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# THE PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG)

## PARTNERSHIP MANUAL



This publication was produced by the Feed the Future Building Capacity for African Agricultural Transformation Project (Africa Lead II) for the United States Agency for International Development.



# THE PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG)

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**DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government

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## **Abbreviations and Acronyms**

<b>AOR</b>	Agreement Officer's Representative
<b>ASAL</b>	Arid and Semi-Arid Lands
<b>COR</b>	Contracts Officer's Representative
<b>DRM</b>	Drought Risk Management
<b>FTF</b>	Feed the Future
<b>EDE</b>	Ending Drought Emergencies
<b>GDP</b>	Gross Domestic Product
<b>ILRI</b>	International Livestock Research Institute
<b>IPs</b>	Implementing Partners
<b>MTPs</b>	Medium-Term Plans
<b>NDMA</b>	National Drought Management Authority
<b>NGOs</b>	Non-Governmental Organizations
<b>PREG</b>	Partnership for Resilience and Economic Growth
<b>SOPs</b>	Standard Operating Principles
<b>USAID</b>	United States Agency for International Development
<b>WG</b>	Working Group

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# I. Background

## **The Partnership for Resilience and Economic Growth (PREG)**

The Partnership for Resilience and Economic Growth brings together humanitarian and development partners to build resilience among vulnerable pastoralist communities in northern Kenya. It includes both USAID programs and implementing partners. USAID PREG works with the Kenya National Drought Management Authority (NDMA) and county governments to coordinate resilience and economic growth activities in nine arid and semi-arid land (ASAL) counties. It builds on community-identified strengths and priorities, tapping into the remarkable survival abilities of local populations.

### **About this manual**

This manual is a ‘one stop’ reference guide for USAID and PREG partners to orient new and existing members on the rationale, operations, approaches and methods of the PREG partnership. The manual seeks to answer four critical questions:

- What is PREG? – Identity, vision, mission and principles.
- Why PREG and why is it only for USAID funded programs? – Rationale for collaboration for impact and evidence of results.
- How does PREG work? – Structure, governance, work streams, tools, onboarding, exiting, etc.
- What are the roles and responsibilities of different actors at national and county levels? - Chiefs of Party (CoPs), Deputy Chiefs of Party (DCoPs), Partners, County Leads etc.

This manual targets all CoPs with a county presence, PREG County Leads and their alternate leads where they exist. The manual is designed to enable partners to effectively understand the purpose and vision of the partnership, its coordination and structures, tools and methods of work, the role of partners, as well as benefits of the partnership. The manual will be an important tool for the orientation of new partners and will support the exit of closing projects at the county level, PREG work plan development and implementation, representation of PREG, county government liaisons, as well as the national level PREG coordination and partnership processes.

The overall goal of the orientation process is to align and reinforce PREG collaboration and partnership at both national and county levels.

## 2. About PREG

The Partnership for Resilience and Economic Growth in Kenya (PREG) brings together humanitarian and development partners to build resilience among vulnerable pastoralist communities in northern Kenya. It includes both USAID programs and implementing partners. PREG works with the Kenya National Drought Management Authority (NDMA) and county governments to coordinate resilience and economic growth activities in nine ASAL counties<sup>1</sup>. It builds on community-identified strengths and priorities, tapping into the remarkable survival abilities of local populations.

### ***The PREG Vision for change***

*A multi-sector partnership that will enhance food and nutrition security, increase agriculture-led economic growth and build resilience among people and systems in Northern Kenya.’*

### **2.1 Why USAID funded programs only?**

Over the years, USAID funded programs have increased substantially in ASAL areas while the number of development partners in these areas has also gone up. There are three key reasons why PREG’s focus is mainly on USAID funded programs;

- PREG enables USAID to coordinate and increase efficiency among its implementing partners, reduce duplication, and promote transparency.
- It allows USAID to be consistent and coherent in its programing approach to resilience since different development partners define and employ different approaches in their programs.
- PREG improves accountability across USAID technical offices as well as mutual accountability among its partners.

### **2.2 Rationale for Collaboration and Partnership in PREG**

As pressures on development agencies increase and become more complex, partnerships hold much promise. The goal of partnerships is to achieve more than individual organizations can achieve on their own. In other words, the whole of the partnership adds more value than the sum of the individual parts. Through partnerships, agencies can contribute their small parts and reap the benefits of everyone’s effort. Partnerships also help accelerate learning and distribution of skills and knowledge, adding depth and breadth to community impact. However, agencies must be prepared to build, sustain, and evaluate them in a systematic way.

The Collective Impact Approach is a model for collaboration and partnership aimed at improving efficiency, planning, and implementation of complex development challenges. Development challenges typically involve multiple stakeholders, all with different perspectives about the causes and best solutions to complex development issues. More importantly, the Collaborative Impact Approach converges perfectly with the purpose of the Ending Drought Emergencies (EDE) Common Programme Framework. The purpose of the EDE framework is to facilitate cooperation and synergy across sectors, actors, geographical

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<sup>1</sup> Baringo, Garissa, Isiolo, Mandera, Marsabit, Samburu, Tana River, Turkana and Wajir



areas, and levels of operation to ensure programming is coherent, coordinated and efficient. The EDE Framework plays to the strengths of different agencies and instruments and creates the possibility of layering or aggregating interventions that target different population groups.

### 2.3 The PREG Core Organizational Components

The following table provides a list of organizational components along with commonly used operational terms.

PREG Organizational Components
<p><b>PREG, PREG Partners, and PREG National Secretariat:</b> PREG members consist of USAID implementing partners (IPs) and Government of Kenya authorities at the national and/or county level. Individual USAID IPs are bound by contracts/agreements, whereas local authorities' coordination is based on informal agreements with members.</p>
<p><b>USAID Internal PREG Committee:</b> USAID staffs are responsible for PREG's overall leadership and governance. Two USAID staff members lead coordination efforts and work closely with respective technical offices and COR/AORs. However, a more formalized USAID coordination structure will help to sustain PREG as it grows. USAID holds PREG committee coordination meetings each month.</p>
<p><b>PREG National Secretariat:</b> The PREG national level steering committee is comprised of PREG partners, USAID representatives, and Chiefs of Party (CoPs) of implementing partner organizations. Representatives from the National Drought Management Authority (NDMA) currently lead coordination efforts. Africa Lead II provides administrative functions in the role of "Backbone Support."<sup>2</sup> PREG holds National Secretariat coordination meetings each month.</p>
<p><b>PREG County Secretariat:</b> The PREG county level steering committee is comprised of IPs, county government officials, and county NDMA representatives, and is subordinate to the PREG National Secretariat. A County Lead coordinates the County Secretariat with support from the Backbone Support organization. A number of county representatives indicated that they also engage in Backbone Support activities when coordinating with County Secretariat members. County structures vary depending on the dynamics with county authorities and other coordination mechanisms (e.g. County Steering Group, the UN Delivering as One Framework, etc.). PREG holds County Secretariat coordination meetings each month.</p>
<p><b>County Lead:</b> PREG partners designate a county representative to facilitate secretariat activities at the county level. The County Lead serves as the chair of the PREG County Secretariat, and also oversees implementation efforts of his/her specific PREG program activities. The County Leads hold this leadership position for a maximum of two (2) years.</p>
<p><b>Chair/Co-chair:</b> Representative who facilitates respective coordinating bodies. Initial feedback indicated that a PREG partner should hold the chair position at the national and county secretariats on a rotational basis. It was recommended that USAID serve in a permanent role at the National Secretariat. Government leadership at the national and county levels is encouraged and should be clearly defined and documented. The Chair and Co-chair hold these positions for a maximum of two (2) years.</p>

<sup>2</sup> The role of the Backbone Support is clarified further in section 3.6 of this module.

**Working Group (WGs):** A committee of PREG partners designated to solve a particular issue. WGs occur at the national and county levels and may be formed specifically to address PREG functions (e.g. GIS mapping, communications, etc.) or support county government initiatives (e.g. the Nutrition Technical Working Group).

**Backbone Support:** An organization responsible for coordination, administrative support, and driving collective impact. Africa Lead II, also known as PREG Learning, serves as the role of Backbone Support, charged with strategic communications, knowledge management, and administrative roles and responsibilities.

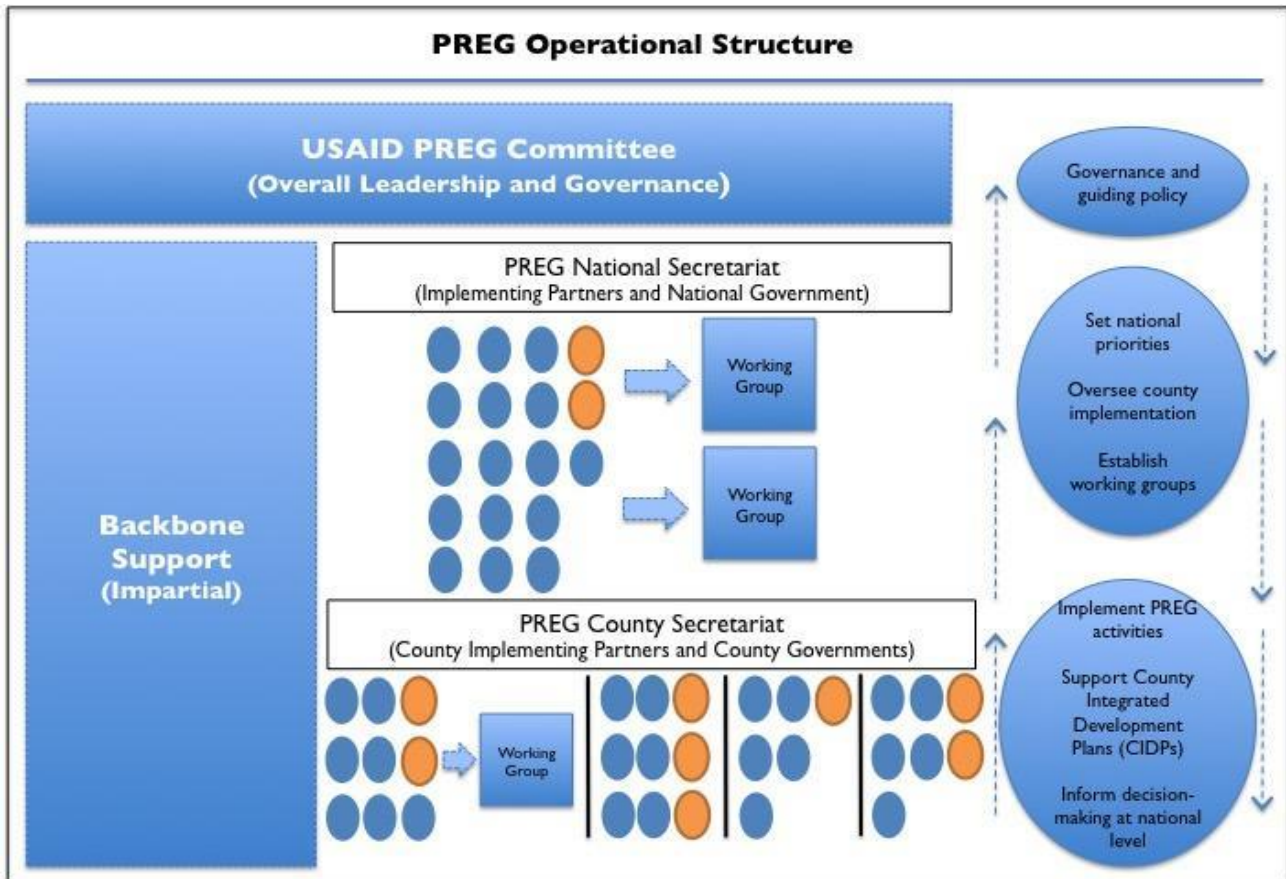
## 2.4 Operational Structure

PREG's success has largely been driven by the collaborative effort and goodwill of its members. As the structure has grown, it has been shaped by various factors including changing partners, increased government involvement, and varying local dynamics. However, the partnership and structure continue to evolve as the partnership grows. Figure I on the next page illustrates an overview of the current PREG organizational structure.<sup>3</sup>

PREG's overall leadership is governed by USAID, with respective staff (COR/AORs) overseeing individual programs. The National Secretariat and County Secretariats are comprised of implementing partners (represented as blue circles) and government partners (represented as orange circles). Working Groups are established as needed by the national and county PREG members. General responsibilities are depicted on the right side, with vertical arrows representing flows of information.

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<sup>3</sup> The image serves as a representation of the structure and is not the official organizational chart.



## 2.5 Collaboration for Impact

PREG has adopted the Collective Impact Approach for its standard operating principles (SOPs). The Collective Impact Approach is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations, and communities to achieve significant and sustainable change. The approach is premised on the belief that no single policy, government department, organization or program can tackle or solve the increasingly complex problems we face as a society.

The approach calls for multiple organizations or entities from different sectors to adopt a common agenda, and shared measurement for alignment and accountability. “[...] we believe that there is no other way society will achieve large-scale progress against the urgent and complex problems of our time, unless a collective impact approach becomes the accepted way of doing business.” John Kania and Mark Kramer.



Fig. 2: Five Key Elements of Collective Impact

John Kania and Mark Kramer first wrote about collective impact in the Stanford Social Innovation Review in 2011, and identified five key elements that provide the framework for the core PREG standard operating principles and work streams.

- All partners have a common agenda for change, including a shared understanding of the problem and a joint approach to solve the issue through an agreed set of actions.
- Collecting data and measuring results consistently across all the partners ensures shared measurement for alignment and accountability.
- A plan of action that outlines and coordinates mutually reinforcing activities for each partner.
- Open and continuous communication is needed across multiple actors to build trust, assure mutual objectives, and create common motivation.
- A backbone organization(s) with staff and specific sets of skills to serve the entire initiative and coordinate participating organizations and agencies.

## **2.6 Duties and responsibilities of PREG members**

In order to make the partnership a success, the PREG county members have the following duties and responsibilities;

1. Participate and work with other partners in the monthly work plan meetings
2. Regularly share data and information from implementation sites
3. Share work plan and activity progress reports
4. Participate in technical working groups in the county
5. Provide regular communication and update on implementation of activities
6. Uphold and put into practice the PREG Standard Operating Principles
7. Adhere to common program implementation practices made by PREG partners such as communication with county government, technical staff and local communities, branding and marking etc.

## **2.7 Duties and responsibilities of the CoPs**

In order to make the partnership a success, the CoPs have the following duties and responsibilities;

1. Participate in the national PREG monthly meetings
2. Regularly communicate downwards and provide leadership to their respective county staff
3. Liaise with other partners at the national level in identification of layering priorities in the annual work plan
4. Participate in the EDE Pillar and technical working groups at national level
5. Uphold and put into practice the PREG Standard Operating Principles
6. Regularly update the AOR/COR on progress and challenges in implementation of PREG activities
7. Adhere to common program implementation practices made by PREG partners such as communication with government at the national level

8. Assign two people for PREG learning activities (prime and alternate) in the organization

## **2.8 The National Backbone Support Function**

The Backbone Support function for PREG serves as the “switchboard” for communications between USAID and implementing partners. At the national level, the Backbone Support function is currently played by the USAID PREG committee with administrative and communication support from Africa Lead II. During the 2018/19 period, this function will transition to the LMS activity.

The Backbone Support function holds little governance authority but it plays a key role as the connective tissue between stakeholders at all levels. The organization reports to USAID and is responsible for initiatives that drive collective impact among PREG partners.

**NOTES AND ACTION POINTS**

	ACTION POINTS

# 3. The Backbone Support Function

## 3.1 Introduction

**The overall purpose and mandate:** The Backbone Support function for PREG serves as the “switchboard” for communication between USAID and implementing partners.

Key takeaways from collective impact experiences:

- Individual organizations cannot achieve collective impact without backbone support.
- Backbone organizations shift focus over time. At the onset, the backbone organization will give a greater focus on guiding the PREG vision, supporting partners to understand and internalize the partnership principles and work modalities. Over time, however, this focus changes to focus more on coordination of PREG activities in a manner that is mutually reinforcing, supporting partners to share measurements, development and facilitation of the learning agenda, as well as in resource mobilization.
- Backbone organizations’ partners require ongoing assistance with data. Although establishing shared measurement practices was seen as a strength of backbone organizations, building partners’ capacity to contribute and use data in measuring progress of the partnership is a common area for improvement.
- External communications and building political will are common backbone challenges.

Backbone organizations essentially pursue six common activities to support and facilitate collective impact, which distinguish this work from other types of collaborative efforts. Over the lifecycle of an initiative, backbone organizations:

1. Guide vision and strategy:
  - ✓ Mobilize and coordinate all PREG partners under a single umbrella
  - ✓ Lead county PREG meetings and relevant working groups
  - ✓ Coordinate PREG county activities
  - ✓ Orient new and exiting partners
2. Support alignment in implementation of activities:
  - ✓ Develop county level plans; participate in joint planning analysis; and coordinate with officials to align to county plans and priorities
  - ✓ Coordinate individual PREG partners in the county
  - ✓ Ensure that knowledge management and GIS mapping efforts are maintained and updated quarterly
3. Establish shared measurement practices:
  - ✓ Work with stakeholders to improve the Collaborating, Learning, and Adapting (CLA) process
  - ✓ Coordinate with partners and national PREG to identify gaps in data collection
  - ✓ Support county monitoring and reporting
4. Build political support:

- ✓ Represent PREG in different county forums such as CSG meetings, county department meetings, and engagements with external partners and local communities
5. Advance policy:
    - ✓ Communicate USAID policy on PREG matters
    - ✓ Provide feedback from county governments to partners
  6. Mobilize additional partnerships:
    - ✓ Identify gaps in PREG activities
    - ✓ Engage county governments to complement and prioritize PREG sites for maximum impact

Over time, backbone organizations can expect these activities to lead to changes among partners, donors, policymakers, and community members. This will lead to more effective systems and improved community outcomes.

### 3.2 Backbone Effectiveness<sup>4</sup>: 27 Indicators of the effectiveness of the backbone

<b>Guide Vision and Strategy</b>	<ul style="list-style-type: none"> <li>•Partners accurately describe the common agenda</li> <li>•Partners publicly discuss/advocate for common agenda goals</li> <li>•Partners’ individual work is increasingly aligned with the common agenda</li> <li>•Partners increasingly look to backbone organization for initiative support, strategic guidance and leadership</li> <li>•Partners adopt standard entry and exit procedures</li> </ul>
<b>Support alignment in implementation of activities</b>	<ul style="list-style-type: none"> <li>•Partners articulate their roles in the initiative</li> <li>•Relevant stakeholders are engaged in the initiative</li> <li>•Partners communicate and coordinate efforts regularly, with and independently of, backbone support</li> <li>•Partners increase levels of trust with one another</li> <li>•Partners increase scope / type of collaborative work</li> <li>•Partners improve quality of their work</li> <li>•Partners improve efficiency of their work</li> <li>•Partners feel supported and recognized in their work</li> </ul>
<b>Establish Shared Measurement Practices</b>	<ul style="list-style-type: none"> <li>•Shared system for measurement of growth of the partnership is in place</li> <li>•Partners understand the value of sharing information</li> <li>•Partners make decisions based on shared information</li> </ul>
<b>Build political support</b>	<ul style="list-style-type: none"> <li>• County government and other stakeholders are increasingly aware of the issue(s)</li> <li>• County government and other stakeholders express support for the initiative</li> </ul>

<sup>4</sup> Source: FSG and Greater Cincinnati Foundation



	<ul style="list-style-type: none"> <li>• County government and other stakeholders feel empowered to engage in the issue(s)</li> <li>• County government and other stakeholders increasingly take supportive action</li> </ul>
<b>Advance Policy</b>	<ul style="list-style-type: none"> <li>•Target audience (e.g. influencers and policymakers) is increasingly aware of the initiative</li> <li>•Target audiences advocate for changes to the system aligned with initiative goals</li> <li>•Public policy is increasingly aligned with initiative goals</li> </ul>
<b>Mobilize additional partnerships</b>	<ul style="list-style-type: none"> <li>•Funders are asking non-profits to <b>align</b> to initiative goals</li> <li>•Funders are redirecting funds to support initiative goals</li> <li>•New resources from public and private sources are being contributed to partners and initiative</li> </ul>

### 3.3 Common Characteristics of Effective Backbone Leadership

The characteristics of effective backbone leaders include the following:

**Visionary** - In addition to identifying the agenda items, they have a clear vision of where to focus and have the ability to drive focus towards that direction.

**Results-oriented** - They are constantly encouraging members towards achieving desired results and actions.

**Collaborative relationship builder** - They are collaborators and consensus builders, and work very well with partners. They do a good job of making everyone feel they are important.

**Focused, but adaptive** - They exhibit a combination of laser focus, a willingness to listen, and an ability to take decisive action only on select ideas. They ensure all activities and actions contribute towards achieving end goals.

**Charismatic and influential communicator** - They are extraordinarily articulate and passionate about their work, and are true leaders in the field.

**Political** - They are politically savvy and understand when to tackle different issues.

**Humble** - They see themselves as ‘servant-leaders.’

### 3.4 The On boarding and exiting process

In each county, it may take a while to fully integrate new members into the partnership. One way to assist the new partners through the initial adjustment period is to provide them with an "orientation to bring them on board." This orientation process is commonly referred to as – on boarding. The onboarding process is an established process of induction

for new partners by the County Lead who serves as formal point of contact for information about PREG.

Conversely, the exiting process refers to the orderly exit of partners from implementation of USAID activities in the county either through project closure, termination, or change in strategy. The main reason for an organized exit is to preserve gains made through USAID investments and layering of activities. The exit process, however, does not replace contractual USAID project sustainability plan/s<sup>5</sup>. The table below presents an indicative set of milestones for on boarding of new partners through three phases of work. The framework and the exit guidelines have been developed from the experiences and practices of current PREG County Leads and the timeframes used are indicative:

### KEY ON BOARDING MILESTONES IN THE COUNTY

Areas of Focus	INTRODUCTION DURING THE FIRST 1-3 WEEKS	DURING THE NEXT 2-3 WEEKS	DURING THE LAST 2-3 WEEKS
<b>Introduction to PREG</b>	<ul style="list-style-type: none"> <li>• Make presentation about PREG sharing the PREG vision, structures, and SOPs</li> <li>• Share list of PREG partners in the county and their contacts</li> <li>• Share PREG story and activity maps</li> <li>• Addition of partner into mail list</li> <li>• Share PREG communication materials</li> </ul>	<ul style="list-style-type: none"> <li>• Share PREG layering maps</li> <li>• Invitation to attend PREG monthly meeting</li> <li>• Share the PREG work plan</li> <li>• Introduction to partners</li> <li>• Hold a welcome reception</li> </ul>	<ul style="list-style-type: none"> <li>• Invitation to make presentation at PREG monthly meeting</li> <li>• Discussion of layering activities</li> </ul>
<b>Stakeholder engagement</b>	<ul style="list-style-type: none"> <li>• Update on key activities undertaken by other partners in the relevant sector</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction to key county government decision makers</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction at CSG meeting</li> </ul>

### KEY EXITING MILESTONES IN THE COUNTY

Areas of Focus	DURING THE LAST SIX MONTHS	DURING THE LAST THREE MONTHS	DURING THE LAST 2-3 WEEKS
<b>Exiting PREG</b>	<ul style="list-style-type: none"> <li>• Make presentation to the county PREG team on the last set of activities in their work plan</li> <li>• Share list or database of key contacts and resources persons in the county for any follow ups e.g. database of ToTs Identify areas where other partners can layer and share with them bilaterally</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare a short exit report for the county partnership</li> <li>• Hold a farewell reception</li> <li>• Update the County Lead on any key tasks they may have been undertaking on behalf of PREG</li> </ul>	<ul style="list-style-type: none"> <li>• Make a presentation at the CSG</li> </ul>

<sup>5</sup> The project or activity exit strategies or processes are measures put in place by the project to ensure the sustainability of activities, outcomes and impacts.

**NOTES AND ACTION POINTS**

	ACTION POINTS

# 4. Development and Implementation of PREG Work plans

## 4.1 The PREG Work plan

In August 2016, PREG organized a learning event that adopted a collaborative framework to ensure sustainability of its work. Shortly after the learning event, PREG Learning conducted joint work planning and team building workshops in five counties: Garissa, Isiolo, Marsabit, Turkana, and Wajir. Upon completion of the joint work planning workshops, PREG hosted the national joint work planning workshop with the aim of strengthening current and ongoing partnership processes at both national and the county levels.

The workshop was designed to enable partners to build their knowledge, understanding and skills of how to work effectively in the partnership. Topics and concepts highlighted during the workshop included PREG learning strategies, partnership frameworks, practical tools and experiential learning.

The workshops aimed at developing skills, understanding and knowledge for effective cross-sector partnering through peer-to-peer exchange along the five critical work streams of collaboration and partnership. The work streams that defined the organization of the work plan across the five standard operating principles included the following:

- Common Agenda – The development of a common vision and agreed set of actions to achieve targeted objectives and desired results.
- Shared Measurement - Collecting data and measuring results in a consistent manner across all activities.
- Mutually Reinforcing Activities – The use of a mutually reinforcing plan of action to coordinate and implement activities.
- Stakeholder Engagement– The use of a communication strategy that promotes clear, consistent and open communication within PREG and with other partners, especially the Government of Kenya.
- Backbone Support – The development of a secretariat that serves as a backbone to coordinate the members of PREG, and to guide the implementation of the common PREG agenda for partnership and collaboration.

### Resolutions of the national PREG work planning workshop

1. The Common Agenda: Recognition of the need for a joint work planning process by partners at the national level for the 2018 work plan. A working group was also created to revisit the joint PREG vision, and ensure it is consistent with EDE priorities as well as USAID’s country development focus.
2. Layering of activities at the national level: PREG partners identified layering activities at the national level, especially in program elements that involve working with the national government, NDMA, and the Council of Governors. A layering work plan was developed from the workshop.
3. Adoption of a joint shared measurement system for monitoring the growth of the partnership at both county and national levels.
4. Strengthening PREG leadership and coordination at both national and county levels.
5. Supporting counties to keep the momentum of implementing their work plans.

## Illustration of the first national PREG priority activities for Year 2017/18

<b>Common Vision/Agenda</b>	
<b>Core Issue</b>	<b>Priority Activities</b>
<i>Lack of clarity in processes of onboarding and exit</i>	<ul style="list-style-type: none"> <li>Develop and use onboarding and exit guidelines for all PREG partners</li> </ul>
<i>Inadequate collaboration between county and national PREG</i>	<ul style="list-style-type: none"> <li>Enhance collaboration between County and National PREG through monthly meetings</li> </ul>
<i>Re-introduce ‘deep dive’ thematic discussions at PREG meetings (1-2 per workshop) e.g. CLA</i>	<ul style="list-style-type: none"> <li>Assign two people for PREG learning activities (PRIME and Alternate) in each organization</li> </ul>
<b>Mutually Reinforcing Activities (Layering)</b>	
<i>Existing gap in policies/ domesticating to county context</i>	<ul style="list-style-type: none"> <li>Support development of relevant policies at national and county level</li> <li>Map PREG partners to represent PREG partners in various policy dialogues</li> <li>Identify opportunities for partners to engage in legislation/ strategy development</li> </ul>
<i>Poor knowledge management processes and lack of evidence-based practice</i>	<ul style="list-style-type: none"> <li>Development of an information portal on best practices</li> </ul>
<i>Domestication of knowledge management process at the county level</i>	<ul style="list-style-type: none"> <li>Sensitize/ raise awareness in the counties on the portal</li> <li>Training of county staff on collecting and inputting information</li> </ul>
<i>Integrating and influencing MTP III through greater engagement in pillar six</i>	<ul style="list-style-type: none"> <li>Participating in pillar six meetings</li> <li>Review the mapping of investments and resources</li> </ul>
<i>Capacity building of incoming government leaders and staff</i>	<ul style="list-style-type: none"> <li>Orientation manual for incoming county government leaders developed and in use</li> </ul>
<b>Internal Communications</b>	
<i>Lack of awareness among partners on PREG identity</i>	<ul style="list-style-type: none"> <li>Develop a partnership profile document and sensitize partners on the identity and brand of PREG</li> </ul>
<i>PREG partners do not have all the details about what each partner is doing</i>	<ul style="list-style-type: none"> <li>Develop a portal where all work plans are uploaded for easy access by all partners</li> </ul>
<i>Lack of mechanism to promote proactive partnership amongst stakeholders</i>	<ul style="list-style-type: none"> <li>Develop a robust stakeholder map of all partners and share with partners</li> <li>Develop and implement a PREG communication strategy</li> </ul>
<b>External Communications</b>	
<i>Weak linkage between partners and the two levels of Government</i>	<ul style="list-style-type: none"> <li>Establish mechanisms for interacting with national institutions e.g. CoG, IGS, sectoral development partners meeting</li> <li>Identify forums for regular communications e.g., CSG, brochures, fact sheets, etc.</li> </ul>

<b>Backbone support function</b>	
<i>Inadequate coordination of PREG activities</i>	<ul style="list-style-type: none"> <li>• Mapping and costing of the backbone support function activities</li> <li>• Rotation of PREG leadership at county level</li> </ul>
<i>Absence of sectoral meetings to coordinate PREG work plan</i>	<ul style="list-style-type: none"> <li>• Organize experimental speed dating PREG meeting among implementing partners only (without USAID)</li> </ul>
<i>Inadequate leadership capacity among PREG Leads, especially at county level</i>	<ul style="list-style-type: none"> <li>• Organize capacity building training for PREG county leads in public finance management and communication.</li> </ul>
<i>Lack of uniformity in county coordination structures</i>	<ul style="list-style-type: none"> <li>• Develop guidelines for county coordination and governance structures</li> </ul>
<i>Need for improved participation by all relevant USAID technical staff</i>	<ul style="list-style-type: none"> <li>• Participation of technical offices in monthly meetings, quarterly sector offices – AOR or/and POC</li> <li>• Requiring all A/CORs to share progress of partners in incorporating collaboration in approved work plans</li> </ul>

## 4.2 The monthly meetings

Across the PREG partnership, the hosting of regular monthly work plan implementation meetings has proved to be the most effective way to coordinate PREG activities. The most visible outcomes from the monthly meetings are the adjustments partners have applied to their implementation schedules, especially in the layering sites. In the initial stages of the partnership, the reporting of planned activities in meetings was a fairly routine and predictable exercise. As the partnerships grow, monthly meetings are more impactful when County Leads have a greater capacity to effectively manage the meetings.

### Managing monthly meetings

- Meet regularly.
- Develop the meeting agenda and circulate it ahead of time. Follow the agenda and keep meetings brief. Finish meetings on time and rotate the facilitation role.
- Keep attendance lists and record meeting minutes for dissemination after the meeting.
- Use members' facilitation skills to help partners reach consensus and resolve conflict.
- Discuss difficult issues openly during meetings.
- Maintain a document listing partner activities and decisions.

**NOTES AND ACTION POINTS**

	ACTION POINTS

# 5. GIS Mapping and Layering of Priorities

## 5.1 Mutually Reinforcing Activities

The power of collective action comes not from the number of participants or the uniformity of their efforts, but from the coordination of their differentiated activities through a mutually reinforcing plan of action. Mutually reinforcing activities ensure that the significant efforts and activities of collaborators are aligned towards achieving the common agenda and shared measures.

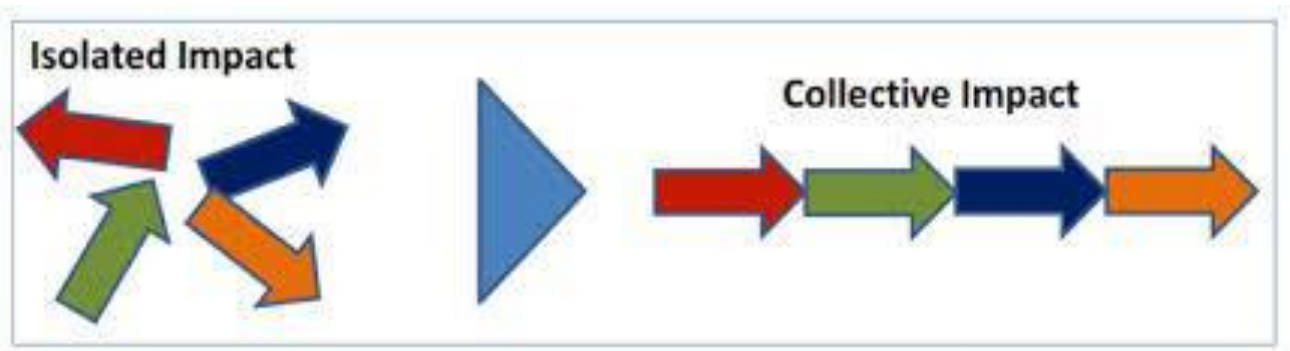


Fig. 3: Collective Impact (source: FSG)

This element of the Collective Impact framework commences once the common agenda and shared measures have been developed and launched. The focus of this element is to align existing resources towards achieving the common agenda and shared measures. This work is often described as ‘herding cats’, and where the ‘real work’ lies.

Collective Impact initiatives require all participants to undertake a specific set of activities in a way that supports, and is coordinated with, the actions of others (Kania and Kramer, 2011).

Mutually reinforcing activities must be aligned towards achieving the common agenda and grounded in the initiative’s shared measures of success.

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

- PREG mutually reinforcing activities build on existing efforts and discourage duplication.
- PREG partners support and leverage each other’s efforts, recognize each organization’s strengths and weaknesses, and share activities to take advantage of exiting skills and expertise.
- In order to develop resilience and economic growth, PREG partners engage in joint work planning processes to increase the scope, quality, effectiveness,



and efficiency of PREG activities. The layering, sequencing, and integration framework serves as a guide to jointly plan and implement members' actions.

- PREG seeks out opportunities to optimize the development of shared concepts and aligned operational plans, budgets, and implementation strategies.

## 5.2 Sequencing, Layering, and Integration

Building upon considerations developed in the visioning phase, USAID resilience programs are expected to:

- **Ensure phasing of humanitarian relief and development programming is logical and sequenced.** Sequencing involves the design of appropriate interventions in a timely and logical sequence in order to make complementary contributions to the overall impact of the program.
- **Layer humanitarian and development programming in targeted geographic areas.** Layering involves intensified and coordinated strategic planning around resilience to ensure efficient value addition between interventions based on the overall design of the programs. For example, a number of partners have funds to support county governments to develop policies. However, policy development requires community participation. Agencies that have programs that involve community participation need to invest or partner with others who have invested in public education, awareness raising and engagement with county governments to support the policy making processes.
- **Integrate humanitarian assistance programming objectives into development programs and vice versa.** Integration involves multiple actors working across many sectors and scales to achieve a shared vision and objective.

## 5.3 The PREG GIS Mapping Tool

In 2014, PREG developed a GIS mapping tool to map all PREG partnership investments. Its objective is to support sequencing, layering, and integration in the nine arid counties, with particular focus on five counties: Garissa, Isiolo, Marsabit, Wajir and Turkana. The mapping tool allows users to:

- Visualize activity locations in the nine counties
- Identify areas where there is overlap or duplication
- Identify areas where there are gaps
- Identify locations where coordination and layering can be maximized.

GPS coordinates were provided using the

### What is GIS?

A geographic information system (GIS) that is used to visualize, question, analyze, and interpret data, and understand relationships, patterns, and trends.

### Why is GIS information important?

The ability to visualize data geospatially is invaluable. USAID uses GIS for strategic planning and decision-making, maximizing results with available resources, improving program design and management, and improving communication and collaboration.

Standardized GPS Information Template, which is included in the USAID Kenya Standardized Quarterly Report by the following programs/activities;

- World Food Programme (WFP)
- Resilience and Economic Growth in Arid Lands – Improving Resilience (REGAL – IR)
- Resilience and Economic Growth in the Arid Lands – Accelerated Growth (REGAL – AG)
- The AIDS, Population and Health Integrated Assistance Plus Integrated Marginal Arid Regions Innovative Socialized Health Approach (APHIA plus IMARISHA)
- Northern Rangeland Trust (NRT)
- Kenya Arid Lands Disaster Risk Reduction (KALDRR)
- Agile Harmonized Assistance for Devolved Institutions (AHADI)
- Kenya Resilient Arid Lands Partnership for Integrated Development (Kenya RAPID)
- Accelerated Value Chain Development (AVCD)

Access to this application is restricted to registered users who can access the application using their ArcGIS online accounts. All county leads can request for specific county maps from USAID for planning purposes. An example for Turkana that was used for the county joint work planning is below.

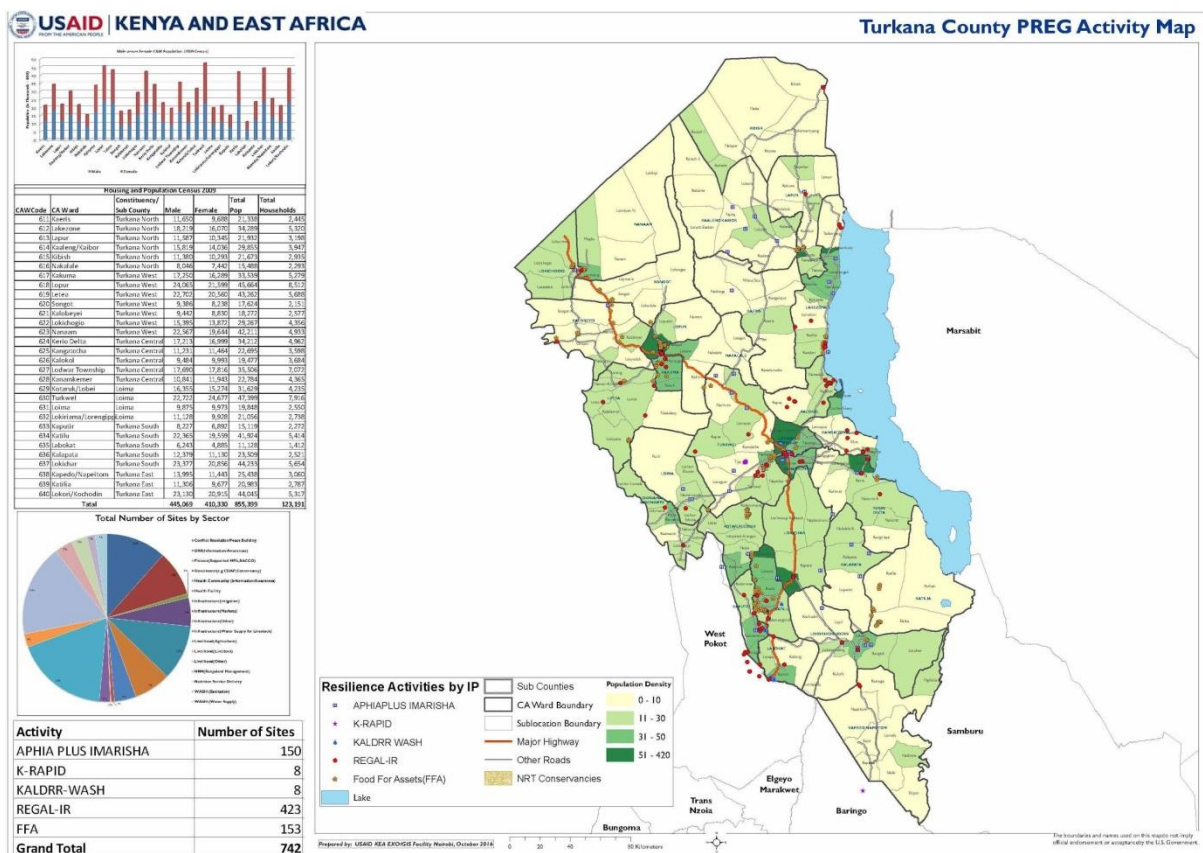


Fig. 4: Turkana County PREG activity and summary information (Source: USAID Kenya)

### Key steps to enhance geographic collaboration and layering

**STEP 1: Understand where others are working.** In order to identify possible areas for collaboration, partners need to understand where others are currently working. They must understand the location, sector, and type of activity that the partner has implemented in the past. Some maps and reports have been provided for partners to review.

**STEP 2: Document where partners have collaborated in the past.** Partners must also identify where they have collaborated in the past and the activities they have worked on. The County Lead will have the opportunity to present where partners have jointly worked in the past. Partners will have an opportunity to share and discuss any additional areas where they have collaborated.

**STEP 3: Understand partners' priorities.** Partners need to understand each other's geographic priorities from their approved work plans. Priorities are discussed at the constituency level and may be refined in future discussions between partners.

**STEP 4: Identify suitable geographic areas on where to collaborate.** Partners can use the following questions to identify opportunities for collaboration:

- Which partner is working where?
- Who else is also working in the same area?
- Where are the existing layering sites?
- How many activities are in a constituency?
- How many activities by sector are in a county?
- What opportunities exist for layering using other contextual information (poverty, etc.)?

**NOTES AND ACTION POINTS**

	ACTION POINTS

# 6. County Government Liaison

## 6.1 Resilience building in the devolved government

The Ending Drought Emergencies (EDE) Framework identifies drought as one of the biggest threats to the achievement of Kenya Vision 2030. If unchecked, it can cause substantial damage and losses to the health and well-being of people, and the stability and growth of the nation. Table 1 illustrates the scale of recent droughts in terms of the numbers of people affected, and the levels of humanitarian expenditure. Between 2008 and 2011, the impacts of drought are estimated to have slowed GDP by an average of 2.8 percent per annum, with total damage and losses estimated at US\$ 12.1 billion.

**Table 1: The Cost of Drought Events**

	Number of people affected	Humanitarian Aid (GoK & External, '000 USD)
<b>2011</b>	3.75	427.4
<b>2009</b>	3.79	432.5
<b>2006</b>	2.97	197.0
<b>2003-2004</b>	2.23	219.1
<b>1998-2001</b>	3.20	287.5

Source: Fitzgibbon, C. and Crosskey, A. (2013) 'Disaster risk reduction management in the drylands in the Horn of Africa'. Brief prepared by a Technical Consortium hosted by CGIAR in partnership with the FAO

The EDE identifies the three most critical foundations for enhancing resilience to drought as security, infrastructure and human capital:

- **Conflict and drought are mutually reinforcing:** Inter-communal competition over natural resources

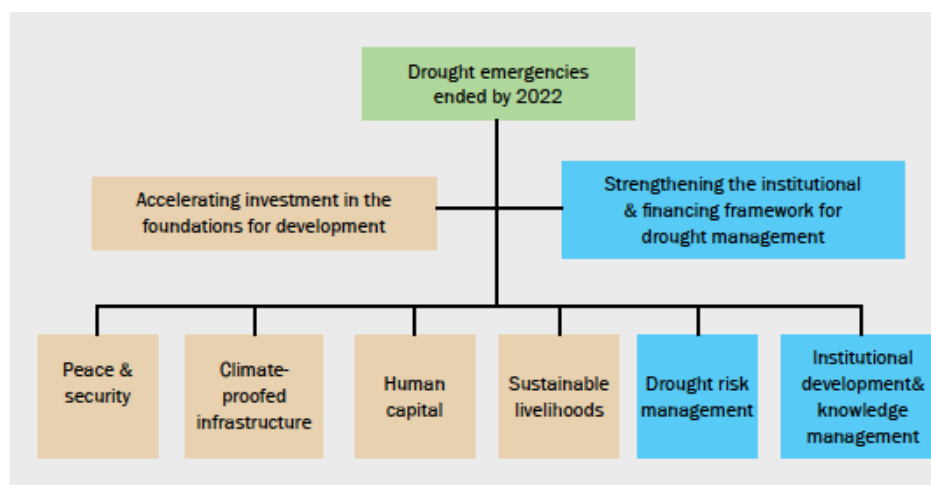


Fig. 5: The EDE Pillars Framework (Source: NDMA)

increases insecurity within Kenya and across its borders. Insecurity in turn increases vulnerability to drought by impeding migration, curtailing access to services and resources, destroying assets, and damaging inter-communal relations.

- **Infrastructure is a foundation for stability and economic development.** Lack of adequate infrastructure increases vulnerability to drought by limiting access to markets and basic services, and by deterring the investment needed to expand and diversify the economy. Climate-proofing is necessary to protect infrastructure investments from the threats posed by drought and climate change.

- **Educated and healthy people can draw on greater reserves of capital to withstand shocks.** Episodes of ill-health are the single largest cause of people falling into poverty. However, each additional year of education of a household head has been shown to increase net income by 2.8%. (Source: EDE Common Paper, 2012)

## 6.2 The County Steering Group (CSG)

The County Steering Group (CSG) is the overall coordination platform for development matters within the counties. The membership of the groups varies from county to county, but most of them are chaired by the County Governor or their deputies. All county government departments are members of the groups, along with NGOs, development partners, national government agencies, state corporations in the county, community-based organizations (CBOs), women groups, youth groups and local leaders. The main function of the steering group is to promote a joint platform for planning, prioritization, reporting, and learning activities.

The CSGs are critical decision-making platforms and have the following responsibilities:

- Organize regular county development coordination meetings
- Lead processes of joint planning and information-sharing on development issues in the county
- Provide platform for collaboration among development actors
- Serve as dissemination platform for county government priorities
- Facilitate the mobilization of resources and development partnerships

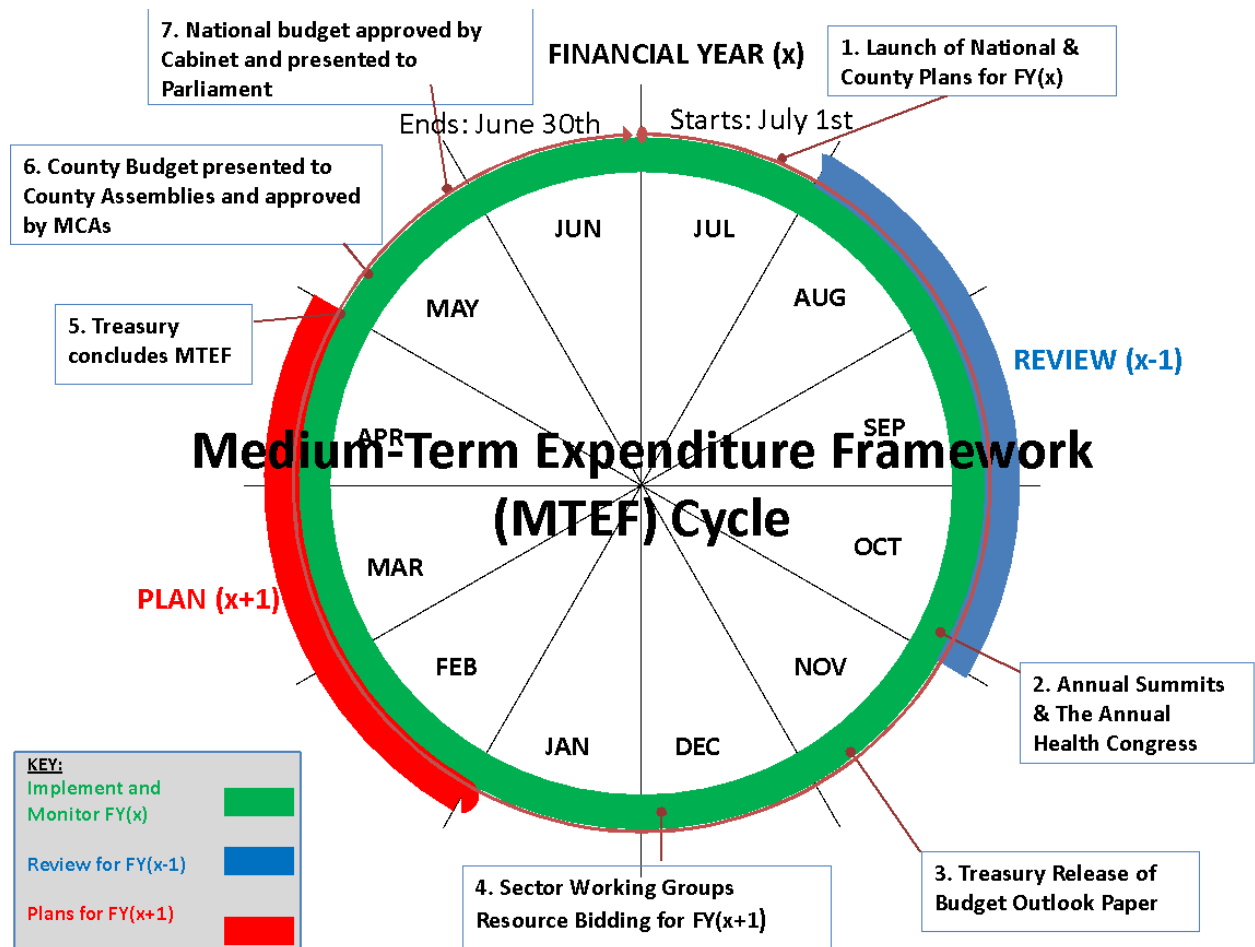
## 6.3 County Planning Processes

### County Integrated Development Plans (CIDPs) and the budget process

The principles of planning and development facilitation at the county level serve to connect national planning frameworks with county and community priorities. The CIDP provide the overall linkage and legal basis for the implementation of all development priorities in the county. It serves as the overall development plan for the county, and contains all priorities for development partners, and national and county governments under a singular development blueprint. County governments are not allowed to make any expenditure outside priorities identified in the CIDP.

In addition, CIDPs contain plans for investments for developmental or economic growth. Some of these plans are also particularly relevant to mitigating the impacts of drought. These can be classified as preparedness or mitigation actions. It is also important to bear in mind that these actions may be included within existing budgets, in which case they are identified as a preparedness action, and counties can accelerate their implementation if there are concerns of an imminent drought.

The CIDP planning process is also the first stage of the budgeting process in the county. The full budget cycle is shown in the figure below:



# Annex I

## The PREG Terms of Reference

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### **I.0 Background and Context of the Partnership**

#### **I.1 The Purpose of PREG**

The objective of the partnership is to coordinate and harmonize USAID direct-funded resilience building activities amongst 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.

#### **I.2 Operationalize the Team Work**

The Partnership Steering Committee, comprising of NDMA and USAID Activity Managers, CoPs and alternates of REGAL-AG, REGAL-IR, MWA, APHIAPlus, WFP-Kenya, UNICEF, FAO, AHADI, FEWSNET, PEARL, AVCD-Livestock Chain, NHPplus, TUSOME, Wings to Fly, K-YES -Garissa, PEACE III and RLP, recommend the following points to guide operationalizing the layering concept:

##### **i. Communication and Information Sharing**

- Develop protocols to facilitate effective internal and external communication
- Share lessons learned and identify areas of convergence among partners
- Meet monthly through 2015 and determine subsequent year schedule. Meetings will be hosted on a rotational basis, with the host taking minutes for the meeting and providing the print-outs of the previous meeting's minutes.
- Conduct field trips to different project sites half yearly for the larger Partnership, with specific focus and purpose, as well as focusing on other counties. Partners can arrange joint field trips in smaller clusters for purposes of enhancing collaboration, layering and sequencing.
- Use available and innovative technology, such as the GIS mapping tool.

##### **ii. Knowledge Management and Learning Agenda**

- Identify best practices and increase awareness of these practices in resilience programming between humanitarian and development group members.
- Identify Monitoring and Evaluation (M&E) indicators that the team can use as a measure for impacts of layering programming



- Share project indicators and identify common indicators that can be mutually beneficial
- Provide updates on key indicators on a quarterly basis on different projects by county to identify successes and find ways of filling gaps of ongoing projects.
- Mapping- Partners will provide updated GIS data to the USAID team to keep the Partnership mapping tool live.
- Work with NDMA to create and facilitate knowledge sharing events for sustainability.
- Share best practices and evidence generated from other resilience activities and the Resilience community of practice.

### **iii. Joint Planning ,Design, and Implementation**

- Engage in joint work planning process with a view to concretize sequencing, layering and integration of activities.
- Optimize development of concepts, operational plans, budgets, and implementation strategies
- Recognize and leverage the strengths of different partners in the layering pathways in order to deliver innovations that build resilience among vulnerable groups
- Explore and leverage comparative strengths and advantages. Develop working relationships within the team, with partners, stakeholders and donors
- Work with National and County Government (NDMA and other relevant technical agencies) to align ourselves with Government of Kenya ASAL development strategies and Vision 2030, and the Ending Drought Emergencies
- Embrace common principles, tools and approaches for coordinating resilience activities at the national, county and community levels

### **iv. Adherence to development and resilience principles**

- Respect for community ownership of resilience and development activity
- Respect for private sector investment approaches
- Respect for existing livelihood systems
- Respect for gender-sensitive approaches
- Respect for cross-cutting issues and contextual issues such as nutrition, youth, and devolution/governance systems.

### **1.3 County Leads<sup>6</sup>**

- Take responsibility to coordinate county level partnership meetings
- Provide trending information on the county

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<sup>6</sup>The table of current County Leads is correct as at August 2018.

- Take responsibility to facilitate reporting back on the partnership at county level.
- Current<sup>7</sup> county leads will be on a 2 year rotational basis

<b>County</b>	<b>Lead</b>	<b>County</b>	<b>Lead</b>
Isiolo	REGAL-AG	Wajir	AVCD
Marsabit RAPID	NHP Plus	Garissa	Kenya
Turkana	WFP	Samburu	NRT
Tana River	WFP	Baringo	WFP
Mandera	UNICEF		

# Annex 2

## THE PREG STANDARD OPERATING PRINCIPLES (SOPs) FOR COLLABORATION AND PARTNERSHIP

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### 1.0 Introduction

The purpose of the Standard Operating Principles (SOPs) is to strengthen PREG collaboration and partnership. It is derived from the existing PREG Terms of Reference (TORs) and the outputs from the August 2016 PREG Learning Event. There is an acknowledgement that the success of the partnership has depended on the informal goodwill of PREG partners.

### 1.1 PREG Vision for Change

A multisector partnership that will enhance food and nutrition security, increase agriculture-led economic growth and build resilience among people and systems in Northern Kenya.'

### 1.2 Goal of PREG

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

### 1.3 Commitments of PREG

The National and County Government (County Steering Committee, NDMA and other relevant technical agencies) Arid and Semi-Arid Lands (ASALs) development strategies, Vision 2030 and the Ending Drought Emergencies Common Programme Framework is supported and complemented by the common PREG agenda.

- The common PREG agenda is aligned to the County Integrated Development Plans (CIDPs).
- PREG will support and complement the Ending Drought Emergencies (EDE) framework and contribute to the EDE Monitoring and Evaluation (M&E) Framework.
- PREG recognizes that their contribution to resilience and economic growth is made whilst respecting community ownership of development and resilience activities and existing livelihood systems.
- PREG collaboration and partnership is guided by the following conditions:
  - ✓ **Common Agenda** - PREG has a common vision for change in which collaboration and partnership are indispensable to achieving the shared goal. This vision for change is built on a shared goal to develop resilience and economic growth of the populations in the ASALs. The common vision for change drives PREG's joint approach to achieving these objectives through agreed actions. This common vision for change forms the basis for the common PREG agenda.
  - ✓ **Shared Measurements** - PREG will collect data and measure results in a

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

- ✓ **Mutually Reinforcing Activities** - PREG members will use a mutually reinforcing plan of action for collaboration and partnership to coordinate and implement their activities.
- ✓ **Continuous Communication** – PREG’s mutual vision and objectives, trust and a common motivation will be built through the use of a communication strategy that promotes clear, consistent and open communication within PREG and with other partners, especially the Government of Kenya.
- ✓ **Backbone Support** – The PREG secretariat will serve as a backbone to coordinate the members of PREG and to guide the implementation of the common PREG agenda for partnership and collaboration. The PREG secretariat will promote, coordinate and learn about a systems approach to collaboration and partnership for resilience and economic growth.
- ✓ PREG recognizes that the significant progress already made in using the collaboration and partnership approach to contribute to developing resilience and economic growth can be improved even further. PREG will use a collaboration, learning and adaptation (CLA) approach to guide further progress.
- ✓ PREG will give particular attention to ensuring PREG activities are gender and youth sensitive.

## I.4 Commitments of PREG



### Common Agenda

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

- Members of PREG are committed to using the common PREG agenda and the principles in this document to guide their support to national and county government development priorities in the ASALs.
- Members of PREG will commit appropriate resources to ensure the use of the common PREG agenda and the principals in this document to guide interactions within PREG and with other non-PREG stakeholders, under the leadership of the PREG secretariat and PREG County Leads.
- The common PREG agenda and these principles will be annually reviewed to constantly build consensus around the common agenda and principles and to ensure they remain appropriate, effective, and owned by PREG members.
- PREG members’ joint and institutional program processes, including

coordination meetings, planning, monitoring and evaluation, monitoring visits, and reporting will use the common PREG agenda and principles as guidance for the meeting objectives, agenda and outputs

- The common PREG agenda and these principles will be used to guide the on-boarding of new PREG organizations and colleagues/individuals/members.

## 2

### Shared Measurement

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

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

- ✓ Ensure that the use of the GIS tool is devolved to the PREG planners and decision makers at county level.
  - ✓ Scale up capacity building of PREG members to use the GIS tool.
- PREG will use shared measurement activities to promote the generation of evidence-based knowledge on what works in the common agenda. Building on this shared learning, PREG will ensure that there is a transfer of learning on collaboration and partnership into action.
  - Joint and institutional monitoring visits will promote the common agenda and its principles. In particular, the visits will be structured to maximize evidence-based learning on what works and the adaptation of programs based on the learning. To do this, PREG will:
    - ✓ Be more strategic in the planning for monitoring visits by having a clearly defined purpose for the visits, and incorporating them in the work plans. A more strategic approach to monitoring will allow each visit to build on the last.
    - ✓ Increase the effectiveness of the visits by standardizing visit, reporting, and monitoring tools.
    - ✓ Minimize disruption caused by visits by ensuring minimal disruption to PREG clients and ongoing activities (including paying attention to budgeting, logistics, and security).
    - ✓ Use the CLA approach by ensuring that visit recommendations are transferred into work plans, and activities are adapted based on lessons learned from the visits. Monitoring of recommendations and adaptations will allow shared learning to be disseminated throughout PREG.

### 3

### Mutually Reinforcing Activities

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

- PREG mutually reinforcing activities will build on existing efforts and discourage duplication.
- PREG will endeavor to support and leverage each other's efforts recognizing each organization's strengths and weaknesses without judgment to share activities taking advantage of existing skills and expertise.
- PREG partners will engage in joint work planning processes to increase the scope, quality, effectiveness, and efficiency of PREG activities to develop resilience and economic growth. The sequencing, layering, and integration framework will be used as guidance to jointly plan and implement members' actions.
- PREG will seek out opportunities to optimize the development of shared

concepts and aligned operational plans, budgets and implementation strategies.

- PREG members will strive to ensure that common indicators and information systems are used to ensure continuous improvement of their aligned activities, and to determine which innovations should be scaled up. To do this, a CLA approach will be incorporated in the planning, monitoring, reporting, and adaptation of aligned activities.

## 4

### Continuous Communication

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

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

- ✓ PREG annual reports will be produced that examine and report on the evidence based progress in partnership and collaboration and its successes, challenges, outcomes and impacts. If necessary other shared reporting tools will be developed to ensure that there is continuous communication on the collaboration and partnership efforts of PREG.
- ✓ Other reports will explore methods to incorporate sections of the report that communicate the evidence based successes, challenges, outcomes and impacts of on-going partnership and collaboration efforts.

## 5

### Backbone Support

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

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

In order to develop and operationalize a relevant, useful, and pragmatic M&E



Framework<sup>1</sup> for PREG partnership and collaboration, there are several foundational and critical steps PREG members would take.

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

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

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

would include:

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

### **I.5 Indicative Indicators at the Output and Outcome Level**

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

#### OUTPUT-LEVEL

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

This would be collected by county.

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

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

- b) *# of joint work plans (2 or more PREG partners) approved by PREG*

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

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

This could be collected by county.

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

#### OUTCOME-LEVEL

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

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

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

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

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

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

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

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

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

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

As noted in the previous section, PREG partners will selected a limited number of indicators to capture the outputs and outcome of their partnership and collaboration actions.

# Annex 3

## **PREG COUNTY TEAMS CONTACT LIST**

# Annex 4

## **PREG Partners /Activities**