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# USAID PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG) LEARNING EVENT

August 2<sup>nd</sup> - 4<sup>th</sup>, 2016

Windsor Hotel, Nairobi - Kenya



August, 2016

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# **USAID PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG) LEARNING EVENT**

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(PREG)

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## EXECUTIVE SUMMARY

The USAID Partnership for Resilience and Economic Growth Learning Event was convened as scheduled between August 2<sup>nd</sup> - 4<sup>th</sup>, 2016 at the Windsor Hotel in Nairobi, Kenya. The overarching theme for the program was to “inspire, energize and mobilize PREG partners to commit to collaborative approaches for building resilience in the Arid and Semi-Arid Lands in Kenya”. The more specific goals determined for the session were:

1. Share experiences and insights about PREG Partnership before, now and going forward
2. Contribute ideas for the development of strategies to strengthen the PREG Collaboration and Partnership
3. Discuss strategic applications of the GIS Mapping Tool
4. Identify communication strategies to strengthen the PREG Collaboration and Partnership.
5. Gain knowledge and information on emergent issues
6. Contribute ideas for the development of Standard Operating Procedures (SOPs) to strengthen the PREG Collaboration and Partnership

In pursuing the stated goals, the participants were engaged in variety of learning sessions. There was an explicit emphasis on an “action and results” orientation for the Learning Event. This is based on the realization that the ultimate measure of the Learning Event will be the productive accomplishment of follow-through actions. As such throughout the two day event, the focus was developing an overall Action Plan, Standard Operating Procedures (SOPs) and M&E Framework for Collaboration and Partnership based on action recommendations from the Learning Event.

The following action recommendations from the Learning Event have been reviewed and endorsed by USAID as priority elements of the Learning Event Action Plan:

- Establish a Geographic Information Systems (GIS) Working Group.
- Revision of GIS tool template.
- Training PREG+USAID Decision makers
- Devolution of the GIS Tool.
- Develop approach to real time data collection.
- Develop linkages to other data sources.
- Establish PREG partners communications Working Group (County and National)
- Finalize unified PREG Partners communications guidance.
- finalize internal USAID Communications strategy.
- Help NDMA sensitize County Stakeholders on EDE and EDE M&E framework.
- USAID sensitize PREG Teams to support NDMA efforts/framework – 6 Pillars
- PREG M&E technical assistance to National and County levels NDMA/EDE M&E capacities
- Establishing and operationalizing M&E Approach to Partnership and Collaboration within PREG
- What PREG can do now to include flexible programming approach to ensure present PREG work planning process is shock responsive
- Establish a Secretariat to help coordinate activities in a structured manner and support the PREG Partnership
- How to make PREG more institutionalized

Appendix I gives the detailed Plan of the Action Grid, SOP and M&E Framework.

The evaluation outcomes validate the successful accomplishment of the Learning Event goals. Throughout the Learning Event, the participants expressed their appreciation for the opportunity to share experiences and gain additional knowledge about collaboration and Partnership. In summary, the following examples reflect the appreciative feedback offered during the event and within the formal evaluation:

- The event was conducted and effectively organized
- The event offered both learning, sharing and networking experience
- The small discussion groups were effective in allowing the participants to make contributions and interact freely
- The event allowed for collaboratively establishing group recommendations for the way forward
- The event featured an emphasis on action orientation in implementation of recommendations
- The event had excellent facilitation and programme organization

The numerical evaluation for the achievement of the Learning event goals was at an average of 4 (1 = Goal not met and 5= Goal met successfully). The full summary of the Learning Event Evaluations is included in Appendix II

## LIST OF ABBREVIATIONS

AHADI	African Institute for Health and Development
AP	Action Plan
EDE	Ending Drought Emergencies
CC	Climate Change
C&P	Collaboration and Partnership
GIS	Geographic Information Systems
JWP	Joint Work Planning
M&E	Monitoring and Evaluation
NDMA	National Drought Management Authority
NHP plus	Nutrition and Health Program Plus
PREG	Partnership for Resilience and Economic Growth
REGAL IR	Resilience and Economic Growth in the Arid Lands-Improving Resilience
SOPs	Standard Operating Procedures
SoW	Scope of Work
TWG	Technical Working Group
USAID	United States Agency for International Development
USAID/KEA	USAID/Kenya and East Africa
WFP	World Food Programme
WS	Work Streams

## 1. INTRODUCTION

The USAID Partnership for Resilience and Economic Growth Learning Event was convened as scheduled August 2<sup>nd</sup> -4<sup>th</sup>, 2016 at the Windsor Hotel in Nairobi, Kenya. The overarching theme for the program was to “inspire, energize and mobilize PREG partners to commit to collaborative approaches for building resilience in the Arid and Semi-Arid Lands (ASALs) in Kenya. “ The more specific goals determined for the session were:

1. Share experiences and insights about PREG Partnership before, now and going forward
2. Contribute ideas for the development of strategies to strengthen the PREG Collaboration and Partnership
3. Discuss strategic applications of the GIS Mapping Tool
4. Identify communication strategies to strengthen the PREG Collaboration and Partnership.
5. Gain knowledge and information on emergent issues
6. Contribute ideas for the development of Standard Operating Procedures to strengthen the PREG Collaboration and Partnership.

The Learning Event attracted a diverse group of 67 participants from PREG members, County representatives and USAID staff. The complete list of participants and the agenda for the program are included in Appendix III and IV respectively. Africa Lead was contracted to support Jennifer Maurer and Dorine Genga of USAID to plan and organize for the PREG Learning Event. Jawara Lumumba, Alison Long and Peter Hailey were engaged as facilitators to design and facilitate the program, while Samuel Ochola was engaged as the Learning Event Rapporteur.

## 2. OPENING REMARKS

Mark Carrato, Office Chief –USAID Office of Economic Growth delivered the opening comments for the Learning Event. He emphasized the importance of the PREG Model and encouraged the participants to fully engage themselves in the Learning Event. He reminded the group of the complex and complicated nature of Collaborative and Partnership approach. He stressed the need for effective team work and creatively employing a Systems Approach (SA) to PREG’s work. He underscored that while progress has been made on Climate Change (CC), there is still much to be done. In addition, he urged the group to determine better ways of disseminating information. He highlighted that PREG’s Collaboration and Partnership can be the mechanism for generating vital results. By illustration, those results include:

- ability to withstand shocks,
- achieving food nutrition and sustainability,
- access to water and good sanitation,
- community based groups,
- reduction of poverty,
- access to services and better livelihoods and
- locally viable solutions and appropriate technology and innovation as multiplier effects.



### 3. PREG COLLABORATION AND PARTNERSHIP BACKGROUND AND CONTEXT

Recognizing that there was diversity in the level of involvement with PREG among the Learning Event participants, the initial substantive session offered a summary of previous work and established a context for the overall Learning Event. In that process, the USAID definition of Resilience was offered as part of the background context. That definition is: “the ability of communities, people, households, countries and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth”.

By illustration, some of the key challenges highlighted for PREG’s Collaboration and Partnership are:

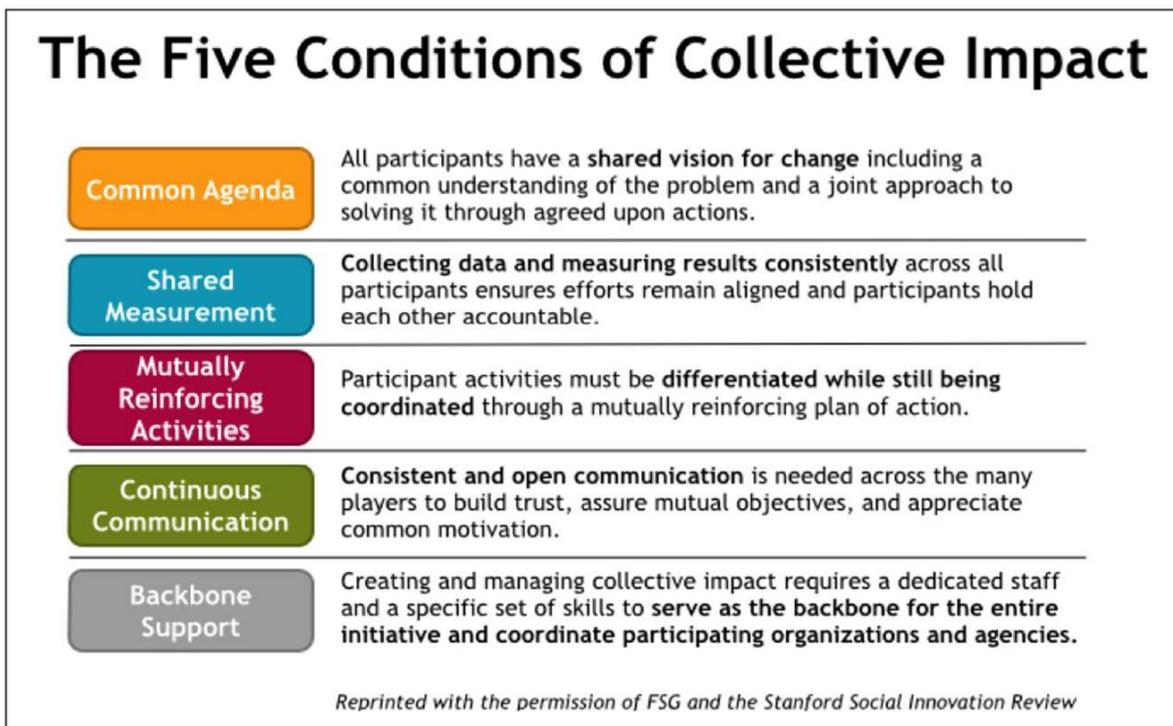
- Partnership involves complexity and heterogeneity.
- Funding competition is reality.
- Partners have responsibility to numerous donors.
- Funding streams are siloed and not focused on collective impact.

Some of the stated advantages that were offered for Collaboration and Partnership are:

- Stronger voice together.
- Cross fertilization of ideas.
- Potential for greater impacts
- Avoiding overlaps
- Allows concentration of comparative advantages
- Allows leveraging technical expertise across partnership.

Drawing from current literature, “**Five Conditions for Collective Impact**” were presented as a foundation for strengthening PREG’s Collaboration and Partnership. Those “**Five Conditions of**

Collective Impact” are:



To facilitate the participants’ work on recommendations for strengthening PREG’s Collaboration and Partnership and the development of SOPs, the following Vision Statement was introduced to serve as a point of guidance:

*“Through collaborative activities and approaches in the ASAL areas of Kenya, USAID PREG partners will more effectively support the Government of Kenya to develop individuals, communities and systems resilience capacities resulting in sustainable reductions in humanitarian assistance needs, prevalence/depth of poverty, household hunger and acute/chronic under nutrition.”*

To visually demonstrate the perspectives of the participants, they were asked to share their level of agreement or disagreements on three propositions in an activity titled, *“Walking the Line”*. This involved moving to a point on a line to signify their position on the stated propositions. The three propositions were:

- Building resilience capacities and reducing the need for humanitarian aid is essential for the success of our program.
- Important opportunities to better collaborate and partner are being missed.
- It is clear how we should collaborate and partner in PREG.

On the first proposition, the overwhelming majority decisively agreed. In explaining their position, they emphasized the need for a development approach that would ensure sustainability through capacity building. The dissenting view focused on the need to accept that some social, economical and political issues are out of the group’s control. On the second proposition, the significant majority of the participants were in agreement. In explanation, it was pointed out that a common vision is still elusive. In addition, competing interest among partners is proving to be an obstacle

and a joint planning process needs to be better used. Those who were in disagreement cited the need to acknowledge the progress that has been made and commit to sustaining that progress. They also highlighted the need to better tell the story of PREG's progress. On the final proposition, the overwhelming majority were again in total or partial agreement. In sharing the reasons for their perspective, it was highlighted that:

- There is no clarity on how PREG members should collaborate,
- There are different levels and scopes of operation,
- There is no structured framework for PREG's work in collaboration and partnership, and
- There is need for a measurement process to prove PREG's Collaboration and Partnership is building resilience in communities.

The full set of the background and context-setting slides are contained in Appendix VI (slides 5-22).

## **4. PREG's COLLABORATION AND PARTNERSHIP BEFORE, NOW AND TOWARDS THE FUTURE**

To further offer a historical, contemporary and forward-looking perspective on PREG, a panel of stakeholders shared their experiences and insights on PREG Collaboration and Partnership. The panelists were: Josephat Wafula from WFP, Erastus Kyalo from Regal AG, Mores Loolpait from APHIA + and Doris Kaberia from MWA.

The panel presentations focussed on:

- PREG's beginning, - Josephat Wafula
- Struggles experienced in collaboration and partnership along with responsive strategies, - Erastus Kyalo
- Positive examples of PREG Collaboration and Partnership - Mores Loolpait and
- Linking Humanitarian Aid and Development Aid - Doris Kaberia.

In culminating the panel presentations, the respective panelists offered the following summary observations and recommendations.

Josephat Wafula observed and recommended:

- The importance of reaching out to other partners for Joint Work Planning (JWP)
- Providing orientation to new PREG members
- Synchronizing development with County Governments
- Supporting County Technical Working Groups (TWGs)

Erastus Kyalo observed and recommended continuing:

- Convening monthly meetings to share work plans
- Cultivating more trust and cordial working relationship
- Holding bilateral project meetings to foster trust
- Choosing win-win opportunities for collaboration and partnerships
- Orienting new members

Mores Loolpapit observed and recommended:

- Increasing proactive engagement in PREG
- Undertaking Joint Work Planning and implementation

Doris Kaberia observed and recommended:

- Working closely in Joint Work Planning and implementation
- Changing perspectives and thinking in terms of collaboration versus competition,
- Increasing systems thinking about long term relief and begin embedding risk reduction within development programs

In the evaluations, the participants expressed their appreciation for the panel presentation and recommended that more sharing and learning opportunities be included and an integral part of future Learning Events.

The full slide deck from the panel presentations is contained in Appendix VI (slides 23-42).

## 5. GIS MAPPING TOOL PRESENTATION

A GIS Mapping Tool has been developed to support the work of PREG. To expand the use of this resource, an overview presentation was done by the GIS Working Group under the Leadership of Margaret Mwangi (USAID/KEA) assisted by Matthew Nyamwange from AHADI, Stephen Mcharo from NHP Plus and Fredrick Juma REGAL IR. It was explained that the tool is designed to support the Resilience Strategy which emphasizes improved coordination of humanitarian and development programming through improved **layering**, **sequencing** and **integration**. This is done by:

- Allowing visualization of actual activity locations
- Identifying areas of optimal coordination
- Utilizing contextual information through overlays

By example, based on the PREG partners NHP Plus and AHADI's as well as REGAL IR's experiences, the tool has been used to:

- Identify areas for collaboration between partners
- Serve as a living reference on layering and selection of target beneficiary.
- Monitor vulnerability changes as overlay to areas where REGAL-IR is implementing nutrition and DRR programs
- Access other secondary data sets such as poverty, FEWSNET for NRM Rangeland Monitoring

The group featured a mini-demonstration of the GIS Mapping Tool for the audience's enlightenment. The session concluded with the following recommendations from the group:

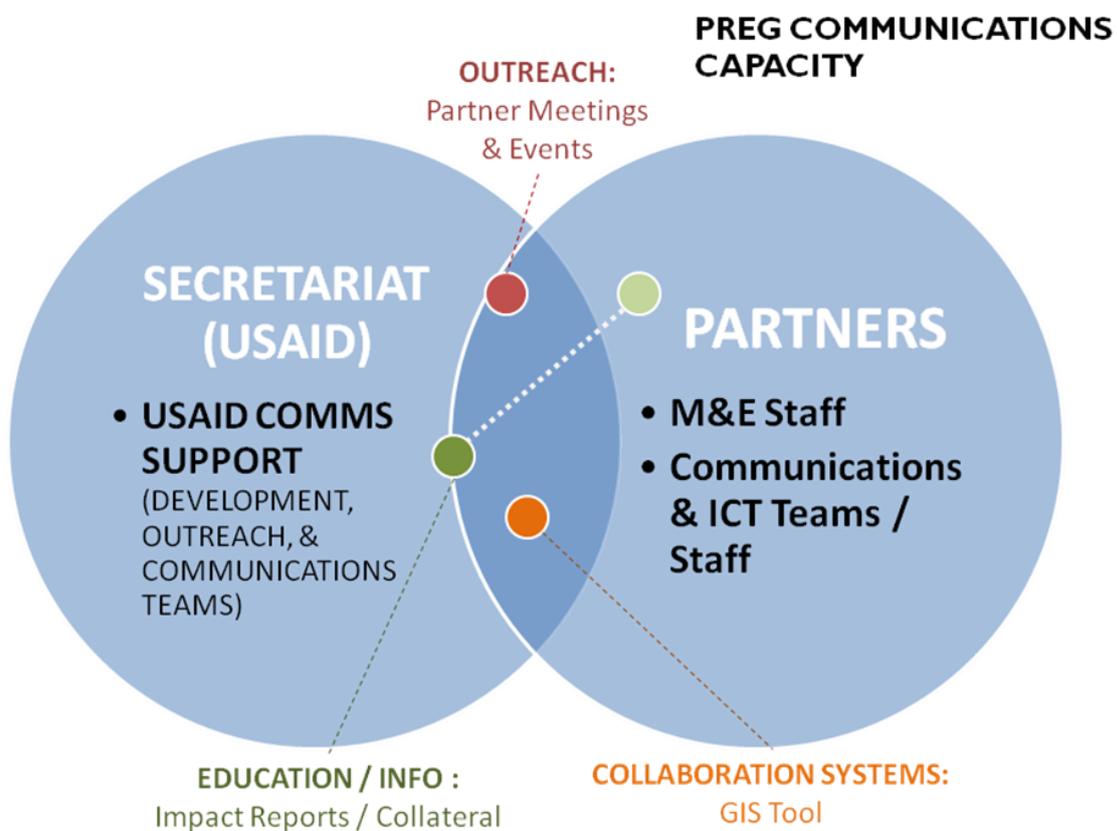
- Use the GIS Mapping Tool to support the PREG communication strategy
  - Story Maps, Other knowledge management tools(photos, videos)
- Maximize use of geographic analysis
- Encourage participation of M&E, Planning and other users
  - Enhance training
- Establish real time data collection tools & other tool modifications
- Establish a Knowledge Management Working Group (data and communications).

- Current members: NHP Plus, AHADI, WFP, REGAL IR

The complete presentation slides are contained in Appendix VI (slides 43 – 58).

## 6. COLLABORATING ON PREG COMMUNICATIONS

Recognizing how vital communication to PREG attaining its accomplishment, Thom Wallace - Africa Lead Regional Communications and Knowledge Manager facilitated an interactive dialogue on enhancing communication. Communication was defined as “inspiring people to engage, respond, act and react”. It was underscored that PREG Communication involves both USAID and the PREG Partners assuming their complementary responsibilities. That interrelationship was graphically depicted as:



To facilitate the interactive dialogue, the participants were asked to identify communication strengths and opportunities. The identified strengths shared in plenary were:

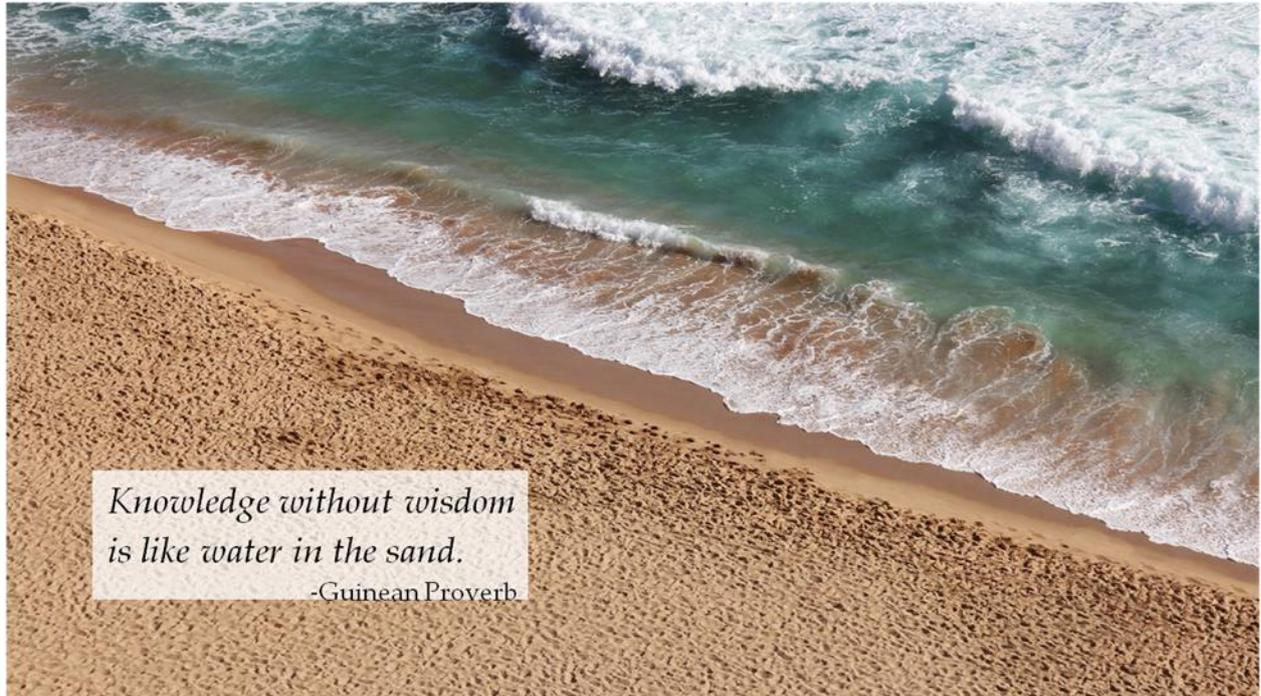
- Existence of Individual Partners within the County and their networks
- Existence of Communication Working Group which can be re-oriented to have a PREG Agenda and in turn tell their story wider
- Use of local radio to communicate resilience
- Branding using banners has increasing visibility

The identified opportunities were:

- Conduct structured monthly and quarterly meetings to give a unified front.

- Develop a common communication strategy for PREG partners
- Conduct an annual PREG event to showcase farmer success and challenges
- Increase collaborative communication overall
- Develop case studies and cross-county and country learning events
- Assist new partners to use the GIS Tool in order to launch their projects fast
- Harness available pool of Resources

The complete presentation slides are contained in Appendix VI (slides 60 -70).



## 7. PREG EMERGENT ISSUES INTERACTIVE DISCUSSIONS

The Learning Event featured three Emergent Issues that were identified for inclusion in the programme. These were:

- NDMA M&E Plan and the EDE Framework – Brian Mutie
- Exploring Partnership Output Indicators for PREG –Grace Miano of ILRI and Alison Long
- Flexible Planning to Respond to Shocks – USAID Presentation – Karine Garnier

The sessions were offered twice simultaneously. The participants were given an opportunity to attend two of the three sessions. The slides from each of the sessions are contained in Appendix IX. The session Leaders offered major take away messages from their sessions in plenary. The major take away messages from this session were:

### **NDMA M&E Plan and the EDE Framework:**

- Need to integrate PREG at the National level to work with EDE to help improve coordination and capacity to execute the mandate of the EDE Framework
- Determine how PREG can contribute to the County level with a standalone entity devoid of

CSGs

- Support Capacity Building to the Technical Working Group to ensure they can deliver

Exploring Partnership Output Indicators for PREG:

- No shared definition/framework to define success or TARGETS
- Most activities are seen as an ADD-ON not integral
- No harmonized mechanism for data collection and analysis, dissemination/use,
- No clear flow and sharing information

Flexible Planning to Respond to Shocks:

- Carry out joint work planning to identify potential shock for PREG projects
- Support capacity building of partners to understand risk planning
- Ensure PREG partners share information

The complete presentation slides on Emergent Issues are contained in Appendix VI (slides 73 - 103).

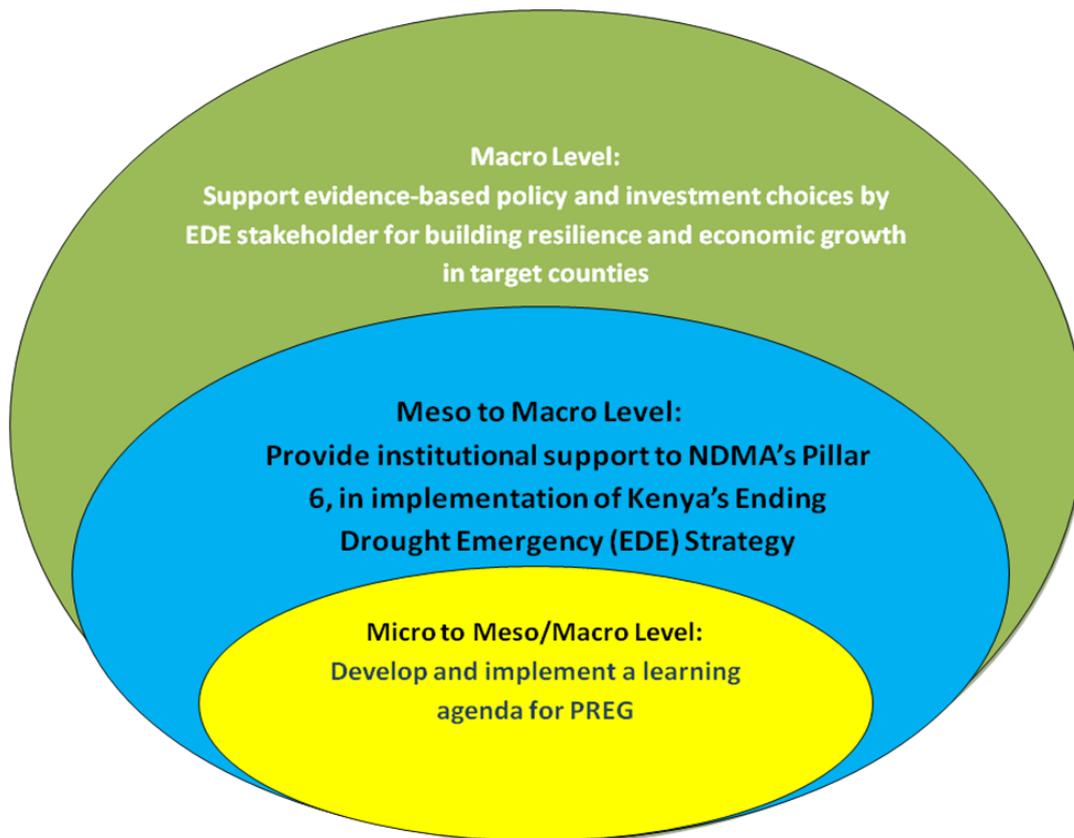


## **8. PREG INSTITUTIONAL STRENGTHENING, POLICY AND LEARNING BY AFRICA LEAD**

To increase PREG's understanding and appreciation of Africa Lead's institutional support, policy and learning, Dorcas Mwakoi – Kenya Program Lead at Africa Lead highlighted the focus on:

- Development and implementation of a learning agenda for PREG partners learning event
- Provision of institutional support to NDMA's Pillar 6, in implementation of Kenya's Ending Drought Emergency (EDE) Strategy
- Provision of support for evidence-based policy and investment choices by EDE stakeholder for building resilience and economic growth in target counties

To graphically depict the focus of Africa Lead's efforts, the following diagram was presented.



In further explanation it was noted that Africa Lead offers PREG support on the following areas:

**PREG SUPPORT: Component 1:**

- Support PREG Secretariat to strengthen structures/systems for coordination, M&E and communication with PREG county teams
- Plan and coordinate learning activities according to defined learning agenda
- Align and reinforce PREG collaboration at county-level

**PREG SUPPORT: Component 2:**

- Support and reinforce the structures in place to operationalize EDE in target counties

**PREG SUPPORT: Component 3:**

- Ensure policy analysis and research is demand-driven and responsive to county level decision makers

In response to the inquiry for what Africa Lead should do or begin doing, the following questions were asked and the responses offered:

Is it possible to establish Knowledge management portal to share what is necessary for all

partners?

- **Response – USAID has limitation on which platform it can launch. African Lead is not in a position to host it. In the meantime it will be hosted on USAID’s website.**

Are the media shows still on going?

**Response**

**Makutano Junction Series is completed. A new series will be coming entitled “Don’t lose the Plot” Everyone is needed to promote it to young people**

- Is Africa Lead committed to support all PREG partners even at individual partner level?
- Does Africa Lead have a budget for support particular needs

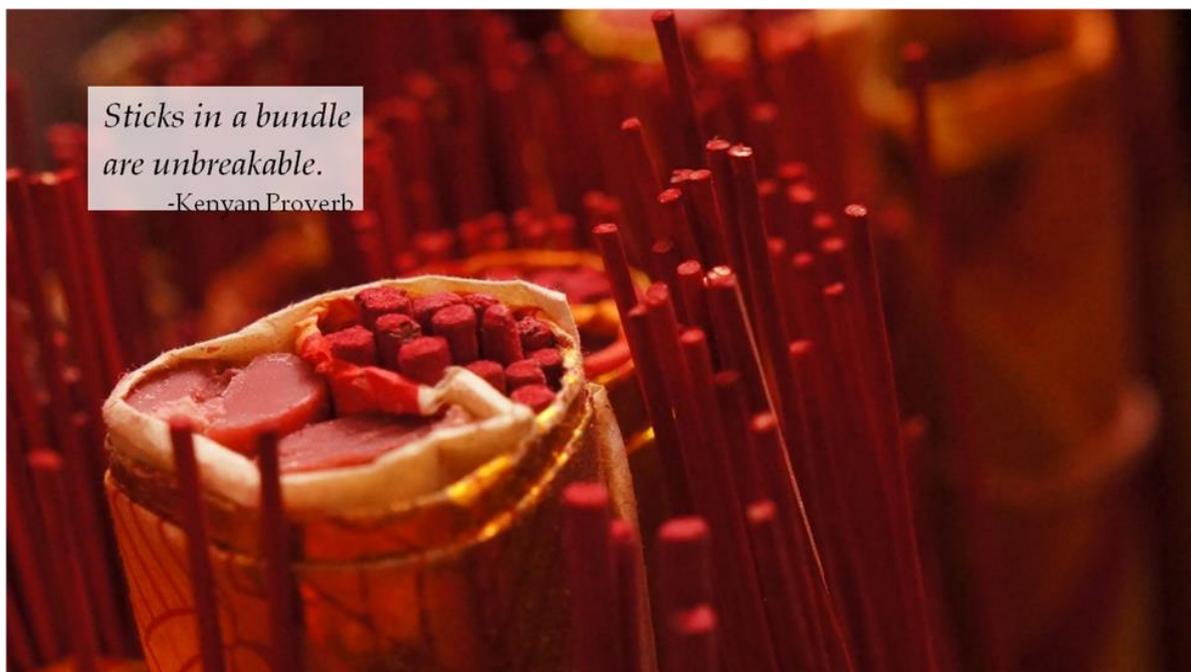
**Response**

- **Africa LEAD has programmes in Tanzania, Malawi, Kenya and Rwanda.**
- **It has to limit its priority due to resource constraints in order to be successful. The project aims to perform well so it has to avoid spreading itself too thin. Therefore, only the current programmes will be run. Continuous Feedback loop is welcome from PREG Partners.**
- **Response to support needs depends on the nature of the needs and their alignment with the Africa Lead SOW. Need more information.**

What is the timeframe for all the activities coming up?

**Response: 12 months**

The full presentation on Africa Lead support to PREG is available in Appendix VI (slides 104 -122).



## 9. ACTION PLAN FOR STRENGTHENING PREG COLLABORATION AND PARTNERSHIP AND ESTABLISHING STANDARD OPERATING PROCEDURES

A central goal for the Learning Event was to generate proposed actions within Work Streams (WS) to strengthen the PREG Collaboration and Partnership. The WS were derived from the previously mentioned **“Five Conditions of Collaborative Impact”**:

- Common Agenda,
- Shared Measurement,
- Mutually Reinforcing Activities,
- Continued Communication and
- Backbone Support.

A two-part task was employed to generate the desired input and recommendations from the participants. The first phase of the task engaged participants in small groups to address two questions:

- **What actions have you been using in PREG to contribute to your group’s work-stream?**
  - Examples:
    - Continuous Communication – County PREG Meetings.
    - Common Agenda – PREG TOR/SoW
  - **What new actions should PREG be doing to accelerate/improve its contribution to this work-stream?**
    - Examples:
      - Common Agenda – On-boarding of new staff.
      - Shared Measurement– Measure partnership and collaboration actions.

This exercise generated an extensive list of possibilities. The consultant team reviewed the suggested list and identified the following areas to be focused on in the second phase of the task:

- Joint Monitoring Visits
- Joint Reporting
- Joint Work Planning
- County Backbone/Secretariat
- Next steps for Government engagement
- Joint Meetings/Technical Working Groups

The participants were tasked to work on four actions within their WS that could be translated into elements of the Action Plan and the SOPs. More specifically, they were tasked to complete a grid for their assigned WS. They were provided with the following sample grid:

ACTION	SUB-ACTIVITY	LEAD	COLLABORATORS	BY WHEN/HOW OFTEN	RESOURCES NEEDED
Identify and disseminate best practices.	Conduct case study	PREG Partner	Africa Lead, PREG Secretariat.	2 per/year	Agreed methodology (M+E Group), money
	Develop case study publication	PREG Partner	Africa Lead, PREG Secretariat	2 per/year	Standard format, money
	Targeted exchange visits.	PREG Partner	PREG Partner	3 people per partner per year	Standard format, money
	Action lesson learnt in new partner programme or county	PREG Partner	PREG Secretariat	2 per/year	Flexibility in agreement with USAID.

The facilitation team produced a draft Learning Event Action Plan based on a summary of the outputs from the second phase of the small group work. The facilitation team stressed that additional work will have to be done to define more specifically:

1. What?
2. By When?
  - Linked to ongoing processes esp. next learning event?
3. Who (Lead, support)?
  - Still to be decided depending on agreement with activities and USAID discussions tomorrow).
4. Resources needed:
  - As above.

The specific action outcomes of the above exercise were:

### 1. GIS Mapping Tool

- i. Train PREG + USAID decision makers/planners to use GIS tool.
  - Link to flexible programming – train on how to use GIS tool for planning for shocks.
  - 1 Year
- ii. Revision of GIS tool template.
  - Participative PREG partners
  - E.g. incl. PREG targets, beneficiaries etc.
  - 6 months

- iii. Develop approach to real time data collection.
  - GIS team develops
  - PREG partners support
  - 6 months
- iv. Develop linkages to other data sources.
  - EDE MIS, DHIS, surveys
  - Information needs assessment.
  - 3 months
- v. Devolution of GIS Tool.
  - Training of PREG County Leads
  - Access to GIS Tool
  - 1 Year
- vi. Establish GIS WG.
  - Develop joint approaches to using the data and information on GIS tool.
  - Linkage to Communications WG
  - 3 months

## **2. COLLABORATING ON PREG COMMUNICATIONS**

- i. Establish PREG partners communications Working Group (County and National)
  - Link to GIS WG.
  - Establish TOR, SOPs etc. 3 months
- ii. Finalize unified PREG partners communications guidance
  - Including messaging and branding
  - Use best practices for partner communications
  - Partner led, participatory process
  - 6 months
- iii. Finalize internal USAID Communications strategy
  - Link to PREG partners guidance. Parallel process.
  - 6 months
- iv. Develop online PREG partners resource portal
  - 6 months.
- v. Finalize templates for PREG materials
  - Site profiles (Connect GIS Tool)
  - Success stories
  - 4 months
- vi. Establish shared PREG Calendar
  - Events, visits etc.
  - 3 months

## **3. NDMA M&E PLAN AND THE EDE FRAMEWORK**

- i. NDMA sensitize PREG and county teams on EDE M&E framework.
  - Share documents/tools with CSG and counties.
  - 6 months
- ii. Launch EDE M&E Framework at county level.
  - 6 months
- iii. County PREG partners to contribute to EDE M&E framework through EDE pillar/TWG attendance at CSG and affiliated TWG.
  - 6 months

- vii. Integrate PREG into EDE M&E through designated attendance by pillar at pillar M&E TWG meetings.
  - 4 months
- viii. PREG M&E Technical Assistance to National and County Level NDMA/EDE M&E Capacities

#### **4. EXPLORING PARTNERSHIP OUTPUT/OUTCOME INDICATORS FOR PREG**

- i. Indicative indicators will be included in SOPs
  - 1 month
- ii. Convening of M&E working group (with wide participation of decision makers and planners) for 1 or ½ day meeting to agree on PREG M+E framework for Partnership and Collaboration.
  - Include M+E expert to develop framework.
  - Keep light and useful for adaptive/flexible management.
  - Include consideration of qualitative approaches.
  - By November 2016
- iii. Validate M&E framework for PREG partnership and collaboration.
  - Next Learning event.
  - 6 months

#### **5. FLEXIBLE PLANNING TO RESPOND TO SHOCKS**

- i. Include flexible programming approach to ensure present PREG work planning process is shock responsive.
  - 3 months as part of ongoing PREG work planning.
- ii. Capacity building on shock responsive programming. Bring all PREG partners up to speed.
  - Develop capacity building strategy for PREG shock responsive programming.
  - 4 months.
- iii. Ensure early warning information is available and used by all PREG Partners.
  - Connection to GIS tool connection to other databases and data needs assessment
  - 3 months.
  - Connection to shock responsive capacity building. Strategy 4 months.

#### **6. STANDARD OPERATING PROCEDURES**

- Development of present TOR to become SOPs.
- Partnership and collaboration principals.
- Draft M&E Strategy
- Illustrative indicators
- Include input from Thom Wallace on communications work stream.
- i. First draft.
  - Friday 3<sup>rd</sup> August
- ii. Africa Lead & USAID comments
  - Mid August 16
- iii. Revision
  - Final draft validated at next PREG WG meeting 1<sup>st</sup> Wednesday Sept. 16

#### **7. M&E STRATEGY AND APPROACH FOR PARTNERSHIP AND COLLABORATION**

M&E Approach/Strategy Narrative:

- i. Rationale and use for M&E on partnership and collaboration
- ii. General principles and guidance for M&E of partnership and collaboration

- iii. Options for structure and, if possible, options for roles/responsibilities for M&E approach
- iv. Resources and needed/requested resources (including capacity building in M&E)
- v. Illustrative output and outcome indicators
- vi. First draft – as part of SOP draft
  - Friday 3<sup>rd</sup> August
- vii. Africa Lead & USAID comments
  - Mid August 16
- viii. Revision
  - Final draft validated at next PREG WG meeting 1<sup>st</sup> Wednesday Sept. 16

As agreed, USAID produced a more detailed Action Plan based on the preliminary work completed by the participants. The priority elements in the Action Plan are:

- Establishment of GIS Working Group.
- Revision of GIS Tool template.
- Implementation of training PREG and USAID Decision Makers
- Devolution of GIS tool.
- Development of an approach to real time data collection.
- Development of linkages to other data sources.
- Establishment of PREG partners communications Working Group (County and National)
- Finalization unified PREG Partners communications guidance.
- Finalization internal USAID Communications strategy.
- Helping NDMA to sensitize County Stakeholders on EDE and EDE M&E framework.
- USAID sensitization of PREG Teams to support NDMA efforts/framework – 6 Pillars?
- PREG M&E provision of technical assistance to National and County levels NDMA/EDE M&E capacities
- Establishment and operation of an M&E Approach to Partnership and Collaboration within PREG
- Determination of PREG Strategies to include flexible programming approach to ensure present PREG work planning process is shock responsive
- Development of a proposal for the establishment of a Secretariat to help coordinate activities in a structured manner and support the PREG Partnership
- Development of a strategy for institutionalizing PREG within USAID

The USAID's refined Action Plan Grid is included in Appendix I.

## 10. MEASURING SUCCESS: AN M&E APPROACH FOR PREG PARTNERSHIP AND COLLABORATION

During this session, the first on a PREG partnership and collaboration M&E approach, the facilitators focussed on generating discussion around and extrapolate thoughts and ideas on the following questions:

- **Who** is responsible for making this measurement (i.e. collecting data for this metric)?
- **To whom** do we deliver this data? What is the **Quality Assurance** process?
- **How often** do we need access to (to collect?) this data/information, for it to be useful?
- What **resources** do we have – or need – to accomplish this data collection, analysis, and

use?

And, if the participants had enough time, they were then asked to discuss:

- **What will PREG do with this data (from these indicators)?**

Within the working groups, a moderator and rapporteur captured the participants' responses to the above questions. To conclude the session, each working groups shared their responses to the aforementioned questions, including their concerns and some potential challenges. In plenary the facilitator explained that all their responses will be reviewed, organised, and synthesised and shared as part of the PREG Partnership and Collaboration Standard Operating Procedures (SOPs). The full M&E Framework for Collaboration and Partnership is included in Appendix I.



## 11. CELEBRATORY AND RECOGNITION CEREMONY

The culmination of the first day of the Learning Event was a celebratory and recognition ceremony. Mr. Mahat Sheikh Salat the Director for Intergovernmental and Institutional Relations, Garissa County and Mr. James Oduor, the Chief Executive Officer, National Drought Management Authority offered comments of support and appreciation for PREG's accomplishment. Karen Freeman, USAID Mission Director offered her unequivocal support and immense appreciation for PREG.

In her comments, she emphasized that building resilience is complex. As such, the wide-ranging activities that form the Partnership for Resilience and Economic Growth (PREG) reflect that

complexity. The activities range from:

- Health and nutrition to accessing water, hygiene and sanitation services,
- Conflict mitigation between warring communities to improving governance and drought preparedness,
- Priorities like building infrastructure – including roads, markets and water supplies – to identifying ways to diversify livelihoods, promote large and small business development, and strengthen the livestock sector, and
- Management of wildlife, rangelands and natural resources are central to building resilience, as are strategies to improve public policy, promote greater gender equity, and ensure the inclusion of youth and marginalized groups.

She applauded the participants for their industrious engagement in the Learning Event to establish a shared vision and clear actions to enhance collaboration. She complemented the partnership for already becoming a dynamic, focused and united team; full of vigour and ready to advance our efforts towards eradicating extreme poverty and ending drought emergencies.

She underscored that recently, President Barack Obama spoke at the White House Summit on Global Development. While he noted that the United States is one of the world’s largest donors of humanitarian aid, he said, “instead of just responding after crises happen, what we've been focused on is helping communities in countries build resilience to shocks and to be in a position to avoid crises.”

Through the Partnership for Resilience and Economic Growth, we are building a model for doing business differently that delivers results. Consistent with President Obama’s vision, by partnering together, we will strengthen the resilience of the people in Kenya’s arid lands and improve the survival, well-being, and productivity of the people of this great nation. PREG can lead to the achievement of Kenyan goals over time, including sustainable economic growth and the delivery of social benefits to the pastoralists and agro-pastoralists of Northern Kenya - including youth, women, and extremely poor households.

She concluded her comments with a saying among pastoralists: *“If you want to go fast, then walk alone; but if you want to go far, then walk together”*.

The full text of the USAID Mission Director’s comments is contained in Appendix V.

## 12. LEARNING EVENT EVALUATION

In order to obtain feedback from the participants, an evaluation instrument was administered at the close of the Learning Event. The instrument sought feedback on how successful the respective goals were achieved on a 1-5 scale (**where 1 was the Goal was not met and 5, the Goal met successfully**). In addition, the participants identified the most beneficial aspects of the Learning Event and offered recommendations for future Learning Events.

The average appraisal for achievement of the goals was 4. From the verbal feedback during the session, and the content of the evaluations, the following messages emerged expressing an appreciation for:

- The event being conducted and effectively organized
- Both the learning, sharing and network experience
- The small group discussion were effective in allowing and making the participants to make contributions and interact freely
- The value of collaboratively establishing group recommendations for the way forward
- The emphasis on action orientation in implementation of recommendations
- The overall excellent facilitation and programme organization

The following messages emerged as key recommendation for change:

- Consider more time for overall event especially for the small group discussions
- Consider having it out of Nairobi
  - ✓ Consider having the Sessions in the Counties
  - ✓ Consider including local beneficiaries in the process
- Consider increased representation of County Governments
- Introduce a bit of Team Building
- Reminder to make the process simple and user friendly as possible
- Consider having more partners present challenges and lessons learnt
- Allow more sharing of success in collaboration and evidence of impact

The full result of the Learning Event Evaluation can be found on Appendix II

## Appendix I: Action Plan Grid

	Recommended actions	Description / sub-actions	Lead person or body responsible	Supporting person or body	When / How often	Potential Obstacles	Resources required
<b>GIS Mapping Tool</b>							
1	Establish GIS WG.	Establish TOR for working group and Invite all partners to have representation (buy in)	USAID GIS & Existing GIS WG members	Dorine Genga	Quarterly E-mail lists (regular)	Time from partners	Time and meeting resources
2	Revision of GIS tool template.	Discussion with PREG Partners at PREG national meeting	Dorine/Jennifer	GIS WG/USAID GIS	1 month		
3	Training PREG+USAID Decision makers	Develop customized scenario based training modules (to support work planning)	GIS WG	Dorine/Jennifer All AOR/CORs	Ongoing (3-4 months)		Time
4	Devolution of GIS tool.	Training of partners in the county	GIS WG/USAID GIS	Dorine/Jennifer All AOR/CORs	Ongoing ( 6 months)		Time Personnel Budget
5	Develop approach to real time data collection.	Development of online tool and real time field testing	GIS WG/USAID GIS	Dorine/Jennifer All AOR/CORs	6 months	ArcGIS platform scalability/users Internet	
6	Develop linkages to other data sources.	Information needs assessment	USAID GIS	Dorine/Jennifer All AOR/CORs	2 months		Time Funding
		Linkages to Servir and Fewsnets		Ben/Enock/George	3 months		
		Training partners		Dorine/Jennifer All AOR/CORs	6 months		
		Obtaining data from other sources		Dorine/Jennifer All AOR/CORs			
<b>Communications</b>							

	Recommended actions	Description / sub-actions	Lead person or body responsible	Supporting person or body	When / How often	Potential Obstacles	Resources required
7	Establish PREG partners communications Working Group (County and National)	Set up an e-mail list	Jennifer/Dorine	Lead Partner with all IP Communication staff engaged	More frequent 1 <sup>st</sup> 6 months thereafter Quarterly	Limited staff Limited feedback	USAID staff and implementing staff
8	Finalize unified PREG Partners communications guidance.	Finalize templates for PREG	DOC Team – Takes lead PREG Partners	with support Dorine/Jennifer	Lead PREG Partner with all Communication staff	Fitting PREG into std USAID box	USAID staff
		Establish shared PREG Calendar	PREG Partners	All IPs	Within 3 months, inputs	A Secretariat that keeps updating info/track	
9	Finalize internal USAID Communications strategy.	In Progress - Review comments, final draft, approval			By December 2016		
<b>NDMA EDE M&amp;E</b>							
10	Help NDMA sensitize County Stakeholders on EDE and EDE M&E framework.		NDMA	USAID PREG	To be determined by NDMA		
11	USAID sensitize PREG Teams to support NDMA efforts/framework – 6 Pillars?	Sensitize them on EDE and EDE M&E framework	USAID	USAID	Monthly meeting – NBI level County level – challenge? Right people. 4-6 months	Ability to get the people there Access to some of the Counties	Factsheet during meetings

	Recommended actions	Description / sub-actions	Lead person or body responsible	Supporting person or body	When / How often	Potential Obstacles	Resources required
12	PREG M&E technical assistance to National and County levels NDMA/EDE M&E capacities At the County level there might be need to provide this. Could be AHADI's responsibility - In their Scope of Work/Work Plan	See Work Plans	Africa Lead AHADI	Activity Managers	See Work Plans		
13	Establishing and operationalizing M&E Approach to Partnership and Collaboration within PREG	M&E Approach drafted, with illustrative indicators at the output and outcome levels	Alison Long	Peter Hailey, Africa Lead	August-September 2016		No additional resources required
		M&E Framework (output and outcome indicators) developed	USAID PREG	Centre for Resilience Programme Office	3-4 months	A lot of data collection	Technical Assistance
<b>Flexible Programming</b>							
14	Awareness and additional guidance from Washington.	Flexibility within work plans and support to have the Partners explore further – engage with others Who? How? Format.					
		Seminar to understand the talk through	Centre for Resilience with other relevant parties		Built in contingency planning, upfront brainstorming	Additional resources needed	
15	What PREG can do now to include flexible programming approach to ensure present PREG work planning process is shock responsive?	Guidance to be developed at DC level	C4R , OAA , PPL		Next 6 months		

	Recommended actions	Description / sub-actions	Lead person or body responsible	Supporting person or body	When / How often	Potential Obstacles	Resources required
		1-pager guidance + PPT on Flexible planning	C4R (Karine)		In 2 weeks		
		Webinar/Video conf DC + KEA Mission or/and RLC agenda item	Chip/Jennifer/karine		Coming month		
		Discussion CoP – AORs					
		Session at county level					
16	Capacity building on shock responsive programming. Bring all PREG partners up to speed.	Getting the information out (FEWS-NET and others) and training the PREG Partners to help them better use/translate information for programming					
<b>The PREG Secretariat</b>							

	Recommended actions	Description / sub-actions	Lead person or body responsible	Supporting person or body	When / How often	Potential Obstacles	Resources required
17	Establish a Secretariat to help coordinate activities in a structured manner and support the PREG Partnership – ownership, ensuring feedback, effective communication/dissemination Dedicated to promoting technical collaboration among Partners There is additional demand coming from the PREG Learning Event outcome that might compel the need for a Secretariat	Define the functions, needs and roles to backstop the need for a PREG Secretariat.	USAID? A couple of people willing to develop a proposal to <b>justify</b> . Dorine, Ben, Mary Mertens, Vicky, SPA representative	Africa Lead?	Report within 3 weeks. (Beginning of September)	Funding Hosting <b>TIME ON TASK ANALYSIS</b> 1. How much time? 2. What is the cost? 3. Specific duties <b>Do we need a Secretariat?</b> Tasks not clearly defined yet. Maybe there is need for just coordinator at the moment	Staffing, location/host
<b>Management Issues and Recommendations</b>							
18	<i>Secretariat</i> <i>Introduce Flexible Programming</i> <i>How to make PREG more institutionalized</i> <i>Learning Event Briefing</i>	Steps Forward – Chip Centre for Resilience <i>Share SOP Development</i>	Jennifer/Mark/Tina/ All Office Chiefs	Jennifer, Dorine and Adam to volunteer follow up	Time October	Necessary staff time commitment and participation	<b>What is needed and how were PREG to be institutionalized ?</b> Allocate some of PDL money into funding Mission Notice for membership



# **COMMON PREG AGENDA**

## **STANDARD OPERATING PRINCIPLES FOR COLLABORATION AND PARTNERSHIP.**

### **THE PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH – PREG.**

#### **Executive Summary.**

The purpose of the Strategic Operating Principles (SOP) is to strengthen PREG collaboration and partnership. It is derived from the existing PREG Terms of Reference (TOR) and the outputs from the August 2016 PREG Learning Event. There is an acknowledgement that the success of the partnership has depended on the informal goodwill of PREG partners. This document is intended to provide a more formal structure and explicit agreement for how PREG will operate.

#### **PREG Vision for Change.**

Through strengthened collaborative activities, actions and approaches in the Arid and Semi-Arid lands (ASALs) of Kenya, PREG will more effectively support and complement the Government of Kenya to develop individuals, communities and systems resilience capacities resulting in sustainable reductions in prevalence/depth of poverty, household hunger and acute/chronic undernutrition.

#### **Goal of PREG.**

PREG resilience development and economic growth activities use an effective collaborative and partnership approach in the Arid and Semi-Arid Lands of Kenya.

## Principles of PREG.

- The National and County Government (County Steering Committee, NDMA and other relevant technical agencies) Arid and Semi-Arid Lands (ASALs) development strategies, Vision 2030 and the Ending Drought Emergencies Common Programme Framework is supported and complemented by the common PREG agenda.
- The common PREG agenda is aligned to the County Integrated Development Plans (CIDPs).
- PREG will support and complement the Ending Drought Emergencies (EDE) framework and contribute to the EDE Monitoring and Evaluation (M&E) Framework.
- PREG recognizes that their contribution to resilience and economic growth is made whilst respecting community ownership of development and resilience activities and existing livelihood systems.
- PREG collaboration and partnership is guided by the following conditions:
  - ✓ **Common Agenda** - PREG has a common vision for change in which collaboration and partnership are indispensable to achieving the shared goal. This vision for change is built on a shared goal to develop resilience and economic growth of the populations in the ASALs. The common vision for change drives PREGs joint approach to achieving these objectives through agreed actions. This common vision for change forms the basis for the common PREG agenda.
  - ✓ **Shared Measurement** - PREG will collect data and measure results in a consistent manner across all its activities. Using a collaborative approach the indicators and methods used will reinforce the common PREG agenda. By doing so PREG members will ensure they remain aligned and mutually accountable to the common PREG agenda.
  - ✓ **Mutually Reinforcing Activities** - PREG Members will use a mutually reinforcing plan of action for collaboration and partnership to coordinate and implement their activities.
  - ✓ **Continuous Communication** – PREGs mutual vision and objectives, trust and a common motivation will be built through the use of a communication strategy that promotes clear, consistent and open communication within PREG and with other partners, especially the Government of Kenya.

- ✓ **Backbone Support** – The PREG secretariat will serve as a backbone to coordinate the members of PREG and to guide the implementation of the common PREG agenda for partnership and collaboration. The PREG secretariat will promote, coordinate and learn about a systems approach to collaboration and partnership for resilience and economic growth.
- PREG recognizes that the significant progress already made in using the collaboration and partnership approach to contribute to developing resilience and economic growth can be improved even further. PREG will use a collaboration, learning and adaptation (CLA) approach to guide further progress.
- PREG will give particular attention to ensuring PREG activities are gender and youth sensitive.

## Commitments of PREG.

### 1

### Common Agenda.

PREG has a common vision for change in which collaboration and partnership are indispensable to achieving the shared goal. This vision for change is built on a shared goal to develop resilience and economic growth of the populations in the ASALs. The common vision for change drives PREGs joint approach to achieving these objectives through agreed actions. This common vision for change forms the basis for the common PREG agenda.

- Members of PREG are committed to using the common PREG agenda and the principals in this document to guide their support to National and County Government development priorities in the ASALs.
- Members of PREG will commit appropriate resources to ensure the use of the common PREG agenda and the principals in this document to guide interactions within PREG and with other non-PREG stakeholders, under the leadership of the PREG secretariat and PREG County leads.
- The common PREG agenda and these principals will be regularly (annually) reviewed to constantly build consensus around the common agenda and principals and to ensure they remain appropriate, effective and owned by PREG members.
- PREG members joint and institutional Programme processes, including coordination meetings, planning, monitoring and evaluation, monitoring visits, and reporting will use the common PREG agenda and principals as guidance for the meeting objectives, agenda and outputs
- The common PREG agenda and these principals will be used to guide the on-boarding of new PREG organizations and colleagues/individuals/members.

## 2

### Shared Measurement.

PREG will collect data and measure results in a consistent manner across all its activities. Using a collaborative approach the indicators and methods used will reinforce the common PREG agenda. By doing so PREG members will ensure they remain aligned and mutually accountable to the common PREG agenda.

- Shared measurement of partnership and collaboration is critical for PREG member's learning, adaptive management and accountability, as well as transparency. (more detail on the suggested PREG M&E framework for collaboration and partnership are found below)
- Shared measurement of PREG partnership and collaboration will take place at multiple levels; community, county, and national, and involve appropriate PREG members and other stakeholders.
- PREG members will ensure that shared measurement activities and products for collaboration and partnership activities are useful and will use outputs strategically as well as tactically.
- PREG's shared measurement for partnership and collaboration strategy, approach, framework, and whenever possible, indicators and processes, will be developed in a participatory manner and encourage PREG members ownership of all aspects of the shared measurement.
- The PREG approach to shared measurement of partnership and collaboration will evolve as partner needs or the operating environment evolves.
- All members of PREG commit to investing resources (e.g. human, financial, time, etc.) to ensuring the effectiveness of capturing progress in partnership and collaboration.
- PREG recognizes that the GIS mapping tool is an essential component of shared measurement for the common PREG agenda. As such the members of PREG will commit to supporting the development of the GIS tool, providing regular updated data and incorporating the GIS tool into their planning, monitoring, reporting and communication processes. To do this PREG will:
  - ✓ Revise the GIS tool template.
  - ✓ Develop an approach to allow real time data collection.

- ✓ Develop linkages between the GIS tool and other relevant databases such as the EDE information system and survey databases.
  - ✓ Ensure that the use of the GIS tool is devolved to the PREG planners and decision makers at county level.
  - ✓ Scale up capacity building of PREG members to use the GIS tool.
- PREG will use shared measurement activities to promote the generation of evidence based knowledge on what works in the common agenda. Building on this shared learning PREG will ensure that there is a transfer of learning on collaboration and partnership into action.
  - Monitoring visits, joint and institutional, will ensure that visits promote the common agenda and its principals. In particular the visits will be structured to maximize evidence based learning on what works and the adaptation of programs based on the learning. To do this PREG will:
    - ✓ *Be more strategic in the planning for monitoring visits.* This will involve ensuring that there is a clearly defined purpose for the visit and visits are part of the work plan. A more strategic approach to monitoring will allow each visit to build on the last.
    - ✓ *Increase the effectiveness of the visits.* Standardized tools for visit, reporting and monitoring of impact of visits will ensure there is a more effective impact of the visits.
    - ✓ *Minimize disruption caused by visits.* Attention will be given to ensure that visits are organized to create the minimum disruption to PREG clients and ongoing activities. (including attention to budgeting, logistics, security)
    - ✓ *Use the CLA approach.* Particular attention will be given to ensuring that visit recommendations are transferred into work plans and activities are adapted based on lessons learnt from the visits. Monitoring of recommendations and adaptations will allow shared learning to be disseminated throughout PREG.



### 3

## Mutually Reinforcing Activities.

PREG Members will use a mutually reinforcing plan of action for collaboration and partnership to coordinate and implement their activities.

- PREG mutually reinforcing activities will build on existing efforts and discourage duplication.
- PREG will endeavor to support and leverage each other's efforts recognizing each organizations strengths and weaknesses without judgment to share activities taking advantage of exiting skills and expertise.
- PREG partners will engage in joint work planning processes to increase the scope, quality, effectiveness and efficiency of PREG activities to develop resilience and economic growth. The sequencing, layering and integration framework will be sued as guidance to jointly plan and implement member's actions.
- PREG will seek out opportunities to optimize the development of shared concepts and aligned operational plans, budgets and implementation strategies.
- PREG members will strive to ensure that common indicators and information systems are used to ensure continuous improvement of their aligned activities and to determine which innovations should be scaled up. To do this a CLA approach will be incorporated in the planning, monitoring, reporting and adaptation of aligned activities.

## Continuous Communication.

PREGs mutual vision and objectives, trust and a common motivation will be supported through a common commitment to internal coordination and communication, as well as external communications efforts. The approach promotes clear, consistent and open collaboration on internal and external communications efforts within PREG and with other partners, especially the Government of Kenya.

- PREG “continuous communication” consists of two primary functions, coordination & communication. This approach will ensure that partners commit specifically improving collaboration through coordination and internal and external communications efforts. Partners are committed to this common agenda through development of mutual trust and ensuring that PREG member’s interests are equally valued and protected.
- Consistent coordination and communications efforts will help to maintain and improve collaboration efforts through the sharing of knowledge and thereby promote learning and the transfer of learning into action, in particular knowledge and learning on what works for collaboration and partnership.
- PREG partners will pay particular attention to including the Government of Kenya (e.g. NDMA, CSG and other appropriate technical groups) in the sharing of knowledge and learning, to ensure sustainability of the PREG activities to develop resilience and economic growth.
- PREG members will listen to their partner communities and other stakeholders and ensure that their voices are heard and are incorporated in PREG activities and build public support for the PREG common agenda.
- PREG will develop and agree on guidance for effective internal and external communication. This will include guidance on templates for communicating lessons learnt, site profiles, and partnership messaging and communications materials.
- Regular PREG meeting at national and county level will promote the common PREG agenda and collaboration. The meeting will:
  - ✓ Use a CLA approach whereby the planning, agenda and outcomes of the meeting will be designed to promote learning and the transfer of learning to action.
  - ✓ Meeting will be hosted on a rotational basis, with the host taking minutes.

- ✓ Hosts will ensure that each meeting builds on the agenda and findings of the previous meeting.
- PREG reporting will be organized so that it achieves the objectives of accountability, transparency and building a collaborative approach to the common agenda.
  - ✓ PREG annual reports will be produced that examine and report on the evidence based progress in partnership and collaboration and its successes, challenges, outcomes and impacts. If necessary other shared reporting tools will be developed to ensure that there is continuous communication on the collaboration and partnership efforts of PREG.
  - ✓ Other reports will explore methods to incorporate sections of the report that communicate the evidence based successes, challenges, outcomes and impacts of on-going partnership and collaboration efforts.

## Backbone Support.

The PREG secretariat will serve as a backbone to coordinate the members of PREG and to guide the implementation of the common PREG agenda for partnership and collaboration. The PREG secretariat will promote, coordinate and learn about a systems approach to collaboration and partnership for resilience and economic growth.

- The PREG secretariat will guide the vision and strategy of PREG, represented in the common PREG agenda. Through this guidance PREG members will increasingly align their activities around the common agenda, build their mutual trust and advocate for the common agenda in their work.
- The PREG secretariat will encourage, guide and coordinate a constant increase in the scope and types of collaborative actions within the partnership. This increase in scope will be accompanied by improvements in the quality and effectiveness and efficiency of the partnership activities.
- PREG members and county leads will look to the secretariat for strategic guidance, leadership and support.
- The secretariat will ensure that PREG members will feel supported and recognized in their work thereby be able to contribute to the partnership with their own relative strengths and specialties.
- The detailed roles, responsibilities, composition and structure of the secretariat will be decided through a participative approach to ensure ownership and positioning within the PREG membership.
- PREG county leads will continue to provide backbone support to the PREG members in each county. PREG county leads and their organizations will:
  - ✓ Commit to providing the appropriate and adequate resources to provide a county level secretariat for PREG.
  - ✓ Take the responsibility to organize and support county level partnership meetings,
  - ✓ Take the responsibility to regularly report, using a standardized format, on county partnership and collaboration issues and the county situation.

In order to develop and operationalize a relevant, useful, and pragmatic M&E Framework<sup>1</sup> for PREG partnership and collaboration, there are several foundational and critical steps PREG members would take.

- *Identification of Partnership and Collaboration M&E Indicators:* PREG would identify a body or person to take the lead in identifying indicators for an M&E Framework that focuses on partnership and collaboration. It would be critical to solicit substantive inputs from PREG partner leadership in developing the focus and wording of the indicators. The draft indicators could then be validated by key PREG actors within each ASAL county – to ensure that they are relevant, realistic, and has devolved buy-in. These indicators could be reviewed, at least annually, to ensure that they remain relevant and useful to the actual partnership and collaboration interventions being implemented. PREG partners envisioned a limited number of indicators (e.g. < 10) to comprise the M&E Framework for partnership and collaboration.
- *Development of Data Collection (Tools and Methodologies):* Once a limited set of indicators has been selected and validated by the PREG team, data collection tools and methodologies can be developed. This will ensure that the same types of data will be collected across the ASALs, which will in turn help ensure that the data is meaningful. Those identified as responsible for data collection can be trained on tools and methodology for each indicator, both to ensure proper implementation but also buy-in and ownership.
- *Ensuring Quality Assurance and Organization of Data:* Even if there is only a limited number of indicators against which data is being collected, an important element of developing a strong M&E Framework is producing a Quality Assurance/Quality Control Plan or System; this may include, for example, periodic data quality assessments (DQAs) or simply another, strategic ‘set of eyes’ reviewing the data, which has been collected, for inconsistencies. Simultaneously, PREG may consider where and how to organise and store all the data that has been collected, as well as who may access it.
- *Planning for Data Analysis and Use:* Agreeing that there is little point to ‘data for data’s sake’, PREG partners highlighted the importance of analysing and using the data collected through this M&E Framework in order to:
  - ✓ To do adaptive programming, inform future decision-making;
  - ✓ Advocate for the engagement of others in PREG model;
  - ✓ Hold PREG partners themselves accountable;
  - ✓ Learn and use best practices, e.g. cross-county fertilisation;
  - ✓ Learn if progress is being made;
  - ✓ Improve coordination, partnership, and collaboration.

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<sup>1</sup> A tool that includes indicators, definitions, milestones and targets, as well as insight into methodologies for data collection and analysis.

At a minimum, a Data Analysis Plan would include information on who, when, and how often data for each indicator will be calculated and analyzed. In addition, it would spell out how the data will be analyzed, what tools or equations would be used. Ideally, this plan would lead into the development of a Data Dissemination/Use Plan as well, highlighting opportunities for sharing findings, progress, or deficits with thoughtful explanations or hypotheses for the findings.

In order to achieve the above, PREG partners – led by the Secretariat – will consider the resources required to fully develop and implement this M&E Framework. Potential inputs would include:

- ✓ Data collection tools and methodologies for each indicator;
- ✓ Training for M&E Officers of each PREG partner on the validated Partnership and Collaboration M&E Framework;
- ✓ M&E training for County Leads and relevant county officials, especially in the area of data Quality Assurance/Quality Control (QA/QC);
- ✓ Capacity building (for relevant PREG entity) on data analysis and adaptive learning;
- ✓ Development of a system to ensure that the M&E data from this Framework is being accessed and used;
- ✓ An M&E specialist, contracted to collect Outcome-level data, on a periodic basis;
- ✓ Appropriate additional human or financial resources to cover additional Level of Effort, logistical, operational, and security support required to operationalise this M&E Framework.

## Indicative Indicators at the Output and Outcome Level

PREG recognizes that an output-level indicator captures specific and direct deliverables of PREG partnership and collaboration tasks and efforts, while an outcome-level indicator would capture changes in practice, behaviour, knowledge, skills, attitudes (KAP), or capacities. During initial discussions around possible output and outcome indicators meant to specifically capture progress in partnership and collaboration, PREG partners identified the following indicators to capture their partnership and collaboration efforts.

### Output-level

- a. *# of meetings between PREG partners (more than 1) and country-level officials*

This would be collected by county.

*(Variation: % of PREG partners attending meetings with country-level government officials.*

This could be collected at the county-level, for each of these meetings, and averaged on a periodic basis.)

- b. *# of joint workplans (2 or more PREG partners) approved by PREG*

This could be collected across the ASALs, perhaps disaggregated by county.

- c. *% of PREG partners that participate in at least one joint monitoring or learning visit.*

This could be collected by county.

- d. *# of county-national PREG coordination, best practice, or lesson learning events held*

## **Outcome-level**

- a. *% of partners that report PREG has decreased duplication between programs in their county.*

This could be collected by a survey amongst PREG management staff.

- b. *% of PREG partners that revise their resourcing practices or decisions following PREG joint work planning, joint learning events, or planning meetings.*

Evidence for change could include: budget realignments (before, after), meeting minutes or action plans from joint meetings, etc. This could also be collected via a survey of PREG partners.

- c. *# of Country Integrated Development Plans (CIDPs) that incorporate or rely on PREG approaches.*

PREG approaches or models include PLPA, involvement of county government bodies, HA-DA joint programming (e.g. sequencing, layering, and integrating). This data could be collected via a checklist, to identify which, if any, Counties have incorporated the model. (Variation: # of non-PREG actors using the PREG model or approach)

- d. *% of ASAL counties that adopt, incorporate, or use PREG M&E framework.*

(Variation: % of relevant country government bodies that have accessed PREG data or expertise and use it in their decision making.). This could be collected in a small perception survey, or possible, with a score card)

- e. *% of PREG partners who have adopted at least one identified Best Practice.*

Best Practices would have to be formally identified and/or approved and shared with all PREG partners, for this indicator to be meaningful. The data itself could be collected via a survey or FGD within each PREG partner, perhaps on an annual basis.

As noted in the previous section, PREG partners will selected a limited number of indicators to capture the outputs and outcome of their partnership and collaboration actions; that is, these selected indicators will populate the PREG Partnership and Collaboration M&E Framework.

A graphic depiction of the illustrative M&E Framework for Partnership and Collaboration is included in Appendix I



Coordinated and harmonized resilience building  
USAID-funded activities amongst key  
humanitarian and development actors in Kenya  
ASALs, NDMA, and county governments.

GOAL

1. Common Agenda

- Rely on a common SOP to guide practice and decision-making
- Commit resources to fulfilling PREG SOP
- Review and update PREG SOPs periodically
  - Ensure all PREG processes, meetings, planning and M&E rely on the PREG SOP
- Use the PREG SOP to on-board new PREG partners

2. Shared Measurement and Learning

- Incorporate shared measurement at multiple levels (community, county, national, etc.)
- Use shared measurement outputs strategically and tactically
- Adapt and update the approach and content of shared measurement periodically
- Commit resources to operationalization of shared measurement
- Further develop or modify the GIS Mapping Tool
- Use shared M&E data toward affirming or adjusting the Common Agenda
- Conduct joint M&E data collection, field visits, and reporting

3. Mutually-reinforcing Activities

- Build on existing activities and avoid duplication
- Leverage other partners' efforts, strengths
- Engage in joint workplanning processes
- Identify opportunities to create joint operational plans, budgets, implementation strategies
- Rely on common indicators and information systems

4. Continuous Communication

- Develop and operationalize a PREG Communications Plan
- Use Communications products and systems to improve collaboration
- Engage GOK at all levels in PREG communications to share knowledge and learning
- Solicit and share community-level voices in PREG common agenda
- Develop internal and external communication guidance for PREG
- Hold regular national and county-level meetings
- Develop common PREG reports or reporting sections

5. Backbone Support (Secretariat)

- Establish and support a robust PREG Secretariat
- Guide and coordinate the Scope of PREG work and collaborative actions
- Engage County Leads in PREG strategy development
- Support and recognize PREG members
- Empower County Leads to provide backbone support to PREG partners in their county

WORKSTREAMS (WS)

Actions

Outcome Level:

% of County Integrated Development Plans (CIDPs) that incorporate PREG approaches

Output Level:

NA

Outcome Level:

% of PREG partners that have adopted at least one identified Best Practice

% of ASAL counties that adopt, incorporate or rely on PREG M&E indicators

Output Level:

% of PREG partners that participate in at least one joint monitoring or learning visits

# of county-national PREG coordination, best practice, or lesson learning events held

Outcome Level:

% of PREG partners that report decreased duplication at the county-level as a result of PREG

% of PREG partners that revise their resourcing practices or decisions as a result of joint workplanning, learning events or planning meetings

Output Level:

# of joint workplans (2 or more PREG partners) approved by PREG

Outcome Level:

NA

Output Level:

# of meetings between PREG partners (2 or more) and county leads

Outcome Level:

NA

Output Level:

NA

Possible Metrics

## USAID Partnership for Resilience and Economic Growth Learning Event Evaluation

Your evaluation of this Learning Event is important to us - the feedback will influence how we conduct Learning Events in the future. We appreciate your time completing this questionnaire.

### LEARNING EVENT GOALS

The goals for the program are to:

1. Share experiences and insights about PREG Partnership before, now and going forward
2. Contribute ideas for the development of strategies to strengthen the PREG Collaboration and Partnership
3. Discuss strategic applications of the GIS Mapping Tool
4. Identify communication strategies to strengthen the PREG Collaboration and Partnership.
5. Gain knowledge and information on emergent issues
6. Contribute ideas for the development of Standard Operating Procedures to strengthen the PREG Collaboration and Partnership.

Using a scale from one to five, please rate the degree to which the workshop helped you meet each of these goals: 1 = the goal was not met, 5 = the goal was met very successfully.

#### 1) Share experiences and insights about PREG Partnership before, now and going forward

a. Goal not met – 1 2 3 4 5 – Goal successfully met

b. Average: 4.25

c. Comments

- i. I was able to learn about PREG activities and input on way forward
- ii. It was well done, goal exceeded, Ideas were flowing and session was enlightening
- iii. County engagement and partner collaboration convened clearly
- iv. Session on experience sharing had no sufficient time
- v. It became very clear how PREG is structured and supposed to work
- vi. Need more insights on going forward/collaborative work
- vii. The PREG lead person covered this very well in their presentation as well as contributions from partners
- viii. Time for this session was limited
- ix. The fact that participants were able to explain the level of clarity on understanding of PREG and the facilitants approach

## APPENDIX II: EVALUATION FOR PREG LEARNING EVENT

- x. Many partners layered activities well but there were no common indicators and a measure of success/failure
- xi. The group discussions were very interactive in bringing up lessons and sharing experiences and learning from each other was enriching

### 2) Contribute ideas for the development of strategies to strengthen the PREG Collaboration and Partnership

a. Goal not met – 1 2 3 4 5 – Goal successfully met

b. Average: 4.3

c. Comments

- i. Session was very participatory and many ideas/strategies to enhance effectiveness of the PREG teams within the various counties came out very well
- ii. The conversations provided the opportunity for the participants to brainstorm on structure procedures and process, and eventually visualization of the system and how it will be integrated in the county system
- iii. The ideal for development and sustained growth was stated and recognition that collaboration and partnership is still a work in progress
- iv. Some members who were strong in some ideas were placed in other groups
- v. Forward looking approach to make partnership add value to our work was very helpful

### 3) Discuss strategic applications of the GIS Mapping Tool

a. Goal not met – 1 2 3 4 5 – Goal successfully met

b. Average: 4

c. Comments

- i. A good tool which exemplifies collaboration
- ii. It was a practical session, partners need to make more use of the tool
- iii. Need to populate data from all partners and roll out to counties
- iv. This needs to be devolved to the county teams and more capacity building done for the teams
- v. Would recommend practical sessions in future presentations other than theory alone as more demonstration of live feed was needed
- vi. The application was not fully presented because it is a work in progress
- vii. It allowed and explained how information of various programs can be accessed
- viii. Partners need a point person to reach
- ix. This was a very rich source of information that can seem as one stop shop
- x. Using the tool to make decisions on how assistance is distributed in counties

## APPENDIX II: EVALUATION FOR PREG LEARNING EVENT

### 4) Identify communication strategies to strengthen the PREG Collaboration and Partnership.

- a. Goal not met – 1 2 3 4 5 – Goal successfully met
- b. Average: 4
- c. Comments:
- i. Communication is key to the success of the partnership
  - ii. Session was participatory and well convened
  - iii. Helped to build a comprehensive communications package for PREG
  - iv. We look forward to the product and feedback
  - v. There is still more required in this area. The best practices needs to be developed and communicated –avenues offered
  - vi. While suggestions were made in groups, the strategy was not concluded
  - vii. Research backing was needed to define concepts/approaches
  - viii. Different strategies have an effect on implementation
  - ix. Need to be effective in reporting impact

### 5) Gain knowledge and information on emergent issues

- a. Goal not met – 1 2 3 4 5 – Goal successfully met
- b. Average: 3.8
- c. Comments
- i. Very informative, interactive and facilitated excellently
  - ii. Would have been better if all participants had an opportunity to attend all sessions
  - iii. No more stand alone projects, partnership and collaboration is the focus
  - iv. The facilitators, moderator and the other PREG participants all contributed to it.
  - v. Appreciate emphasis made by participants on PREG secretariat
  - vi. Show clear areas of programming for sustained development
  - vii. There is need to review PREG membership at county level and lead role
  - viii. Clear sharing of different experience particularly about EDE

### 6) Contribute ideas for the development of Standard Operating Procedures to strengthen the PREG Collaboration and Partnership.

- a. Goal not met – 1 2 3 4 5 – Goal successfully met
- b. Average: 4.0

## APPENDIX II: EVALUATION FOR PREG LEARNING EVENT

- c. Comments
  - i. Brilliant ideas were shared to develop the SOP that will be finalized then cascaded to counties
  - ii. Good facilitation of the session
  - iii. Have resources national and county based secretariat-fulltime
  - iv. A draft SOP was needed before contributing
  - v. Ideas were forthcoming in the development of SOPs from all levels of the participants
  - vi. Allocating more time for the session could have been more exhaustive
  - vii. It is still a discussion on progress

### 7) What was the most beneficial aspect of the Learning Event ?

1. Good recommendation on M&E system for stronger learning
2. Building PREG partnership and trust to make it stronger
3. Group work was well moderated including feedback from the sessions
4. Recognition of what PREG is doing well in the counties for example success stories in Marsabit, county engagement, partner collaboration, how PREG helped some counties to move forward with PREG initiatives and the cross county learning
5. Communications plenary
6. Efforts to develop PREG-strategic direction as opposed to sharing what's working
7. Flexible planning
8. Layering framework is clear
9. EDE strengthening of CSG at county as focal for PREG collaboration platform
10. Enhanced understanding of the multiple structures at the national and county level that impact PREG
11. Bringing together everybody , sharing ideas, bonding, understanding partnership and collectively charting a way forward
12. Understanding EDE and the challenge of meeting their set timelines
13. Focusing on collaboration and learning and understanding better the need for PREG joint workplanning, joint monitoring, and joint reporting
14. Presentation on GIS mapping
15. Making PREG more effective by developing various aspects as presented throughout the event...as they all help PREG in resilience building
16. Learning from each other is a great contributing factor to improve PREG partnership at the county level through the same processes
17. The need to have contingency plans along side other plans
18. The discussion on mitigating crisis was most beneficial. This needs to be addressed in future planning
19. Linkage with NDMA –EDE which solicits for government involvement,

## APPENDIX II: EVALUATION FOR PREG LEARNING EVENT

- participation and ownership
- 20. Developing the PREG partnership as a role model for other counties
- 21. Working in groups to use current experiences and knowledge for better coordination and partnership in the future
- 22. The interactions and brainstorming on common agendas. The group work gain adequate understanding of PREG concept and work approaches at the different levels – county and national
- 23. The overall organization of the event and the facilitators was superb
- 24. The workshop was quite helpful in developing strategies for better ways in improving PREG and also sharing experiences

### **8) What are your improvement recommendations for future Learning Events?**

1. Introduce abit of team building, conduct some outdoor activities, and incorporate more exercises and sharing
2. Introduce beneficiaries in the process
3. Very happy with the level of content, engagement and length of event
4. Incorporate lessons learned from the counties as county teams can make presentations on PREG activities, photos and documented impact
5. More time devoted to the event and group discussions
6. Inclusion of learning from similar events
7. Event should be held in PREG counties, away from Nairobi
8. Should have higher representation from Government
9. Some presenters need additional facilitation skills
10. Share feedback and implement group ideas
11. Gather needs and expectations from proposed participants in advance to help manage or meet those needs and expectations
12. How to do joint planning on the ground
13. Compare the best PREG team with the least performers
14. Allocate more time in critical discussions and dedicate adequate time for group work
15. More time and more days for better understanding
16. Spend less time on read-outs from small groups
17. In group discussion, have people select the group they want instead of pre-determined/random grouping
18. Share successful collaborations and evidence for impact
19. Improve coordination by creating PREG secretariat
20. Improve Govt. of Kenya involvement
21. Moderation could be made more lively and more energizers
22. Developing indicators without a result framework was not very easy. It would be better if results framework is developed first.
23. One day thematic meeting focused on not more than 2 subjects would be of more value as they allow people to think through a topic more thoroughly. Feels like there are a lot of loose ends that need to be tied
24. PREG partners to present on achievements, challenges and lessons learnt during the event

## APPENDIX II: EVALUATION FOR PREG LEARNING EVENT

### 9. Other comments

1. Sessions were well coordinated, time successfully managed, interactive and educative
2. Looking forward to the report and updates on the agreed activities during subsequent steering committee meetings
3. PREG learning events should be an annual activity
4. The learning event is very timely
5. Venue was perfect, presentations well articulated
6. Strong facilitation skills by lead facilitator
7. Conducive learning set up at table, general arrangement was well done
8. More emphasis at the new procurement stage to ensure its enshrined
9. Good experience, we have enjoyed the PREG experience and the bonding
10. Consider a 2 minute clip which highlights PREG to bring everyone up to speed as people start at different levels
11. Contextualize why this is so important (continued political and financial support for resilience)
12. Successful learning event which has been long overdue and we thank USAID for starting to walk the talk on PREG issues
13. The way forward on collaboration should be simple and implementationable
14. Need to enhance collaboration between PREG partners and county governments

**APPENDIX II: EVALUATION FOR PREG LEARNING EVENT**

*Thank you for taking the time to fill out the Learning Event Evaluation*

### APPENDIX III PARTICIPANT LIST FOR THE PREG LEARNING EVENT

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### APPENDIX III PARTICIPANT LIST FOR THE PREG LEARNING EVENT

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**USAID Partnership for Resilience and Economic Growth  
Learning Event**

August 2<sup>nd</sup> – 4<sup>th</sup>, 2016  
Windsor Hotel, Nairobi, Kenya

**Key Objectives of the Learning Event**

**To inspire, energize and mobilize PREG partners to improve collaborative approaches to building resilience in the Arid and Semi-Arid Lands in Kenya;**

1. Share experiences and insights about PREG Partnership before, now and going forward
2. Contribute ideas for the development of strategies to strengthen the PREG Collaboration and Partnership
3. Discuss strategic applications of the GIS Mapping Tool
4. Identify communication strategies to strengthen the PREG Collaboration and Partnership.
5. Gain knowledge and information on emergent issues
6. Contribute ideas for the development of Standard Operating Procedures to strengthen the PREG Collaboration and Partnership.

**APPENDIX IV: AGENDA FOR THE PREG LEARNING EVENT**

**AGENDA SCHEDULE FOR THE LEARNING EVENT**

<b>DAY ONE : Tuesday, 2<sup>nd</sup> August 2016</b>		
<b>Time</b>	<b>Activity</b>	<b>Objective</b>
<b>08:00 – 08:30</b>	<b>Registration and Tea</b>	
<b>08:30 - 09:00</b>	<b>Welcome Remarks Introductions Review of Agenda Agreement on Norms</b>	Welcome Remarks by Mark Carrato, Office Chief for USAID Office of Economic Growth
<b>09:00 – 09:30</b>	<b>PREG Collaboration and Partnership: Background and Context</b>	This session will offer a summary of previous work and present primary elements that are foundations for effective collaboration and partnership. In addition a proposed vision statement for the PREG Collaboration and Partnership presented.
<b>09:30 – 10:00</b>	<b>PREG Collaboration and Partnership: A Living Snapshot</b>	This session will establish a snapshot of current views on partnership and collaboration.
<b>10:00 – 10:30</b>	<b>Tea/Coffee Break</b>	
<b>10:30 – 11:30</b>	<b>PREG Collaboration and Partnership: Before, now and future.</b>	This session will feature a panel of stakeholders who will share their experiences and insights on collaboration and partnership
<b>11:30 – 12:30</b>	<b>Roadmap for Strengthening PREG Collaboration and Partnership</b>	This session will involve the participants offering ideas on next steps to strengthen PREG collaboration and partnership and how those changes should be accomplished.
<b>12:30 – 13:30</b>	<b>Lunch Break and Networking</b>	
<b>13:30 – 14:30</b>	<b>Strengthening PREG Collaboration and Partnership: Creating a Roadmap</b>	This session will involve the participants offering ideas on next steps to strengthen PREG collaboration and partnership and how those changes should be accomplished.
<b>14:30 – 15:30</b>	<b>GIS Mapping Tool Presentation</b>	This session will involve an interactive discussion on the GIS Mapping to determine its maximum use in helping to strengthen the PREG Collaboration and Partnership.
<b>15:30-16:15</b>	<b>Collaborating on PREG Communications</b>	This session will focus on partners sharing best practices and setting forward a shared vision for PREG's collaboration and partnership in communications efforts.
<b>16:15 -16:30</b>	<b>Wrap Up</b>	
<b>16:30 -18:00</b>	<b>Celebrating PREG Success</b>	This session will focus on celebrating some of the significant accomplishments and successes within the PREG Collaboration and Partnership.

**APPENDIX IV: AGENDA FOR THE PREG LEARNING EVENT**

<b>DAY TWO : Wednesday 3rd August 2016</b>		
<b>Time</b>	<b>Activity</b>	<b>Objective</b>
<b>08:00 – 08:30</b>	<b>Registration and Tea</b>	
<b>08:30 - 09:30</b>	<b>PREG Learning Agenda</b>	This session will focus on a summary of the current and projected elements of the PREG Learning agenda highlighting best practices and lessons learnt
<b>09.30 – 10.30</b>	<b>Emergent Issues: Round One</b>	
	<b>Group 1: NDMA M&amp;E Plan and the EDE Framework.</b>	This session will reflect on the EDE Institutional Framework and M&E systems for facilitating stronger alignment, cooperation, and coordination between national government, the county government, and development partners.
	<b>Group 2: Exploring Partnership Output Indicators for PREG</b>	This session will focus on brainstorming potential output indicators to capture the partnership and collaboration efforts and accomplishments made by PREG
	<b>Group 3: Flexible Planning to Respond to Shocks – USAID Presentation</b>	This session will focus on ongoing initiatives and sharing lessons learned and best practices for undertaking flexible planning to shocks
<b>10:30 – 11:00</b>	<b>Tea/Coffee Break</b>	
<b>11:00 – 12:00</b>	<b>Emergent Issues: Round Two</b>	
	<b>Group 1: NDMA M&amp;E Plan and the EDE Framework.</b>	This session will reflect on the EDE Institutional Framework and M&E systems for facilitating stronger alignment, cooperation, and coordination between national government, the county government, and development partners.
	<b>Group 2: Exploring Partnership Output Indicators for PREG</b>	This session will focus on brainstorming potential output indicators to capture the partnership and collaboration efforts and accomplishments made by PREG
	<b>Group 3: Flexible Planning to Respond to Shocks – USAID Presentation</b>	This session will focus on ongoing initiatives and sharing lessons learned and best practices for undertaking flexible planning to shocks
<b>12:00 -12:30</b>	<b>Report out from Discussions on Emergent Issues</b>	
<b>12:30 – 13:45</b>	<b>Lunch Break and Networking</b>	
<b>13:45 – 14:45</b>	<b>Measuring Our Success:</b> An M&E Approach for Partnership and Collaboration	This session will explore the Who, Why and How of tracking change and success of partnership and collaboration efforts within PREG.
<b>14:45 -15:45</b>	<b>Collaboration, Learning and Adaption:</b> Turning Collaboration into Action	This session will focus on things we can do now to build on our successes and collaboration
<b>15:45-16.00</b>	<b>Tea/ Coffee Break</b>	
<b>16:00-16:30</b>	<b>Summary Next Steps</b>	This session will focus on highlights of the two days and an outline of follow-through next steps
<b>16:30 -17:00</b>	<b>Session Evaluation / Closing Comments</b>	



## **USAID | KENYA AND EAST AFRICA**

**USAID Mission Director, Karen Freeman’s Opening Remarks -  
Reception for the Partners for Resilience and Economic Growth  
(PREG), August 2, 2016, at 4:30 – 6.00 p.m., Windsor Hotel, Nairobi,  
Kenya**

- **Mr. James Oduor, The Chief Executive Officer, National Drought Management Authority**
- **Representatives of Various Institutions and USAID partners in the Partnership for Resilience and Economic Growth**
- **Distinguished guests**
- **Ladies and gentleman**

It gives me great pleasure this afternoon to see all of you together, reflecting on collaborative approaches to building resilience. Indeed, your presence here is a testimony of an inspired, energized and mobilized cross-sectoral team.

Building resilience is complex. The wide-ranging activities that form the Partnership for Resilience and Economic Growth (PREG) reflect that complexity.

- From health and nutrition to accessing water, hygiene and sanitation services.
- From conflict mitigation between warring communities to improving governance and drought preparedness.
- From priorities like building infrastructure – including roads, markets and water supplies – to identifying ways to diversify livelihoods, promote large and small business development, and strengthen the livestock sector.
- And, finally, management of wildlife, rangelands and natural resources are central to building resilience, as are strategies to improve public policy, promote greater gender equity, and ensure the inclusion of youth and marginalized groups.

I am delighted to note that this partnership learning event has enabled you to reflect on shared visions and clear actions to enhance collaboration. Already, I see a dynamic, focused and united team; full of vigor and ready to advance our efforts towards eradicating extreme poverty and ending drought emergencies.

This is a milestone in my career as a Mission Director in Kenya and East Africa. When I came to Kenya in 2012, the country was experiencing one of its worst droughts. The need for engaging in resilience building was evident.

## APPENDIX V: SPEECH BY KAREN FREEMAN – USAID MISSION DIRECTOR

Two weeks ago, President Barack Obama spoke at the White House Summit on Global Development. While he noted that the United States is one of the world's largest donors of humanitarian aid, he said, "instead of just responding after crises happen, what we've been focused on is helping communities in countries build resilience to shocks and to be in a position to avoid crises."

That's why we're here today. The partnership we celebrate leads to the achievement of Kenyan goals over time, including sustainable economic growth and the delivery of social benefits to the pastoralists and agro-pastoralists of Northern Kenya—including youth, women, and extremely poor households.

I note the tremendous amount of effort you, as a team, dedicate to your work in order to make a difference in the lives of vulnerable families of Northern Kenya. You have shown your commitment to helping these communities prepare for, adapt to, and ultimately thrive amidst climate-related emergencies. This is despite the very challenging circumstances you all face in your everyday life. Your joint efforts are bearing fruit. We are improving the nutrition of families, reducing resource-based conflict, and increasing business among communities and incomes at household level.

A survey done by USAID in 2015 provides compelling evidence of results achieved in two and a half years through the partnership's and other's collective efforts, including a 12 percent reduction in the depth of poverty and a 28 percent increase in women's dietary diversity in the nine targeted counties. Additionally, the survey results indicate positive trends in children's dietary diversity, reduced household hunger and access to improved water sources.

I truly appreciate the challenges that you all face in your everyday work. Despite the challenges, your joint effort is bearing fruit.

The work that all of you are doing together is commendable! Through the Partnership for Resilience and Economic Growth, we are building a model for doing business differently that delivers results.

By partnering together, we will strengthen the resilience of the people in Kenya's arid lands and improve the survival, well-being, and productivity of the people of this great nation.

I wish to end with a saying among pastoralists:

*If you want to go fast, then walk alone; but if you want to go far, then walk together.*

I look forward to the great successes and the future of this partnership.

Thank you so much - Asanteni sana



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# **APPENDIX VI:**

# **PREG PRESENTATIONS**



# APPENDIX: CONTENT PAGE

<b>SESSION</b>	<b>SLIDE NUMBERS</b>
1. Background and Context	• 5 – 22
2. Panel Presentations on PREG Partnership & Collaboration (Before, Now and Towards the Future)	• 23 – 42
3. GIS Mapping Tool	• 43 – 58
4. Communications	• 60 - 70



# APPENDIX: CONTENT PAGE

<b>SESSION</b>	<b>SLIDE NUMBER</b>
5. Emergent Issues	• 73 – 80
• NDMA Presentation	
• Exploring Partnership Output Indicators	• 81 – 85
• Flexible Planning to Respond to Shocks	• 86 – 103
6. PREG Institutional Strengthening, Policy & Learning support by Africa Lead	• 104 - 122



# APPENDIX: CONTENT PAGE

<b>SESSION</b>	<b>SLIDE NUMBER</b>
7. Strategies to strengthen PREG Collaboration and Partnership	
• PREG Roadmap for collective action	• 123 – 131
• Measuring Success: An M&E Approach	• 132 – 134
• Translating Action into Standard Operating Principals	• 135 - 137



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# PREG Collaboration and Partnership

Background and Context



# WHAT IS RESILIENCE?

USAID defines resilience as “the ability of communities, people, households, countries and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth”

➤ **Resilience is just good rural development.**



# **RESILIENCE IS JUST GOOD RURAL DEVELOPMENT.**

**Depends on:**

- **What you do**
  - **Improving and Sustaining Human Capital**
  - **Strengthened Institutions, Systems and Governance**
  - **Diversifying Livelihoods and Food Sources**
  - **Expanded and Viable Economic Opportunities**

**AND**

- **How you do it.**



# **RESILIENCE IS JUST GOOD RURAL DEVELOPMENT.**

**Depends on:**

- **What you do**
  - **Bolstering Human Capital**
  - **Diversifying Livelihoods and Food Sources**
  - **Stimulating Economic Growth**

**AND**

- **How you do it.**



# HOW YOU DO IT?

## PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH - PREG

**Assumption 1** - Requires a wide range of activities across sectors and humanitarian and development etc.

- PREG brings these activities together

**Assumption 2** – Bringing together multiple activities will only work if the activities are linked over time, geographically, etc.

- PREG provides forum to manage links between activities and partners to achieve **collective impact**.



# HOW YOU DO IT?

## USAID Resilience Policy Guidance (2012)

- Four Key Resilience Principals
  1. Build resilience as a common objective
  2. Create and foster linkages.
- Agenda for Operational Change
  - ▶ **Joint Problem Analysis and Objective Setting**
  - ▶ **Intensified, Coordinated Strategic Planning around Resilience**
  - ▶ **Mutually Informed Project Designs and Procurements**
  - ▶ **Robust Learning**



# **PREG COLLECTIVE IMPACT LESSONS LEARNT**

## **Challenges.**

- Partnership complexity and heterogeneity.
- Funding competition.
- Partner responsibility to numerous donors.
- Funding streams siloed and not focused on collective impact.



# **PREG COLLECTIVE IMPACT LESSONS LEARNT**

## **Challenges:**

- Different timetables and work plans.
- Need for Incentives.
- Differing philosophies and perspectives.
- PREG false starts.
- County/Nairobi coordination.
- Time for collective action.
- Lack of strong evidence base on what works especially for collective impact.



# **PREG COLLECTIVE IMPACT LESSONS LEARNT**

## **Advantages:**

- Stronger voice together.
- Identification with USAID.
- Cross fertilization of ideas.
- Makes partners talk about collaboration.
- Institutionalize partnership policies.



# Advantages:

- Potential for greater impacts
- Avoiding overlaps
- Allows concentration of comparative advantages
- Link programmes
- Leverage technical expertise across partnership.



# **PREG COLLECTIVE IMPACT LESSONS LEARNT**

**“USAID has really put its heart into the PREG concept and implementation”**

**“Increasingly the PREG approach is being touted within and outside USAID as a model for collaboration and the breaking down of funding and programme silos”**



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# PURPOSE OF MEETING

To **inspire, energise and mobilize**  
**PREG** partners to **commit** to  
**collaborative approaches** to building  
resilience in the **ASAL** areas in Kenya.



# HOW YOU DO IT?

## USAID Resilience Policy Guidance (2012)

- Four Key Resilience Principals
  1. Build resilience as a common objective
  2. Create and foster linkages.
- Agenda for Operational Change
  - ▶ **Joint Problem Analysis and Objective Setting**
  - ▶ **Intensified, Coordinated Strategic Planning around Resilience**
  - ▶ **Mutually Informed Project Designs and Procurements**
  - ▶ **Robust Learning**



# Collaborative Impact

Not just:

- Sequencing, Layering and Integration.
- Coordination.
- Information sharing
- Good communication

# WHAT IS COLLECTIVE IMPACT?

## The Five Conditions of Collective Impact

### Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

### Shared Measurement

**Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable.

### Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action.

### Continuous Communication

**Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

### Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies.**



# VISION STATEMENT

- *“Through collaborative activities and approaches in the ASAL areas of Kenya, USAID PREG partners will more effectively support the Government of Kenya to develop individuals, communities and systems resilience capacities resulting in sustainable reductions in humanitarian assistance needs, prevalence/depth of poverty, household hunger and acute/chronic undernutrition.”*



# PREG Collaboration and Partnership: A living Snapshot

- There will be 3 propositions presented
- There will be a line continuum from: “*strongly disagree to strongly agree*”
- Go and stand on the line where which matches your response.



# Walk the line

- i. Building resilience capacities and reducing the need for humanitarian aid is essential for the success of our program.
- ii. Important opportunities to better collaborate and partner are being missed
- iii. It is clear how we should collaborate and partner in PREG



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# PREG Collaboration and Partnership: Before, Now and Into the Future

Josephat Wafula– WFP  
Erastus Kyalo– Regal AG  
Mores Loolpapit – APHIA +  
Doris Kaberia– MWA



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# **PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG)**

**JOSPAT WAFULA  
(WFP - PREG Chair, Turkana County)**

*Presentation made during the PREG Learning Event, held at  
the Windsor Hotel (Nairobi), 2<sup>nd</sup> – 3<sup>rd</sup> August 2016*



# PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG)

## Historical Overview

- Persistent drought combined with the localized vulnerabilities are key challenges affecting development in Kenya's Arid and Semi-Arid Lands (ASALs).
- Prolonged drought (2008-2011) – resulted in 4 million people in need of assistance, led to large livestock losses and severe socio-economic impacts.
- In 2012, USAID's established the Resilience and Economic Growth in Arid Lands (REGALs).
- Coined as the 9-5-2 Club, the partnership was initially composed of USAID, WFP, REGAL (IR & AG)
- ***Purpose of the 9-5-2 Club:***
  - *To coordinate and harmonize resilience building USAID direct-funded activities amongst key humanitarian and development actors in the Arid and Semi-Arid Lands (ASALs) in Kenya, in collaboration with the National Drought Management Authority (NDMA) and the devolved county government structures.*



## Historical Overview CONT...

- By 2014, the **9-5-2 Club** expanded its membership and the Partnership for Resilience and Economic Growth in Kenya (PREG) was born. WFP operating in 9 counties; REGAL-IR (Turkana, Isiolo, Marsabit, Wajir, Garissa); and REGAL-AG (Marsabit and Isiolo)
- PREG brings together humanitarian and development partners to *build resilience among vulnerable pastoralist communities in northern Kenya.*

### Geographic coverage of PREG:

- PREG includes both USAID programs and implementing partners operating in 9 ASAL counties: WFP in all 9 counties and other partners in the Turkana, Isiolo, Marsabit, Wajir, Garissa

### Implementing Partners

#### PREG PARTNERS:

- Ministry of Agriculture, Livestock, and Fisheries
- Ministry of Health
- National Drought Management Authority (NDMA)

- World Food Program (WFP)
- REGAL-IR - ADESO
- REGAL-AG – ACIDI-VOCA
- United Nations Children's Emergency Fund (UNICEF)
- Food and Agriculture Organisation (FAO)
- APHIAPLUS – IMARISHA
- International Livestock Research Institute (ILRI)
- Northern Rangelands Trust (NRT)

- AIDS, Population, and Health Integrated Assistance (APHIA) + Integrated Marginal Arid Regions Innovative Socialized Health Approach (IMARSHA)
- Kenya Arid Lands Disaster Risk Reduction (KALDRR) + Millennium Water Alliance (MWA)
- Agile Harmonized Assistance for Devolved Institutions (AHADI)
- Africa Lead II
- Mercy corps



## PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT

# WHY PREG?

- 
- To **Sequence, Layer and Integrate** in order to avoid duplication and maximize
  - **Leverage** on each other and partner strategically.
  - To Mutual **reinforce activities** that are different but still have them coordinated.
  - **Measure and evaluate impact:** Collecting data and measuring results consistently across all partners is critical for alignment of efforts for accountability to each other.
  - **Build Sustainability** through all stages of the project cycle: Promote ownership by engaging with the government as well as involving and building the capacity of the community of Turkana in **resilience building**.
  - Sharing on the global picture of USAID FTF on Synergy and Complementarity through Partnerships.



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Thank You.



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# Partnerships for Resilience and Economic Growth



## Struggles Experienced in Collaboration and Partnership

2-3<sup>rd</sup> August 2016

REGAL-AG Presentation



## Collaboration and Partnership Challenges

### A. PARTNERS

- Lack of Structures and Systems----Partner members operating on individual goodwill and 'common donor syndrome'
- Mistrust and competition among partners
- Collaboration and partnerships not originally embedded in each partner's project designs
- Partners sub-awardees do not understand and often not involved in these collaborations
- Non participation of some PREG partners is demotivating to those on board

## Collaboration and Partnership Challenges

### B. RESOURCES

- No budgetary allocation in current project design
- Time consuming





## Collaboration and Partnership Challenges

### C. IMPLEMENTATION

- Different PREG projects are at different level of implementation making it difficult to layer/synergy
- Information gap between Counties and Nairobi PREGs
- Lack of structured in monthly meetings to facilitate identification of game-changers for the partnerships
- Inadequate coordination, hence operational inefficiencies & duplication of efforts



## Collaboration and Partnership Challenges

### C. IMPLEMENTATION

- Success depends on the personal relationship between individuals and lead agency in the county
- Chances for stepping on each other's toes where mandate have similarities
- Partners have different approaches of identifying/recruiting beneficiaries



## PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT

# How Partners Addressed the Challenges

- Monthly meetings to share work plans
- Cultivated trust and cordial working relationship
- Holding bilateral project meetings to foster trust
- Choosing win-win opportunities for collaboration and partnerships
- Orientation for new members





# PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT

THE END

THANK YOU

#### DISCLAIMER

The contents of this presentation are the sole responsibility of ACDI/VOCA and do not necessarily reflect the views of USAID or the United States government.



PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH  
LEARNING EVENT

# Kenya PREG Learning Event

## *APHIAplus* IMARISHA experience: *Positive examples of collaboration and Partnership*

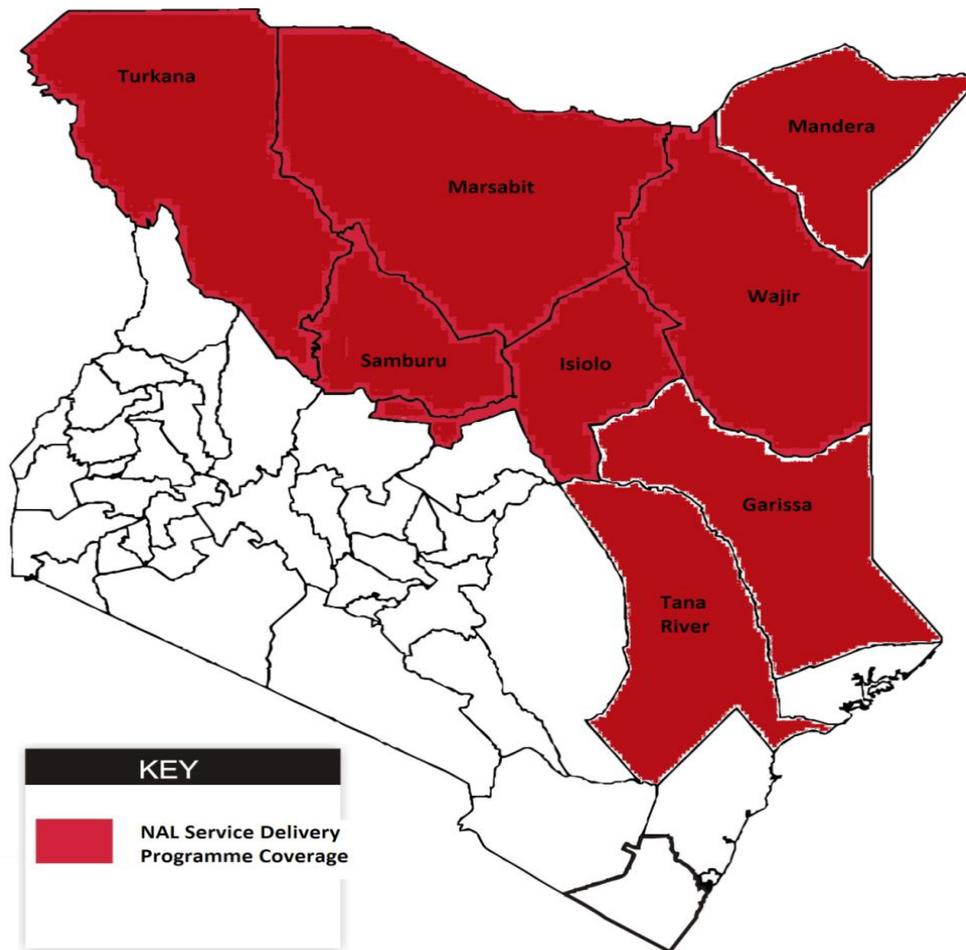
**Prepared and presented by :** *APHIAplus* IMARISHA Team

**Venue:** Windsor Golf Hotel & Country Club, Nairobi,  
Kenya

**Date:** Tuesday, August 2, 2016

# Counties of the Northern Arid Lands

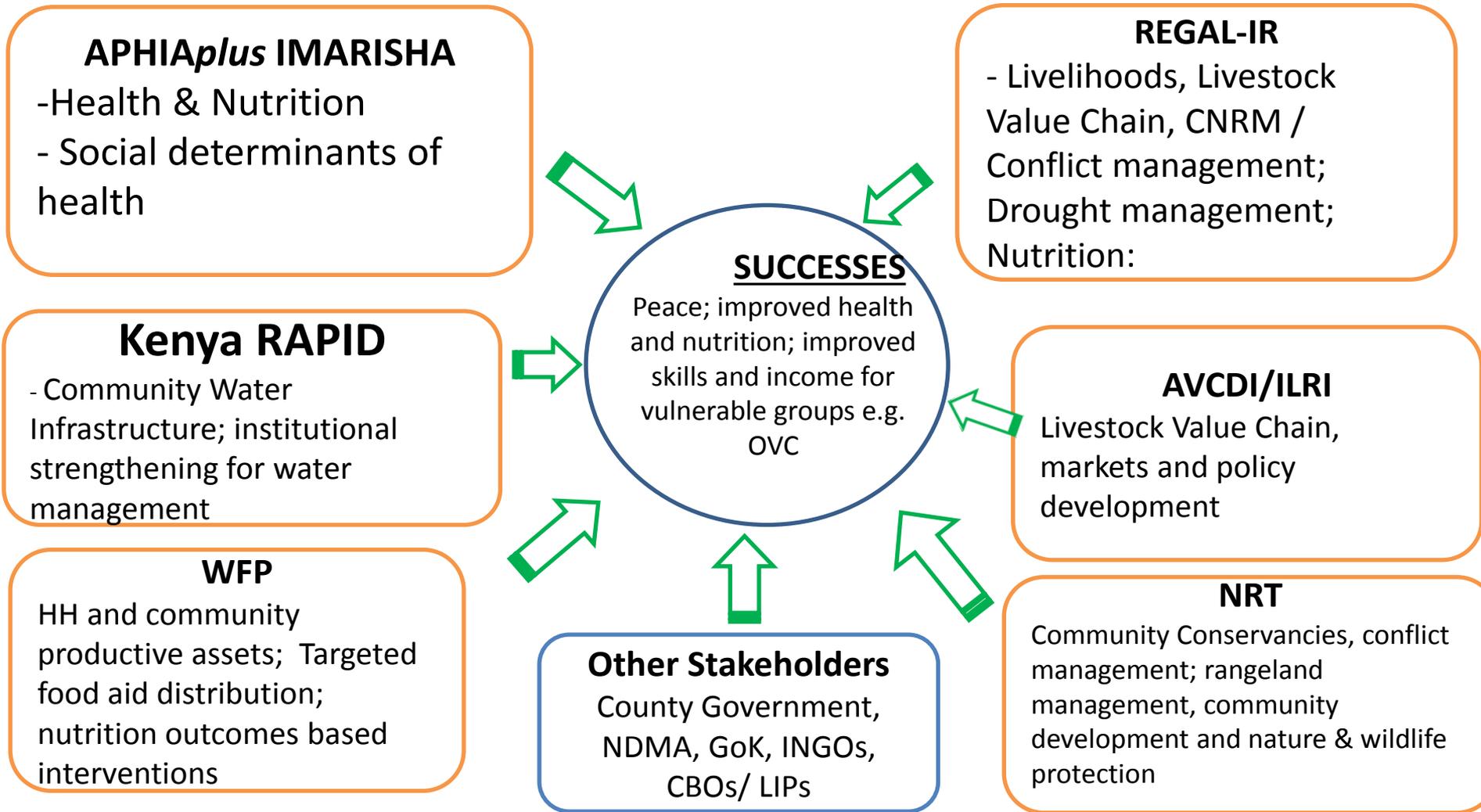
- Turkana
- Samburu
- Isiolo
- Marsabit
- Mandera
- Wajir
- Garissa
- Tana River



# Conceptualization of layering to build Community Resilience



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Layering is about building synergies, without duplication of interventions, building on gains by all

# KAPUTIR & KAINUK (Turkana South Sub county)



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### WFP

Supporting 110 Food insecure HHs; 90 acres farmland ploughed; supplying nutrition commodities

### REGAL IR

CDC formed; CDAP developed; 12 SHG formed and CREF disbursed to 6 SHG; Peace communities formed and dialogue meetings held; School peace clubs formed

### APHIAplus IMARISHA

Increased access to quality services through facility and community interventions; HES and Food security activities; WASH

### Community Challenges

- Insecurity
- Health and Nutrition
- Food security insecure
- Market Access
- Water and Pasture
- Environmental degradation
- Governance- Capacity for devolved functions

### AVDCI/ILRI

- CB on enterprise development & policy
- Increase market participation – BDS

### MWA / Kenya Rapid

Water tank construction; rain water harvesting; VIP latrine at facility

# Isiolo & Marsabit

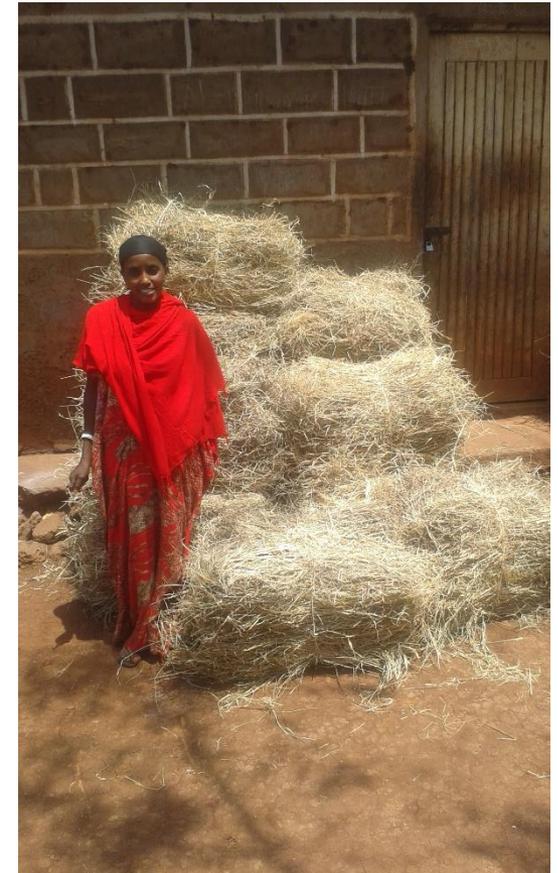
- Eremet Community: layering includes MWA, NRT, REGAL-IR, REGAL-AG, K-RAPID. Successes include a more peaceful community, improved access to health, nutrition and WASH services
- Huruma OVC caregiver group: layering includes REGAL-IR and REGAL AG. Successes include improved skills for increased income for group with improved nutritional outcomes for OVC



# Lessons Learnt

- PREG provides an opportunity to leverage on resources so community benefits from unique partner strengths.
- Layering is more effective following joint work-planning and when proactive engagement at county level
- Joint field visits and implementation of field based activities helps to change community perception of donor funded projects and enhance accountability for both the partner and community
- Coordination meetings help to break barriers and the culture of working in silos and perceived ownership of community or zone thus reducing competition among partners
- A synergy has developed among PREG partners that enhanced the growth of the community towards sustainability and resilience.
- PREG meetings provides a forum for advocacy on policy issues and other pertinent issues that slow down implementation of activities

# Thank you: Huruma OVC Group





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# GIS Mapping Tool Presentation



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# Partnership for Resilience and Economic Growth(PREG) Mapping Tool

## Presenters

*AHADI – Matthew Nyamwange*

*NHP Plus – Stephen Mcharo*

*REGAL IR- Fredrick Juma*

*USAID/KEA – Margaret Mwangi*



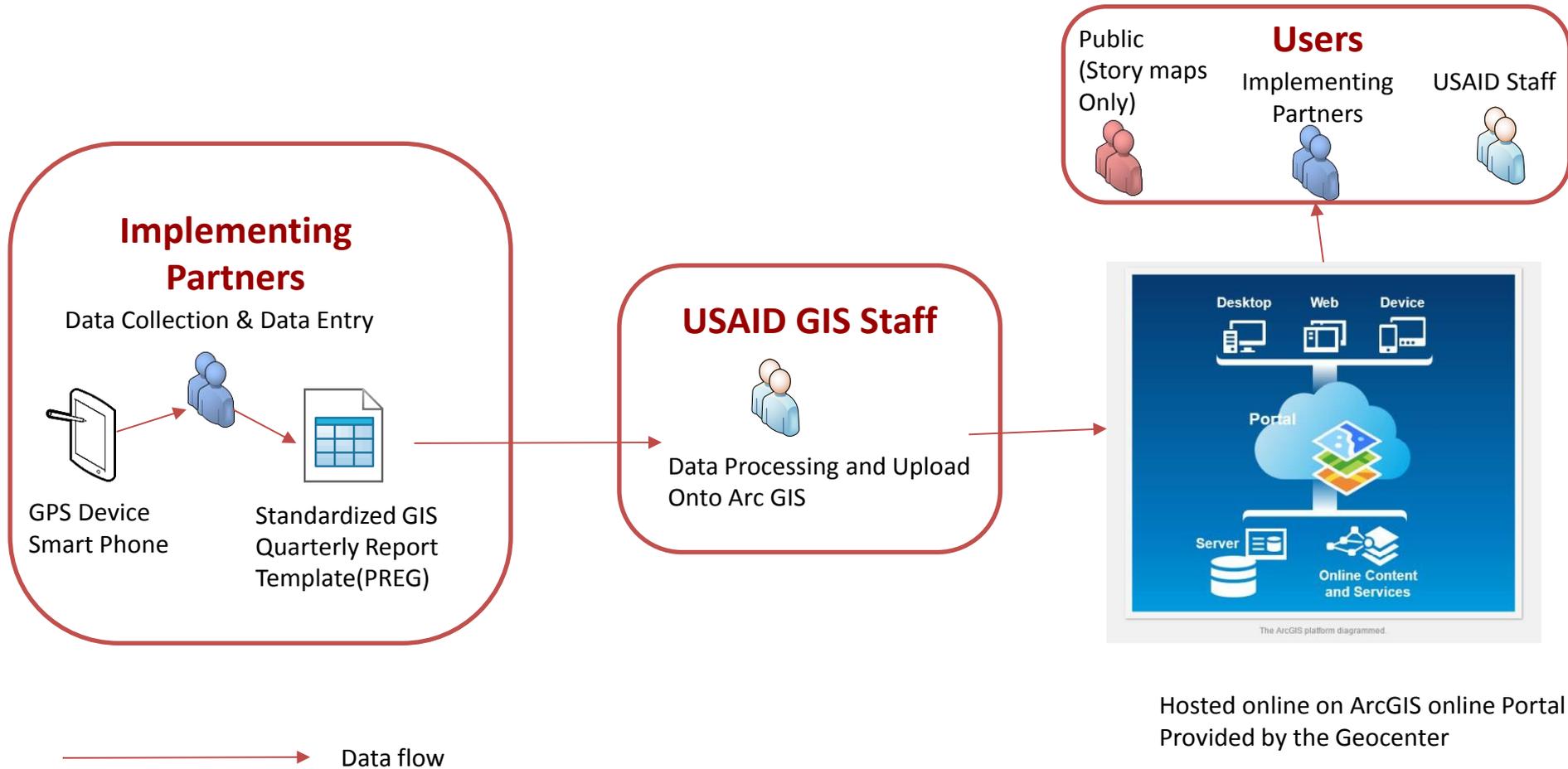
## Objectives

- To introduce the PREG Mapping Tool
  - Introduction
  - Achievements
  - Brief Overview of the tool(Demo)
- To share Partners Experiences(Working group)
  - Partner Experiences – AHADI, NHP Plus, REGAL IR,
  - Challenges
  - Suggestions for Improvement
- To obtain feedback and participation



- **What?** The tool is for the Partnership activities and does not contain all USAID investments
- **Why?** To support the Resilience strategy which emphasizes improved coordination of humanitarian and development programming through improved **layering** sequencing and integration.
- **How?**
  - Allow visualization of actual activity locations
  - Identify areas of optimal coordination
  - Utilize contextual information through overlays

# The Process



Hosted online on ArcGIS online Portal  
Provided by the Geocenter



## PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT

# The Partners

Implementing Partner	Counties
APHIAPLUS IMARISHA	Garissa, Isiolo, Samburu, Tana River, Turkana, Wajir
AHADI	Garissa, Marsabit, Isiolo, Turkana, Wajir, Mandera
KALDRR WASH	Isiolo & Turkana
REGAL IR	Garissa, Marsabit, Isiolo, Turkana, Wajir
WFP	Turkana, Isiolo, Marsabit, Garissa, Mandera, Tana River
NRT	Garissa, Isiolo, Laikipia, Meru, Marsabit, Samburu
REGAL AG	Marsabit & Isiolo
PEACE III	Conflict Corridors and Events



# PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT

## The Map Data

USAID | **KENYA AND EAST AFRICA** Partnership for Resilience and Economic Growth Resilience Activity Layering Application

+  Q

**Layer List**

Operational Layers

- Conflict Resolution/Peace Building
- DRR (Information/Awareness)
- Finance (Supported MFIs,SACCO)
- Health Community (Information/Awareness)
- Governance (e.g CDAP,Conservancy)
- Health Facility
- Humanitarian Assistance (Food)
- Infrastructure (Roads)
- Infrastructure (Markets)
- Infrastructure (Irrigation)
- Infrastructure (Water Supply for Livestock)
- Infrastructure (Other)
- Livelihood (Agriculture)
- Livelihood (Livestock)
- Livelihood (Tourism)

(1 of 4)

**Conflict Resolution/Peace Building: REGAL-IR**

Activity	REGAL-IR
IP	REGAL- IR
Task	Peace club teachers training
Sector	Conflict Resolution/Peace Building
SubAward	REGAL-IR/FCA
Amount	:
StartDate	21/5/2015
EndDate	42282
Nationwide	NO
Site	Lokichar
County	Turkana
Longitude	35.65
Latitude	2.38
PrecisionC	Near exact location
Constituen	TURKANA SOUTH
Location	Lokichar
SubLoc	lokichar
Town	lokichar

## The Mapping Tools

Activity Summary By County
**Economic Growth** Resilience Activity Layering Application
REGAL - IR REGAL - AG Community Conservancy KALDRR-WASH

Click one of the following task items to execute chart.

- Activity Summary by Sector >
- Activity Summary by County >**
- Funding by County (Draft) >
- All Resilience Activities >

Clear

Activity Summary By County x

< Options

Chart Results

Sector (Resilience) : Livelihood(Agriculture)  
Count : 111

Activity Summary by Sector

Clear

Map data © OpenStreetMap contributors, CC-BY-SA

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## Achievements

- Trained over 35 staff from Implementing Partners
- Supported various County events – Learning, Launches
- Supported the first joint work planning session
- Supported various implementing partners in using the data for planning



## Partner Experience NHP Plus & Ahadi

- **How we have used the tool**
  - To determine areas that are not covered by other partners.
  - To check for existing nutrition activities
  - To identify areas for collaboration between partners
  - To avoid duplication and overcrowding in one area



## Advantages

- Good analytical features and superb layering contents
- Allows ease of attribution by Partner of shared/layered sites
- Allows partners to access partner information on activities readily from your office comfort
- Great resource for the program team, a living reference on layering and selection of target beneficiary.



## Partner Experience REGAL IR

- **How we have used the Tool**
  - Monitoring vulnerability changes as overlay to areas where REGAL IR is implementing nutrition and DRR programs
  - Sometimes we download files for desktop analysis eg. Conflict Corridors
  - To access other secondary data sets such as poverty, FEWSNET for NRM Rangeland Monitoring
  - Visual navigation and quick access to export maps



# Challenges & Areas for Improvement

Challenges Encountered	Areas for Improvement
<ul style="list-style-type: none"><li>• Currently It is not possible to update the data real-time.</li></ul>	<ul style="list-style-type: none"><li>• Need to develop a Real time data collector application for real-time data uploads</li></ul>
<ul style="list-style-type: none"><li>• Not all relevant staff have been trained on the tool to ensure its effective use</li></ul>	<ul style="list-style-type: none"><li>• More training to encourage widespread use of the tool among staff</li></ul>
<ul style="list-style-type: none"><li>• Does not yet capture information on targets, results, beneficiaries</li></ul>	<ul style="list-style-type: none"><li>• Explore revision of the data collection template</li></ul>
<ul style="list-style-type: none"><li>• More secondary data required</li></ul>	<ul style="list-style-type: none"><li>• Water Accessibility, Watershed boundary, Education enrollment etc;</li></ul>



## Proposals & Participation

- Support to the PREG communication strategy
  - Story Maps, Other knowledge management tools(photos, videos)
- Maximize use of geographic analysis
- Encourage participation of M&E, Planning and other users
  - Enhance training
- Establish Real time data collection tools & other tool modifications
- Establish a knowledge Management working group (data & communications).
  - Current members: NHP Plus, AHADI, WFP, REGAL IR

## Story Maps

Re: Devolution Tracking | Inbox (16) - mmwangi@... | Partnership for Resilience | New Tab | NUMBER OF FEATURES N |

usaids.maps.arcgis.com/apps/MapJournal/index.html?appid=313c73ff75344f1aaa76f1d11a7e74f

Apps | Bookmarks | USAID Intranet | Ho... | Empowering People... | SAML Authentication... | Current Status | Inbox (4) - mmwang... | WHO | Modeling Ph... | nairobiGISmaps - D... | How to Do First Aid ... | E2 Solutions - CW G... | My USAID | ICSC jobnet | Table of Contents | I...

PREG story map

**Partnership for Resilience and Growth**

**Turkana**

**Turkana County** is a county in the former Rift Valley Province of Kenya. Turkana is the largest and also the north-western most county in Kenya. It is bordered by the countries of Uganda to the west; South Sudan and Ethiopia, including the disputed Ilemi Triangle, to the north and northeast; and Lake Turkana to the east. To the south and east, neighbouring counties in Kenya are West Pokot, Baringo and Samburu Counties, while Marsabit County is located on the opposite (i.e. eastern) shore of Lake Turkana

**Population;**

**USAID Activities by sector;**

**LEGEND**

**All Resilience Activities - Turkana**

- REGAL-IR
- Amref Health Africa
- WFP
- ACIDI/VOCA
- NRT
- MWA

**Sub County Population 2013 - Turkana**

TotalPop

- > 144,055 to 196,129
- > 133,972 to 144,055
- > 119,906 to 133,972
- > 90,280 to 119,906

**OVERVIEW MAP**

ETHIOPIA  
REPUBLIC OF THE CONGO  
TANZANIA

Esri, HERE, DeLorme, NGA, USGS | Esri, HERE, DeLorme



# PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT

# GIS Template

Revised Kenya GIS Reporting Template 2015\_REGAL\_JR\_Last updated 25\_10\_2015 [Compatibility Mode] - Microsoft Excel

File Home Insert Page Layout Formulas Data Review View Acrobat

Normal Page Layout Page Break Preview Custom Views Full Screen Ruler Formula Bar Gridlines Headings Zoom 100% Zoom to Selection New Window Arrange All Freeze Panes Split View Side by Side Synchronous Scrolling Save Switch Windows Macros

Workbook Views Show Window

A1 Implementing Mechanism (Activity)

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
Implementing Mechanism (Activity)	Implementing Partner (IP)	Task	9_5_2 Sectors	Sub-Awardee	Amount(USD)	Start Date	End Date	Nationwide?	Location(Site)	Admin 1(County-Select)	Longitude	Latitude	Precision Code(Refer to Precision Code List)	Admin 2- Constituency (Select from drop down)	Admin 3- Location(Refer to Reference tables)	Admin 4(Refer to Reference Tables)	Town/	
1	REGAL-IR	SIDAI	SIDAI Maikona Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	12/2/2014	Ongoing	No	Maikona	MARSABIT	37.634309	2.92253	Near exact location	NORTH HERR	Maikona	Maikona	Maikona
2	REGAL-IR	SIDAI	SIDAI Logologo Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	27/7/2014	Ongoing	No	Logologo	MARSABIT	37.915535	1.98777	Near exact location	LAISAMIS	Kurawa	Logologo	Logologo
3	REGAL-IR	SIDAI	SIDAI M. Kulal Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	22/8/2014	Ongoing	No	M. Kulal	MARSABIT	36.929601	2.64529	Near exact location	LAISAMIS	South Horr	M. Kulal	M. Kulal
4	REGAL-IR	SIDAI	SIDAI Korr Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	12/2/2014	Ongoing	No	Korr	MARSABIT	37.500819	2.0042	Near exact location	LAISAMIS	Korr/Nguinut	Korr	Korr
5	REGAL-IR	SIDAI	SIDAI Turbi Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	18/3/2014	Ongoing	No	Turbi	MARSABIT	38.37582	3.23697	Near exact location	MOYALE	Turbi	Turbi	Turbi
6	REGAL-IR	SIDAI	SIDAI Shuur Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	28/6/2014	Ongoing	No	Shuur	MARSABIT	38.153686	3.17658	Near exact location	MOYALE	Turbi	Shuur	Shuur
7	REGAL-IR	SIDAI	SIDAI Tulla Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	12/5/2014	Ongoing	No	Garba Tulla	ISILOLO	38.515785	0.53304	Near exact location	ISILOLO SOUTH	Garba Tulla	Garba Tulla	Garba Tulla
8	REGAL-IR	SIDAI	SIDAI Kinna Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	19/3/2014	Ongoing	No	Kinna	ISILOLO	38.202207	0.32096	Near exact location	ISILOLO SOUTH	Kinna	Kinna	Kinna
9	REGAL-IR	SIDAI	SIDAI KulaMave Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	14/12/2013	Ongoing	No	Kulamave	ISILOLO	38.19309	0.56396	Near exact location	ISILOLO SOUTH	Kulamave	Kulamave	Kulamave
10	REGAL-IR	SIDAI	SIDAI Buleza Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	29/3/2013	Ongoing	No	Buleza	ISILOLO	38.538051	0.35951	Near exact location	ISILOLO NORTH	Chari	Buleza	Buleza
11	REGAL-IR	SIDAI	SIDAI Bilqo Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	10/9/2013	Ongoing	No	Bilqo	ISILOLO	38.482175	0.69355	Near exact location	ISILOLO NORTH	Chari	Bilqo	Bilqo
12	REGAL-IR	SIDAI	SIDAI Galarza Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	20/10/2014	Ongoing	No	Galarza	ISILOLO	37.91944	0.70801	Near exact location	ISILOLO NORTH	Ngare Mara	Ngare Mara	Galarza
13	REGAL-IR	SIDAI	SIDAI Super Service Center	Livelihood(Livestock)	REGAL-IR/SIDAI	\$28,735.63	16/9/2013	Ongoing	No	Isiolo town	ISILOLO	37.582037	0.3513	Near exact location	ISILOLO SOUTH	Isiolo Central	Isiolo Central	Isiolo Central
14	REGAL-IR	SIDAI	SIDAI Sencho Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	27/12/2013	Ongoing	No	Sencho	ISILOLO	37.930547	1.13293	Near exact location	ISILOLO SOUTH	Sencho	Sencho	Sencho
15	REGAL-IR	SIDAI	SIDAI Archers Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	17/12/2013	Ongoing	No	Archers Post	ISILOLO	37.665745	0.64068	Near exact location	ISILOLO NORTH	Ngare Mara	Ngare Mara	Ngare Mara
16	REGAL-IR	SIDAI	SIDAI Oldonyiro Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	26/10/2013	Ongoing	No	Oldonyiro	ISILOLO	36.986641	0.62261	Near exact location	ISILOLO NORTH	Oldonyiro	Oldonyiro	Oldonyiro
17	REGAL-IR	SIDAI	SIDAI Super Service Center	Livelihood(Livestock)	REGAL-IR/SIDAI	\$34,482.76	19/1/2014	Ongoing	No	Marsabit town	MARSABIT	37.988956	2.32932	Near exact location	SAKU	Marsabit Central	Marsabit Central	Marsabit Central
18	REGAL-IR	SIDAI	SIDAI Sololo Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	10/4/2014	Ongoing	No	Sololo	MARSABIT	36.658287	3.54255	Near exact location	MOYALE	Uran	Uran	Uran
19	REGAL-IR	SIDAI	SIDAI North Horr Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	1/3/2014	Ongoing	No	North Horr	MARSABIT	37.070955	3.32251	Near exact location	NORTH HERR	North Horr	North Horr	North Horr
20	REGAL-IR	SIDAI	SIDAI Super Service Center	Livelihood(Livestock)	REGAL-IR/SIDAI	\$34,482.76	16/10/2014	Ongoing	No	Waji township	VAJIR	39.659366	1.77361	Near exact location	VAJIR WEST	Wagalla/Garyuue	Waji Town	Waji Town
21	REGAL-IR	SIDAI	SIDAI Loyangalani Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	17/5/2014	Ongoing	No	Loyangalani	MARSABIT	36.720425	2.75516	Near exact location	LAISAMIS	Loyangalani	Loyangalani	Loyangalani
22	REGAL-IR	SIDAI	SIDAI Laismis Agrovet	Livelihood(Livestock)	REGAL-IR/SIDAI	\$2,873.56	5/3/2014	Ongoing	No	Laismis	MARSABIT	37.802475	1.53075	Near exact location	LAISAMIS	Laismis	Laismis	Laismis
23	REGAL-IR	SIDAI	SIDAI Super Service Center	Livelihood(Livestock)	REGAL-IR/SIDAI	\$40,225.89	19/1/2014	Ongoing	No	Lodwar Town	TURKANA	35.599913	3.1841	Near exact location	TURKANA CENTRAL	Kanamukemer	Kanamukemer	Lodwar
24	REGAL-IR	SIDAI	LEGGS Training Sites	DRRI(Information/Awareness)	REGAL-IR/SIDAI	\$3,000.00	6/8/2014	8/9/2014	No	Isiolo town	ISILOLO	37.583426	0.34238	Near exact location	ISILOLO SOUTH	Isiolo Central	Isiolo	Pastori
25	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	9/4/2014	11/4/2014	No	Naoros	TURKANA	36.087322	3.14127	Exact location	TURKANA CENTRAL	Kangatho	Naoros	Naoros
26	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	14/4/2014	16/4/2014	No	Keio	TURKANA	35.05205	2.9978	Exact location	TURKANA CENTRAL	Keio Delta	Keio	Keio
27	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	10/4/2014	12/4/2014	No	Nadapal	TURKANA	35.484421	3.04912	Exact location	LOIMA	Turkvel	Nadapal	Nadapal
28	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	19/5/2014	21/5/2014	No	Elye	TURKANA	36.021968	3.23827	Exact location	TURKANA CENTRAL	Kangatho	Elye	Elye
29	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	22/5/2014	24/5/2014	No	Kangatho	TURKANA	35.963491	3.20658	Exact location	TURKANA CENTRAL	Kangatho	Kangatho	Kangatho
30	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	26/5/2014	28/5/2014	No	Nakurio	TURKANA	35.38	3.23	Exact location	TURKANA CENTRAL	Keio Delta	Nakurio	Nakurio
31	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	5/6/2014	7/6/2014	No	Nayu	TURKANA	35.684575	3.06781	Exact location	TURKANA CENTRAL	Kanamukemer	Nayu	Nayu
32	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	9/2/2013	9/25/2013	No	Kataboi	TURKANA	35.754	3.90511	Near exact location	TURKANA NORTH	Lakezone	Kataboi	Kataboi
33	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	9/2/2013	9/25/2013	No	Katko	TURKANA	35.655939	3.867	Near exact location	TURKANA NORTH	Lakezone	Katko	Katko
34	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	9/26/2013	9/28/2013	No	Kalotum	TURKANA	35.609701	3.9912	Near exact location	TURKANA CENTRAL	Kalokol	Kalokol	Kalotum
35	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	9/28/2013	9/28/2013	No	Napuu	TURKANA	35.638336	3.1185	Near exact location	TURKANA CENTRAL	Kanamukemer	Kanamukemer	Napuu
36	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	10/2/2013	10/4/2013	No	Nawoyaregae	TURKANA	35.3525	2.27493	Near exact location	TURKANA SOUTH	Kaputit	Kaputit	Nawoyaregae
37	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	10/5/2013	10/7/2013	No	Lokvar	TURKANA	35.639075	3.11678	Near exact location	TURKANA SOUTH	Kaputit	Kaputit	Lokvar
38	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	10/2/2013	10/4/2013	No	Locher Ang'ereng'o	TURKANA	34.8899	3.62864	Near exact location	TURKANA WEST	Kakuma	Kakuma	Locher
39	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	10/5/2013	10/7/2013	No	Loreng	TURKANA	34.6189	3.53424	Near exact location	TURKANA WEST	Letea	Loreng	Loreng
40	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	15/10/2013	17/10/2013	No	Nadoto	TURKANA	36.087445	3.0832	Near exact location	TURKANA CENTRAL	Keio Delta	Keio	Nadoto
41	REGAL-IR	Adeso	Upgrading existing DRRICD plans	Governance(e.g CDAP,Conseavancy)	REGAL-IR/Adeso	\$500.00	18/10/2013	20/10/2013	No	Nomurise	TURKANA	36.161454	2.87478	Near exact location	TURKANA CENTRAL	Keio Delta	Keio	Nomurise

Ready Instructions GIS Template Precision Code List Reference Tables 9\_5\_2\_Sectors 65%



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**Thank you**  
**Q&A**



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# PREG Communication Strategy



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LEARNING EVENT

# COLLABORATING ON PREG COMMUNICATIONS

Facilitated by:

Thom Wallace, Africa Lead Regional  
Communications & Knowledge Manager



# Collaborating on PREG Communications

**Objective:** Identify how **WE** can build a collaborative communications mechanism.

## PROCEEDINGS

- PREG Communications Orientation
- Activity: **Develop a shared vision for PREG communications**
  - **Strengths:** Identify elements of communication that are working well
  - **Opportunities:** Identify elements of communication that need improvement
  - **Report Back:** Identify concrete actions for collaborative communication

# DEFINING COMMUNICATIONS

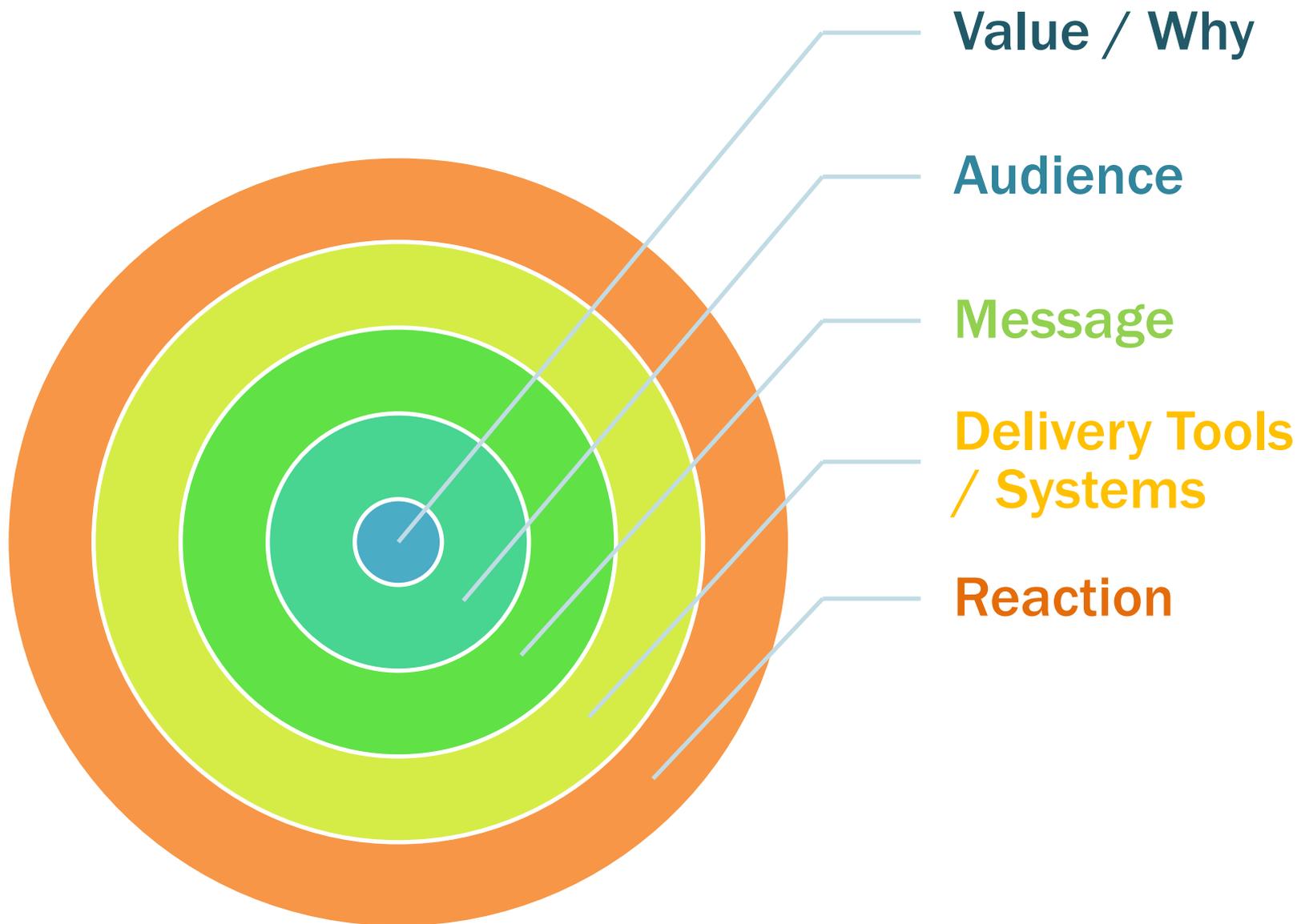


**INSPIRE PEOPLE TO  
ENGAGE  
RESPOND,  
ACT & REACT**

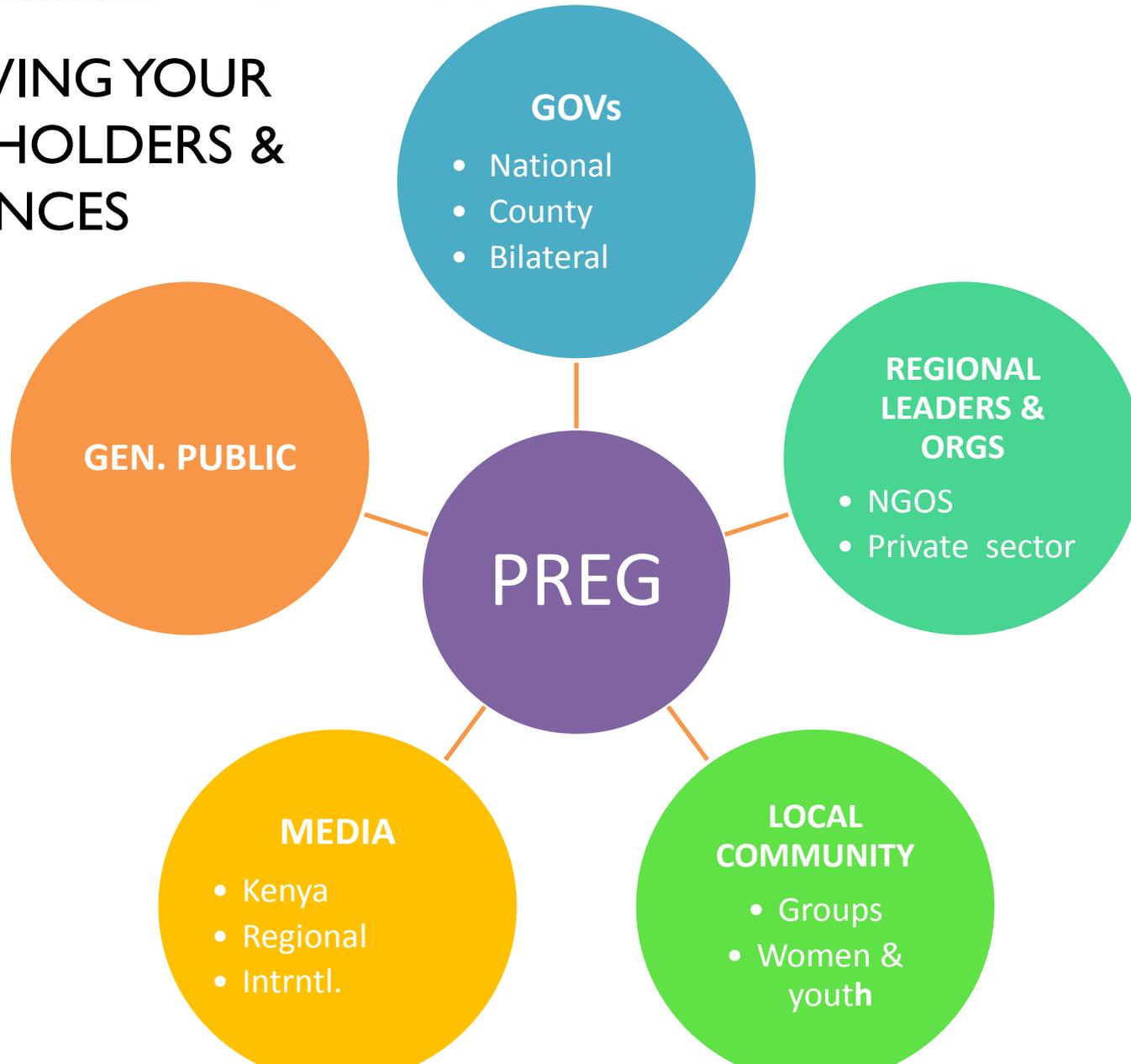


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# TARGETING YOUR COMMUNICATIONS



# KNOWING YOUR STAKEHOLDERS & AUDIENCES



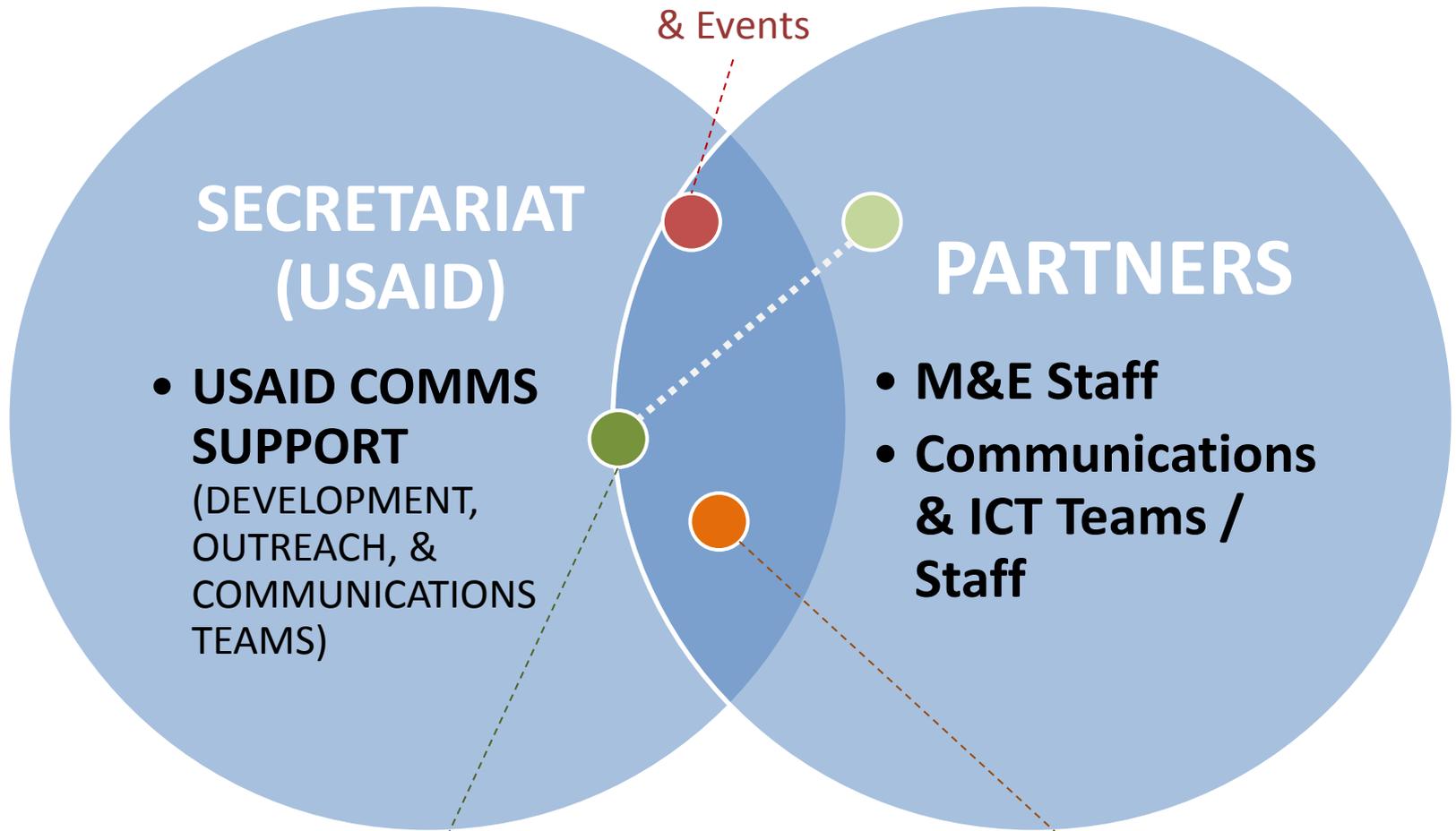


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**PREG COMMUNICATIONS  
CAPACITY**

**OUTREACH:**

Partner Meetings  
& Events



**SECRETARIAT  
(USAID)**

- **USAID COMMS SUPPORT**  
(DEVELOPMENT,  
OUTREACH, &  
COMMUNICATIONS  
TEAMS)

**PARTNERS**

- **M&E Staff**
- **Communications  
& ICT Teams /  
Staff**

**EDUCATION / INFO :**

Impact Reports / Collateral

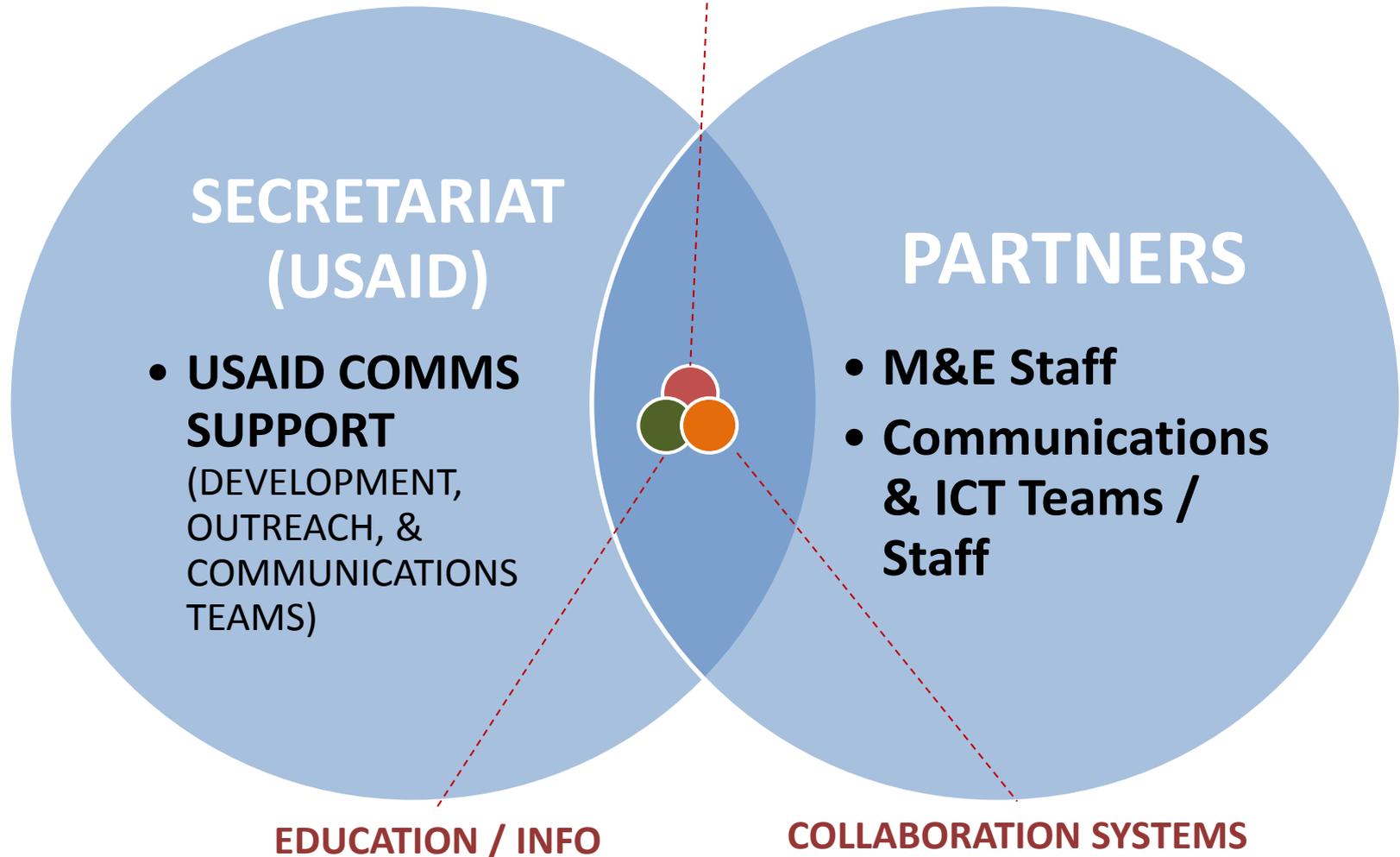
**COLLABORATION SYSTEMS:**

GIS Tool



# PREG COMMUNICATIONS CAPACITY

**OUTREACH**





# USAID / PREG communications tools

*In progress / under consideration / concept*

## – **PLANNING**

- PREG communications plan – secretariat (in progress)

## – **EXTERNAL**

- Outreach
  - Events – launches, VIP visits, meetings, partner > gov. meetings (on going)
- Education / info
  - USAID / PREG Multipage booklet (in progress)
  - Case studies and impact stories (in progress)
  - GIS Story Maps (in progress)
  - PREG information on USAID Kenya website (in progress)
  - Annual report (concept)
- Collaboration
  - Improving GIS tool /data (in progress)
  - Website & / or online knowledge management platform (concept)
  - Branding guidance / strategy for partners (concept)
  - Comms working group of PREG communications staff (concept)
    - » Partner driven communications strategy / plan



# Task

- Join together with a neighboring table
- Tables 1-6 in pairs will identify three communications strengths within PREG
- Tables 7-12 in pairs will identify three communication collaboration opportunities
- Have a spokesperson prepared to present out outcomes



# Report back from each group (10 mins)

PICK 1-2 COMPELLINGS ITEM FOR EACH TO REPORT ON

- Strengths
  - Your organizations
  - PREG (Secretariat & Partners)
- Opportunities
  - PREG Secretariat
  - Collaboration



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# EMERGENT ISSUES

Group I: NDMA M&E Plan and the EDE Framework

**Go to Breakout Room 1**

Group II: Exploring Partnership Output Indicators

**Go to Breakout Room 2**

Group II: Flexible Planning to Respond to Shocks

**Stay in the Oak Room**



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# Emergent Issues

Everyone will get to attend the assigned sessions

Materials from sessions will be available for all

There will be summary closing comments

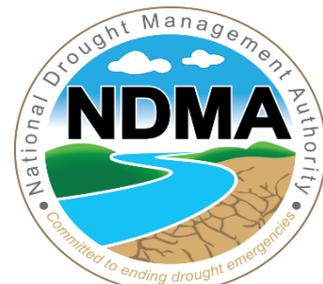


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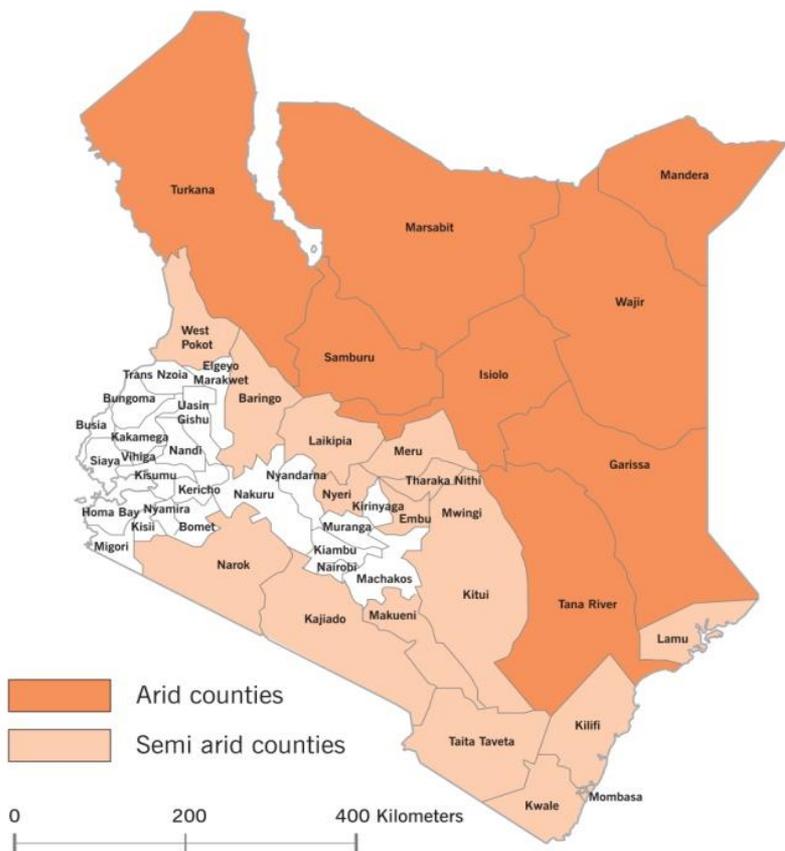
# EDE M&E framework

**PREG Learning Event**  
**August 2<sup>nd</sup> - 3<sup>rd</sup>, Windsor Golf Club -**  
**Nairobi**

Paul Obunde,  
NDMA



## What is EDE?



1. **Ten-year commitment** by GoK and its partners to end preventable human suffering & economic losses.
2. Rooted in the **Constitution** (right to freedom from hunger).
3. **Foundation for national transformation - Kenya Vision 2030** (MTP II, chapter 3.8).
4. **Regional commitment - Kenya's contribution to IGAD's Drought Disaster Resilience & Sustainability Initiative (IDDRSI).**

# Objectives of the EDE M&E Framework

- Evaluate progress towards the EDE 10-year goal;
- Identify performance gaps and set goals for their improvement;
- Improve the quality of drought management programs; and
- Assess implementation of the Framework in line with overall priorities.



	Pillar (Pillar Statements)	Immediate Outcomes	Mid-term Outcomes	Impacts	EDE Pillar Goal (2022)	Overall EDE Goal (-2030)
01	<b>Pillar 1: Peace and Security</b> (Effective response to peace and security threats in ASAL counties by a strengthened peace and security infrastructure) 	<ul style="list-style-type: none"> <li>Ratio of police to population improved</li> <li>Timely response to insecurity incidences enhanced</li> <li>Peace and security information access improved</li> <li>Formal (County) and informal (community) policing mechanism effective</li> <li>Community confidence on police improved</li> <li>Area-based and cross-boarder community trust built</li> </ul>	<ul style="list-style-type: none"> <li>Death arising from violent incidences reduced</li> <li>Illicit small arms reduced</li> <li>Livestock thefts reduced</li> <li>Area-based and cross-border conflict reduced</li> </ul>			<ul style="list-style-type: none"> <li>A secure, just and prosperous region where people achieve their full potential and enjoy a high quality of life</li> <li>Improved standard of living in ASALs</li> </ul>
02	<b>Pillar 2: Climate-proofed infrastructure</b> (Constructed in timely manner and sustainably maintained National climate-proofed infrastructure projects in ASALs increased in number and budget allocated) 	<ul style="list-style-type: none"> <li>Climate-proofed infrastructure constructed in timely manner and sustainably maintained</li> <li>National climate-proofed infrastructure projects in ASALs increased in number and budget allocated</li> </ul>	<ul style="list-style-type: none"> <li>Utility of &amp; accessibility to public climate-proofed infrastructure increased (road and water)</li> <li>Access to clean and safe water increased</li> </ul>	<ul style="list-style-type: none"> <li>Educational attainment improved.</li> <li>Human health improved</li> <li>Opportunities enhanced for household income diversification</li> <li>Household income increased</li> </ul>		
03	<b>Pillar 3: Human Capital</b> (A more healthy, skilled, innovative, resourceful and motivated human capital in the ASALs.) 	<ul style="list-style-type: none"> <li>Trained social services professionals in ASALs increased</li> <li>Access to quality social services (i.e., education, health and nutrition) increased</li> <li>Social services provided in a timely and sustainable manner</li> <li>Real time data and info on education and health available</li> <li>Enrolment in ECD, primary &amp; secondary education increased</li> </ul>	<ul style="list-style-type: none"> <li>Quality of learning outcomes at ECD, primary and secondary levels improved</li> <li>Employment opportunities for graduates from the ASALs increased</li> <li>Entry of ASAL counties students to higher learning institutions increased</li> <li>Mortality rates in the ASALs reduced</li> </ul>	<ul style="list-style-type: none"> <li>School attendance and retention stabilized throughout the seasons.</li> <li>Livestock mortality reduced through the seasons</li> <li>Food and nutrition security enhanced and stabilized in all seasons Seasonal stability in household income enhanced</li> </ul>	<b>Communities in drought-prone areas are more resilient to drought and other effects of climate change, and the impacts of drought are contained.</b>	
04	<b>Pillar 4: Sustainable Livelihoods</b> (ASAL Livelihood systems enhanced) 	<ul style="list-style-type: none"> <li>Animal health delivery system improved</li> <li>Capacity of Livestock Marketing Associations increased</li> <li>Efficiency of existing/emerging livestock and crop value chains increased</li> <li>Market linkages in livestock enhanced</li> <li>Governance of land tenure improved</li> <li>Natural resource management improved</li> <li>Water use efficiency for livestock/crop production increased</li> </ul>	<ul style="list-style-type: none"> <li>Private sector participation and investments in livestock enhanced</li> <li>Market transaction costs reduced</li> <li>Access to land and water resources for livestock/other livelihood activities improved</li> <li>Production/productivity/profitability enhanced:               <ul style="list-style-type: none"> <li>Livestock</li> <li>Crop</li> <li>Wood and non-wood products</li> <li>Other livelihood activities</li> </ul> </li> </ul>			
05	<b>Pillar 5: Drought Risk Management</b> (Institutions, mechanisms and capacities that build resilience to drought and climate change developed and strengthened.) 	<ul style="list-style-type: none"> <li>DRR/CCA/SP concepts and principles mainstreamed into government plans</li> <li>Scalable DRR/CCA/SP initiatives enhanced</li> <li>Access to/utilization of drought information system increased</li> <li>Access to/utilization of DCF enhanced</li> </ul>	<ul style="list-style-type: none"> <li>Early response to drought information enhanced</li> <li>Vulnerability of drought and climate shocks in ASALs reduced</li> <li>Stakeholder satisfaction with drought management system enhanced</li> </ul>			
06	<b>Pillar 6: Institutional Development and Knowledge Management (Institutional strengthening, Coordination, Policy, M&amp;E, Knowledge management)</b> 					



# EDE M&E Framework: Indicators – Goal

Result Level	Theory of Change Map Result/change statements	Potential and Indicative Indicators	Focal Pillar for data	Data source	Frequency Collection
<b>EDE 10-year Goal (-2022)</b>	Communities in drought-prone areas are more resilient to drought and other effects of climate change, and the impacts of drought are contained.	<b>PG1.</b> No. of people requiring food assistance as a result of drought emergencies.	Pillar 3&4	NDMA	Biannual
		<b>PG2.</b> % of children under five stunted.	Pillar 3	KNBS; MOH; NDMA; Save the Children	Biannual
		<b>PG3.</b> Value of livestock lost in drought compared with previous drought episodes.	Pillar 4	Post-Disaster Needs Assessment	Ad hoc
		<b>PG4.</b> Kenya manages drought episodes without resulting to international emergency appeals (Yes/No).	Pillar 5	GoK; UN	Ad hoc

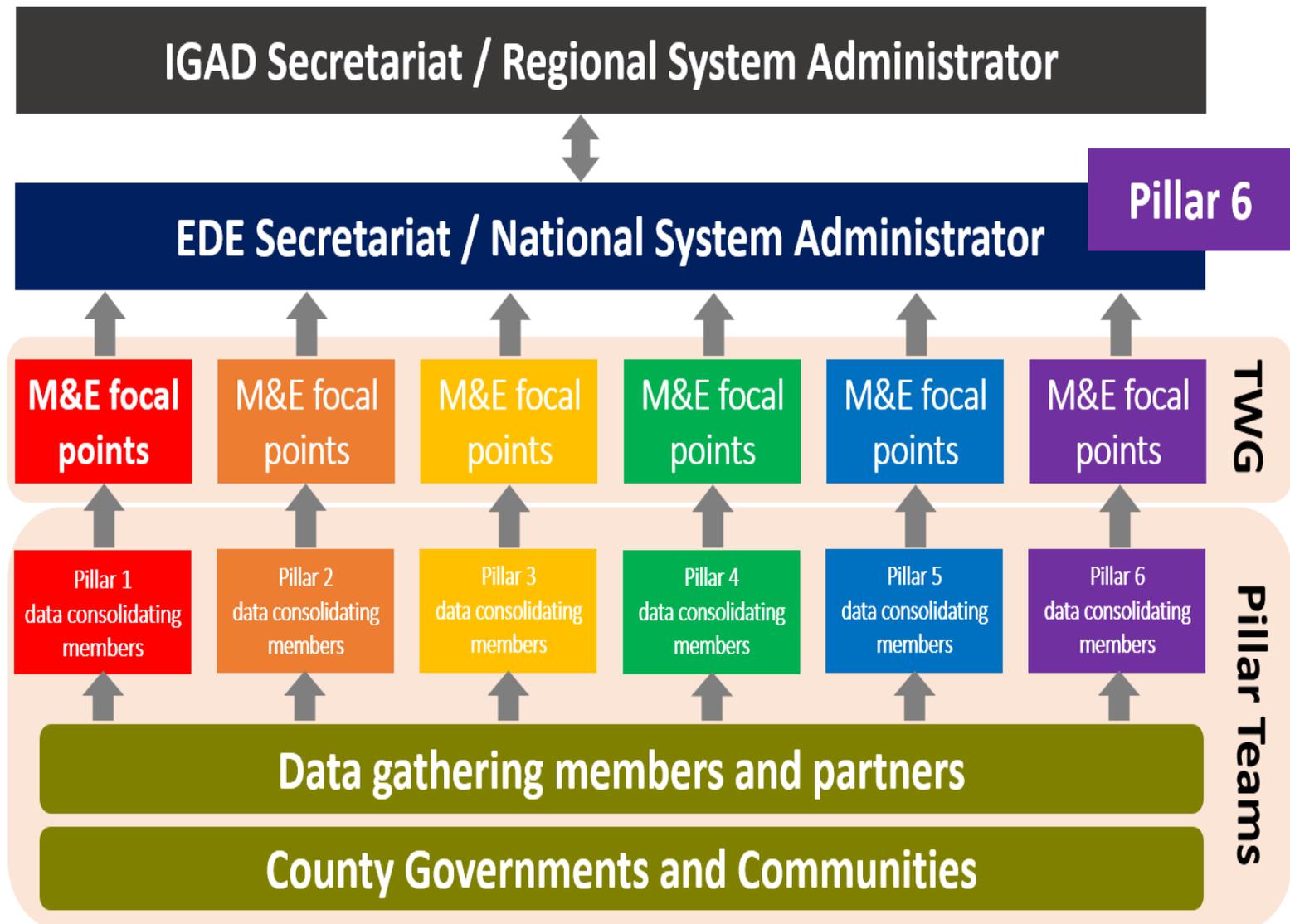


# M&E Framework: Indicators –

Result Level	Theory of Change Map Result/change statements	Potential and Indicative Indicators	Focal Pillar for data	Data source	Frequency Collection
<b>Impacts</b>	Reduced livestock mortality throughout the seasons	<b>IM1.</b> % livestock morbidity & mortality.	Pillar 4	MALF; NDMA; KFSSG	Bi-Annual
	*Enhanced and stabilized food and nutrition security in all seasons *Improved human health	<b>IM2.</b> % incidence of malnutrition.	Pillar 3	NDMA; KFSSG	Ad hoc
		<b>IM3.</b> No. of children under five underweight.	Pillar 3	KNBS; MOH	Annual
	Enhanced opportunities for household income diversification	<b>IM4.</b> % household income.	Pillar 4	KNBS	Annual
	*Increased household income *Enhanced seasonal stability in household income	<b>IM5.</b> % economic gains from livestock.	Pillar 4	KNBS	Annual
	*Improved education attainment *Stabilized school attendance and retention throughout the seasons	<b>IM5.</b> % of learners qualifying for secondary schools	Pillar 3	MOE	Annual



# EDE M&E Framework: Institutional Arrangements





# How the EDE M&E is being rolled out to counties

- ✓ The Framework is at the national level
- ✓ Each county is unique – has own baseline and should have own target
- ✓ Hence the need to roll out the framework to the counties:
  - i. What two to three concrete steps should be taken to develop EDE M&E Frameworks that feed into the national one? Who would have leadership responsibility?



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# **PREG Partnership and Collaboration Output Indicators**

## **M&E Working Group Session**



# Partnership and Collaboration within PREG

- Where did we begin?
  - Lack of direction or guidance
  - Goodwill and participation of members
- Where are we now?
  - Positive trends on results at Population Based Survey - on poverty reduction and nutrition
    - Significant progress toward partnership
  - Joint Monitoring and Evaluation
    - Shared indicators on resilience and implementation
- Where do we go from here?
  - Indicators to capture partnership + collaboration
  - Regular monitoring



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**Partnership and Collaboration  
within PREG**

**What has made the PREG partnership effective?**

- Complementarity - SLI model, leveraging on partnership synergies
- Clear terms of engagement - clear TORs, procedures
- Effective communication - Monthly PREG Meetings
- Joint Planning and Monitoring - PREG mapping tool, and PPPs formed
- Knowledge management - Learning forums, documentation
- Clear governance and decision making – to give strategic advise and program oversight



## Partnership and Collaboration within PREG

# How do we measure PREG progress?

What can we measure and track?

**OUTPUTS** are the specific, direct deliverables of a PREG or USAID-PREG team actions to promote partnership and collaboration.

Who is responsible for achieving these outputs?

By using all the resources/inputs and completing the actions, USAID and PREG can achieve outputs. **USAID, PREG, and GOK are solely responsible** for the achievement of these partnership and collaboration outputs.

How can we measure these outputs?

**INDICATORS** are performance metrics that are specific, measurable, achievable, realistic, and time-bound.



## Partnership and Collaboration within PREG

### ACTIVITY GUIDANCE (~40 minutes)

1. In table groups **review** the assigned workstream objective.
2. **Discuss** what type of evidence would have to be provided to prove these activities or outputs were accomplished?
3. **Draft** simple, clear indicator language for **3-4 metrics**.

Think through what you mean when you use certain terms.

For example,

“**TRAINED**” – Must the participant complete the entire training? Or >50%? Or just sign in?

“**SUPPORTED**” – Trained? Received TA? Received a grant?

“**CAPACITY**” – Skill set? Knowledge or ability to understand? Attitudes, perceptions?

**REMEMBER:** Do NOT include baseline or target data in the indicator.



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LEARNING EVENT

# Towards Shock responsive development: Flexible planning to respond to shocks

USAID Center for Resilience

Karine Garnier

KM and Learning Advisor



# Presentation Outline

1. Let's talk about shocks
2. Why shock responsive development and flexible planning ?
3. Who is working on this ? Conducive environment ?
4. Learning from Ethiopia
5. What do we need to do?
6. What's PREG's flexibility to respond to upcoming shocks ?
7. Which key principles to promote?



# Questions? **Let's talk about shocks**

- What is the likelihood of a shock taking place during a 5 year project? High, medium or low
- Here in Kenya what shocks and stresses can we reasonably foresee taking place in the coming year? (at your table in two minutes list 3 /4 )





# Why Shock Responsive development for resilience ?

We all want?

- To help mitigate, adapt to and recover from shock
- Reducing losses, preventing downward spiral of divestments
- protecting hard won development gains

**But typically:**

- response is too slow , not enough \$
- Crisis modifier too late too little
- Too much bureaucracy



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### An Increased recognition within USAID and larger development community

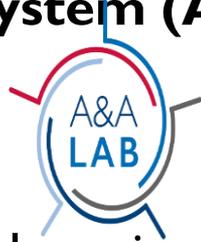
#### USAID and development partners

Practical Adaptation Network  
(PAN)



THE WORLD BANK

#### USAID internal

- Adaptive management included in the revision of the **Automated Directives System (ADS)**
- Launch of the 
- Collaboration Learning and Adapting (**CLA**)
- C4R upcoming collaboration with the bureau for Policy, Planning & Learning (**PPL**) and the Office of Acquisition & Assistance (**OAA**) for guidance development

Conducive environment for flexibility and adaptation

# Collaboration, Learning and Adaptation (CLA)





# Learning from Ethiopia's experience

- ***embedded humanitarian response*** mechanisms that have enabled development programs working in areas subject to recurrent crises to address urgent needs
  - the ***mobilization of a broader humanitarian response*** that is enabling early, live-saving action at-scale
  - ***a developmental response*** through the proactive adjustment or 'flexing' of development activities to further mitigate El Nino's impacts
- Key to fast DA funded response:
    - Used existing Concept Notes
    - development funds were still being used for development purposes but distributed faster in more concentrated manner
    - Worked with OFDA to put funds into existing mechanisms

**Note** on the Crisis Modifier (CM) usage: too small for broad shock response and rapidly maxed out its CM per event/per year – need to look at partner's capacity to deliver when CM is triggered



# Ethiopia : Lesson and challenges

- Lesson:
  - need to develop flexibility in mechanisms (beyond CM)
- Challenges:
  - increasing the Total Estimated Cost (TEC) for response
  - Pivoting to programs beyond Economic Growth, with health program pivoting to cholera response, education programs school feeding
  - Lack of flexibility from DC
  - Culture: need to promote reasonable risk taking, RLO interpretation and support are key as well as mission management support



# Ethiopia Recommendations (indicative):

- Change in Agency Policy beyond Mission Orders
- more avenues for contingency planning
- advice on how to plan for funding flexibility (without losing money)
- Flexibility of Scopes Of Works and PDs where adaptation can be handled within the Work plan
- Adaptable and flexible contracting types such as Single source IDIQ



# What do we need to do?

- **flexing of the entire development program** : integrated humanitarian and development response (beyond Crisis Modifiers)
- **proactively anticipate and plan for shocks**
- Build in a high degree of **programmatic and operational flexibility**
- In order to respond **quickly** and **effectively** at the appropriate **scale**

We are looking on 2 fronts :

- Options for designing shock responsive projects and implementing mechanisms to be able to respond proactively and effectively
- Understanding **how existing projects and implementing mechanisms** that were not explicitly design to be Shock Responsive can respond to shocks to mitigate damage , protect developments gains and speed recovery



# Initial thoughts under consideration :

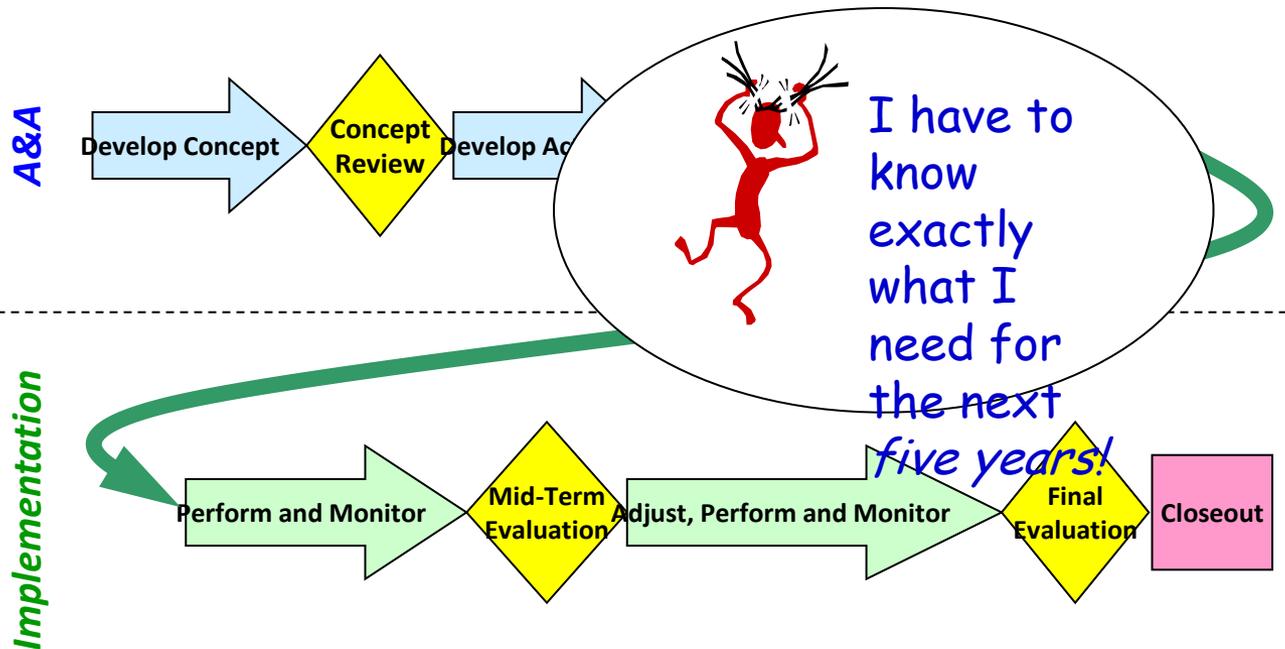
- **Design phase:** keep response capacity at the lowest possible level of decision making (AoR /CoR) / build in contingency funding/ flexible SOW/ what to reasonably expect (shock and stresses) / cash vs. stuff (looking at local markets)
- **Implementation phase:** speed up development program implementation to respond to crisis/ pivot based on flexible SOW (work planning decision not modification)/ crisis modifier if applicable



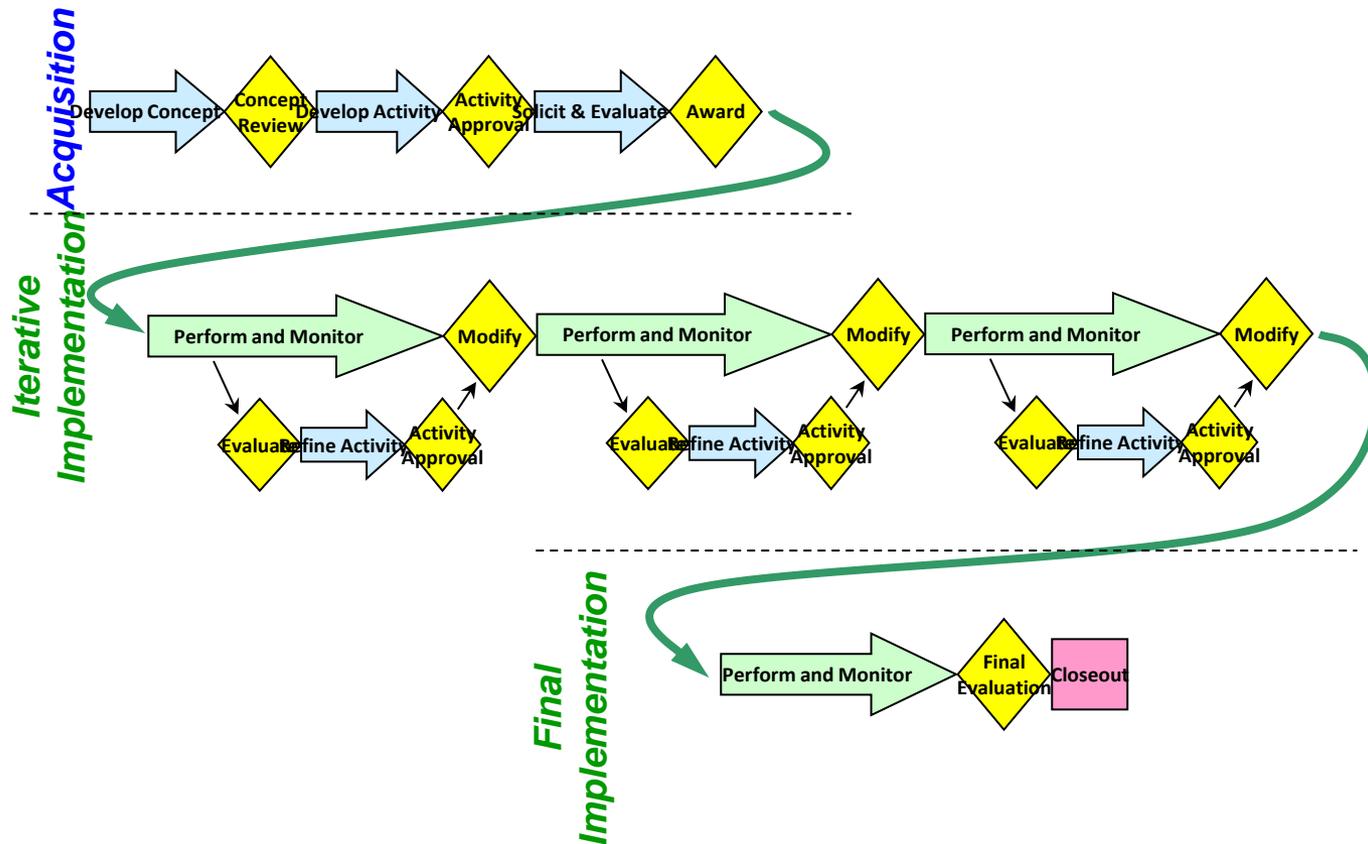
# A&A options to explore for new contracts

- Grants under contracts/ Grants under grants
- Single award IQC
- NEW: Hybrid contract – compose of a Core contract and an embedded IQC (up to 20%) – no minimum ordering requirements
- Continuing Application Process
- Letter contract
- Window of Opportunity

# traditional Standard Process



# Versus Iterative Acquisition – Using Work Plan as Tool





# Questions for your table

- **Take 15 min within your table to discuss the following :**
  - **Today within PREG what flexibility is there to respond to upcoming shock and stresses?**
  - **What can be done as advance planning and build contingencies in your workplan?**
- **Report back the main 3 conclusions**



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### **Principles to consider: what are we missing?**

- Empower response
- Learn from experience
- capture if pivot/response made a meaningful difference
- Leverage innovation
- Slow onset vs rapid onset



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*Thank you! Asante sana!*



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# **PREG Institutional Strengthening, Policy and Learning by**

**Africa Lead**

**Dorcas Mwakoi**



# Africa Lead

Scaling up for food security in Africa.

Feed the Future's Building Capacity for African Agricultural Transformation Program.

Supports the advancement of agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP).



# 1 Improve institutional capacity

## SERVICES

- Institutional & human resource strengthening
- Capacity development plans
- Leadership & management training
- Technical training, internships, & fellowships
- Communications, knowledge management, and monitoring & evaluation (M&E) tools / processes

## SERVICES

- Facilitate policy learning & inclusive policy dialogue
- Institutional Architecture  
Policy Assessments
- Evidence – based policy analysis
- Policy process training (Mutual Accountability Framework, Joint Sector Review)

**2** Strengthen policy change management & alignment



A group of men are gathered around a table in a meeting room. One man in a light-colored shirt is speaking to the others. On the table are water bottles, a thermos, and papers. A large yellow circle is overlaid on the left side of the image, containing the number 3 and the text 'Enhance NSA & private sector capacity & engagement'.

**3**

**Enhance  
NSA & private  
sector capacity  
& engagement**

## SERVICES

- Leadership & management capacity building
- Organizational strengthening
- Facilitate roundtables, learning & networking events
- Advocacy & coalition building training



## EDUCATION & AWARENESS

- Youth and women employment in agriculture
- Agricultural media education campaigns and programming
- Digital innovation and knowledge management platforms



+ Media & education



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# Next Steps





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# **PREG Institutional Strengthening, Policy and Learning**



## PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT



## USAID | KENYA AND EAST AFRICA



### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG)

1. Develop and implement a learning agenda for PREG partners learning event
2. Provide institutional support to NDMA's Pillar 6, in implementation of Kenya's Ending Drought Emergency (EDE) Strategy
3. Support evidence-based policy and investment choices by EDE stakeholder for building resilience and economic growth in target counties

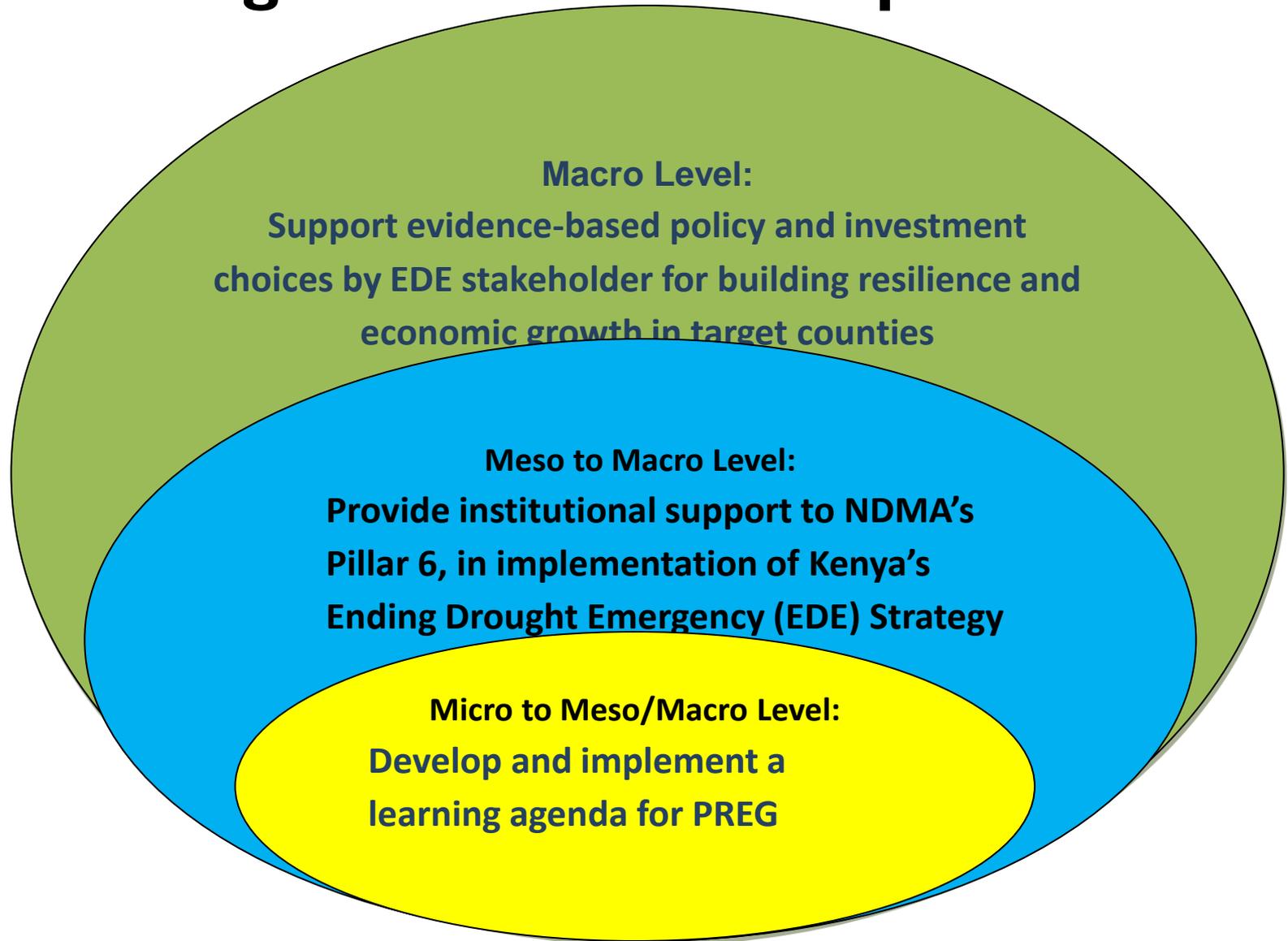




# DESIGN OF LEARNING ACTIVITIES & TECHNICAL APPROACH

- **Design of the Activities**
  - Intensive Consultations
  - Literature review
  - Building on current/ previous efforts
- **Technical Approach**
  - Africa Lead role as “learning” facilitator – steer and provide technical support
  - Term, beyond the period of performance of this activity.

# Nesting of the Three Components





## PREG SUPPORT: Component I

# IMPLEMENT AND DEVELOP A LEARNING AGENDA FOR PREG

*Support PREG Secretariat to strengthen structures/systems for coordination, M&E and communication with PREG county teams*

- Finalize PREG Communications strategy
- Design and produce PREG knowledge products
  - Developing standard "About PREG" one pager
  - PREG fold out brochure
  - "About PREG" PPT slide deck



## PREG SUPPORT: Component I

Cont.....

- PREG partner profiles
- Develop 3 impact stories ( 1 impact story video, Contribute to development and coordination of 3 GIS Story Maps)
- Develop Achievement booklet
- PREG Annual Report
- Develop 6 learning products



## **PREG SUPPORT: Component I**

# IMPLEMENT AND DEVELOP A LEARNING AGENDA FOR PREG

### *Plan and coordinate learning activities according to defined learning agenda*

- Plan and facilitate a learning event in August 2016 to develop a PREG theory of change/results framework for PREG
- Hold a one day meeting to disseminate 6 PREG knowledge products
- Plan and facilitate a work planning meeting for PREG partners

### *Align and reinforce PREG collaboration at county-level*

- Plan and facilitate a team building workshop for PREG county teams



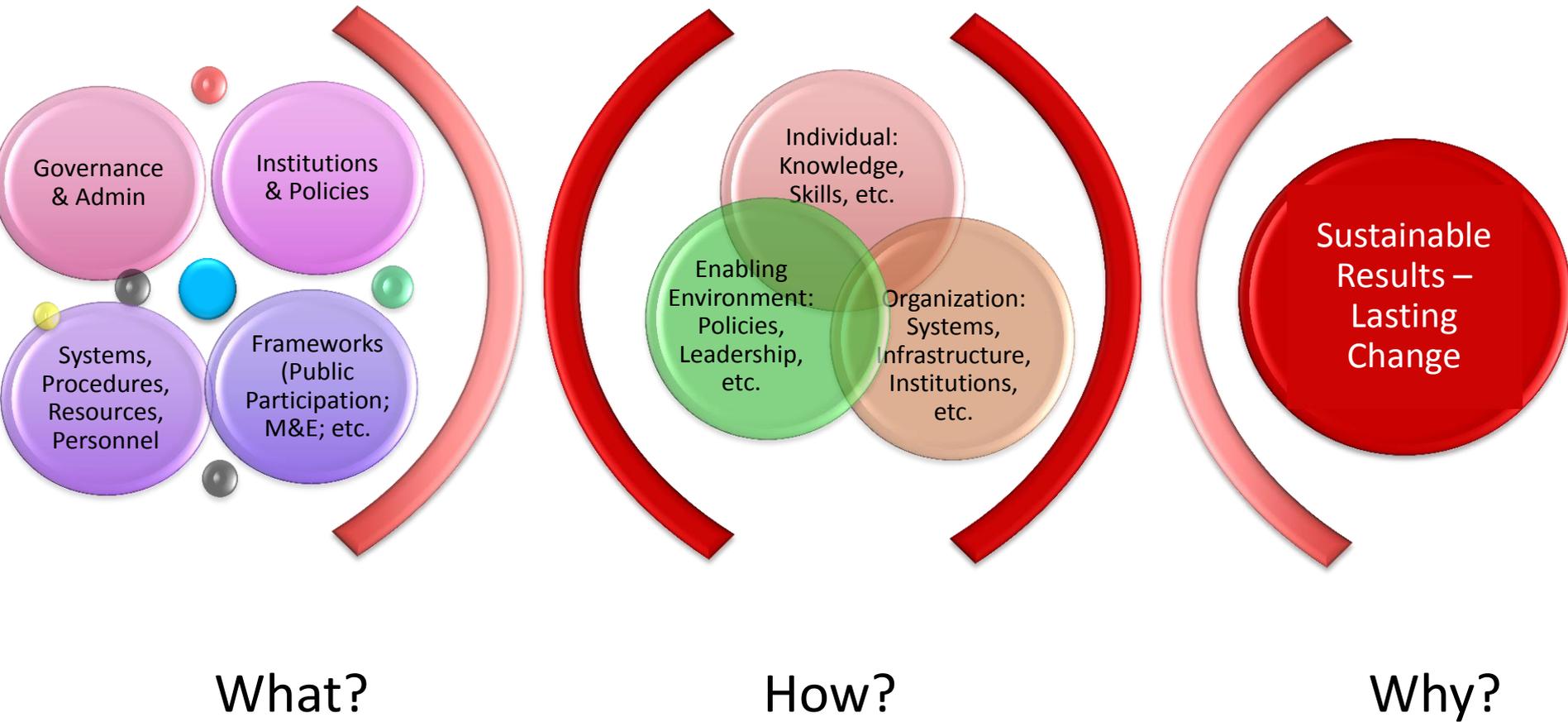
## **PREG SUPPORT: Component 2**

# PROVIDE INSTITUTIONAL SUPPORT TO NDMA'S PILLAR 6 IN IMPLEMENTATION OF EDE STRATEGY

### *Support and reinforce the structures in place to operationalize EDE in target counties*

- Conduct a capacity assessment for the operationalization of EDE structures including developing customized capacity development plans for EDE roll out
- Provide support to EDE Secretariat to ensure all PREG activities are mapped across the EDE framework.

# EDE CD Results Framework





## **PREG SUPPORT: Component 3**

# **SUPPORT EVIDENCE-BASED POLICY AND INVESTMENT CHOICES UNDER EDE**

***Ensure policy analysis and research is demand-driven and responsive to county level decision makers***

- Facilitate PREG and EDE implementers to determine evidence based data required to inform policy action and investments at both the national and County levels.
- Facilitate NDMA to link up with key policy research partners and initiatives



# Group Work

**Group 1 to 5:** Component 1: Develop and implement a learning agenda for PREG partners learning event

**Group 6 to 10:** Provide institutional support to NDMA's Pillar 6, in implementation of Kenya's Ending Drought Emergency (EDE) Strategy

**Group 11 to 14:** Support evidence-based policy and investment choices by EDE stakeholder for building resilience and economic growth in target counties

**Within your component, agree on two additional support activities for Africa Lead to consider.**



# PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT

Thank You



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# **Strategies to Strengthen PREG Collaboration and Partnership**

**How will these changes come  
about?**

**Peter Hailey**



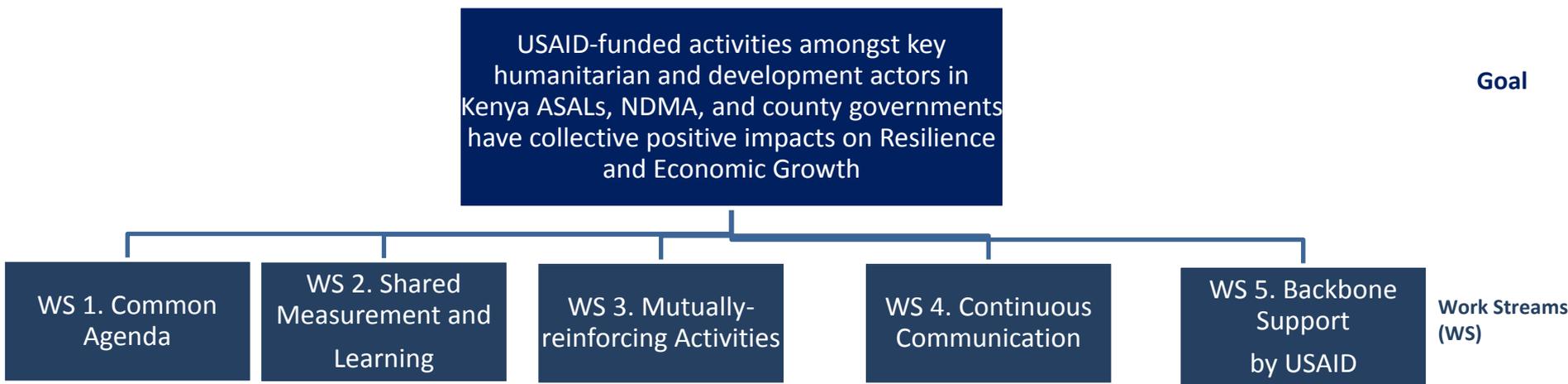
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# PREG Roadmap for Collective Impact

USAID-funded activities amongst key humanitarian and development actors in Kenya ASALs, NDMA, and county governments have collective positive impacts on Resilience and Economic Growth.



# PREG Roadmap for Collective Impact



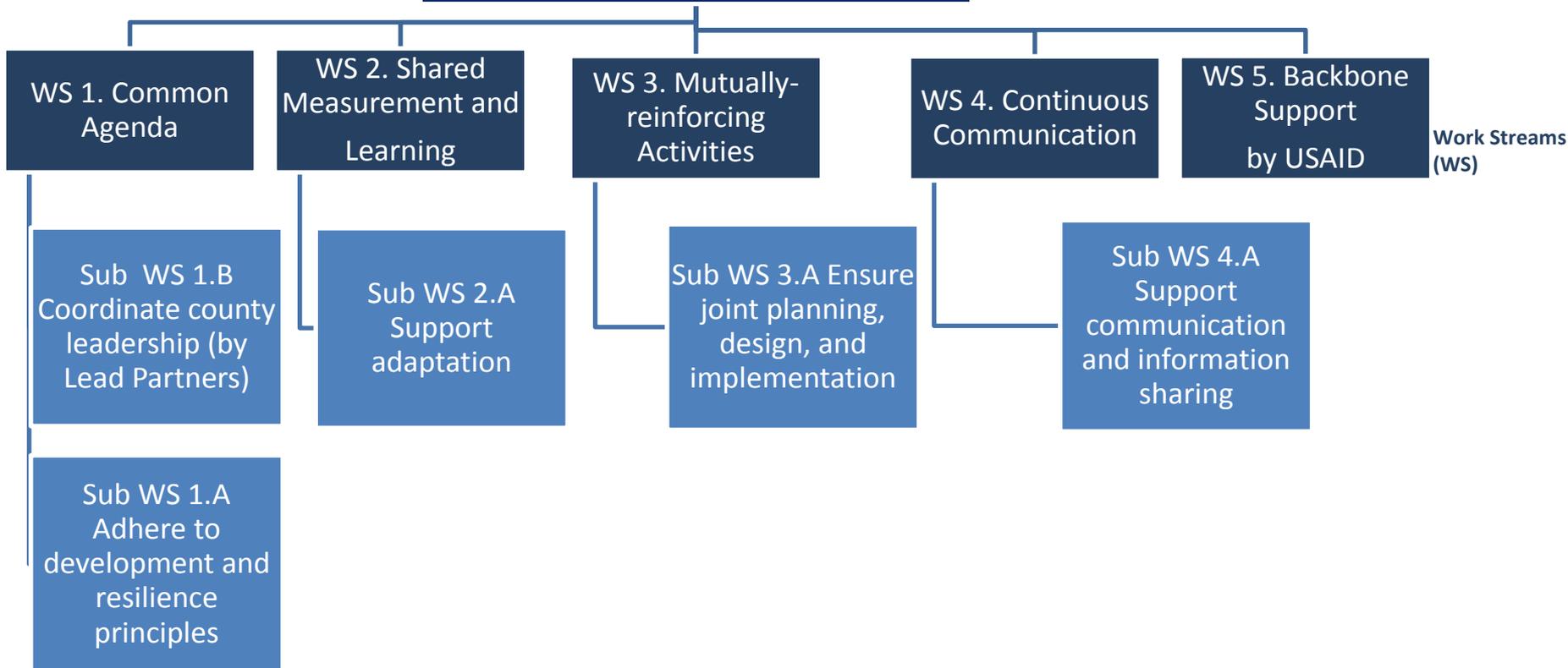


# PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH

## PREG Roadmap for Collective Impact

USAID-funded activities amongst key humanitarian and development actors in Kenya ASALs, NDMA, and county governments have collective positive impacts on Resilience and Economic Growth.

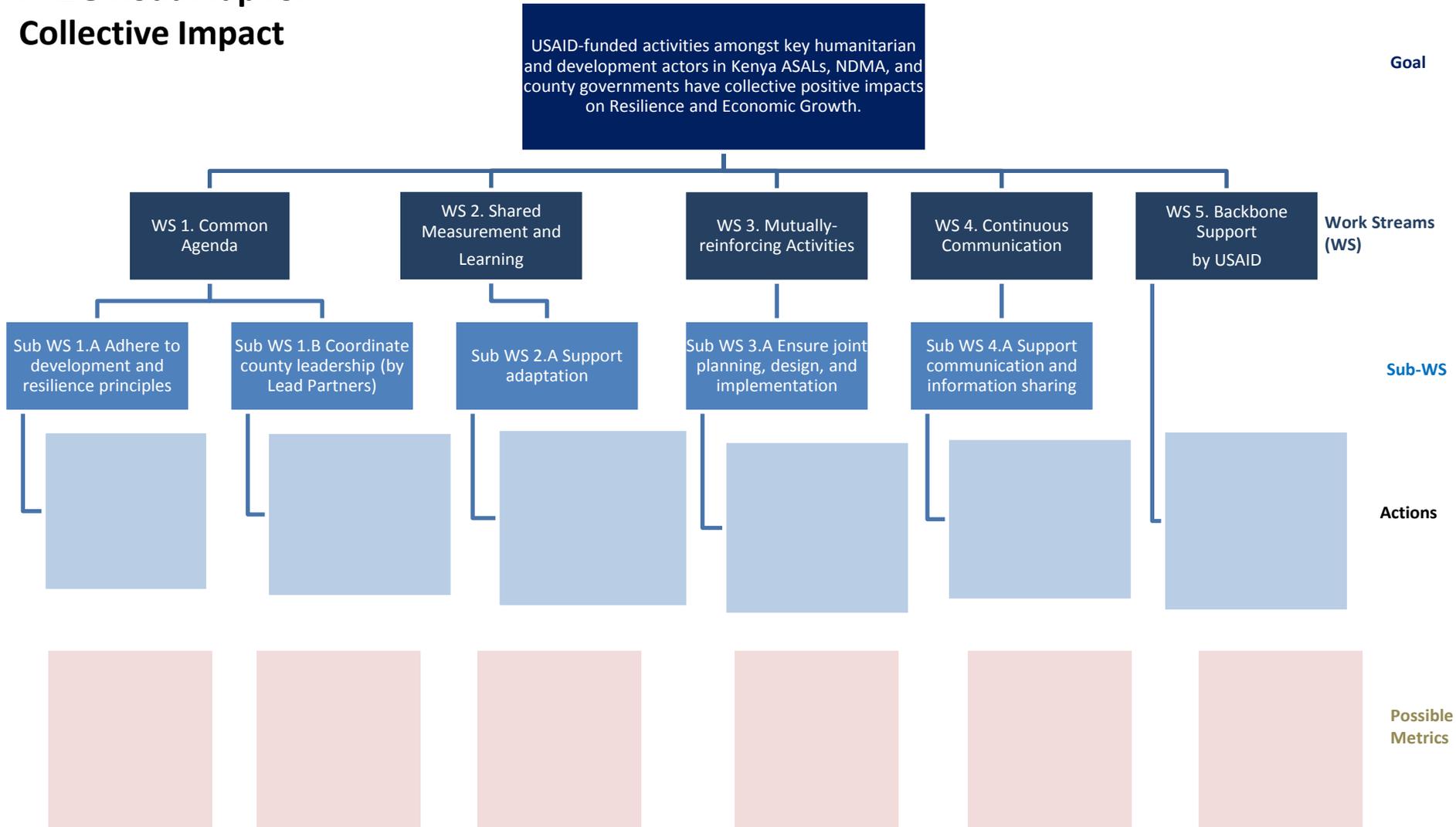
Goal





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## PREG Roadmap for Collective Impact





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# **STRATEGIES TO STRENGTHEN PREG COLLABORATION AND PARTNERSHIP**

HOW WILL WE BUILD ON PRESENT APPROACHES?



# PREG Roadmap for Collective Impact

amongst key humanitarian and development actors in Kenya ASALs, NDMA, and county governments have collective positive impacts on Resilience and Economic

**GOAL**

**WORK  
STREAMS**

Common Agenda

Shared  
Measurement and  
Learning

Mutually-  
reinforcing  
Activities

Continuous  
Communication

Backbone Support  
by USAID



# INSTRUCTIONS

- 40 mins group work
- Each Group will concentrate on one Work Stream
- Develop a description of Work Stream assigned to your group.
- Fill in an index card with each idea.
- One idea per card.



# Questions for Group Work.

- **What actions have you been using in PREG to contribute to your groups work-stream?**
  - Examples
    - Continuous Communication – County PREG Meetings.
    - Common Agenda – PREG TOR/SOW
  
- **What new actions should PREG be doing to accelerate/improve its contribution to this work-stream?**
  - Examples
    - Common Agenda – On-boarding of new staff.
    - Shared Measurement – Measure partnership and collaboration actions.



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# **Measuring Success:** An M&E Approach for PREG Partnership and Collaboration

Alison Long



# An M&E Approach for PREG Partnership and Collaboration

## **WHY BOTHER WITH AN M&E APPROACH OR FRAMEWORK FOR PREG PARTNERSHIP?**

1.) USAID heard you!

2.) M&E can ensure that our efforts and investments in partnership and collaboration are on track – or let us know when we need to make adjustments and adapt as needed.

**IN YOUR GROUP, SELECT A **RAPPOORTEUR** TO CAPTURE  
YOUR THOUGHTS AND IDEAS.**



# An M&E Approach for PREG Partnership and Collaboration

## GUIDING QUESTIONS FOR GROUP WORK (~40-45 min)

- **Who** is responsible for making these measurements (i.e. collecting data)?
- **To whom** do we deliver this data?
- How **often** do we need access to (to collect?) this data/information, for it to be useful?
- What **resources** do we have – or need – to accomplish this data collection, analysis, and use?

## IF YOU HAVE TIME....

- **What will PREG do with this data** (from these metrics/indicators)?



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# **STRATEGIES TO STRENGTHEN PREG COLLABORATION AND PARTNERSHIP**

**Translating Actions into Standard  
Operating Principals**

**Peter Hailey**



# INSTRUCTIONS

- 40 mins Group Work
- Each group will work on 4 actions related to your assigned Work Stream.
- Fill in flipchart table (Blank Example next slide)



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ACTION	SUB-ACTIVITY	LEAD	COLLABORATORS	BY WHEN/HOW OFTEN	RESOURCES NEEDED
Identify and disseminate best practices.	Conduct case study	PREG Partner	Africa Lead, PREG Secretariat.	2 per/year	Agreed methodology (M+E Group), money
	Develop case study publication	PREG Partner	Africa Lead, PREG Secretariat	2 per/year	Standard format, money
	Targeted exchange visits.	PREG Partner	PREG Partner	3 people per partner per year	Standard format, money
	Action lesson learnt in new partner programme or county	PREG Partner	PREG Secretariat	2 per/year	Flexibility in agreement with USAID.