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# Horn of Africa-Using Resilience Data for Programming Decisions Workshop



Photo Credit: Tango International

Final Workshop Report  
November 14-18, 2016



## Acknowledgements

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## Introduction

The “Horn of Africa – Using Resilience Data for Programming Decisions Workshop” was developed to promote the use of monitoring and evaluation (M&E) information for programmatic decision making. There is an increased recognition of the need to shift our mindsets around the possibilities provided to us by the resilience data being generated, and the need to strengthen the necessary capacity to use these data to inform and improve programming decisions and to adaptively manage projects.

The workshop was intended to build the capacity of resilience program and M&E staff from USAID and implementing partners (IPs) to use resilience data to inform programming decisions and to adaptively manage their projects. At the end of the workshop, participants had actively engaged towards achieving the following outcomes:

- ☐ Reviewing the resilience measurement concepts and framework adopted by USAID/TANGO;
- ☐ Learning about findings on strengthening resilience throughout the Horn of Africa;
- ☐ Better understanding learning principles behind identifying program implications from data sources;
- ☐ Identifying and prioritize knowledge gaps to be explored in future analysis; and
- ☐ Participating in a practical session in the field.

While one of the goals was to encourage using evaluation evidence to inform decision making through USAID’s Collaborating, Learning, & Adapting (CLA) principles, this learning was promoted through a collaborative sense-making process. The sense-making exercises were framed around activities that would address the following:

1. Interrogating the data – “what does the data tell us?” “What is surprising?” “How do we interpret the data?”
2. How are the programs supporting resilience capacities identified in these analyses and how do we use M&E and feedback loops towards these goals?
3. What is missing from the analysis that is essential for decision making? Can we leverage existing data or do we need to collect new data?

## Overview of Training

The main objective of the workshop was to build the capacity of USAID and IP staff to use resilience data to inform programming decisions and to adaptively manage their projects. Participants included program and M&E staff from Implementing Partners and USAID’s missions in Kenya/ Regional East Africa, Uganda, Ethiopia, Somalia

The workshop objectives were achieved through the following activities over the course of five days (November 14-November 18, 2016):

- ☐ Discussion of country-specific data, analyses, and key issues for Horn of Africa (Kenya, Ethiopia, Somalia, and Uganda) that will directly inform redesigns of future activities, the design of potential new activities, and/or future strategy or policy decisions. Participants discussed ways to

identify both the decisions to be informed, as well as the corresponding analyses that will help inform the specific decisions identified.

- Working with the country-specific analyses to learn about different ways of applying resilience measurement principles to USAID portfolios incorporating MEL as part of program decision making.
- Identifying the most important impacts to date, with the dissemination of topline achievements related to strengthening resilience among key stakeholders including local, regional, and national government partners.

The above activities were integrated into the workshop through plenary discussions with the entire workshop cohort (i.e., presentations and plenary discussions) as well as break-out sessions of country-specific Operating Units or country teams (break-out presentations and plenary discussions). The workshop was organized into five modules in order to address the objectives. As part of the modules, participants were guided through the key findings and deep dive discussions on recent resilience studies, including the following:

#### Kenya

- Feed the Future FEEDBACK. 2014. Feed the Future Northern Kenya Zone of Influence Baseline Report. Rockville, MD: Westat.
- Feed the Future FEEDBACK. 2015. Feed the Future Northern Kenya 2015 Zone of Influence Interim Assessment Report. Rockville, MD: Westat.
- Feed the Future FEEDBAK. 2015. Feed the Future Northern Kenya Resilience and Economic Growth in Arid Lands Impact Evaluation Midline Report. Rockville, MD: Westat. December.

#### Ethiopia

- Feed the Future FEEDBACK. 2015. Ethiopia Pastoralist Areas Resilience Improvement and Market Expansion (PRIME) Project Impact Evaluation – Baseline Survey Report. Volume I: Main Report. Prepared by Lisa Smith, Tim Frankenberger, Ben Langworthy, Stephanie Martin, Tom Spangler, Suzanne Nelson, and Jeanne Downen for the FTF FEEDBACK project. January.
- Feed the Future FEEDBACK. 2015. Ethiopia Pastoralist Areas Resilience Improvement and Market Expansion (PRIME) Project Impact Evaluation – Report of the Interim Monitoring Survey 2014-2015. Prepared by Timothy Frankenberger and Lisa Smith for the Feed the Future FEEDBACK project. November.

#### Somalia

- USAID. 2016. Baseline Study of the Enhancing Resilience and Economic Growth in Somalia Program. Submitted by Save the Children in partnership with TANGO International. Prepared by Mark Langworthy, Maryada Vallet, Stephanie Martin, Tom Bower and Towfique Aziz. Draft I.

## Uganda

- Feed the Future FEEDBACK. 2013. Feed the Future Uganda Zone of Influence Baseline Report. Rockville, MD: Westat.
- TANGO International. 2015. Building Resilience and Adaptation to Climates Extremes and Disasters (BRACED) Monitoring and Evaluation Baseline Report. Prepared for Mercy Corps. July.

## Participant expectations and overview of participant experiences

As part of the initial exercises, participants were asked in plenary to discuss some of their expectations for the workshop which are described below (in no particular order). Participants were also asked to provide feedback on the overall workshop, also below. For a more detailed description of participants' experience by individual module, please see Annex 5: Module feedback.

### Participant expectations

- Obtain information on resilience measurement, including
  - Indicators,
  - Types of data and data collection,
  - Minimum requirements for resilience measurement
- Discuss various frameworks,
- Discuss how information informs programs as well as
  - Discussing how to move from data to decision making and knowledge
  - Discuss how to feed back into program design,
- Learn best practices in other countries including how to
  - Compare across different contexts to contextualize resilience programming,
  - Learn specifically from the Kenya resilience work (e.g., PREG)
- Discuss how to standardize (e.g., methodologies),
- Discuss attribution (e.g., if impact can be attributed to resilience program),
- Measure the collective impact from resilience programs and activities,
- Learn about best practices,
- Discuss the possibility of receiving simplified resilience information,
- Discussing regional needs, including the need to have a consistent regional story,
- Explore the use of GIS as a tool for a strengthened resilience approach, and finally,
- Have the opportunity to network during the workshop.

### Synthesis of participants' experience

- Overall positive experience
- Country-specific breakout sessions and interactive discussions were useful
- Issues of time: either too much or not enough time dedicated to different sessions suggests that there was a mixed level of experience in the workshop
- Resilience 101 was useful as most participants had little prior experience with resilience (framework, measurement, resilience for programming decision making)
- Detailed suggestions for improvement suggest ownership and commitment

- ❑ Material and site visit helped contextualize participants' work within the frame of resilience
- ❑ Site visits were found to be interesting and provided an opportunity to apply material from workshop
- ❑ Suggestions include providing studies and workshop material prior to workshop to allow participants to interact with the data

## **Module 1: Introduction to resilience framework, resilience M&E for programming and decision making, and country-specific key findings**

Under the first module of the workshop, participants received an introduction to resilience concepts, including an introduction to the resilience conceptual framework and the analytical framework used by USAID and by TANGO. Participants were also introduced to resilience measurement principles to guide programming including a brief review of example indicators from different case studies. Finally, during Module 1, facilitators began presentations on key findings for the case study countries: Kenya, Ethiopia, Somalia, and Uganda. The review of key findings and on country-specific data was used to prompt an engaged discussion for the remainder of the workshop (please see Overview of Training for a list of the studies).

*"A comprehensive view of indicators to measure resilience will enhance evidence-based decision making"*

## **Module 2: Learning principles - from data to implications and using resilience data for decision making through deep dive and sense making exercises**

During the first portion of Module 2, facilitators provided the final presentations on country-specific key findings. Following these presentations, participants broke out into sessions by their country team to engage in deep dive discussions on Kenya, Uganda, Ethiopia, and Somalia. The afternoon session allowed for rich and focused discussions that allowed participants to reflect on data analysis, the contribution of current programming to resilience, future areas of research, and other relevant topics (please see Supplementary Annex Volume I for a synopsis of the discussions of the country-specific breakout sessions).

*(Learning about the) impact evaluation outcomes provided a genuine learning opportunity going forward*

## **Module 3: Programming decisions and knowledge gaps and continued country-specific deep dive exercises**

During Module 3, participants continued the focused deep dive discussions by breakout session to determine the most pressing programming decisions by country. Module 3 continued with the facilitated plenary discussions to determine which decisions can be informed with existing resilience data sources and how these decisions will be informed.

*(The module) provided an opportunity for better decision making and evidence-based program design*

The final portion of Module 3 consisted of presentations on the field sites to be visited as part of Module 4 from the IPs as coordinated by the USAID Kenya Mission. Participants were also

provided with instructions to guide observations from the site visits.

## Module 4: Connecting data to what's actually happening on the ground through field site visits in Isiolo County area

During Module 4, participants visited a number of sites to have an opportunity to frame their understanding of resilience through structured observations of ongoing development projects in Isiolo County. Participants were able to observe different PREG<sup>1</sup> project through guided field work.

CLASS	2010			2011			2012			2013			2014			2015			2016		
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL
1	14	11	25	13	11	24	29	23	52	32	25	57	23	32	55	21	23	44	36	39	75
2	11	11	22	10	12	22	21	16	37	24	25	49	23	27	50	26	25	51	30	36	66
3	7	15	22	9	11	20	10	17	27	19	14	33	23	16	39	26	30	56	19	36	55
4	12	6	18	10	15	25	11	14	25	2	16	18	16	15	31	14	12	26	21	20	41
5	9	4	13	8	8	16	16	16	30	10	19	29	9	19	28	12	18	30	7	10	17
6	5	5	10	11	7	18	04	09	13	17	11	28	12	17	29	7	26	33	15	20	35
7	-	-	-	-	-	-	11	7	18	11	11	22	14	7	21	13	18	31	12	28	40
8	-	-	-	-	-	-	-	-	-	11	7	18	10	9	19	11	10	21	12	12	24
TOTAL	58	51	109	61	56	117	100	102	202	138	128	266	138	142	280	169	168	337	146	193	339
ECD	30	23	53	20	34	54	42	41	83	60	44	104	52	49	101	46	34	80	25	31	56
TOTAL	170	171	341	171	171	342	285	285	570	370	370	740	381	381	762	376	376	752	371	224	595

**Figure 1: School enrollment table (2010-2016) in Isiolo County area**

Workshop participants were divided into three groups (A, B, and C; see below for a description). Participants were instructed to use the following questions to guide their visits:

1. Using a resilience lens, how are shocks & stresses being taken into account in these projects?
2. What kinds of capacities are being strengthened by these activities?
3. What are intended resilience outcomes of the projects that are being realized?

Group A focused on engaging with stakeholders in two contexts. The first set of projects focused on natural resource management (NRM), conflict resolution, and peace-building across communities and game reserves. The first set of projects has done considerable work engaging local community members as positive change agents and peace-builders to support peace convening and negotiations between stakeholders during times of conflict.

(Field visits helped to) *reflect and reinforce the theoretical aspect of the workshop*

The second set of projects visited revolved around market access, livelihood diversification, and trainings centered on agriculture and livestock. Projects in this site have supported increased access to livelihood assets through small loan programs, coupled with livelihood training programs, particularly for women, which are informed and supported by demand-driven market trends.

Group B participants had the opportunity to meet with staff from the Isiolo City World Food Programme (WFP) office and hear about local interventions aimed at building human capital through education and health as well as projects promoting livelihoods (agricultural, agro pastoral, and small enterprises). The projects showcased examples of group membership, social capital, and partnerships between multiple actors, including donors, IPs, and government stakeholders.

Project visits included a center for orphans and vulnerable children (OVCs) which has evolved into a “merry-go-round” lending scheme for the women and men caregivers. In addition to providing small

<sup>1</sup> The [Partnership for Resilience and Economic Growth in Kenya \(PREG\)](#) brings together humanitarian and development partners to build resilience among vulnerable pastoralist communities in northern Kenya

loans, which are used to sell textiles and poultry, among other enterprises, the caregivers receive trainings on economic empowerment.

Visits also included a local health center and a primary school. The health center, which provides care to women and infants (immunizations, supplementary feeding, breastfeeding support) operates with assistance from the Isiolo County government, WFP, UNICEF, and community health workers (CHWs). The primary school, which has seen a significant increase in enrollment (particularly for girls), was an example of how a formerly WFP-funded school feeding (SF) program eventually transitioned to being a government-run program.

A visit to an irrigation scheme and presentations from women in an agricultural cooperative concluded visits in Group B. Women's involvement in the cooperative and subsequent control over food allowed them to understand women's rights in terms of land, health, and having a voice in the household.

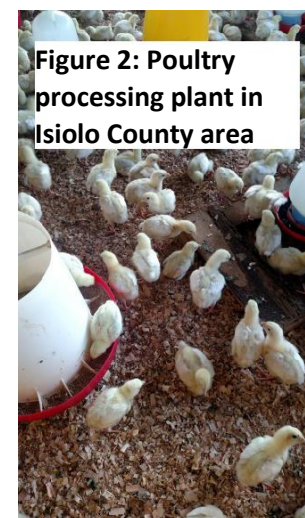
Group C visited projects from the Resilience and Economic Growth in the Arid Lands–Accelerated Growth (REGAL-AG) project in and around Isiolo City, beginning at the REGAL-AG Isiolo office. The project is focused on expanding market opportunities and catalysing commercial investment through small grants to entrepreneurs in the region.

Several entrepreneurs met with the workshop participants during the site visit and described their enterprises, many of which were novel innovations in the region, including a Halal camel meat processing facility specializing in sausage, an animal feed mill, a zero-grazing peri-urban dairy farm and a large poultry processing plant. The entrepreneurs were strategically selected along value chains and were not only supporting each other, but were also committed to building the capacity of other budding entrepreneurs.

Following these presentations, participants had the opportunity to visit some of these and other sites. Most notably, the group visited a large camel milk processing facility that will purchase milk locally and distribute it domestically and internationally as well. A large, high quality, livestock market under construction was also visited, which will serve not only as a large regional market, but also a means of livestock disease surveillance and will likely provide other goods and services.

## **Module 5: Field site debrief, prioritizing and commitment to future outcomes, and participatory exercise on next steps to improve resilience guidance**

As part of Module 5, participants provided a presentation on their observations from the field site around the instructions provided during Module 3 where participants were asked to look at shocks, capacities, well-being outcomes, and knowledge gaps. During the rest of the day, participants were guided through various activities to prompt reflection on lessons learned from the workshop and on next steps. Participants were also guided through a participatory activity asking for feedback on suggestions for the resilience guidance documents.



**Figure 2: Poultry processing plant in Isiolo County area**

## Proposed way forward and on-going follow up from workshop

### Kenya

- On the nutrition side, a deep dive analysis into wasting in Northern Kenya has been conducted and presented to the Mission. The analysis also investigated predictors of maternal BMI.
- The Mission, the Center for Resilience, and BFS/SPPM have started discussions on the PBS/IE Endline. The discussions have focused on timing, activity management, and cost-sharing. A number of evaluation design topics have been identified for discussion in first Quarter 2017.

### Somalia

- The Center for Resilience, through the Resilience TOPS REAL award, is supporting ethnographic research into social capital within Somali networks. This work will be conducted throughout 2017 and presented to the Mission towards the end of the calendar year. TANGO is leading this work, in collaboration with ethnographers. The work will bolster our understanding and will also help with measurement refinement.
- The Center for Resilience is in conversations with OFDA, FFP, and the Somalia Mission on a follow up data collection to explore themes that arose in the baseline more deeply, and to create a Recurrent Monitoring System (RMS) in light of the upcoming drought in Somali. Initial conversations with TANGO on going under the TOPS REAL award.

### Ethiopia:

- TANGO will produce and present on a deep dive into the first phase of Ethiopia's PRIME RMS. This deep dive is based on a list of proposed analyses developed by the Center for Resilience and the Ethiopia Mission. That analysis will be presented mid-February.
- Themes related to economic well-being/inequality and changes in resilience capacities over time will be explored in the analysis of the second phase of the RMS.
- The Center for Resilience is providing Technical Assistance to the Ethiopia Mission on future data collection activities including Livelihoods for Resilience baseline(s), FTF Endline/Baseline (PBS), new DFAP baseline/endline and eventually PRIME-related MEL.
- Initial conversations on work to capture "avoided losses" in Ethiopia using RMS data have occurred; an analysis plan is in progress.

### Uganda:

- The Center for Resilience will be providing TA on upcoming Mission PMP and resilience PAD (MEL) development to ensure that upcoming MEL work aligns with the most current developments in the resilience MEL space.



Figure 3: Horn workshop group photo

## Acronyms

CHW	Community health worker
CLA	Collaborating, Learning, & Adapting
FFA	Food for assets
FGC	Female genital cutting
FGD	Focus group discussions
GIS	Geographic Information Systems
IE	Impact Evaluation
IGA	Income-generating activities
IPs	Implementing partners
M&E	Monitoring and evaluation
MEL	Monitoring, evaluation, and learning
MMRP	Multi sector/multi-year resilience plans
NRM	Natural resource management
OVCs	Orphans and vulnerable children
PBS	Population based survey
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan, USAID
PREG	Partnership For Resilience and Economic Growth, Kenya
PSNP	Productive Safety Net Programme, Ethiopia
REGAL	Resilience and Economic Growth in the Arid Lands Program
REGAL-AG	Resilience and Economic Growth in the Arid Lands–Accelerated Growth
RMS	Recurrent monitoring system
SLF	Sustainable livelihoods framework
SLI	Sequencing, layering, and integrating
SMART	specific, measureable, achievable, realistic, time bound
SOW	Scope of work
TANGO	Technical Assistance for Non-Governmental Organizations, International
TOPS	Technical and Operational Performance Support
UNICEF	The United Nations Children's Fund
USAID	United States Agency for International Development
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation and Hygiene
WFP	United Nations World Food Programme

## **Annex I: Workshop Agenda**

Please see the next page.

**HORN – Using Resilience Data for Programming Decisions**  
**Workshop Sarova Shaba Game Lodge, Samburu, Kenya**  
**November 14-18, 2016**

Monday November 14, 2016

Module I – Introduction to Resilience Programming and Key Findings on Country-Specific Data: Participants will receive an introduction to resilience concepts, including USAID and TANGO's resilience framework and resilience monitoring and evaluation principles, to guide programming. Participants will also review key findings from data on Kenya, Ethiopia, Somalia, and Uganda to prompt an engaged discussion for the remainder of the workshop.

Time	Topics	Handouts	Venue requirements
9:00-9:30	Plenary Introduction: <input type="checkbox"/> Welcome and Opening Remarks <input type="checkbox"/> Introductions/Breaking the Ice <input type="checkbox"/> Overview and Structure of Workshop <input type="checkbox"/> Participant Expectations and Workshop Ground Rules		Main conference room (60-70 people)
9:30-10:15	Session 1.1: Introduction to USAID's/TANGO's Resilience Framework <input type="checkbox"/> Presentation 1.1: Resilience framework <input type="checkbox"/> Small Group Discussion: How does your Operational Unit (OU) currently conceptualize resilience? Do we have a common understanding of resilience across OUs? What are the differences with the framework presented here, or across OUs?	<input type="checkbox"/> Module I PowerPoint slides and Module I of Participant Guide	Main conference room
10:15-10:30	BREAK		
10:30-11:15	Session 1.2: Introduction to Resilience Measurement Principles to Guide Programming Decisions <input type="checkbox"/> Presentation 1.2: Resilience measurement, current thinking, and the added value of resilience measurement. <input type="checkbox"/> Plenary Discussion 1.2: What information is important for resilience measurement in the Kenya, Uganda, Ethiopia, Somalia, and in the region that can contribute to more informed programming? What do we want to gather from resilience measurement in each country and in the region?	<input type="checkbox"/> Module I PowerPoint slides and Module I of Participant Guide <input type="checkbox"/> FSIN Technical Series No. 2 (link included)	Main conference room

		in Participant Guide)	
11:15-12:00	<p>Session 1.3: Plenary Presentation and Discussion on Key Findings from Kenya</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Presentation 1.3 Kenya: Individual presentations of country-specific resilience data in plenary session to ensure all OUs have a better understanding of how other OU have measured resilience to help inform the design process of Missions on next phases of PBSs/IEs.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Country-specific PowerPoint slides.</li> <li><input type="checkbox"/> Handout template for note taking of observations across countries</li> </ul>	Main conference room
12:00-1:00	<p>LUNCH</p> <p>*Potential deep dive session on MEL for select participants.</p>		
1:00-2:30	<p>Session 1.3: Plenary Presentation and Discussion on Key Findings from Ethiopia and Somalia [Continued from above]</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Presentation 1.3: Ethiopia and Somalia [See above for details].</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Country-specific PowerPoint slides</li> <li><input type="checkbox"/> Handout template for note taking of observations across countries</li> </ul>	Main conference room
2:30-2:45	BREAK		
2:45-3:30	<p>Session 1.3: Plenary Presentation and Discussion on Key Findings from Uganda [Continued from above]</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Presentation 1.3: Uganda [See above for details].</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Country-specific PowerPoint slides</li> <li><input type="checkbox"/> Handout template for note taking of observations across countries</li> </ul>	Main conference room
3:30-4:00	<p>Session 1.3: Small group discussion on case studies across four countries</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Small group discussion: Implications of the different designs - What data does each country have? What can each OU infer about their data? What can each OU not infer about their data? What do different OUs suggest changing in their own context moving forward?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Handout template for note taking of observations across countries</li> </ul>	Main conference room
4:00-4:30	<p>Session 1.4: Day 1 Debrief</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Review discussions from Day 1</li> <li><input type="checkbox"/> Review schedule for tomorrow</li> <li><input type="checkbox"/> Wrap up/ feedback/ daily evaluation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Daily evaluation form</li> </ul>	Main conference room
4:30-5:00	Informal Networking		

	<input type="checkbox"/> Participants will have the opportunity to informally network with other participants.		
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Tuesday November 15, 2016

Module 2 – Country Break Out 2 – Learning Principles – From Data to Implications Using Resilience Data for Decision Making: Participants will be guided through country-specific key issues and key analyses. Participants will be prompted to reflect on how their current programming is supporting factors that are contributing to resilience programming areas to ensure feedback loops.

Time	Topics	Handouts	
9:00-10:00	Session 2.1: Plenary discussion to debrief from Day 1 <input type="checkbox"/> Small group presentation of each OU bases on questions discussed by each country at the end of Day 1	<input type="checkbox"/> N/A	Main conference room
10:00-10:45	Session 2.2: Deep Dive into Country-Specific Key Findings and Programming Implications <input type="checkbox"/> Break-out presentation: Participants will be guided to pull apart/dive deep into more specific findings and subsequent facilitation of extracting programmatic implications. Equip participants with guiding questions to be used in small groups to learn how to use data and to go from data to implications for programming. Identify country-specific key programming issues in an organic way that feedback into decision making. Intent is to help OUs with the understanding of more nuanced findings and program implications, towards developing and answering a more informed question on “what is missing?” or “what series of questions need to be asked from data?” (data and learning)	<input type="checkbox"/> Country-specific PowerPoint slides to prompt discussion <input type="checkbox"/> Sensemaking exercise handout <input type="checkbox"/> How to interpret regression tables (see workshop manual annexes)	Four rooms (main conference room and three additional break-out rooms)
10:45-11:00	BREAK		
11:00-12:00	Session 2.2: [Continued] <input type="checkbox"/> Plenary presentations: a) Key lessons about livelihood transitions in the Horn of Africa and b) Measuring Resilience: evidence from Ethiopia, Kenya, and Uganda	<input type="checkbox"/> Plenary presentations	Main conference room
12:00-1:00	LUNCH  *Potential deep dive session on MEL for select participants.		
1:00-1:45	Session 2.2: [Continued] <input type="checkbox"/> Activity 1: Making sense of specific findings of resilience metrics to facilitate extraction of	<input type="checkbox"/> See above	Four rooms

	programmatic implications for adaptive management		
1:45-2:00	BREAK		
2:00-3:00	Session 2.2 <input type="checkbox"/> Activity 1: [Continued]	<input type="checkbox"/> See above	Four rooms
3:00-4:00	Session 2.2 <input type="checkbox"/> Activity 2: Resilience to what end? Why is it important and how are we supporting it?	<input type="checkbox"/> See above	Four rooms
4:00-4:30	Session 2.3: Day 2 Debrief <input type="checkbox"/> Participants will reconvene in main conference room to review any pending gaps in discussion from Day 2 <input type="checkbox"/> Review schedule for tomorrow <input type="checkbox"/> Wrap up/ feedback/ daily evaluation	<input type="checkbox"/> Daily evaluation form	Main conference room
4:30-5:00	Informal Networking <input type="checkbox"/> Participants will have the opportunity to informally network with other participants.		

### Wednesday November 16

Module 3 – Country Break Out 3: Programming Decisions and Knowledge Gaps: Participants will engage in a detailed discussion on their most pressing programming decisions. Plenary discussions for each country will be facilitated in order to determine which decisions can be informed with existing resilience data sources and how these decisions will be informed.

Time	Topics	Handouts	
9:00-10:45	Session 3.1: Develop Learning Processes and Principles for Programming and Knowledge Gaps <input type="checkbox"/> Activity 3: What are the country-specific needs that still need to be explored that will inform future decision making?	<input type="checkbox"/> Country-specific PowerPoint slides to continue discussion from Day 2 <input type="checkbox"/> Sense making exercise handout	Main conference room
10:45-11:00	BREAK		
11:00-12:00	Session 3.1: [Continued]	<input type="checkbox"/> See above	Main conference room
12:00-1:00	LUNCH		
1:00-2:00	Session 3.1: [Continued] <input type="checkbox"/> Activity 4: Plenary discussion: Each OU will present discussion from break-out sessions to plenary	<input type="checkbox"/> See above	Main conference room

2:00-2:45	<b>Session 3.2: Preparation for Field Work</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Plenary presentation on potential observations of the existing shocks, different levels of resilience capacities, consideration of well-being outcomes and considered</li> </ul>	<input type="checkbox"/> Facilitation through PowerPoint slides <input type="checkbox"/> Handouts: Field Exercise Template	Main conference room
2:45-3:00	<b>BREAK</b>		
3:00-4:00	<b>Session 3.2: [Continued]</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Activity 5: Small Group Work: Participants will divide into teams and develop topical outlines for field exercise in preparation for Day 4. Participants will be building on concepts from Day 1-Day 3 to apply in the field, including: a) basic concepts of resilience/resilience measurement, b) exploring some of the salient findings, c) beginning to explore/trying to inform knowledge gaps</li> </ul>	<input type="checkbox"/> See above	Main conference room
4:00-4:30	<b>Session 3.3: Day 3 Debrief</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Participants will reconvene in main conference room to review discussions from Day 3</li> <li><input type="checkbox"/> Review schedule for tomorrow</li> <li><input type="checkbox"/> Wrap up/ feedback/ daily evaluation</li> </ul>	<input type="checkbox"/> Daily evaluation form	Main conference room
4:30-5:00	<b>Informal Networking</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Participants will have the opportunity to informally network with other participants.</li> </ul>	<input type="checkbox"/>	

Thursday November 17

**Module 4 - Connecting Data to What's Actually Happening on the Ground:** Participants will how qualitative data collection informs the perspective on resilience programming through guided field work in Isiolo City to gain a deeper understanding of resilience concepts and M&E resilience principles to inform programming.

Time	Topics	Handouts	
[Full day]	<b>Session 4.1: Connecting Data to What's Actually Happening on the Ground</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Visits to Isiolo City and surrounding area to allow participants to apply conceptual topics from the workshop to practical contexts.</li> </ul>	<input type="checkbox"/> Data collection tools developed by participants at the end of Module 3	N/A

Friday November 18

**Module 5 – Country Break Out 4: Prioritizing and Commitment to Future Outcomes:**

Participants will begin with a debrief session of their field work experience in the first part of the day. The final day will focus heavily on reflecting on lessons learned from the workshop and on next steps to improve resilience programming.

Time	Topics	Handouts	
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9:00-10:15	<p>Session 5.1: Fieldwork Debrief</p> <p><input type="checkbox"/> Plenary discussion: Participants will be guided through a debrief from the fieldwork to reflect on the implementation of concepts learned and relay lessons learned for the application of country-specific future programming.</p>	<input type="checkbox"/> Facilitation through PowerPoint slides	Main conference room
10:15-10:30	BREAK		
10:30-11:15	<p>Session 5.1: Fieldwork Debrief [Continued]</p> <p><input type="checkbox"/> Continued reflection and continued relay lessons learned for the application of country-specific future programming</p>		
11:15-12:00	<p>Session 5.2: Reflection of Concepts Learned and Next Steps</p> <p><input type="checkbox"/> Activity 6: Through facilitation, the group will rank and prioritize programming decisions to be addressed with existing resilience data (1-3 analyses). The group will flesh out a clear set of next steps for additional analyses, establishing feedback loops, and actually applying information gleaned from the analysis to the decisions prioritized.</p>	<input type="checkbox"/> Facilitation through PowerPoint slides	Four rooms
12:00-1:00	LUNCH		
1:00-2:30	Session 5.2: [Continued]	<input type="checkbox"/> See above	
2:30-3:00	<p>Session 5.2: Final Workshop Debrief</p> <p><input type="checkbox"/> Participants will reconvene in main conference room to review discussions from workshop.</p> <p><input type="checkbox"/> Wrap up and evaluation</p>	<input type="checkbox"/> Final evaluation form	Main conference room
4:00-5:00	<p>Informal debrief</p> <p><input type="checkbox"/> Participants will have the opportunity to network, have side meetings, and consultations.</p>	<input type="checkbox"/> N/A	

## **Annex 2: Future areas of research in Kenya, Ethiopia, Somalia, Uganda**

Please see the Final Workshop Report – Supplementary Annex (Volume I).

## Annex 3: Pre- and post-workshop assessment

The table below describes a summary of the participants' pre- and post-workshop experience, accompanying suggestions, and information needs as captured in the evaluation form.

Summary of participants' overall experience
<ul style="list-style-type: none"> <li><input type="checkbox"/> Little to no knowledge with resilience;</li> <li><input type="checkbox"/> Some participants learning about the resilience framework for the first time;</li> <li><input type="checkbox"/> Most participants had a basic understanding, some familiarity, or limited exposure to resilience;</li> <li><input type="checkbox"/> Some experience on resilience from an academic standpoint/little practical experience;</li> <li><input type="checkbox"/> Knowledge of resilience through experience with the sustainable livelihoods framework (SLF);</li> <li><input type="checkbox"/> Experience with resilience outside of the East Africa region;</li> <li><input type="checkbox"/> Some experience attending similar workshops;</li> <li><input type="checkbox"/> Two participants have 5-10 years of experience on resilience;</li> <li><input type="checkbox"/> Most participants had limited experience with resilience measurement principles or with interpreting data;</li> <li><input type="checkbox"/> Little experience with using resilience for programming decision-making;</li> </ul>
Post-workshop participant feedback
<p>Positive feedback</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Received a good understanding of resilience concepts and appreciated the quality of the facilitation and of the material;</li> <li><input type="checkbox"/> Gained a better understanding of the resilience frameworks, capacities, and indicators;</li> <li><input type="checkbox"/> Appreciated the mastery of the facilitators and excellence of the presentations;</li> <li><input type="checkbox"/> Very thoughtful workshop and useful site visits;</li> <li><input type="checkbox"/> Appreciated the variety of stakeholders involved which made for rich discussions of the sharing of experiences, different perspectives, and discussing programming decision making;</li> <li><input type="checkbox"/> Discussions were rich, thorough, and participatory;</li> <li><input type="checkbox"/> Good preparation and organization of workshop and good material;</li> <li><input type="checkbox"/> Communication, coordination, overall time-management, transportation, and logistics were satisfactory;</li> <li><input type="checkbox"/> Overall, excellent facilitation, discussions, presentations and analysis of data.</li> </ul> <p>Suggestions for improvement</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Participants encouraged similar workshop on an annual or bi-annual basis;</li> <li><input type="checkbox"/> Consider modifying length of workshop (four-day event) or consider adding a preliminary event with USAID Mission-level meetings prior to having a regional event;</li> <li><input type="checkbox"/> Consider adding more country-representation to benefit more people;</li> <li><input type="checkbox"/> Suggest encouraging improved teamwork (e.g., more engagement from all);</li> <li><input type="checkbox"/> Dedicate more time to country-specific discussions and then better synthesize information to improve comparison across projects;</li> <li><input type="checkbox"/> Suggest sending material (country studies, presentations, etc.) to participants prior to the workshop;</li> <li><input type="checkbox"/> Consider changes in logistics for next workshop (e.g., selecting a larger venue);</li> <li><input type="checkbox"/> Consider editing material to avoid losing loose-leaf hand-outs.</li> </ul> <p>Additional information requested</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> More regional data from regional programs to make comparative analysis;</li> <li><input type="checkbox"/> Data for program purposes is good but needs further validation and clarification;</li> <li><input type="checkbox"/> One participant asked about the possibility to undertake impact studies to determine the impact of projects in the long-term.</li> </ul>

## **Annex 4: Feedback on resilience guidance material**

Participants provided feedback on the resilience framework and guidance material during discussions throughout the workshop as well as in the evaluation forms. The goal was to obtain participant feedback for the future development of guidance documents to support resilience measurement and M&E technical capacity-strengthening. The feedback on various issues to consider is summarized below (in no particular order):

**Budget and cost considerations:** As “evidence comes with a big cost,” the issue of designing methodologies and conducting research for resilience studies is an important factor to consider. The possibility of having different models with different levels of cost was raised by participants. One suggestion provided by the workshop facilitators was to have focused analyses adapted to each program to cut costs. The facilitator also mentioned the importance of midterm evaluations and RMS as well as looking at lessons learned from other countries to aim for a more streamlined resilience M&E system.

The issue of costs is also linked to issues below, including: regional-level methodology, information sharing, working with resilience-focused projects and projects that support resilience as a component, integrating GIS technology into resilience M&E.

**Regional-level methodologies:** The importance of having a “gold standard” methodology at a regional-level was one issue participants raised, as well as having “silver” and “bronze” models at lower costs. It was noted that there is a need to have more discussions at regional and country levels in addition to having enough case studies in different contexts, enough locations and context material to develop methodology for each area to have evidence-backed methodology that can be streamlined and applied in multiple settings. This would entail further research on selecting a set of indicators and toolkits. Participants expressed interest in receiving additional information from the guidance material and potential toolkit.

**Information sharing:** One issue that was raised was the need to continue to improve the sharing of information to be able to learn from other USAID Missions and IPs, through workshops such as the Horn workshop, for instance. This is particularly true given that there continues to be more evidence that supports more research and evidence-driven interventions.

**Working with projects that support resilience as a component/sub-component:** There is a need to distinguish between resilience projects and those projects that may support resilience measurement and vulnerability reduction, but which do not aim solely for resilience-building.

**Integrating GIS technology into resilience M&E:** The possibility of using existing GIS-drive data sets as well as developing models through the use of GIS to track households, analyze recovery, and resilience capacities was raised as an issue to consider.

**Sectorial programming:** Participants highlighted that resilience work is not a substitute for sectorial programming. Participants also mentioned the importance of ensuring resilience is appropriate and sector-specific.

Resilience indicators: Various issues revolving around resilience indicators were noted. The resilience framework helped one participant reflect on the importance of looking at output indicators but also beyond, especially in light of working with the sustainable development goals (SDGs). One suggestion was on the standardization of indicators, and how they are weighted, across multiple agencies working together. The breaking down of composite indicators and losing the complex stories is one risk to consider.

Qualitative data: While focusing on data/numbers is understood to be important, participants noted that qualitative data may be missed if focusing solely on numbers. Participants also highlighted the need to use qualitative data to complement quantitative data and resilience indicators.

Multiple-level approach to resilience: A systems-level approach is necessary to understanding the ebbs and flows between systems and to capture programming impacts on different systems. This also improves the transparency and accountability of adaptive project cycle-management (PCM) as well as coordination across various sectors. Likewise, it is important to focus at sub-population levels to ensure that programs and strategies are appropriately targeted.

Coordination and partnerships: The resilience framework was highlighted as an important coordination mechanism which leads to adopting a multidisciplinary perspective. The framework encourages partnerships, something that can be helpful when programs work within an environment of large consortia. In this respect, the framework proves useful for to see what indicators are being used by different agencies, for instance. The resilience framework was described by workshop participants as being useful to bring the “team together” by focusing efforts on resilience as a “means to an end.” Collaborating and leveraging the comparative advantage of different organizations through a resilience approach can also contribute to achieving wellbeing outcomes in the face of shocks and stresses.

Social capital: Capturing and tracking social capital was an issue raised by participants.

Improving terminology to continue to advocate for a resilience approach: The need to have clear terms that are easily explained and understood with a range of stakeholders was raised as an issue to consider. This includes translating technical language to make resilience concepts accessible as well as improving standardization of resilience definitions, measurements, and interpretations. Facilitators highlighted the current approach to ground the resilience framework with practitioners which includes making it more flexible to local contexts and more accessible to diverse stakeholders. Implications arise since a clear and understandable resilience framework has the potential for a continued advocacy towards the resilience approach. Participants also provided feedback through a consultative participatory activity during Module 5. The answers were guided by four main topics: Resilience Assessment, Resilience Analysis, Capacities, Shocks, and, finally, other overarching topics. The feedback in Table 1 has been provided directly from the flipchart lists created during the activity.

Table 1: Resilience guidance – responses from participatory activity

Resilience Assessment	<input type="checkbox"/> Possible responses to results seen <input type="checkbox"/> How we can make resilience assessment more simplified and participatory for stakeholders? <input type="checkbox"/> Resilience assessment at different levels, household, community and systems level/ what different and similar parameters to be used? <input type="checkbox"/> Cost-efficient tools (“quick/dirty”)
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	<input type="checkbox"/> Participatory tools with guidance, questionnaires for survey + FGD at various levels/household, community and region, and country-specific <input type="checkbox"/> Light assessments? Inform programme [illegible] in a timely manner and to allow for timely adjustment/mitigation <input type="checkbox"/> Tools that recognize different purposes of resilience assessment: understanding program impact and understanding context/capacities of overall population <input type="checkbox"/> (How to) Simplifying the results of the assessment
Resilience Analysis	<input type="checkbox"/> Need to compare results across countries within a region and track progress <input type="checkbox"/> How to draw conclusions from across different indicators <input type="checkbox"/> Guidance on attribution and monitoring resilience vs. impact assessments <input type="checkbox"/> How do you assess and measure individual resilience in regard to information you may need to get from pastoral communities--culture sensitive <input type="checkbox"/> How to determine which capacity to work on in order to build resilience in a community
Capacities	<input type="checkbox"/> Using (link) the indicators on the three types of capacity to review existing resilience/FTF indicators (two checks) <input type="checkbox"/> Need to refine/look at it at household, community and systems levels <input type="checkbox"/> Alternative, simplified ways to describe categories and analysis may be written in narrative by capacities, but don't do populations quantitatively grouped by capacity or terciles of capacities <input type="checkbox"/> If necessary to categorize by absorptive, adaptive, transformative capacity, provide very clear, practical examples (in narrative form) vs. listing under sub-headings <input type="checkbox"/> Clearly provide definitions similar to (Performance Indicator Reference Sheet) PIRS' for the indicators in the different capacity areas <input type="checkbox"/> Could we have simplified tool to measure capacities that can be adopted at local level to be done participatively with stakeholders? <input type="checkbox"/> Capture systems (government) in relation to response to resilience capacity at community levels, etc. <input type="checkbox"/> Are there minimum thresholds capacities that are required for impact
Shocks	<input type="checkbox"/> Impact of conflict/displacement/fragility on resilience programing and outcomes (check mark) <input type="checkbox"/> Tools that can be used at IP program level vs. tools that require an M&E consultant like TOPS/TANGO (check mark) <input type="checkbox"/> How to measure impact of multiple concurrent and multiple successive shocks (check mark) <input type="checkbox"/> On-demand data analysis as new shocks arrive (check mark) <input type="checkbox"/> Mapping shocks and stress at community and systems level
Other/ Structure	<input type="checkbox"/> Regional commonalities, combined indicators <input type="checkbox"/> Use in fragile states/crisis <input type="checkbox"/> The demarcation/line of difference between livelihoods and assessment--needs clear guidance

## Annex 5: Module feedback

The information in Table 2 stems from the evaluation forms filled out by participants throughout the workshop. A total of 160 evaluation forms were received over the course of the workshop: 30 and 15 from the pre-workshop and post-workshop form, respectively; 32 forms from Module 1; 31 forms from Module 2; 25 forms from Module 3; 16 from Module 4; and 11 evaluation forms from Module 5. This suggests that participants could have been reminded to fill out and return evaluation forms on a daily basis on a more consistent level to ensure a higher return of forms to facilitators.

Table 2: Feedback by Module

Module 1	
Positive Feedback	Suggestions
<p>Presentations on resilience concepts, resilience frameworks, and resilience measurement principles</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Appreciated receiving explanations of resilience concepts;</li> <li><input type="checkbox"/> Useful and informative explanation and breakdown of definitions, concepts, resilience framework, and the three resilience capacities;</li> <li><input type="checkbox"/> Discussions were participatory and overall good.</li> <li><input type="checkbox"/> Received a holistic explanation of resilience to help gain a good understanding of the three resilience capacities;</li> <li><input type="checkbox"/> Gained knowledge about the resilience capacities and indicators used to measure capacities;</li> <li><input type="checkbox"/> Resilience breakout was wonderful;</li> <li><input type="checkbox"/> The session was particularly useful to help improve programming decision making; <ul style="list-style-type: none"> <li><input type="checkbox"/> The review of resilience concepts helped ensure every participant had an understanding of resilience concepts which helped to internalize terminologies;</li> <li><input type="checkbox"/> The presentation and discussion of resilience encouraged a participatory and interactive remained of the workshop; <ul style="list-style-type: none"> <li><input type="checkbox"/> Learned that there are many possible resilience indicators that can be contextualized.</li> </ul> </li> </ul> </li> </ul> <p>Feedback on additional concepts and topics</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Appreciated the explanation on the differences between analytical and conceptual frameworks;</li> <li><input type="checkbox"/> Gained an understanding on the Mercy Corps STRESS model and on asking “resilience for what?” and “resilience for whom?” <ul style="list-style-type: none"> <li><input type="checkbox"/> Enjoyed the discussion on identifying shocks and discussing recovery following shocks to improve programming.</li> </ul> </li> </ul> <p>Presentations from case studies in Kenya, Uganda, Ethiopia, and Somalia (continued in Module 2)</p>	<p>Suggestions on module format, timing, and on providing additional resources</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The resilience overview could have been shortened;</li> <li><input type="checkbox"/> The presentations and discussions on country-specific findings could have been shortened/could have been longer; <ul style="list-style-type: none"> <li><input type="checkbox"/> Would have liked a longer discussions and interactions/the discussions were too long;</li> <li><input type="checkbox"/> Suggest organizing a workshop with fewer participants.</li> </ul> </li> </ul> <p>Feedback on content and material</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The resilience principles were not clear and the different methodologies from the case studies were overwhelming;</li> <li><input type="checkbox"/> The conceptual framework was complex for those participants not working on resilience programming;</li> <li><input type="checkbox"/> There is a need for a simplified version of the framework for resilience measurement</li> <li><input type="checkbox"/> Would have appreciated receiving the resilience case studies and the workshop material prior to the workshop</li> <li><input type="checkbox"/> Suggest providing regional key trends/summative information prior to the workshop;</li> <li><input type="checkbox"/> Suggest providing program maps and perhaps a chart summarizing the methodologies of different studies to simplify the key findings overview;</li> <li><input type="checkbox"/> Suggest providing qualitative information to accompany the quantitative presentations. <ul style="list-style-type: none"> <li><input type="checkbox"/> Suggest unpacking resilience indicators within the context of SMART (specific, measureable, achievable, realistic, time bound) objectives;</li> </ul> </li> <li><input type="checkbox"/> Include gender-disaggregated discussion.</li> </ul>

<ul style="list-style-type: none"> <li><input type="checkbox"/> It was useful to learn about the high-level overview and commonalities from different countries and to see data from different angles;</li> <li><input type="checkbox"/> Information from different countries was insightful and appreciated discussing surprising findings;</li> <li><input type="checkbox"/> Gained an understanding of the unique approaches to resilience capacities and strategies from other countries.</li> </ul> <p>Overall feedback on facilitation and on presentations</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Facilitators are clearly experts in resilience;</li> <li><input type="checkbox"/> Excellent presentations with good level of detailed explanation;</li> <li><input type="checkbox"/> Discussions were interesting, healthy, lively, and interactive.</li> </ul>	
Module 2	
Positive Feedback	Suggestions
<p>Feedback on the country-specific breakout sessions</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The time spent with the country teams was very important and relevant to discuss country-specific findings and data;</li> <li><input type="checkbox"/> Discussions on identifying future areas of research were vibrant and useful.</li> </ul> <p>Overall feedback on facilitation and on presentations</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The facilitation and explanations, and overall process were helpful in clarifying gaps, weaknesses, and identifying solutions moving forward;</li> <li><input type="checkbox"/> Appreciated the discussions which were lively;</li> <li><input type="checkbox"/> The exercises were particularly useful;</li> <li><input type="checkbox"/> Participants found that the sessions were covered well and found that the</li> <li><input type="checkbox"/> The deep dive discussions in Module 2 helped to clarify confusions and contradictions from Module 1;</li> <li><input type="checkbox"/> The interactions among participants and with partners in identifying surprising results and information needs sparked good discussions;</li> <li><input type="checkbox"/> The discussion from the session was useful to identify potential areas of research and program implications.</li> </ul> <p>Various other comments</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Enjoyed learning about resilience (personal expertise is in project management);</li> <li><input type="checkbox"/> Gained a better understanding on social capital, coping strategies, recovery from shocks, as well as on livelihood diversification;</li> <li><input type="checkbox"/> Described as “one of the most useful sessions.”</li> </ul>	<p>Suggestions on module format</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Too much time/not enough time spent on country breakout sessions;</li> <li><input type="checkbox"/> Not enough time spent on discussing both broader and more in-depth analysis of data. <ul style="list-style-type: none"> <li><input type="checkbox"/> Suggest organizing a bilateral 2-day meetings with multiple stakeholders prior to resilience workshops to create further deep dive sessions;</li> <li><input type="checkbox"/> Suggest holding regular regional meetings to learn from the experiences and successes of other countries;</li> </ul> </li> <li><input type="checkbox"/> Would propose to create additional meetings prior to the workshop including making time for country-level discussions with IPs to encourage additional team discussions.</li> </ul> <p>Feedback on content and material</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Some repetition of material from Module 1 and Module 2;</li> <li><input type="checkbox"/> Had difficulty following the data and engaging in program implications;</li> <li><input type="checkbox"/> Lack of engagement from participants and lack of interest from participants in other country presentations;</li> <li><input type="checkbox"/> Had difficulty determining the impact from the interventions;</li> <li><input type="checkbox"/> Suggest providing the studies, the methodology, and the data sets prior to the breakout sessions to be able to provide more substantial feedback;</li> <li><input type="checkbox"/> It would have been helpful to have more examples, more summarized findings, and explanations and inferences to the data sets to gain better insight;</li> <li><input type="checkbox"/> It would have been helpful to have deeper country tutorials to help interpret the results and how to best integrate into programming</li> </ul>

	<input type="checkbox"/> Suggest modifying the presentations to be less text-heavy.  Feedback on facilitation <input type="checkbox"/> Suggest to guide facilitated discussion around one resilience capacity before continuing to plenary discussions that ended up being unfocused; <input type="checkbox"/> Suggest facilitators not become defensive of their work and be open to feedback.  Feedback regarding the resilience studies <input type="checkbox"/> Country teams were not part of the team conducting the studies or the measurement so difficult to feel engaged; <input type="checkbox"/> Suggest integrating country staff in data collection, analysis, and interpretation of results as well as on discussions on emerging issues to be included in future research.
Module 3	
Positive Feedback	Suggestions
Feedback on content <input type="checkbox"/> Useful plenary discussions, questions and discussions; <input type="checkbox"/> The examples given to participants were helpful in identifying gaps and possible solutions; <input type="checkbox"/> Appreciated the process of working from country-specific findings to programming implications <input type="checkbox"/> Appreciated discussing potential areas of research; <input type="checkbox"/> Presentations helped clarify misnomers from the studies and enabled a better understanding of the data; <input type="checkbox"/> Presentations helped to see the links between shocks/stresses and coping strategies; Feedback on format <input type="checkbox"/> Good facilitation; <input type="checkbox"/> Flexible time management; <input type="checkbox"/> Good group work and exercises allowed participants to express their concerns and perspectives; <input type="checkbox"/> Enjoyed participating in teamwork and hearing questions raised by others.	Feedback on the country-specific breakout sessions <input type="checkbox"/> Caution against setting unrealistic expectations on follow-up research questions, especially if existing data may not allow for all ideas to be supported; <input type="checkbox"/> Caution against introducing bias from facilitators on establishing priority research and guiding discussion; <input type="checkbox"/> Suggest facilitators lead less and engage participants for more feedback; Suggestions on receiving module material <input type="checkbox"/> Would have appreciated receiving additional narrative, the summaries of the research, and methods to make it easier for participants to understand the material. <input type="checkbox"/> Recommend identifying projects/their timeline before delving into key recommendations to avoid making generalizations; <input type="checkbox"/> Suggest creating a “file note” with key recommendations as an output for the session; Feedback on module format <input type="checkbox"/> Suggest shortening the country team breakout session and organizing session by topic instead of by country team; <input type="checkbox"/> Suggest improving the facilitation of networking, particularly for those participants not lodging at the hotel
Module 4	
Positive Feedback	Suggestions
Feedback on the field visits	Feedback on the field visits <input type="checkbox"/> Suggest providing a more structured set of questions and guidance for field work;

<ul style="list-style-type: none"> <li><input type="checkbox"/> The field visits to the various projects were inspiring, educational, and a great learning opportunity;</li> <li><input type="checkbox"/> Field visits helped to connect the ideas from the workshop to practice;</li> <li><input type="checkbox"/> Field visits provided an opportunity to observe the SLI and the added value of different organizations including of the PREG program;</li> <li><input type="checkbox"/> Learned about the shocks, stresses, and outcomes related to the project sites;</li> <li><input type="checkbox"/> A good exercise to observe the three resilience capacities and how they're interrelated</li> <li><input type="checkbox"/> Excellent presentations and group discussions;</li> <li><input type="checkbox"/> Enjoyed learning about different activities (natural resource management, income-generating activities, and conflict mitigation);</li> <li><input type="checkbox"/> Felt the projects visited were impressive;</li> <li><input type="checkbox"/> Site visits are worth repeating;</li> <li><input type="checkbox"/> Visits were well planned logistically</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Suggest modifying the presentation of projects (Module 3) to include Power Point slides to enhance understanding and analysis of field site visits;</li> <li><input type="checkbox"/> Would have preferred a more robust use of sharing feedback, interacting more from beneficiaries; and seeing USAID's contribution to activities visited; <ul style="list-style-type: none"> <li><input type="checkbox"/> Suggest having more time for field visits and discussions in future workshops</li> </ul> </li> </ul>
<b>Module 5</b>	
<b>Positive Feedback</b>	<b>Suggestions</b>
<b>Feedback on content</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Useful debrief, discussions, and reflection following site visits;</li> <li><input type="checkbox"/> Site visits helped to understand capacities and risks;</li> <li><input type="checkbox"/> Site visits and debrief helped to finalize workshop goals;</li> <li><input type="checkbox"/> Appreciated the participatory activities where participants provided input on future resilience guidance material;</li> <li><input type="checkbox"/> Appreciated the presentation of analysis.</li> </ul>	<b>Feedback on content</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Suggest shortening field site presentations in order to refocus the debrief process;</li> <li><input type="checkbox"/> Comparing across countries was difficult since surveys are different;</li> <li><input type="checkbox"/> Suggest synthesizing information from other countries to improve regional learning;</li> <li><input type="checkbox"/> Suggest inviting more technical staff, field-level staff, and personnel from the head office level to these workshops;</li> <li><input type="checkbox"/> Suggest providing guidance on how the data could be used and consider follow up on resilience studies and programming implications</li> </ul>
<b>Additional country-specific feedback</b>	
<b>Kenya</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Learned about the PREG program and on their work on contributing to resilience indicators;</li> <li><input type="checkbox"/> Understand how PREG activities work together to contribute to resilience;</li> <li><input type="checkbox"/> Appreciated learning about social and cultural norms as well as surprising findings and outcomes at the community level;</li> <li><input type="checkbox"/> Enjoyed reviewing and discussing the study findings in-depth in order to make recommendations for the endline;</li> <li><input type="checkbox"/> Happy to see participants synthesize analysis and then discuss recommendations for the endline;</li> <li><input type="checkbox"/> Enjoyed seeing SLI and resilience work supported by PREG; <input type="checkbox"/> Enjoyed discussing the PREG program.</li> </ul> <b>Ethiopia</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Appreciated gaining insight on the status of the project and related resilience gains and broadening their understanding of the complementarity of resilience capacities in two areas (Borena and Jijiga);</li> </ul>	

Table 3: Additional information requested and general comments per Module

Module 1
<p><u>Additional information requested</u></p> <p>Participants expressed interest in the following topics:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Having additional time with facilitators to clarify country-specific data;</li> <li><input type="checkbox"/> Having additional information on sequencing, layering, and integrating (SLI) to clarify confusion, especially concerning the regional-level projects implementation;</li> <li><input type="checkbox"/> Having additional information on understanding multi-layered shocks;</li> <li><input type="checkbox"/> Having additional information on measurement;</li> <li><input type="checkbox"/> Clarifying doubts on the differences and similarities between the resilience framework and the SLF;</li> <li><input type="checkbox"/> Additional information about other countries' resilience programs presented in a formal way (instead of informally from listening to other people);</li> <li><input type="checkbox"/> Learning more about PREG to replicate;</li> <li><input type="checkbox"/> Knowing about the key data and indicators used by different organizations;</li> <li><input type="checkbox"/> Providing additional clear examples of coping strategies to illustrate the link between coping strategies and different types of social capital.</li> <li><input type="checkbox"/> How will information from the indicators breakout session be captured post-workshop by the resilience technical teams?</li> <li><input type="checkbox"/> How are we doing in relation to our PMP?</li> </ul>
Module 2
<p><u>Additional information requested</u></p> <p>Several participants requested information in the following areas:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Exploring the idea that using proof of concept data for programmatic decision making can be a challenge in terms of process and timing;</li> <li><input type="checkbox"/> Seeing the scope of work (SOW) and survey questions for all evaluations to know how they're arranging their impact evaluations (IEs) to replicate best practices</li> <li><input type="checkbox"/> Providing the definition of variables;</li> <li><input type="checkbox"/> Categorizing assets (e.g., camels or goats?) and how these are linked to stresses and shocks;</li> <li><input type="checkbox"/> Possibility to weigh the resilience indicators; and</li> <li><input type="checkbox"/> Providing more details on survey questions for each capacity to clarify operational meaning of capacities.</li> </ul> <p>One specific set of questions revolved around the need for clarification between the resilience framework and the SLF:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What is the end point? What is more important? What do our communities need: resilience or sustainable livelihoods? Could we be moving ahead of our beneficiaries or is it that we talk about resilience yet we are actually doing sustainable livelihoods?</li> </ul>
Module 3
<p><u>Additional information requested</u></p> <p>Participants requested the following information:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Regional results framework;</li> <li><input type="checkbox"/> Similarities/differences across the four countries; and</li> <li><input type="checkbox"/> How do you measure time-based recovery from a shock?</li> </ul>
Module 4
<p><u>Additional information requested</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Participants expressed interest in seeing the businesses from the field site visit once they are operational; and</li> <li><input type="checkbox"/> Hearing more examples about the projects themselves (outputs/outcomes of activities).</li> </ul> <p><u>General comments about the field visit</u></p> <p>A number of participants provided general commentary and suggestions that were specific to the projects visited. These included observations on the good levels of bonding social capital within women's groups and an understanding of the shocks and stresses experienced in the different sites. One participant was grateful for the field visits as "a learning opportunity to apply what was taught in class." Another participant remarked that while it "may be too early to measure resilience" in the visited projects, they could "see communities are on the path</p>

to resilience as their aspirations and capacity is very evident.” Such reflections indicate that the participants were able to frame their approach through a resilience lens using the terminology and concepts described during the workshop.

A few participants provided observations and suggestions specific to the projects themselves, including:

- ☐ Observations of women’s groups with OVCs;
- ☐ Observations of high cost of livestock market/low return on investment for pastoralists;
- ☐ Not able to see impact of project in the investment of private sector needs;
- ☐ Suggestion to have beneficiaries pay for the construction of buildings and not the project itself; and
- ☐ Multiple suggestions for projects to engage with government initiatives to enhance transformative capacity and sustainability.

#### Module 5

##### Additional information requested

Information requested included:

- ☐ Learning more about PREG, suggesting that PREG was found to be a useful model from which to learn for other countries; and
- ☐ Having a summarized version of Module 5 sent to participants following the workshop

##### General comments about the field visit

A few participants provided comments on various topics, including on how PREG contributes to identifying indicators, use of capacities, and deep dives in different programs. One person remarked that they will now improve project reporting through a focus on the impacts stemming from their interventions aimed at increasing the resilience of pastoral communities