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THE PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG) FINAL RAPID NEEDS ASSESSMENT REPORT



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FEED THE FUTURE: BUILDING CAPACITY FOR RESILIENCE AND ECONOMIC GROWTH (AFRICA LEAD II)

PREG RAPID NEEDS ASSESEMENT REPORT

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Acronyms

AHADI	Agile Harmonized Assistance for Devolved Institutions
APHIA plus	AIDS, Population and Health Integrated Assistance
AVCD	Accelerated Value Chains Development Program
ASALs	Arid and Semi-Arid Lands
C&P	Collaboration and Partnership
CC	Climate Change
CSG	County Steering Group
DRR	Disaster Risk Reduction
EDE	Ending Drought Emergencies
FEWS NET	Famine Early Warning Systems Network
GIS	Geographic Information Systems
ILRI	International Livestock Research Institute
IMARISHA	Integrated Marginal Arid Regions Innovative Socialized Health Approach
IPs	Implementing Partners
KENYA RAPID	Kenya Resilient Arid Lands Partnership for Integrated Development
K-YES	Kenya Youth Employment and Skills Program
M&E	Monitoring and Evaluation
MIS	Management Information System
MWA	Millennium Water Alliance
NDMA	National Drought Management Authority
NHP plus	Nutrition and Health Program Plus
NRT	Northern Rangelands Trust
PREG	Partnership for Resilience and Economic Growth
REGAL-AG	Resilience and Economic Growth in Arid Lands – Accelerated Growth
REGAL IR	Resilience and Economic Growth in Arid Lands-Improving Resilience
TWG	Technical Working Group
USAID	United States Agency for International Development
USAID AHADI	USAID Agile and Harmonized Assistance for Devolved Institutions
USAID/KEA	USAID/Kenya and East Africa

Executive Summary

The objective of this report is to document the ongoing processes and efforts by USAID Kenya Partnership for Resilience and Economic Growth (PREG) partners at the county level. The report captures baseline information on PREG county partners' current roles, responsibilities, experiences and relationships in county level planning, and the implementation of partnership functions.

Summary of key findings:

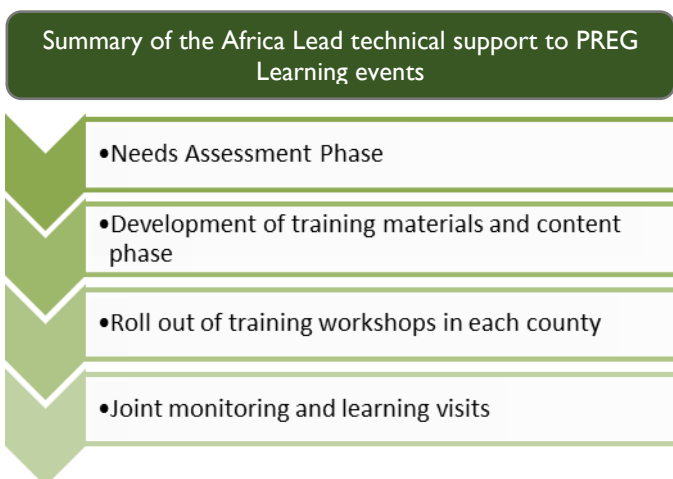
- **Common agenda:** This involved the assessment of PREG members on their ability to hold joint and institutional program processes: including coordination meetings, planning, monitoring and evaluation, as well as the onboarding of new PREG partners. In the five counties visited, partners demonstrated a high level of awareness of the shared vision of PREG. In Turkana, Isiolo, Garissa and Marsabit, PREG partners regularly coordinate meetings for planning, reporting, and monitoring purposes, except for Wajir County, where the coordination meetings were slightly irregular and less structured.
- **Shared measurement and learning:** This involved the assessment of processes of documentation, data collection, and measurement of results across various activities at multiple levels, including community and county levels. In all counties, processes of shared measurement and learning are underdeveloped. However in Garissa, partners collected implementation data using an Excel based database. In addition, partners provided information for the database even if the process was slow.
- **Mutually reinforcing activities:** In the Marsabit and Turkana counties, partners demonstrated a greater understanding of the layering, sequencing and integration approach. In Garissa and Marsabit, the establishment of different technical working groups in areas such as nutrition, livestock and water, facilitated these processes. Although, in Garissa the understanding of sequencing and layering was somewhat weak.
- **Continuous communication:** In all the counties, except for Wajir, partners communicate through a dual communication platform, utilizing social media like WhatsApp and email lists. Isiolo, Marsabit and Garissa have the most vibrant information sharing platforms. Garissa has a distinct advantage in sharing information with the county government, due to its partnership and relationship with the county government.
- **Backbone support:** Wajir has the weakest backbone support mechanism. Partners have made up for this weakness by establishing very strong direct links with county government departments, as demonstrated in the World Food Program (WFP), Accelerated Value Chain Development (AVCD) and Kenya Resilience Arid Lands Partnership for Integrated Development (Kenya RAPID). Isiolo and Marsabit have the strongest backbone support mechanisms. Within these counties partners regularly attended meetings, and demonstrated greater a sense of coherence and awareness of their complementarity.

An overarching finding from the rapid assessment of the PREG partnerships was that PREG provides a novel and relevant approach towards achieving the goals of resilience and growth. However, resilience work necessitates greater collaboration across many more development sectors, including those from government. Also, for PREG partnerships to be effective, strong and efficient leadership is essential. This will ensure that constant dialogue among partners is maintained and capacity-building needs across a number of work streams are continuously progressing.

I. Introduction

The overall objective of the rapid needs assessment was to capture baseline information on PREG county partners¹ current roles, responsibilities, experiences and relationships at the county level. Specifically, the exercise focused on:

- Identifying partnership strengths and areas for improvement in operating processes, structure, planning, and activity implementation;
- Using outcomes of findings to design tailor made training content for the PREG partnership.



During the needs assessment phase, the focus of the process is to monitor the functioning and productivity of PREG partnerships in the counties. This includes identifying partnership strengths and areas for improvement in operating processes, structure, planning, and activity implementation. The objective is to improve and guide partnership activities to ensure that successful strategies are supported and replicated, and areas of weakness are improved. The report is structured within the context of the five operating principles adopted during the PREG learning event, which include:

Schedule of Field Visits

County Visited	Dates	Partners contacted
Marsabit	06-08 Nov	07
Garissa	09-11 Nov	06
Turkana	20-24 Nov	05
Wajir	27-28 Nov	04
Isiolo	06-07 Dec	07

- Common agenda
- Shared measurement and learning
- Mutually reinforcing activities
- Continuous communication
- Backbone support

¹ The PREG County partners consist of all USAID funded implementing partners at the county level, the county government and NDMA..

Methodology and Limitations

This Rapid Needs Assessment, while appreciating that the PREG partnership consists of a much more complex network of players at the national and county level including national government agencies, county governments and implementing partners with both national and county presence, focus was largely on implementing partners at the county level. For this purpose, all implementing partners were sampled as respondents for the assessment. The main actions and tasks in undertaking the needs assessment process included the following;

- **Literature review**

The main literature reviewed for purpose of the assessment included the reports of the August 2016 learning event of USAID partners, specific county CIDPs and development partnership reports, reports and technical papers on various models and cases studies on collaborative impact, networking and partnership building.

- **Development of Information and Data Collection Tools**

From the literature review, a data collection tool was developed that consisted of a questionnaire for undertaking focus groups discussions and key informant interviews. These were to help capture some of the information from the various implementing partners.

- **Data Collection and documentation of the current state of the partnerships**

The main methodology for undertaking the assessment was through the use of qualitative methods of data collection which included structured observations, focus group discussions and key informant interviews. The focus of the information collected was organized around what is currently working in the partnership, as well as the challenges and opportunities for growth.

- **Report writing and presentation**

The information and data from the data collection phase was then analyzed and categorized using the five key parameters of the collaborative impact: Common vision/agenda, mutually reinforcing activities, shared measurements, continuous learning and backbone support functions. A draft report was prepared and presented to Africa Lead and later shared with the Chief of Party for validation before this final report was produced.

Limitation

The main limitation in this exercise was that information and data was not available from the partners at the national level. As such, it was not easy to corroborate or validate information collected from partners at the county level.

II. Summary of Findings

Color code:

Good progress	Needs improvement	Lacking
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County	Common Agenda	Shared Measurement and Learning	Mutually Reinforcing Activities	Continuous Communication	Backbone Support
Garissa	<ul style="list-style-type: none"> Strong presence of county government leadership encourages integration with county government. 	<ul style="list-style-type: none"> Innovative initiative in an activity-mapping tool at the county level based on the 4W matrix. 	<ul style="list-style-type: none"> Partners have challenges in understanding and applying the layering, sequencing and integration concept. 	<ul style="list-style-type: none"> Effective and reliable communication lines between PREG partners and county government. 	<ul style="list-style-type: none"> PREG secretariat lacks ability to provide strategic guidance, leadership and support.
Isiolo	<ul style="list-style-type: none"> Strong sense of shared vision, trust and cohesion in processes of joint work planning. 	<ul style="list-style-type: none"> A few partners have used the GIS mapping tool and county maps partner interventions. 	<ul style="list-style-type: none"> Partners established effective work processes in technical working groups. Perfect application of SLI principles in various sites. 	<ul style="list-style-type: none"> Weak communication lines between county and national levels. Functional email lists and WhatsApp groups. 	<ul style="list-style-type: none"> Strong leadership and coordination of the secretariat from REGAL AG.
Marsabit	<ul style="list-style-type: none"> Coordination and planning meetings are regular, documented and structured. 	<ul style="list-style-type: none"> Processes of joint monitoring of activities are effective and functional. 	<ul style="list-style-type: none"> Technical working groups in health, nutrition and livestock sectors are established and aid in SLI. 	<ul style="list-style-type: none"> Effective email list and WhatsApp group at county level. 	<ul style="list-style-type: none"> Strong PREG partnership strengthens engagement with county government.
Turkana	<ul style="list-style-type: none"> Functional onboarding processes for new partners. 	<ul style="list-style-type: none"> County has a 4W matrix, but it is used intermittently. 	<ul style="list-style-type: none"> Strong linkages with county sector departments reinforce integration. 	<ul style="list-style-type: none"> Lack of feedback from national PREG secretariat. 	<ul style="list-style-type: none"> Secretariat has technical ability to provide strategic guidance and leadership but relationships between partners is still weak.
Wajir	<ul style="list-style-type: none"> Partnership onboarding processes are underdeveloped. 	<ul style="list-style-type: none"> Partners have low awareness of each other's activities. 	<ul style="list-style-type: none"> Individual partners have very strong linkages with county departments, but not other PREG partners. 	<ul style="list-style-type: none"> Communication is irregular due to lack of shared communication groups/lists. 	<ul style="list-style-type: none"> Transitions of current programs in Aphia Imarisha undermine its leadership and coordination capacity.

III. Key Findings

Operating Principle	Main Observations and Findings
<p>Common agenda: Assessment of PREG members’ ability to hold joint and institutional program processes, including coordination meetings, planning, monitoring and evaluation, as well as the onboarding of new PREG partners.</p>	<ul style="list-style-type: none"> • In all of five counties visited, partners demonstrated a high level of awareness of the shared vision of PREG. • In Turkana, Isiolo, Garissa and Marsabit, partners regularly coordinate meetings for planning, reporting, and monitoring purposes. In Wajir, the coordination meetings are irregular and less structured. • Turkana, Isiolo and Marsabit counties have a developed system of onboarding new partners. The counties have established a system of induction, where new partners undergo a formal introduction into the partnership. However, Wajir County lacked a system of onboarding new partners. • Turkana, Marsabit and Garissa counties have developed joint processes of monitoring, where different partners participate when required. • In all counties except Isiolo and Marsabit, partners demonstrated low awareness and sensitivity to resilience-based programming. The PREG leadership and partners in Isiolo and Marsabit were the most aware of the implications to this new programming approach.
<p>Shared measurement and learning: Assessment of processes of documentation, data collection, and measurement of results across various activities at multiple levels, including community and county levels.</p>	<ul style="list-style-type: none"> • In all five counties, processes of shared measurement and learning are underdeveloped. In Garissa however, partners collected implementation data using an Excel-based database. In addition, partners provided information for the database even if the process was slow. • In all counties except Turkana, partners do not utilize GIS mapping. • Isiolo and Marsabit Counties developed joint mechanisms to monitor activities, and demonstrated greater coherence and awareness of partner roles and responsibilities. • None of the counties use common tools or indicators for monitoring and evaluation.
<p>Mutually reinforcing activities: Experiences by partners in implementing mutually reinforcing activities that build on existing efforts, and discourage duplication, using the sequencing, layering and integration framework.</p>	<ul style="list-style-type: none"> • In Isiolo, Marsabit and Turkana counties, partners demonstrated greater understanding of the layering, sequencing and integration framework. In Garissa, and Marsabit, the establishment of different technical working groups in areas such as nutrition, livestock, and water facilitated these processes. • In Garissa, sequencing and layering was interpreted slightly differently, as succession in program implementers rather than integration of interventions. • In Wajir, there is little evidence of the application of the SIL framework, and partners have not found an opportunity to unpack the implementation of programs in this manner.

<p>Continuous communication: Experiences by partners and commitment to internal coordination and communication, as well as external communications efforts.</p>	<ul style="list-style-type: none"> • In all counties except for Wajir, partners communicate through a dual communication platform, utilizing social media like WhatsApp and email lists. Marsabit and Isiolo established the most vibrant information sharing platforms through these two platforms.. • Garissa has a distinct advantage in sharing information with the county government, due to its partnership and relationship with the county government. • In all the counties, PREG partners participate regularly in CSG meetings. However in Marsabit, PREG has a more coordinated role in working with the county government due to its direct engagement with county government leadership.
<p>Backbone support: Functionality of secretariat to coordinate the members of PREG, and to guide the implementation of the common PREG agenda.</p>	<ul style="list-style-type: none"> • Wajir has the weakest backbone support mechanism for the PREG partnership. Partners have compensated for this weakness by establishing very strong direct links with county government departments, as demonstrated in the WFP, AVCD and Kenya RAPID programs. • Isiolo and Marsabit have the most robust backbone support mechanism. Partners regularly attended meetings, and demonstrated greater sense of coherence and awareness of their complementarity. • In Garissa, the PREG partnership has a county representative as chair, with PREG partners acting as secretariats/co-conveners. The Marsabit, Isiolo and Garissa models have different strengths and weaknesses. • The PREG secretariats are largely under-resourced and different County Leads also have varied understanding of their scope of work and mandate. Stronger secretariats in Marsabit and Isiolo demonstrate the ability to identify the resources gaps much more clearly.

County Overview

Marsabit County PREG²

Operating Principle	Main Observations and Findings	Challenges and Opportunities
<p>Common agenda: Assessment of PREG members' ability to hold joint and institutional program processes; including coordination meetings, planning, monitoring and evaluation, and the onboarding of new PREG partners.</p>	<ul style="list-style-type: none"> Partners demonstrated a high level of awareness of the shared vision of PREG. Partners facilitated regular (monthly) coordination meetings, where they discussed progress, key learning outcomes, feedback, government issues, and upcoming events. The county has a well-developed system of onboarding new partners, including an established system of induction, where new partners undergo formal introduction into the partnership. There are attempts to maintain joint processes of monitoring, where different partners participate regularly when required. The county also demonstrated a high appreciation and understanding of resilience-based programming. 	<ul style="list-style-type: none"> Currently, the county government does not participate in planning meetings, and the County Lead organizes a separate briefing meeting with the County Government to give an update on PREG activities. This has both benefits but also many disadvantages. Onboarding partners lack a standard reference manual.
<p>Shared measurement and learning: Assessment of processes of documentation, data collection, and measurement of results across various activities at multiple levels, including community and county levels.</p>	<ul style="list-style-type: none"> The partnership experiences difficulty in developing work streams around the shared measurements. Partners exhibited some level of awareness and interest in the GIS mapping tool, even though partners still lack clarity on the access and usability of the tool. In addition, the county developed joint mechanisms to monitor activities, and demonstrated greater coherence and awareness of partner roles and responsibilities. 	<ul style="list-style-type: none"> The county lacks common tools for collecting data inputs and measurements based on resource leveraging. Currently, the county does not use common tools or indicators for M&E.
<p>Mutually reinforcing activities: Experiences by partners in implementing mutually reinforcing activities that build on existing efforts, and discourage duplication, using the</p>	<ul style="list-style-type: none"> Partners demonstrated understanding of the SLI framework. The establishment of different technical working groups in areas such as nutrition, livestock, and water, facilitated these processes. In the project at Merrille Livestock Market, the community work plan created by Regal AG partners, supports PREG activities. The partnership conducted five 	<ul style="list-style-type: none"> Partners faced many challenges, including competing monthly priorities, different accounting approaches; and fragmented management systems.

² Partners in Marsabit included REGAL-IR, AVCD-LC, SIDAI, Marsabit County Government, USAID AHADI, REGAL-AG, K-RAPID, NDMA, County Government and WFP

<p>sequencing, layering and integration framework.</p>	<p>activities and two trainings.</p> <ul style="list-style-type: none"> • Partners demonstrated strong understanding of the SLI framework, and play different roles in layering which include: <ul style="list-style-type: none"> ✓ Vulnerable households – WFP, UNICEF ✓ Household secure – Regal IR ✓ Accelerated growth/investment – Regal AG 	<ul style="list-style-type: none"> • Partners regularly share work plans. Sharing work plans supports the prioritization of activities, and identifying strategies for collaboration. Currently, this is done after the fact. As a result, it is recommended that partners share work plans in advance to inform annual forecasts.
<p>Continuous communication: Experiences by partners and commitment to internal coordination and communication, as well as external communications efforts.</p>	<ul style="list-style-type: none"> • Partners communicate through a dual communication platform, utilizing social media platforms like WhatsApp and emails. • The county also participates regularly in County Steering Group meetings. However, PREG has a more coordinated role in working with the county government, due to its direct engagement with county government leadership. 	<ul style="list-style-type: none"> • Cross-county learning is still weak. • Communication with national secretariat is infrequent.
<p>Backbone support: Functionality of secretariat to coordinate the members of PREG, and to guide the implementation of the common PREG agenda.</p>	<ul style="list-style-type: none"> • Marsabit has one of the strongest backbone support mechanisms. • Partners regularly attend meetings and demonstrate a strong sense of coherence and awareness of their complementarity. • The secretariats are under-resourced. Stronger secretariats would demonstrate the ability to identify the resources gaps much more clearly. 	<ul style="list-style-type: none"> • Additional secretariat support is needed to evaluate work plans, shape discussions on tasks that need to be prioritized, provide knowledge management and develop tools for M&E processes.

Garissa County PREG³

Operating Principle	Main Observations and Findings	Challenges and Opportunities
<p>Common agenda: Assessment of PREG members' ability to hold joint and institutional program processes, including coordination meetings, planning, monitoring and evaluation, as well as the onboarding of new PREG partners.</p>	<ul style="list-style-type: none"> Meetings are regular (bi-monthly). However, meetings are not documented or systemized. The partnership does not regularly onboard new partners. Onboarding is not as rigorous in comparison to other counties. 	<ul style="list-style-type: none"> Partners need to hold routine meetings, and assess the impact of the bi-monthly cycle. Partners need to develop guidelines for the onboarding process. New partners need to adjust work plans based on new information from the onboarding process.
<p>Shared measurement and learning: Assessment of processes of documentation, data collection, and measurement of results across various activities at multiple levels, including community and county levels.</p>	<ul style="list-style-type: none"> The partnership has taken innovative steps to share progress and map out partner activities by developing an Excel-based tool. The county developed joint mechanisms to monitor activities, and demonstrated greater coherence and awareness of partner roles and responsibilities. 	<ul style="list-style-type: none"> Partners demonstrated low awareness and interests in the GIS mapping tool, as partners still lack clarity on the access and usability of the tool. Currently, partners do not use common tools or indicators for M&E. Different partners identified best practices and lessons learned, but modalities for identifying these factors are not standardized.
<p>Mutually reinforcing activities: Experiences by partners in implementing mutually reinforcing activities that build on existing efforts, and discourage duplication, using the sequencing, layering and integration framework.</p>	<ul style="list-style-type: none"> The partnership is making progress in establishing different technical working groups in areas such as nutrition, livestock and water. Progress of this activity is slow. Partners hold regular meetings to cover information on partnership activities. 	<ul style="list-style-type: none"> Partners demonstrated clear understanding of the concepts of the SLI framework. However, partners demonstrated difficulties in understanding application of sequencing, layering and integration among partners, and the general interpretation of project succession.
<p>Continuous communication: Experiences by partners and commitment to internal coordination and communication, as well as external communications efforts.</p>	<ul style="list-style-type: none"> Partners utilize social media platforms, WhatsApp and email to communicate. The effectiveness of the communication methods was not determined due to information gaps, and lack of participation among partners. The county also participates regularly in CSG 	<ul style="list-style-type: none"> It is recommended that partners regularly share and discuss best practices. There is weak communication with the PREG national secretariat.

³ Partners in Garissa included Garissa County Government, K-YES, FFA/AC-AGRICULTURE PROGRAM, APHIA PLUS IMARISHA, KENYA RAPID, KRCS, NDMA, AVCD and USAID AHADI

	<p>meetings. In addition, PREG partners regularly engage with the county government leadership.</p> <ul style="list-style-type: none"> • Partners developed programs that included training of community health volunteers (CHVs), kitchen gardens, talking books (audio manuals); training of vet officers, surveillance champions and producers, and promotion of multi-hub service delivery. • Partners also discussed learning outcomes and best practices at monthly meetings. 	
<p>Backbone support: Functionality of secretariat to coordinate the members of PREG, and to guide the implementation of the common PREG agenda.</p>	<ul style="list-style-type: none"> • The backbone support in the county was marginally strong. • The PREG partnership has a county representative as chair, with PREG partners serving as secretariats/co-conveners. This arrangement is very unique and is also faced with some major challenges that require urgent attention. • The secretariat did not demonstrate a high level of understanding in its scope of work, mandate and vision. The secretariat was unable to accurately identify what gaps exist in its responsibilities. 	<ul style="list-style-type: none"> • The secretariat does not understand its functions and roles. Therefore, they are unable to clearly articulate resources gaps. • Most partners prefer flexible partnership arrangements that provide sufficient room for partners to implement their own work plans.



PREG partners in Garissa County during the needs assessment exercise

Turkana County PREG⁴

Operating Principle	Main Observations and Findings	Challenges and Opportunities
<p>Common agenda: Assessment of PREG members' ability to hold joint and institutional program processes, including coordination meetings, planning, monitoring and evaluation, as well as the onboarding of new PREG partners.</p>	<ul style="list-style-type: none"> • PREG as a partnership is beginning to form and work together. • Meetings are regular (monthly) and rotate among partners. • The partnership developed a strong and credible system of onboarding new partners. • Strong involvement of county government was evident in PREG activities. For the next CSG, the secretariat has incorporated PREG as an agenda. All partners are also encouraged to suggest key line ministries and external organizations such as UNICEF, to invite in the next meeting. • Partners developed a county nutrition tech forum 	<ul style="list-style-type: none"> • Harmonization of work plans is still a challenge for the partnership. • Different planning cycles due to differences in project life are a challenge. • Partners should develop a joint monitoring mechanism to onboard new partners and identify gaps. • Partners need to increase monitoring and presence in the county.
<p>Shared measurement and learning: Assessment of processes of documentation, data collection, and measurement of results across various activities at multiple levels, including community and county levels.</p>	<ul style="list-style-type: none"> • The partnership has taken innovative steps to share progress, and map partners' activities by developing the 4W matrix. • The county developed joint mechanisms to monitor activities, and demonstrated greater coherence and awareness of partner roles and responsibilities. • The partnership co-hosts mission visits and undertakes monitoring of sites together. • Joint monitoring is also done together. 	<ul style="list-style-type: none"> • Partners demonstrated low awareness and interest in the GIS mapping tool, as partners did not understand the access and usability of the tool. • Currently, partners do not use common tools or indicators for M&E. • Different partners have identified best practices and lessons learned, but modalities for identifying these factors are not standardized. • Partners felt limited by the lack of a baseline for implementing programs and measuring progress. • Partners need to pick specific M&E indicators to report on. • No joint data and information sharing among partners.

⁴ Partners in Turkana included Aphia Plus Imarisha, Turkana County Government, NDMA, WFP, Kenya RAPID and USADF

<p>Mutually reinforcing activities: Experiences by partners in implementing mutually reinforcing activities that build on existing efforts, and discourage duplication, using the sequencing, layering and integration framework.</p>	<ul style="list-style-type: none"> • The partnership effectively utilized the sequencing, layering and integration approach for programing. There are specific model sites that demonstrate layering. For example, the Child Fund is currently involved in Turkana East, and is undertaking mobilization for Food for Assets. REGAL IR undertook the surveys and later on procured a contractor to install canal linings for more than 1.8 kilometers. The canals were finally put in place through WFP activities. The county government utilizes the layering approach through its seed and farming projects. REGAL IR has facilitated the trainings. • In Kakuma (Lokangai), Kenya RAPID is working with AVCD. AVCD builds capacity of committees, and Kenya RAPID supports pasture regeneration. 	<ul style="list-style-type: none"> • No specific tools for joint measurement • Every agency meets their own costs during joint monitoring visits. • There are still challenges with layering because of the large geographical area for programing.
<p>Continuous communication: Experiences by partners and commitment to internal coordination and communication, as well as external communications efforts.</p>	<ul style="list-style-type: none"> • Partners utilize social media platforms, WhatsApp and emails to communicate. • The county also participates regularly in CSG meetings. • Partners demonstrated innovations/activities in programming. • Partners also used the monthly meetings to share learning outcomes and best practices. 	<ul style="list-style-type: none"> • There is weak communication with the PREG national secretariat. • Partners need to regularly share and discuss best practices. • The partnership expressed the need for support in educating local communities so that communities identify PREG as one entity. • In some forums, agencies share platforms on what they are doing at the community level. • The partnership needs to improve documentation and reporting.
<p>Backbone support: Functionality of secretariat to coordinate the members of PREG, and to guide the implementation of the common PREG agenda.</p>	<ul style="list-style-type: none"> • The backbone support in the county is strong. • WFP chairs and coordinates the PREG meetings. • The partnership needs to develop a common budget line for partnership building. • Partners should take the lead in technical skills, policy and decision making processes. • Sustainability is critical in working with government. 	<ul style="list-style-type: none"> • The secretariat does not completely understand its functions and roles. Therefore, they are unable to clearly articulate resources gaps. • The partnership needs to secure a stronger role for government and NSAs.



Photo credit: Mark Wambui/Africa Lead

PREG partners in Turkana County during the needs assessment exercise

Wajir County PREG⁵

Operating Principle	Main Observations and Findings	Challenges and Opportunities
<p>Common agenda: Assessment of PREG members' ability to hold joint and institutional program processes, including coordination meetings, planning, monitoring and evaluation, as well as the onboarding of new PREG partners.</p>	<ul style="list-style-type: none"> • PREG is not very active. • PREG partners have met once over a sixth-month period. • The partnership is coming up with ideas to strengthen partnership relations. 	<ul style="list-style-type: none"> • The partnership struggles to harmonize work plans. • Different planning cycles due to differences in project life are a challenge. • Partners should develop a joint monitoring mechanism to onboard new partners and identify gaps. • Partners need to establish PREG as an advocacy forum for collective bargaining, even for issues that affect individual organizations.
<p>Shared measurement and learning: Assessment of processes of documentation, data collection, and measurement of results across various activities at multiple levels, including community and county levels.</p>	<ul style="list-style-type: none"> • So far, partners have demonstrated very little effort in establishing M&E tools for its activities. • Partners do not share work plans. • PREG has not moved far beyond its limitations. • Partners experienced challenges with agreeing on how to address the issues of around attribution. • Partners need to focus on how to capture collective contribution. 	<ul style="list-style-type: none"> • Partners demonstrated low awareness and interest in the GIS mapping tool, as most partners did not understand the access and usability of the tool. • Currently, partners do not use common tools or indicators for M&E. • Different partners have identified best practices and lessons learned, but modalities for identifying these factors are not standardized. • Partners felt limited by the lack of a baseline for implementing programs and measuring progress. • Partners need to pick specific M&E indicators to report on. • No joint data and information sharing among partners.
<p>Mutually reinforcing activities: Experiences by partners in implementing mutually reinforcing activities that build on existing efforts, and discourage duplication, using the sequencing, layering and integration</p>	<ul style="list-style-type: none"> • In layering, along with AVCD, partners were working with the University of Nairobi to bring in added expertise beyond their own skills and knowledge. This was encouraging. 	<ul style="list-style-type: none"> • Partners do not use specific tools for joint measurement. • There are still challenges with layering because of the large geographical area for programming.

⁵ Wajir County PREG partners included KENYA RAPID, WFP, RPLRP (K), Wajir County Government, AVCD, UNICEF

framework.		
<p>Continuous communication: Experiences by partners and commitment to internal coordination and communication, as well as external communications efforts.</p>	<ul style="list-style-type: none"> • Partners utilize an email list to communicate. However this form of communication is unreliable because it not regularly updated. • PREG has not established a clear mechanism for communication with Nairobi. 	<ul style="list-style-type: none"> • It is recommended that partners regularly share and discuss best practices. • There is weak communication with the PREG national secretariat. • PREG needs to influence government as well as debates in county meetings.
<p>Backbone support: Functionality of secretariat to coordinate the members of PREG, and to guide the implementation of the common PREG agenda.</p>	<ul style="list-style-type: none"> • The backbone support in the county is very weak. Partners have made up for this weakness by establishing very strong direct links with county government departments, as demonstrated in the WFP, AVCD and Kenya RAPID programs. • Phasing out of APHIA PLUS IMARISHA project has decreased PREG’s growth significantly. • There is currently no functional secretariat support. The lack of resource allocation for the secretariat organization weakened its partnership potential. 	<ul style="list-style-type: none"> • The secretariat does not completely understand its functions and roles. Therefore, they are unable to clearly articulate resources gaps. • The partnership needs to secure a stronger role for government and NSAs. • There is a lot of support from the county to effectively manage county affairs.

Isiolo County PREG⁶

Operating Principle	Main Observations and Findings	Challenges and Opportunities
<p>Common agenda: Assessment of PREG members' ability to hold joint and institutional program processes, including coordination meetings, planning, monitoring and evaluation, as well as the onboarding of new PREG partners.</p>	<ul style="list-style-type: none"> Partners demonstrated a high level of awareness of the shared vision of PREG. The partnership was cohesive and well managed. Partners facilitated regular (monthly) coordination meetings, where partners discussed progress, key learning outcomes, feedback, government issues, and upcoming events. The partnership is focused on implementing activities. The collaboration among partners is evident. For example, REGAL AG has built markets in conservancies and complementarity with NRT is giving results. The county has a well-developed system of onboarding new partners, including an established system of induction, where new partners undergo formal introduction into the partnership, and develop presentations. 	<ul style="list-style-type: none"> Currently, the county government does not participate in planning meetings, and a separate briefing is undertaken on a needs basis. The partnership is however making plans to include all relevant departments into the planning meeting. Onboarding partners lack a standard reference manual.
<p>Shared measurement and learning: Assessment of processes of documentation, data collection, and measurement of results across various activities at multiple levels, including community and county levels.</p>	<ul style="list-style-type: none"> There is still a big challenge in developing work streams around the shared measurements. Partners exhibited awareness and interest in the GIS mapping tool, even though partners still lack clarity on the access and usability of the tool. The county developed joint mechanisms to monitor activities, and demonstrated greater coherence and awareness of partner roles and responsibilities. Partners used the GIS tool to identify sites for layering. 	<ul style="list-style-type: none"> Partners should document site interventions and success stories in a standardized manner. The county lacks common tools for collecting data inputs and measurements based on resource leveraging. Currently, partners do not use common tools or indicators for M&E.
<p>Mutually reinforcing activities: Experiences by partners in implementing mutually reinforcing activities that build on existing efforts, and discourage</p>	<ul style="list-style-type: none"> Partners demonstrated understanding of the SLI framework. The establishment of different technical working groups in areas such as nutrition, livestock and water, facilitated these processes. In APHIA PLUS IMARISHA project sites, the partnership was able to 	<ul style="list-style-type: none"> The partnership has managed the transition of partners in project sites, which minimizes disruption and discontinuity. Partners share work plans. Sharing each

⁶ Isiolo County PREG partners included AHADI, RTI-TUSOME, Isiolo County Government, REGAL –AG, ACTION AID KENYA, UNICEF, NRT, AVCD and NDMA

<p>duplication, using the sequencing, layering and integration framework.</p>	<p>discuss means of making a seamless transition in the interventions by working with government to take over the projects before handing over to a new partner. In some of the sites, Kenya RAPID was ready to take over the projects. PREG plans to document the state of each activity to plan the transition process.</p> <ul style="list-style-type: none"> • Most programs have staff with different competencies. Therefore, partners share staff and resources to make it easier to layer and integrate. • Within the technical groups, plans of action are developed and shared. For example, AVCD shares the action plan for the livestock technical group. 	<p>other's work plan supports the prioritization of activities and helps to find strategies for collaboration.</p> <ul style="list-style-type: none"> • Partners demonstrated additional effort in dealing with partners beyond USAID.
<p>Continuous communication: Experiences by partners and commitment to internal coordination and communication, as well as external communications efforts.</p>	<ul style="list-style-type: none"> • Partners communicate through a dual communication platform, utilizing social media platforms like WhatsApp and emails. • The county also participates regularly in CSG meetings. In addition, PREG has a more coordinated role in working with the county government due to its direct engagement with county government leadership. • The partnership prides itself in its strength in numbers. Partners often work together when addressing issues with the county government. 	<ul style="list-style-type: none"> • Cross county learning is still weak. • Communication with national secretariat is very weak. • Communication with individual organizations is also very weak.
<p>Backbone support: Functionality of secretariat to coordinate the members of PREG, and to guide the implementation of the common PREG agenda.</p>	<ul style="list-style-type: none"> • Isiolo has a strong backbone support mechanism. • Partner regularly attended meetings, and demonstrated greater sense of coherence and awareness of their complementarity. • Strong and effective leadership enabled the partnership to be more organized around a common agenda much more readily than other counties. • Strong sense of cohesion among partners. • Currently, the hosting of meetings is shared and rotated among partners to spread out costs. 	<ul style="list-style-type: none"> • The partnership requires additional resources and skills to ensure effective leadership and coordination, and to fulfill new demands of the backbone organizations. • Need for an institutionalized system among partners as well as greater guidance from the USAID level.



PREG partners in Isiolo County during the needs assessment exercise

IV. Conclusion

The rapid needs assessment of PREG partners has led to a more in-depth and relevant understanding of the strategy and actions necessary to achieve PREG's objectives and address resilience and economic growth. Resiliency programming necessitates greater collaboration across development, humanitarian, and government sectors and institutions. In order for PREG partnerships to remain effective, partners must regularly communicate and build capacity in a number of areas, including the following:

- **Strong and effective leadership:** In all counties, the role of a strong backbone support function is the mainstay of the partnership. In Garissa, functionality of the secretariat served as an added support to coordinate PREG members and to guide the implementation of a common PREG agenda. However, whenever leadership was weak, the evidence was clear that the state of the partnership mirrored this situation.
- **Consensus building:** Time and effort must be dedicated to build mutual respect amongst partners. This is because partners regularly communicate with county governments and local communities. In most of the counties for examples, WFP has a long history of humanitarian assistance and working with government. A shift to development assistance, however, continues to present its own challenges and the understanding among other PREG partners of this shift is essential in supporting WFP.
- **Development of a common vision:** All partners have different incentives and drivers that have to be understood and respected by the other partners. For most partners, there is an even greater need to ensure all partners agree on points of convergence in programming, and collaborate to achieve requisite results. An agreement on points of convergence will help increase momentum for partners to engage more openly and predictably in PREG so as to eliminate laxity.
- **Partnership governance:** Governance is a process by which a partnership is managed and regulated. Partners must agree on the rules that will govern their behavior and relationships. Partners also need to create structures for reaching agreements on collaborative activities and goals. Currently, the incentive to join and remain in partnerships is largely driven by USAID, even though more partners are beginning to own this process. Without any further incentives or penalties, and with tightly monitored contracts with USAID, the need to meet contract obligations overrides the incentives to collaborate in the long term, unless such incentives are codified into partner contracts and program agreements.
- **Development of basic tools for partnership processes:** A big challenge faced by PREG partners was the absence of tools for onboarding new partners. As a result, most partnerships developed their own systems of onboarding that covered only those aspects they felt were essential. This made the onboarding processes unplanned and disorganized even within the same partnership. More importantly, none of the partners had common

tools for monitoring and evaluation. This is a difficult goal to achieve and given the variations in the growth of each partnership, it is likely partnerships will achieve this goal at different times. At that time, processes such as documentation of site interventions, success stories and data collection will be easier to adopt.

- **Leadership and coordination:** The partnership requires additional resources and skills to ensure effective leadership and coordination, and to fulfill new demands of the backbone organizations. Some county government expressed the need for an institutionalized system among partners as well as greater guidance from the USAID level. Other counties want to create a separate secretariat. At this stage, there is no evidence to suggest such a role should be played by a completely new entity. However, modalities to mainstream this task among existing lead organizations need to be clearer.