

## USAID Partnership for Resilience and Economic Growth Learning Event

Welcome
Please find YOUR Seat at YOUR
numbered table

#### Official Welcome

Mark Carrato

Office Chief – USAID, Office of
Economic Growth



#### Introductions

- Step One: Introduce yourself to your table mates quickly—Name, Position and Organization
- Step Two: In the next ten minutes move around and introduce yourself to at least 7 other new people



#### Session Goals

- Share experiences and insights about PREG
   Partnership before, now and going forward
- Contribute ideas for the development of strategies to strengthen the PREG Collaboration and Partnership
- Discuss strategic applications of the GIS Mapping Tool



#### Session Goals

- Identify communication strategies to strengthen the PREG Collaboration and Partnership.
- Gain knowledge and information on emergent issues
- Contribute ideas for the development of Standard Operating Procedures to strengthen the PREG Collaboration and Partnership.

#### Agenda Review

Refer to your Handout



#### Agreements for success

Be fully present and productively contributing by:

- Briefly sharing thoughts, ideas and feelings
- Asking Questions
- Listening with an open mind to various perspectives
- Building on the ideas of others
- Engaging in small group tasks with a "we can-do-attitude"
- Being on time
- Putting electronics on silent and do not text
- Blending seriousness with lightheartedness





## 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.



#### **HOWYOU DO IT?**

#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH - PREG

**Assumption I** - 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**.



#### **HOWYOU DO IT?**

#### **USAID** Resilience Policy Guidance (2012)

- Four Key Resilience Principals
  - I. 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



#### Challenges.

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



#### **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.



#### **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.



"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"



#### PURPOSE OF MEETING

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



#### **HOWYOU DO IT?**

#### **USAID** Resilience Policy Guidance (2012)

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#### **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.

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#### 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

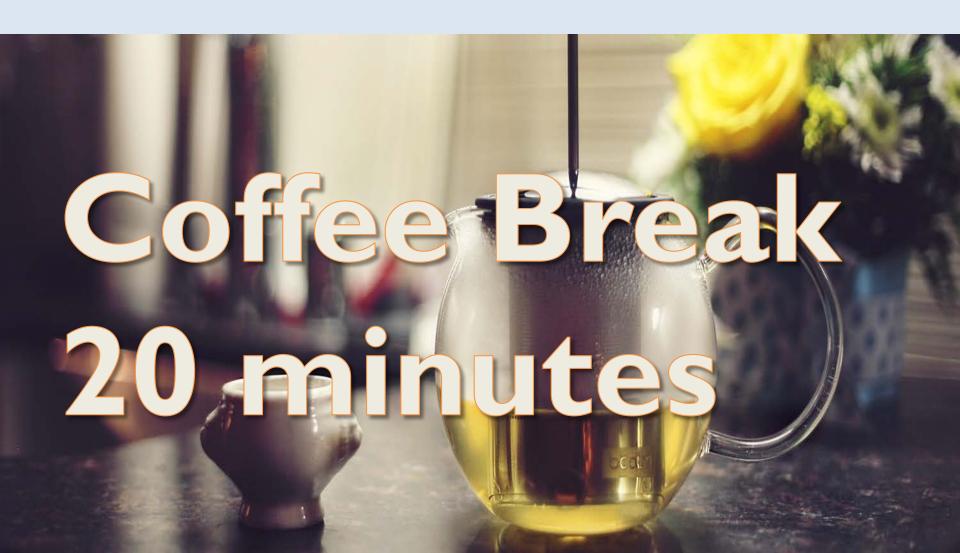
- There will be 3 propositions presented
- There will be a line continuum from: "strongly disagree to strongly agree"
- Go and stand on the line where which matches your response.



#### Walk the line

- 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







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

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



## PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG)

### JOSPHAT 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 ACDI-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

#### 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.



### Thank You.



### 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

#### **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





#### 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.



# 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,

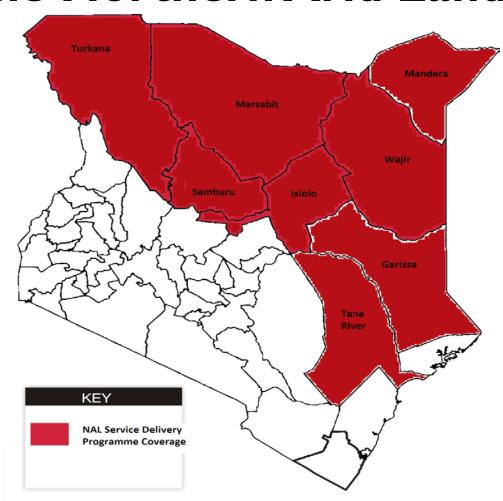
Kenya

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**



PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH
LEARNING EVENT

#### **APHIAplus IMARISHA**

- -Health & Nutrition
- Social determinants of health

#### Kenya RAPID

Community Water
 Infrastructure; institutional
 strengthening for water
 management

#### **WFP**

HH and community productive assets; Targeted food aid distribution; nutrition outcomes based interventions

#### SUCCESSES

Peace; improved health and nutrition; improved skills and income for vulnerable groups e.g. OVC

#### **Other Stakeholders**

County Government, NDMA, GoK, INGOs, CBOs/ LIPs

#### **REGAL-IR**

Livelihoods, LivestockValue Chain, CNRM /Conflict management;Drought management;Nutrition:

#### **AVCDI/ILRI**

Livestock Value Chain, markets and policy development

#### **NRT**

Community Conservancies, conflict management; rangeland management, community development and nature & wildlife protection

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

#### **KAPUTIR & KAINUK (Turkana South Sub county)**



PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH
LEARNING EVENT

#### **WFP**

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

#### **Community Challenges**

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

#### APHIA*plus* IMARISHA

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

#### <u>REGAL IR</u>

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

#### **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







# Strategies to Strengthen PREG Collaboration and Partnership

How will these changes come about?

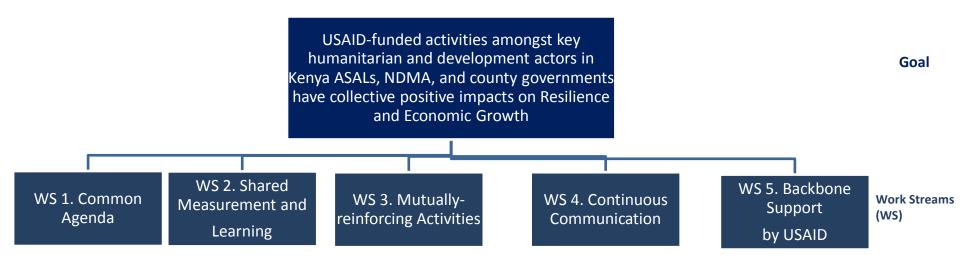
Peter Hailey



## **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**



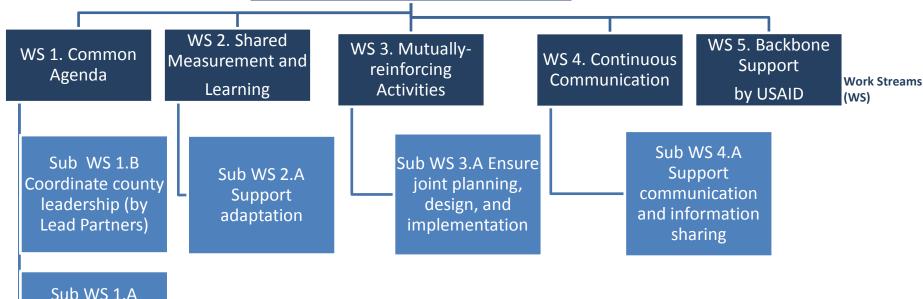


# PREG Roadmap for Collective Impact

#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH

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.

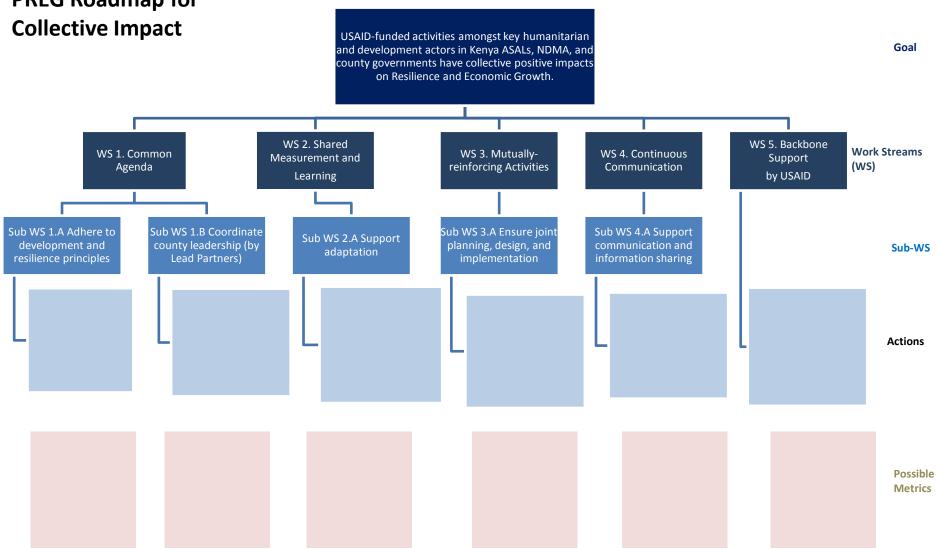
Goal



Adhere to development and resilience principles



# **PREG Roadmap for**

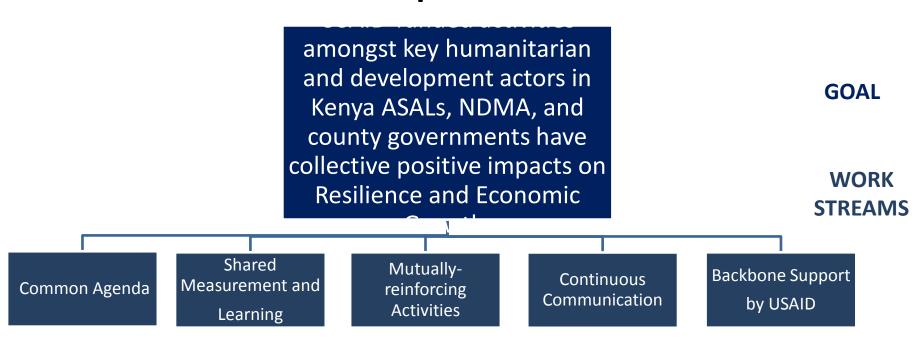




# STRATEGIES TO STRENGTHEN PREG COLLABORATION AND PARTNERSHIP

**HOW WILL WE BUILD ON PRESENT APPROACHES?** 

# PREG Roadmap for Collective Impact





## 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.







# 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)



ACTION	SUB- ACTIVITY	LEAD	COLLABORAT ORS	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.

# GIS Mapping Tool Presentation

# 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

#### Introduction

- 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?

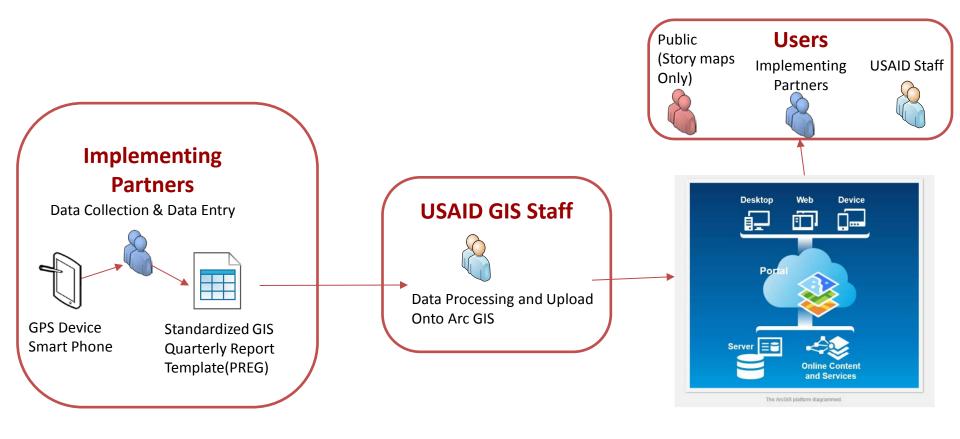
- Allow visualization of actual activity locations
- Identify areas of optimal coordination
- Utilize contextual information through overlays



Data flow

# PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT

#### The Process



Hosted online on ArcGIS online Portal Provided by the Geocenter

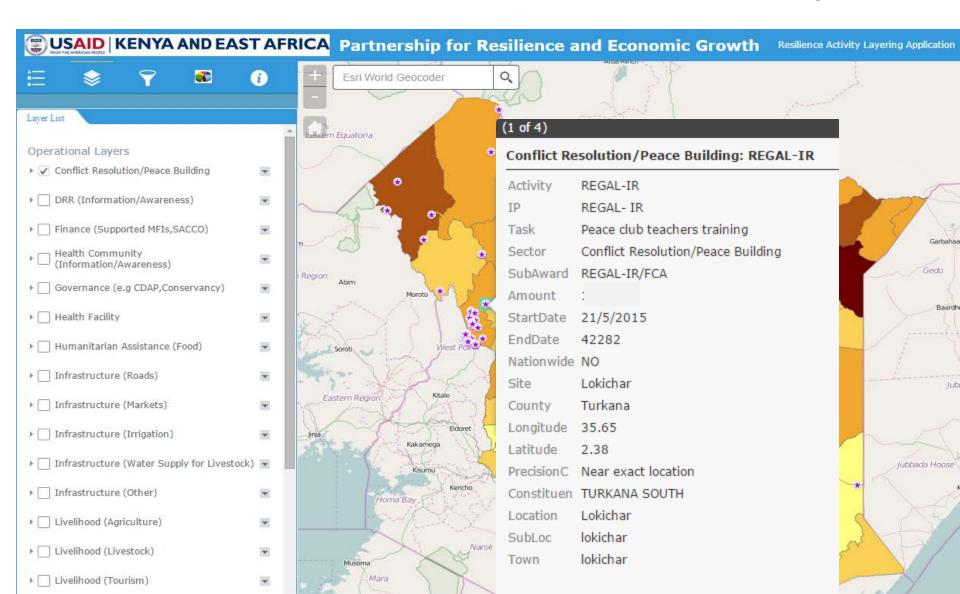


#### **The Partners**

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

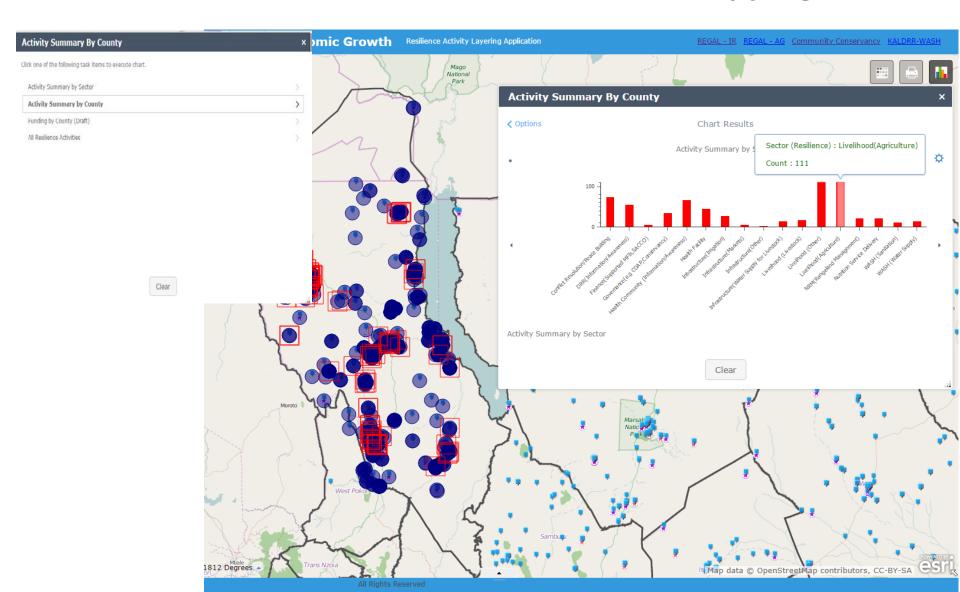


#### The Map Data





### **The Mapping Tools**





#### **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



#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH

#### LEARNING EVENT

# **Challenges & Areas for Improvement**

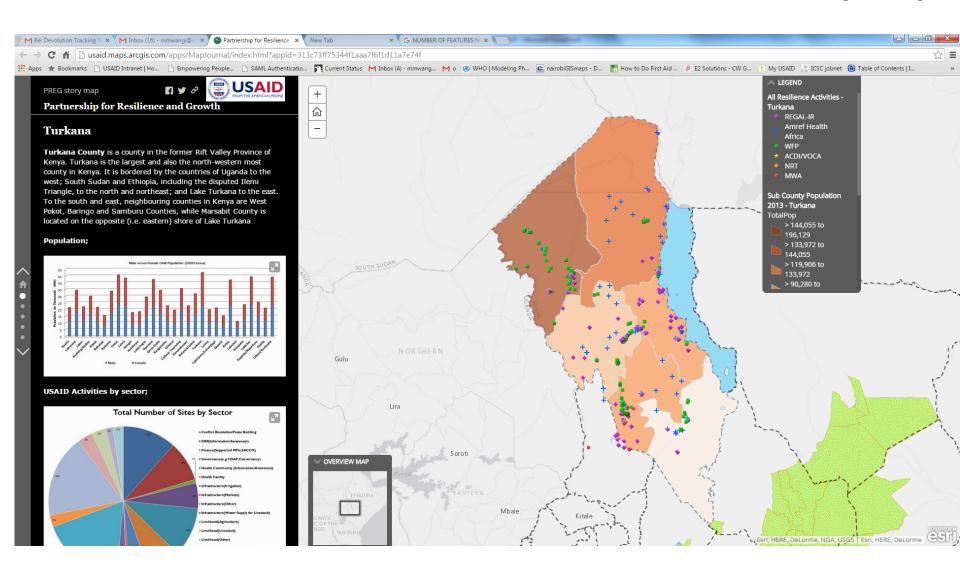
Challenges Encountered	Areas for Improvement
<ul> <li>Currently It is not possible to update the data real-time.</li> </ul>	<ul> <li>Need to develop a Real time data collector application for real-time data uploads</li> </ul>
<ul> <li>Not all relevant staff have been trained on the tool to ensure its effective use</li> </ul>	<ul> <li>More training to encourage widespread use of the tool among staff</li> </ul>
<ul> <li>Does not yet capture information on targets, results, beneficiaries</li> </ul>	<ul> <li>Explore revision of the data collection template</li> </ul>
<ul> <li>More secondary data required</li> </ul>	<ul> <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

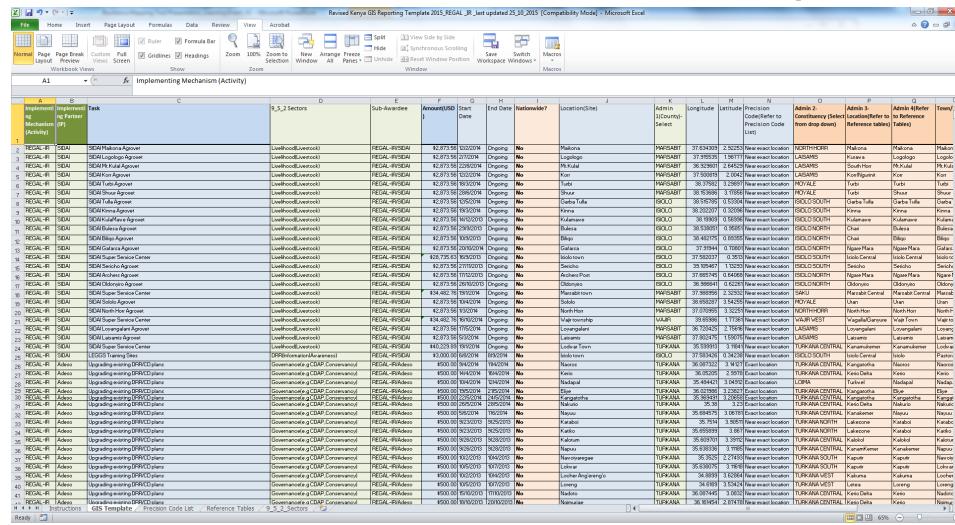


#### **Story Maps**





# GIS Template





# Thank you

Q&A

# PREG Communication Strategy



# 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**

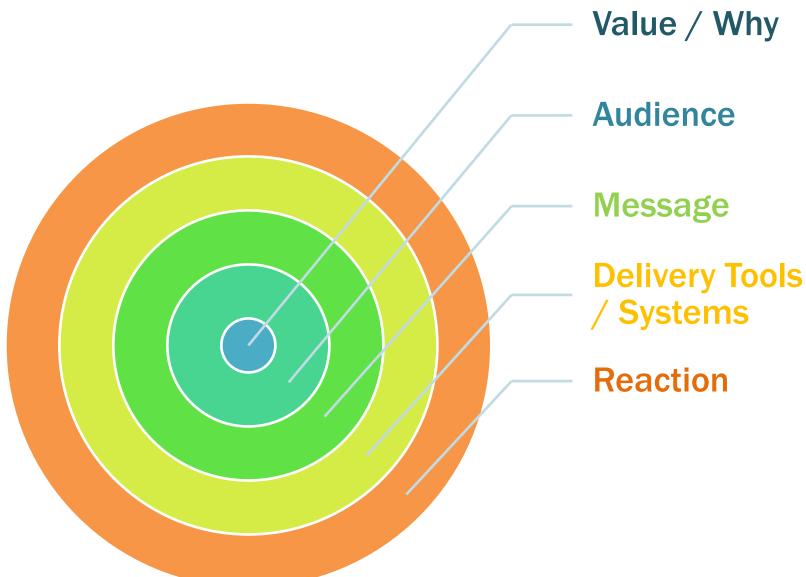
- PREG Communications Orientation
- Activity: Develop a shared vision for PREG communications
  - Strengths: Identify elements of communication that are working well
  - Opportunities: Identify elements of communication that need improvement
  - Report Back: Identify concrete actions for collaborative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



#### **DEFINING COMMUNICATIONS**



#### TARGETING YOUR COMMUNICATIONS





#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH

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# KNOWING YOUR STAKEHOLDERS & AUDIENCES

#### **GOVs**

- National
- County
- Bilateral

**GEN. PUBLIC** 

**PREG** 

REGIONAL LEADERS & ORGS

- NGOS
- Private sector

#### **MEDIA**

- Kenya
- Regional
- Intrntl.

## LOCAL COMMUNITY

- Groups
- Women & youth



#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH

LEARNING EVENT

## 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** 

# SECRETARIAT (USAID)

• USAID COMMS
SUPPORT

(DEVELOPMENT, OUTREACH, & COMMUNICATIONS TEAMS)

#### **PARTNERS**

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

**EDUCATION / INFO** 

**COLLABORATION SYSTEMS** 



#### **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 I-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 I-2 COMPELLINGS ITEM FOR EACH TO REPORT ON

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



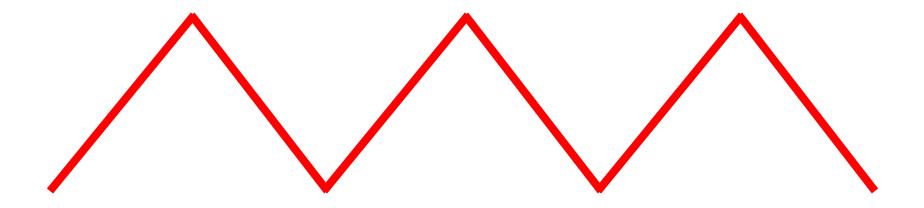
# Celebrating Gains



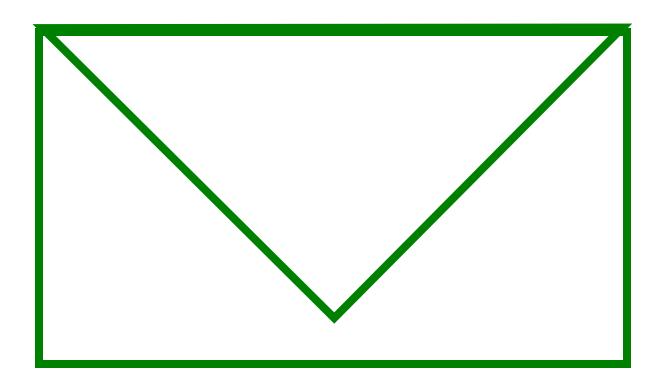


# Welcome back to DAY II

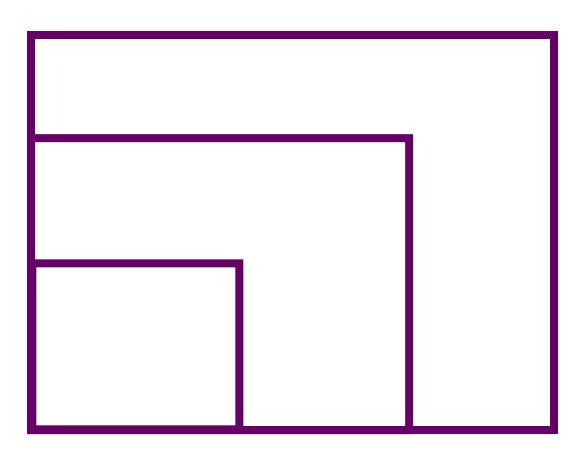














# Agenda

- Finish Specific Actions
- Emergent Issues Concurrent Sessions
- Measuring Success
- Africa Lead Learning Agenda
- Next Steps



# Agreements for success

Be fully present and productively contributing by:

- Briefly sharing thoughts, ideas and feelings
- Asking Questions
- Listening with an open mind to various perspectives
- Building on the ideas of others
- Engaging in small group tasks with a "we can-do-attitude"
- Being on time
- Putting electronics on silent and do not text
- Blending seriousness with lightheartedness



# Specific Action Task

- Work on completing the grid for at least two specific actions.
- Have a spokesperson prepared to report out one of your actions.
- Give your electronic document to Catherine.
- 40 minutes



#### **EMERGENT ISSUES**

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

Go to Breakout Room I

Group II: Exploring Partnership Output Indicators

Go to Breakout Room 2

Group II: Flexible Planning to Respond to Shocks

Stay in the Oak Room



# **Emergent Issues**

Everyone will get to attend the assigned sessions Materials from sessions will be available for all There will be summary closing comments

# PREG Institutional Strengthening, Policy and Learning



#### USAID KENYA AND EAST AFRICA





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

- 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
- 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**

#### **Macro Level:**

Support evidence-based policy and investment choices by EDE stakeholder for building resilience and economic growth in target counties

#### **Meso to Macro Level:**

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

Micro to Meso/Macro Level:

**Develop and implement a learning agenda for PREG** 

#### **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 ( I 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

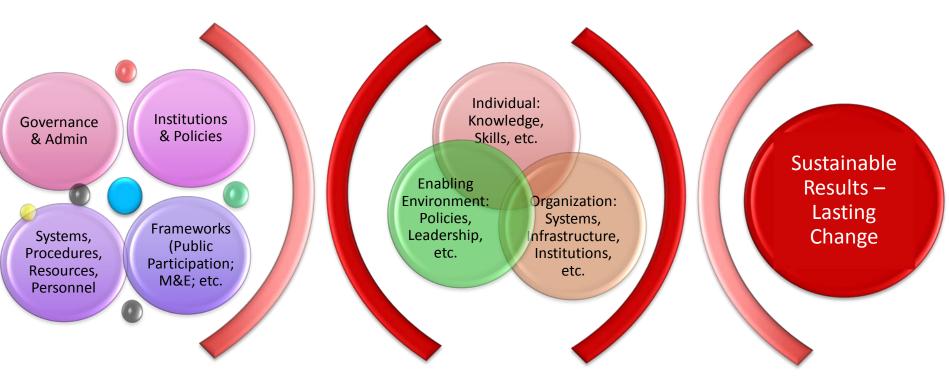
#### **PREG SUPPORT: Component 2**

# 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**



What? How? Why?

# 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 I to 5: Component I: 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 II to I4: 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.



#### Thank You

### **EDE M&E framework**

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

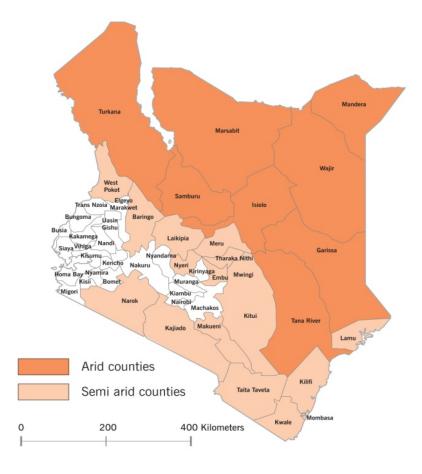


Paul Obunde, NDMA





#### What is EDE?



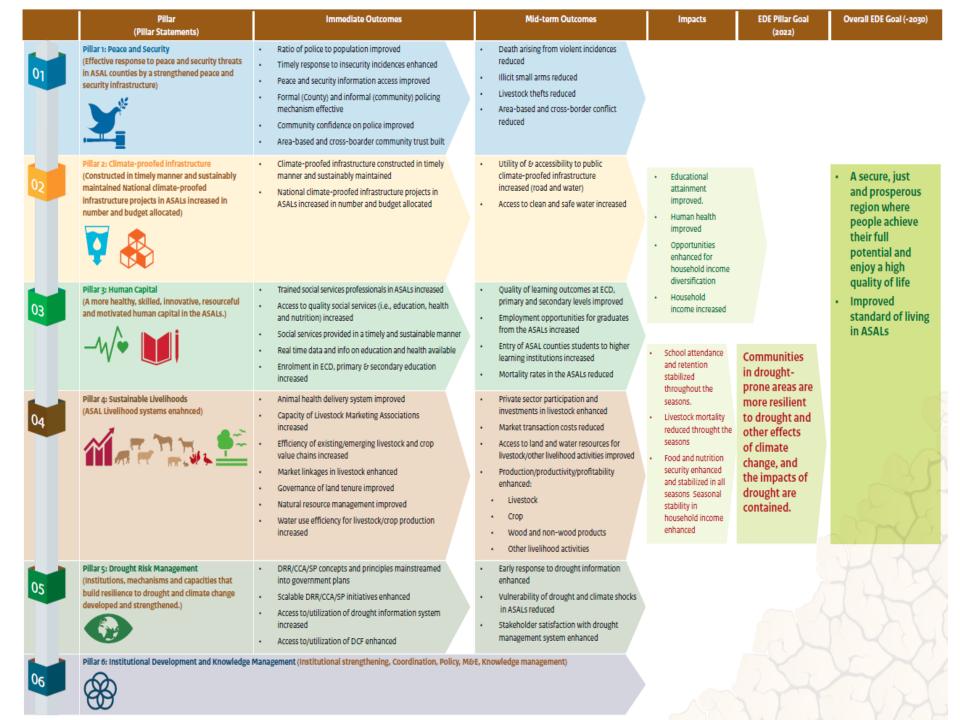
- I. Ten-year commitment by GoK and its partners to end preventable human suffering & economic losses.
- Rooted in the Constitution (right to freedom from hunger).
- Foundation for national transformation Kenya Vision 2030 (MTP II, chapter 3.8).
- 4. Regional commitment -Kenya's contribution to IGAD's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







### **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
EDE 10-year Goal (-2022)	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
		PG4. Kenya manages drought episodes without resulting to international emergency appeals (Yes/No).	Pillar 5	GoK; UN	Ad hoc

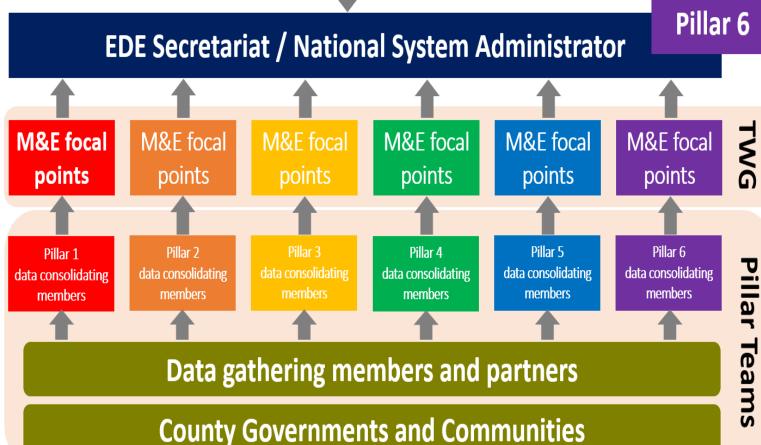


#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH

LEARNING EVENT

# **EDE M&E Framework: Indicators – Impacts**

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



# USAID FROM THE AMERICAN PEOPLE

# 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?



# 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

# 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 FOR RESILIENCE AND ECONOMIC GROWTH

#### LEARNING EVENT

# 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)

- I. 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.



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

USAID Center for Resilience
Karine Garnier
KM and Learning Advisor



### Presentation Outline

- I. 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?



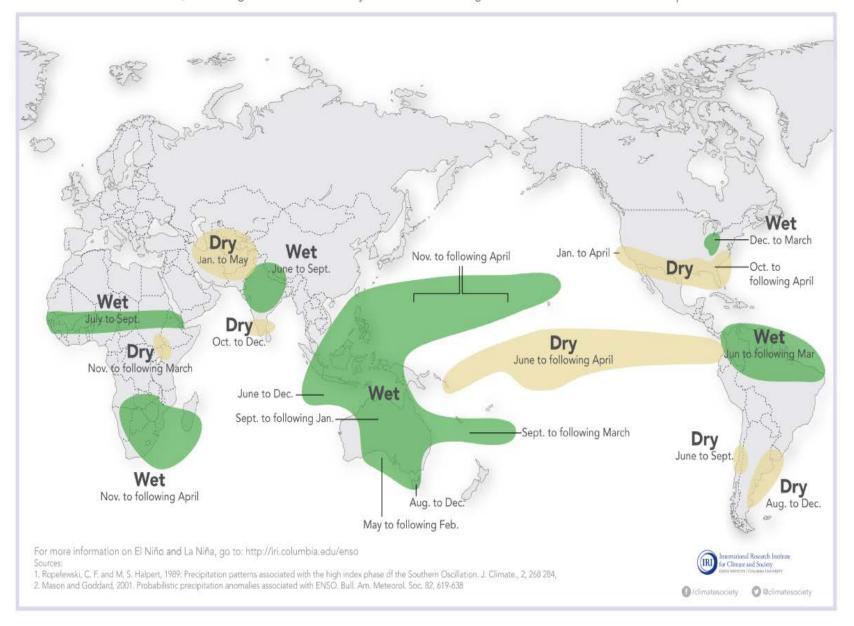
# Questions? Let's talk about shocks

 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)

#### La Niña and Rainfall

La Niña conditions in the tropical Pacific are known to shift rainfall patterns in many different parts of the world. Although they vary somewhat from one La Niña to the next, the strongest shifts remain fairly consistent in the regions and seasons shown on the map below.



# 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



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

# **USAID** and development partners

Practical Adaptation Network (PAN)







#### **USAID** internal

- Adaptive management included in the revision of the Automated Directives System (ADS)
- Launch of the



 C4R upcoming collaboration with the bureau for Policy, Planning & Learning (PPL) and the Office of Acquisition & Assistance (OAA) for guidance development

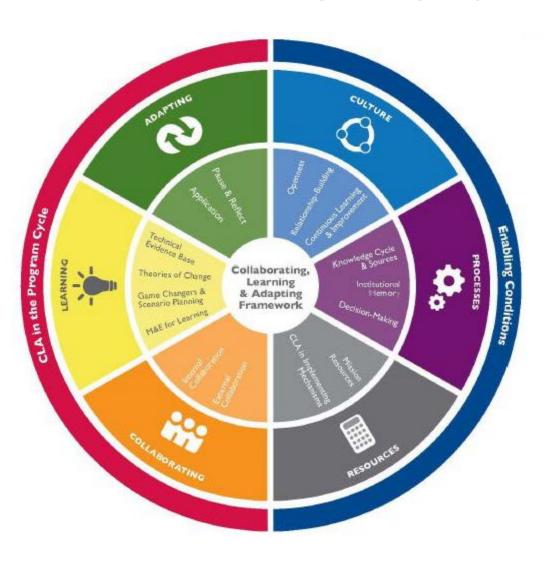
Conducive environment for flexibility and adaptation



#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH

LEARNING EVENT

# 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

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



Lesson:

# Ethiopia: Lesson and challenges

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 loosing 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?

- Filexing 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

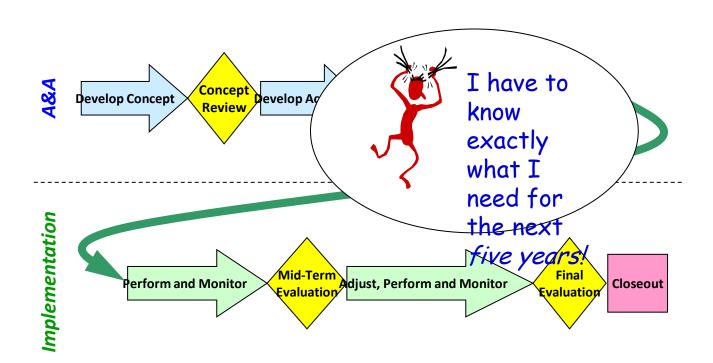


# A& A options to explore for new contracts

- 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

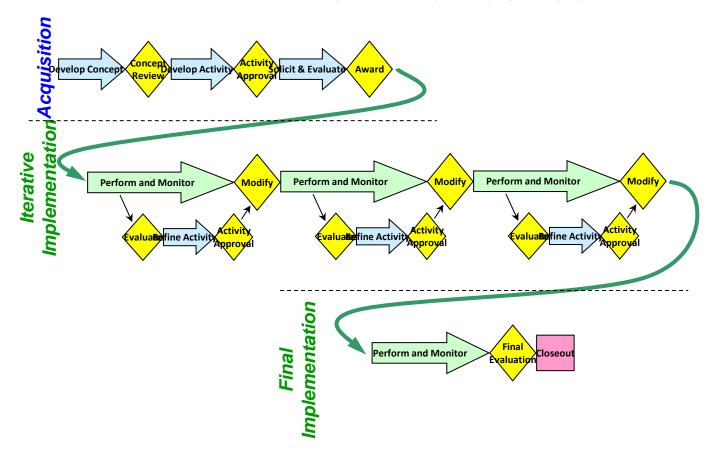


#### traditional Standard Process





# 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



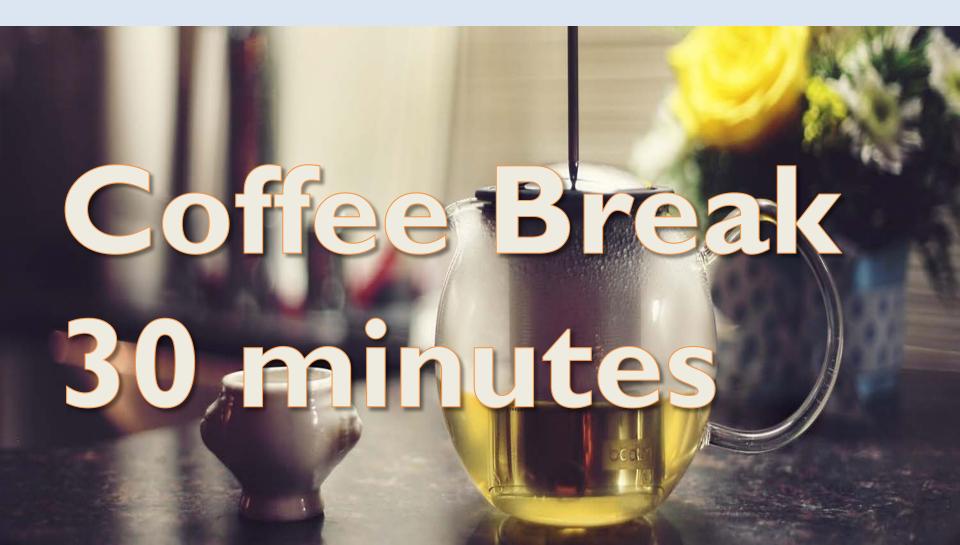
# Principles to consider: what are we missing?

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











### **EMERGENT ISSUES**

Group III: Flexible Planning to Respond to Shocks

Go to Breakout Room I

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

Go to Breakout Room 2

Group II: Exploring Partnership Output Indicators

Stay in the Oak Room

### **EMERGENT ISSUES SUMMARIES**



#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT





# 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?

- I.) 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 **RAPPORTEUR** TO CAPTURE YOUR THOUGHTS AND IDEAS.



# An M&E Approach for PREG Partnership and Collaboration

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

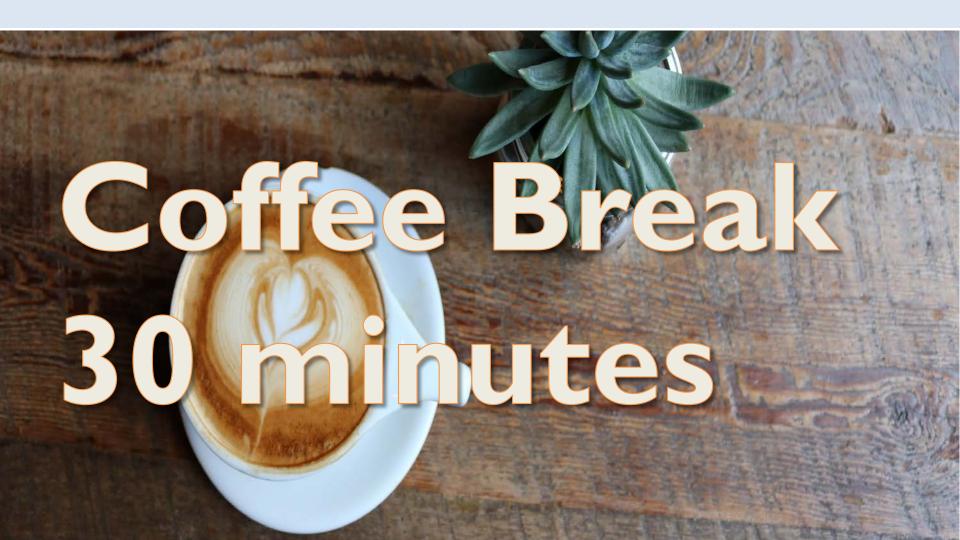
- Who is responsible for making these measurements (i.e. collecting data)?
- **To whom** do we deliver this data?
- How **often** do we need access to (to collect?) this data/information, for it to be useful?
- What resources do we have or need to accomplish this data collection, analysis, and use?

#### **IFYOU HAVE TIME....**

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



#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT





### 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).













#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH LEARNING EVENT

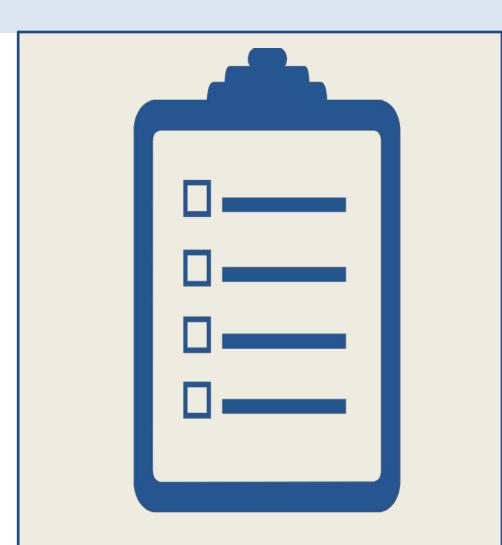
#### Next Steps

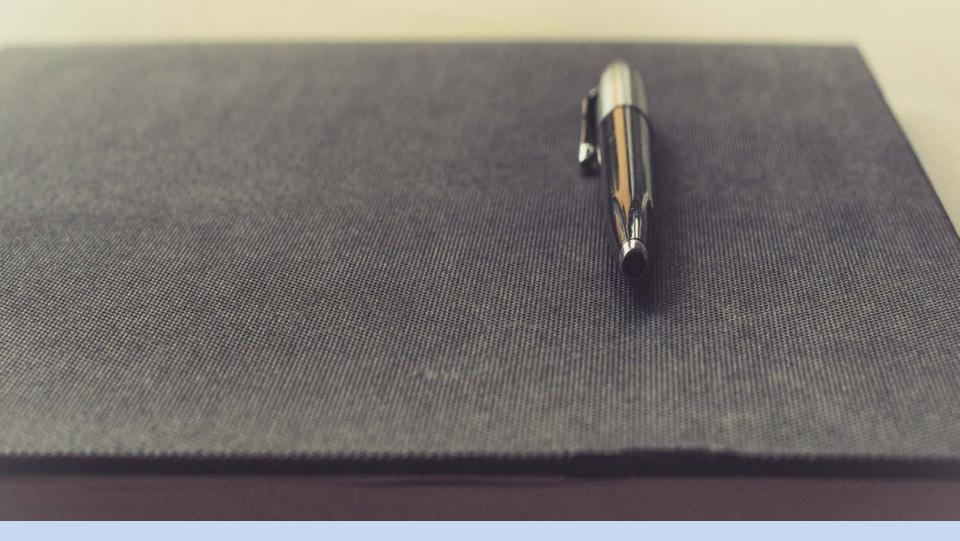




#### **Evaluations**

- Please fill out evaluations.
- Place them in the evaluation box.
- We welcome and look forward to your feedback!





#### Close







#### Teamwork Wake-up Stretches

- Using the strings, create the shapes that will appear on the screen
- All group members should be actively involved
- When finished with the task shout "got it"!



#### PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH

LEARNING EVENT

### Warm Up

