



PEACE, PROSPERITY AND  
REGIONAL INTEGRATION

# **Approach and Indicators for Measuring Resilience in the IGAD Region**

## **Inception Report for Activity 2.2.1**

Adopt a common measurement approach for IDDRSI and guidelines assessing the  
state of drought resilience

**IGAD DROUGHT DISASTER RESILIENCE AND SUSTAINABILITY INITIATIVE (IDDRSI)**

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## 1. Introduction

The last decade, 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 across various 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 produce credible evidence on resilience programmes and policies, there need to put in place robust performance metrics to measure resilience. At the same time, it is crucial that such resilience measurements be context and risk-specific.

To facilitate efforts to build a foundation of evidence related to resilience programmes and policies, IGAD has commissioned this assignment to provide a foundation on which new resilience measurement work can be carried out within the IGAD region.

The aim of the assignment is to:

1. To compile, synthesize and highlight emerging indicators, theories, practices and tools for measuring resilience in order to come up with a regional approach for measuring resilience.
2. To draw lessons, from both internal and external sources of information, and suggest an approach for Resilience indicators and measurement, whose application would be compatible with the M&E systems currently in place and feasible in relation to the different capacities of IDDRSI and Member States.
3. To provide recommendations and outline the possible next steps towards the adoption of a common regional approach for resilience measurement within IGAD.

This inception report provides background on the state of implementation and an agreed, appropriate and clear process for accomplishing the assignment.

## 2. Background and Context

### 2.1. Background

IGAD is one of the Regional Economic Communities (RECs) of the African Union. IGAD was initially created in 1986 as the Intergovernmental Authority on Drought and Development (IGADD) to coordinate the efforts of the Member States in combating desertification and promoting efforts to mitigate the effects of drought. Whereas IGAD Climate Prediction and Applications Centre (ICPAC) is a Specialized Institution of IGAD with the mission fostering climate services and knowledge to enhance community resilience for prosperity in the Greater Horn of Africa.

A new entity called IGAD Food Security, Nutrition and Resilience Analysis Hub (IFRAH) was initiated in June 2018 under an IGAD directive from Executive Secretary. IFRAH integrates some of the existing food security and resilience units already existing within IGAD. These include the Food Security and Nutrition Working Group (FSNWG), Resilience Analysis Unit (RAU) and Integrated Phase Classification (IPC). The rationale is based on recognition of the interlinkages and synergetic functions of food security and nutrition analysis, IPC and resilience analysis to be harnessed along with ICPAC Climate Forecasts and CEWARN information on conflict and ICPALD on livestock body condition as basis for an Early Warning System to trigger early action to prevent food crises.

The mission of IFRAH is to enhance capacity for timely harmonized generation, analysis and communication of reliable food and nutrition security and resilience information and knowledge.

One of the key components of IFRAH is Resilience Analysis Unit (RAU). Achieving resilience at a significant scale requires the capacity to measure the impact of development interventions for policy and programming purposes, as well as to promote greater accountability in the use of resources. RAU is a multi-stakeholder regional technical unit led by IGAD and supported by its development partners ensuring close coordination with the Drought Resilience Platform Coordination Unit (PCU). The overall purpose of RAU is to build the capacity of the IGAD Secretariat and Member States and its development partners in the measurement and analysis of resilience.

The IGAD MSs and Implementing Partners, members of the IDDRSI Platform expressed during their Extra-Ordinary General Assembly Meeting held in Addis Ababa, Ethiopia on January 21st, 2017 as a priority the urgency for IGAD through its IDDRSI Platform Coordination Unit to develop an annual analysis tracking system for the location of communities in need of humanitarian assistance; the progress of resilience building in the region and determine the trend of increase to explain why the humanitarian caseloads increase. Furthermore, the 8th IDDRSI Platform Steering Committee meeting that took place in Entebbe Uganda on 9-10 May 2018 and the 5th IDDRSI Platform General Assembly meeting that followed on 11 May 2018 called on IDDRSI Platform Members to employ measures and approaches that will enable effective measurement of collective outcomes through the adoption and implementation of Resilience Measurement and Knowledge Management for informed decision making and investment. The same meeting also recommended the Establishment of the IGAD Food Security, Nutrition and Resilience Analysis (IFRAH).

IFRAH'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.

IGAD has recently entered into partnership with USAID to support IDDRSI on a project titled “Building Resilient Market Systems in the Cross-border Drylands of the IGAD Region”. Some of the key roles of IFRAH identified in this partnership are to: i) establish a harmonized tool/approach for resilience measurement at country and regional levels; and ii) setting up a collaborative regional research network for resilience.

Against this background, and in the light of ongoing investments at regional, national and multilateral resilience-building programs, IFRAH intends to undertake a study to review existing resilience measurement tools or suite of tools, approaches and applications that can support IDDRSI programming. The review will assess, identify and recommend high-level result indicators for IDDRSI priority intervention areas (PIAs).

## 2.2.Context and Scope of the assessment

The current assessment and review of resilience measurement frameworks and key indicators comes within a background of IGAD’s plans to develop a robust resilience measurement and analysis system that will culminate in the production of annual state of the resilience reports for the IGAD region. The development of the proposed system is to be accomplished via the following activities:

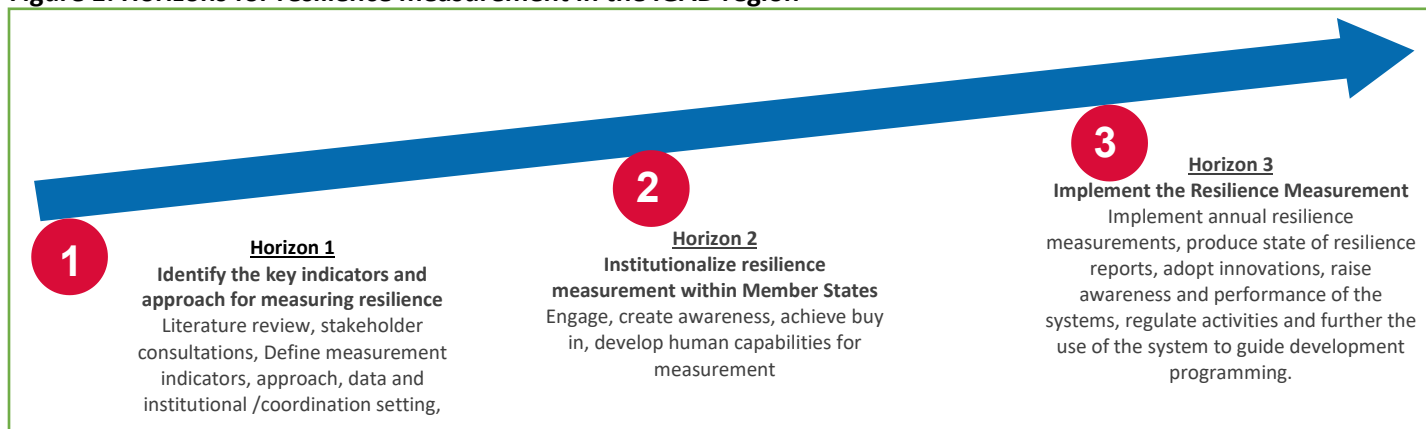
1. The first activity, which is the focus of this assignment, is a critical review of the existing resilience measurement frameworks combined with expert consultations on the key indicators and approaches for measuring resilience to disasters risks. Guided by the IDDRSI M&E framework and policies, the intention of the literature and expert consultation is to comprehensively extract information on relevant indicators and measurement methods and tools that are feasible, useful, and are contextually applicable to the IGAD region. By learning from existing applications, research and experiences, a framework for measurement and its indicators, especially at the Impact and Outcome levels will be defined.  
The output from this activity will be a report outlining recommended indicators and framework for resilience measurement within the IGAD region, which shall be presented to member states.
2. The second activity is to develop a Methodology and Regional Protocol for National-scale Resilience Measurement to be referred to as the IGAD Protocol for Resilience Measurement (**IPRM**). The IPRM will be a resilience Protocol standard developed by IGAD and its partners i.e. USAID, REDDI, FAO etc. to support member states in measuring and monitoring resilience. The IPRM will provide a robust framework for accounting and reporting region-wide state of resilience. It will seek to:
  - Develop a comprehensive and robust status of resilience
  - Establish a base year inventory, set targets, and track resilience performance
  - Ensure consistent, standardized and transparent measurement and reporting of resilience between member states, following internationally recognized accounting and reporting principles
  - Enable member states’ assessments of resilience to be aggregated at subnational, national and regional levels
  - Demonstrate the important role that member states and development partners play in tackling drought disaster, and facilitate insight through consensus – on where investments should be undertaken.

IPRM will be built on an interactive platform with dashboards that presents summary reports using visualizations. The platform will present evidence about the causal processes of change (and not to necessarily quantify impact) and present rich, detailed stories of change in a digestible way.

3. The third activity is a stakeholder engagement process that will present the proposed protocol (and indicator list) to member states for consensus building and to capture representation of the regional perspectives and existing knowledge regarding the key issues of the proposed measurement framework. Through a regional IDDRSI Workshop, participants representing key National Bureau of Statistics and Early Warning stakeholders at the national level in IGAD will be invited to participate in a series of visioning processes that encourage them to reflect on how the proposed measurement framework and indicators applies to the context of their work, country and stakeholders. These perspectives will be reflected in the process of determining the scope and types of approaches to be utilized for developing the regional measurement methodology and accompanying Impact and Outcome indicators.  
The output of this is the formation of national working groups for measuring resilience and producing state of resilience reports for each of the countries.
4. The fourth activity – which is not the scope of this study - is to build the capacity of national institutions to undertake the consensually agreed approach for measuring resilience and test and update the proposed regional resilience measurement methodology and indicators. Through the guidance of IFRAH, various national-level activities will take place after pilot countries have been selected (initially in Karamoja). Through training and engagement by national-level stakeholders who are the key beneficiaries, the piloting intends to evaluate the feasibility of the crucial component(s) of the full-scale implementation of the measurement framework which should inform RAU about the best way to conduct the future, full-scale implementation. Piloting will inform the following:
  - *Process*: where the feasibility of the key steps in the implementation of the resilience measurement methodology is assessed. This should result in the production of a final protocol for undertaking the resilience measurements.
  - *Resources*: assessing problems with time and resources that may occur during the main implementation (e.g. how much time the main measurement will take to be completed; whether use of some equipment will be feasible or whether the form(s) of assessment selected for the main study are as good as possible)
  - *Management*: problems with data management and with the team involved in the measurement (e.g. whether there are problems with collecting all the data needed for future analysis; whether the collected data are highly variable and whether data from different institutions can be analyzed together).
5. The final activity is to begin full implementation of the measurement protocol and production of the regional state of resilience reports across all the IGAD member states. It is hoped that the M&E process will be able to monitor and evaluate whether investments are leading to transformational change at the national and regional levels through the establishment of this resilience measurement framework.

The assessment covers the 3 broad horizons presented in figure 1 with an immediate emphasis on developing the foundation for measuring resilience by identifying the key indicators and a measurement approach.

**Figure 1: Horizons for resilience measurement in the IGAD region**



## 3. Assessment Approach

### 3.1. Purpose and Scope of the assessment

While there have been a number of reviews on resilience measurement and indicators by various agencies, the current assessment is the first internally commissioned and executed IGAD in the region with a focus on developing and implementing a protocol for measuring resilience in the region.

The overall purpose of the assignment is to develop a framework that can be used to assess and report on the state of resilience in the region. The framework on drought resilience measurement will be based on selected indicators and an assessment of the data types, sources, data mining and analysis. These indicators will be used to measure the progress of IDDRSI towards achieving impact on building resilience in the region and demonstrate the value for money of regional investments under the IDDRSI framework.

Given that resilience is a relatively new construct within the field of development, it poses a set of new and complex data requirements, many of which cannot be fulfilled through available sources.

The assessment will therefore also seek identify the data requirements for identified indicators for resilience measurement.

The framework will then be piloted using data for the Karamoja cluster

This assignment therefore seeks to accomplish the following tasks:

1. Review and identify the key higher level indicators for measuring resilience in the region
2. Review and identify the approaches or methodology that can be used in conjunction with these indicators for operationalizing resilience measurement at a regional scale
3. Identify the data requirements for these indicators
4. Provide an overview of available relevant data sources, and
5. Explore how far existing data sources can be repurposed to capture information on identified resilience indicators
6. Recommend the indicators and approaches that could be adopted for resilience measurement within IGAD

The assessment Team will specifically engage with stakeholders in IGAD specialized institutions and beyond e.g. National Stakeholders, the resilience Community of Practice (CoP), experts at Resilience Evidence for Decisions in Development Initiative (REDDI) of Cornell University, FAO, WFP, IFPRI, ODI, Global Resilience Partnership (GRP), Technical Assistance to NGOs (TANGO) etc.

### 3.2. Assessment Questions

Overall ten questions were included in the original assessment ToR (see Annex A), across the three different dimensions. During inception, the assessment Team will review and adjust the assessment questions included in the ToR after close examination of their evaluability. The questions are as follows:

#### a. Knowledge

- i. What are the existing/emerging 'generally accepted' positions, indicators and tools for measuring resilience in disaster prone regions such as the IGAD region?
- ii. What are the issues and thinking reflected in the Community of Practice (CoP) about indicators and methods measuring community resilience?

#### b. Practice, Analysis and Comparisons



- iii. What examples of successful resilience measurement indicators and approaches have emerged from literature/practice and what are the purposes for each one? Is there any particular suitable set of indicators emerging and why is this so?
- iv. Are there any efforts at mainstreaming resilience measurements among member states?
- v. At what scale do these approaches measure resilience?
- vi. What is the orientation of the functions of these indicators and approaches i.e. are they for Diagnostic, Evaluative or Planning purposes?
- vii. What are the consistencies and or differences in the approaches for measuring resilience?
- viii. What are the data requirements of these indicators and what is the landscape of institutions and systematic data collection for these data within the member states? Can the existing data sources be repurposed to capture information on identified resilience indicators?

**c. Recommended methods/tools and performance indicators**

- ix. What standard higher-level performance indicators and approaches for measuring resilience are recommended for adoption at IGAD? What is the rationale supporting this recommendation?
- x. Can we identify specific aspects of the current IDDRSI M&E system where development, improvement or adaptation would support better measurement of resilience? Provide a rationale supporting recommended developments, improvements or changes.
- xi. What are the benefits, risks, costs and trade-offs for IGAD, national agencies and other stakeholders associated with the recommended indicator and approaches?

Drawing on the questions above, the assessment will provide a landscape analysis of major resilience indicators and measurements as well as other monitoring and reporting frameworks at the regional and global levels (including inter alia M&E strategies, Impact Pathways and Theories of Change developed to evaluate resilience and impacts of investments).

At national level, the assessment will also map and analyze institutional processes and decision making related to resilience measurements at different levels, and provide an in-depth assessment of their roles in accountability and learning through looking at mechanisms put in place for data availability regular monitoring, reporting etc. The IDDRSI RPP and CPPs M&E frameworks will also be reviewed, looking at, for example, the extent to which annual reports provide quality data and information and whether impact assessments have been undertaken. The assessment will also explore, through KIIs, whether there are common understandings of mainstreaming resilience measurements among member states, and whether this mainstreaming is the right approach for reaching the development outcomes IDDRSI has set itself out to achieve. The assessment will review CPPs' work plans and to the extent possible, examine budgetary allocations and expenditures at national and subnational levels for activities related resilience measurements.

The assessment will also review the extent to which resilience measurement evidence is being used to support decision making at the country-level and regional level. Selected experiences of resilience measurement in the IGAD region will be examined through in-depth case studies. The case studies will also review progress made towards development outcomes, informed by an analysis of programme and/or flagship theories of change/impact pathways.

The assessment will adopt a consultative approach, as far as possible given timing and other constraints, engaging with a range of internal as well as external stakeholders as key informants, and seeking feedback and sharing opinions at key moments particularly during the analysis and reporting phases.

In so doing, there will be a focus on assessing what the role and work of IGAD in resilience measurement should be from the point of view of member states who are the users, as well as of its partners.

Triangulation by assessment team members of information gathered from stakeholders will be a key tool for evidence validation. Independence and rigor of analysis will inform the whole assessment process.

Cost-effective means of consultation across the IGAD specialized institutions will also be sought through, for example, the participation of the assessment team in meetings with a large presence of relevant stakeholders and use of webinars, as appropriate.

The assessment will, equally, seek to limit the costs of gathering of information, and the demands on IGAD personnel, by making use of available assessments, studies and past resilience-related assessments. In particular, the assessment will draw, to the extent possible, from the Food Security Information Network (FSIN) technical platform publications that have been completed over the past four years, and that focused on indicators for resilience measurements, data sources and analysis of resilience measurement frameworks and approaches. Emerging lessons from these study reviews will inform the assessment and analysis of this exercise.

### 3.3. Assessment Tools and Methods

The assessment will use a wide range of quantitative and qualitative tools and methods, including stakeholder consultation through group and individual semi-structured interviews, document review and analysis of publications, guidelines and manuals, databases, etc.; desk studies, case studies, specialized institutions and country visits. Workshops may be organized at key points of the assessment to consult with a wide range of stakeholders, where possible coinciding with existing meetings. Skype may also be used as a virtual means to conduct interviews.

Table 1 provides a brief description of the specific assessment tools that will be employed in relation to particular assessment questions.

**Table 1: Assessment Tools Matrix and Relevance to assessment Questions (AQs)**

Assessment tool	Description	Relevant AQs
Literature review / issue papers	<ul style="list-style-type: none"> <li>Review of literature / issue papers that would have been identified. Will assess the relevance and comparative advantage of indicators and various resilience measurement approaches in relation to IDDRSI priorities.</li> <li>Draw out lessons and evidence from other experiences and assessments of measurement approaches and particularly of measurement mainstreaming at regional scales</li> </ul>	All

Assessment tool	Description	Relevant AQs
Mapping	<ul style="list-style-type: none"> <li>Mapping 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.</li> <li>To assess whether there are efficient systems in place for resilience measurement and analysis and whether evidence is connected to decision making. The M&amp;E systems that are in place will be first identified by mapping these M&amp;E systems at IGAD Institutions and national levels (This may also lead into a more detailed examination of resilience related indicators).</li> <li>In the case of Question <i>viii</i>, which concerns whether institutional arrangements exist to support effective indicator data collection, initial mapping of stakeholders at national, regional and global level will help inform use and repurposing of other data collection methods.</li> </ul>	All
Key informant interviews	<ul style="list-style-type: none"> <li>Key informant interviews will be conducted with different groups of stakeholders, internal as well as external to solicit deeper understanding of issues raised through document review and or light touch surveys. These may include for example views on effectiveness of indicators and measurement approaches at various scales. KIIs will be structured using interview guides with questions targeted at relevant stakeholders. Responses will be grouped and analysed by emerging themes</li> </ul>	All
Case studies	<ul style="list-style-type: none"> <li>A few case studies of specific experiences with resilience measurement approaches will be purposively selected and defined for more in-depth analysis. The case study selection will take into account both the typology of the existing approaches as well as their current status in the region. Through the case studies the assessment will seek to understand how resilience measurement approaches have contributed to decision making and investment priorities and clear theories of change as well as to any actual or potential outcomes. Selection of specific cases will be informed by key informant opinion of IGAD specialized institutions and potentially resilience Community of Practice (CoP). The case studies will particularly seek to represent cases where significant progress has been made in the approaches including those which started from a lower 'baseline' in order to better understand the success factors. Case studies will combine a number of methods to triangulate findings.</li> </ul>	All
Surveys	<ul style="list-style-type: none"> <li>One or more electronic surveys (e.g. using "survey monkey") may be used to solicit perceptions relating to key assessment questions, from both internal and potentially external stakeholders. Provisionally, it is envisaged to circulate a survey via the resilience Community of Practice (CoP) whose members are a mix of UN agencies, Regional Organizations, NGO and donor stakeholders having a professional interest in resilience measurement including IGAD staff. The main purpose of such a survey would be to investigate inter alia perceptions of the relevance and reach of indicators and measurement approaches, and to gather information about application and effectiveness</li> </ul>	All

Assessment tool	Description	Relevant AQs
<b>Focus groups/ Workshop</b>	<ul style="list-style-type: none"> <li>Focus group or facilitated discussions in a workshop setting may be used if sufficient KIs are already meeting in one place and could give 2-3 hours. Participatory workshops will be conducted around each of the case studies on key indicators and data sources. For each indicator and measurement approach, participants would explore how they feasible they are, where there are constraints, and how these are applied at national level to draw out lessons learned/best practice.</li> </ul>	<b>All</b>

The precise combination of assessment tools used in the inquiry phase will depend on feasibility and practical considerations.

## 4. Assessment Management

### 4.1. Assessment Team

A Team of three onboarded project staff will conduct the assessment under the supervision of the IGAD Food Security, Nutrition and Resilience Analysis (IFRAH) Coordinator Dr Abdi Jama. The assessment team is composed of three core team members:

1. Dr. Laban MacOpiyo (Regional Resilience Analyst and Team Leader)
2. Ms. Angela Kimani (Food Security and Nutrition Analysis Expert)
3. Ms. Doreen Nanyonga (Knowledge Management and M&E Expert)

The assessment team will be supported by a small number of thematic and regional experts who will provide additional perspectives and in-depth expertise on a number of specific issues. These experts will also review the draft assessment report. Additional experts may be identified once the assessment is under way.

The Team Leader is accountable to the coordinator of IFRAH who has the final responsibility for the assessment report and all findings and recommendations, subject to adherence to the Standards set by IGAD and USAID.

The team is responsible for planning, designing, initiating, and managing the assessment. IGAD will also be responsible for the quality assurance of the assessment process and outputs, and for the dissemination of the results. IGAD will take an active role in the preparatory phase of the assessment by supporting the collection of internal background documents and information for the team and making the necessary contacts.

During the implementation of the assessment, at key points, the assessment team will share information with and seek feedback or validation from key stakeholders. Initial findings of the overall assessment will be presented to key stakeholders for feedback. The Inception Report and the Draft assessment report will also be shared with USAID for comments. Although the IDDRSI and IFRAH Coordinators and the other specialized institutions focal points will be the primary interlocutors of the assessment team, a wider range of stakeholders will be consulted throughout the assessment and will have an opportunity to provide feedback on the draft Report.

### 4.2. Quality Assurance

In order to ensure assessment rigor, the following quality assurance will be implemented during the assessment exercise.

The *IFRAH Coordinator* will play a crucial role in assuring its quality. The IFRAH Coordinator will work closely with the assessment Team throughout the exercise, and will ensure that the tools and methodologies, as well as the process followed, are in line with the IGAD Policy and Standards.

*External peer review:* The quality assurance of this assessment will also entail the review of the Inception Report and of the Draft versions of assessment Report by two peer reviewers (USAID and one external reviewer from the Resilience Community of Practice). The primary function is not only for ex-ante quality control but also to provide an additional quality review to the assessment team during the assessment. It is timed so that it can help improving the outputs (whether the inception or the assessment report).

### 4.3. Timing and Work Plan

The overall timeline for the assessment as established by its TORs is outlined in Table 2 below.

**Table 2: Phases of the assessment**

Phase	Period	Main outputs	Responsibility
<b>Preparatory Phase</b>	June- – July 2019	Final ToRs assessment team recruited	IFRAH
<b>Inception Phase</b>	August 2019	Inception Report and assessment Work plan, Presentation of Inception Report to USAID and Constitution of Expert Group	assessment team IFRAH
<b>Inquiry phase</b>	August 2019 – October 2019	Detailed questionnaires, KII guides and other tools Documentary review Site/ field visits for case studies, Workshops	assessment team
<b>Presentation of preliminary findings</b>	November 2019	Presentation of preliminary findings at the 11th IDDRSI PSC meeting	assessment team IFRAH
<b>Drafting of Report</b>	Nov 2019	Draft assessment Report	assessment team
<b>Final assessment Report</b>	Dec 2019	Feedback from main stakeholders Final assessment Report Presentations of Final Report	IFRAH assessment team

### 4.4. Reporting and Dissemination

*The assessment Report* - the main output of this work - will describe findings, conclusions, and recommendations, based on the evidence collected in the framework of the assessment questions defined in the ToR and Inception Report. The recommendations will be informed by evidence, and will be relevant, focused, clearly formulated and actionable. They will be prioritized and addressed to the different stakeholders responsible for their implementation. The main findings and recommendations will be summarized in an executive summary. The recommended length of the final report is between 40-70 pages, excluding the executive summary and annexes.

The assessment Team Leader will prepare presentations for disseminating the Report to targeted audiences. Adequate consultation with key IGAD stakeholders will be ensured throughout the process, with debriefings on preliminary and key findings held at various stages of the assessment.

In the context of the current transition discussions, it is expected that IDDRSI PCU will coordinate the preparation of a system-wide response, in consultation with the IFRAH coordinator, and present this system-wide response (with specific identification of recommendations that are fully accepted, partially accepted, or otherwise) for consideration and decision of IGAD.

## 5. Annex A: ToR of the assessment

### **Inventory and Analysis of Resilience Performance Standard Indicators and Approaches to Support Diagnosis and Evaluation of IGAD's Drought Disaster Resilience and Sustainability Initiative (IDDRSI).**

#### **1. Background**

IGAD is one of the Regional Economic Communities (RECs) of the African Union. IGAD was initially created in 1986 as the Intergovernmental Authority on Drought and Development (IGADD) to coordinate the efforts of the Member States in combating desertification and promoting efforts to mitigate the effects of drought. Whereas IGAD Climate Prediction and Applications Centre (ICPAC) is a Specialized Institution of IGAD with the mission fostering climate services and knowledge to enhance community resilience for prosperity in the Greater Horn of Africa.

A new entity called IGAD Food Security, Nutrition and Resilience Analysis Hub (IFRAH) was initiated in June 2018 under an IGAD directive from Executive Secretary. IFRAH integrates some of the existing food security and resilience units already existing within IGAD. These include the Food Security and Nutrition Working Group (FSNWG), Resilience Analysis Unit (RAU) and Integrated Phase Classification (IPC). The rationale is based on recognition of the interlinkages and synergetic functions of food security and nutrition analysis, IPC and resilience analysis to be harnessed along with ICPAC Climate Forecasts and CEWARN information on conflict and ICPALD on livestock body condition as basis for an Early Warning System to trigger early action to prevent food crises.

The mission of IFRAH is to enhance capacity for timely harmonized generation, analysis and communication of reliable food and nutrition security and resilience information and knowledge.

One of the key components of IFRAH is Resilience Analysis Unit (RAU). Achieving resilience at a significant scale requires the capacity to measure the impact of development interventions for policy and programming purposes, as well as to promote greater accountability in the use of resources. RAU is a multi-stakeholder regional technical unit led by IGAD and supported by its development partners ensuring close coordination with the Drought Resilience Platform Coordination Unit (PCU).

The overall purpose of RAU is to build the capacity of the IGAD Secretariat and Member States and its development partners in the measurement and analysis of resilience.

The IGAD MSs and Implementing Partners, members of the IDDRSI Platform expressed during their Extra-Ordinary General Assembly Meeting held in Addis Ababa, Ethiopia on January 21<sup>st</sup>, 2017 as a priority the urgency for IGAD through its IDDRSI Platform Coordination Unit to develop an annual analysis tracking system for the location of communities in need of humanitarian assistance; the progress of resilience building in the region and determine the trend of increase to explain why the humanitarian caseloads increase. Furthermore, The 8th IDDRSI Platform Steering Committee meeting that took place in Entebbe Uganda on 9-10 May 2018 and the 5th IDDRSI Platform General Assembly meeting that followed on 11 May 2018 called on IDDRSI Platform Members to employ measures and approaches that will enable effective measurement of collective outcomes through the adoption and implementation of Resilience Measurement and Knowledge Management for informed decision making and investment. The same meeting also recommended the Establishment of the IGAD Food Security, Nutrition and Resilience Analysis (IFRAH).

IGAD has recently entered into partnership with USAID to support IDDRSI on a project titled “Building Resilient Market Systems in the Cross-border Drylands of the IGAD Region”. Some of the key roles of IFRAH identified in this partnership are to: i) establish a harmonized tool/approach for resilience measurement at country and regional levels; and ii) setting up a collaborative regional research network for resilience.

Against this background, and in the light of ongoing investments at regional, national and multilateral resilience-building programs, IFRAH intends to undertake a study to review existing resilience measurement tools or suite of tools, approaches and applications that can support IDDRSI programming. The review will assess, identify and recommend high-level result indicators for IDDRSI priority intervention areas (PIAs)<sup>1</sup>.

The review is designed to inform IDDRSI performance measurement, determine what areas of the major resilience approaches are of relevance to the IGAD region and suggest how and where IGAD can advance the practice of resilience measurement within Member States.

## **2. General Objective**

The overall objective of this assignment is to come up with a resilience measurement and analysis framework that can be adopted by IGAD and its Member States to evaluate and monitor resilience.

The purpose is to identify and document performance measurement indicators and methodologies that can be used to support and guide IDDRSI programming and provide a framework for assessing the state of drought resilience in the IGAD region.

The specific focus areas to be addressed by this work are as follows:

### **a. Knowledge**

- xii. What are the existing/emerging ‘generally accepted’ positions, indicators and tools for measuring resilience in disaster prone regions such as the IGAD region?
- xiii. What are the issues and thinking reflected in the Community of Practice (CoP) about indicators and methods for measuring community resilience?

### **b. Practice, Analysis and Comparisons**

- xiv. What examples of successful resilience measurement indicators and approaches have emerged from literature/practice and what is the purpose for each one? Is there any particular suitable set of indicators emerging and why is this so?
- xv. Are there any efforts at mainstreaming resilience measurements among member states?
- xvi. At what scale do these indicators and approaches measure resilience?
- xvii. What is the orientation of the functions of these indicators and approaches i.e. are they for Diagnostic, Evaluative or Planning purposes?
- xviii. What are the consistencies and or differences in the approaches for measuring resilience?
- xix. What are the data requirements of these indicators and what is the landscape of regular data collection for these data within the member states? How can the existing data sources be repurposed to capture information on identified resilience indicators?

### **c. Recommended methods/tools and performance indicators**

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<sup>1</sup> The seven IDDRSI PIAs are Natural Resources and Environment Management; Market Access, Trade and Financial Services; Livelihood Support and Basic Social Services; Disaster Risk Management, Preparedness and Effective Response; Research, Knowledge Management and Technology Transfer; Conflict Prevention, Resolution and Peace Building; and Institutional Strengthening, Coordination and Partnerships.



- xx. What standard higher-level performance indicators and approaches for measuring resilience are recommended for adoption at IGAD? What is the rationale supporting this recommendation?
- xxi. Can we identify specific aspects of the current IDDRSI M&E system where development, improvement or adaptation would support better measurement of resilience? Provide a rationale supporting recommended developments, improvements or changes.
- xxii. What are the benefits, risks, costs and trade-offs for IGAD, national agencies and other stakeholders associated with the recommended indicator and approaches?

### 3. Scope and Methodology

The scope of this review extends to resilience practice within both the humanitarian and development sectors. The consultants will review literature and interview key informants, through face-to-face interviews and via telephone or other virtual mechanisms. The consultants will be expected to undertake the following tasks:

- i. Review IDDRSI strategic documents including the updated Strategic Note and the IDDRSI M&E Framework
- ii. Review individual IDDRSI country programming papers
- iii. Review IGAD regional strategy (2016-2020) specifically SRA 4.1.4 that focuses on Climate Variability and Change and Disaster Risk Management;
- iv. Review African and global frameworks for resilience action such the Sendai Framework on Disaster Risk Reduction, Africa Disaster Risk Management (DRM) Strategic Framework (2016-2020), Addis Ababa Accord on financing, Sustainable Development Goals, Paris Agreement on climate change, World Humanitarian Summit and Habitat III on urban issues;
- v. Undertake a systematic literature review of academic journal databases (Google Scholar, IngentaConnect, ScienceDirect, Taylor & Francis Online, and Wiley Online Library) and gray literature produced by organisations actively involved in research on resilience.
- vi. Conduct structured Interviews with IGAD Specialized Institutions staff and a variety of stakeholders both within and outside IGAD for qualitative views on, for instance, the relevance, quality of indicators and likely effectiveness in measuring resilience
- vii. Solicit and obtain stakeholder input from a consultative workshop which will be held on the back of the Greater Horn of Africa Climate Outlook Forum meeting in August 2019.
- viii. Consult with the resilience Community of Practice (CoP) including experts at Resilience Evidence for Decisions in Development Initiative (REDDI) of Cornell University, FAO, WFP, IFPRI, ODI, Global Resilience Partnership (GRP), Technical Assistance to NGOs (TANGO) etc.
- ix. Visit selected IGAD specialised institutions to collect information and interact with partners and national stakeholders

A detailed methodological approach should be further elaborated by the consultants in their study implementation proposals presented in the inception report.

### 4. Deliverables:

- **An inception report** that builds on the original terms of reference and (i) outlines the scope of the assessment; (ii) provides a detailed evaluation matrix; (iii) clarifies the analytical frameworks that will be utilized; (iv) develops the methodological tools and (v) provides a detailed work plan for the assignment.

- **The assessment Report** - the main output of this evaluation - will describe findings, conclusions, and recommendations, based on the evidence collected in the framework of the evaluation questions defined in the Inception Report. The recommendations will be informed by evidence, relevant, focused, clearly formulated and actionable. They will be prioritized and addressed to the different stakeholders responsible for their implementation. The main findings and recommendations will be summarized in an executive summary.
- **Presentation** of the resultant resilience measurement framework at the 11th IDDRSI PSC meeting in November 2019.

## **5. Location and Duration**

The IGAD Secretariat and IDDRSI offices in Djibouti, IGAD Specialized institutions in Nairobi, Kampala, Addis Ababa.

The duration of consultancy service is 35 days per consultant undertaken over a span of 3 months.

## **6. Qualification and experience**

A team of consultants will be hired to carry out the study across IGAD, and specialized offices in close coordination with the IDDRSI Platform Coordination team. The Consultants shall have relevant qualifications, expertise and experience to undertake study on applying the principles of livelihoods and DRM in the context of aridlands of the Eastern Africa, with a practical experience in drought resilience measurement approaches, monitoring and evaluation and an ability to collect and synthesize complex data to friendly-readable format..

Secondary field data will be identified and collected in close collaboration with IFRAH, and the selected IGAD specialized institutions. When required, access to the different offices at national and sub-national levels will be facilitated by the national IDDRSI coordinators and Monitoring and Evaluation Officers at the various IGAD and Specialized Offices as well as Knowledge Management Officers as needed.

Interested consultants are invited to apply for expression of interest that will include the technical and financial proposal.

### **Resilience measurement Expert**

- Advanced university degree in statistics, agricultural economics with knowledge in agricultural livelihoods in general and particular in livestock, rural and pastoral development and/or drought and climate risk management, other related fields, or, in its absence, an equivalent general professional experience
- Minimum experience of 10 years in economic analysis on resilience and development issues, econometric research using time-series, cross-section, and/or panel techniques, including the production of analytical outputs (such as policy reports and/or scientific papers):
- Knowledge of survey methodological tools
- Relevant work experience especially in the research processes (e.g. in field data collection; econometrics analysis) and coordination of programme activities

- Working experience of baseline studies and geo-spatial analysis, livestock economy analysis and drought risk management analysis
- Good interpersonal skills and outgoing personality
- Good writing skills and experience in producing quality reports.
- Strong knowledge of English with good computer skills
- Quality report writing skills in English as evidenced by the ability to produce reports that meet the needs of national, regional, or multinational partners involved in development.

#### **Socioeconomic/environment policy Expert**

- Advanced university degree in agricultural socio-economics with knowledge in drylands ecosystems, rural and pastoral development and/or drought risk management, other related fields, or, in its absence, an equivalent general professional experience of at least 10 years in the sector.
- Broad experience in different pastoral and drylands' economy topics, as economic and social impact, stock assessment and policy issues.
- Econometric and economic analysis on a range of emerging food security related topics with focus on poverty, vulnerability and resilience, the associated policies, and programmes
- Knowledge and practical experience in policy formulation and development
- Experience on resilience impact assessment and data collection in drylands' economy.
- Ability to communicate and interact with stakeholders in line of duty
- Understand the ASAL ecosystems, pastoral and livestock sector and economy of the country.
- Working experience of pastoral and/or drought resilience in the country.
- Have experience in conducting baseline assessment in the area of resilience.
- Quality report writing skills in English as evidenced by the ability to produce reports that meet the needs of national, regional, or multinational partners involved in development.

#### **Monitoring and Evaluation Expert**

- Advanced university degree in development studies, statistics, agriculture, economics or related fields;
- Minimum of 7 years of relevant experience in monitoring and evaluation in a humanitarian and/or development contexts with good analytical and reporting skills;
- Excellent communication, writing and presentation skills in English.
- Demonstrated experience in policy development and programme formulation and implementation.
- Knowledge of/familiarity with statistical packages and computer analytical tools is a must.
- The incumbent must possess teamwork spirit, ability to work under minimum supervision, flexibility and good interpersonal skills.
- Familiarity with food security and agriculture M&E indicators.
- Quality report writing skills in English as evidenced by the ability to produce reports that meet the needs of national, regional, or multinational partners involved in development.

#### **How to Apply**

Please send your Cover Letter, Detailed Curriculum Vitae and Scanned Copies of Certificates before the **30<sup>th</sup> July 2019** to [procurement@igad.int](mailto:procurement@igad.int) with copy to [abdi.jama@igad.int](mailto:abdi.jama@igad.int)

## 6. Annex B: Workplan for the assessment

Tasks	Responsible	AUG		SEPT		OCT		NOV	
		1 Aug	14Aug	1-Sep	15-	01 Oct	15 Oct	1 Nov	15 Nov
Phase One: Inception (July-Aug 2019)									
Identifying experts drafting ToRs and Recruitment of consultants,	AJ								
Submit draft inception report (including, workplan etc)	LM								
Revised inception report	LM								
Inception report presentation to USAID and network	LM								
Final revised inception report (incorporating revisions based on USAID and peer review comments)	LM								
Phase Two: Collection & Analysis of information (Aug-Sept 2019)									
2.1 Document review and analysis (August - Sept)									
Ongoing collection, consolidation and mapping of documentation	LM								
Review of publications on indicators and measurement practices and strategies globally	LM/AK								
Review/analysis of all IGAD system level documents , IDDRSI, RPP & CPP M&E systems	DN								
Rapid review of experiences on resilience measurement mainstreaming for case studies in the region (2-3)	LM/DN								
Review and analyze documentation on resilience measurement data sources the region (2-3 cases)	LM/AK/DNI								
Review of documents related to resilience measurement human capacity	AK								
2.2 Development of interview and other assessment tools (August Sept)									
Review of existing survey and other data	AK								
Development of full list of stakeholders for KIIs	AK								
Resilience measurement survey tool development	AK								
Resilience survey/interview tool (re-capacities, and wider issues)	AK								
KII interview schedule/guide (tailored to specific groups)	LM/DN								
Case study templates	LM/DN								
Other tools development e.g. workshop survey methodology	LM								
2.3 Data collection and analysis (August-September)									
Administer survey/interviews	LM								
Database development for assessment products	DN								
Citations/downloads analysis	DN								
Quality of science wider analysis	LM/DN								
2.4 Visits to specialized institutions for case studies/workshops (September-October)									
L. MacOpiyo visits(3 trips)	LM								
A Kimani (2trips)	AK								
Remote KIIs	All								
Coding of KII responses to arrive at consolidating findings across interviews	All								
Analysis of survey data	AK								
Peer review of selected research outputs	LM								
2.5 Drafting and presenting initial findings (Oct-Nov)									
Meeting to triangulate findings	All								
Draft initial findings per question	All								
Develop presentation for internal stakeholders	LM/AK								
Present preliminary findings to IDDRSI PSC meeting (Dec 2019)	AJ								
Phase Three: Report drafting and final consultation with stakeholders (Nov-Dec2016)									
Prepare a draft of a comprehensive assessment Report that addresses the assessment questions	LM								
Prepare a final assessment Report that take s into consideration comments	LM								
Present the final report to IGAD stakeholders and partners through various dissemination channels as outlined in the Inception Report (once assessment Report is finalized, dates to be confirmed)	AJ/LM								

AJ = Abdi Jama, LM = Laban MacOpiyo, AK = Angela Kimani, DN = Doreen Nanyonga