

# Resilience Evidence for Decisions in Development

An Initiative for Country and Regionally Focused Work  
on Resilience Measurement



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# Background and Rationale

Set against the backdrop of challenges that stem from pressures such as climate change, resource constraints, political conflict, and food price volatility, the ability to reach a stable state of food security and overall well-being is a central priority for decision-makers. The concept of resilience is widely viewed as offering a platform on which a strategic response to these challenges may be based. The rapid growth in resilience-focused programmes has created a demand for results that can help demonstrate the effect of investments. To meet this demand, the Resilience Measurement Technical Working Group (RM-TWG) was formed in 2013 as an initiative under the Food Security Information Network (FSIN). Informed by the contributions of 20 experts in the field of measurement, the RM-TWG produced a set of papers that brought the goals of resilience measurement into focus and provided guidance on how to conceptualize and approach the measurement of resilience. The RM-TWG made a substantial contribution to the way in which resilience measurement can be conceptualized and implemented. It has succeeded in engaging membership of the world's leading resilience measurement specialists and practitioners as well as providing a point of reference for building consensus around critical principles related to resilience measurement.

While progress on resilience measurement and analysis has been made, the question of how evidence from resilience measurement activities may support country-level and regional-level decision making requires a focused response. To be useful, **resilience measurement evidence should be more directly connected to decision making** within countries and across regions.

The last decade, for example, has seen the rapid growth of investments towards resilience, leading to the adoption of the concept of resilience in various sectors including agriculture and livelihoods, food security, urban settlements, climate change, ecology, and disaster risk reduction. Although investments continue to be made in resilience capacity building across sectors, **robust verifiable evidence of the impact of these investments remains scarce**. Consequently, the opportunity to build connections between evidence and decision making related to resilience-focused investment is limited.

To respond to the stakeholders' need to access and/or produce credible evidence on resilience programmes and policies, a new strategy is required. A second phase of the RM-TWG has been initiated with the goal of moving beyond basic conceptual work on resilience measurement. This next phase of work, referred to as the *Resilience Evidence for Decisions in Development Initiative (REDDI)*, is designed to better meet the measurement needs of selected countries and regions where resilience is important. Placing the evidence-related needs of countries and regions at the centre of its work will ensure that REDDI activities and products are technically sound and relevant. To facilitate efforts to build a foundation of evidence related to resilience programmes and policies, REDDI will also provide an operational platform on which new resilience measurement work can be carried out.

# Vision and Mission

## Vision

REDDI's vision is to work closely with local institutions and governments to provide technical and strategic leadership on resilience measurement issues so that rigorous procedures for resilience measurement are established and credible evidence related to resilience-focused investments and policies is more readily available.

## Mission

REDDI's mission is to provide technical advice and on-the-ground support to regional and national stakeholders on resilience measurement and policy development related to resilience capacity building. This mission will be achieved through the development of case studies, the provision of reviews of measurement frameworks and the consolidation of applied knowledge.

### REDDI Mission: what, where, and for whom?

The primary users of the advancements achieved in resilience measurement and evidence are National Bureaux of Statistics and other national-level agencies, regional institutions and NGOs which manage programmes and conduct M&E studies. Development partners investing in resilience and the global community are also expected to use guidelines and an emerging body of evidence when designing their strategies and interventions. REDDI will not be an implementing organization and its role will, therefore, remain that of **guiding and engaging the relevant institutions and communities to help set standards of practice for resilience measurement**. REDDI will also work to enhance the capacities of institutions to deliver on resilience measurement.

The work of REDDI will be structured around food security and nutrition in countries that are affected by and/or vulnerable to protracted and recurrent crises. This work will be carried out in close coordination with governmental and non-governmental organizations that play a role in resilience measurement and analysis to inform related programmes, investments and policies.

## **REDDI will achieve its mission by:**

### **1. Engaging institutions and governmental bodies to identify needs for resilience measurement approaches and resilience evidence**

REDDI is to meet the needs of stakeholders. To respond to this, REDDI is structured as a partnership of institutions with complementary expertise which can be readily deployed in countries and regions where resilience measurement is needed.

### **2. Promoting rigour in resilience measurement approaches by providing on-demand technical reviews of tools and frameworks on a case by case basis**

REDDI will provide reviews on request of measurement frameworks and tools, highlighting and summarizing approaches (for data collection and analyses) that have been or could be used to measure resilience and work with field-based partners in order to produce practical guides. In addition, REDDI will also develop criteria and protocol for reviewing resilience measures based on the papers produced by the RM-TWG and conduct reviews of resilience measures. These activities will be founded upon REDDI's growing relationships with local institutions and other relevant stakeholders.

### **3. Contributing to the advancement of the dialogue on resilience measurement**

Through ad hoc expert groups (see governance structure), specific topics that target a particular area of resilience measurement will be identified and further explored.

### **4. Consolidating bodies of evidence on resilience investments accessible to practitioners**

REDDI will take stock of the substantial and growing body of evidence on resilience that has been generated by regional and countries partners. As needed, the partners of REDDI will prepare case studies as to develop a repository of measurement practices and evidence that should help demonstrate the high returns to resilience investments. Members of the Strategic Advisory Committee (see the governance structure) will reach out to a wide range of practitioners who could benefit from this knowledge base of good practices.

### **5. Creating accessible knowledge platforms and sharing knowledge on technical standards and best practices related to resilience measurement**

REDDI aspires to promote effective learning on resilience measurement, in particular at regional and country level. In order to have the opportunity to share experiences and findings of its work on resilience measurement, a set of knowledge-sharing events will be organized in collaboration with other stakeholders. These events will provide an opportunity for analysts, monitoring and evaluation experts, and programme staff to exchange ideas on resilience measurement.

# Governance Structure

The strategy employed for REDDI can be described as a collaborative and demand driven effort that seeks to meet stakeholders' needs for evidence that has both technical rigour and practical value. Work undertaken in the inception phase of REDDI will operationalize this strategy by creating the infrastructure needed to engage stakeholders and to generate needed outputs.

REDDI will be governed through three managerial layers. Government bodies for each layer will have distinct, but related sets of responsibilities. Responsibilities and composition of each of the three bodies are briefly described below.

## 1. Resilience Measurement Strategic Advisory Committee (RM-SAC)

- **Responsibility:** identifies the priority areas of the work of REDDI and ensures that these serve the strategic interests of national governments, regional organizations, NGOs, agencies and donors. The priority areas of work will be primarily proposed by representatives of **regional resilience measurement initiatives** that serve as members of the SAC. Regional representatives will be responsible for convening informal discussions with sub-regional resilience experts in the field in order to identify pertinent research questions for REDDI to prioritise in its initiatives. Regional representatives will be responsible for conveying the needs and suggestions of sub-regional experts to the SAC to ensure that REDDI effectively meets the needs and research priorities of resilience measurement experts in the field.
- **Participants:** senior officials representing the organizations/agencies who have made a commitment to REDDI. Each organization/agency can nominate only one representative<sup>1</sup>. The regional representatives on the SAC will represent the Intergovernmental Authority on Development Resilience Analysis Unit (IGAD/RAU), the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), the Southern African Development Community (SADC) and the Central American Integration System (SICA). The informal discussions are expected to include experts from the regional offices of FAO and WFP in West, East and Southern Africa as well as other experts in resilience measurement from the International Food Policy Research Institute (IFPRI), as well as from national bureaux of statistics and analysis.

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<sup>1</sup> United States Agency for International Development (USAID), Department for International Development (DFID), European Union (EU), Food and Agriculture Organization of the United Nations (FAO), International Food Policy Research Institute (IFPRI), and World Food Programme (WFP)

## 2. Resilience Measurement Evidence for Decisions Committee (RM-EDC)

- **Responsibility:** provides technical guidance and leadership in identifying and articulating policy relevant measurement challenges and ensuring that related products (e.g., case studies, briefs on best practices, technical guidance, reviews) generated by REDDI possess both analytical integrity and practical utility. The EDC will receive inputs and requests from the SAC to complete the following set of tasks: i) review selected products and tools of resilience measurement and ii) provide guidelines, set standards and offer practical strategic advice as needed.
- **Participants:** group of individuals whose collective expertise reflects knowledge of the established technical qualities and intended practical uses of resilience measurement evidence. Members of the EDC will represent a number of different communities engaging in resilience measurement, including academia, field practitioners, and statisticians, in order to produce actionable policy-relevant resilience measurement evidence.

## 3. Resilience Measurement Implementation Teams (RM-IT)

- **Responsibility:** work on and contributes to the areas of work identified by the SAC (e.g., systems, socio-ecological aspects of resilience, etc.).
- **Participants:** comprised of a number of small groups of individuals who have knowledge and expertise in a specific sector of resilience measurement. The RM-ITs **will be temporary, and, hence, are not part of the permanent organizational structure of REDDI.** RM-ITs will be assembled as needed to carry out specific tasks and then dissolved when work associated with a given task has been completed.





# Conclusion:

## Impacts and Opportunities for Engagement

Motivated by the need for actionable evidence and backed by sound measurement principles, REDDI has been structured to support resilience analyses that serve the needs of decision makers. REDDI will serve as a global platform to improve resilience measurement and provide evidence-based guidance for policymakers. The platform will provide multiple mechanisms to foster active dialogue between individuals who make decisions about resilience investments and those who seek to promote analytical rigour in resilience measurement. The achievement of REDDI will be measured against the following impacts:

- **Analytical rigour and practical utility** – The increased adoption of technically-sound and user-friendly practices for resilience measurement and the enhancement of measurement approaches;
- **Convergence on standards for resilience measurement** – A broadened consensus on guidelines for effective resilience measurement and analysis;
- **Accessible source of information and evidence** – The collection of a new, compelling and credible body of evidence that demonstrates the added value of resilience through several dissemination modalities (e.g., resilience measurement case studies, resilience measurement facts sheets);
- **Strategic leadership for resilience measurement** – The recognition of the technical and strategic leadership of REDDI and the establishment of reciprocal interactions with other communities of practice/networks.

The first year of REDDI implementation will be dedicated to i) building the organizational infrastructure to operationalize its objectives, ii) forming partnerships with country and regional offices, and iii) generating a set of products that illustrate effective applications of resilience measurement.

By aligning measurement activities with policy priorities, REDDI will help ensure that measurement results will inform decision making. There are a variety of opportunities for widening the scope of REDDI, by geography and/or by product. With an increase in the resource base, REDDI can develop additional partnerships and/or generate additional products.

# Annex 1. RM-TWG in numbers:

## Major achievements

Drawing on the collective wisdom and experience of the RM-TWG, over the two and half years, five achievements can be cited:

### 1. Formed RM-TWG members and focus of activities:

- Held two meetings of the RM-TWG, one in October of 2013.
- Reached consensus on a definition of resilience.
- Created clusters (subgroups of RM-TWG members) to focus on specific measurement issues.

### 2. Completed two substantial documents on resilience measurement, authored by several members of the RM-TWG<sup>1</sup>:

- *Resilience Measurement Principles: Toward an Agenda for Measurement Design* (2014)  
Published by FAO and WFP under the Food Security and Information Network.
- *A Common Analytical Model for Resilience Measurement: Causal Framework and Methodological Options* (2014)  
Published by FAO and WFP under the Food Security and Information Network.

### 3. Completed the production of a series of five technical briefings:

- *Household Data Sources for Measuring and Understanding Resilience* (2015)
- *Qualitative Data and Subjective Indicators for Resilience Measurement* (2015)
- *Measuring Shocks and Stressors as part of Resilience Measurement* (2015)
- *Systems Analysis in the Context of Resilience* (2015)
- *Quantitative Analyses for Resilience Measurement* (2016)

Each briefing, which is approximately 10 page long, introduces audiences to the main technical issues for a given topic and provides a set of resources for those who desire to acquire deeper knowledge. The five planned briefings have been published by FAO, IFPRI and WFP under the Food Security and Information Network (see footnote 1).

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<sup>1</sup> Reports and technical briefings (point 3) generated by RM-TWG may be found at <http://bit.ly/2iqwrre>

#### **4. Initiated the dissemination through presentations at international instances:**

- Presented at the European Commission Resilience Forum in Brussels – April 2014.
- Presented at the 2014 Resilience Alliance conference held in Montpellier – May 2014.
- Presented at the International Food Policy Research Institute (IFPRI) 2020 meeting held in Addis Ababa – May 2014.
- Presented to groups at WFP and FAO – September 2014.
- Presented to group at the International Fund for Agricultural Development (IFAD) – November 2014.

#### **5. Established a community of practice for resilience measurement**

- A Resilience Community of Practice (CoP) focused on resilience measurement was formed, with over 500 current members.

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