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# Fundamentals of Joint Work Planning

An Implementation Manual





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THE JOINT WORK PLANNING PROCESS OUTLINED IN THIS MANUAL IS DESIGNED TO FOSTER A CULTURE OF PARTNERSHIP, ENSURING THAT ALL STAKEHOLDERS ARE ALIGNED IN THEIR GOALS AND STRATEGIES.



*The development and publication of this manual have been made possible by the generous support of the American people through the United States Agency for International Development (USAID), through the Resilience Learning Activity (RLA).*

A woman with long braided hair, wearing a blue top and a patterned skirt, stands in a community setting. In the background, other people are visible, and there are colorful items like a red bag and a blue container. The ground is rocky and uneven.

## Foreword by the EAC Principal Secretary, ASALs and Regional Development

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The Arid and Semi-Arid Lands (ASALs) of Kenya are areas of remarkable potential and resilience, yet they continue to face significant challenges. The ASAL regions in Kenya confront recurring adversities—from the sweeping impacts of climate change and drought to socio-economic challenges that affect health, education, and infrastructure. These challenges underscore the importance of a collaborative approach to development and resilience building, bringing together government agencies, development partners, private sector and community stakeholders in a united effort to address and mitigate these pressing issues.

The Joint Work Planning Manual offers an inspiring look at the collective strides made through a partnership that involves the Ministry of East African Community (EAC), The ASALs and Regional Development, Council of Governors County Governments, the United States Agency for International Development (USAID), and numerous other partners. The Joint Work Planning (JWP) model exemplifies an inclusive model for integrated development, showcasing how multi-sectoral and multi-agency collaboration can drive long-lasting solutions tailored to local priorities.

At the heart of the JWP's success lies the collaborative effort among key stakeholders to create a model for coordinated action across multiple counties. This publication represents a shared commitment to deliver sustainable development outcomes by leveraging each partner's unique strengths and resources. It is a testament to the power of collective action in achieving impact, ensuring that every invested effort contributes to the broader vision of resilient, empowered communities. Through the JWP framework, we see enhanced cooperation across critical sectors—health, agriculture,

climate-smart environmental practices, water, sanitation, and hygiene interventions—demonstrating the benefits of co-planning, co-implementation, and co-monitoring for the efficient use of resources and maximization of impact.

The State Department for the ASALs and Regional Development is mandated to drive transformative development in Kenya's ASAL regions, and partnerships are central to achieving this goal. Through initiatives like the ASALs Partnership Coordination Framework (ASALs PCF), and ASALs Resilience Programming Framework (ASALS RPF) we are working to align efforts and create synergies amongst the National Government, County Governments, and partners in key areas, including policy and strategy development, planning and resource mobilization, implementation and robust monitoring, evaluation, and learning systems. Anchoring projects within this framework is essential for sustaining the impact of development efforts, with each partner playing a vital role in ensuring that these initiatives are both impactful and sustainable.

In recent years, ASAL communities have seen critical advancements. We have increased resilience through community-driven projects, provided humanitarian assistance to vulnerable households, enhanced rangeland rehabilitation, and strengthened early warning systems. Nonetheless, challenges persist, exacerbated by global crises such as the COVID-19 pandemic, climate change, locust invasions, and regional conflicts that bring new layers of complexity. Recent El Niño rains, which caused severe flooding in counties such as Marsabit, Garissa, and Turkana, have highlighted the urgency of sustainable development solutions that can mitigate the impacts of climate-related events.

The Ministry's strategy for ASAL development is built on five priorities: effective coordination, resilience building, social and cultural integration, climate change mitigation and adaptation, food and nutrition security, financial sustainability, knowledge management and governance. In pursuit of these priorities, the Government has benefited from the steadfast support of development partners such as USAID, UN agencies, NGOs, and other non-state actors. Together, we have made strides toward the Ending Drought Emergency (EDE) strategy, implemented projects focused on food and nutrition security, and launched climate action initiatives, including the Build Resilience for Food and Nutrition Security (BREFONS) and Dryland Climate Action for Community Drought Resilience (DCADR) projects.

Our partnerships have been instrumental in creating a foundation for sustainable socio-economic development, and we remain committed to deepening these collaborations. By continuing to support joint initiatives in humanitarian aid, resilience-building, and sustainable development programming, we are creating a future where ASAL communities are better equipped to withstand and overcome both natural and economic challenges.

As we move forward with the joint work planning approach of implementing programs, it is essential to build on our achievements while addressing emerging challenges. Real progress will require inclusive and equitable opportunities for youth, women and persons with disabilities (PWDs) to contribute to transformative changes in their communities. Their involvement is key to fostering the economic, environmental, and social resilience necessary for long-term development.

This publication is a tribute to the dedication and partnership that have driven the success of Joint Work Planning in Kenya's ASALs. May this collaborative spirit continue to guide our efforts toward a future of shared prosperity, resilience, and sustainable growth for all.

Thank you.

**Kello Harsama**

Principal Secretary, State Department for the ASALs and Regional Development  
Ministry of East African Community (EAC)



# Foreword by the Chairman, Council of Governors

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In today's global landscape, marked by climate change, socio-economic disparities, and unprecedented disruptions, collaboration has become a necessity for sustainable development. In Kenya, our counties—particularly those in arid and semi-arid lands (ASALs)—face significant challenges, including recurrent droughts, limited access to markets, and systemic food insecurity. These issues require county governments to play a pivotal role in fostering local development and ensuring sustainable livelihoods. However, this responsibility cannot be fulfilled in isolation.

The Council of Governors (CoG), established under the Intergovernmental Relations Act (IGRA) of 2012, is a non-partisan body that represents the 47 county governors in Kenya. The CoG is mandated to provide visionary leadership, facilitate inter-county consultations, promote best practices, and act as a unified voice on policy issues affecting counties. Central to this mandate is fostering collaborative frameworks that address pressing development challenges by uniting communities, national government institutions, development partners, civil society organizations (CSOs), and the private sector.

At the heart of this collaborative effort lies joint work planning—a transformative approach that enables multi-sectoral dialogue, co-planning, co-implementation, and co-monitoring. This strategy ensures that all stakeholders align their efforts to achieve greater collective impact while avoiding duplication and optimizing resources. As counties often grapple with constrained budgets, JWP serves as a bridge to leverage external funding, technical expertise, and innovations, enabling counties to implement projects that would otherwise remain underfunded or unachieved. Through this framework, counties can co-create sustainable solutions that complement their own investments, ensuring that critical services such as healthcare, food security, and infrastructure development are not compromised by financial shortfalls.

A critical aspect of collaboration is building resilience in the face of climate change and natural hazards. Counties, working in tandem with development partners and local communities, are committed to strengthening multi-hazard

early warning systems and enhancing joint participatory scenario planning for disaster management. These efforts are further complemented by a commitment to building resilient food systems through structured intergovernmental consultations and coordinated programming. Such transformative programs align closely with the Council's mission to deepen devolution through consultation, capacity building, and strategic partnerships.

Moreover, joint work planning provides an inclusive platform where all voices are heard, including marginalized groups, persons with disabilities, women, youth, and minorities. By ensuring equitable participation, this approach integrates diverse experiences and aspirations into the development, implementation, and evaluation of policies, leading to strategies that are both sustainable and equitable. Transparency and accountability are central to these processes, reflecting the Council's commitment to fair participation and progress.

In addition, the CoG recognizes that knowledge sharing is a powerful driver of innovation and effective solutions. By building the capacity of county institutions to collaborate and adapt, we can address local priorities while contributing to global development goals, such as the United Nations Agenda 2030. Strengthened intergovernmental relations, partnerships, and joint planning processes eliminate duplication, pool resources, and enhance collective action, creating a stronger foundation for sustainable development.

This foreword is an open invitation to stakeholders—local and international—to join hands with us in shaping a future defined by innovation, inclusivity, and collaboration. Together, we can transform challenges into opportunities, ensuring no one is left behind as we work toward a resilient and prosperous Kenya.



**H.E. FCPA, Ahmed Abdullahi EGH,**  
The Governor -Wajir County  
Chairman, Council of Governors

# Acknowledgements

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The successful development of the Joint Work Planning Implementation Manual exemplifies the strength of collaboration and a collective commitment to advancing resilience and economic growth, both in Kenya and globally. This comprehensive guide was made possible through the dedication, expertise, and contributions of a wide array of stakeholders who participated in its drafting and validation.

We acknowledge with gratitude the USAID Kenya and East Africa Mission for their financial and technical support, which was instrumental in realizing this initiative. USAID's unwavering commitment to fostering sustainable development and resilience-building is reflected in this significant contribution.

We extend our appreciation to the National Government of Kenya, the nine County Governments of Isiolo, Garissa, Samburu, Turkana, Wajir, Marsabit, Kitui, Makueni, and Taita Taveta, and the USAID-funded Partnerships for Resilience and Economic Growth (PREG) and South-Eastern Kenya (SEK) Implementing Partners (IPs) for their invaluable insights and contextual expertise. Their contributions have ensured that this manual addresses Kenya's unique challenges and opportunities, making it a practical tool for stakeholders.

Special recognition goes to the Kenya School of Government (KSG) for their technical expertise and consistent support throughout the process.

The development of this manual was further enriched through two critical collaborative milestones:

1. **Drafting Exercise in Naivasha** – This event convened diverse stakeholders, fostering a robust exchange of expertise and perspectives.
2. **Validation Session in Maanzoni, Machakos** – This session provided an opportunity for comprehensive review and the incorporation of valuable feedback, enhancing the final document's relevance and applicability.

We commend the facilitation teams for synthesizing inputs, conducting thorough analyses, and integrating diverse feedback into a unified and practical document. Their dedication has ensured that this manual is both comprehensive and user-friendly.

Acknowledgment is also due to all individuals and organizations whose contributions, though not named here, were pivotal in shaping this manual. Their efforts are deeply appreciated.

A special note of appreciation is extended to the USAID-Resilience Learning Activity (RLA) Team, whose seamless coordination, logistical expertise, and planning ensured the success of this initiative. From managing complex workshop logistics to supporting stakeholders, their role has been vital.

This manual represents a collective vision and commitment to joint work planning as a strategy for sustainable development. It is our hope that it will serve as a valuable resource for advancing resilience-building initiatives and promoting integrated, impactful development in Kenya and beyond.

# Acronyms

<b>ADP</b>	Annual Development Plan	<b>KPI</b>	Key Performance Indicator
<b>AWP</b>	Annual Working Plan	<b>KSG</b>	Kenya School of Government
<b>ASAL</b>	Arid and Semi-Arid Land	<b>M&amp;E</b>	Monitoring and Evaluation
<b>ASALs PCF</b>	ASALs Partnership Coordination Framework	<b>MCA</b>	Member of the County Assembly
<b>ASALs RPF</b>	ASALs Resilience Programming Framework	<b>MELA</b>	Monitoring, Evaluation, Learning, and Adaptation
<b>CECM</b>	County Executive Committee Member	<b>MNSP</b>	Multi-Sectoral Nutrition Platform
<b>CIDP</b>	County Integrated Development Plan	<b>NDMA</b>	National Disaster Management Authority
<b>COG</b>	Council of Governors	<b>PBBs</b>	Program-Based Budgets
<b>CS</b>	County Secretary	<b>PEM</b>	Public Expenditure Management
<b>CSG</b>	County Steering Group	<b>PPPs</b>	Public-Private Partnerships
<b>CSO</b>	Civil Society Organization	<b>PREG</b>	Partnership for Resilience and Economic Growth
<b>DRIC</b>	Building Drought Resilience in Isiolo County	<b>PWDs</b>	Persons Living with Disabilities
<b>EAC</b>	East African Community	<b>RLA</b>	USAID Resilience Learning Activity
<b>FBO</b>	Faith Based Organizations	<b>SC</b>	Steering Committee
<b>FGD</b>	Focus Group Discussion	<b>SEK</b>	South-Eastern Kenya Coordination Mechanism
<b>GIS</b>	Geographic Information Systems	<b>SLI</b>	Sequencing, Layering, and Integration
<b>HoRN</b>	Horn of Africa Resilience Network	<b>SOPS</b>	Standard Operating Procedures
<b>IGRA</b>	Intergovernmental Relations Act	<b>SWG</b>	Sector Working Group
<b>IPs</b>	Implementing Partners	<b>TOR</b>	Terms of Reference
<b>JWP</b>	Joint Work Planning	<b>TWG</b>	Technical Working Group
<b>KII</b>	Key Informant Interview	<b>USAID</b>	United States Agency for International Development
<b>KMS</b>	Knowledge Management Systems	<b>WASH</b>	Water, Sanitation, and Hygiene
<b>KM</b>	Knowledge Management	<b>WCCPC</b>	Water, Sanitation, and Hygiene Coordination Committee
<b>KNCCI</b>	Kenya National Chamber of Commerce and Industry	<b>WDCs</b>	Ward Development Committees

# Glossary of Terms

<b>CAPACITY</b>	encompasses the knowledge, skills, and motivations, as well as the relationships that enable an actor—an individual, an organization, or a network—to take action to design and implement solutions to local development challenges, to learn and adapt from that action, and to innovate and transform over time.
<b>CO-CREATION</b>	Co-creation is an intentional design approach. It aims to foster innovative approaches to problems through a participatory process. Co-creation's goal is to jointly produce a mutually valued outcome. Co-creation is distinct from other collaborative or participatory practices because it involves sharing power and/or decision making. Cocreation is transparent, time-limited, and organized. It can be used to address a specific problem, challenge, question, or to gain further insight into a topic of interest.
<b>CO-DESIGN</b>	Co-design is a collaborative process that utilizes collective brainstorming and problem-solving techniques to develop appropriate and suitable solutions.
<b>FISCAL YEAR (FY)</b>	The 12 months from October 1 to September 30 are used for financial planning and reporting purposes.
<b>GIS</b>	A computer-based system for capturing, managing, archiving, analyzing, querying, and presenting spatial information. GIS technology applies geographic science with tools for understanding and collaboration. It helps people reach a common goal: to gain actionable intelligence from all types of data.
<b>HORN</b>	The Horn of Africa Resilience Network (HoRN) was established by USAID in 2012 to support the use of mutually enforcing activities to build resilience capacities to shocks and to support learning and collaboration across the network.
<b>IMPACT</b>	Positive and negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended, or unintended. These effects can be economical, sociocultural, institutional, environmental, technological, or of other types.
<b>IMPLEMENTATION</b>	Implementation is the third phase of the project life cycle, during which the project management plan is executed, monitored, and controlled. In this phase, the design is finalized and used to build the deliverables.
<b>INNOVATIONS</b>	Refers to service components, other practices or products that are new or perceived as new. A “set of interventions” including not only a new technology, educational component or community initiative, but also the managerial processes necessary for successful implementation.
<b>KNOWLEDGE MANAGEMENT</b>	Knowledge management (KM) is defined as the systematic processes, or range of practices, used by organizations to identify, capture, store, create, update, represent, and distribute knowledge for use, awareness, and learning across the organization and its ecosystem.
<b>KNOWLEDGE MANAGEMENT SYSTEMS</b>	Knowledge Management Systems (KMS) are any kind of system that stores and retrieves knowledge, improves collaboration, locates knowledge sources, mines repositories for hidden knowledge, captures and uses knowledge or in some other way enhances the KM process.
<b>LOCAL CAPACITY STRENGTHENING</b>	a strategic and intentional investment in the process of partnering with local actors, individuals, organizations, and networks—to jointly improve the performance of a local system to produce locally valued and sustainable development outcomes.

<b>NDMA</b>	The National Drought Management Authority (NDMA), under the Ministry of East Africa Community, ASALs and Regional Development is the national authority responsible for drought risk management
<b>PARTICIPATORY APPROACH</b>	Involvement of communities, organizations and people in any organized activity to achieve a common goal.
<b>PREG</b>	The Partnership for Resilience and Economic Growth (PREG) brings together humanitarian and development partners to build and strengthen resilience among vulnerable pastoralist communities in Northern Kenya. Membership includes both USAID programs and implementing partners in nine Arid and Semi-Arid Land (ASAL) counties and builds on community-identified strengths and priorities.
<b>SCALABILITY</b>	Ease or difficulty of scaling up a practice, based on the attributes (or determinants) of success, which have previously been identified in research on the diffusion of innovation and through practical experience.
<b>STAKEHOLDERS</b>	Individuals, communities, non-governmental organizations, private organizations, parastatals, government agencies, financiers, and others having an interest or a “stake” in a project or Activity and its outcome. Primary stakeholders are those ultimately affected, either positively or negatively. Secondary stakeholders are the intermediaries in the process of carrying out RLA/project.
<b>RESILIENCE</b>	USAID defines resilience to the recurrent crisis 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.
<b>RLA</b>	The Resilience Learning Activity (RLA) is a five-year, USAID-funded initiative (2019-2024). It supports regional, national, and local organizations and institutions in Northern Kenya, Somalia, and the Horn of Africa, to undertake analysis while strengthening their capacities for analytics; facilitating learning for adaptive management; and improving KM and communication to align with USAID’s pathways to resilience and the Horn of Africa Resilience Framework.
<b>SUSTAINABILITY</b>	The ability to continue effectively once direct donor funding/program support has ended.
<b>THEORY OF CHANGE</b>	A theory of change explains how activities are understood to produce a series of results that contribute to achieving the final intended impacts.



# I. Introduction

Sustainable development depends on local actors leading efforts to improve their communities and working inclusively and collectively to see those efforts through. For this reason, local capacity strengthening is and has been a foundational component of USAID programming. Effective local capacity strengthening can propel inclusive economic growth; advance improvements in essential health, food and nutrition, and education services and systems; and cultivate democratic governance. Local capacity strengthening also can address underlying factors of fragility, bolster local humanitarian response systems, and enhance resilience to shocks and stresses. As a result, effective local capacity strengthening supports countries to prevent, mitigate, and recover from crises. Ultimately, the capacity of local actors is a key determinant of the success of USAID and its partners in achieving and sustaining humanitarian and development gains around the world.

Partnering with local actors to strengthen their capacities is one of the most effective ways to advance sustainable development. Local capacity strengthening is most likely to contribute to the achievement of sustainable outcomes when the decision to invest in capacity strengthening is made in collaboration with local partners and is based on a comprehensive and mutual understanding of the relationship between capacity and sustainable change at the systems level.

In Kenya, the USAID initiated Joint Work Planning approach is a game changer on local engagement with stakeholders at national and county levels. The Joint work planning model is defined as a way of working together to solve the complex development challenges by bringing different groups and organizations together towards a shared goal—that of elevating local communities out of poverty by building their resilience. Unlike typical collaborations where efforts can be scattered and uncoordinated, the Joint Work planning process unites all stakeholders around a common vision and aims to move them from isolated interventions to collective impact.

The JWP model offers several advantages, particularly in addressing complex social issues that require collaboration among multiple organizations and partners. By bringing together diverse perspectives and expertise, JWP initiatives enable lasting change through coordinated, ongoing efforts, often achieving a greater impact than any one organization could alone. This approach also boosts efficiency by reducing duplicated efforts and tapping into the strengths of each participant. Additionally, being part of a JWP initiative can enhance an organization's reputation, offering social proof, credibility, and potential leverage for policy changes. It also helps organizations clearly demonstrate the effectiveness of their mission. For County Governments, partnering with the development partners enhances deep knowledge of local needs and a long-standing relationship with the communities they serve, making their involvement invaluable for truly impactful change.



## 1.1 Overview of Joint Work Planning (JWP) and its Global Relevance

The Joint Work Planning (JWP) model represents a collaborative programming approach that unites partners to co-plan, co-implement, and co-monitor development initiatives. Introduced in 2020 and implemented through the USAID-Resilience Learning Activity (RLA), the model has undergone four fiscal cycles, demonstrating its effectiveness in programming, co-financing, joint implementation, monitoring, and review. Over this period, partners have achieved significant progress, addressed challenges, and adapted their approaches based on lessons learned, making JWP a key mechanism for driving sustainable development.

In Kenya, the County Integrated Development Plans (CIDPs), mandated under the County Government Act of 2012 (Section 108), emphasize the need for synergy and resource layering by integrating national and county development priorities. CIDPs serve as a foundation for coordinating efforts across different government levels and external partners, ensuring efficient resource use, avoiding duplication, and achieving sustainable growth. This alignment fosters collaboration among stakeholders, streamlining sectoral plans and initiatives while enhancing the effectiveness and sustainability of development efforts at the county level.

The JWP model aligns closely with Sustainable Development Goal (SDG) 17: Partnerships for the Goals, which underscores the importance of global partnerships in mobilizing resources, fostering collaboration, and promoting mutual accountability among governments, civil society, the private sector, and other stakeholders. SDG 17 highlights capacity-building, resource-sharing, and the alignment of efforts to achieve common development objectives.

With the model gaining traction among counties and implementing partners regionally and locally, the USAID Resilience Learning Activity (RLA) and participating counties have prioritized documenting the approach for replication and contextual application. This JWP Implementation Manual emerges from a consultative process involving key stakeholders to comprehensively document the model, providing a structured guide for adoption and institutionalization.

This chapter outlines the purpose, objectives, significance, and methodologies employed in developing the JWP Implementation Manual, setting the stage for its application in strengthening collaboration and driving sustainable development.

## 1.2 Purpose of the Manual



The JWP Implementation Manual serves as a systematic reference for stakeholders, offering a clear and comprehensive guide to the principles, methodologies, and processes of the JWP model. By providing actionable tools and standardized processes, the manual aids county officials and development partners in fostering meaningful collaboration.

A key aim is to institutionalize the JWP model within County Public Expenditure Management frameworks, ensuring sustainability in development practices. The manual introduces structured approaches for planning, progress review, and evaluation, promoting consistency, transparency, and accountability. By aligning stakeholder objectives, it minimizes confusion, prevents resource wastage, and establishes a unified pathway toward achieving shared development goals.

## 1.3 Objectives of the Manual

The primary objective of the JWP Implementation Manual is to guide stakeholders in unifying their resources and efforts through a structured framework for collaborative planning, implementation, and monitoring of development initiatives. It seeks to:

- a. Provide Standardized Tools and Processes: Equip County Governments, USAID implementing partners, other development agencies, civil society organizations, private sector entities, and local communities with reliable tools and methodologies to promote collaboration and consistency.
- b. Prevent Duplication and Resource Wastage: Streamline planning and implementation processes to minimize overlap of interventions and ensure efficient utilization of resources. The manual emphasizes capturing and documenting lessons learned to inform and improve future projects.
- c. Align Activities with Local Priorities: Facilitate the sequencing and layering of interventions to align with county-specific objectives and priorities. This ensures that projects are relevant to local needs and contribute meaningfully to community development.
- d. Foster Inclusive Governance: Enable active participation of key stakeholders in decision-making processes. This inclusive approach strengthens governance and promotes transparency while addressing diverse community needs.
- e. Promote Evidence-Based Decision-Making: Guide stakeholders in using data-driven evidence to assess past progress, identify gaps, and prioritize future interventions. This iterative process supports continuous improvement and enhances accountability.

The JWP Implementation Manual encapsulates a shared vision for collaborative development, emphasizing the importance of partnerships and evidence-based approaches in achieving sustainable outcomes. By aligning resources, fostering inclusivity, and streamlining processes, the manual provides a roadmap for stakeholders to work together effectively, ensuring the achievement of community-centered and sustainable development goals. Through its structured and adaptable framework, the manual not only addresses current challenges but also equips stakeholders to respond to evolving development needs, ultimately contributing to resilience and prosperity in the communities it serves.



## 1.4 Target Audience

The primary users of the JWP Implementation Manual are all the actors and stakeholders directly involved in the county-level planning, implementation, monitoring, and documentation of socio-economic development interventions. These include the local communities, national and county governments; development partners, civil society organizations (CSOs), and other actors responding to the development needs at the community level. Joint Work Planning provides an opportunity for multi-sectoral discussions amongst these partners to identify priorities for co-planning, co-implementation, and co-monitoring and reporting of activities to eliminate duplication, pooling of investment and enhance collective action for collective impact. It seeks to promote greater commitment to better collaborative planning, implementation, progress review, learning, and adaptation that will eventually lead to strengthened capacities for the pathway to sustainability.

## 1.5 Importance of JWP in Development Planning

The Joint Work Planning (JWP) model plays a pivotal role in fostering sustainable development by ensuring effective and efficient delivery of basic services while promoting sustainable socio-economic growth within counties. By harmonizing projects and avoiding duplication, JWP ensures efficient allocation and utilization of resources, maximizing the impact of development initiatives.

The model enhances synergy, accountability, and transparency, promoting equity and fairness in the distribution of development interventions across counties. Through improved coordination and the complementarity of efforts, JWP supports the sequencing, layering, and integration (SLI) of activities, ensuring their sustainability and effectiveness. Additionally, JWP fosters cross-learning and ownership, empowering stakeholders to take an active role in development processes. This integrated approach strengthens institutional frameworks and improves the overall quality of life in communities.

## 1.6 Approaches Used in Developing the JWP Implementation Manual

The development of the JWP Implementation Manual followed a multi-sectoral, multi-stakeholder approach, bringing together diverse actors such as County Governments, USAID implementing partners, civil society organizations (CSOs), national government entities, private sector representatives, and local communities. This inclusive approach ensured that the perspectives, expertise, and insights of all stakeholders were integrated into the manual, fostering a strong sense of ownership and relevance across all levels. The process involved:

- **Participatory Workshops:** Engaging stakeholders in collaborative sessions to refine the manual's content.
- **Focus Group Discussions (FGDs):** Soliciting targeted feedback from key sectors and communities.
- **Consultations:** One-on-one and group discussions with representatives from diverse stakeholder groups to ensure comprehensive input.



## 1.7 Expected Outcomes of the JWP Implementation

The JWP Implementation Manual is designed to deliver tangible benefits for multiple stakeholders, including government entities, development partners, CSOs, the private sector, and local communities:



By aligning the efforts and resources of diverse stakeholders, the JWP approach ensures efficient delivery of essential services and development initiatives. This reduces duplication, minimizes waste, and optimizes resource utilization through co-designing, co-financing, co-implementing, co-monitoring, and documentation. These features make the JWP model highly adaptable and scalable, promoting shared ownership and collective responsibility among stakeholders

## 2. Context and Background

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This chapter provides an in-depth exploration of the context and background underpinning the Joint Work Planning (JWP) process, offering insights into its alignment with county planning frameworks and the Public Expenditure Management (PEM) cycle. The discussion highlights the critical role of PEM in guiding resource allocation and development planning at the county level while detailing its integration with County Integrated Development Plans (CIDPs), Annual Development Plans (ADPs), Program-Based Budgets (PBBs), and other strategic planning documents.

The chapter further elaborates on the status and structure of JWP within County Governments, emphasizing the frameworks and processes that support its implementation. It underscores the leadership and facilitation roles played by County Governments in ensuring the effectiveness of the JWP model. Additionally, it examines the challenges and opportunities within the county planning process as part of the PEM cycle, shedding light on areas that require strategic interventions.

Beyond County Governments, the chapter explores the role of USAID, implementing partners, and other stakeholders in advancing JWP objectives. It also examines the structures and processes established through Partnership for Resilience and Economic Growth (PREG) and South-Eastern Kenya (SEK) Coordination Forums. These forums are instrumental in fostering communication, harmonizing efforts, and ensuring coordinated action among partners to drive impactful and sustainable development outcomes.

### 2.1 Overview of Public Expenditure Management (PEM) and County Planning Cycles

The Public Expenditure Management (PEM) cycle is a cornerstone of Kenya's national and county planning processes, ensuring that public resources are allocated and utilized effectively to meet the development needs of citizens. A robust PEM cycle provides the framework for planning, budgeting, implementation, and evaluation of development programs, creating a systematic approach to achieving sustainable growth and equity. The key stages of the PEM cycle include:

#### 1. Planning:

- Involves the preparation of County Integrated Development Plans (CIDPs), Annual Development Plans (ADPs), and sector-specific strategies.
- Aligns development objectives with national and county priorities, ensuring inclusive participation of stakeholders.

#### 2. Budgeting:

- Translating plans into actionable Program-Based Budgets (PBBs) that allocate resources based on identified priorities and needs.
- Promotes transparency and accountability by linking financial inputs to expected outputs and outcomes.

#### 3. Implementation:

- Execution of planned projects and programs, ensuring that resources are utilized efficiently, and interventions align with set timelines.

#### 4. Monitoring and Evaluation (M&E):

- Systematic tracking of program performance against set objectives.
- Incorporates lessons learned to inform future planning cycles and improve service delivery.

The PEM cycle is fundamental to the success of the JWP process as it ensures coordinated action, avoids duplication, and promotes the efficient use of resources. Its alignment with strategic planning documents like CIDPs, ADPs, and PBBs ensures that development initiatives are well-integrated and respond to the needs of the communities they serve.

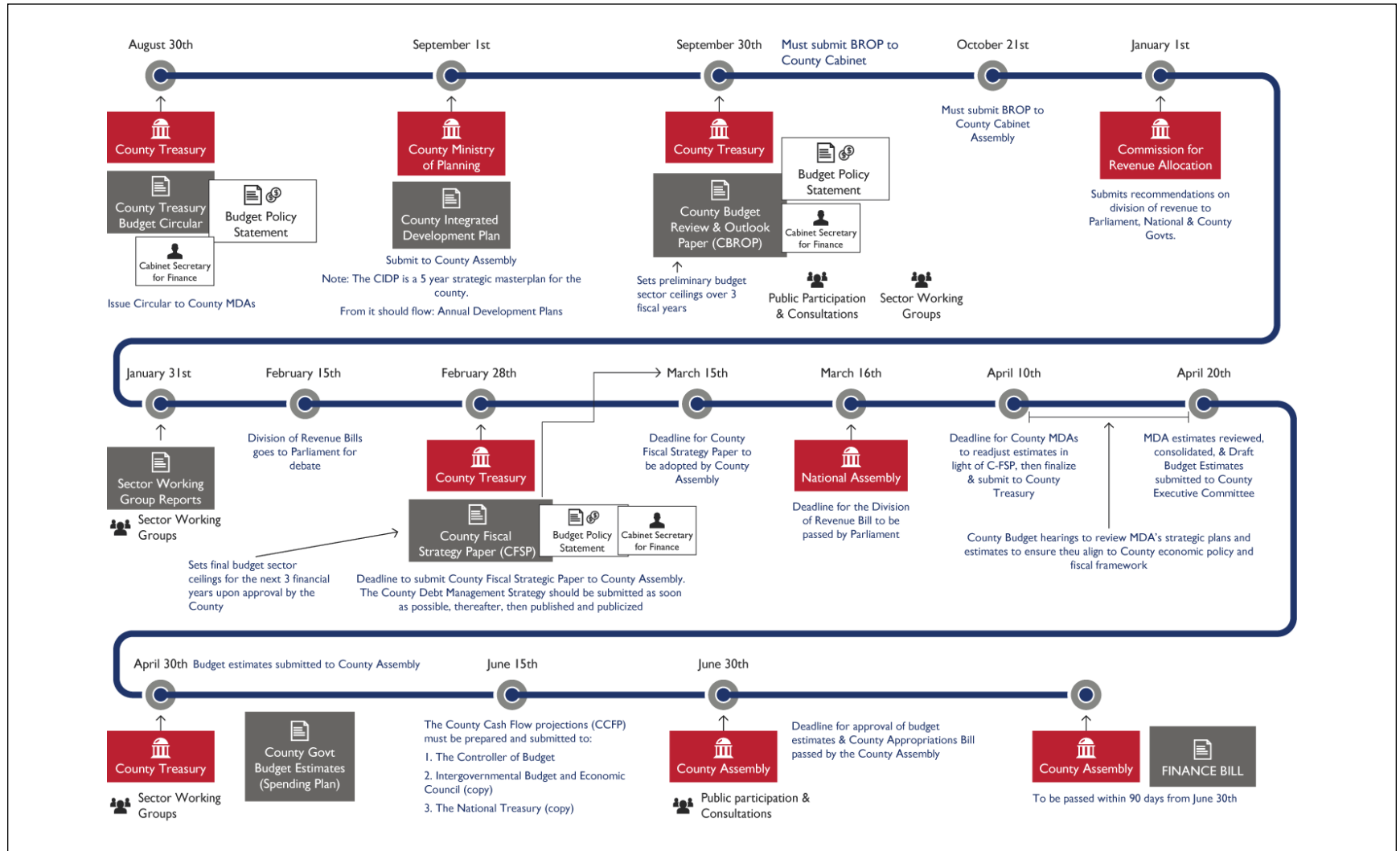
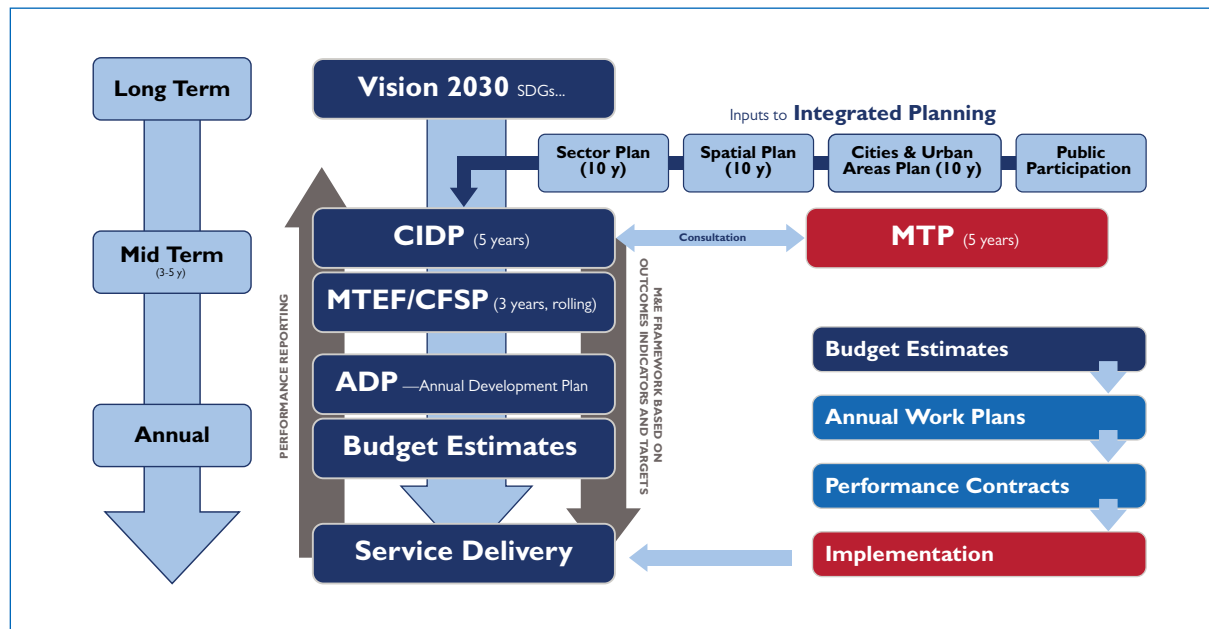


Figure 1: The Public Expenditure Management cycle

Figure 2: The County Planning Process



## The County Planning Cycle

The County Public Expenditure Management (PEM) process is an integral component of Kenya's national PEM cycle, serving as a framework to ensure effective resource allocation and efficient service delivery. It comprises several critical stages: planning, approval, execution/ implementation, monitoring and evaluation (M&E), and revision of budget estimates. Each phase plays a distinct role in driving development efforts and achieving the county's strategic objectives.

### 2.1.1 The planning phase

The planning phase establishes the foundation for all county development initiatives. It aligns long-term strategic goals with actionable programs and projects, ensuring that resources are adequately allocated to achieve desired outcomes. The key steps include **Development of the County Integrated Development Plans (CIDPs)** and Annual Development Plans (ADPs) that serve as fundamental planning tools in the Kenyan devolved governance framework.

These documents outline county priorities, resource allocation, and development strategies, making them essential for the Joint Work Planning (JWP) process. By aligning JWP activities with CIDPs and ADPs, counties and their partners can ensure that their collaborative efforts contribute to long-term development goals and address the most pressing community needs.

### THE ROLE OF COUNTY INTEGRATED DEVELOPMENT PLAN (CIDP) IN JWP: THE FOUNDATION OF DEVELOPMENT PLANNING

CIDPs are five-year strategic documents mandated by the Constitution of Kenya and the County Governments Act of 2012. They outline a county's medium-term development vision, priorities, and goals. CIDPs provide a comprehensive framework that guides the formulation of policies, programs, and projects across all sectors within the county.

#### Key Features of CIDPs in the JWP Process:

- **Strategic Vision:** CIDPs articulate the county's long-term development vision, ensuring that JWP activities align with broader goals such as infrastructure development, economic growth, healthcare, and education.
- **Sector Priorities:** By identifying sector-specific priorities, CIDPs help partners focus their interventions on areas with the greatest impact.

- **Baseline Data:** CIDPs provide baseline information, including demographic, socio-economic, and environmental data, which is critical for evidence-based decision-making during the JWP process.
- **Resource Mobilization Framework:** CIDPs outline the county's resource needs and funding gaps, enabling development partners to align their resources with identified priorities.

#### *Benefits of CIDPs in JWP*

- Facilitate alignment between county government objectives and partner activities.
- Provide a structured framework for sequencing, layering, and integrating (SLI) interventions.
- Enable coordination among stakeholders by providing a shared roadmap for development efforts.

## ANNUAL DEVELOPMENT PLANS (ADPS): OPERATIONALIZING DEVELOPMENT GOALS

ADPs are annual operational plans derived from CIDPs. They translate the five-year strategic priorities of the CIDPs into actionable projects and programs within a specific fiscal year. ADPs detail the activities, timelines, resource allocations, and performance indicators necessary for achieving CIDP goals.

#### *Key Features of ADPs in the JWP Process:*

- **Actionable Priorities:** ADPs break down CIDP priorities into annual activities, providing a clear focus for joint work planning.
- **Budget Alignment:** ADPs are linked to program-based budgets, ensuring that planned activities have allocated funding.
- **Timelines and Milestones:** ADPs provide clear timelines and milestones for monitoring progress, making them critical for joint monitoring and evaluation in JWP.
- **Stakeholder Engagement:** ADPs involve consultations with communities and stakeholders, promoting inclusivity and alignment with local needs.

#### *Benefits of ADPs in JWP:*

- Facilitate joint prioritization of activities by outlining what needs to be achieved within a given year.
- Provide a basis for cost-sharing and resource mobilization between counties and development partners.
- Enhance accountability by linking planned activities to measurable outcomes and timelines.

## Integration of CIDPs and ADPs into the JWP Process

- **Aligning Partner Activities with County Plans:** CIDPs and ADPs serve as reference documents during the JWP process to ensure that partner activities align with the county's strategic and operational priorities. This alignment minimizes duplication, optimizes resource use, and ensures that interventions address critical needs.
- **Facilitating Evidence-Based Decision-Making:** By leveraging the data and analysis contained in CIDPs and ADPs, counties and partners can make informed decisions about project design, resource allocation, and implementation strategies.
- **Enhancing Coordination and Synergy:** CIDPs and ADPs provide a unified framework for coordinating the efforts of multiple stakeholders, including county departments, development partners, private sector actors, and civil society organizations. This ensures that all interventions are harmonized and mutually reinforcing.
- **Strengthening Accountability:** CIDPs and ADPs promote transparency and accountability by linking planned activities to specific performance indicators. Partners can use these indicators to monitor progress and evaluate the impact of joint interventions.
- **Supporting Resource Mobilization:** The resource needs and funding gaps identified in CIDPs, and ADPs create opportunities for partners to complement county resources, fostering cost-sharing and sustainable development partnerships.

## Challenges and Opportunities in Using CIDPs and ADPs in JWP

### Challenges:

- **Data Gaps:** Incomplete or outdated data in CIDPs and ADPs may hinder evidence-based decision-making.
- **Coordination Challenges:** Misalignment between county and partner planning cycles can create delays in integrating activities.
- **Resource Constraints:** Limited county budgets may restrict the implementation of priorities outlined in CIDPs and ADPs.

### Opportunities:

- **Capacity Building:** Strengthening county planning and data management capacities can enhance the utility of CIDPs and ADPs in JWP.
- **Digitalization:** Leveraging Geographic Information Systems (GIS) and other technologies can improve the accessibility and accuracy of CIDP and ADP data.
- **Inclusive Planning:** Enhanced stakeholder engagement in the preparation of CIDPs and ADPs can ensure that plans reflect diverse community needs and priorities.

CIDPs and ADPs are indispensable tools in the Joint Work Planning process. By providing a structured framework for planning, budgeting, and implementation, these documents ensure that joint efforts are aligned with county priorities, resource-efficient, and impactful. Integrating CIDPs and ADPs into JWP fosters collaboration, transparency, and accountability, ultimately contributing to sustainable development outcomes. Development partners and counties must leverage these tools effectively to maximize the impact of their joint interventions

## 2.1.2 Approval Phase

The approval phase is crucial for ensuring fiscal accountability and alignment with development priorities. It involves two key steps:

- **Review by the County Executive:** The proposed budget is reviewed by the County Executive Committee, which evaluates its alignment with the CIDP and ADP, as well as adherence to fiscal policies and guidelines. This review ensures that the budget reflects strategic priorities and is fiscally sound.
- **Approval by the County Assembly:** After the executive review, the budget is submitted to the County Assembly for debate and final approval. Members of the County Assembly (MCAs) analyze the budget, discuss proposed allocations, suggest amendments, and ensure it reflects community needs and priorities. This legislative oversight promotes transparency, accountability, and inclusivity in the planning process.

## 2.1.3 Execution/Implementation Phase

The execution phase involves translating the approved budget into actionable programs and projects. Key activities include:

- **Disbursement of Funds:** Funds are allocated to various departments and agencies as per the approved budget. This ensures that financial resources are readily available to implement planned projects and programs.
- **Implementation of Projects and Programs:** County departments and implementing partners coordinate to execute the outlined activities. This involves stakeholder engagement, resource procurement, and managing day-to-day operations to achieve targeted outcomes. Collaboration with implementing partners and community groups is critical during this phase to ensure efficiency and impact.

### 2.1.4 Monitoring & Evaluation (M&E) Phase

The M&E phase ensures accountability and continuous improvement by tracking the progress and assessing the outcomes of implemented initiatives. Key activities include:

- **Continuous Monitoring:** Ongoing data collection and analysis provide real-time insights into the implementation status of projects. This helps identify bottlenecks and challenges, enabling timely corrective actions.
- **Evaluation:** Periodic evaluations assess the effectiveness, efficiency, and impact of completed projects. Evaluations offer evidence-based insights to inform future planning, ensuring resources are invested in high-impact initiatives.
- **Learning:** Lessons from monitoring and evaluation are integrated into decision-making and strategy adaptation. This ensures that past experiences inform the design of future programs, promoting innovation and sustainability.

### 2.1.5 Revision of Budget Estimates

The final stage involves revisiting the budget estimates to reflect insights from the M&E phase and ensure alignment with evolving priorities. This phase includes:

**Amendments and Reallocations:** Budget adjustments address gaps or unforeseen priorities identified during project implementation. Funds may be reallocated to critical areas, ensuring that emerging needs are met effectively. A supplementary budget timeline guides this process.

**Preparation for the Next Budget Cycle:** Insights from the current cycle inform the planning of subsequent budgets. Continuous feedback loops ensure improved efficiency, adaptability, and alignment with strategic goals in future cycles.

The County Planning Processes within the PEM cycle form the backbone of effective resource management and sustainable development at the county level. By integrating strategic planning, transparent approval mechanisms, diligent execution, and comprehensive monitoring and evaluation, counties can ensure that resources are used effectively to meet the needs of their populations. The revision of budget estimates and learning from past cycles foster a culture of continuous improvement, ensuring that counties remain responsive to evolving challenges and opportunities. This systematic approach underscores the importance of collaboration, accountability, and adaptability in achieving impactful development outcomes.





## 2.2 Public Participation in Public Expenditure Management (PEM)

Public participation is a cornerstone of Kenya's governance, enshrined in the Constitution of Kenya (CoK) 2010 and supported by various legislative frameworks. Articles such as 1(2), 10(2), 174, and 232 of the Constitution mandate the active involvement of citizens in decision-making processes, ensuring inclusivity, transparency, and accountability in public affairs. Complementary legislation, including the Public Finance Management Act, County Government Act, Urban Areas and Cities Act, and Public Procurement and Disposal Act, provides detailed guidelines for citizen engagement at different stages of governance and development planning. Many counties have gone a step further by crafting policies and establishing dedicated departments or directorates to facilitate meaningful public participation. This ensures that citizens are actively involved throughout the Public Expenditure Management (PEM) cycle and the Joint Work Planning (JWP) process, enabling them to influence decisions on resource allocation, service delivery, and development priorities. Such structured engagement strengthens trust, promotes ownership, and aligns development initiatives with the real needs and aspirations of the people.

## 2.3 The County Annual PEM and PFM Calendars

The County Annual Public Expenditure Management (PEM) Calendar and the Annual Public Financial Management (PFM) Calendar serve as essential frameworks for managing financial and development planning processes at the county level. These calendars outline critical milestones and activities throughout the fiscal year, ensuring systematic alignment of planning, budgeting, implementation, and accountability processes.

### 2.3.1 Key Components of the County PEM and PFM Calendars

**a) Budget Preparation:** The preparation phase involves developing key planning documents such as:

- **County Integrated Development Plan (CIDP):** A five-year strategic plan that sets the county's development goals and priorities.
- **Annual Development Plan (ADP):** An actionable annual plan derived from the CIDP that outlines specific programs and projects to be implemented within the year.

This phase ensures that development initiatives are strategically planned and aligned with the county's long-term vision.

**b) Budget Approval:** Once the budget is prepared, it undergoes a series of reviews and approvals:

- **County Executive Committee Review:** Ensures alignment with the CIDP, ADP, and fiscal policies.
- **County Assembly Approval:** Engages members of the County Assembly (MCAs) in discussions, debates, and amendments before granting final approval.

This stage ensures transparency and accountability, aligning the budget with community priorities and regulatory requirements.

**c) Resource Mobilization:** This phase involves planning and securing financial resources through:

- **Revenue Collection:** Locally generated income through taxes, levies, and fees.
- **Intergovernmental Transfers:** Allocations from the national government, including equitable shares and conditional grants.
- **External Funding:** Support from development partners, private sector investments, and donor agencies.

Effective resource mobilization ensures that funds are available for implementing priority programs and projects.

**d) Implementation:** During the implementation phase:

- **Funds** are Disbursed to county departments and stakeholders as outlined in the approved budget.
- **Projects and Programs** are Executed in line with the ADP, involving procurement, stakeholder coordination, and management of operational activities.

This phase translates plans into actionable outcomes, ensuring the delivery of services and infrastructure to communities.

**e) Monitoring and Evaluation (M&E):** Key activities during this phase include:

- **Continuous Monitoring:** Regular tracking of expenditure and project progress to ensure alignment with approved budgets and timelines.
- **Periodic Evaluation:** Assessing the effectiveness, efficiency, and impact of implemented projects and programs.
- **Learning:** Drawing insights from M&E to improve future planning and execution strategies.

M&E ensures accountability, identifies challenges, and facilitates data-driven decision-making.

**f) Reporting:** The reporting phase involves the preparation and submission of financial and performance reports, which include:

- **Financial Reports:** Documenting expenditures and resource utilization.
- **Project Performance Reports:** Highlighting progress, achievements, and challenges faced during implementation.

These reports foster transparency, support accountability, and provide a basis for evaluating overall performance.

### 2.3.2 Significance of the Annual Calendars

The structured timelines and activities outlined in the PEM and PFM calendars provide counties with:

- **A Coordinated Framework:** Ensuring that all stakeholders operate within a clear schedule, avoiding delays and misalignment.
- **Efficient Resource Utilization:** Linking budgetary allocations to actual needs and priorities, minimizing wastage.
- **Accountability and Transparency:** Promoting stakeholder trust by adhering to consistent reporting and monitoring practices.
- **Enhanced Performance:** Facilitating evidence-based decision-making through continuous evaluation and feedback loops.

These visuals serve as essential guides for stakeholders, ensuring the county's financial and development activities remain on track throughout the year.

Figure 3: The County Annual Budget Calendar – indicative checkpoints

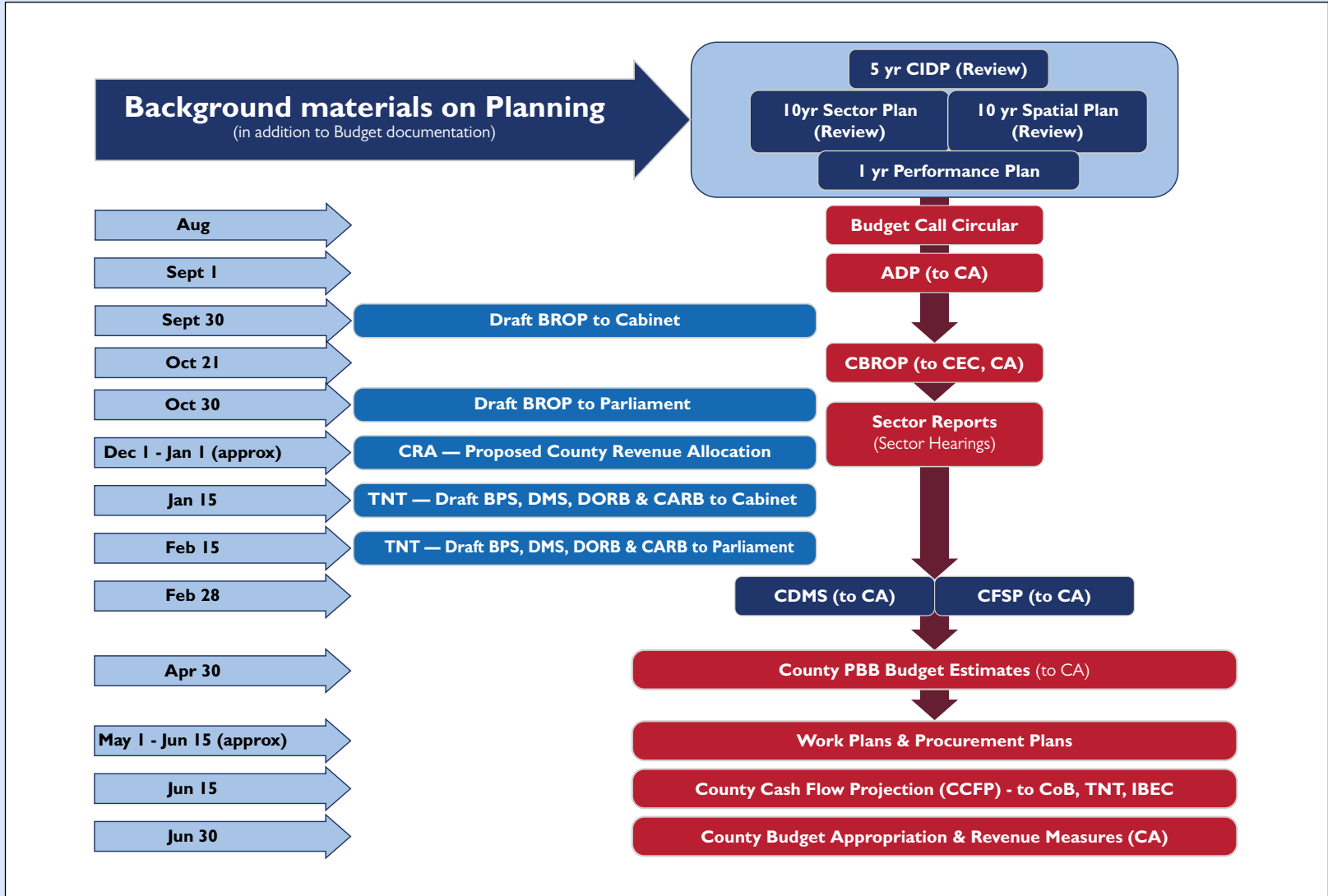
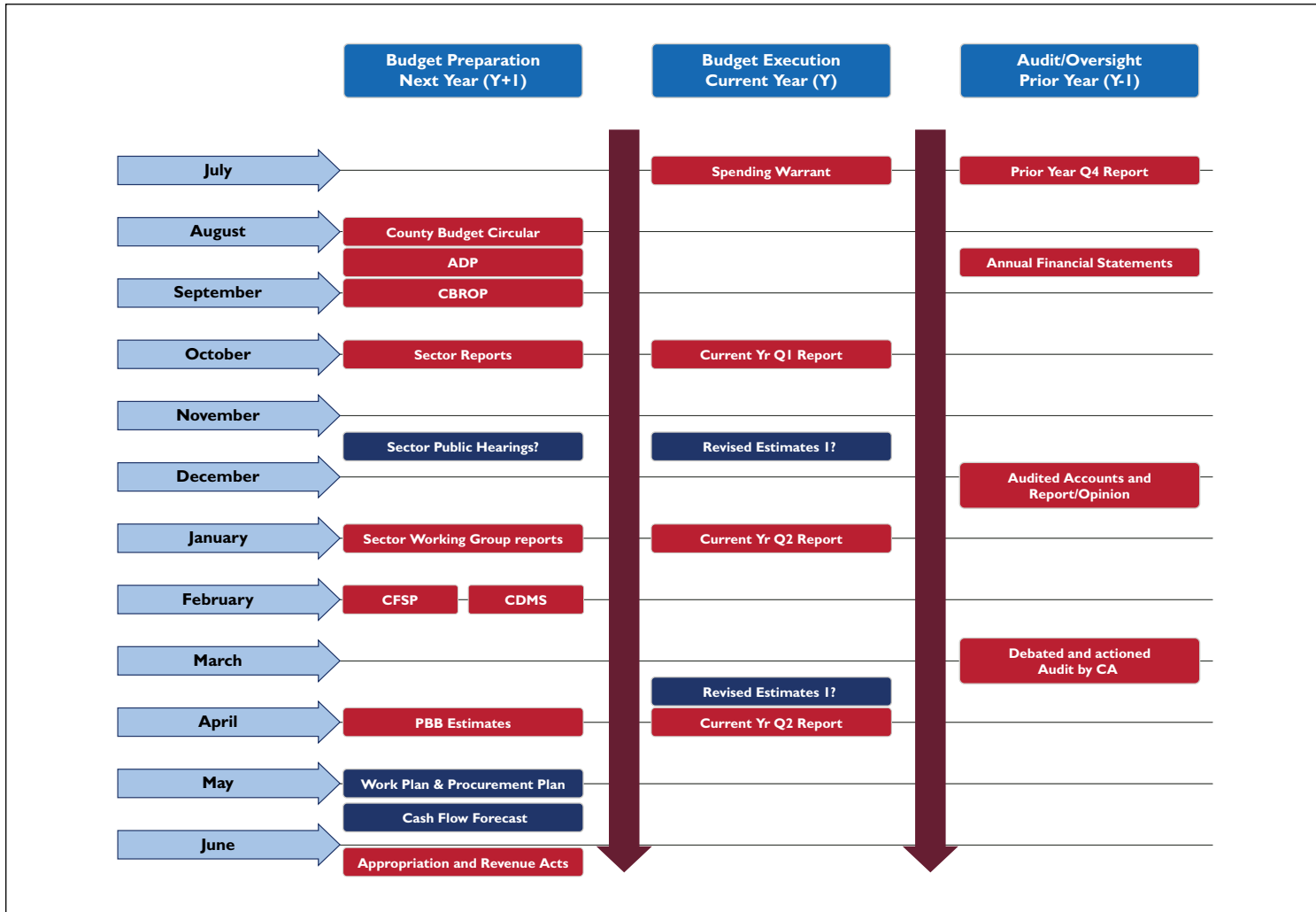


Figure 4 illustrates the checkpoints within the broader Public Financial Management cycle, focusing on budget formulation, implementation, and evaluation. It may include key dates for: drafting financial plans, submitting budget estimates for review, conducting public participation and consultations, approving the budget through the County Assembly, disbursing funds and managing procurement processes and reviewing financial performance and preparing for audits.

Figure 4: The County Annual PFM Calendar – illustrative checkpoints



## 2.4 Role of JWP in Strengthening the PEM Cycle

The JWP process complements the PEM cycle by enhancing collaboration and coordination among stakeholders at all stages. It ensures:

- **Harmonization:** Alignment of development priorities among County Governments, USAID implementing partners, civil society, and private sector actors to maximize impact.
- **Inclusivity:** Engagement of communities and local leaders to ensure interventions are responsive to local needs.
- **Efficiency:** Prevention of resource duplication and wastage through joint planning and resource pooling.
- **Transparency:** Strengthened accountability mechanisms by promoting participatory budgeting, monitoring, and evaluation.

## 2.5 USAID and Partner Contributions to JWP and PEM Integration

USAID, alongside implementing partners, plays a pivotal role in supporting the integration of JWP into the PEM cycle. Their contributions include:

- **Capacity Building:** Training county officials and community leaders on effective planning, budgeting, and M&E practices.
- **Resource Mobilization:** Providing financial and technical resources to bridge capacity gaps in county governments.
- **Facilitation:** Strengthening platforms like PREG and SEK Coordination Forums to enable seamless communication and collaboration among stakeholders.

By anchoring their efforts in the PEM cycle, USAID and its partners ensure that JWP contributes meaningfully to sustainable development, promoting shared accountability and mutual learning among all actors involved. This chapter establishes the contextual foundation for understanding the JWP process and its pivotal role in county development. By integrating PEM principles with collaborative frameworks like JWP, County Governments and their partners can drive impactful and sustainable change for communities across Kenya.

## 2.6 The Joint Work Planning Approach in Kenya's ASALs

The Joint Work Planning (JWP) model began as a pioneering collaboration between the USAID/Kenya and East Africa Mission and nine counties in Kenya. It represents a structured and inclusive approach that fosters multi-sectoral dialogue among stakeholders to identify and align priorities for co-planning, co-funding, co-implementation, and co-monitoring of development initiatives. This collaborative framework eliminates duplication of efforts, optimizes resource utilization, and promotes collective action to achieve greater impact.

Since its inception in 2020, USAID, through the Resilience Learning Activity (RLA), has supported the adoption and scaling of the JWP model in Partnership for Resilience and Economic Growth (PREG) and South-Eastern Kenya (SEK) counties. Over the past four years, these counties have demonstrated remarkable leadership in integrating the JWP approach into their fiscal calendars. Moreover, many have extended this collaborative framework to engage additional development partners beyond USAID, further enhancing its sustainability and impact.



## 2.7 Status of JWP Processes in County Governments

### 2.7.1 The Joint Work Planning (JWP) Coordination Forums

The JWP Coordination Forums were initially established under the USAID-supported Partnership for Resilience and Economic Growth (PREG) and Southern Eastern Kenya (SEK) initiatives. These forums were designed to bring together USAID Implementing Partners (IPs) and relevant County Government departments to foster collaboration and ensure efficient joint work planning at the county level. Their primary goal was to facilitate effective coordination and cooperation, aligning the efforts of multiple stakeholders toward achieving shared development goals. The forums have played a crucial role in the success of JWP by:

- **Enhancing Collaboration:** By uniting diverse stakeholders, the forums create a platform for meaningful contributions from all participants, ensuring interventions are aligned and complementary.
- **Providing Secretariat Support:** The Resilience Learning Activity (RLA) has served as the secretariat for these forums, supporting day-to-day coordination, facilitating meetings, and driving the implementation of JWP processes.
- **Strengthening Stakeholder Engagement:** Through structured coordination, the forums have ensured that county departments, development partners, and other actors work in harmony, avoiding duplication and optimizing resource use.

### 2.7.2 County Ownership and Expanded Collaboration

Over the years, counties have taken significant steps to institutionalize the JWP process, transitioning from external coordination to county-led frameworks. This shift has empowered counties to:

- **Expand JWP Participation:** Counties have brought additional development partners, civil society organizations (CSOs), and private sector actors into the JWP process, increasing its scope and impact.
- **Strengthen Institutional Frameworks:** The establishment of county-specific structures ensures the sustainability of JWP activities.

### 2.7.3 Integration with Sectoral Coordination Platforms

JWP processes occur within the broader context of sector-specific or multi-sectoral coordination platforms, many of which are led by development partners or CSOs. These platforms facilitate alignment among critical sectors and interventions. Notable examples include:

- **Multi-Sectoral Nutrition Platform (MSNP):** Coordinates nutrition-focused initiatives.
- **One Health:** Integrates human, animal, and environmental health efforts.
- **Water, Sanitation, and Hygiene (WASH) Coordination Committees (WCCPCs):** Aligns efforts to improve water and sanitation services.

These platforms enhance synergy and ensure that sectoral initiatives complement the broader objectives of the JWP process.

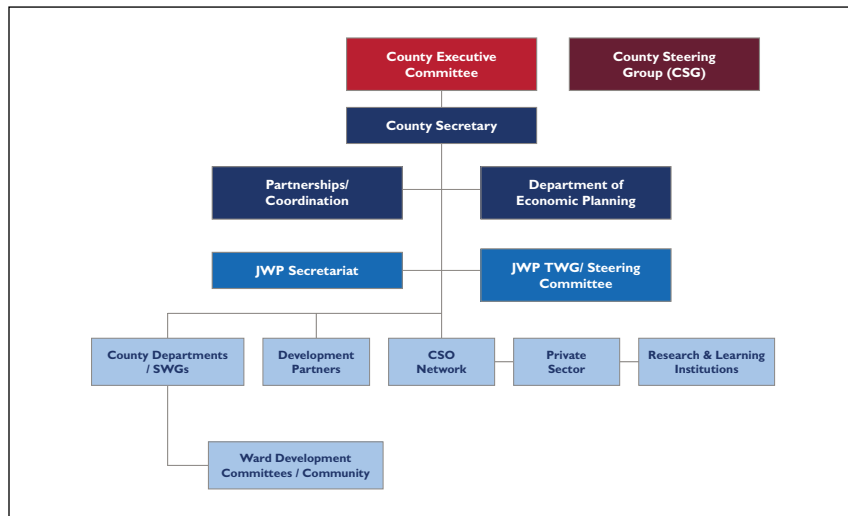


## 2.7.4 Role of CSO-Driven Networks

In many counties, vibrant CSO-driven coordination structures actively engage with county departments and sectors. These networks:

- Provide oversight and accountability mechanisms.
- Mobilize resources to complement county efforts.
- Ensure grassroots representation and participation in planning and decision-making.

The JWP Institutional Structure at County Level



The JWP Coordination Forums have evolved from USAID-supported initiatives to county-led frameworks, demonstrating the power of collaboration and local ownership in driving development. By integrating sectoral and multi-sectoral platforms, these forums ensure alignment and complementarity across interventions. Through capacity-building, logistical support, and knowledge sharing, RLA has played a pivotal role in establishing the foundations for sustainable coordination and enhanced impact at the county level. This evolution highlights the importance of partnerships and coordinated action in addressing complex development challenges and achieving shared goals.

## 2.8 Key Challenges with the Joint Work Planning (JWP) Process

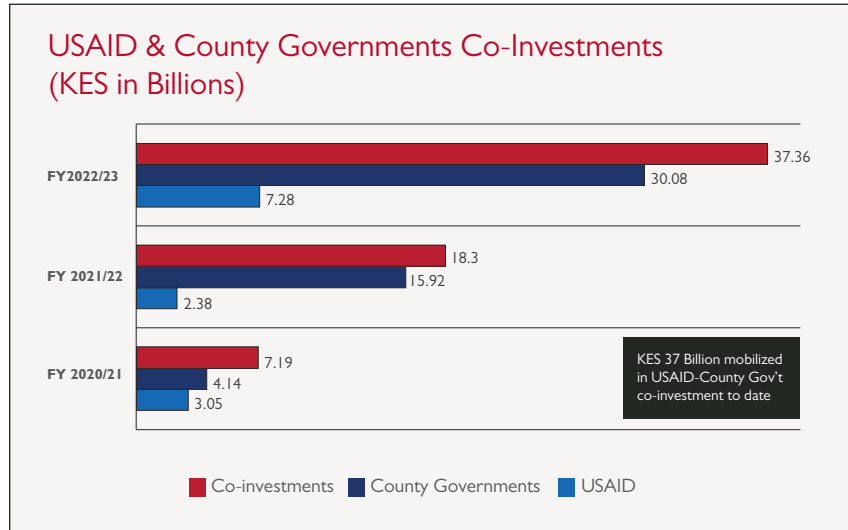
While the JWP processes have demonstrated remarkable successes in fostering collaboration, aligning priorities, and driving impactful development, they are not without challenges. These challenges, outlined below, have been identified through review and reflection sessions involving key actors. Addressing these challenges has necessitated adaptive strategies and continuous learning to strengthen the effectiveness and sustainability of the JWP framework.

1. Weak Sector Working Groups (SWGs)	Strengthened capacity-building initiatives and provided technical assistance to local Implementing Partners (IPs) to enhance participation in SWGs.
2. Delays/Difficulties in Accessing County Cost-Share	Advocacy and lobbying efforts with County Governments to ring-fence commitments and ensure the timely availability of funds.
3. Limited Engagement with the County Assembly (CA)	Intensified advocacy efforts to educate and engage County Assemblies on the benefits and importance of JWP outcomes for community development.
4. Non-Alignment of Planning/Budgeting Cycles	Developed a joint calendar of events for the JWP processes, aligned with the PEM/County Planning cycles.
5. Limited Knowledge on County Planning Before JWP Process	Conducted early engagement and strategic planning sessions to align IPs' objectives with county priorities and foster mutual accountability.
6. Differences in County and IPs Financial/Budget Policies	Reached mutual agreements on reasonable concessions for budget and approval processes between County Governments and IPs.
7. Adherence to Clear Timelines for JWP Processes	Established a comprehensive calendar that accounts for the PEM/County planning cycles and timelines, minimizing delays and competing priorities.
8. Weak/Disjointed MEAL System for JWP	Developed common indicators and frameworks for joint monitoring, evaluation, accountability, and learning (MEAL), including joint field visits and documentation.

Addressing these challenges has strengthened the JWP process, promoting alignment, accountability, and efficiency. These solutions emphasize the importance of collaboration, adaptability, and proactive engagement, ensuring that the JWP framework continues to drive impactful and sustainable development outcomes across participating counties.

## 2.9 Snapshot of the JWP Impact for the last four years

- **Alignment of County Governments:** USAID Implementing partners priorities and resources: By working together, County Governments and USAID implementing partners have been able to align their priorities and resources, ensuring that development interventions directly address the needs identified by local communities. This alignment enhances the relevance and impact of the programs and allows local authorities to better understand and integrate these interventions into their planning processes.
- **Skills Transfer and Technical Expertise:** Through collaborative planning, County government staff have worked closely with USAID implementing partners technical experts and vice versa, gaining exposure to new methodologies, technical expertise, and best practices. This hands-on learning has enabled both implementing partners and County governments to build their capacities to independently plan, execute, and monitor development projects in the future.



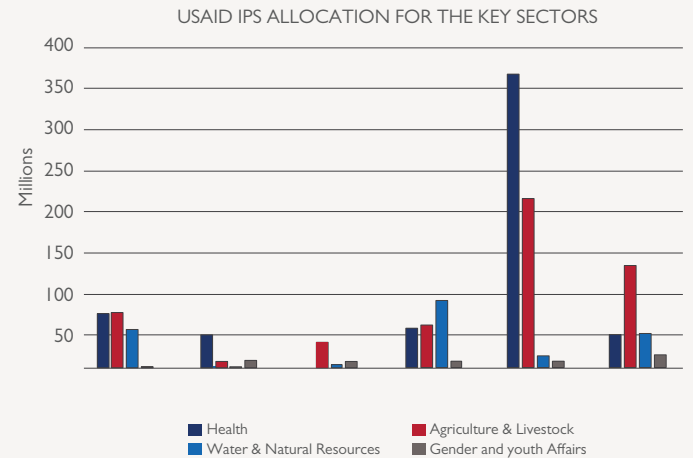
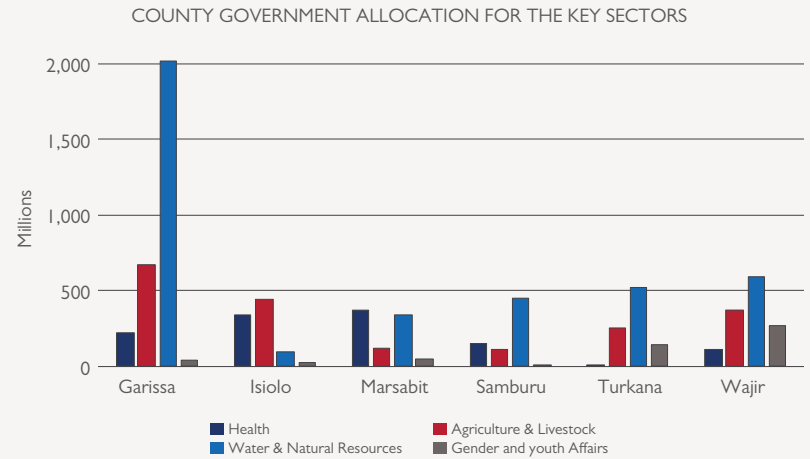
- **Improved Coordination and Reduced Duplication:** Joint work planning has fostered a coordinated approach, reduced duplication of efforts and ensured that different projects complement each other rather than overlap or compete. This has resulted in more efficient use of resources and encouraged the County government to take a leadership role in overseeing and managing development activities within their jurisdiction. As a result of JWP, all the nine ASAL counties involved have since established donor coordination units to manage all partners.
- **Strengthened Institutional Processes:** As County governments participated in planning with USAID partners, they strengthened their internal processes, such as budgeting, monitoring, and evaluation. This collaboration helps to institutionalize practices like data-driven decision-making, resource allocation, and effective monitoring systems, which are critical for long-term capacity building.
- **Enhanced Accountability and Ownership:** When County Governments are involved in the planning and implementation process, they develop a stronger sense of ownership over the projects. This ownership has increased accountability to their communities and fostered a commitment to maintaining and sustaining the programs beyond the period of external support from USAID-funded programs. It also builds trust between the County government, implementing partners, and the communities they serve.
- **Facilitated Community Engagement:** Joint work planning encouraged greater engagement with community stakeholders, as County Governments and ward-level planning committees understood local dynamics and facilitated dialogue between community members and development partners. This inclusivity ensured that interventions were community-driven, further empowering local authorities to respond effectively to community needs and priorities.

Overall, the joint work planning process has enabled County Governments to become more self-reliant, capable, and prepared to lead development efforts, which is essential for sustainable growth and resilience.





## Sector Allocation Across PREG Counties



# 3. Key Principles of Joint Work Planning

Effective Joint Work Planning (JWP) hinges on a set of guiding principles that ensure the process is inclusive, transparent, and results oriented. These principles foster collaboration among stakeholders, promote local ownership, and enable adaptive and sustainable solutions tailored to unique community needs. This chapter explores the foundational tenets that underpin successful JWP initiatives, including county ownership and leadership, inclusivity and stakeholder engagement, transparency and accountability, and flexibility and adaptability. Together, these principles provide a cohesive framework for aligning priorities, optimizing resources, and delivering impactful development outcomes.

## 3.1 County Ownership and Leadership

County ownership and leadership form the cornerstone of the JWP process, ensuring that initiatives are integrated into local governance structures and priorities rather than being perceived as externally imposed or temporary solutions. This integration promotes sustainability by aligning public, private, and non-state actor initiatives with local development goals, making them more relevant and impactful.

### Key Elements of County Ownership and Leadership

- **Sustainability and Continuity:** County-led initiatives ensure that efforts continue even after external funding ends, embedding JWP processes into governance and resource allocation structures.
- **Commitment and Resource Mobilization:** When counties allocate their own resources to JWP activities, it signals strong commitment, encouraging other stakeholders to invest and harmonize their initiatives.
- **Enhanced Coordination:** County leadership facilitates the alignment of various development efforts, ensuring transparency, accountability, and inclusivity.

By championing JWP processes, counties provide valuable insights, mobilize technical expertise, and strengthen project planning and implementation.

## 3.2 Inclusivity and Stakeholder Engagement

Inclusivity is vital for addressing the diverse needs of communities and fostering equitable development. It requires the deliberate participation of stakeholders from all demographic and socio-economic groups, ensuring that marginalized voices—including women, youth, persons with disabilities (PWDs), and minority groups—are heard and considered in decision-making processes.

### Approaches to Inclusivity:

1. **Stakeholder Mapping:** Identifying the interests, influence, and needs of different stakeholders ensures that all voices are represented effectively.
2. **Formalized Engagement Platforms:** Establishing institutionalized forums such as development committees, sector working groups, social accountability platforms, and digital engagement tools (e.g., social media and community radio) ensures continuous collaboration from the village to the county levels.
3. **Targeted Outreach and Capacity-Building:** Empowering marginalized groups through education and skills development ensures their active participation in the JWP processes.

By fostering inclusivity, JWP processes become more equitable and responsive, addressing the needs of the most vulnerable while promoting ownership and accountability.

### 3.3 Transparency and Accountability

Transparency and accountability are essential for building trust, ensuring fairness, and facilitating informed decision-making. They promote effective collaboration by giving stakeholders access to data, evidence, and insights that enable meaningful contributions to plan and implementation processes.

#### Strategies for Ensuring Transparency and Accountability:

1. **Monitoring, Evaluation, and Performance Frameworks:** Implementing standardized templates and systems to track progress and assess accountability.
2. **Clear Communication Strategies:** Sharing timely, transparent updates through regular meetings, reports, and clearly defined roles and responsibilities for all stakeholders.
3. **Feedback Mechanisms:** Establishing structured channels for regular feedback, quarterly progress reviews, and maintaining an open-access repository of reports at the county level.

By openly sharing successes, challenges, and lessons learned, stakeholders can collectively refine strategies and enhance outcomes.

### 3.4 Flexibility and Adaptability

Flexibility and adaptability are crucial for maintaining the relevance and effectiveness of JWP processes, especially in the face of changing circumstances, emerging challenges, or unforeseen risks. These principles encourage continuous learning and foster a responsive, dynamic approach to planning and implementation.

#### Methods to Promote Flexibility and Adaptability:

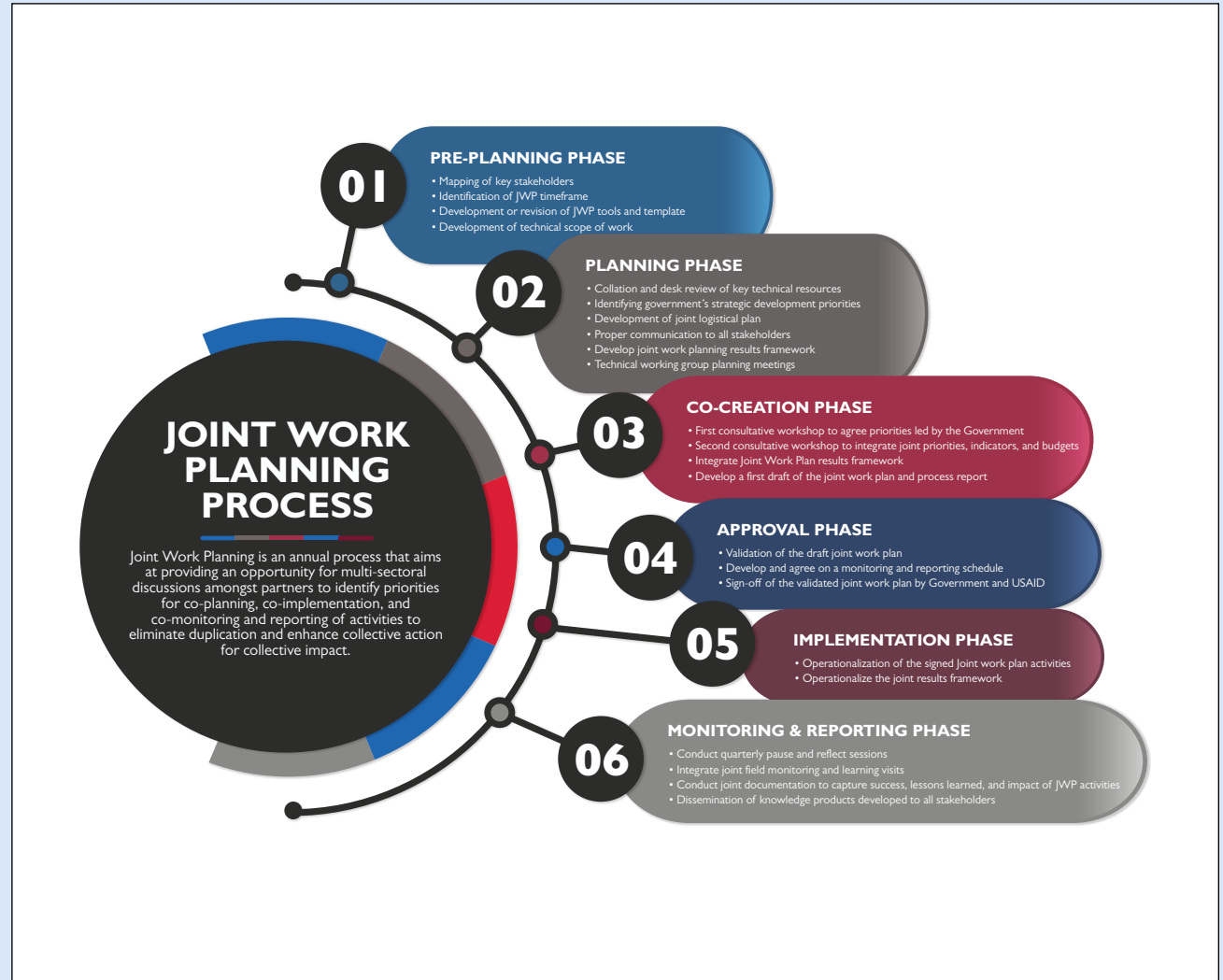
1. **Scenario Planning:** Anticipating potential changes and preparing contingency plans to mitigate risks.
2. **Responsive Feedback Mechanisms:** Continuously collecting and acting on stakeholder feedback to adapt strategies and priorities.
3. **Regular Reviews:** Periodic assessments of plans and strategies to ensure they remain relevant and effective.
4. **Technology Utilization:** Leveraging tools such as virtual meetings and collaborative software to facilitate ongoing communication and engagement across stakeholders, regardless of physical location.

Flexibility enables JWP processes to remain dynamic and responsive, ensuring they can address evolving development needs and capitalize on emerging opportunities.

The principles outlined in this chapter form the foundation for successful and sustainable JWP processes. County ownership and leadership ensure that initiatives are rooted in local priorities, fostering long-term sustainability. Inclusivity broadens participation and ensures that development interventions are equitable and responsive to diverse needs. Transparency and accountability enhance trust and collaboration, while flexibility and adaptability ensure that JWP remains relevant in dynamic contexts. By adhering to these principles, stakeholders can maximize the effectiveness and impact of JWP processes, driving meaningful and lasting development outcomes.

# 4. The Joint Work Planning Process

This chapter provides a detailed overview of the phases and essential components of the Joint Work Planning (JWP) process. It outlines the key activities within the preparatory, planning, implementation, monitoring, review, adaptation, and close-out phases. The chapter further elaborates on four critical phases: co-planning, co-implementation, co-monitoring and learning, and review, reflection, and documentation, offering a step-by-step guide for successful execution. These phases ensure that stakeholders work collaboratively, leveraging resources and optimizing efforts to achieve sustainable development outcomes. The implementation cycle comprises the following key phases.



The Joint Work Planning process endeavors to achieve the following:

- Use the opportunity as an avenue to review progress and agree on strategic areas for improvement.
- Deliberately layer programmatic activities with County priorities.
- Provide a cross-sectoral platform to identify opportunities for leveraging on what other partners are doing to eliminate duplication.
- Jointly examine data, evidence, and past progress to identify priority areas for the next fiscal year.
- Agree on a joint process of measuring progress and performance



## 4.1 The Preparatory Phase: Getting Started with Joint Work Planning

Effective JWP processes require thorough preparation. As a multi-sectoral and multi-stakeholder initiative, it is essential to conduct a comprehensive stakeholder analysis to ensure that all relevant actors are identified, engaged, and committed to the process. Recognizing that no two counties or regions are identical, the preparatory phase focuses on leveraging existing coordination frameworks and resources to create a tailored entry strategy that aligns with the unique context of each county.

The preparatory steps are designed to enhance collaboration, resource mobilization, and optimization, forming the foundation for successful implementation. Key actions include forming a Joint Work Planning Technical Working Group/Steering Committee, appointing a JWP Secretariat, and developing a detailed JWP Action Plan that outlines objectives, activities, roles, responsibilities, and timelines. Additionally, a robust Monitoring and Evaluation (M&E) Plan with clear performance indicators is necessary for tracking progress and facilitating adjustments.

### Key Preparatory Steps

#### Step 1: Establishing a JWP Inception Team

The JWP process begins with the formal initiation by the Office of the Governor, in collaboration with development partners' leadership. The County JWP team is constituted, comprising representatives from:

- Office of the County Secretary/Partnerships Coordination
- Department of Economic Affairs
- Development Partners' Leadership
- This team is responsible for establishing JWP systems and structures, facilitating smooth initiation, and ensuring all processes align with county priorities.

## Step 2: JWP Inception Team Preparatory Meetings

Once constituted, the JWP Inception Team holds preparatory meetings led by the Office of the County Secretary to develop a roadmap for rolling out the JWP processes. Key focus areas during these meetings include:

- Defining the objectives of the JWP process.
- Identifying stakeholders to involve.
- Setting up necessary institutional structures and systems.
- Developing a comprehensive action plan with roles, responsibilities, timelines, and performance indicators.
- Establishing mechanisms to track progress and make necessary adjustments.

## Step 3: Identifying Key Actors and Stakeholders

Involving all key stakeholders from the outset ensures inclusivity and fosters ownership of the JWP process. The number and type of stakeholders involved depend on the specific context of each county and the sectors supported by implementing partners (IPs). Stakeholders can be identified through existing resources such as:

- The County Steering Group (CSG) Database or County Partnerships Portal, which maintains a comprehensive list of development partners and their focus sectors.
- Formal Communication: Official letters are sent to all relevant development partners, notifying them of the JWP process and inviting them to participate actively.

**Stakeholder Mapping:** This process helps identify and select relevant stakeholders based on the following criteria:

- **Thematic Areas:** Focus on stakeholders in specific sectors (e.g., water, health, education, agriculture) with joint partner support.
- **Geographic Areas of Operation:** Include stakeholders working in various parts of the county to ensure comprehensive coverage.
- **Technical Expertise:** Involve stakeholders with the requisite technical skills and knowledge.
- **Resource Contributions:** Prioritize stakeholders who can contribute financial, human, or material resources.
- **Track Record and Credibility:** Select stakeholders with a proven history of effective participation and positive impact.

This inclusive and strategic stakeholder engagement ensures the JWP process addresses the county's development needs holistically and equitably.

## Key Outcomes of the Preparatory Phase

The preparatory phase lays the groundwork for a robust JWP process, ensuring:

- **Effective Collaboration:** All stakeholders are aligned and committed to the shared objectives of the JWP.
- **Efficient Resource Mobilization:** Leveraging financial, technical, and material resources to optimize development efforts.
- **Clear Roles and Responsibilities:** Stakeholders understand their contributions, fostering accountability and reducing duplication of efforts.
- **Tailored Planning:** The JWP process is customized to address the specific context and priorities of each county.

Through meticulous preparation, the JWP process is positioned to deliver impactful and sustainable development outcomes, enhancing service delivery and community resilience across counties.

## Laying the Groundwork

Effective Joint Work Planning begins with proper preparation, ensuring a structured and inclusive process. This phase establishes the foundational structures, engages key stakeholders, and sets the tone for collaboration.

- **Engaging Stakeholders:** To ensure meaningful stakeholder engagement and increase participation, the following strategies are critical:
- **Involve Top Leadership:** Formalize introductions and convene meetings with high-level officials.
- **Formal Nominations:** Require written nominations for participants to ensure accountability and commitment.
- **Early Cost-Sharing Commitments:** Secure resource commitments from all parties during the preparatory phase.
- **Define Roles and Responsibilities:** Clearly document the roles of all stakeholders to streamline collaboration.
- **Promote Collective Decision-Making:** Foster joint ownership and shared accountability for outcomes.

## Establishment of JWP Technical Working Group (TWG) or Steering Committee (SC)

The JWP Technical Working Group (TWG) or Steering Committee (SC) is a vital structure for institutionalizing the JWP process, ensuring consistency and oversight. Key Actions for establishment include:

- **Composition:** The TWG/SC should include 7–11 members, ensuring inclusivity, gender balance, and technical expertise. Members should hold senior positions with decision-making authority.
- **Formal Appointment:** The Governor or designated official appoints the TWG/SC following a consultative process.
- **Terms of Reference:** Clearly define the objectives, deliverables, timelines, and roles of the TWG/SC.

## CORE RESPONSIBILITIES OF TWG/SC

- Define objectives, action plans, and timelines for JWP
- Mobilize and allocate resources equitably
- Provide technical guidance
- Review and approve JWP plans, learning briefs, and reports

## MEMBERSHIP COMPOSITION:

- Office of the County Secretary
- Department of Economic Planning
- National Government (e.g., State Department of ASALs, NDMA)
- Development partners
- Civil Society Organizations (CSOs) network
- Private Sector (e.g., Kenya National Chamber of Commerce)

## Establishment of JWP Secretariat

The JWP Secretariat is a lean team of 2–3 individuals responsible for facilitating coordination, communication, and documentation.

## CORE RESPONSIBILITIES

- Coordinate stakeholder mapping and onboarding
- Maintain a JWP activity calendar
- Develop tools for planning, monitoring, and reporting
- Facilitate stakeholder forums for cross-learning and documentation
- Track progress and maintain a repository of reports
- Establish feedback mechanisms for continuous improvement

The Secretariat can be staffed through secondment or direct hiring, hosted by the Office of the County Secretary, Partnerships Coordination, or the Department of Economic Planning.

## 4.2 The Planning Phase: Building a Unified Roadmap

The planning phase focuses on identifying priority actions, developing joint action plans, and allocating resources to achieve the desired outcomes. This phase ensures alignment among stakeholders and sets the foundation for effective implementation.

### Step 1: Development and Approval of Annual Development Plans (ADPs)

- The Department of Economic Planning coordinates the creation of Annual Work Plans (AWPs) and Program-Based Budgets.
- The County Cabinet reviews and submits these plans to the County Assembly for approval.
- Once approved, sectoral action plans are developed, forming the basis for Joint Work Plans.

### Step 2: JWP Co-Creation Workshop: The JWP Co-Creation Workshop is a critical platform for harmonizing plans and budgets across stakeholders. Key outputs include:

- Joint priority areas developed using SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound).
- Joint monitoring action plans with indicators, quarterly targets, and timelines.
- Sector-based Joint Work Plans detailing cost-sharing agreements, activities, and reporting mechanisms.

### Step 3: Consolidation and Approval of Joint Work Plans

- The JWP Secretariat consolidates the agreed sectoral work plans.
- The TWG/SC reviews the consolidated plans, ensuring alignment with county priorities.
- Plans are submitted to the County Executive Committee (CEC) for final approval.
- Approved plans are signed by the County Secretary, CEC Finance & Economic Planning, and development partners' leadership.

## 4.3 The Implementation Phase: Turning Plans into Action

The implementation phase involves the execution of planned activities, regular monitoring, and adaptive management. Stakeholders collaborate to ensure that resources are effectively utilized, and challenges are addressed promptly.

### Key Activities:

- **Execution of Joint Activities:** Implementation is led by county departments and IPs, with responsibilities allocated based on cost-sharing agreements.
- **Regular Consultative Meetings:** Stakeholders convene to review progress, address challenges, and refine implementation strategies.
- **Technical Support:** TWG/SC and the Secretariat provide technical guidance and oversee quality assurance.
- **Progress Communication:** Transparent updates are shared through various platforms, ensuring community engagement and stakeholder alignment.

The preparatory, planning, and implementation phases of the JWP process provide a structured framework for collaboration, resource alignment, and effective service delivery. By leveraging diverse stakeholder expertise and fostering inclusivity, these phases ensure that development initiatives are relevant, impactful, and sustainable.



## 4.4 Monitoring, Review, and Adaptation Phase

The Monitoring, Review, and Adaptation phase is a continuous process that ensures the JWP activities remain aligned with objectives, track progress, and adapt to emerging challenges or opportunities. It involves ongoing monitoring, periodic reviews, and comprehensive evaluations to document achievements, identify challenges, draw lessons, and adjust. This approach improves efficiency, fosters accountability, and ensures the long-term impact of interventions.

### The process overview

PROCESS	FOCUS	OCCURS AT	CONDUCTED BY
Monitoring	Short-term efficiency improvement	Operational level	Internal parties
Review	Mid-term achievement of results	Organizational level	Internal/externally facilitated
Evaluation	Long-term effectiveness improvement	Impact level	External parties

### Steps in the Monitoring, Review, and Adaptation Phase

**Step 1: Continuous Monitoring and Supervision:** Effective monitoring starts with preparing a Monitoring, Review, and Evaluation Action Plan during the planning phase, including key performance indicators (KPIs) to guide implementation. Key activities include:

- **Joint Site Visits:** Observe project activities, interact with beneficiaries, and collect qualitative data.
- **Data Collection:** Use participant observations, photo/videography, and real-life stories to highlight impacts and benefits.
- **Documentation:** Maintain detailed case studies to showcase best practices and lessons learned. Monitoring findings are documented, discussed during JWP TWG meetings, and disseminated to stakeholders through various media.

### Step 2: Prepare Regular Progress Reports

Progress reports provide updates on the implementation of JWP activities. These reports include:

- Progress against planned objectives.
- Challenges encountered and how they are addressed.
- Lessons learned and corrective actions taken. Reports are prepared by the JWP Secretariat, reviewed by the TWG, and shared with all stakeholders using a standardized reporting template.

**Step 3: Organize Pause and Reflect Workshops:** These workshops are held periodically (e.g., quarterly or semi-annually) and facilitated by the JWP TWG. They focus on specific themes or the overall work planning period.

- Pause and Reflect Workshops provide an opportunity for stakeholders to:
- Step back and analyze progress.
- Share successes and challenges.
- Consolidate lessons learned to inform future actions.

### Step 4: Conduct Annual JWP Evaluations

Annual evaluations assess the effectiveness, impact, and sustainability of the JWP. Activities include:

- **Baseline Establishment:** Data is collected at the start of the JWP cycle.
- **Mid-Term Review:** Interim progress is assessed to identify achievements and gaps.
- **End-of-Cycle Evaluation:** Measures overall impact against pre-defined targets and objectives. Involving stakeholders in evaluations ensures diverse perspectives, enhances transparency, and builds collective accountability. Evaluations help refine approaches and strengthen future JWP cycles.

## Step 5: Adjust

Findings from evaluations and monitoring inform necessary adjustments to strategies, plans, and activities. To achieve this:

- Use the JWP TWG and stakeholder meetings to discuss and validate adjustments.
- Cultivate a culture of organizational learning, ensuring continuous improvement.
- Share adjustments and progress updates through various communication channels, including social media.

These adaptations ensure JWP interventions remain relevant and effective in dynamic environments.

## 4.5 The Close-Out Phase

Closing out a fiscal JWP cycle is critical to transitioning effectively into the next cycle. This phase involves the formal documentation of achievements, challenges, and lessons, as well as engaging stakeholders in a reflective review process.

### Key Activities in the Close-Out Phase

- **Document the JWP Cycle:** Develop a comprehensive end-of-phase report summarizing key activities, outcomes, and lessons. Create visual documentation such as photos, videos, and 5–10-page stories highlighting impact.
- **Host Close-Out Meetings:** Convene stakeholders to discuss the cycle's achievements and challenges. Celebrate successes and provide recommendations for the next JWP cycle.
- **Establish Feedback Loop Mechanisms:** Use the “plan-do-check-act” framework to continuously refine JWP strategies. Regularly collect and analyze data using KPIs developed during the planning phase. Share insights with stakeholders and implement necessary changes.

The feedback loop ensures that outcomes and lessons from each JWP cycle inform future strategies, fostering adaptability, alignment, and ongoing improvement.

The Monitoring, Review, Adaptation, and Close-Out phases are vital for ensuring that JWP processes deliver sustainable, impactful results. By fostering continuous learning, accountability, and inclusivity, these phases enable stakeholders to address emerging challenges, adapt strategies, and achieve long-term development objectives. This iterative approach to planning and implementation solidifies JWP as a dynamic and results-oriented framework for coordinated development.



## 5. Stakeholder Roles and Responsibilities

The success of the JWP model hinges on the coordinated participation of diverse stakeholders, each playing a vital role in driving development outcomes. Below are some of the key stakeholders and their roles.

### 5.1 County Government

The County Government plays a central role in steering the JWP process by providing leadership, aligning initiatives with county priorities, and mobilizing resources. Key participants include:

- **Office of the Governor, through the County Secretary (CS):** Provides overall coordination and oversight of the JWP process.
- **Department of Economic Planning:** Leads the planning and alignment of JWP activities with county development goals.
- **Relevant Directorates:**
  - Resource Mobilization & Partnerships: Ensures financial and technical resources are secured to support JWP activities.
  - Investment and Partnership Coordination: Facilitates partnerships to enhance economic and social development initiatives.
- **Technical Directors:** Represent key sectors, providing expertise and aligning departmental goals with JWP objectives.
- **Governor's Delivery Unit/Communications/Media:** Coordinates communication strategies to ensure transparency and stakeholder engagement.

### 5.2 National Government

The National Government ensures alignment with national policies and provides support through relevant agencies and sector officers:

- **National Drought Management Authority (NDMA):** Plays a critical role in resilience planning, drought management, and resource coordination in arid and semi-arid regions.
- **Relevant Sector Officers:** Contribute technical expertise and ensure alignment of JWP initiatives with national sectoral priorities (e.g., health, agriculture, water).

### 5.3 The National Drought Management Authority (NDMA)

NDMA plays a pivotal role in coordinating joint work planning in Kenya, particularly concerning drought risk management and resilience building. Established under the NDMA Act of 2016, the Authority is mandated to oversee all matters related to drought risk management and to establish mechanisms, either independently or in collaboration with stakeholders, to eliminate drought emergencies in the country.

- **Policy Development and Review:** NDMA is responsible for developing and reviewing the national strategy on drought management. This involves convening joint planning and prioritization forums with stakeholders to ensure a coordinated approach to drought risk management.
- **Coordination Across Sectors and Agencies:** The Authority facilitates action across various sectors and agencies at all stages of the drought cycle, both at national and county levels. This ensures that efforts are harmonized and that resources are utilized efficiently to prevent and manage drought risks.

- **Resource Mobilization and Advocacy:** NDMA engages with development partners and organized community groups to mobilize resources. It builds and sustains effective partnerships within and outside the government, identifying stakeholders interested in supporting drought management initiatives.
- **Implementation of the Ending Drought Emergencies (EDE) Strategy:** The Authority implements the EDE Common Programme Framework, which aims to strengthen alignment and coordination of investments and activities between the national government, county governments, and development partners. This collaborative approach is crucial for effective drought risk management.
- **Promotion of Networking and Learning:** NDMA fosters networking and learning among stakeholders by facilitating multi-stakeholder forums, workshops, and training sessions. These platforms enable stakeholders to share experiences, discuss challenges, and learn from each other, thereby enhancing the effectiveness of drought risk management efforts.
- **Support for Inter-County and Multi-Sector Engagement:** The Authority supports joint efforts by proactive stakeholders and communities to address drought impacts. For instance, NDMA has been involved in initiatives like the Amaya Triangle Initiative, which adopts a cross-border and ecosystem approach to drought risk management, traversing multiple counties.

Through these roles, NDMA ensures that joint work planning in Kenya is comprehensive, inclusive, and effective in mitigating the impacts of drought and building resilience among communities.

## 5.4 County Representatives

The County representatives provided local insights, aligning the framework with county-specific needs, and ensuring its relevance to ground realities. Their contributions included:

1. **Strategic Input:** Ensuring the JWP manual aligned with County Integrated Development Plans (CIDPs) and county-specific development priorities, enabling locally relevant solutions.

2. **Co-Creation:** Actively engaging in consultative sessions to co-create the manual, ensuring inclusivity and ownership by local governments.
3. **Practical Validation:** Reviewing the manual to confirm its feasibility and adaptability to the unique administrative and operational contexts of counties.
4. **Resource Optimization:** Identifying opportunities for resource pooling, co-investments, and harmonizing development interventions with county plans.
5. **Advocacy for Institutionalization:** Championing the institutionalization of the JWP process within county structures, including legislative frameworks and budget allocations.
6. **Community Representation:** Providing a bridge to community voices, ensuring the manual addresses the grassroots needs of resilience and development.

## 5.5 The Council of Governors (CoG)

The Council of Governors (CoG) plays a pivotal role in advancing Joint Work Planning (JWP) in Kenya. As the body representing the 47 county governors, CoG is uniquely positioned to facilitate collaboration, foster partnerships, and ensure effective coordination across stakeholders. Below are the key roles of the CoG in Joint Work Planning:

### I. Facilitating Intergovernmental Coordination

- **Structured Engagement:** The CoG ensures structured consultations between the national and county governments to align policies, strategies, and priorities for development planning and implementation.
- **Harmonizing Efforts:** By serving as a bridge, the CoG helps eliminate duplication of activities and fosters the pooling of resources to enhance collective impact across sectors.

## 2. Strengthening Multi-Stakeholder Partnerships

- **Promoting Collaboration:** The CoG fosters partnerships among county governments, development partners, civil society organizations (CSOs), private sector actors, and local communities to co-plan, co-implement, and co-monitor initiatives.
- **Inclusive Participation:** It ensures that all stakeholders, including marginalized groups, youth, women, persons with disabilities, and minorities, are represented in joint planning processes to address their unique needs and aspirations.

## 3. Championing Resilience and Sustainability

- **Disaster Risk Management:** The CoG supports counties in working with stakeholders to develop multi-hazard early warning systems, strengthen disaster preparedness, and enhance climate resilience through joint scenario planning.
- **Resilient Food Systems:** It facilitates collaboration to build resilient food systems by promoting structured intergovernmental efforts in food security, resource management, and disaster mitigation strategies.

## 4. Policy Advocacy and Knowledge Sharing

- **Policy Alignment:** The CoG provides a platform for counties to collectively engage in policy discussions, ensuring alignment with national priorities and global development goals, such as the UN Agenda 2030.
- **Best Practices:** It encourages the sharing of successful models and innovative approaches among counties and other stakeholders to enhance the efficiency and effectiveness of joint work planning.

## 5. Capacity Building and Resource Mobilization

- **Enhancing Skills:** The CoG supports counties in strengthening technical and institutional capacities to effectively engage in joint planning, implementation, and monitoring processes.
- **Leveraging Resources:** It advocates for and facilitates resource mobilization by connecting counties with development partners and donors to support joint initiatives.

## 6. Ensuring Accountability and Transparency

- **Monitoring and Reporting:** The CoG promotes transparent mechanisms for co-monitoring and reporting progress on joint work plans, ensuring accountability to stakeholders.
- **Fair Representation:** It emphasizes the need for inclusive decision-making processes that are transparent and equitable to build trust among all participants.

## 7. Driving Collective Impact for Devolution

- **Devolution Deepening:** The CoG sees joint work planning as a critical tool for realizing the full potential of devolution, fostering collaboration between counties and other entities to deliver impactful services.
- **Coordinated Development:** It ensures that development efforts at the county level contribute to national and international development frameworks, addressing localized needs within a broader context.

By embracing Joint Work Planning, the Council of Governors reinforces its mission to deepen devolution through consultation, coordination, and capacity building. It positions counties as leaders in fostering collaborative approaches to development, ensuring sustainable solutions that are inclusive and resilient.

### 5.6 Development Partners

Development partners provide technical expertise, funding, and coordination support:

- **Regional Development Partners:** Support JWP processes by aligning their programs with county priorities, ensuring strategic collaboration.
- **Development Resilience and Inclusive Communities (DRIC):** Plays a key role in implementing resilience-focused programs that integrate with JWP objectives.

## 5.7 Civil Society Organizations (CSOs)

CSOs are instrumental in community mobilization, advocacy, and accountability:

- **CSO Network:** Represents various local and regional CSOs that advocate for community needs and ensure inclusive participation in JWP processes.
- **Faith-Based Organizations (FBOs):** Mobilize communities, promote social accountability, and support development activities in key sectors.<sup>5.5</sup> Private Sector

The private sector drives economic development and supports resource mobilization:

- **Kenya National Chamber of Commerce (KNCC):** Represents business interests, facilitates public-private partnerships, and contributes technical and financial resources to enhance county development.

## 5.8 Community Representatives

Community representatives ensure grassroots participation, prioritizing inclusivity and equitable development:

- **Faith-Based Organizations (FBOs):** Serve as a bridge between communities and stakeholders, promoting social cohesion and development initiatives.
- **Persons Living with Disabilities (PWDs):** Advocate for inclusive planning and ensure accessibility of development programs.
- **Youth Organizations:** Represent youth interests, ensuring their participation in planning and decision-making processes.
- **Women's Organizations:** Address gender-specific needs and advocate for the empowerment of women in development activities.
- **Opinion Leaders/Senior Citizens:** Provide valuable insights, guidance, and support to foster community buy-in and ownership of JWP initiatives.

## 5.9 The backbone support organization: the USAID Resilience Learning Activity

The RLA Support Coordination Offices, embedded in PREG/SEK counties, have been instrumental in the operationalization of the forums. Specific contributions include:

### Secretariat Functions:

- Coordinating activities and facilitating communication among stakeholders.
- Supporting the planning, review, and reflection activities associated with JWP processes.

### Technical and Capacity-Building Support:

- Providing technical assistance to enhance the effectiveness of JWP processes.
- Building the capacity of stakeholders to align their initiatives with county development priorities.

### Logistical Support:

- Organizing workshops, learning events, and county-level planning sessions.
- Consolidating agreed plans, reports, and learning briefs to support knowledge sharing.

### Knowledge Management:

- Documenting best practices and success stories.
- Facilitating the dissemination and adoption of effective models across counties.

This table summarizes the critical roles played by various stakeholders in the JWP process, emphasizing their unique contributions to the collaborative framework for development planning and implementation. By leveraging the strengths of each stakeholder, the JWP model ensures efficient resource utilization, accountability, and sustainable development outcomes.

STAKEHOLDER	MAJOR ROLES
National Government	<ul style="list-style-type: none"> <li>- Provide policy guidance, particularly in areas like financial management.</li> <li>- Mobilize resources and support coordination of functions.</li> <li>- Align collaborative efforts with broader national development goals.</li> </ul>
County Governments	<ul style="list-style-type: none"> <li>- Provide policy guidance and strategic goal setting.</li> <li>- Mobilize resources and engage key stakeholders.</li> <li>- Spearhead coordination of the Joint Work Planning process.</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>- Offer technical expertise and fund projects.</li> <li>- Help coordinate Implementing Partners (IPs).</li> <li>- Participate in JWP processes, allocate resources, provide technical support, and oversee monitoring, evaluation, learning, and documentation.</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>- Participate in economic sector prioritization during the JWP process.</li> <li>- Provide resources and technical expertise.</li> <li>- Support implementation of priority development areas.</li> </ul>
Local Communities	<ul style="list-style-type: none"> <li>- Participate in prioritizing development interventions and ensuring ownership.</li> <li>- Undertake social accountability measures.</li> <li>- Contribute resources and share local knowledge.</li> </ul>
Civil Society Organizations	<ul style="list-style-type: none"> <li>- Mobilize and coordinate community participation in prioritization, implementation, review, and evaluation.</li> <li>- Supplement government efforts through resource mobilization.</li> <li>- Advocate for community needs and vulnerable groups.</li> <li>- Provide checks and balances through accountability mechanisms.</li> </ul>
Research & Learning Institutions	<ul style="list-style-type: none"> <li>- Offer technical expertise and actively participate in the JWP process.</li> <li>- Conduct research, document learning, and share lessons on innovation and adaptation.</li> </ul>
Backbone support organization - USAID Resilience Learning Activity	

This comprehensive stakeholder structure ensures that the JWP process is inclusive, collaborative, and aligned with local, national, and global development priorities. By leveraging the expertise and resources of diverse actors, the JWP model fosters effective planning, implementation, and monitoring of development initiatives, ensuring sustainable outcomes for all



## 6. Collaboration Strategies

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Collaboration is at the core of the Joint Work Planning (JWP) process, enabling stakeholders to align their efforts and resources effectively. This chapter outlines key strategies that enhance collaboration, including facilitating effective communication, building synergies, fostering trust, implementing conflict resolution mechanisms, and promoting participatory and inclusive approaches. These strategies collectively strengthen partnerships, ensure the success of development initiatives, and foster resilience at all levels.

### 6.1 Facilitating Effective Communication

Effective communication is fundamental to the success of JWP, as it ensures that stakeholders are well-informed, aligned, and engaged throughout the process. Key elements of a robust communication strategy include:

- **Understanding Information Needs:** Conduct audience analysis to identify the specific information requirements of stakeholders. This helps tailor responsive communication strategies that address their unique needs.
- **Evidence-Based Messaging:** Develop clear, purposeful messages supported by accurate data and evidence.
- **Appropriate Tools and Channels:** Use diverse communication methods such as newsletters, emails, social media (e.g., WhatsApp groups), community radio, and regular meetings.
- **Feedback Mechanisms:** Establish systems to collect stakeholder input, respond to concerns, and improve ongoing processes.
- **Regular Updates:** Provide consistent updates and progress reports to maintain transparency and accountability.

**Overcoming Barriers:** Address challenges like cultural differences, language barriers, and conflicting expectations by conducting sensitivity training, using targeted communication channels, and crafting messages that resonate with stakeholders' interests.

### 6.2 Building Synergies

Synergies in JWP ensure that stakeholders' efforts are aligned toward common goals, leading to increased efficiency and impact. Key strategies include:

- **Unified Vision:** Bring stakeholders together to develop a shared understanding of objectives, ensuring collective ownership of outcomes.
- **Leveraging Complementary Strengths:** Pool expertise, skills, and resources from diverse partners to enhance the overall effectiveness of initiatives.
- **Resource Sharing:** Foster collaboration by pooling financial, human, and material resources to maximize impact and reduce redundancies.
- **Avoiding Duplication:** Coordinate actions to prevent overlapping activities, ensuring that resources are utilized optimally and reach underserved areas.

### 6.3 Building Trust Among Stakeholders

Trust is the foundation of successful collaboration in JWP. It fosters confidence, encourages openness, and promotes transparency and accountability. Strategies to build trust include:

- **Open Communication:** Share technical and financial information, work plans, and budgets consistently and transparently.
- **Regular Updates:** Provide timely progress reports to maintain stakeholder engagement and commitment.
- **Clear Roles and Responsibilities:** Define each stakeholder's contributions and expectations to avoid misunderstandings.
- **Transparency and Accountability:** Promote information symmetry, enabling informed and collectively owned decisions.
- **Conflict Prevention:** Address potential issues proactively to sustain trust and cooperation throughout the JWP process.



## 6.4 Establishing Conflict Resolution Mechanisms

Conflict is inevitable in collaborative efforts but can be managed effectively through structured resolution mechanisms. Common sources of conflict include poor communication, unclear roles, failure to honor commitments, and power imbalances. Strategies to address these include:

- **Mediation and Neutral Parties:** Engage impartial facilitators to foster dialogue, negotiate common ground, and resolve disputes.
- **Improved Communication:** Strengthen communication channels to clarify expectations and reduce misunderstandings.
- **Constructive Dialogue:** Establish a culture of problem-solving by addressing issues early, implementing Standard Operating Procedures (SOPs), and leveraging existing conflict resolution mechanisms.
- **Dedicated Teams:** Create conflict resolution teams to manage disputes efficiently and ensure stakeholders remain focused on shared goals.



## 6.5 Adapting Participatory and Inclusive Approaches

Participation and inclusion ensure that all stakeholders, especially marginalized groups, are actively involved in the JWP process. This fosters ownership, accountability, and sustainability. Key strategies include:

- **Stakeholder Mapping:** Identify all relevant actors, including government agencies, communities, CSOs, private sector players, and marginalized groups (e.g., women, youth, persons with disabilities). Mapping ensures diverse perspectives are considered.
- **Clarity in Roles and Expectations:** Clearly define roles, responsibilities, objectives, and timelines to ensure stakeholders understand their contributions and the value they bring to the process.
- **Early Engagement:** Involve stakeholders from the initial stages of planning to ensure their interests and concerns are addressed.
- **Open Dialogue:** Create spaces for stakeholders to share ideas and concerns, ensuring that all voices, including those of vulnerable groups, are heard.

- **Capacity Support:** Provide training, tools, and resources to empower stakeholders, particularly those with limited technical expertise, to engage meaningfully in JWP processes.
- **Context-Sensitive Planning:** Adapt planning processes to local realities by considering cultural norms, communication styles, and decision-making preferences. Flexibility in scheduling meetings and accommodating local traditions fosters participation and strengthens collaboration.

Collaboration strategies are essential for achieving the goals of Joint Work Planning. By fostering effective communication, building synergies, cultivating trust, addressing conflicts, and promoting inclusivity, stakeholders can create a cohesive and impactful approach to development. These strategies ensure that JWP initiatives are not only effective but also sustainable, equitable, and responsive to the needs of all community members. Through collaboration, JWP becomes a powerful tool for driving collective action and achieving shared development goals.

# 7. Monitoring, Evaluation, Learning and Adaptation

This chapter explores the integral components of Monitoring, Evaluation, Learning, and Adaptation (MELA) within Joint Work Planning (JWP). These interconnected elements ensure the process remains dynamic, responsive, and impactful. Monitoring tracks implementation, evaluation assesses effectiveness and impact, learning identifies successes and challenges, and adaptation uses insights to refine strategies and activities. Together, MELA fosters continuous improvement, accountability, and alignment with JWP goals.

Monitoring and Evaluation (M&E) in the JWP context revolves around six essential components: inputs, activities, outputs, outcomes, and impacts. These elements form the foundation for assessing progress, guiding decision-making, and enhancing the effectiveness of JWP initiatives.

## 7.1 Monitoring

Monitoring involves systematically collecting and analyzing information to assess how well a project or program is being implemented. It provides real-time insights into progress, enabling timely interventions to address challenges.

- **Data Collection and Reporting:** Regular collection of both quantitative and qualitative data ensures comprehensive tracking of project performance. This includes metrics such as the number of projects completed, budget utilization, stakeholder satisfaction, and feedback.
- **Performance Tracking:** Monitoring compares planned activities, timelines, and outputs against actual performance, ensuring efficient use of resources to meet JWP goals.
- **Indicator-Based Monitoring:** Predefined indicators, established during the planning phase, guide monitoring. These indicators assess service delivery, stakeholder engagement, project outcomes, and resource utilization.
- **Real-Time Adjustment:** Monitoring facilitates adaptive management by allowing stakeholders to respond promptly to challenges, delays, or unforeseen circumstances, ensuring flexibility and responsiveness.
- **Transparency and Accountability:** Regular progress reports maintain transparency and accountability, creating trust among stakeholders and ensuring alignment with agreed objectives.





## 7.2 Evaluation

Evaluation provides a systematic and objective assessment of a project's relevance, efficiency, effectiveness, impact, and sustainability. It incorporates lessons learned to inform future decision-making and improve project outcomes.

**Purpose and Scope:** Clear objectives and boundaries guide the evaluation, focusing on thematic areas, geographic locations, and target populations. Evaluations assess whether JWP objectives are being met and identify areas for improvement.

Evaluation criteria include:

- **Relevance:** Alignment with stakeholder needs and priorities.
- **Coherence:** Compatibility with other interventions.
- **Effectiveness:** Achievement of planned outcomes.
- **Efficiency:** Optimal use of resources.
- **Impact:** Long-term changes and effects.
- **Sustainability:** Continuity of benefits post-support.

**Data Collection and Analysis:** Evaluations use qualitative and quantitative methods, such as surveys, interviews, focus groups, and document reviews, ensuring diverse perspectives inform findings.

**Stakeholder Engagement:** Involving stakeholders ensures evaluations reflect diverse perspectives, fostering inclusivity and accountability.

**Reporting:** Evaluation findings are compiled into comprehensive reports, highlighting key insights, actionable recommendations, and lessons learned to guide future planning.

## 7.3 Learning

Learning involves systematically reviewing successes, challenges, and trends to inform ongoing and future activities. Effective learning mechanisms include:

- **Pause and Reflect Sessions:** Regular sessions to discuss progress, consolidate learning, and adjust plans based on evidence.
- **Knowledge Fairs:** Platforms for sharing best practices and fostering cross-learning.
- **Community Engagement Forums:** Opportunities to incorporate community insights and experiences.
- **Capacity Building:** Training stakeholders in data analytics, documentation, and innovative approaches ensures continuous improvement and enhances the overall JWP process.

## 7.4 Adaptation

Adaptation ensures JWP processes remain flexible and responsive to changing circumstances and emerging challenges. Regular reviews and stakeholder engagement are crucial for adapting plans effectively.

**Feedback Loops:** Feedback loops integrate stakeholder input into planning and implementation, enabling real-time adjustments. Mechanisms include:

- Surveys and questionnaires.
- Community conversations and focus group discussions.
- Online platforms for data collection and analysis.

**Real-Time Adjustments:** Feedback informs actionable steps, such as revising objectives, reallocating resources, or altering project activities to better align with stakeholder needs.

**Challenges and Solutions:** Common challenges, such as financial constraints and institutional gaps, can be addressed by:

- Allocating dedicated resources.
- Enhancing data analytics capacity.
- Promoting accessibility through language and cultural considerations.

**Documenting Best Practices and Lessons Learned:** Creating a repository of best practices and lessons ensures knowledge is accessible for future initiatives. Key actions include:

- Standardizing templates for documentation.
- Identifying practices based on transformation, impact, and sustainability.
- Utilizing platforms like the Kenya School of Government and Council of Governors' Maarifa Centre for dissemination.

**Incorporating Adaptive Practices:** Regularly reviewing and revising plans ensures JWP remains relevant and impactful. Successful examples include:

- Redirecting resources for disaster response.
- Transitioning from food aid to cash transfers and resilience programming.
- Addressing capacity gaps through targeted training and support.

MELA is an essential component of JWP, ensuring accountability, responsiveness, and continuous improvement. By integrating monitoring, evaluation, learning, and adaptation into every phase of the process, JWP fosters collaboration, enhances decision-making, and achieves sustainable development outcomes.



## 8. Sustainability and Institutionalization

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This chapter explores strategies for ensuring the sustainability and institutionalization of Joint Work Planning (JWP). These strategies include embedding JWP into county systems, establishing long-term funding mechanisms, and building capacity for sustained implementation. Effective institutionalization and sustainability efforts ensure that JWP initiatives remain impactful and relevant beyond the initial support phases.

### 8.1 Embedding Joint Work Planning into County Systems

Embedding JWP into county systems ensures that collaborative processes become a formal part of county planning and governance.

#### Institutionalization Through Policy and Legal Frameworks

- **Alignment with County Development Plans:** Embedding JWP within County Integrated Development Plans (CIDPs) and other strategic frameworks ensures it becomes part of the official county agenda.
- **Policy Advocacy:** Counties should create or amend policies to formally adopt JWP as a standard practice for inter-sectoral initiatives.
- **Budget Allocations:** Counties should establish dedicated budget lines for JWP to underscore its importance and ensure adequate funding.

#### Coordination Structures and Joint Committees

- **Formation of JWP Committees:** Establish county-level JWP committees or task forces comprising representatives from key departments and partners to oversee and manage JWP processes.
- **Alignment with National Government:** Foster coordination between counties and national government agencies to align joint planning with broader policies and objectives.
- **Integration Into M&E Systems:** Embed JWP within county Monitoring and Evaluation (M&E) frameworks to track progress and ensure accountability.

#### Building Broad Ownership Among Stakeholders

- **Community Involvement:** Engage local communities, civil society organizations (CSOs), and the private sector to ensure JWP addresses their needs and priorities.
- **Engagement With County Assemblies:** Secure legislative backing by involving county assemblies in the planning process to institutionalize JWP in governance structures.
- **Private Sector Engagement:** Encourage private sector participation in joint planning, leveraging resources, expertise, and innovation for sustainability.

#### Long-Term Funding Strategies

- Sustained funding is critical for the success of JWP initiatives. Multiple funding strategies can be employed to ensure financial sustainability.

#### Integration Into Government Budgets

- Incorporate JWP into county and national budgets by aligning it with development priorities.
- Establish sector-specific budget lines to support collaborative planning and implementation efforts.

#### Public-Private Partnerships (PPPs)

Engage private sector stakeholders to support JWP activities that align with corporate social responsibility goals or business interests.

Explore long-term investments in areas like infrastructure and agriculture that can contribute to JWP funding.

## Donor and Development Partner Support

- Secure multi-year funding commitments from donors to ensure the stability of long-term projects.
- Align JWP initiatives with donor priorities to maximize funding opportunities.
- Establish pooled funding mechanisms for greater resource stability and reduced fragmentation.

## County Revenue Generation and Diversification

- Invest in revenue-generating activities such as tourism, local businesses, or agricultural projects, and reinvest proceeds into JWP initiatives.
- Introduce innovative taxation models, like levies on industries benefiting from joint initiatives, to generate sustainable income.

## Cost-Sharing Models

- Adopt cost-sharing arrangements where counties, partners, and stakeholders jointly contribute resources.
- Leverage in-kind contributions such as technical expertise or equipment from stakeholders to reduce financial burdens.

## Capacity Building for Resource Mobilization

- Train county officials to identify and secure funding opportunities from grants, PPPs, and international aid.
- Engage local communities in fundraising efforts through savings groups, crowdfunding, and in-kind contributions.

## Building Capacity for Sustained Implementation

Capacity-building initiatives are critical for equipping counties and partners with the skills and resources needed for long-term JWP implementation.

## Enhancing Capacity

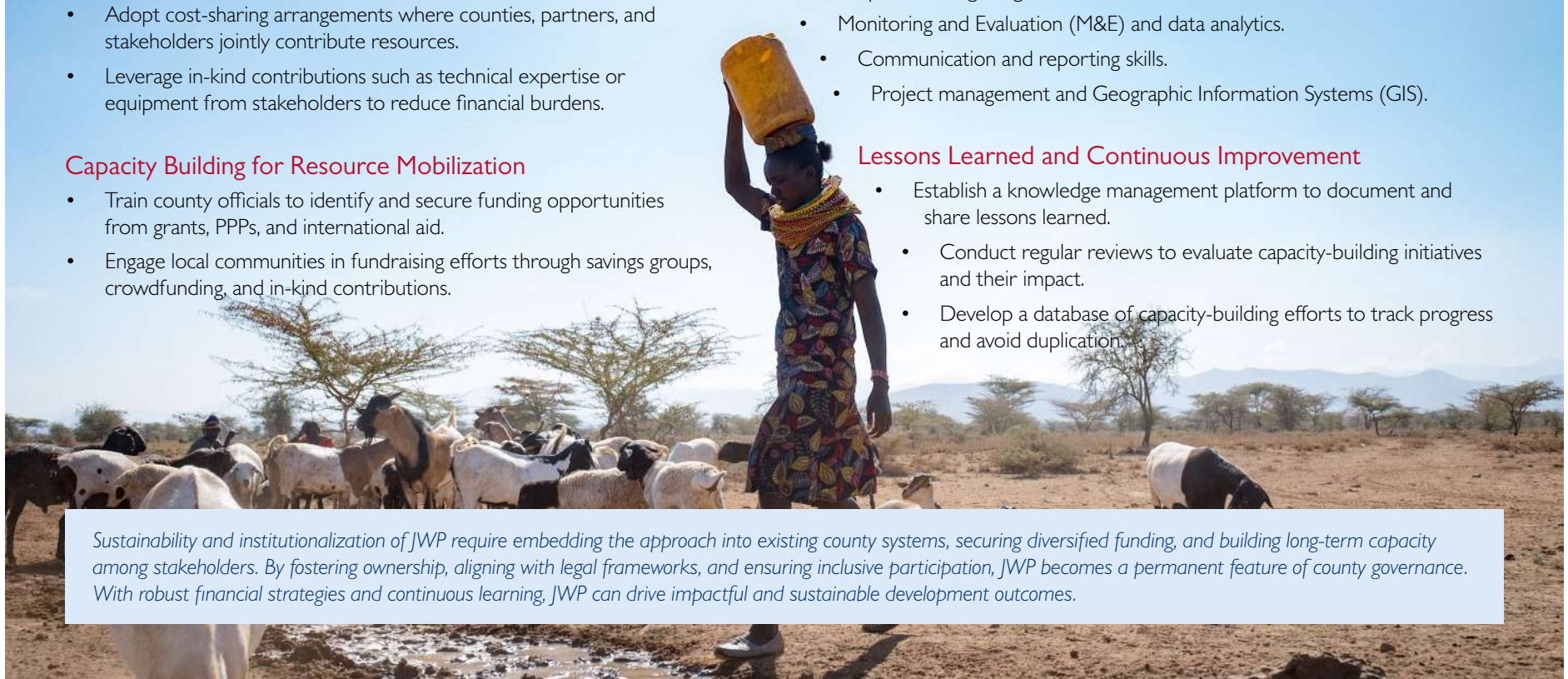
- Provide counties with tools, equipment, and human resources to support effective JWP coordination.
- Conduct capacity needs assessments to identify gaps and focus training efforts where they are most needed.
- Develop on-the-job training programs and mentoring initiatives to build practical skills.

Key Skills and Competencies that Counties and partners need training in:

- Proposal writing for grants and resource mobilization.
- Monitoring and Evaluation (M&E) and data analytics.
- Communication and reporting skills.
- Project management and Geographic Information Systems (GIS).

## Lessons Learned and Continuous Improvement

- Establish a knowledge management platform to document and share lessons learned.
- Conduct regular reviews to evaluate capacity-building initiatives and their impact.
- Develop a database of capacity-building efforts to track progress and avoid duplication.



*Sustainability and institutionalization of JWP require embedding the approach into existing county systems, securing diversified funding, and building long-term capacity among stakeholders. By fostering ownership, aligning with legal frameworks, and ensuring inclusive participation, JWP becomes a permanent feature of county governance. With robust financial strategies and continuous learning, JWP can drive impactful and sustainable development outcomes.*

# 9. Tools and Methodologies

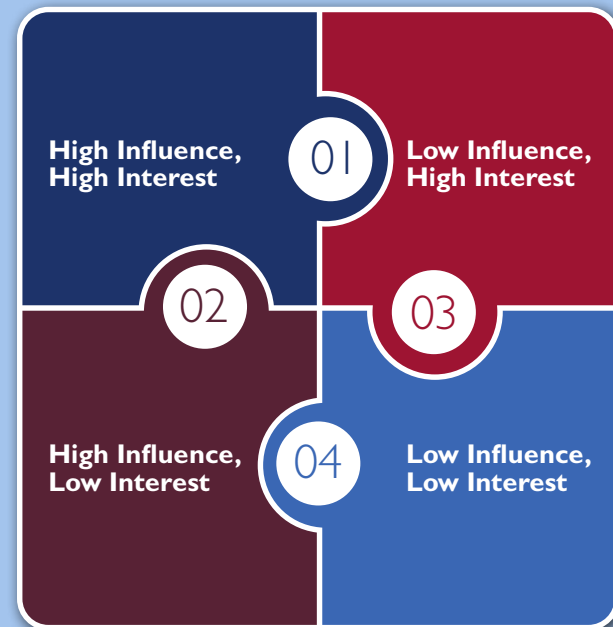
## 9.1 Preparatory Phase

Effective stakeholder analysis is essential for identifying and engaging relevant actors in the Joint Work Planning (JWP) process.

### Stakeholder Mapping Categories

- **Stakeholder Category:** Identifies whether the stakeholder is part of the government, private sector, civil society, or development partner network.
- **Role/Responsibility:** The specific contributions and roles of each stakeholder in the JWP process.
- **Interest in JWP:** This reflects how much the stakeholder is directly invested in the outcomes of the JWP process.
- **Level of Influence:** The degree to which the stakeholder can affect decisions or outcomes within the JWP process.
- **Level of Involvement:** Identifies how actively the stakeholder should be engaged throughout the planning and implementation stages.
- **Communication Strategy:** Recommended methods for maintaining regular communication and ensuring stakeholder involvement.
- **Key Contact Person:** The designated person who represents the stakeholder in the JWP process.
- **Remarks:** Any additional relevant information or considerations for engaging that stakeholder.

We recommend the stakeholder mapping matrix - a visual tool that helps categorize stakeholders based on their influence and interest in the JWP process. This matrix allows for a clear, organized view of stakeholders, ensuring that the roles, communication, and levels of involvement are well-defined, making the JWP process efficient and collaborative. It employs an X- and Y-axis with variables such as low-high influence and low-high interest, creating four quadrants:



STAKEHOLDER	CATEGORY	ROLE/ RESPONSIBILITY	INTEREST IN JWP	LEVEL OF INFLUENCE	LEVEL OF INVOLVEMENT	COMMS STRATEGY	KEY CONTACT PERSON	REMARKS
County Government	Government	Co-creation, co-financing, co-implementation, joint monitoring & evaluation	High	High	Active participant in all phases	Regular updates through county meetings, email communication, and quarterly reviews	[Name, Title, Contact Information]	Ensure full alignment with County Integrated Development Plans (CIDP)
USAID Kenya and East Africa Mission	Donor/Partner	Provides financial support, oversight, and technical expertise	High	High	Strategic oversight, approvals	Monthly progress reports, bi-annual review meetings	[Name, Title, Contact Information]	Key decision-maker and funding source
USAID Implementing Partners	Implementing Partners	Design and implement interventions, coordinate activities, contribute resources	High	High	Key player in execution and monitoring	Bi-weekly coordination meetings, email communication, sharing of monitoring data	[Name, Title, Contact Information]	Work closely with county leadership on local initiatives
Kenya School of Government (KSG)	Training & Capacity Building	Supports capacity building and knowledge transfer	High	High	Provides training on JWP methodology	Periodic workshops and training sessions	[Name, Title, Contact Information]	Critical for scaling JWP training
National Drought Management Authority (NDMA)	Government Agency	Lead role in managing drought responses and resilience strategies	High	High	Supports integration of drought resilience into JWP	Regular coordination meetings and advisory sessions	[Name, Title, Contact Information]	Ensure drought resilience is a key priority in JWP
Private Sector Partners	Private Sector	Invest in infrastructure, finance, and innovation	High	High	Provide support and innovation for projects	Engagement through public-private partnerships (PPPs), email communication	[Name, Title, Contact Information]	May include investors and business owners in agriculture, water, and infrastructure sectors
Community Representatives	Community	Provide local knowledge and priorities for development	High	High	Provide ground-level insights and feedback	Focus group discussions, local forums, surveys	[Name, Title, Contact Information]	Essential for ensuring JWP reflects community needs
Non-Governmental Organizations (NGOs)	Civil Society	Facilitate service delivery, advocacy, and support implementation	High	Medium	Key player in development, monitoring, and advocacy	Coordination through regular partner meetings, project reporting	[Name, Title, Contact Information]	Engage in both advocacy and direct service provision
National Government Ministries/ Departments	Government	Provide technical assistance, align policies, ensure regulatory support	High	High	Facilitate alignment with national policies	Cross-government task force meetings, official reports	[Name, Title, Contact Information]	Ensure JWP initiatives comply with national standards and policies



## 9.2 Planning Phase

**Joint Work Planning Template:** The JWP template aligns county priorities with implementation partner commitments:

- **County Priorities:** Comprehensive and reflective of the Annual Development Plan (ADP).
- **Partner Commitments:** Addresses resource gaps and aligns with the county's overarching goals.

The template should outline:

- **Goals and Objectives:** Clearly articulated and aligned with SMART criteria.
- **Activities:** Linked to objectives and detailed for effective monitoring and evaluation.

**Budget Template:** The budget template outlines financial requirements for each activity and captures stakeholders' cost-share contributions. This ensures transparency in resource allocation and accountability in financial planning.

**Geographic Information Systems (GIS) and Data Visualization Tools:** Geographic Information Systems (GIS) and data visualization tools are powerful resources that enhance the Joint Work Planning (JWP) process by providing actionable insights, promoting evidence-based decision-making, improving resource allocation, and fostering collaboration. These tools allow

partners to analyze, present, and share complex data effectively, ensuring that development initiatives are aligned with community needs and priorities.

- **Supporting Evidence-Based Decision-Making:** GIS and data visualization tools enable stakeholders to make informed decisions by providing accurate, spatially referenced data on various development indicators.
- **Data Integration and Analysis:** GIS can integrate diverse datasets, such as population demographics, healthcare access points, infrastructure networks, and climate conditions, to provide a holistic view of a region's needs.
- **Trend Identification:** Visualizing trends such as disease outbreaks, malnutrition rates, or migration patterns helps stakeholders anticipate challenges and tailor interventions effectively.
- **Scenario Planning:** GIS allows for modelling and analyzing different scenarios, such as the impact of resource allocation on underserved areas, helping partners choose the most effective strategies.



**Enhancing Resource Allocation and Prioritization:** GIS and data visualization tools help identify gaps and overlaps in resource allocation, ensuring that resources are distributed equitably and effectively.

- **Mapping Resource Distribution:** GIS can pinpoint areas where resources such as health services, education facilities, or water points are concentrated, highlighting underserved regions that require more attention.
- **Layering Interventions:** GIS facilitates the layering of partner activities by showing where different sectors (e.g., water, health, agriculture) are working, enabling better integration and synergy.
- **Budget Optimization:** By visualizing costs and benefits spatially, GIS aids in allocating budgets where they will have the most significant impact.

**Strengthening Stakeholder Collaboration:** GIS and visualization tools enhance communication and coordination among partners by providing a common platform for sharing insights and aligning efforts.

- **Shared Visual Platforms:** Interactive GIS dashboards and data visualization tools allow all stakeholders to view and interact with the same data, promoting transparency and collective decision-making.
- **Collaboration in Planning:** Partners can use GIS maps to collaboratively plan activities, ensuring alignment with county priorities and avoiding duplication of efforts.
- **Community Engagement:** Visualization tools can be used in participatory planning sessions to engage communities, making complex data more accessible and enabling informed input.

**Monitoring and Evaluation:** GIS and data visualization tools provide robust capabilities for tracking the progress and impact of joint initiatives.

- **Real-Time Monitoring:** GIS can track the implementation of activities in real time, providing updates on progress and highlighting areas that need adjustments.
- **Impact Assessment:** Visualization tools can overlay baseline and endline data to show the impact of interventions, such as improved water access or reduced disease prevalence.

- **Performance Indicators:** GIS allows for spatial tracking of performance indicators, such as the proximity of communities to services or the reach of agricultural extension programs.

**Facilitating Transparency and Accountability:** Using GIS and data visualization tools promotes transparency and accountability by making data accessible and understandable to all stakeholders.

- **Open Data Sharing:** Partners can share GIS maps and visual dashboards with stakeholders and the public, ensuring transparency in resource allocation and project outcomes.
- **Accountability Mechanisms:** Visualization tools provide clear evidence of progress and gaps, enabling stakeholders to hold each other accountable for commitments and actions.
- **Feedback Integration:** Community feedback can be geo-referenced and visualized, allowing for real-time inclusion of beneficiary perspectives in the planning process.

**Disaster Risk Management and Resilience Building:** GIS plays a crucial role in disaster preparedness and resilience building, which are critical components of development planning in vulnerable areas.

- **Risk Mapping:** GIS can identify areas prone to drought, flooding, or conflict, enabling proactive interventions.
- **Emergency Response:** Visualization tools can help map and coordinate disaster response activities, ensuring resources reach affected communities efficiently.
- **Climate Adaptation Planning:** GIS can analyze climate data to inform resilience strategies, such as identifying suitable areas for drought-resistant crops.

**Simplifying Complex Data for Stakeholders:** GIS and visualization tools simplify complex datasets, making them more accessible to stakeholders with varying technical expertise.

- **User-Friendly Dashboards:** Interactive dashboards allow stakeholders to explore data through filters, layers, and visual comparisons, enhancing their understanding of key issues.
- **Visual Storytelling:** Maps, charts, and graphs make data more compelling and easier to communicate to diverse audiences, including policymakers, donors, and community members.

### Examples of GIS and Data Visualization Applications in JWP

- **Health Mapping:** Identifying areas with limited access to healthcare facilities and prioritizing interventions accordingly.
- **Agricultural Planning:** Mapping soil types, rainfall patterns, and irrigation infrastructure to guide agricultural extension services.
- **WASH Interventions:** Visualizing water point distribution and quality to target underserved areas for water, sanitation, and hygiene (WASH) programs.
- **Education Access:** Mapping the location of schools and student populations to optimize educational resources and infrastructure.

GIS and data visualization tools are integral to the JWP process, offering capabilities that enhance planning, coordination, and decision-making among partners. By providing spatial insights, improving resource allocation, and fostering collaboration, these tools ensure that joint initiatives are evidence-based, inclusive, and impactful. Their integration into JWP processes represents a significant step toward achieving sustainable and equitable development outcomes.

## 9.3 Monitoring, Review, and Evaluation Phase Tools

The JWP monitoring and evaluation framework includes:

- **Indicators:** Process, output, outcome, and impact indicators.
- **Data Collection Methods:** Surveys, interviews, and administrative records.
- **Evaluation Criteria:** Relevance, efficiency, effectiveness, impact, and sustainability.

It acts as a blueprint for continuous progress assessment and accountability.

### 9.3.1 Tools

#### **Key informant interview (KII) guide that consists of:**

- **Introduction:** Outlining interview purpose and objectives.
- **Structured Questions:** Eliciting detailed insights on JWP processes. This tool gathers qualitative data from experts, technical personnel, and decision-makers.

#### **In-depth Interview Guide: Designed for one-on-one interviews, this guide facilitates:**

- **Exploration of Insights:** Deep discussions on stakeholder experiences.
- **Systematic Approach:** Ensures consistency across interviews and rich qualitative data.

#### **Focus Group Discussion (FGD) Guide that support structured group discussions. It includes:**

- **Introduction:** Sets the context for participants.
- **Open-Ended Questions:** Encourages interaction and detailed exploration of topics.
- **Consistency Across Sessions:** Ensures all areas are addressed comprehensively.



**Joint Monitoring Visits:** Joint monitoring visits involve stakeholders participating in field trips to observe project activities, verify data, and gather firsthand insights. These visits foster transparency, build trust, and provide stakeholders with a deeper understanding of project activities, achievements, and challenges.

**Baseline and End-line Surveys:** Baseline surveys establish benchmarks at the start of a project, while end-line surveys measure changes at its conclusion. Together, they assess progress, impact, and the effectiveness of interventions over time, offering critical insights for data-driven decision-making.

**Reporting Templates:** Standardized reporting templates ensure systematic and continuous documentation of JWP activities. They outline progress, challenges, and achievements at regular intervals, promoting consistency in communication and accountability.

**Learning Forums/Workshops:** Learning forums and workshops bring stakeholders together to discuss insights and findings from JWP processes. These

events promote active participation, consensus building, and continuous learning, creating a space for collective problem-solving and adaptation.

**Learning Briefs:** Learning briefs are concise, focused documents summarizing key findings, achievements, challenges, and lessons learned from JWP activities. These briefs provide decision-makers with actionable insights and recommendations for improvement and adaptation.

**Community Engagement Barazas/Town Hall Meetings:** Barazas, or traditional community meetings, and town hall gatherings engage local populations in culturally appropriate ways. These forums foster trust, inclusivity, and transparency by allowing communities to share their views, receive updates, and contribute to project outcomes.

**Social Media Platforms:** Platforms like Facebook, X (formerly Twitter), and WhatsApp serve as powerful tools for disseminating information, engaging stakeholders, and enhancing outreach. They enable real-time interaction and foster a wider audience reach for JWP activities.

**Regular Updates:** Providing stakeholders with regular updates through newsletters, digital platforms, and meetings ensures that they remain informed and engaged. Regular updates enhance transparency, accountability, and trust among all parties involved.

**Feedback Mechanisms:** Establishing feedback mechanisms allows stakeholders to voice their perspectives and concerns on project activities and M&E processes. This input enhances the relevance, effectiveness, and responsiveness of JWP interventions, ensuring alignment with stakeholder needs.

**Shared Learning Platforms:** Creating digital platforms such as WhatsApp groups or LinkedIn networks enables stakeholders to exchange lessons learned, share best practices, and celebrate success stories. These platforms promote knowledge sharing, collaboration, and continuous improvement across all levels of the JWP process.

By integrating these methodologies into JWP processes, stakeholders can ensure a robust M&E system that fosters transparency, accountability, inclusivity, and continuous learning.

## 9.4 Pause and Reflect Sessions

Pause and Reflect sessions are designated moments during a project's life cycle where stakeholders step back from regular activities to evaluate progress, challenges, and lessons learned. These sessions are integral to fostering continuous improvement and strategic alignment. By reviewing achievements against objectives, identifying emerging risks or challenges, and adjusting strategies accordingly, these sessions enable teams to remain adaptive and responsive.

These sessions encourage open communication, knowledge sharing, and critical reflection among stakeholders, creating a culture of learning and adaptability. This process enhances performance optimization, decision-making, and alignment with project goals. Regular Pause and Reflect sessions provide a structured opportunity to recalibrate efforts, ensuring the project's objectives remain achievable and relevant in dynamic environments.

Participatory Beneficiary Satisfaction Surveys (PBSS) are dynamic tools designed to gauge the satisfaction levels of beneficiaries with services, programs, or interventions they have received. Distinctly participatory, these surveys involve beneficiaries in evaluating their experiences, ensuring their voices are central to assessing program effectiveness and impact.

PBSS are systematic, employing structured questions that cover various aspects of service delivery, including accessibility, quality, responsiveness, and perceived outcomes. By engaging beneficiaries directly, these surveys provide authentic feedback, offering unique insights that can guide program improvements and adaptations. This approach also empowers beneficiaries by making them active contributors to the evaluation process, fostering a sense of ownership and shared responsibility for outcomes. The insights gathered from PBSS inform decision-making, enhance accountability, and promote responsive service delivery. By aligning program strategies with beneficiary needs and expectations, PBSS strengthen the overall impact and relevance of interventions.

## 9.5 Social Audits

Social audits are systematic evaluations of an organization's social and ethical performance, focusing on adherence to ethical standards, legal requirements, and societal norms. Unlike financial audits that focus solely on economic factors, social audits delve into the broader impacts of an organization's activities, such as environmental sustainability, corporate social responsibility (CSR) initiatives, and ethical practices. These audits involve reviewing policies, practices, and outcomes while engaging with stakeholders like employees, communities, and consumers. Social audits enhance transparency and accountability by assessing whether an organization's activities align with its stated commitments and societal expectations.

By promoting responsible practices and sustainability, social audits help build trust among stakeholders and reinforce organizational credibility. They serve as a critical tool for organizations to identify areas of improvement, adapt to evolving societal demands, and ensure their operations contribute positively to their communities and the environment.

# 10. Annexes

## 10.1 Templates for Joint Work Planning (Planning, Budgeting, M&E)

### Joint Work Planning Template

This template is designed to streamline and document the collaborative planning process between USAID and government partners, ensuring alignment of priorities, resource sharing, and effective monitoring of activities.

#### SECTION 1: GENERAL INFORMATION

Category	Details
<b>JWP Title</b>	[Insert the title of the JWP initiative]
<b>Geographical Scope</b>	[Specify the county/sub-county/region]
<b>Lead Agency/Organization</b>	[Insert the lead agency/organization responsible]
<b>Partner Organizations</b>	[List all participating partners]
<b>Start Date</b>	[Insert start date]
<b>End Date</b>	[Insert end date]
<b>Reporting Period</b>	[Define reporting frequency: quarterly, bi-annually, etc.]

#### SECTION 2: OBJECTIVES AND PRIORITIES

Objective	Priority Area
<b>[Insert objective #1]</b>	[Corresponding priority area]
<b>[Insert objective #2]</b>	[Corresponding priority area]

#### SECTION 3: JOINT ACTIVITIES AND IMPLEMENTATION PLAN

Activity	Description	Lead Organizations	Supporting Organizations	Timeline	Expected Output/ Outcome
[Insert activity name]	[Brief description]	[Lead agency]	[Supporting agencies]	[Start-End date]	[Define outputs/outcomes]
[Insert activity name]	[Brief description]	[Lead agency]	[Supporting agencies]	[Start-End date]	[Define outputs/outcomes]
[Insert activity name]	[Brief description]	[Lead agency]	[Supporting agencies]	[Start-End date]	[Define outputs/outcomes]

## SECTION 4: RESOURCE ALLOCATION

Resource Type	Source/Provider	Contribution (Amount/Kind)	Recipient/Utilization Plan
Financial Resources	[Specify funder]	[Indicate amount in USD/KES]	[Define usage]

## SECTION 5: MONITORING AND EVALUATION (M&E) PLAN

Indicator	Definition	Baseline Value	Target Value	Data Source	Frequency of Collection	Responsible Entity
[Insert indicator #1]	[Describe what it measures]	[Insert baseline]	[Insert target]	[Define source]	[Frequency]	[Responsible entity]

## SECTION 6: RISK MANAGEMENT

Risk Identified	Impact	Mitigation Strategy	Responsible Entity
[e.g., delays in funding]	[Define potential impact]	[Provide mitigation measures]	[Specify entity]

## SECTION 7: REVIEW AND REPORTING

Milestone/Deliverable	Review Date	Responsible Parties	Progress Notes/Status
[Define key deliverables]	[Specify timelines]	[List responsible parties]	[Track status]

## SECTION 8: APPROVALS

Name	Title	Organization	Signature	Date
[Insert signatory #1]	[Insert title]	[Insert organization]		

## SECTION 9: ANNEXES

Attach any relevant documents, templates, maps, schedules, or additional resources.

## Joint Work Planning Budget Template

Project Title: \_\_\_\_\_

County Name: \_\_\_\_\_

Implementing Partner(s): \_\_\_\_\_

Budget Year: \_\_\_\_\_

Date of Submission: \_\_\_\_\_

ACTIVITY/PROJECT COMPONENT	DESCRIPTION	COUNTY GOVERNMENT CONTRIBUTION	USAID IMPLEMENTING PARTNER CONTRIBUTION	TOTAL ESTIMATED COST	COMMENTS
<b>1. Planning and Coordination</b>	Overview of joint planning activities, coordination meetings, and workshops.	\$X,XXX	\$X,XXX	\$X,XXX	
<b>2. Capacity Building &amp; Training</b>	Training sessions for county and partner staff on JWP, resilience, and resource management.	\$X,XXX	\$X,XXX	\$X,XXX	Include number of participants and duration

### TOTAL BUDGET:

- County Government Contribution: \$XX,XXX
- USAID Implementing Partner Contribution: \$XX,XXX
- Total Estimated Cost: \$XX,XXX

### APPROVALS AND SIGNATURES:

County Representative Name & Title:

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

USAID Implementing Partner Representative Name & Title:

Signature \_\_\_\_\_ Date: \_\_\_\_\_



## Joint Work Planning Monitoring and Evaluation Template

This template serves as a comprehensive tool to track the progress of joint activities, ensuring accountability, continuous improvement, and the effective monitoring of activities aimed at achieving long-term resilience and sustainability for local communities.

### I. OVERVIEW

Activity Name	Implementing Partner	County Government	Date	Location	Activity Duration	Activity Type

### 2. ACTIVITY OBJECTIVES

Objective	Description

### 3. KEY PERFORMANCE INDICATORS (KPIs)

KPI	Target	Baseline	Measurement Unit	Data Source

### 4. PLANNED OUTPUTS AND DELIVERABLES

Output/Deliverable	Target Completion Date	Responsible Party	Status	Remarks

## 5. IMPLEMENTATION PROGRESS

Activity	Progress Made	Completion Percentage	Challenges/Barriers	Solutions/Actions Taken
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## 6. MONITORING AND EVALUATION

Indicator	Target	Actual Achievement	Variance	Evaluation Criteria	Date of Evaluation
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## 7. STAKEHOLDER INVOLVEMENT AND COORDINATION

Stakeholder	Role	Level of Engagement (High/Medium/Low)	Frequency of Engagement
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## 8. RESULTS AND IMPACT ASSESSMENT

Outcome/Impact	Measurement Method	Results/Impact Achieved	Sustainability	Next Steps
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## 9. RECOMMENDATIONS FOR IMPROVEMENT

Recommendation	Responsible Party	Timeline	Priority (High/Medium/Low)
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## Joint Work Planning, Learning Capture, Reporting, and Adaptive Management Template

This template allows for continuous capture of learning, monitoring of progress, and adaption of activities to improve the outcomes and the overall implementation of JWP. This can be adapted for specific needs, whether for tracking milestones, documenting lessons learned, or adjusting strategies based on data and insights gathered during the process.

### I. PROJECT OVERVIEW

- Project Name
- Purpose/Goals
- Start Date
- End Date
- Key Stakeholders

### 2. WORK PLAN

Objective	Activities	Responsible Party	Timeline	Resources Needed	Expected Outputs
Objective 1	Activity 1	[Name/Team]	Start-End Date	Budget/Tools/Other	Specific Deliverables
	Activity 2	[Name/Team]	Start-End Date		
Objective 2	Activity 1	[Name/Team]	Start-End Date	Budget/Tools/Other	Specific Deliverables

### 3. LEARNING CAPTURE FRAMEWORK

Learning Question	Methods to Capture Learning	Timing	Responsible Party	Expected Use
What worked well?	Surveys, Focus Groups	Quarterly	[Name/Team]	Inform adaptation
What didn't work?	Retrospectives, Reviews	Monthly	[Name/Team]	Update strategies
What can be improved?	Stakeholder Feedback Sessions	Bi-annual	[Name/Team]	Enhance outputs

#### 4. REPORTING STRUCTURE

Report Type	Frequency	Key Components	Format	Audience
Progress Report	Monthly	Objectives, Activities, Challenges	Written/Presentation	Stakeholders
Financial Report	Quarterly	Budget Utilization, Variance	Spreadsheet	Donors, Managers
Learning Summary	Bi-annual	Lessons Learned, Insights	Narrative/Infographic	Project Team
Final Impact Report	End of Project	Outcomes, Indicators, Recommendations	Comprehensive Report	All Parties

#### 5. ADAPTIVE MANAGEMENT PLAN

Trigger for Adaptation	Proposed Action	Timeline	Responsible Party	Expected Outcome
Indicator target missed	Review and revise strategy	Immediate	[Name/Team]	Improved results
Budget overrun	Reassess and reallocate funds	As needed	Finance Team	Balanced budget
Stakeholder feedback	Adjust engagement approach	Quarterly	Communication Lead	Higher satisfaction

#### 6. MONITORING & EVALUATION (M&E) PLAN

Indicator	Definition	Data Source	Collection Method	Frequency	Responsible Party	Baseline	Target
Output Indicator 1	[Define]	[Specify Source]	Surveys, Reports	Quarterly	[Name/Team]	[Value]	[Value]
Outcome Indicator 1	[Define]	[Specify Source]	Interviews, Case Studies	Bi-annual	[Name/Team]	[Value]	[Value]

#### 7. RISK MANAGEMENT PLAN

Risk	Likelihood	Impact	Mitigation Strategy	Responsible Party
Budget cuts	High	High	Secure alternative funding sources	[Name/Team]
Low stakeholder engagement	Medium	Medium	Enhance communication strategies	[Name/Team]
Delayed deliverables	High	High	Adjust timelines, reprioritize	[Name/Team]

#### 8. SUMMARY TABLE

Key Deliverables	Timeline	Status	Responsible Party	Notes
Deliverable 1	[Date/Timeframe]	On Track/Delayed	[Name/Team]	[Comments]
Deliverable 2	[Date/Timeframe]	Completed/Outstanding	[Name/Team]	[Comments]

## 10.2 Frequently Asked Questions on JWP

### General Questions

#### 1. What is Joint Work Planning (JWP)?

Joint Work Planning is a structured and collaborative process that brings together county governments, USAID implementing partners, and other stakeholders to co-create, co-implement, and co-monitor development activities aimed at improving resilience and economic growth.

#### 2. Why is JWP important?

JWP ensures the alignment of resources, avoids duplication of efforts, and fosters collaboration across sectors to deliver coordinated, impactful interventions that address the most pressing community needs.

#### 3. Who participates in the JWP process?

Participants include county government officials, USAID implementing partners, community-based organizations, non-USAID funded programs, private sector actors, and other relevant stakeholders, such as Ward Development Committees (WDCs).

#### 4. What are the key phases of the JWP process?

The JWP process typically includes pre-planning, co-creation, implementation, monitoring and evaluation, and documentation of lessons learned and impacts.

### County Government Questions

#### 5. How does JWP benefit county governments?

JWP aligns USAID and partner activities with County Integrated Development Plans (CIDPs), ensuring that resources address priority areas identified by the county. It also builds capacity for planning, resource allocation, and monitoring.

#### 6. What role does the county government play in JWP?

County governments provide leadership in identifying local priorities, aligning plans with development partners, mobilizing resources, and overseeing the implementation of agreed activities.

#### 7. How does JWP ensure sustainability of county development projects?

JWP emphasizes community involvement, capacity-building, and integration of interventions into county systems, ensuring projects are sustainable beyond donor funding.

## USAID Implementing Partner Questions

### 8. How does JWP benefit USAID implementing partners?

JWP fosters collaboration with other partners and county governments, reducing duplication of efforts and enhancing the efficiency and impact of development activities.

### 9. How are USAID activities aligned with county priorities through JWP?

During the JWP process, partners and county officials collaboratively identify shared priorities and integrate them into joint action plans that are aligned with CIDPs and other national frameworks.

### 10. What tools or frameworks guide the JWP process?

JWP is guided by the principles of Sequencing, Layering, and Integration (SLI), as well as tools like County Integrated Development Plans (CIDPs) and joint monitoring templates.



## Community and Stakeholder Questions

### 11. How does JWP involve local communities?

Communities are engaged through Ward Development Committees (WDCs) and other local structures, ensuring their voices shape project design, implementation, and monitoring.

### 12. How does JWP address local challenges like drought or food insecurity?

JWP brings together multi-sectoral stakeholders to design integrated interventions that address immediate needs (e.g., water and nutrition) while building long-term resilience (e.g., livelihood diversification and capacity building).

### 13. How are community-based organizations involved in JWP?

Community-based organizations are critical partners in identifying local needs, implementing activities, and monitoring progress to ensure projects remain relevant and effective.

## Process and Impact Questions

### 14. How is the success of JWP measured?

Success is measured through joint monitoring and evaluation frameworks that track progress against agreed outcomes, including improvements in livelihoods, food security, and community resilience.

### 15. What are some challenges in the JWP process, and how are they addressed?

Challenges include misaligned priorities, resource constraints, and limited community involvement. These are addressed through transparent communication, resource pooling, and engaging local stakeholders in decision-making.

### 16. Can the JWP process be replicated in other regions?

Yes, the JWP model is adaptable and can be implemented in other regions to coordinate multi-sectoral development activities, promote collaboration, and achieve sustainable impacts.

### 17. What lessons have been learned from the JWP process?

Key lessons include the importance of high-level leadership commitment, the need for inclusive participation, and the value of aligning interventions with local priorities to ensure sustainability and impact.

**18. What are the enablers of success for the JWP process?**

**KEY CONDITIONS FOR COLLABORATION AND COORDINATION SUCCESS**

<b>CONDITION</b>	<b>EXPLANATION</b>
<b>Common Agenda</b>	All stakeholders have a shared vision and a common understanding of the development challenges that unites us
<b>Shared measurements</b>	Use of data for decision making and measuring collective impact
<b>Mutually Reinforcing Activities</b>	Each stakeholder brings a different activity to the table while contributing the overall mutual implementation plan (JWP)
<b>Continuous communications</b>	Consistent and open communication among all stakeholders for information sharing
<b>Backbone Coordination support function</b>	<p>Collaboration MUST BE INTENTIONAL.</p> <p>Learning MUST BE SYSTEMATIC</p> <p>Adapting MUST BE EFFECTIVE</p> <p>“The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.”</p> <p>There must be a backbone organization with a team of dedicated staff, that is separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function seamlessly.</p> <p>This is what the USAID Resilience Learning Activity has supported by coordinating the PREG and SEK platforms.</p>
<b>USAID KEA Mission and GoK Support</b>	Goodwill from the leadership of the USAID Mission management and key government agencies
<b>Innovation and use of Technology such as GIS</b>	To visualize location and identify overlaps and areas of duplication that need to be addressed



## 10.3 Recognition of Technical Experts Contributing to the Development of the Joint Work Planning Manual

The successful development of this Joint Work Planning Manual is a direct result of the technical expertise, dedication, and collaborative efforts of professionals from various counties, organizations, and technical fields. Their invaluable contributions have ensured that this manual reflects a comprehensive, practical, and locally informed approach to Joint Work Planning. Below is the list of experts recognized for their efforts and roles:

### National Government Representatives

The National Government representatives provided strategic guidance and aligning the framework with Kenya's national policies and priorities. By contributing their expertise in policy formulation, resource mobilization, and intergovernmental coordination, these representatives enriched the manual's content, ensuring it bridged the gap between county and national efforts. Their involvement ensured that the manual was not only relevant to county-level needs but also aligned with broader national development goals, such as those outlined in Vision 2030 and other sectoral strategies.

- Mariah Cherono
- Janice Mwinzi

### Council of Governors

The Council of Governors (CoG) served as the key voice for County Governments in the process. As the body responsible for coordinating and advocating for devolution, CoG's involvement was essential in aligning the JWP approach with the County Integrated Development Plans (CIDPs) and ensuring that the manual facilitated effective collaboration between County Governments, national institutions, and development partners.

- **Najib Abdi** - Arid and Semi-Arid Lands and Disaster Management Committee, Council of Governors,
- **Robert Kiteme** - Arid and Semi-Arid Lands and Disaster Management Committee, Council of Governors

### Kenya School of Government

The Kenya School of Government (KSG) played a crucial role in the validation of the Joint Work Planning (JWP) manual by providing technical expertise towards a refined document.

- Prof. Nura Mohamed, Ph.D., EBS-Director General
- Elphine Okoth
- Patrick Gachugua

### USAID Kenya and East Africa Mission

USAID Kenya played a pivotal strategic oversight role in the development of the Joint Work Planning (JWP) Manual, ensuring it reflects a collaborative, inclusive, and results-driven framework. By facilitating partnerships among county governments, implementing partners, and local communities, USAID emphasized the importance of co-creation and local ownership to drive sustainable development outcomes.

- **Jennifer Maurer** - Resilience Coordinator, Kenya and East Africa Mission
- **Sebastian Odanga** - Program Management Specialist
- **Evelyn Muthoni Kago** - Program Management Specialist
- **Dr. Ernest Njoroge** - Program Management Specialist, Resilience and Food Security
- **Margaret Mwangi** - Project Management Specialist, Strategic Planning and Analysis Office
- **Emily Mkungu** - Project Management Specialist, BHA
- **Joseph Chege** - Food Security Specialist, BHA
- **Amanda Robertson** - Director for WASH & Energy Services (OEGI)
- **Beverly Mademba** - Project Management Specialist, WASH
- **Vicky Liyai** - Program Management Specialist

## The National Drought Management Authority (NDMA)

NDMA plays a pivotal role in coordinating joint work planning in Kenya, particularly concerning drought risk management and resilience building.

- Dr. Henry Mwololo

## County Representatives

These professionals brought contextual insights, technical knowledge, and a deep understanding of county-level dynamics to the process. Their active participation was instrumental in crafting a practical, scalable, and impactful tool for joint planning across all stakeholders. These included;

- **Isiolo County**
  - Mohamed Boru -DCS for NGO Coordination and Partnership
  - Antony Kiarie - Communication Director
- **Garissa County**
  - Mohamed Dubow - Director of Partnership and Donor Coordination
  - Mohamed Sahal - Director of Partnership
  - Abdikadir Arab - Deputy Director, Special Program
- **Marsabit County**
  - Tari Doti - Deputy County Secretary
  - Guyatu Wakala - Chief Officer Education
- **Samburu County**
  - Fredrick Lenturkan - Program Officer, Nawiri
  - Lydia Letinina - CO NGO Coordination and Partnership
- **Wajir County**
  - Abdi Abdille - CO Special Program
  - Mohamed Abdullahi - Deputy County Secretary
  - Bash Mohamed Noor - Director Partnership and Donor Coordination
- **Turkana County**
  - Achuman Chumani - Communication officer, Office of the Governor
- **Makueni County**
  - Francis Nthuku - Director, Strategic Partnerships and Intergovernmental Relations
- **Taita Taveta County**
  - Harry Mkala - County Chief Officer (CCO) for Special Programmes
- **Kitui County**
  - Redemta Mary - Director of Special Programmes

## USAID Implementing partners

USAID implementing partners contributed their expertise, resources, and on-the-ground insights. Their active participation ensured that the manual incorporates practical approaches to co-creation, co-implementation, and co-monitoring processes. Drawing from their diverse programmatic experiences across sectors, they provided invaluable input on sequencing, layering, and integration of interventions to avoid duplication and optimize resource utilization.

- **Isiolo County**
  - Charles Songok - PREG lead
- **Garissa County**
  - Yussuf Ali - Outgoing PREG lead
  - Zeinab Gure - Deputy PREG lead
- **Marsabit County**
  - Dida Ali, Asha Bonaya
- **Samburu County**
  - Benson Lenanyokie
- **Wajir County**
  - Halima Bashir - Incoming PREG lead
  - Oliver Kamar - Deputy PREG lead
- **Turkana County**
  - Catherine Koyiah Project Manager - AMREF
- **Makueni County**
  - Lucy Maingi - Gender Advisor, USAID Strategic Partnership program, Strathmore University
  - Dr. Daniel Nyoro - Resilience Technical Specialist, USAID Strategic Partnership Program, Strathmore University
- **Taita Taveta County**
  - Timothy Gichana
- **Kitui County**
  - George Nduru

## Technical support and Backbone facilitation from the USAID Resilience Learning Activity

The Resilience Learning Activity (RLA) team ensured a seamless and inclusive process from inception to completion. Acting as a central hub for collaboration, the team brought together county governments, USAID implementing partners, and other stakeholders to co-create a framework that reflects the shared priorities and operational realities of all involved. The team included, Mulinge Mukumbu, Mercyline Adhiambo, Faith Njoki, Kelvin Musikoyo, Fanuel Otieno, John Ngumi, Berndatte Nthambi, Janet Keru, Joseph Mwendwa, Nelly Njuguna, Titus Kyalo, Hassan Bagaja, Evelyn Otieno, Evans Onyiego, Ismail Ali, Julia Muchomba and Dinna Munyoki.

## Technical facilitators and specialists

The Prasol Consult team was pivotal in ensuring the development of manual was grounded in evidence-based practices and aligned with best standards. They provided subject matter expertise, guided the structuring of key frameworks, and facilitated workshops and consultations with stakeholders.

- **Dr. Abduba Mollu Ido:** Lead Facilitator
- **Nicodemus Kirima:** Public Finance Management Specialist
- **Dr. George Gathigi:** Communication Specialist
- **Christopher Oyier:** Media Specialist

**Design and Layout of the manual:** Jeremy Mwangi







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