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REAL
Resilience Evaluation, Analysis and Learning

Asia Resilience Monitoring, Evaluation and Learning (MEL) Workshop

Final Report

Bangkok, Thailand
July 11-14, 2017

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Acronyms

ACCCRN	Asian Cities Climate Change Resilience Network
ASEAN	Association of Southeast Asian Nations
C4R	Center for Resilience
CARE	Cooperative for Assistance and Relief Everywhere, International
CLA	Collaborating, Learning, & Adapting
DO	Development Objective
DFSA	Development Food Security Activity
FEWSNet	Famine Early Warning Systems Network
FFP	Food for Peace
FSIN	Food Security Information Network
GCC	Global Climate Change (USAID)
GDP	Gross Domestic Product
IP	Implementing Partner
IPC	Integrated Phase Classification
MEL	Monitoring, Evaluation and Learning
OAA	Office of Acquisition and Assistance (USAID)
ODI	Overseas Development Institution
PBS	Population based survey
RDMA	Regional Development Mission for Asia
REAL	Resilience, Evaluation, Analysis and Learning
RMS	Recurrent Monitoring Surveys
SDG	Sustainable Development Goal
SHOUHARDO	Strengthening Household Ability to Respond to Development Opportunities
STRESS	Strategic Resilience Assessment
SURGE	Strengthening Urban Resilience for Growth with Equity
TANGO	Technical Assistance for Non-Governmental Organizations, International
TOC	Theory of Change
TOPS	Technical and Operational Performance Support (USAID FFP)
USAID	United States Agency for International Development
VAC	Vulnerability Assessment Committee
WFP	World Food Programme

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Introduction and Overview of the Workshop

The Asia Resilience Monitoring, Evaluation and Learning (MEL) Workshop was held in Bangkok, Thailand from July 11-14, 2017. The USAID Center for Resilience (C4R) through the Resilience Evaluation, Analysis and Learning (REAL) Award supported the training event, to provide participants with practical M&E training and facilitate exchange of context-specific learning among USAID staff, implementing agencies and technical specialists in the field of resilience analysis, with a focus on the Asia region.

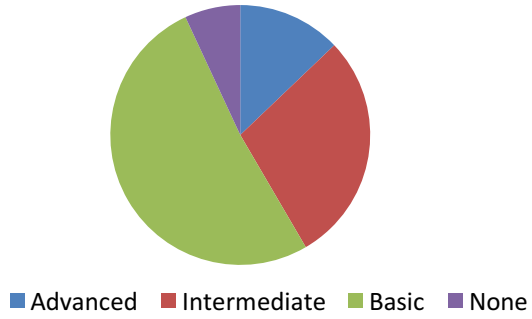
This final workshop report provides a summary of the content presented at the Asia Resilience MEL workshop and key points of discussion during the sessions, a summary of evaluation responses, and primary recommendations for supporting resilience initiatives in Asia and for future workshops. This report complements the workshop Participant Manual, which provides background information on the workshop presentations, and a collection of documents and other resources related to resilience measurement and analysis referenced during the training. The C4R provided all workshop participants with a Google Drive link to the Participant Guide, presentation slides, and resource materials (https://drive.google.com/drive/folders/0Bzgt1nhrGJNtMHBSTHdaZUtVUWM?usp=sharing).

Overview of the Workshop

The four-day workshop was designed and implemented by TANGO International, together with Mercy Corps, Save the Children, and the Center for Resilience. The USAID Regional Development Mission for Asia (RDMA) provided the Training Center facility and logistic support. Participants included 31 staff from regional and country-level USAID Missions, Implementing Partners, and United Nations organizations, foundations and regional resilience networks, representing nine countries (see Annex 1 for the participant list). The workshop was geared toward participants with some previous exposure to principles of resilience analysis and measurement and who are involved in resilience-oriented programming in Asia.

In a pre-workshop assessment, over half the participant group reported a relatively high baseline understanding of core concepts. However, fewer participants expressed confidence or experience/ knowledge in the application of resilience measurement and utilization of the results (Figure 1). Prior to the workshop, facilitators provided participants with relevant reading materials on normative guidance for resilience measurement Henly-Shepard and Sagara 2017, Vaughan and Henly-Shepard 2017, Sagara 2017), community resilience measurement (Frankenberger et al. 2013), and recurrent monitoring surveys (RMS; Frankenberger and Smith 2017), as well as a USAID online introductory resilience training course (Center for Resilience 2015).

Figure 1. Prior experience with resilience



The specific objectives of the workshop were to:

- Provide a brief review of/refresher on basic resilience measurement (building on "boot camp" events held previously in Cambodia and Philippines, for those who attended);
- Review and discuss findings from recent resilience analysis of FFP programs;
- Review and discuss findings from recent analysis of resilience and poverty dynamics;
- Review ongoing learning from resilience measurement in urban contexts: what we know and what we need to know;
- Discuss opportunities for and means of informing policy and programming related to USAID's Collaborating, Learning and Adapting (CLA) agenda for Asia; and
- Identify and prioritize existing knowledge gaps and opportunities to address these gaps.

The four-day workshop was structured around a series of modules:

> Module 1: Resilience concepts and frameworks and country-specific issues and analyses from data generated in Nepal and Bangladesh.
>
> Module 2: Resilience assessment approaches, recurrent monitoring systems (RMS), secondary data analysis, and project-level monitoring and evaluation.
>
> Module 3: Escapes from poverty, resilience measurement in urban contexts; using resilience data through Collaborating, Learning and Adapting (CLA) and Shock Responsive Programming; and frontiers and future challenges for resilience measurement and analysis.
>
> Module 4: Key takeaways and next steps for resilience initiatives in the Asia region.

The next section presents a summary of the content presented in each of the modules and key discussion points.

Summary of Workshop Presentations and Discussions

Module 1: Resilience Frameworks, Measurement and Evaluation. Key Findings from Nepal and Bangladesh.

Module 1 presented the USAID/TANGO resilience conceptual framework (Frankenberger et al. 2014) and the analytical framework (FSIN 2014), to provide a foundation for participants new to resilience and a review for those with previous experience. The sessions highlighted key principles and components of resilience programming and measurement, focusing on resilience as a capacity, or set of capacities (absorptive, adaptive and transformative) exercised in preparation for and in response to a disturbance or shock, indexed to a given well-being outcome. While observed at a given level (e.g., household, community), resilience capacity is conceived as a multi-level construct. Resilience programming integrates, sequences, and layers interventions to bridge humanitarian response and development activities, with the aim of maintaining development gains in the face of shocks or stresses.

The overview session also included a discussion of indicators—single or composite—for each resilience capacity, as part of a performance monitoring system and measured at baseline and endline, along with changes in risk exposure and resilience capacities.

In addition, Module 1 presented key findings from recent resilience analyses of USAID FFP development activity baseline studies in Nepal and Bangladesh, including:

- Improvements in absorptive and adaptive capacity drive meaningful improvements in levels of poverty, food consumption, household dietary diversity, household hunger, and recovery from shocks;
- Transformative capacity is not always directly related to improvements in outcomes; however, there is evidence that transformative capacity is related to higher absorptive and adaptive capacities; and
- Several elements of resilience capacity indices have direct, positive effects on well-being outcomes, notably savings, assets, education, access to information, linking and bonding social capital, and access to infrastructure.

Discussion

Participants observed progress in resilience measurement over the past five years and a shift in thinking from "how do we measure" to "how do we use this information", and how do we develop resilience measurement systems to support diverse decision-making needs. Some key points from the discussion include:

- "The tyranny of averages": Cross-sectional samples that are not disaggregated by relevant sub-groups mask (or are unable to capture) underlying trends and important differences among groups; i.e., a particular sample may seem "resilient" at one point in time, but this does not accurately capture heterogeneity in the sample (e.g., among women, lower castes, marginalized ethnic groups, etc.) or change over time. This observation underscores the need for panel data that (ideally) allows for stratification.
- In setting broader resilience strategies, the group observed the importance—and the challenge—of a using a multi-sector/ multi-agency approach, such that projects and portfolios are designed to adequately integrate and coordinate across projects, portfolios, agencies, etc.
- Resilience strategies must also be responsive to multiple shocks. For example, projects might be designed to address a particular shock, but may be ill-prepared to respond to multiple shocks or other downstream effects. This is a challenge that requires strong assessment of shocks and stresses at multiple levels and flexibility to respond to unexpected dynamics.
- Another primary discussion point related to strengthening transformative capacities, which requires a longer time frame (i.e., 10+ years) than that of the average project cycle. Ultimately, transformative capacity building should be considered in terms of mainstreaming into local government, wherever feasible.
- Participants observed that the main differences between typical M&E and resilience M&E are the importance of capturing shocks and stresses, various types of capacities, and applying longitudinal research methods. When a program observes no change between the baseline and endline outcomes, it does not necessarily mean that no change has happened. Thus, it is important to also monitor shocks and have multiple data points to monitor over time. Moreover, it is important to assess outcomes related to health, the environment, etc., as well as food security.
- With regard to methodologies, it was noted that RMS is a useful approach that can be adapted to different contexts and resource streams. A modified Delphi approach, used for example in climate change adaptation research with USAID Feed the Future activities in Ethiopia, was also noted as a

research methodology well-suited to assessing interventions across levels (e.g., household, community, local and regional institutions).[1]

The themes that emerged in Module 1 include: 1) How can our projects better integrate resilience measurement, given resource constraints, in a way that provides actionable information to manage projects and inform the broader conversation about resilience dynamics and programming; 2) How can we design projects/strategies that effectively build resilience, recognizing the need for a longer term, flexibly funded, multi-sector approach; and 3) How do we mainstream/institutionalize resilience thinking?

Module 2: Approaches to Resilience Assessment, Secondary Data for Resilience Analysis, Recurrent Monitoring Surveys (RMS) in Resilience Projects, and Activity-Level Resilience M&E.

Module 2 covered four main topics:

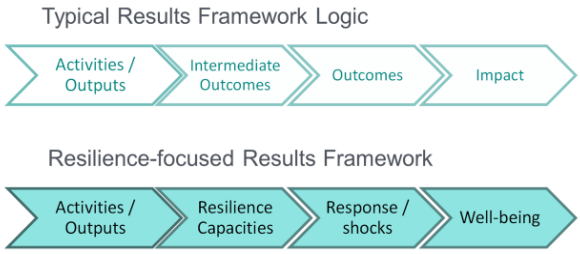
- An overview was presented of Mercy Corps' Strategic Resilience Assessment, or STRESS. This is a systems approach used to model the complex and dynamic relationships between risks, people and the socio-ecological systems they inhabit to design and effectively implement resilience-building strategies (Vaughan and Henly-Shepard 2017, Petryniak 2016, Mercy Corps 2015). The session presented case studies to illustrate the application of STRESS in three different Asian contexts: Nepal (complex risk environments/natural disasters and significant role of caste and gender); Chennai, India (highly fragmented governance systems and institutions); and Mongolia (urban and rural linkages).
- Findings were also presented on lessons learned using secondary data for resilience assessment, drawing on TANGO's USAID/Bangladesh Comprehensive Risk and Resilience Assessment. This approach draws on existing literature (e.g., endline surveys, assessments, evaluations; maps of shocks and stresses; secondary data on poverty dynamics). Findings indicate the need for multi-pronged/ multi-agency strategies to strengthen absorptive capacity (early warning, preparedness); scenario planning to build adaptive capacity; and investment in transformative capacity to support institutions and systems that can prepare for, respond to, and govern in response to current and future shocks and in an inclusive way.
- Lessons learned were also shared in the design and implementation of RMS, and new applications of the RMS as a monitoring tool in Bangladesh. Typically, the RMS is embedded in the design of an impact evaluation and is characterized by three primary features: real-time data collection following a predetermined shock trigger; high-frequency and short duration panel data collection (qualitative and quantitative); and a small sample size (~400-800) drawn from the baseline sample.

  Panel survey data collected prior to and following the 2014 floods in northern Bangladesh (SHOUHARDO II, CARE Bangladesh) show all three dimensions of resilience capacity to be important; the evidence for absorptive capacity is the most robust to minimize exposure and recover from this rapid-onset climate shock. The study also suggests women's empowerment and local governance (transformative capacity) may have mitigated the impacts of floods.

[1] The Delphi technique is a multi-stage research methodology designed to find convergence across a range of stakeholders (and stakeholder levels), by asking study participants to reassess their positions and consider feedback from other participants (Helmer 1967, Hsu and Sanford 2007).

- A discussion was also facilitated on resilience M&E activities, including common challenges and possible solutions. Resilience approaches build on basic components of existing M&E systems, and use some new data (e.g., shocks and stresses) and data from other sources (e.g., remote sensing). In some cases, this requires a reframing of indicators projects are already collecting. Figure 2 illustrates the adaptation of a typical activity results framework for resilience-focused M&E.

Figure 2. Results Framework for Resilience Measurement



Discussion

The Asia region is characterized by complex and compound risks and a range of covariate and idiosyncratic shocks: Indonesia is exposed to climate, market, and governance shocks; Nepal experiences glacial melt, deforestation, increasing migrations, urbanization, pollution, ethnic and gender-based violence; and Bangladesh as the sixth most shock-prone country in the world. Moreover, these shocks and stresses are connected across countries and regions. Dams in India affect Bangladesh; deforestation in Nepal affects Bangladesh. Against this context, the sessions presented in Module 2 sparked engaged discussion among participants, centered primarily on the STRESS approach, thresholds and trigger mechanisms, and building the evidence base/ identifying indicators.

- STRESS approach: Participants queried the application of STRESS in country offices and country-level programs, as well as the linkages between the STRESS approach and the Theory of Change (TOC). The systems mapping component of STRESS is useful to develop a strategy, identify potential collaborators through validation workshops, and to foster resilience thinking in food security programming. In Niger, for example, the STRESS process helped Mercy Corps and partners change thinking around programming. While this process requires strong facilitation, it is scalable and does not require a high level of specific capacities. Through the REAL initiative, Mercy Corps is assessing lessons learned and distilling what is needed to promote uptake. While STRESS is not a project TOC (the STRESS TOC is typically broader), it can address some components of the project level TOC and help to identify and prioritize leverage points at different levels of interconnected systems. The USAID Development Food Security Activity (DFSA) refine and implement approach is one opportunity to conduct a STRESS.
- Thresholds and trigger mechanisms: Trigger mechanisms vary by context. WFP, IPC, and FEWSNet, for example, have standardized thresholds for various contexts. Participants noted the need for a new variant of trigger mechanisms and RMS for idiosyncratic and localized shocks that have a significant effect on households, and to determine a sampling frame sufficient to capture idiosyncratic and localized shocks. As with STRESS, triggers need to be sensitive to timing, frequency and scale.
- Building the evidence base and identifying indicators: Presentations highlighted the mounting body of evidence, through multiple rounds of analysis (e.g., PBS followed by deep dives) in diverse contexts. In some areas (e.g., pastoral contexts), patterns are emerging that can be categorized in relation to shocks, capacities and well-being outcomes. These analyses strive to be cost-effective by applying a

"resilience lens" to existing and available data and indicators that are regularly collected (e.g., financial services). For USAID activities, there is interest to "cross-walk" and tap into existing guidance and standard indicators from FFP, Feed the Future, Democracy and Governance, climate change, etc. Iterative, well-integrated and rigorous qualitative approaches are useful for constructing and contextualizing indices.

Module 3: Escapes from Poverty, Resilience Analysis in Urban Contexts, Using Resilience Data, and Frontiers and Challenges in Resilience Analysis

Module 3 focused on the broader relevance and utilization of resilience data, and emerging questions and frontiers in the field of resilience analysis and measurement. Participants also considered recent analyses and case studies from urban settings that are particularly relevant to the Asia context.

- In a session on sustainable escapes from poverty, findings from an ODI study on poverty dynamics in Bangladesh and Cambodia were presented and discussed. This research reveals that many households that escape poverty fall back into poverty over time. Findings show that resilience is essential for enabling sustainable escapes from poverty in Asia, and for achieving and sustaining other development outcomes. The ODI work in Bangladesh shows that between 1997/2000 and 2010, 10 percent of all households experienced a transitory poverty escape. In other words, they escaped poverty only to fall back into poverty during that time period. Of those households that escaped poverty between 1997/2000 and 2006 specifically, around 20 percent were again living in poverty by 2010.

  Households that experience a series of shocks in short succession, and particularly health shocks, are more likely to return to poverty. These findings, among others, helped prompt the elevation of resilience in the Global Food Security Strategy to a Development Objective (DO2), with a a renewed focus on people and places subject to recurrent crises and a recognition of the broader relevance of resilience to reducing poverty, hunger, malnutrition.

- In complex urban settings, it is particularly important to focus on systems (e.g., socioeconomic, governance/enforcement and regulatory, infrastructure, ecological and climatic systems) and the interconnectedness of these systems in relation to shocks, capacities, measurement indices, and well-being outcomes. Urban shocks and stresses are often associated with disasters and climate change, as well as violence and political unrest, market or food price shocks, currency shocks, food supply shortages, environmental pollution, rapid rates of migration, and disease. Rural resilience M&E tends to focus on absorptive and adaptive capacities, whereas urban resilience tends to focus on transformative capacity (e.g., systems and outcomes). These capacities are complementary in both rural and urban settings.

  Case studies from the ACCCRN Project (Indonesia) and SURGE (Philippines) illustrated approaches to and use of resilience measurement in cities. ACCCRN adapted existing tools (quantitative and qualitative) to increase capacity and advocate for city planning geared toward natural disaster preparedness and response. SURGE is working to bridge sector-specific planning and assist government to develop an urban development index that includes a resilience component. The index is expected to support disaster risk reduction at multi-locations with a comprehensive multi-sectoral approach, with a focus on availability and quality (e.g., policy, funding, capacity) of existing systems.

- Collaborating, Learning, and Adapting (CLA) undergirds resilience programming and coordination approaches. Collaboration is essential to sequencing, layering and integrating. During this session, participants explored how use of M&E data contributes to learning and adapting, the latter illustrated by adaptive shock responsive programming options that are under development with the Office of Acquisition and Assistance (OAA). CLA is now required for all MEL plans, linked to the learning agenda to guide who we collaborate with, for what purposes, and to identify resources required to support CLA. Participants had the opportunity to do a group work exercise utilizing the CLA maturity matrix tool focusing on the "M&E for learning component", self-identifying where their organization or team is situated and what challenges and opportunities they have.
- Module 3 closed with a discussion of 'Frontiers and future challenges for resilience analysis'. The session addressed recent advances in resilience measurement and programming and identified knowledge gaps and themes that have emerged as priority areas for resilience research and analysis, as part of the USAID REAL Learning Agenda. These include value for money (REAL 2017), resilience in fragile contexts, gender analysis and social and cognitive factors.

Discussion

Discussion throughout day three of the workshop centered on collaboration and the presentation of resilience analysis to facilitate stakeholder buy-in and utilization. Key discussion points include:

- Collaboration with local and provincial government and academic institutes throughout the process of design, data collection, analysis, verification and communication contributes to use of the findings and sustainability. Participants noted upcoming ODI work in Nepal, Cambodia and Philippines as an opportunity for collaboration among Missions and partners.
- With regard to urban analysis, it is important to better understand migration, urban-rural linkages, remittances (and in terms of % GDP); as well as the importance of idiosyncratic and localized shocks in urban settings.
- Resilience M&E is critical for decision-making and to inform ongoing and future programs. While the rigor of data collection has improved, data quality continues to be a challenge and analysis is often insufficient for decision making. Timeliness of evaluations is critical for program design and adaptation. As well, it is important to align CLA efforts across strategies, projects and activities, and to systematically share data more broadly.
- Participants raised the question of what type of activities are the best value for money to improve resilience, as well as the importance of tracking and analyzing cost (and avoided loss) data relative to national and regional economies for donors and national governments. There is recognition that value for money analysis has changed how 'progress' is assessed to account for averted losses.
- Regarding fragility and resilience, participants identified the need to look at fragility beyond transformative capacity, to better understand people's own perceptions of safety, and the importance of cognitive, social capital, and psychosocial factors. In Myanmar, for example, the greatest contribution of a development program self-reported by beneficiaries was creating "unity" in the community. This finding resonates with participants working across diverse programming contexts.
- In analysis of gender and resilience, it is important to look beyond gender equality as an outcome, to consider inequality as a stress; as well as to consider caste, social exclusion, and the intersection of

gender with other socio-economic dimensions such wealth categories, age, ethnicity, marriage status, etc.

- There was strong interest in developing a set of learning agenda questions for Asia, and identifying mechanisms and funding sources for addressing these questions (beyond the project level), through the Country Development Cooperation Strategy, REAL, and TOPS, for example. It is also important to look for opportunities to engage with government to include resilience indicators, through SDG and other processes.
- In terms of methodological approaches, participants expressed interest in the use of life histories (ODI, TANGO FFP Emergency Food Security Program studies) and panel studies for better understanding 'new frontiers' in resilience analysis, such as gender empowerment. USAID is working with other donors to identify opportunities for panel data through the FSIN, e.g., to use existing data for 'deep dives' (e.g., Zimbabwe VAC), and to use new contextually appropriate research modalities for RMS, such as data collection in Somalia via cell phone to reduce costs and better track mobile households.

Module 4: Regional Resilience in Asia: Wrap Up and Next Steps

The final day of the Asia Resilience MEL Workshop focused on distilling learning around resilience programming, measurement, and analysis in the Asia region. Small working groups considered research questions for an Asia resilience learning agenda. While some groups were country-specific, others addressed broader issues related to resilience in Asia. Participants also identified next steps for country- or institution-specific action.

Group 1. Research questions for Nepal

Resilience analysis needs to focus on all capacities for women, youth, ethnic minorities, with respect to drought, floods, earthquakes, and price shocks.

Research questions:

1. Do integrated interventions strengthen capacities to achieve resilient outcomes (e.g., focused on food security, climate change adaptation, disaster risk reduction, women and health)?
2. Do nutrition specific interventions strengthen women's capacities to manage shocks?
3. To what extent does social capital (esp. linking social capital) build capacities of local communities?
4. What are positive and negative impacts of (youth) migration on the capacities of communities?

Group 2. Research questions for Asia

1. Across country contexts (e.g., Nepal), how are communities dealing with floods and working to address exposure? Currently, agencies are measuring protected land, using drones to monitor flooding, and monitoring land change over time. It is important to consider the issue of land-use regulations, which vary greatly: in Nepal, there are many; in Timor, none; in Indonesia many, but enforcement is weak.
2. How do we measure and account for losses avoided?
3. What matters for women's empowerment in different Asian contexts: How does migration affect women's capacities (positively and negatively)? We are testing gender interventions, piloting in some areas. Is this unlocking capacities in some areas? The BRIDGE project, for

example is assessing how intra-household decision-making relates to enhanced household resilience. How does this translate into community level change around norms (e.g., Indonesia, Nepal)? Information exchange across programs/countries is important to build knowledge around resilience programs and measurement.

4. How can we leverage technology in programming and in our M&E (e.g., platforms for mobile phones for disaster preparedness)?
5. How do we combine information across all three levels of capacities to better understand resilience?

Group 3. Important issues for research in Asia

1. Migration: What are positive and negative impacts, e.g., as a stress, a coping strategy, contribution to resilience capacity?
2. Urban-rural linkages: Particularly around ecosystems in which urban areas are situated, what are the impacts of urban centers on ecosystems and vice-a-versa? How does government policy and planning affect resilience?
3. Transnational issues: How does ASEAN integration and coordination of transnational resource issues, namely water, affect resilience at multiple levels?
4. Inclusion and exclusion: How can we develop better understanding and metrics related to youth, ethnic minorities, women?
5. Rapid environmental deterioration: What are the drivers? How can our trigger mechanisms better integrate an environmental component? How can we address and measure sound natural resource management?
6. Longer-term stresses around environment: How do we design our research to address longer term stresses?

Group 4. Nepal: USAID Mission-wide approach

Key research question: What combination of activities results in more resilient communities and enhances the capacity of communities to respond to shocks? What is the relative contribution of activities? Sub-research questions include:

1. Stresses and shocks: It is important to consider governance, water resources, women's empowerment, migration, equitable access to services, shocks v. stressors, and idiosyncratic v. large scale covariate shocks.
2. Integration: From a resilience perspective, there is a need to consider policy and programming from a mission perspective; however, the Mission is comprised of different offices with distinct funding streams. There is a question of how to come together to achieve resilient outcomes at higher levels.
3. Gender and social inclusion: An assessment is currently underway and the Mission is in the process of defining research questions and conducting an analysis of existing secondary data to identify specific areas of focus to strengthen community resilience.
4. Indicators: To what extent can Global Climate Change (GCC) standard indicators, democracy and governance, as well as Feed the Future and FFP indicators be integrated for resilience programming? This will be key for the next country development strategy.
5. Government collaboration: The USAID Mission is working with government to create a coordinated platform for multi-agency collaboration. The Mission is also working with

government counterparts to communicate resilience concepts and to enhance collaboration on resilience measurement. These are long-term and challenging processes, grounded in post-earthquake multi-sectoral assessments.

Across the working groups, common themes that emerged centered on migration, social inclusion, environment and natural resource management, gender, youth, and collaboration with government and other stakeholders as a long-term process. Other key issues included:

Resilience strategies: While some countries have specific resilience strategies, there is no need for a separate or specific resilience strategy document. Rather, it is more important is to ensure that resilience concepts are well incorporated into existing plans.

Funding: With respect to research questions, there is a wide range of forecasts for future budget reduction; the most optimistic scenario is that the budget will remain stable. Value for money (avoidance of future humanitarian assistance) is recognized as an effective strategy for cost savings and to counter violent extremism.

In sum, these inputs will inform the broader resilience learning agenda. In identifying important research questions, we also need to consider how to measure these questions without having to do extensive studies, using more focused studies, and applying a resilience lens in program evaluations.

Summary of Workshop Participant Evaluations

Workshop facilitators conducted daily evaluations specific to each module to collect participant feedback. This enabled facilitators to respond to participant questions and needs, provide additional resources, and to adapt content in real-time. An overall workshop evaluation was conducted at the close of the workshop. Key findings from the final evaluation are summarized below.

Overall, the workshop achieved its objectives and satisfied participants' expectations. In the final workshop evaluations, all participants rated the quality of the workshop as either good or excellent. Additionally, all participants felt that the topics discussed from the workshop improved their knowledge of resilience assessment and analysis, and could be applied to their current work in resilience. Notably, participants indicated they gained a better understanding of resilience capacities and how to measure those capacities, as well as how to incorporate these concepts into current program design. In general, participants stated that the analytical methods discussed, such as RMS and the use of secondary data, will allow them to be more effective in their use of core resilience concepts. Other important concepts participants learned included:

- Better understanding of resilience terminology and how to effectively communicate the value of resilience;
- How to better integrate resilience indicators into programming;
- Conceptual framing of urban/rural linkages;
- The importance of resilience for sustainable poverty escapes;
- Better understanding of the STRESS framework; and
- Practical methods for resilience analysis.

Participants offered a few suggestions to improve the workshop. These included more group work and provision of more technical detail on how to measure resilience, such as a general protocol for developing measurement tools and survey design. To meet this expressed need, facilitators distributed a

set of protocols and other relevant resources to participants using Google Drive following the workshop. Finally, some participants would have liked greater clarity on different systems level outcomes.

Recommendations for Asia Resilience Initiatives

Shock context: There is a need to refine measurement and programming specific to idiosyncratic and localized shocks, and to adapt sampling frames to capture these types of shocks and stresses, in addition to large scale covariate shocks that are common in the region.

Key issues for resilience programming, measurement and analysis: These included gender, caste, ethnic minorities, migration, youth, urban-rural linkages, social inclusion, governance, natural resource management and climate-related shocks.

Methodological approaches for resilience analysis: Recurrent monitoring surveys (RMS) provide real time data on response to shocks and stresses, coping strategies, and resilience capacities. The approach is cost effective, combines quantitative and qualitative measures, and can be adapted for project monitoring. The RMS responds to context-specific shocks and stresses and is embedded in a broader M&E system (i.e., linked to a baseline). Life histories methods have also been used effectively for resilience data collection. Analysis of secondary data sets using a resilience lens is another a cost-effective approach that promotes collaboration among diverse regional stakeholders.

Collaboration with government and multiple stakeholders: Participants emphasized the importance of engaging with government and local research and implementing partners in assessment, design, implementation, and measurement and analysis phases. It is also important to align resilience indicators with the SDGs through timely engagement with governments that are currently contextualizing the SDGs .

Recommendations for Future Resilience MEL Workshops

- Daily evaluations are useful to ensure the workshop is responsive and adapted to participant needs throughout the training. These evaluations pointed to a need for more attention to the construction of resilience indicators, and the analysis and application of data for programs. Facilitators adjusted content and, as noted below, offered supplementary sessions to meet these needs, which may be anticipated in future workshops.

- For a regional workshop—and to the extent possible, it is important that participants include an appropriate range of stakeholders from each country (e.g., USAID, IPs, other partners). By engaging staff working in resilience programming from multiple agencies within a country-context, participants can better leverage the workshop content and discussions and channel this into country-level resilience strategies and action plans. Similarly, effective and actionable regional strategies can be articulated.

- Overall, the workshop presentations and discussions met the expectations of workshop participants. Among participants, there was a broad range of interests and experience, from resilience programming and policy, to detailed methodological approaches and statistical techniques for resilience analysis. Facilitators organized a special session to provide more focused training for

resilience applications in statistical analysis. Future workshops may accommodate this range of interests through simultaneous breakout sessions that focus on different levels of/ tools for resilience analysis (e.g., sequencing, integration and layering at the regional/ country strategy level; resilience programming approaches; M&E systems; analysis of resilience indicators/indices).

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Annex 1. Participant List

Country / Name	Position	Organization
Thailand		
Mohamed Zahar	Resilience Coordinator	USAID
Nigoon Jitthai	M&E Specialist	USAID
Pornpun Pinweha		USAID
Mary Sawapa Tangsawapak	Regional Program Assistant Risk and Resilience	ECHO
Ranjan Mohnot		Red Cross
Dominic Sett		UN Habitat
Pimpavadee (Natalie) Phaholyothin		Rockefeller Foundation
Nina Raasakka		UNEP
Nepal		
Buddhi Kunwar	DCoP Program	Save the Children
Sriju Sharma	Senior MEAL Manger	Save the Children
Mangesh Angdembe	Senior MEAL and Data Analysis Coordinator	CARE
Jill Scantlan	Resilience MERL Advisor	Mercy Corps
Krishna Babu Joshi	Performance Monitoring Specialist	CAMRIS
Carol Jenkins	Director, SEED	USAID
Andrew Golda	Project Development Officer, DR4	USAID
Carolyn O'Donnell	M&E Fellow - SEED	USAID
Rebecca Goldman	Resilience Team Leader, SEED	USAID
Maneka Gurung	M&E Officer	USAID
Dinee Tamang	Research Advisor for Flood Resilience Measurement	Mercy Corps
Ila Pant	Senior M&E Officer	Mercy Corps
Chet Bahadur Tamang	Program Director (Nepal & Timor-Leste)	Mercy Corps
Bangladesh		
Dr. Md. Nahiduzzaman	Project Manager	ECOFISH-Bangladesh
Ruhul Mohaiman Chowdhury	Technical Program Coordinator/Manager	Climate Resilient Ecosystems and Livelihoods (CREL) Project
Indonesia		
Ratri Sutarto	ACCCRN Network Director	Mercy Corps
Philippines		
Pedcris Orencio		SURGE
Jennifer MacCormack		IOM / SURGE
Cambodia		
Jonathan Rivers	Vulnerability Analysis and Mapping Officer	World Food Programme
Yav Long	Vulnerability Analysis and Mapping Officer	World Food Programme

Country / Name	Position	Organization
Myanmar (Burma)		
Thuta Maung		Mercy Corps
Michael Florian	Senior M&E Coordinator	Pact World
Vietnam		
Phong Tran		Institute for Social and Environmental Transition (ISET)
Facilitators		
Greg Collins	Resilience Coordinator and Director	USAID Center for Resilience
Karine Garnier	Knowledge Management and Learning Advisor	USAID Center for Resilience
Tim Frankenberger	President	TANGO International
Mark Langworthy	Vice President	TANGO International
Bradley Sagara	Research and Learning Manager	Mercy Corps
Karyn Fox	Senior Research Specialist	TANGO International
Thomas Spangler	Director, Resilience and Livelihoods	Save the Children