



# **GLOBAL RESILIENCE PARTNERSHIP**

## **MONITORING EVALUATION AND LEARNING (MEL) PLAN 2024-2029**

Version July 2025



**GLOBAL  
RESILIENCE  
PARTNERSHIP**

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## Introduction

This plan describes activities that will be undertaken to design, operationalise and implement GRP's programming, monitoring, evaluation and learning (MEL) activities in order to deliver [GRP's 2024-2029 Strategy](#). Maintaining a project reporting framework to review progress and the status of key deliverables is critical. This is described in relevant sections below, which identify people and partners to be involved in project MEL, timelines for data collection and responsibilities.

## GRP's Approach to MEL

**GRP tracks progress, captures lessons and assesses the achievement of its mission, vision and outcomes according to our Monitoring, Evaluation and Learning (MEL) plan.**

The aim of the GRP MEL activities is that, through building and sharing evidence and learning, GRP donors, partners, and Secretariat staff a) understand if and how GRP has had a transformational and sustainable impact, and b) can use that understanding to further improve resilience outcomes more widely. Through MEL activities, GRP will:

- Navigate towards achieving GRP's vision;
- Monitor and evaluate its contribution to resilience and to changing the behaviour, relationships and actions of its stakeholders;
- Generate and integrate knowledge from evaluation through a learn-by-doing approach about what works best to strengthen resilience;
- Translate insights into knowledge and evidence products to inform policy and practice;
- Ensure that GRP partners, coalition members, grantees and donors are an integral part of GRP's learning process and benefit from knowledge generated by GRP MEL.

**Together with our Partners, we work to advance climate resilience** by identifying and scaling locally-led innovations, sharing and generating knowledge, and shaping resilience policy and investments. Taken together, these work areas of innovation, knowledge and policy deliver progress and learning against the key opportunities for transformative resilience – food, finance, communities. Progress and learning is captured against the long-term and short-term outcomes included in the enabling [Logic Model](#).

**Maintaining a reporting framework to review progress and the status of key deliverables is critical.** Various templates have been developed to enable standardised reporting and learning across GRP, including for periodic, final and indicator reporting. GRP collates, stores and manages reporting data and learning documents. The Resilience Platform can be used to capture indicator progress and is designed in a modular way that allows for additional modules or functionalities. GRP will work with donor requirements and where required will commission mid-term/end term reviews and final synthesis reports at the end of the contracts covering the relevant period of implementation.

**GRP has been applying an adaptive management approach since it started operations in 2014, benefitting from having a tightly run Secretariat.** Through an active approach new

tools have been tested to collect timely data that rapidly capture feedback from members and GRP partners. Such rapid and frequent data gathering offers the ability to ‘move forward in cycles’ of acting, reflecting, refining and adapting thus enabling nimble decision making around where to focus effort and resources. GRP provides MEL support during webinars, 1:1 calls and site visits (where practical and necessary). Project MEL responsibilities are:

1. To deliver a project work plan;
2. To report progress in periodic reports; and
3. To present overall achievements and learning in a final report.

#### **What we mean:**

- By **monitoring**, we mean an ongoing systematic and inclusive process of tracking the progress of activity implementation and outputs, including lessons, barriers, challenges and risks. Monitoring draws on data, information and feedback from key stakeholders on a regular basis.
- By **results reporting**, we mean the regular tracking of and reporting on progress towards delivery of GRP outputs and progress towards outcomes as set out in the GRP Logic model (see Annex). The purpose is to inform ongoing adaptive management and strategy of GRP and to provide an information base for evaluation.
- By **evaluation**, we mean third-party assessment of investments of the GRP partnership as a whole. The purpose of evaluation is to determine the extent to which GRP is achieving (mid-term) and has achieved (final) its objectives and to provide a view on the merit and value of the investments.
- By **learning**, we mean the systematic lessons, trends and patterns that are generated through purposeful learning processes and events to inform GRP strategy, programme design and management. Institutional and content linkages will be made to GRP communication, policy and knowledge teams.

**GRP collects data and reports progress against standardised indicators.** [GRP indicators](#) are not meant to be a straightjacket and not all indicators may be relevant. To that end, a project can develop its own indicators, helping the project to learn and adapt throughout the activity cycle. Indicator progress will be reported on in progress and/or final reports. All indicators are required as applicable, meaning that they need to be reported on if activities contribute to results and it is feasible to collect data against them. Grantees are guided as to how to collect data using appropriate methodologies and how to minimise double counting.

**A key element of GRP’s work will be ensuring that it advances gender equality and incorporates a gender-based analysis throughout.** Commitments to gender equality outcomes and results measured and reported on using qualitative and quantitative indicators will also be required. Projects are requested to collect data disaggregated by gender. Supported projects will work to advance women’s participation as decision makers and reduce inequalities at the local level.

# 1. GRP's Enabling Logic Model

Our Vision	An inclusive world in harmony with nature, that is better prepared to cope with shocks, adapt to change, and transform – all within planetary boundaries.							
Impact contribution	By 2030 we aim to have supported 15 million people and to have leveraged \$100 million in resilience initiatives and programmes.							
Long-term outcomes (2030)	1. Transform food and financial systems		2. Scale innovative formal – informal collaborations		3. Increase inclusive transdisciplinary learning		4. Embed resilience in the private and financial sectors	
Outcome Indicators	Finance and investments leveraged (directly, indirectly) / Knowledge generated, adopted, used / Policies engaged with, approved, implemented							
Short-term outcomes (2024-2027)	Improved locally-led adaptation and resilience in the Global South	Generate and advance knowledge on resilient food systems in fragile and vulnerable areas	Formal and informal stakeholders innovate solutions for climate resilient urbanisation	Local voices are represented and amplified in global policy settings	Amplify Global South expertise while putting the latest evidence into use	Support young resilience leaders and strengthen the resilience of women and girls	Support private sector and financial organisations to embed resilience evidence	Create an enabling environment to increase capital flows into resilience
2027 Programme indicator targets	US\$25m leveraged Five million people supported	150 initiatives identified, 50 supported to codify their evidence	100 urban labs in informal settlements led by women’s collectives	50,000 participants in policy events	5,000 knowledge users	2,500 young people or women trained	30 large scale companies embed resilience as cross-cutting	5,000 MBA students trained
Programme	1.1 Innovation Challenges	1.2 Seeds of Resilient Food Systems	2.1 Urban Resilience in Informality	2.2 Resilience Hub	3.1 Transformative Learning	3.2 WYSER Leaders	4.1 PREPARE Call to Action	4.2 Mobilising Business schools for Adaptation
Output Indicators	Area under innovation, value of financial innovations, users of innovations	Organisations supported, knowledge products created and used	Organisations supported, partnerships formed	Policies engaged with, proposed, implemented	Knowledge users, knowledge products created and used	Young people and women supported, Knowledge products created and used	Organisations supported, knowledge products created and shared	Knowledge products created and used, partnerships formed
Outputs	Nurture innovative and scalable nature-positive resilience solutions and enterprises	Build the evidence base on initiatives with potential for transformative food systems resilience	ROOH Learning Labs in informal settlements delivered and retrofitted dwellings	Regional and local actors are given voice and influence resilience action and decisions	Grow the number of knowledge users, expand access to evidence and facilitate capacity exchange	Increased youth participation and evidence base for gender responsive solutions	Demand-driven resilience embedding support for private sector companies	Demonstrate the business case for resilience
Input Indicators	Projects supported, funding provided, applications received		Events and meetings organised, funding provided, applications received		Knowledge users and Partners engaged, applications received		Companies and business schools engaged	
Inputs	Innovation Challenges delivered, implemented, and scaled	Research, engagement, and dissemination conducted	Facilitate urban resilience collaboration between formal and informal stakeholders	Facilitate policy engagement of GRP Partners and Coalition members	Knowledge users and GRP Partners engaged	Capacity exchange scaled, impact analysis of ocean risk on women and girls to inform solution design	Private sector companies engaged	Business school engaged, case studies and internships delivered

## 2. GRP MEL Checklist

Use this list for a quick overview:

### *MEL Plans*

**For Idea stage grants (under US\$50,000),** partners are required to provide an overview of their MEL approach (including data collection and indicator targets) as part of the proposal and contracting phases.

**For Seed grants (up to US\$250,000),** partners are required to provide a standalone MEL plan as part of their proposal and contract, which should include:

- ☐ Data collection strategy
- ☐ Selected indicators and targets
- ☐ Learning approach

**For Scale grants (up to US\$1,500,000 and/or where relevant),** partners are required to conduct counterfactual impact assessments to determine the intended and unintended impacts of their resilience interventions. Cost-benefit analyses are encouraged.

### *Reporting*

Project partners will report progress and learning to GRP through:

- ☐ Periodic (quarterly / semi-annual / annual) reports
  - ☐ Part A: Context and Results Overview
  - ☐ Part B: Activity reporting
  - ☐ Part C: Communications
  - ☐ Part D: Finance and Operations
- ☐ One final narrative report

### *Indicators (Required as applicable)*

- ☐ CORE 1: People supported by GRP (number)
- ☐ CORE 2: Investments mobilised (USD)
- ☐ CORE 3: Organisations supported (number)
- ☐ CORE 4: People more resilient (number)
- ☐ Innovation (INN1-6), Knowledge (KNO1-3), Policy (POL1-3) indicators

### *Evaluation*

- ☐ Mid-term formative evaluation where required by specific donors
- ☐ Final synthesis report

### *Learning*

- ☐ Adaptive management: acting, reflecting, refining and adapting
- ☐ Reflect on gender, equity, and other cross-cutting issues
- ☐ Learning about assumptions inherent in project design

### 3. Our MEL Plan

*“Resilience is the capacity to persist, adapt, and transform in the face of change. This is supported by five key attributes that reinforce resilient systems: diversity, redundancy, inclusivity and equity, connectivity and modularity, and adaptive learning.”*

– Global Resilience Partnership

The definition of resilience above recognises the importance of addressing shocks and stresses in the here and now, as well as critical considerations of the longer-term, systemic transformations required to enable just and sustainable societies. As part of our MEL plan, we distinguish between **resilience measurement**, as a set of context- and shock-specific qualitative and quantitative approaches, tools, and methods that seek to establish the relationship between resilience and its critical determinants, and **resilience evidence**, as the available bodies of knowledge that establish which interventions work and which don't, and how we tell the difference between the two.

Resilience evidence is framed as broader than measurement as it seeks to mediate between the needs and priorities of evidence producers and its users, and support evidence-informed action (including and not limited to the domains of policy and decision making, practice, and investment). In this context, resilience evidence is framed in relation to wellbeing outcomes in the context of both shocks and stresses over time, as well as the longer-term systemic transformations.

### 4. Monitoring

#### 4.1 Narrative reporting

**Key template link:** [W GRP Reporting Template.docx](#)

This section outlines the narrative reporting activities to be carried out at GRP project level, e.g., those implemented by grantees, contractors or other partners. GRP Secretariat team members liaise with individual projects on this. Various templates have been developed to enable standardised reporting and learning across GRP, including for periodic, final and indicator reporting. GRP will collate, store and manage reporting data and learning documents. GRP captures indicator progress in a modular way that can be adapted to accommodate additional indicators or reporting requirements.

GRP partners will carry out their own MEL activities to meet their information needs while reporting progress and learning. GRP and partner organisations shall have periodic (quarterly or semi-annual) virtual meetings to review progress and operations. MEL support is available through webinars, calls and site visits (where practical and necessary). Project

MEL responsibilities are: (i) to deliver a project work and plan, (ii) report progress in periodic reports, and (iii) present overall achievements and learning in a final report.

### *Deliver a work plan*

Project partners are required to submit a work plan as part of their proposal to GRP outlining how they will gather and produce evidence to improve project results and learn together. Designing this work plan should help specific projects to unpack the different activities they will need to keep track of their progress and report to GRP. GRP will support projects in the development of their plans, including finalising their data collection strategy and methodologies. The MEL section of the plan should include:

1. Data collection and results measurement strategy
2. Selected indicators and targets (annual and/or end of project).
3. Learning approach

The work plans will be submitted as part of proposals and reviewed by GRP. The data collection and results measurement section of the plan should outline how the projects will collect data and report progress against selected GRP and project specific indicators. A variety of approaches to measuring results can be applied, ranging from experimental impact evaluations to quantify the effects of investments, through to approaches that unpack the mechanisms which lead to the desired change (e.g., realist evaluations). There will be differences in expectations around the rigour of methods for different projects, dependent on funding, duration and donor requirements. Large grants (>USD 1m) are required to conduct counterfactual impact assessments, but smaller projects collecting survey data are also encouraged to randomise and interview control households.

### *Periodic progress reports*

Partners will report progress through periodic (quarterly / semi-annual / annual) and one final narrative report. The specific timetable will be agreed with relevant donors and should coincide with financial reporting requirements. The progress reports should be submitted according to a standard reporting template. The template can be adapted based on donor requirements but should capture information on four areas: Context and Results Overview; Activity reporting; Communications; Finance and Operations.

#### Part A: Activity reporting

Activity reporting is about reporting against activities specified in the work plan. In the periodic reports, projects will self-report progress against activities and quantitative indicator targets formulated in their work plan. These activities and their targets are aligned with project budgets. Projects can use their own reporting systems to inform to what extent an activity has been accomplished. They are asked to discuss opportunities and challenges experienced.

#### Part B: Results Reporting

GRP is impact driven and wants to capture results in supporting the resilience of vulnerable people. Results reporting is about reporting against GRP and project specific indicators at the output, outcome and impact level. GRP projects will need to collect data against GRP and project specific indicators. Some donors may also

request reporting against their specific indicators. Projects will be supported to identify indicators that capture the full extent of their results and be guided in how to aggregate them. Individual GRP projects may be requested to perform evaluations depending on donor requirements, funding size and duration.

GRP believes in the value of practical learning, captured and communicated through rapid feedback loops, which influences and corrects project performance and activities. Projects need to frame the way in which their activities contribute to increasing resilience. Projects are requested to pay specific attention to gender and vulnerable groups in their learning approach. Projects are encouraged to submit success stories as part of this section.

#### Part C – Communications Reporting

To support the amplification of project communications activities, GRP requires partners to share public communications and products produced during the reporting period.

#### Part D – Finance and Operations

Alongside the financial reporting, GRP requires narrative updates regarding project governance, risk management, as well as any feedback and suggestions from partners regarding how GRP could improve our approach to partnership building.

#### *Final report*

Within thirty (30) days after the contract end date (unless this needs to be aligned otherwise to accommodate funder reporting deadlines - correct timing is provided in the agreement), grantees need to submit a final report. The final report should indicate progress made toward goals and lessons learnt through the pathway to change exercise. It should also include tangible evidence to support scaling for Innovation Challenge grantees. The final report is in lieu of the final periodic report. The final reporting template is cumulative but otherwise based on the periodic reporting template.

#### *Exit and scaling strategy (Innovation Challenge grantees)*

Innovation Challenge grantees are asked to think about the sustainability of their project results from the start. Grantees will have to develop a further scaling or an exit-strategy and include this as part of their final report. All grantees should provide tangible evidence to demonstrate scaling (e.g., investment leveraged). The work plan should outline an approach to developing the scaling or exit strategy. This should include clear indicators for scalability and sustainability (signed MoU, budget committed by partners, etc.) and where relevant consider how influencing and shaping policy and institutional change can deliver impact at scale. Questions on scaling and sustainability are also part of the six-monthly reporting template and proposal templates.

#### *4.2 Indicator reporting*

**Key guidance link:**  **GRP Indicator Guidance 2024-2029.pdf**

GRP puts people at the heart of what we do, including our indicators. There are four overarching GRP core indicators (CORE1 – 4), which track GRP's progress towards its vision. Additional indicators are organised along our three work areas (Innovation, Knowledge, Policy). GRP core indicators are all focused on people and the benefits they derive from GRP support.

**GRP grantees** are requested to set a target for CORE1 and CORE2, while targets for other indicators are required as applicable. Indicator progress is collected by grantees and reported on in the six-monthly (semi-annual) and/or in the final report/s. Targets are set as part of the proposal and contracting processes. Grantees are free to collect data against additional indicators or report on final report indicators semi-annually. Grantees will be guided as to how to collect data using appropriate methodologies and how to minimise double counting. Additional indicator reporting might be requested by specific funders.

**GRP Partners** who wish to apportion indicator progress to GRP's support throughout the year can do this through reporting progress annually as part of the Annual Partnership Feedback and Learning Survey.

**Indicators are either:**

- **Mandatory (CORE1 and CORE2):** All GRP grantees have to report on these indicators.
- **Required as applicable:** Required if grantee/Partner activities contribute to results along our work areas and the grantee/Partner feels that it is feasible to collect data and report against them.

All indicators are required as applicable, meaning that they need to be reported on if activities contribute to results along the impact pathways and it is feasible to collect data against them. Projects will be guided as to how to collect data using appropriate methodologies and how to minimise double counting. Where possible, projects are requested to collect data disaggregated by gender. Data for GRP core and relevant work area indicators are collected at the individual level. Data collected at the household or other levels should be converted to the individual level.

### *4.3 Impact Assessment*

To effectively tackle the climate and biodiversity crises, we need to quickly and cost-effectively uncover resilience solutions evidencing real-world impact. A recent mapping found ninety counterfactual resilience impact assessments, but only nine studies measured changes in well-being in relation to shocks and stresses. In addition, many of these (multi)million dollar studies do not capture any impacts, provide insights that are incomparable or results materialise only after a long period. Moreover, these studies apply a plethora of measures, making findings difficult to compare or aggregate, and are often conducted by Global North researchers - extracting data from households and communities without feeding back findings.

At GRP, resilience is anchored in the ability to persist, adapt, and transform in the face of shocks and stresses. GRP recognises that resilience-building is not merely about recovery but also about ensuring long-term adaptive capacity and transformation in the face of uncertainty and protracted crises. To capture the impact of GRP-supported interventions we monitor and assess resilience impacts, particularly capacities and well-being in relation to shocks and stresses.

For Scale grants (from US\$250,000), partners are required to conduct counterfactual impact assessments to determine the intended and unintended impacts of their resilience interventions. Cost-benefit analyses are encouraged. This includes collecting survey baseline data from **both** treatment and control groups prior to the intervention (ideally the intervention would be randomised) and conducting end lines with the same households to facilitate counterfactual impact assessment of their resilience interventions. **Note:** GRP shall not prescribe the operationalisation of resilience but requires that at least shocks and stressors are measured along with relevant well-being indicators.

Tailored support will be provided to access and uplift state-of-the art knowledge on measurement models and tools for assessing resilience impacts. Impact assessment in itself is complex, and especially non-randomised studies require advanced econometric skills. Resilience poses an additional challenge as it requires capturing changes in wellbeing in relation to shocks or stresses. Whilst proxy indicators have been developed, they have not yet been tested against this true measure of resilience building. Supporting innovators to conduct these impact assessments will be supported through capacity exchange with and mentorship from new talent as well as established resilience measurement experts.

#### 4.4 Site visits

**Key template link:** [W GRP Site Visit Planning and Reporting Template.docx](#)

Site visits are a vital part of good portfolio management and risk mitigation. Site visits can be undertaken where relevant or required by funders for the purpose of technical review and support as well as ensure financial and programme compliance. Observations from visits are translated into site visit reports by GRP. Site visits can be undertaken by GRP MEL and Operations team members, as well as comms colleagues and/or responsible project officers. During visits we can collaborate with projects on:

- Progress update: Meeting with project staff and their partners (where possible) to better understand the project and progress made;
- Compliance: Expenditure verification and follow-up on outstanding issues raised during organisational assessments.
- MEL feedback: Seeking clarification on MEL issues and providing reporting guidance, including indicator reporting and learning.
- Communications: Story harvesting and content creation for GRP communications, to capture, document and publicise project journeys, as well as disseminate lessons learned.
- Field visits: Visits to selected project areas to interact with selected beneficiaries and partners (where relevant / possible).

## 5. Evaluation

The purpose of evaluation is to determine the extent to which GRP is achieving (mid-term) and has achieved (final) its objectives and to provide a view on the merit and value of the investments in accordance with donor requirements. Where specifically required by donors, we will undertake a midterm or final evaluation, otherwise we will develop a final synthesis report at the end of a grant cycle.

### *Terms of Reference*

Before an evaluation, a terms of reference (TOR) will be developed, setting out the specific key performance areas and methods of data collection. GRP shall draft the TOR for the evaluation and share them with funders for approval. The precise evaluation design and content will be based on an inception report. The inception report will describe how the different data sources will be drawn together to form the basis of the report. The inception report will be presented, discussed and agreed with a GRP Reference Group, including GRP Secretariat staff, advisory council representatives, SRC, and relevant funders.

### *Final synthesis report*

GRP will commission a final synthesis report at the end of the period. GRP will ensure that the report will support learning across the GRP on what does and doesn't work in building resilience and that evaluation results are disseminated externally across GRP stakeholders, partners and peers. The aim of the report is to distil key lessons from across the partnership which can be tailored to a range of interested audiences to influence decision making, programming and practice for resilience building. The report will include key recommendations for future resilience programming. This should provide actionable evidence to influence global and local decision-making. The aim is to collaboratively consolidate key learnings to provide inputs into partner programming as well as policy events.

The report will be delivered through a collaborative effort between GRP and its partners. This collaborative approach will be explored and agreed during an inception phase. It will draw across knowledge products developed through the implementation period to provide an exploration of GRP's work in building resilience.

The final synthesis report will present an honest and open reflection on lessons learnt from resilience programming by GRP partners, coalition members and beyond. It will draw comprehensively from across GRP partner portfolios to consolidate, re-package and present learning and knowledge on what does and does not work in resilience programming. The aim is to deliver the report for a wide audience – some may be interested in key messages and headlines, others may want more granular detail.

## 6. Learning

*“We must become adept at learning. We must become able not only to transform our institutions, in response to changing situations and requirements; we must invent and*

*develop institutions which are ‘learning systems’, that is to say, systems capable of bringing about their own continuing transformation.”*

– Donald Schön

### 6.1 Learning and adaptive management

GRP’s adaptive management approach is applied to projects and aligned with donor project cycle approaches. Flexibility, in terms of being open to emerging issues and to locate opportunities, is important for GRP in order to achieve impact. However, we understand that a flexible approach needs to keep focus and consolidate the programme. Our aim is to find balance between flexibility in responding to new opportunities and emerging issues, and in delivering on our Strategy and work plan. A key component of our adaptive management strategy is the Secretariat-wide annual detailed work plan, which is intended as a ‘living’ document. Internally, this is referred to as the **Programme Passport** and contains live updates across all funders, budget lines, and approved activities. This provides a seamless integration between programme implementation, MEL, communications, and finance and operations.

In alignment with donor guidance regarding the impacts of unforeseen events or shocks, GRP will develop contingency plans for disruptions to implementation of activities. When GRP anticipates, or experiences, disruptions to the implementation of project or programme, whether because of conflict, health/safety issues, quarantine actions, travel restrictions, or logistical concerns (such as supply-chain interruptions), it will inform funders and partners. In the event GRP needs to modify the implementation of its work plan, it will also notify funders and implementing partners and request approval as required.

Programme interventions will be flexible and adaptive in order to respond to changing needs on the ground. This is supported by an adaptive management strategy and lean Secretariat – working remotely for many crucial functions. This ensures timely approvals, processing and reporting – even during disruptions. Depending on the nature of the disruption, physical events may need to be rescheduled or replaced by virtual events on a case-by-case basis. GRP will liaise closely with funders around implications for events. GRP applies remote monitoring and information sharing tools to ensure continuity.

### 6.2 Our Learning System

GRP aims to maximise achievements by continuously learning from success as well as failure and making adaptations based on the lessons learnt. GRP believes in the value of practical learning, captured and communicated through rapid feedback loops, which influences and corrects project performance and activities.

Our learning system has been developed to provide an opportunity for reflection and knowledge codification across three levels, following the Triple Loop Learning framework, which was popularised by the learning theorists Chris Argyris and Donald Schön.

	Objective	Data sources	
<b>Triple Loop Learning – How do we decide what is right?</b>	Learn about the processes towards increasing resilience and facilitate wider meaning making and evidence building as part of a wider field of stakeholders.	<p>Critical reflection and sense-making through:</p> <ul style="list-style-type: none"> <li>• Project impact assessments that can unpack both intended and unintended effects;</li> <li>• Knowledge products (reports, peer reviewed articles, blogs);</li> <li>• Facilitating stock taking gatherings and conferences (Resilience Hub, Resilience Evidence Forum);</li> <li>• Participating in regular global events (CBA, Gobeshona, Climate Weeks, World Urban Forum, etc.).</li> </ul>	<p>The diagram illustrates the Triple Loop Learning process as a vertical cycle of three levels, each with a corresponding question and data source:</p> <ul style="list-style-type: none"> <li><b>Top Level (Blue):</b> <b>Meaning-making with the wider ecosystem</b> (Resilience Evidence Forum, COP Resilience Hub). Question: <i>How do we decide what is right?</i></li> <li><b>Middle Level (Green):</b> <b>Critical reflection</b> (Internal learning sessions, Strategy review/development lifecycle, Annual work planning &amp; budgeting). Question: <i>Are we doing the right things?</i></li> <li><b>Bottom Level (Orange):</b> <b>Sensemaking</b> (Donor/funder reports, blogs, knowledge products). Question: <i>Are we doing things right?</i></li> </ul> <p>Arrows indicate the flow of information and learning between these levels, with labels on the left for <b>Triple loop learning</b> (blue), <b>Double loop learning</b> (green), and <b>Single loop learning</b> (orange). At the bottom, the <b>Management Information System</b> (GRP Indicators + Workplan + Resilience Platform) is shown as the foundational data source for the single loop.</p>
<b>Double Loop Learning – Are we doing the right things?</b>	Learn about the implementation of GRP's organisational strategy and facilitate reflection into action towards any course corrections or adjustments during the strategy cycle (currently 2024-2029).	<ul style="list-style-type: none"> <li>• Yearly personal and team development plans;</li> <li>• Mid-year and end-of-year individual performance check in;</li> <li>• Yearly organisational budgeted work plan;</li> <li>• Yearly in-person team meeting;</li> <li>• Mid-year and end-of-year reflections regarding high points and low points.</li> </ul>	
<b>Single Loop Learning – Are we doing things right?</b>	Learn about how a programme is working and facilitate reflection into action towards programme improvements.	<ul style="list-style-type: none"> <li>• Monitoring and managing information systems, such as GRP indicators, work plans, periodic narrative and financial reporting.</li> </ul>	

The aim of our learning system is to learn about not only what does work, but also what does not work, why and how, to pull this information together so as to identify key functions of a successful approach to increasing resilience. This is then fed back to projects as well as into the wider resilience community. We are particularly keen to learn about:

- The process towards increasing resilience, and
- What we can learn about assumptions inherent in project designs – ‘how’ and ‘why’ each project will contribute to resilience.

**GRP’s learning system is underpinned by the following principles:**

**1. We take an ecosystem approach to knowledge management, brokering, and sharing**

An ecosystem approach involves working with a diverse set of partners, including funders, NGOs, think tanks, academia, and community-led organisations, to broker collaboration and share knowledge effectively. Thinking of the interactions of these actors as if they were an ecosystem conceptually allows the design of a system that accepts difference — in space, time, intensity, perspective, and styles — and helps in generating and mobilising different knowledge bases crucial for climate action and resilience work.

**2. We see learning as relational**

Our understanding of learning is relational, focused on connectedness and a reciprocal relationship between the Secretariat, our Partners, donors, and other key stakeholders. This means keeping in mind all the users of the learning and evidence generated as part of our activities; their different learning needs and their different learning styles. The invisible actions that build relationships are not undervalued as strong relationships enable learning to take place.

**3. We see indicators as the floor, and not the ceiling**

While indicators are essential for tracking progress, they should not be seen as the end goal of an integrated learning system. Instead, they serve as the foundation for deeper learning and understanding. When efforts are focused primarily on indicator alignment, learning in order to improve the result or impact we are trying to achieve is often not fully reached. Encouraging curiosity rather than judgement is one of the ambitions of our learning system.

**4. Establishing trust is key to transformative learning**

While indicators can depict a trend or a pattern to help us learn more about the factors behind them, we seek to build trust and accountability in learning processes through relational and human-centred approaches. With trust established it is easier to uncover stories that don’t normally get told, and therefore go deeper in our understanding of the dynamics and patterns that can enable or hinder resilience building. Stories of failure are included in this process, and we actively facilitate safe spaces for learning from failure among our partners and donors.

### 3.4 Cross-cutting issues

#### a. Gender and Youth

GRP recognises the critical role of empowering women and youth as agents of change in addressing their unique vulnerabilities and enhancing their adaptive capacities. To do so, gender and youth equality is embedded in the project design, consultation, implementation, monitoring, reporting and evaluation. This commitment is embedded throughout our project lifecycle—from design through evaluation—ensuring gender and youth considerations are integral to our approach. GRP requires all grantees to collect data disaggregated by gender for all relevant indicators as required by the GRP Indicator guidance and donor indicator guidance. This allows us to effectively assess, monitor, and evaluate the distinct effects of our interventions on both men and women, ensuring a comprehensive understanding of how each gender is affected.

Through targeted capacity-building initiatives and a focus on gender-responsive policies, GRP is dedicated to advancing gender equality and youth empowerment as fundamental components of our resilience-building efforts. By actively promoting women's participation in decision-making and leadership roles, and employing both qualitative and quantitative indicators, we track progress on gender equality and identify areas for improvement in promoting gender-responsive resilience strategies. Our focused initiatives address gender inequalities at the local level, ensuring our strategies are inclusive and impactful.

#### b. Human Rights

We are committed to upholding human rights and advancing social justice through our programmes and initiatives. We prioritise the active involvement of all stakeholders in formulating objectives, strategies, and outcomes. Our approach integrates human rights considerations across project lifecycles—from design to evaluation—ensuring inclusivity and participation. All supported projects need to adhere to international human rights standards. GRP collects disaggregated data to assess impacts on diverse groups, facilitating a comprehensive understanding of stakeholder dynamics. We prioritise empowering marginalised populations, including women, youth, and indigenous groups, equipping them with tools to navigate climate challenges and advocate for their rights.

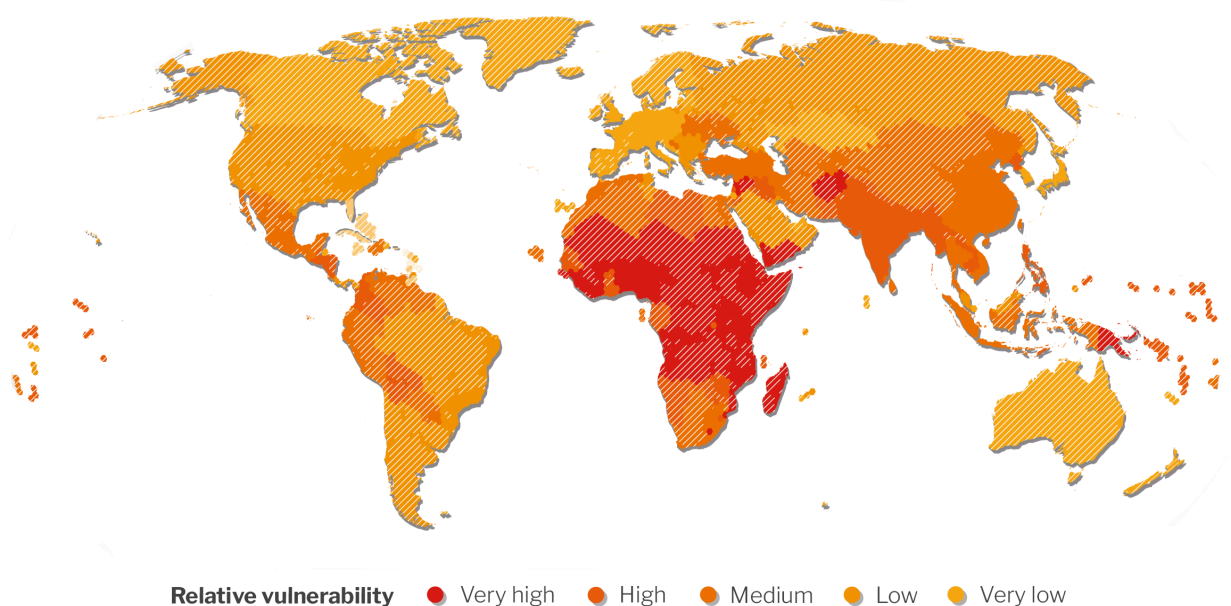
Transparency is integral to our reporting mechanisms, fostering an environment where all stakeholders can access relevant information, share progress, and learn from challenges encountered during implementation. By identifying potential risks early, we are better equipped to confront unjust power dynamics and mitigate any unintended negative consequences. Our learning and adaptive management strategy incorporates ongoing reviews and real-time feedback, ensuring that our interventions remain responsive to the complex realities faced by the communities we serve. By embedding human rights into our MEL framework, GRP guarantees that our efforts are equitable, inclusive, and effective in promoting resilience and social justice for all.

#### *d. Poverty and Vulnerability to Hazards*

Poverty and vulnerability to hazards are interlinked in complex ways that affect communities' ability to respond and recover from shocks. GRP focuses on enabling communities vulnerable to shocks and stresses to adapt to environmental changes, empowering those living in poverty by providing resources, opportunities, and choice. Our focus is to enhance the resilience of the poorest people, individuals who are most adversely affected by the impacts of climate change, which they scarcely contributed to causing. Places where this intersection is most accentuated include countries in sub-Saharan Africa, South & South East Asia and Small Island Developing States (SIDS) in the Pacific and Caribbean. The figure below (extracted from the Working Group II contribution to the IPCC Sixth Assessment Report, 2022)<sup>1</sup> shows the regions and local groups with observed high human vulnerability risk. GRP focuses its efforts on Official Development Assistance (ODA) eligible<sup>2</sup> countries that are vulnerable to climate change impacts, whilst also recognising that global drivers (e.g. trade, markets, or finance) are likely to be located elsewhere. Building systemic resilience requires working at the local and regional levels as well as tackling the global and more distant drivers.

#### **Observed human vulnerability to climate change is a key risk factor and differs globally**

(a) Vulnerability at the national level varies. Vulnerability also greatly differs within countries. Countries with moderate or low average vulnerability have sub-populations with high vulnerability and vice versa



<sup>1</sup> <https://www.ipcc.ch/report/ar6/wg2/figures/chapter-7/figure-7-002>.

<sup>2</sup> <https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/daclist.htm>.

#### *d. Conflict*

Included in the regions above are fragile and conflict-prone regions. We work in these areas to support people and places to strengthen their own resilience, so they do not slip further into conflict. While security risks cannot be eliminated, we will closely monitor the security situation at all times with local staff and local partners. While we do undertake activities in fragile and conflict-prone regions, we do not work in areas that are in active conflict. Our MEL approach adheres to the 'Do No Harm' principle, avoiding actions that could exacerbate conflict. Programmes in fragile or conflict-prone contexts/regions need to assess the potential for both positive and negative effects on local stakeholder dynamics and tailor interventions to minimise harm and maximise peaceful outcomes, guiding context-sensitive risk assessments and mitigation strategies.

GRP ensures that development activities mitigate the risk of exacerbating existing conflicts by addressing conflict dynamics in fragile environments. Our adaptive management approach includes continuous review and adjustment based on real-time data and feedback, ensuring that our strategies remain relevant and effective in promoting resilience and peace. By embedding these cross-cutting themes into our MEL approaches, GRP ensures our efforts are inclusive, equitable, and responsive to the complex realities of the communities we serve. Conflict monitoring is incorporated in risk registers based on the specific requirements of projects, initiatives, and donor requirements, particularly where tensions may undermine resilience outcomes.

#### *e. Environmental monitoring*

GRP adheres to relevant donor requirements for environmental reporting. GRP ensures that similar compliance requirements are included and evaluated in all relevant proposals from and agreements with potential sub-awards, contractors, and others with whom GRP might partner. Where required, Initial Environmental Examinations are conducted to determine whether activities will result in impacts on the environment. Where relevant, GRP develops Environmental Mitigation and Monitoring Plans as a tool to translate applicable environmental impact conditions and mitigation measures into specific, implementable and verifiable actions. Through continuous learning and adaptive management, GRP ensures that resilience interventions are responsive, equitable, and effective at confronting the complex and interconnected nature of shocks and stresses.

# MEL Roles and Responsibilities

## MEL Team

The key MEL roles are fulfilled by each programme team associated with the strategy and logic model, with overall support and coordination provided by the Programme Director, Head of Strategy, MEL manager, and MEL Officer. The team generates and assimilates knowledge across the GRP about what works best to strengthen resilience and use this knowledge to inform better policy and practice. Its intent is to help GRP partners and coalition members in delivering a sustained and transformational impact on people's resilience—beyond the communities directly supported by funded projects—through building and sharing evidence. To this end, the team develops and manages the strategic, technical side of monitoring and evaluating GRP activities, including developing the necessary MEL frameworks, tools, and indicators. The ambition is two-fold:

1. To support the different partners and projects to gather and produce robust evidence, including through monitoring, evaluation, and learning exercises, and to share these evidence and learning outcomes to improve project results and learn together.
2. To generate and assimilate knowledge about what works to strengthen resilience and promote the uptake of this knowledge by policy makers and practitioners. This is to amplify resilience building across geographies, and have a transformative impact on how aid and development function in the most vulnerable communities.

The team plays a coordination, management, and leadership role including:

- Oversight, review, and sign-off of monitoring, evaluation and learning activities associated with GRP funded activities.
- Guarantee consistency and coordination between activities for monitoring and results reporting.
- Collate relevant data, tools, information, reflections, and learning from GRP partners, coalition members and project implementers (connecting GRP to other data sources/bodies of knowledge/communities of practice, etc.)
- Support the internal GRP review process by summarising results, evidence, and learning generated across the programme, and produce, in conjunction with the GRP Communication team, key knowledge products drawing on data from across the partnership and coalition.
- Provide quality review of knowledge products, including producing summaries for the GRP Secretariat and GRP governance bodies, and for broader public dissemination.
- Feed into and support wider learning processes at global level with our various partners and in support of the resilience knowledge coalition and other communities of practice on resilience-related MEL.
- Design of reporting mechanisms to capture the results from all GRP activities, including those provided to GRP through sub-awards.

## GRP Operations Team

The Operations team has a distinct role in relation to operations and grants management, but works closely with MEL to realise the value of working together effectively. Effective coordination between Operations and MEL is seen as essential to programme success.

The Operations team has overall responsibility for management of the grants awarded to different teams across the GRP portfolio. It requests the allocated funding from the funder and is responsible for the financial management of all grants awarded, monitoring the delivery of partner projects, and reporting on the grants and projects with the MEL team to funders.

The operations team establishes contracts with implementing partners and sub-awardees, approves and processes payments and grant disbursements, ensures that projects deliver against their financial targets and are managed in a way that is fair, accountable, and transparent.

## GRP Partners

GRP Partners, including its host the Stockholm Resilience Centre, work in partnership to:

- generate new knowledge, evidence, and learning about how best to strengthen the resilience of vulnerable communities,
- generate robust knowledge, evidence, and learning about resilience, and
- amplify the impact of GRP within and beyond the programme.

Partners are supported to produce robust evaluation and research findings on resilience; and, communicating, in conjunction with the GRP Communication team, the evidence to support learning and uptake. Partners will also work closely with the GRP Secretariat on learning across all aspects of resilience.