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REPORT OF THE 2018 COUNTY PREG JOINT WORK PLANNING WORKSHOPS



August 2018

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

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Cover photo: PREG partners in Marsabit during a team-building exercise with USAID GIS Manager, Margaret Mwangi (left). Photo credit: Joanne Kihagi/Africa Lead

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ABBREVIATIONS & ACRONYMS

| | |
|-----------|---|
| AHADI | Agile Harmonized Assistance for Devolved Institutions |
| AOR | Agreement Officer's Representative |
| APHIAplus | AIDS, Population and Health Integrated Assistance plus Integrated Marginal Arid |
| IMARISHA | Regions Innovative Socialized Health Approach |
| ASALs | Arid and Semi-arid Lands |
| CDR | Community Disease Reporter |
| CEC | County Executive Committee |
| CHW | Community Health Workers |
| CHV | Community Health Volunteers |
| CIA | Collective Impact Approach |
| CLA | Collaboration, Learning, and Adaptation |
| CLTS | Community Led Total Sanitation |
| COR | Contracting Officer's Representative |
| CSG | County Steering Group |
| COP | Chief of Party |
| DRR | Disaster Risk Reduction |
| EDE | Ending Drought Emergencies |
| FFA | Food for Assets |
| FP/RMNCAH | Family Planning/Reproductive, Maternal, Newborn, Child and Adolescent Health |
| GIS | Geographic Information Systems |
| IMAM | Integrated Management of Acute Malnutrition |
| ILRI | International Livestock Research Institute |
| IPs | Implementing Partners |
| KIWASH | Kenya Integrated Water, Sanitation, and Hygiene Project |
| LMS | Livestock Market Systems |
| M&E | Monitoring and Evaluation |
| MIS | Management Information System |
| NDMA | National Drought Management Authority |

| | |
|-----------|---|
| NHPplus | Nutrition and Health Program Plus |
| NRM | Natural Resource Management |
| PHL | Post-Harvest Losses |
| POU/PUR | Point of Use water filtration system |
| PREG | Partnership for Resilience and Economic Growth |
| REGAL-AG | Resilience and Economic Growth in Arid Lands-Accelerated Growth |
| REAP | Rural Entrepreneurial Access Project |
| RMC | Risk Management Centre |
| SFP | Supplementary Feeding Programme |
| SERVIR | A joint initiative of the National Aeronautics and Space Administration (NASA) and the United States Agency for International Development (USAID) |
| SLI | Sequencing, Layering, and Integration |
| SOPs | Standard Operating Principles |
| SWG | Sector Working Group |
| TOR | Terms of Reference |
| TWG | Technical Working Group |
| UNDP | United Nations Development Program |
| USAID | United States Agency for International Development |
| USAID/KEA | USAID/Kenya and East Africa |
| VSLA | Village Savings and Loan Association |
| WFP | World Food Program |
| 5W | Who does What Where When & for Whom |

GLOSSARY OF TERMS

Backbone Support – The development of a secretariat that serves as a backbone to coordinate the members of PREG and to guide the implementation of the common PREG agenda for partnership and collaboration.

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

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

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

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

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

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

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

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

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

The Collective Impact – An innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting change. The approach is premised on the belief that no single policy, government department, organization or program can tackle or solve the increasingly complex problems single-handedly.

I. EXECUTIVE SUMMARY

For the second consecutive year, PREG county joint work planning workshops were held in Turkana, Wajir, Marsabit, Garissa, and Isiolo counties between May and July 2018. The workshops were designed to build on ongoing collaboration processes and efforts at the county level, as well as track progress against action items on county work plans developed during similar joint work planning workshops in 2017. The workshops also balanced core knowledge with interactive, experiential learning through team-building activities, plenary discussions, and group work and resulted in the development of refined work plans for each county.

Each of the county workshops had an average of 16 participants, with the largest number in Isiolo and Marsabit with 19 and 20 people, respectively. It was noted that a majority of the implementing partners had not attended the county joint work planning workshops held a year ago in their respective counties and were generally unaware that there was a work plan in place. Further, the gender balance of the participants was skewed to male, with females at most a third for Wajir, Garissa, and Isiolo, 29% for Turkana, and only 15% for Marsabit.

The three-and-a-half day workshops were structured around the five workstreams of the Collective Impact Approach, namely: Common Agenda, Mutually Reinforcing Activities; Continuous Communication (or Stakeholder Engagement), Backbone Support, and Shared Measurements and Learning.

The highlights of the workshops, according to the workstreams, included the following:

- **Common Agenda:** County teams acknowledged the need for regular joint work planning and sharing of tasks within agreed timelines. It was also noted that the attendance of monthly meetings was poor and irregular for most counties, and so there was a commitment that each partner would select a primary and alternate focal point to attend monthly meetings. Joint monitoring was also highlighted as an area that needs improvement.
- **Mutually Reinforcing Activities:** The county teams reviewed their layering work plans and proposed to share regular updates with stakeholders to assist in coordination and partnership. The role of technical working groups in promoting sequencing, layering, and integration (SLI) was emphasized. The county teams also committed themselves to developing clear terms of reference (TORs) to ensure their effectiveness.
- The **Continuous Communication** work stream was renamed **Stakeholder Engagement** to better describe the encompassing interactions among PREG partners, and with county and national governments. The county teams emphasized the need to ensure the county steering groups (CSGs) were well briefed about PREG and its activities through sharing of bulletins and briefs. They also sought a common engagement strategy from the national PREG Secretariat to correctly address protocols when engaging with county governments. County teams also committed themselves to better document success stories and to share lessons learned with other PREG counties.

- **Backbone Support:** County teams highlighted the need for onboarding and exit guidelines to be completed and shared. They also saw the need for the County Leads to continue being given additional capacity for leadership and communications. Chiefs of Party (COPs) were requested to empower their county-based staff so that they can adequately participate and make necessary decisions at the county level.
- **Shared Measurements:** The workshops highlighted the importance of measuring the impact of collaboration, adaptation and learning so as to show the value proposition of working as PREG partners. Towards this end, indicators for shared measurements and learning were identified, information and data requirements noted, existing capacities acknowledged, and responsibilities and timelines agreed.

The following key findings and recommendations emerged from the workshop:

- **Build on the PREG brand in the counties:** In most cases, implementing partners engage with county governments and communities as individual organizations instead of as USAID partner organizations under PREG. It is recommended that implementing partners attend CSG meetings and engage with the communities as PREG, with the County Lead taking such opportunities to introduce other partners.
- **Create technical working groups (TWGs) with clear terms of reference (TORs):** An effective way of the implementing partners working together and projecting the PREG brand is creating TWGs with clear TORs. Important roles for the TWGs would be to attend CSG meetings, assist PREG partners in joint implementation, and foster learning and adaptation.
- **Document lessons learned and good stories:** If PREG is going to benefit from its approach of collaboration, learning, and adaptation, counties need to document lessons learned, and best practices that others can benefit from. Currently, there is little learning across counties and it is recommended that the national PREG Secretariat shares success stories and best practices across the partnership.
- **Follow-up on implementation of layering work plans:** It was observed that most of the participants in the workshops had little awareness of the work plans developed in the 2017 workshops. In order to ensure that joint work planning processes are strengthened, focus should be on building on the gains made by following-up on the implementation of the joint layering work plans as a basis for improving county collaboration.
- **Role of Chiefs of Party (COPs) in the leadership of PREG:** Since the ultimate objective of the partnership is to make collaborative action routine, this will only be realized when all partners have a shared sense of responsibility and accountability using aligned work plans, budgets and even measurements. In this regard, the role of the COP is important in ensuring that the county teams have budget allocated for collaboration activities, and that PREG initiatives are considered in their schedules in order to allow their staff teams to participate adequately.
- **Strengthen county-level leadership:** Because the County Lead plays an important role in PREG's CLA and CIA approaches, it is recommended that investment be made in their capacity building so that they can improve their abilities in leadership, administration, communication, and coordination. It was observed that the County Leads who have consistently improved their leadership skills have gone on to take more responsibilities in their organizations and/or in the PREG leadership.

- **Reintroduce the PREG County awards:** In Garissa and Wajir Counties, in particular, great progress was made in the development of the partnership while Isiolo remained consistent in demonstrating results. These efforts need to be recognized as was done previously to nurture good practice and incentivize county leadership.
- **GIS and communication support:** The updating and preparation of the county profiles is an essential component of enabling county leads to communicate, educate and inform. This means that in addition to providing training on GIS to county teams in Isiolo, Garissa, and Wajir, the updating of data on the GIS map will go a long way in improving timeliness and accuracy of information.
- **Document and institutionalize** the layering site selection criteria to better demonstrate evidence and relevance of collaboration at selected layering sites

II. BACKGROUND

Effective collaboration among organizations with different approaches, missions, interests, and cultures can be difficult. It requires a common understanding of the processes and challenges of partnership, a collaborative mindset, and a partnering skill set. With these critical elements in place, partnerships can achieve desired impact. Without collaboration, partnerships are likely to under-perform or fail altogether.

To address the vital challenge of partnership and collaboration, the United States Agency for International Development (USAID) established the Partnership for Resilience and Economic Growth (PREG) in 2013. PREG leadership held a learning event in August 2016 that brought together a diverse group of 60 participants consisting of county representatives and USAID staff. The overarching objective of the program 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 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.

Shortly after the PREG learning event, Africa Lead (PREG Learning) performed a rapid needs assessment of five PREG county teams in Turkana, Wajir, Garissa, Marsabit, and Isiolo. The overall objective of the rapid needs assessment was to capture baseline information on PREG partners' roles, responsibilities, experiences and relationships at the county level, as well as to evaluate the functionality and productivity of the county teams. The outcomes of the assessment were then used to design a learning curriculum for a series of joint work planning and team building workshops held between January and April 2017. The workshops were aimed at developing skills, understanding and knowledge for effective cross-sector partnering.

For the second consecutive year, a series of joint work planning workshops were held between May and July 2018 in: Turkana, Wajir, Marsabit, Garissa, and Isiolo. These workshops built on the outcomes of the 2017 workshops and were aimed at the development of more refined work plans, improved learning, and increasing trust and openness for the mutual benefit of all partners. This report summarizes the overall findings and experience of the workshops undertaken across the five counties.

OBJECTIVES OF THE WORKSHOPS

The joint work planning and team building workshops were designed to build knowledge and skills among partners to work effectively in partnership with a strong emphasis on learning.

In total, 83 participants attended the workshops in all joint work planning sessions as follows:

| | County | Dates | Venue | No. of participants | | |
|----|----------|-------------------|--------------|---------------------|-----------|-----------|
| | | | | M | F | Total |
| 1. | Turkana | 21- 25 May 2018 | Lodwar | 10 | 4 | 14 |
| 2. | Marsabit | 28 - 31 May 2018 | Marsabit | 17 | 3 | 20 |
| 3. | Wajir | 18 - 22 June 2018 | Wajir | 8 | 4 | 12 |
| 4. | Garissa | 1- 4 July 2018 | Mwingi | 12 | 6 | 18 |
| 5. | Isiolo | 9 -13 July 2018 | Isiolo | 16 | 3 | 19 |
| | | | TOTAL | 63 | 20 | 83 |

The county joint work planning and team building workshops aimed at strengthening current collaboration efforts and processes by PREG partners, build on the key lessons learned from the 2017 workshops, and develop refined work plans for increased impact.

Specifically, the workshops had the following objectives:

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

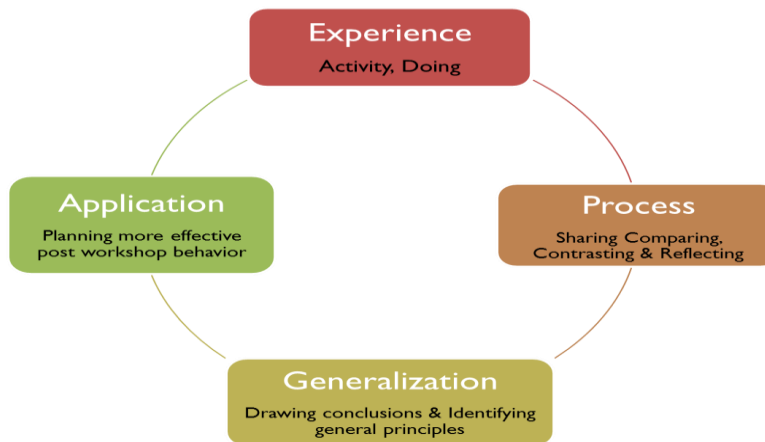
The workshops covered five essential work streams:

- Building a common vision/ agenda
- Shared measurement and learning
- Mutually reinforcing activities
- Continuous communication, and
- Backbone support function

III. METHODOLOGY AND LIMITATIONS

The workshops were conducted using a combination of adult learning techniques and highly participatory methods using the Experiential Learning Cycle (see figure below). The main emphasis of this methodology was on learning from experience by allowing the individual participants to manage and share responsibility for their own learning with their peers in the partnership. In addition to these methods, the facilitators used a mixture of teaching methods for the concepts and skills necessary for retention and application.

These methods included lectures, small group work and discussion, case scenarios, and practicing new skills followed by feedback and discussion.



The Learning Cycle

The workshops were structured to ensure ownership and joint review of the previous year’s work plan and design of the work plan for the coming year. This was achieved by a combination of presentations, games and exercises, plenary discussions, and group work. The number of implementing partners differed in size from county to county, but all workshops were structured around small groups of 3-5 people.

Two consultants facilitated sessions in the five counties and were joined by the USAID GIS Manager in Marsabit, Garissa, and Isiolo where she presented on the application of GIS mapping and layering tools.

Regarding limitations experienced during the workshops, it was observed that most participants in respective counties had not attended the workshops held in 2017 and were, therefore, generally unaware of the work plan that had been developed for implementation by PREG partners. This meant that the workshops needed to cover basic information so as to bring everyone on board. Another observation was that the gender balance of the participants was skewed to male with females at most a third for Wajir, Garissa, and Isiolo; 29% for Turkana, and only 15% for Marsabit.

IV. KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

I. TURKANA COUNTY PREG

Key Findings

Over the last year, Turkana County PREG has made significant leaps in the institutionalization of the partnership with demonstrated evidence across most workstreams – notably in the effectiveness of the backbone support function, in communication, as well as in the implementation of the layering work plan. PREG meetings have remained regular (monthly) and are rotated among partners even though the representation of partners is not consistent. During the workshop, partners were able to highlight the following key progress milestones;

- The partnership effectively followed up on the implementation of the layering work plan in the sites identified during the first joint workplan – at St. Patrick’s in Turkana Central, Kalookol, and Nagis, joint activities by Kenya RAPID, WFP, and AphiaPlus Imarisha were fully implemented. These sites provide early evidence of impact sites where layering has been successful. During the work planning session, the PREG team identified three new sites for layering – Lodwar Market, Kaitese, Katilu, Kapua, and Turkwel.
- The county partners have significantly increased in number with large majority of partners at the workshop who did not participate in the first joint work planning. It was however clear that that the level of interest and commitment to PREG was refreshingly new.
- In 2017, REGAL AG were introduced in the county to undertake activities in livestock market infrastructure development. There was general consensus among partners that the opportunity to formally on board the project team was lost. However, upon the introduction of the LMS program, considerable effort and progress was made to bring partner staff on board to attend PREG meetings, share highlights of the program and hold initial discussion meetings with the County government. In certain cases, such meetings held to introduce the LMS program were also used to highlight PREG current USAID PREG investments in the county.
- The County PREG Lead was able to effectively onboard new USAID AHADI staff during the year.
- The attendance and strong participation of the USAID team in the workshop was also recognized by partners as a great asset to the process.

During the communications work stream, a quick assessment of current progress and challenges was undertaken and the following areas highlighted:

| | What’s Working Well | What needs improvement |
|-------------------|---|--|
| County Government | Both PREG partners and county officials attend CSG meetings | <ul style="list-style-type: none"> • PREG partners attend meetings as individual IPs • There is little knowledge of the PREG mandate by the county government • PREG partners do not share information with the county government |

| | | |
|-------------|---|---|
| Community | <ul style="list-style-type: none"> • Collective mobilization for monitoring purposes • Community members are well informed on PREG field visits | <ul style="list-style-type: none"> • PREG partners identify with their individual programs/organizations and not as PREG • There is no clear feedback mechanism from the beneficiary communities to PREG partners and vice versa. |
| Within PREG | <ul style="list-style-type: none"> • Minutes of previous meetings are shared on time • Communication platforms such as mailing lists and WhatsApp groups are working well • The County Lead coordinates partner activities and reporting | <ul style="list-style-type: none"> • Not all partners are receiving pertinent information • Communication flows between the county team and the national PREG Secretariat are not always consistent • Lessons learned and best partnership practices from other PREG counties are not shared |

Conclusions

- In comparison to the other partnerships, Turkana PREG has attained a fairly high level of growth and maturity. The best way to harness this growth and maturity is to begin building on the commitment and energy of the new partner staff in the county, strengthening sector working groups, and engagement with the county government.
- Whereas there is no golden standard on how to engage the county government in the partnership, the PREG team has made fair progress in working with different departments across the various development sectors. There is still great room for improvement and innovation in this respect.

Recommendations

1. Recommendations for partners
 - Harmonize the county and national level layering workplans
 - Improve communication and feedback between national and county PREG
 - Ensure representation of partners at PREG meetings remain consistent and regular
 - Follow up the implementation of the layering work plan
 - Strengthen Sector Working Groups in each sector with the county government
2. Recommendations for USAID and PREG Learning
 - Dedicate resources to document experience and impact of PREG collaboration in the sites completed during in the first layering workplan
 - Provide updated layering maps and other tools to improve decision making
 - Finalize and disseminate the on boarding and exit manuals

2. MARSABIT COUNTY PREG

The last year has been a challenging period for the Marsabit County PREG in comparison to all the other PREG counties even though participation of partners at the PREG work planning session was extremely productive. Most of the partners admitted that the number of partners attending the regular monthly meetings had reduced in frequency and consistency over the year. However, during the workshop there was renewed commitment to regularly attend meetings. During the workshop, the following strong points were noted;

- The partnership has managed to onboard new partners even without the draft guidelines from Africa Lead. All LMS staff confirmed they had participated in onboarding processes and have since begun attending monthly meetings.
- There remained strong involvement of the county government and NDMA in PREG activities with the departments of Health, Water, and Livestock the most involved in the regular PREG activities.
- The partnership effectively utilized the sequencing, layering, and integration (SLI) approach for programming even though progress in the two layering sites of Marsabit Central and Merille had been slow with most activities still ongoing.
- The partners demonstrated a greater sense of urgency in rebuilding momentum from the previous year by reinforcing the County leadership and nomination of a deputy County Lead.
- The strong participation of the USAID team in the workshop was a great asset to the process.
- Partners reiterated the need to make a PREG presentation at the CSG to communicate the partnership's key activities in the County.

Conclusions

- Mobilization of partners to participate in the work planning workshop proved challenging. This reflects on the need to build the County Lead's capacity on soft skills e.g. routine communications, sharing information with partners, and effective coordination.
- There was evidence of SLI but progress in the selected sites has not been monitored regularly hence the slow pace in implementation of layering activities.
- PREG partners highlighted the challenges in information sharing as well as the need to support the County Lead.

Recommendations

I. Recommendations for County Team

- Strengthen the PREG County Leadership especially in communication and information sharing.
- Coordinate the refinement and finalization of the PREG partnership work plan developed during the work planning session.
- Provide greater support to the County Lead especially through regular attendance of meetings.
- Follow up on the implementation of the layering work plan.

- Structure monthly meetings to focus less on read-out of activity plans and more on identifying opportunities for collaboration, improving efficiency, and implementation in layered sites.
 - Regular and consistent attendance of monthly meetings
2. Recommendations for USAID and PREG Learning
- Include the Deputy County Lead in the PREG email list to support the County Lead in information sharing.
 - Support the County in following up on the implementation of the layering work plan.
 - Provide additional and updated county briefs to facilitate information sharing.

3. GARISSA COUNTY PREG

In 2017, the Garissa partnership lacked a process of onboarding new partners and, as a result, different partners had varying levels of understanding about PREG. The partnership was also trapped in a delicate coordination balance due to the lack of harmony between the secretariat and PREG Chair. Over the past year, tremendous progress has been made. The number of partners has significantly increased, coordination with County government is enhanced, and partners confirm there is improved regularity in sharing of updates and meeting minutes with the CSG. During the work planning session that was also attended by the USAID Resilience Coordinator and AOR of the County Lead, the partners highlighted the following:

- Partners have developed a 5W matrix that will be used for planning purposes.
- There is increased participation of partners in PREG activities as evidenced by the regularity and rotation of hosting of monthly meetings.
- Updated PREG information has been shared with new partners.
- New layering sites have been selected in Balambala, Msalani and Raya.
- The partner database and mailing list have been finalized.
- There is increased awareness among PREG members of activities across different partner programs.
- Site briefs have been developed.

The partners, however, noted that there had not been adequate follow up on implementation of activities in layering sites. Similarly, the representation of PREG in county forums was an area marked for improvement.

During assessment of the communications work stream, the following points were highlighted:

| | Working Well | Needing Improvement |
|-------------------|---|---|
| County Government | <ul style="list-style-type: none"> • Sharing of updates and meeting minutes with the CSG | <ul style="list-style-type: none"> • Greater alignment with the county government in layering planning. |
| Community | <ul style="list-style-type: none"> • Communities are responsive to PREG activities | <ul style="list-style-type: none"> • Inadequate involvement of beneficiary communities in project formulation and design to ensure relevance to their needs • There is no clear feedback mechanism from |

| | | |
|--------------------|---|---|
| | | the beneficiary communities to PREG partners and vice versa |
| Within PREG | <ul style="list-style-type: none"> • Regular meetings • Communication platforms are effective for sharing information | <ul style="list-style-type: none"> • Partners do not share their respective work plans • Meeting agenda are not circulated in advance of meetings • Updates from the national level do not reach the county team |

Conclusions

- The County has made a significant turn around and there was a greater sense of cohesion and drive to take the partnership forward.
- Garissa County PREG has significantly expanded with up to ten partners.
- The Kenya RAPID Chief of Party and senior staff have made great effort to support the County Lead and the effectiveness of these interventions is evident from the mobilization, participation, and membership awareness.
- The County Lead has made a lot of improvements in coordination of the regular meetings and sharing of information.

Recommendations

1. Recommendations for County Team

- Build on the momentum in the partnership to increase visibility and implementation of layering work plans.
- Follow up on the implementation of the layering work plan.
- Prepare regular updates and bulletin for PREG activities.
- Develop external communications materials especially the County profile to share with the CSG members.
- Follow up with LMS on the GIS training for partners.

2. Recommendations for USAID and PREG Learning

- Provide additional mentorship to the County Lead to sustain gains made in partnership management and coordination.
- Support the County in following up on the implementation of the layering work plan.
- Provide additional and updated county briefs to facilitate information sharing.
- Recognize the partnership through an award.

4. WAJIR COUNTY PREG

Wajir County PREG has substantially grown in numbers, in methods of work, and visibility. Over the last year, the partnership has remained consistent in holding the monthly meetings. The joint work planning workshop was also marked by the full participation of the Department of Agriculture and Livestock, as well as NDMA for the second year running demonstrating the partnership’s consistency in engaging government partners in PREG activities. During the workshop, the following strong points were noted;

- The Wajir PREG team is the only county that has developed and shared a county bulletin that has been shared with the county government and other PREG partners.
- Regular monitoring visits of PREG activities have been held.
- PREG updates are shared regularly with partners.
- The County Lead has successfully onboarded new partners in the county.
- The team has effective representation at the national level.
- Since the appointment of a deputy County Lead, delegation of roles and responsibilities by the County Lead is possible.

During an assessment of the communications work stream, the following areas were highlighted:

| | Working Well | Needing Improvement |
|-------------------|---|---|
| County Government | <ul style="list-style-type: none"> • Presence of County Communications Director in monthly meetings • Minutes and agenda of PREG meetings are shared with the county government | <ul style="list-style-type: none"> • County officers demand per diem from PREG • Ad-hoc communication with CSG • PREG partners identify with their individual programs/organizations in CSG meetings |
| Community | <ul style="list-style-type: none"> • Joint monitoring in SLI sites • Standardized nutrition training materials | <ul style="list-style-type: none"> • PREG partners identify with their individual programs/organizations • Different partners’ branding can confuse community members |
| Within PREG | <ul style="list-style-type: none"> • Communication platforms are effective for sharing information • Minutes and agenda are shared in advance of meetings | <ul style="list-style-type: none"> • Little feedback and response to communication • Partners do not leverage each other’s initiatives |

Conclusions

- The partnership has made tremendous progress in building a greater sense of commitment and drive to take the partnership forward.
- There was an encouraging show of commitment from both county and national government partners.

- The benefits of County Lead orientation and leadership training were evident in their methods of work such as orientation of new partners and staff as well as engagement with the county government.
- The County Lead and deputy have made a lot of improvements in providing information and in coordination of meetings.

Recommendations

1. Recommendations for PREG County Team

- Ensure effective integration of PREG activities among partners
- Strengthen PREG networks within the various county sector forums and CSG
- Increase joint field visits
- County Lead to support the development and sensitization of the SOPs within the partnership
- Regularize TWG meetings and develop clear TORs
- Follow up implementation of layering work plan
- Organize structured community dialogues
- Document success stories

2. Recommendations for USAID and PREG Learning

- Provide additional mentorship to the County Lead to sustain gains made in partnership management and coordination
- Support the County in following up on the implementation of the layering work plan
- Provide additional and updated county briefs to facilitate information sharing

5. ISIOLO COUNTY PREG

The most significant aspect of the Isiolo County PREG was the successful transition in its County Leadership after the departure of both the County and Deputy County Leads (REGAL-AG and WFP, respectively) at the same time. While it was evident during the joint work planning workshop that there had been a transition, the commitment, numbers, and focus of the partnership remained consistently high.

Isiolo County PREG demonstrated that in cases where the successes have been sustained and enhanced, ensuring continuity is critical. This continuity was provided by stability among implementing partners combined with regular communication, monthly meetings, and a culture of proper onboarding. This is the reason why even where individuals were transferred, continuity was provided by remaining team members who have understood the importance of the partnership and have the ability to sustain the arrangement.

The support of REGAL-AG and LMS Chiefs of Party also promotes successful county PREG leadership. Both Chiefs of Party participated in the joint work planning meetings and consistently champion the collaborative approach to activity implementation.

During the workshop, the following strong points were noted under communications:

| | Working Well | Needing Improvement |
|--------------------------|--|---|
| County Government | <ul style="list-style-type: none"> • CSG and TWG meeting updates are shared • Involvement of county officials in PREG activities • Open lines of communication with the County Executive Committee (CEC) and technical officers with regular calls and <i>barazas</i> | <ul style="list-style-type: none"> • Short notice for meetings • Lack of clear understanding of the PREG approach by some county officials • Lack of harmonization of priorities • Lack of visibility of PREG at CSG • County government is more familiar with individual IPs than with PREG |
| Community | <ul style="list-style-type: none"> • Joint site visits for USAID missions • Awareness and ease of mobilization of the community for PREG activities. • Good reception and participation during PREG activities | <ul style="list-style-type: none"> • Inconsistency feedback from beneficiary communities to PREG and vice versa • Language barriers • Clarity of branding criteria for multiple partners in layering sites • Community members are more familiar with individual IPs than with PREG |
| Within PREG | <ul style="list-style-type: none"> • Use of all available communication channels including: emails, WhatsApp groups, phone calls, SMS messages, and social media • Meeting minutes and agenda shared in advance of meetings • Onboarding of new program staff | <ul style="list-style-type: none"> • Flow of information from the county to the national PREG Secretariat • Documentation and dissemination of stories and best practices from various counties. • Follow up of action items |

Conclusions

- The Isiolo County PREG remains the most advanced, with a unique ability to adapt and innovate in many areas where guidance has not been provided. In 2017, this was evidenced by their successful onboarding and exit processes. In 2018, they have managed to successfully manage an internal transition process in leadership which has provided opportunity to document and institutionalize the process.
- PREG needs to begin documenting success stories from layering sites e.g. Oldonyiro Livestock Market.

Recommendations

1. Recommendations for PREG County Team
 - Organize a formal handover between the previous and current County Lead
 - Share PREG manuals with all partners
 - Clarify allocation of roles for the County Lead and Deputy
 - Organize for partners to attend the GIS Training to increase the use of the PREG mapping tool
 - Organize structured community dialogues
2. Recommendations for USAID and PREG Learning
 - Share the PREG SOP and ToR with County Lead and partners

- Provide additional and updated county briefs to facilitate information sharing
- Document PREG success stories
- Organize PREG exchange visits to deepen learning

V. OVERALL RECOMMENDATIONS

- **Build on the PREG brand in the Counties:** In most cases, implementing partners engage with the county government and communities as individual organizations instead of as USAID partner organizations under PREG. This reduces the visibility of the totality of investment by USAID in the counties, which is substantial if seen in its totality instead of as individual budgets and organizations. It is recommended that implementing partners attend CSG meetings, and engage with the communities as PREG, with the County Lead taking such opportunities to introduce other partners.
- **Create TWGs with clear TORs:** An effective way of the IPs working together and projecting the PREG brand is creating TWGs with clear TORs. Important roles for the TWGs would be to attend CSG meetings, assist PREG partners in joint implementation, and foster learning and adaptation.
- **Document lessons learned and good stories:** If PREG is going to benefit from its approach of collaboration, learning, and adaptation, counties need to document lessons learned, and best practices that others can benefit from. Currently, there is little learning across counties and it is recommended that the national PREG Secretariat shares success stories and best practices across the partnership.
- **Follow-up on implementation of layering work plans:** It was observed that most of the participants in the workshops had little awareness of the work plans developed in the 2017 workshops. In order to ensure that joint work planning processes are strengthened, County Leads and their teams should focus on building on the gains made by following-up on the implementation of the joint layering work plans as a basis for improving county collaboration.
- **Role of COPs in the leadership of PREG:** Since the ultimate objective of the partnership is to make collaborative action routine, this will only be realized when all partners have a shared sense of responsibility and accountability using aligned work plans, budgets and even measurements. In this regard, the role of the COP is important in ensuring that the county teams have budget allocated for collaboration activities, and that PREG initiatives are considered in their schedules in order to allow their staff teams to participate adequately.
- **Strengthen county-level leadership:** Because the County Lead plays an important role in PREG's CLA and CIA approaches, it is recommended that investment be made in their capacity building so that they can improve their leadership, administration, communication, and coordination skills. It was observed that County Leads who have consistently improved their leadership skills have gone on to take more responsibilities in their organizations.

VI. ANNEXES

TURKANA COUNTY PREG WORKPLAN 2.0

| KEY ACTION FROM WORKPLAN | PROGRESS MADE | CHALLENGES | WILL DO DIFFERENTLY | RESPONSIBILITY | TIMELINE |
|--|---|--|--|---|--------------------------------|
| I. COMMON AGENDA | Outcome: Institutionalize PREG activities in the county | | | | |
| <ul style="list-style-type: none"> Develop onboarding procedure | Onboarding manual developed | <ul style="list-style-type: none"> Manual not shared with all partners Feedback on receipt of manual not done | <ul style="list-style-type: none"> Re-share the manual with all partners Hold meeting to collect feedback on the manual | County Lead supported by PREG Coordination Lead | August 28, 2018 |
| | | <ul style="list-style-type: none"> Partners exit/transition without formal communication | <ul style="list-style-type: none"> | | |
| <ul style="list-style-type: none"> Train partners on SOPs | SOPs made available | <ul style="list-style-type: none"> SOPs not available on time for all counties. Lack of initiative from PREG members | <ul style="list-style-type: none"> Hold follow up meeting for reflection on SOPs. Define roles of each partner and not just those of the County Lead | PREG Learning | Bi-annually |
| <ul style="list-style-type: none"> Hold joint work planning workshops | | <ul style="list-style-type: none"> Lack of partners' commitment to joint work planning Inadequate resources | <ul style="list-style-type: none"> Hold quarterly joint work plan review workshops | County Lead | September 2018 |
| 2. MUTUALLY REINFORCING ACTIVITIES | Outcome: Reinforced, coordinated, and inclusive framework for integration among partners | | | | |
| <ul style="list-style-type: none"> Conduct stakeholder mapping for the county | Mapping has been done | Getting information from all PREG partners in the county | Regularly update the stakeholder mapping matrix | PREG county team | Quarterly starting August 2018 |
| <ul style="list-style-type: none"> Hold monthly information sharing meeting | Ongoing monthly meetings for information sharing | Database not shared | Share developed database and framework | National PREG Secretariat | July 2018 |
| <ul style="list-style-type: none"> Communicate on | <ul style="list-style-type: none"> Communication | PREG TWGs not formed | Establish PREG | PREG County Lead | September 2018 |

| | | | | | |
|--|---|---|--|--|--|
| monthly meeting. | timely and flowing • Sharing of agenda and minutes. | | TWGs for: nutrition, WASH, livelihoods | | |
| 3. CONTINUOUS COMMUNICATION | | | | | |
| Outcome: Effective and Intra-PREG communication at all levels (lateral, horizontal, and vertical) | | | | | |
| • Conduct a partnership forum to develop internal and external communication strategy | PREG partners attend CSG meetings | • Packaging information to increase PREG visibility in communities | Harmonize workplans and field visits. | PREG County Lead | September 2018. Reviewed during Quarterly work plan joint reviews |
| • Conduct workshop to design feedback mechanism and reporting templates | Community visits by PREG are well organized and coordinated | • Little understanding of PREG mandate and operations in the County • PREG partners not sharing info with the County | • Joint Feedback mechanism • Submit quarterly PREG briefs to the county cabinet meetings | • County Lead • County Lead and USAID PREG team | June 2018 December 2018 |
| | | • No communication with County on PREG • Lessons learned from other PREG counties not shared. | • Update PREG mailing list for partner representatives • Have a focal person to share lessons learnt from other PREG counties | County Lead | • Regular as received • Immediately. End of May 2018 |
| 4. BACKBONE SUPPORT | | | | | |
| Outcome: A strong PREG collaboration forum in the county | | | | | |
| • Conduct capacity building sessions for PREG County Leads | | • Communication not flowing adequately between partners. | • Capacity building of PREG lead on communication and leadership | USAID/Africa Lead | June 2018 |
| • Hold consultative meetings with USAID and PREG National | | • No clear mechanism and to what level • Timely and structured | • Develop and implement mechanism for | USAID | July 2018 |

| | | | | | |
|--|--|---|----------------------------------|------------------------------|----------------|
| Secretariat | | communication from and to national PREG | engagement with county PREG team | | |
| • Formation of TWGs among PREG partners | | | | PREG County Lead/Africa Lead | September 2018 |
| 5. SHARED MEASUREMENTS | | | | | |
| Outcome: PREG partners jointly monitor the growth and strength of the partnership | | | | | |
| INDICATOR | INFORMATION AND DATA REQUIREMENTS | EXISTING CAPACITIES | RESPONSIBILITY | TIMELINES | |
| • Number of partners consistently attending regular monthly meetings | <ul style="list-style-type: none"> • Meeting minutes • Action points | <ul style="list-style-type: none"> • Existence of rotational secretariat • String backbone support function | • County Lead | • Monthly | |
| • Number of joint interventions in layering sites | <ul style="list-style-type: none"> • Layering sites on the map • Joint field reports • GIS platform | <ul style="list-style-type: none"> • Existing personnel • Data collection tool and analysis • Project vehicles and logistical support | • PREG members | • Quarterly | |
| • Bets practices and lessons learned | <ul style="list-style-type: none"> • Baseline data • Success stories • Mid/end-line data | <ul style="list-style-type: none"> • Partner resources and budgets • Technical staff capacities especially communication departments • Outcome harvesting at USAID level | • USAID | • Bi annually | |
| | | | | | |

LAYERING WORKPLAN FOR TURKANA COUNTY

| | LODWAR MARKET | KATILU | KAITесе | KAPUA | TURKWELL |
|--------------------|--|---|--|--|--|
| KENYA RAPID | <ul style="list-style-type: none"> Water supply | | <ul style="list-style-type: none"> High value vegetable products through small holder farming | <ul style="list-style-type: none"> Rangeland activities Water supply | <ul style="list-style-type: none"> CLTS Sanitation & Hygiene promotion |
| LMS/REGAL | <ul style="list-style-type: none"> Market Infrastructure Sale Yard Policy | <ul style="list-style-type: none"> Small business grant | <ul style="list-style-type: none"> Small business grant | <ul style="list-style-type: none"> Business and financial support (REAP) | <ul style="list-style-type: none"> Small business grant |
| AHADI | <ul style="list-style-type: none"> Water policy Livestock policy Rangeland management policy | <ul style="list-style-type: none"> Water policy Rangeland management policy | <ul style="list-style-type: none"> Water policy Rangeland management policy | <ul style="list-style-type: none"> Water policy Livestock policy | <ul style="list-style-type: none"> Water policy Livestock policy Rangeland management policy |
| UNICEF | <ul style="list-style-type: none"> Food Supplements (IMAM) | <ul style="list-style-type: none"> Food Supplements (IMAM) | <ul style="list-style-type: none"> Food Supplements (IMAM) | <ul style="list-style-type: none"> Food Supplements (IMAM) | <ul style="list-style-type: none"> Food Supplements (IMAM) |
| WFP | <ul style="list-style-type: none"> Nutrition (IMAM) School meals Market linkages (vegetable production) | <ul style="list-style-type: none"> Nutrition (IMAM) Asset creation School meals Market linkages (LRP) | <ul style="list-style-type: none"> Nutrition (IMAM) Asset creation School meals Market linkages (PHL, milling & fortification) | | <ul style="list-style-type: none"> Nutrition (IMAM) Asset creation School meals Market linkages (PHL, milling & fortification) |
| AFYA TIMIZA | | <ul style="list-style-type: none"> Work with WASH Partners to supply connection and water heating systems in maternity facilities FP/RMNCAH | | | <ul style="list-style-type: none"> Support and strengthen mother- to-mother support groups (kitchen gardens) FP/ RMNCAH |
| AVCD | | | <ul style="list-style-type: none"> Agri-nutrition training | <ul style="list-style-type: none"> Rangeland management | |

MARSABIT COUNTY WORKPLAN 2.0

| 1. Common Agenda | | | | | |
|--|---|--|---|--|---|
| Key Action for Work plan | Progress | Challenges | Will do differently | Responsibility | Timeline |
| <ul style="list-style-type: none"> ▪ Facilitate onboarding and exit process | <ul style="list-style-type: none"> ▪ No onboarding guidelines have been developed | <ul style="list-style-type: none"> ▪ Moving in and out by new IPs and staff members | <ul style="list-style-type: none"> ▪ Develop guidelines and share with partners | <ul style="list-style-type: none"> ▪ PREG secretariat (National level) ▪ County Lead | <ul style="list-style-type: none"> ▪ August 2018 |
| <ul style="list-style-type: none"> ▪ Hold monthly work planning meetings | <ul style="list-style-type: none"> ▪ PREG meeting done on a monthly basis | <ul style="list-style-type: none"> ▪ Low and inconsistent attendance of PREG meetings by partners ▪ Meetings held at short notice ▪ Lack of flexibility by IPs when there are conflicting plans between PREG meetings and their activities. | <ul style="list-style-type: none"> ▪ Prioritize joint planning with partners and ▪ Allocate tasks to specific persons ▪ Clarify timelines for each activity | <ul style="list-style-type: none"> ▪ County PREG partners | <ul style="list-style-type: none"> ▪ August 2018 |
| <ul style="list-style-type: none"> ▪ Train more partners and staff on SOPs | <ul style="list-style-type: none"> ▪ SOPs shared in meetings and email ▪ Partners have been sensitized on PREG approaches | <ul style="list-style-type: none"> ▪ Some staff are aware of the SOPs but no formal training ▪ Lack of time ▪ Lack of data ▪ No clarity on timelines | <ul style="list-style-type: none"> ▪ Prime and alternate focal points should take up responsibility Hold workshop to train all partners on PREG SOPs ▪ Advocate for resources to hold workshop | <ul style="list-style-type: none"> ▪ USAID ▪ County Lead | <ul style="list-style-type: none"> ▪ August 2018 (quarterly) |
| 2. Mutually Reinforcing Activities | | | | | |
| Key Action for Work plan | Progress | Challenges | Will do differently | Responsibility | Timeline |
| <ul style="list-style-type: none"> ▪ Cluster PREG into TWGs | <ul style="list-style-type: none"> ▪ Done | <ul style="list-style-type: none"> ▪ No documentation tool (database) | <ul style="list-style-type: none"> ▪ Develop clear TORs for TWG- | <ul style="list-style-type: none"> ▪ County Lead with support from partners | <ul style="list-style-type: none"> ▪ July 2018 |
| Develop onboarding and exit guidelines | <ul style="list-style-type: none"> ▪ Partly done | <ul style="list-style-type: none"> ▪ No quorum(by then) | <ul style="list-style-type: none"> ▪ Finalize PREG guidelines on onboarding and exit of partners and support dissemination | <ul style="list-style-type: none"> ▪ County Lead and national PREG Secretariat | <ul style="list-style-type: none"> ▪ August-September 2018 |

| | | | | | |
|---|---|--|--|--|--|
| Develop tools for implementation gaps | <ul style="list-style-type: none"> Not done | <ul style="list-style-type: none"> Emergency responses in 2017 reduced PREG meetings/activities | | <ul style="list-style-type: none"> County Lead with support from partners | <ul style="list-style-type: none"> August-September 2018 |
| 3. Backbone Support Function | | | | | |
| Key Action for Work plan | Progress | Challenges | Will do differently | Responsibility | Timeline |
| <ul style="list-style-type: none"> Coordination of PREG activities | <ul style="list-style-type: none"> Sharing information from PREG national meetings Scheduling of monthly meetings | <ul style="list-style-type: none"> Poor flow of information between County Lead and IPs. Availability for PREG activities and meetings Lack mandate to make decisions | <ul style="list-style-type: none"> Organize special CSG on PREG agenda Plan bi-annual county PREG field and learning sessions/visits Fund allocation for additional costs Intensify utilization of online options for holding meetings e.g. WhatsApp, Skype Commitment from COPs on PREG agenda Identify and orient new partners | <ul style="list-style-type: none"> PREG County Lead/USAID PREG national secretariat County PREG Secretariat National PREG/COPs County Lead and deputy County Lead | <ul style="list-style-type: none"> August 2018 December 2018 Continuous Continuous |
| 4. Continuous communications | | | | | |
| Key Action for Work plan | Progress | Challenges | Will do differently | Responsibility | Timeline |
| <ul style="list-style-type: none"> Develop PREG communication strategy for external stakeholders | | <ul style="list-style-type: none"> Communication at community level | <ul style="list-style-type: none"> Continue using existing activity structure for community mobilization | <ul style="list-style-type: none"> PREG County secretariat | <ul style="list-style-type: none"> Continuous |
| <ul style="list-style-type: none"> Train partners on communication practices | | <ul style="list-style-type: none"> Weak feedback mechanism | <ul style="list-style-type: none"> Get feedback on use of local media to engage community from USAID | <ul style="list-style-type: none"> USAID | <ul style="list-style-type: none"> Oct 2018 |
| <ul style="list-style-type: none"> Prepare, adopt and use the communication work plan | <ul style="list-style-type: none"> Partially done | <ul style="list-style-type: none"> Low representation of PREG at TWG | <ul style="list-style-type: none"> Create PREG TWGs to work with county sector working groups | <ul style="list-style-type: none"> PREG TWG Leads | <ul style="list-style-type: none"> 30th June 2018 |
| | | <ul style="list-style-type: none"> Poor feedback on site visits | <ul style="list-style-type: none"> Provide specific site visit feedback from learning visits | <ul style="list-style-type: none"> PREG Learning | <ul style="list-style-type: none"> Continuous |

| <ul style="list-style-type: none"> Development of communication materials e.g. newsletters, briefs (quarter or half yearly) | <ul style="list-style-type: none"> Partially done | <ul style="list-style-type: none"> Lack of constant and consultative engagement with county government | <ul style="list-style-type: none"> Full engagement of the county government for full support to PREG partners | <ul style="list-style-type: none"> PREG TWG Leads | <ul style="list-style-type: none"> Continuous |
|---|--|---|--|---|--|
| <ul style="list-style-type: none"> Organize special CSG on PREG agenda | | <ul style="list-style-type: none"> Irregular attendance of PREG meetings by members | <ul style="list-style-type: none"> Ensure effective communication between PREG national and county PREG | <ul style="list-style-type: none"> County Lead and deputy | <ul style="list-style-type: none"> Continuous |
| 5. Shared Measurements and Learning | | | | | |
| Indicators | Information and data requirements | Capacities | Responsibility | Timeline | |
| <ul style="list-style-type: none"> Number of sites demonstrating SLI with PREG based interventions | <ul style="list-style-type: none"> Baseline information on site, partners (update partners and interventions) | <ul style="list-style-type: none"> Knowledge of program areas GIS tools Logistics Technical capacity | <ul style="list-style-type: none"> County Lead | <ul style="list-style-type: none"> Monthly | |
| <ul style="list-style-type: none"> Joint monitoring/learning visits at county level | <ul style="list-style-type: none"> Success stories Reports Number of sites visited | <ul style="list-style-type: none"> Partners M&E staff Skilled staff Different data collection tools | <ul style="list-style-type: none"> Individual PREG partners/USAID GIS team | <ul style="list-style-type: none"> Quarterly Bi-annual learning events | |
| <ul style="list-style-type: none"> Improved documentation on best practices, lessons learned as a result of collaboration/learning | <ul style="list-style-type: none"> Documentation on best practices Information on replication | <ul style="list-style-type: none"> PREG County Lead | <ul style="list-style-type: none"> County Lead and deputy County Lead | <ul style="list-style-type: none"> Monthly | |

MARSABIT COUNTY LAYERING WORKPLAN

| PROJECT NAME | SECTOR | PLANNED ACTIVITIES |
|-------------------------|------------------------|--|
| MARSABIT CENTRAL | | |
| REGAL-IR | Livelihood | <ul style="list-style-type: none"> • Support and self-help groups (Jinu, Olbanda and Hula Huk) • Poultry in two groups • Kitchen gardening • Comboni DRR school • Business development of IGA groups |
| AVCD | Livelihood (Livestock) | <ul style="list-style-type: none"> • Livestock production support • Animal health and disease surveillance • Agriculture, nutrition, food ,hygiene support • Fodder production |
| SIDAI | Livelihood (Livestock) | <ul style="list-style-type: none"> • Extension services • Disease surveillance • Vaccination |
| County Government | Livestock | <ul style="list-style-type: none"> • Disease surveillance • Vaccinations and treatment • Extension services • Disease monitoring-sampling • Training of Community Disease Reporters • Animal feeds provision |
| REGAL-AG | Entrepreneurship | <ul style="list-style-type: none"> • Feed production (Emmaus, women fodder) • Dairy farming and milk processing (Dakabaricha, Korkora) • Feedlots (Sagante, Abba Simpire) |
| Kenya-RAPID | WASH | <ul style="list-style-type: none"> • DRR climate change and integrated WASH management • Fodder production • Conservancy board training • Water policy and bill • Pasture/fodder improvement |
| County Government | Health Sector | <ul style="list-style-type: none"> • Medical services • Nutrition services • Micro-nutrient supplies and food supplies • Medical campaigns |
| WFP | Humanitarian | <ul style="list-style-type: none"> • Support to schools and hospitals with supplementary feeding programs |
| MERILLE | | |
| AVCD | Livelihood (Livestock) | <ul style="list-style-type: none"> • Support animal health • Agriculture and nutrition training |

| | | |
|-------------------------|----------------------------|--|
| REGAL- AG | Livestock | <ul style="list-style-type: none"> • Market construction • Livestock Market Association capacity building • Market information collection and reporting |
| Kenya-RAPID | WASH | <ul style="list-style-type: none"> • CLTS triggering • Water facility at the market • LMA training • CHV training |
| SIDAI | Livelihood (Livestock) | <ul style="list-style-type: none"> • Training farmers • Bring services closer to pastoralists • Extension services and disease surveillance |
| County Government | Animal Health Vet Services | <ul style="list-style-type: none"> • Disease surveillance • Extension services • Disease monitoring • Vaccinations and treatment • Training CDR |
| WFP | Livestock production | <ul style="list-style-type: none"> • Provision of animal feeds • DRR Training |
| NHP | Nutrition | <ul style="list-style-type: none"> • Support to social groups with SFP • Support to households with SFP • Training of NDMA early warning field monitors on nutrition assessment • Training of CHWs on integrated management of acute nutrition • Training of CHWs on agri-nutrition |
| OFDA | Resilience livestock | <ul style="list-style-type: none"> • LMA contingency planning |
| NRT | Rangeland management | <ul style="list-style-type: none"> • Provision of security during market days |
| MOH (County Government) | Health sector | <ul style="list-style-type: none"> • Integrated outreach • Medical services |

WAJIR COUNTY PREG WORKPLAN 2.0

| KEY ACTION FROM WORKPLAN | PROGRESS MADE | CHALLENGES | WILL DO DIFFERENTLY | RESPONSIBILITY | TIMELINE |
|---|---|--|--|--|--|
| I. COMMON AGENDA | Outcome: Functional Coordination platform for PREG in Wajir | | | | |
| • Conduct monthly joint visits | Conducted one joint visit | Partners not always available and no clear plan | • Nominate of focal point within PREG member organizations | Individual PREG partners and Heads of offices | Ongoing process |
| • Draft procedures for onboarding and exiting | Not completed yet but work in progress | No clear guidelines for partners. | • Sensitize existing partners on exit procedures and induct new partners on the onboarding process | PREG Secretariat Focal points for each partner | Within a month of onboarding and before exiting. |
| • Prepare regular PREG progress reports | Regular progress reports being shared | Weak linkage between National and County PREG secretariats. | • Finalize and implement joint work plan | County PREG Lead and PREG members | By August 2018 |
| 2. MUTUALLY ENFORCING ACTIVITIES | Outcome: Harmonized operation framework among PREG partners in Wajir County | | | | |
| • Develop joint implementation plans | A joint implementation plan has been developed | Joint plan not implemented | Participation in technical working sectoral groups | County PREG partners | Continuous |
| • Develop partners matrix | There is an existing partners matrix | Challenge in identifying new partners | Effective and regular field visits | County PREG partners | Bi-annually |
| • Monthly work planning meetings | Monthly meetings are taking place | Not all partners are available for meetings due to competing County priorities | Hold effective regular monthly meetings | County PREG partners | Monthly |
| 3. CONTINUOUS COMMUNICATION | Outcome: Effective and efficient communication of PREG | | | | |
| • Develop a common strategy | Not done | Partners lack a common strategy to implement | Develop a joint PREG communication strategy | National PREG County PREG | December 2018 |
| • Establish channels of communication | Channels for non-PREG members not established | Government team not included in communication platforms | Incorporate Government line departments into PREG | County Secretariat | July 2018 |

| | | | | | |
|--|--|---|---|--|--------------|
| | | | monthly meetings on need basis | | |
| <ul style="list-style-type: none"> Establish a communication protocol | No clear progress | No feedback on progress | Increase visibility of PREG in County through County Profile and Sensitization meeting | PREG National Secretariat | October 2018 |
| 4. BACKBONE SUPPORT | | | | | |
| Outcome: Effective backbone support for County PREG partnership and collaboration | | | | | |
| <ul style="list-style-type: none"> Developing coordination and management guideline (TOR) for County PREG | No clear progress made | Lack of clear guidelines and lack of follow up | Sharing responsibilities on rotational PREG meetings and minute taking | County PREG lead | Monthly |
| <ul style="list-style-type: none"> Leadership training, exchange visits and mentorship initiatives | Not done | No clear communication and updates of trainings, visits and mentorship | Liaise with national backbone support to share and participate in leadership mentorship opportunities | County PREG lead | Monthly |
| <ul style="list-style-type: none"> Developing County briefs/bulletins and site profiles for PREG | County bulletins have been developed | Lack of adherence to timelines set for PREG partners to share input. | Regular representation of County PREG/GOK meetings at County & National level | County PREG Lead and Deputy | Monthly |
| 5. SHARED MEASUREMENTS | | | | | |
| Outcome: Effective Monitoring and Evaluation of County PREG partnership and Collaboration | | | | | |
| INDICATOR | INFORMATION AND DATA REQUIREMENTS | EXISTING CAPACITIES | RESPONSIBILITY | TIMELINES | |
| Joint workplan developed and implemented | Operational sites implementing joint PREG activities | Project committees link to PREG activities | PREG Chairperson | Joint workplan finalized by 3 rd quarter 2018 | |
| Number of regular effective meetings | Minutes shared and action points followed up | <ul style="list-style-type: none"> Minute writing skills Record keeping | County PREG team | Monthly | |
| Increased visibility and | Knowledge and | Qualitative data collection | National PREG | January 2019 | |

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|--------------------------------------|--|--------------|---|---------------|--|
| acceptance of PREG within the County | understanding of CSG and community members of PREG | skills | | | |
| Adoption of SLI by all PREG members | <ul style="list-style-type: none"> • County Profile • Site Profile | GIS Training | <ul style="list-style-type: none"> • County PREG Lead • County PREG members | December 2018 | |

LAYERING WORKPLAN 2.0 FOR BUTE AND ABDI WAKO- WAJIR- JUNE 2018

| | BUTE | | ABDI WAKO | |
|--------------------|--|---|--|---|
| | SECTOR | PLANNED ACTIVITIES | SECTOR | PLANNED ACTIVITIES |
| KENYA RAPID | <ul style="list-style-type: none"> • Wash • Livelihood • Livestock • Nutrition | <ul style="list-style-type: none"> • Rehabilitation of Bute pipelines • Water kiosks – including construction of 2 new ones • Supply water for livestock • Promote farming activities • Sanitation and hygiene promotion • M&E | <ul style="list-style-type: none"> • Wash • Agriculture | <ul style="list-style-type: none"> • Sanitation and Hygiene • Pipeline extension and reticulation for irrigation • Promotion of small scale farming activities • M&E |
| WFP | <ul style="list-style-type: none"> • Education • Health & Nutrition • Agriculture | <ul style="list-style-type: none"> • Distribute FFA food • Support communities to restore and maintain assets • Support farming activities • Extension training (Farmers' groups) | <ul style="list-style-type: none"> • Education • Health & Nutrition • Agriculture | <ul style="list-style-type: none"> • Distribute FFA food • Support communities to restore and maintain assets • Support farming activities • Extension training (Farmers' groups) |
| COUNTY GOVT | <ul style="list-style-type: none"> • Livestock • Agriculture | <ul style="list-style-type: none"> • Extension service • Provision of inputs • Tractor services • Water harvesting • Crop production | <ul style="list-style-type: none"> • Livestock • Agriculture | <ul style="list-style-type: none"> • FFA • Extension service • Provision of inputs • Drip irrigation |
| AVCD | <ul style="list-style-type: none"> • Livelihood (livestock) | <ul style="list-style-type: none"> • Agri-nutrition • Disease surveillance | <ul style="list-style-type: none"> • Livelihood (livestock) | <ul style="list-style-type: none"> • Agri-nutrition • Disease surveillance |
| ACDI/VOCA | <ul style="list-style-type: none"> • Livelihood (livestock) • Nutrition | <ul style="list-style-type: none"> • Supporting two business grantees • Fodder farm • Bee-keeping • Support of children under-5 who are severely malnourished | | |
| TUSOME | <ul style="list-style-type: none"> • Education | <ul style="list-style-type: none"> • Support learning in schools through provision of learning materials in lower grades • Support monitoring of curriculum implementation through MOE and TSC • Provide capacity building training for teachers in lower grades | <ul style="list-style-type: none"> • Education | <ul style="list-style-type: none"> • Support learning in schools through provision of learning materials in lower grades • Support monitoring of curriculum implementation through MOE and TSC • Provide capacity building training for teachers in lower grades |

GARISSA COUNTY PREG WORKPLAN 2.0

| KEY ACTION FROM WORKPLAN | PROGRESS MADE | CHALLENGES | WILL DO DIFFERENTLY | RESPONSIBILITY | TIMELINE |
|--|--|--|---|---------------------|-----------------------------------|
| I. COMMON AGENDA | Outcome: Structured coordination enhanced among PREG partners | | | | |
| • Joint Work planning meeting | Joint workplan with specific activities developed | • Lack of continuous review and reference to the workplan | • Strengthen opportunities for SLI • Identify new partners for on-boarding | PREG Lead | Ongoing |
| • Develop joint coordination model | | • Individualistic approach and implementation | • Institutionalize process of joint monitoring | PREG Partners | Immediate/Continuous |
| | | • New partners not captured in the workplan • The County Government influence outwitted the PREG vision. • Partners lacking space to host meetings | • Implement and review joint plans | PREG Partners | Continuous/Quarterly |
| | | • Poor attendance by some partners | • Initiate new members | COP and County Lead | On exit and entry of new partners |
| 2. MUTUALLY ENFORCING ACTIVITIES | Outcome: SLI effectively entrenched in in PREG programming | | | | |
| • Regular/monthly workplan meetings held among PREG partners | • Rotational hosting • Minute sharing • Good communication | Failure to act on action points in the minutes | Use score-card for action points | Secretariat | Monthly |
| | | Poor attendance by some partners | Improve on timely delivery of action points | PREG Lead Partner | Monthly |
| • Develop and promote | 5W Matrix developed | Lack of response: 5W | Develop and | PREG Partners | Annually |

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| the use of a standard simplified 5W matrix | | Matrix; Contact list | implement SLI workplan | | |
| | | | Review SLI workplan | PREG Partners | Monthly |
| 3. CONTINUOUS COMMUNICATION | | | | | |
| Outcome: Effective communication channels in place | | | | | |
| <ul style="list-style-type: none"> Identify communication focal points for each partner | <ul style="list-style-type: none"> Focal points identified for all partners. | <ul style="list-style-type: none"> Due to competing tasks, alternates not able to stand-in for focal points as required. Staff turnover leading to inconsistency. Ineffective Comms focal points and failure to communicate to his/her team. | <ul style="list-style-type: none"> Effective communication. Use of appropriate communication channels, e.g. Facebook | County Lead and Co-Lead | Continuous September 2018 |
| <ul style="list-style-type: none"> Update database of partners and email lists for PREG partners | All partners have populated 5W Matrix. | Not regularly updated | | | |
| <ul style="list-style-type: none"> Participation in CSG forums | PREG Lead attends and represents partners wearing two hats. | <ul style="list-style-type: none"> Lack of clear and defined modalities in CSG engagement hence partners engage as individual organizations. Not attending CSG as PREG. | <ul style="list-style-type: none"> CSG representation as PREG Identity Introducing PREG to County Govt. PREG Sector heads participate actively in TWGs. Develop Guidelines for onboarding and exiting | <ul style="list-style-type: none"> National Secretariat and County Lead. | <ul style="list-style-type: none"> In the next CSG Monthly meetings By September 2018 |
| 4. BACKBONE SUPPORT | | | | | |
| Outcome: Enhanced coordination of PREG partners | | | | | |

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| • Formation of different technical committees/working groups | Four TWGs have been formed | Committees are dormant | Restructure and revive technical working groups | County Lead | October 2018 |
| • Training of PREG partners on leadership skills | County Lead trained. | Partners not trained in leadership | Training of PREG Secretariat on Leadership | County Lead | December 2018 |
| • Establish co-team support secretariat | Alternate Lead has been identified. | The County Lead needs support in running the Secretariat. | Identify an alternate Lead and assign roles and responsibilities. | National Secretariat | October 2018 |
| 5. SHARED MEASUREMENTS | | | | | |
| Outcome: Evidence generated to measure PREG activities | | | | | |
| INDICATOR | INFORMATION AND DATA REQUIREMENTS | EXISTING CAPACITIES | RESPONSIBILITY | TIMELINES | |
| Joint Planning and implementation of SLI activities | Joint activities: •# of joint visits; •# of activities jointly implemented; •workplan & tools | •Partners' intervention cut across different resilience skills/sectors •3 SLI sites identified. | All PREG partners | Quarterly | |
| Effective coordination and leadership of partners | •# of meetings held •# of SLI opportunities identified •# of functional committees •Representation at CSG. | •Secretariat in place •Chair and co-chair roles clear •Joint work planning done for implementation. | Lead and Co-lead | Continuous | |
| Increased improvement of PREG recognition by the County | Correspondences with the County Government | •County Secretariat and IP Leads •National Secretariat •County department responsible for coordination. | County Lead | Annually | |
| Fact sheet that shows | •Budget invested at SLI | •M&E skills among PREG | County Lead and | Annually | |

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| the level of PREG investment. | site. •Activity report for the SLI site. •Joint monitoring report for the SLI site. | members. | Alternate | | |
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GARISSA COUNTY LAYERING WORKPLAN 2.0

| PROGRAM/ ORGANIZATION | SECTOR | ACTIVITY |
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| BALAMBALA | | |
| LMS | <ul style="list-style-type: none"> ▪ Livestock ▪ NRM ▪ REAP | <ul style="list-style-type: none"> ▪ Develop value chain on agriculture productivity building on FFA (WFP) through small grants |
| K-YES | <ul style="list-style-type: none"> ▪ Youth | <ul style="list-style-type: none"> ▪ Youth skills building ▪ Business skills and finances ▪ VSLA ▪ Business Development Support |
| Kenya-RAPID | <ul style="list-style-type: none"> ▪ WASH ▪ Nutrition | <ul style="list-style-type: none"> ▪ Water connection to the market ▪ Water treatment ▪ Hygiene and sanitation campaigns ▪ Nutrition trainings |
| WFP | <ul style="list-style-type: none"> ▪ Livelihoods | <ul style="list-style-type: none"> ▪ Small scale irrigated agriculture ▪ Nutrition supplement feeding ▪ Technical support to school feeding program |
| AVCD | <ul style="list-style-type: none"> ▪ Livestock ▪ Nutrition | <ul style="list-style-type: none"> ▪ Training of animal health assistants on disease reporting ▪ Agri-nutrition community sensitization |
| MASALANI | | |
| LMS | <ul style="list-style-type: none"> ▪ Livestock ▪ NRM ▪ REAP | <ul style="list-style-type: none"> ▪ Livestock Market ▪ Enterprise development with youth through grants (LMS) |
| K-YES | <ul style="list-style-type: none"> ▪ Youth | <ul style="list-style-type: none"> ▪ Youth skills building ▪ Business skills and finances ▪ Technical Skills ▪ Mentorship life skills |
| Kenya-RAPID | <ul style="list-style-type: none"> ▪ WASH ▪ Nutrition | <ul style="list-style-type: none"> ▪ Water connection to the market ▪ POU- Water treatment ▪ RMC trainings – SERVIR |

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| | | <ul style="list-style-type: none"> ▪ Install pre-paid water kiosk ▪ Nutrition supplements feeding program ▪ Technical support to school feeding program ▪ Construction of water pans ▪ Asset creation |
| SERVIR-ESA | <ul style="list-style-type: none"> ▪ NRM | <ul style="list-style-type: none"> ▪ Develop early warning system ▪ Vulnerability mapping ▪ Rangeland management |
| AVCD | <ul style="list-style-type: none"> ▪ Livestock | <ul style="list-style-type: none"> ▪ Fodder production, conservation and marketing ▪ Training of CDRs on systematic recognition of diseases of camels, cattle and small ruminants |
| RAYA | | |
| K-YES | <ul style="list-style-type: none"> ▪ Youth | <ul style="list-style-type: none"> ▪ Technical skills ▪ Business skills ▪ VSLA Business Development Support |
| LMS | <ul style="list-style-type: none"> ▪ Livestock ▪ NRM ▪ REAP | <ul style="list-style-type: none"> ▪ Develop value chain on agriculture productivity- building on FFA through small grants |
| Kenya-RAPID | <ul style="list-style-type: none"> ▪ WASH ▪ Nutrition | <ul style="list-style-type: none"> ▪ Construct infiltration well ▪ Agri-nutrition activities ▪ Improved farming technologies- solar irrigation, canals, etc ▪ Farmer field schools ▪ Business skills |
| WFP | <ul style="list-style-type: none"> ▪ Livelihoods | <ul style="list-style-type: none"> ▪ Small scale irrigated agriculture ▪ Nutrition supplementary feeding ▪ Technical support to school meals |
| AVCD | <ul style="list-style-type: none"> ▪ Livestock | <ul style="list-style-type: none"> ▪ Agri-nutrition sensitization at community levels '1000 days' focus ▪ Training of CDRs on systematic recognition of diseases |

ISIOLO COUNTY PREG WORKPLAN 2.0

| KEY ACTION FROM WORKPLAN | PROGRESS MADE | CHALLENGES | WILL DO DIFFERENTLY | RESPONSIBILITY | TIMELINE |
|--|---|---|---|---------------------------|--------------|
| I. COMMON AGENDA | | | | | |
| Outcome: Effective and efficient PREG partnership | | | | | |
| <ul style="list-style-type: none"> • Conduct regular PREG meetings | <ul style="list-style-type: none"> • Regular meetings held • Sharing of minutes • Partner field visits the afternoon of the meeting. | Inconsistency of attendance from 2 IPs. | <ul style="list-style-type: none"> • Identify Prime and Alternate for each IP | IPs | 30 July 2018 |
| <ul style="list-style-type: none"> • Development of PREG SOPs | <ul style="list-style-type: none"> • SOPs developed. • Partners doing onboarding and exiting | SOPs not shared with the team | <ul style="list-style-type: none"> • County Lead to support the sensitization of the SOP | County Lead | Continuous |
| <ul style="list-style-type: none"> • Sensitization on PREG SOPs | <ul style="list-style-type: none"> • No progress | SOPs not shared with the team | <ul style="list-style-type: none"> • County Lead to support the sensitization of the SOP | County Lead | Continuous |
| 2. MUTUALLY ENFORCING ACTIVITIES | | | | | |
| Outcome: Sequenced, layered, and integrated PREG programmes | | | | | |
| <ul style="list-style-type: none"> • Formation of working groups | Four TWGs formed and two have met already | <ul style="list-style-type: none"> • Regular sector meetings not happening • Getting info from the county government • Conflicting mandates between County and National, eg. education | Regularize TWG meetings | County Lead | Monthly |
| <ul style="list-style-type: none"> • Joint wok planning for each sector | No clear progress | <ul style="list-style-type: none"> • Outside PREG mandate • Work coordination | <ul style="list-style-type: none"> • Development of clear TORs for TWG • Include TWG work in the SOPs | TWG Leads and County Lead | 30 September |

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| <ul style="list-style-type: none"> • Sector stakeholder mapping and analysis | No clear progress | <ul style="list-style-type: none"> • Members not clear with TORs for various sectors. • No documentation on sector workplans. | Follow up implementation of Layering workplan | TWG Leads and County Lead | Quarterly |
| 3. CONTINUOUS COMMUNICATION | | | | | |
| Outcome: Effective communication among PREG partners and other stakeholders | | | | | |
| <ul style="list-style-type: none"> • Community dialogue meetings | PREG participated in community dialogue meetings organized by conservancies | Unstructured meetings in areas without conservancies | Structured community dialogues organized by PREG partners | NRT and County Lead | Annually |
| <ul style="list-style-type: none"> • Prepare PREG site briefs and success stories | Site briefs fact sheets developed for a few sites during USAID visit | No success stories developed | <ul style="list-style-type: none"> • Documentation of success stories • Use of PREG mapping tool • Timely sharing of bulletins. | County Lead | Bi-annually |
| <ul style="list-style-type: none"> • Generate regular bulletins and sharing of reports, learning, and exchange visits | Occasional bulletin and reports from National PREG | No exchange visits done | Plan exchange visits | County Lead | Annually |
| 4. BACKBONE SUPPORT | | | | | |
| Outcome: A robust County PREG secretariat closely linked to national PREG | | | | | |
| <ul style="list-style-type: none"> • Allocation of resources to the County Lead & Secretariat | Necessary resources (human, logistics) have been identified | | Allocate resources for PREG IP program budgets | LMS and IPs | Immediately |
| <ul style="list-style-type: none"> • Develop clear TORs for County Lead & Secretariat including succession and transition plan | <ul style="list-style-type: none"> • TORs for County Lead not available • Succession and Transition plans not available | TORs not shared with partners | County Lead to share TOR to reflect new developments | County Lead | 30 ^h october 2018 |
| <ul style="list-style-type: none"> • strengthening coordination structure | Coordination structures are in | Coordination structures not formalized | Formalize coordination structures and share | County Lead | 30 th October 2018 |

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| | place with Lead, Deputy Lead, and TWG Leads | | TORs, TWG leads to share the agenda and proposed action plan for any emerging issue under the sector. | | |
| 5. SHARED MEASUREMENTS | | | | | |
| Outcome: An effective M&E framework for PREG | | | | | |
| INDICATOR | INFORMATION AND DATA REQUIREMENTS | EXISTING CAPACITIES | RESPONSIBILITY | TIMELINES | |
| Knowledge and understanding of IP activities | <ul style="list-style-type: none"> • GIS information • KII Data | HR Equipment and tools | USAID National PREG | <ul style="list-style-type: none"> • Quarterly • Bi-monthly | |
| Identify a set of indicators and data collection methods to document PREG activities | Number of indicators developed | <ul style="list-style-type: none"> • M&E tools • HR & Equipment | PREG County Lead | Quarterly | |
| Partners adapt to regular learning | <ul style="list-style-type: none"> • Data on successful PREG learning events • Change in partner practices/approach • Adoption of PREG Best Practices (CLA) | <ul style="list-style-type: none"> • M&E systems • HR at Partner level • Available logistics • Documentation, eg. Reports • Reporting structures (national to county) | County PREG Lead and TWG Sector Leads in collaboration with National PREG | Bi-annually | |

ISIOLO COUNTY LAYERING WORKPLAN 2.0

| PROGRAM/ ORGANIZATION | SECTOR | ACTIVITY |
|---------------------------|---|---|
| SERICHO | | |
| AVCD- | <ul style="list-style-type: none"> ▪ Livestock | <ul style="list-style-type: none"> ▪ Disease surveillance and reporting ▪ Agriculture nutrition training |
| TUSOME | <ul style="list-style-type: none"> ▪ Education | <ul style="list-style-type: none"> ▪ Distribution of grade 1-3 books for Kiswahili & English for both pupils and tutor guides ▪ Training of curriculum support officers ▪ Training of teachers for grades 1-3 ▪ Support of teachers by TUSOME officer in the implementation of reading assessment |
| Kenya-RAPID | <ul style="list-style-type: none"> ▪ Water | <ul style="list-style-type: none"> ▪ Water facilities infrastructure development ▪ POU, PUR |
| SERVIR | <ul style="list-style-type: none"> ▪ NRM | <ul style="list-style-type: none"> ▪ Rangeland Management ▪ Vulnerability mapping |
| WFP/AAIK | <ul style="list-style-type: none"> ▪ Nutrition | <ul style="list-style-type: none"> ▪ Nutrition SFP |
| APHIAplus/IMARISHA | <ul style="list-style-type: none"> ▪ Health | <ul style="list-style-type: none"> ▪ HIV counselling and testing services ▪ Care and treatment |
| REGAL-AG | <ul style="list-style-type: none"> ▪ Livestock | <ul style="list-style-type: none"> ▪ Agro-vet funded in collaboration with Sidai |
| LMS | <ul style="list-style-type: none"> ▪ Health ▪ Livelihoods | <ul style="list-style-type: none"> ▪ Nutritional health, HIV with Aphia and UNICEF ▪ REAP platform – small grants |
| UNICEF | <ul style="list-style-type: none"> ▪ Health | <ul style="list-style-type: none"> ▪ Health systems strengthening ▪ Nutrition surveillance ▪ Nutrition resilience |

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| | | <ul style="list-style-type: none"> ▪ Supplies procurement, distribution and monitoring ▪ Nutrition response and coordination |
| NDMA | <ul style="list-style-type: none"> ▪ DRR | <ul style="list-style-type: none"> ▪ Early Warning |
| CHERAB | | |
| AVCD | <ul style="list-style-type: none"> ▪ Livestock | <ul style="list-style-type: none"> ▪ Disease surveillance and reporting ▪ Agriculture nutrition training |
| TUSOME | <ul style="list-style-type: none"> ▪ Education | <ul style="list-style-type: none"> ▪ Distribution of grade 1-3 books for Kiswahili & English for both pupils and tutor guides ▪ Training of curriculum support officers ▪ Training of teachers for grades 1-3 ▪ Support of teachers by TUSOME officer in the implementation of reading assessment |
| KENYA RAPID | <ul style="list-style-type: none"> ▪ Water ▪ Sanitation | <ul style="list-style-type: none"> ▪ CLTS ▪ Construct latrine in Mastaba Dispensary ▪ Water for Livestock – Cattle ▪ RMCs training (Grazing planning; registrations; update of bylaws). |
| SERVIR | <ul style="list-style-type: none"> ▪ NRM | <ul style="list-style-type: none"> ▪ Rangeland management ▪ Vulnerability mapping |
| WFP/AAIK | <ul style="list-style-type: none"> ▪ Nutrition | <ul style="list-style-type: none"> ▪ Nutrition SFP |
| APHIA PLUS/IMARISHA | <ul style="list-style-type: none"> ▪ Health | <ul style="list-style-type: none"> ▪ HIV counselling and testing services ▪ Care and treatment |
| REGAL-AG | <ul style="list-style-type: none"> ▪ Livestock | <ul style="list-style-type: none"> ▪ Merti market construction ▪ Water installation by K-Rapid |
| LMS | <ul style="list-style-type: none"> ▪ NRM ▪ Livestock ▪ Health ▪ Livelihoods | <ul style="list-style-type: none"> ▪ Construction of Markets ▪ Nutritional health, HIV with Aphia and UNICEF ▪ REAP platform – small grants |

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| UNICEF | <ul style="list-style-type: none"> ▪ Health | <ul style="list-style-type: none"> ▪ Health systems strengthening ▪ Nutrition surveillance ▪ Nutrition resilience ▪ Supplies procurement, distribution and monitoring ▪ Nutrition response and coordination |
| NDMA | <ul style="list-style-type: none"> ▪ DRR | <ul style="list-style-type: none"> ▪ Early Warning |
| CHARI | | |
| AVCD | <ul style="list-style-type: none"> ▪ Livestock | <ul style="list-style-type: none"> ▪ Disease surveillance and reporting ▪ Agriculture nutrition training |
| TUSOME | <ul style="list-style-type: none"> ▪ Education | <ul style="list-style-type: none"> ▪ Distribution of grade 1-3 books for Kiswahili & English for both pupils and tutor guides ▪ Training of curriculum support officers ▪ Training of teachers for grades 1-3 ▪ Support of teachers as they implement EGRA in schools. |
| Kenya-RAPID | <ul style="list-style-type: none"> ▪ Water ▪ Sanitation | <ul style="list-style-type: none"> ▪ Latrines in health facilities and schools ▪ CLTS ▪ Equipping farmers with skills and tools ▪ POU-PUR ▪ Water |
| SERVIR | <ul style="list-style-type: none"> ▪ NRM | <ul style="list-style-type: none"> ▪ Rangeland Management ▪ Vulnerability mapping |
| APHIAplus IMARISHA | Health | <ul style="list-style-type: none"> ▪ HIV counselling and testing services ▪ Care and treatment |
| NRT | <ul style="list-style-type: none"> ▪ NRM governance | <ul style="list-style-type: none"> ▪ Governance, peace and security of rangelands ▪ Water ▪ Education ▪ Microfinance |

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| LMS | Livelihoods | <ul style="list-style-type: none"> ▪ REAP |
| UNICEF | Health | <ul style="list-style-type: none"> ▪ Health systems strengthening ▪ Nutrition surveillance ▪ Nutrition resilience ▪ Supplies procurement, distribution and monitoring ▪ Nutrition response and coordination |
| NDMA | DRR | <ul style="list-style-type: none"> ▪ Early Warning |