

EVENT REPORT

Technical Workshop on Vulnerability and Resilience Measurement and Monitoring within the response to the Syrian Crisis

Online event – 2-3 December 2020



I. Background

The workshop is part of UNDP's longstanding collaboration with the Government of Finland to promote the resilience agenda in the response to the Syrian crisis, under the umbrella of the Regional Refugee and Resilience Plan (3RP) that UNDP has been co-leading with UNHCR since 2015. As forcefully reiterated during the side event on resilience in the response to the Syrian crisis that was jointly organized by UNDP and the Government of Finland in the run-up to the Brussels IV conference on 'Supporting the future of Syria and the region'¹, in a context of interlocking crises leading to multiple and protracted vulnerabilities among people, communities and institutions, efforts to build resilience inclusively and sustainably are more critical than ever.

With the 3RP entering its 7th year of implementation there is a growing need to better capture achievements made by the 3RP partners in strengthening the resilience of refugees, host community members, host governments as well as their national and local systems. **The objective of the workshop was to contribute to the development of a consistent regional framework, harmonized with country frameworks, to monitor resilience interventions and their impact, as a prerequisite for effective resilience programming, reporting and to support advocacy efforts.** While a standard measurement system for all interventions in the region will not be practical due to the diverse country contexts and specificities, a greater convergence in objectives, definitions, measurement, and reporting will prove as useful.

The purpose of the workshop was to deliver the following outcomes:

- Improved knowledge about recent approaches to vulnerability and resilience measurement in practice by various agencies.
- Opportunities and good practices for harmonization identified to strengthen evidence on the impact and results of the resilience agenda at country and regional levels.
- Priority indicators and measurement tools for the regional resilience monitoring framework identified in order to further improve monitoring and reporting in the 3RP at regional level.

The event was structured around the two overarching themes of the workshop 1) Multidimensional Vulnerability, and 2) Resilience Measurement with the three levels of resilience i. Individual and Household, ii. Community, and iii. Institutional Resilience; and complemented by a view on the resilience of businesses and the private sector, and on qualitative/perception-based approaches to measuring resilience. For each sub-session, measurement in practice was presented followed by Q&A Sessions and discussions among participants (see meeting agenda in Annex I, Day 1).

The second half-day of the workshop gave the opportunity for workshop participants to actively contribute with their practical experience in three group sessions. The group sessions were framed by previous presentations on the 3RP Strategic Directions Monitoring Framework and the 'Regional Resilience tracker' UNDP is currently developing. The three groups were divided according to the three levels of resilience (see meeting agenda in Annex I, Day 2).

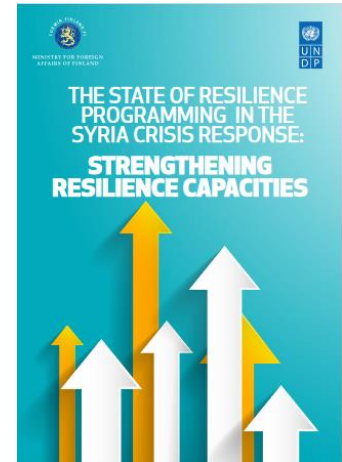
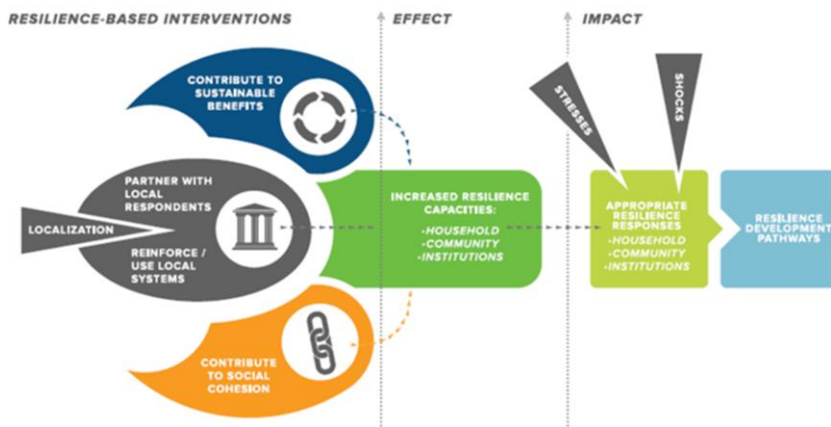
To set the scene for the workshop, key recommendations of the second edition of UNDP-Government of Finland State of Resilience Report² were presented by the author, Sherif Rushdy, who also served as main facilitator for the event. Indeed, since the first State of Resilience Report in 2016³, a lot of progress has been made with new sophisticated tools and

¹ <https://www.arabstates.undp.org/content/rbas/en/home/library/crisis-response0/side-event--the-resilience-response-in-syrias-neighboring-countr.html>

² <https://www.arabstates.undp.org/content/dam/rbas/doc/SyriaResponse/STATE%20OF%20RESILIENCE%20PROGRAMMING%20IN%20THE%20SYRIA%20CRISIS%20RESPONSE%20final%20edited%2012.pdf>

³ https://www.arabstates.undp.org/content/dam/rbas/doc/SyriaResponse/UNDP_Resilience-3RP_final-lowres.pdf

indexes that have been created. As outlined in both reports, resilience requires a thorough understanding over all the levels – individuals/ HH, institutions and the community. The second edition of the State of Resilience Report “The State of Resilience in the Programming of the Syria Crisis Response: Strengthening Resilience Capacities” revealed that there is a strong need to move beyond sectors and separate silos to truly measure the impact of our programming on resilience. In order to strengthen resilience capacities, resilience interventions should address those capacities in an explicit Theory of Change (ToC). The following figure shows a simplified ToC for resilience interventions.



Source: UNDP (2020): The State of Resilience in the Programming of the Syria Crisis Response: Strengthening Resilience Capacities, p. 29.

This workshop provided a dedicated space for practitioners across the region to exchange and discuss good practices, recent advances – including in terms of leveraging digital tools, as well as lessons learned in vulnerability and resilience monitoring and measurement within the response to the Syrian crisis in host countries (under the 3RP) as well as inside Syria, and to discuss opportunities and challenges to the harmonization of approaches to vulnerability and resilience monitoring and measurement. The workshop brought together, as presenters and participants, 70 practitioners from the UN (FAO, ILO, UNDP, UNFPA, UN-Habitat, UNHCR, UNICEF, UNRWA, UN Women, WFP) as well as and INGOs (Care International, DRC, DSP).⁴

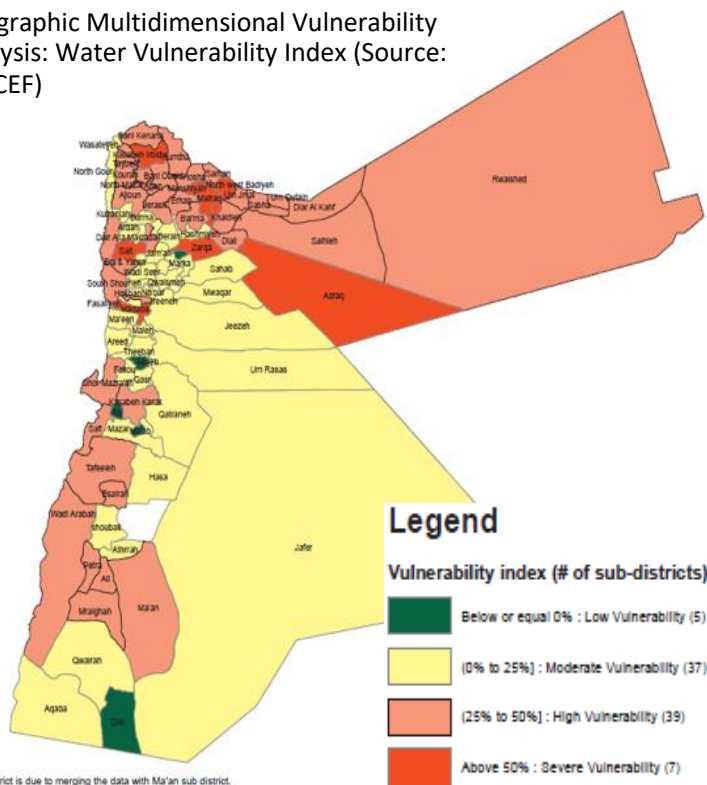
This short report presents an overview of the key reflections made by participants and presenters on lessons learned from vulnerability and resilience measurement in the 3RP region and recommendations as well as next steps to improve the monitoring and measurement of resilience interventions for the future. Generally, the workshop resulted in a number of take away messages, with one being prominently the need and benefit of greater exchange between the different M&E practitioners in the 3RP region as well as inside Syria. As such, **the workshop is not planned as a standalone event but the starting point for building a Community of Practice on Resilience Measurement and Monitoring.**

⁴ 70 attendees joined the first day and 45 the second day of the technical workshop.

II. Measuring Multidimensional Vulnerability

This session of the workshop showcased two approaches to multidimensional poverty and vulnerability measurement and discussed the questions of how to adequately assess the vulnerabilities of both refugees and host communities in a comprehensive manner (including through ‘one refugee approaches’), going beyond national statistical data. The session also pointed to the potential of digital tools and the value of collaborations with IFIs on data.

Geographic Multidimensional Vulnerability Analysis: Water Vulnerability Index (Source: UNICEF)



Hamza Abbas, Social Policy Specialist, from UNICEF Jordan presented the **Geographic Multidimensional Vulnerability Analysis**⁵, which helps analyzing performance and the capacity of sectors to identify gaps that need support in policy planning, as well as resource allocation. This analysis looks at different aspects of well-being and assesses children and population risks as a whole by using SDG indicators. Building on this, the presentation also shed light on the **Joint Comprehensive Vulnerability Assessment (JCVA)** which has been developed to get an in-depth understanding of what determines household vulnerability and poverty in Jordan and offers advantages such as establishing multidimensional vulnerability profiles to be monitored and used as a basis for greater intersectoral collaborations and joint advocacy to address needs in a comprehensive manner. It was noted that to **ensure representativeness, the data collected is also compared to poverty rates from different data sources and statistics.** An important innovative feature of the JVCA is that it aims to standardize the characterization of vulnerability, with the use of criteria that are independent of the refugee or legal status.

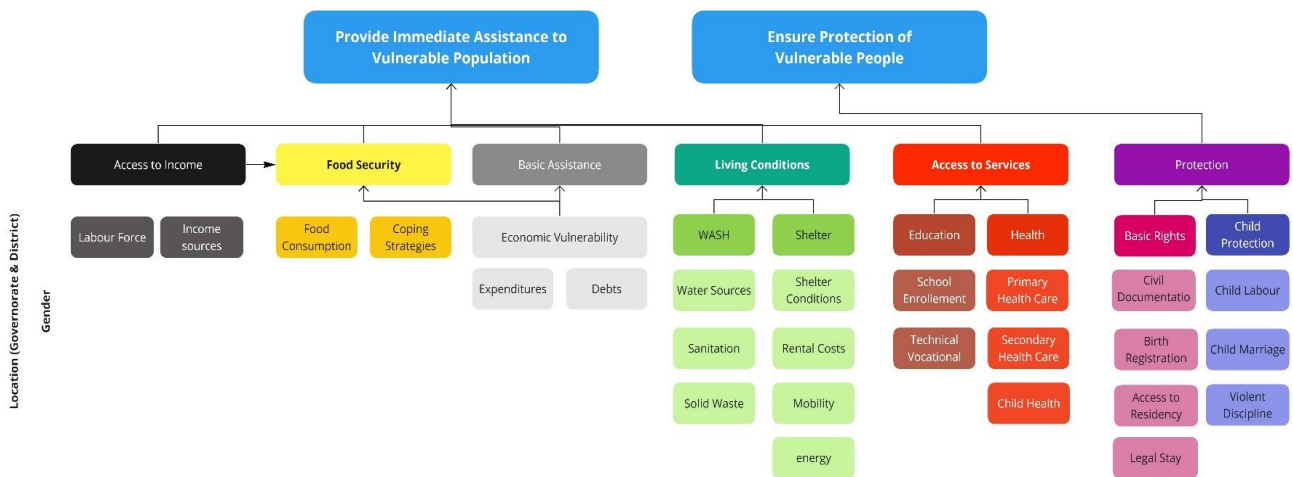
Jad Ghosn, Information Management Working Group Chair from UNHCR Lebanon, provided insights on the **Vulnerability Assessment of Syrian Refugees (VASYR)**⁶ that has been jointly conducted by WFP, UNHCR and UNICEF since 2013 in Lebanon. It is the only survey for Syrians conducted in Lebanon covering all sectors. The VASYR gives governorate-level data on key areas and is considered the corner stone of yearly Lebanon Crisis Response Plan (LCRP) programming. Regarding issues of representativeness, limits of the sampling technique – data consists mainly of Syrian refugees approaching UNHCR – were stated, while also **stressing the importance of digital tools and additional data sets such as the Kobo & RAIS (Refugee Assistance Information System) as well as Power Bi data sources that intend to complement and improve representativeness.**⁷

The vulnerability measures developed in Jordan and Lebanon prove useful both for targeting, monitoring the evolution of vulnerability and needs, but also for measuring impacts through connecting vulnerability data and indicators with the SDGs. This supports the targeting and focus of interventions, particularly social assistance, on the most vulnerable and provides evidence of enabling them to move along a path of wellbeing despite the continued shocks and stresses that affect them. To do so, the data must be correlated with the various shocks and stresses faced by the vulnerable populations.

⁵ <https://www.unicef.org/jordan/Geographic-Multidimensional-Vulnerability-Analysis>

⁶ <http://vasyr.org/>

⁷ See also: <https://microdata.unhcr.org/index.php/home>



VASYR: MULTI-SECTORAL OVERVIEW OF VULNERABILITIES INFORM TARGETING CONTRIBUTE TO LCRP & SECTORS M&E FRAMEWORKS (Source: UNHCR)

Panelists also noted the importance of **close collaboration with International Financial Institutions (IFIs) for improved data generation and analysis**. Jad Ghosn highlighted that in Lebanon, working with the World Bank supported the collection of data with the purpose to build a multidimensional poverty index for both refugees and host communities while including all refugees – except for Palestinians. Apart from that, UNHCR and the World Bank are collaborating in a large number of other studies, including through the UNHCR-World Bank Joint Data Center on Forced Displacement with its newly released report on the compounding impact of COVID-19 on Syrian refugees and host community members in the region.⁸ In Jordan, UNICEF is currently collaborating with the World Bank on the National Aid Fund (NAF) being the biggest social assistance program in Jordan. UNICEF and WB co-lead the working group that helps the NAF technically and financially, for example by developing a high frequency survey that monitors the socioeconomic impacts of COVID-19 crisis and the mitigating effects of project interventions on beneficiary households.⁹

III. Resilience Measurement and Monitoring

This session provided opportunities for panellists and participants to exchange on critical issues to sampling, data collection and practical implementation of available tools to measure resilience and the impact of resilience interventions at individual, household, community and institutional levels and help refine strategies and activities to ensure that they are most effective in building resilience and protecting well-being.

There was consensus that exploring the impact of COVID-19 on resilience capabilities of households will be a task for the near future where it will be worth analysing which parts of resilience programming helped them best to cope with the additional stress. Generally, **the methodologies presented in the session to capture resilience at the Household (RIMA and Gender-sensitive resilience capacity index), Community (Lebanon tension monitoring system), and Institutional levels (Public Institutions Support Tracking in Lebanon and Turkey) were seen as important steps to move forward on the ToC from monitoring activities and outputs to monitoring resilient outcomes.** In the context of the pandemic, the session underscores **the need to explore (beyond resilience of public national/local institutions) the resilience of businesses, particularly MSMEs, as an integral component of resilience measurement and monitoring efforts.**

The session also demonstrated the value of enlarging the resilience conversation to a full inclusion of business associations and civil society in the institutional capacity building framework, as well as the thought and action of the affected populations themselves in discussing their own approaches to building resilience. This brings in the human

⁸ <http://documents1.worldbank.org/curated/en/878321608148278305/pdf/Compounding-Misfortunes-Changes-in-Poverty-Since-the-Onset-of-COVID-19.pdf>

⁹ For more information, see here: <http://documents1.worldbank.org/curated/en/950581604948526387/pdf/Environmental-and-Social-Impact-Assessment-Jordan-Emergency-Cash-Transfer-COVID-19-Response-Project-P173974.pdf>

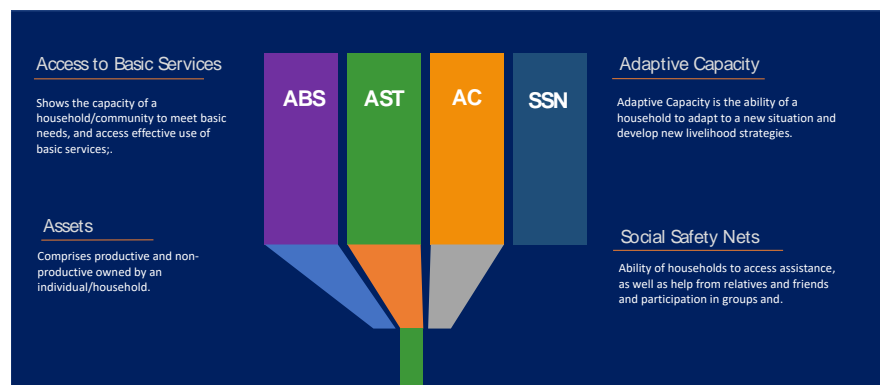
element of understanding resilience and helps build resilience capacities in individuals, households, and communities through a continuous reflection process.

In a cross-cutting manner, and while acknowledging downside risks due to the possible spread of fake news and rumours, the session reiterated the importance of **innovative methods of data collection**, and the growing role of social media sources such as WhatsApp.¹⁰

Individual and Household Resilience: the RIMA as a promising approach for integrated and gender-sensitive resilience measurement

Stefania DiGiuseppe from FAO introduced the **Resilience Index Measurement and Analysis (RIMA)**, as a promising tool to learn from while Iris Sawalha from UN Women presented its gender-sensitive adaptation through the **Gender Sensitive Resilience Capacity Index**. RIMA was developed with the EU's support under the umbrella of the Global Network Against Food Crises partnership programme FAO-WFP, as a tool relying on a capacity-focused definition of resilience as "the capacity that ensures adverse stressors and shocks do not have long-lasting adverse development consequences". The indicators resulting from the application of the RIMA methodology are calculated through four dimensions, **Access to Basic Services (ABS), Assets (AST), Social Safety Nets (SSN) and Adaptive Capacity (AC)**, against a specific outcome with each of the pillars composing an index on its own and based on a set of direct and proxy indicators. An increase in the value of the aggregate resilience capacity index indicates improved resilience.¹¹

RIMA DIMENSIONS - Pillars definition



Source: FAO/UN Women

The Gender Sensitive Resilience Index is a **practical quantitative approach to measuring resilience of women contextualized and tailored to meet UN Women's resilience programming monitoring needs**. Through statistical modelling, the relationship between resilience and its determinants is being analysed. As proposed by RIMA approach, the four abovementioned dimensions help to measure resilience through direct and indirect indicators such as access to protection and legal services (ABS), debts (AT), feeling of safety and security (SSN) or household support to employment (AC).¹² The data is collected through household level interviews and a stratified random sampling technique with a 95% confidence interval ensures representativeness. **Interestingly, the index also provides insights into the impact of different interventions on distinct beneficiary groups when disaggregating data:** For instance, for livelihoods interventions, including cash for work, job placements, and entrepreneurship support, under the "Strengthening the Resilience of Syrian Women and Girls and Host Communities in Iraq, Jordan and Turkey" program¹³, the Cash for Work interventions were found to have a larger impact on single refugee women than on IDPs or host community members¹⁴. This requires further analysis and knowledge building but already serves as a starting point for future programming.

¹⁰ Read more:

https://www.lb.undp.org/content/lebanon/en/home/library/Response_to_the_Syrian_Crisis/SpeakUpViaWhatsAppProject.html

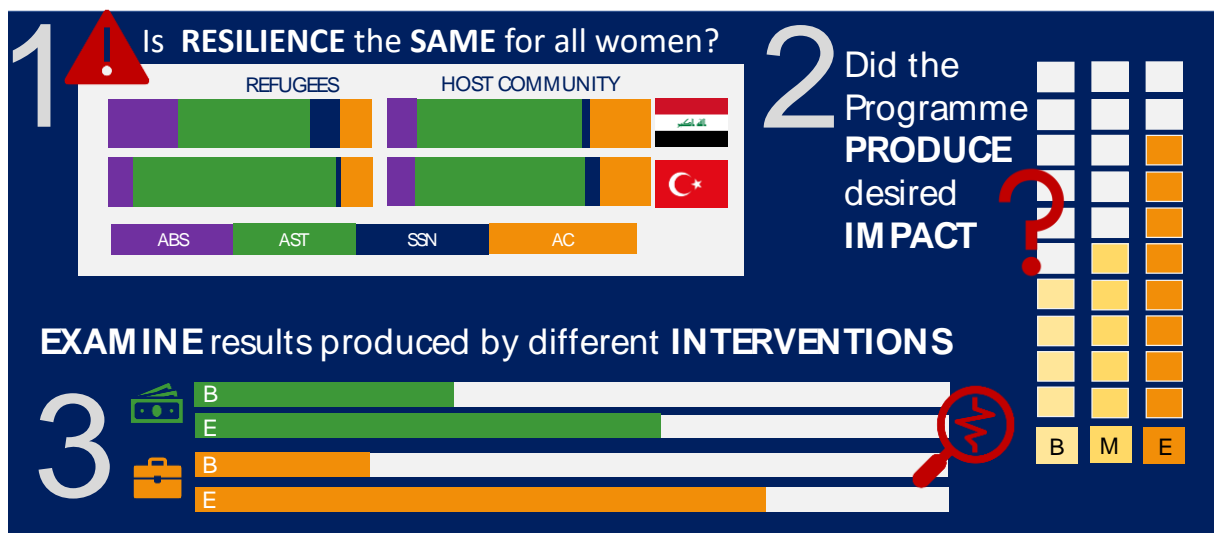
¹¹ For a detailed explanation of the index, find Annex I of this report on Jordan: <http://www.fao.org/3/i8394EN/i8394en.pdf>

¹² For reports on Iraq and Turkey, see here: <https://arabstates.unwomen.org/en/digital-library/publications/2020/10/gender-sensitive-resilience-capacity-index-iraq-report> , <https://eca.unwomen.org/en/digital-library/publications/2020/10/gender-sensitive-resilience-capacity-index-turkey-report>

¹³ <https://arabstates.unwomen.org/en/what-we-do/peace-and-security/the-eu-madad-fund>

¹⁴ <https://www2.unwomen.org/-/media/field%20office%20arab%20states/attachments/publications/2020/10/un%20women%20gender%20sensitive%20rima%20report%20on%20the%20madad%20programme%20in%20iraq%20may%202020%2006102020.pdf?la=en&vs=3740>

Value of GSRI to UN Women resilience programming



Source: FAO/UN Women

Measuring Community Resilience through a Social Cohesion lens

In the context of the response to the Syrian refugee crisis/3RP, the notion of community resilience level is primarily associated with efforts to mitigate tensions and foster social cohesion.

In this regard, the **Tension Monitoring System**¹⁵, led by UNDP Lebanon under the Syria Crisis Response, in collaboration with UNHCR, Ministry of Interior and Ministry of Social Affairs, is another promising tool. Elina Silen, Inter-Sector Coordinator for the LCRP, and Fadel Saleh, Social Stability Officer at UNDP, offered insights into this unique system

Key features of the Tension Monitoring System in Lebanon



1. An ecosystem of sources

1. Monthly Tensions Inputs & Social Stability WhatsApp groups
2. Tension Task Forces (regional)
3. Social Media Monitoring
4. WhatsApp Surveying of Hotspots
5. Conflict Incident Mapping
6. Perception Survey
7. Academic Research

2. Resulting in a variety of outputs



3. Targeted at key audiences

- Central Level coordination system information, including:
1. Tension Task Force (Central): Coordination with UNDP, UNHCR, MOIM, MOSA
 2. Sector core groups for strategic orientations
 3. Sector working groups for programming information
 4. Inter-Agency at national and regional level
 5. Inter-Sector at national & regional level
 6. HCT and Donor Fora

Source: UNDP

¹⁵ <https://data2.unhcr.org/en/documents/download/71214>

currently working in Lebanon. In terms of lessons learned, **the presenters especially stressed the collaboration with UNHCR and ministries as a best practice as it ensures ownership and active participation of the government.** Through the constant monitoring and synchronized analysis of data, the TMS provides feedback on intercommunity relations to various stakeholders, including the LCRP technical working groups and decision-makers. Findings on perceptions of social stability and tensions between host communities and Syrian refugees help build a common understanding of social stability in the country, root causes and hotspots of tension. This can also **serve as an early warning system for potential conflicts and help LCRP partners engage with conflict sensitivity and social stability programming.**¹⁶ The presenters notably mentioned that the system had already proved able to alarm authorities after a violent incident between refugee and host community members and therefore early reactions from local government were taken to de-escalate the situation.

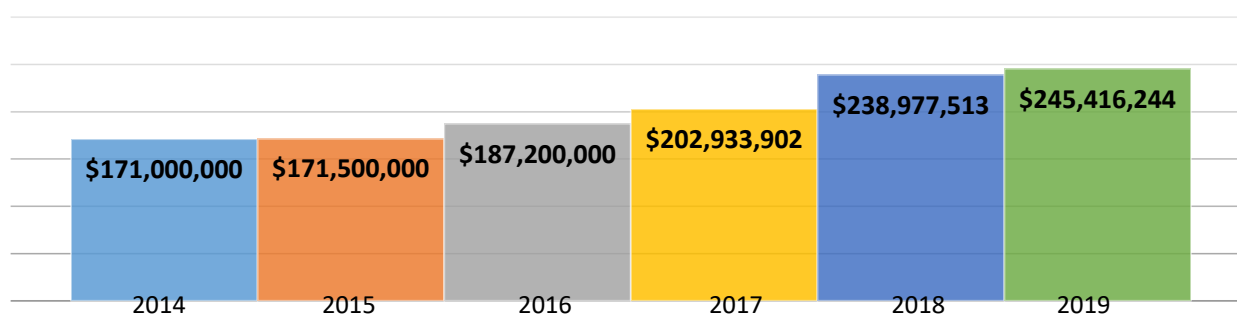
The TMS data are collected through a variety of channels including quarterly Perception Monitoring Surveys, Ministry data, Reality Check Approach (whereby researchers live with families and participate in their everyday lives for several days), monthly tension inputs from UN agencies, and WhatsApp surveys in hotspot areas. Noting that a big part of the data is generated through social media channels (WhatsApp groups, Twitter, etc.) and perception surveys, participants expressed concerns about monitoring, mapping and analysing sentiments through social media data and in particular risks related to the spread of fake news. However, **it was clarified that data from social media channels is verified for its accuracy by triangulating through at least 3 sources on the same issue. Meanwhile, rumours are also tracked and clustered to identify possible fake news.**

Institutional Resilience: Tracking support to National and Local Institutions

As reiterated during the UNDP-Finland Side Event on Resilience in the run-up to Brussels IV, enhanced support to national and local institutions, and the further localization of aid will be essential to enable institutions to sustain the provision of education, health, waste management and other critical services but also to adapt to future shocks.

Bastien Revel, UNDP Turkey, and Sophie Boutin, 3RP Interagency Coordinator in Lebanon, elaborated on the lessons learned from tracking support to public institutions in Lebanon and in Turkey. The main objective of the tracking exercise is **to monitor the transition of the crisis response towards national systems, as a key tenet of the resilience-based development response to the crisis, by documenting the use of national and local institutions (service providers) by 3RP actors and to highlight scope of support provided to these institutions.** Through quantitative and qualitative analysis, support to public institutions is tracked across institutions at national and local levels and across sectors looking at all ministries, public agencies and local authorities. These captures both the support to refugees and host communities using public system (*through* public institutions) and the support provided to public institutions, including municipalities.¹⁷ The results of such analysis provide key messages for advocacy towards government officials.

Support to Public Institutions in Lebanon since 2014



Source: UNDP

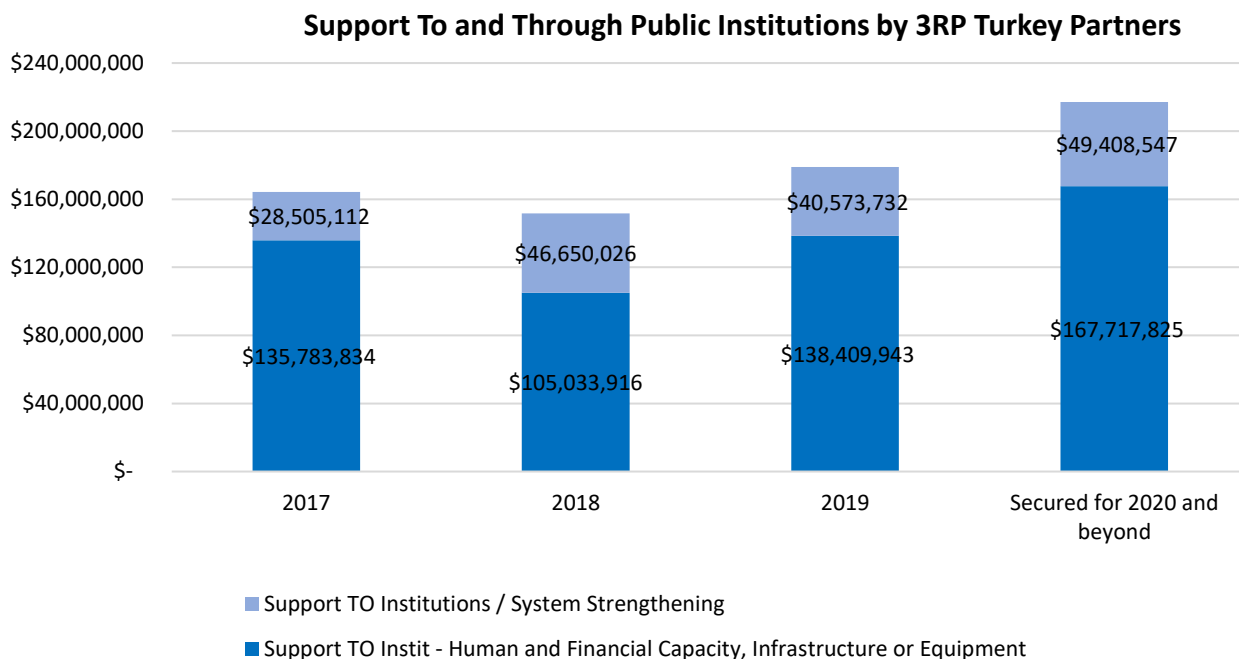
¹⁶ UNDP, "UNDP Projects Lebanon: Tensions Monitoring Systems (Results)" <https://open.undp.org/projects/00112127>

¹⁷ Read more: LCRP Lebanon Public Institution Report 2017: <https://data2.unhcr.org/en/documents/details/64658>

3RP Turkey Public Institution Report 2019: <https://data2.unhcr.org/en/documents/details/74118>

3RP Turkey Municipal Resilience Report: <https://data2.unhcr.org/en/documents/download/66188>

The tracking system notably documents the development of 3RP funding in support to public institutions over the past five to six years. It was noted that in Turkey for instance, the support by 3RP partners to public institutions as well as municipalities increased gradually since 2017, cumulating in over 712 million USD in 2019.



Source: UNDP

From an advocacy perspective, it was noted that a detailed tracking of financial flows supports the identification of the added value of 3RP funding. However, both presenters and participants reiterated that while the current tracking system offers useful insights into the quantitative support to public institutions, **additional analysis is necessary to capture the qualitative and more transformative elements of the support provided (in terms of policy, processes and coordination, skills development) and its impact on the resilience capacities of beneficiary institutions**, including their capacity to absorb and manage larger financial investments and to deliver services quickly and efficiently, as needs arise.

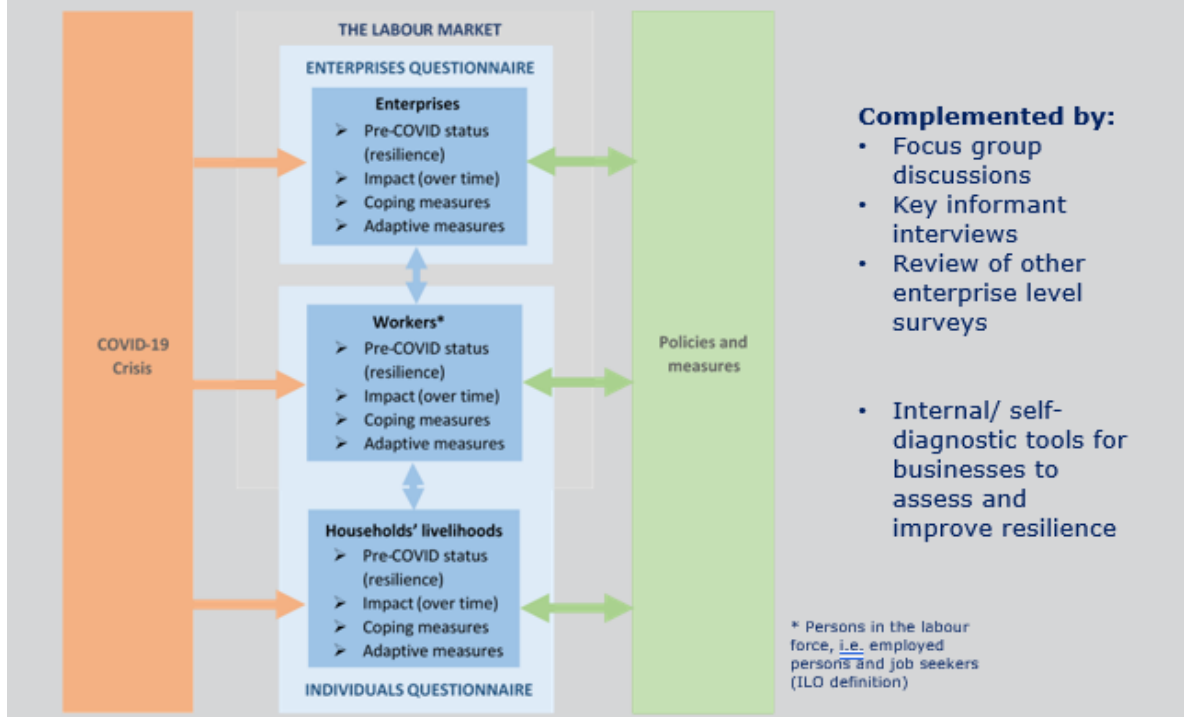
Measuring and monitoring the resilience of businesses

As further noted during the UNDP-Finland Side Event, the COVID-19 crisis leads to pay special attention to building continuous evidence on the vulnerabilities and resilience capacities of MSMEs, which are major providers of livelihoods opportunities for the most vulnerable, refugee and host communities alike, but also bear the blunt of the devastating consequences of the economic downturn.

Maha Kattaa, Senior Resilience and Crisis Response Specialist from ILO Jordan and Michaela Prokop, Senior Economic Advisor, UNDP Jordan, shed light on a possible conceptual approach to measuring business resilience in light of the shocks caused by the COVID pandemic and its lockdown measures, using the MSME surveys and impact assessments conducted in Jordan, Iraq and Lebanon. **Resilience of businesses was identified as the a) capacity to decrease vulnerability to expected and unexpected events, b) ability to change and adapt to a changing environment, and c) ability to recover quickly.**

The survey data was collected through questionnaires to individuals as well as enterprises with the particular challenge of how to gather information about informal sector/ micro-businesses. **Importantly, focus group discussions, key informant interviews as well as other existing enterprise level surveys complemented the data. This is particularly helpful for future survey waves, as panellists reiterated the start of survey and questionnaire fatigue of their own beneficiaries.** There is a **need to find solutions and innovative ways to counteract this beginning reluctance in order to ensure continued data access and generation.**

Rapid assessments - conceptual framework



Source: UNDP/ILO

A set of very contextualized questions captured the impact of the crisis on businesses in the three countries and helped to some extent measure the adaptive capacity of those. Proxy indicators included the agility to introduce new products, exposure to global supply chains, or the introduction of e-commerce. In the next phase, a greater focus will be placed on adaptability, and the feedback on effectiveness of response measures. Presenters highlighted that in Jordan and Lebanon, **ILO and UNDP will support the government to integrate such rapid assessments into regular monitoring to institutionalize knowledge building around business vulnerability/resilience measurement.** Results of assessments and surveys will guide future policy dialogues around business support with a specific focus on micro- and home-based businesses.

Qualitative/ perception-based approaches to resilience measurement

CARE set the scene for resilience measurement inside Syria (and in a refugee community in Jordan) with a particular measurement method with peer volunteer interviewers applying a participatory approach.¹⁸ Sheri Lim, Climate Change & Resilience Team Leader, highlighted **the need for going beyond the usual activities to get a deeper understanding of what beneficiaries themselves depend on for building their own resilience and how to best support that.** With a participatory approach that deployed data collectors and researchers from the communities themselves, the methodology of the survey was adapted to best capture the resilience capacities of the beneficiaries: anticipatory, absorptive, adaptive, and transformative capacities. CARE observed that interview participants had less pressure to share own stories, increased trust and ease of communication with the data collector. The researchers were able to create a personal connection and discuss the issues in more depth due to their own experiences within the community. This resulted in a greater depth of information and analysis as well as more sensitive information and flexibility in the analysed themes.

¹⁸ <https://insights.careinternational.org.uk/publications/understanding-resilience-perspectives-from-syrians>

Methodology – PEER Approach

Participatory Ethnographic Evaluation & Research



Local Field Teams: Contracted, trained, and supported by the international team. These data collectors oversee the PEER processes, selecting and training volunteers, and help adapt to challenges throughout the research

PEER researchers: 6-8 in each community selected and trained by Local Field Teams. They remain the same for the duration of the project engaged with the same participants for each wave of research. **9 waves over 5 months, every 2 weeks.**

PEER Participants: In each community, identified and interviewed by the PEER researchers, participating through multiple waves of research. Participants share their stories related to individual and community resilience.

PEER Methods: Journaling, Life Stories, Home Tour

Source: CARE International

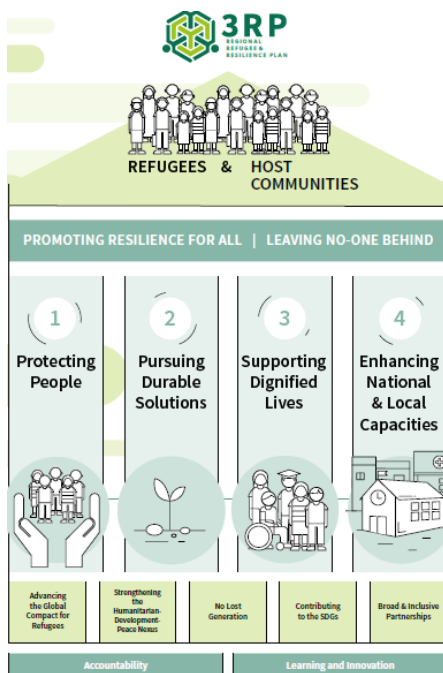
Interestingly, the interviews are not only shedding light on resilience indicators but also on broader societal topics such as changing views on women empowerment and gender roles, or the fact that the reliance on different capacities is not a linear process but that people rely on multiple capacities simultaneously. As such, **the people-centred approach shows how different sources of data add great value to resilience measurement approaches and knowledge building.**

IV. The 3RP Strategic Directions Monitoring Framework and the Regional Resilience Tracker

Building on the evidence and monitoring experiences presented, the 3RP Joint Secretariat provided an overview on the current state-of-play in terms of monitoring results in the 3RP, outlining how efforts to better track resilience results feed into the wider efforts to strengthen M&E in the 3RP.

Ryan Marshall, Senior Inter-Agency Coordinator, UNHCR, praised the great commitment on monitoring and highlighted its importance for the credibility of the 3RP. With high levels of vulnerability in the region but more challenging funding situations, the attention of donors needs to be drawn to the 3RP region which makes monitoring more important than ever. Based on experience from 3RP regional monitoring framework, Mr Marshall emphasized **the need to be realistic in expectations on what can be measured at regional level while taking into account the country specific contexts.**

He also noted that the results from the first-ever conducted Regional Needs Overview (RNO) revealed **the need for advances in data collection and disaggregation by gender and age.** While some countries are already more advanced than others, there is a strong need to engage at the regional level to have better and more meaningful data that guide future programming. Referring to the participatory assessment presented by CARE International on Day 1, he stressed that in addition to monitoring frameworks, **the voices of refugees and host community members should complement**



the analysis. Understanding beneficiaries concerns and needs is essential and needs to be integrated into the monitoring framework in systematic ways.

Mari Harada, Associate Reporting Officer, UNHCR and Miki Takahashi, M&E Specialist, UNDP from the 3RP Joint Secretariat presented the Strategic Directions that were introduced from the 2020 Regional Strategic Overview (RSO), see in the figure on the left.¹⁹

It was explained that **each of the four Strategic Directions is monitored with relevant regional indicators consisting of both refugee/humanitarian and resilience-relevant indicators.** The framework indicators are adjusted according to the reporting needs, and the results are then monitored and reported quarterly, including mid-year and annual reports that present progress for each of the Strategic Directions. The sectoral monitoring framework at the country level is being finalized and sectoral achievements will continue to be collected according to the Monitoring and Evaluation framework.

Source: 3RP RSO

Regional Resilience Tracker

Under the broader 3RP Strategic Directions Monitoring Framework and building upon the ‘Resilience Lens’²⁰, UNDP is supporting the development of specific ‘regional resilience tracker’ with a view to improving monitoring and reporting on the 3RP resilience response.

Bastien Revel from UNDP reiterated that while reporting and achievements are still heavily centred on refugees and humanitarian aspects, the core aspects of long term resilience are increasingly the focus of attention: access to sustainable jobs and livelihoods, support to national and local systems, social cohesion, as well as cross cutting issues such as linkages between the response and national development/SDG plans. It was clarified that under the broader Strategic Directions Monitoring Framework, the resilience tracker intends to capture and track the results of the resilience response more specifically.

However, Bastien Revel reiterated that some challenges are being faced in terms of measuring resilience in the current 3RP Monitoring and Evaluation system, mainly in **capturing specific progress on resilience-based development interventions within the Regional Strategic Monitoring Framework and harmonizing or consolidating evidence generated at the country level.** In particular, it was noted that while much quantitative data is already available on ActivityInfo, a resilience tracker needs to be enriched with more qualitative analysis of achievements and progress since 2017 and scan evidence of impact, also to identify gaps and blind spots in measurement. Critically also, the indicator framework can be improved by providing details and **disaggregation on gender, age, and type of support.**

Generally, the session **underscored the need to anchor the resilience tracker in a solid theory of change.**

The presentation reviewed current progress with the development of the resilience tracker and the set of already on-hand indicators available to track resilience at various levels.

Specific recommendations from Group Work 1: Household & individual resilience: Self-reliance indicators

- ✓ Need to **better reflect on the outcomes of resilience interventions.** There is a need to consider a greater use of panel surveys to track the impact of certain resilience interventions, and to implement **adequate training of data collectors** to have a **meaningful measurement of the impact level.**

¹⁹ <http://www.3rpsyriacrisis.org/wp-content/uploads/2019/12/Regional-Strategic-Overview-2020-2021-1.pdf>

²⁰ The ‘Resilience Lens’ has been developed to guide resilience programming and reporting efforts focusing on three core programmatic pathways to building resilience at the individual, community and institutional levels in the response to the crisis (self-reliance promotion, support to national and local systems/localization of support and social cohesion).

- ✓ A resilience monitoring and reporting system needs to reflect the stories of beneficiaries and **quantitative output indicators should be complemented by more qualitative indicators.**
- ✓ Detailed definitions of indicators should be provided that can help in knowing *how* to apply them.
- ✓ The monitoring system should reflect on gaps (achievements vs the extent of needs).
- ✓ The monitoring system should be **based on a theory of change that links input, output and outcome indicators.**
- ✓ Additionally, there is a need for **integrating gender and Mental Health and Psychosocial Support (MPHSS) into the outcome level.**
- ✓ Need for a **methodological handbook that can equip Monitoring and Evaluation specialists with tools** that can help them truly capture the needed information from the resilience indicators and the type of data needed.

For *Individual and Household Resilience (self-reliance)*, it was noted that generally, there is strong reporting across countries but that current indicators primarily focus on short-term opportunities and training/employability support. There is a need for greater emphasis on sustainable livelihoods in terms of access to decent employment, sustainable job creation or placement, business creation and supported livelihoods, and support to sustainable agriculture and food security. With the long-term and sustainable opportunities representing only a small portion of self-reliance support and the 3RP typically addressing less than 20 percent of the target for employment, **continued efforts in M&E are needed to demonstrate impact (e.g. job placement ratio of employability programs) and attract funding.**

Participants however noted that graduation out of social assistance is challenging in the region due to the overall lack of sustainable employment opportunities. However, there are approaches to graduation and panellists noted that the most vulnerable might not be those who can easily reach the point of graduation from assistance to self-reliance, thus drawing attention to vulnerability-based beneficiary selection.

Specific recommendations from Group Work 2: Institutional resilience: Support to national/local capacities

- ✓ Under each sector and indicator available, there is a need to provide indicators of the **quality of services and type of assistance provided.**
- ✓ There is a need to **track policy support to national institutions** and the impact it can have is crucial.
- ✓ There is also a need to look at and compare the extent and quality of **services provided by institutions vs. those provided by implementing partners.**
- ✓ There is a need to report on how national institutions are strengthened.
- ✓ Resilience monitoring should also reflect on **consultations occurring between municipalities and populations** and at dialogue in society on a more national level.

With respect to *institutional resilience* (strengthening of national/local capacities), it was noted that the **Support to Public Institution Tracking system provides a wealth of data and possible indicators** for Turkey (since 2017) and Lebanon (since 2015) on the lines of training of public servants, support to public facilities and support to municipalities and local institutions. Available data shows year on year increase of such support in both countries, in particular to education institutions. However, the ad-hoc nature of these exercises or lack of consideration of impact remain major issues. Echoing some concerns expressed on Day 1, it was reiterated that while public institutions support tracking and access to services showed a positive overall trend, **an analysis of the actual impact of the support on system strengthening is still lacking.** Moreover, there is a **need to report on capacity development support to MSME's as key segments of national systems.**

Specific Recommendations from Group Work 3: Community resilience: Social cohesion indicators

- ✓ Working with institutions to **segregate output levels and underline what is being done**, not only with municipalities and social centers but also with the civil society and on the community level.
- ✓ Monitoring and reporting on social cohesion should identify how many of sustainable social cohesion structures (– i.e. committees, dialogue spaces, or other fora facilitating regular contact and exchanges between communities) are being put in place, in addition to the regular tracking of number of events and participants. This is essential as such structures can impact the wider community and bring more sustainable results in terms of social cohesion.
- ✓ In addition to tracking the evolution of perceptions, it is important to **integrate indicators linked to the drivers of social cohesion**, such as access of people to services, also by looking at social capital elements and dimensions.

✓ **Innovative tools and data collection need to be used to get a sense of the evolution of key social cohesion indicators at the community level.**

Regarding *community resilience and social cohesion*, available (input) indicators typically include the number of joint groups and people participating, youth-led & women-led community initiatives, and the support to municipalities for social cohesion. Here also, only a limited number of impact evaluations are available. The session reiterated the importance of integrated approaches (support to municipal capacity to deliver services and to lead dialogue initiatives) for a greater impact on the level of tensions. For instance, the UNDP Lebanon Perception Survey²¹ points to an overall positive impact of the LCRP assistance on tensions, with higher impact when other sectors' programmes are coupled with specific social cohesion interventions. It was noted that in general, it is difficult to capture the indirect contribution to social cohesion from other programmes, including conflict-sensitivity and do-no-harm elements. However, **efforts to properly monitor social cohesion at country and project level have demonstrated strong added value for the overall response**, as in the case of the UNHCR Turkey Syrian Barometer²² for example.

Generally, there is a need to move beyond measuring resilience support at the input/output level. It was reiterated that available programme and impact evaluation demonstrate positive outcome of interventions and valuable insights for future programming encouraging collective reporting. **Measuring resilience at the outcome level remains a challenge but might be increasingly requested by both humanitarian and development actors.**

V. Closing remarks and key take away messages

Nathalie Bouche, Sub-Regional Response Facility (SRF) Manager UNDP, concluded the workshop by acknowledging that resilience measurement remains key for 3RP actors and joint action will be beneficial for long-term resilience perspectives. On the way there, **identifying from the already existing 3RP monitoring framework what speaks to resilience achievements under the 3RP**. A realistic and pragmatic approach is needed, and the theory of change plays an integral role. At the same time, capturing the investments in long-term, development-focused solutions and the actual impacts interventions on resilience at the different resilience levels remains key and is vital for advocacy and resource mobilization efforts.

Working together with partners and combining data can prove the added value of joint data collection, sharing and analysis. **Improving monitoring at the institutional level** is important and adaptation to changes is key, such as taking into consideration the different ways to measure business resilience and any other relevant dimensions of resilience.

In the spirit of 'building forward better' and the COVID-19 context, there is a need to better capture contributions of resilience interventions to women empowerment through systematizing gender-sensitive resilience monitoring on all levels and across all intervention work; likewise the new context also calls for integrating climate and environmental issues in resilience interventions and resilience monitoring. **The voices of the people and institutions that are being supported in resilience monitoring should be fully heard and an integral part of the monitoring system.** Importantly, the potential role of innovative data, big data to monitor vulnerability and resilience parameters, including social cohesion, access to and satisfaction with services cannot be stressed enough. However, the conversation also highlighted potential downside risks and the need for instance, to mitigate possible spread of fake news and rumours. Finally, it remains key to **strengthen linkages and connections between the monitoring framework and the SDGs and 2030 agenda.**

While the workshop showed the benefit of greater exchange between the different 3RP actors, it was reiterated that the workshop was not planned as a standalone event but as the **beginning of a series of consultations between practitioners and as part of a long-term plan for improving resilience.**

²¹ <https://data2.unhcr.org/en/documents/details/71599>

²² <https://data2.unhcr.org/en/documents/details/78901>

VI. Feedback from participants

At the end of the workshop participants were asked to share their key take away messages. These give an interesting insight into the workshop outcomes:

- ✓ *“While there is a strong M&E framework in place, there is more work to be done - and concretely done now - to better reflect resilience and self-reliance. It's time to walk the walk instead of just talking the talk, and I appreciate UNDP's leadership on this process!”*
- ✓ *“My interest in this workshop was to have a better / in depth understanding of resilience monitoring and how to adapt it to our programming approach especially within the Syria Crisis response context. The resilience monitoring systems used by various actors are rich and useful tools that can be adapted to any context and used for different purposes. In our case, we will follow-up the workshop with UNWOMEN and FAO colleagues on how their individual resilience monitoring system could be adapted to measure the resilience of businesses who are our beneficiaries.”*
- ✓ *“I hope that the idea to have comprehensive measure won't stop with the workshop but actually discussions will continue and finally agree on some measurement (at least to try to measure the impact of all the excellent projects/programs/ in the region)”*
- ✓ *“Resilience is multi-dimensional, and measurement takes a lot of prior preparation and continuous follow-up”*
- ✓ *“Quality should be prioritized over quantity, but it is indeed difficult to capture this through indicators. The way forward is to think more creatively on how to capture both quantitative and qualitative aspects.”*
- ✓ *“Measuring resilience on the outcome level is feasible as guidelines allow for this, but more should be done using best practices learned and tools acquired. Nonetheless, there should be a regional platform where involved parties can share these tools and practices regularly and systematically.”*
- ✓ *“Measuring resilience is difficult but not impossible, and the issue that keeps coming up is multidimensionality. The present indicators do not capture resilience, and resilience should also be measured on the outcome level. (...) so following up on how the existing approaches and tools can be used collectively would aid in trying to come up with a measurement at the outcome level.”*

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Annex I:

Time (Amman)	Session Topic	TENTATIVE CONTENT	Facilitator/ Presenter
Day 1		RECENT APPROACHES TO VULNERABILITY AND RESILIENCE MEASUREMENTS	
9:00-9:45	Introduction & Welcome	<ul style="list-style-type: none"> Housekeeping Rules Welcoming remarks: UNDP Sub-Regional Facility Highlights on UNDP/Ministry of Foreign Affairs of Finland State of Resilience Report II – key recommendations (15 minutes) Rationale and Objectives of the workshop 	<p>Nathalie Bouche, SRF Manager, UNDP</p> <p>Sherif Rushdy, Author State of Resilience Report II</p> <p>Bastien Revel, UNDP SRF</p>
9.45-10:30	Measuring Multidimensional Vulnerability	<ul style="list-style-type: none"> Measuring multidimensional vulnerability in Jordan – UNICEF The <i>Geographic Multidimensional Vulnerability Analysis</i> uses existing national data and geographic mapping to take a wide-ranging look at the most critical issues - including education, social protection, health, water, climate change and livelihoods - affecting the well-being of children and the wider population. Building on this, <i>the Joint Comprehensive Vulnerability Assessments</i> (UNICEF, WFP, UNHCR) is being developed, aiming at standardising the characterization of most vulnerable groups, looking beyond status and need, to the individuals and supporting a more equitable approach to resource distribution, addressing discrepancies between communities and refugees in the medium term. For the upcoming JRP 2021, MoPIC will rely on the JCVA to analyse cross-cutting issues across sectors. VASYR (WFP, UNHCR, UNICEF) The Vulnerability Assessment of Syrian Refugees has been conducted in Lebanon since 2013, providing time-series data on the evolution of vulnerability across sectors. The VASYR is a multi-agency product conducted in close coordination with the LCRP Inter-Agency Structure in order to inform the LCRP strategic planning and M&E processes. The VASYR also entails significant regression analysis in order to identify underlying factors of vulnerability. 	<p>Muhammad Hamza Abbas, Social Policy Specialist, UNICEF Jordan</p> <p>Jad Ghosn, IM WG Chair, UNHCR Lebanon</p>
10:30-10:45	Q&A Session		Facilitator
10:45-11:00	Coffee break		
11:00-11:45	Measuring Resilience	Individuals & Household Resilience & Gender perspective	Stefania DiGiuseppe, RIMA Specialist, FAO & Iris Sawalha,

		<ul style="list-style-type: none"> • Resilience Index Measurement and Analysis (RIMA) / Gender-sensitive Resilience Capacity Index - Introduction to the use of RIMA for resilience measurement in 3RP countries: FAO Jordan on food security and with UN WOMEN in Iraq & Turkey on women empowerment <p>Community resilience – Social Cohesion</p> <ul style="list-style-type: none"> • UNDP Social Tension Perception Survey The tension monitoring system is based on regular surveys of both communities across Lebanon, analysing both manifestation of tensions (perceptions) but also their causes and drivers (access to services, livelihoods, trust in institutions), and built on several index. The Social Tension Surveys have also been used to look at evaluating the impact of the LCRP on community stability. The tension surveys are complemented by innovative tools to have a more real-time and qualitative grasp on local tensions (Tension Monitoring System and WhatsApp Surveys). <p>Institutional Resilience</p> <ul style="list-style-type: none"> • 3RP Inter-agency coordination from Lebanon and Turkey measuring municipal resilience & institutional capacity. Turkey and Lebanon have used the Public Institutions Support tracking to monitor support to institutional resilience and are looking at how to measure impact on institutional capacity, notably at the municipal level. 	<p>Regional M&E Specialist, UN WOMEN</p> <p>Elina Silen, Inter-Sector Coordinator & Fadel Saleh, Social Stability Officer, UNDP Lebanon</p> <p>Bastien Revel & Sophie Boutin, 3RP Inter-agency M&E Specialist</p>
11:45-12:00	Q&A Session		Facilitator
12:00-12:30	Measuring Resilience (ctd.)	<p>Measuring resilience of businesses & the private sector</p> <ul style="list-style-type: none"> • Joint presentation by UNDP&ILO (Jordan) on possible approaches to the measurement of business resilience/private sector resilience The impact assessments of COVID-19 on businesses is serving mainly for programming uptake as well as policy and advocacy activities vis a' vis Government and stakeholders, but also offers valuable lessons learnt on how to measure and monitor the resilience of businesses, which are being incorporated in the second wave of assessment going forward in December. <p>Qualitative/ perception-based approaches to resilience measurement</p> <ul style="list-style-type: none"> • Care - Understanding Resilience: Perspectives from Syrians CARE study examines resilience in Syria, from the experiences and reflections shared by Syrians inside the country, using a Participatory Ethnographic Evaluation and Research (PEER) methodology in which researchers already living in the research communities conducted six months of longitudinal, qualitative research. 	<p>Maha Kattaa, Senior Resilience and Crisis Response Specialist, ILO Jordan & Michaela Prokop, Senior Economic Advisor, UNDP Jordan</p> <p>Sheri Lim, Climate Change & Resilience Team Leader, CARE</p>
12:30-12:45	Q&A		Facilitator
12.45-13.00		Wrap-up	Facilitator

DAY 2		TRACKING 3RP SUPPORT TO RESILIENCE BUILDING	
9:00-9:10	Introduction	Recap from day 1	Facilitator
9:10-9:45	How could a regional resilience tracker look like?	<ul style="list-style-type: none"> • UNHCR Perspective on Resilience Monitoring – UNHCR 3RP Joint Secretariat • Introduction to 3RP Strategic Directions Monitoring Framework and evolution of 3RP M&E processes (UNDP/UNHCR 3RP Joint Secretariat). • Presentation of draft regional resilience tracker (UNDP SRF) Under the broader 3RP Strategic Directions Monitoring Framework (currently under development), and building upon the 'Resilience Lens', UNDP is supporting the development of specific 'regional resilience tracker' with a view to improving monitoring and reporting on the 3RP resilience response. This will include looking at linkages between Resilience Monitoring and SDG Monitoring. 	<p>Ryan Marshall, Senior Inter-Agency Coordinator, UNHCR</p> <p>Mari Harada, Associate Reporting Officer, UNHCR & Miki Takahashi, M&E Specialist, UNDP</p> <p>Bastien Revel, UNDP SRF</p>
9:45-10:00	Q&A Session		Facilitator
10:00-11:00	Group work	<p>Group Work by country to review and identify priority common SMART indicators, indexes, and tools for 3RP resilience tracking, as well as potential for impact evaluation, in order to further strengthen resilience monitoring and the 3RP Regional Strategic Direction framework.</p> <p>3 groups:</p> <ol style="list-style-type: none"> (1) Household & individual resilience: Self-reliance indicators (2) Institutional resilience: Support to national/local capacities (3) Community resilience: Social cohesion indicators 	<p>Facilitators:</p> <p>1– Stefania DiGiuseppe, FAO & Iris Sawalha, UNWOMEN</p> <p>2 – Sophie Boutin, IA M&E Lebanon</p> <p>3 – Bastien Revel, UNDP SRF</p>
11:00-11:15	<i>Coffee break</i>		
11:15-12:15	Presentation of group work, discussion and conclusion	Presentations of group work results (10 min. each), followed by discussion and conclusion	Facilitator
12:15-12:30	Closing and next steps	Closing remarks and identification of next steps	Nathalie Bouche, SRF Manager, UNDP