



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

Annual Work Plan Year 4

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Submitted by:

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In collaboration with:

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
DDL	Development Data Library
DEC	Development Experience Clearinghouse
DFSA	Development Food Security Activity
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
IP	Implementing partners
IR	Intermediate Result
KM	knowledge management
KS	knowledge sharing
LSMS	Living Standards Measurement Study
M&E	monitoring and evaluation
INGO	international nongovernmental organization
PBS	population-based surveys
PLA	participatory learning and action
PMP	Performance Management Plan
PRIME	Pastoralist Areas Resilience Improvement through Market Expansion
REAL	Resilience Evaluation, Analysis, and Learning Associate Award
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 Program
UK	United Kingdom
US	United States
USAID	U.S. Agency for International Development
WASH	water, sanitation, and hygiene

I. Overview of the Resilience Evaluation, Analysis and Learning (REAL) Associate Award

The Resilience Evaluation, Analysis, and Learning (REAL) 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 REAL Associate Award is a five-year project (September 2, 2016 to September 1, 2021) issued under The TOPS Program Leader with Associates Cooperative Agreement, which had a global mandate to enhance opportunities for sharing knowledge and promising practices among practitioners in the multifaceted food security community.

In implementing the REAL Associate Award, Save the Children leads a strong consortium of partners with expertise in resilience program implementation, monitoring and evaluation, social and behavior change, and knowledge management. The consortium partners are Save the Children, Food for the Hungry, Mercy Corps, and TANGO International.

The REAL 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 REAL Associate Award aims to identify and respond to emergent priorities for resilience analysis, and share information, tools, and promising practices to improve the efficacy of USAID-funded resilience programs. In Year 4 the project will continue to focus on developing practical guidance, carrying out assessments and evaluations, and providing strategic analyses, training and other field support to address the needs of various stakeholders in the resilience programming community of practice. The success of these approaches increases with the active participation of members of the larger resilience community who will contribute to and benefit from learning facilitated by this project.

Since the inception of the REAL Associate Award, consortium members have worked closely with C4R to leverage and build on rapidly expanding knowledge in the following areas:

➤ ***Generation of Key Resilience Evidence***

In years 1-3, much of the evidence on factors contributing to and/or constraining household and community-level resilience has been gained through mixed-methods impact evaluations, and Recurrent Monitoring Surveys (RMS) conducted for large-scale USAID resilience investments in priority countries and programs. This will continue to be a priority throughout the life of the award.

➤ ***Thought Leadership on Resilience Measurement and Analysis***

Consortium members have advanced knowledge and learning on an array of frontier issues related to resilience measurement and analysis including context-specific resilience analysis to inform program design and implementation, analyzing resilience at multiple scales and in contexts affected by conflict, and integrating nutrition into evolving methods of resilience measurement. The REAL consortium will continue to demonstrate thought leadership on frontier issues in resilience measurement in consultation with C4R.

➤ ***Application of Knowledge for Adaptive Management of Resilience Programs***

Amid growing availability of and demand for robust resilience analysis, REAL consortium members have collaborated with C4R to socialize evidence and learning in a manner that is accessible to a wide range of stakeholders and directly applicable for informing the policy and programming decisions they are responsible for making. REAL partners will continue to develop concise technical briefs, capacity strengthening opportunities, and knowledge sharing events to promote adoption of

best practices in resilience measurement and analysis among key stakeholders at the global and national levels.

This Annual Work Plan is the fourth in a series that will be developed and submitted for each year of the REAL Associate Award. It provides a brief summary of Year 3 results and descriptions of planned Year 4 activities for individual partners and the consortium as a whole – arranged according to the overall strategic objects of the Associate Award. It also provides descriptions of the REAL Associate Award Management processes, including challenges and lessons learned in Years 1-3.

II. Summary of Year 3 Results

In Year 3 of the REAL Associate Award, partners worked closely with C4R to achieve annual performance objectives. Particular success was achieved toward achievement of each of the following objectives:

Generation of Key Resilience Evidence

Completion of the PRIME endline Impact Evaluation, RISE Midterm Evaluation and Somalia Recurrent Monitoring Survey. Progress was also made on development and piloting of methods for measuring humanitarian assistance averted through resilience investments.

Thought Leadership on Resilience Measurement and Analysis

Completion of Risk and Resilience Assessment Case Studies series, development of Guidance Note 6: Recurrent Monitoring Surveys (RMS), and completion of a journal article on the subjective dimension of resilience in the context of humanitarian and food security crises.¹

Application of Knowledge

Launch of the Resilience and Resilience Capacities Measurement Options, design and facilitation and reporting of the Horn of Africa Resilience Measurement Workshop, and continued improvement of REAL knowledge management capabilities in the form of design, layout and branding of publications for external dissemination and socialization.

III. REAL Year 4 Work Plan by Strategic Priorities

A. Generation of Key Resilience Evidence

The REAL Associate Award will continue to carry out analysis based on existing data to inform programmatic, strategic, and policy-level decision-making. It will also conduct a number of impact evaluations of priority USAID-funded resilience activities and capture recommendations to improve the effectiveness of resilience analysis and programming.

PRIORITY ACTIVITIES

- ***Development and Piloting of Methods for Measuring Humanitarian Assistance Averted***

Based on the input of relevant experts gained through a series of REAL Technical Meetings, TANGO continues to work with C4R to develop and pilot a methodology to quantitatively measure the extent to which investments in resilience programming reduce the need for humanitarian assistance. This effort complements others aimed at testing the premise that dollars invested in increased resilience will result in a considerable amount of savings – not only in lives lost, but also in terms of averted humanitarian assistance spending. Previous deliverables from this activity include: a literature review on current calculations of humanitarian assistance need, relevant quantitative benchmarks, and the

¹ <https://www.agrilinks.org/post/perception-matters-new-insights-what-determines-resilience>

analytical basis for calculations; an analysis plan exploring correlation between regularly collected food security indicators, humanitarian assistance need thresholds and analysis of primary data collected in the PRIME Program operational area. In YR 4, TANGO will use updated tools provided by FEWSNet to reexamine additional data sets based on lessons learned from the preliminary analysis. TANGO will work directly with C4R and other relevant USAID stakeholders to apply this methodology in other contexts to inform adaptive management of resilience programming. A written report on analytical methods will be submitted, and TANGO will present the methodology and key findings from the analysis to key stakeholders in Washington DC. TANGO anticipates to make the presentation of initial results in updated findings will be submitted and presented Q2 of YR4 and that the work stream will be finalized in Q4.

- ***Thought Leadership Piece: Insights on Building Resilience in Conflict-affected Settings***

Mercy Corps will leverage an internally produced thought leadership piece on building resilience in fragile and conflict-affected settings to support and co-facilitate a USAID roundtable discussion on the topic in early Q3. Based on insights from the discussion, a literature review and stakeholder consultations, Mercy Corps will produce a USAID thought leadership paper on the topic under the REAL award that will serve as the basis for an external stakeholder roundtable in Q4. The brief will draw on work from across multiple sectors of work in crisis settings, including market and agricultural systems, peace and governance, and social protection.

- ***Documenting Promising Practices for Building Resilience in Conflict-affected Areas of the DRC and Northeast Nigeria***

Mercy Corps will analyze available existing data (and collect primary data as needed) to evaluate the impacts of program interventions targeted at building resilience in conflict-affected areas of the DRC and northeast Nigeria. Emphasis will be on presenting promising practices and sharing lessons from experience to date. Mercy Corps will develop a learning agenda and accompanying concept note following a scoping trip to DRC in Q2 of YR 4 (Nigeria timeline TBC). A follow-up research brief documenting promising practices for how programs can facilitate resilience in DRC is expected to follow in Q3 of YR 4.

- ***PREG 1 (formerly REGAL) Endline/PREG II Baseline Evaluation***

This activity has the dual purpose of serving as an endline for PREG 1 (the IE was formerly referred to as the REGAL IE) and as the resilience impact evaluation baseline survey for the PREG II program area moving forward. Initial analyses were shared during the Horn of Africa Resilience Workshop (May 13-16, 2019). TANGO submitted draft reports integrating findings from the quantitative and qualitative analyses for both the PREG I endline and the PREG II Baseline in Q3. These reports have been reviewed by C4R. TANGO is addressing comments and will submit revised briefs and final reports in Q1 of YR 4.

- ***RISE RMS***

TANGO has completed data collection for an RMS in the Sahel for the RISE impact evaluation. This entailed working with the regional USAID counterparts to determine preferred indicators to monitor the shocks in real time, conducting a periodic series of brief panel interviews among affected households, analyzing data, and reporting on the extent to which project interventions have contributed to improvements in resilience capacities and responses amid shocks. TANGO is currently finalizing data analysis and report writing, which will be accompanied by development of a 3-5 page brief, and presentation of findings (via VTC) to USAID representatives in the Mission and in Washington D.C. Data will be submitted according to the Data Management Plan and the final report will be translated into French and posted to the DEC. The report on the first round of RMS for RISE will be completed in Q1 of YR 4. TANGO will make the key findings available to C4R to discuss at the FFP/SRO workshop in Niger during the first week of December.

- **PREG II RMS**

In YR4 TANGO will design and carry out an RMS to inform the impact evaluation of PREG II activities in Kenya. The RMS will help the USAID Mission determine which interventions are helping households manage shocks and stresses in real time, as well as determine which capacities are key to coping. This will include working closely with C4R and the USAID Kenya Mission to determine which shocks will be monitored, which indicators will be used to monitor the shocks, as well as roles and responsibilities of key stakeholders in the implementation process. In addition to guiding data collection, the activity will also include cleaning, analysis and interpretation of data, as well as developing a written report. TANGO anticipates training will take place in Q4 of YR3 and the first round of RMS data collection in Kenya to begin in Q1 of YR4. Data collection will continue every three months over the next year. TANGO anticipates data analysis and report write-up will begin in Q1 of YR5.

- **Nigeria Impact Evaluation Baseline**

In YR3, TANGO began development of a draft research protocol for a baseline study for an impact evaluation in Northern Nigeria. Subsequent activities will include sample design, refinement of data collection instruments, field-based enumerator training, data collection, cleaning, analysis and development of final research reports.² USAID will determine whether data being collected by the World Food Programme in the region might be used as part of this data analysis exercise. Meanwhile, TANGO will determine whether any additional questions should be included in the questionnaire. Planning for fieldwork is anticipated to begin in Q1 of YR4. As with other impact evaluations activities carried out under the REAL Associate Award, reporting on findings will include development of a 3-5 page brief emphasizing policy and programmatic implications and a presentation or VTC for the Mission and others. Primary data characteristics will be documented according to Data Management Plan and the final report posted to the DEC, after ensuring 508 compliance. Training and data collection will begin in Q2, to be completed in Q3 of YR 4. Analysis will be completed in Q4 of YR 4. TANGO anticipates this activity will be fully completed in Q1 of YR 5.

- **RISE Endline Evaluation /RISE II Baseline Survey**

As with REAL-supported impact evaluation activities in Kenya, this activity will serve as both the endline Evaluation for the Resilience in the Sahel Enhanced (RISE I) Program and baseline for RISE II. These two surveys will be done separately. The RISE I endline will be a panel survey where the same households that were interviewed in the midline will be interviewed in the endline. The RISE II baseline will be done as a new sample and will include a panel design that will collect data on a recurring basis 2 to 3 times per year.³ TANGO will be responsible for: obtaining necessary permissions for primary data collection; refining the survey design and research protocols; revising survey instruments; overseeing data collection, cleaning and analysis; drafting a 3-5 page brief on the findings as well as a final evaluation report; and presenting findings to relevant stakeholders. To align with RISE baseline study and mid-term evaluation, data collection for the RISE endline Evaluation is planned for Q3 of YR4. As with other impact evaluations carried out under REAL, TANGO will present findings via VTC for key USAID representatives and other relevant stakeholders in the region. TANGO will also present findings during the West Africa Resilience Evidence Workshop, currently planned for Q1 of YR 5. TANGO expects all associated deliverables under this activity to be completed in Q1 of YR 5. Data will be submitted according to the Data Management Plan and the final report will be made 508 compliant and posted to the DEC.

² Completion of fieldwork activities are contingent upon resources that are currently beyond the scope of the REAL Associate Award.

³ While currently available resources are sufficient for carrying out the RISE I endline and RISE II baseline activities, any subsequent data collection activities beyond the baseline will require additional resources beyond those currently available in the REAL Associate Award.

- **Case study on Implementing Partner Collaboration/Coordination on Resilience (Kenya)**

Drawing on the example of the USAID-supported Partnership for Resilience and Economic Growth (PREG) in Kenya, TANGO has developed a case study to determine the extent to which partner collaboration and layering of program activities leads to greater impact on resilience at the household and community levels. The emphasis for this activity is on identifying the conditions that facilitate effective collaboration/coordination and drawing lessons on the opportunities and challenges for achieving greater stakeholder collaboration in other operational contexts. Three field visits to Kenya will take place to capture this information. The first visit will take place in Q1 of YR4. TANGO expects to complete the case study in Q4 of YR4.

- **Synthesis of Existing Evidence and Learning on Linkages between Social Capital and Resilience**

Mercy Corps will carry out a desk review and synthesize the state of knowledge on linkages between subjective capacities and resilience, through the lens of self-help groups and other forms of women's collectives. The objective of the report is two-fold. First, it seeks to provide practitioners and researchers with a better understanding of what is already known about how subjective capacities contributing to resilience through self-help groups. Second, in synthesizing the state of knowledge on this topic, it highlights the gaps in the current evidence base to inform a learning agenda. MC anticipates completing this deliverable in Q1 of YR4.

POTENTIAL ACTIVITIES

- **Early Warning Systems: Promising Practices for Prompting Action**

Based on knowledge gaps identified through the literature review and findings from formative research to be carried out in Year 4, FH will develop a research brief summarizing the social and behavioral factors influencing utilization of early warning information in northern Kenya. In conducting the formative research, FH will adapt and test Participatory Learning in Action tools to identify resilient behavioral responses to context-specific shocks. In addition to synthesizing results and lessons learned through the research methodology, the research brief will provide summary recommendations for effective integration of social and behavioral change considerations into early warning systems.

This activity will take place October 2019-September 2020.

Specific deliverables for this task include:

Literature review summary

Brief paper highlighting learning and application from comprehensive literature review

Research brief

Synthesis of findings from tool testing in northern Kenya and summary guidance on application of PLA tools for identification of early action behaviors to strengthen EWS design and implementation

- **Synthesis of evidence and learning on sequencing, layering and integration of resilience strengthening activities**

Taking a systems approach, resilience programs demand an integration of interventions across multiple sectors, geographies, and populations. Yet to date, there is limited documentation on the ways in which resilience-focused programs can most effectively layer, sequence, and integrate interventions to maximize the sustainable impact of interventions. With this gap in mind, this report draws on the experiences of two Mercy Corps resilience programs, the FFP-funded Promoting Agriculture, Health and Alternative Livelihoods (PAHAL) initiative and Margaret A. Cargill Philanthropies' Managing Risk through Economic Development-II (M-RED II) project, to showcase their

approach to facilitating integration in resilience programming. MC anticipates this brief will be completed in Q1 of YR 4.

- ***Qualitative analysis of the combination of factors that build resilience in fragile settings***

Mercy Corps will develop a research brief describing data collection and analysis methodology for Qualitative Comparative Analysis (QCA) and summarize key findings from previous resilience research in Syria. The research brief will highlight the combination of factors that build resilience in fragile settings. Mercy Corps plans to complete the research brief in Q1 or early Q2 of YR 4.

- ***Risk & Resilience Assessments in Fragile, Conflict-Affected Context - Guidance Note (GN7)***

Mercy Corps will develop a guidance note on designing, carrying out and applying the findings of risk and resilience assessments in fragile, conflict-affected contexts. Building on Guidance Note 1: Risk and Resilience Assessments, GN7 will underscore similarities and highlight key differences in carrying out risk and resilience assessments to inform programming among conflict-affected populations. MC anticipates GN7 to be finalized in Q2 of YR4.

- ***Resilience in Action Technical Briefs***

Mercy Corps will produce one more technical brief (in a series) on key questions and considerations for effective resilience programming within select sectors – building resilience in conflict and protracted crisis contexts. Emphasis will be on highlighting what needs to be done differently in conducting assessments and designing interventions in conflict-affected areas to achieve lasting impacts on household- and community-level resilience. Mercy Corps expects the remaining brief on building resilience in conflict-affected contexts to be completed in Q4 of YR4.

- ***Normative Guidance: Resilience Analysis Using Secondary Data Sources***

TANGO will develop a 5-10 page written guidance note on conducting resilience analyses using existing data sources in rural and urban contexts, at multiple scales (based on findings from the Zimbabwe Vulnerability Assessment Committee (ZimVAC)). The audience for this guidance is resilience practitioners in the field. TANGO will submit a concept note for review in Q1 of YR4 detailing lessons learned from ZimVAC. The literature review and analysis will take place in Q2 of YR4. TANGO expects to complete the normative guidance in Q3 of YR4.

- ***Document Lessons Learned through the Use of Alternatives to Household Survey-based Measures of Resilience***

Mercy Corps will develop a case study capturing lessons learned through the use of alternatives to household survey-based measures of resilience, focused on geospatial data. Mercy Corps anticipates completing the case study in Q3 of YR4.

B. Continued Thought Leadership on Resilience Measurement and Analysis

PRIORITY ACTIVITIES

- ***Synthesis of Evidence on Resilience among Pastoralists in the Horn of Africa***

TANGO will develop a paper that distills evidence and summarizes key findings from data analysis associated with the impact evaluations of the PRIME, REGAL and PREG programs as well as other initiatives aimed at strengthening resilience among pastoralist communities in the Horn of Africa. The paper will draw from evidence shared during the Horn of Africa Resilience Workshop (held in May 2019). TANGO expects to complete the paper in Q2 of YR4.

- ***Conceptual Framework for Better Integration of Nutrition into Resilience-Strengthening Programs***

SC Nutrition Technical Leads, collaborating directly with Dr. Nancy Mock (Tulane University), developed a thought leadership piece to promote better understanding of the interrelationships between improved nutrition and strengthened resilience. The document is now being formatted and will be finalized in Q1 of YR 4. SC anticipates opportunities to actively collaborate with USAID Advancing Nutrition (UAN) in development and socialization of complementary follow-up pieces of work, including joint webinars on the intersection of nutrition of resilience analysis, convening of technical meetings to guide pending research, and/or the development of normative guidance for practitioners.

POTENTIAL ACTIVITY

- ***Conceptual Framework: Systems-level Resilience Measurement***

TANGO will develop a conceptual framework and thought piece on systems-level resilience measurement. TANGO expects the conceptual framework and thought piece to be completed in Q1 of YR4. A rough draft of this paper has already been completed. Once the paper is finished, TANGO will consult with C4R and SC to determine whether a webinar will be planned for wider dissemination.

- ***Learning Brief on Measuring Market Systems Change in Conflict Settings***

Mercy Corps will develop a learning and methods brief on assessing and monitoring market systems resilience in highly fragile, conflict-affected settings. The brief will build on practices being developed and applied in NE Nigeria and Ethiopia, and will include insights into feasibility and lessons-learned in analyzing and monitoring market systems resilience assessment in highly fragile environments. Mercy Corps expects to complete the learning and methods brief in Q4 of YR4.

- ***Thought Leadership Piece on Positive Deviance***

Food for the Hungry will work closely with TANGO and Mercy Corps to develop a brief paper on the value of using positive deviance analysis for design, implementation and monitoring of resilience programs in shock-prone contexts. The paper will include normative guidance for using positive deviance and summarize various options for methodologies, including using statistical analysis to identify more resilient community members, engaging with communities to lead their own discovery and action process, and hybrid approaches. The paper will also discuss how results from positive deviance analyses could be used to improve resilience programming, specifically around social and behavior change strategies. Food for the Hungry will seek input on a proposed outline prior to developing the draft and expects to complete the thought piece in Q1 of YR4.

C. *Application of Knowledge for Adaptive Management of Resilience Programs*

PRIORITY ACTIVITIES

- ***Technical Assistance provided to selected USAID Missions and Partners***

TANGO and Mercy Corps will provide technical assistance related to resilience measurement, analysis and interpretation of findings to key USAID representatives and other key stakeholders to support evidence-based policy and programming decisions. Through virtual office hours, in-person “sense-making” sessions, and other ad-hoc opportunities, TANGO and MC will coordinate with C4R to ensure support is demand driven and context-specific. Emphasis will be on building awareness of relevant findings from resilience analyses, and jointly identifying implications for programming as well as questions for further analysis. Provision of technical assistance may require field visits, may be conducted virtually (e.g. via VTC), and may be provided to USAID Washington offices (RFS, FFP).

- ***Support Demand-driven Capacity Building Resilience Foundations, Risk and Resilience Assessments, Resilience Pathways and Adaptive Management in Fragile Contexts***

Mercy Corps will assist key stakeholders in application of normative guidance aimed at strengthening the capacity of USAID representatives and IP counterparts on means of modifying the STRESS risk and

resilience assessment methodology for application in contexts of conflict and protracted crises. Prioritization of capacity building opportunities will be carried out in consultation with C4R.

- ***Conflict and Resilience “State of the Union” Roundtables***

Mercy Corps will facilitate a series of consultations among relevant stakeholders to explore what’s different, what’s at stake, and how we should act differently when it comes to strengthening resilience in FCV (fragility, conflict, and violence) settings. Mercy Corps anticipates organizing two roundtables with Center for Resilience, one for an internal audience (USAID) and one for both an internal and external audience. The specific timing of these roundtables will be determined in consultation with C4R.

- ***Resilience Evidence Workshop in West Africa***

Save the Children will work with C4R, consortium members and USAID missions to organize the West Africa Resilience workshop. The results of analysis carried out for the RISE mid-term evaluations and RMS. Other relevant pieces of resilience research such as RISE I RMS and end line evaluation, FFP Baseline Studies for Niger and Burkina Faso, FAO Resilience Index Measurement and Analysis (RIMA) and the Resilience Evidence for Decisions in Development Initiative (REDDI) may also be shared through this event. The event is planned to take place in Q4 of YR 4.

- ***Joint Webinar with USAID Advancing Nutrition***

Following the finalization of the Conceptual Framework for Better Integration of Nutrition into Resilience Strengthening Programs, Save the Children anticipates opportunities to actively collaborate with UAN in development and socialization of complementary follow-up pieces of work. This includes a joint webinar on integrated nutrition and resilience analysis to inform ongoing efforts aimed at addressing persistent/recurrent acute malnutrition. Save the Children and UAN to plan to facilitate a joint webinar in Q2 of YR4.

- ***Technical Brief on Frequently Asked Questions***

Following confirmation and consensus on answers to select questions from the REAL Short Course in Resilience Measurement, SC will work with C4R and partners to identify opportunities for dissemination among USAID representatives, IP counterparts, and other practitioners. Save the Children anticipates completing the draft brief on FAQs in Q1 of Y4.

- ***Panel Discussion on Systems-level Resilience Analysis***

Save the Children will work with consortium members to organize a panel discussion on systems-level resilience analysis in Washington, D.C. Consortium members will work directly with C4R and other relevant stakeholders contributing to thought leadership on systems-level resilience analysis to develop the content and format of the panel discussion. This ideally will take place around the same time as the webinar proposed for the systems-level conceptual framework.

- ***Panel Discussion: Applying Resilience Evidence to Inform Program Design and Implementation - Promising Practices and Lessons Learned***

Save the Children will work directly with consortium partners to plan and facilitate a panel discussion on the lessons learned in applying resilience analysis to inform policy, program design and implementation. Building directly on the experiences of key stakeholders and complementary sessions of the Resilience Evidence, Measurement and Learning (RMEL) Conference 2018 and the Horn of Africa Resilience Measurement Workshop (2019), the panel discussion will help to identify common challenges to applying evidence, consolidating best practice, and promoting coordination between researchers, donors and implementing partners. The specific timing of this event in YR4 is yet to be confirmed.

- ***Interactive / Participatory Knowledge Sharing Activities***

Building on the success of the REAL Short Course in Resilience Measurement, the consortium will plan and facilitate a range of interactive activities in YR4, aimed at building the capacity for resilience analysis, capturing knowledge on methods and findings from researchers and practitioners, and refining analytical methods on a range of frontier issues in resilience analysis. Examples are likely to include:

Capacity strengthening and knowledge sharing events

Save the Children will work directly with C4R and consortium partners in planning, designing, facilitating and sharing outputs of relevant resilience measurement capacity strengthening and knowledge sharing events. In YR4, this is likely to include an event in West Africa to share results of analysis carried out for the RISE mid-term evaluation and RMS, as well as other relevant pieces of resilience research.

Content-specific webinars

Save the Children will work with consortium partners and C4R to design and facilitate topically relevant webinars on key examples or aspects of resilience monitoring, evaluation and learning. The specific content and timing of these webinars will be determined in conjunction with partners and C4R in line with REAL strategic priorities and in response to field demand.

On-line and in-person discussion fora

Save the Children will work with consortium partners and C4R to design and facilitate brief online discussion fora on selected resilience analysis and programming topics. These facilitated online discussions will be designed as an interactive question and answer sessions during which resilience researchers, IP field staff and other interested stakeholders can exchange information on promising practices with REAL partner technical experts (e.g. through sessions focused on responding to frequently asked questions, “Meet the Author” events focused on published guidance materials and research reports). The specific content and timing of these interactive sessions will be determined in response to field demand, as well as REAL consortium and C4R technical priorities.

Social Media

Save the Children, in conjunction with C4R and partners, will develop and implement a social media plan that specifies intended reach, prospective social media engagement opportunities and appropriate contents. The REAL social media plan will align with and complement those of C4R and individual partners.

- ***Infographics on Priority Findings of REAL Resilience Measurement Activities***

Save the Children will work with consortium partners and C4R to plan, produce and disseminate brief infographics to correspond to major REAL products developed in Project Years 1-4. The primary purpose of the infographics will be to visualize and clarify complex ideas/messages to support socialization of key findings and analytical methods. In YR4 potential themes for infographics include the full suite of Resilience Measurement Practical Guidance Notes and specific trends and themes relevant for the planned West Africa Resilience Workshop.

- ***REAL Web-page***

The current REAL web page hosted by the Food Security and Nutrition (FSN) Network website will be revised to enable greater interaction, communication and knowledge sharing among resilience practitioners. Save the Children will lead this activity in collaboration with C4R, FFP and the Implementer-led Design, Evidence, Analysis and Learning (IDEAL) Award. Save the Children will present alternatives for revisions to the REAL webpage in line with FFP and C4R agreements on the future of the FSN Network website. In addition to improved organization of REAL-generated analyses

and learning products, specific emphasis of the web-page redesign will be on improving functional links to complementary platforms including the USAID Center for Resilience website (ResilienceLinks), KORE (knowledge sharing platform on resilience for the UN Food and Agriculture Organization), the Resilience Measurement Evidence and Learning Community of Practice (RMEL COP) and other relevant partners.

- ***REAL Publication Citation Protocol***

Save the Children will establish, and ensure consensus on a standard protocol for citing authors and contributors to documents developed through the REAL Associate Award. All documents will be reviewed and edited (as necessary) to ensure they adhere to the citation protocol prior to finalization, printing and posting on the REAL web-page.

POTENTIAL ACTIVITY

- ***Knowledge Management Support for Relevant Resilience Events***

Save the Children will continue to provide knowledge management support to consortium members participating in relevant resilience events held domestically and internationally in YR4. Save the Children support will be coordinated in conjunction with C4R and may entail preparing and video recording presentations, synthesizing, formatting and printing audience-appropriate materials, establishing information tables for sharing REAL products and/or other resources in appropriate fora, and helping to coordinate speaking engagements. The content and timing of SC's knowledge management support will be determined on an ad-hoc basis in close coordination with consortium members and C4R.

IV. Program Management

As the prime awardee, SC will continue to hold responsibility for overall project management, reporting, and liaison with C4R. SC will ensure that close working relationships with C4R and partners result in efficient and effective allocation of human and financial resources needed to achieve the REAL Associate Award's Strategic Objective. Programmatic and policy decisions will be made by SC in collaboration with partners and C4R.

REAL consortium partners will continue to contribute through the technical expertise of their staff and consultants in their respective areas of responsibility and support overall coordination of YR4 activities. Key staff from each partner will participate in regular Project Management Team (PMT) meetings convened on a regular basis. Learning from YRs 1-3 the focus of PMTs in YR 4 will support a proactive, collaborative, and consultative approach to addressing strategic issues related to resilience policy, programming and measurement.

Close collaboration between REAL partners, C4R and their field-based counterparts will ensure that the knowledge captured, generated and shared through the Associate Award is responsive to the demands of key stakeholders at the headquarters and field levels.

PRIORITY ACTIVITIES

- ***Project Management Team (PMT) Meetings***

The PMTs will be open to participation from key technical and management staff from REAL partners, C4R, and other relevant USAID stakeholders. SC will continue to convene regular (e.g. bi-monthly) PMT meetings. Drawing on partner feedback on PMTs in YRs 1-3, REAL PMTs will continue to focus on key strategic issues and decision points. Potential topics will be circulated in advance of PMTs to allow time for partner feedback and revision.

- ***Quarterly (and Annual) Reports***

SC will solicit and compile data on results achieved, progress on individual deliverables and challenges from consortium partners. SC will submit Quarterly Reports for Quarters 1-3 to C4R no later than 30 days after close of reporting period. Results achieved in the final quarter will be covered in the Annual Report submitted to C4R no later than 60 days after close of reporting period.

- ***Data and Document Management***

As required under the REAL Associated Award agreement, partners overseeing data collection under the award will complete the Data Management Template provided by C4R and ensure that primary data is submitted in an appropriate format to the USAID Development Data Library (DDL). As agreed with C4R, SC will regularly submit completed Data Management Templates with Quarterly and Annual Reports. Similarly, for those REAL products intended for public audiences, SC will work with partners to ensure that documents are 508 compliant and posted (as relevant) to the USAID Development Experience Clearinghouse (DEC).⁴

⁴ Section 508 of the Rehabilitation Act of 1973 require Federal agencies to make their electronic and information technology (EIT) accessible to people with disabilities.

Annex 1: REAL Associate Award Annual Work Plan Timetable for Project Year 4

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
GENERATION OF KEY RESILIENCE EVIDENCE																
Priority Activities																
1	Measurement of Humanitarian Assistance Averted	Develop valid means of measuring humanitarian assistance averted through existing, already routinely collected (food security) indicators over time	HA Averted Tech. Meeting 3 (TBD)	TANGO, SC, MC											XXX	
2	Thought Leadership Piece: Insights on Building Resilience in conflict-affected settings	Mercy Corps will conduct a literature review and rapid field analysis to produce a report on what it takes to build resilience in conflict-affected settings.	USAID Internal Roundtable Discussion, External roundtable, Brief	MC							XXX		XXX			
3	Documenting promising practices for building resilience in conflict-affected areas of the DRC and Northeast Nigeria	Mercy Corps will analyze available existing data (and collect primary data as needed) to evaluate the impacts of program interventions targeted at building resilience in conflict-affected areas of the DRC and northeast Nigeria.	Learning Agenda, Concept Note, Research Brief	MC							XXX		XXX			
4	PREG 1 (formerly REGAL) End line/PREG II Baseline Evaluation	This activity has the dual purpose of serving as an impact evaluation end line for PREG 1 (the IE was formerly referred to as the REGAL IE) and as the resilience impact evaluation baseline survey for the PREG II program area moving forward.	Reports	TANGO			XXX									

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
5	RISE RMS	TANGO has designed and is carrying out an RMS in the Sahel for the RISE impact evaluation. This activity has entailed working with the regional USAID counterparts to determine preferred indicators to monitor the shocks in real time, conducting a periodic series of brief panel interviews among affected households, analyzing data, and reporting on the extent to which project interventions have contributed to improvements in resilience capacities and responses amid shocks.	The first round of RMS data collection began in August 2018 and has been completed. Analysis of this first round will be completed in Q1 of YR 4. RISE End line Evaluation /RISE II Baseline Survey	TANGO			XXX									
6	PREG II RMS	In YR4 TANGO will design and carry out an RMS to inform the impact evaluation of PREG II activities in Kenya. This will include working closely with C4R and the USAID Kenya Mission to determine which shocks will be monitored, which indicators will be used to monitor the shocks, as well as roles and responsibilities of key stakeholders in the implementation process.	Data Analysis	TANGO			XXX									

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
7	Nigeria Impact Evaluation Baseline	Baseline study for BRFS ZOI in Northern Nigeria. Activities will include sample design, refinement of data collection instruments, development of research protocols, training, data collection, cleaning and analysis and reports.	Planning: Final report (and all steps preceding a final report); 3-5 page brief emphasizing policy and programmatic implications; presentation or VCT for the Mission and others. Data to be submitted according to Data Management Plan, report posted to the DEC, after ensuring 508 compliance	TANGO												
8	RISE End line Evaluation /RISE II Baseline Survey	As with REAL-supported impact evaluation activities in Kenya, this activity will serve as both the End line Evaluation for the Resilience in the Sahel Enhanced (RISE I) Program and baseline for RISE II.	3-5 page brief on the findings as well as a final evaluation report	TANGO												
9	Case study on implementing partner collaboration on resilience (Kenya)	Case study will be conducted in Kenya to determine if better partner collaboration through layering of program activities leads to bigger impact on resilience. Field visit to Kenya will take place to capture this information after the end line survey is complete in Kenya (July August 2018). 40 days will be required.	Case Study	TANGO												XXX

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
10	Synthesis of evidence and learning on sequencing, layering and integration of resilience strengthening activities	Mercy Corps will carry out a desk review and synthesize the state of knowledge on linkages between subjective capacities and resilience, through the lens of Self-Help Groups and other forms of women's collectives.	Report	MC			XXX									
Potential Activities																
11	Early Warning Systems: Best Practices for Prompting Action	Conduct formative research around perceptions of early warning information and then pilot social and behavior change approaches based on results from the research to improve response/action at various levels (community members, local government, national ministries)	Literature review summary Brief paper highlighting learning and application from comprehensive literature review Research brief Synthesis of findings from tool testing in northern Kenya and summary guidance on application of PLA tools for identification of early action behaviors to strengthen EWS design and implementation	FH												XXX

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
12	Synthesis of evidence and learning on sequencing, layering and integration of resilience strengthening activities	Report drawing on the experiences of two Mercy Corps resilience programs, Food for Peace's Promoting Agriculture, Health and Alternative Livelihoods (PAHAL) initiative and Margaret A. Cargill Philanthropies' Managing Risk through Economic Development-II (M-RED II) project, to showcase their approach to facilitating integration in resilience programming.	Report	MC			XXX									
13	Qualitative analysis of the combination of factors that build resilience in fragile settings	Mercy Corps will develop a research brief describing data collection and analysis methodology for Qualitative Comparative Analysis (QCA) and summarize key findings from previous resilience research in Syria.	Research Brief	MC			XXX									
14	Risk & Resilience Assessments in Fragile, Conflict-Affected Context - Guidance Note (GN7)	Mercy Corps will develop a guidance note on designing, carrying out and applying the findings of risk and resilience assessments in fragile, conflict-affected contexts. Building on Guidance Note 1: Risk and Resilience Assessments, GN7 will underscore similarities and highlight key differences in carrying out risk and resilience assessments to	Guidance Note	MC						XXX						

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
		inform programming among conflict-affected populations.														
15	Resilience in Action Technical Briefs	Mercy Corps will produce two more briefs (in a series) on key questions and considerations for effective resilience programming within select sectors.	Technical Briefs													XXX
16	Normative Guidance (T 2): Resilience Analysis Using Secondary Data Sources	5-10 page written guidance on conducting resilience analyses using existing data sources in rural and urban contexts, at multiple scales. The audience for this guidance is resilience practitioners in the field.	Written guidance	TANGO									XXX			
17	Document lessons learned through the use of alternatives to household survey-based measures of resilience	Mercy Corps will develop a case study capturing lessons learned through the use of alternatives to household survey-based measures of resilience, focused on geospatial data. Mercy Corps anticipates completing the case study in Q3 of YR 4.	Case Study	MC									XXX			

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
THOUGHT LEADERSHIP																
Priority Activities																
18	Synthesis of Evidence on Resilience among Pastoralists in the Horn of Africa	TANGO will develop a paper that distills evidence and summarizes key findings from data analysis associated with the impact evaluations of the PRIME, REGAL and PREG programs as well as other initiatives aimed at strengthening resilience among pastoralist communities in the Horn of Africa.	Paper	TANGO							XXX					
19	Conceptual Framework for Better Integration of Nutrition into Resilience-Strengthening Programs	SC Nutrition Technical Leads, collaborating directly with Dr. Nancy Mock (Tulane University), developed a thought piece to promote better understanding of the interrelationships between improved nutrition and strengthened resilience. The document is now being formatted and will be finalized in Q1 of YR 4.	Concept Note	SC			XXX									
Potential Activities																
20	Conceptual Framework: Systems-level Resilience Measurement	A conceptual framework/thought leadership piece (approx. 5 pages) on systems level resilience measurement	Written thought leadership piece	TANGO			XXX									

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020												
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
21	Learning Brief on Measuring Market Systems Change in Conflict Settings	Mercy Corps will develop a research brief on measuring sustainable changes in risk and resilience attributable to activities carried out under market systems development approach.	Research Brief	MC													XXX
22	Thought Leadership Piece on Positive Deviance	Write a brief paper (4-5 pages) on the value of using PD analysis in resilience contexts. Will include some "how to" with options for various approaches and the implications for using results to design programs, especially for improving SBC strategies.	Thought piece on using positive deviance analysis in resilience programming	FH, with input from MC and TANGO			XXX										
23	Learning Brief on Measuring Market Systems Change in Conflict Settings	Mercy Corps will develop a learning and methods brief on assessing and monitoring market systems resilience in highly fragile, conflict-affected settings.	Brief	MC													XXX
APPLICATION OF KNOWLEDGE																	
Priority Activities																	
24	Interactive / Participatory Knowledge Sharing Activities	Opportunities for informal question and answer sessions with different audiences, demand-driven, platform for information exchange between researchers / analysts, implementers on key technical issues and promising practices	Content-specific webinars Online discussion forums (e.g. Twitterthons) Resilience coffee hours	SC, TANGO, MC													

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
25	Technical Assistance provided to selected USAID Missions and Partners	Provide technical assistance (including distance-based) and hands-on support to pilot and refine M&E methods and tools in select resilience programs that support rapid learning and adaptive management.	In depth resilience M&E training sessions held and/or other forms of technical assistance provided for approx. 3-5 resilience programs. Training and guidance materials and documentation provided for wider application	MC			XXX									
26	Improved capacity building in key demand-driven areas	Mercy Corps will assist key stakeholders in application of normative guidance aimed at strengthening the capacity of USAID representatives and IP counterparts on means of modifying the STRESS risk and resilience assessment methodology for application in contexts of conflict and protracted crises.	Capacity support	MC												
27	Conflict and Resilience “State of the Union” roundtable series	Series to explore what’s different, what’s at stake, and how we should act differently when it comes to strengthening resilience in FCV (fragility, conflict, and violence) settings.	Roundtables	MC, SC												
28	Resilience Evidence Workshop in West Africa	Resilience Workshop to share results of analysis carried out for the RISE mid-term evaluations and RMS as well as other	4 Day event	SC, All												XXX

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
		relevant resilience research.														
29	Joint Webinar with USAID Advancing Nutrition	Opportunity to socialize the Resilience and Nutrition concept note through a webinar	Webinar	SC							XXX					
30	Technical Brief Frequently Asked Questions	<ul style="list-style-type: none"> • Session 1: Risk and Resilience Assessments (MC) • Session 2: Design/Planning for Resilience M&E (MC) • Session 3: Analyzing Capacity and Resilience (TANGO) • Session 4: Recurrent Monitoring Surveys 	FAQ Document with responses to questions from Short-Course Sessions 1-4	SC, TANGO, MC				XXX								
31	Systems-level analysis: Panel Discussion	SC will organize a panel discussion on systems level resilience analysis.	1 day event in DC	SC				XXX								
32	Panel Discussion on application of resilience analysis to inform programming	Interactive Event / Workshop on how implementers have used resilience evidence to change programming.	1/2-day event	SC, all				XXX								
33	Infographics on Priority Findings of REAL Resilience Measurement Activities	1 page infographics to correspond to major reports published in YR1; planned, produced, and disseminated in partnership with other consortium partners	West Africa Infographics on findings from resilience analysis in region	SC												

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020											
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
34	REAL Webpage	Web-page revised to enable greater interaction, communication and knowledge sharing among resilience practitioners. Links transferred to ResilienceLinks as well.	Update webpage	SC												
35	REAL Publication Citation Protocol	Save the Children will establish, and ensure consensus on a standard protocol for citing authors and contributors to documents developed through the REAL Associate Award.	Citation protocol	SC			XXX									
Potential Activities																
36	Knowledge Management Support for Relevant Resilience Events	Save the Children will continue to provide knowledge management support to consortium members participating in relevant resilience events held domestically and internationally in YR4.	Knowledge management support	SC												
PROGRAM MANAGEMENT																
37	Project Management Team (PMT) Meetings	Regular (bi-monthly) meetings to discuss progress, plan and coordinate implementation, finalization and dissemination of upcoming deliverables, events, and reporting.	Meeting and minutes	SC, All	XXX		XXX		XXX		XXX		XXX		XXX	

	Activity	Description	Deliverable	Partners	October 1, 2019 - September 30, 2020												
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
38	Quarterly (and Annual) Reports	Report on results / progress in activities and challenges encountered during the reporting period.	10-15 pg. summaries of progress, challenges, lessons learned	SC, All		XXX		XXX				XXX			XXX		
39	Data and Document Management	Partners overseeing data collection to fill in the Data Management Template provided by AOR for submission to USAID Development Data Library (DDL). REAL documents intended for public audience will be made 508 compliant and posted to USAID Development Experience Clearinghouse (DEC) - as necessary.	Completed Data Management Template (Complete on Quarterly Basis), 508 compliance, posted to DEC	SC, All													