CARE Resilience Marker – Frequently Asked Questions

General

Q	**What is the Resilience Marker?**
A	The CARE Resilience Marker was developed by the CARE Climate Change and Resilience Platform (CCRP) and allows teams at CARE to self-assess and reflect on how well resilience is integrated into their projects. It provides relevant insights on how risks and vulnerability to shocks and stresses are addressed and offers opportunities for further reflection as well as for tracking progress on resilience integration over time. The Resilience Marker provides a score from 0 to 4, ranging from "no resilience integration" up to "excellent resilience integration" for each project assessed.

Q	**Are we only talking about climate Resilience?**
A	No, CARE's resilience framework goes beyond climate resilience and is referring to all types of shocks and stresses: social, economic, political, meteorological, geophysical… You can refer to the Resilience guidance note to know more.

Q	**Is the Resilience Marker applicable to all CARE projects and programs?**
A	Yes, the **Resilience Marker is applicable to all outcome areas**: An effective humanitarian response; The right to sexual, reproductive and maternal health and a life free from violence; Food and nutrition security and resilience to climate change and Women's access to and control of economic resources. *Increasing Resilience* in one of the three components of CARE's approach, as described in CARE's 2020 Program Strategy (next to Promoting Inclusive Governance and Strengthening Gender Equality & Women's Voice). CARE believes that – in order to address the underlying causes of poverty and social injustice – each project or program should integrate resilience in their planning and implementation. **Note that we are currently discussing about how and if it is relevant to apply the markers to advocacy project. For now, it should be applied.**

Q	**Do you have any advice to advocacy initiatives on how to interpret the questions in ways that are useful for them? How should CARE's global advocacy at CoP/UNFCCC answer questions, for example?/ How to rank advocacy project with the Resilience Marker?**
A	The markers have been designed to assess projects with a strong "implementation" component. For those projects, the question 5 is about advocacy strategy included. But if you have a project focused on advocacy, this can be more difficult. In 2020-2021 we will be deciding if we need a separate marker for advocacy projects or modify slightly the phrasing of the questions.
	For now, we advise you to analyze if the messages and advocacy strategy that you are putting forward are taking into account the different Resilience Marker questions. For example, for question 1, we encourage you to consider if your advocacy messages are informed by analysis of shocks and stresses. For question 2 consider if your advocacy messages include the need to strengthen the different resilience capacities and/or assets…
	Feel free to reach out for assistance and/or suggestions for improvement of the marker related to advocacy.

Q | **Who should apply the Resilience Marker?**

A | We believe that completing the Resilience Marker should be a team exercise. The questions require you to have a proper understanding not only of the project or program but also of e.g. the context and the monitoring and evaluation system in place. In short, the more project staff involved, the better you are able to answer the questions. The Resilience Marker is not only designed for accountability purpose, it can also be used for learning, reflecting and improving program design and implementation. We highly encourage you as a team to engage in a discussion after completing the form.

Q | **When should the Resilience Marker be applied?**

A | The Resilience Marker can be applied at *multiple stages* in the project or program cycle and we highly encourage project or program team to apply the Resilience Marker at *multiple times* throughout this cycle.

Project Design
We highly recommend to use the Resilience Marker at the project design stage, allowing you to mark your proposal, use it as a quality threshold before sending it to the donor and take advantage of this review to adjust your proposal. Indeed, it allows the proposal design team to identify areas where resilience is properly integrated, whether new risks are avoided, but it most importantly allows you to identify areas that might require improvement in terms of resilience integration into the project design. If for time constraint, it was not possible to use the marker before submitting the proposal, the resilience marker can be applied during the inception workshop of the project to influence activity design.

Implementation
The Resilience Marker can moreover be used during the implementation of the project or program, allowing the project team to monitor the level of resilience integration over span of the implementation period. For example, you might have thought that activities would have led to increased adaptive capacities, however, your mid-term evaluation does not confirm this, meaning that your score for question two will change. More importantly, it might be used during a learning workshop and provide a helping hand in identifying challenges in integrating resilience and suggestions or lead ways for further actions or project steering.

Evaluation
The Resilience Marker can be used at the end of the project to discuss the differences between the actual results of the project in terms of resilience building and the resilience marker score to identify potential errors in scoring but also lessons learned and best practices to increase resilience.

Yearly Reporting: CARE Project and Program Information and Impact Reporting System (PIIRS)
The Resilience Marker is integrated in CARE's Project and Program Information and Impact Reporting System (PIIRS). For this annual reporting process, if you have recently completed your vetting form, you can report the answers within the PIIRS system. If recently no Resilience Marker has been completed or if no Resilience Marker has been completed for the current project phase, we advise you to take the opportunity that PIIRS provides to apply the Resilience Marker and reflect upon the project with the project or program team.

Q	**What to do when the shocks and stresses change during the FY?**
A	If you think that the main shocks and stresses have evolved since you last filled in the Resilience Marker then you can update your vetting form and/or change it in PIIRS system.

Q	**Is there any standard checklist based on which we can determine score for each question in the Resilience Marker?**
A	In the guidance note, you can see how to score your project on each of the questions with specific examples and what CCRP means for the different scores.

Q	**Do we have to use the resilience marker when we have no documented evidence of resilience integration?**
A	The Resilience Marker is looking at the design of the proposal and expected impact of the project on increased resilience not on the actual impacts of project. Then in the evaluation phase it will be shown if the resilience integration was actually realized. You are not required to document evidence on the realized resilience as we are looking at the design.

The marker can also be used during mid-term evaluation and end-term evaluation, to reflect on the resilience integration and to see if the data you have collected is coherent with what you initially marked, to see if you under- or overestimated your project. You can use the comment sections to document your analysis and lessons learnt. We will use the information in these comment sections to improve the resilience marker and the assumption underlying the resilience marker. Therefore, we encourage you to fill in the comment sections. |

Q	**Has the form been updated since last year (FY19) or remained the same?**
A	The vetting form has remained the same. However, as PIIRS has been automatized this year, you will be able to fill the marker online this year.

Q	**Do we need to share vetting forms through PIIRS?**
A	You cannot share the vetting form in PIIRS, but we encourage you to use the vetting form to capture all the responses and comments for each question as well to encourage learning processes and to improve your program. Then you can fill in the responses into PIIRS.

Q	**Some projects have a strong focus on Resilience building including specific resilience building objectives but others do not explicitly refer to resilience. Can this compromise the analysis of the resilience marker data.**
A	Projects can integrate resilience in very different ways with some projects being more explicit in their objectives. For those projects, they might more easily reach a better grade (3 or 4). Though, the resilience marker has been developed as a learning tool to improve your project and identify where to integrate better resilience when feasible. We are concious that some projects can never reach a 4, due to budget, time, social or other constraints.
This is being taken into account in the analysis of the data.

Q	**How reliable is the Resilience Marker data?**
A	The CI-MEL group and CCRP team is checking the data every year. However, each project is not validated individually and country offices are the one responsible for the quality of the data submitted. Therefore, we encourage you to look at
- the guidance note, which details how to interpret the Resilience Marker questions

- to look at the [online course on the resilience marker](), which explains how to use the resilience marker and provides examples
- the [test case from a project implemented by CARE Sierra Leone]().

The revised Resilience Marker

Q **Why a revised Resilience Marker?**

A The revision of the Resilience Marker was set in motion with a study in May 2018 on the use and appropriateness of the former Resilience Marker. This study drew on experience from a wide range of colleagues from over 15 CARE Country Offices and Members, working on different outcome areas. Based on the study's recommendations and with support from CARE colleagues across the globe, the CARE Climate Change & Resilience Platform's technical experts and MEL experts developed a revised Resilience Marker.

We believe that the revised Resilience Marker is now fit for purpose: It provides more room for nuanced answers and is better fit for different types of projects and a variety of project contexts. With this Resilience Marker, we believe we can gather more reliable data on the level of resilience integration in CARE's programming which will in turn enhance our learning, and ability to support.

Q **How does the revised Resilience Marker fit with the CARE Gender Marker and the CARE Inclusive Governance Marker?**

A Compared to the CARE Gender Marker, the CARE Inclusive Governance Marker and the previous CARE Resilience Marker – the structure of the Vetting Form changed considerably. The Vetting Form of the revised Resilience Marker now consists of six questions instead of two columns consisting of four questions. Each question allows you to answer the question with a score from 0 up to 4 or 5.

The overall grading system, however, did not change compared to the previous CARE Resilience Marker. This allows us to analyze and compare the data with the CARE Gender Marker as well as the CARE Inclusive Governance Marker as well as compare data on resilience integration over the previous years.

A high score under the resilience marker will not necessarily lead to a high score under the governance and the gender marker and vice versa. Though, there might be some linkages between markers. If for example, you have identified Poor governance or unequal power relations between men and women as main drivers of risks for your project, then your score for question 4 under the resilience marker should reflect your answers within your governance and/or gender marker.

Scoring

Q **What does it mean if a project scores a 0? (E.g. education/Human Rights/Hum Action)**

A Some projects or programs will have integrated resilience as an approach more than others, meaning that scores will ultimately divert, ranging from 0 "no resilience integration" up to 4 "excellent resilience integration". If a project scores a 0 on the Resilience Marker, we encourage you to perceive the marker as a call for awareness and a guide for improvement, rather than a penalty. We advise you to reconsider it as it might be harmful for the

participants. This revision should be guided by the different questions to see where you could integrate resilience. We would suggest you start with questions that the project scored a 0 on, and use the continuum of answers as possible suggestions to enhance your proposal. If you realize that the score is 0 before submitting the proposal and you can't improve it (at this stage or at the launch of the project) we advise you not to submit it. **And do not hesitate to reach out to CCRP team to see how to integrate better resilience in the project.**

If you have used the marker during implementation, and the overall score might be lower than expected, we here encourage project teams to engage with each other and discuss and reflect: Which questions scored lowered than expected? How could the project or program be adapted in order to fill the gaps that have come forward in completing the Resilience Marker? Also, here, the answer continuum for each question might provide tangible steps to further increase resilience into the project.

Last but not least, the overall Resilience Marker scores shared in the annual PIIRS round, allows the CCRP to analyze the level of resilience integration across CARE's portfolio and where resilience is strongly integrated and which areas might need further support and where we as CCRP can provide and improve this support (e.g. the development of tools, trainings or case studies).

Question-specific

Q | **Main shocks and stresses: Should we limit us to 3 ? How to choose the 3 main ones?**

A | We advise you to consider only 3 categories of shocks and stresses as this will drive all your analysis and that it might be difficult to address more than 3 shocks/stresses in one project (though your actions might strengthen the resilience to more than those 3 categories of shocks and stresses).
But if you want to pick 2 or 4, this is also possible.
When considering the different categories of shocks, stresses and hazards, make sure that you consider the root causes of the problems, indeed, if you are working on an economical project, it might be due to others hazards and stresses than economic shocks. Indeed, if you work with small holder farmers that do not have enough money to cover their basic needs, the main risks might be meteorological risks on their livelihoods.
To choose the 3 main ones, we advise you to use the risk matrix (analyzing the likelihood of one shock or stress to materialize and the potential impact if it happens). The shocks and stresses that will fall under category A will be the ones for which the risks are higher.
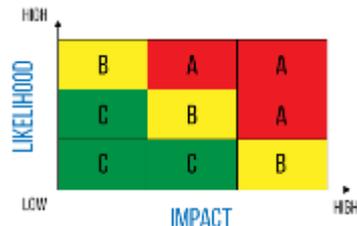
Q | **Should we take into consideration the shocks and stresses present during design phase of the project or the shocks and stresses currently present?**

A	If you are using the marker during design phase, you need to take into account the shocks and stresses that can impact your impact groups and project during its lifetime, also considering medium- and long-term perspective for the target population. If you are using the marker later in your project lifetime, then we advise you to look at the shocks and stresses for the remaining period still considering medium- and long-term perspective for the target population.
Q	**What is the difference between the resilience marker and the risk and assumption matrix (used at the end of the design phase?)**
A	It does have similarities. The Resilience Marker is useful to identify the different types of shocks and stresses and it is also helpful to identify solutions as it is based on the Resilience Theoretical Framework.
Q	**At the beginning of the marker you select three categories of shocks and stresses. The Marker questions then focus on these three shocks and stresses, but for some questions, we are adressing only 1 or 2 of the categories of shocks and stresses. How do you deal with this?**
A	If the activities are only adressing one category of shocks or stresses (out of the 3) or the 3 in a very limited way then we advise you not to tick the related boxes. If you are adressing at least 2 categories in a quite extensive way, then you can tick the box. In any case, document the answer in the comment boxes and identify ways of improvements to consider all 3 categories of shocks and stresses for each questions.
Q	**I am now working on a new SRHR project and I was wondering if we could see GBV as a stress or shock? And if we can include a gender analysis as a vulnerability analysis?**
A	Yes, GBV can fall under the category of social stresses and shocks. GBV can also be due to other types of shocks and stresses (economic, meteorological…) thus it is really important to identify the drivers of risks behind GBV to select the right categories of shock and stresses (shocks and stresses can be interrelated and form drivers of risk of other shocks and stresses). If your gender analysis gives a good overview of the vulnerability towards GBV, you can consider it under the first question on vulnerability analysis conducted. To be considered, the analysis should look at what are the drivers of vulnerability to GBV and its the underlying causes and not only give information about the extent of GBV.
Q	**Questions 1: Does the CCRP have any suggestions for methods to conduct a proper vulnerability analysis?** CARE has numerous tools available that can support project teams to conduct a proper vulnerability analysis, either in the proposal or in the roll-out phase of a project. Most important here is that the analysis allows for a good understanding of the risk landscape, the capacities and assets of those at risk, the drivers that causes risks to become disasters and the social and political context that affects the vulnerability of those at risk.
A	As CCRP, we recommend different tools: - For light review of geophysical and meteorological hazards (as well as environmental degradation and some technological hazard), you can use the CEDRIG light tool. It will inform you on the level of risks for those hazards and determine the level of analysis needed for your project for those hazards/shocks. - If you need to dig deeper on those hazards, CCRP advice you to use the Climate Vulnerability and Capacity Assessment (CVCA). This tool integrates climate change

into a wider participatory vulnerability analysis. By combining local knowledge with scientific data, the CVCA process builds people's understanding about climate risks and adaptation strategies. It provides a framework for dialogue within communities, as well as between communities and other stakeholders (e.g. local and national government agencies). The results provide a solid foundation for the identification of practical strategies to facilitate community-based adaptation to climate change.

The Disaster Risk Reduction checklist in CARE's Emergency Toolkit also provides guiding questions and in doing a situational, vulnerability, capacity analysis and provides suggestions for guides and further reading on each of the three types of analyses.

In case of any questions related to the suggested tools or do you have any suggestions for other analysis tools? Please send an email to CCRP@careinternational.org.

Q **Question 1: It is difficult to integrate forward-looking data in vulnerability analysis (score 3) and updating regularly this analysis is challenging. How to do this in more advance and systematic ways?**

A It can be indeed challenging and that's why it corresponds to a high score on this question. One way to regularly update the data is to plan for it in your annual project review.
To access regularly updated climate data, you could have a contract with meteorological institutions, same applies for economic outlook with economic organizations or universities etc. It can require a specific additional budget.

Q **Question 4: How to address the drivers of risk? What does 'address' mean?**

A Shocks and stresses are often the result of a multitude of underlying causes. The scope and complexity of these drivers of risk are beyond the ability of a project to resolve. To illustrate, the scope of climate change reaches well beyond community or even national level and requires a global response. In addition, a market failure or a conflict, regardless of the geographic scope, requires the engagement of multiple actors and factors to resolve. However, it is possible to include strategies or activities within the scope of a project that positively contribute to resolving the underlying causes – directly or indirectly (through lobby and advocacy).

For example, a drought can stem from multiple drivers of risk: a combination of too little rain (climate variability or change), a degraded ecosystem that insufficiently retains the water (environmental degradation), with a high number of people and animals depending on water (lack of control over resources) and a broken water supply infrastructure (poor governance and institutions). Although not all of these underlying causes can be solved by the scope of a project or program, such a project or program could for example address the drivers of risks by including an advocacy strategy on healthy ecosystems, activities that support the repair of the water infrastructures and create a space for better dialogue and equal access to water.

Note that as the Resilience Marker is designed as a tool to measure the process of integrating resilience into the overall project or program, the marker does not directly measure or capture the effectiveness or impact of the individual activities that aim to address the drivers of risk.

Q	**Question 4: Why address multiple drivers of risk?**
A	Risks often arise from multiple underlying drivers or root causes. These underlying drivers are often connected to each other and might even influence each other, especially in complex contexts. As such, we believe that addressing one driver is insufficient to reduce and minimize the risk level.
	For example, social exclusion (based on gender and/or age) as a social stress is often caused by multiple underlying root causes. Addressing poor governance (root cause) by including women and youth through the participation in the Community Scorecard process might not be enough to reduce social exclusion. If social norms and barriers (root cause) do not provide space for women or youth to speak up in public spaces, addressing social exclusion as a risk needs to also include addressing social norms and barriers as a driver. In addition, if women or youth have limited access to basic services (root cause), participation in inclusive governance processes might not be a priority compared to gaining access to water or generating income activities to be able to buy food. In return, addressing social exclusion might enhance the effectiveness of basic service delivery by being able to match the service delivery (supply) with the demand of the entire community. As such, in order to effectively address a shock or stress, addressing multiple, connected drivers is required.

Q	**Question 5: Do we expect ALL projects to "influence formal or informal rules, plans, policies or legislation to increase resilience of vulnerable individuals and communities to the three main shocks and stresses identified", or would we not rather expect them to be part of long-term programs that include projects/initiatives to do this?**
A	No, you can't necesarilly do everyting in a single project. So if you have the budget and scope to include advocacy, it would be important to integrate such a component. But some projects would not be able to influence the enabling environment and that is ok. We emphasisze that having a 4 is not possible for all projects. But if you have scored low on this question, it will be important to see if you can do better and/or if this is something that needs to be integrated in your larger program strategy.

Q	**Question 5: If I have a project that is not directly trying to influence the informal rules, plans, policies or legilsation to increase resilience of individuals and communities, but is using community score card, can this be used to score on question 5?**
A	If you are using the community score cards to evaluate services that will help to reduce the vulnerabilities to shocks and stresses and/or build any capacities or assets identified in the marker then you can score 1 to this question (The project engages in **adhoc actions** that influence rules, plans, policies, legislation.)
	If services to be evaluated through CSC are not known at the start of the project, you can score 0 during the design and then revise the score during implementation based on what the CSC will be used for.

Q	**Question 6: How to do a Do No Harm assessment at different stages?**
A	By implementing a project or program, we inherently influence the context, with its impact often being positive, but potentially negative as well. As such, structural monitoring of possible negative consequences of our work, helps to identify and mitigate risks in relation to creating new or exacerbating existing risks. A number of tools are available to do a Do No Harm assessment in your project or program.

For the resilience marker, we suggest toinclude in potential harmful effects: consequences on human rights: political, security, economic, social (including gender) and cultural rights but also all negative impacts on the environment.

CARE's Benefits-Harms Handbook contains tools for doing a situation analysis (profile tools), an impact assessment (impact tools) and a project (re)design (decision tools) from a human rights-based approach. In this approach, the project's or program's impact is assessed based on three types of human rights: a. Political rights; b. security rights and c. economic, social and cultural rights. It provides a useful starting point to project teams to reflect on the project's impact.

Conducting environmental impact assessments before the implementation of our actions could be a complementary way to assess and monitor the potential negative consequences of one of our projects on the environment to limit it. To do this, you can use the NEAT+ tool.

Process

Q   **Given that the country offices lead this exercise, is there a particular role for CMPs?**

A   CMPs can help in different ways. A possibility is to organize a discussion on the Resilience Marker during the proposal design stage to evaluate the proposal and identify areas of improvements. CMPs can also help with organizing trainings on the resilience marker. Some CMPs can also decide not to submit proposals that are still scoring 0 or 1 after a first review of the marker to ensure minimum quality.

COVID

Q   **What is the relation between COVID and the Resilience Marker and how did COVID affected the Resilience Marker?**

A   The Resilience Marker can be used to see whether and how your project is building resilience towards epidemics as epidemics is one of the categories of shocks and stresses that can be selected in the preliminary question. In the years before COVID we saw epidemics such as Ebola or HIV being mentioned as one of the health-related shocks or stresses considered but epidemics was not amongst the categories of shocks and stresses most chosen by CARE projects. This year we expect a raise in the number of projects that will select 'Diseases and Epidemics' as one of the three relevant shocks and stresses due to the COVID pandemic.

So if COVID impacted your project in a major way and can be considered shock and/or stress that can affect your impact group and disrupt your project now and in the future, we recommend you to select diseases and epidemics this year.

The Resilience marker is not static, new shocks and stresses may emerge during implementation that were not there during design phase, such as COVID. We advise you to document those changes in the resilience marker vetting form (comment boxes)

If you are interested in knowing more about how to apply the marker to a project that ticked the epidemics box then you can read our "test case" to the HAPPIV project implemented in Sierra Leone. CCRP is also looking further into the projects that have listed 'diseases and epidemics' as one of the relevant shocks and stresses and that have scored high, to generate a lesson learnt document to be ready in coming month (October 2020).

Q	**We did a baseline and assessment during the project and now COVID as impacted and it has further increased the vulnerability of communities – do we need to do a new assessment and implement new/other interventions to ensure that communities bounce back from COVID?**
A	If COVID has impacted your program you can use the marker to see how you can improve your project to strengthen the resilience of your beneficiaries. If you have the resources to do another assessment which will inform and improve your project, we would advise you to do such an assessment.