2022 Resilience Policy Revision

Draft as of December 2022

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ACRONYMS / ABBREVIATIONS

ARC	African Risk Capacity		MSR	Market systems resilience
ASAL	Arid and semi-arid land		NCBA	National Cooperative Business Association
BHA	Bureau for Humanitarian Assistance		NDVI	Normalized Difference Vegetation Index
CDCS	Country Development Cooperation Strategy		OU	Operating unit
CLA	Collaborating, Learning, and Adapting		PMI	U.S. President's Malaria Initiative
CLUSA	Cooperative League of the USA		PREG	Partnership for Resilience and Economic Growth
CRP	Comprehensive resilience programming		PRIME	Pastoralist Areas Resilience Improvement and Market Expansion
CPS	Bureau for Conflict Prevention and Stabilization		PSNP	Productive Safety Net Program
DA	Development assistance		RDCS	Regional Development Cooperation Strategy
DNH	Do No Harm		REAL	Resilience Evaluation, Analysis, and Learning
DO	Development Objective		RFC	Resilience Focus Country
DRC	Democratic Republic of the Congo		RFS	Bureau for Resilience and Food Security
DRR	Disaster risk reduction		RFSA	Resilience Food Security Activity
EDE	Ending Drought Emergencies		RFZ	Resilience Focus Zone
ER4	Early Recovery, Risk Reduction, and Resilience Framework		RISE	Resilience in the Sahel Enhanced
FANTA	Food and Nutrition Technical Assistance III Project		RLC	Resilience Leadership Council
			RMS	Recurrent monitoring survey
GCAN	Gender, Climate Change, and Nutrition Integration Initiative		RTWG	Resilience Technical Working Groups
GFSS	Global Food Security Strategy		SAGE	Strategic Advisory Group for Emergencies
GH	Global health		SEK	South-Eastern Kenya
GIS	Geographic information systems		SF	Strategic Framework
GOK	Government of Kenya		SHOUHARDO	Strengthening Household Ability to Respond to Development Opportunities
GRAD	Graduation with Resilience to Achieve Sustainable Development		SLI	Sequence, layer, integrate
			SPACE	Social Protection Approaches to COVID-19
HA	Humanitarian assistance		STRESS	Strategic Resilience Assessments
HDP	Humanitarian-Development-Peace		TOPS	Technical and Operational Performance Support
HEARTH	Health, Ecosystems, and Agriculture for Resilient, Thriving Societies		TSIRO	Thriving and Sustainable Investments for Land Restoration and Economic Opportunity
HPC	High-priority country		UCCRN	Urban Climate Change Research Network
IDP	Internally displaced person		UNHCR	United Nations High Commissioner for Refugees
IR	Intermediate result			
LGBTQI+	Lesbian, gay, bisexual, transgender, queer, and intersex		USAID	U.S. Agency for International Development
			WASH	Water, sanitation, and hygiene
MEL	Monitoring, evaluation, and learning		WDP	USAID Water and Development Plan
MHPSS	Mental health and psychosocial support		WRM	Water resources management

GLOSSARY

Adaptive Management. An intentional approach to making decisions and adjustments in response to new information and changes in context.

Collective Action. A form of strategic collaboration that takes an intentional and agreed-upon process that engages interested parties to take joint actions in support of shared objectives or a shared issue. Collective action can tackle complex development problems through an organized approach to find and implement different and sustainable solutions.

Conflict. An inevitable aspect of human interaction, conflict is present when two or more individuals or groups pursue mutually incompatible goals. "Conflict" is a continuum. When channeled constructively into processes of resolution, conflict can be beneficial; however, conflict can also be waged violently, as in war.

Conflict Sensitivity. The practice of understanding how aid interacts with conflict in a particular context, to mitigate unintended negative effects and to influence conflict positively, wherever possible, through humanitarian, development, and/or peacebuilding interventions.

Crisis Modifiers. A tool used by development programs to repurpose internal budgets or new contingency funding for quick action to protect development gains, preserve recipient assets, and prevent or delay the need for humanitarian response.

Disaster Risk Management. Individuals, households, communities, countries, and systems are able to identify their risk exposure and plan and prepare for how to manage risks, thus mitigating negative impacts and improving resilient outcomes.

Disaster Risk Reduction (DRR). Aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and, therefore, to the achievement of sustainable development.

Hazard. A process, phenomenon, or human activity that may cause loss of life, injury, or other health impacts, property damage, social and economic disruption, or environmental degradation.

Health Resilience. The ability of people, households, communities, systems, and countries to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces acute and chronic vulnerabilities and facilitates equitable health outcomes.

Humanitarian-Development-Peace (HDP) Coherence (also referred to as the HDP nexus). An intentional process to promote appropriate sequencing, layering, and integration across humanitarian, development, and peace assistance in pursuit of a common agenda.

Portfolio Approach. A group of activities that are designed and managed in a coordinated way to advance the result(s) set forth in a designated geographic area, such as a resilience focus zone (RFZ). A portfolio approach can often create synergies among complementary activities that generate higher-level results than would be possible to achieve through the sum of their individual performances.

Resilience. The ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.

Resilience Capacities. The assets, resources, strategies, relationships, and services that people, households, communities, systems, and/or countries rely on when experiencing shocks or stresses. Referred to broadly as sources of resilience, resilience capacities are grouped into the following categories:

- ► Absorptive resilience capacities are abilities used to minimize exposure and sensitivity to shocks and stresses through preventative measures and appropriate coping strategies that ensure short-term survival while trying to avoid permanent, negative impacts. For example, DRR, financial services, and health insurance.

- ► Adaptive resilience capacities are abilities that enable informed choices and changes in livelihood and/or other strategies in response to longer-term social, economic, and environmental change. For example, income diversification, market information, and trade networks.

- ► Transformative resilience capacities are the governance mechanisms, policies and regulations, cultural and gender norms, community networks, and formal and informal social protection mechanisms that constitute the enabling environment for systemic change. For example, infrastructure, good governance, and formal safety nets.

Risk. The possibility of harm or losses resulting from natural or human-induced shocks and stresses (or interactions between these). Risks are assessed according to their likelihood (probability) and impact (severity).

Shock. External, short-term deviations from long-term trends that have substantial, negative effects on people's current state of well-being, level of assets, livelihoods, safety, or their ability to withstand future shocks. Shocks can be covariate events that directly affect large numbers of people in a given geographic area (e.g., drought and pandemic) or idiosyncratic events that affect specific individuals or households within a community (e.g., illness or death within a family). Shocks can also be slow-onset, like drought, or relatively rapid onset, like flooding, disease outbreaks, or market fluctuations.

Shock-Responsive Approaches. Shock-responsive approaches include the ability to employ a full range of development and humanitarian assets in anticipation of a shock to mitigate its impact and speed recovery once conditions subside. A shock-responsive approach to program design and implementation is also an adaptive approach that proactively anticipates and plans for shocks, and changes in context and builds in a high degree of programmatic and operational flexibility to be able to respond quickly and effectively at the appropriate scale. The term "shock-responsive" comes from social protection systems and the need for these systems to be able to respond flexibly in the event of an emergency.

Sequence, Layer, Integrate (SLI). Sequencing is the intentional organization and phasing of interventions and the way they are delivered, to coordinate the order in which activities are implemented and actors are engaged to maximize outcomes and sustainability. Layering is the strategic coordination of geographically overlapping interventions across the different sectors and stakeholders that complement each other to achieve resilience objectives. Interventions can be designed to layer over and build on the completed interventions in the recent past or ongoing interventions within or across sectors, stakeholders, and different pillars of assistance. Integration of interventions is the intentional layering and sequencing of multisectoral interventions and the coordination of actors to address needs and prevent or reduce the drivers and effects of shocks and stresses that undermine long-term well-being.

Social Capital. Consists of reciprocal obligation networks that give people the ability to lean on each other during times of need. Social capital makes collective action toward goals possible and is a capacity that people, households, and communities can draw on to protect against, mitigate, or manage shocks or stresses.

Stress. Long-term trends or pressures that undermine the stability of a system and increase vulnerability within it. Stresses could include factors such as population pressure, climate variability, chronic poverty, persistent discrimination, and protracted crises like intergroup conflict. Like shocks, stresses can be covariate, affecting large numbers of people in a given geographic area, or idiosyncratic, affecting specific individuals or households within a community.

System. The interconnected sets of actors—governments, civil society, the private sector, universities, individual citizens, and others—that jointly produce a particular development outcome.

Well-Being Outcomes. The changes the U.S. Agency for International Development (USAID) expects to result from its programming. These can be changes in individuals, systems, policies, or institutions, and may reflect shifts in relationships, knowledge, awareness, capabilities, attitudes, and/or behaviors.

1. CONTEXT AND TRENDS

A. Why Risk and Resilience Matters

We live in a world of increasing frequency and complexity of risk, where shocks and long-term stresses threaten development gains and overall human well-being. Driven by Russia's war on Ukraine, COVID-19, climate extremes, protracted conflict, high prices, and existing extreme poverty, The State of Food Security and Nutrition in the World (2022) reports that hunger rose in 2021. An estimated 765 million people were affected by hunger in 2021, and it is projected that nearly 670 million people will still be facing hunger in 2030—8 percent of the world population. The Global Report on Food Crises reported staggering estimates for acute food insecurity in 2021: 193 million people were in need of humanitarian food assistance, a 24 percent increase over 2020 and a 78 percent increase compared to 2016. In the Horn of Africa, four consecutive failed rainy seasons—a climatic event unprecedented in the 40-year satellite record—combined with conflict and price shocks, threatens the lives and livelihoods of millions.

Strengthening resilience is necessary to respond to the increasing number and complexity of shocks and stresses that people, households, communities, countries, and systems face because important development gains and, in extreme cases, human dignity and lives are increasingly at risk. Strengthening resilience is essential for sustaining well-being during crises so that development progress can be maintained after a crisis passes and helps secure human dignity and inclusion of marginalized populations. Where crises are most acute, strengthening resilience reduces crisis levels of hunger and humanitarian need due to shocks and stresses, such as pandemics, conflict, and climate change. In the increasingly complex environments in which USAID works, USAID seeks to strengthen resilience by analyzing and understanding complex risks, working across sectors and types of programming, and strengthening systems. Equally important is how USAID does this: strengthening resilience requires adaptive management, collective planning and execution, and inclusive approaches that work with and benefit local actors, including the most marginalized.

Box 1: Illustrative Examples of Shocks and Stresses

SHOCKS

- ▶ Environmental: severe weather events like droughts, floods, storms, heat waves, (many changing in frequency and severity due to climate change), and earthquakes/tsunamis
- ▶ Health: pandemics (COVID-19, SARS, etc.) and death or disability of a family member
- ▶ Social/Political: conflict and political violence
- ▶ Economic: price shocks, market collapse, inflation, and supply chain breaks

STRESSES

- ▶ Environmental: land/soil degradation, pollution, and biodiversity loss
- ▶ Health: burden of chronic diseases like malaria and HIV/AIDS, weak service delivery capacity, and malnutrition
- ▶ Social/Political: persistent discrimination/marginalization, poor service delivery, lack of inclusive governance, and crime
- ▶ Economic: chronic poverty, unemployment, debt management, and poor governance

This policy provides the vision for how USAID should work with itself and external actors to strengthen resilience. It builds on and expands the vision laid out in the 2012 Building Resilience to Recurrent Crisis: USAID Policy and Program Guidance (hereafter referred to as the 2012 Resilience Policy). The 2012 Resilience Policy focused primarily on weather- and climate-related shocks and stresses (e.g., floods and droughts) assessed in relation to their impacts on food security in areas of recurrent crises, like the Horn of Africa and the Sahel. While this vital work will continue in USAID's resilience focus countries (RFC) under this policy, the challenges facing the world require USAID to take a broader approach to strengthening resilience that is inclusive of all geographies and technical sectors and well-being outcomes. This policy provides a set of principles for strengthening resilience that are broadly applicable across USAID's work and any well-being outcome sought, not just food security. USAID and its partners need to strengthen resilience by working more systematically, intentionally, collaboratively, and inclusively everywhere. This policy reflects and incorporates work across geographies and sectors to strengthen resilience, starting with USAID's Climate Strategy (see Box 2), and is inclusive of a wide range of efforts, as detailed in Annex 2.

Box 2: Resilience's Link to USAID's Climate Strategy

Strengthening the capacity of communities and countries to adapt to the accelerating impacts of climate change and pursue climate change mitigation options are key aspects of this policy and USAID's Climate Strategy. USAID's 2022–2030 Climate Strategy embraces the goal of advancing equitable and ambitious actions to confront the climate crisis, calling on all parts of the Agency to contribute in a "whole-of-Agency" effort. It recognizes the need for systems change and aims to catalyze transformative shifts to net-zero emissions and climate-resilient pathways. The Resilience Policy builds on and complements the Climate Strategy by emphasizing the importance of addressing climate adaptation and mitigation. Crucially, this policy adds programming approaches for the nonclimate risks (e.g., conflict, price shocks, and health) that threaten well-being outcomes to USAID's climate change efforts as part of a holistic approach to strengthening resilience. The complex risk environments in which USAID works require an approach that includes, but goes beyond, climate. Specifically, in recent years, many countries simultaneously affected by the COVID-19 pandemic, climate shocks, and conflict are seeking assistance to address the collective impacts of these challenges.

B. Defining Resilience

For USAID, resilience is the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth. Put simply, resilience is the ability to manage through adversity and change, without compromising future well-being.

Importantly, USAID uses a strength-based approach to resilience. This approach—which marks a shift away from primarily focusing on vulnerability, deficits, and gap-filling—works with communities and countries to identify and strengthen the assets, skills, strategies, and relationships, and services people, households, communities and systems countries already use to manage shocks and stresses. Resilience programming and monitoring, evaluation, and learning (MEL) emphasizes increasing understanding of the sources of resilience that matter most in a given context by working directly with key actors. This approach emphasizes understanding and programming around what factors matter to the resilience of people, households, communities, systems, and countries, and enable them to sustain their well-being in the face of shocks and stresses. This shift enabled USAID and its partners to better understand which sources of resilience matter and how they cut across traditional sectoral interventions, often transcending them. This evidence contributes to new programming approaches that are more effective and more responsive to and reflective of the needs of the communities and countries USAID and its partners serve.

Resilience Conceptual Framework

PEOPLE, HOUSEHOLDS, COMMUNITIES, SYSTEMS, COUNTRIES

RISK CONTEXT

EXPOSURE TO SHOCKS & STRESSES → **SOURCES OF RESILIENCE** → **WELL-BEING OUTCOMES**

Economic Shocks

Conflict

Pests

Natural Disasters

Disease

Systems, Structures, Governance

Assets & Natural Resources

Resilience

Inclusive Relationships/ Networks

Individuals' Skills

More Resilient

Less Resilient

Well-being outcomes can vary depending on the exposure to shocks and stresses and the available sources of resilience.
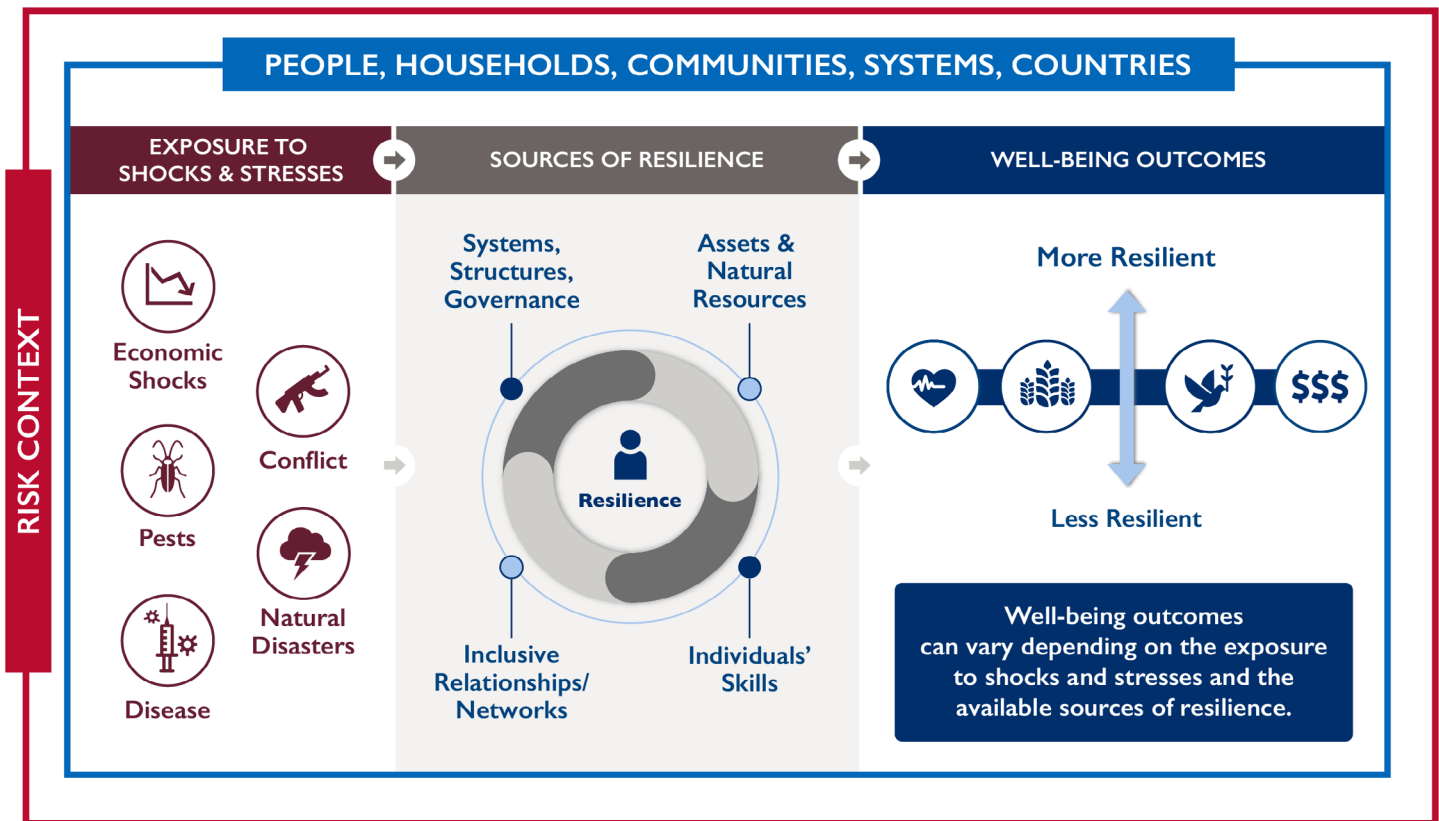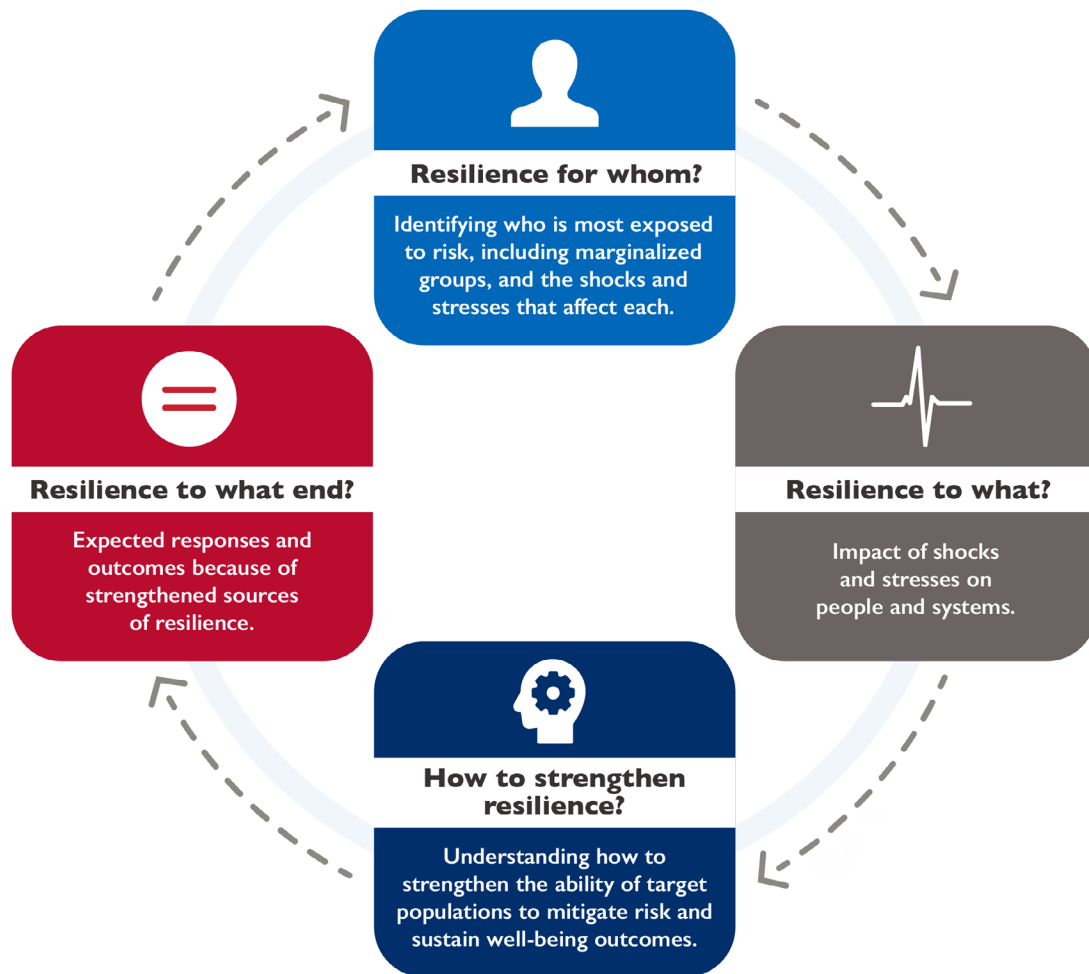
The Resilience Conceptual Framework (see Figure 1) shows the relationship among risk, sources of resilience, and well-being outcomes that informs our understanding of resilience and guides programming and measurement. The starting point when designing programs is always a thorough understanding of the risk context, including the frequency and severity of shocks and stress related to climate, conflict, economic conditions, and other factors, as well as who is vulnerable to those risks. Sources of resilience are what people, households, communities, systems, and/or countries employ and take advantage of when experiencing shocks or stresses. Also referred to as resilience capacities, these sources of resilience can be strengthened through policy and programming and measured individually or for groups or systems. The strength and quality of those sources of resilience in comparison to the impact of shocks and stresses experienced can lead to a range of potential outcomes. The unit in question (e.g., household and system) is deemed resilient if the desired well-being outcomes remain the same or even improve despite shocks and stresses.

The Resilience Conceptual Framework can be applied to a specific technical sector or a multisector approach; however, it is important to note that sources of resilience often transcend sectors. As indicated illustratively in the Resilience Conceptual Framework in Figure 1, the risk context, exposure, sources of resilience, and well-being outcomes can be adapted to fit any context and/or type of programming. Strengthening resilience can help achieve and sustain well-being outcomes in multiple sectors, including, but not limited to, food security, health, education, climate mitigation, natural resource management, conflict, and water.[1] Given the growing evidence that some sources of resilience necessary to achieve and sustain well-being outcomes can transcend traditional sectoral programming, a multisectoral approach to analysis and programming is encouraged, especially in complex risk environments.

For greater clarity, USAID's resilience definition can be described and understood by its component parts in a way that resembles the program cycle (see Figure 2), which asks four fundamental questions.

Figure 2: Resilience in the Program Cycle

Resilience for whom?
Identifying who is most exposed to risk, including marginalized groups, and the shocks and stresses that affect each.

Resilience to what?
Impact of shocks and stresses on people and systems.

How to strengthen resilience?
Understanding how to strengthen the ability of target populations to mitigate risk and sustain well-being outcomes.

Resilience to what end?
Expected responses and outcomes because of strengthened sources of resilience.

Resilience for whom?

An essential first step is to identify those most vulnerable to risks for whom USAID resilience strengthening investments are needed. This includes people and households but also communities, countries, and systems (markets, educational, health, etc.), as well as the interactions and connections among them. Identifying those at risk makes it easier, following the Resilience Conceptual Framework, to analyze the risk context and exposure to shocks and stresses, and better understand how these factors interact—all valuable information for program design, implementation, and MEL. This implies working with and through local actors at all levels (see Principles 6 and 7), with a special emphasis on the most marginalized groups.

Resilience to what?

The risks that exist in a given context, the frequency and severity of shocks and stresses, and impacts on people and systems for whom any intervention is intended. The risks identified in the 2012 Resilience Policy and early resilience work at USAID were primarily weather related (e.g., floods and drought) and were assessed in relation to their impacts on food security. In light of climate change, this focus on weather risks remains essential. However, the communities and systems that USAID works with face other risks—conflict and insecurity, pandemics, economic downturns, etc.—often experienced in combination. In addition, not all risks are experienced equally. In many cases, a covariate shock, like a hyperinflation, may affect many people, communities, systems, and even multiple countries at the same time. Idiosyncratic shocks may only affect a single community or even a single household, such as the death of a productive family member and subsequent loss of income or land (particularly for widows).

How to strengthen resilience?

Two programming pathways can be followed in resilience programming: (1) reducing exposure to risk through, for instance, climate change adaptation and mitigation, improved infrastructure, or peacebuilding and (2) strengthening the sources of resilience (see Sources of Resilience for a definition and examples) that matter most at each level and in each context. As sustainable outcomes depend on local ownership, we acknowledge the essential nature of joint planning and management.

Resilience to what end?

Resilience helps maintain well-being during and following shocks and stresses. Well-being can be defined and measured in different ways, depending on the level (individual, system, etc.), the risk factor (conflict, climate, etc.), and the sector (education, agriculture, etc.). By strengthening sources of resilience, USAID seeks to decrease the use of negative coping mechanisms and maintain or increase well-being. The adaptations done to limit exposure to risk can ultimately help people and groups enhance their development progress. This is the key to facilitating inclusive growth, especially in areas of recurrent crises.

C. Sources of Resilience

Sources of resilience can be diverse and vary in importance, depending on context and circumstances. Sources of resilience include the assets and resources, skills and strategies, relationships, and systems and services that are put to use or relied upon by people, households, communities, countries, and systems to reduce their exposure to risk and protect well-being outcomes during shocks and stresses. They are often grouped into absorptive, adaptive, and transformative capacities for measurement purposes (see Box 3 for additional details). While many are context specific, evidence and experience have shown that certain sources transcend contexts and traditional sectors of programming. For example, sources of resilience for people and households that help them weather shocks almost always include:

- ▶ Human capital
  This includes education and training, as well as aspirations, agency, and mental and psychosocial health; the latter being particularly important where conflict and displacement have occurred

- ▶ Social capital and networks

- ▶ Economic and social inclusion

- ▶ Property and access to financial services and commercial markets

- ▶ Diversification of livelihood risk, including to climate change

- ▶ Shock-responsive social protection

- ▶ A sustainable natural resource base[2]

Important sources of resilience for communities, countries, and systems will differ depending on the context. Key sources of resilience relevant for services and systems, such as health care and education systems, social protection, and market systems, include diversified supply chains, adherence to principles of diversity and equity, secure funding and/or revenue streams, and management and technical capacity of staff and administrators.

Box 3: Resilience Capacities

The theoretical framework for resilience groups sources of resilience into three categories, labeled as capacities, to reflect different ways and different times that sources of resilience are employed or relied upon. This categorization also serves as a measurement framework for foundational research.[3]

- ▶ **Absorptive resilience capacities** are abilities used to minimize exposure and sensitivity to shocks and stresses through preventative measures and appropriate coping strategies that ensure short-term survival while trying to avoid permanent, negative impacts. For example, DRR, financial services, and health insurance.

- ▶ **Adaptive resilience capacities** are abilities that enable informed choices and changes in livelihood and/or other strategies in response to longer-term social, economic, and environmental change. For example, income diversification, market information, and trade networks.

- ▶ **Transformative resilience capacities** are the governance mechanisms, policies and regulations, cultural and gender norms, community networks, and formal and informal social protection mechanisms that constitute the enabling environment for systemic change. For example, infrastructure, good governance, and formal safety nets.

Individual sources of resilience may fit under more than one of these categories. For instance, access to financial services would potentially help people get by in the short-term while facilitating adaptations in livelihood systems and could, therefore, be considered both an absorptive and adaptive capacity depending on the context. USAID programming focuses on all three categories, although interventions designed to strengthen absorptive and adaptive resilience capacities are the most common.

D. Resilience in USAID's Work

In today's context of global pandemics, major climate shocks, and increasing rates of global conflict, no one is immune to the shocks and stresses that threaten both short- and long-term development gains. This policy builds off a decade's worth of experience working to strengthen resilience to recurrent crises. Detailed analysis of this work can be found in the 2022 Policy Implementation Assessment of 2012 resilience policy. Strengthening resilience matters everywhere and at all scales. However, it requires a tailored approach that is applicable to the relevant, unique context and enabling environment. Every person, household, community, country, and system that USAID works with faces risk. These risks are different across geographies, time, and systems, with some very localized and some global. People have always sought ways to mitigate their risks and strengthen resilience, from communities supporting the most vulnerable through local self-help groups, to large social protection programs and insurance for individuals, governments, and businesses. USAID's role is to help communities and countries strengthen their resilience and enable them to pursue and protect their own development priorities. To do so, USAID will continue to work with partners to better understand how shocks and stresses may impact well-being outcomes, prioritize needs, and build on the sources of resilience.

Case 1: Strengthening Resilience in Burkina Faso

Alimata Korogo is representative of a large number of smallholder farmers in Burkina Faso who have seen their modest assets or savings suddenly wiped out due to events like drought and violent extremist attacks. USAID has invested in strengthening resilience in Burkina Faso since 2014 through the Resilience in the Sahel Enhanced (RISE) programs (see Case 3), designed to break this cycle. Alimata participated in a group of resilience-building activities within the RISE portfolio, including farming, home gardening, health, nutrition, and literacy. She was then put in charge of a farming group of 14 women with whom she shared the skills and knowledge received. Over the next three years, she expanded her work to include 57 farming groups in six nearby villages. This allowed her to be able to invest in a soap-making business, diversify her crops, pay for her children's education, and build her own house.

Unfortunately, in 2019, unidentified armed men attacked a neighboring village, causing Alimata to flee to a nearby town along with her family and neighbors. Alimata lost almost everything and, like about 2 million people in Burkina Faso in 2022 (up from 160,000 in 2019), she became an internally displaced person (IDP). Building on her skills and networks from past USAID support, Alimata formed women's groups for income-generating activities in her new community. She restarted making and selling soap, bought two sheep, restarted poultry rearing, and trained the other women on how to make soap. With her profits, she was able to rebuild a house for her family. Alimata wasn't alone in demonstrating resilience in the face of multiple shocks. Overall, an impact evaluation found that households provided with the comprehensive RISE package of interventions were significantly less food insecure during and after these shocks than other households.

3. POLICY GOAL, PRIORITIES, PRINCIPLES, AND ACTIONS

The goal of this policy is to protect and improve human well-being, despite shocks and stresses, everywhere USAID works, especially in areas of recurrent crises, while reducing dependence on humanitarian assistance (HA). Strengthening resilience helps secure human dignity and inclusion of the most vulnerable and is essential for achieving and sustaining human well-being and, in the extreme, averting crisis and poverty due to shocks and stresses, such as pandemics, conflict, and climate change.

USAID intends that our efforts guided by this policy will result in:

▶ Reduced future HA needs in areas of recurrent crises

▶ Improved ability to adapt, address, and reduce risk

▶ Improved social and economic conditions, especially for marginalized populations

Under the goal are two priorities:

Priority 1 recommits USAID to the vision and investments laid out in the 2012 Resilience Policy to strengthen resilience in RFCs and RFZs, while improving our approaches based on evidence and experience and maintaining flexibility for changes to RFCs and RFZs as conditions, resources, and needs change. Priority 1 also emphasizes that resilience is essential to USAID's mission to transform families, communities, and countries—so they can thrive and prosper—but acknowledges that many contexts are fragile. Many people are one shock or sustained stress away from humanitarian need.

Priority 2 elevates the need to strengthen resilience everywhere USAID works. It encourages all of USAID to intentionally apply resilience as an Agency approach for planning and programming, as described in the policy's principles and actions across all geographies and technical sectors in which USAID works. Priority 2 builds on, but expands, the vision laid out in the 2012 Resilience Policy. Priority 2 recognizes existing efforts to incorporate resilience concepts and approaches across geographies and technical sectors and provides further encouragement and guidance.

The steps needed to realize the goal and priorities of this policy are laid out in the principles and actions. The principles are a set of guiding rules and approaches that articulate how the Agency will work to achieve the policy's goal. The principles are a comprehensive and mutually reinforcing set of approaches necessary to strengthen resilience, based on a decade of experience and learning, that reflect and incorporate new and long-standing Agency priorities. USAID commits to adhering to these principles in areas of recurrent crises, and they should be applied everywhere USAID works.

This policy also includes a set of action-specific steps to implement this policy. USAID is committed to taking these actions to support efforts to strengthen resilience in areas of recurrent crises (i.e., RFCs and RFZs), but they are considered best practices that should inform efforts to strengthen resilience everywhere USAID works. These actions will continue and deepen USAID's commitment to strengthening resilience by improving our programming and evidence base and addressing long-standing institutional barriers.

Box 4: RFCs and RFZs

An RFC is a country which USAID has selected to provide intensive support to advance resilience. Currently, USAID has 15 RFCs: Burkina Faso, the Democratic Republic of the Congo (DRC), Ethiopia, Haiti, Kenya, Madagascar, Malawi, Mali, Mozambique, Nigeria, Niger, Somalia, South Sudan, Uganda, and Zimbabwe.[4]

There are four criteria for selecting RFCs and subnational RFZs within each country. These include: (1) areas of recurrent and protracted crisis with historically and persistently high levels of USAID HA; (2) measures of vulnerability, including high rates of chronic poverty, persistently high acute malnutrition, chronic health burdens, armed conflict and post-conflict insecurity, and trends including population growth and climate change; (3) enabling environment factors, such as political will, an acceptable level of security and physical access to achieve resilience objectives, and access to social services; and (4) comparative advantage, either through existing/planned USAID humanitarian and development programs or programs, presence, and capabilities of other U.S. government agencies or donors. USAID will develop guidance and metrics to guide progress toward graduation from RFC status.

Goal for Resilience

Protect and improve human well-being, despite shocks and stresses, everywhere USAID works, especially in areas of recurrent crises.

Priority 1: Reinforce and expand resilience investments in areas of recurrent crises where those crises result in large-scale, repeat humanitarian emergencies.

Priority 2: Elevate resilience as an Agency and Mission priority for planning and programming.

Principles for Resilience

1. Use evidence and analysis to better understand risks and resilience
2. Employ cross-sectoral approaches to strengthen resilience
3. Operationalize HDP coherence
4. Strengthen systems for resilience and resilient systems
5. Practice adaptive management and shock-responsive programming
6. Enable local agency and ownership at all levels
7. Ensure equity and inclusion

Actions for Resilience

(USAID commitments for USAID RFCs and RFZs and best practices to strengthen resilience everywhere USAID works)

1. Intentionally design and manage programming for collective action
2. Advance measurement and learning for resilience
3. Address institutional barriers (resources and legislative requirements, staffing and capacity, procurement, and coordination and collective action)

PRINCIPLES

Principle 1: Use Evidence and Analysis to Better Understand Risks and Resilience

Shocks and stresses are perennial features, not anomalies, in the complex risk environments where USAID works. To strengthen the capacity of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses, USAID and our partners at all levels should have a strong understanding of the risk context. Risk and resilience analysis should identify and analyze the potential shocks and stresses, exposure, and vulnerabilities, along with local systems that influence resilience, and use that information during all stages of program design and implementation. To the extent possible and in line with Agency priorities, risk analysis should be inclusive and holistic. This means working with and through local actors at all levels (see Principles 6 and 7), with a special emphasis on the most marginalized groups. This also means looking broadly across the best available evidence to analyze and plan for probable shocks and stresses, including chronic stresses.

Fundamentally, risk and resilience analysis should answer a simple set of risk and resilience questions (see Box 5). These questions help analyze shocks and stresses comprehensively. Risk and resilience analysis should build on and leverage existing evidence and analyses whenever possible.

Box 5: Risk and Resilience Questions

1. What are the most frequent and impactful shocks and stresses that target populations and systems face?
2. Which of those shocks and stresses are likely to impact expected results and sustainability? How do or might these shocks and stresses interact?
3. Who is most likely to be negatively impacted by the shocks and stresses? How are various marginalized groups likely to be impacted differently?
4. What can be done to strengthen sources of resilience (capacities) in response to identified shocks and stresses?
5. Which stakeholders can help build these capacities and how? What different types of USAID interventions are necessary?
6. How will we know that sources of resilience (capacities) are improved (and how will success be measured)?

Box 6: What's Unique about Risk and Resilience Assessments?

Per USAID guidance on _Risk and Resilience Assessments_, although many approaches to risk and resilience assessments exist, they share some common features:

▶ Consideration of multiple interacting and cross-scalar factors

▶ Use of both qualitative and quantitative data collection processes

▶ A focus on the ability of people, communities, and systems to mitigate risk

▶ Recognition of existing capacities already supporting resilience and which are inherent in systems, e.g., traditional practices based on social capital, which can serve as safety nets in times of shocks or stresses

Resilience assessments differ from other types of related assessments, which tend to narrowly focus on individual or specific types of risks, favor either quantitative methods or community perceptions, assess static snapshots in time, or have limited analysis of the root causes of risk management capacity. USAID and its partners already have numerous tools, approaches, and processes that can help answer these risk and resilience questions. These include, but are not limited to, existing mandatory analyses (USAID Gender, Environment, and Climate Risk Management analyses) and other tools, such as systems mapping, political economy analysis, scenario planning, DRR, and options analysis. For an example of a Risk and Resilience Assessment, see _Strategic Resilience Assessments (STRESS)_ from Mercy Corps.

Risk analysis is important across phases of USAID's program cycle. In the strategic planning and project design phases, risk analysis should inform strategy and project goals, and objectives and resource planning. In the design phase, risk analysis should inform programmatic objectives and approaches, targeting, procurement and management strategies, and MEL approaches. During implementation, risk analyses serve as foundational information to inform staff and stakeholder awareness, learning, programmatic adaptations, monitoring and evaluation, and sustainability and exit strategies. As operating environments change over the course of implementation, ongoing and dynamic risk analysis is essential for MEL.

Case 2: Kenya Case Study: Multiple Shocks and Stresses

The global shock of COVID-19 led to a lockdown in early 2020, with a cessation of transport and logistics, school closures, disrupting supplies of medicines, food, and nonfood items into Northern Kenya. During the same period, Kenya experienced an invasion of desert locusts in these areas, the worst in 70 years. The desert locusts and pandemic continued to be issues in the region, exacerbating vulnerability and forcing families into poverty. A Rift Valley Fever disease outbreak also lead to massive abortions of livestock and death of pastoralists. Drought resulted in acute water and pasture shortages, causing internal and cross-border migration that has led to an increase in violent conflict. The situation was compounded by insecurity and resource-based conflict in some areas.

In response, USAID/Kenya worked directly with national and county governments to expand upon an existing drought management system built up over a decade of partnership (see Box 18). This type of planning, coordinating, and financing through a disaster risk management approach can significantly improve the speed and effectiveness of responses when a disaster strikes. The Kenya strategy took a multisectoral approach, layering, sequencing, and integrating various funding streams and technical sectors, including agriculture; biodiversity; water, sanitation, and hygiene (WASH); HA; countering violent extremism; climate adaptation; health; education; and peacebuilding activities.

Principle 2: Employ Cross-Sectoral Approaches to Strengthen Resilience

Strengthening resilience often requires working across technical sectors by investing in the capacities of people, households, communities, countries, and systems to manage shocks and stresses. This can demand: (1) multisectoral approaches that integrate interventions at the household and community levels to overcome barriers that impede well-being outcomes, (2) investments in local systems and partners to ensure the sustainability, and (3) longer-term, strategic approaches, such as sequencing of interventions.

Box 7: One Health: Working Across Health Systems, Environment, and Resilience

The well-being of people, animals, and the environment are linked. One Health is a collaborative, multisectoral, and transdisciplinary approach—working at the local, regional, national, and global levels—with the goal of achieving results that recognize the interconnection between people, animals, plants, and their shared environment.

A One Health approach is fundamentally a risk-mitigation strategy. Conserving natural resources and supporting climate-smart practices while sustainably meeting food security, public health, and livelihood needs helps to prevent the negative impacts of uncontrolled development and degraded ecosystems. Thus resulting in healthier, more resilient communities that are better able to withstand shocks and stresses.

USAID is elevating One Health as an Agency priority through investments like Health, Ecosystems, and Agriculture for Resilient, Thriving Societies (HEARTH), which is generating cross-sectoral partnerships with the private sector to conserve high biodiversity areas and improve the health, well-being, and prosperity of the communities that depend on them. The first two awards were made in 2021 in landscapes with known risk of infectious diseases: the Gorilla Coffee Alliance, with international firms Nespresso and Olam, for sustainable coffee in Eastern DRC and the Thriving and Sustainable Investments for Land Restoration and Economic Opportunity (TSIRO) Alliance, with Beyond Good and Guittard Chocolate Company, for fine cacao production in Madagascar.

A decade of experience and evidence demonstrates that achieving and protecting well-being outcomes often requires sources of resilience that transcend individual sectors, such as livelihoods, social protection, social capital, financial inclusion, and human capital. (See Annex 2 for supporting evidence on sources of resilience.) To strengthen resilience to shocks and stresses and achieve and sustain any well-being outcome, it is important for USAID and its partners to converge around the problem they are trying to address, and look for ways to SLI programming.[5]

➤ Sequencing is the intentional organization of program interventions, and the way they are delivered, to coordinate the order in which activities are implemented and actors are engaged to maximize program impact.

➤ Layering is the strategic coordination of interventions across the different sectors and stakeholders that complement each other to achieve resilience objectives. Interventions can be designed to layer over the interventions completed in the recent past or with the ongoing interventions within or across sectors and stakeholders.

➤ Integration of interventions requires the intentional layering and sequencing of multisectoral interventions and the coordination of actors to prevent or reduce the drivers and effects of shocks and stresses that undermine the program and the long-term well-being of the target populations.

Conceptualizing an activity design considering SLI will result in a very different design for both interventions and delivery approaches. See Case 3 for an example of how SLI has worked in the Sahel under RISE II, where there is provision of direct services to people and households, but also work to build up systems that will support those people in the future, such as local governance systems, market systems, and health systems.

Case 3: Resilience in the Sahel Enhanced (RISE) II

The goal of USAID's RISE II program (2018–2024) is that chronically vulnerable populations in Burkina Faso and Niger, supported by resilient systems, effectively manage shocks and stresses and pursue sustainable poverty reduction. A key learning from the first phase of RISE (2014–2018) is that to address the multidimensional needs of people after shocks, there needs to be coordinated support from more than one sector, as well as assistance to key systems at different levels of governance, leveraging different USAID activities to maximize impact. Therefore, as shown in the graphic below, RISE II is designed to have complementary activities that deliver services at multiple levels—people, village, commune, regional, and national—addressing different needs at different levels (see Figure 3). This approach SLIs interventions to contribute to nutrition, poverty, governance, and health outcomes, as well as transformational outcomes, such as community leadership of local development, enhanced social capital, and enhanced capacity of local actors to learn and adapt. For more information, see the *Resilience in the Sahel Enhanced (RISE) II Technical Approach Working Paper.*

Figure 3: RISE II Program
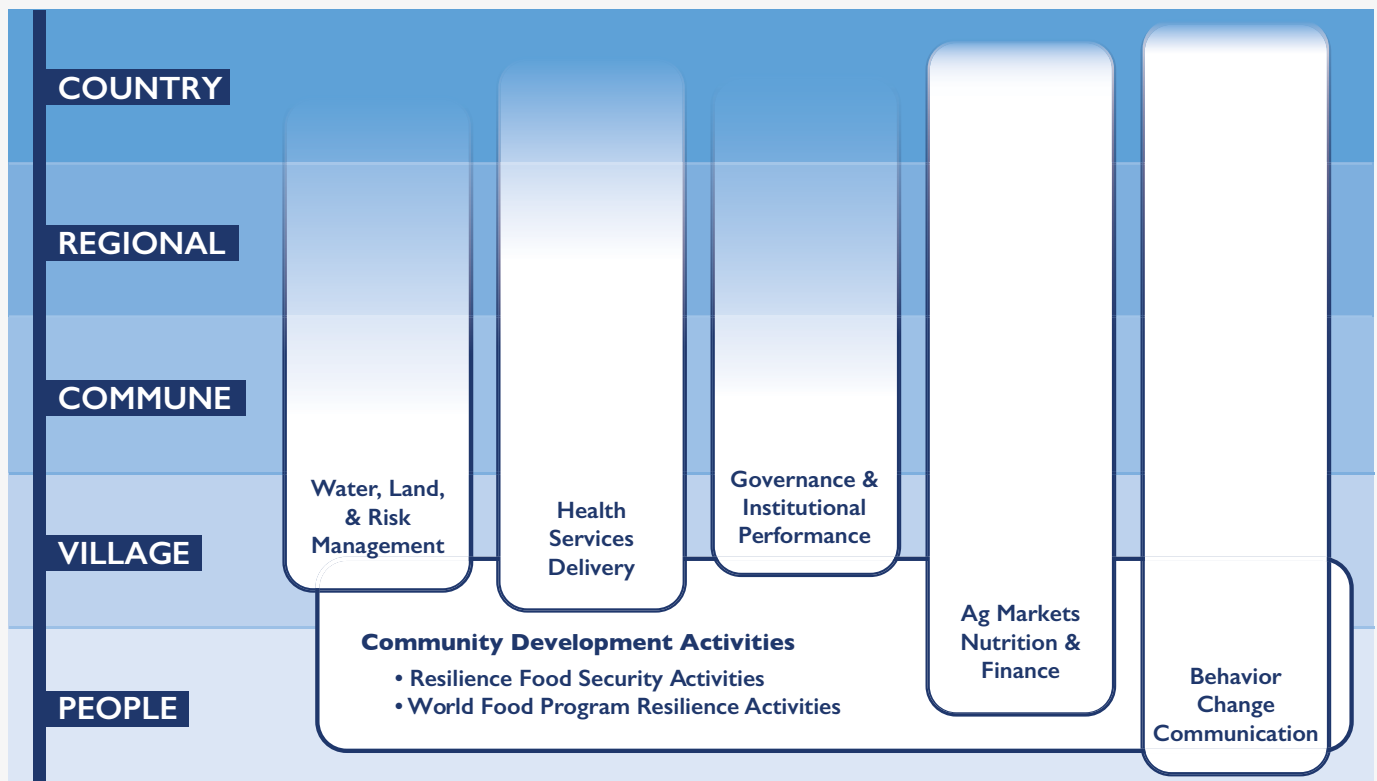
Employing cross-sectoral approaches to strengthen resilience may require taking a portfolio approach that capitalizes on the power of collective impact. A portfolio approach group is when activities are designed and managed in a coordinated way to advance result(s) set forth in a designated geographic area, such as an RFZ. RISE II is an example of this. A portfolio approach can often create synergies among complementary activities that generate higher-level results than would be possible to achieve through the sum of their individual performances, ideally built around the Conditions of Collective Impact for Resilience (see Box 8). Collective impact is the commitment of a group of actors from different sectors and U.S. government agencies to a common agenda for solving a specific social problem, and provides a framework for convergence and collaboration.[6]

Cross-sectoral approaches for strengthening resilience must also plan for sustainability. Maintaining well-being outcomes in the face of shocks and stresses beyond the life of an activity requires strengthening sources of resilience in ways that allow them to endure after support is withdrawn. Market-based approaches that engage people into profitable commercial enterprises is one example of working toward sustainability. Studies[8] also show that sustained resources, technical and managerial capacities, motivation, and linkages among program entities are crucial to long-term sustainability. Building sustainability will likely take longer than one traditional, five-year USAID activity cycle and requires sustainability strategies to be considered from the beginning of design and implementation.

Principle 3: Operationalize Humanitarian-Development-Peace (HDP) Coherence

HDP coherence aims to promote complementary collaboration among HDP actors in pursuit of a common agenda. Its goal is to maximize impact and sustainability of programs across different kinds of assistance and to reduce the need for HA over time. As articulated in *USAID's Programming Considerations for Humanitarian-Development-Peace Coherence: A Note for USAID's Implementing Partners* coordinating across different types of assistance can efficiently and effectively address both immediate needs and the root causes of our greatest development challenges. Such coordination is necessary not just within USAID and across the U.S. government, but with other donors, partners, and governments.

HDP coherence offers a critical approach in moving beyond funding or sector-based silos. It prioritizes a common agenda and works toward enhanced coordination across types of assistance in a way that puts local communities and people (including those who are traditionally excluded) front and center of collective action toward common goals. Building coalitions and partnerships, as well as supporting joint planning and cocreation with government and local stakeholders and across actors, have proven effective to navigate complex risk environments and promote collective outcomes at all levels, especially in some of the most shock-prone and vulnerable regions, such as the Sahel and the Horn of Africa.

USAID recognizes that HDP coherence cannot be the expectation in every context and situation, as not all types of assistance exist everywhere, and the goals, timing, and expectations associated with each type of assistance differ.[9]

Increasing shocks and stresses, globally, reinforce the need for greater HDP coherence. Humanitarian funding requirements continue to escalate, more people are displaced from their homes than ever before[10], and conflict and violence are on the rise and harder to resolve.[11] Meanwhile, the World Bank estimates that by the year 2030, there will be 359 million people living in extreme poverty in today's fragile states, representing 63 percent of the world's poor.[12] HDP coherence is more important than ever before for strengthening resilience in areas of recurrent and protracted crisis and reducing HA need over time. The U.S. government has recognized this new reality and is elevating HDP coherence in various policies and strategies, including the _U.S. Government Global Food Security Strategy_, U.S. Humanitarian Action Policy, the _United States Strategy to Prevent Conflict and Promote Stability_, and the USAID Climate Strategy.

Case 4: Ethiopia: HDP Principles in Action

USAID/Ethiopia showcases the key principles to HDP coherence. The Mission's Country Development Cooperation Strategy (CDCS) creates a common agenda across HDP by including an integrated Development Objective (DO) that articulates outcomes across different kinds of assistance. The Mission fosters cross-communication, coordination, and collaboration by having a dedicated Resilience Coordinator to support partners and operate across the HDP nexus and sectoral programming. The Mission has also invested in a senior-level decision-making body called the Strategic Advisory Group for Emergencies (SAGE). SAGE meets regularly to share information about possible shocks and emergencies and advises if and how humanitarian, development, and peacebuilding programs should adapt in response to shocks, and it is an excellent example of both cross-Mission communication as well as shock-responsive programming. The Mission has found novel ways to SLI its investments across HDP assistance. For instance, the Bureau for Humanitarian Assistance (BHA) funds the Productive Safety Net Program (PSNP), a graduation-style approach that combines food and cash transfers with skill and capacity development and market-based livelihood opportunities through development resources. The Joint Emergency Operation, funded with BHA emergency resources, is built around the PSNP, serving as an accordion that expands in times of crisis to reach additional beneficiaries and protect development gains. Feed the Future development funds were layered on top of the PSNP to expand livelihood opportunities for PNSP beneficiaries and enable many to graduate from the PSNP. Similarly, global health (GH) funds were then layered in the same communities to support a community-based health insurance program to help mitigate the impact of health shocks. Finally, the Mission has pursued a range of creative approaches to promote conflict integration, from developing a crosscutting intermediate result (IR) on conflict sensitivity; producing and leveraging detailed, local conflict analyses; embedding crisis modifiers in development assistance (DA) awards; and training staff and partners on conflict sensitivity.

Box 9: The "P" in HDP Coherence: Conflict Integration Opportunities

The Bureau for Conflict Prevention and Stabilization (CPS) has a mandate to support Missions in promoting conflict integration across USAID investments. This means that the goals, approaches, and metrics of success for interventions across different kinds of assistance are appropriate in the midst of conflict and violence.

For example, In DRC's Tanganyika province, Feed the Future and CPS' Reconciliation Fund investments were successfully layered together to leverage agriculture activities—group farming and savings groups—for bridging conflict between competing ethnic groups. In the same province, BHA programming addressed the needs of IDPs through humanitarian mediation methodologies and legal mobile clinics that provide guidance for the reclamation and restitution of housing and disputed land in conflict-affected areas. Meanwhile, in the post-conflict Chittagong Hills Tract area of Bangladesh, a Resilience Food Security Activity (RFSA) found ways to integrate traditional leadership into DRR committees at the local and national level. This approach provided the DRR committees with legitimacy that improved both local governance and DRR outcomes in a context where public trust remains very low. Finally, in Burkina Faso, National Cooperative Business Association (NCBA) Cooperative League of the USA (CLUSA) developed local conventions and bylaws between conflicting farming communities and pastoralists. This approach reduced violence between these groups while surpassing the program's natural resource management goals.

Conflict sensitivity is a key part of conflict integration. It is critical to understand the context and the dynamic interplay between the context and USAID's interventions—and to continuously review and adapt interventions as contextual conditions evolve. This ensures that our interventions Do No Harm (DNH)[13] and that we apply humanitarian principles and transition as soon as possible to long-term development programming. USAID has recently produced a technical note on conflict sensitivity and routinely conducts country-level conflict assessments to inform Mission planning and programming.

Principle 4: Strengthen Systems for Resilience and Resilient Systems

A local system refers to those interconnected sets of actors—governments, civil society, the private sector, universities, individual citizens, and others—that jointly realize a particular well-being outcome or a set of outcomes.[14] Systems and the interaction between people, entities, and structures are essential for managing risks and responding to shocks and stresses. In times of shock, people and households depend on local systems to mitigate impact and speed recovery. For example, in the face of drought, households may receive help from extended relatives, international institutions, and/or government social protection programs, such as HA or health services.
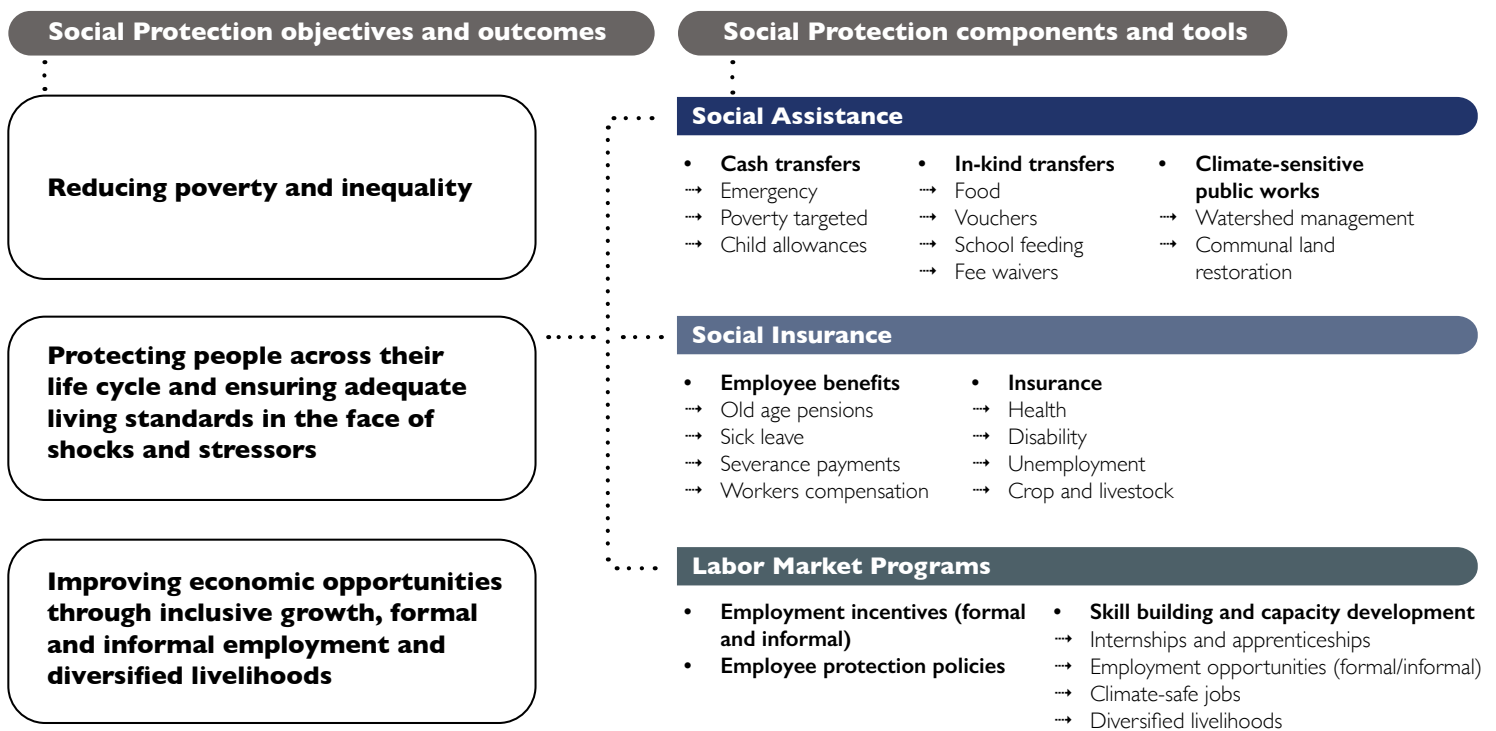
It is important to strengthen local, national, and international systems, as they have a crucial role in supporting resilience at the individual, household, community, and national levels. An example of an essential system for resilience is social protection, described more in Box 10.

Box 10: Social Protection Systems

As noted in Case 2, the COVID-19 global pandemic brought to the forefront the importance of protecting people in times of shocks through large, established risk management tools, such as national social protection systems. The magnitude of the social protection response, predominantly cash transfers, to the global pandemic was of historical proportions and demonstrated the extraordinary potential of social protection systems to respond to mass shocks, in addition to providing long-term stability for individuals and families. Risk-informed, adaptive, and shock-responsive social protection systems that cover comprehensive risks and have adequate protection and coverage can save lives and avert social and economic losses in current and future crises.

Social protection systems are a set of policies and programs that aim to reduce poverty and inequity, ensure adequate living standards in the face of shocks and life changes, and build human and social capital-improving opportunities for better employment and livelihoods throughout people's life cycle, positively impacting people from birth through old age. Social protection programs, such as national safety nets, provide the structure for people to receive assistance when needed and to address the risks of poverty and exclusion preemptively. The dual nature of social protection's ability to sustain vulnerable people during times of crisis and also provide the means for all people to achieve basic human dignity makes social protection a valuable tool in USAID's mission to promote inclusive development, economic growth, health outcomes, and gender equity. Figure 4 demonstrates the objectives and outcomes of a comprehensive social protection program and provides examples of social protection activities.

Figure 4: Social Protection

Social Protection objectives and outcomes	Social Protection components and tools

Reducing poverty and inequality

Social Assistance

- **Cash transfers**
  → Emergency
  → Poverty targeted
  → Child allowances
- **In-kind transfers**
  → Food
  → Vouchers
  → School feeding
  → Fee waivers
- **Climate-sensitive public works**
  → Watershed management
  → Communal land restoration

Protecting people across their life cycle and ensuring adequate living standards in the face of shocks and stressors

Social Insurance

- **Employee benefits**
  → Old age pensions
  → Sick leave
  → Severance payments
  → Workers compensation
- **Insurance**
  → Health
  → Disability
  → Unemployment
  → Crop and livestock

Improving economic opportunities through inclusive growth, formal and informal employment and diversified livelihoods

Labor Market Programs

- **Employment incentives (formal and informal)**
- **Employee protection policies**
- **Skill building and capacity development**
  → Internships and apprenticeships
  → Employment opportunities (formal/informal)
  → Climate-safe jobs
  → Diversified livelihoods

While systems are essential for resilience, systems themselves must also be resilient to shocks and stresses. It is important to examine and analyze systems in terms of function, capacity, responsiveness, and inclusiveness. Especially in times of a major shock, such as a prolonged drought, pandemic outbreak, or conflict, the resilience of systems themselves may be strained. Systems resilience can be understood as the ability of a system to respond to disturbance in a way that allows consistency and sustainability, or that leads to improvement in the system's functioning. Social-ecological systems research finds that sources of resilience for a system include: maintaining diversity and redundancy, optimizing connectivity, managing slow variables and feedback, fostering complex adaptive systems thinking, encouraging learning, broadening participation, and promoting polycentric governance. [15] There are three reasons why strengthening systems is essential for strengthening resilience.

1. Strengthening Systems is Tied to Sustainability

Systems and the interaction between people, entities, and structures are essential for managing risks against shocks and stresses. Strengthening resilience has to occur at multiple levels—people, households, communities, and systems—and across multiple systems, not just the delivery of services at the people or household level. It requires strengthening systems that will last beyond programming interventions. Some examples of systems are governance and political systems, health systems, physical infrastructure (like roads and water systems), market systems (see additional details in Box 11 and Case 5), information systems, and ecosystems. Strengthening systems so they can continue to support people in the face of shocks and stresses will improve well-being and reduce HA needs. Experience shows that a facilitative approach to delivering services or transferring ownership of interventions at least one year before the end of an activity that uses direct delivery increases the likelihood of sustaining capacities beyond the life of an activity.

Box 11: Market Systems Resilience (MSR)

Why are some communities, firms, and economies better able to manage risk and "bounce back" than others? MSR is a lens that supports analysis and programming to strengthen the ability of a market system to respond to and manage shocks and stresses in a way that allows sustainability in the market system's functioning that, in turn, supports households. MSR recognizes that while market systems are constantly evolving, there are certain factors (domains) that shape how well the system as a whole holds up and evolves during challenging times. Better understanding and programming around these domains improve outcomes for market actors and the overall economy. The example below highlights how market actors, with USAID's assistance, analyzed and developed solutions in the domains of cooperation (market actors worked together to achieve a common purpose) and power (market actors coinvested to support upgrades) to strengthen the resilience of the coffee industry.

When the Coffee Leaf Rust plant disease hit Central and South American coffee producers hard in 2013, private companies teamed up with USAID to respond. The industry association World Coffee Research pitched in to develop disease-resistant coffee varieties and set up tree nurseries. J.M. Smucker partnered with USAID and TechnoServe to provide technical assistance and other forms of aid. And Keurig Dr. Pepper (formerly Green Mountain Coffee), Starbucks, and USAID supported financial innovations through Root Capital to give farmers and cooperatives the long-term funding critical to replant and better manage their trees. Keurig Dr. Pepper also provided an innovative first loss fund, which, with an accompanying Development Credit Authority credit guarantee, facilitated access to finance to thousands of coffee growers. When COVID-19 struck the same region in 2020, Keurig Dr. Pepper, USAID, and Root Capital were able to build on their established presence and base of operations to pivot and provide support tailored to address market risks during the new crisis.

2. Systems Work Complements Service Delivery for Greater Impact

A resilience approach necessitates layering of work across different levels—people, households, communities, and systems. Strengthening resilience across different levels helps build synergic effects and complementary programming. As discussed in Principle 2, a cross-sectoral approach is foundational to strengthening resilience, often by crowding in different types of programming to tackle the complex challenges and needs caused by shocks and stresses.

Case 5: Health System Strengthening in Indonesia

USAID-supported investments in Indonesia's health workforce information systems, including enhancing its core platform to make health workforce data more accessible and improving data analytics, are enabling a strategic response to the COVID-19 pandemic while maintaining essential services across many levels of the health system. Facilities are relying on health workforce data from the National Health Workforce Information System to effectively deploy health workers. The Ministry of Health has deployed approximately 300 additional health workers from various cadres to care for COVID-19 patients. The human resources for health data is used to calculate the number of health workers in health facilities, personal protective equipment needs, and incentives.

3. Systems Work Strengthens Local Capacity Systems

Strengthening local systems and the capacity of host country entities, whether private or public, is critical to sustaining well-being outcomes. Key to Principle 6 is strengthening local systems that will be the long-term stewards of the people impacted by shocks and stresses. Work to strengthen systems may take place at regional, national, or subnational levels. Achieving lasting change at any of these scales often requires deeper social and institutional change and a long-time horizon when designing strategies, projects, and activities. Traditional strategies, projects, and activities typically have a five-year time horizon; systems work may merit consideration for 10- to 15-year commitments that cross multiple planning cycles.

Principle 5: Practice Adaptive Management and Shock-Responsive Programming

Practicing and adopting adaptive management and shock-responsive approaches[16],[17] in programs help countries and communities mitigate, adapt to, and recover from shocks, thereby reducing losses and protecting hard-won development gains.

Shocks and stresses manifest in different ways in different locations and among different populations and systems, but the need to plan to manage adaptively, plan ahead, and to respond in a timely manner is universal. It is possible, and more often, highly probable, that a shock or other major change in the operating environment will occur within USAID's usual five-year implementation timeframe for strategy and programming. This reality demands more adaptive and shock-responsive approaches to development investment and programming, as well as better and, in many cases, improved HA/DA/peace coherence, as described in Principle 3.

Adaptive management, as described in the USAID Collaborating, Learning, and Adapting (CLA) Framework (see Box 12), is useful and relevant for programming that aims to build resilience in the face of shocks and stresses, especially in dynamic environments. Changes to strategies, activities, work plans, and interventions are often necessary as context changes (e.g., a shock occurs), as opportunities arise (e.g., conflict decreases), or as implementation reveals the need for course corrections (e.g., interventions are ineffective).

Box 12: CLA

CLA and resilience programming approaches are two sides of the same coin, mutually contributing to and benefiting from reinforcing Agency efforts. A systematic, intentional, and resourced approach to CLA can contribute to programmatic effectiveness,[18] and in the context of resilience programming, CLA is pivotal to achieving impact.

Collaboration and coordination are required to support the multisectoral, multilevel, and multistakeholder nature of resilience programming. It is particularly essential to the operationalization of SLI for resilience programs.

Resilience applies continuous and purposeful **learning** to fill knowledge gaps with key learning questions globally and locally. Purposeful learning has helped to identify which resilience capacities are the most impactful across contexts. This learning continues to feed into program improvements and new designs.

The focus on shocks and stresses requires **adaptive management**,[19] which seeks to adapt to changes in the environment. Building adaptive management into design, implementation, and MEL ensures continued fit to context, the application of lessons learned, anticipation of emerging challenges, and maximum efficiency and effectiveness of activities.

Adaptive management should be combined with shock-responsive programming in a resilience approach. Shock-responsive programming includes the ability to employ a full range of development and humanitarian assets in anticipation of a shock to mitigate its impact and speed recovery once conditions subside. A shock-responsive approach to program design and implementation is also an adaptive approach[20], which means Missions and partners should proactively anticipate and plan for shocks and changes in context and build in a high degree of programmatic and operational flexibility to be able to respond quickly and effectively at the appropriate scale. An adaptive, shock-responsive approach is broad and can be utilized in a number of situations, such as a drought, political changes, and the need to change focus from one crop to another. This shock-responsive or adaptive approach "...could be adjusting interventions or whole strategies, experimenting with new ways of working, scrapping programming that simply isn't working, or scaling approaches that have demonstrated value."[21]

Adaptive, shock-responsive programs also help ensure that we do not undermine local systems and prospects for development. USAID's shock-responsive programming guidance offers practical ways to make sure programming is flexible and responsive to shocks, such as utilizing crisis modifiers, scenario planning and contingency planning, coordination with other donors, and a variety of additional adaptive management approaches that can be incorporated during the design phase.

Principle 6: Enable Local Ownership at All Levels

Locally led development is the process through which local actors—encompassing individuals, communities, networks, organizations, private entities, and governments—set their own agendas, develop solutions, and bring the capacity, leadership, and resources to make those solutions a reality. USAID recognizes that local leadership and ownership are essential for fostering sustainable results and conforms with our commitment to do "nothing about them, without them." It is particularly important for resilience, as many positive outcomes of localization—human capacity, asset ownership, agency, etc.—are core to the concept of resilience and reinforced by a decade of experience and evidence.

Local ownership means local actors have agency regarding their own development, including strengthening resilience. This denotes that there will be a meaningful shift of power between USAID to the local actor(s), where the local actor(s) have increased choices pertaining to resilience, as well as decision-making power over those choices. Of particular importance to strengthening resilience are efforts to strengthen the capacity of host country systems and enable countries to take the lead in their own development. The creation and implementation of inclusive, country-owned and -led strategies for resilience can help create a "double compact" between the international community and host country government and between those governments and their citizens.

This process of meaningfully shifting power starts with the involvement of stakeholders from community members to international policymakers. Actions, however, should be rooted in local systems and based on community needs. Local leaders and other actors—including from communities, networks, governments at all levels, the private sector, civil society, and academia—have the insights and credibility to develop resilience policies and implement programs. USAID can use the Local Systems Framework to better understand the roles, relationships, and key dynamics between local actors, both at horizontal levels (i.e., between community groups and their local government), or vertically (i.e., between community groups and the central government's policies and actions). Applying the Local Systems Framework will help USAID to better understand key power dynamics, including the drivers unique to each locality, and how USAID can help drive local decisions and actions on resilience without undermining existing local dynamics that already build resilience.

Moving toward local ownership starts with a commitment from USAID to promote open dialogue at all levels, with a focus on promoting inclusive, accountable governance and on reaching the marginalized and most vulnerable (see Principle 7). USAID will take the time to understand and strengthen local systems, building on the ideas and approaches laid out in USAID's *Local Capacity Strengthening Policy*.

USAID recognizes that engaging authentically with local partners and moving toward a more locally led development approach is staff-, time-, and resource-intensive, but it is vital to ensuring that results achieved now will be sustained over the longer term. As such, USAID will commit to invest time and energy into building relationships with local actors, leaders, and groups prior to a crisis and pursue programming approaches that bring together diverse, local stakeholders for collective action.

Principle 7: Ensure Equity and Inclusion

Resilience investment needs to be intentional and inclusive of marginalized and underrepresented populations. Gender-[22], age-, and identity-based inequity (including sexual orientation, gender identity, gender expression, and sex characteristics) and marginalization[23] may influence vulnerability, resilience capacities, and well-being outcomes. These include differences in exposure to shocks and stresses and difference in access to resources to manage them. Shocks and stresses tend to disproportionately impact marginalized and underrepresented populations negatively. Additionally, restrictive gender and social norms limit access to opportunities, rights, and resources that contribute to sources of resilience.

Box 13: Marginalized and Underrepresented Populations

Marginalized and underrepresented populations may include, but are not limited to, poor and ultra-poor households; women and girls; persons with disabilities; lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQI+) people; displaced persons; migrants; Indigenous peoples and communities; children in adversity and their families; youth; older persons; nondominant religious groups; nondominant ethnic and racial groups; people in lower castes; persons with unmet mental health needs; people of diverse economic class and political opinions; and more. These groups also intersect in many contexts, and often suffer from discrimination in the application of laws and policy and/or access and use rights to resources, services, and social protection, and may be subject to persecution, harassment, and/or violence. They are also more vulnerable to shocks and stresses, and may have fewer assets and means within their reach to adapt and withstand the effects of shocks and stresses. Through application of Principle 7, USAID will demonstrate our commitment to paying special attention to how we engage, support, and empower marginalized, underrepresented groups and the intersectionalities within.

Gender and societal norms exist at multiple levels—individual, household, community, and system—and influence or impact resilience strengthening at each level. Gender (including sexual orienation, gender identity, gender expression, and sex characteristics) and identity can be determinants of both vulnerability and an increased capacity to support resilience within larger systems. While discussions at the intersection of gender equity/social inclusion and resilience have often focused on the vulnerabilities of women, girls, and disadvantaged persons during acute or protracted disasters, these same individuals and Indigenous peoples, persons with disabilities, ethnic minorities, displaced individuals, and LGBTQ+ can also be powerful agents of resilience. Their knowledge and experiences are to be valued and to be incorporated into program design in ways that do not promote exploitation, appropriation, and/or cultural erasure.

Evidence shows (see Box 14) the importance of elevating and empowering the voices of historically excluded communities, including marginalized and underrepresented populations. Similarly, youth have a key role to play as agents of change for resilience, although more research is needed. This policy will specifically apply the principles outlined in USAID's _Youth in Development Policy_ to strengthen youth programming, participation, and partnership in support.

This policy is informed by and supports the objectives laid out in other USAID and U.S. government policies and strategies, including: the _United States Strategy on Women, Peace, and Security_; _National Strategy on Gender Equity and Equality_; the U.S. Women's Entrepreneurship and Economic Empowerment Act; USAID's _Gender Equality and Women's Empowerment 2020 Policy_; the _United States Strategy to Prevent and Respond to Gender-Based Violence Globally_; the _Policy on Promoting the Rights of Indigenous Peoples;_ the _LGBT Vision for Action_; and _USAID's disability policy_.

Box 14: Important Role of Women's Empowerment in Resilience

The Strengthening Household Ability to Respond to Development Opportunities II (SHOUHARDO II) program (CARE) targeted households and communities in northern Bangladesh as part of the Feed the Future initiative. A central aim of the program was to empower women. Data collected in the SHOUHARDO II target area during a catastrophic flood in 2014 demonstrates the value of these investments and the critical importance of women's empowerment as a source of resilience. Households in which women were more empowered were able to maintain and even improve their food security in the face of a catastrophic flood, while households in which women were less empowered experienced a severe decline.[24]

ACTIONS

USAID has made great strides in collecting and operationalizing evidence to support the basic premises of resilience laid out in the 2012 Resilience Policy, but more remains to be done. Per policy Priority 1 (reinforce and expand resilience investments in areas of recurrent crisis), USAID is committed to taking these specific actions to support efforts to strengthen resilience in areas of recurrent crises, where these crises result in large-scale, repeat humanitarian emergencies. In support of policy Priority 2 (elevate resilience as an Agency and Mission priority for planning and programming), these actions are considered best practices that should inform implementation of efforts to strengthen resilience everywhere USAID works. These actions will continue and deepen USAID's commitment to working in areas of recurrent crisis and improving USAID programming through collective planning and management, deepening the evidence base, and addressing long-standing institutional barriers.

Action 1: Intentional Design and Manage Programming for Collective Action

This action reinforces USAID's commitment to integrated approaches where teams of experts work jointly on problem analysis, strategic planning, and design, procurement, and management across the program cycle. While USAID acknowledges the inherent challenges of working across programming and funding types, experience and evidence continue to demonstrate the abilities, opportunities, and value of working in this manner. To enable integrated approaches, USAID's RFCs have dedicated structures and support in Missions and through the Resilience Leadership Council (RLC) in Washington, D.C., as described in Box 16.

Box 15: What it Means to Be a USAID RFC?

RFCs are a set of countries that USAID Mission leadership and the RLC have prioritized for support and investment. They must have:

▶ A cross-sectoral and multidisciplinary analysis of the factors creating large humanitarian caseloads year after year.

▶ Strategic and geographic convergence in a defined subnational RFZ, where Mission leadership and the RLC commit to prioritizing various sector and humanitarian and development resources.

▶ A designated Resilience Coordinator and a cross-office resilience coordination structure (preferably chaired by the Deputy Mission Director) to ensure Mission harmonization and coordination across offices on strategy, programming, staff, and budgets.

▶ Resilience measurement and learning approaches to report achievements and strategic challenges and opportunities to the RLC on an annual basis.

Box 16: The RLC

The RLC, established in 2014 and co-chaired by the Bureau for Resilience and Food Security (RFS) and BHA with the participation of regional and pillar bureaus, is tasked with breaking down stovepipes between sectors and bridge the humanitarian and development programs to achieve the objective of strengthening resilience to recurrent crises where these crises result in repeat, large-scale, humanitarian emergencies. The purpose of the RLC is to provide cross-Bureau coordination for multisector topic areas that require significant human and financial resources in more than one Washington Operating Unit (OU). The RLC is supported by the Resilience Technical Working Groups (RTWG), which coordinates USAID's resilience work at the technical level.

Coordinate Analysis around the RFZ Problem Set and Geography

To better coordinate and collaborate USAID's work in the RFZ, HDP programming should be informed by the same problem set and a shared understanding of risk, enabling them to mutually support one another. USAID's approach to strengthening resilience to recurrent crises in RFZs begins with a joint analysis of the factors creating large humanitarian caseloads year after year. This joint analysis will draw on both required and optional analyses produced by USAID and partners across the HDP nexus, but different analyses should be coordinated and reviewed jointly to create a common understanding and agenda across actors.

Focused around Common Objective(s)

From a common understanding and agenda, common objectives are developed to address problems that require a combination of different programming modalities (e.g., HA and DA) and/or technical interventions (e.g., health, education, natural resource management, etc.) to strengthen resilience. Common objectives are necessary because experience and evidence demonstrate that achieving and protecting well-being outcomes requires sources of resilience that transcend sectors (see Principle 2). Common objectives should be developed and implemented so that each type of programming modality and/or technical interventions delivers on its respective mandate, while contributing to outcomes that no single type of intervention alone could accomplish. To do so, it's essential to understand and plan within the opportunities and constraints associated with any programming modalities and/or technical interventions. For example, humanitarian response, while essential for saving lives and livelihoods, is often short-term in nature and may not address root causes of crises. DA can better address root causes, but is often neither designed in a way to maximize and sustain gains achieved during humanitarian response, nor to be responsive to emerging crises. Peace and conflict resolution can address the causes of conflict and reduce violence, but HA and DA practitioners may be unfamiliar with how to build these approaches into their programming. Recognizing interdependence of efforts, experts should work together and plan around common objectives for long-term change, while meeting short-term needs and remaining flexible in the face of changing conditions.

For RFCs and RFZs, the entry point for setting a common agenda and specific objectives is the USAID CDCS. In some RFCs, a shorter-term Strategic Framework (SF) or Regional Development Cooperation Strategy (RDCS) may be used, but the process is similar, as is the need for full participation in planning across HDP staff.

Design, Procurement, and Management

RFC Missions will identify how all different USAID investments and partners can work in complementary ways to achieve common objectives outlined in the CDCS, SF, or RDCS. While each Mission is different, this may include long-term DA in agriculture and food security, education, health, WASH, democracy and governance, conflict prevention, environment, and other sectors. Long-term DA programming investments should build sources of resilience across sectors, while anticipating and responding to shocks to reduce the need for HA. Needs-based, emergency HA programming will contribute to preserving development gains, by addressing humanitarian needs in order to save lives, reduce risks, and strengthen early

recovery and resilience, especially in the face of shocks. The resilience coordinator and cross-office resilience team must consider how to coordinate and manage these efforts during design and implementation across partners and in line with host country priorities and policies.

Information gained from joint analysis and strategic planning provides critical insight into how best to SLI (see Principle 2 for SLI definition) activities, as determined. Rather than simply addressing issues as part of a perceived "continuum" from emergency relief to longer-term development, strengthening resilience requires working across HDP to design projects and activities capable of addressing immediate and longer-term needs simultaneously. Projects and activities will likely have multiple mechanisms and address one or more sectors; this mix will reflect the complex nature of the problem. It is essential for USAID to consult with and explain these approaches to partners during all phases of the program cycle. Case 6 provides an example from USAID/Kenya on planning, coordination, and resilience measurement and learning.

Case 6: Kenya Partnership for Resilience and Economic Growth (PREG)

USAID/Kenya's PREG links and coordinates 31 USAID-funded humanitarian and development partner activities working in shared geographies with the Kenya National Drought Management Authority under the Ending Drought Emergencies (EDE) Framework (see Case 7) to improve livelihoods and governance, strengthen livestock value chains, enable access to water sources and WASH services, increase conservation measures, address conflict, and promote inclusiveness and gender responsiveness. PREG is designed to strengthen resilience in this highly drought-prone region. Humanitarian and development water activities under PREG have focused not only on extending services, but also on managing water resources and ensuring critical infrastructure remains available during emergency periods. PREG's strategy for collective impact rests on a common agenda, shared measurement and learning, mutually reinforcing activities, and continuous communication. This level of coordination requires significant resources. Twenty-one USAID staff members participate from seven offices in a structure that cascades down to the subnational level, with secretariats established in both the national capital and in each of the nine PREG focal counties. A funded backbone organization staffs the secretariat, bringing partners, USAID, and government counterparts together for joint work planning, workshops, continuous learning, and improvement. While a direct cause–effect relationship cannot be proven, evidence suggests that the PREG portfolio and partnership approach considerably enhanced resilience, as indicated by a smaller decline in food security and lower humanitarian response costs during the drought of 2017 compared to an earlier drought of comparable severity. Lessons from PREG have also been applied to strengthen coordination of partners in the southeast part of Kenya, through South-Eastern Kenya (SEK) coordination platform.

Action 2: Advance Measurement and Learning for Resilience

USAID measures resilience through a holistic approach that goes beyond reporting against a set of standard indicators to evaluating the extent to which our programming has strengthened resilience capacities, maintained well-being outcomes in the face of shocks and stresses, improved HDP coherence, and reduced the need for HA. The three elements that form the basis of resilience measurement—sources of resilience, shocks and stresses, and well-being outcomes—correspond to the conceptual framework of resilience, i.e., that sources of resilience (resources, assets, strategies, and relationships) are employed or relied on to manage risk and maintain well-being.

USAID has made great strides in developing measurement tools and methods for the study of resilience. Through that experience, we have learned that:

▶ We can measure resilience in the face of shocks and stresses in different contexts and determine what sources of resilience make individuals, households, communities, and higher-level systems more resilient.

▶ We can estimate how USAID investments to strengthen resilience are reducing HA needs.

▶ We can determine the intensity of coordinated and multisector programming most effective in strengthening the resilience of individuals, households, communities, and higher-level systems.

▶ We can determine the role of governance systems, including safety nets, in helping people bridge unexpected crises and protect development gains.

▶ USAID's traditional technical sectors can incorporate and apply resilience concepts and approaches.

We are also working with partners to build evidence-based thought leadership, analysis, and technical guidance in frontier resilience issues to better inform program design and measurement in complex risk environments. Systems, as discussed in Principle 4, are a critical focus of this research, including identifying system-level constraints to resilience, identifying what interventions are successful at strengthening systems-level resilience, as well as developing guidance for systems-level design and measurement. This research and guidance will focus on several types of systems, including ecological, social, market, and health systems. Other priority frontier issues include the links between social protection systems and resilience, impact of shocks and stresses on mental health and psychosocial well-being, and guidance on program design and measurement in contexts of conflict and protracted crises.

The elements of resilience MEL are summarized below.

Monitoring

Monitoring resilience activities will include data on shocks and stresses, sources of resilience, and well-being outcomes. These data help us understand progress over time and can facilitate adaptive management in rapidly changing contexts. Instead of setting up a separate monitoring system to track resilience, activities may consider using participant-based panel surveys and routine monitoring methods through the course of implementation to collect data to measure resilience at the same time as data collection for standard activity performance indicators. Incorporating remote-monitoring tools where appropriate, such as geo-spatial analysis, will open up new opportunities to enhance our knowledge and ability to monitor resilience.

In addition to integrating resilience measurement into routine activity monitoring, USAID Missions may also choose to collect data through recurrent monitoring surveys (RMS) covering the RFZ. These surveys are either conducted per a predetermined schedule or more often are triggered by large shocks. In either case, an RMS tracks key resilience information, such as shocks, stresses, sources of resilience, perceived recovery, and well-being outcomes, to provide near real-time data on resilience dynamics to allow for timely programmatic adaptation after a shock. An RMS can be included in activity MEL plans or could also be done by a Mission, depending on the context, availability of resources, and access to monitoring mechanisms.

Evaluation

Evaluations designed to assess resilience must collect and analyze data on shocks and stresses, sources of resilience, and well-being outcomes. Either a performance or impact evaluation design can be used to evaluate resilience. An impact evaluation design is more likely to capture the changes attributable to the USAID program, compared to a pre–post comparison performance evaluation design because there might not be an observable improvement of resilience at the endline if the communities are just able to maintain the anticipated outcomes. The frequency and magnitude of shocks in areas of recurrent crises often overwhelm the incremental gains realized, even with targeted investments. As a result, the context without USAID programming could have been worse off. If feasible, and context and resources allow, OUs may consider collaboratively designing a portfolio evaluation to measure resilience of the entire RFZ, or strategy. However, it is important to acknowledge the challenges in designing an RFZ-wide evaluation as it depends on each OUs evaluation policy,

budget, types of funds, and other factors. A portfolio evaluation would help to assess collective outcomes; however, it would require significant coordination within the Mission, OUs, and evaluation partners.

Learning

Continuous and purposeful learning is required to fill knowledge gaps with key learning lines of inquiry globally and locally. Purposeful learning has helped to identify which resilience capacities are the most impactful across contexts. This learning continues to feed into program improvements and new designs. CLA (as described in Principle 5) across USAID, partners, and local actors are crucial to achieving collective impact. In line with CLA and to support adaptive management and collaborative learning, OUs are encouraged to invest in backbone coordination and learning support mechanisms.[25] Where a backbone support mechanism does not exist, USAID also leverages MEL support mechanisms to coordinate and ensure local feedback is integrated throughout the program life cycle.

As part of ongoing resilience learning efforts, USAID will continue to explore new areas of research. Boxes 17 and 18 are examples of frontier issues which USAID will continue to gather research and data.

Box 17: Psychosocial Sources of Resilience

Strengthening resilience to shocks and stresses often requires the adoption of new behaviors by people and the communities and systems they live in. It requires understanding behavioral aspects of resilience, such as: (1) how people's perceptions and experiences affect their ability to cope with shocks and stresses and make positive choices and (2) how to shift social and gender norms to provide a greater voice for marginalized and underrepresented groups. It can also require addressing issues of mental health and psychosocial support (MHPSS), which includes any support that people receive to protect or promote their mental health and psychosocial well-being. MHPSS is not a standalone programmatic approach-it should be integrated across the continuum of care in existing platforms. These considerations can be incorporated into program design and/or monitoring and evaluation to better address needs and increase the likelihood of success. For example, a program design in the DRC incorporated trauma healing support to conflict-affected community members to help them break the cycle of violence, specifically targeting women and youth because they are most affected by conflicts.

Another example is a resilience evaluation in Ethiopia that tracked psychosocial capabilities, such as aspirations and confidence to adapt, that are thought to give people greater resilience in the face of shocks. During the 2014–2015 drought in pastoral areas, a household survey revealed that people with a higher sense of control over their own life were less likely to engage in negative coping strategies, such as pulling out children from school, getting into debt, selling off productive assets, and reducing consumption. The level of self-efficacy (belief in one's ability to succeed in a specific situation or complete a task) had a positive and statistically significant relation with an index of recovery, which shows that people's perception of control over their own life is positively correlated with their actual ability to recover from shocks/stresses. Aspirations and the confidence to adapt also boosted households' resilience to the drought, by helping them to avoid selling or slaughtering their livestock and consuming seed stock and encouraging them to seek out formal assistance—food aid and food/cash-for-work. Similarly, data from the Sahel shows that households' aspirations and confidence to adapt have a positive association with their food security and ability to recover following multiple shocks (drought, erratic rainfall, and insect and bird invasions).

USAID will work to better understand and address psychosocial sources of resilience by continuing to integrate MHPSS into programming, where appropriate, and developing metrics (which take into account cultural and contextual differences) to capture behavioral changes that correspond to the theories of change underpinning USAID programming.

Box 18: Resilience and Rural-Urban Linkages

By 2050, about two-thirds of the world's population will live in cities. Large cities, smaller cities, and peri-urban areas will all play a critical role in rural–urban transformation in the countries where USAID works. The rapid growth of cities in low- and middle-income countries has led to the expansion of urban communities who are marginalized, food insecure, and at risk from shocks and stresses that are exacerbated by climate change. Two-thirds of IDPs, for example, are estimated to reside in urban and peri-urban areas.[26] Urban poverty is often invisible and misunderstood, partly due to persistent assumptions about concentration of poverty in rural areas. The urban poor are typically overexposed to risks such as flooding, drought, and high temperatures and approximately 90 percent of the world's urban areas are coastal with high exposure to flooding and sea level rise.[27] Meanwhile, urbanization trends, coupled with industry and infrastructure development, contribute to increased demand for food, energy, water, sanitation, and transportation and increased pressure on land, forests, and water. The rising incomes of some urban populations can further transform rural communities as changes in food preferences have far-reaching impacts on food production and rural economies.

Aligned with USAID's Urban Policy and Urban Resilience Framework, this policy advocates for increased efforts to employ its approaches in urban and peri-urban areas, especially considering that: (1) Rural–urban linkages provide key sources of resilience for rural and urban populations including assets and resources, skills and strategies, relationships, and systems and services and (2) migration to urban labor markets is a common adaptive strategy for millions of people every year and can be a critical source of income and resilience for migrants and household members that may remain at home. Migration is frequently used as a livelihood diversification strategy in places that experience recurrent, large-scale, covariate shocks like droughts. Evidence from Ethiopia (2014–2016) demonstrates the "resilience effect" of diversifying income through migration across activities, wealth groups, and livelihood zones.

Action 3: Address Institutional Barriers to Change

Nearly a decade of experience designing and implementing resilience programming has taught USAID that budget, legislative, staffing, procedural, and cultural barriers inhibited achievement of the 2012 Resilience Policy. Despite these difficulties, progress has been made. RFCs have built and demonstrated new models of programming, supported by institutional structures like the RLC and RTWG. More broadly, USAID pursued ambitious procurement reform efforts and continues to push for localization. To meet USAID organizational priorities and operationalize this policy, an intentional effort to address institutional barriers at USAID and beyond is essential. USAID has a lead role to play by addressing its own barriers and modeling the type of collective action and cross-sectoral approaches needed, but USAID cannot and should not work alone. USAID partners are essential actors in strengthening resilience. USAID is not alone in facing bureaucratic hurdles to collective action and cross-sectoral approaches. Many host country governments, other development organizations, and USAID partners face similar challenges and are developing solutions that USAID can learn from and support. USAID will, and encourage others to, use this policy to advocate for reform to the institutional barriers that hold back efforts to strengthen resilience. Below is a list of the institutional barriers USAID seeks to address under this policy.

Resources and Legislative Requirements
Additional financial resources and more efficient and flexible use of resources are needed.

The size and scale of humanitarian need continues to grow and the resources to prevent and mitigate the need for HA are growing at a commensurate scale.[28] Host governments, international donors, the United Nations, implementing partners, the private sector, academia, and other stakeholders need to continue to provide and advocate for the necessary resources

to strengthen resilience. This means both reducing the scale and severity of human suffering and loss of life through humanitarian action and making long-term development investments to manage risk and strengthen resilience to an ever-growing list of shocks and stresses, such as pandemics, conflict, and climate change.

Meeting these challenges requires not just additional funding, but more efficient and flexible use of funding. At USAID, the funding used to strengthen resilience is spread across a myriad of different accounts and is influenced by a complex landscape of legislative requirements, earmarks, strategies, and implementation and reporting considerations. These issues often lead to a mismatch between what is needed and what USAID can provide based on its funding. This mismatch leads to inefficiencies in addressing the real-time needs of people, communities, and countries, especially during crises when needs can change rapidly. The contexts and dynamics in which USAID works constantly evolve and more flexible funding can help USAID and its partners address needs in more timely and responsive ways.

Additionally, administrative and reporting requirements associated with different USAID funding streams are time consuming for USAID and partner staff and create silos, impairing coordination and collaboration that is essential for strengthening resilience. Internally, USAID should advocate for effective, cross-Bureau organizational structures, such as the RLC and RTWG, and budget processes that enhance resilience objectives, collaboration, and integration. USAID leadership is encouraged to work on reforming the legislative mandates that govern USAID funding and programming so that they are more supportive of the resilience approaches laid out in this policy.

Staffing and Capacity
More flexible staffing approaches are needed to recruit for, train, and reward staff.

Working in areas experiencing recurrent and multiple shocks and stresses requires financial and human resources that can shift, adapt, and surge in response to evolving conditions over extended periods of time. In complex and fast-changing environments, USAID and partner staffing levels are usually insufficient to meet the scale of resilience needs and often experience high levels of staff turnover. Further, USAID and partner staff are usually hired because they have a specific technical expertise or skill set, and often only for limited terms. While technical expertise is crucial for high-quality work, strengthening resilience requires staff with nontraditional skill sets. This can include developing common agendas and working across technical sectors and stakeholders to leverage the various resources and expertise USAID and partner staff bring to the table.

USAID Missions, technical and regional Bureaus, and implementing partners are strongly encouraged to assess if overall staffing levels and how staff are recruited, evaluated, and rewarded are adequate to ensure integration of resilience across programs and portfolios. A list of needed changes includes developing appropriate surge mechanisms and incorporating resilience objectives into job descriptions and performance monitoring. This includes requiring collaboration and coordination as key job responsibilities, providing relevant resilience training, and carefully crafting staffing plans and management structures to ensure continuity and long-term commitment to strengthening resilience. Local USAID and partner staff should play a critical role in these strategies, offering important contextual knowledge, skills, and commitment.

Procurement and Award Management
More efficient, effective, and flexible procurement processes are needed.

Strengthening resilience requires efficient procurement and the capacity to adjust and manage programming to fit evolving contexts and challenges associated with shocks and stresses. However, despite reforms, current USAID processes and timelines can be slow and cumbersome. At USAID, the time to procure a competitive award can be months to years, which is insufficient to address evolving needs and can undermine efforts to SLI activities. Similarly, adapting programming can be slow, creating a barrier to managing adaptively and making necessary adjustments to changing conditions. Tools such as contingency planning and crisis modifiers, described in Principle 3, are one potential solution. Further USAID investment is needed to improve the efficiency and flexibility of procurement and award management process. Special attention is needed to reduce the barriers to engaging local actors and stakeholders. Additionally, strengthening resilience in the face of shocks, especially in areas of recurrent crises, may require longer implementation periods, as exemplified by models like the BHA Refine and Implement process that provides an additional two-year, performance-based extension (from the five-year base award) to consolidate sustainability and development gains. Providing longer and more flexible awards may help improve collaboration, coordination, coherency, and sustainability of outcomes.

Coordination and Collective Action
Better ways to work together across all actors are needed and must build on country- and community-led efforts.

Coordination and collective action across funding and stakeholders are essential for strengthening resilience. During a shock, communities and countries need services that are coordinated and integrated. Program coordination and integration require sharing information, learning, and expertise. This is often challenging within USAID, as different sectors or teams across different parts of USAID need to work together, and among partners, who usually have individual awards and frequently compete with one another for USAID business. USAID encourages and will support information sharing, planning, coordination, learning, and collaboration, including across different types of assistance in the HDP nexus.

The challenge of collective action is not unique to USAID. Other donors, partners, and host governments play an important leadership role in developing resilience strategies and platforms to identify common resilience goals and objectives, mechanisms for coordination and implementation, and learning and evaluation. Examples of collective leadership and action include the country-led Kenya EDE framework (see Case 7), Malawi Resilience Strategy, and Ethiopia's PSNP, which demonstrate the ability to harness collective efforts to strengthen resilience across administrative, political, and program cycle time horizons. USAID will continue to support and enable community- and country-led efforts to strengthen resilience.

Case 7: Kenya's EDE Framework

After a severe drought in 2011, the Government of Kenya (GOK) developed the EDE framework as a policy committed to ending drought-related emergencies by 2022, by identifying and implementing specific programs and activities to mitigate the impacts of drought-induced disasters in the arid and semi-arid lands (ASALs). The implementation of EDE was facilitated through decentralization to county governments so that more locally led systems work in an effective and integrated manner to decrease the impact of drought. EDE works across local and national governments, donors, and other partners to coordinate investments in peace and security, climate-proofed infrastructure, human capital, sustainable livelihoods, drought risk management, institutional development, and knowledge Management. EDE has mainstreamed drought risk management and climate change adaptation in planning and implementation of development in the ASALs and institutionalized commitments to strengthening resilience. Between 2013 and 2023, the GOK contributed approximately $8.1 billion of its own resources toward EDE, complemented by approximately $661 million from USAID/Kenya's PREG (see Case 6). While the EDE framework has been successful at addressing drought emergencies, Kenya experiences other shocks that significantly affect the livelihoods of these vulnerable communities. USAID is now working with the GOK to address these challenges by developing a resilience programming framework to mitigate multiple threats (see Case 2 for more information on the complex risk environment of Northern Kenya). Building on the lessons of EDE, USAID is supporting the GOK and nonstate actors to deepen a Kenyan-led, -managed, and -owned resilience system for multiple threats and shocks related to conflict, climate (e.g., droughts, floods, and rising water levels in lakes), disease, and pests.

Annex 1: Synthesis of Evidence and Learning

Data and Evidence

USAID has made great strides in building the evidence to support the basic premises laid out in the 2012 Resilience Policy. We now have much greater insights into the sources of resilience and key elements of successful resilience-strengthening efforts. Key learning from the period of testing and scale-up include major findings related to the foundational importance of social protection, impact from layered or multisector programming, a focus on sources of resilience/resilience capacities, the importance of early or anticipatory actions, and the cost/benefits of resilience programming, including averting the need for HA. A sample of evidence for each of these categories is presented in the following sections.

1. **Resilience is enhanced with a foundation of social protection:** USAID views social protection as a set of policies and programs aimed at preventing, reducing, and eliminating economic and social vulnerabilities to poverty and deprivation from birth to old age (see Principle 4). Every society has or needs such policies and programs, without which resilience to severe shocks and stresses is more difficult to achieve. Evidence of the role of social protection programming in support of resilience includes:

   ▶ Households in the RISE program (2013–2018; see Case 3 for more information on RISE and RISE II) implementation areas experienced a significant reduction in the availability of safety nets between the baseline and endline. Household access to food assistance dropped from 55 percent at baseline to only 9 percent at endline, and from 48 percent to 32 percent in Burkina Faso, even though shocks (drought, flooding, COVID-19, conflict, and pests) had an accumulating effect. This was due, in large part, to the shutdown of external assistance programs due to COVID-19. Overall, the RISE program area experienced a steep increase in food insecurity over the life of the project. The lack of a shock-responsive safety net meant gains were lost considering the accumulated impacts of multiple shocks in the Burkina Faso and Niger implementation areas.[29]

   ▶ Economic inclusion programming in the Ethiopian highlands showed how a time-limited and intensive training package on relevant technical themes, social network, and market systems development, when layered on a well-established safety net (in this case, the PSNP), leads to much higher levels of sustainable graduation from chronic poverty.[30]

2. **Comprehensive/layered resilience programming (CRP):** The evidence from evaluations of resilience programming over the past decade is clear: comprehensive, multisector interventions have the most impact on strengthening the resilience of targeted populations. That is, to strengthen households' ability to "bounce back" or "bounce back better" from a shock or stressor, resilience programs should work on diverse sources of resilience, including people's skills and access to information, education, and training; their motivations and aspirations; their access to and use of assets and services; their ability to rely on family, friends, or formal safety nets in times of need; and their decisions in terms of coping with and adapting to changing conditions that affect their livelihoods and food security in the present as well as the future. Examples of positive evidence include:

   ▶ The Pastoralist Areas Resilience Improvement and Market Expansion (PRIME) activity in Ethiopia showed that CRP had a positive impact on household resilience to drought by strengthening a wide array of household resilience capacities, from social capital and livelihood diversity to market access.[31] Results also showed that direct participation in CRP had a larger, positive impact on household food security than just exposure to CRP. Additionally, the CRP approach affected households' ability to recover from shocks by improving the majority of the 20 individual resilience capacity indicators measured, including access to financial resources, asset ownership, formal safety nets, and social capital, among others.

▶ BHA-funded food security programs in Ethiopia, Uganda, and Somalia provide evidence that financial services and cash savings contribute to a household's ability to absorb the consequences of and recover from shocks and stresses, as does social capital in Ethiopia and Uganda.[32] In protracted shock situations, however, social capital can erode. The CRP approach used in PRIME provided a safety net such that as shock impacts accumulated over time, the safety net continued to function and increased overall, helping to prevent households from engaging in negative coping strategies and protecting gains made through programming.

▶ Likewise, a 2017 study of three USAID-funded Development Food Security Activities in Bangladesh provides additional supporting evidence for the role of CRP in improving household resilience capacity and reducing the negative effects of shocks on household well-being outcomes.[33]

▶ A recent study of a multidonor program in Zimbabwe also provides direct evidence that participation in CRP initiatives contributes to the realization of the outcomes at the household level.[34] Using panel data collected over three years, results show that households with high-intensity participation in programming (i.e., three or more interventions) fared better than households who received fewer than three interventions in terms of their recovery, income, and food security. Qualitative findings reveal that people perceive that programming is helping them sustain their livelihoods by strengthening their resilience capacities and increasing their ability to deal with and recover from shocks and stresses.

3. **Strengthening sources of resilience/resilience capacities:** Resilience capacities represent the assets, skills/ strategies, relationships, and services that can be used as proactive measures taken in order to deal with shocks or stresses. Several studies link increased or enhanced capacities with greater resilience, including:

▶ Analysis of the SHOUHARDO II program in Bangladesh assessed the aftermath of catastrophic flooding in 2014 to show that household resilience capacities, including social capital, exposure to information, livelihood diversity, safety nets, access to markets and services, women's empowerment, governance, aspirations and confidence to adapt, and assets,[35] helped mitigate the negative effect of the flood on food security. Overall, the analysis highlights the value of a multisectoral approach to resilience programming, especially in areas that are vulnerable to climate shocks.

▶ A 2022 impact evaluation[36] in southern Niger measured the impact of half-moons on agricultural production and resilience of the production system. The study showed that agricultural production significantly increased in the program sites compared to control sites and was consistently higher in the dry months, suggesting strengthened resilience of the production system, even in the face of drought. The United Nations World Food Programme supported installation of these half-moons between 2013 and 2020 with funding support from USAID to rehabilitate the degraded land. The evaluation used Landsat 7 imagery to estimate Normalized Difference Vegetation Index (NDVI), a measure of greenness, to capture the impact on production and used rainfall data from Climate Hazards Infrared Precipitation with Station Data to identify drought episodes. Satellite data detected that NDVI values increased nearly 50 percent after the interventions. This indicates improved grazing land for pastoralists and cropland for farmers.

▶ The USAID-supported RISE program (2013–2018; see Case 3 for more information on RISE and RISE II) strategically layered, sequenced, and coordinated humanitarian and development efforts to end the vicious cycle of crises in the Sahel. Households in the RISE zone were better able to mitigate the effects of shocks and stresses due to the program's strong, positive impacts on households' absorptive and adaptive capacities (i.e., availability of hazard insurance, disaster preparedness, asset ownership, bridging social capital, access to financial resources, infrastructure and formal safety nets, and exposure to information).

4. **Anticipatory actions and flex capabilities:** Being able to take actions in the short term to cope with a shock is a source of resilience. However, many coping actions, such as sale of productive assets, can have a long-term or permanent negative impact on the future well-being of households or institutions. If there is a long delay before people in crisis have access to HA, assets can be lost, debt accrued, and people's health compromised. Evidence of successful anticipatory actions include:

  ▶ USAID supported the purchase of index insurance for drought for the people of Mali in 2021 through the African Risk Capacity (ARC) Replica program. It triggered and paid out $7 million in disaster relief to the most in need in advance of negative coping in 2022. The Government of Mali purchased a complementary policy, yielding $14 million in drought insurance payouts, most likely dispersed through an existing social protection system. Collectively, this assistance is reaching hundreds of thousands of Malians to help them cope with a catastrophic drought.

  ▶ A crisis modifier is a tool typically employed by long-term development programs to mitigate shock effects and protect development gains. In response to the 2016–2017 drought in Ethiopia, program participants were provided, via market actors, cash and/or inputs necessary to maintain income-generating activities for several months. Recipients reported that this modest assistance lessened impact and accelerated recovery and helped them avoid negative coping mechanisms, such as distress migration.[37]

5. **Leveraging government efforts and private sector partnerships:**

  ▶ In Kenya, USAID resilience investments served as models for GOK policy and response through its EDE framework (see Case 7). Approximately $661 million of USAID support since 2012 is helping to drive an $8.1 billion, 10-year government investment commitment into EDE in Kenya's arid, northern counties.

  ▶ In Malawi, the Feed the Future Malawi Agriculture Diversification Activity has leveraged more than $7 million in infrastructure and more than $600,000 in annual operational support from private companies to help improve the resilience of smallholder farmers in areas that often receive HA. In turn, the private sector partners gain access to a stable labor force for productive activities.

6. **Graduation and sustainable poverty escapes:** Research on the alarming rates at which people are escaping and then falling back into poverty in the face of shocks and stresses underscores the broader relevance of resilience to sustainably reducing hunger, poverty, and malnutrition. It also highlights the need to look at the compound nature of shocks and stresses over time.

  ▶ Case studies conducted by the Overseas Development Institute[38] on the poverty dynamics of households in Bangladesh, Ethiopia, and Uganda used household-level panel data and qualitative life histories to examine what happens over time to households that escape poverty.

  ▶ In Uganda, most people either remain out of poverty or fall back into poverty, and a small portion churn around the poverty line (all households, 2005).

  ▶ In Bangladesh, the majority of people remain out of poverty and a small portion fall back into poverty (households in rural areas, 1997–2010).

  ▶ In Ethiopia, a larger percentage of people fall back into poverty. About a quarter of the people remain out of poverty and a small portion churn around the poverty line (households in rural areas, 1997–2009).

  ▶ Events driving households back into poverty include a series of shocks in quick succession, such as ill health or natural events (floods and drought); life cycle stresses (birth, death, household formation, and marriage); or systemic stresses (changes in prices of food, agricultural inputs and outputs, or wages, other market shocks, employment opportunities, land degradation, etc.). Other studies have found downward pressures to include climate effects on agriculture, gendered labor practices, as well as limited availability of basic services, market access, and social capital.

7. **Return on investment; cost/benefit; HA averted:** Strengthened resilience and timely humanitarian response generate two kinds of savings: (1) reductions in the costs of humanitarian interventions by reducing the humanitarian caseload (both numbers in need as well as the size of that need) and (2) avoided income and asset losses by households or enterprises that, in the absence of early interventions, resort to negative coping strategies like distress sales of productive assets. Several studies have examined the financial benefits from successful programming of this nature.[39]

▶ Modeling in the Ethiopian highlands estimated savings from early COVID-19 responses for households being supported by graduation programming and found that for every $1 spent, approximately $3.50 would be saved.[40]

▶ In the lowlands of Ethiopia, USAID's PRIME activity used a food systems approach (markets, climate-smart practices, and animal health) in an area that suffers from cyclical drought and is dependent on relief. Households in the area reached by CRP were able to maintain their food security during the major 2016 El Niño drought, while households outside the area saw a precipitous 30 percent decline in their food security. It was estimated that this greater resilience for program participants averted HA needs for 240,000 people with a cost savings of approximately $22 million.[41]

▶ The randomized control trial for the Graduation to Resilience program in Kamwenge District in Uganda, which targets refugee and host communities, revealed that a $1 investment per household today on a graduation program with group coaching (assuming 100 percent persistence and using a 5 percent discount rate) will result in an additional $3.40 benefit over time.[42]

Vision for Resilience MEL

USAID has made great strides in developing measurement tools and methods for studying resilience.

▶ We have tools and methods to measure resilience capacities and realized resilience in the face of shocks and stresses and can determine what factors (sources of resilience/resilience capacities) make individuals, households, communities, and higher-level systems more resilient.

▶ We can estimate how USAID investments in resilience are reducing HA needs.

▶ We learned that strengthening the resilience capacities of individuals, households, communities, and higher-level systems is best accomplished through coordinated and multisector programming.

▶ Flexible safety nets help people bridge unexpected crises and protect development gains.

▶ We have examples of how USAID's traditional technical sectors are incorporating and applying resilience concepts and approaches.

Resilience measurement requires a deep understanding of the dynamic context and complex and interrelated social, ecological, political, and economic systems within which households and communities live. It requires USAID and its implementing partners to:

▶ Identify and understand the magnitude and frequency of shocks and stresses

▶ Understand resilience capacities across and within systems that help to prepare for, mitigate the impact of, and recover from the consequences of the shocks and stresses

▶ Assess well-being outcomes (such as food insecurity, poverty, educational attainment, or health service coverage) that are tracked over time

Resilience is not a well-being outcome; it is an ability, a result of a set of capacities, that contributes to maintaining or changing the outcomes of interest in the face of shocks and stresses. It is a means to an end.

Resilience capacities are resources, strategies, and behaviors that include proactive actions taken in advance of a potential shock or stress to prepare for and help mitigate its effect (i.e., adaptive capacities), strategies taken by households and communities during a shock or stress episode to manage it (i.e., absorptive capacities), and fundamental changes to the social, environmental, and economic systems in the face of shocks and stresses (i.e., transformative capacities).

Therefore, resilience measurement requires:

- ▶ Information on context-specific shocks and stresses

- ▶ Information on a set of resilience capacities critical to prepare for, mitigate the impact of, and recover from the consequences of the shocks and stresses specific to the population in a given context

- ▶ Well-being outcomes of interest

Despite all this progress, many challenges remain:

- ▶ Insufficient and inconsistent understanding and application of resilience concepts, evidence, and programming approaches at USAID

- ▶ Structural problems and incentives/disincentives within USAID are part of the problem

Resilience measurement analytics: The most critical part of the resilience measurement is the analytical piece. Resilience analysis requires assessing the changes in well-being outcomes, taking into account the shocks and stresses and critical capacities within the social, ecological, political, and economic systems in the face of shocks and stress.

Annex 2: Strategic Alignment with Resilience Policy

Sector/Office	Policy/Strategy/Guidance	Alignment with Resilience Policy
Agriculture	The U.S. government's Global Food Security Strategy (GFSS) 2022–2026 is an integrated, whole-of-government approach that aims to end global hunger, poverty, and malnutrition through the Feed the Future initiative. The updated strategy, launched in 2021, builds on the previous five-year strategy that was developed under the Global Food Security Act of 2016.	**GFSS** aims to address crises that threaten to undermine global food security progress by responding to challenges, including COVID-19, conflict, inequity, and climate change. Feed the Future's goal and vision is to sustainably reduce global poverty, hunger, and malnutrition across three interconnected objectives: ▶ Inclusive and sustainable agriculture-led economic growth: Foster growth in the agricultural sector that increases access and availability to nutritious food and creates sustainable entrepreneurship opportunities. ▶ Strengthened resilience among people and systems: Increase efforts to sustainably lift communities from entrenched poverty and combat intense shocks and stresses. ▶ A well-nourished population, especially among women and children: Promote nutrition, especially during the 1,000 days from pregnancy to a child's second birthday. The **Resilience Policy** directly contributes to and supports these objectives, especially strengthened resilience among people and systems.
Biodiversity	The USAID Biodiversity Policy creates a more strategic, focused, and results-oriented programming that applies scientific and evidence-based approaches.	Biodiversity can no longer be seen as an issue separate from the core concerns of society: tackling extreme poverty, increasing food security, improving public health, managing the growing impacts of global climate change, and building resilience to recurrent crises. The Biodiversity Policy ultimately recognizes that human well-being and progress depend on the health of natural systems and that lasting development gains are not possible unless these systems are valued and safeguarded. The **Resilience Policy** contributes to USAID's commitment to improve biodiversity by supporting the ability of people to weather shocks and stresses while sustainability managing their natural resources.
Climate Change	The USAID Climate Strategy 2022–2030 is a whole-of-Agency approach to reduce global greenhouse gas emissions, help partner countries strengthen resilience to climate change, and improve our operations, guided by a single, overarching goal: to advance equitable and ambitious actions to confront the climate crisis.	Climate change shocks are a primary risk that necessitates strengthening resilience to preserve well-being outcomes. Working toward a resilient, prosperous, and equitable world with net-zero greenhouse gas emissions is key for this policy and USAID's **Climate Strategy**. The **Resilience Policy** builds on and complements the Climate Strategy by emphasizing the importance of addressing the climate crisis through both adaptation and mitigation; and analyzing climate risks and solutions and how they impact well-being outcomes (e.g., health, education, governance, etc.).

Sector/Office	Policy/Strategy/Guidance	Alignment with Resilience Policy
Conflict/ Violence Prevention	The Global Fragility Act requires a whole-of-government strategy to address conflict and fragility—frequently a precursor to conflict and violence. In response, the U.S. government developed the _United States Strategy to Prevent Conflict and Promote Stability._	The **Strategy to Prevent Conflict and Promote Stability** seeks to break the costly cycle of fragility and promote peaceful, self-reliant nations that become U.S. economic and security partners. This strategy notes that "the United States will pursue a new approach that addresses the political drivers of fragility and supports locally driven solutions" by "aligning U.S. government operations, setting clear priorities, and integrating all tools of U.S. foreign policy." In many contexts where USAID works, especially in RFCs, delivering on this strategy and its approaches will require increased collective action, including through HDP coherence both within USAID and with other actors in line with the principles and actions of the **Resilience Policy**.
Digital	The _Digital Strategy 2020–2024_ outlines USAID's deliberate and holistic commitment to improve development and humanitarian assistance outcomes through digital technology and to strengthen open, inclusive, and secure digital ecosystems.	Per the **Digital Strategy**, digital technology has the power to spur economic growth, improve development outcomes, and lift millions out of poverty. USAID is working toward a future where digital technology promotes inclusive growth, fosters resilient and democratic societies, and empowers all, including the most vulnerable. Digital technologies and services play a crucial role in designing and monitoring resilience programming and maintaining the networks that are essential for collective action and the flow of information and resources. Technologies such as geographic information systems (GIS), remote sensing and satellite data, and mobile telephony and banking, can help capture data, facilitate analysis, and provide services even in geographies that are physically difficult or unsafe to access. Digital technology also helps maintain resilient communications networks in the face of shock and enables partnership and learning for collective action across individuals and geographies. The **Resilience Policy** contributes to USAID's deliberate and holistic commitment to improve development and HA outcomes by using digital technology and to strengthen open, inclusive, and secure digital ecosystems.
Economic Growth	USAID's _Economic Growth Policy_ advances the commitment of USAID and the broader U.S. government to promoting inclusive, sustained, and resilient economic growth in developing countries.	USAID's **Economic Growth Policy** advances the commitment of USAID and the broader U.S. government to promoting inclusive, sustained, and resilient economic growth in developing countries. The approach directly overlaps with the **Resilience Policy** in its principles prioritizing inclusion, sustainability, and resilience; being systemic or catalytic in our work; being cost-effective; and being adaptive. Through these principles, the Economic Growth Policy ensures that USAID programs strengthen the long-term sustainability of markets and firms via climate mitigation and adaptation, and improves the resilience of firms and their workers toward structural economic shocks.

Sector/Office	Policy/Strategy/Guidance	Alignment with Resilience Policy
Education	The *USAID Education Policy* envisions a world where partner country education systems enable all children and youth to acquire the education and skills needed to be productive members of society.	The **Education Policy** states quality education leads to greater economic growth, improved health outcomes, sustained democratic governance, and more peaceful and resilient societies. USAID's Education and Resilience White Paper articulates a conceptual framework for resilience in the education sector. It notes that quality, inclusive, accessible and equitable, and safe provision of education strengthens social capital, improves knowledge of hazards and risks, empowers women and youth, strengthens human capital, and helps people adapt to changing conditions, all sources of resilience identified in the **Resilience Policy**. A resilient education system contributes to resilience through contingency planning, physical infrastructure, relationships, and professional networks. When education systems are more resilient to shocks and stresses, they are better able to sustain positive learning outcomes, maintain equitable access, support child and youth well-being, and build relevant skills and opportunities for all children and youth across all levels of education. In the *USAID Education in Crisis and Conflict Learning Agenda*, a key question we strive to answer through education programs is, "How can USAID education programs contribute to building more resilient education institutions in crisis and conflict contexts?" which reflects our prioritization of resilience in countries prone to recurrent shocks.
Geospatial Strategy	The Geospatial Strategy (in public comment) envisions a future in which a geographic approach to development empowers USAID and its partners to more effectively apply all forms of data to advance international development and humanitarian assistance outcomes.	The geographic approach brings together data and analytical expertise to better understand where development and DRR needs and opportunities are concentrated, where programs are implemented, and the effectiveness of those programs. It is a systems-based approach which facilitates development at the local level through an improved understanding of the complex, interconnected, lived realities of a specific place. The **Geospatial Strategy** promotes the use of geospatial data, tools, and analysis that directly support the **Resilience Policy**. The geographic approach provides a data-informed method for tracking shocks, stresses, and opportunities for resilience at the local, national, and regional levels.
Global Health	The *USAID Vision for Health System Strengthening 2030* sets priorities and direction for USAID's investments in health system strengthening and represents a significant step forward in programming.	Health system strengthening approaches are based on whole-of-society engagement, locally-driven solutions, and social and behavior change. The **Vision** asserts that health systems are resilient when they can adjust resources, policy, and focus to respond to persistent and emerging challenges. Projected shortfalls in future GH spending, along with increasing risks of shocks and stresses, like infectious disease outbreaks and climate change impacts, also risk undermining progress toward the achievement of the Sustainable Development Goals for health.
	PREDICT: Advancing Global Health Security at the Frontiers of Disease Emergence and Global Health Security Agenda	Strengthening GH security advances support the **Resilience Policy** by strengthening the ability of individuals, households, communities, systems, and countries to be able to prevent, detect, and respond to existing and emerging infectious diseases. Climate change is a driver of the increasing risks of zoonotic disease spillover events, and nearly a billion people are affected by zoonotic diseases each year. USAID's *Considerations to Integrate Climate Change Mitigation and Adaptation into Health System Strengthening Programming* is one resource that encourages integrating the management of such risks into GH programs.

Sector/Office	Policy/Strategy/Guidance	Alignment with Resilience Policy
	Immunization Agenda 2030	Immunization is a "best buy" in GH and development more broadly, and a foundation for healthy, productive communities. Preventing and reducing the spread of infectious and other diseases through immunization are critical to strengthening GH security and resilience at all levels and across all sectors. As the COVID-19, monkeypox, polio, and other former and ongoing pandemics have shown, most high-burden, infectious diseases are or are on their way to being vaccine preventable. Immunized populations are more resilient to infectious disease outbreaks, food insecurity, and other shocks and stresses, while low immunization coverage during a vaccine-preventable disease outbreak can significantly disrupt essential services and functions across every sector—from health and education to supply chains and commerce.
	Population, Environment, and Development Integration	USAID's work on voluntary family planning work is critical for ensuring and bolstering resilience capacities, as detailed in the **Resilience Policy**. Family planning is a building block of resilience to impacts of multiple shocks, including climate change. Meeting women's needs for family planning/reproductive health has multiple benefits for resilience adaptation efforts: women and their children are healthier—a fundamental building block of resilience to climate change impacts; women become more empowered, opening up greater possibilities for them to effectively engage in adaptation efforts; couples who are able to avoid unintended pregnancies tend to have smaller families, limiting household demand on climate-sensitive resources like food and water. Slower population growth as a result of voluntary family planning reduces pressure on local economies.
	Global Child Thrive Act	The **Global Child Thrive Act** became law in January 2021 and contributes to the **Resilience Policy** as the first U.S. government law of its kind to focus on inclusive early childhood development. It recognizes that ensuring that children not only survive but thrive, including children with disabilities and developmental delays, is critical for human capital investment and society's future health, prosperity, and stability. The Act's Implementation Guidance (forthcoming) directs relevant federal departments and agencies to incorporate, to the extent practical and relevant, early childhood development into foreign assistance programs to promote the rights and inclusion of the world's most marginalized and underserved children. This includes resilience- and trauma-informed MHPSS for children; positive parenting to reduce sexual, gender-based, and other childhood violence; addressing vulnerability factors for childhood marriage; and increasing children's access to nutrition and education so that they can grow and thrive.
	Acting on the Call	**Acting on the Call**—USAID's response to the 2012 global Call to Action—lays out a bold agenda to save the lives of women and children. Since 2014, this annual flagship report has served as a roadmap for accelerating progress against one of the Agency's top GH priorities: preventing child and maternal deaths. The United States is deeply committed to ensuring all women and children have the same chance at a healthy life, regardless of where they live. Healthy women and children drive more resilient households, communities, and systems, and more stable, productive communities and countries as they advance on their development journeys.

Sector/Office	Policy/Strategy/Guidance	Alignment with Resilience Policy
	[U.S. President's Malaria Initiative (PMI) "End Malaria Faster" Strategy 2021-2026](#)	As nearly half the world's population lives in areas at risk of malaria transmission, preventing and controlling malaria remains a U.S. national security and foreign assistance priority. These risks are expected to increase amidst climate change and other threats. **PMI's** strategy aims to greatly reduce malaria deaths and cases in countries that account for 80 percent of the world's malaria burden—contributing to the global goals of saving more than 4 million lives and averting over 1 billion cases by 2025. Reducing malaria enables governments, civil society, faith-based organizations, and the private sector in USAID partner countries to unlock economic growth and realize greater human potential. USAID's leadership against malaria saves lives and protects the people most vulnerable to disease in support of inclusive development, a **Resilience Policy** priority. PMI investments also promote the economic growth, stability, and, hence, resilience of communities and nations.
Humanitarian Assistance	[Early Recovery, Risk Reduction, and Resilience Framework (ER4)](#) programs and activities are all designed to support early recovery, reduce disaster risk, and/or increase the resilience of the communities and countries in which we work. The *[Sendai Framework for Disaster Risk Reduction 2015–2030](#)* (Sendai Framework) provides member states with concrete actions to protect development gains from the risk of disaster. USAID is finalizing its Humanitarian Action Policy, which outlines the humanitarian norms, core values, fundamental principles, and approaches to guide USAID's humanitarian actions.	Over the past decade, humanitarian crises have grown more protracted and complex, moving beyond responding to sudden-onset disasters to addressing chronic vulnerabilities and reducing the overall impact of recurrent shocks and stresses. In addition to leading the U.S. government's response to international disasters, USAID's BHA provides the foundations for transformative change and self-reliance through our support of **ER4** programs. Our goal is to improve the lives of those vulnerable to or affected by crisis, unconditionally and impartially, so that all whom we serve are treated with dignity and respect. ER4 gives communities the tools they need to be resilient to future shocks and stresses through: ▶ Early recovery efforts to protect and restore basic systems and services ▶ Risk reduction programs to prevent and reduce risks associated with chronic and recurrent hazards ▶ Resilience programming to help communities Ideally, ER4 programming is SLI with emergency HA, guided by USAID's **Humanitarian Action Policy**, and longer-term development programming across the HDP nexus, a key principle of the **Resilience Policy**. The Humanitarian Action Policy guides USAID's humanitarian response priorities and addresses how these priorities complement broader Agency objectives, other policies, and cross-cutting issues. USAID HA consists of two intersecting areas: humanitarian response characterized by urgent action to meet critical needs of people affected by crises and disasters, and ER4, which reflects longer-term efforts to mitigate, adapt to, and recover from shocks and stresses in ways that reduce chronic vulnerability and facilitate inclusive growth. The Humanitarian Action Policy recognizes that preexisting vulnerabilities increase risks during a disaster and erode the development gains, calling for close coordination between humanitarian response work and development programming to strengthen resilience. The policy seeks both humanitarian and development actors to consider HDP nexus principles to maximize coherence across USAID programming.

Sector/Office	Policy/Strategy/Guidance	Alignment with Resilience Policy
Local Capacity Development	USAID's *Local Capacity Strengthening Policy* recommits the Agency to focus on strengthening the ability of local actors, organizations, networks, and systems to achieve and sustain results. Local actors are supported to achieve their own mission and vision for success; their ability to be effective and relevant development actors within their local contexts and communities is strengthened; and local capacities and change processes are built up.	The **Local Capacity Strengthening Policy** establishes an Agency-wide vision and common approach toward strengthening local capacity that can be applied and adapted across the wide variety of sectors, contexts, countries, and sets of actors with which the Agency works. This vision and approach are expressed through a framework and set of principles that will guide future USAID HA and development programming. The **Resilience Policy** similarly recognizes that local leadership and ownership are essential for fostering sustainable results across our development and HA work. It is particularly important for resilience as many positive outcomes of localization—human capacity, asset ownership, agency, etc.—are core to the concept of resilience and reinforced by a decade of experience and evidence.
Natural Resource Management	USAID's Environmental and Natural Resource Management Framework is an Agency-wide framework to ensure USAID investments in all sectors bring environmental considerations to the forefront.	Like the **Resilience Policy**, the **Environmental and Natural Resource Management Framework** recognizes that development gains are increasingly threatened by unprecedented environmental degradation and climate change. Sound stewardship of environmental and natural resources is critical to self-reliance and helps build healthier populations, strengthens livelihoods, reduces conflict, promotes stability, increases resilience, and creates lasting economic opportunities. Similarly, the Resilience Policy emphasizes that sustainable natural resource management can strengthen resilience through livelihood opportunities and by buffering people against the impacts of shocks through nature-based solutions. Both the framework and policy embrace a new way of doing business at USAID—an approach that looks beyond standalone programming to enhanced integration and collaboration across the Agency.
Nutrition	USAID'S *Multi-Sectoral Nutrition Strategy 2014–2025* addresses both direct and underlying causes of malnutrition, and its focus on linking HA with development programming helps strengthen resilience to shocks in vulnerable communities.	The **Multi-Sectoral Nutrition Strategy** emphasizes that optimal nutrition is fundamental to achieving USAID's wider mission to end extreme poverty and to promote resilient, democratic societies while advancing our national security and prosperity, and reaffirms both USAID's commitment to global nutrition and our role as a major international partner in the fight against malnutrition. Similar to the **Resilience Policy**, the strategy's multisectoral approach addresses direct and underlying causes of malnutrition and focuses on linking HA with development programming to strengthen resilience.
Private Sector Engagement	The *Private-Sector Engagement Policy* is a mandate to work hand-in-hand with the private sector to design and deliver our development and humanitarian programs and activities across all sectors.	According to the ***Private-Sector Engagement Policy***, the private sector is an inextricable stakeholder in driving and sustaining outcomes and is playing an unprecedented role in creating and shaping opportunities that improve the lives of the people and communities USAID supports. Private sector entities provide goods, services, employment, and key resources (e.g., human capital, technology, expertise, and local knowledge) that enable communities to adequately prepare for and withstand shocks. While the private sector provides essential sources of resilience, it is not immune to the impacts of shocks and stresses. Per the **Resilience Policy,** private sector engagement is essential to strengthen resilience and it is important to understand and invest in the resilience of the economic and market systems on which the private sector depends. The emerging field of MSR analyzes the capacity of market systems to absorb, adapt, or transform in the face of shocks and stresses.

Sector/Office	Policy/Strategy/Guidance	Alignment with Resilience Policy
Procurement	USAID's *Acquisition and Assistance Strategy* guides changes to Agency policy and practice for staff and implementing partners.	Similar to the **Resilience Policy**, the *Acquisition and Assistance Strategy* acknowledges that USAID operates in increasingly complex environments where circumstances on the ground require rapid adaptability. This means that USAID and our partners must intentionally learn from performance monitoring, evaluations, and through other means, and modify interventions accordingly in real time. The policy and strategy also emphasize the importance of adaptive management in programming and working with and through local partners.
Urban	USAID's 2013 Sustainable Urban Services Policy provides guidelines to help countries and communities improve the delivery of essential services in urban areas and to strengthen the linkages and interconnections between urban and rural areas. USAID's Urban Resilience Framework (draft) aims to help staff better understand urban resilience and provides evidence-based, practical guidance on how it can be applied to Agency programming.	Cities in USAID partner countries face increasingly intense and complex shocks and stresses, with causes and impacts that cut across traditional programming areas. Fortunately, there are opportunities to integrate approaches and actions into USAID programming to bolster the resilience of communities, cities, and countries while also improving outcomes in water, food security, economic growth, health, social cohesion and protection, education, climate change, and DRR, among others. By advancing urban resilience, USAID can contribute to development and humanitarian objectives, even in the face of climate change, health epidemics, conflict, and other shocks and stresses. Doing so is critical to USAID's mission since more than half the world's population already lives in cities, and vulnerable populations and global risks are increasingly concentrated in urban areas.
Water	The *U.S. Government Global Water Strategy 2022–2027* describes how the United States intends to increase access to safe WASH in high-priority countries (HPCs), improve the management of water resources and watersheds in HPCs, and work to prevent transboundary conflict over water resources.	Mandated by the Water for the World Act, the **Global Water Strategy** describes how the United States intends to increase access to safe WASH in HPCs, improve the management of water resources and watersheds in HPCs, and work to prevent transboundary conflict over water resources. The goal of the USAID Water and Development Plan (WDP) within the Global Water Strategy is to increase the availability and sustainable management of safe water and sanitation for the underserved and most vulnerable through the following development results: (1) strengthen sector governance and financing, (2) increase sustainable access and use of sanitation and the practice of key hygiene behaviors, (3) increase sustainable access to safe drinking water, and (4) improve management of water resources. The WDP emphasizes a systems approach to WASH and water resources management (WRM) services focused on sustainability of programming and, thus, fully aligns with Action 4 and 5 of Objective 1 of the Resilience Policy Revision. The *Humanitarian-Development Coherence in WASH or WRM Programs* serves as implementation guidance under the WDP. It provides an overview of actions to enhance the coherence between humanitarian, stabilization, and development approaches to WASH or WRM programming to strengthen resilience in shock-affected contexts.

Notes

[1] Examples of this include: Box 3: In Resilience in the Sahel Enhanced II (RISE II) in Niger and Burkina Faso, a multisector approach was used to analyze and design programming to strengthen resilience in complex risk environments marked by food insecurity, persistent poverty, corrupt governance, high population growth rates, recurrent climate shocks, and conflict. RISE II programming includes more traditional sectoral investments in health, education, agriculture, and water, combined with cross-sectoral investments in governance, risk management, and women and youth empowerment. For more information see: Resilience in the Sahel Enhanced (RISE) II Technical Approach Working Paper.

[2] USAID. 2018. *Resilience Evidence Forum Report*. Center for Resilience. USAID.

[3] Vaughan, E. 2018. *Resilience Measurement Practical Guidance Note Series 3: Resilience Capacity Measurement. Mercy Corps*, Resilience Evaluation, Analysis, and Learning (REAL) Associate Award.

[4] ResilienceLinks. n.d. "Resilience in Practice." Regions & Countries. Accessed November 16, 2022. https://resiliencelinks.org/regions-countries.

[5] Smith, L. and T. Frankenberger. 2022. "Recovering from Severe Drought in the Drylands of Ethiopia: Impact of Comprehensive Resilience Programming." *World Development* 156. TANGO Intl.

[6] Kania, John and Mark Kramer. 2011. "Collective Impact." *Stanford Social Innovation Review*.

[7] Ibid.

[8] Rogers, Beatrice Lorge and Jennifer Coates. 2015. *Sustaining Development: A Synthesis of Results from a Four-Country Study of Sustainability and Exit Strategies among Development Food Assistance Projects*. Washington, D.C.: FHI 360/Food and Nutrition Technical Assistance III Project (FANTA).

[9] HA aims to save lives, reduce human suffering, and reduce the physical, social, and economic impact of disasters. It is provided in such a way as to support implementers' adherence to humanitarian principles of humanity, neutrality, impartiality, and independence. Development assistance (DA) is focused on promoting social and economic development in the longer term; it is not necessarily provided based on humanitarian principles and has a stronger emphasis on strengthening government systems and capacity. Peace assistance refers to stand-alone programming that directly addresses the root causes of conflict and violence. HA and DA contribute to peace when possible, but the primary goal of peace assistance is to build peace.

[10] United Nations High Commissioner for Refugees (UNHCR). n.d. "Figures at a Glance." UNHCR USA. Accessed November 17, 2022. https://www.unhcr.org/en-us/figures-at-a-glance.html.

[11] Hendrix, C. and J. Anderson. 2021. *Resilience and Food Security Amidst Conflict and Violence: Disrupting a Vicious Cycle and Promoting Peace and Development*. USAID.

[12] Bookings. 2021. "Poverty and Fragility: Where Will the Poor Live in 2030?" Future Development. Last modified April 19, 2021. https://www.brookings.edu/blog/future-development/2021/04/19/poverty-and-fragility-where-will-the-poor-live-in-2030/.

[13] The DNH principle dictates that aid interventions should not exacerbate conflict or put beneficiaries at greater risk than they would otherwise face without the intervention. Whenever we bring resources, ideas, or staff into a situation, we become part of that environment. A DNH approach recognizes this and takes action to mitigate the negative and optimize the positive impacts. DNH is part of a conflict-sensitive approach to programming.

[14] USAID. 2014. *Local Systems: A Framework for Supporting Sustained Development*. USAID.

[15] Vroegindewey, R., K. O'Planick, T. Pulido, J. Cissé, R. Van Der Merwe, L. Meissner, J. Lamm, and T. Griffin. 2019. *Guidance for Assessing Resilience in Market Systems*. USAID.

[16] The term "shock-responsive" comes from social protection systems and the need for these systems to be able to respond flexibly in the event of an emergency. For more information on shock-responsive approaches, see *Working Paper 1: Conceptualising Shock-Responsive Social Protection*.

[17] While USAID uses the term shock-responsive, other development organizations use the term "shock-sensitive" similarly.

[18] Ibid.

[19] "An intentional approach to making decisions and adjustments in response to new information and changes in context"; USAID. 2018. *Program Cycle Discussion Note: Adaptive Management*. USAID.

[20] An "adaptive approach" refers to intentionally and systematically using relevant knowledge to inform decision-making and ultimately take action. See the *USAID Learning Lab Collaborating, Learning and Adapting (CLA) Framework.*

[21] Dexis Consulting Group. 2020. *Evidence Base for Collaborating, Learning, and Adapting: A Summary of the Literature Review*. Dexis Consulting Group.

[22] Bryan, E. 2022. *Evidence Brief: State of Knowledge on Gender and Resilience*. Gender, Climate Change, and Nutrition Integration Initiative (GCAN).

[23] Anderson, A. 2018. *Resilience in Action: Gender Equity and Social Inclusion*. Mercy Corps, REAL Associate Award.

[24] Smith, Lisa C. and Timothy R. Frankenberger. 2018. "*Does Resilience Capacity Reduce the Negative Impact of Shocks on Household Food Security? Evidence from the 2014 Floods in Northern Bangladesh*." *World Development* 102: (February) 358-376.

[25] *Backbone support* refers to funding a dedicated, independent entity or team to help maintain strategic coherence, coordination, and management of operations, and it is one of five key features to a collective impact approach. Examples involving USAID include Kenya's PREG, South Sudan's Partnership for Recovery and Resilience, and the Sahel Collaboration and Communication Activity.

[26] UNHCR. *Global Trends: Forced Displacement in 2019*. Copenhagen, Denmark: UNHCR.

[27] Urban Climate Change Research Network (UCCRN). 2018. *The Future We Don't Want: How Climate Change Could Impact the World's Greatest Cities*. UCCRN.

[28] While the COVID-19 pandemic made 2020 an exceptional year, the *Global Humanitarian Assistance Report 2021* reported that the United Nations-coordinated appeal requirements reached a "record $38.8 billion," which were "only 52 percent funded overall, resulting in the largest funding shortfall ever seen of $18.8 billion."

[29] REAL. 2020. *Resilience in the Sahel-Enhanced (RISE) Program Impact Evaluation: Report of Recurrent Monitoring Survey 2018–2019*. Save the Children USA.

[30] USAID Ethiopia. 2017. *Final Performance Evaluation: Graduation with Resilience to Achieve Sustainable Development (GRAD) Activity*. Social Impact, Addis Ababa.

[31] Frankenberger, T. and L. Smith. 2019. "Ethiopia Pastoralist Areas Resilience Improvement and Market Expansion (PRIME) Project Impact Evaluation. Key Findings from the Endline Survey Resilience Analysis." PowerPoint presentation, REAL Initiative.

[32] TANGO. 2019. "Key Resilience Evidence from the Horn of Africa Workshop." PowerPoint presentation, REAL Initiative.

[33] TANGO. 2017. _Bangladesh Resilience Research Report: Final_. USAID.

[34] TANGO. 2021. _Zimbabwe Resilience Building Fund: Outcome Monitoring Survey Rounds 1, 2, 3. 2021 Programme Learning Report._

[35] Smith, L. and T. Frankenberger. 2017. "_Does Resilience Capacity Reduce the Negative Impact of Shocks on Household Food Security? Evidence from the 2014 Floods in Northern Bangladesh_." _World Development_ 102 (February): 358-376.

[36] NASA SERVIR. 2022. _Assessing the Impact of Agroecological Interventions in Niger through Remotely Sensed Changes in Vegetation._ USAID.

[37] USAID/Ethiopia. 2017. _Final Performance Evaluation—Graduation with Resilience to Achieve Sustainable Development (GRAD) Activity_. USAID.

[38] Agrilinks. n.d. "Resilience and Sustainable Poverty Escapes." Topics: Theme Month Collections. Accessed November 21, 2022. https://www.agrilinks.org/theme-month-collections/resilience-and-sustainable-poverty-escapes.

[39] Courtenay Cabot Venton. 2020. _Economics of Early Response and Resilience to COVID-19: Ethiopia, Social Protection Approaches to COVID-19 (SPACE)_. Foreign, Commonwealth and Development Office and Deutsche Gesellschaft für Internationale Zusammenarbeit.

[40] Ibid.

[41] Frankenberger, T. and L. Smith. 2019. _Ethiopia Pastoralist Areas Resilience Improvement and Market Expansion (PRIME) project impact evaluation. Key Findings from the Endline Survey Resilience Analysis_. PowerPoint presentation for the REAL Initiative.

[42] Technical and Operational Performance Support (TOPS). 2022. _Endline Report of the Resilience Food Security Activity Graduating to Resilience in Uganda, Cohort 1_. USAID.