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THE PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG)

REPORT OF THE JOINT WORK PLANNING & TEAM BUILDING WORKSHOP IN SAMBURU AND BARINGO COUNTIES



September 2018

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.

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

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Abbreviations and Acronyms

ASAL	Arid and Semi-Arid Lands
COR	Contracts Officer's Representative
EDE	Ending Drought Emergencies
NDMA	National Drought Management Authority
PREG	Partnership for Resilience and Economic Growth
SLI	Sequencing, Layering and Integration
SOPs	Standard Operating Principles
USAID	United States Agency for International Development

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.

Executive Summary

Most development agencies are faced with the challenge of how to avoid judging implementing partners on the potential to achieve impact, independent of the numerous other organizations that may also influence the issue. And when most grantees are asked to evaluate the impact of their work, every attempt is made to isolate that grantee's individual influence from all other variables. This approach is called the isolated impact approach. It limits impact, creates unnecessary competition and, ultimately, fails beneficiaries. To address this challenge, USAID established the Partnership for Resilience and Economic Growth (PREG) which brings together humanitarian and development partners to collaborate for building resilience in the arid and semi-arid lands (ASALs) of Kenya.

In 2017, PREG Learning facilitated joint work planning and team building workshops in Isiolo, Garissa, Turkana, Marsabit and Wajir with the aim of improving collaborative program implementation and impact in these counties with heavy USAID investments. After the first phase of the joint work planning workshops, USAID investments in Baringo and Samburu Counties has increased; more so in Samburu County. The number of partners in the counties has also increased necessitating the need to set up and roll out full-fledged county PREG teams in both counties. This provided the basis for the joint work planning and team building workshop for both counties.

The design of the Samburu and Baringo PREG joint work planning and team building workshop was done with two major objectives: to provide basic information that was covered during the first phase of the joint work planning workshops, and to cover some core elements of the emerging lessons and content from the second phase of the joint work planning exercise. The import of this abridged content meant the joint work planning and team building workshop would provide an opportunity to intensify the benefits of joint work planning processes, improve learning, and increase trust and openness in a way that is mutually beneficial to all PREG partners in Samburu and Baringo Counties.

The workshop aimed at developing skills, understanding, and knowledge for effective cross-sector partnering. A total of 15 participants comprising implementing partners, NDMA, and county government officials also attended the workshop which was built around the five work streams that define the organization of the work plans: common agenda, shared measurement, mutually reinforcing activities, communications and backbone support.

The following key findings and recommendations emerged from the workshop:

- **Build on the PREG brand in the two counties:** In most cases, implementing partners engage with county governments and communities as individual organizations instead of as USAID partner organizations under PREG. It is recommended that implementing partners attend County Steering Group (CSG) meetings and engage with the communities as PREG, with the County Lead taking such opportunities to introduce other partners. In Samburu, the County Lead made a commitment to prioritize an orientation meeting with the county government.
- **Follow-up on implementation of layering work plans:** During the workshop, the PREG partners identified Lodokjek as a specific layering site and committed to follow through on the implementation of activities at these sites.

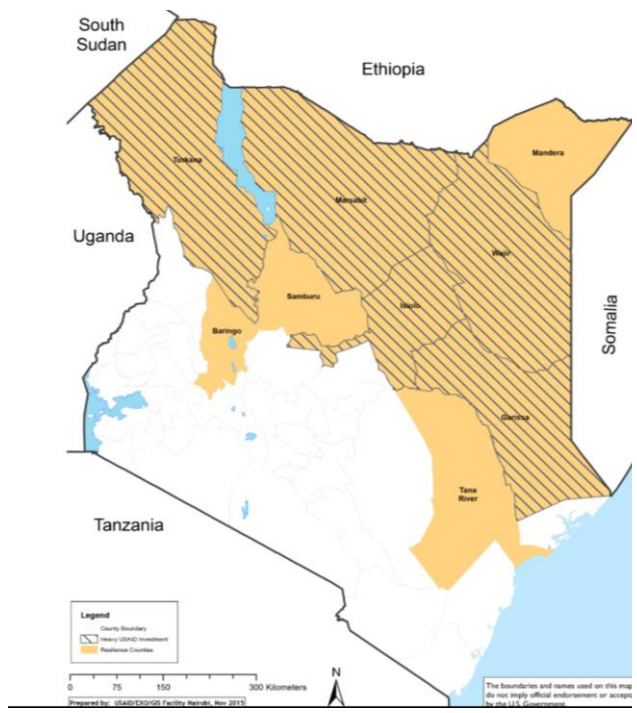
- **GIS and communication support:** The partners made a request for USAID team to update and prepare their county profiles as an essential component of enabling county leads to communicate, educate, and inform.

I. Background

The Partnership for Resilience and Economic Growth (PREG) was established by USAID in 2013. A learning event for the partnership was held in August 2016, and had 60 participants consisting of county representatives from USAID implementing partners and USAID staff in attendance. The overarching objective of the learning event was to inspire, energize, and mobilize PREG partners to commit to collaborative approaches for building resilience in the arid and semi-arid lands (ASALs) of Northern Kenya. A key outcome of the learning event was the agreement that there was need for a partnership-wide development approach that would ensure sustainability through capacity building.

The capacity building process for PREG began with a rapid assessment of the first five¹ high USAID investment PREG counties (shaded in grey in the map alongside). The outcomes of the assessment were then used to design a short curriculum for a series of workshops of joint work planning and team building workshops which were undertaken between February – June 2017. During these workshops PREG county teams developed joint work plans and identified layering priorities for implementation and follow up. The plans consisted of clear activities and action points necessary to improve collaboration around the five work streams of the Collaborative Impact Approach: the common agenda, shared measurements, mutually reinforcing activities, continuous communication and the backbone support function.

Map of USAID PREG Counties



¹ Isiolo, Marsabit, Garissa, Wajir and Turkana Counties

2. Rationale for the Joint Work Planning Workshop

During the review of the first phase of the joint work planning, a lot of progress had been realized across different work streams in all the five target counties. In all counties, for instance, partners had consistently held and participated in regular PREG meetings and documented meeting processes and outcomes. Partners had also increasingly followed up on the layering activities with the County Leads striving to keep the entire partnership updated on a regular basis with information from USAID as well as the national PREG. Since the first phase of joint work planning, USAID investments in Baringo and Samburu Counties have significantly increased; more so in Samburu County.

The number of partners in Samburu has increased, necessitating the need to set up and roll out a full-fledged county PREG team in the county. This provided the basis for the joint work planning and team building workshop for both counties.

The design of the Samburu and Baringo PREG joint work planning and team building workshop was done with two major objectives: to provide basic information that was covered during the first phase of the joint work planning workshops, and to cover some core elements of the emerging lessons and content from the second phase of the joint work planning exercise. The import of this abridged content meant the joint work planning and team building workshop would provide an opportunity to intensify the benefits of joint work planning processes, improve learning, and increase trust and openness in a way that is mutually beneficial to all PREG partners in Samburu and Baringo Counties.

The workshop balanced core knowledge with highly interactive, experiential learning through team building, 'serious games', and peer-to-peer exchange along the five critical work streams of collaboration and partnership. The five work streams that defined the work plans are:

- Common Agenda – the development of a common vision for change that drives PREG's joint approach to achieving its objectives through agreed actions.
- Shared Measurement - collecting data and measuring results in a consistent manner across all its activities.
- Mutually Reinforcing Activities – the use of a mutually reinforcing plan of action for collaboration and partnership to coordinate and implement activities.
- Continuous Communication – 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 – 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.

About the Workshop

The joint work planning and team building workshop was designed to build knowledge and skills among partners to work effectively in partnership with a strong emphasis on learning in Samburu and Baringo Counties. Fifteen participants (9 male, 6 female) attended the workshop with adequate

representation from USAID implementing partners, NDMA, and county officials from both Baringo and Samburu Counties. Specifically, the workshops had the following objectives:

- Build consensus with PREG partners on the rationale for partnership and collaboration;
- Increase the understanding and application of the standard operating principles among PREG partners;
- Increase knowledge and skills to develop, manage, and strengthen PREG;
- Identify areas and interventions for action and impact through collaboration and partnership at the county level.

Workshop Methodologies

The main methods of work during all the workshops was a combination of adult learning techniques, and highly participatory methods using the Experiential Learning Cycle which is a highly effective method of training adults. The main emphasis of this methodology is learning from experience by allowing individuals to manage and share responsibility for their own learning with their peers. In addition to these methods, a mix of teaching methods for the concepts and skills necessary for retention and application was used. These included small working groups and discussion, case studies, and practicing new skills with feedback and discussions.

	Session Time 08:30-10:30	Session Time 11:00-13:00	Session Time 14:15 – 16:15
D a y 1	Session 1: Opening Session <ul style="list-style-type: none"> • Climate setting • The Rationale for partnership and collaboration 	Session 2: About PREG <ul style="list-style-type: none"> - What is PREG? - The structure of PREG - The County PREG work plan 	Session 3: The Common Agenda <ul style="list-style-type: none"> - Work planning
D a y 2	Session 4: Mutually Reinforcing Activities <ul style="list-style-type: none"> - Work planning 	Session 5: Application of GIS mapping and layering tools	Session 6: Continuous Communications <ul style="list-style-type: none"> - Work planning
D a y 3	Session 7: The Backbone Support Function <ul style="list-style-type: none"> - Work planning for supporting the BSF 	Session 8: Shared Measurements and Learning <ul style="list-style-type: none"> - Developing shared measurements and Learning - The Overall Action Plan - Workshop Closure 	

Summary of the Agenda/Workshop Program

3. Key Highlights and Findings from the Workshop

The county specific observations and findings against the five work streams are presented below:

Operating principle	Main Observations and Findings
<p>Common agenda: Assessment of PREG members ability to hold joint and institutional program processes, including planning and coordination meetings</p>	<ul style="list-style-type: none"> • In both Baringo and Samburu counties, there was a good level of awareness on the common vision of PREG among the partners largely because the County Leads and some of the partners had participated in PREG events in other counties where PREG is established. • However, it was worthwhile to once again take the entire team through the vision, structure, mandate, and standard operating principles which provided insight into the modalities of working within PREG. • In both counties, there was general low awareness of the USAID Resilience Framework, and linkages between the framework and the EDE Framework.
<p>Shared measurement and learning in the partnership</p>	<ul style="list-style-type: none"> • The most common understanding of the shared measurement system was the use of common tools or indicators for M&E. During the workshop, however, this focus was given greater emphasis and clarity, and partners were able to develop their measurement system focusing on the growth of PREG as a partnership.
<p>Mutually reinforcing activities: Experiences by partners in implementation of mutually reinforcing activities</p>	<ul style="list-style-type: none"> • A number of participants had prior knowledge of sequencing, layering, and integration (SLI). However, there was little evidence of the application of the SLI framework and partners hadn't been deliberate in its application.
<p>Continuous communication: experiences by partners and commitment to internal coordination and communication</p>	<ul style="list-style-type: none"> • During the workshop, the partners formed a WhatsApp group for communicating with each other, and a commitment was made to prioritize the sharing of information with the county governments through the CSG to increase awareness and presence of PREG in the counties. • In most cases, implementing partners engage with county governments and communities as individual organizations rather than as USAID partner organizations under PREG • Partners lack updated county profiles which are an essential component of enabling county leads to communicate, educate, and inform other County stakeholders and county government decision makers.
<p>Backbone support: Functionality of secretariat that serves as a backbone to coordinate the members of PREG</p>	<ul style="list-style-type: none"> • In Samburu County, NRT will provide the backbone support function for the PREG partnership while WFP will do the same for Baringo County. Both County Leads are capable of undertaking these functions given that they have participated in other of the PREG national and county activities.

The following key findings and recommendations emerged from the workshop:

- **There is need to build on the PREG brand in both Samburu and Baringo counties:** In both counties, partners admitted that they largely engage with county governments and communities as individual organizations instead of as USAID partner organizations under PREG. It is recommended that implementing partners attend County Steering Group (CSG) meetings and engage with the communities as PREG, with the County Lead taking such opportunities to introduce other partners. In Samburu, the County Lead made a commitment to prioritize an orientation meeting with the county government.
- **Ensure follow-up on implementation of layering work plans:** During the workshop, the PREG partners identified Lodokjek as a specific layering site and committed to follow through on the implementation of activities at these sites.
- **GIS and communication support:** The partners made a request for USAID team to update and prepare their county profiles as an essential component of enabling county leads to communicate, educate, and inform.

4. THE SAMBURU PREG COUNTY WORKPLAN

Session	Outcome	Outcome Indicator	Output	Activities	Roles
Common Agenda	A sustainable coordinated approach and PREG agenda and SOPs adopted by partners	Number of partners reporting improved results from integration of PREG SOPs into their project implementation	<ul style="list-style-type: none"> • A joint work plan in place for partnership • Partners adhere to guidelines for exit and entry 	<ul style="list-style-type: none"> • Train members on common PREG agenda and SOPs to support national and county government • Continuous review of the joint work plan • Joint PREG inception and close-out meetings 	<ul style="list-style-type: none"> • PREG Secretariat • PREG Partners • County Lead and other PREG partners
Mutually Reinforcing Activities	Enhanced partnership by all PREG partners to build synergy and improve resource utilization for a resilient community	Proportion of projects where SLI has been applied by PREG partners	<ul style="list-style-type: none"> • Monthly work plan and implementation schedules shared and reviewed • Documentation of joint activities implemented • Number of projects and activities synergized with non-PREG partners 	<ul style="list-style-type: none"> • Hold monitoring and evaluation meetings • Hold report compilation meeting workshops • Joint planning implementation with non-PREG partners 	<ul style="list-style-type: none"> • County Leads
Continuous Communications	Effective and efficient continuous communication within and without PREG	Percentage of partners responsibility communicating in a timely manner	<ul style="list-style-type: none"> • Briefs and updates developed to share to all partners (PREG and non-PREG) • Different channels of communication in place with different partners participating (PREG and non-PREG) 	<ul style="list-style-type: none"> • Holding forums to disseminate PREG updates to stakeholders. • Create a common WhatsApp group • Email for all partners 	<ul style="list-style-type: none"> • NDMA • PREG Secretariat • PREG Lead
Backbone Support Function	A vibrant and responsive secretariat for effective PREG leadership	Level of articulation of PREG agenda and representation	<ul style="list-style-type: none"> • PREG represented in county forums • Mechanisms instituted for sharing of responsibilities as PREG 	<ul style="list-style-type: none"> • Present PREG agenda, implementation updates in county forums • Develop mechanism for sharing responsibilities to support the county lead 	<ul style="list-style-type: none"> • NRT (County Lead) • PREG partners

4.1. Layering site: Lodokejek (Samburu Central)

Partner	Activity
NHP Plus	<ul style="list-style-type: none"> • Kisima Community Unit Baby Friendly Community Initiative • Kisima girls kitchen gardens • Early Childhood Development (ECDs) • Kisima Health Centre • Nutrition Assessment Counselling and Support; integrated management of acute malnutrition
ACTED (WASH)	<ul style="list-style-type: none"> • Water infrastructure improvement • Sanitation and hygiene promotion • Capacity development of water management committees
TUSOME	<ul style="list-style-type: none"> • Classroom observation support of teachers • Training of curriculum support officer • Provision of textbooks to grade 1 to 3 pupils
Afya Timiza	<ul style="list-style-type: none"> • Family Planning and Reproductive Health • Maternal, Newborn and Child Health activities • Social behavior change and communication activities • SBCC activities • Technical assistance <ul style="list-style-type: none"> - WASH Activities - Nutrition Activities
NRT	<ul style="list-style-type: none"> • Rangeland management • Wildlife security • Governance and capacity building • Peace and security • Sustainability – tourism
WFP/NDMA	<ul style="list-style-type: none"> • Pasture production • Bee keeping • Water harvesting structures • Nutrition – commodities
UNICEF	<ul style="list-style-type: none"> • Nutrition • ECDE
Afya Ugavi	<ul style="list-style-type: none"> • Commodity management and supply chain strengthening
County government	<ul style="list-style-type: none"> • Coordination • Education • Water • Agriculture and Livestock