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WHAT FACILITATES INTEGRATION IN RESILIENCE PROGRAMS?

A Case Study on Nepal

May 2020

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Contact information:

The REAL Associate Award
c/o Save the Children
899 North Capital Street NE, Suite #900
Washington, D.C. 20002
Email: resiliencemeasurement@gmail.com
Website: <https://www.fsnnetwork.org/REAL>

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Prepared by:



Mercy Corps
45 SW Ankeny St.
Portland, OR 97204
USA

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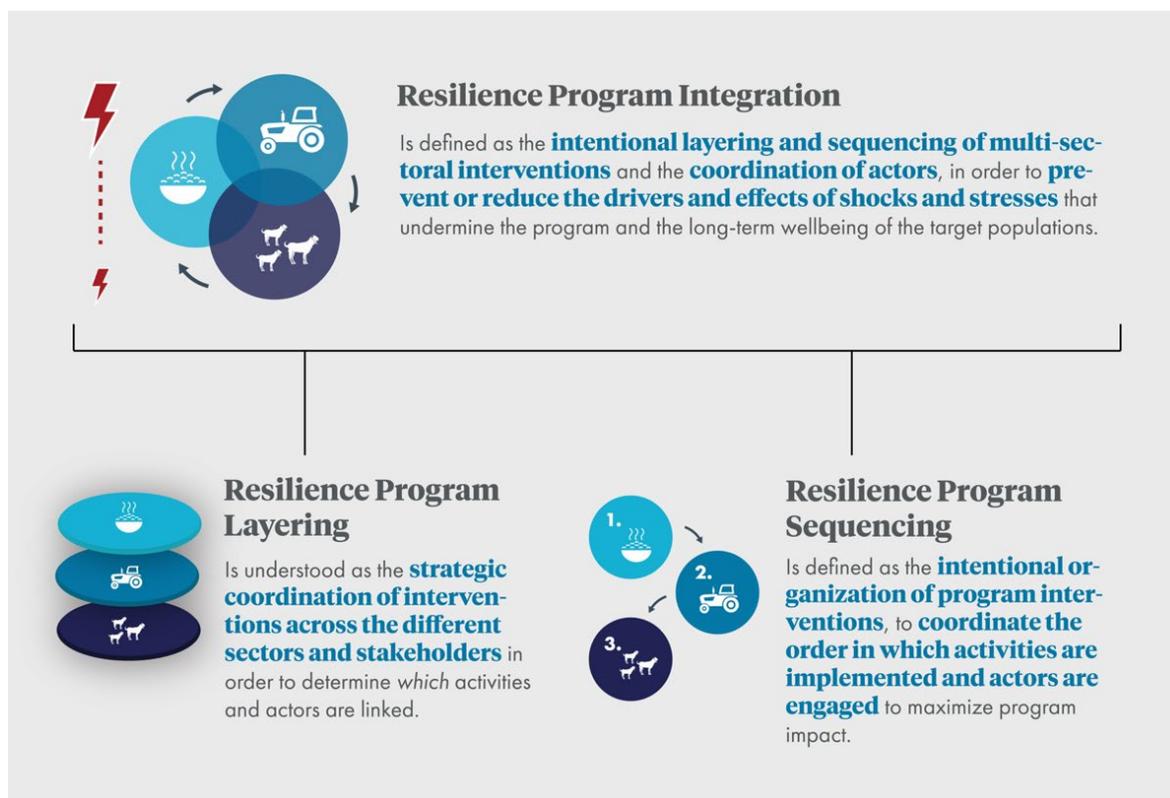
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Executive Summary

Building resilience requires a long-term commitment and an integrated approach to strengthen the capacities of individuals, households, and communities to respond to, recover from, and prevent (where possible) shocks and stresses. This report synthesizes the experiences of two programs implemented by Mercy Corps: USAID’s Office for Food for Peace-funded **Promoting Agriculture, Health and Alternative Livelihoods (PAHAL)** and Margaret A. Cargill Philanthropies-funded **Managing Risk through Economic Development-II (M-RED II)**, which both sought to facilitate resilience of rural communities in Nepal through their integrated resilience programming. While these two programs employed different sectors and approaches in their resilience programming and integration, evaluations of PAHAL and M-RED II both highlight the benefit of investing the time and effort to design, implement, and manage integrated resilience programming. On this basis, these programs are selected as case studies for this report.

In this report, **resilience program integration** is defined as the intentional layering and sequencing of multi-sectoral interventions and the coordination of actors, in order to prevent or reduce the drivers and effects of shocks and stresses that undermine the program and the long-term wellbeing of the target populations. **Resilience program layering** is understood as the strategic coordination of interventions across the different sectors and stakeholders in order to determine which activities and actors are linked. Finally, **resilience program sequencing** is defined as the intentional organization of program interventions, to coordinate the order in which activities are implemented and actors are engaged, to maximize program impact.



Motivated by the need for greater clarity and intentionality in designing, implementing, monitoring and evaluating integrated resilience programs, the study conducted semi-structured in-depth interviews and focus group discussions with PAHAL and M-RED II Nepal team members, other affiliated Mercy Corps team members, and national implementing partners. The study examined the following three questions, with the goal of contributing to the limited documentation of resilience programs' experiences of integration:

1. What is the added value that integration can leverage for programs and their intended outcomes when integration is done well?
2. What are the challenges faced by team members in their efforts to integrate their resilience program at the different stages of the program cycle?
3. How are these challenges were addressed by team members, and what are the strategies they employed to facilitate resilience program integration?

As it will be evidenced by the report's discussion, resilience program integration demands substantial time and effort to design, implement, manage, monitor and evaluate. PAHAL and M-RED II team members invested in these efforts because of a belief in the ability of integrated resilience interventions to promote sustainability, support accountability to communities and lead to a greater positive impact (relative to single-sector approaches).

Drawing from PAHAL and M-RED II's experiences, challenges, and strategies, this report describes some of the enabling conditions which facilitated the intentional integration of these programs' resilience interventions during the different stages of the program cycle.

Enabling Conditions:



Program (Re)design & Implementation

- Conduct risk and resilience assessment (such as Mercy Corps' Strategic Resilience Assessment) that uses system's thinking to explore:
 - Shocks/stresses in the target communities, their interconnections and how they affect development goals and the main social, economic and ecological systems underpinning the program
 - How different community members are vulnerable to these shocks/stresses
 - What community members say their needs are
 - What resilience capacities communities already have/ are using
 - What barriers/constraints are preventing communities and specific vulnerable groups within the community from achieving development goals



Program (Re)design & Implementation Cont.

- Develop a strategic-level ToC/results chain that can communicate the overall integrated program strategy
- Identify sequencing and layering of resilience capacities under each resilience outcome in the strategic-level ToC/result chain
- Define the interventions that are needed to achieve or strengthen a capacity or group of capacities
- Identify points of integration across interventions based on geography, stakeholder group, etc.
- Conduct localized risk and resilience assessment to validate strategic-level results chains and to feed into targeting strategy
- Identify most appropriate service provider to facilitate access to and use of resilience capacities
- Integrate workplans across sectors to facilitate access to and use of resilience capacities



Monitoring, Evaluation, Research & Learning

- Proactively develop research and learning agenda to evaluate the impact of integration, ideally as ToC, results chains, targeting strategies, and M&E systems are being developed
- Consider the internal and external utility of the proposed research questions when identifying and selecting integration related research questions
- Bring on board a technical advisor who can balance program-level constraints with research requirements, and can help translate technical findings for program team members
- Think beyond donor-mandated indicators and invest proactively in a monitoring and evaluation system that will facilitate and measure integration (e.g. process indicators, participant and activity tracking systems)
- Seriously consider data inefficiencies and account for team members' and community members' time constraints when developing a M&E system for integrated resilience programs



Program Management & Capacity Building

- Reinforce common program identity and collective goals
- Hire team members based on assessment findings and those who are comfortable and able to work across sectors
- Create balanced opportunities for reflection and learning to adapt and better integrate interventions given shifting contexts
- Team members' common understanding of integration and the ways in which it can promote resilience capacities can serve as powerful motivators for program integration and communities' acceptance and buy-in
- Technical capacity building in integration should be introduced early on and be accessible for all team members

In Nepal, dedicated team members from PAHAL and M-RED II made significant efforts to design, implement, manage, and evaluate their integrated resilience programming. This report contributes to a nascent body of knowledge on the integration of resilience programs which are grounded in field experience. It is crucial that similar case studies be conducted across various contexts to build a more comprehensive understanding of what works in integrated resilience programs. “What works” to enable *intentional* integrated programming in the global context and “to what end” remain open questions that the resilience community of practice must seek to better understand.



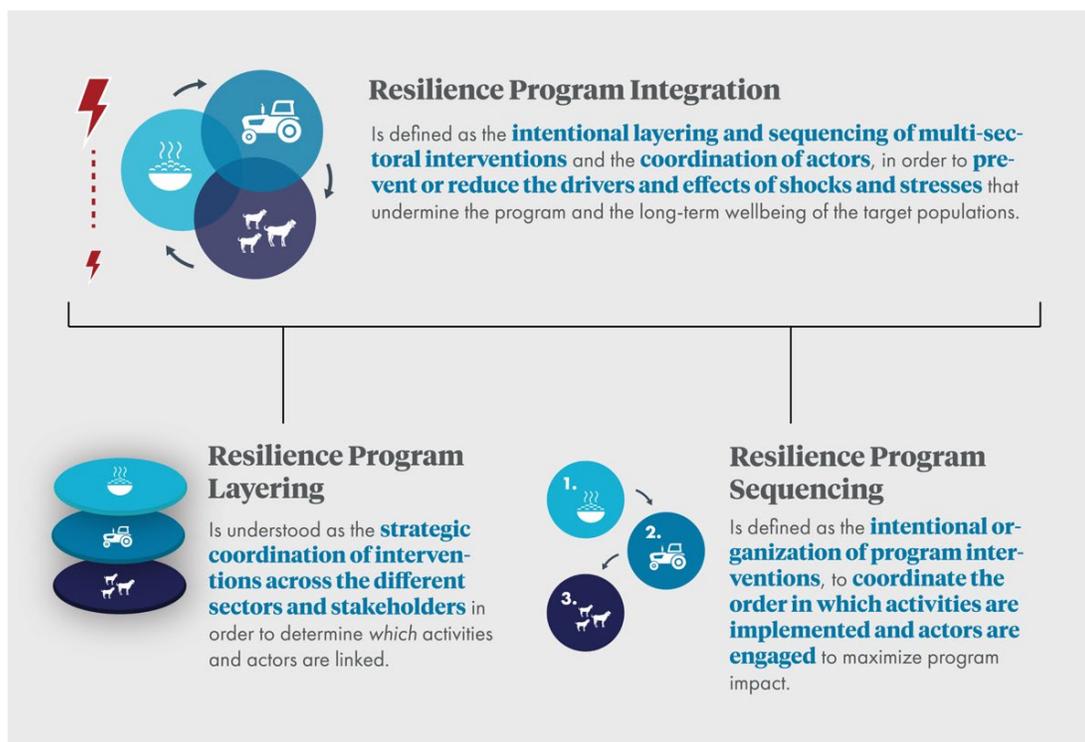
Local government officials of Pipal Ward in Nepal's East Rukum district participate in an activity mapping exercise with PAHAL local partner staff. Government-level integration planning was informed by previous mapping activities with PAHAL community group members and program participants. *Photo credit: Rebecca Radix for Mercy Corps, 2018.*

1. Introduction

Building resilience requires a long-term commitment and an integrated approach to strengthen the capacities of individuals, households, and communities to respond to, recover from, and prevent (where possible) shocks and stresses.¹ This report synthesizes the experiences of two programs implemented by Mercy Corps: USAID’s Office of Food for Peace-funded **Promoting Agriculture, Health and Alternative Livelihoods (PAHAL)** and Margaret A. Cargill Philanthropies-funded **Managing Risk through Economic Development-II (M-RED II)**, which both sought to facilitate resilience of rural communities in Nepal through their integrated resilience programming.

In this report, **resilience program integration** is defined as the intentional layering and sequencing of multi-sectoral interventions and the coordination of actors, in order to prevent or reduce the drivers and effects of shocks and stresses that undermine the program and the long-term wellbeing of the target populations.² **Resilience program layering** is understood as the strategic coordination of interventions across the different sectors and stakeholders in order to determine which activities and actors are linked. Finally, **resilience program sequencing** is defined as the intentional organization of program interventions, to coordinate the order in which activities are implemented and actors are engaged to maximize program impact (Figure 1).

Figure 1: Integration, Layering and Sequencing Definitions



¹ Nicholson, D. (2015). Resilience Strategies, not Resilience Projects. Mercy Corps Resilience Discussion Paper, #01. Mercy Corps.

² This report puts intentionality at the heart of resilience program integration. In multi-sectoral programs, interventions may be sequenced in time or layered in geographic space. However, such approaches - in this report’s framing - will not be considered as being integrated as these layered and sequenced sectoral interventions were not intentionally designed and implemented to interact with and depend upon one another to produce the desired synergistic outcomes (Frankenberger, Conostas, Nelson, Starr 2014).

Promoting Agriculture, Health, and Alternative Livelihoods (PAHAL)

PAHAL (2018). USAID/FFP 2014 Nepal PAHAL Impact Evaluation Quarterly Brief 1. Mercy Corps.

PAHAL was a five year (2014 - 2020) USAID Food for Peace-funded program that aimed to strengthen social, economic, and ecological systems, as well as the underlying enabling environment that affects vulnerable and marginalized Nepalis, to build resilience to shocks and stresses that exacerbate chronic poverty and food security. PAHAL's intervention approach was based on a strategic resilience assessment that identified key shocks and stresses, resilience capacities, and wellbeing outcomes. PAHAL was led by Mercy Corps with 14 local implementing partners, 3 national Non-Governmental Organization (NGO) partners, and 2 international NGO partners working in 14 districts in the Mid-West and Far-West regions of Nepal.

PAHAL was the first USAID Development Food Security Activity to take a resilience approach, which created unique opportunities and challenges for implementation, monitoring, evaluation and learning. They also faced challenges when shifts in funding priorities reduced PAHAL's budget from \$37 to \$25 million in the program's fourth year, leading to an early closure of some programming elements. As the PAHAL team was developing their exit strategy, they realized that 1). they were implementing many of their multi-sectoral activities in silos/not integrating with other sectors and they were uncoordinated, 2). PAHAL's uncoordinated and siloed activity implementation approach increased the amount of time target communities were spending participating in program activities, which may have created a time burden, and 3). the current implementation strategy would not promote sustainability and uptake from local stakeholders. This prompted the team to think critically about ways they could intentionally integrate activities to reduce the time burden on communities, make handover to local stakeholders easier, and increase the impact of their interventions. After this reflection, PAHAL quickly moved towards an integrated approach that concentrated on delivering integrated interventions through community groups in a subset of their target communities (Figure 5).

- Quality **health and nutrition** services and information
- Improved **water, sanitation, and hygiene** services strategies and technologies
- Effective **disaster risk management** services strategies and technologies
- Appropriate and diverse **financial services** and products
- Dynamic and responsive **agricultural and non-agricultural markets**, including alternative livelihoods
- Productive **natural resources** and **resource management** systems
- Increased **participation, agency, and voice of vulnerable groups** in governance process



Photo credit: Rebecca Radix for Mercy Corps, 2018



Photo credit: Rebecca Radix for Mercy Corps,

Managing Risk through Economic Development (M-RED II)

Scanlan, J., Pełryniak, O., Tamang, C. (2018). Testing the Added Value of Market Incentives on Disaster Risk Reduction in Western Nepal. Mercy Corps.

M-RED II is a \$5.6 million USD four year Margaret A. Cargill Philanthropies (MACP) funded project that aims to protect and improve household's income, livelihoods and food security in Nepal and Timor-Leste. Since 2013, M-RED (currently in its second phase of implementation, 2016-2020) has been working to build resilience in flood and drought-prone communities in the Far-Western regions of Nepal and Timor-Leste. M-RED's integrated intervention model (referred to as the "nexus model") combines traditional community-based disaster risk reduction (DRR) and economic and market development interventions to promote income-generating crops that also have disaster risk reduction potential. Under the nexus approach, M-RED Nepal facilitated market models to encourage:

- Planting sugarcane on erosion-prone riverbanks to **prevent river cutting** while **increasing productivity** of marginal lands and **increasing income**
- Planting fodder species in marginal lands of hilly areas to **mitigate landslides** while also contributing as an input for the growth of the dairy sub-sector

The core nexus model is complemented by interventions that address the multiple dimensions of vulnerability to disaster risk from flooding, landslides and river cutting. These include building access to financial services, improving land management and protection mechanisms on communal risk-prone land, and addressing gender-based norms and attitudes that limit women's ability to support risk reduction. The figure below visualizes the core components of MRED's nexus (i.e. integration) model.



Promoting disaster and climate resilience land management and agriculture technology: Improving land management/protection, planting crops on otherwise-fallow strengthens erosion-prone soil, restores soil productivity and provides economic opportunity for farmers through sales of the crops.



Sustaining DRR incentivized through market-based approach: When crops planted for DRR purposes are supported by robust market systems, farmers earn a profit and are economically incentivized to continue those DRR efforts.



Preparing for and mitigating the impact of disaster: Supporting interventions around building capacity of disaster management structures, disaster preparedness (contingency plan, early warning systems), low-cost disaster mitigation structures, access to input and output markets and addressing gender-based norms and attitudes strengthen the link between DRR efforts and economic outcomes for farmers.

To date, there is limited documentation on the synergistic or amplified impact of integrated resilience programs.³ However, these initial studies offer promising insights. Recent PAHAL and M-RED II impact evaluations demonstrate that integrated approaches result in the strengthening of a wide range

³ In development, there is a large volume of research that collectively indicates that intentionally linking design and implementation across sectors is successful in achieving positive impacts (Ahner-McHaffie et al. 2017). However, there is limited evidence on if and how these integrated interventions are leading to impacts that are greater than the sum of single sector interventions. In their systematic review, Ahner-McHaffie and her colleagues (2017) found that researchers were inconsistent in their use of "integration" and only a few (38 evaluations out of the 4,339 peer-reviewed journals screened in the 3ie Impact Evaluation Repository) employed a study design that would allow for statistical detection of the synergistic impact of integrated programs, of which seven demonstrated synergistic effects.

of resilience capacities including, but not limited to, aspirations and confidence to adapt, access to safety nets and markets, in addition to greater reliance on positive coping mechanisms in the face of shocks and stressors.⁴ While these two programs employ different sectors and approaches in their resilience programming and integration, evaluations of PAHAL and M-RED II both highlight the benefit of investing the time and effort to design, implement, and manage integrated resilience programming. It is on this basis that they are selected as case studies for this report.

For PAHAL, a mixed-methods evaluation⁵ showed that there were statistically significant and large impacts among all combinations⁶ of integrated interventions on resilience capacities, with the largest impact among the full integration and water groups, who received additional water interventions in addition to a basic food security package. In particular, household participation in the water and full integration interventions led to improvement in their ability to manage shocks versus the traditional food security group, demonstrated by integrated households' greater reliance on positive coping mechanisms and reports of feeling less vulnerable to future shocks than comparison households (i.e., the traditional food security group). The water group also improved their ability to cope and recover from shocks by relying less on negative coping strategies and had higher Food Consumption Scores⁷ over time. Some unexpected findings include that the most vulnerable households (e.g. those in the Dalit caste, a traditionally excluded group) did not see the same positive results as the average PAHAL participant and for this group no combination of integrated interventions had an impact on preventing or mitigating actual exposure to shocks and stresses.⁸

For M-RED II, several devastating flooding events, which affected central and western Nepal in August 2017, provided an opportunity for the program to evaluate the impact of its integrated resilience interventions that intentionally combined traditional disaster risk reduction activities with market-based activities, referred to as the “nexus model”.⁹ Using a quasi-experimental design, the evaluation explored whether households living in communities benefiting from the nexus model were better off relative to households living in communities without these integrated activities.¹⁰ The evaluation found that nexus households had higher levels of household-level capacities important for disaster

⁴ Pommerville, Getman, Scantlan (2020). PAHAL Resilience Impact Evaluation Brief. Mercy Corps; Scantlan, Petryniak, Tamang (2018). Testing the Added Value of Market Incentives on Disaster Risk Reduction in Western Nepal. Mercy Corps.

⁵ PAHAL's impact evaluation faced several challenges. First, as PAHAL administered a wide range of its interventions across the majority of its communities, it was not possible to identify pure treatment and comparison groups. As a result, the impact evaluation is unable to analyze the efficacy of PAHAL itself, but only the added value of the integrated approach relative to the households that only received the agriculture, WASH, and nutrition interventions. Second, there was a large overlap and variety in intervention approaches in program communities. Third, as the impact evaluation was conducted during a period that coincided with a large down-sizing of PAHAL, data were collected in communities where interventions had already been completed. In turn, the evaluation was unable to assess the immediate impact of the initial interventions.

⁶ PAHAL Identified four combinations of additional resilience interventions beyond the basic food security package (agriculture, WASH, and nutrition interventions): (1) “Full integration” communities (received additional water, natural resource management (NRM), governance, disaster risk reduction (DRR), and financial services); (2) Water group: received additional water interventions focused on improving access to safer and more reliable water sources; (3) Financial Services group: received additional financial services interventions and a 26-day financial literacy training; and (4) NRM/DRR/GOV group: received additional interventions to improve NRM, DRR, and governance (Pommerville, Getman, Scantlan 2019)

⁷ The Food Consumption Score index was developed by the World Food Programme to measure the frequency of households' consumption of food groups over the previous seven days. It is a proxy measure for households' caloric availability. (World Food Programme 2008)

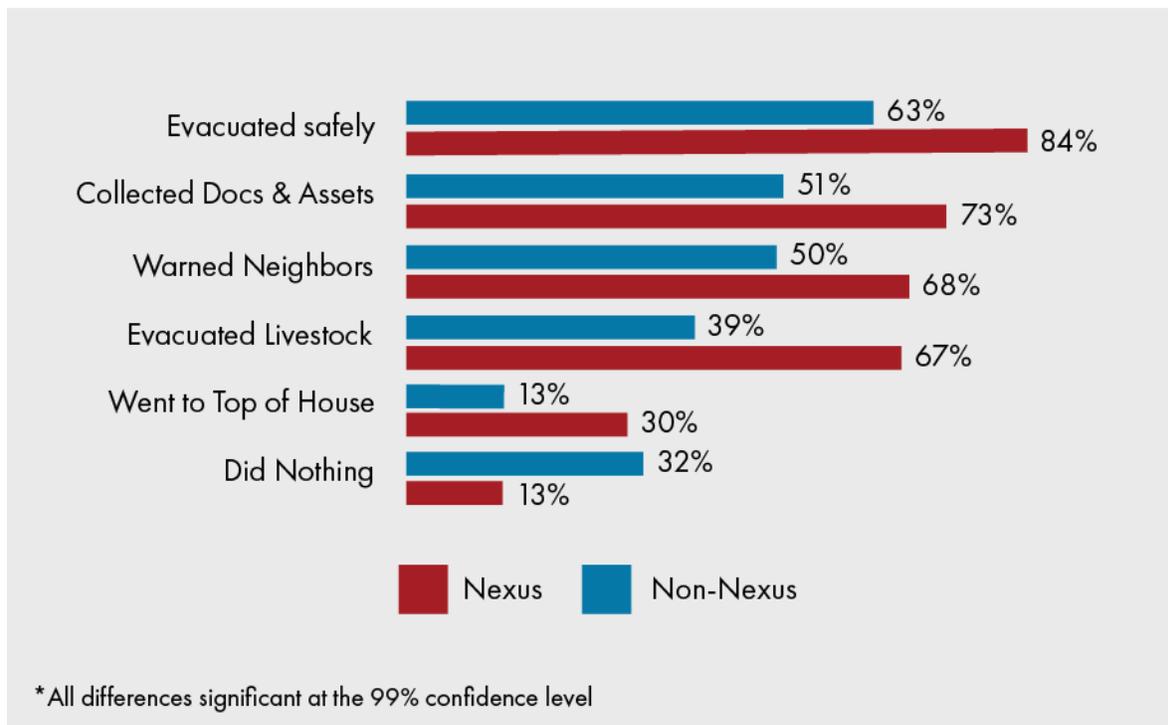
⁸ Pommerville, Getman, Scantlan (2019).

⁹ Govt. Nepal. (2017). Nepal: Terai Flood | August 2017 (Version 2.0). Nepal Food Security Monitoring System

¹⁰ Scantlan, Petryniak, Tamang (2018).

preparedness and were able to use these capacities at higher levels to respond to the 2017 floods than non-nexus households (Figure 2).

Figure 2: Actions taken by nexus and non-nexus households after receiving early warning information (adapted from Scantlan, Petryniak, Tamang 2018)



Nexus households also relied on fewer negative coping strategies and lost fewer crops and agricultural inputs than non-nexus households following the flooding events. M-RED II’s nexus approach also supported households’ access to community-level resilience capacities (e.g. structural mitigation to protect land, active community disaster management committees) at higher levels. However, similar to PAHAL, traditionally marginalized groups were not able to achieve the same positive outcomes as more privileged groups in the M-RED II target areas.¹¹

1.1. Objective and Structure of the Report

For both PAHAL and M-RED II, their investment and commitment to integrated programming was motivated by the added value of integrated programming over single sector approaches. Drawing from these programs’ experiences, challenges, and strategies, this report describes some of the enabling conditions which facilitated the intentional integration of PAHAL and M-RED II’s resilience

¹¹ Non-marginalized caste groups lost less crops and agricultural inputs, relied less on negative coping strategies to access food, borrowed from informal money lenders less often and had better dietary diversity than marginalized caste groups after the 2017 flooding events in central and western Nepal. Female heads of household lost more crops on average and had to borrow from money lenders more often than male heads of household after the 2017 flooding events in central and western Nepal (Scantlan, Petryniak, Tamang 2018).

interventions. Three main questions motivated this study, with the goal of contributing to the limited documentation of resilience programs' experiences of integration:

1. What is the added value that integration can leverage for programs and their intended outcomes when integration is done well?
2. What are the challenges faced by team members in their efforts to integrate their resilience program at the different stages of the program cycle?
3. How are these challenges were addressed by team members, and what are the strategies they employed to facilitate resilience program integration?

These findings are intended to inform other resilience-focused programs that seek to intentionally integrate activities across multiple sectors, geographies, and populations within their programming. This report contributes to a nascent body of knowledge on the integration of resilience programs which are grounded in field experience. It is crucial that similar case studies be conducted across various contexts to build a more comprehensive understanding of what works in design and implementation of integrated resilience programs. Concurrently, evaluations must complement such case studies to rigorously assess the impact of integrated resilience programs: *integration to what end?*

2. Methodology

This report is based on semi-structured in-depth interviews and focus group discussions conducted with PAHAL and M-RED II Nepal team members, other affiliated Mercy Corps team members, and national implementing partners. Between February and May 2019, 43 interviews and focus groups were conducted by Skype and in-person. Respondents were intentionally selected to ensure representation at different levels within the program (e.g. central management, localized/field-officer positions, implementing partner team members). At select program sites, additional focus group discussions with program community members were conducted to contextualize the findings.

During each semi-structured interview or focus group, detailed notes were taken to capture the respondents' narrative.¹² Questions were open-ended to avoid leading respondents to particular responses. Interview and focus group notes were coded using the qualitative software Dedoose (Version 8.2.14). Using an iterative coding approach, codes were developed both deductively from interview and focus group guides and inductively from field notes. Both authors coded randomly assigned transcripts using the codebook, and emergent themes were then used to draft the initial outline of this report, with coded information categorized and synthesized accordingly. Following initial analysis, key stakeholders who are familiar with both programs were consulted to check for accuracy or misinterpretation of the findings. As interviews and focus group discussions were conducted on the basis of anonymity of respondents, respondents or their roles are not identified in the report.

¹² All interviews and focus group discussions were conducted in English, with the exception of five interviews and one focus group discussion which were live-translated in English and Nepali. Given logistical constraints, the study relied on PAHAL or M-RED II team members to live-translate these interviews and discussions. While confidentiality and anonymity were noted at the outset of interviews and discussions, it is possible that existing relationships and dynamics affected the respondents' ability and willingness to candidly share their perspectives and experience.

3. Findings

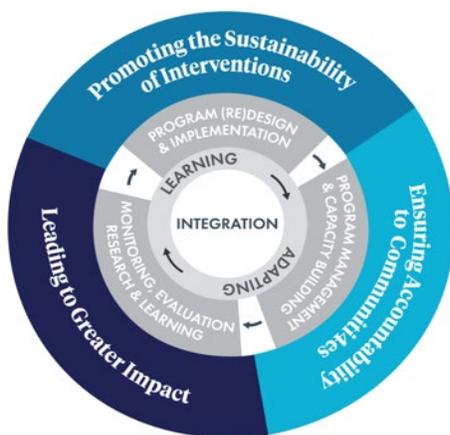
The report is organized as follows. First, it elaborates on the added value of integrated resilience programming, then it describes the enabling conditions which facilitated program integration in PAHAL and M-RED II's (re)design and implementation. Next, it discusses the ways in which program management, structure and capacity-building can facilitate integration. Lastly, it synthesizes the lessons learned from PAHAL and M-RED II team members' approaches to monitoring, evaluation, research and learning which, when done well, can be powerful facilitators for the integration of resilience programs.

For each of these four sections, the report synthesizes the experience of PAHAL and M-RED II team members to offer concrete recommendations for the facilitation of resilience program integration during these stages of program cycle (Figure 3). The report concludes with a brief summary of these key enabling conditions and highlights areas for future inquiry.

Figure 3: Stages of Program Cycle



3.1. Value of Integrated Resilience Programming



Integrated resilience programming requires substantial time and effort to design, implement, manage, and evaluate. Investment in these efforts is motivated by the added value of integrated programming over single-sector approaches for achieving and sustaining wellbeing outcomes in the face of shocks and stresses. PAHAL and M-RED II team members discussed the value of integrated resilience approaches in three main ways: *Promoting the sustainability of interventions; ensuring accountability to communities, and; leading to greater impact.*

Sustainability of Interventions

Resilience program integration promotes sustainability through its more holistic approach to addressing community needs. Integrated resilience interventions can help meet these needs while building communities' trust in the implementing organization and promoting their participation and ownership over the interventions. One potential challenge to building local ownership of integrated resilience interventions, however, is the fact that the impact of these interventions may not be seen in the absence of shocks and stresses. Communities may be less willing to financially sustain interventions if they do not see an immediate return on their investment.

Accountability to Communities

“Communities trust in the integrated projects more than non-integrated projects: Traditionally projects would do short-term effects in communities – sustainability cannot be gained...an integrated project ensures the sustainability of the project (because it)...encourages...ownership of the projects – communities can rely, do by their own: adapt their learnings from project and replicate on their own.”

– Field-based Implementation Team Member¹³

Integrated resilience approaches encourage accountability to communities through their intervention prioritization and selection process. For both PAHAL and M-RED II, a “bottom up approach” (whereby the program could select and design interventions prioritized by communities based on local needs assessments) was central to their integrated resilience programming. In both programs, communities played a central role in identifying their own risks and programmatic priorities. Being able to tailor activities to meet community needs and being responsive to those evolving needs throughout the program cycle is a key component of integrated programming and support programs' accountability to communities.

Leading to Greater Impact

In both PAHAL and MRED II, integrated interventions were better able to address shocks (compared to non-integrated approaches) and stresses, which lead to a greater effect on community resilience capacities. For example, a main M-RED II nexus intervention, planting sugarcane on riverbeds, allowed community members to earn money while also protecting their assets from erosion and flooding. M-RED II team members also emphasized that there were additional indirect impacts from their integrated nexus approach, such as the reduction in human capital losses from migration. These perceptions — that integrated resilience programs lead to greater impact than single-sector approaches — were borne out, as described above, in evaluations of both programs.

¹³ Interview conducted on May 21, 2019.

Key takeaways

Value of Integrated Resilience Programming

- 
Using an integrated approach allows programs to holistically address community need
 and encourage ownership of interventions
- 
Integrated resilience interventions support accountability to communities
- 
Integrated resilience interventions have a greater effect on outcomes than single sector approaches

3.2. Program (Re)design and Implementation



The foundation for program integration is laid during its (re)design and strengthened during implementation. Many of the design and implementation processes for integrated resilience programs rely on and build upon the standard program management practices used in development programs, such as context assessments and theory of change development.¹⁴ What makes integrated program design and implementation different is that program team members intentionally build or leverage synergies that exist across sectors, interventions, outcomes, and stakeholders.

Many PAHAL and M-RED II team members stressed the challenges of implementing the integrated programs once interventions were (re)designed. These discussions also highlighted the investment required for effective program integration in all stages of the program cycle. In order to sequence and layer multi-sectoral interventions with relevant stakeholders to meet evolving community needs, integration must be deliberately placed at the center of discussion. Respondents from both PAHAL and M-RED II stressed the importance of and challenges in adaptively identifying entry points for integration during program implementation.

Highlighted below are the steps which facilitated PAHAL and M-RED II team members' ability to integrate the (re)design and implementation stage of their programs.

¹⁴ PM4NGOs. Program management for Development Professionals Guide.



Conduct Risk and Resilience Assessments

Assessments help resilience programs use a systems approach to analyze the implementation context with an emphasis on risk (i.e., shocks and stresses) and understand how vulnerability to risk may differ by target groups. These assessments play a critical role in integrated resilience program design as they facilitate systems thinking and allow teams to make connections across common systemic constraints, capacities and higher-level outcomes. This helps inform how and where programs build integration into their program design.



Develop a Theory of Change and Results Chain

The next step for designing integrated resilience programming is to develop a Theory of Change (ToC) and results chains. A ToC shows the causal relationships between the program's interventions, conditions, preliminary results and long-term impact. Results chains are a diagram or graphic representation of a ToC and tend to include more granular information.¹⁵ Resilience-focused results chains show the logical sequence of how a resilience intervention or collection of activities builds individual, household, community and system-level resilience in the face of shocks and stresses. In practice, ToCs are often developed in the proposal stage and refined into results chains during the inception, design and/or redesign phase of the program using information from risk and resilience assessments. For PAHAL and M-RED II, results chains allowed team members to understand the program's core resilience logic and facilitated integrated intervention design (described in the sections below).



Identify Overlapping Resilience Capacities and Opportunities for Sequencing and Layering Activities

For PAHAL and M-RED II, the main challenge when using results chains to inform integrated program design was combating the tendency to take siloed sectoral approaches, especially if points of integration were not intentionally and explicitly drawn out. The solution to breaking down these sectoral silos is to first identify areas of interdependence between resilience capacities in the result chain. Based on this discussion, team members can then identify overlapping resilience capacities and opportunities for integration.

“In the beginning, it was sectoral: planning was sectoral – it was always agriculture just with farmer groups. Finance groups just w/ cooperatives. Assuming that these sectors would naturally work together.”

— Field-based Implementation Team Member¹⁶

¹⁵ Stem, C. and Flores, M. (2016). Using Results Chains to Depict Theories of Change in USAID Biodiversity Programming. USAID Office of Forestry and Biodiversity. Washington, DC.

¹⁶ Interview conducted May 23, 2019.



Select and Design Interventions¹⁷ Required to Build the Identified Resilience Capacities

Selecting and designing interventions that reflect the program resilience logic is an important and challenging step for implementing an integrated resilience program. For PAHAL and M-RED II team members, the results chain served as a common discussion platform for designing integrated resilience interventions. It helps to identify outcomes dependent on multiple sectors and, in turn, the required interventions to reach these outcomes. The intervention prioritization process is also typically based on program and external timeframes (e.g., crop calendar), budget, and where the program has a comparative advantage (i.e., technical expertise, leveraging networks and/or relationships, etc.).

One practical obstacle to this process is that implementation plans, interventions and activities are typically determined before the results chains are fully developed. Results chains can take a long time to develop and socialize within programs. There is also often a need to begin activity implementation while the results chains are still being developed in order to respond to community needs and fulfill grant obligations. This means that interventions and activities are often implemented in silos initially, which can undermine future efforts to integrate. Having inception phases built into resilience programs that allow teams to think through integrated program design before full implementation begins can help teams overcome this challenge.

In PAHAL, teams initially struggled to describe how interventions build resilience capacities even after the results chains were developed. In response, leadership transformed their detailed annual work plans into higher-level guidance documents, outlining through an intervention narrative how the intervention would build certain resilience capacities across different target groups, which systems actors were best positioned to facilitate resilience building sustainably, and how they would monitor and evaluate progress. This helped clarify the intervention logic and connect their work plans to the program's results chain and ToCs.



Identify Points of Integration Across Interventions

Once the results chain is finished and interventions are defined, programs should identify points of integration across different interventions. Integration points are characterized by mutual benefit (i.e., between one or more actors) and/or natural alignment (e.g., within or between sectors or scales) that can amplify actors' ability to build resilience capacities and address shocks and stresses. Partnering with communities to identify areas of mutual benefit — where two or more parties have incentives to cooperate — can help engage stakeholders in resilience building activities. For example, both PAHAL and M-RED II realized that many of their integrated activities could be implemented through existing community groups (Figure 4). These community groups served as platforms for community members to pool resources and lobby local government

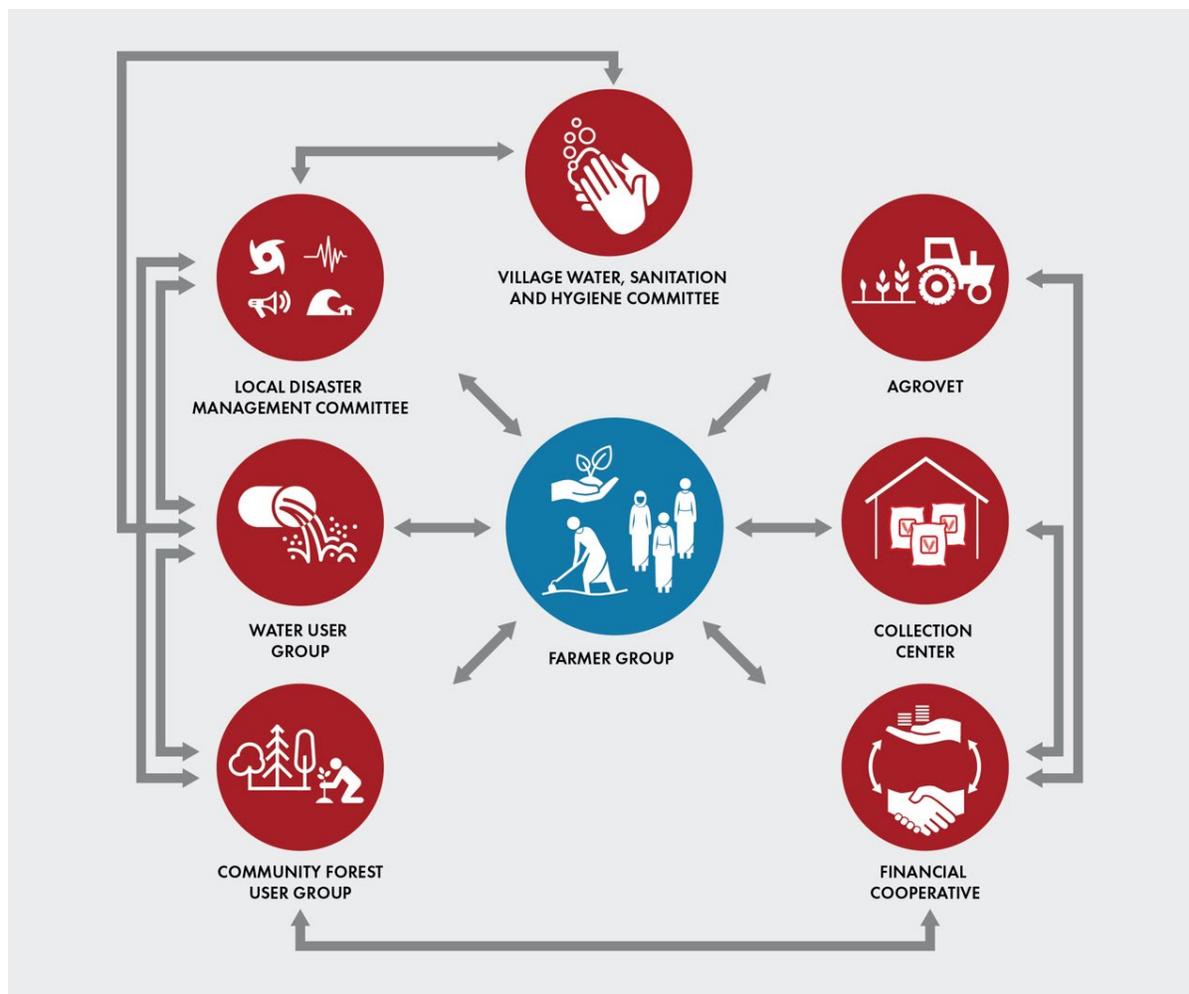
¹⁷ Interventions are high level statements that articulate how the program proposes to enact/create change to achieve or strengthen a resilience capacity (i.e., resource) or group of capacities. Activities are the discrete tasks implemented by mobilizing inputs (financial, human, technical, material and time resources) to produce the deliverables (training, constructing, etc.) to achieve an intervention (PMDPro 2017). Multiple activities “bundle” together to achieve interventions.

for services. This “place-based” targeting and service delivery approach helped to reduce program inefficiencies.

“Integration should be in one point/area, if enter from different area, (it is) difficult to bring. Enter from one point, it is easier to integrate. E.g. Water user group, CFUGs (community forest user groups), NRM (natural resources management) group, all sit down together and make (a) plan together about what they want to do rather than right now, where (they) discuss separately.”

– Field-based Implementation Team Member 18

Figure 4: Community Group Integration, PAHAL



¹⁸ Interview conducted May 13, 2019.



Conduct Local Risk and Resilience Assessments

Localized risk and resilience assessments are critical to identifying existing capacities, needs and priorities at the community level. These assessments use participatory methods to engage the community in the program and to help build their ownership of interventions. The assessments also help to further contextualize intervention selection to reflect differences across target groups and geographies.

“Should we really do analysis in each community? Yes, you need to do that. We need to understand the context and do the assessment of who is providing the service (and) who is affected. We need to do it at a specific level so that our interventions make sense.”

– Field-based Implementation Team Member¹⁹

When conducting these assessments, it is important to remember that individuals, households, partners, communities, and community organizations possess their own assets (e.g., strengths in resources, networks, experience) that they can positively leverage to address shocks or stresses. Leveraging these assets has the potential to amplify program impact and sustainability and must figure into any effort to integrate program interventions and activities.



Identify the Most Appropriate “Service Provider” to Facilitate Access to and Use of Resilience Capacities

The next step is to further refine intervention and activity design based on local vulnerability and risk assessments. With a clear understanding of different target communities’ strengths and needs, teams can then determine which actors within the community (i.e., individuals, households, entities, or public/private/civil society organizations) are best placed to provide that service. Through follow-up assessments and service provider capacity gap analysis, teams can gain a better understanding of the capacity of identified actors to meet the community’s needs. For example, M-RED II’s sugar cane-related activities required community-based technical assistance. The program identified private sector technical actors — agrovets — who were already operating in the community and could be further trained to support M-RED II activities. The agrovets themselves were incentivized to participate given the built-in business opportunity.

When activities and interventions prioritized by the community fell outside of the program scope, PAHAL and M-RED II team members saw local government actors as both an important service provider and key stakeholders. One potential drawback of working with government actors, however, is that program teams have to navigate and coordinate within the bureaucracy and the timelines that governments work within, which can slow down the process for intervention and activity implementation.

¹⁹ Interview conducted May 23, 2019.



Use Joint Work Planning to facilitate Integrated Implementation

Work planning is both a tool and a process that allows program integration to move beyond the conceptual ToC to tangible interventions or activities that are implemented in target communities. There are typically two types of work plans developed in integrated programs (including those focused on resilience, like PAHAL and M-RED II) — a high-level work plan and localized work plans more specific to different implementation areas. Often, work plans are developed early on in a program with the expectation that they will evolve.

Joint work planning facilitates integrated programming. Different sector leads gather together and coordinate their activities into the same work plan. This is especially important for sequencing activities and coordinating actors across sectors, along with identifying existing synergies between components. When activities are implemented by multiple service providers additional coordination challenges can arise.

In PAHAL, the program team saw the need for more flexible and localized work plans about three years into the program. The program team had been implementing their activities directly from the annual work plan (developed at the central office), which led to a blanket implementation approach for each community. The program team was also implementing activities separately by sector, which caused a fractured approach and activity fatigue among participants. Once the team redesigned their implementation approach with integration in mind, joint work planning began across technical teams. During the program's redesign and at these joint work planning sessions, teams developed localized quarterly work plans that allowed them to assess local conditions and test which integrated interventions and activities worked best in different contexts.

Key takeaways

Program (Re)design & Implementation



Conduct risk and resilience assessment

(such as Mercy Corps' Strategic Resilience Assessment) that uses system's thinking to explore:

- Shocks/stresses in the target communities, their interconnections and how they affect development goals and the main social, economic and ecological systems underpinning the program
- How different community members are vulnerable to these shocks/stresses
- What community members say their needs are
- What resilience capacities communities already have/ are using
- What barriers/constraints are preventing communities and specific vulnerable groups within the community from achieving development goals



Develop a strategic-level ToC/results chain

that can communicate the overall integrated program strategy



Identify sequencing and layering of resilience capacities

under each resilience outcome in the strategic-level ToC/result chain



Define the interventions that are needed

to achieve or strengthen a capacity or group of capacities



Identify points of integration across interventions

based on geography, stakeholder group, etc.



Conduct localized risk and resilience assessments

to validate strategic-level results chains and to feed into targeting strategy



Identify most appropriate service provider

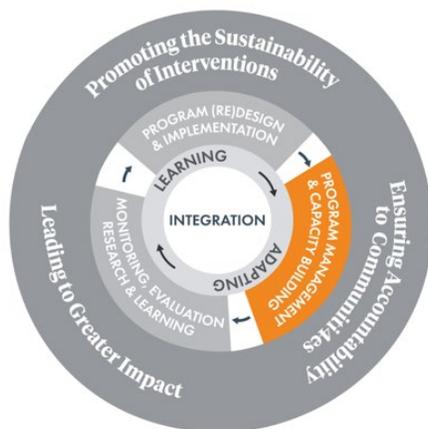
to facilitate access to and use of resilience capacities



Integrate workplans across sectors

to facilitate access to and use of resilience capacities

3.3. Program Management and Capacity Building



Integrated resilience programming demands that team members unlearn their traditional approaches to design and implementation, instead learning how to carry out these tasks in new and occasionally novel ways. As such, re-orienting team members and building their technical understanding of integration may take time. The following section provides an overview of some conditions critical for team members' capacity-building and program management and structure, which facilitated resilience program integration for both PAHAL and M-RED II.

Program Management

Both PAHAL and M-RED II worked through a consortium structure, where national partners implemented program activities under the leadership and technical guidance of central and regional teams. Implementing partners who put their own agency priorities ahead of the goals of the program impeded the program's ability to design and implement integrated interventions, regardless of whether they had explicit resilience-building aims. Partners should be vetted to gauge their flexibility, buy-in and ownership of the larger program's goals and outcomes of interest. Once partners are selected, designating all partners as "program team members" — regardless of their agency or organizational affiliation — helps to promote a common program identity and pursuit of collective goals. This common program identity can be facilitated by encouraging team members collaborating on integrated interventions to sit together in one office (vs. separation by sector), and by promoting a common program finance and budget management system.

To the extent that is possible, programs should avoid hiring sector-specific technical experts who are motivated solely by a focus on their sector to the detriment of effective program integration. Many respondents emphasized the importance of hiring for skills and qualities based on assessment findings (and in turn, community and program needs). Programs may benefit instead from hiring generalists who are comfortable and able to work across the relevant sectors themselves and facilitate cross-sector thinking and work within their respective managerial reporting lines. The ability and willingness to see beyond one's sector and scale are critical team member traits that drive ongoing resilience program integration.

During implementation, both PAHAL and M-RED II programs convened team members at all levels within the program (e.g. central, regional, and field-based) to reflect, learn and identify opportunities to adapt and later on, to better integrate their interventions. These reflection and learning sessions were critical for providing on-going opportunity for team members to reflect upon program activities and their targets given shifting conditions, and to openly discuss what worked, what did not, and to adapt accordingly in a complex operating environment. These sessions also signaled that their programs and in particular, leadership, were invested in reflection and adaptive management.

Implementing and adaptively managing an integrated resilience program requires an investment of both human and financial resources, from team members at all levels of the program. Programs are well-advised to carefully consider how often review and reflection sessions are held, and how best to balance adaptive management with existing work and data collection burdens and the program 'costs' of revising (or not revising) activities and budgets. The ideal timeframe at which a program is adaptively managed will depend on the unique needs of each program, and how rapidly target communities' contexts evolve. Review and reflection sessions that occur quarterly or semi-annually allow teams to balance existing work and data collection burdens; realistic work plan and budget revision time frames and frequency, and; shifting community contexts and needs.

Capacity Building

Resilience and program integration are complex and challenging concepts to understand and communicate, especially to team members who are learning about them for the first time. To successfully implement an integrated resilience program, all team members should have a clear and common understanding of the core program resilience logic, and how and why program integration facilitates resilience.

This technical understanding of integration, why and how it matters for resilience capacities, and the ability to effectively communicate these complex concepts and pathways cannot be siloed at the leadership level. It is important to build the technical capacity of team members at regional and field levels; team members will not come to accept (or understand) integration as a mode of operation simply through exposure. This technical capacity building in integration should be intentional and introduced early on in order to facilitate an in-depth understanding of ways in which integration builds resilience. In order to take ownership and to effectively adapt interventions as contexts shift, team members need to understand program goals and rationale for integration. Once there is buy-in and a common understanding of integration, it serves as a powerful motivator for integrated program implementation for both team members and target communities.

For M-RED II, integration was central to its resilience approach and commonly understood by its team members and communities. The program's community-based disaster risk reduction approaches (e.g. sugarcane planting on erosion-prone riverbanks, fodder planting on hilly marginal lands) were intentionally tied to its income-generating economic and market development interventions (e.g. sugarcane which prevented river cutting are sold, fodder are used as input for dairy sub-sector). This core nexus model was then complemented by other interventions (e.g. financial service access, land management etc.). In many ways, the simplicity of the nexus model facilitated the M-RED II team members' and communities' understanding to more easily grasp its integration approach. However, the acceptance of the initial approach and communities' recognition of the value-add took some time for the program to establish.

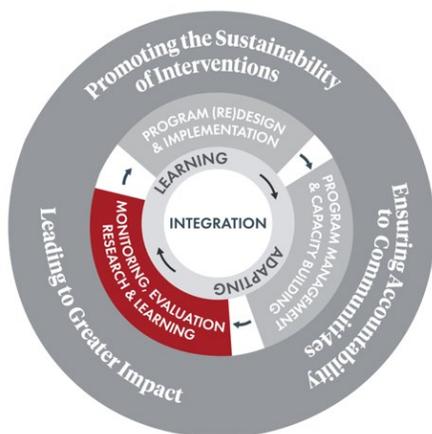
It is important to ensure that capacity building opportunities are accessible for all team members. For example, M-RED II conducted day-time training sessions, in lieu of overnight sessions that required accommodation arrangements outside the home. This also meant the trainings were accessible for local female team members who are traditionally not permitted to stay outside the home. Another way to facilitate learning is to conduct trainings and provide key technical guidance documents in the local language. Given high levels of turnover in these large programs, it is also important to set up processes to make sure that new team members can efficiently and effectively be trained mid-program on resilience and program integration.

Key takeaways

Program Management & Capacity Building

- 
Reinforce common program identity and collective goals
- 
Hire team members based on assessment findings
 and those who are comfortable and able to work across sectors
- 
Create balanced opportunities for reflection and learning
 to adapt and better integrate interventions given shifting contexts
- 
Team members' common understanding of integration
 and the ways in which it can promote resilience capacities can serve as powerful motivators for program integration and communities' acceptance and buy-in
- 
Technical capacity building in integration should be introduced early on
 and be accessible for all team members

3.4. Monitoring, Evaluation, Research and Learning



Monitoring, evaluation, research and learning can be powerful facilitators for resilience program integration. Monitoring and evaluation (M&E) tools offer a tangible way to monitor progress against program targets, evaluate the effectiveness of integrated resilience intervention, and inform program's adaptive management. They also provide a common language by which team members can communicate internally and externally to convey program successes. Research and learning offer programs an opportunity to document the impact of their integrated programs and contribute to the general evidence base on the impact of integration in resilience programming. Highlighted below are some lessons learned from PAHAL and

M-RED II team members on the development and use of M&E, research and learning to facilitate resilience program integration.

Monitoring and Evaluation

Resilience is not an easy concept to measure and operationalize. It requires programs to invest in M&E tools and indicators in order to understand the relationships between resilience capacities, development outcomes, shocks and stresses addressed by the program. Integrated resilience programs require yet another dimension for M&E — indicators that monitor ways in which different

sectors and actors are sequenced and layered. It is important to think beyond indicators mandated by donors, which tend to be high-level and sectorally-focused.

For PAHAL, its Integrated Monitoring Tool (IMT), a set of 14 indicators which were developed based on the program results chain, helped team members track the ways in which community-level activities were integrated and reflective of local contextual conditions. Although it was introduced later on in the program and encumbered by some challenges, the IMT served as an important step in PAHAL's ability to quantify progress towards integration in its resilience programming and to promote reflections and adaptive management.

PAHAL Integration Monitoring Tool (IMT)

The PAHAL team created the Integration Monitoring Tool (IMT) to measure progress toward integrating resilience-building activities and interventions. Several organizational conditions helped enable the team to design, implement, and evaluate an integration-based tool, and engaging with integration through the IMT also had several significant impacts on the way teams worked. Leadership helped support a culture of both formal and informal review and reflection that was central to the program's adaptive management approach, processes which both surfaced the need for and allowed the team to invest in and innovate around integration.

Senior management also leveraged the subsequent process of designing and implementing the IMT to inform a shift in the way the team planned and budgeted (which was already underway). First, the integration points or opportunities (e.g., community forest user group allocates land for landless and marginalized individuals who then plant slope stabilizing crops as an income generating activity) became a focal point for cross-sector planning among teams at all levels. Leadership enabled team members at the central level to engage in lighter touch planning, working within and across newly formed systems groups (e.g., the social systems team convened component managers for governance, gender, and social inclusion) to create high-level, more generally budgeted workplans that spoke to these integration points. With the help of regional and district team members, implementing partners would then tailor (and regularly adapt) these high-level workplans (and budgets) to their districts based on their IMT data and the integration-informed community-level plans. These teams also worked across sectors, guided by the localized information about integration points in their district. Leadership thoughtfully used the IMT to create a nimbler, more accurate (i.e., better contextualized), and better synchronized planning and budgeting process.

Additionally, a participant tracking system that accounts for participation in multiple activities at multiple levels (e.g. individual, household and community) allows teams to monitor engagement in integrated interventions and evaluate the effect of different resilience intervention packages. Investing in these systems from start of implementation saves time and leads to more accurate data. In the case of PAHAL, the program did not have a functional participant tracking system until after program implementation began. Additionally, the method of issuing unique identifications changed once the tracking system was established. These changes generated an extra work burden for team members who needed to learn the new system and merge new identifications with existing ones. However, once the new system was in place, it served as a critical data source for the program's evaluation of its integrated interventions.

Given the additional data requirements of an integrated resilience program outlined above, programs need to proactively consider the utility of each M&E component and, in particular, how each

component relates to each other. For both PAHAL and M-RED II, team members often expressed that they had a limited understanding of the many M&E components (e.g. annual survey, regular monitoring, participant tracking, impact evaluation etc.) and in turn were unclear how to gauge performance of their integrated interventions. In order to avoid data inefficiencies and potential confusion, it would have benefitted both programs to streamline the M&E system to the extent possible based on the strengths and limitations of each component.

In this streamlining process, the value-add and context-relevance of each data source should be considered in order to think proactively about which data will serve what purpose, and if opportunity exists for streamlining and/or integrating multiple M&E components. For example, in the final two years of the program, PAHAL introduced a Recurrent Monitoring Survey (with an impact evaluation component) which it integrated into the existing Annual Beneficiary Collection of Data and Agriculture Collection of Data by determining where sampling frames across these three exercises overlapped.²⁰

In considering data efficiencies and potential synergies, community members' time burden to participate in the multiple points of data collection need to be thoughtfully accounted. These tools and accompanying indicators should also be socialized to the program team, so that all team members — not just those with an explicit M&E mandate — can first understand the purpose of each tool, and second, be able to effectively communicate the program's progress toward internal and external learning. A dashboard can be a helpful way to visualize and organize program data, and to efficiently ensure team members have access to all program data.

Research and Learning

Given the limited evidence base on the impact of integrated resilience programming, there is an opportunity for programs to assess the ways in which integrated resilience interventions can synergistically build resilience (i.e. integration to what end?). As described in the outset of this report, both PAHAL and M-RED II conducted impact evaluations to assess the impact of their integrated interventions. Findings showed that in both programs an integrated approach led to greater improvements in households' ability to manage shocks and exercise resilience capacities.

In order to rigorously assess the effects of program integration on resilience capacities, a research and learning agenda should be introduced early on. As different evaluations will demand different study conditions, the ideal timeframe to bring in research partners (if applicable) would be when program (re)design is underway, and when ToC and results chains are being developed. It is difficult to rigorously assess the relative impact of integrated interventions after a program has been designed and implemented, especially if true treatment (e.g. integrated interventions) and control (e.g. single sectoral interventions) groups cannot be identified. Whenever possible, programs should rely on and build upon existing M&E systems (e.g. participant and activities tracking) for research purposes.

²⁰ When integrating surveys, team members should keep in mind that they may have different purposes and in turn, the merged questions will have to be reassessed and adapted as necessary. For example, annual surveys may have a longer recall period (e.g. past 12 months) whereas the Recurrent Monitoring Survey may inquire about shorter recall periods (Scantlan, Sagara, Frankenberger, Griffin 2019).

In identifying and selecting research questions related to resilience program integration, it is important to keep in mind that not all research questions on program integration are alike. For example, research examining the impact of sequencing of interventions will demand different study conditions or methodology than those assessing the relative impact of a particular combination of interventions. Program team members and external evaluators (if applicable) should proactively discuss which questions are feasible and of interest (for both internal and external use). In these discussions, and in subsequent research engagement, programs should consider bringing onboard a resilience measurement advisor who is able to liaise with both external evaluators and internal team members. For both PAHAL and M-RED II, respondents highlighted the importance of having such an advisor to highlight program-specific constraints and perspectives, advocate for the value of an impact evaluation and translate technical findings for program team members.²¹

Key takeaways

Monitoring, Evaluation, Research & Learning

-  **Think beyond donor-mandated indicators**
and invest proactively in a monitoring and evaluation system that will facilitate and measure integration (e.g. process indicators, participant and activity tracking systems)
-  **Seriously consider data inefficiencies and account for team members' and community members' time constraints**
when developing a M&E system for integrated resilience programs
-  **Proactively develop research and learning agenda**
to evaluate the impact of integration, ideally as ToC, results chains, targeting strategies, and M&E systems are being developed
-  **Consider the internal and external utility of the proposed research questions**
when identifying and selecting integration related research questions
-  **Bring on board a technical advisor**
who can balance program-level constraints with research requirements, and can help translate technical findings for program team members

4. Conclusion

Findings in this report are drawn from the experiences of Mercy Corps' two resilience programs, USAID Food for Peace-funded Promoting Agriculture, Health and Alternative Livelihoods (PAHAL) and Margaret A. Cargill Philanthropies' Managing Risk through Economic Development-II (M-RED II), both of which sought to build the resilience of rural communities in Nepal through integrated resilience programming. As evidenced by the discussion above, resilience program integration demands substantial time and effort to design, implement, manage, monitor and evaluate. PAHAL and

²¹ For both M-RED II and PAHAL, Jill Scantlan, a co-author of this report, served as Resilience Monitoring, Evaluation, Research, and Learning Advisor and as a liaison between the two programs and its external evaluation partner, Causal Design.

M-RED II team members invested in these efforts because of a belief in the ability of integrated resilience interventions to promote sustainability, support accountability to communities and lead to a greater positive impact (relative to single-sector approaches).

This report offers enabling conditions and strategies that can facilitate resilience program integration — the intentional layering and sequencing of multi-sectoral interventions and the coordination of actors — in order to prevent or reduce the drivers and effects of shocks and stresses that undermine the long-term wellbeing of target populations. These findings are intended to inform other resilience-focused programs that seek to intentionally integrate activities across multiple sectors, geographies, and populations within their programming. The report contributes to a nascent body of knowledge on the integration of resilience programs which are grounded in field experience. However, additional research is required to understand what factors enable integration across contexts and the added value of investing in integrated resilience programming. In conclusion, areas for future programming, research and learning are highlighted below.

First, there is an urgent need for greater precision in the conceptualization and evaluation of integration in resilience programming. In the resilience and development discourse, there is a tendency to refer to program integration loosely and inconsistently. As described above, clarity and standardization in terminology are critical for facilitating a common understanding of intervention layering, sequencing and integration in the context of program design and implementation.

Second, this report draws from the experiences of two programs in rural Nepal to inform other resilience-focused programs that seek to intentionally integrate activities across multiple sectors, geographies and populations within their programming. Given the unique operating conditions inherent to Nepal, it is crucial that similar case studies be conducted across various contexts to build a more comprehensive understanding of what works to design, implement, manage and evaluate integrated resilience programs.

In particular, future case studies can shed light on the following questions:

- What does integrated resilience programming look like across the different program stages in other contexts?
- What factors enable program teams to understand, design, implement and manage integrated resilience programming in other contexts?
- What are tools that can efficiently facilitate programs' assessment of integration of interventions and stakeholders? Can such tools facilitate reflection and adaptive management?
- How do these enabling conditions compare across contexts? Do consistent enabling conditions emerge across contexts to inform a global guidance note?

- Beyond *intra*-program integration, which focuses on integration *within* programs, what factors enable the intentional integration *across* programs to achieve greater impact than individually designed and implemented programs (i.e. *inter*-program integration)?²²

Third, while studies to-date offer promising insights, there remains limited documentation of the added impact of integrated resilience programming. Future integrated resilience programs should include more nuanced research and learning questions to test specific hypotheses in their theories of change. As illustrated by lessons from PAHAL and M-RED II, proactively building research and learning into program design, management, M&E systems will facilitate successful learning.

In particular, future evaluations can shed light on these questions:

- Does integration lead to greater impact than single-sector approaches in other contexts?
- Does intentionally layering additional components into traditional development or humanitarian programming lead to greater impact? (e.g. Does layering a conflict-sensitivity approach to livelihood interventions lead to greater food security relative to traditional livelihood interventions alone?)

Building resilience requires a long-term commitment and an integrated approach to strengthen the capacities of individuals, households and communities to respond to, recover from and adapt to shocks and stresses. In Nepal, dedicated team members from PAHAL and M-RED II made significant efforts to design, implement, manage and evaluate their integrated resilience programming. Insights from these two programs highlight the added value of their investment and strategies that future resilience-focused programs can employ to proactively facilitate integration. Yet, “what works” to enable *intentional* integrated programming in the global context and “to what end” remain open questions that the resilience community of practice must seek to better understand.

²² These inter-program integration considerations are particularly relevant for resilience programming. The (re)emergence of the resilience approach has shifted the ways in which implementing agencies and donors consider development objectives, and in particular the links between humanitarian response and development. There has been much discussion about the ways in which humanitarian and development aid can best be integrated to build resilience for households and communities so that humanitarian aid can serve as a platform upon which development and resilience investments can be built (or to prevent losses in development and resilience gains), and ultimately, to reduce the recurrent humanitarian needs (USAID nd).

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