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JOINT PLANNING CELL – HORN OF AFRICA SYNTHESIS REPORT

REGIONAL MEETING ON RESILIENCE

Month June 2-4, 2015

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JOINT PLANNING CELL – HORN OF AFRICA

SYNTHESIS REPORT

REGIONAL MEETING ON RESILIENCE

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ABBREVIATIONS

IGAD	Intergovernmental Authority on Development
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative
AKLDP	Agriculture Knowledge Learning Documentation Policy
RLP	Resilience Learning Project
CAADP	Comprehensive Africa Agriculture Development Program
PMP	Performance Management Plan
PCCSR	Peace Centre for Climate and Social Resilience
PPP	Public Private Partnership
WEAI	Women's Empowerment In Agriculture Index

EXECUTIVE SUMMARY

The Joint Planning Cell is the US government response to the 2010 drought in the Horn of Africa that tipped millions of people into serious crisis with more than 13 million people requiring food assistance. In 2011, USAID's theory of change, as a response to repeated crisis in dry lands, stated that "by reducing risk, building resilience and expanding economic opportunities, we can strengthen social stability and economic growth in targeted dry land areas in the Horn of Africa".

The regional meeting had participants drawn from both the USAID as well as partners implementing resilience programs in the Horn of Africa. The objectives of the meeting were as follows:

Day One

Objectives

1. Increased understanding of how USAID members of the JPC contribute to the overall vision of increasing social stability and economic growth in the dry lands in the Horn of Africa.
2. Increased understanding of what it means to be a member of the JPC.
3. Stocktaking and tracking using the M&E protocol across missions.

Outputs

1. Final inputs to JPC mid-term review.
2. Finalized Terms of Reference for JPC which can be forwarded to JPC Chair and then shared with the Mission Directors of Uganda, Kenya, Ethiopia & Somalia for endorsement and action.
3. Finalize monitoring protocol for the region which includes: clear zones of influence for all four countries, mechanisms including data to be collected and timeline for submission of the data.

JPC Mid-term Review and Validation of the JPC TOR

Introduction:

In his introductory remarks, Chip Bury, the JPC Regional Resilience Coordinator, outlined three key issues to be discussed:

1. Reconsider what it means to be regional; what is the value-add?
2. Start talking about results and not just process - what are the results? Our M&E must agree - what story are we telling?
3. Strengthen the communities of practice from across the region.

The outcome of the above discussions would feed into reporting frameworks within USAID, clarify zones of influence for resilience and the M&E indicators. In addition, he hoped that the

meeting would agree on the timelines for gauging success and telling the resilience story in a very compelling manner as well as leveraging future funding beyond FTF that has been supportive. Further to this meeting, there is a possibility of convening a larger meeting in October, and USAID need to have some thoughts around issues to be discussed and addressed during this meeting.

Output 1: Final Input into the JPC Mid-term Review

The Joint Planning Cell was initiated as a pilot coordination mechanism for building resilience in the Horn of Africa. The review examines achievements mid-point of their first 5 year project cycle and provides key recommendations on how to refine and improve the structure and function of the JPC.

Key areas examined

1. The performance and results of the JPC mechanism and its implementing partners.
2. The structure and linkages of the JPC.
3. The impact of the JPC to date.
4. JPC and gender issues.

The main conclusions from the review were:

1. Effective use of learning to design JPC projects and programs.
2. Significant influencing key development partners, IGAD and its member states (IDDRSI, CPPs).
3. Good innovation through layering, sequencing and integration of humanitarian and development actions.
4. Good incorporation of fundamental building blocks of resilience, education, nutrition and conflict resolution, with efforts to increase production, create new livelihoods, strengthen existing livestock based livelihoods and promote economic growth.

Most recommendations by the Tufts University team, under the leadership of Tim Leyland, were adopted - these include but are not limited to:

1. Engage a consultant or consultants immediately to work with partners in time for the 2014 Annual report due by September 2015 and a clear TOR be moderated from the Mid-term review report to include:
 - a. Working with AOR/COR to review the PMPs and work with implementing partners in Kenya/Regional and Ethiopia. Focus on building on resilience indicators outlined on Page 7 of the report. Ethiopia Mission to share Indicators currently being used for Adaptive Capacities of Households and communities.
 - b. Add collaboration indicators that measure level of layering that were left out.
 - c. Determine appropriate methods of compilation and build on the GIS being used in Kenya and which is working well.
 - d. Examine policy and legal issues and how they influence resilience capacities and facilitate operations of programs.

- e. Scope, methodology, contacts and management of execution be shared with the consultant(s).
2. The JPC Chairman be rotated every 3 years to allow for stability and impact and not annually.
3. The value addition of regional dimensions of JPC to be clarified.
4. The SAHEL has a clear structure and the HoA structure needs one that recognizes contributions of other stakeholders in resilience.
5. Support from Washington is re-energized and its space be clarified in the JPC structure.
6. Climate change and nutrition experts are included around the table.

Output 2: Finalized Terms of Reference for the JPC

Chip Bury presented the Draft TOR for the JPC that articulated the purpose, mandate, membership, leadership, and the structure of the JPC-HoA.

Conclusions and follow up matters.

1. JPCs at mission level must identify representatives from technical officers contributing to resilience programming (eg OFDA, Food for Peace, Economic Growth, Democracy and Governance, Health, Natural Resource Management, Program Office, etc).
2. JPCs at mission level identify a Resilience Advisor to spearhead mission-wide resilience efforts and consolidate across the mission.
3. JPCs to be headed by either Mission Directors or Deputy Mission Directors and supported by Resilience Advisors.

Agreed:

1. The HoA TOR and structure be agreed and acted upon and the term Resilience Adviser vs. Resilience Coordinator is clarified so that terminologies are consistent with already used titles within missions. The suggestions as to where the JPC Coordinator should sit and the reporting mechanisms were discussed and any further refining can be done after consultations with different mission directors and FTF teams. The resilience related responsibilities should appear in annual evaluation protocols for them to be measured and tracked adequately.
2. New staff be hired especially in Ethiopia and Mission Directors be given leeway to determine other office holders as needed.
3. The new entrants Uganda and Somalia Missions would engage with the JPC mechanism at different points, and bearing in mind the more difficult and unique dynamics and circumstances under which Somalia is operating under.

Output 3: Finalized Monitoring Protocol for the Region

Andre Mershon presented the top-line indicators which were discussed by the team.

Agreed:

1. Top line (FTF) indicators cannot be changed and should remain and include:

- a. No. of people in need of humanitarian assistance.
- b. Prevalence and depth of poverty.
 - i. Percentage of people living on less than \$1.25/day reduced
 - ii. Mean distance below poverty line of \$1.25/day reduced
- c. Prevalence of moderate to severe hunger reduced.
- d. Global Acute Malnutrition.
 - i. Prevalence of wasting among children under 5 years of age
 - ii. Prevalence of stunting among children under 5 years of age
- e. Additional 5 intermediate outcomes agreed on in 2014
 - i. The volume and value of increased livestock sales in US\$ and metric tons attributed to project work
 - ii. Livelihood independence from climate risk to be calculated using a resilience/livelihoods module in PBSs
 - iii. Dietary diversity of children, women and households as determined by PBSs
 - iv. The number of children obtaining exclusive breastfeeding as determined by PBSs
 - v. The percent of households using an improved drinking water as determined by PBSs

SESSIONS WITH PARTNERS

Objectives

- 1) Increased understanding of how USAID implementing partners contribute to the resilience agenda and identifying specific areas of collaboration to promote cross-border programming and cross-partner learning.
- 2) Promoting cross border programming and learning among USAID resilience partners.
- 3) Stocktaking of each partner's contribution to the PMP and sharing experiences on collection of data.

Outputs

- 1) Input into the JPC mid-term review.
- 2) Identification of exchange visits.
- 3) Identification of collaboration to regional programs.
- 4) Finalize monitoring protocol for the region which includes: data to be collected and timeline for submission of the data.

Output 1: Input into the JPC Mid-term Review

Issues needing clarification:

- a) Why WEAI, though looking like a good tool, is not being applied by partners.
- b) The concept of resilience and our understanding of modalities of modeling resilience to shocks and levels of monitoring and measurement.
- c) Alignment of JPC to other regional/continental frameworks such as CAADP, stakeholder (Government/CSO/PPP) participation; common 'must have' indicators.
- d) Sustainability mechanisms into the JPC and programmes.
- e) Challenge of harmonized regional data availability, accurate theory of change, level of attribution and lack of M&E targets and indicators for the mid-term.

Output 2: Identification of Exchange visits

(See Individual Mission Presentations below)

Output 3: Identification of Collaboration to Regional Programs

The institutions that presented their work included PREPARED, AU-IBAR, PEACE III and IGAD (See Individual Missions Presentations below)

Output 4: Finalized Monitoring Protocol for the Region.

(This includes: data to be collected and timeline for submission)

USAID TOP-LINE INDICATORS WELL-BEING OUTCOME INDICATORS

Politically Expedient Measure	Humanitarian assistance needs	Normalized by severity of drought (NDVI)
		In Controlling for population growth
		In part, a function of 'methods' of HA determination
Robust Outcome Measures	Depth of Poverty (DoP)	Contextual complement to poverty prevalence
	Moderate to severe hunger (HHS)	FTF 'economic resilience' measures
	Global acute malnutrition (GAM)	Contextual complement to stunting

These topline measures are contextual complements in that they provide highly relevant measures for the people/places being targeted (those subject to recurrent crisis).

- USAID believes these top-line indicators are good proxies for measuring progress in resilience.
- Top-line indicators measured through FTF population Based Surveys (PBS0).
- Midterm data being collected already, should be ready in Kenya (June) and Ethiopia (Sept) - no action for partners.

Note: IFPRI is collecting data -to follow on whether partners should continue collecting.

Intermediate Outcome indicators:

- As we wait for longer-term impact and collecting data from population based surveys (PBS), we can be telling a richer story about resilience using output indicators.
- Output indicators have been identified by JPC.
- Targets need to be agreed.

The challenge is that these standard output indicators don't capture collaboration and layering and the team, in collaboration with the consultant(s) should think through the kind of "collaboration" indicators that should be used to show layering (eg leveraged funding - Government, private sector, etc.); Stronger voice of community and number of interventions for a certain geographic region).

Participants desire to see output indicators move beyond just the numbers and start interrogating effects of interventions since many of the indicators sound more like process indicators as opposed to the changes that accrue. The continuing challenge is how to actually measure resilience and not overly rely on the FTF indicators and without fear of ensuring these indicators are flexible and dynamic and can change with emerging and often dynamic circumstances in program and policy frameworks. Tangible change in cross-border transactions,

response time and losses averted could be strong points for indicating resilience among communities and countries within the present and emerging clusters in the region.

It was highlighted that the Technical Consortia are already working on the same issues and checking the level of sensitivity of indicators and could be a good source of information exchange and support for the consultants. There is also a team that is conducting a social capital assessment and the results and indications that are emerging may feed into the greater goal of measuring if and how these interventions really matter, going beyond just listing of the indicators.

Going forward:

1. RLP has been tasked to lead effort to streamline monitoring and capture results.
2. RLP consultant(s) to work with each partner through USAID AOR/CORs over the coming 3 months to review PMP and identify key indicators already being collected.
3. Collect indicators and synthesize them into a coherent picture of what we are achieving in resilience to complement our top-line indicators.
4. Feed into FY15 reporting.

CONCLUSION:

The meeting was attended by a total of 53 participants, USAID mission (19), partners (30) with the support of 4 people from Africa Lead with a gender diversity of 34 male and 19 female.

1. The objectives of both the Internal USAID meeting and the meeting with partners were largely met and a clear road map for future engagement developed and agreed.
2. The team noted the value add of Regional JPC as, and not limited to, cross pollination and learning.
3. JPC meetings are to be convened every 6 months, and take note of IGAD/JPC timings. More analyses on what the issues are and papers will be circulated earlier and the meeting is to have more focus on impact and more in-depth information about attendance and time for more in-depth networking. The meetings are to be more thematic.
4. The October learning event was agreed to in principle and the actual date is to be communicated.
5. An email address platform for development of communities of practice should be developed.

FURTHER LESSONS/ACTIONS FOR FOLLOW-UP

	ITEM	RESPONSIBLE	TIMELINES
1	Layering learning event (Devolution and Kenyan context)	Kenya Invite HoA JPC	October 2015
2	Cross Border Exchange visits - Borana/ Marsabit	IGAD + Technical leads	August 2015?
3	Learning more on Conflict and Peace building	John USAID,EGC	Jan 2016? Launch in August?
4	M&E - Resilience Measurement		
5	Learning to be done by RLP/AKLDP/Others to inform learning	Mohammed- Ethiopia + Donors+ Partners	

KENYA/REGION MISSION

1. *How are these new programs contributing to JPC?*

- a) Cross-border lessons
- b) Cementing regional relationships
- c) Focusing on conflict mitigation
- d) Strengthened - best practices on animal health and livestock value chain
- e) Challenge: connecting programmes and identifying linkages- there is a scope to strengthen climate change adaptation and deeper analysis within geographic zones - using Geo info tools
- f) How to collaborate: Inter-governmental link and influence and framework for measuring resilience

2. *How they are strengthening the M&E?*

- a) Different approaches
- b) Data validation
- c) Learning
- d) Contextual analysis strengthened
- e) Geo-mapping - strengthens M&E and migration patterns
- f) Provide technical themes - NRM, livestock, climate change, conflict

3. *What steps are being taken to operationalize?*

- a) Borrow and utilize existing systems of data;
- b) Focus on 4/6 high level indicators
- c) Local level partnership meetings - invite to attend either national/county as appropriate
- d) Logistical support for new programs

4. How can other missions draw on from these mechanisms?

- a) Identify respective national government units and inform on existing work eg disease control
- b) Introduce regional mandate at PREG
- c) Share contacts of policy hub (AU-IBAR) country level partners can work with
- d) Use WEAI tool for training and adapting
- e) Simulate disaster/shock and gauge our response - figure out Authorities, processes, actors required
- f) Provide understanding /orientation on what is on the ground
- g) Learning from community of practice such as livestock sector, sector collaboration and thematic learning along key themes periodically; communications

5. Propose exchange visits and collaboration with regional programs

- a) Exchange visit for livestock traders from Kenya to Ethiopia (planning in progress and lessons learnt will be captured)
- b) Regional organizations to work with local organizations for livestock and health through regional and bilateral program collaborations
- c) Vulnerability index use
- d) Explore communication pathways
- e) Conservancy model
- f) Livestock movement (explore and understand market uptake and related analysis)

ETHIOPIA MISSION

1. How are these new programs contributing to JPC?

- a) Peace III, SIPED II, CEWARN and PREPARED contribute to institutional strengthening for peace, early warning and climate change adaptation
- b) RLP/AKLDP contribute to learning within JPC
- c) ENGINE+ program contributes to improved health and nutrition
- d) POTENTIAL contributes to increased economic opportunities within communities in areas covered by JPC
- e) CBDRR/PCCSR will contribute to institutional strengthening for DRR and peace building

2. How they are strengthening the M&E?

All programs have incorporated knowledge management (KM) and interlink with the KM programs AKLDP/RLP etc.

- Concerns about harmonization of indicators and aggregation of results
- Conflict resilience not clearly outlined; most focus is on resilience to droughts
- Issues around attribution and measurement of actual impact (short term, others, multiple influencing factors)

We believe that RLP should take lead in harmonization of learning and measurement discussions. Build on some of the activities that are ongoing?

eg. WEAI Lessons/Training + Panel Data Surveys - PRIME Ethiopia

3. What steps are being taken to operationalize?

Happening

- a) Actual start-ups – recruitments etc.
- b) Active engagement and interactions with mandated institutions e.g. AU, Line ministries, IGAD

Consider doing

- a) Joint Planning?/Sharing?/Context sensitive conversations to apply learning and good practices
- b) We would love to see overlaying of Climate Change, Food Security and Conflict data mapped out together to assist in vulnerability conversations and drive choice of interventions

4. How can other missions draw on from these mechanisms?

- a) SIPED II + PEACE Joint Learning
- b) PRIME – WEAI + Panel Surveys
- c) GIS mapping and layering of spatial data for others from Kenya

5. Propose exchange visits and collaboration with regional programs

- a) PEACE to visit Ethiopia to engage with PCCSR and other resilience actors - planned.
- b) A meeting in Moyale or on either sides of the border
- c) Start with Borana/Marsabit by convening a meeting in Moyale (K or E).
- d) Led by FAO, RLP, AKLDP
- e) Include GoE/GoK, other donors present; NGOs etc
- f) Ethiopia to urgently embrace GIS Tools to support conversations on layering and integration and assess resilience outcomes/challenges from co-relating spatial data

UGANDA MISSION

JPC is being initiated at an opportune time when the donor group meeting has just been held - great time to plug in and understand what everyone else is doing.

1. How are these new programs contributing to JPC?

- All programs are new and understanding the JPC expectations is useful

2. How they are strengthening the M&E?

- Other programs such as PEACE III are already on the ground and questions for other regional programs such as AU-IBAR will be brought to bear

2. What steps are being taken to operationalize?

- Specific tools such as layering and use of GIS tools from Kenya will provide great learning platforms

SOMALIA MISSION

1. *How are these new programs contributing to JPC?*

- Data on multi-donor initiatives are available and can be brought to bear and 3 programs have been initiated/launched in Central and Southern part of Somalia.

2. *How they are strengthening the M&E?*

- The available data can be utilized to monitor progress on projects.

3. *Propose exchange visits and collaboration with regional programs*

- Exchange visits currently limited due to security concerns in Somalia. Facilitation for partners from Somalia.

ANNEX A:



DAY 2 & 3 PARTICIPANTS PHOTO

ANNEX B:

LIST OF PRESENTATIONS

1. JPC Mid-term Review interim findings by Tim Leyland, Tufts University.
2. HoA JPC TOR Presentation by Chip Bury, JPC Regional Resilience Coordinator
3. PMP/M&E Framework by Andre Mershon
4. PEACE III Evaluation & Learning Component by Rob Grossman, Principal, IBTCI and Team Leader PEACE III E&L
5. Somalia Mission Report- by Anne Shaw
6. Uganda Mission Report by Andre Mershon
7. Regional Climate Change (PREPARED/FEWSNET) by Scott McCormick and Gideon Galu
8. Regional Livestock Value Chains (AU-IBAR) by Prof. James Wabacha and Susan Mugwe
9. Conflict Mitigation (PEACE III) by Sarah Gibbons and Richard Barno
10. CEWARN by Richard Barno
11. IDRSSI by Dr. Ayah Mahamoud and Anthony Awira