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# THE PARTNERSHIP FOR RESILIENCE AND ECONOMIC GROWTH (PREG)

## JOINT WORK PLANNING 2.0 TRAINING MANUAL



Photo credit: John Wambugu/Africa Lead

**MAY 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)

## JOINT WORK PLANNING 2.0 TRAINING MANUAL

Program Title:	Feed the Future: Building Capacity for African Agricultural Transformation (Africa Lead II)
Sponsoring USAID Office:	USAID Bureau of Food Security
Award Number:	AID-OAA-A-13-00085
Awardee:	DAI
Date of Publication:	May 2018
Author:	Africa Lead II Team

This publication was prepared by DAI and funded by the U.S. Agency for International Development under Cooperative Agreement No. AID-OAA-A13-00085.

**DISCLAIMER**

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

May 2018

## Abbreviations and Acronyms

<b>AOR</b>	Agreement Officer's Representative
<b>ASAL</b>	Arid and Semi-Arid Lands
<b>COR</b>	Contracts Officer's Representative
<b>DRM</b>	Drought Risk Management
<b>FTF</b>	Feed the Future
<b>EDE</b>	Ending Drought Emergencies
<b>IPs</b>	Implementing Partners
<b>NDMA</b>	National Drought Management Authority
<b>PREG</b>	Partnership for Resilience and Economic Growth
<b>SOPs</b>	Standard Operating Principles
<b>USAID</b>	United States Agency for International Development
<b>WG</b>	Working Group

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# I. Background

In 2013, The United States Agency for International Development (USAID) established the Partnership for Resilience and Economic Growth (PREG). The formation of the partnership was soon followed by the hosting of a learning event in August 2016. The learning event brought together a diverse group of 60 participants consisting of county representatives from organizations in partnership with USAID and USAID staff. 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 on the fact 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 five PREG county teams under Africa Lead II (PREG Learning II activity). The outcomes of the assessment were then used to design a short curriculum for a series of workshops on Joint Work Planning and Team Building workshops which were undertaken between February – June 2017 and helped the PREG county teams develop joint work plans and identify 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 which included: the common agenda, shared measurements, mutually reinforcing activities, continuous communication and the backbone support function.

## Objectives of Follow up Visits

The PREG follow up visits aimed at:

- Enabling partners to share their experiences on how the plans are being implemented and what they are learning in the process
- Allowing teams to identify what further opportunities exist for partnering
- Sharing of best practices on collaboration, learning and adaptation among PREG Partners both within county teams and across different counties

In order to support the progress of the partnerships at the county level, Africa Lead organized a follow up and support visit to the five counties with the aim of fostering learning and further collaboration among PREG partners.

## I.1. Rationale for the Joint Work Planning 2.0 Workshops

During the first phase of the Joint Work Planning, a lot of progress has been realized across different work streams. In all counties, partners have consistently held and participated in regular PREG meetings which are well documented and shared. Partners are also increasingly layering activities and the backbone organizations are striving to keep the entire partnership updated on a regular basis and circulation at the national level. However, progress across counties remains varied and a number of challenges remain. For instance, while all counties hold monthly meetings, there is need for partners



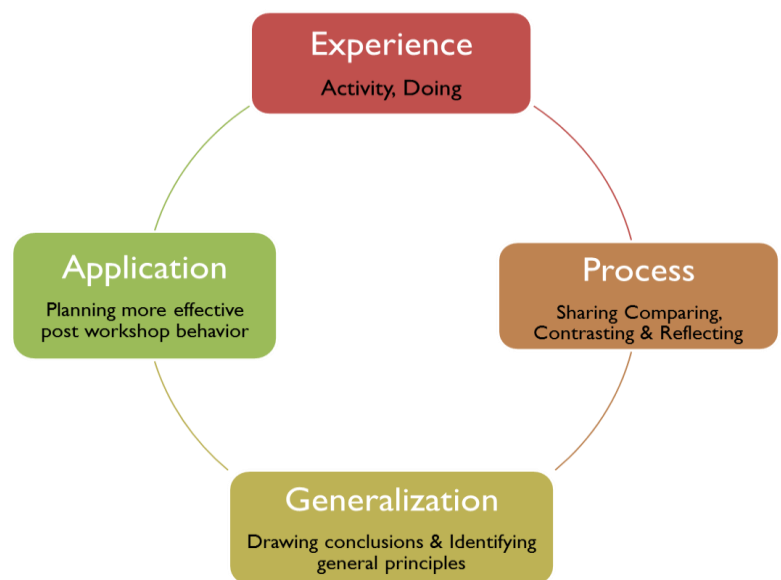
to internalize the need and rationale for the regular meetings beyond compliance. In some counties, this attitude is changing as partners find greater value in sharing resources, strategies and results.

The next phase of the joint work planning will aim at intensifying the benefits of joint work planning processes, improving learning, going beyond confidence building to increase trust and openness in a way that is mutually beneficial to all PREG partners. Similarly, PREG partners are still struggling with efforts to implement the first work plans developed in 2017. To a large extent, the second work planning phase is expected to lead to a more refined work plan given the level of practical knowledge and experiences of PREG members and County Leads.

## I.2. Approach and Methodology

The main approach for the work planning workshops will be a combination of adult learning techniques and highly participatory methods using the Experiential Learning Cycle, which is a highly effective method of training adults. This will emphasize learning from the current experiences of partners, allowing them to manage and share responsibility for their own learning with their peers in the partnership and building the team.

In addition to these methods, the facilitators will be expected to use a mixture of training methods for the concepts and skills necessary for retention and application. These methods will include lectures, small work groups and discussions, role plays, case scenarios as well as regular feedbacks and discussion.



The Learning Cycle

## I.3. Scope of the Joint Work Planning 2.0 Workshops

In the next work planning phase, will be building on the key lessons learned from the initial phase – that even though knowledge of the five conditions for collaboration and partnership are necessary, putting collective impact in practice requires much more. Collective impact partnerships require partners to come to a common understanding of the problem and shared goals, to working together and align work in new ways beyond just sharing work plans, and to learn from each other more deliberately and intentionally. Authentic interpersonal relationships, trust, respect, and inclusion are



key elements of the culture that will be required for this difficult work to occur. Subsequently, the workshops will aim at achieving the following objectives;

**Aim:** To build on current collaboration processes and increase their impact in resilience building.

#### **Specific Objectives**

- To increase the ability of PREG partners to apply and adapt their awareness and skills to strengthen collaboration
- To improve the understanding among PREG partners of various collaboration dynamics and knowledge on how to address them
- Provide a platform for PREG partners to share results, lessons learned and opportunities for strengthening collaborative programming
- To review and develop refine current work plans for next implementation period

## **I.4. About this Manual**

The main objective and purpose of this manual is to accelerate ongoing processes and efforts aimed at enhancing and reinforcing PREG collaboration and partnership at the County level. The manual was developed out of the lessons learnt, rapid assessment and feedback emanating from the year long process of collaboration and learning from the various PREG partners in Garissa, Isiolo, Marsabit, Turkana, and Wajir Counties together with outcomes of documentation of the current roles, responsibilities, experiences and relationships in county level planning and implementation of work plans among partners.

The manual is structured within the context of reinforcing the rationale for collaboration and partnership as well as the the five work streams adopted during the August 2016 PREG learning event, which include:

- The rationale for collaboration and partnership
- Common agenda
- Shared measurement and learning
- Mutually reinforcing activities
- Continuous communication
- Backbone support function

## **I.5. Building Resilience**

USAID defines resilience as “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.” USAID is investing more than \$291 million to increase resilience and economic growth among pastoralist communities. Priorities include increasing adaptability, reducing risk, and improving social and economic conditions to target causes of vulnerability.

USAID is applying a widespread approach of sequencing, layering, and integration of humanitarian assistance and development assistance to improve livelihoods. It strengthens the livestock value chain, enables access to Water, Sanitation and Hygiene services, and water sources, increases conservation, improves governance, address conflict, and promotes inclusiveness and gender responsiveness.

## I.6. Session Outline

	Session Time 08:30-10:30	Session Time 11:00-13:00	Session Time 14:15 – 16:15
Day 1	<b>Session 1</b> <ul style="list-style-type: none"> <li>• Opening remarks</li> <li>• Climate setting</li> <li>• <b>The Rationale for partnership and collaboration</b></li> </ul>	<b>Session 2</b> <ul style="list-style-type: none"> <li>• <b>About PREG</b> <ul style="list-style-type: none"> <li>- What is PREG?</li> <li>- The EDE</li> <li>- The USAID Resilience Framework</li> <li>- The structure of PREG</li> <li>- The County PREG work plan</li> </ul> </li> </ul>	<b>Session 3</b> <ul style="list-style-type: none"> <li>• <b>The Common Agenda</b> <ul style="list-style-type: none"> <li>- Joint progress review</li> <li>- Identifying gaps and challenges</li> <li>- Work planning</li> </ul> </li> </ul>
Day 2	<b>Session 4</b> <ul style="list-style-type: none"> <li>• <b>Mutually Reinforcing Activities</b> <ul style="list-style-type: none"> <li>- County PREG work plan meetings</li> <li>- Work planning</li> </ul> </li> </ul>	<b>Session 5</b> <ul style="list-style-type: none"> <li>• <b>Application of GIS mapping and layering tools</b> <ul style="list-style-type: none"> <li>- County PREG mapping and layering tools</li> <li>- Role of partners</li> </ul> </li> </ul>	<b>Session 6</b> <ul style="list-style-type: none"> <li>• <b>Continuous Communications</b> <ul style="list-style-type: none"> <li>- Joint progress review</li> <li>- Identifying gaps and challenges</li> <li>- Work planning</li> </ul> </li> </ul>
Day 3	<b>Session 7</b> <ul style="list-style-type: none"> <li>• <b>The Backbone Support Function</b> <ul style="list-style-type: none"> <li>- The Scope of Work for backbone support</li> <li>- Work planning for supporting the BSF</li> </ul> </li> </ul>	<b>Session 8</b> <ul style="list-style-type: none"> <li>• <b>Shared Measurements and Learning</b> <ul style="list-style-type: none"> <li>- Developing shared measurements and Learning</li> <li>- The Overall Action Plan</li> <li>- Workshop Closure</li> </ul> </li> </ul>	

## 2. Session I: Climate Setting, Welcome and Introductions – Building the Team

### Session objectives

By the end of the session, participants will be able to:

- Explain the training agenda, objectives and methodologies to be used during the training workshop.

- Share personal perspectives on collaboration and partnership
- Establish or build upon relationships with other participants attending the session
- Describe the progress made in the PREG partnership to date.

## INDIVIDUAL INTRODUCTIONS

### INTRODUCTIONS

**Take two minutes to prepare to introduce yourself to the group using the card provided and sharing the following information:**

**Name:**

**Responsibility:**

**Two truths and one lie about you:**

**One expectation you have for this training workshop.**

## Getting Started

Review the following quotes and stand next to the one that you agree with most. Be prepared to discuss why you selected your chosen quote.

1. "I can do things you cannot do. You can do things I cannot do. Together we can do great things." -Mother Theresa
2. "Alone we can do so little, together we can do so much." -Helen Keller
3. "None of us is as smart as all of us." -Ken Blanchard
4. "Coming together is a beginning. Keeping together is progress. Working together is success."- Henry Ford
5. "The speed of the boss is the speed of the team."- Lee Iacocca
6. "You are either supporting the vision or supporting division." – Soji Ijiyemi

Expectations and guidelines for working together:

1. Participate fully
2. Respect other's views and opinions, and truly listen to one another
3. Share discussion time and encourage others to participate
4. Express yourself in the language you prefer
5. Respect confidentiality
6. Turn off all your cell phones
7. Attend all sessions
8. Take good care of all the training resources

## 2.1. The Rationale for Collaboration and Partnerships

Many development partners, faced with the task of choosing a few grantees from many applicants, try to ascertain which organizations make the greatest contribution toward solving a social problem. Grantees, in turn, compete to be chosen by emphasizing how their individual activities produce the greatest effect. Each organization is judged on its own potential to achieve impact, independent of the numerous other organizations that may also influence the issue. And when a grantee is asked to evaluate the impact of its work, every attempt is made to isolate that grantee's individual influence from all other variables.

In short, the nonprofit sector most frequently operates using an approach that we call isolated impact. It is an approach oriented toward finding and funding a solution embodied within a single organization, combined with the hope that the most effective organizations will grow or replicate to extend their impact more widely.

As a result of this process, many nonprofits try to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress. Recent trends have only reinforced this perspective. The growing interest in philanthropy and social entrepreneurship, for example, has greatly benefited the social sector by identifying and accelerating the growth of many high-performing nonprofits, yet it has also accentuated an emphasis on scaling up a few select organizations as the key to social progress.

Despite the dominance of this approach, there is scant evidence that isolated initiatives are the best way to solve many social problems in today's complex and interdependent world. No single organization is responsible for any major social problem, nor can any single organization cure it. However, this does not imply that all social problems require collective impact. In fact, some problems are best solved by individual organizations. There are differences between technical problems and adaptive problems. Some social problems are technical in that the problem is well defined, the answer is known in advance, and one or a few organizations have the ability to implement the solution.

## TYPES OF COLLABORATION

- **Funder Collaborative** are groups of funders interested in supporting the same issue who pool their resources. Generally, participants do not adopt an overarching evidence-based plan of action or a shared measurement system, nor do they engage in differentiated activities beyond check writing or engage stakeholders from other sectors.
- **Public-Private Partnerships** are partnerships formed between government and private sector organizations to deliver specific services or benefits. They are often targeted narrowly, such as developing a particular drug to fight a single disease, and usually don't engage the full set of stakeholders that affect the issue, such as the potential drug's distribution system.
- **Multi-Stakeholder Initiatives** are voluntary activities by stakeholders from different sectors around a common theme. Typically, these initiatives lack any shared measurement of impact and the supporting infrastructure to forge any true alignment of efforts or accountability for results.
- **Social Sector Networks** are groups of individuals or organizations fluidly connected through purposeful relationships, whether formal or informal. Collaboration is generally ad hoc, and most often the emphasis is placed on information sharing and targeted short term actions, rather than a sustained and structured initiative.
- **Collective Impact** Initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization.

Adaptive problems, by contrast, are complex, the answer is not known, and even if it were, no single entity has the resources or authority to bring about the necessary change. Addressing resilience in contexts such as Northern Kenya whether undertaken within fully integrated resilience programs or isolated aspects such as rangelands management, livestock development or even improving community health are all adaptive problems. In these cases, reaching an effective solution requires learning by the stakeholders involved in the problem, who must then change their own behavior in order to create a solution. Shifting from isolated impact to collective impact is not merely a matter of encouraging more collaboration or public-private partnerships. It requires a systemic approach to social impact that focuses on the relationships between organizations and the progress toward shared objectives. (Adapted from the Stanford Social Innovation Review, *Collective Impact* By John Kania & Mark Kramer, 2011).

### GROUP Task: Task 1-1

Using practical examples from your experiences in the county, share reasons why collaboration and partnership is important

## 3. Session 2: About PREG

### Session Objectives

By the end of the opening session, the participant should be able to:

- Explain the rationale for PREG partnership and collaboration.
- Describe the organization and coordination structure of PREG.
- Explain the PREG SOPs for Collaboration For Impact.
- Describe the progress made in the PREG partnership to date.

### 3.1. The History

USAID's desire to shift towards a more collaborative and intentional partnership between humanitarian and development partners was informed by the lessons from the 2010-2011 drought and famine that impacted over 13.3 million residents of the Horn of Africa. In response to the crisis, USAID formed the Horn of Africa Joint Planning Cell (JPC) as a platform "to identify new ways of utilizing humanitarian and development assistance around the shared aim of building resilience among chronically vulnerable populations by comprehensively addressing the root causes of their vulnerability and facilitating inclusive economic growth."<sup>1</sup>

The JPC's efforts rested on a belief that once a framework based on analysis and understanding of the dynamics of change in pastoralist livelihood systems was agreed upon, then the possibility of layering, integrating, and sequencing humanitarian and development activities was achievable. Out of the JPC discussions emerged a number of pilot initiatives within USAID Kenya that sought to layer new resilience and economic growth investments in Kenya's arid lands on top of existing World Food Program (WFP) Food for Asset programs funded by the Office of Food for Peace (FFP) and sequenced these investments to build on the successes of the Office of Foreign Disaster Assistance's (OFDA's) three-year Arid Lands Recovery Program.

### 3.2. The Ending Drought Emergencies Framework

Kenyans living in the ASALs of northern Kenya are no strangers to the threats of recurrent drought, human conflict, and food insecurity. These areas represent 89% of the country's landmass and are home to about 36% of the population.<sup>2</sup> In addition, the ASALs counties are the most impoverished areas of Kenya with the lowest human development indicators.

Since 2011 drought, the Kenyan Government has taken a more robust role in the area of addressing recurrent drought. The 2010 Kenyan Constitution devolved a number of financial and administrative functions and responsibilities to the newly formed county governments. One long-time PREG implementing partner staff noted a positive difference in commitment to the development of county by staff since most were now originally from the area. County government officials believe that the

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<sup>1</sup> Ibid

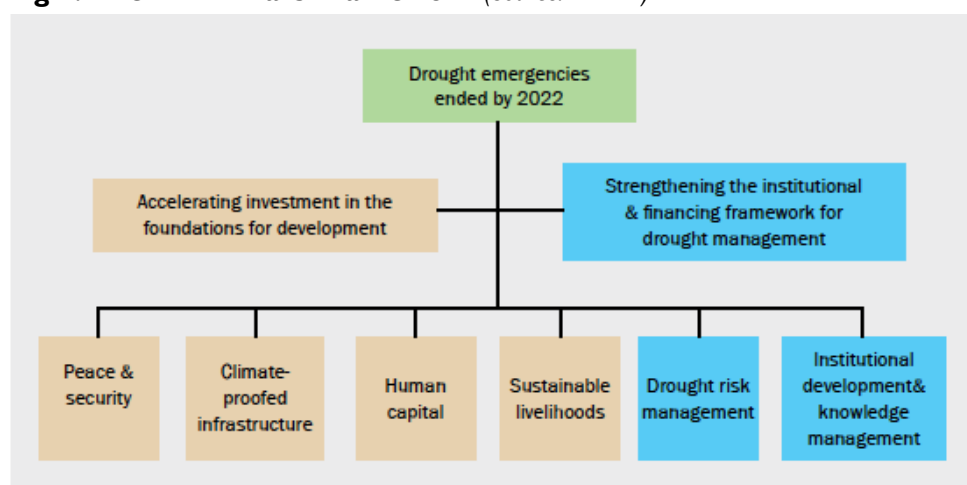
<sup>2</sup> National Policy for the Sustainable Development of Northern Kenya and other Arid Lands. Ministry of Devolution and Planning, Government of Kenya. July 2015 - <http://www.devolutionplanning.go.ke/wp-content/uploads/2015/04/DRAFT%20ASAL%20POLICY.pdf>

caliber and capacity of staff improved as additional resources were made available for development investments and staffing.

At the national level, the Kenyan Government developed the Ending Drought Emergencies (EDE) Common Programme Framework that provides a common investment and programming agenda for government and donor investment. The EDE strategy builds on the National Policy for the Sustainable Development of Northern Kenya and other Arid Lands. It lays out an ambitious goal of committing the Kenyan Government to ending the worst of the suffering caused because of drought by the year 2022. The two-pronged approach rests on strengthening the basic foundations for growth and development, defined in the strategy as security, infrastructure and human capital. The second prong is to strengthen the institutional and financing framework for drought risk management (DRM).

The Kenyan Government established the National Drought Management Authority in 2011 with “the mandate to exercise overall coordination over all matters relating to drought management including implementation of policies and programs relating to drought management.”<sup>3</sup> By 2016, NDMA’s mandate was extended to overall coordination of drought management in Kenya. NDMA functions as a platform for inter-ministerial coordination and long-term planning on drought issues in Kenya. It has offices in 23 counties in Kenya in the arid and semi-arid regions. Since 2016, NDMA has distributed Ksh 1.2 billion (\$12 million) of drought contingency finance to drought-affected counties. The EDE identifies the four most critical foundations for enhancing resilience to drought as security, infrastructure, sustainable livelihoods, and human capital.

**Fig 1: The EDE Pillars Framework** (Source: NDMA)



- **Conflict and drought are mutually reinforcing:** Inter-communal competition over natural resources increases insecurity within Kenya and across its borders. Insecurity in turn increases vulnerability to drought by impeding migration, curtailing access to services and resources, destroying assets, and damaging inter-communal relations.

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

<sup>3</sup> <http://www.ndma.go.ke/index.php/features/about-ndma>



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

The EDE policy framework, the establishment of NDMA and devolution of authorities and resources to county-level governments all provide a key to building the space within which international development and humanitarian partners can contribute to a country-led effort to build resilience to recurrent crises.

### 3.3. The Rationale for PREG

The environment before the establishment of PREG was notably that beset with competition for donor funds, duplication of activities, and a lack of genuine engagement with the local and national government. During this period, many partners were unaware of what other USAID-funded activities were implementing in the very same geographical space they were also working. Other common issues at play in the pre-PREG environment included:

- Partners targeting the same beneficiaries
- No linkages between activities (such as livelihoods and market promotion)
- No mechanism to coordinate

Meanwhile, what development gains that were achieved in these areas were often negatively impacted by recurrent droughts. The apparent lack of a coherent strategy on how to collectively strengthen the capacity of these communities to withstand such shocks led to discussions within USAID Kenya on how to “Get the act together and do better.”

In 2013, an early iteration of PREG was the initiative called 9-5-2. It represented the Mission’s first attempt to facilitate collaboration between humanitarian and development partners working in the ASALs. The initiative brought together WFP, working in nine counties on life sustaining projects, with two development projects. Those projects were the Resilience and Economic Growth in the Arid Lands-Improving Resilience (REGAL IR) and the Resilience and Economic Growth in the Arid Lands-Accelerated Growth (REGAL-AG). REGAL IR was based in five counties and REGAL AG was based in two counties.

The Partnership for Resilience and Economic Growth (PREG) brings together USAID funded humanitarian and development partners to build resilience and support economic growth among vulnerable pastoralist communities in northern Kenya. It includes both USAID staff and implementing partners. All PREG activities are aligned to the National Ending Drought Emergencies (EDE) Policy Framework under the leadership of The National Drought Management Authority (NDMA) who are also members of PREG. Across the country, PREG covers nine arid and semi-arid lands (ASAL) counties<sup>4</sup>. It builds on community-identified strengths and priorities, tapping into the remarkable survival abilities of local populations.

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<sup>4</sup> PREG represents the following counties: Baringo, Garissa, Isiolo, Mandera, Marsabit, Samburu, Tana River, Turkana and Wajir.

## 3.4. Why USAID Funded Programs Only?

Over the years, USAID funded programs have increased substantially in the ASAL areas while the number of development partners in these regions have also gone up. There are three main reasons for PREG's primary focus on USAID funded programs:

- PREG enables USAID to coordinate and increase efficiency among its implementing partners, reduce duplication and promote transparency.
- It allows USAID to attain consistency and coherence in its programming approach to address resilience since many development partners define and respond to resilience using different approaches
- PREG improves accountability across USAID technical offices as well as mutual accountability among its partners.

## 3.5. The PREG Vision for Change

Through strengthened collaborative activities and approaches in the ASAL counties, PREG will effectively support and complement the Government of Kenya to develop the resilience capacities of individuals, communities and systems. This will result in sustainable reductions in the prevalence of poverty, household hunger and acute/chronic undernutrition in alignment with the six pillars of the EDE framework.

## 3.6. The PREG Core Organizational Components

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

PREG Organizational Components
<b>PREG, PREG Partners, and PREG Secretariat:</b> PREG members consist of USAID implementing partners (IPs) and Government of Kenya authorities at the national and/or county level. Individual USAID IPs are bound by contracts/agreements, whereas local authorities currently coordinate based on informal agreements with members.
<b>USAID PREG Committee:</b> USAID staff are responsible for PREG's overall leadership and governance. Two USAID staff members lead coordination efforts and work closely with respective technical offices and COR/AORs. However, a more formalized USAID coordination structure will help to sustain PREG as it grows. USAID holds PREG committee coordination meetings each month.
<b>PREG National Secretariat:</b> The PREG national level secretariat is comprised of PREG "partners", USAID representatives, and Chiefs of Party (CoP) from implementing partners (IPs). Representatives from the National Drought Management Authority (NDMA) currently lead coordination efforts. Africa Lead II provides administrative functions in the role of "Backbone Support." <sup>5</sup> PREG holds National Secretariat coordination meetings each month.
<b>PREG County Secretariat:</b> The PREG county secretariat is comprised of IPs, county government officials, and county NDMA representatives. The PREG County Secretariat is subordinate to the PREG National Secretariat. A "County Lead" coordinates the County Secretariat with support from the Backbone Support organization. A number of county representatives indicated that they also engage in Backbone Support activities when coordinating with County Secretariat members. County structures vary depending on the

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<sup>5</sup> The role of the Backbone Support is clarified further in section 6.6 of this module.

dynamics with county authorities and other coordination mechanisms (e.g., County Steering Group, the UN Delivering as One Framework, etc.). PREG holds County Secretariat coordination meetings each month.
<b>County Lead:</b> PREG partners designate a county representative to facilitate “secretariat” activities at the county level. The County Lead serves as the chair of the PREG County Secretariat, and also oversees implementation efforts of his/her specific PREG program activities.
<b>Chair/Co-chair:</b> Representative who facilitates respective coordinating bodies. Initial feedback indicated that a PREG partner should hold the chair position at the national and county secretariats on a rotational basis. It was recommended that USAID serve in a permanent role in the National Secretariat. Government leadership at the national and county levels is encouraged, and should be clearly defined and documented.
<b>Technical Working Groups (TWGs):</b> A committee of PREG partners designated to solve a particular issue. TWGs occur at the national and county level and may be formed specifically to address PREG functions (e.g., GIS mapping, communications, etc.) or support county government initiatives (e.g., nutrition working group).
<b>Backbone Support:</b> An organization responsible for coordination, administrative support, and driving collective impact. Africa Lead II provides support to the USAID PREG Committee to serve the role of Backbone Support. In discussions with partners, PREG Learning (Africa Lead II) initiatives, strategic communications, knowledge management, and administrative functions are some of the key functions of the backbone support function.

## 3.7. Operational Structure

PREG’s success has largely been driven by the collaborative effort and goodwill of its members. As the structure has grown, it has been shaped by various factors, including changing partners, increased government involvement, and varying local dynamics. However, the partnership and its structure continue to evolve as the partnership grows. Figure 2 below illustrates an overview of the current PREG organizational structure.<sup>6</sup>

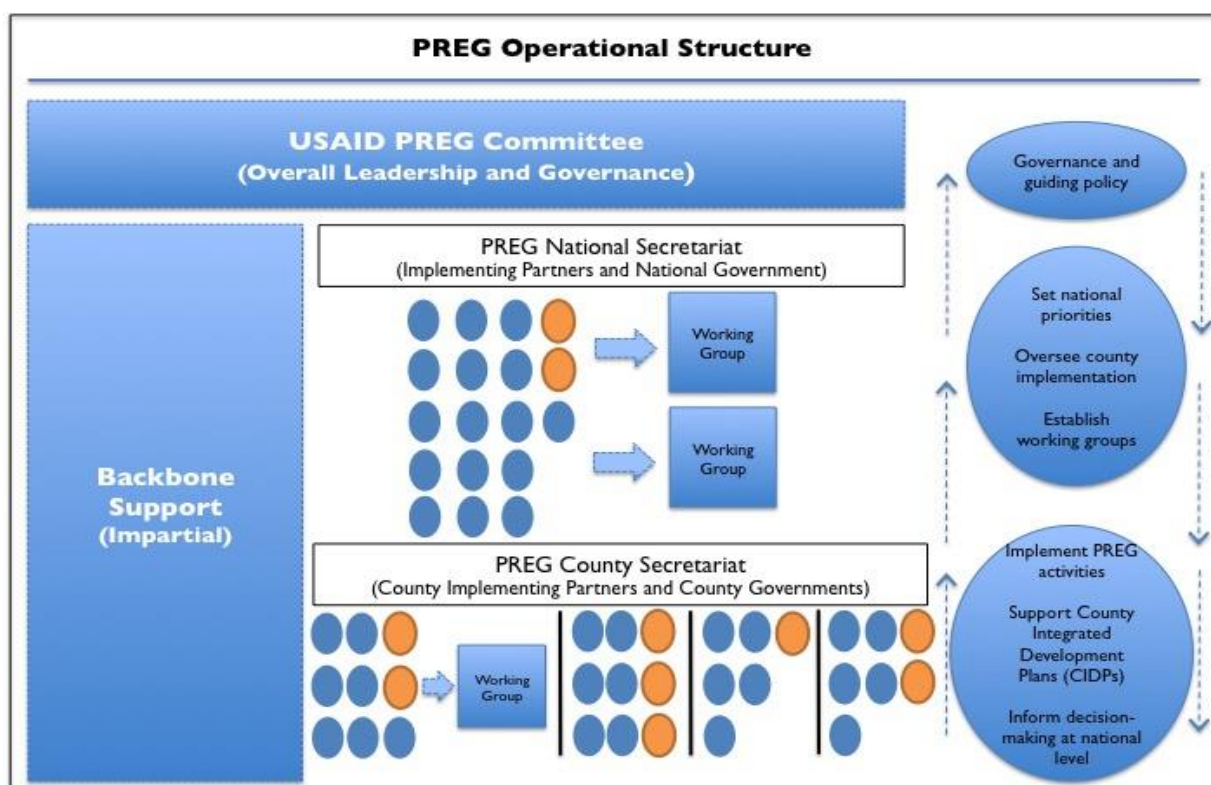
PREG’s overall leadership is governed by USAID, with respective staff (COR/AORs) overseeing individual programs. The National Secretariat and County Secretariats are comprised of implementing partners (represented as blue circles) and government partners (represented as orange circles). Working Groups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

<sup>6</sup> The image serves as a representation of the structure and is not the official organizational chart.

## 3.8. The National Backbone Support Function

- **Purpose and mandate:** The backbone support function for PREG serves as the “switchboard” for communications between USAID and implementing partners.
- **Responsibilities of the backbone support function:** The Backbone Support function holds little governance authority. However, it plays a key role as the connective tissue between stakeholders at all levels. The organization reports to USAID, and is responsible for initiatives

**Fig. 2: USAID Report on Options for the Backbone Support Function, 2017**



At the county level, the backbone support function is responsible for:

- ☐ Guiding the PREG vision and agenda at county level
- ☐ Coordinating monthly work planning meetings
- ☐ Liaison with county government
- ☐ Linkage between PREG partners to USAID and the National PREG secretariat
- ☐ Internal and external communications
- ☐ Orienting new and existing members into the County PREG

## 3.9. Collaboration for Impact

PREG has adopted the Collective Impact Approach for its standard operating principles (SOPs). The Collective Impact Approach is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organization, and communities to achieve significant and sustainable change.

The approach is premised on the belief that no single policy, government department, organization or program can tackle or solve the increasingly complex problems we face as a society. The approach calls for multiple organizations or entities from different sectors to adopt a common agenda, and shared measurement for alignment and accountability.

John Kania and Mark Kramer first wrote about collective impact in the Stanford Social Innovation Review in 2011, and identified five key elements that provide the framework of the core PREG standard operating principles and work streams. “We believe that there is no other way society will achieve large-scale progress against the urgent and complex problems of our time, unless a collective impact approach becomes the accepted way of doing business.” John Kania and Mark Kramer (2011).

The principles and work streams encompass the following:

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



### GROUP Task: Task 2-1

1. Discuss with your team members what you know about PREG.
2. Identify two roles played by the County PREG Lead

## 4. Session 3: The Common Agenda

### Session Objectives

By the end of this session, the learner should be able to:

- Explain the PREG common agenda
- Review progress made over the last one year in this work stream
- Identify gaps and challenges in the implementation of the work stream
- Agree on an action plan of priority actions for impact on implementing the common agenda

### 4.1. What is the Common Agenda in PREG?

In PREG, creating a common agenda meant starting with the overall goals of PREG programs. PREG has a common vision for change in which collaboration and partnership are indispensable to achieving the shared goal. The vision for PREG is shown in the box below:

*“Through collaborative activities and approaches in the ASAL areas of Kenya, USAID PREG partners will more effectively support the Government of Kenya to develop individuals, communities, and systems resilience capacities resulting in sustainable reductions in humanitarian assistance needs, prevalence/depth of poverty, household hunger and acute/chronic under nutrition.”*

In the overall USAID program strategy, all the efforts to build resilience are expected to contribute to a sustainable reduction in vulnerability and more inclusive growth. In this pursuit and in the areas where USAID applies this policy the efforts are expected to result in:

- Increased adaptive capacity
- Improved ability to address and reduce risk
- Improved social and economic conditions of vulnerable populations

Over the long-term, USAID envisions that these results will collectively contribute to reduced humanitarian need, and metrics will be developed to capture these results. (Source: *Building Resilience to Recurrent Crisis: USAID Policy and Program Guidance*, 2012.)

Over the first two years of PREG’s existence, the emphasis on the Collective impact has meant that PREG has required partners to have a shared vision for change (typically the PREG vision), one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions. In addition, PREG has developed a number of key elements to this vision by placing further emphasis on certain things that have demonstrated PREG’s methods of work. These have included:

- Development and use on boarding and exit guidelines for all PREG partners
- Enhance collaboration between County and National PREG through monthly meetings
- Assigning specific representatives to PREG learning activities (PRIME and Alternate) in each organization
- Commitment of appropriate resources to ensure the use of the common PREG agenda and the principles within PREG and with other non-PREG stakeholders, under the leadership of the PREG Secretariat and PREG County Leads.

- PREG members subscribe to joint and institutional program processes, including coordination meetings, planning, M&E, monitoring visits, and reporting, will use the common PREG agenda and principles as guidance for the meeting objectives, agenda and outputs.
- Enhancing collaboration between County and the National PREG

### **GROUP Task: Task 3 -I**

3. Over the last one year, how much progress has the partnership made in implementing the work plan on the Common Agenda?
4. What have been the challenges and gaps?
5. What set of actions are necessary to improve the realization of a PREG Common Agenda.

### **Reporting template**

#### **The Common Agenda**

	Key Action points from the work plan	Progress made	Challenges	What we will do differently



# 5. Session 4: Mutually Reinforcing Activities

## Session Objectives

By the end of this session, the learner should be able to:

- Explain the concept of mutually reinforcing activities in the context of collaboration
- Explain the application of the principle of sequencing, layering and integration in resilience work
- Review progress made over the last one year in this work stream
- Identify gaps and challenges in the implementation of the work stream
- Agree on a set of priority actions for implementation

## 5.1. What Are Mutually Reinforcing Activities?

Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all participants do the same thing, but by encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.

With a common agenda in place, partnerships are able to move towards achieving real impact on the ground. For PREG, this desired impact is illustrated by mutually reinforcing activities that ensure the significant efforts of partners are aligned towards building resilient households and communities.

Based on USAID's resilience guidance, PREG activities are expected to adhere to the following resilience approaches to joint programming:

- **Ensure phasing of humanitarian and development programming is logical and sequenced.** Sequencing involves the design of appropriate interventions in a timely and logical sequence in order to make complementary contributions to the overall impact of the program.
- **Layer humanitarian and development programming in targeted geographic areas.** Layering involves intensified and coordinated strategic planning around resilience to ensure efficient value addition between interventions based on the overall design of the programs.
- **Integrate humanitarian assistance programming objectives into development programs and vice versa.** Integration involves multiple actors working across many sectors and scales to achieve a shared vision objective.

In the early years of PREG, partners were focused on building a knowledge base of what and where PREG activities were being implemented in the counties. The National Secretariat's monthly meetings provided the platform for implementing partners to identify potential opportunities to collaborate. The first examples of mutually reinforcing activities were primarily as result of information shared either through the GIS tools or at the monthly national or county meetings. In the description of their experiences in layering, some implementing partners described their early examples of layering as "just by chance" given the fact that many of the instances were the result of partners already working in the same geography.

The joint work planning and team building workshops held at the national and county levels in 2017 helped PREG partners more systematically develop work plans and identify layering priorities. The action plans developed by the county teams outlined clear activities and action points for the respective partners to ensure accountability.

## 5.2. The PREG Monthly Meetings

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

### Managing monthly meetings

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

### GROUP Task: Task 4 -I

1. Over the last one year, how much progress has the partnership made in implementing the work plan on the Mutually Reinforcing Activities?
2. What have been the challenges and gaps?
3. How effective have the monthly work planning meetings been?

### Reporting template

#### Mutually Reinforcing Activities

	Key Action points from the work plan	Progress made	Challenges	What we will do differently

## 6. Session 5: Layering PREG Priorities

### Session Objectives

By the end of this session, the learner should be able to:

- Understand the PREG GIS Mapping Tool
- Identify the program sites and activities where partners have jointly collaborated in 2016
- Develop an action plan of priority sites and activities where the partners can layer in 2017, based on the approved work plans

### 6.1. PREG Layering Priorities

In 2014, PREG developed a GIS mapping tool to map all PREG partnership investments. Its objective is to support sequencing, layering and integration in the nine arid counties. During the most recent learning events, a key lesson for PREG has been on the need to improve targeting in project sites using existing USAID and other mapping tools to support the drought response especially in reaching the most vulnerable populations.

PREG has learnt that even though as a partnership, consensus has not been built on a single criteria and procedures for the selection of sites for program interventions, even though there exist an array of tools, data and information from the GIS layering tools and other data sets that can easily support decision making in this regard.

#### Key highlights of recent learning events

- Need for adequate emergency preparedness to boost the response capacity and effectiveness to shocks and stresses.
- Better / enhanced / systematic targeting and vulnerability mapping to address the needs of the most vulnerable groups.
- Development and application of a PREG site selection criteria for project implementation.
- Increase application of PREG layering tools for targeting.

Using PREG layering tools for instance can help improve geographic targeting of high-exposure areas or areas that have been affected by disaster/climate impacts. Even for humanitarian assistance which often precede development assistance, GIS maps can be used to determine areas where affected population lie and other overlays such as poverty in places where pockets of poverty or vulnerability co-exist with relatively well-off populations. Self-targeting of beneficiaries can also be used in public works programs such as construction of livestock markets, roads maintenance while ensuring that certain vulnerable groups are not left out.

### 6.2. The GIS Mapping Tools

The mapping tool allows users to:

- Visualize activity locations in the nine counties
- Identify areas where there is overlap or duplication

#### What is GIS?

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

#### Why is GIS information important?

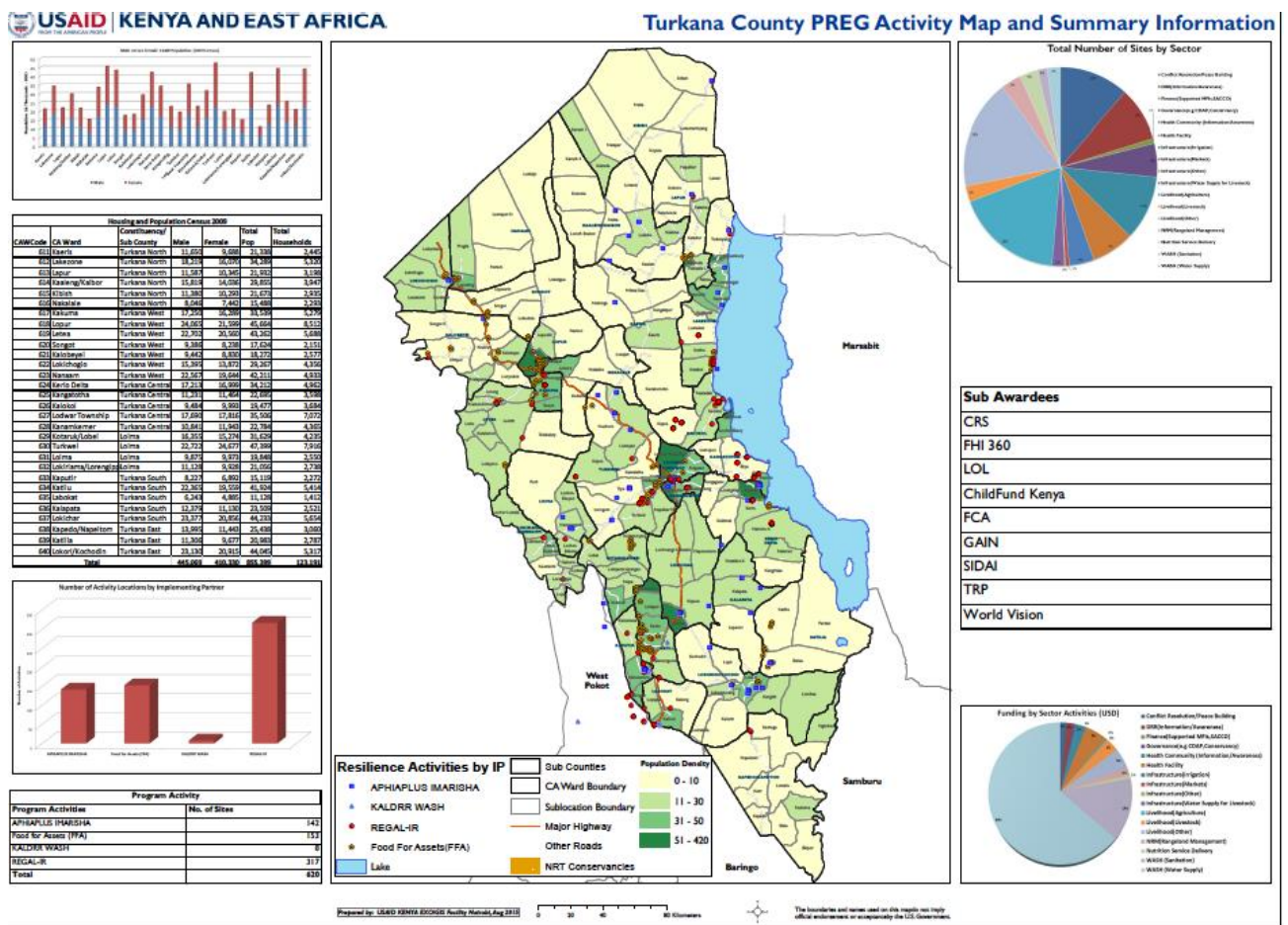
The ability to visualize data geospatially is invaluable. USAID uses GIS for strategic planning and decision-making, maximizing results with available resources, improving program design and management, and improving communication and collaboration.

- Identify areas where there are gaps
- Identify locations where coordination and layering can be maximized.

GPS coordinates were provided using the Standardized GPS Information Template, which is included in the Missions Standardized Quarterly Report by the following;

- World Food Programme
- REGAL AG
- APHIAPLUS IMARISHA
- NRT Community Conservancy
- MWA Kenya Arid Lands Disaster Risk Reduction (KALDRR)
- AHADI
- Kenya Rapid
- AVCD

Figure 4: Turkana County PREG Activity and Summary Information



Access to this application is restricted to registered users who can access the application using their ArcGIS online accounts. All county leads can request for specific county maps from USAID for planning purposes.

## Key steps to enhance geographic collaboration and layering

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

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

**STEP 3: Understand partners' priorities.** Partners need to understand each other's geographic priorities from their approved work plans. For the purpose of this workshop, the priorities will be discussed at the constituency level and may be refined in future discussions between partners.

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

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

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

### Individual Reflection Exercise 5

You have been approached by a new partner in the livestock sector who would like to layer with PREG. The partner in particular has an interest in supporting the establishment of a livestock marketing information system. Use the layering maps to identify priority areas for collaboration.

# 7. Session 6: Continuous Communications

## Session Objectives

By the end of this session, the learner should be able to:

- Review progress made over the last one year in this work stream
- Identify gaps and challenges in the implementation of the work stream
- Agree on a set of priority actions for implementation

## 7.1. Rationale for a Functional Communication Platform

Continuous communication provides a platform for concerns to be addressed, ideas to be discussed and trust to be developed between organizations that may have previously been in competition. Consistent and honest communication also assists in the development of a common language, the foundation for creating a common agenda and agreeing on common targets and benchmarks. It also helps maintain and improve collaborative efforts through the sharing of knowledge and the monitoring of results.

PREG “continuous communication” consists of two primary functions - coordination and communication. This approach ensures that partners commit specifically to improving collaboration through coordination and internal and external communication efforts. A challenge shared by partners within the PREG partnership and community members however has been how to communicate effectively and efficiently in addressing resilience. During the learning events, partners noted that there is increasing recognition that communication can build resilience by making technical information more accessible, addressing social norms and perceptions, supporting people to evaluate their choices, facilitating dialogue, prompting positive decisions and in influencing decision makers.

However, the evidence base in this area remains limited to individual sectors, rather than to resilience overall, and there are no systematic reviews on the role of communication in resilience.

### Highlights of key areas of focus in communications

- Targeting the right audiences with the different and relevant messages.
- Having a dedicated agenda on resilience in County Steering Group (CSG) forums.
- Sharing of success stories by all partners and benchmarking.
- Finalize and implement the PREG communication strategy.

In most project sites, there exists considerable history of using communication to provide information such as for livestock trade using the Livestock Market Information System. In both Marsabit and Isiolo counties for example, radio and mobile phone services have increased pastoralists’ knowledge of livestock information, linked them to new markets and buyers, strengthened their ability to negotiate prices and helped them to diversify to meet demands, among other things. However, there also clear cases where information and communication breakdown had been critical in exposing local communities to increased risk and vulnerability. In Kalacha, North Horr for example, local communities lacked access to up to date and information from the county Livestock Market Information System. Early warning and information data from the NDMA at county level had also failed to reach the local community in time.

PREG therefore identified the need to develop and establish clear objectives and a strategy for realization of what communication can achieve in the resilience program at all levels. There are opportunities to share on what other partners, county government and individuals at community level need to know. For example, partners want to know what set of actions help in addressing adaptation, to adapt to changes in climate. This information while it exists, is neither accessible nor consolidated for PREG learning purposes.

#### Key requirements for a functional continuous communication system

- Consistent coordination and communication will help to maintain and improve collaboration efforts through the sharing of knowledge.
- Sharing of knowledge and learning, to ensure sustainability of PREG activities to develop resilience and economic growth.
- PREG members will listen to their partner communities and other stakeholders and ensure that those voices are heard, are incorporated in PREG activities, and are used to build public support for the PREG common agenda.
- Effective internal and external communication.
- Application of the CLA approach to promote learning and the transfer of learning to action.
- Improve PREG reporting

#### **GROUP Task: Task 6 -I**

1. Over the last one year, how much progress has the partnership made in implementing the work plan on continuous communication?
2. What have been the challenges and gaps?
3. How can these be addressed?

#### Reporting template

##### Continuous communication

	Key Action points from the work plan	Progress made	Challenges	What we will do differently



## 8. Session 7: The Backbone Support Function

### Session Objectives

By the end of this session, the learner should be able to:

- Explain the role of the backbone support function
- Assess the effectiveness of the current backbone support function
- Identify the characteristics needed for effective leadership of the backbone support function
- Agree on an action plan of priority actions for the improvement of the backbone support function

### 8.1. Introduction

#### Key takeaways from collective impact experiences:

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

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

1. Guide vision and strategy
  - ✓ Mobilize and coordinate all PREG partners under a single umbrella
  - ✓ Lead county PREG meetings and relevant working groups
  - ✓ Coordinate PREG county activities
  - ✓ Orient new and exiting partners
2. Support alignment in implementation of activities
  - ✓ Develops county level plans; participates in joint planning analysis; and coordinates with officials to align to county plans and priorities
  - ✓ Coordinates individual PREG partners in the county
  - ✓ Ensures that knowledge management and GIS mapping efforts are maintained and updated quarterly

3. Establish shared measurement practices
  - ✓ Works with stakeholders to improve the Collaborating, Learning, and Adapting (CLA) process
  - ✓ Coordinates with partners and national PREG to identify gaps in data collection
  - ✓ Supports county monitoring and reporting
4. Build political support
  - ✓ Represent PREG in different counties forums such as CSG meetings, county department meetings, and engagements with external partners and local communities
5. Advance policy
  - ✓ Communicate USAID policy position on PREG matters
  - ✓ Provide feedback from county government to partners
6. Mobilize additional partnerships
  - ✓ Identify gaps in PREG activities
  - ✓ Engage county government to complement and prioritize PREG sites for maximum impact

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

## The County Level Backbone Support Functions

### Communications

- Sharing lessons learned
- Sharing minutes of meetings and reports
- Creating avenues for communication e.g. emails, groups, WhatsApp etc.
- Communication guidelines
- Information sharing

### Leadership

- Steering the PREG team to the right direction
- Representation of PREG at the county and national levels
- Delegation of roles and responsibilities
- Onboarding and exiting of partners
- Onboarding of new partner staff within the county

### Administration

- Invitation to meetings
- Facilitation/support to PREG activities
- Keeping minutes of PREG meetings, and documentation of PREG integration activities

### Coordination

- Organizing meetings
- Ensure effective integration of PREG activities among partners
- Joint work planning
- Strengthening networking of PREG within county forums
- Facilitate field visits

## 8.2. Backbone Effectiveness Indicators

<b>Guide Vision and Strategy</b>	<ul style="list-style-type: none"> <li>• <b>Partners accurately describe the common agenda</b></li> <li>• <b>Partners publicly discuss/advocate for common agenda goals</b></li> <li>• <b>Partners' individual work is increasingly aligned with common agenda</b></li> <li>• <b>Partners increasingly look to backbone organization for initiative support, strategic guidance and leadership</b></li> <li>• <b>Partners adopt standard entry and exit procedures</b></li> </ul>
<b>Support alignment in implementation of activities</b>	<ul style="list-style-type: none"> <li>• Partners <b>articulate their role</b> in the initiative</li> <li>• <b>Relevant stakeholders</b> are engaged in the initiative</li> <li>• Partners <b>communicate and coordinate</b> efforts regularly, with, and independently of, backbone</li> <li>• Partners increase levels of <b>trust</b> with one another</li> <li>• Partners increase <b>scope / type of collaborative work</b></li> <li>• Partners improve <b>quality</b> of their work</li> <li>• Partners improve <b>efficiency</b> of their work</li> </ul>

	<ul style="list-style-type: none"> <li>•Partners feel <b>supported and recognized</b> in their work</li> </ul>
<b>Establish Shared Measurement Practices</b>	<ul style="list-style-type: none"> <li>•Shared <b>data system</b> is in development</li> <li>•Partners <b>understand the value</b> of shared data</li> <li>•Partners have robust/shared <b>data capacity</b></li> <li>•Partners <b>make decisions</b> based on data</li> <li>•Partners <b>utilize data</b> in a meaningful way</li> </ul>
<b>Build political support</b>	<ul style="list-style-type: none"> <li>•County government and other stakeholders are increasingly aware of the issue(s)</li> <li>•County government and other stakeholders express support for the initiative</li> <li>•County government and other stakeholders feel empowered to engage in the issue(s)</li> <li>•County government and other stakeholders increasingly take supportive action</li> </ul>
<b>Advance Policy</b>	<ul style="list-style-type: none"> <li>• Target audience (e.g., influencers and policymakers) is increasingly <b>aware</b> of the initiative</li> <li>• Target audiences <b>advocate</b> for changes to the system aligned with initiative goals</li> <li>• Public <b>policy</b> is increasingly <b>aligned</b> with initiative goals</li> </ul>
<b>Mobilize additional partnerships</b>	<ul style="list-style-type: none"> <li>•Funders are asking nonprofits to <b>align</b> to initiative goals</li> <li>•Funders are <b>redirecting funds</b> to support initiative goals</li> <li>•<b>New resources</b> from public and private sources are being contributed to partners and initiative</li> </ul>

### 8.3. Common Characteristics of Effective Backbone Leadership

The characteristics of effective backbone leaders include the following:

- **Visionary** - In addition to identifying the agenda items, they have a clear vision of where to focus and have the ability to drive focus towards that direction.
- **Results-oriented** - They are constantly encouraging members towards achieving desired results and actions.
- **Collaborative, relationship builder** - They are collaborators and consensus builders, and work very well with partners. They do a good job of making everyone feel they are important.
- **Focused, but adaptive** - They exhibit a combination of laser focus, a willingness to listen, and an ability to take decisive action only on select ideas. They ensure all activities and actions contribute towards achieving end goals.
- **Charismatic and influential communicator** - They are extraordinarily articulate and passionate about their work, and are true leaders in the field.
- **Political** - They are a politically savvy, and understand when to tackle different issues.
- **Humble** - They see themselves as ‘servant-leaders.’

### Individual Reflection Exercise 6

Identify the three key parameters to track and measure the performance of the backbone support function over the last and next one year.

<b>Parameter from the last work plan</b>	<b>Progress performance</b>	<b>Challenges</b>	<b>Action points for improvement</b>

# 9. Session 8: Shared Measurements and Learning

## Session Objectives

By the end of this session, the learner should be able to:

- Define the shared measures for collaboration in the PREG partnership
- Design and develop a system of shared measurements for PREG
- Agree on an action plan of priority actions for impact on shared measurements

## 9.1. Defining the Shared Measurements

Developing a shared measurement system is essential to collective impact. For example, agreement on a common agenda is illusory without agreement on the ways success will be measured and reported. Collecting data and measuring results consistently on a short list of indicators at various levels and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other's successes and failures. Reaching agreement on shared measurements is one of the more difficult aspects of collective impact work.

In an initiative's early years, when partners are focused on design and implementation, there should be a set of sample early performance indicators that can help determine whether or not the initiative is on track for success. In addition, partners can use developmental evaluation to understand how the initiative is developing and adapting, what is working well, and what elements require greater attention, among other questions. Depending on an initiative's stages of development, CI partners may wish to use different approaches to evaluation, including developmental evaluation, formative evaluation, or summative evaluation as shown in the table below:

	Developmental Evaluation EARLY — MIDDLE YEARS	Formative Evaluation MIDDLE YEARS	Summative Evaluation LATE YEARS
Stage of CI Development	CI initiative is exploring and in development	CI initiative is evolving and being refined	CI initiative is stable and well-established
What's Happening?	<ul style="list-style-type: none"> <li>• CI partners are assembling the key elements of their initiative, developing action plans, and exploring different strategies and activities</li> <li>• There is a degree of uncertainty about what will work and how</li> <li>• New questions, challenges, and opportunities are emerging</li> </ul>	<ul style="list-style-type: none"> <li>• The initiative's key elements are in place and partners are implementing agreed upon strategies and activities</li> <li>• Outcomes are becoming more predictable</li> <li>• The initiative's context is increasingly well-known and understood</li> </ul>	<ul style="list-style-type: none"> <li>• The initiative's activities are well established and are not changing</li> <li>• Implementers have significant experience and an increasing amount of certainty about "what works"</li> <li>• The initiative is ready for a determination of impact, merit, value, or significance</li> </ul>
Key Strategic Question	What needs to happen?	How well is it working?	What difference did it make?

Source: Mark K.(et al), *Breakthroughs in Shared Measurement and Social Impact*, 2009.

In general, there are some important early performance indicators that CI partners can track during this start-up phase. These early indicators track a number of “success factors” related to the design and implementation of the CI initiative. The table below offers a few sample indicators across the various elements of the PREG design and implementation process, focused on areas where PREG should see some evidence of progress in its first phase.

<b>Work Stream</b>	<b>Indicators</b>
<b>Common Agenda</b>	<ol style="list-style-type: none"> <li>1. The PREG Steering Committee (or other leadership structure) is inclusive enough.</li> <li>2. Key stakeholders help shape the PREG common agenda.</li> <li>3. Partners can articulate the problem PREG is trying to address and how.</li> <li>4. Partners use similar processes and tools for on boarding and exit.</li> <li>5. Involvement in joint program and institutional development processes e.g., joint work planning.</li> </ol>
<b>Mutually Reinforcing Activities</b>	<ol style="list-style-type: none"> <li>1. An action plan such as layering work plan and county level work plans that clearly specify the activities that different partners have committed to implementing.</li> <li>2. Working groups (or other collaborative structures) coordinate activities in alignment at the county level.</li> <li>3. Partners' activities change to better align with the plan of action.</li> <li>4. Joint work plan developed, agreed and implemented.</li> </ol>
<b>Shared Measurement and Learning System</b>	<ol style="list-style-type: none"> <li>1. Partners understand the value and participate in the shared measurement system</li> <li>2. Partners agree to an information and data sharing agreement that supports ongoing collaboration for LSI as well as impact measurement in their projects/activities.</li> <li>3. The PREG shared measurement system includes a common set of indicators and data collection methods that can provide timely evidence of (a lack of) progress toward PREG's outcomes.</li> <li>4. Partners commit to collecting the data as defined in the data plan and know how to use the SMS.</li> <li>5. Partners adapt to regular learning.</li> </ol>
<b>Continuous Communication</b>	<ol style="list-style-type: none"> <li>1. Different stakeholders receive regular information and communication.</li> <li>2. Partners communicate and coordinate efforts regularly (with and independently of backbone staff).</li> <li>3. The PREG initiative engages external stakeholders in regular meetings and integrates their feedback into the overall strategies.</li> <li>4. Various communication tools developed and shared.</li> <li>5. Learning initiatives across the partnership initiated and implemented.</li> </ol>
<b>Backbone Support Function</b>	<ol style="list-style-type: none"> <li>1. PREG Lead is respected by important partners and external stakeholders.</li> <li>2. Partners look to the BSF for initiative support, strategic guidance, and leadership.</li> <li>3. BSF coordinates effective partner meetings and activities such as progress toward goals and connecting partners to discuss opportunities, challenges, gaps, and overlaps.</li> <li>4. BSF convenes partners and key external stakeholders to ensure the alignment of activities and pursue new opportunities.</li> </ol>

## Group Task

In assessing the growth and progress of the PREG partnership, the shared measurement system should aim to answer the following questions:

Work Stream	Shared Measurement and Learning System			
<b>Identify three main indicators that PREG should track to know that our partnership at the county is growing.</b>	What is the information/data required to measure each of these indicators?	What capacities exist in collecting and sharing the data/information?	Who will be responsible for taking lead in collecting and sharing this information/data?	When will this intervention be made?



# 10. The Action Plan

## Session objectives

By the end of this session, the participant should be able to:

- Consolidate all ideas and recommendations for implementing PREG priorities in the county
- Prioritize key activities for follow up in the county
- Identify any support requirements from the national PREG

## 10.1. Assembly of the Overall Action Plan

	Session	Key Action point/s	Timeline	Support required
1.	Common Agenda			
2.	Mutually Reinforcing Activities			
3.	Layering			
4.	Continuous communication			
5.	The Backbone Support Function			