

# USAID Regional Resilience Learning Event

Kenya and East Africa

Collaborate, Learn and Adapt.

8<sup>th</sup> – 9<sup>th</sup> October 2015

# 1 List of Acronyms.

AHADI	Agile Harmonized Assistance for Devolved Institutions
ASALs	Arid and Semi-Arid Lands
AU	African Union
BCC	Behavior Change Communication
CAPs	Community Action Plans
CDAP	Community Development Action Plan
CDC	Community Development Committee
CM	Crisis Modifier
CPP	Country Programme Papers
DfID	Department for International Development
EU	European Union
FAO	Food and Agriculture Agency
FTF	Feed the Future
HH	Households
HoA	Horn of Africa
IDRISSI	IGAD Drought Disaster Resilience and Sustainability Initiative
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Drought
IPC	Integrated Food Security Phased Classification
IRF	Internal Risk Facility
JPC	Joint Planning Cell
KDPG	Kenya Development Partners Group
MoU	Memorandum of Understanding
NDMA	National Drought Management Authority (Kenya)
NGO	Non-Governmental Organisation
NRM	Natural Resource Management
NRT	Northern Rangelands Trust (NRT)
OCHA	Organisation for Coordination of Humanitarian Affairs
OFDA	Office of U.S. Foreign Disaster Assistance
PLPA	Participatory Learning Planning in Action
PREG	Partnership for Resilience and Economic Growth
PRIME	Pastoralists' Areas Resilience Improvement through Market Expansion
REAL	Resilience and Economic Activity in Luuq
REGAL-IR	Resilience & Economic Growth in the Arid Lands – Improving Resilience
RLP	Resilience learning Project
SLI	Sequencing Layering & Integrating
SomRep	Somalia Resilience Project
UN	United Nations
USAID	United States Agency for International Development
VfM	Value for Money
WFP	World Food Programme

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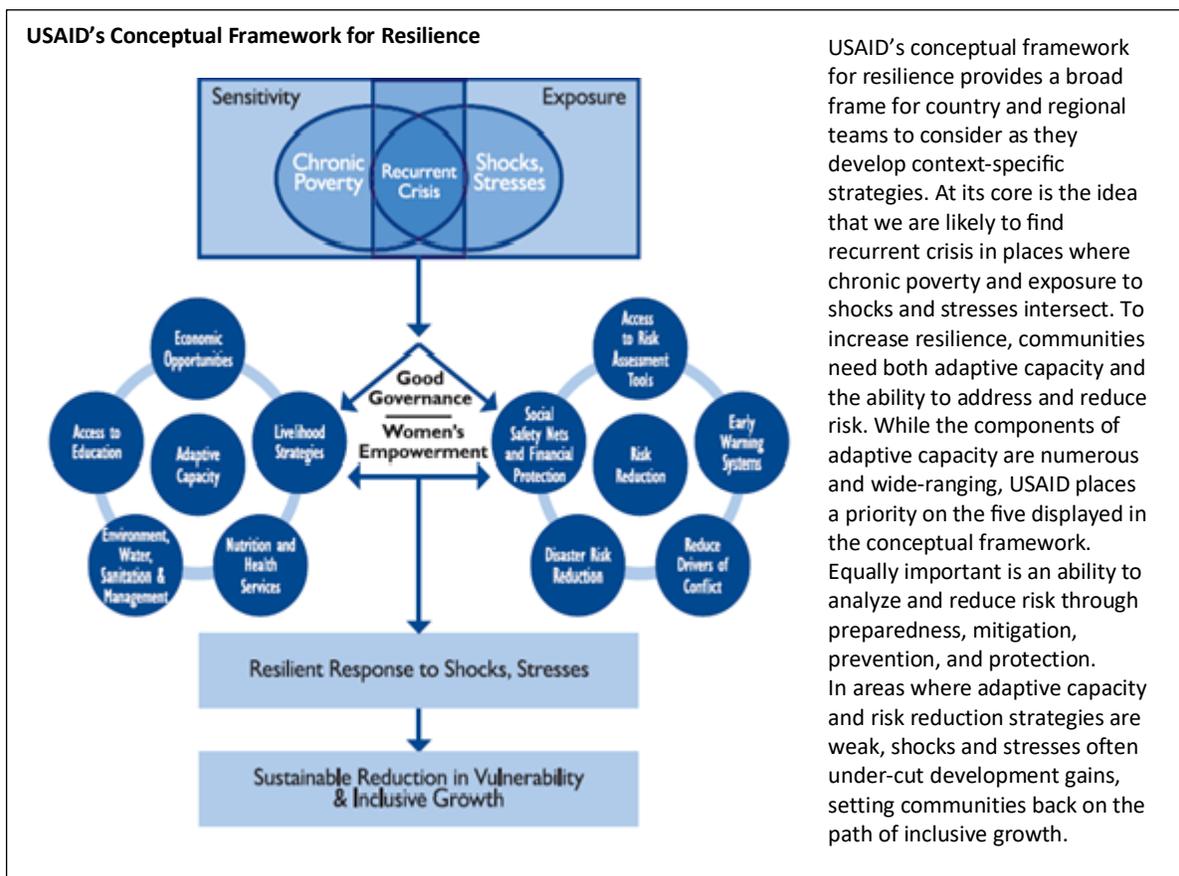
**Annexes:** Annex 1 Participant lists.

# 1. Background

Following the devastating 2010/11 drought in the Horn of Africa (HoA) African leaders came together at the Nairobi Summit and called for a new approach to addressing recurrent crisis in the region. The joint declaration from the Summit called on development partners to ‘walk’ and ‘work’ with African leaders to support long-term strategies to build resilience.<sup>1</sup> This led to three initiatives:

- Countries developed their own national strategies, called Country Programme Papers (CPP).
- International Governmental Authority for Development (IGAD) developed the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI).
- Development partners established the Global Alliance for Action for Drought Resilience and Growth to better coordinate, harmonise and align program investment and policy.

USAID’s resilience strategy (2012-2017) defines resilience as “the ability of people, households, communities, countries and systems to mitigate, adapt to and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.”<sup>2</sup>



<sup>1</sup> USAID 2012 Building Resilience to Recurrent Crisis, USAID POLICY AND PROGRAM GUIDANCE

<sup>2</sup> *ibid*

To support work on resilience USAID developed new structures. In Washington a Centre for Resilience was established. The Centre receives its guidance from the Resilience Leadership Council which is co-chaired by the Bureau of Food Security and the Office of Foreign Disaster Assistance. At the regional and country level there are Joint Planning Cells (JPCs) which aim to institutionalise change through teams of experts working together to ensure humanitarian and development programs are linked through layering, integrating and sequencing and that robust learning occurs. The focus of these integrated teams of humanitarian and development actors is on:

1. Joint problem analysis and objective setting so teams have a common understanding of the underlying causes of recurrent crisis.
2. Intensified, coordinated strategic planning around resilience to ensure that risks, vulnerabilities, and probable humanitarian need are anticipated when deciding on development strategies.
3. Mutually informed project designs and procurements to enable the layering, integrating and sequencing of humanitarian and development assistance.
4. Robust learning to develop appropriate indicators, make midcourse corrections, and share lessons learned across the agency and with external partners.

This Kenya and East Africa learning event follows a meeting in Uganda in April 2015 and is a continuation of a strategy to create momentum to learn and improve work on resilience in the HoA. USAID hopes to have such meetings on at least an annual basis for staff, partners and this wider community of practice. USAID is keen to join with IGAD, the EU, DFID and others who are promoting resilience learning in the region to share experiences and positively influence implementation. To support this process of learning USAID has established the Resilience Learning Project (RLP). This is a contract awarded to Tufts University which has enormous expertise in this region and in the area of dryland programming.

The regional resilience learning event was a two-part event which took place between 5-9 October 2015 co-hosted by the HoA JPC and Kenya JPC.

- The first part of the event was a field learning visit to Turkana County to explore the progress made over the last three years under the Partnership for Resilience and Economic Growth (PREG). The aim of the visit was for partners to see development and humanitarian interventions and the concept of sequencing, layering and integrating in action.
- The second part of the event was a 2-day workshop in Nairobi to share lessons learnt from resilience case studies from across the region. Participants were selected to include a wide range of actors from within USAID and its partners and external actors the event included a high level delegation from Washington and the HoA and staff and partners from across the region, other donors and UN organisations. A list of participants is attached in annex 1.

The opening of the Nairobi workshop was addressed by Karen Freeman, the Mission Director for USAID Kenya/ KEA, Margot Ellis, Deputy Assistant Administrator at the USAID Bureau for Food Security, Dina Esposito, Director of the Office of Food for Peace, Issa Bitang, Senior Regional Programme Officer, OFDA and Chip Burns, HoA JPC Regional Coordinator. These individuals set the scene with the background to the evolution of USAID's work on resilience and the purpose of the workshop.

## 2. Introduction to the Horn of Africa Joint Planning Cell (JPC)

John Burns from the Resilience Learning Project (RLP) presented the progress of the JPC so far.

A Mid-term review of the JPC concluded that

- The JPC excelled in the performance of planning tasks and strengthening partnerships, and
- Contributed to policy and learning.

However,

- The JPC was found to lack a strong learning agenda at the time of the review.

The Resilience Learning Project has been brought in to USAID's resilience work in the region in recognition of the need to strengthen learning. Over the last few months a number of learning initiatives have been prioritised including;

- The development of a learning agenda for PREG Kenya
- A proposal for learning and technical support to KDPG (Uganda)
- A work plan for technical and learning support to IGAD CP (Ethiopia)
- The Turkana visit (details below) and the Nairobi learning event

Progress has also been made in gathering information on results but this does not yet tell us the whole resilience story.

Are we doing things better? Yes, based on analysis and good practices and experiences.

For example the RLP has promoted theory to practice pathways on the following subjects:

The JPC has taken the concepts of linking relief to development and good drought cycle management (DCM) that people have been talking about for decades and made important steps putting these into practice.

This includes better joint planning and coordination between the humanitarian and development offices within USAID which has translated into the Sequencing Layering and Integration approach being piloted and scaled up by USAID's PREG partners.

In Uganda, the idea of joint planning is in the process of being taken to the next level with the formulation of the Karamoja Development Partners Group which aims to better coordinate and harmonise resilience investments between different donors.

In Ethiopia, the piloting of the Crisis Modifier has applied good DCM principles and operationalized these.

Safety nets and insurance products such as Index Based Livestock Insurance are other examples of linking Humanitarian Aid to – Development Aid in practice.

### 3. Approach to Learning – Collaborate, Learn and Adapt

The Turkana visit and the workshop used a learning approach. To set the scene a short presentation was made to explain the theory of learning used to structure the workshop. The presentation highlighted the following issues:

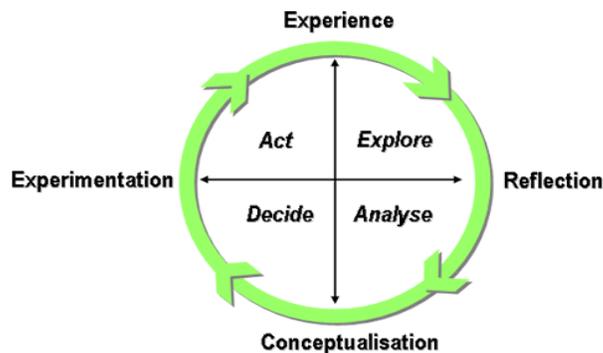
#### Learning events can help the programme to develop approaches to:

- i. Make mid-course corrections
- ii. Share lessons learnt across the agency and with external partners
- iii. Coordinate action between development and humanitarian actors/ departments for more effective resilience programming
- iv. To develop appropriate indicators.
- v. To explore which methods of sequencing, layering and integrating humanitarian and development efforts yield the greatest resilience benefits.

#### What is learning?

The learning event and Turkana event were organised using an approach called experiential learning. The model involves using a reflective process to make decisions on next steps for the project. The approach also gives a model for turning lessons learnt into action.

#### Diagram 1: Experiential Learning.



The advantages of this approach are that it is:

- i. Iterative – learning cycles (at the regional level these will be 6 to 12 monthly)
- ii. Flexible – real time corrections in planning and implementation
- iii. Evidence and experience based
- iv. Local and context specific

The learning event was a time to reflect and was an opportunity to collaborate with peers, learn about other approaches and challenges and an opportunity to conceptualise adaptations.

The approach to learning that was used enables the exploration of experience (e.g. Turkana field visit), reflection and analysis (e.g. daily learning moments during the field visit) and conceptualisation and decision making (e.g. presentations and discussions during the workshop and the recommendations on taking learning forward). This learning event was one in a series of USAID learning events at Regional, National and Local Level.

## 4. Introductory Presentation: The HoA and cross border programming - the case for continued focus in this area – IGAD/OCHA

As an introduction to the regional situation a presentation was made of a Regional Analysis for the Greater Horn of Africa which is a component of the IGAD and OCHA MoU to strengthen IGADs capacity to analyse, visualize and disseminate humanitarian information and enhance its coordination capacity for prevention, preparedness and response to crisis in the region. The analysis looks at the acute and chronic needs and responses in the region with the aim of convening humanitarian, development and government actors to develop a plan for prioritized joint action.

Against a background of increased needs for humanitarian funding and stagnant funding levels there is a need for increased prioritization and focus on acute needs. Development actors and national governments will need to increasingly address chronic vulnerability.

The key drivers of humanitarian need in the region are climate related, population growth and conflict. These drivers result in chronic cycles of food insecurity, displacement and poverty. With a high degree of spatial and temporal variability within and between countries and livelihood zones.

OCHA has developed an East Africa Humanitarian Risk Index which is a multidimensional tool to place humanitarian needs in a broader context that takes into account shocks and hazards such as conflict. The tool uses risk as the unifying framework and has been able to use a sub-national level risk analysis throughout the region. The tool uses three main domains for analysis i. Hazard and exposure, ii. Vulnerability and iii. Coping capacity.

The tool confirms that conflict areas have the highest humanitarian risk in the region. Border areas also have a high risk of a confluence of climatic shocks and conflict that spills over borders. It was noted that borderlands lag in development and the displaced settle disproportionately in these areas.

In conclusion the analysis has shown that border areas are at high risk of a confluence of climatic shocks, conflict spill over and are inhabited by the most vulnerable. Increased development investment in border areas is required to break the cycle and humanitarian aid needs to be prioritised to those most acutely in need. The analysis concludes with a question: “How to deliver in an insecure environment with little existing public goods, to a largely nomadic population?”

## 5. Objectives of the Workshop

The resilience learning event workshop included three core sessions:

1. **Sequencing, Layering and Integration** - What does it mean and what does the approach look like in practice?
2. **Crisis Modifier** – How are crisis modifiers working in USAID and how have others utilized this innovative approach?
3. **Community Planning Experiences in Resilience** – what are the next steps in developing this approach?

The aim of the sessions was to draw out learning from the region, highlight challenges and where possible use the combined experience in the room to identify adaptations to resilience programme practice and/or needs for further learning guided by selected questions arising from the studies and implementation practice.

## 5.1. Outcomes of Discussion on Key Themes

The presentations from the workshop were made available to participants and can be viewed at <https://www.dropbox.com/sh/w12ylaf6ilvfbs1/AABDb7X8j7WkJdrrK0BVg7EQa?dl=0>. This report focusses on a short summary of presentations and explores the learning that emerged from group work.

## 6. Sequencing Layering and Integration

### **Sequencing, Layering and Integration: what does it all mean and what does it look like in practice?**

Sequencing, Layering and Integration is a phrase used within the USAID Resilience strategy to describe the different aspects of convergence of programming which is assumed to be a prerequisite for resilience building. Considerable efforts have been made by USAID and their partners to explore and implement methods of sequencing, layering and integrating. The Turkana Learning Field Visit was initiated to allow USAID partners from across the region to observe and reflect on activities and learning on sequencing, layering and integration on the ground.

### 6.1. Summary of Reflections and Learning on SLI from Turkana Visit

The following are summaries of the reflections and observations of participants during the Turkana learning visit and discussed in the learning sessions in the morning of each day of the visit. The list is not exhaustive nor representative of all reflections as time did not allow for a full compilation of all views.

#### **Main advantages of the SLI approach used in the programmes visited**

- Joint planning with different agencies supporting the same community (esp WFP & REGAL-IR) maximises opportunities for complementary programming and achieving joint (resilience) outcomes
- Layering with Food for Assets offers significant incentive for community participation in infrastructure development
- Layering allows the strategic strengths of different implementing partners to be combined for the benefit of the target community

### Main challenges of the SLI approach used in the programmes visited

- Competition between NGOs tends to impede collaboration required for layering. At the end of the day a specific organization wants to be seen as better than the other. A cultural change is required for layering be implemented without being seen as competition?
- There is a danger that some communities are being 'bombarded' with multiple interventions from multiple actors, sometimes resulting in multiple committees guiding similar activities in the same community. Could be better coordinated with one agency providing main interface with community and working with one community institution. "Layering with Purpose"
- The sustainability of some of the initiatives is unsure with the existing community and county authority capacity. The involvement of the AHADI project may be an opportunity to further develop these capacities.
- Layering could be more 'purposeful'. Some of the partners seemed to implementing projects in the same communities without really examining what the added value of layering might be.
- Some opportunities for layering have been missed, especially between projects designed to increase productive capacity (irrigated agriculture and vegetable gardens) and water development projects. The result may be productive assets which are not sustainable due to lack of sustainable water.
- Many of the projects were lacking the element of sequencing to allow stakeholders to act to protect development gains in case of stresses and/or shocks (e.g. little evidence of inclusion of drought preparedness in CAPs). Surge models are being developed in parallel not integrated in development projects
- Sequencing requires partners to **agree** on the "approach" (how/when to facilitate markets, how/when to do 'give-aways'), **acknowledge** that the approach should change along the sequence and **recognise** that sequencing is not necessarily a linear transition from humanitarian aid to development aid.

### Links to gender or nutrition programming in the programmes visited

- The links to nutrition were generally poor with many of the larger agricultural projects focusing on limited number of cash crops without considering nutritional benefits to households
- There are missed opportunities for education on nutrition and feeding practices with members of various development committees during training sessions on other topics
- While there are some positive examples of gender empowerment (e.g. women vets in SIDAI project) other projects show little evidence of positive gender based programming beyond inclusion of women in various development committees

**Main impacts (positive and negative) on resilience of the clients and their communities (their ability to absorb, adapt, transform) of the programmes visited**

- It is too soon to identify, concrete impacts on community resilience (and many projects are struggling to develop mechanisms or tools to measure this). USAID could include support to partners to monitor resilience impacts in the remaining period of programme implementation as part of the RLP.
- Layering of multiple interventions produces potential for large scale improvements in food security and hence resilience
- Impact of commodity transfer projects could be compromised if a common strategy/plan for sequencing to cost sharing is not better articulated.
- There appears to be some risk of negative impacts due to inadequate attention to “Do No Harm” approach, including gender equity in project benefits, and lack of conflict risk assessment.
- SLI has potential for synergistic impacts on resilience but it is difficult to attribute resilience impacts to any specific interventions. Worst case scenario; results are reported multiple times for the same group of beneficiaries.

## 6.2. Sequencing, Layering and Integration – Nairobi Learning Event.

The Nairobi Learning Event panel on this topic included USAID, the Millennium Water Alliance, World Food Programme (WFP) and the Somalia Resilience Consortium (SomRep) their main points are outlined below under each presenter.

### **Greg Collins, Deputy Director, USAID Centre for Resilience**

Mr Collins presented on the overall progress of the USAID resilience programme and highlighted some of the key observations he had whilst visiting the Turkana programmes.

1. There are a huge range of funding sources coming together to fund resilience and there is a need to explore how all these different programmes and funding can work together to reinforce each other and contribute to common objectives.
2. A gradual process of cost sharing with the clients should be introduced to facilitate slowly moving away from humanitarian transfers.
3. Exact definitions of sequencing, layering and integration are not critical. But sequencing relates to the timing of linked interventions. Layering is more geographic in nature. Integration calls for deeper collaboration and co-implementation. We need to think deeply and strategically about how projects can complement each other. “Sequencing, Layering and Integration with purpose”

## **Doris Kaberia, Chief of Party, Millennium Water Alliance**

Ms Kaberia presented on the processes the PREG partners went through to reach the current situation observed in Turkana.

1. We have learnt to look at the bigger picture and not just our own sectors/ areas of work.
2. There has been some resistance to the different way of working that consortiums and working on resilience demands. A move to collective ownership of our work and away from competition and suspicion. Still work in progress.
3. We began by mapping using the Global Information Systems (GIS) mapping tool to visualize where we are working and then looked for areas of overlap and complementarity to decide where we work together.

## **James Kamunge, Programme Manager, World Food Programme.**

Mr Kamunge presented on a WFP/FAO/IFAD programme that illustrates some of the principals of sequencing.

1. WFP is working with FAO and IFAD on a joint programme that demonstrates some of the principals of sequencing.
2. Three partners began by looking at the strengths of each organisation. WFP - poorest of the poor and food insecure, FAO – Poor and above, IFAD – financing and value chains.
3. The sequencing is the transition over time between the types of programming of different actors.
4. There remain questions and challenges regarding how to transition, when to transition and who is responsible at different stages.
5. The successes include:
  - Partners have begun to talk to their government counterparts with a single voice
  - Clear principles of partnership have been developed
  - The traditional divide that has existed between humanitarian and development work and agencies has been cracked
  - A shared focus on the most vulnerable.

## **Andrew Lanyon, Chief of Party, Somalia Resilience Project (SomRep).**

Mr Lanyon presented on a Resilience programme (Resilience and Economic Activity in Luuq- REAL) in Somalia.

1. REAL has three objectives
  - Build absorptive capacity for shocks.
  - Diversification of livelihoods and asset building/protection, health, nutrition and hygiene behaviour change.
  - Robust learning of communities (on resilient behaviours), implementers and fellow organisations through sharing of learning.
2. REAL feels that they are still learning about how to layer, sequence and integrate. Sequencing and layering are fairly straight forward, integration is much more challenging. It takes long to negotiate various mandates and power structures.

3. The integration of multiple sectors and scales and the bringing together of different levels of community and state is a key challenge.
4. There is a need for intensified, coordinated strategic planning around resilience to ensure efficient layering.
5. For REAL sequencing is critical for keeping households and community on a resilience livelihood pathway.
6. Linking Cash for Work to infrastructure and saving group formation appears to be working. Also using early warning early action in combination with crisis modifiers to protect development gains.
7. The graduation of households from paying off debts and investing in households assets rather than livelihoods is still in progress.
8. Integration requires collective will across sectors and scales and a shared vision and objective. There is need for clarity on who is tasked with integration. The role should really belong to government but in contexts where government is absent others need to take on this role.
9. The programme has found higher levels of resilience among households with urban and rural income streams.

### 6.3. Plenary Discussion and Group Work.

Following the panel presentation the plenary was able to discuss the issues raised by the presentations. The discussion led to identifying eight key areas for discussion during the group work, as follows:

1. Graduation through each phase of the sequencing process. What triggers and approaches could be used?
2. Who is responsible to coordinate integration of programmes?
3. How do programmes plan and monitor the transition from humanitarian to development programming?
4. How to continue progress from individual organisations ownership to collective ownership of Resilience Programming.
5. How should cross border resilience programming be better organised?
6. What needs to be adapted in donor contracting to optimise flexibility, timing and adaptability?
7. What is the role of the Government in Resilience programming?
8. What is the role of the private sector in resilience programming?

Each of these questions was given to a group to discuss. Each group were requested to suggest what changes might be appropriate to the current approach to resilience programming in the area of discussion. The groups were also asked to suggest any areas for further research in the coming months related to the subject considered by their group. Outputs from the groups are shown below.

## Sequencing, Layering & Integration group work – Key areas for learning from group discussions on issues emerging from presentations

### Group 1 - Graduation/ sequencing triggers and approaches

- Adapt, customise IPC tool beyond food security – appropriate interventions/ approaches at each stage – expand to development stages.
- How to incentivise graduation? Breaking cultural dependency through innovative methods
- Best practices to respond to emergency considering development gains / commercial structures – recognise that development is not linear.

### Group 2 – who is responsible for integration?

Ideally government, but in the absence of legitimate government it is unclear. There is the need for alternative architecture (funding). Or bottom up, can we have integration from communities.

### Group 3 - Transitioning from humanitarian to development assistance

1. It is not about transitioning, but rather building humanitarian response into development programmes and vice versa e.g. i) shock responsive safety nets (PSNP and HSNP) ii) PRRO in Kenya etc. iii) ALRMP and drought cycle management (Kenya) iv) Livestock insurance schemes. v) Crisis modifier/ risk management approach.
2. Triggers for humanitarian response and triggers for moving to development.
3. Cost recovery (stability modifier): are we under estimating people's capacity to contribute? (E.g. Mercy Corps ox ploughs). When should cost sharing be introduced? E.g. livestock health in Ethiopia.
4. Incentives to self-graduate – e.g. Ethiopia layer development benefits microfinance.

### Group 5 – Cross border

- Mapping resources for the Karamoja cluster (ongoing) and extended to other clusters.
- More comprehensive representation analysis... enrich the OCHA presentation
- Understanding cross border programming for discrete activities e.g. rangeland management or cross border immunisations
- Understanding donor funding mechanisms for activities across borders
- Understanding joint planning cells (JPC) that encourage country focussed activities at the expense of regional coordination.

### Group 4 – from individual to collective ownership

- How is coordination helping achieve national/ county/ district objectives? It shows you can achieve (show and tell); it needs to add value (technical unit/ M&E); admin incentives/ contracts; light structures (keep it easy and flexible) and invest in relationships. Regional - Mapping of all like-minded partners for resilience – Global alliance. Link regional to national/ sub national. Policy and advocacy - programme designed around mobility patterns. Learning - IDDRISI – RAU – Dissemination of framework. Cost benefit / effectiveness of coordination at scale (VFM). Incorporate VFM in resilience index.

### Group 6 - Donor contracting, timing and adaptability

Suggested priorities for next 6 months:

a) Contracting process (within USAID and other donors) to synchronize. b) Governments to have strong coordinating structures at various levels. c) Donors to incorporate a learning process during implementation and reflection prior to future funding. d) Donor requirement to implementing partners to coordinate, sequence, layer and integrate. Provide strategic guidance/ structure on how to do so.

Learning agenda a) what is an effective/ appropriate coordinating structure at county level? b) Define a coordinating index.

Questions for learning and research a) Effectiveness of stand-alone versus integrated projects. b) Impact of a gender focus on resilience. c) To what extent does resilience contribute to nutrition?

### Group 8 – role of the private sector

Involvement of the private sector in livestock value chains, water and sanitation, financial services, ICT, insurance, health. Role – employer, service delivery, technology development. Priorities

1. To what extent can the private sector play the role of employment creation at scale for the most vulnerable?
2. How can we create linkages with the private sector as an employer for our programs? (Placement/ skills building).
3. Stimulate the economy (cash based transfers).
4. Market development for local goods (purchase for progress)
5. Factors for success of training programs
6. Look at aspirations of the participants and life skills training
7. Risk managed cash transfer – transparency issues – Somalia

### Group 7 – the role of government

1. Define and clearly state role.
2. Know and address capacity gaps.
3. Provide an enabling policy framework
4. Play a coordination role of all resilience activities
5. Play a coordination role within and across government
6. Identify and articulate development needs and linkage to resilience
7. Strengthen peace and security
8. Deliver on their mandate
9. Identify layering opportunities in ongoing resilience activities and monitor implementation and ensure sustainability.
10. Give space for human rights protection

## 7. Community Planning – Experiences in Resilience.

### What are the next steps in developing this approach?

The Resilience Learning Project, East Africa (RLP) led by Tufts University has been leading a review of the Regal-IR Participatory Learning, Planning and Action (PLPA) approach. The learning event was an opportunity to discuss some of the issues arising prior to the release of the final report. A panel of three experts presented perspectives on different approaches to community planning in Kenya. Below is a summary of the key points of each presentation followed by an overview of the group work.

### Suji Omeno, Consultant working for the Resilience Learning Project

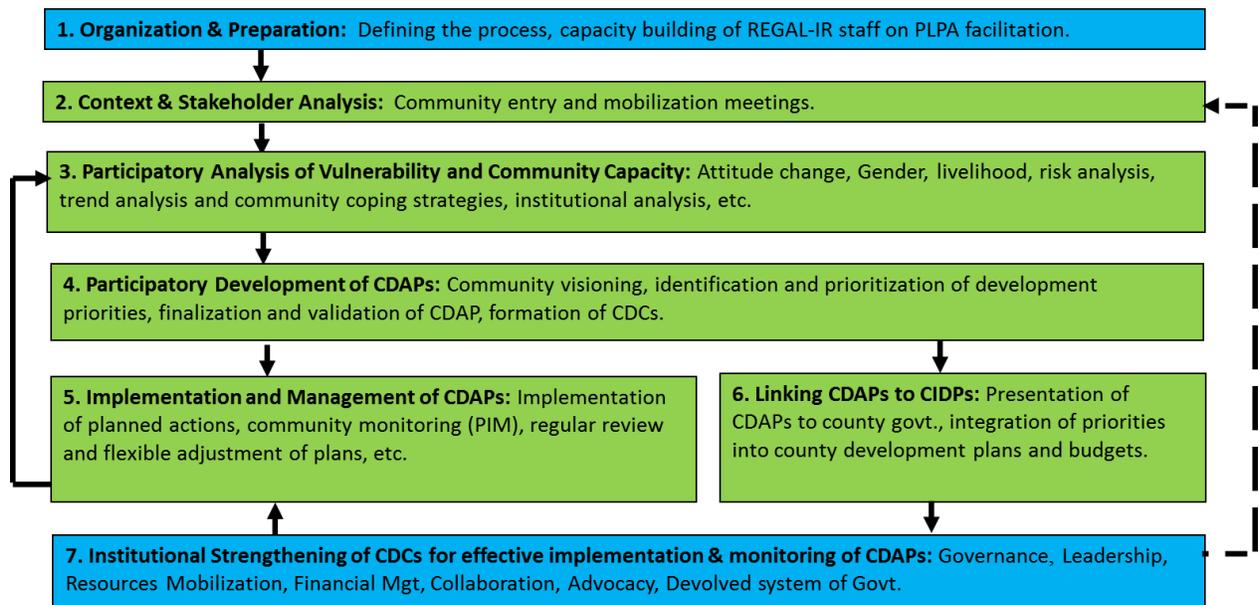
Review of the Regal-IR Participatory Learning, Planning and Action (PLPA) community planning processes with 28 communities in the ASALs.

- A large variety and long history of community planning approaches on ASAL area. Where does PLPA fit alongside these other approaches? All have certain strengths and challenges.
- Strengths of Community Planning.
  - o Plans included in County Development Action Plans (CDAP).
  - o Members of Community Development Committees (CDCs) demonstrate a willingness to voluntarily participate in planning despite opportunity costs.
  - o There is an emergency of a community voice.
  - o The CDCs have demonstrated the ability to innovate.
- Challenges/ Limitations
  - o Capacity affects quality of process and products (human and financial).
  - o Documentation of the “proper” PLPA process not yet done.
  - o Possible elite capture of process but both the process (PLPA) & products (CDAP/CDC) need political goodwill to gain a footing in the county planning.
  - o Sustainability (funding of CDCs and CDAPs).
  - o Institutionalization of both process and products.
  - o Geographical Coverage – how big/small an area?
- Opportunities
  - o Institutionalization of a credible community process.
  - o Anchor community participation in the legal framework (citizen participation bills).
  - o Build capacities of emerging community leadership structures (CDCs, WAPC, etc.) while watching out for possible elite capture.
  - o Positioning of community participation processes (and products) as community voice on governance.

## Grace Mwangi, Technical Advisor for Participatory Learning Planning Action (PLPA) methodology, Resilience and Economic Growth in the Arid Lands – Improving Resilience (REGAL- IR).

Ms Mwangi – Presented on the Regal-IR experience with using the PLPA approach.

### Overview: PLPA Steps.



### Opportunities

1. The planning process helped the consortium to gain entrance to the community and to really understand the key community priorities.
2. An empowering process that motivated and energized communities.
3. The plans have been successfully used to leverage resources from county government and investment from other NGOs.
4. The process increased human capital by improving planning capacity in the community and local government.
5. Enhanced participation of minority groups in development planning and implementation.
6. Resulted in greater representation of persons with disabilities, women, minority groups in leadership roles for community managed planning processes.

### Challenges

- 1. Defining the process:**
  - How can the process be effective in building the resilience of communities?
  - How do we structure support to CDCs to enhance the implementation of CDAPs?
- 2. Addressing Dependency:**
  - How to integrate attitude change tools into our planning processes to help communities discover and work with their own bias, mindsets and cultural stereotypes. Shifting from solution recipients to solution sources?

- How to manage variances in institutional practices and principles (e.g. allowances, coverage)?
- 3. Coverage of CDAP.**
- Ward versus sub-location planning? Planning at a smaller geographical area (sub-location) enhances participation, inclusion and ownership of CDAP. A system that supports forums for the aggregation of these plans to the next level will build on these gains.
- Scale versus equity question – do we work in the same areas and target the same beneficiaries?
- 4. Composition of CDCs.**
- Blending both sector and geographical based representation and including national/county government representation in the CDC membership can enhance the CDC effectiveness and implementation of the CDAP.
- Community plans have been presented to county government in an ad-hoc manner. This could be improved upon to enable more constructive and strategic engagement of communities.

What we have learnt:

PLPA is an effective process but we could tap better into the opportunities the process provides. CDCs have been successful in spearheading and overseeing implementation and holding duty bearers accountable. To support this effort there is a need to build communities and counties institutional capacity and strengthen the system.

### **Mike Harrison, Northern Rangelands Trust**

NRT approach diverges from those outlined above and bases its planning methodologies around landscapes not settlements. In the 1990s conservancies began to emerge. They are largely ethnically defined but not in all cases, the community define an area that they believe is theirs, typically follows administrative boundaries but not always. There are now 33 autonomous conservancies managing settlements, services, grazing, tourism, livestock, wildlife and conflict in their landscapes. There is pressure from communities and government to emulate this model across northern Kenya.

Key Constraints faced in empowering communities:

#### **Governance**

- Elites capturing resource, benefits, services
- Exclusion of women, and often young men who drive conflict
- Most important: lack of representative community institutions – to articulate needs, and demand support and services according to their priorities

#### **Conflict (without peace, n development)**

- Ethnic conflict – starts as competition for grazing resources & water
- Lack of economic alternatives to livestock perpetuate conflict
- Political incitement and impunity

#### **Economic opportunity**

- Boom-and-bust pastoralist economy – **change the rules of the game**
- No enabling business environment (skills, financial literacy, investment, markets)

Presents a strongly inter-linked set of challenges

**Community Conservancies** are emerging as a very effective model for sustainable development that can **address all these inter-related challenges:**

- Provide Community institutions & voice
- Provide Security for investment
- Focus on Diversifying livelihoods
- Community led management of natural resources

### **What is a community conservancy?**

- Community- self-defined
- Land area – self-defined
- Institution – laboriously built up!
- Development (or resilience) programmes – easy if done the right way
- Started in 1990s, established in 2004
- Impact – peace, livelihoods and natural resources
- High demand for more, from communities and county governments

### **The process compared to the PLPA approach**

- Leadership team – Board and manager with NRT support
- Asset mapping – mapping of natural resources, settlements, social and economic features, ethnicity
- Current challenges – future vision: brainstorming by leadership team, partners and key officials – big picture challenges and future vision, to set framework
- Community negotiation, landscape trade-offs – community meetings in all zones of conservancy, testing challenges, vision and options
- Key objectives and partners: consolidate plan, identify priority objectives, key partnerships to make it work, not an activity shopping list / wish list
- AGM approval – final feedback and approval at AGM.

Main PLPA features: settlement-based, Focus Group Discussions, no leadership group / institutional focus, no geographic /landscape focus, tends to end with shopping wish-list, who owns and sustains it?

### **Challenges**

- Unrealistic expectations – manage process to avoid hand-outs, build responsibility.
- Settlement planning and vested interests – conflicts with vested interests.
- Little guidance from CIDPs – but 5 year plans emerging.
- Difficulties working with other development partners – targets and accountabilities to donor's, short time scale, own solutions?

## Opportunities

- Ownership - in communities, increasingly in county government
- Guiding County plans and budgets – Ward Administrators getting excited by the CMCDPs, part of political and development process in Counties
- Established community institutions – big opportunity for development partners to build on this, strengthen community institutions, secure sustainable impact especially in human development
- Holistic approach – landscape-level planning critical for peace, security, building social capital, settlement planning and rangeland management, grazing plans, livestock value-chains (= resilience!)
- Coordinated development – especially around settlement and provision of government services (health, education, water - which can go so badly wrong)

## Working together

Conservancy institutions offer strong entry points

But challenges in working together

- Prejudice about conservancies. (Perspectives include: Conservancies exclude people, only about tourism and wildlife, NRT the gatekeeper, Community boards are weak, ignores local governance)
- Partner incentives – self projection and importance.
- Empower vs donor accountability – Systemic change versus hitting topline delivery targets.
- Long-term vs come-and-go – Long term transformation versus short-term impacts.
- Sectoral delivery in silos
- Investment in community voice

USG resilience offers: Governance, peace and natural resource management, economic & human development

## 7.1. Plenary Session and Group Work.

**Plenary Session** - Following a plenary it became obvious that the presentation of the two approaches being used in Kenya created a significant interest in the Kenya based participants. USAID encouraged both REGAL-IR and NRT to investigate ways to combine the strengths of each approach. Therefore, the group work was organised around a Kenya group discussing next steps for community based planning approaches and another group from other countries considering similar issues in their countries.

**Group work** –The groups were asked to come up with practical, implementation focused, concrete suggestions for moving forward on community planning and resilience.

### Kenya Group

1. Link community planning process to the county level planning process.
2. Focus on two counties at first to create consolidated plans bringing together the planning that has taken place at different levels.
3. Build consensus around a convergence of approaches and then ensure that we speak with a collective voice.
4. There is a need to consider the appropriate administrative level to start the planning process.
5. Who will lead the process? Some suggested the National Drought Management Authority (NDMA) but they would need support to embrace this role effectively.
6. Who has the strength and budget at county level? There is a need to participate in budgeting processes and work with the budget holders to ensure priorities are effectively resourced.

### Somalia/ Ethiopia/ Uganda

1. Government-donor-civil society platform for joint resilience planning, monitoring and reporting (Somalia)
2. Donor support for Federal Government's resilience focal point (Somalia).
3. Learn from other contexts where government has played a strong role (RLP).
4. Incentives for IP coordination on resilience.
5. Cross-country learning (RLP).
6. More development funding, multi-year and flexibility.
7. Build on, and better understand, existing community platforms.
8. Learn from previous resilience investments.
9. More engagement with IGAD at the regional level.

## 8. Bridging Humanitarian and Development Aid - Crisis Modifiers

### Rod Charters, RLP consultant, Review of USAID Crisis Modifiers

The RLP has been reviewing the experiences of USAID partner's using Crisis Modifiers (CM), principally in Ethiopia. The Learning Event gave the opportunity to discuss some of the emerging issues prior to the final publication of the report.

Principles of USAID crisis modifiers (CM)

- Limited and targeted specifically for that development project.
- To link humanitarian and development work.
- Protect development gains of that project.
- Early response to emerging crisis.
- Rapid intervention (obligatory to respond within 2 weeks).
- No blame culture.

## Successes

- Very innovative.
- Good results for investments seen in the field.
- Created positive sustained dialogue between humanitarian and development architecture of USAID.
- It's a work in progress and dialogue will lead to more integrated approaches in the future.
- Provides a platform for partners to think about the development gains that are at risk and how they can be protected.

## Challenges

- Cumbersome processes and procedures (USAID and partners) often led to late activation.
- Difficulties understanding what development gains need to be protected and how?
- Shifting from development mode to emergency mode rapidly (capacity of staff – many had little or no emergency experience).
- Lack of clarity on what triggers the CM and indicators around this.
- Lack of clarity on what is early action.

Other types of crisis modifiers – flexible funding, forecast-based financing, crop and livestock insurance.

Mr Charters posed three questions:

- Crises are multidimensional in the impact of a program and its development gains whereas a crisis modifier is somewhat single dimensional in its response to a crisis. How can we ensure a multi-dimensional response?
- Timeliness of a crisis modifier is critical if we are to protect development gains. What should be the triggers for the activation of crisis modifiers and how / where should this information be sourced?
- In slow onset crises there may be the need for early action if development gains are to be preserved. Are the donors prepared for a “no regrets” philosophy?

## **Issa Bitang, Senior Regional Programme Officer, OFDA, USAID**

Mr Bitang spoke about the USAID experience in using the innovative Crisis Modifier tool.

The crisis modifier is a tool designed for a specific purpose. It is an atypical funding mechanism, with different procedures for submission, communication, review, and approval. This creates room for varying expectations and miscommunication on all sides [OFDA, Mission, partner]. MOUs were developed for each application of a Crisis Modifier to detail the purpose and parameters for its use. However, experience trying to activate the crisis modifier over several years has been challenging, and raises questions of whether it is a useful tool as designed, or if it is being used to solve a different issue. The original objective and parameters of the Crisis Modifier are described below, followed by some observations based on experience with the Ethiopia Crisis Modifier.

**Objective:** Create a way for OFDA to protect development investments by providing a discrete funding injection into a development program for short-term emergency activities when development gains are threatened by a localized shock.

**Parameters:**

- a. Partner needs to specify what development gains are under threat, and propose an appropriate emergency intervention. For PRIME-Ethiopia, this generally points towards activities in Agriculture and Food Security, or ERMS sectors.
- b. Proposals are capped between \$400-500k, depending on the MOU. This is for budgetary planning reasons [OFDA cannot set aside an unlimited portion of the budget for these mechanisms each year] and because the proposals have a much lower technical review threshold. If a larger response is required, the crisis modifier can be activated to begin an immediate short-term response, while OFDA and partners work to develop stand-alone OFDA programs through the standard proposal review process.
- c. The Crisis Modifier is not intended to circumvent OFDA's standard proposal process for larger shocks, or crises that are un-related to the development project.

Over the last few years some challenges with the tool have been addressed and improvements made. However, the experience in 2014 continued to demonstrate several challenges that ultimately question the utility and appropriateness of the Crisis Modifier mechanism. Most commonly, the partner has not sufficiently documented the connection to the development gains of the parent program. Several of the Crisis Modifier proposals significantly exceeded the dollar threshold, and thus look more like large-scale stand-alone OFDA projects that warrant greater technical review. There have also been challenges during the technical review in Washington, as the review examines how the proposed activities are appropriate and relate back to the development platform, particularly when non-target sectors are included. In at least one instance, the Mission eventually funded the proposed activity directly.

One issue is procedural, and requires strong communication and training on the scope and process of triggering the Crisis Modifier. Despite strong efforts, this can be challenging due to staff changes within OFDA when trying to trigger the Crisis Modifier. For reference, during the last two attempts to activate the PRIME-Ethiopia Crisis Modifier during 2014, there was a rapid handover across five different staff on the Ethiopia portfolio from Washington, and five additional staff rotating coverage from the field, including a period with no OFDA presence in Addis. This greatly complicates smooth activation of the Crisis Modifier.

A further issue is substantive: Is the crisis modifier—with the objective and parameters described above/in the MOU—the right tool for what we want to do? Are Missions still interested in how to provide discrete emergency funding within a Mission program, specifically to protect those investments? For example, is a \$500k crisis modifier meaningful within a \$57m program? If yes, then this may point towards clarifying the scope and process with all parties. If no, perhaps the issue is more related to questions within the Program Streamlining initiative, and specifically how can we speed up the process for funding stand-alone OFDA awards.

**Will Helyar, Humanitarian Advisor, DFID Somalia**

DFID Somalia was not prepared for the scale of the 2011 famine and did not react fast enough or at a sufficient scale. Level of food insecurity/ under-nourishment is always at a high level despite the levels of assistance. DFID approval processes were slow and information flow was problematic and time consuming. 50% of deaths occurred before famine was declared, this shows a failure of the system. Evaluations pointed to the need for early action, early warning and access to rapid response funds and a no regrets approach. This led DFID to design a 4 year humanitarian programme with longer term resilience building goals and short term emergency and life-saving inputs. With DFID support the Humanitarian Country Team have established an Early Warning/Early Action triggers system.

The resilience programme has an element of short term flexible funding for immediate use. DFID also has an Internal Risk Facility (IRF). The IRF in Somalia is GBP 10 million per year. IRF projects are designed to meet short term needs. IRF proposals are linked to Early Warning indicators and Early Actions. Flexibility allows for the drawing down of funds from subsequent years and the rolling over of funds where they are not spent. Further IRF pre-approved funds are held in the country office for rapid response. Reprogramming is very flexible supported by a no regrets approach. More effective M&E system is also enabling real time monitoring. An example of how this works was given as the preparation for El Nino which was initially funded from within Resilience flexi-funds and then followed up with IRF funds.

The presenter left three questions to the groups:

1. Is Multi-Year funding necessary for a no regrets approach?
2. What level of decision making should a country office have?
3. How important is it that major donor’s agree on emergency funding mechanisms?

**Mohamed Abdinoor, Resilience Coordinator, USAID Ethiopia**

Mr Abdinoor discussed the USAID experience in Ethiopia and the kind of activities undertaken at different points in the cycle of ‘normal’, ‘alert’ and ‘emergency’. An example fo this approach for Animal Health Service Delivery is shown below:

<p><b>“Normal”</b></p> <ul style="list-style-type: none"> <li>• GoE provides policy and legal framework</li> <li>• Training of Community Animal Health Workers (CAHWs)</li> <li>• Expansion of Private Animal Health Vet Pharmacies</li> <li>• Cost recovery for regular animal health treatment</li> </ul>	<p><b>“Alert/Alarm”</b></p> <ul style="list-style-type: none"> <li>• Improving supply and stocking od drugs</li> <li>• Preventive treatment (parasite control etc)</li> <li>• Massive Vaccination campaigns</li> <li>• GoE led the vaccination while CAHWs play role in treatment and vaccination</li> </ul>	<p><b>“Emergency”</b></p> <ul style="list-style-type: none"> <li>• Voucher systems for delivery of animal health treatment</li> <li>• No vaccination campaigns</li> <li>• CAHWs, PVP and GoE Animal Health technicians work closely in animal health responses</li> </ul>
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The Crisis Modifier approach in Ethiopia has evolved from allowing 10% movement within existing programmes in 2005-07. In 2008-12 additional money from OFDA was channelled into regular programming and currently the 2012-17 PRIME programme has an in built CM (\$5/ \$57 million). Flexible triggers based on analysis and the ability to justify that a crisis is coming enable the activation of the Crisis Modifier.

Critical success factors

- Protecting development gains
- Timeliness: Speed and timing of response to shock.
- Approval process localised. USAID/OFDA mission levels.
- Application of guidelines and best practices
  - e.g Animal health vaccination during droughts not recommended rather animal health treatment
  - Use of existing relationships and networks e.g. use of livestock traders to do commercial destocking or CAHWs for emergency animal health service delivery
  - Use of regular ‘development staffing’ to deliver “emergency interventions
- Good technical understanding and collaboration between USAID, OFDA and implementing partner to speed up the process.

The presentations were followed by a plenary discussion which began to explore issues such as what we can manage within our own programs and through existing capacity and resources and when external assistance may be needed. Whilst Crisis Modifiers are a crucial component of resilience programs it is necessary to pay sufficient attention to triggers and adapt ongoing programming where possible.

## 9. Nutritional Resilience

### **Peter Hailey, Director, Centre for Humanitarian Change**

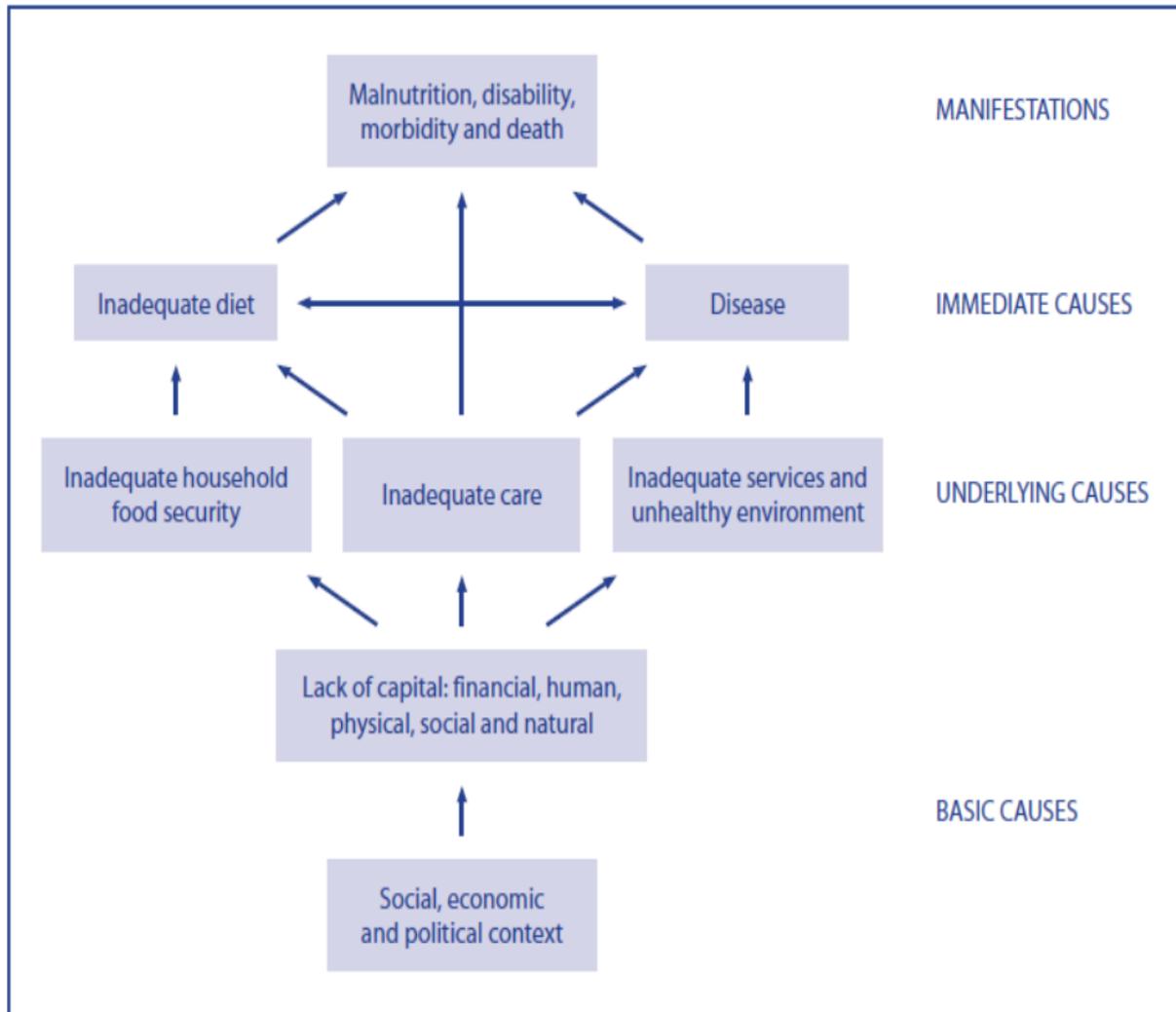
Mr Hailey presented UNICEF Kenya’s Nutrition Resilience Policy Paper. UNICEF is managing part of the EU funded SHARE resilience programme. Within UNICEF Kenya it is the Nutrition section that are the focal point for the integrated resilience programme. UNICEF Nutrition wanted to articulate how nutrition security and resilience building interact. The presentation is a summary of the policy brief on this subject.

All arid land countries and development partners and resilience programmes have nutrition indicators as high level indicators for development and resilience (usually stunting, wasting acute undernutrition). Improving nutrition is a marker of development and a cause of development.

- Well-nourished people are more resilient = Nutrition Resilience.
  - By being better nourished a person or household is more resilient in their ability to absorb, adapt and transform in response to shocks.
- More resilient people are better nourished = Resilience for Nutrition.
  - By being more resilient shocks do not have as much a negative impact on nutrition status.

Those affected by undernutrition are the same groups to those we work with in resilience programmes.

## Nutrition Causal Framework.



All types of undernutrition have the same causal factors just different causal pathways. The causes are multisectoral, vary temporally and geographically. Therefore a systems approach is needed. Nutrition programming can be seen as being grouped in two clusters of activities: nutrition sensitive programming that looks at the immediate and underlying causes of undernutrition and tends to be quite health oriented. Nutrition specific programming also focuses on the underlying causes of undernutrition but addresses basic causes as well.

Looking at nutrition and development indicators for the ASALs one sees little improvement, stable or worsening situation for the last 2-3 decades. The ASALs suffer from chronic nutrition deprivation. Nutrition status indicators also demonstrate that the ASAL areas are specific in that the indicators can fluctuate by significant amounts over seasons and years. This indicates a highly volatile situation or acute nutrition deprivation. Therefore, the ASAL areas experience chronic **AND** acute nutrition deprivation and the two types of deprivation interact in a vicious circle creating a nutrition deprivation trap.

## What is resilience?

Systemic objectives:

1. Sustainable reduction in deprivation -moving development pathway for nutrition from negative or stable to positive.
2. Promotion of inclusive social and economic growth - continuous promotion of a positive development pathway for nutrition.
3. Sustainable reduction in vulnerability - reducing impact of shocks on positive development pathway for nutrition.

Nutrition Resilience programmes need to create and maintain a positive nutrition development pathway **and** protect this development pathway from the impact of shocks and stresses.

**Facility based programming** - consider how a health facility can be prepared to respond to the changing demand for services mediated by the impact of shocks on a communities nutritional status.

**Community based programming** – consider how the community based development nutrition specific and sensitive programmes are designed to protect nutrition development gains in the face of shocks and stresses.

**Knowledge management** – consider if data, research and information is providing evidence to adapt programmes to be able to protect development gains for nutrition in a highly changeable environment with many shocks and stresses.

**Government and Stakeholders** – consider how the system is designed to promote and protect a positive nutrition development pathway.

### **Nutrition and Food Security/Livelihoods programming for Resilience.**

It is important to focus on the most vulnerable populations – pre-pregnancy, pregnancy, and birth and up to 2 years. There has been very little progress in improving minimal acceptable diet in the ASALs and it is getting worse in some places. Increased income or production does not necessarily result in improved nutrition. Equally improved knowledge and behaviour change do not necessarily result in improved diets. Women’s empowerment and nutrition are closely linked and many of the reasons that improved knowledge and/or improved production and income do not result in improved resilience and nutritional status of the most vulnerable are related to a women’s empowerment.

Present activities can be generalised as being focused on increasing production and income and assuming that this will result in trickle down to an improved diet. On the other hand there is also a focus on behaviour change communication (BCC) assuming that with improved knowledge will result in improved diets for the most vulnerable. The missing link is testing the assumption that improved production, income and knowledge result in improved diets for the most vulnerable.

Simple changes such as monitoring infant and women’s dietary diversity, not just household dietary diversity will help to monitor our assumptions and to collaborate, learn and programming to ensure that we make a difference in addressing undernutrition in the ASALs. Equally the FtF method to monitor women’s empowerment can enable integrated resilience programmes to collaborate, learn and adapt to attain resilience and nutrition objectives.

## 10. Taking the Learning Forward.

### 10.1. Resilience Learning Project.

#### **John Burns, Resilience Learning Project**

Mr Burns, the Chief of Party for the Regional Resilience Learning Project (RLP) made a short presentation of the annual work plan for year 2 of the RLP programme.

The learning project is focussing on the following areas during year 2:

1. Regional pastoralist mobility (policy),
  - a. Cross border social ecological mapping,
  - b. Evidence based learning support pastoralist mobility policy (PPC) and
  - c. Access to productive rangeland. (*Regional review of NRM approaches*)
2. Regional livestock marketing and trade
  - a. Karamoja Livestock and Markets Assessment,
  - b. Technical brief on livestock marketing infrastructure,
  - c. Real time regional tracking and analysis of livestock trade and
  - d. Review of AU IBAR SPS
3. Livelihoods Diversification
  - a. Diversification, risks and programming implications,
  - b. Employment trends pilot study and
  - c. Safety nets in pastoralist areas.
4. Human nutrition in pastoralist areas
  - a. Regional pastoralist areas working group (focus on GAM) and
  - b. Participatory analysis on causes of wasting.
  - c. *Others tbd.*
5. Livelihoods based humanitarian response
  - a. Technical and learning support to drought response and
  - b. Next steps for crisis modifiers.
6. Good practice program design
  - a. Sequencing layering and integration,
  - b. Programming without borders and
  - c. Development planning approaches.

## 10.2. Findings of Resilience Learning Event.

At the end of the workshop the key suggestions for further learning that were developed during group work were summarised and are presented below. The findings have been split into two groups, the first are areas for further research, learning and knowledge development. The second group of findings describe areas where actions to adapt programmes, processes or approaches could be considered in the coming months.

### 10.2.1. Learning Findings.

1. Map cross border resources such as natural resource and investments flows and the impact of conflict.
2. Conduct an institutional review of cross border programming.
3. Conduct a study to investigate the cost benefit of Sequencing, Layering and Integration.
4. Conduct a study to determine the extent that investments through private sector partners are creating opportunities for the most vulnerable (PRIME and REGAL-AG).
5. Document Kenyan experiences and best practices for Resilience programming and Sequencing, Layering and Integration amongst the partners in Resilience and Economic Growth (PREG) initiatives.
6. Develop a real time case study of the Uganda experience within the joint resilience initiative in the Karamoja cluster.
7. Research approaches to ensure that improved production, income and knowledge result in improved dietary diversity and nutrition security for the most vulnerable (women and children 6-23 months).
8. Document best practices of working with local private sector actors and civil society to build resilience. (e.g. Borana livestock).
9. Community planning processes – Somalia
  - a. Learn from other country contexts where the government plays a strong role in convening community planning.

## 10.2.2. Adaptation Findings.

1. Develop programme guidance on modalities and approaches at different stages of the layering and sequencing process. This should include guidance on layering interventions, particularly the steps towards cost sharing, involving communities and government at different stages.
2. Further develop field level coordination mechanisms, with increased USAID field presence. for USAID programmes to improve coordination and effectiveness
3. Encourage collaboration and SLI through including incentives in contracts to award collaborative behaviour and SLI that are measurable through contract agreements.
4. Prioritise the further development of more specific cross border coordination for example on livestock mobility, markets and conflict.
5. Women's empowerment is critical for resilience – need to explore how progress on women's empowerment can be monitored to collaborate, learn and adapt programming to ensure adequate impact on women's empowerment. E.g. regular monitoring of Women's Empowerment in Agriculture Index (WEAI).
6. Community planning processes - Kenya
  - b. Through documentation of the community/ rangeland planning processes in two pilot counties develop a consensus on approaches to enable partners engaged in community participatory planning processes to speak with one voice on essential elements of this approaches. In particular develop approaches to ensuring adapted models for participatory planning e.g. PLPA and Conservancy Model can complement each other.
  - c. Agree on approaches for in-county leadership and coordination of community planning efforts and support them to be able to do this effectively
7. Community planning processes – Somalia
  - a. Further develop the FGS government – donor- civil society platform for resilience.
  - b. Donor support for the FGS resilience focal point.
8. Crisis Modifiers
  - a. Redefine how programmes use crisis modifier tools and monitor the changing situation so they can be mobilised at the appropriate time and in a more effective way based on operational experience to date.

## 11. Next Steps.

1. **Learning Events** – USAID and the Resilience Learning Project will convene a follow up learning event within the next 9 months. The learning event will;
  - a. report back on progress to address findings of this Learning Event,
  - b. introduce learning from new studies, research and reports to USAID partners and Regional Resilience stakeholders (External Knowledge learning).
  - c. present, reflect on and further disseminate lessons learnt within resilience programmes in the region (Practice to Practice learning)
2. **Learning Findings** – USAID, USAID Country and Regional Learning Projects and USAID partners will review the Learning Event Learning findings and agree on priorities, roles and responsibilities to develop learning on the identified issues. Learning generated in these areas will be presented in upcoming learning events.
3. **Adaptation Findings** – USAID Country and Regional missions and partners will review the Learning Event Adaptation findings and agree on priorities, roles and responsibilities to take action to address the required adaptations suggested by the findings of this learning event.

## 12. Closing Ceremony.

Chip Bury and Candace Buzzard of USAID closed the workshop through appreciating the efforts of all who had participated and reiterating the need for continued collaboration and learning.

## Annex 1 Participant lists

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