis using population-based survey (PBS).
- Zimbabwe Resilience Analyses: TANGO will conduct a deep dive into the national assessment ZImvac data and the 2014 FFP baseline data to explore evidence around USAID resilience strengthening.
- DRC – Analysis of Resilience Capacities in the Context of a Protracted Conflict: Mercy Corps and TANGO will conduct an analysis of the baseline data from the new Development Food Assistance Program (DFAP) in Eastern DRC, and will integrate the quantitative results with the other, more qualitative STRESS data.
- PRIME Deep Dive for Department for International Development (DFID) Collaboration: TANGO will conduct a deep dive into RMS data to inform USAID and DFID collaboration on the El Niño response. Suggested analyses include more robust analysis of the relationship between capacities, shocks, and well-being across all waves of the first RMS phase and including economic well-being and nutrition outcomes (not just food security outcomes).
- Mali Baseline Deep Dive for Programming Decisions: TANGO will conduct a deep dive into the Mali baseline data to inform the upcoming refine and implement phase of the FFP DFAP.

Intermediate Program Result 1.2: Data collected and assessments/evaluations conducted.

This Resilience Associate Award will support components of three Feed the Future (FTF) impact evaluations being carried out by TANGO: the PRIME project in Ethiopia; the REGAL project in Kenya; and the RISE project in Niger and Burkina Faso. Each of these three evaluations are at different stages of implementation, data collection and analysis. In addition, Mercy Corps will conduct qualitative data collection and analysis for a program in Afghanistan. In Project Year 1, the following activities will take place:

- RISE RMS Design and Implementation: TANGO will create the RMS in the Sahel for the RISE impact evaluation. This activity will include working with the Mission to determine which shocks will be monitored, which indicators will be used to monitor the shocks, as well as roles and responsibilities. The activity will also include guiding the data collection process, cleaning and analyzing data, report writing, report translation into French, and obtaining 508 compliance.
- REGAL Endline Planning: TANGO will plan for final impact evaluation for Kenya's REGAL projects. Activities will include refined design (if necessary) and protocols, survey instruments, implementation, data cleaning, data analysis, and reports.

- RISE Midterm Evaluation: TANGO will conduct the interim impact evaluation for the RISE project in Burkina Faso and Niger. Activities will include refined design (if necessary) and protocols, survey instruments, implementation, data cleaning, data analysis, and reports.
- Somalia RMS Design and Implementation: TANGO will develop the data collection protocol and sampling strategy as well as carry out data analysis and draft the report on the RMS for the Enhancing Resilience and Economic Growth in Somalia (EREGS) Program.
- PRIME Endline Planning: TANGO will plan for final impact evaluation for the Ethiopia PRIME project. Activities will include refined design (if necessary) and protocols, survey instruments, implementation, data cleaning, data analysis, and reports.
- Afghanistan – In-country Qualitative Data Collection on Resilience Capacities in the Context of Violent Conflict: Mercy Corps will collect qualitative data and conduct an analysis of resilience capacities in conflict environment.

Intermediate Program Result 1.3: Promising practices identified and documented.

As part of Knowledge Capture, the Resilience team will identify and document promising practices. In Project Year 1, these will include:

- Urban Resilience – Research on the Impacts of Investments in Urban Resilience in SE Asia: Mercy Corps will design, implement, and produce a study on the household and community level impacts (including wellbeing and losses avoided) from mature investments in urban resilience (infrastructure, governance, etc.).

Two key areas of Resilience Associate Award activities thread through both IR 1 and IR 2:

- Identifying, adapting or developing user-friendly tools
- Identifying promising practices

In Project Year 1, the Resilience Associate Award will involve consortium and other stakeholders in reviewing, modifying and creating tools and disseminating these through multiple communication channels, including those established by The TOPS Program (see **Text Box 1**).

The CORE Group KM team greatly improved the way that tools are organized on the FSN Network web

portal, and they will continue to monitor the website to ensure that resources are easy to find and access, as well as to monitor and report on user interest in and downloads of these resources.

Text Box 1

Communication channels that will be used by the Resilience Award:

- Technical capacity strengthening workshops (IR3)
- Non-traditional web-based training mechanisms (IR3)
- Single-topic knowledge sharing activities (IR4)
- Task force activities (IR4)
- Large knowledge sharing events (IR4)
- The FSN Network newsletter (IR4)
- The FSN Network web portal (IR4)

Project Result 2: Knowledge Generation: High-quality information synthesized and produced in user-friendly, appropriate formats.

The Resilience team will develop practical and digestible guidance on a series of technical topics related to resilience analysis, implementation, and measurement. It will also provide thought leadership on a range of resilience topics, and will create user-friendly tools such as case studies, briefs, and technical notes for getting information out to users.

Intermediate Program Result 2.1: Practical guidance developed and shared with resilience community.

In Project Year 1, the Resilience team will be developing a Normative Guidance series for resilience practitioners in the field including:

- Methodological Guide: Introduction/Overview: Mercy Corps will provide a framework for normative guidance on resilience measurement.
- Risk and Resilience Assessment: Mercy Corps will provide guidance on conducting resilience assessments in rural and urban contexts at multiple scales.
- Measuring Shocks and Stresses: Mercy Corps will provide written guidance on measuring shocks and stresses in rural and urban contexts at multiple scales.
- Measuring Resilience across Scales and Between Scales: TANGO will provide written guidance on measuring and analyzing resilience at multiple scales. Special attention will be paid to inter-scalar dynamics.
- Measuring Resilience Capacities: Mercy Corps will provide written guidance on measuring resilience capacities in rural and urban contexts at multiple scales.
- Assessment of Social Capital Section for Normative Guidance on Resilience Assessment: Food for the Hungry (FH) and Mercy Corps will include assessment of social capital in the normative guidance on resilience assessment.
- Resilience Analysis Using Secondary Data Sources: TANGO will provide written guidance on conducting resilience analyses using existing data sources in rural and urban contexts at multiple scales.
- Resilience Analysis: Mercy Corps will provide written guidance on conducting resilience analyses in rural and urban contexts at multiple scales.
- Resilience Monitoring, Evaluation and Learning at the Project Level: Mercy Corps will provide written guidance on project level M&E for resilience projects in rural and urban contexts at multiple scales.

The Resilience team will produce the following additional practical guidance pieces:

- Gender and Resilience 1-pager: Save the Children will write a short document illustrating the gender specific considerations (based on findings from existing reports data sets) within programming for and measuring resilience/resilience capacities.
- RMS 1-pager: TANGO will provide a description of what RMS is and isn't.
- Methodological Note: TANGO and Mercy Corps will produce guidance that outlines the resilience analytic process. This will complement the normative guidance on resilience analysis, and will directly inform FTF and FFP PBS guidance.
- Exploratory Work on Social Capital in Somalia: TANGO will produce an ethnographic work to determine the best way to measure social capital among the Somali.

Intermediate Program Result 2.2: User-friendly tools identified, adapted or developed.

In Project Year 1, the Resilience team will develop the following user-friendly tools:

- Standard Streamlined Resilience Capacities Module: TANGO will create a short (~20 minutes to administer) resilience module that can be used across contexts and populations.
- Draft Participatory Learning and Action (PLA) for Resilience Curriculum: FH will develop a draft curriculum on using PLA for participatory, community based resilience analysis. The guidance will help implementing organizations work with communities to identify hazards and assets, with a specific emphasis on the behaviors that effectively strengthen individual and household resilience, as well as barriers to their adoption. This PLA Curriculum is intended to complement the normative guidance on resilience assessment.

Intermediate Program Result 2.3: Thought leadership provided.

The Resilience team will write thought provoking conceptual and analytic pieces on novel trends in the resilience measurement space including:

- Conceptual Framework on Gender-Sensitive and Gender-Specific Resilience Analysis: SC will produce this conceptual framework/thought piece on gender and resilience measurement.
- Resilience vs. Resilience Capacity Thought Piece: TANGO will write this thought piece discussing the conceptual differences between the two as well as measurement implications.
- Conceptual Framework: Systems-level Resilience Measurement: TANGO will write this conceptual framework/thought piece on systems level resilience measurement.
- Transformative Capacity vs. Community Resilience: TANGO will produce this thought piece that distinguishes between the two concepts and discusses the implications of those distinctions.

- Value of Panel Data for Resilience Measurement Thought Piece: TANGO will write this thought piece.
- Evaluation Synthesis to Feed into Evidence Summit: TANGO will summarize ten key findings coming out from the three evaluations in Kenya, Ethiopia and RISE.
- Resilience and Fragility Thought Piece: Mercy Corps will write this piece on practical examples and experiences that speak to a framework for thinking about resilience and fragility, and how to determine when/if a resilience approach is appropriate in a fragile context.
- Translating Results from Resilience Assessments, Analysis, and Evaluations into Improved Programming: Experiences to Date: Mercy Corps will write up mini case studies to feed into the Evidence Rack Up and Summit focusing on how program teams have changed their programming based on resilience assessments and analysis, what factors made this possible, and key stages of the program cycle.
- RIMA II vs. TANGO/USAID Approach Thought Piece: TANGO will write this thought piece.
- Psychosocial/Subjective Resilience Thought Piece: TANGO will convene meeting to gather input for the thought piece, will identify psychologists/sociologists to provide technical support, and will design vignette-style questions.
- Nigeria STRESS Case Study: Mercy Corps will produce a case study on what's unique about doing resilience assessments and analysis in fragile, conflict affected contexts.
- DRC: Case Study of How to Effectively use Resilience Assessments as Part of an Inception Phase: Mercy Corps will produce a case study on how to effectively use results from resilience assessments to inform program theories and strategies as part of an inception phase.

Project Result 3: Knowledge Application: Effective and appropriate capacity building approaches used.

In Project Year 1, the Resilience team will strengthen the capacity of field practitioners and headquarters staff through capacity strengthening workshops in the Horn of Africa and Asia, in addition to other workshops and trainings. The team will use skills transfer via traditional (in person) approaches and will further develop and expand upon virtual non-traditional approaches.

Intermediate Program Result 3.1: Capacity of resilience practitioners strengthened through focused skills transfer.

The Resilience team will provide the following capacity building activities in Project Year 1 (summarized in Table 1 below):

- Horn Resilience M&E for Programming Training: TANGO, with Mercy Corps, will facilitate a four-day training for program and M&E staff in the Ethiopia, Uganda, Kenya, Somalia and the EAR

Missions. The training will focus on cultivating a strong understanding of current resilience results throughout the Horn of Africa, building fluency on basic resilience concepts, and using data to inform future programming and strategic decisions.

- Follow up Field Support to Mission Level Analysis/Sense making of Resilience Data: TANGO and Mercy Corps will participate in and/or present at important fora and meetings on resilience and resilience measurement with logistics and information packaging support from CORE Group.
- Afghanistan: In-country Sense making of Resilience Analysis Results: Mercy Corps will provide an in-country workshop to interpret and identify implications of the results of the panel data analysis.

Table 1
Project Year 1 Anticipated Resilience Capacity Strengthening Workshops

Dates	Event	Facilitators	Location	Region and Countries	Estimated Number of Participants
4 days, November 14-16, 2016	Horn Resilience M&E for Programming Training	TANGO, Mercy Corps	Kenya	East Africa: Ethiopia, Kenya, Somalia, Uganda	45-50
1 day, June-July 2017	Provide overview Resilience M&E for Programming Training (including training materials) and present Summary Report	TANGO, Mercy Corps	TBD	East Africa: Ethiopia, Kenya, Somalia, Uganda	TBD
4 days, September 2017	Asia Resilience Evidence Summit	TANGO, Mercy Corps	TBD	Asia	45-50

Project Result 4: Knowledge Sharing: Information, skills, and knowledge exchange supported and expanded.

The Resilience team will support and expand information, skills and knowledge exchange through learning events, presentations, technical meetings, webcasts and webinars, and The TOPS Program’s FSN Network. In addition, much of the work carried out by the Resilience Associate Award will be shared as public goods with other resilience networks and communities of practice such as the Food Security Information Network and the resilience community of practice being established by Rockefeller. In addition, the TOPS Resilience Task Force will ensure that NGOs that participate in the TOPS network will be able to share products generated and put them into practice. These different networks will provide a conduit for identifying needs from the global resilience community to make future work carried out by the Associate Award more demand driven. The Resilience team will also conduct outreach to determine emerging priorities for support to resilience assessment, measurement, and M&E.

Intermediate Program Result 4.1: Field- and DC-based knowledge sharing and networking strengthened.

The Resilience team will participate in several internal and external meetings and events, many supported and facilitated by CORE Group, including:

- Value for Money Meeting of the Minds: Mercy Corps and TANGO will facilitate a meeting on how to capture/represent the value for money rationale using actual (not projected) figures/inputs.
- Resilience and Fragility: Meeting and Conceptual Framework: This is a meeting of a key group of stakeholders to discuss the intersection of fragility and resilience, and design a straw model conceptual framework for resilience and fragility.
- Learning Agenda Event: CORE Group will facilitate a meeting to develop the Resilience Learning Agenda.
- Partners' Meeting on Positive Deviance (PD): FH will convene a meeting of consortium members (and potentially other key stakeholders) to discuss past and current work on PD in resilience settings, agree on terms/definitions, and plan next steps for conducting PD inquiries that will inform behavior change efforts for resilience.
- Training and Dissemination of Normative Guidance Notes: CORE Group will assist in developing, finalizing and disseminating the normative guidance produced under IR 2.
- Asia Resilience Evidence Summit: TANGO will facilitate a four-day training for program and M&E staff in Asia. The training will be focused on cultivating a strong understanding of current resilience results throughout Asia, building fluency on basic resilience concepts, and using data to inform future programming and strategic decisions.
- Evidence Rack Up and Summit: CORE Group will facilitate an event in Washington DC to present a synthesis of resilience evidence to date (including mini case studies on translating results into improved programming).
- Working Group Meetings: CORE Group will provide support for technical meetings to discuss key topics identified in the Learning Agenda.

Intermediate Program Result 4.2: Knowledge sharing forums and mechanisms supported and expanded.

In Project Year 1, the Resilience team will support and expand the following knowledge sharing forums and mechanisms:

- Briefs on Programming Implications of Resilience for Key 'Sectors'/Intervention Areas: Mercy Corps will produce three four-page briefs on what needs to be considered (key questions) and done differently (program implications) within key 'sectors' (e.g., financial services, market development, social protection) in order to have an impact on resilience.
- Webcasts/Webinars: CORE Group will support the development of webinars on key resilience monitoring, evaluation and learning topics specified in the Resilience Learning Agenda.
- Policy/Programming Briefs: CORE Group will develop policy/programmatic briefs to correspond to major reports published in 2017. These will be planned, produced, and disseminated in partnership with other consortium partners.
- Infographics: CORE Group will develop one-page infographics to correspond to major reports published in 2017; these will be planned, produced, and disseminated in partnership with other consortium partners.
- Website: CORE Group will work with the TOPS team to establish a page on the TOPS and FSN Network websites for the Resilience Associate Award products, tools, events and updates.

D. MANAGEMENT OF THE RESILIENCE ASSOCIATE AWARD

As the prime, SC will be responsible for overall project management, implementation and liaison with USAID/C4R, the AOR and the AO. Partners will provide technical expertise in their core areas. Programmatic and policy decisions will be made by SC in collaboration with partners. SC will ensure the program's technical and financial integrity, as well as its final success. SC's role includes creating synergies among partners, ensuring that the coherent and integrated implementation of the Resilience Associate Award builds upon and leverages the distinct partner strengths.

The consortium partners will contribute the expertise of their staff and consultants in their respective areas of responsibility. Key staff from each partner will form a Project Management Team (PMT), which will meet on a regular basis to discuss, plan and coordinate upcoming deliverables, implementation, work plans, events, and reporting.

In Project Year 1, the Resilience PMT will concentrate on defining the project's Learning Agenda and on analyzing data, and documenting, publishing, and disseminating the evidence and most effective guidance to the resilience community. In addition, the project will offer a few technical capacity strengthening activities. The PMT will ensure that the Resilience technical and knowledge management staff receive the support and resources needed to succeed in their services to the community. The Resilience team also will focus on the most important current, emerging, and strategic issues affecting resilience programming to keep the Resilience Associate Award responsive in meeting the needs of the community.

TOPS management will focus attention in the following areas:

- Being responsive and adapting program services to demand and need: working with C4R to determine the balance between planned activities and responding to emerging needs and increasing Mission demand for support in resilience programming
- Hiring and adjusting staffing in support of program quality: adjusting SC's project staffing to elevate the Associate Director to a Director-level position for Resilience and Livelihoods, and consortium partners hiring project-specific staff
- Conducting strategic and operational planning activities: defining the project's Learning Agenda, creating the Work Plan and identifying key meetings
- Promoting and expanding collaboration and partnerships: through the TOPS FSN Network and other communities of practice
- Strengthening the PMT: operationalizing the PMT, determining ways of working together, and coordinating and communicating between and among the consortium partners and the C4R

E. THE RESILIENCE ASSOCIATE AWARD PERFORMANCE MANAGEMENT PLAN

Establish Performance Monitoring System

The Resilience Associate Award has identified indicators and developed a monitoring system to track the indicators found in the Performance Management Plan. Targets for Project Year 1 can be found in **Attachment 2**. In addition to quantitative performance measures, consortium members will actively collect and share qualitative data on the outcomes and impact of Resilience Associate Award activities. Qualitative data will be obtained through formal and informal interactions with technical and managerial staff of counterpart organizations (PVOs, field-based donor representatives, governments, research institutions). The Resilience Associate Award will ensure that quantitative and qualitative performance data is collected, analyzed and reported on a timely (e.g. quarterly) basis by all team members.

ATTACHMENT 1: RESILIENCE ASSOCIATE AWARD ANNUAL WORK PLAN TIMETABLE FOR PROJECT YEAR 1

Resilience Associate Award Strategic Objective:

Highest quality information, knowledge and best practices for improved methodologies in resilience program design, measurement, implementation, monitoring and evaluation identified, generated, adapted and shared

	Activity	Partners	2016-2017												
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PROJECT MANAGEMENT															
1	Kickoff Meeting	All			XXX										
2	Project Management Meetings	SC, All				XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
3	Quarterly (and Annual) Reports	All					XXX			XXX			XXX		
4	TOC and "Influencing Strategy"	All					XXX	XXX							
5	Branding Strategy and Marking Plan	All								XXX					
6	Data Management Plan	CORE, All										XXX	XXX		
7	Knowledge Management Strategy	CORE											XXX		
8	Learning Agenda	CORE												XXX	

	Activity	Partners	2016-2017												
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Project Result 1: KNOWLEDGE CAPTURE															
IR 1.1: Analysis conducted using existing data and information															
9	Malawi Analytic Support	TANGO	XXX	XXX	XXX	XXX									
10	PRIME RMS Deep Dive for PRIME Redesign	TANGO	XXX	XXX	XXX	XXX									
11	Kenya Deep Dive: Wasting Analysis	TANGO	XXX	XXX	XXX	XXX									
12	PRIME RMS Phase 2	TANGO	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX					
13	Resilience Module Analysis for FFP Baselines: Nepal	TANGO				XXX	XXX	XXX							

	Activity	Partners	2016-2017												
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
14	Resilience Module Analysis for FFP Baselines: Bangladesh	TANGO					XXX	XXX	XXX						
15	RISE Baseline Wasting Deep Dive	TANGO					XXX	XXX	XXX						
16	Nigeria STRESS Analysis	Mercy Corps, TANGO (or Causal Design, as consultants)					XXX	XXX	XXX	XXX					
17	Afghanistan: Analysis of Resilience Capacities in the Context of Violent Conflict	Mercy Corps					XXX	XXX	XXX	XXX	XXX				
18	Zimbabwe Resilience Analyses	TANGO						XXX	XXX	XXX					
19	Resilience Module Analysis for FFP Baselines: Mali	TANGO						XXX	XXX	XXX					
20	Mali Baseline Deep Dive: for Programming Decisions	TANGO													
21	PRIME Deep Dive for DFID Collaboration	TANGO													
22	Deep Dives from the Horn Workshop	TANGO													
23	DRC: Analysis of Resilience Capacities in the Context of a Protracted Conflict	Mercy Corps, TANGO (or Causal Design, as consultants)													
IR 1.2: Data collected and assessments / evaluations conducted															
24	RISE RMS Design and Implementation	TANGO	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX			
25	REGAL Endline Planning	TANGO				XXX	XXX	XXX							
26	RISE Midterm Evaluation	TANGO						XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
27	Somalia RMS	TANGO							XXX	XXX	XXX	XXX			

	Activity	Partners	2016-2017													
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
28	PRIME Endline Planning	TANGO									XXX	XXX	XXX			
29	Afghanistan: In-country Qualitative Data Collection on Resilience Capacities in the Context of Violent Conflict	Mercy Corps											XXX	XXX		
IR 1.3: Promising practices identified and documented																
30	Urban Resilience: Research on the Impacts of Investments in Urban Resilience in SE Asia	Mercy Corps and other partners												XXX	XXX	XXX

	Activity	Partners	2016-2017													
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Project Result 2: KNOWLEDGE GENERATION																
IR 2.1: Practical guidance developed and shared with resilience community																
31	RMS 1-pager	TANGO					XXX	XXX	XXX							
32	Normative Guidance (MC 0): Introduction/Overview	Mercy Corps					XXX	XXX	XXX							
33	Normative Guidance (MC 1): Risk and Resilience Assessment	Mercy Corps						XXX	XXX							
34	Assessment of Social Capital Section for Normative Guidance on Risk and Resilience Assessment	FH, Mercy Corps									XXX	XXX	XXX	XXX		
35	Gender and Resilience 1-pager	SC								XXX	XXX					
36	Methodological Note	TANGO, Mercy Corps							XXX	XXX	XXX	XXX	XXX			
37	Normative Guidance (MC 2): Measuring Shocks and Stresses	Mercy Corps							XXX	XXX	XXX					

	Activity	Partners	2016-2017													
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
38	Normative Guidance (T 1): Measuring Resilience Across Scales and Between Scales	TANGO							XXX	XXX	XXX					
39	Normative Guidance (MC 3): Measuring Resilience Capacities	Mercy Corps								XXX	XXX	XXX				
40	Normative Guidance (T 2): Resilience Analysis Using Secondary Data Sources	TANGO										XXX	XXX			
41	Normative Guidance (MC 4): Resilience Analysis	Mercy Corps										XXX	XXX	XXX		
42	Normative Guidance (MC 5): Resilience MEL at the Project Level	Mercy Corps														XXX
IR. 2.2 User-friendly tools identified, adapted or developed																
43	Development of Adaptable Resilience Modules for incorporation into PBS	TANGO						XXX	XXX	XXX	XXX					
44	Draft PLA for Resilience Curriculum	FH						XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
IR. 2.3 Thought Leadership Provided																
45	Resilience vs. Resilience Capacity Thought Piece	TANGO						XXX	XXX	XXX	XXX					
46	Conceptual Framework: Systems-level Resilience Measurement	TANGO								XXX	XXX	XXX				
47	Transformative Capacity vs. Community Resilience	TANGO									XXX	XXX	XXX	XXX		
48	Value of Panel Data for Resilience Measurement Thought Piece	TANGO									XXX	XXX	XXX			
49	Resilience and Fragility Thought Piece	Mercy Corps										XXX				
50	Translating Results from Resilience Assessments, Analysis, and Evaluations into Improved Programming: Experiences to Date	Mercy Corps											XXX	XXX	XXX	

	Activity	Partners	2016-2017													
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
51	RIMA II vs. TANGO/USAID Approach Thought Piece	TANGO												XXX	XXX	
52	Psychosocial/Subjective Resilience Thought Piece	TANGO [FH]												XXX	XXX	XXX
53	Nigeria STRESS Case Study	Mercy Corps													XXX	XXX
54	DRC: Case Study of How to Effectively use Resilience Assessments as Part of an Inception Phase	Mercy Corps														
55	Conceptual Framework: Gender-Sensitive and Gender-Specific Resilience Analysis	SC										XXX	XXX	XXX	XXX	
56	Gender and Resilience Learning Agenda	SC, CORE													XXX	XXX
57	Exploratory Work on Social Capital in Somalia	TANGO [FH]						XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX

	Activity	Partners	2016-2017													
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Project Result 3: KNOWLEDGE APPLICATION																
IR 3.1: Capacity of resilience practitioners strengthened through focused skills transfer																
58	Horn Resilience M&E for Programming Training	TANGO, Mercy Corps			XXX	XXX										
59	Guidance/Technical Assistance to FtF on New Results Framework	TANGO, Mercy Corps						XXX	XXX	XXX	XXX	XXX				
60	Follow Up Field Support to Mission Level Analysis/Sensemaking of Resilience Data	TANGO, Mercy Corps, CORE											XXX	XXX		
61	Afghanistan: In-country Sensemaking of Resilience Analysis Results	Mercy Corps													XXX	XXX

	Activity	Partners	2016-2017													
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Project Result 4: KNOWLEDGE SHARING																
IR 4.1: Field- and DC-based knowledge sharing and networking strengthened																
62	Resilience and Fragility: Meeting and Conceptual Framework	CORE, Mercy Corps					XXX									
63	Learning Agenda Event	CORE, All						XXX								
64	Value for Money Meeting of the Minds	Mercy Corps, TANGO, C4R							XXX	XXX						
65	Evaluation Synthesis to Feed into Evidence Summit	TANGO								XXX	XXX	XXX	XXX	XXX	XXX	
66	Evidence Rack Up and Summit	CORE, All													XXX	
67	Asia Resilience Evidence Summit	TANGO, Mercy Corps, CORE										XXX	XXX	XXX	XXX	
68	Partners' Meeting on Positive Deviance	FH, All										XXX				
69	Training and Dissemination of Normative Guidance Notes	TANGO, Mercy Corps, CORE											XXX	XXX	XXX	
70	Working Group Meetings	CORE, SC, All														
IR 4.2: Knowledge sharing forums and mechanisms supported and expanded																
71	Briefs on Programming Implications of Resilience for Key 'Sectors'/Intervention Areas	Mercy Corps											XXX	XXX	XXX	XXX
72	Webcasts/Webinars	CORE, All														
73	Policy/Programming Briefs	CORE, All														
74	Infographics	CORE, All														
75	Website	CORE	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	

ATTACHMENT 2: RESILIENCE ASSOCIATE AWARD PERFORMANCE MANAGEMENT PLAN FOR PROJECT YEAR 1

Indicator Definition	Targets					Achievements					Method/Source and Frequency of Data Collection	Personnel to Collect and Analyze Data	Comments
	YR1	YR2	YR3	YR4	YR5	YR1	YR2	YR3	YR4	YR5			
Program Strategic Objective: Highest quality information, knowledge, and best practices for improved methodologies in resilience program design, measurement, implementation, monitoring and evaluation identified, generated, adapted and shared.													
Project Result 1: KNOWLEDGE CAPTURE: Data collected and information analyzed.													
IR1.1: Analyses conducted using existing data and information.													
Number of resilience analyses conducted using existing data and information.	15										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of analyses conducted using existing data and information.
IR1.2: Primary data collected and assessments conducted.													
Number of resilience assessments, recurrent monitoring surveys, endline evaluations designed and conducted	6										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of assessments conducted.
IR1.3: Promising practices identified and documented.													
Number of promising resilience analyses and programming practices identified and documented	1										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of assessments, reports, slide decks, analyses, and evaluations documenting promising practices produced.
Project Result 2: KNOWLEDGE GENERATION: High quality information synthesized and produced in user-friendly, appropriate formats.													
IR2.1: Practical and technical guidance developed.													
Number of practical and technical guidance pieces developed.	11										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of practical and technical guidance pieces developed.
IR2.2: User-friendly tools identified, adapted or developed.													

Indicator Definition	Targets					Achievements					Method/Source and Frequency of Data Collection	Personnel to Collect and Analyze Data	Comments
	YR1	YR2	YR3	YR4	YR5	YR1	YR2	YR3	YR4	YR5			
Number of tools created, field-tested or validated.	2										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of tools created, field-tested or validated.
IR2.3: Thought leadership provided.													
Number of Conceptual/Thought Pieces developed to inform emerging approaches to resilience analysis	13										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of assessment case studies developed.
Project Result 3: KNOWLEDGE APPLICATION: Effective and appropriate capacity building approaches used.													
IR3.1: Capacity of resilience programming and evaluation practitioners strengthened through focused skills transfer.													
Number of national, regional or global multi-sectoral training events held.	4										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of regional or global multi-sectoral training events held.
Number of staff trained through country, regional or global training events.	TBD										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of staff trained through country, regional or global training events.
Number of impact stories produced about resilience policies/programs/systems being strengthened by the Resilience Associate Award.	TBD										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of impact stories produced about resilience policies/programs/systems being strengthened by the Resilience Award.
Project Result 4: KNOWLEDGE SHARING: Information skills, and knowledge exchange supported and expanded.													
IR4.1: Field- and DC-based knowledge sharing and networking strengthened.													
Number of participants attending Resilience	TBD										Source: Quarterly reports	Undertaken by Resilience	This indicator measures the number of participants

Indicator Definition	Targets					Achievements					Method/Source and Frequency of Data Collection	Personnel to Collect and Analyze Data	Comments
	YR1	YR2	YR3	YR4	YR5	YR1	YR2	YR3	YR4	YR5			
technical knowledge sharing meetings.												partners' point people. Analyzed by Director, Resilience and Livelihoods.	attending Resilience technical knowledge sharing meetings.
Number of resilience knowledge sharing meetings held.	5										Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of Resilience knowledge sharing meetings held.
IR4.2: Knowledge sharing forums and mechanisms supported and expanded.													
Number of downloads from the Resilience page of the FSN Network website.											Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of downloads from the Resilience page of the FSN Network website.
Number of hits on the Resilience page of the FSN Network website.											Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of hits on the Resilience page of the FSN Network website.
Number of people regularly participating in the FSN Network Resilience task force.											Source: Quarterly reports	Undertaken by Resilience partners' point people. Analyzed by Director, Resilience and Livelihoods.	This indicator measures the number of people regularly participating in the FSN Network Resilience task force.