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A RESOURCE GUIDE FOR BUILDING COMMUNITY-LED RESILIENCE: LESSONS FROM SOUTH SUDAN

Volume IV – Community Resilience Measurement Approach

Good practices for measuring community resilience

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I. Background

In South Sudan, USAID integrates humanitarian and development assistance to promote household and community resilience. USAID's goal is to strengthen the foundation for a more self-reliant South Sudan. It does so through four Development Objectives:

- DO1: Meeting basic needs of communities in crisis, while decreasing aid dependence,
- DO2: Household resilience increased in targeted areas,
- DO3: Improved social cohesion in targeted areas, and
- DO4: Government of South Sudan is more responsive to its citizens.

The USAID Policy LINK Activity[1] supports the achievement of these objectives by promoting collaborative governance, facilitative leadership, evidence-based decision-making, and the convergence of community and donor resources for joint work planning in five of the 13 counties encompassing the USAID Resilience Focus Zones (RFZs): Akobo, Budi, Jur River, Kapoeta North, and Wau.

Policy LINK uses a five-step participatory planning process to help communities identify and implement a community-led resilience agenda.

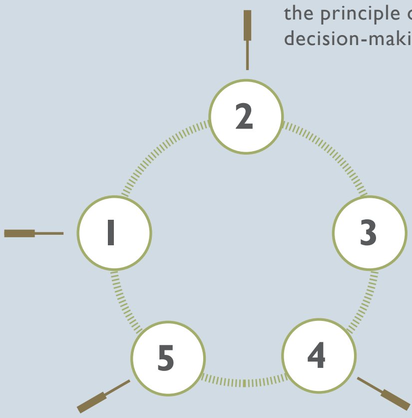
These five steps include:

1. Inclusive and participatory community and other stakeholder engagement,
2. Evidence gathering for resilience decision-making,
3. Sense-making workshops for articulating resilience aspirations and identifying priorities,
4. Local action planning for driving the development of a bottom-up community action plan, and
5. Joint work planning for alignment and better targeting of USAID investments.

About the Policy LINK USAID/South Sudan Activity

Gathering Evidence
All Policy LINK work is anchored in the principle of evidence-informed decision-making.

Stakeholder Engagement
Community engagement establishes a foundation of trust for cooperation and coordination.



Sense-Making Workshops
Sense-making workshops empower community representatives to use evidence to voice aspirations and identify resilience priorities.

Joint Work Planning
County-level action plan serves as the basis for multistakeholder work planning with USAID implementing partners and other local partners.

Local Action Planning
Payam-level action planning workshops confirm *payam*-level resilience priorities and identify, select, and send delegates for participation in the county-level workshop that finalizes a coherent local community action plan.

[1] Policy LINK is a global Feed the Future program to advance leadership and collaboration for better policy systems.

II. Introduction

This Resource Guide reflects lessons learned while implementing the participatory planning process in Akobo, Budi, Jur River, Kapoeta North, and Wau counties. It offers good practices for measuring community resilience, which corresponds to Step 2 (gathering evidence) in the five-step process. The guide builds on the good practices for effective multi-stakeholder engagement outlined in Resource Guide Volume I. It also provides a basis for the payam-level sense-making and local action planning workshops discussed in Resource Guide Volume II and the county-level sense-making, local action planning, and joint work planning workshops described in Resource Guide Volume III.

Policy LINK South Sudan Resource Guides

- Resource Guide Volume I: Inclusivity and Stakeholder Engagement
- Resource Guide Volume II: Evidence-Informed Decision-Making
- Resource Guide Volume III: Collaboration and Mutual Accountability

While the main audience for these Resource Guides is USAID implementing partners operating in South Sudan, the good practices can benefit anyone seeking to build resilience in South Sudan or elsewhere, including community-based organizations, nongovernmental organizations (NGOs), and local governments.

Key Terms Used in This Resource Guide

Community. Policy LINK views community as having four corners: (1) traditional authorities, (2) local government, (3) civil society (including women's and youth groups, faith-based organizations, etc.), and (4) the private sector.

Resilience. USAID defines resilience as "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." (Building Resilience to Recurrent Crisis – USAID Policy and Program Guidance).

Absorptive resilience capacities. "The ability to minimize exposure and sensitivity to shocks and stresses through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. For example, disaster risk reduction, financial services, and health insurance" (Resilience Measurement Practical Guidance Note Series – Resilience Capacity Measurement).

Adaptive resilience capacities. "The ability to make informed choices and changes in livelihood and other strategies in response to longer-term social, economic, and environmental change. For example, income diversification, market information, and trade networks" (Resilience Measurement Practical Guidance Note Series – Resilience Capacity Measurement).

Transformative resilience capacities. "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" (Resilience Measurement Practical Guidance Note Series – Resilience Capacity Measurement).

Community resilience. A resilient community is socially cohesive, with households and institutions that can leverage trust-based relationships to prepare for, withstand, and recover from shocks and stresses.

III. Gathering Evidence – Measuring Community Resilience

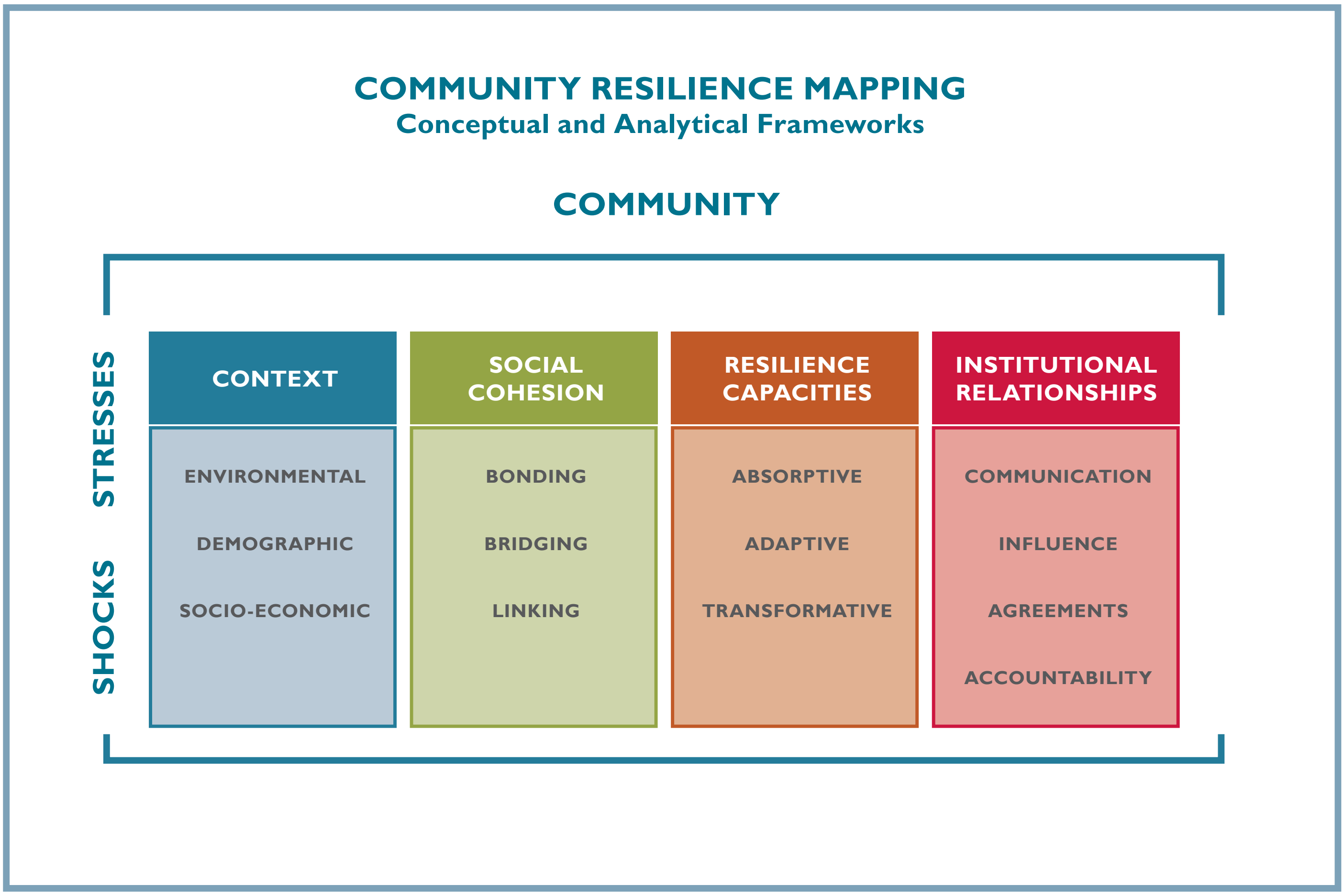
After establishing a foundation of trust (see Resource Guide Volume I), the next step in Policy LINK's five-step participatory planning process is gathering evidence – in this case, a baseline measurement of community resilience. The evidence provides the foundation for understanding and engaging local communities, strengthening community capacity, and fostering dialogue with implementing partners, so they can agree on joint priorities and develop an implementation action plan (for more guidance on translating evidence into action, see Resource Guides Volumes II and III).

The Community Resilience Measurement Tool

To gather the evidence, Policy LINK developed a community resilience measurement tool grounded in theory and practice and tailored to the South Sudanese context (see below for the conceptual framework underpinning the tool). It also incorporates lessons learned from Policy LINK's experiences in the four Partnership for Recovery and Resilience partnership areas. The tool helps benchmark communities against the elements shared by resilient communities (see box below) by asking the following questions:

- What are the major shocks and stresses affecting the community?
- What contextual factors affect community resilience?
- Do institutions cooperate, compete, and/or conflict in shock response?
- What resilience capacities do community institutions have that are involved in shock response?
- What institutional relationships support a community shock response?

The tool can also be used to measure the change in the maturity and performance of institutions, communities, and households to prepare for and respond to shocks and stresses.



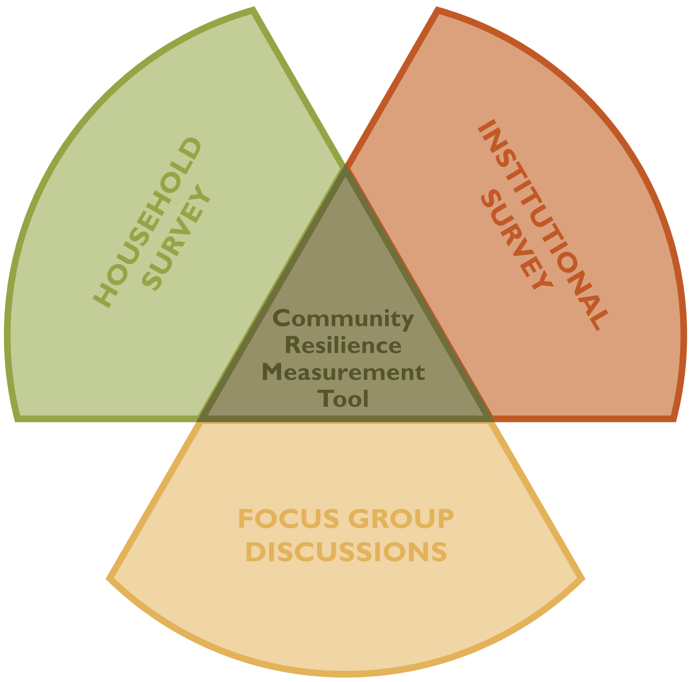
Characteristics of Resilient Communities in South Sudan

In Policy LINK's experience, resilient communities have the following elements:

- **Empowered community members.** Community members can visualize their community's future – and feel they are responsible for and capable of achieving that vision.
- **Strong community institutions.** Viable, adaptive, and trusted community institutions allocate local resources, mediate disputes, and protect the community from threats.
- **Social cohesion.** Social cohesion rests on trust-based relationships within a community (bonding), between communities (bridging), and between communities and the state (linking).
- **Access to services.** Communities have access to basic services as well as productive inputs and assets.
- **Strong external institutions.** Some challenges require the support of institutions outside the community to provide stability, a sound enabling environment, and transformative change.
- **Partnership with humanitarian and development actors.** Communities are active participants in planning and implementing any assistance.

To answer the questions above, Policy LINK designed a measurement methodology that includes (1) a household survey, (2) an institutional survey, and (3) focus group discussions (FGDs) (see the figure and discussion below; the full surveys and FGD guide are also available in Annexes 1-3).[2] The methodology involves communities in all aspects of the measurement process, from holding consultative meetings to explain the approach, purpose, and use of the data, to planning and administering surveys, to making sense of the data.[3]

COMMUNITY RESILIENCE MEASUREMENT PROCESS



[2] Policy LINK also developed a rapid community resilience measurement tool. This focus group discussion-based tool captures the essence of the three data collection tools (see the box at the end of this section for details).
[3] While all aspects of engagement with local communities in the data collection process are important, sense-making a particularly important step. Sense-making entails collaborative learning around the evidence. It honors local knowledge and understanding of the context, provides a culturally appropriate forum to discuss the results of the community resilience measurement, and builds agency and ownership.

Household Survey

The household survey helps community members identify ways they can work with institutions to improve the response to shocks such as conflict, drought, flooding, and disease outbreaks. Households[4] answer questions about their ability to prepare for and recover from shocks and stresses across six categories:

1. **Household characteristics.** Respondents answer questions about their household composition (e.g., size, age/gender structure, level of education). The purpose of these questions is to identify family members available for productive activities (an indication of labor availability) and the sex/age of the household (an important determinant of wealth and status).

2. **Household assets, livelihood strategies, and agricultural practices.** The questions explore the livelihood strategies households use to acquire food and earn income and the household and productive assets used to execute these strategies, including (improved) agricultural practices. The questions also help shed light on household wealth.

3. **Shocks and stresses.** These questions investigate historical and current shocks and stresses facing the community. Questions cover the types of shocks and stresses, their frequency, severity, and impact, and the coping strategies households use.

4. **Current resilience capacities.** Respondents are asked about their absorptive, adaptative, and transformative resilience capacities (see Key Terms above). In terms of absorptive capacities, households are asked about shock preparedness and mitigation, conflict management, potential assistance from other community members, informal safety nets, the availability and access to services, the availability and access to credit, and remittances. To assess adaptive capacities, households are asked about their aspirations and ability to adapt, their ability to influence and make choices for their household (locus of control), and their support to other community members. To measure transformative capacities, households are asked about the availability of and their access to formal safety nets, markets, communal natural resources, basic services (infrastructure, education, health, law enforcement, agriculture extension [including livestock]), and local government.

5. **Collaboration with NGO activities.** These questions explore respondents' contact with NGO activities and their participation in community action planning and implementation.

6. **Social cohesion.** These questions investigate which assets – including livestock, land, water, markets, fishing, and forests – unite the community and which cause conflict.

[4] In Policy LINK's case, households were randomly selected within a sample size that allowed the results to be aggregated to the county level. Note that when using the community resilience measurement tool it is important to work closely with the National Bureau of Statistics to obtain approval of the sampling frame and methodology as well as the identification of the Enumeration Areas (EAs) and the production of the EA maps.

Institutional Survey

This survey helps institutions identify ways they can work with other institutions to improve their responsiveness to shocks. The survey asks each institution about its capacity to respond to shocks and its relationships with other institutions and the community. The institutional survey is divided into three parts:

1. **Shocks and stresses.** The survey asks about shocks and stresses that occur in the local community, as well as their impacts. The questions also explore how these shocks and stresses affect the institution's ability to function and cope.

2. **Institutional resilience capacities.** In terms of absorptive capacities, the survey asks institutions about their shock preparedness and mitigation, including emergency response planning, cooperation with other institutions/organizations (including international groups) when responding to shocks/stresses, and the provision of assets during an emergency. To assess adaptive capacities, the survey asks about the institution's connection to the community, its emergency preparedness, whether communities use its services, and whether local and international agencies help communities recover from and prepare for future shocks. To understand the institution's transformative capacities, the survey asks about how the institution makes decisions and uses evidence during crises and how it cooperates with the community to respond to shocks and stresses. This set of questions also explores the quality and availability of community services (education, health, agriculture), including for vulnerable groups

3. **Institutional relationships.** The survey asks the institution about other institutions that support community resilience, their relationship with those institutions, and the frequency and quality of the engagement with other institutions. They are also asked to rate the cooperation among institutions and describe any preparedness/action planning done with the community.

Focus Group Discussions

The purpose of the FGDs is to learn how communities cope with natural and man-made shocks and stresses, as well as to discuss community systems, institutions, and general community well-being. The FGDs are structured as traditional meetings, with participants representing the four corners of the community seated in a circle. All participants are encouraged to respond to open-ended questions in the areas of:

1. **Coping with shocks/stresses in the past year.** FGD participants discuss 1) how COVID-19 has affected their community and who has been most affected and 2) any food shortages in the past year and what they did to address the shortages.

2. **Community response capacity.** FGD participants are asked how the community responds to shocks and stresses and community and institutional capacities.

3. **Conflict.** FGD participants answer questions about the types and drivers of conflict in the community, what community/local institutions are involved in conflict resolution, and how conflicts have affected households and the community.

4. **Social cohesion.** FGD participants respond to questions about how people in their community cooperate, what can be done to unite families, clans, or ethnic groups, and what community institutions promote peace, trust, and cooperation.

5. **Supporting out-of-school youth.** FGD participants explore what could be done to assist youth who have missed or dropped out of school.

6. **Reducing unemployment.** FGD participants offer ideas for addressing youth unemployment among those who have completed school.

Rapid Community Resilience Measurement Tool

The full community resilience measurement tool – inclusive of the household survey, institutional survey, and focus group discussions – brings together quantitative and qualitative approaches, enabling data triangulation, which produces more robust findings.

Circumstances may not always allow for the use of the full tool, however. As such, Policy LINK developed a rapid community resilience measurement tool (see Annex 4) that can help gather essential information.

The rapid approach uses townhalls (similar to community FGDs). Structured like traditional community gatherings and led by a trained facilitator, the townhalls are organized as follows:

- Community representatives in a circle so that everybody can see each other.
- All participants have an opportunity to speak (Note: Meetings are scheduled to last between two to two-and-a-half hours but should be allowed to go longer to hear all voices and viewpoints).
- A local facilitator translates into the local languages(s) and ensures the meeting respects local customs and protocols.
- The meeting is recorded and translated.

The topics covered in the rapid community resilience measurement approach are similar to the full community resilience measurement approach, including livelihoods (sources of food and income, coping strategies), shocks and stresses (type, impacts, and response), conflict (type, drivers, and impacts), conflict resolution (which institutions address conflicts and what can be done to unite communities), social cohesion (bonding, bridging, and linking), unemployment, out-of-school youth, shock preparedness and mitigation, availability to informal safety nets, availability/access to humanitarian assistance, credit and savings, resilience capacities, and access to basic services.

IV. Good Practices

This section of the Resource Guide contains good practices based on Policy LINK's experience in South Sudan. The practices are organized into the following themes, which broadly align with the steps followed to deploy the community resilience measurement tool: (1) Planning, (2) Stakeholder Engagement, (3) Enumerator and Community Mobilizer Recruitment, (4) Enumerator and Community Mobilizer Training, (5) Deployment of Quantitative Tools, and (6) Deployment of Qualitative Tools. The sections below describe each theme and offer good practices. First, we offer guiding principles that apply across all themes/steps.

Guiding Principles

- ***Transparency and awareness of USAID's strategy.*** USAID's strategy for resilience programming in South Sudan is grounded in a community-led approach. As such, make communities aware of USAID's strategy and objectives, as well as those of your project.
- ***Inclusivity.*** Ensure the participation of all four corners of the community, with a focus on engaging women, youth, and persons with disabilities. See Resource Guide Volume I for tested approaches.
- ***Working with and through community-based institutions.*** To navigate and leverage the local system and resources, work with county authorities, community institutions, and traditional authorities, all of which play critical roles in the community. In addition, create space for community dialogue. Make sure community members understand what is being proposed and have the space and time to talk through the issues and voice their concerns.
- ***Sequencing.*** Sequence engagement in a logical, culturally appropriate way. Start at the state level and work down to the county then payam level to build relationships and momentum.

Planning

The first step in measuring community resilience is planning. Much of the work at this stage entails seeking government approvals and support and making operational/logistical preparations for sending enumerators to the targeted communities.

Key activities at this stage include:

- Obtain approval from the National Bureau of Statistics (NBS) for the community resilience measurement methodology. Ask NBS for a list of enumeration areas; request backup areas in each payam, too, in case certain areas are inaccessible. Also, ask for maps for each enumeration area.
- Once you have NBS approval, ask the bureau to prepare and sign introductory letters for each level of government (e.g., the state NBS office, the governor's office, the National Security Services, and the commissioner's office). Give the field teams hard copies of these letters, which they should always keep with them.
- Make logistical preparations. Make sure field staff have sufficient data and airtime for their mobile phones. Seek National Communications Authority approval for procuring Thuraya satellite phones for emergency communications (Note: This process can take up to six months). Prepare vehicles. Assess the risks in each community and work with your security focal point to develop a security plan.
- Begin engaging stakeholders whose approval, support, and insights are critical to the measurement effort. In addition to NBS, these stakeholders include the governor's office, payam administration, commissioner's office, CSOs, and other implementing partners (see the next step for areas of engagement). They can also support your local recruitment efforts (see below).

Stakeholder Engagement

Stakeholder engagement/coordination is an ongoing process that begins at the planning stage and continues throughout the measurement process, as described throughout the good practices. Here, we provide a checklist of key stakeholders and potential areas of coordination.

When going through this checklist, keep in mind the following good practices:

- Allocate adequate time for stakeholder discussions. Setting up meetings, obtaining approvals, and building trust take time. Build a buffer in your schedule.
- Prioritize inclusivity. To avoid leaving out any stakeholder group in the community, seek the counsel of South Sudanese staff and experts familiar with local dynamics.
- Explain the purpose and process of measuring community resilience. Use initial engagements to ensure all stakeholders understand why and how you are measuring community resilience.

Stakeholder Engagement / Coordination Checklist

National Bureau of Statistics

- ☐ Obtain approval for the measurement methodology.
- ☐ Ask for maps and a list of enumeration areas (and backup areas if the initial enumeration areas become inaccessible due to security concerns).
- ☐ Secure introduction to state NBS offices, the governor's office, the county commission, etc.

Governor's Office

- ☐ Introduce the project and the community resilience measurement effort.
- ☐ Seek approval and support.
- ☐ Seek approval for posting job advertisements (for enumerators, community mobilizers, and field supervisors).

County Commissioner

- ☐ Introduce the project and the community resilience measurement effort.
- ☐ Seek approval and support, including with opening doors and resolving issues.
- ☐ Ask for introductions to the payam administrations.

Payam Administration

- ☐ Introduce the project and the community resilience measurement effort.
- ☐ Obtain approval and support for working at the payam, boma, and village levels.
- ☐ Ask for help sensitizing the community on the enumerator and community mobilizer recruitment process.
- ☐ Request assistance in selecting FGD participants from all four corners of the community.

Civic Engagement Centers

- ☐ Engage the Centers in recruiting community mobilizers and enumerators, as well as reaching local CSOs whose members could participate in FGDs.

Relief and Rehabilitation Commission

- ☐ Introduce the project and the community resilience measurement effort.
- ☐ Obtain approval for measuring community resilience.
- ☐ Solicit advice on recruiting community mobilizers and enumerators (including reaching beyond the capital and youth and other marginalized groups).
- ☐ Invite staff to serve as observers on the recruitment panels.

National Security Services

- ☐ Introduce the project and the community resilience measurement effort.
- ☐ Obtain approval for measuring community resilience.

Protection of Civilians Camp Manager

- ☐ Introduce the project and the community resilience measurement effort.
- ☐ Seek approval for measuring community resilience if sampled households lie within Protection of Civilians Camps.

Traditional Leaders

- ☐ Coordinate with traditional chiefs; ask them to guide enumerators through the enumeration areas (i.e., to the sample households).
- ☐ Include traditional leaders as FGD participants.

Youth/Youth Groups

- ☐ Engage youth in recruitment efforts, including inviting youth leaders to serve as observers on the recruitment panels.
- ☐ Include youth in household surveys and FGDs (and institutional surveys, as appropriate).

CSOs

- ☐ Seek CSO insights into community dynamics.
- ☐ Engage CSOs in recruitment efforts. They can be critical for finding capable STTA.
- ☐ Ask CSOs to help mobilize communities.

USAID Implementing Partners

- ☐ Share the measurement tool for feedback.
- ☐ Coordinate to avoid duplication of data collection efforts.

Enumerator and Community Mobilizer Recruitment

Community mobilizers and enumerators are integral to the community resilience measurement process. Community mobilizers work with traditional authorities and payam administrations to mobilize participants/ respondents from target stakeholder groups. Enumerators, meanwhile, administer the household and institutional surveys and facilitate the FGDs. In short, they are the faces of the project in communities. As such, it is important to identify and recruit the right candidates, using clear, transparent processes that instill confidence and trust in the community resilience measurement process.

The key tasks at this stage are to:

- Explain the recruitment process to the community. In a context where nepotism in recruitment is rife, clarity on the process and transparency build trust in the project and the measurement effort.
- Post job advertisements for enumerators, community mobilizers, and field supervisors, following Ministry of Labour rules and working with the county commissioners and payam administrators.
- Put in place a recruitment panel to observe candidate interviews and the tabulation of candidate scores. Explain the recruitment process to panel members.
- Before doing any interviews, inform the security forces and show them all introductory letters. Otherwise, it may be difficult or risky to convene people for candidate interviews.
- Make offers to successful candidates.

Feedback on the Recruitment Process
Policy LINK's recruitment process generated positive feedback from all six payams. The following statements from members of the recruitment panel demonstrate the value and effectiveness of this process:

Kuajiena payam
Youth Leader: "This process is the first of its kind, and I assure you there will be no problems because I will report it as it is to the youth, everybody will be happy."

Rocrocdong payam
Payam Administrator: "No question about the process, other than to say, it was a good, transparent process."

Wau Bai
RRC Representative: "This is a very unique process which cleared our doubts, and it will build the communities' confidence in Policy LINK's activities."

Kangi payam
Payam Administrator: "We are happy with how the interview process involved all the stakeholders. I believe the presence of the youth leader in the panel will help to explain how the interview process has transpired to the youth."

Public Service representative
"This is the first time that the interviews have been decentralized to the base at payam level with the involvement of labor and other strategic partners. As labor, we will advocate for similar processes to be follow by IPs [implementing partners] at the grassroot level."

NBS representative
"I thought there was no hope in merit-based recruitment in South Sudan, but Policy LINK has resurrected it in me, salutations!"

Good practices at this stage include:

- Engage local stakeholders in the recruitment process. RRC participation in the recruitment panels, for example, adds credibility. The Civic Engagement Centers, meanwhile, can post advertisements and reach strong candidates through their CSO networks.
- Make youth leaders observers on the recruitment panels so they understand the process and standards and bear witness to the transparency, efficacy, and integrity of the process.
- Uphold the highest standards of transparency. For example, finish the interviews, candidate scoring, and hiring decisions on the same day, under the oversight of the recruitment panel. If decisions are delayed or made behind closed doors, members of the recruitment panel suspect that outsiders have influenced the hiring process, which could undermine trust in the entire measurement exercise.

Enumerator and Community Mobilizer Training

The success of the community resilience measurement exercise depends on the attitudes, skills, and competencies of the enumerators and community mobilizers. As such, training is an important step in the community resilience measurement process.

Key tasks at this stage include:

- Review employment contracts with community mobilizers and enumerators, making sure they understand data confidentiality requirements.
- Train community mobilizers, with a focus on informing them about the targeted stakeholder groups (who and how many) (e.g., employed and unemployed youth, youth who have dropped out of school).
- Train enumerators, dedicating most time to data collection techniques, including how to approach a household, conduct interviews, and keep respondents engaged.

Good practices at this stage include:

- Allocate adequate time for the enumerator training. A training covering both surveys and the FGDs will take at least five days.
- In the enumerator training, build in time to cover technical issues, especially if using digital data collection tools. Discuss how to install and use any mobile phone apps, use the phone and app(s), and ensure data privacy when phones are not password protected.
- Pre-test the data collection tools. Testing the tools enhances data quality by allowing enumerators to practice their new skills, thereby mitigating the risk of poor data collection. Pre-testing also enables you to improve the tools before using them (e.g., changing the wording, translating words differently, rephrasing certain questions). If pre-testing the tools with community members, make sure to obtain the appropriate approvals. Alternatively, enumerators can pre-test the tools on each other using mock interviews.

Household and Institutional Surveys

Once the enumerators have been trained, the next step is to administer the household and institutional surveys. At this stage, the enumerators deploy to the field. Once in the target payam, they work closely with the community mobilizers and traditional authorities. The traditional authorities serve as guides, helping enumerators find the sample households, which can be difficult to locate in large and remote areas (institutional survey respondents are a little easier to track down).

The key tasks at this stage are to:

- Before mobilizing field supervisors and enumerators:
    - Acquire final security clearances. Use the backup enumeration areas if security conditions prevent travel to certain payams.
    - Map community activities to identify events or seasonal activities that could affect implementation (e.g., harvest season, market days). Change the schedule if needed.
- Explain the sampling methodology to the community (see footnote #4 for details). This step mitigates concerns about having been skipped by enumerators.
- Coordinate with the traditional authorities, who will guide enumerators to the sample households, which can be difficult to find and/or access.
- Deploy field supervisors and enumerators and administer surveys.
- Review the data, provide quality assurance, and provide feedback to the field supervisors and enumerators.

Good practices at this stage include:

- Provide ongoing data quality assurance. Identify staff with the requisite skills and assign them to perform data quality assurance tasks. Give regular feedback to the field supervisors to minimize data collection errors and ensure data validity.
- Provide all enumerators with all approval letters in case they run into issues.
- Allocate adequate resources to data analysis, taking into account the volume of data that will be produced (for more guidance on synthesizing the data and sharing the findings with communities in a comprehensible manner, please see Resource Guide Volume II).





Focus Group Discussions

After completing the surveys, the next step is convening FGDs. Policy LINK aimed for four focus groups per payam (youth/private sector, women, CSOs, and traditional leaders/government officials).

Key tasks at this stage include:

- Recruit FGD participants. Community mobilizers should work through the payam administrations and CSOs, with the assistance of the county commissioner and traditional authorities as needed. Aim for a 50-50 ratio of men to women and include representatives of all four corners of the community. Be aware of and sensitive to all groups in the community to avoid excluding anyone.
- Facilitate the focus group discussions using the guides (see Annex 3). Use simultaneous transcription.
- Review data quality on an ongoing basis.

Good practices at this stage include:

- Take care when choosing the FGD site(s). While many communities have limited spaces available, it is important to avoid sites where background noise makes transcription difficult.
- Seek diversity within target participant groups (e.g., youth who are in and out of school, employed and unemployed). Make sure community mobilizers understand these requirements.
- Convene women-only FGDs. While women can and should participate in other FGDs, make sure to organize women-only FGDs as well. Consider breaking out the women-only FGDs by age group, as young women are less likely to share their thoughts in the presence of older women.
- Share the selection criteria with FGD participants so they understand and appreciate the importance of soliciting and listening to diverse perspectives in the discussion.
- Tap into existing staff skills and assign the right staff to perform data quality assessments. Give regular feedback to the field supervisors to minimize data collection errors and ensure data validity.
- Do simultaneous transcription to facilitate timely data quality assurance and analysis.
- Allocate adequate resources to data analysis, taking into account the volume of data that will be produced (for more guidance on synthesizing the data and sharing the findings with communities in a comprehensible manner, please see Resource Guide Volume II).

V. Conclusion

All communities in South Sudan have resilience capacities that are critical to the well-being of community members. The first step in strengthening resilience is understanding what those capacities are. This Resource Guide offers an overview of Policy LINK's community resilience measurement tool, as well as guidance on using the tool effectively. In particular, the Resource Guide stresses the importance of engaging the community throughout the resilience measurement process and, indeed, in the resilience strengthening process, as described in our other three Resource Guides.

Annexes

1. **Community Resilience Measurement Tool: Institutional Survey Questionnaire**
2. **Community Resilience Measurement Tool: Household Survey Questionnaire**
3. **Community Resilience Measurement Tool: Focus Group Discussions**
4. **Rapid Community Resilience Measurement Tool**

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