PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH

REPORT OF THE 2018 NATIONAL PREG JOINT WORK PLANNING WORKSHOP

FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURAL TRANSFORMATION (AFRICA LEAD II)

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ABBREVIATIONS & ACRONYMS

AOR	Agreement Officer's Representative
ASALs	Arid and Semi-arid Lands
CLA	Collaboration, Learning, and Adaptation
COR	Contracting Officer's Representative
CSG	County Steering Group
COP	Chief of Party
DRR	Disaster Risk Reduction
EDE	Ending Drought Emergencies
GIS	Geographic Information Systems
ILRI	International Livestock Research Institute
LMS	Livestock Market Systems
NDMA	National Drought Management Authority
PREG	Partnership for Resilience and Economic Growth
SLI	Sequencing, Layering, and Integration
TWG	Technical Working Group
USAID	United States Agency for International Development
USAID/KEA	USAID/Kenya and East Africa

GLOSSARY OF TERMS

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.

Common Agenda – The development of a common vision for change that drives PREG's joint approach to achieving its objectives through agreed actions.

Continuous Communication – The use of an engagement strategy that promotes clear, consistent and open communication within PREG and with other partners, especially the Government of Kenya.

Ending Drought Emergencies (EDE) –A Common Programme Framework in Kenya which aims at facilitating cooperation and synergy across sectors, actors, geographical areas and levels of operation, so that programming is more coherent, coordinated and efficient.

Integration - Involves working across many sectors and scales that require collective will of the multiple actors with a shared vision and objective.

Layering - Involves intensified, coordinated strategic planning around resilience to ensure efficient value addition between interventions based on the overall design of the programs in a given geographical setting/space.

Mutually Reinforcing Activities – The use of sequencing, layering, and integration approaches geared toward collective impact through collaboration and coordination of activities.

Resilience - The ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.

Sequencing – The use of the logical phasing of humanitarian relief and development program activities to make complementary contributions from a set of program interventions. It also means the phasing of such activities from multiple implementing partners to complement one another and achievement of an agreed set of results.

Shared Measurements and Learning - Collecting data and measuring results of collaboration in a consistent manner across all activities in the PREG partnership.

The Collective Impact – An innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting 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 single-handedly.

I. EXECUTIVE SUMMARY

The national PREG workshop was held on 17-18 July 2018 in Nairobi and was attended by 45 participants comprising Chiefs of Party and their deputies, County Leads, and USAID staff. The objectives of the workshop were to:

- Review progress made so far in the work plan;
- Provide a platform to share results, lessons learned, and provide opportunities for strengthening collaborative programming; and
- Develop a work plan for FY 2019

The workshop's program comprised presentations and table group discussions to review the FY 2018 work plan developed in 2017 and co-design a work plan for FY 2019.

In the first session of the workshop, PREG partners discussed the leadership of PREG. Partners observed a number of strong areas for the partnership which included: active participation by partners; increased USAID investment visibility in the PREG counties; reduced competition among the partners; and enhanced relationships and networking due to sequencing, layering, and integration (SLI) and collaboration, learning, and adapting (CLA) approaches.

Partners also observed some challenges within the partnership with regard to measuring collective impact given the different contributions from various partners towards the common agenda, and that there was still some competition between partners. It was also observed that there were still challenges in: linking emergency and resilience programming, communication and information flows from national to county levels, and integrating PREG initiatives with those of other donors present in the same sites/regions. Partners recommended a few innovations that may be needed to sustain a vibrant and effective partnership. These included strengthening collaboration through reward, and investing in social and emotional intelligence for the leadership.

To promote stronger collaboration within the partnership, partners highlighted the need to identify priority needs that are cross-cutting such as disaster risk reduction (DRR), gender, and conflict. To foster peer learning, partners recommended exchange visits across PREG counties, and documentation and sharing of success stories. It was suggested that a cluster-wide program would go a long way in reducing competition between partners.

For the second consecutive year the national joint work planning workshop was held after the conclusion of the county joint work planning workshops held in seven PREG counties: Baringo, Samburu, Turkana, Wajir, Marsabit, Isiolo, and Garissa. In reviewing the county joint work planning workshops, the participants observed areas for improvement against the five work streams of the PREG collective impact approach (CIA) as follows:

- **Common Agenda**: onboarding and exiting of partners; harmonization of calendars and prioritization of PREG activities.
- **Mutually Reinforcing Activities:** communication with the community where there are multiple donors; layering with other development programs; communication and visibility at the

community level e.g. branding in sites with multiple PREG implementing partners, including layering sites.

- **Stakeholder Engagement**: communication on USAID protocol for engaging key stakeholders in the counties.
- **Backbone Support:** budgets for administration and operational support needed for PREG coordination.
- **Shared Measurements and Learning**: documentation of impact and best practices.

During the final session of the workshop, participants developed a work plan against the five work streams of the PREG collective impact approach (CIA) as follows:

- **Common Agenda**: speed dating to be cascaded to county level with partners being more pro-active to identify opportunities for collaboration; harmonization of allowances paid by partners/programs to County Government staff.
- **Mutually Reinforcing Activities:** joint monitoring, learning, and resource allocation for SLI sites; and development of national level working groups related to the National Drought Management Authority (NDMA) Ending Drought Emergencies (EDE) Pillars.
- **Stakeholder Engagement**: develop an online portal for sharing useful PREG information; develop standardized messaging on PREG for sharing with stakeholders; and develop feedback mechanisms for beneficiaries and stakeholders.
- **Backbone Support:** review and strengthen coordination and governance structures; provide technical backstopping and guidance on engagement deliverables; participation of technical offices in monthly and quarterly sector meetings; and mapping and resourcing of backbone support functions.
- For **Shared Measurement and Learning**, a number of indicators were selected, including: percentage of partners who have formally adopted on-boarding and exit procedures; percentage of new and exiting programs using adopted procedures; at least two major learning questions identified, researched, and brought to adaption committees; and partners with specific budget lines and resources for joint work planning.

II. BACKGROUND

In 2013, USAID initiated the Partnership for Resilience and Economic Growth (PREG) with the goal of strategically focusing investments to strengthen resilience and economic growth in drought-prone communities. Over the last five years, PREG has grown into a collaborative partnership including 26 USAID implementing partners across different sectors, 21 USAID subject matter experts from seven offices, the National Drought Management Authority (NDMA), and county officials in nine ASAL counties: Turkana, Wajir, Garissa, Isiolo, Marsabit, Samburu, Baringo, Mandera, and Tana River.
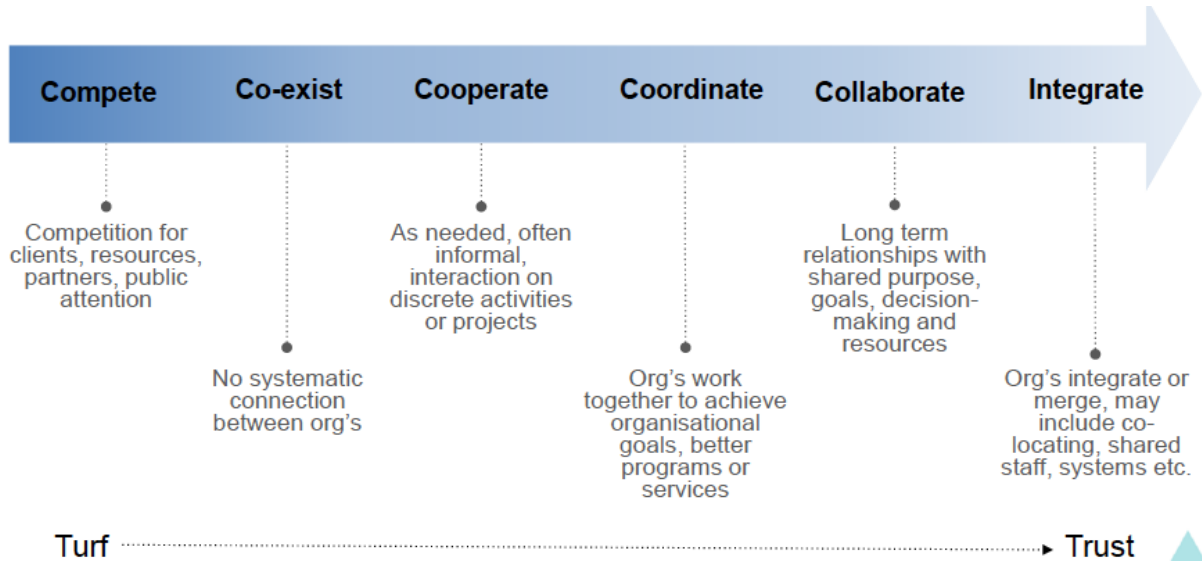
The key to PREG's value proposition is the Collective Impact Approach (CIA). The CIA approach is premised on the belief that no single policy, government department, organization or program can tackle or solve the increasingly complex problems we face as a society.

Collective Impact is a framework for working collaboratively and engenders mutual trust and respect in contrast to competition and protecting of turf, which result in isolated impact, as the graphic above shows. PREG has steadily moved from mere co-operation and coordination to collaboration as the graphic below shows:

CO-OPERATION	CO-ORDINATION	COLLABORATION
• Loose connections and low trust • Tacit information sharing • Ad hoc communication • Independent goals • Adapting to each other or accommodating other's actions and goals • Power remains with organizations • Commitment and accountability to own organization • Low risk/low reward	• Medium connections/work-based trust • Structured communication flows/formalized project information sharing • Joint policies and programs • Semi-independent goals • Power remains with parent organization • Relational timeframe	• Intense interdependent connections; high trust • Frequent communication • Tactical information sharing • Systems change • Negotiated shared goals • Power is shared between organizations • Commitment and accountability to network first –then stakeholders.

The Collective Impact approach comprises five work streams, namely:

1. **Common Agenda:** This is the development of a common vision for change that drives a joint approach to achieving objectives through agreed actions. It also includes a common understanding of the problem and a joint approach in problem solving.

2. **Mutually Reinforcing Activities:** This is the use of a mutually reinforcing plan of action for collaboration and partnership to coordinate and implement activities. USAID uses the sequencing, layering, and integration (SLI) approach which seeks to build on strengths of individual programs and reduce inefficiencies.

3. **Continuous Communication** is the use of an engagement strategy that promotes clear, consistent and open communication within a network and with respective governments. Important in ensuring open lines of communication is clarity on respective roles in the network.

4. **Shared Measurement and Learning** has to do with the definition of success and measurement of the added value collaboration brings to the network. What indicators would show that there is more benefit in working together than separately?

5. **Backbone Support** refers to the development of a secretariat that serves as a backbone to coordinate the activities of the network and to guide the implementation of the common agenda for partnership and collaboration.

III.   METHODOLOGY

The 2018 joint work planning workshop aimed at intensifying the benefits of joint work planning processes, improving learning, and going beyond confidence building to increase trust and openness in a way that is mutually beneficial to all PREG partners. During the workshop, partners jointly reviewed progress made since the 2017 joint work planning workshop, and defined PREG's next phase of growth.

The specific objectives of the workshop were:
- To review progress made so far in implementation of the PREG collaboration and partnership work plan;
- To providea platform for PREG partners to share results, lessons learned, and opportunities for strengthening collaborative programming; and
- To develop a work plan for the next implementation period.

The national PREG workshop was held over two days on 17-18 July 2018 and was attended by 45 participants. There was a mixture of video, PowerPoint presentations, and group discussions where participants reviewed the work plan developed in 2017 and developed a work plan for FY 2019.

The inclusion of County Leads in the meeting strengthened the interface between national and county PREG work plan implementation.

The Livestock Market Systems (LMS) activity which is scheduled to assume backbone support responsibilities from Africa Lead also gave a presentation on their CLA approach. USAID's GIS Manager facilitated a session on GIS mapping that identified the criteria for selection of layering sites and helped Chiefs of party understand their roles in GIS mapping of sites.

IV. TAKING STOCK

Progress Review

The past year has been a critical one in the growth of PREG. During the preparation of the first national work plan, a number of interventions were planned targeting the five work streams. The work planning workshop was a useful platform for taking stock of the progress so far against each of the work streams. In general, there was consensus that there have been many advantages to working collaboratively and that the effectiveness of PREG depends heavily on good leadership, commitment of partners, and the benefits accrued from processes of collaboration both at national and county levels.

Effective leadership both during the operation of the partnership has been provided by the USAID PREG committee. The committee's operations have enabled PREG to be as effective as possible internally within the PREG secretariat, among implementing partner members, and even at USAID mission level. For partners, the year was marked by increased building of relationships and trust through the implementation of layering plans and leveraging these to achieve PREG objectives.

In the FY2018 work plan, a total of 23 key activities were planned for implementation. Only six of them remain pending with 17 others either implemented or under implementation on a continuous basis. The summary of completed and ongoing activities is as follows;

	IMPLEMENTED ACTIVITIES/ONGOING	
COMMON AGENDA	Develop and use on boarding and exit guidelines for all PREG partners.	In progress, exit guidelines pending
	Embed PREG collaboration within RFQs and current USAID contracts/agreements.	In progress
	Hold county and national PREG monthly meetings.	Ongoing
	Assign two people for PREG learning activities (PRIME and Alternate) in each organization.	Ongoing
	Re-introduce 'deep dive' thematic discussions at PREG meetings (1-2 per workshop, e.g. CLA).	Ongoing
	Update standard operating principles for PREG to include guidance on roles and responsibilities for the chairs, members etc.	In progress in the manual
	Organize experimental speed dating PREG meeting among implementing partners only (without USAID).	Done next date 9 August
LAYERING	Formation of PREG thematic working groups to support the development of relevant policies at national and county level.	In progress
	Regular participation in "Pillar Six" meetings.	Ongoing
	Undertake outreach for incoming county governments	On going

		Develop a portal where all work plans are uploaded for easy access by all partners.	Shared , but not on a portal
COMMUN ICATIONS		Develop and implement a PREG communication strategy.	
		Prepare and share PREG briefs and communication products with government.	In progress
BACKBONE SUPPORT		Develop guidelines for county coordination and governance structures.	
		Undertake capacity building among PREG county leads in Public Finance Management, Communication…etc.	Done
		PREG Partners identify focal points in each county.	Done
		Participation of technical offices in monthly meetings and quarterly sector offices – AOR and/or POC.	Ongoing

A total of seven activities had not been implemented in the last year. These included:

- Development of an information portal on best practices.
- Sensitize/ create awareness among partners on the information portal
- Develop outreach package for incoming county governments
- Develop PREG institutional profile
- Develop a robust stakeholder map of all partners, and share the map with partners
- Mapping and costing of the backbone support function activities
- Organize cross county learning and exchange visits

An early outcome that has been evident from the completion of these activities is the change in the internal environments of implementing partners to lay the foundation for wider systems and policy changes, including such things as increasing ease in reporting results through attribution, partnership, collaboration, awareness of the issues among decision makers at county and national levels, and even local communities; increased availability and sharing of data and information; joint community engagement; sharing of resources such as carpooling in the field; increased awareness among decision makers on the full package of USAID investments in the counties.

Summary of Lessons Learned, Challenges, and What PREG Will Do Differently

This year PREG organized a bi-annual learning event from 19-23 March 2018 in Isiolo and Marsabit counties. The five-day event brought together more than 80 participants from PREG partners, members of the ASAL donor group, and USAID, with an emphasis on three critical areas for improvement – drought response, strengthening market systems, and improving communications for resilience. Participants in the workshop noted that such learning events were a strong part of PREG as they provide opportunities to adopt best practices and approaches. Partners were also in agreement that such exchange visits could potentially help identify opportunities or provide insight into the effects of some negative externalities on activities of PREG partners and how they can respond to them. Apart from the learning event, other key areas where lessons were identified included:

LESSONS LEARNED	WHAT PREG WILL DO DIFFERENTLY
Coordination • Work plan responsibilities were skewed to the PREG secretariat	• Form technical working group to review, monitor and evaluate national work plan progress and actions
Joint work planning • Speed dating approach was instrumental to practical joint planning implementation Monthly PREG meetings are a solidifying factor at county and national levels	• Encourage speed dating at county levels • Undertake review meetings on quarterly basis • Improve the linkage between county and national PREG; meetings/minutes as well as communications between the secretariat • Encourage County PREG Leads or their Deputies to regularly participate in the national PREG meetings • Implementing partners should give more attention to speed dating process • Need to operationalize issues already on work plan FY18 and follow up on speed dating commitments
Leadership • Influence power of PREG at county and national levels • County teams' success requires COP level support • The backbone support is key for continued PREG support	• Organize visits to non-SLI sites during learning visits • Learn how PREG is adapted by other missions • More backbone support is required at the county • Enhance engagement of government in PREG county and national levels • Develop communication SOP in engaging to a new county administration • Deep dive/technical level discussions at the national level.

On a different note, a key challenge during the last year as identified during the workshop was the lack of harmony between USAID emergency and development assistance for proper sequencing of interventions. Due to the difference in funding streams between OFDA and USAID, geographical targeting has remained isolated and undermined the continuum from emergency to development support. In the long term, partners identified the need to match OFDA partners with long-term development partners. A summary of some of the additional challenges identified included the following:

CHALLENGES	ACTION POINTS
Documentation • Documentation of the work of PREG processes, best practices, and lessons learned	• Develop an online portal for sharing useful information about PREG • Develop a toolkit on how to document PREG good practices • Allocate resources towards documentation of PREG's work
Working with county governments • Lack of harmony in engaging county governments including other donors	• There is need to harmonize county government per diem rates • Develop key messaging on what PREG is able and

	not able to do in order to address the high expectations of PREG at the county level
Different implementation approaches used by different PREG partners in the same communities	
• Use of different approaches by donors	• Continue to strengthen the technical capacities of the counties

County leadership and work plan implementation	
• Increased work load for the county leads	• There is need for frequent rotation of county leads
• Branding	• Agree on common branding in the PREG sites
• Challenge in communicating PREG collaboration with other stakeholders including county governments, donors, communities etc.	• Package communication materials/ guidelines to acquire buy-in/ convergence with other stakeholders
• Targeting/ layering for strategic impact	• Follow-up actions developed during learning events with a smaller group to move the conversation forward to conclude on targeting the most vulnerable (impact driven and not presence driven)
• Downward accountability to the communities for better understanding of the communities about PREG	• Develop feedback mechanisms for the beneficiaries and the stakeholders

Assessing PREG Leadership

"I can do things you cannot do. You can do things I cannot do. Together we can do great things." - Mother Theresa

In essence, the management of PREG partnership has placed great demands on implementing partners in building relationships, mobilizing support, and developing new ways to cope with strategic and operational complexities especially in the field. At both county and national levels, County Leads and Chiefs Party respectively have learned to adjust, build new skills, and adopt new management techniques so as to leverage strong relationships to create better outcomes. During the monthly meetings, for example, County Leads have had to adapt to shifting from discussions to dialogue i.e. exploring options and making sure all partners are heard in order to build relationships. During the workshop, a video[1] presentation on leadership was shared and lessons for PREG summarized as follows:

Innovation measures for PREG Leadership	**Strong areas for PREG**
• Tasks to be done by all PREG partners	• Equal participation
• Investing in social intelligence/ emotional intelligence	• Bringing people together
• Strengthen collaborative leadership by reward	• Impact based collaboration through sequencing, layering, and integration
• Operationalize the standard operating procedures in PREG	• Improved understanding of partners' scopes of work and decision making
• Promote understanding of collaborative leadership (what is it?)	• Increased USAID investment visibility
• Nurture and promote deliberate connectedness in programming	• Reduced competition
	• Enhanced relationships and network

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[1] *The Voice of Leadership* by Margaret Heffernan- https://www.youtube.com/watch?v=PKJEuQIOtAE

Areas where PREG is struggling	How can we promote more collaboration in PREG?
• Measuring collective impact given the different contributions from various partners towards a common objective • Competition • Dominant institutions which leads to suppressing of values and kills innovation • Linkage between national and county PREG • Reaching out/ integrating other donors • Sustainable/consistent leadership • Different PREG partners being at different levels of engagement; how do we ensure continuity? • Linking resilience and emergency work	• Invite county teams to participate in PREG national level meetings on a quarterly basis • Identifying priority needs that are cross-cutting in our programs i.e. Disaster Risk Reduction (DRR), gender, conflict etc. • Prioritizing working in sites for sequencing, layering, and integration • Have very clear indicators for measuring results from the partnership • Demonstrate learning by adaptive management • Recognition and awards for successful collaboration as PREG • Create an enabling environment at the county level

V. THE 2018/2019 NATIONAL PREG WORK PLAN

WORK STREAM	ACTIVITY	RESPONSIBILITY	TIMELINE
COMMON AGENDA	**Outcome: Efficient coordination and implementation of PREG activities**		
	Speed dating to be cascaded to county level with partners being more pro-active to identify and take opportunities to collaborate	All partners	Continuous
	Implementation of onboarding and exiting guidelines if in place	County Leads	Continuous
	Commitment by partners to participate in PREG meetings/activities at both levels (name and shame)	COPs PREG Secretariat	Quarterly
	Harmonize allowances paid by partners/programs	PREG Secretariat, COPs AORs/CORs	September 2018
MUTUALLY REINFORCING ACTIVITIES	**Outcome: Spatial holistic resilience approach achieved among PREG partners**		
	Follow up and review speed dating action points	LMS Lead/PREG Learning	Quarterly review
	Operationalize pending issues already in 2017 work plan 1.0	COPs	By September 2018
	Joint monitoring and learning on SLI sites	COPs and County teams	Quarterly and Bi-annually
	Resource allocation for SLI	COPs	September 2018
	Set up national level working groups related to EDE Pillars	PREG Secretariat (Dorine)	September 2018
STAKEHOLDER ENGAGEMENT	**Outcome: Better understanding of PREG by partners and stakeholders**		
	Develop an online portal for sharing useful PREG information	USAID LMS	April 2019
	Develop standardized messaging on PREG for sharing with stakeholders	PREG Secretariat	December 2018
	Develop feedback mechanisms for beneficiaries and stakeholders	USAID LMS	Bi-annually
BACKBONE SUPPORT FUNCTION	**Outcome: Efficient and effective collaboration at County and National levels**		
	Review and strengthen coordination and governance structures	LMS County Leads COPs	January 2019
	Provide technical backstopping and guidance on engagement deliverables	PREG Secretariat LMS	Ongoing/Continuous
	Participation of technical offices in monthly meeting and quarterly	Kenya Resilience	Monthly/Continuous

	sector meetings	Coordinator	
	Mapping and resourcing of backbone support functions	Resilience Coordinator AORS/CORs COPs PREG Secretariat (LMS)	Mapping by end of Quarter 1 Resourcing: Continuous

SHARED MEASUREMENTS AND LEARNING

Outcome: Demonstrable added benefits to communities due to PREG's collaboration, learning, and adaptation.

Work Stream	Indicator	Data Requirements	Responsibility	Timeline/Frequency
Common Agenda	• Percentage of partners who have adopted on-boarding and exit procedures (formally) • Percentage of new and exiting programs using adopted procedures	• Report on processes and tools for on-boarding and exit	• Implementing Partners	Within 3 months of on-boarding and before 6 months to exit
	• Partners regularly involved in joint program and institutional processes such as joint work planning meetings • Attendance rate of eligible members for PREG activities	• Number of partners incorporating layering, sequencing and integration in their activities	• National PREG Secretariat	Monthly
Shared Measurements and Learning	• Percentage of Partners who endorse a data sharing agreement that supports ongoing collaboration for layering, sequencing and integration as well as impact measurements for their projects	• Existing thematic priorities and indicators on layering, sequencing and integration (in partner work plans) is understood by all	• Implementing Partners community of practice	Quarterly and aligned to government planning cycle
	• Partners understand the value and participate in the shared measurement system • At least two major learning questions identified, researched, and brought to	• Documented stories showing collaboration, learning, and adaptation.	• Collective (led by county lead)	Quarterly

	adaption committees			
Mutually reinforcing Activities	• Joint work plan developed, agreed and implemented at National and County levels	• Number of activities jointly implemented	• PREG county leads	Quarterly
	• Working groups (or other collaborative structures) co-ordinate activities for alignment	• Number of collaborative activities in joint monitoring mission reports	• PREG partner project managers	Monthly
	• Layered activities from the national work plan implemented	• Number of activities jointly implemented in the layering work plan	• PREG partner project managers	Quarterly
	• Partners with specific budget lines and resources for joint work planning	• Number of staff dedicated to PREG partnership	• COPs	Annually
	• Beneficiaries benefiting from multiple partners	• Number of beneficiaries supported by multiple partners	• PREG Secretariat	Semi-annually
	• Reports on joint activities shared	• Number of reports on joint activities undertaken	• PREG Secretariat	Semi-annually
Stakeholder Engagement	• Partners coordinate and communicate efforts regularly with and independently of PREG backbone support staff	• Number of joint interventions or actions taken from partner communications	• PREG Secretariat/CoPs	Quarterly
	• Various communication tools developed, shared and used	• Number of tools developed, shared and used	• PREG Secretariat/CoPs	Quarterly
Backbone Support Function	• Update standard operating principles for PREG to include guidance on roles and responsibilities for the chairs, members etc.	• PREG member input (CoPs) and county leads • Focus group discussions	• PREG Secretariat	Quarterly

	• % of meetings in which designated implementing partner representatives participate in PREG meetings disaggregated by national and county levels. • 12 PREG meetings per year at each County and National level • Number of county briefing meetings held in each county which follow established guidelines	• Meeting attendance by IP shared quarterly		