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RESILIENCE EVALUATION, ANALYSIS AND LEARNING 2 (REAL 2) ASSOCIATE AWARD

Initial 18-month Work Plan

(April 2021 – September 2022)

Cooperative Agreement No: 7200AA20LA00004

Start Date: September 1, 2020

End Date: August 31, 2025

Submission Date: June 8, 2021

Submitted by: Save the Children Federation, Inc.



In collaboration with:

Mercy Corps

TANGO International



Submitted to:

United States Agency for International Development

Bureau for Resilience and Food Security (RFS)



This annual work plan was made possible by the generous support of the American people through the United States Agency for International Development (USAID), under the terms of Cooperative Agreement No. 7200AA20LA00004, September 1, 2020 to August 31, 2025, managed by Save the Children. This work plan covers the period of April 1, 2021 – Sept. 30, 2022. The contents are the responsibility of Save the Children and do not necessarily reflect the views of USAID or the U.S. Government.

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ABBREVIATIONS AND ACRONYMS

RFS/ALD	USAID Bureau for Resilience and Food Security, Analysis and Learning Division
C4R	USAID Center for Resilience
CIS	Climate information services
DDL	Development Data Library
DEC	Development Experience Clearinghouse
FFP	USAID Office of Food for Peace
FH	Food for the Hungry
FSN	Food Security and Nutrition (as in, the FSN Network)
IE	Impact evaluation
IP	Implementing partners
IRB	Internal Review Board
M&E	Monitoring and evaluation
PLA	Participatory learning and action
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
RFS	USAID Bureau for Resilience and Food Security
RISE	Resilience in the Sahel Enhanced
RMS	Recurrent Monitoring Survey
SBC	Social and behavioral change
SC	Save the Children
SCC	Sahel Collaboration and Communication Activity
SHG	Self-help group
STRESS	Strategic Resilience Assessment
TANGO	Technical Assistance to NGOs (as in TANGO International)
TOPS	Technical and Operational Performance Support Program
UAN	USAID Advancing Nutrition
USAID	U.S. Agency for International Development
WASH	Water, sanitation, and hygiene

1. OVERVIEW OF THE RESILIENCE EVALUATION, ANALYSIS AND LEARNING 2 (REAL 2) ASSOCIATE AWARD

As a follow-on to REAL, the REAL 2 Associate Award will continue to generate high-quality evidence on the effectiveness of USAID resilience investments, and provide critical thought leadership on a range of frontier issues influencing the resilience of vulnerable individuals, households, communities, and systems. Drawing on the proven technical expertise of consortium partners, and through close working relationships with the Bureau for Resilience and Food Security (RFS), other USAID stakeholders, and implementing partners, REAL 2 is intended to serve three primary purposes:

- Demand-driven resilience evidence generation and research
- Evidence-based thought leadership, analysis, and technical guidance in frontier resilience issues
- Co-create and facilitate the use of resilience knowledge to improve design and adaptive management of resilience investments

Given the broadened scope and evolving nature of deliverables under REAL 2, Save the Children and consortium managers will continually adapt this and future work plans in direct consultation with RFS, in response to stakeholder demand, and in alignment with complementary resilience analysis and learning activities supported by USAID and its implementing partners.

2. ALIGNMENT WITH ACTIVITIES IMPLEMENTED UNDER THE REAL ASSOCIATE AWARD

In consultation with RFS, consortium members have intentionally designed REAL 2 as a complementary, but distinct follow-on activity to the successful REAL Associate Award. While REAL 2 retains core consortium partners and will continue specific activities initiated under REAL, the consortium also intends to work closely with USAID, implementers, and research partners to expand on previous resilience learning and initiate research into emerging areas of resilience measurement and analysis.

Ongoing REAL work streams to be continued under REAL 2

- **PREG II:** REAL 2 will continue to expand the resilience evidence base on the *Partnership for Resilience and Economic Growth* (PREG, PREG II) Activity in northern Kenya by carrying out midline research, recurrent monitoring survey (RMS) and endline impact evaluation (IE) of the PREG II Activity. TANGO will draw from the PREG II baseline and first cycle of RMS analysis to finalize the sampling strategy, data collection tools and analysis plan for the PREG II midline study and inform initial planning for the second cycle of RMS.
- **Humanitarian assistance (HA) averted:** Building on iterative development and pilot testing of measurement tools with different data sets under REAL, TANGO will continue to promote consistent measurement of humanitarian assistance averted through effective resilience programming. Under REAL 2, TANGO will finalize the report on HA averted analysis and

tool development, draft guidance to enable relevant USAID representatives to incorporate measurement of HA Averted into Mission M&E strategies and collect and analyze necessary information for measurement of HA Averted in each of its impact IE activities and resilience focus zone population-based surveys.

- **Nigeria impact evaluation:** Guided by the research protocol drafted under REAL, TANGO will collect, analyze, and interpret data from the IE (incorporating baseline, midline, endline and two rounds of RMS). Over the next 18-months, TANGO's primary focus will be on working with RFS, the USAID Mission, and implementing partners to complete the research design, data collection, analysis, reporting, and presentation of findings from the baseline study.
- **Promising practices for building and measuring resilience in conflict-affected areas:** Building on the "State of the Union" Roundtable on resilience programming in fragile contexts (June 2020) and the Rapid Learning Briefs series on resilience programming among conflict-affected populations, Mercy Corps will continue to work with RFS and other relevant USAID counterparts to promote conceptual clarity, actionable learning, and development and application of appropriate resilience measurement methods and programming approaches for contexts of conflict and protracted crises.

Initiatives under REAL to be expanded under REAL 2

- **Systems-level resilience analysis:** Under REAL, TANGO and Mercy Corps made progress on establishing conceptual frameworks for systems-level resilience measurement. Over the next 18-months, REAL 2 partners will build on this learning to develop tools for measuring factors contributing to the resilience of critical market, health and social systems.
- **Nutrition and resilience:** building on the nearly final version of the *Discussion Brief on Better Integration of Nutrition into Resilience-Strengthening Programs*, Save the Children will reinstate joint planning calls with [USAID Advancing Nutrition](#) and counterparts within RFS and Global Health to determine potential next steps, including complementary research and/or technical guidance.
- **Technical support for USAID and other key stakeholders:** Under REAL, TANGO and Mercy Corps provided technical support for application of resilience analysis on an ad hoc basis. Under REAL 2, they will take a more focused and sustainable approach to capacity strengthening by developing guidance on resilience-oriented M&E systems and training of field-based analysts in foundations of resilience measurement.

New initiatives / resilience learning objectives

- **Review of Climate Adaptation Measurement Approaches:** Mercy Corps will conduct a review of current climate adaptation measurement approaches, highlighting the diversity of approaches, the most commonly used, and strengths and limitations of those most commonly applied. The review will further identify opportunities to adjust, improve and/or expand USAID adaptation measurement going forward, including opportunities for further integrating and/or pulling out adaptation measurement questions from past and ongoing resilience measurement and evaluation of key climate adaptation activities.
- **Improved methods and capacities for applied climate security assessment:** In response to urgent needs and renewed USAID support for climate adaptation, Mercy Corps will continue to pilot and refine tools and develop guidance on best practices and key

considerations to inform climate security assessments and climate-adaptive resilience programming.

- **Situating health, nutrition and social protection within a resilience measurement framework:** To date, REAL resilience measurement and analysis has focused on food and livelihood security as the primary indicators of wellbeing at the household and community levels. Under REAL 2, Save the Children will lead adaptation of resilience concepts and measurement approaches to more fully incorporate consideration of health and nutrition outcomes (including mental health), and the role of social protection, conflict mediation and peace-building play in strengthening the resilience of shock-prone populations.

3. INITIAL 18-MONTH WORK PLAN BY STRATEGIC PRIORITIES

This work plan covers the period of April 1, 2021 through September 30, 2022. Progress against this work plan will be tracked through semi-annual performance reports. Save the Children will submit a semi-annual performance report 30 days after the end of FY21 Quarter 2 (April 30) and an annual performance report 60 days after the end of the fiscal year (November 30).

Individual planned activities are categorized as Priority or Potential Activities under each Sub-Purpose below. Priority Activities are those which RFS/ALD and REAL partners agree are most important and feasible to accomplish over the next 18 months of the REAL 2 Associate Award. Potential Activities are those that have been proposed by consortium partners and/or RFS but will only be completed if time, human and financial resources allow.

Purpose 1: Lead and support demand-driven resilience evidence generation and research

1.1 Conduct high-quality evaluations and research in strategically important contexts

PRIORITY ACTIVITIES

Nigeria Impact Evaluation – baseline study

The Nigeria IE is intended to increase understanding of the impacts of the Nigeria Rural Resilience Activity, aimed at strengthening resilience in conflict-affected and non-permissive areas of the country. Analyses will generate evidence regarding the effects of program activities on the resilience and well-being of households and specific members (i.e. youth and women) amid conflict-driven protracted crises. TANGO will also leverage data from treatment and comparison groups to better understand the influence of USAID's resilience portfolio in helping households avert the need for humanitarian assistance (HA averted). Where relevant, additional research questions will be determined in partnership with USAID, implementing partners, and government officials.

Under REAL, TANGO has initiated development of the baseline study research protocol (including sample design); data collection instruments; and development of materials for field-based enumerator training. Over the next 18 months, TANGO will consult with relevant USAID and partner staff on: finalizing the research design (June 2021); training, data collection,

cleaning (Sept. 2021); data analysis and interpretation (October 2021); completion of baseline report and brief (February 2022) and final presentations to key stakeholders (April 2022).

PREG II Mid-line (design / planning)

A baseline and first full round of RMS data collection have already occurred under the REAL Assoc. Award as part of the PREG II IE. In order to complete the PREG II IE, TANGO will conduct a mid-line, endline and second round of RMS (after the mid-line). For the mid-line, TANGO will secure all required permissions for primary data collection and hire a local firm to conduct data collection activities, arrange field logistics, and hire enumerators. TANGO expects to provide in-country training to quantitative and qualitative teams prior to data collection. In the interim, TANGO will finalize the survey design and research protocol, including sampling strategy, survey instruments and data collection, cleaning, and analysis methods. TANGO anticipates the PREG II Mid-line Study to follow the following timeline: finalization of design and logistical preparations (May - Aug. 2021), enumerator training and field implementation (Sept. - Oct. 2021), data cleaning analysis and interpretation (Nov. 2021 - Jan. 2022), completion of mid-line report and brief (Feb. - May 2022), and final presentations to key stakeholders (Jun. - July 2022)

PREG II RMS (Second Cycle)

Recurrent Monitoring Surveys have the ability to collect real-time (or near to real-time) data on resilience dynamics as they are unfolding, allowing greater understanding of how individuals, households and communities are coping and responding during and in the wake of significant shocks. High-frequency, recurrent monitoring also reduces recall bias, and allows for more accurate data. When applied as part of an overall IE - as in the case of PREG II - RMS analysis can shed light on short-term intervention effects to facilitate adaptive management and inform the overall IE to guide longer-term policy and programming change. The proposed timeline for the first round of data collection for the second cycle of PREG II RMS is as follows: Research design and logistical preparations (Jun. - Aug. 2022), enumerator training and field implementation (Sept. - Oct. 2022). As was done for the first cycle (September 2019 to June 2020), additional rounds of RMS data collection will take place every three months over the following nine months, with the final RMS analysis, reporting and presentation of findings extending into 2023.

1.2 Advance synergies between complementary thematic areas and resilience investments

PRIORITY ACTIVITIES

Improved methods and capacities for applied climate adaptation assessment in fragile and conflict-affected contexts

In July 2018, the United Nations Deputy Secretary-General, Amina J. Mohammed described the impact of climate change as a threat multiplier that puts additional stress on existing political, social and economic pressures. While this argument is increasingly accepted by policy makers and practitioners, understanding climate dynamics in fragile and conflict-affected contexts at the local level is still a challenge. Unfortunately, the availability of practical tools, approaches and guidance needed to help development practitioners better understand these dynamics remains limited. This gap has contributed to a scarcity of practical program approaches and strategies to address growing security concerns exacerbated by climate change. To address these

challenges Mercy Corps, has developed a prototype assessment approach and guidance. Mercy Corps will work with USAID technical experts in Washington, DC and relevant Missions identified in collaboration with USAID to further refine and pilot these resources. The outputs of this activity will be (a) a report outlining the technical findings of the assessment(s), and (b) and a guidance note outlining best practices and key considerations to inform future climate security assessments, and outline key questions for other pilots conducted under REAL 2.0. The field piloting components of this activity would benefit substantially from in-person meetings in the field. Mercy Corps proposes starting this work in October 2021, cognizant that preliminary review and revision of the prototype tools may be done virtually, and that travel restrictions will influence when and where piloting may occur. Barring any COVID-19 related travel delays, we anticipate finishing one pilot by January 2022, including the report outlining the technical findings of the assessment. The first draft of the guidance note will be drafted in February 2022.

Analyze existing inventories of social protection programming and assess its impact in resilience focus countries

Drawing on the previous work of C4R and supported by Save the Children's newly established global task force on shock-responsive social protection, REAL 2 will identify gaps in the provision of social protection as a component of resilience investments, and support greater use of social impact metrics relevant to USAID-funded programs in resilience focus countries. Based on preliminary discussion with C4R, Save the Children proposes to facilitate a follow-consultation with key RFS and BHA counterparts engaged in USAID-funded social protection programming to further define and prioritize REAL 2 deliverables in this work stream over the next 18 months. Primary objectives of the consultation will include:

- Identify the critical problems, pain points or missed opportunities relating to social protection in fragile and conflict-affected states
- Discuss opportunities to inform improved linkage between emergency cash and voucher assistance and broader social protection strategies
- Identify specific humanitarian assistance programs in resilience focus countries that may provide compelling evidence on the links between social protection and resilience
- Determine any research needs to assess the effectiveness of social protection as a tool for resilience and broader risk management

Between April - June, Save the Children will plan a consultation with RFS and other relevant stakeholders to further iterate the preferred participants, agenda and intended outcomes. Based on the outcomes of the consultation, Save the Children will aim to complete agreed deliverables - e.g. gap analysis of shock-responsive social protection programming, summary of linkages between social protection and household/community resilience between October - December 2021.

Scoping analysis of health within resilience framework

Under REAL 2, Save the Children and TANGO will collaborate on adaptation of resilience conceptual frameworks and measurement approaches with a focus on health wellbeing outcomes. Preliminary consultations with USAID RFS, Global Health, and the [MOMENTUM Integrated Health Resilience](#) (MIHR) Activity have underscored the importance of measuring the contribution of health service delivery to the resilience capacities of populations in fragile contexts. Save the Children proposes to hold further consultations with RFS, Global Health and

other relevant USAID representatives and partners to further define and prioritize REAL 2 deliverables in this work stream over the next 18 months. Potential deliverables include:

- Assessment of the contribution of USAID-funded resilience programming to strengthened resilience capacities and improved health outcomes at the individual, household, community and systems levels.
- Refinement of resilience analysis framework for programs and activities for which health status is a primary wellbeing outcome.

Between April – June 2021, Save the Children will plan and facilitate a consultation with RFS and Global Health to further iterate the preferred participants, agenda and intended outcomes. Based on the outcomes of the consultation, Save the Children and TANGO will aim to complete agreed deliverables - e.g. assessment of linkages between resilience capacities and health outcomes, revised resilience analysis framework for informing health programs, etc. – between October and December 2021.

POTENTIAL ACTIVITY

Generate new and synthesize existing evidence on what works to improve climate change adaptation

Access to climate and weather information is a foundational resilience capacity necessary for informing climate risk reduction strategies across scales by various actors, including vulnerable populations (e.g. women, children) to cope, adapt, and recover their wellbeing in the face of climate-related shocks. Despite substantial investment in climate information services around the world, access to and uptake of these tools remains a critical challenge particularly in resource-poor settings. A substantial reason for this ongoing challenge is the lack of user-centered design processes necessary to inform the design and delivery of services.

Building on its leadership of the USAID-funded Climate Information Services Research Initiative (CISRI) program, Mercy Corps will generate, compile and help socialize evidence and guidance related to climate adaptation as an element of resilience programming. With the CISRI consortium, Mercy Corps has developed and piloted a participatory methodology focused on end user needs to assess climate information services (CIS) and inform the evaluation and design of such systems.¹ Under this work stream, Mercy Corps proposes further piloting of the approach in different contexts to:

- 1) Further adapt the methodology to ensure its practicality, relevance, and utility across diverse contexts; and
- 2) Embed the results of the assessment into an actual program design, which previous pilot activities have been unable to do due to lack of opportunity.

Mercy Corps will work with RFS and ALD to identify key upcoming programmatic opportunities to integrate these analytical tools beginning in April 2022, with a preference for a geography that could embed assessment results into an existing or planned USAID investment. While having a USAID investment for the assessment to inform would be ideal, if this option is not available, further piloting of the tool itself would still yield valuable insights. Assessment results will be

¹ Most recently, [Mercy Corps has piloted this tool in Nepal](#) with support from the Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) award.

available in September 2022; if we are able to identify a USAID investment to integrate assessment results into, we may want to extend this activity to also include follow-up learning and documentation on how the results were applied and adapted..

1.3 Support USAID in resilience M&E planning and analysis

PRIORITY ACTIVITIES

Technical assistance missions to support development of resilience M&E systems

Under REAL 2, TANGO and Mercy Corps will continue to provide technical support for the generation and application of resilience evidence. The purpose of these technical assistance missions is to provide focused, demand-driven support to assist field-based USAID counterparts and implementers engaged in resilience impact evaluation and monitoring activities. In consultation with RFS, TANGO and Mercy Corps will provide priority technical support to counterparts in resilience focus countries (e.g. identifying analysis needs; development of research protocol and tools; data collection, analysis, and application; development and use of resilience MEL plans, etc.). Following completion of analysis, technical assistance missions can also support application of findings in making needed adjustments in resilience strategies or program activities. Technical assistance may also build Mission and partner capacity for developing data collection protocols, resilience measurement and analysis tools, and integration of emerging issues or sector-specific content into resilience program M&E plans. Wherever possible, these technical assistance missions will be aligned with complementary REAL 2 resilience measurement and learning support provided as part of collaborative *Resilience Learning Journeys* (see 3.1, below).

The timing and prioritization of technical assistance missions will be determined through consultation with RFS and relevant USAID Mission representatives. REAL 2 encourages focusing technical assistance on those USAID Mission actors who articulate a clear demand for resilience M&E support and are well-positioned to apply it for adaptive management of current and future programs. Over the next 18-months, REAL 2 proposes to organize 2-3 technical assistance missions, one each in March and September of 2022.

In preparation for providing this technical support, as well as inputting into the *Resilience Foundations Curriculum* described in Section 3.1 below, TANGO and Mercy Corps will update key resilience measurement guidance notes developed under REAL, with a priority on [Guidance Note 5: Design and Planning for Resilience Monitoring and Evaluation at the Activity Level](#) and [Guidance Note 6: Recurrent Monitoring Surveys](#). In the 3-4 years since these were released, some key lessons and opportunities for improvement have already been identified to make the guidance more actionable and field relevant. TANGO and Mercy Corps propose starting with a stock taking of major RMS and RMEL systems to date to identify what has worked, what has not, and opportunities for innovation. With this background stocktaking in mind, TANGO and Mercy Corps will provide technical support, and based on learning from these technical support missions and RFS experience in providing MEL support to Missions and implementing partners, TANGO and Mercy Corps will jointly develop a set of common approaches and standards for resilience M&E planning later in the REAL 2 Award (FY23).

Purpose 2: Provide evidence-based thought leadership, analysis, and technical guidance in frontier resilience issues

2.1 Ensure that resilience analysis contributes to broader USAID strategic goals

PRIORITY ACTIVITY

Measurement of Humanitarian Assistance Needs Averted

Under REAL, TANGO developed a paper summarizing the analytical approach and data sources for measuring humanitarian assistance (HA) averted through resilience investments. Under REAL 2, TANGO will develop practical guidance for USAID and other stakeholders on inclusion of HA averted measurement as part of resilience M&E strategies. TANGO anticipates that it will finalize the Summary HA Averted Research Report during June 2021 and the practical guidance for measurement of HA Averted in October. TANGO will also collect data needed to enable analysis of HA averted as part of each of the IEs it implements under REAL 2.

Review of Climate Adaptation Measurement Approaches

Mercy Corps will conduct a literature review and key informant interviews with USAID and other expert stakeholders on adaptation measurement approaches, highlighting the diversity of approaches, the most commonly used, and strengths and limitations of common approaches. The review will include an examination of approaches and modeling efforts to measure the impact of adaptation over longer time frames and dynamic contexts. The literature review will further identify opportunities to adjust, improve and/or expand USAID adaptation measurement going forward. Mercy Corps will also work with TANGO and USAID to identify any opportunities for further integrating and/or pulling out adaptation measurement questions from past and ongoing resilience measurement and evaluation of key climate adaptation activities. Beginning in June 2021, Mercy Corps will conduct a preliminary scoping with USAID to focus the literature review, identify key informants, and refine deliverables and timeline. The literature review will tentatively be conducted in July – October 2021.

2.2 Improve approaches to strengthening and measuring the resilience of critical systems

REAL 2 partners will engage RFS, other key USAID actors, and IP counterparts in this emerging area of resilience learning through a three-step process for a range of critical systems:

- *Step 1:* Generating new and/or summarizing existing evidence on the most critical sources of systems-level resilience.
- *Step 2:* Generating new and/or summarizing existing evidence on what interventions work to build sources of systems-level resilience;
- *Step 3:* Utilize evidence of best-practices to inform development of guidance for systems-level resilience design, assessment, and measurement.

Over the next 18 months, emphasis will be on conducting step one of this process from October 2021 to June 2022, using this period to establish a foundation and relationships to implement step two in subsequent months.

PRIORITY ACTIVITIES

Guidance to Strengthen and Measure the Resilience of Market Systems

Drawing on a literature review and existing USAID guidance on market systems resilience, REAL 2 will further adapt and refine assessment and measurement frameworks in market systems resilience that further program implementation, adaptive management and impact, including in highly fragile, conflict-affected settings. Building on recent Mercy Corps' experience developing and piloting markets systems resilience measurement frameworks, Mercy Corps will coordinate with the [Feed the Future Innovation Lab for Markets, Risk and Resilience](#) and/or other key USAID actors and investments in markets systems strengthening, to:

- 1) Integrate qualitative measures to complement existing quantitative measures into draft measurement frameworks created under REAL (April-June 2021)
- 2) Share mixed-method measurement frameworks with key USAID and REAL 2 stakeholders for review (June-July 2021)
- 3) Revise draft measurement frameworks based on stakeholder feedback (August 2021)
- 4) Pilot the measurement framework by conducting studies on the characteristics of resilient market systems, generating useful data and insights for immediate application and surfacing insights to further refine and improve the measurement framework. Mercy Corps will work with USAID to identify opportunities to pilot the framework in up to two countries during the 18 months covered by this work plan. The approximate timeframe is inception and design in September - November 2021, training and data collection December 2021 – March 2022, analysis and reporting April-June 2022, this timeline may need to extend if two countries are identified for pilots and is contingent on travel restrictions.
- 5) Refine assessment methodologies and adapt and standardize monitoring tools that track the resilience and resilience capacities of market systems and their relationship with household wellbeing and resilience over time (June – July 2022).
- 6) Develop and disseminate guidance on measuring and strengthening resilience capacities and outcomes in market systems, inclusive of assessment, program implementation and measurement approaches (August – September 2022).

Mercy Corps anticipate resuming activities under this work stream in May / June 2021 and concluding in September 2022, though this may change if international travel is deemed necessary for the pilot activities and the total number of pilots.

Guidance to Strengthen and Measure the Resilience of Social Systems

Beginning in October 2021 through June 2022, Mercy Corps will continue to analyze the effectiveness of social systems in building household resilience. This work will expand on the recent publication, [Building Resilience through Self Help Groups: Evidence Review](#), which indicates that self-help groups (SHGs), and women's groups more broadly, can have substantial consequences for a range of women's psychosocial factors such as social capital and women's

empowerment, both important sources of resilience. SHGs offer a promising opportunity to stimulate and strengthen both subjective and objective resilience capacities among their members, participating households, and communities. Drawing on and expanding upon this research, Mercy Corps will:

1. Convene practitioners and donors investing in women's groups to explore how to more intentionally invest, design, implement, monitor and evaluate women's groups to synergistically facilitate psychosocial and economic factors;
2. Based on the outputs of this convening, capture any lessons learned or promising practices in *learning briefs*, as well as identify and organize evidence gaps for future research;
3. Identify methodological gaps, and develop draft methods to rigorously measure and evaluate the ways in which women's groups may be facilitating resilience, to be tested

Deliverables will include learning events, briefs, blogs and other strategic communication pieces to further understanding of the effectiveness of social systems in building household and individual resilience.

Research highlighting sources of resilience within health systems

Under REAL 2, Save the Children will draw on its extensive portfolio of health systems strengthening interventions and partnerships to capture learning and develop guidance on strengthening resilience capacities at the health systems level. While this research will be informed by the *Scoping Analysis of Health within Resilience Framework* (under 1.2, above), it will also draw on the expertise of Save the Children's relevant Technical Leads in Health Systems Strengthening and current role in implementing the [MOMENTUM Country and Global Leadership](#) (MCGL) Activity in analyzing linkages between systems-level resilience capacities and intended health outcomes. Save the Children proposes to facilitate a follow-consultation with relevant RFS and Global Health representatives, and other key stakeholders² to further define and prioritize REAL 2 deliverables in this work stream over the next 18 months.

The primary focus of the consultation will be on assessing gaps in current knowledge on linkages between resilience capacities at the health systems level and sustained health outcomes in shock-prone contexts.³ Potential outcomes of the consultation could include:

- Summary outcome analysis of key USAID-funded health programs in one or more resilience focus countries (TBD);
- Identification of current gaps in knowledge and principal constraints to health systems strengthening in shock-prone contexts;
- Primary qualitative research on health systems resilience carried out in collaboration with RFS, Global Health, and relevant research partners.

Between April – June 2021, Save the Children will plan and facilitate a consultation with RFS and Global Health to further iterate the preferred participants, agenda and intended outcomes. Based on the outcomes of the consultation, Save the Children will aim to complete agreed deliverables - e.g. outcome analysis of health programming in resilience focus countries,

² E.g. USAID Momentum Knowledge Accelerator

³ Common elements of health systems strengthening approaches include: Health services, health workforce, health information, medical products, vaccines and technologies, health financing, and health leadership and governance.

summary identification of primary knowledge /information gaps on linkages between resilience, health systems strengthening, and improved health outcomes, etc. – between January – June of 2022.

POTENTIAL ACTIVITY

Guidance/thought piece on resilience measurement, analysis and program design for health systems

Based on earlier, complementary work streams - *Scoping analysis of health within resilience framework*, *Research highlighting sources of resilience within health systems* - Save the Children will partner with TANGO, and collaborate with RFS and Global Health to generate some form of technical guidance based on knowledge gained through conceptual advancement and preliminary research. The initial work will help to identify and synthesize evidence of best practices, and help determine the areas in which practitioner demand for technical guidance is greatest. Following a standard process, Save the Children and TANGO would then outline the content and intended audience for the Guidance/thought pieces in a Concept Note for refinement and finalization with RFS and Global Health. If preliminary pieces proceed as planned, Save the Children and TANGO would plan to submit a Concept Note July 2022.

2.3 Improve approaches to strengthening and measuring the resilience of individuals, households, and communities

PRIORITY ACTIVITIES

Development of streamlined and innovative approaches to household resilience measurement

Under REAL, TANGO began working with RFS/ALD to streamline existing resilience measurement modules by testing which indicators should be retained and which could be dropped, while still retaining sufficient analytical quality. TANGO will work with ALD's population-based survey (PBS) contractor to continue refinement of the streamlined modules, incorporating feedback from RFS/ALD, BHA, and other relevant actors. REAL 2 anticipates that with the necessary technical support from TANGO, the PBS contractor will be able to finalize streamlined resilience measurement modules by September 2021.

Based on combined experience in carrying out resilience analysis in contexts affected by COVID-19 and/or conflict, REAL 2 will continue to work with RFS, BHA, governments and other critical stakeholders to test innovative approaches to virtual data collection among physically-inaccessible populations. Virtual data collection for resilience measurement often relies on significantly streamlined sampling strategies, data collection instruments, and analysis plans.

Advancing conceptual clarity, actionable learning, and appropriate resilience measurement methods for contexts of conflict and protracted crises

Mercy Corps has developed three briefs under the [Resilience Rapid Learning Series: Lessons for Building Resilience in Protracted Crises and Conflict-affected Settings](#). From April 2021 to March, Mercy Corps will continue to develop briefs and other knowledge products and socialize the learning generated under this work stream. This series provide evidence-based insights to USAID, host governments, and IPs on what is different about working on resilience in highly fragile contexts, including the types and impacts of shocks, primary sources of resilience among

populations subject to conflict, and solutions for strengthening and measuring them. The briefs synthesize existing evidence and knowledge into digestible, actionable products, and generate new analysis to fill key gaps on this critical topic. Learning on this topic will help position USAID evidence on resilience within the triple nexus discussions, thereby promoting greater coherence across peace, humanitarian and development action towards resilience in crisis contexts. This activity will yield at least two additional knowledge products in this series in the next 18 months, with associated learning events, blogs, other strategic communication pieces to further understanding of what is different about working on resilience in highly fragile contexts. The focus of the knowledge products will be co-developed with USAID, but illustrative topics include 1) collating experiences, lessons and insights from implementing conflict-sensitive food security and resilience investments to identify what works and what does not and 2) reviewing measurement implications for conflict sensitive food security and resilience investments to integrate measures of conflict, as well as stability, freedom of movement,

Guidance on synergistic approaches to strengthening resilience capacities and nutrition outcomes

In YR 5 of REAL, Save the Children will finalize, publish and socialize the *Discussion Brief on Better Integration of Nutrition into Resilience-Strengthening Programs*. This will include re-initiation of planning with USAID Advancing Nutrition (UAN) for a complementary set of jointly facilitated webinars: the first focused on enhancing understanding of the basic conceptual linkages between resilience and nutrition presented in the Discussion Brief; the second building on that understanding to take a closer look at drivers and potential responses to persistent global acute malnutrition (GAM) in shock-prone contexts.

Save the Children will expand on this work stream under REAL 2. Following finalization of the Discussion Brief (April 2021), Save the Children will facilitate a consultation with RFS, Global Health, and UAN to identify potential follow up activities under REAL 2. Among others, this might include:

- Technical consultations to identify operational research / impact analysis opportunities
- Development of normative guidance for practitioners looking to incorporate a resilience lens within nutrition-specific project activities
- Development of normative guidance for resilience program managers on integration of nutrition factors and consideration of nutrition outcomes in resilience platforms and analytic approaches.

Save the Children expects that the proposed consultation can take place May – June 2021. Based on the outcomes of the consultation, Save the Children will aim to complete agreed deliverables - e.g. operational research, development of technical guidance, etc. – by December 2021.

POTENTIAL ACTIVITIES

Thought piece/guidance: role of social capital in individual/community resilience

Evidence from a number of USAID resilience program evaluations (e.g. PRIME, Resilience in the Sahel Enhanced [RISE I], and Livelihoods for Resilience [L4R]) suggest that social capital, and related concepts such as social connectedness and networks, are important factors in people's ability to deal with and recover from shocks and stressors. Support networks are also a

critical but overlooked topic in global efforts to localize humanitarian assistance. In contexts like Yemen, where a range of barriers restrict donors and international organizations from partnering meaningfully with local organizations, it is critical for humanitarian interventions to account for and bolster informal support networks.

Drawing on this evidence, as well as research of how informal support networks support household coping and survival in conflict-affected and protracted crises, Mercy Corps will continue its investigation of the role of informal support networks in supporting resilience and to identify concrete opportunities for aid actors to design and implement activities that reinforce these systems. Mercy Corps anticipates three potential deliverables under this work stream:

1. Lead learning events, targeting researchers and practitioners, to take stock of existing evidence on social connectedness-resilience linkages, synthesize cross-context findings and implications, and co-develop forward-looking themes. The outputs of these learning events will be compiled into a synthesis report cataloging the evidence base to date, outlining gaps, and proposing a research and learning plan. In addition to the learning event synthesis, blogs and/or other strategic communication pieces to disseminate learning will be produced. Anticipated timing: July –December 2021.
2. In coordination with TANGO, explore how social capital and social connectedness theoretically relate to various dimensions of resilience capacities through analysis of existing quantitative and qualitative data (e.g. [Mercy Corps' Currency of Connections study](#) examining social connectedness and resilience in protracted crises), and implications for contextualized measurement. The outputs of this piece would be a thought piece on the role of social capital and social connectedness in resilience programming and measurement. Anticipated timing: January – June 2022.
3. A guidance note which will synthesize Mercy Corps' and others research to offer practical guidance, including assessment tools, for monitoring social networks and informal support system dynamics. The guidance note will also highlight the ways in which such information can be used by aid actors to inform program design, development of targeting criteria, and community engagement strategies. In addition to the guidance note, blogs and/or other strategic communication pieces to disseminate learning will be produced. Anticipated timing: July – September 2022.

Thought piece/ guidance note on the role of social protection programs in building resilience

Building on the earlier, complementary work described above on assessing the impact of social protection programming (under 1.2), Save the Children would then work with RFS to develop guidance for USAID Missions, implementers, and/or government actors on integrating shock-responsive social protection mechanisms as part of comprehensive resilience strategies. Pending completion of the analysis of social protection programming in resilience focus countries, Save the Children will plan to submit a Concept Note for this Thought piece/Guidance note in May 2022 and complete the agreed deliverable in August.

Thought piece on the impact of shocks and stresses on mental health and psychosocial well-being

This thought piece/brief/discussion paper would draw from analysis of new and existing data to determine context-specific linkages between individual and household mental health and

psychosocial well-being and other forms of well-being that are key indicators of resilience (health, food security and nutrition status, social protection, exposure to conflict / displacement) amid protracted crisis. Emphasis will be on drawing from research findings to identify actionable recommendations on the targeting, design and implementation of interventions capable of supporting individual and household mental health and psychosocial wellbeing. This work stream would build on the significant works done by Mercy Corps, Save the Children and others on measuring and analyzing trauma, mental health, and resilience among adolescents and youth in contexts of conflict, displacement, and adversity.^{4,5} Pending continued RFS and Global Health support for this exploratory work stream, Save the Children proposes working jointly with Mercy Corps and TANGO on development and submission of a Concept Note in January 2022 and completion of the actual Thought piece / Discussion brief during by June.

Purpose 3: Co-create and facilitate the use of resilience knowledge to improve design and adaptive management of resilience investments

3.1 Support adaptive management of resilience investments

PRIORITY ACTIVITY

Continued piloting and refinement of Resilience Learning Journey Process

REAL consortium partners continue to work with the *Sahel Collaboration and Communication* (SCC) Activity to pilot a region-specific *Resilience Learning Journey* informed by engagement with relevant USAID, implementing partner, and government stakeholders, and focused primarily on analysis of the *Resilience in the Sahel Enhanced* (RISE) Program in Burkina Faso and Niger. Over the next 18 months, the REAL 2 consortium will consult with C4R to identify strategic learning partners and opportunities to pilot *Resilience Learning Journeys* for USAID-funded resilience investments in other contexts. Potential alternatives include working with the USAID-funded [Resilience Learning Activity](#) in the Horn of Africa to share and promote the application of learning through REAL 2 analysis of PREG II, and/or other resilience research in the region, or working with relevant resilience learning platforms to ensure consistent engagement of field-based stakeholders in the upcoming Nigeria IE. In this 18-month work plan, REAL 2 will focus on the following activities under the first two stages:

- **Scoping / Inception:** Identify key audiences best-positioned to contribute to and benefit from tailored resilience learning support, define the vision, major themes, and objectives for the approach, map existing knowledge and evidence related to these themes, define a learning agenda, and build consensus for this agenda through multiple means. Initial activities in this phase will remain virtual and take place from April – December 2021.

Deliverables: 1. Identify key audiences (prioritizing USAID and IP field staff in resilience focus countries) 2. Conduct a resilience visioning exercise to identify context-specific resilience learning themes and objectives, as well as systems boundaries and well-being outcomes 3. Map and synthesize existing resilience knowledge and evidence (programs, data sources, resilience analyses) related to these themes and identify key evidence / knowledge gaps. 4. Define and build consensus on a learning agenda that addresses

⁴ Save the Children. (2017). [Invisible Wounds: The impact of six years of war on the mental health of Syria's children.](#)

⁵ Mercy Corps. (2018). [Borno, Northeast Nigeria Strategic Resilience Assessment.](#)

critical evidence gaps and prioritizes resilience learning questions of interest among key stakeholders 5. Prioritize and identify stakeholder contributions to demand-driven resilience research and learning activities.

- **Resilience Foundations:** We will support partners to draw on existing guidance materials to clearly articulate the distinction between resilience concepts and traditional development approaches, review tangible, contextually appropriate examples of resilience program learning, and identify specific steps (action items) for application of resilience learning in their everyday work (based on the resource deliverables, below). A core component of resilience foundations will include strengthening an understanding of resilience measurement basics, and how this can support adaptive management and program effectiveness. Initial activities in this phase will likely remain virtual, though in-person events may become possible, depending on COVID-19 travel restrictions. The materials developed will draw on, expand, and adapt existing REAL Guidance Notes, resilience measurement technical guidance, internal Mercy Corps' training materials, as well as materials developed under other USAID awards. For example, SCC is developing a Resilience CLA course specifically for the Sahel, an intensive course focused on enabling practitioners to integrate resilience and CLA concepts and thinking into their activities. Currently we plan for these activities to take place from October 2021 – September 2022.

Deliverables: 1. Create a locally tailored *Resilience Foundations* curriculum for specific user groups and context of 2-3 participating Missions in these pilots. 2. Refine and build on the *Resilience Measurement Practical Guidance Notes* series by revising existing guidance notes and/or creating additional guidance notes or other supplementary material. Mercy Corps is currently planning to update [Guidance Note 5: Design and Planning for Resilience Monitoring and Evaluation at the Activity Level](#) and [Guidance Note 6: Recurrent Monitoring Surveys](#). 3. Refine the [Resilience and Resilience Capacities Measurement Options](#) to create a toolkit that goes beyond the existing guidance to include streamlined resilience measurement options; 4. Pilot the locally tailored curriculum among a select audience and refine based on their feedback.

POTENTIAL ACTIVITY

Facilitation of standardized knowledge sharing / capacity strengthening events supporting adaptive management of USAID-funded resilience activities

Save the Children, TANGO and Mercy Corps will contribute to improved capacity among relevant USAID, implementing partner, and government stakeholders through development of a standardized, interactive approach to sharing and applying resilience evidence generated under REAL 2.

The format for individual workshops will be tailored to specific audiences, and will include sessions over 2-3 days aimed at: 1) strengthening awareness of and capacity for basic principles of resilience measurement; 2) drawing on available evidence on programmatic impact and important trends influencing the resilience of key populations; and 3) discussing implications for country- and program-specific resilience strategies.

Wherever possible, application and adaptation of standardized REAL 2 resilience evidence workshops will be carried out as part of *Resilience Learning Journeys* and in consultation with

field-based resilience learning partners (e.g. *Sahel Collaboration and Communication (SCC) Activity*, the *Horn of Africa Resilience Learning Activity (RLA)*, the USAID Ethiopia Collaborating, Learning, Adapting (CLA) Platform, etc.). Through co-facilitation of these workshops, REAL 2 hopes to ultimately identify and strengthen the mentoring capacity of a cadre of highly-qualified, field based resilience analysts capable of providing technical support to their colleagues. REAL 2 will begin development of the standardized workshop format based on learning from planned RISE Endline workshops in Burkina Faso and Niger (Sept. 2021) and anticipates finalizing the standardized formats – based on stakeholder review and feedback – in January of 2022.

3.2 Curate and communicate resilience knowledge

Under REAL 2, Save the Children will continue efforts to shorten the feedback loops linking the generation and application of learning among USAID-funded resilience programs, to enable key stakeholders to have access to evidence as soon as possible after data collection and analysis is complete. A key priority over the next 18 months will be to further adapt and “translate” resilience learning resources into a range of formats and complementary products. These products will be tailored to meet the needs of different audiences and to inform a broad range of strategic and programmatic decision making.

PRIORITY ACTIVITIES

Development of REAL 2 Knowledge Management Strategy and Communications Plan

Over the next eighteen months, Save the Children will coordinate directly with the C4R Learning Team to develop a Knowledge Management Strategy and Communications Plan to define a framework for REAL 2 knowledge management, inform REAL 2’s external and internal communications, guide individual activities, and contribute to achievement of the overall objective of the award. Components of the strategy will include: Establishment of priority REAL 2 learning themes, stakeholder/audience mapping, and approach to socialization. The strategy will inform subsequent development of: 1) Standardized approaches to knowledge management and communications; 2) Guidance on External Communications Platforms; and 3) Enhanced processes for internal communication; Annex 2 provides more detail on components of the REAL 2 Knowledge Management Strategy and Communications Plan.

The KM and Communications strategy will be a living document and will be continually refined to meet the needs of the RFS, REAL 2 partners, and priority audiences.

Design and facilitation of capacity strengthening and knowledge sharing events

Over the next 18 months, REAL 2 partners will coordinate with RFS and other relevant stakeholders to design and facilitate a number of events aimed at strengthening participant knowledge and skills related to resilience data collection and analysis methods, and application of resilience evidence for improved program design and implementation. Events will respond to demand and could focus on associated research products listed below. Other events may be focused around REAL 2 priority learning themes as they are defined.

- Nigeria Impact Evaluation Baseline
- Measurement of Humanitarian Assistance Needs Averted

- Guidance on synergistic approaches to strengthening resilience capacities and nutrition outcomes
- Advancing conceptual clarity, actionable learning, and appropriate resilience measurement methods for contexts of conflict and protracted crises (learning events, blogs and other socialization activities)
- Thought piece/guidance: role of social capital in individual/community resilience (learning events, targeting researchers and practitioners, to take stock of existing evidence on social connectedness-resilience linkages, synthesize cross-context findings and implications, and to co-develop a forward looking learning theme

Thematic Online discussions via social media and webinars

REAL 2 partners will support dissemination of learning (virtually if necessary, in person if possible, contingent on COVID-19 travel restrictions) through capacity strengthening and knowledge sharing related to key learning themes (see Annex 2). Wherever relevant and feasible, REAL 2 will also utilize social media and webinars to improve awareness and application of individual knowledge resources (reports, case studies, guidance notes, etc.).

4. PROGRAM MANAGEMENT

As the prime awardee, Save the Children will continue to hold responsibility for project oversight, reporting, and liaising with RFS on award management issues related to REAL 2. Save the Children will ensure that close working relationships with RFS and partners result in efficient and effective allocation of human and financial resources needed to achieve the REAL 2 Award's strategic objectives.

REAL 2 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 work plan activities. Key staff from each partner will participate in Project Management Team (PMT) meetings convened on a regular basis to ensure a proactive, collaborative, and consultative approach to determining how REAL 2 can most effectively support USAID-funded resilience policy, programming, and measurement. Close collaboration between REAL 2 partners, RFS, and field-based counterparts representing USAID and implementing partners will ensure that the knowledge captured, generated, and shared through REAL 2 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, RFS, and other relevant USAID stakeholders. SC will continue to convene regular (e.g. bi-monthly) PMT meetings. Drawing on partner feedback, REAL PMTs will continue to focus on key strategic issues and decision points. Draft agendas will be circulated in advance of PMTs to allow time for partner feedback and revision.

Semi-annual (and Annual) Reports

Save the Children will solicit and compile data from consortium partners on results achieved, progress on individual deliverables, and challenges, when developing regular reports on activity

performance. Save the Children will submit a Semi-annual Report for Quarters 1-2 to RFS no later than 30 days after close of the second quarter. Results achieved in the second half of the fiscal year will be covered in the Annual Report submitted to RFS no later than 60 days after the close of the reporting period.

Data and Document Management

As required under the REAL 2 Associate Award agreement, partners overseeing data collection under the award will complete the Data Management Template provided by RFS and ensure that primary data is submitted in an appropriate format to the USAID Development Data Library (DDL). As agreed with RFS, Save the Children will regularly submit completed Data Management Templates with Semi-annual and Annual Reports.

Similarly, for all REAL 2 resources intended for public audiences, Save the Children will work with partners to ensure that documents are 508-compliant and posted (as relevant) to the USAID Development Experience Clearinghouse (DEC). Similarly, all final versions of presentations, webinar recordings, research reports and briefs will be posted to the REAL 2 webpage, and when necessary translated (to French) to increase accessibility among appropriate audiences.

POTENTIAL ACTIVITIES

Consultations with USAID and research counterparts

REAL 2 partners will work with RFS to organize and facilitate consultations with BHA, Global Health, and other relevant USAID stakeholders at the DC level to identify strategic opportunities to coordinate on the generation and application of resilience evidence and learning. Priority consultations (and prospective dates) include:

- *USAID/Advancing Nutrition (April/May 2021)*
- *BHA, IDEAL Award (June 2021)*
- *USAID Global Health (May/June 2021)*
- *Feed the Future Innovation Lab for Markets, Risk and Resilience (July 2021)*

ANNEX 1: REAL 2 ASSOCIATE AWARD INITIAL 18-MONTH WORK PLAN TIMETABLE

APRIL 1, 2021 - SEPTEMBER 30, 2022

#	Activity	Deliverables	Partner(s)	2021												2022						
				A p r	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c	J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	
Purpose 1: Lead and support demand-driven resilience evidence generation and research																						
1.1 Conduct high-quality evaluations and research in strategically important contexts																						
1	Nigeria Impact Evaluation – Baseline study	Design & Preparation: protocol, local firm selection, IRB	TANGO	■	■	■	■															
		Field Implementation: field team training, survey execution, data quality assurance						■	■													
		Analysis:								■	■	■										
		Reporting: Drafting and revisions											■	■	■							
		Presentations: Webinars, etc.													■							
2	PREG II Midline Study	Design & Preparation: protocol, local firm selection, IRB	TANGO			■	■	■														
		Field Implementation: field team training, survey execution, data quality assurance						■	■													
		Analysis:								■	■	■										
		Reporting: Drafting and revisions											■	■	■	■						
		Presentations: Webinars, etc.															■	■	■			
3	PREG II RMS	Design & Preparation: protocol, local firm selection, IRB	TANGO															■	■	■		
		Field Implementation: field team training, survey execution, data quality assurance																			■	
		Analysis:																				
		Reporting: Drafting and revisions																				

#	Activity	Deliverables	Partner(s)	2021												2022				
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
		Presentations: Webinars, etc.																		
4	Evaluation exercises in additional countries (on demand)	TBD	TANGO																	
1.2 Advance synergies between complementary thematic areas and resilience investments																				
5	Improved methods and capacities for applied climate security assessment	(a) Assessment report (b) Guidance note outlining best practices and key considerations to inform future climate security assessments	MC																	
6	Generate new and synthesize existing evidence on what works to improve climate change adaptation	(a) CIS assessment results informing program design (b) updated guidance on CIS assessment methods	MC																	
7	Analyze existing inventories of social protection programming and assess its impact in resilience focus countries	1) Stakeholder consultation; 2) Gap analysis/research opportunities for social protection and resilience	SC																	
8	Scoping analysis of health within resilience framework	1) Stakeholder consultation; 2) identified linkages between resilience capacities and health outcomes; 3) revised resilience analysis framework focused on health wellbeing	SC																	
1.3 Support USAID in resilience M&E planning and analysis																				
9	Technical assistance missions to support development of resilience M&E systems	Inform resilience IE and analysis at inception of resilience strategies; Assist with utilizing findings from evaluations to inform program adjustments	TANGO, MC supports																	
Purpose 2: Provide evidence-based thought leadership, analysis, and technical guidance in frontier resilience issues																				
2.1 Ensure that resilience analysis contributes to broader USAID strategic goals																				

#	Activity	Deliverables	Partner(s)	2021												2022						
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
10	Measurement of Humanitarian Assistance (HA) Averted	1) Final paper summarizing analytical approach and data sources for measuring humanitarian assistance averted; 2) Practical guidance for measurement of HA Averted	TANGO																			
11	Review of Climate Adaptation Measurement Approaches	1) Literature review on adaptation measurement approaches; 2) Identification of any feasible opportunities to integrate or re-analyze adaptation measurement questions from past or ongoing resilience measurement efforts	MC																			
2.2 Improve approaches to strengthening and measuring the resilience of critical systems																						
12	Guidance to Strengthen and Measure the Resilience of Market Systems	Integrate qualitative measures into draft measurement frameworks	MC																			
		Share mixed-method measurement frameworks with key USAID and REAL 2 stakeholders for review																				
		Revise draft measurement frameworks based on stakeholder feedback																				
		Pilot the measurement framework by conducting exploratory and validation studies																				
		Refine assessment methodologies and adapt and standardize monitoring tools																				
		Develop guidance on measuring and strengthening resilience capacities in market systems,																				
13	Guidance to Strengthen and Measure the Resilience of Social Systems	Stakeholder consultation	MC																			
		Development of Learning briefs / Capturing lessons learned																				
		Identifying research additional needs, learning themes for SHGs and resilience																				

#	Activity	Deliverables	Partner(s)	2021												2022				
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
		Provide overview of research methods / guidance for select evidence gaps																		
14	Research highlighting sources of resilience within health systems	1) Stakeholder consultation; 2) outcome analysis of health programming in resilience focus country(ies); 3) qualitative research on health systems resilience	SC																	
15	Guidance/thought piece on resilience measurement, analysis and program design for health systems	1) Guidance document/materials; 2) webinar (for internal/external audiences)	SC																	
2.3 Improve approaches to strengthening and measuring the resilience of individuals, households and communities																				
16	Development of streamlined and innovative approaches to household resilience measurement	Streamlined resilience modules	TANGO, MC supports																	
17	Advancing conceptual clarity, actionable learning, and appropriate resilience measurement methods for contexts of conflict and protracted crises	2 learning briefs, content TBD	MC																	
18	Guidance on synergistic approaches to strengthening resilience capacities and nutrition outcomes	Guidance note document; webinar	SC																	
19	Thought piece/ guidance: role of social capital in individual/ community resilience	Synthesis report cataloging the evidence base on social capital and resilience to date, as well as a learning agenda	MC, inputs from TANGO																	
		Concept note on the role of social capital and social connectedness in resilience programming and measurement																		
		Guidance note on measurement tools and approaches for social networks and informal support system dynamics																		
20	Thought piece/ guidance note on the role of social protection programs in building resilience	Thought piece / guidance note document	SC																	

#	Activity	Deliverables	Partner(s)	2021											2022										
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep				
21	Thought piece on the impact of shocks and stresses on mental health and psychosocial well-being	Thought piece / case study document	SC, TANGO and MC support																						
Purpose 3: Co-create and facilitate the use of resilience knowledge to improve design and adaptive management of resilience investments																									
3.1 Support adaptive management of resilience investments																									
22	Continued piloting and refinement of Resilience Learning Journey Process	Continued coordination with SCC on application RISE, RISE II resilience analysis, initial consultation with Resilience Learning Activity (Horn of Africa)	MC, TANGO, SC																						
23	Creation of standardized workshop formats for sharing and applying resilience evidence		TANGO, MC, SC																						
3.2. Curate and communicate resilience knowledge																									
24	Development of REAL 2 Knowledge Management Strategy and Communications Plan		SC																						
25	Design and facilitation of capacity strengthening and knowledge sharing events		SC, TANGO, MC																						
PROGRAM MANAGEMENT																									
26	Project Management Team (PMT) Meetings	Status updates, strategic program activity decisions, identify opportunities for coordination/collaboration	SC, TANGO, MC																						
27	Semi-annual (and Annual) Reports	Performance reports	SC, TANGO, MC																						
28	Consultations with USAID and research counterparts	1) Stakeholder consultation; 2) Prospective collaboration/coordination plans	SC, TANGO, MC																						

ANNEX 2: REAL 2 KNOWLEDGE MANAGEMENT STRATEGY

Save the Children will coordinate with partners, and consult with RFS as needed, on development of the REAL 2 Knowledge Management Strategy and Communications Plan. The intent of the strategy is to ensure that resilience knowledge generated through REAL 2 is readily available and accessible to a range of key audiences that resources are organized and disseminated through appropriate platforms, and that REAL 2 products and learning activities are designed to contribute to improved design and adaptive management of resilience programs. Over the next 18 months (April 2021 - September 2022), priority will be placed on implementing the following activities and processes:

1. Establishment of priority REAL 2 learning themes

REAL 2 partners will consult with C4R to reach consensus on priority learning themes for the period covered by this work plan (Apr 2021 – Sept 2022). These themes will guide synthesis of analysis across activities and respond to evolving demand for resilience evidence among donors and implementers. Prospective learning themes aligned with the activities proposed in this 18-month work plan include:

Prospective Learning Theme	Work Plan Deliverables / Activities
<i>Resilience in the 'humanitarian / development nexus'</i>	Nigeria Impact Evaluation – Baseline study Assessing the impact of social protection on resilience programming Measurement of Humanitarian Assistance (HA) Averted Market resilience and social cohesion in conflict-affected settings
<i>Resilience Measurement at the Systems Level</i>	Concepts, measurement of, guidance for market systems resilience Concepts, measurement of, guidance for social systems resilience Concepts, measurement of, guidance for health systems resilience
<i>Resilience Evidence for Adaptive Management</i>	Streamlined approaches to resilience measurement Facilitation of standardized knowledge sharing / capacity strengthening event Technical support for USAID resilience M&E planning <i>Resilience Learning Journeys</i>

2. Stakeholder/Audience mapping

Save the Children will work with REAL partners to conduct a comprehensive mapping of the REAL Award stakeholders – individuals, organizations, and networks. This audience mapping will be aimed at facilitating socialization planning and implementation. Through the audience

mapping exercise we will reach an agreement on primary and secondary audiences of REAL and define key REAL audiences based on their area of interest and level of influence on priority resilience findings. Information that is gathered as a result of the audience mapping will be used to build out the REAL contact database.

3. Socialization of priority findings of REAL 2 resilience measurement activities

Save the Children will work with consortium partners to identify the most effective and appropriate socialization approach for each priority finding. Through KIIIs and other forms of direct stakeholder engagement, consortium members will consult with C4R to identify primary and secondary audiences for each priority activity and will adopt socialization approaches that will respond to the needs of those audiences. The socialization approaches can include production of briefs and digestible knowledge products and interactive/ participatory knowledge sharing activities.

Knowledge Products

Examples of tools we will use for the socialization efforts will include briefs, videos, infographics and blogs to correspond to major REAL 2 products and priority findings. The primary purpose of these products will be to visualize and clarify complex ideas/messages to support application of key findings and analytical methods supporting a range of audience needs. Save the Children will work with consortium members and C4R to identify the themes and formats of individual knowledge products.

Interactive / Participatory Knowledge Sharing and Capacity Strengthening Activities

Save the Children will work with consortium partners and C4R to design and facilitate topically relevant webinars, roundtable discussions and learning events on priority findings of resilience measurement activities and 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 2 strategic priorities and in response to user demand.

The format for individual workshops will be adapted for the specific audience, and will include sessions over 2-3 days aimed at: 1) strengthening awareness of and capacity for basic principles of resilience measurement; 2) drawing on available evidence on programmatic impact and important trends influencing the resilience of key populations; and 3) implications for country- and program-specific resilience strategies.

4. Standardized approaches to knowledge management and communications

Style Guide

Save the Children will produce a user-friendly (and brief) brand style guide aiming to make publications produced by the REAL 2 Award recognizable and more consistent in terms of tone of voice, language, look and feel. The style guide will include guidelines on strategic, high-level messaging around resilience, tone of voice, grammar, and mandatory content such as USAID disclaimer, 508 compliance and logo use.

Standardized Event Planning Processes

Save the Children will develop a standardized event planning and facilitation process that will include tools for development of concept note, facilitation guide, socialization of the event, and follow-on and documentation processes. This process will help consortium partners to plan,

organize, and implement events collaboratively ensuring the events meet the needs of our audiences.

Research Publication / Activity Concept Note

Save the Children will develop a concept note template for use in planning all individual research or external learning activities proposed under REAL 2. The primary intent of this template is to ensure consistent communication and agreement on proposed activities among relevant stakeholders. The concept note template will outline key elements of activities including: 1) Contribution to REAL resilience evidence/learning objectives; 2) primary audience(s); 3) proposed methodology (brief); 4) anticipated deliverables (including briefs, learning events, etc.); and 5) USAID review and approval process.

5. REAL 2 External Communications Platforms

Save the Children will continue to work closely with partners and knowledge management colleagues within C4R on the following communication tools aimed at external audiences.

Newsletter

Under REAL newsletters were produced to disseminate knowledge products and to share updates and upcoming events with relevant audiences on an ad hoc basis. In REAL 2, quarterly newsletters will be produced to communicate regular updates on the Award through publications, case studies, event updates and other news updates.

2-Pager

Similar to REAL, Save the Children will produce a 2-pager summarizing an overview of the REAL 2 goal, purposes and activities. The 2-pager will be produced in English and French.

Social Media

Save the Children will continue to promote relevant resilience-related content through the REAL Twitter account. This includes REAL-produced resources and events, as well as content produced by other learning mechanisms, such as IDEAL, SCALE, SCC, and IMPEL. Tweets and retweets also amplify messages from USAID accounts, including those of Resilience Links, BHA. etc.

REAL 2 Webpage

The [REAL webpage](#), hosted by the Food Security and Nutrition (FSN) Network website, has been revised to enable greater interaction, communication, and knowledge sharing among resilience practitioners. In addition to improved organization of REAL-generated analyses and learning products, the webpage redesign improved functional links to complementary platforms including [ResilienceLinks](#) (the USAID Center for Resilience website), [KORE](#) (resilience knowledge sharing platform for the UN Food and Agriculture Organization), the [Resilience Knowledge Coalition](#) (RKC) and other relevant partners. The refreshed REAL webpage was launched in September 2020. Save the Children will continue to refine the website to meet the needs of REAL 2 stakeholders.

6. Knowledge management coordination meetings with C4R and partners

Save the Children will continue to facilitate regular calls/meetings with relevant C4R and partner counterparts over the life of the REAL 2 Award. Save the Children will continue to facilitate bi-weekly calls to discuss current and planned REAL 2 Award KM activities with C4R. On a monthly basis, these meetings will also include relevant knowledge management/communications staff from consortium partners. The purpose of these meetings is to ensure that REAL 2 knowledge resources are responsive to demand among key audiences and that they are readily accessible to a range of decision makers and practitioners.

7. Enhanced processes for internal communication

To maximize coordination both within the REAL 2 consortium and between the consortium members and USAID, Save the Children will establish processes for internal communication. This will help avoid working in silos, promote opportunities for collaboration on capturing knowledge and developing products, and support the timely production of deliverables. The following processes will be established to facilitate internal communications:

Microsoft Teams Platform

Under REAL 2, Save the Children will more fully utilize Microsoft Teams to more consistently track progress on implementation of individual activities, and manage resources produced under REAL 2. Save the Children has begun piloting a shared MS Teams site with TANGO and Mercy Corps to track the YR5 work plan for the REAL Award. Under REAL 2, partners will continue to refine the REAL 2 MS teams site to enable consistent tracking of work plan deliverables and provide status updates in a shared space. The REAL 2 MS Teams site will also be used for file management and documentation and the calendar feature will be used to track events, webinars and upcoming activities by consortium members. Save the Children will continue to use google drive for documentation as well considering ease of access for USAID.