



USAID
FROM THE AMERICAN PEOPLE

PARTNERSHIP FOR RESILIENCE & ECONOMIC GROWTH

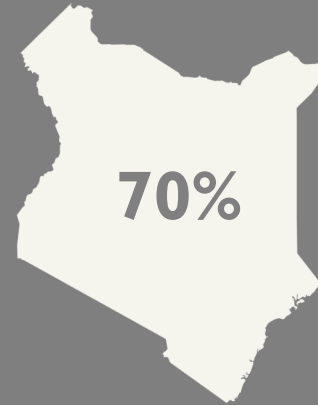


JOHN HEALEY / USAID

Supporting Communities & Livelihoods in Kenya's Arid Lands



ABOUT KENYA'S ARID & SEMI-ARID LANDS (ASAL) & COMMUNITIES



70% of total landmass in Kenya is arid and semi-arid. Of Kenya's 47 counties, **23 counties** include ASAL communities.

RESILIENCE FOR KENYA'S VULNERABLE PASTORALIST COMMUNITIES

Kenyan counties in arid and semi-arid lands (ASALs) have suffered recurrent drought, human conflict, and a legacy of marginalization by government and international investments. The Partnership for Resilience and Economic Growth in Kenya (PREG) brings together humanitarian and development partners to build resilience among vulnerable pastoralist communities in northern Kenya.

PREG targets 9 ASAL counties in Northern Kenya and community-identified strengths and priorities, tapping into the remarkable survival abilities of local populations. The partnership consists of USAID programs and implementing partners, and works with the Kenya National Drought Management Authority (NDMA) and county governments to coordinate resilience and economic growth activities.

WHAT IS RESILIENCE ?

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

6 Million Kenyans

More than six million Kenyan pastoralists rely on livestock for income to feed their families. Livestock contributes 11% of national GDP and 43% of agricultural GDP .



Poverty

ASAL populations have the lowest development indicators in Kenya.



➔ **74%-97%**


people live below the absolute poverty line.

FOCUS AREA: NORTHERN KENYA

The economy of Northern Kenya ASAL counties is dominated by mobile pastoralism and is relatively detached from the rest of Kenya's economic growth. The region is defined by challenging natural environments, insecurity, and lack of political leverage. Historically, development efforts have targeted other parts of the country seen as more productive, leaving the north behind. USAID is reversing the trend, investing more than \$291 million in northern Kenya to increase resilience and economic growth among these pastoralist communities. Priorities include increasing adaptability, reducing risk, and improving social and economic conditions to target causes of vulnerability.

At the heart of USAID's resilience programming is a goal to reduce the humanitarian caseload in the Horn of Africa by one million people. USAID Kenya's activities, embodied in the PREG contribute to this bold goal, bridging the gap between humanitarian aid and development programming to lay the foundation for long-term, sustainable economic growth and asset creation.

USAID PREG programs are bolstering human capital and diversifying livelihood and food sources. They are building on the region's dominance in animal keeping, and tapping its potential to benefit from skyrocketing demand for livestock products in Kenya and abroad.

A woman with a joyful expression stands in a field of tall green plants, likely sorghum. She is wearing traditional Kenyan attire, including a purple and white patterned shuka draped over her shoulders and a yellow and red shuka at her waist. She has multiple necklaces of colorful beads (red, yellow, black) and large hoop earrings. The background shows more of the same plants and a clear sky.

Kenya's arid north is home to **10 million people**, mostly pastoralists, who have a long tradition of surviving in harsh environments. ASAL counties in Kenya span 23 counties, which are adversely impacted by marginalization, drought emergencies, and endemic poverty.

THE PREG APPROACH TO RESILIENCE

PREG brings together Kenya's national and county governments with humanitarian and development partners to collaborate and build resilience among Kenya's most vulnerable pastoralist communities in northern Kenya.

DROUGHT PREPAREDNESS

As the effects of severe drought strain the livelihoods of communities and their ability to thrive, PREG partners are working with communities to identify and build productive assets – such as water pans, irrigation systems, and drought-resistant or high-value traditional crops.



CONFLICT MITIGATION

More-frequent and intense droughts and floods and increasing competition for resources, such as water and pasture, can provoke conflict between communities. USAID works with local, national, and regional conflict-management actors to improve their responsiveness to cross-border conflict.



VALUE CHAIN INCLUSIVENESS

Many households find it difficult to recover from the loss of livestock after a major shock, such as a drought or flood. Partners are developing strengthening commercial livestock by establishing state-of-the-art livestock service centers across the remote arid regions. These livestock services centers improve and expand access to safe, reasonably priced veterinary drugs and training in animal health husbandry practices.



COMMUNITY DRIVEN RESILIENCE

USAID uses a community-led strategic planning process, known as participatory learning, planning, and action. As a result of PREG partner work, more than 400,000 people have been empowered through community development action plans (CDAPs) to govern their own community-level development and leverage funding for priority actions by county governments.



A FOUNDATION FOR RESILIENCE



USAID's resilience-building efforts in Kenya's northern ASALs build on and leverage the World Food Programme's (WFP) Asset Creation Programme, funded by the USAID Office of Food for Peace (FFP).

The Asset Creation Programme addresses the root causes of hunger, malnutrition and vulnerability, in line with the country's development blueprint, the Vision 2030. WFP implements contextualized asset creation activities in the nine arid counties where USAID focuses resilience-building efforts.

Projects are identified and implemented by communities with the technical support of the government and partnering agencies, and are assimilated into county development plans and budgets.

Asset creation activities focus on increasing water availability, improving crop and pasture performance, and improving the productivity of degraded lands through construction of soil and water conservation terraces, creating an environment that enables USAID to implement resilience building projects at scale and achieve sustainable, transformative impact.

Eventually, the Government will assume the responsibility for supporting the families in the asset-creation projects and to reach this goal WFP is equipping county governments with skills to enable them to take up more responsibility in resilience, food security, and nutrition. WFP is also supporting improved coordination between national and county governments to prioritize support for resilience and ensure better results.

SEQUENCING, LAYERING & INTEGRATION

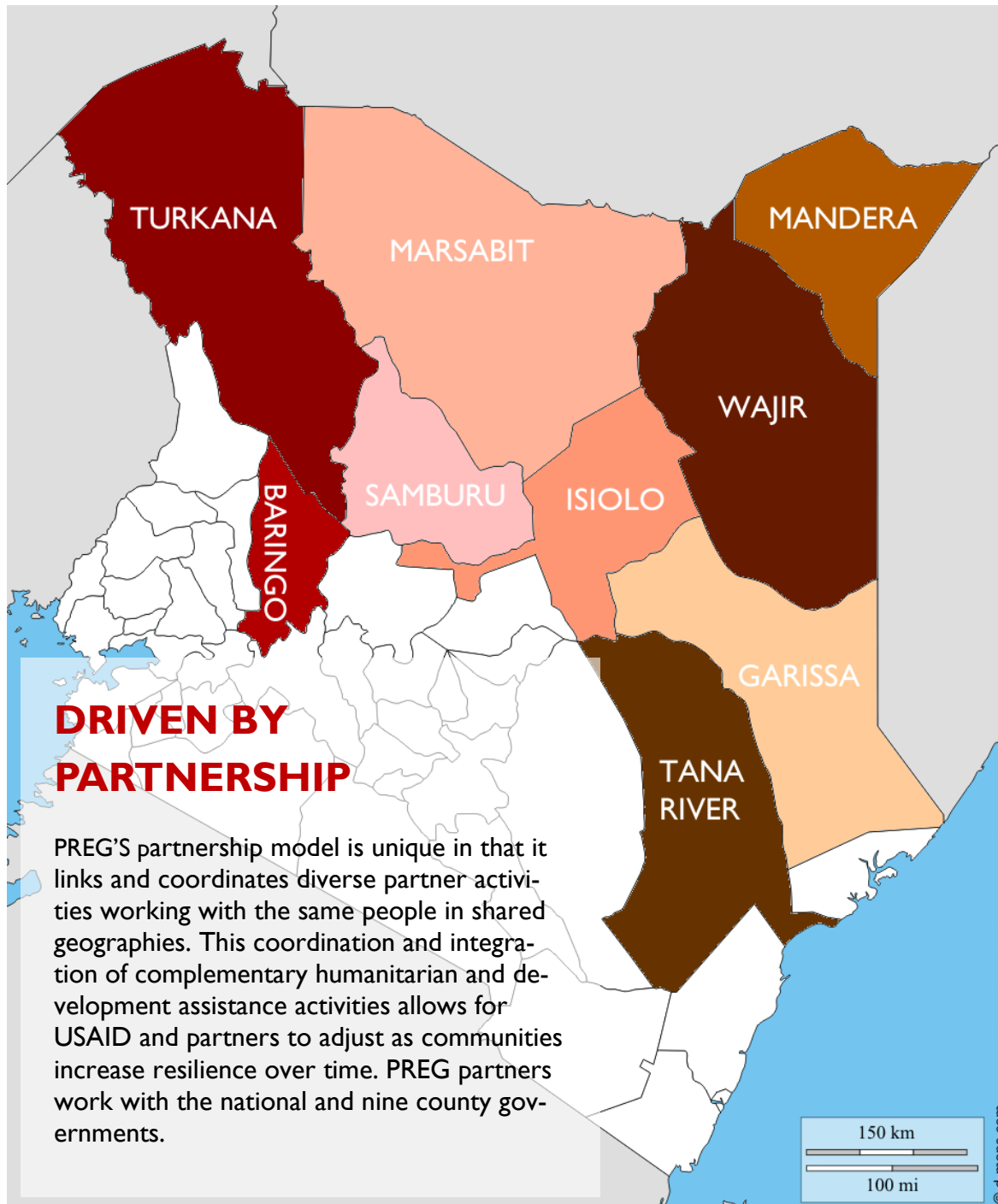
PREG's partnership model is unique in that it links and coordinates diverse partner activities working with the same people in shared geographies. This coordination and integration of complementary humanitarian and development assistance activities allows for USAID and partners to adjust as communities increase resilience over time.

DEFINING SEQUENCING, LAYERING & INTEGRATION

Sequencing - Using a logical, sequenced phasing of humanitarian relief and development programming.

Layering - programming of multiple humanitarian and development assistance in targeted geographic areas, in layers.

Integrate - Humanitarian assistance programming objectives integrated into development programs and vice versa.



WORKING IN PARTNERSHIP WITH KENYAN GOVERNMENTS

PREG works with the Kenyan government both at the national and county levels to address underlying community vulnerabilities in the ASAL region. In line with Kenya's Vision 2030 plan, which identifies ASAL development as a top priority for Kenya's overall development, the national Government has developed policies and strategies to provide overall guidance on challenges facing the ASAL regions. Additionally, the county governments have developed County Integrated Development Plans (CIDPs) that guide execution of the social economic agenda for its people.

Key Kenya Government Partners:

Government of Kenya

Ministry of Agriculture, Livestock, and Fisheries (State Department of Livestock)

Ministry of Devolution and Planning (National Drought Management Authority – NDMA)

Ministry of Water and Irrigation (Water Trust Fund and Water Resource Management Authority)

Ministry of Health (Public Health Department)

Ministry of Education

The County Governments of Baringo, Isiolo, Garissa, Marsabit, Manderla, Samburu, Tana River, Turkana, and Wajir



Dr. Diba Dida the Resilience Economic Growth in the Arid Lands - Improving Resilience activity program director for Sidai makes remarks during the opening of a Sidai super service center in Lodwar, Turkana County.

Kenya's new Constitution has shifted decision-making and financial power from the national level to 47 county governments. The change affects spending on health, agriculture, emergency response, and disaster risk management. It has greatly strengthened the role of county governments, while also increasing their accountability to local communities for service delivery and equity.

NATIONAL DROUGHT MANAGEMENT AUTHORITY (NDMA)

PREG activities are aligned to the National Drought and Management Authority (NDMA), which is charged with coordinating resilience programs and activities within the Government of Kenya, at both the national and county levels. PREG also works to generate political will and local ownership of development programs by aligning with key national and county development plans such as NDMA's Ending Drought Emergencies (EDE) Common Programme Framework, a sector plan within Kenya Vision 2030 Medium Term Plan II and the CIDPs. This is a new way of working, which is codified in USAID's 2012 Resilience Policy and Program Guide.

PREG IMPLEMENTING PARTNERS:

- **Accelerated Value Chain Development (AVCD)** - implemented by International Livestock Research Institute (ILRI)
- **Africa Lead II**—implemented by DAI
- **Agile Harmonized Assistance for Devolved Institutions (AHADI)** Program - Implemented by SUNY
- **AIDS, Population, and Health Integrated Assistance (APHIA) plus Integrated Marginal Arid Regions Innovative Socialized Health Approach (IMARISHA)** - implemented by Amref Health Africa
- **Community Resilient Conservancies** - Northern Rangelands Trust (NRT)
- **Kenya Resilience Arid Lands Partnership for Integrated Development (Kenya-RAPID)** - implemented by Millenium Water Alliance (MWA)
- **Kenya Youth Workforce Program** - Implemented by RTI
- **Nutrition and Health Program Plus (NHPplus)** - Implemented by FHI 360
- **Peaceful Empowerment in the Arid Lands (PEARL)** - implemented by Mercy Corps
- **Resilience and Economic Growth in Arid Lands – Improving Resilience (REGAL-IR)** - implemented by ADESO
- **Resilience and Economic Growth in Arid Lands – Accelerated Growth (REGAL-AG)** - Implemented by ACDIVOCA
- **TUSOME** - Implemented by RTI
- **UNICEF Program**
- **Wings to Fly**
- **World Food Program Protracted Relief and Recovery Operation (WFP)**



SITE PROFILE
**OLDONYIRO
LIVESTOCK
MARKET**

**PREG PARTNERS
WORKING TO BUILD &
OPERATE A
LIVESTOCK MARKET**



Oldonyiro livestock market is situated in Oldonyiro Town in Isiolo County, and has a population of 17,388 (census 2009). It is one of the most vibrant livestock markets within the county, and benefits at least 6000 households. The market operates once a week—on Tuesdays.

Besides having the traditional livestock trade taking place in the sale yards, the market's infrastructure provides many opportunities for other market actors to engage in economic activities such as selling food, clothing, and artifacts, among others. The market's site was selected and agreed upon, following a series of consultative meetings held with community members, local leaders, county government, livestock marketing association (LMA), and traders.

Oldonyiro Markets is managed by an 11 member Livestock Marketing Association, representing 12 villages that are served by the market.

In May 2016, the markets report significant impact, including the following:

- Pre-market construction sales were 2,777 (2014 average) and have gone to 3,995. A 43% increase.
- Livestock traders increased from 50 to 180 per month
- Villages that utilize the market increased from 28 to 100
- Goats sold have increased from 1,400 to 9,000 per month
- Cattle sold has increased from 80 to 320 per month
- Revenue from market user fees has increased from Kenyan Shilling (Ksh) 60,000 (\$593 USD) to Ksh 240,000 (\$2,372 USD) per month
- Amount received from renting market stalls has increased from Ksh 0 to Ksh 34,000 (\$336 USD) per month
- Number of Agrovets (animal health care workers) operating within the market has increased from 7 to 9
- The market has incorporated new businesses, including a garage for motorbike repairs and petrol sales

PREG'S PROGRAM-WIDE IMPACT

More than 700,000 people better able to withstand chronic shocks through asset-building activities

More than 500,000 people empowered through community-development action plans to govern their own development

\$12 million of public and private resources leveraged by communities for education, health, market, infrastructure, and other services

Nearly 100,000 people with newly gained access to water and 70,000 to improved sanitation

More than 1.8 million people served with emergency nutrition support

More than 1.3 million people reached by radio talk shows in local languages for nutritional behavior change communication

A network of nearly 40 state-of-the-art animal health outlets created with Sidai Africa, Ltd.

More than 9,000 pastoralists accessing quality animal healthcare services

Nearly 60,000 people reaping increased economic benefits (e.g., education bursaries, employment, women's micro-credit) from wildlife conservancies in northern rangelands

More than \$1 million in annual revenues generated by northern community wildlife conservancies

Nearly 300,000 pastoralists supported through community-based natural resources management groups managing over 4 million hectares of grazing lands





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Une introduction à la Résilience à USAID et au Mali

**André Mershon, Centre pour la Résilience, USAID/Washington
Amadou Camara, Coordinateur de Résilience, USAID/Mali
2016**

www.usaid.gov/resilience



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DEFINIR LA RESILIENCE

USAID défini la résilience comme :

la capacité des personnes, des ménages, des communautés, des systèmes et des pays à atténuer, adapter et se relever des chocs et des facteurs de stress d'une manière qui réduit la vulnérabilité chronique et facilite la croissance inclusive

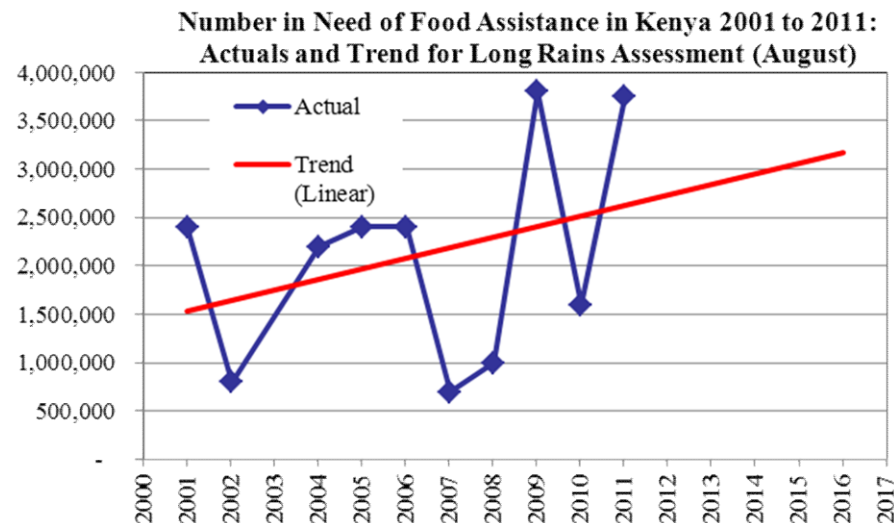
L'accent initial sur les crises récurrentes à l'intersection de la pauvreté chronique et l'exposition aux chocs et facteurs de stress



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DYNAMISME & JUSTIFICATION

reconnaissance collective
que continuer de traiter
les gens et les lieux
soumis à des crises
récurrentes comme un
risque humanitaire
perpétuelle- plutôt que
comme une priorité de
développement - est
extrêmement coûteux



Le coût humanitaire - vies, moyens de subsistance, dignité et aspirations

Le coût de développement – contraintes sur les économies nationales et régionales
(\$12 milliards au Kenya 2008-2011)

Le coût économique – USG \$1.5 milliard dans la Corne et Sahel en 2011-2012
\$ 2,9 dollars en gain de développement et en réduction des dépenses
humanitaire pour chaque 1 \$ dépensé pour la résilience (DFID, V4M)



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CARACTERISTIQUES PRINCIPALES DES EFFORTS DE RESILIENCE DE USAID

Qu'est qui est différent?

- le développement axé sur les gens et les lieux soumis à des crises récurrentes (au Mali c'est Mopti)
- les chocs et les facteurs de stress sont reconnus explicitement comme des caractéristiques permanentes de ces paysages – (pas des anomalies). Investissements simultanés pour (développement proactive aux chocs)
 - Réduire et gérer les risques - **capacité d'absorption**
 - Construire la capacité d'adaptation (systèmes) – **capacité d'adaptation**
 - Faciliter la croissance inclusive- **capacité de transformation**
- L'analyse, la planification et la mise en œuvre conjointe entre l'aide humanitaire et développement (et entre les acteurs en développement)



Resilience: Ensemble de Capacités

Exemple: Ethiopie

CAPACITÉ D'ABSORPTION

- cash savings
- informal safety nets
- disposal of assets accumulated during non-shock years
- disaster risk reduction strategies
- hazard insurance
- bonding social capital

CAPACITÉ D'ADAPTATION

- better access to information
- diversifying livelihoods risk profiles
- bridging and linking social capital
- accumulating assets
- access to financial services
- improved nutrition and health status
- increased confidence to adapt

CAPACITÉ DE TRANSFORMATION

- improved governance
- access to formal safety nets
- access to markets
- access to basic services
- access to agricultural services
- Access to communal natural resources
- access to infrastructure
- bridging and linking social capital
- empowering women
- Improvements in social inclusion

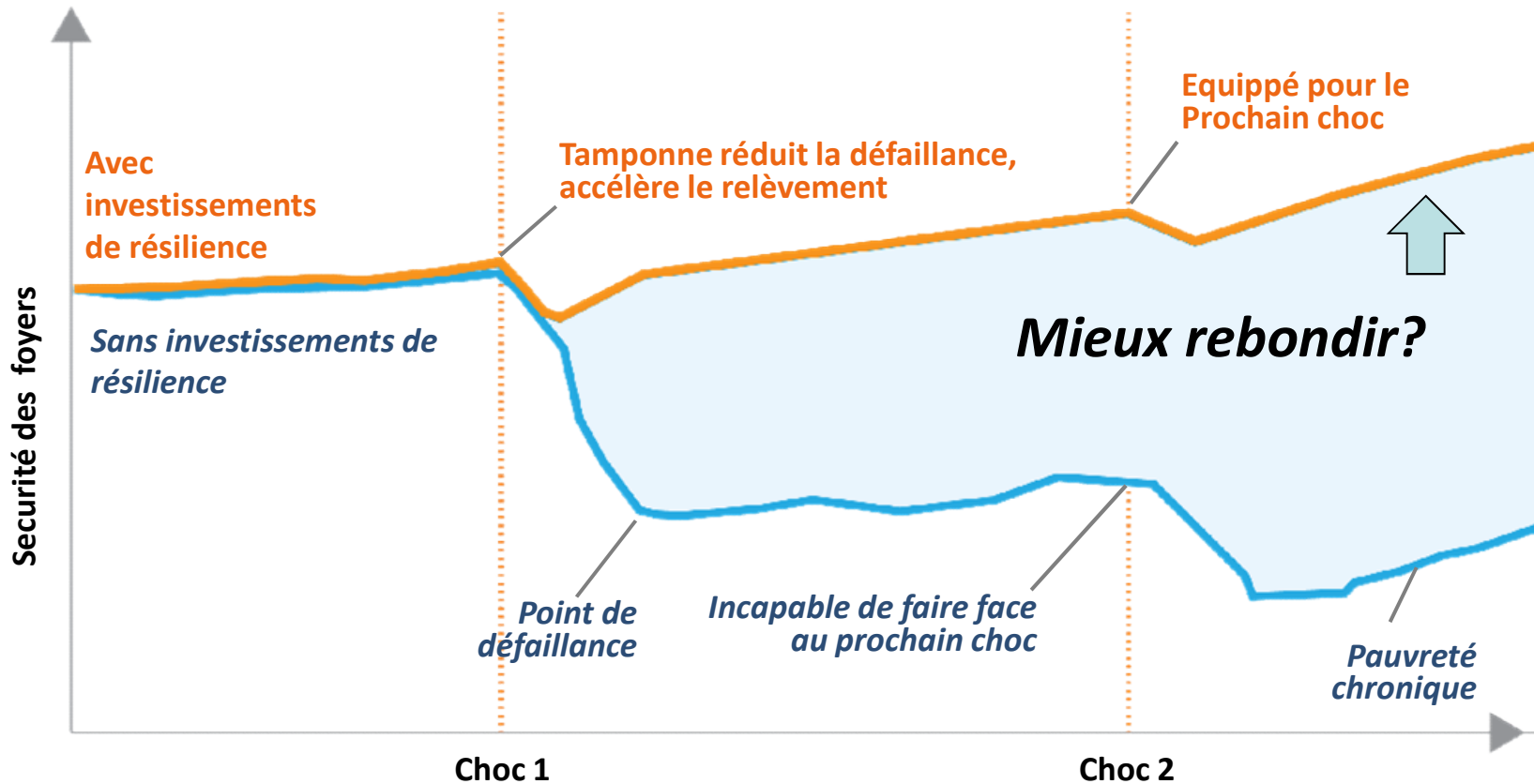
(those underlined had the strongest influence in terms of mediating declines in Food Security in RMS round 1)



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LE “DIVIDENDE DE RESILIENCE”

“Minimiser la chute”





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SEQUENÇAGE - SUPERPOSITION – INTEGRATION

PETITE HISTOIRE DE L'EXPRESSION

Séquençer, superposer et intégrer pour traiter les causes sous-jacentes / déficit de résilience

Séquençer:

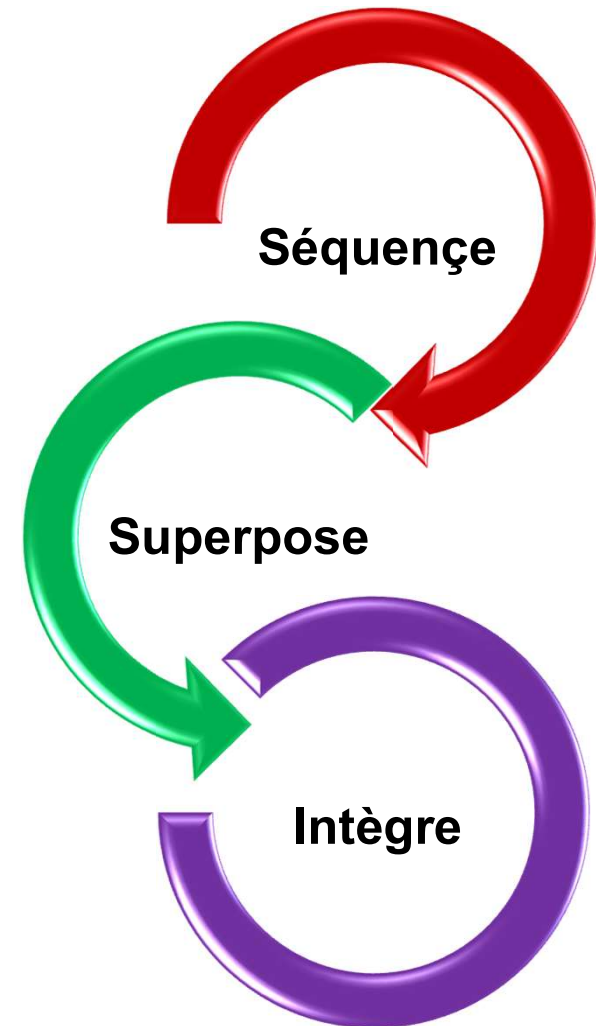
- construire sur les programmes humanitaires avec des investissements de développement
- Incorporer les futures réponses humanitaires dans les stratégies et programmes de développement (le modificateur de crise et shock responsive development)

superposer :

- stratification de plusieurs projets sectoriels dans les mêmes communautés défini par une analyse et planification conjointe

intégrer:

- co-financement de projets multisectoriels par de multiples sources de financement humanitaire et de développement





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CRITÈRES DE HIÉRARCHISATION DES INVESTISSEMENTS DE RÉSILIENCE

Politique 2012

Crises récurrentes

- historiquement hauts niveaux d'assistance humanitaire d'USAID

Vulnérabilité

- Taux élevé (et profondeur) de pauvreté et vulnérabilité chronique
- Malnutrition constamment élevée et aiguë (GAM)
- Grand nombre de cas humanitaires persistants Conflict/fragili
- Exposition aux risques, notamment les risques naturels

Environnement propice

- Volonté politique et la performance institutionnelle
- Leadership efficace, réactive - local, national, régional
- Adaptations et les innovations déjà en cours
- Sécurité minimale existante pour atteindre les objectifs de résilience

Avantage comparatif

- Programmes humanitaires et de développement USAID sont déjà sur place (sur lesquels bâtir)
- Programmes, la présence, les capacités d'autres agences américaines

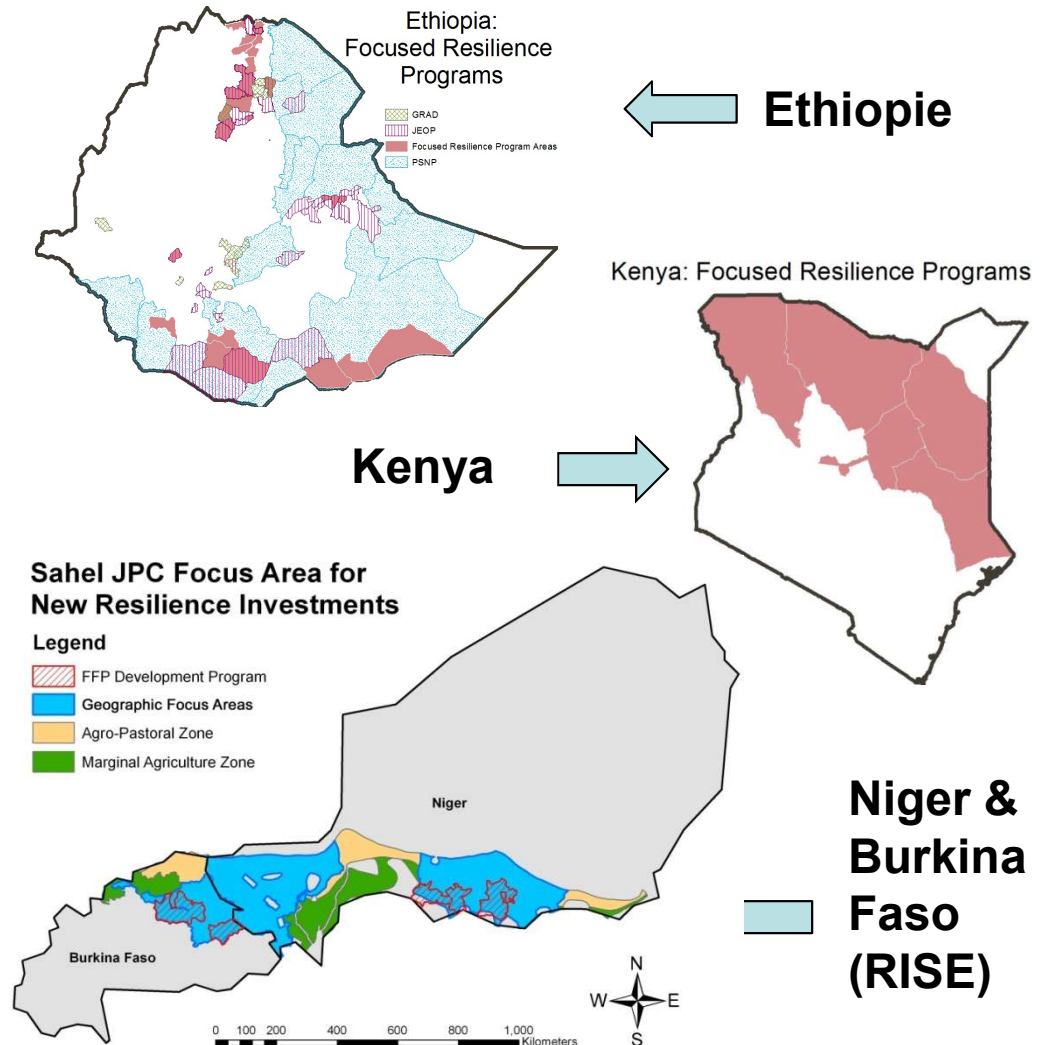


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PAYS PHARES POUR LA RESILIENCE DANS LA CORNE DE L'AFRIQUE ET LE SAHEL

Multiples sources de financement et partenaires contribuant à un objectif commun dans une region prioritaire a travers trois piliers programmatiques:

- Accroître les débouchés économiques et le bien-être
- Renforcer la gouvernance
- Améliorer le capital humain





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CADRE PROGRAMMATIQUE ET DE RESULTATS POUR LA RESILIENCE

Corne de l'Afrique et Sahel

But: Augmentation de la résilience des populations chroniquement vulnérables

Objectif 1: Augmentation durable et bien-être économique
(revenus, accès aux aliments, les actifs, capacité d'adaptation)

Objectif 2: Renforcement des institutions et de la gouvernance

Objectif 3: Amélioration de la santé et du capital humain

RI. 1:
Opportunités économiques diversifiées

RI. 2:
production et commercialisation agricole intensifiée

RI.3:
Amélioration de l'accès aux services financiers

RI. 4:
Infrastructure des marchés accrue (physique)

RI. 1:
Gestion des ressources naturelles renforcé

RI.2:
gestion des risques de catastrophe renforcé

RI. 3:
Renforcement de la gestion des conflits

RI 4:
Renforcement des capacités institutionnelles et coordination

RI.1.
Utilisation accrue des services de santé et de nutrition

RI.2.
Amélioration des pratiques de santé et de nutrition

RI. 3:
Amélioration des compétences professionnelles (main-d'œuvre)

RI 4:
Amélioration des réalisations scolaires

Innovation et gestion des connaissances / Genre / Participation du secteur privé / alphabétisation fonctionnelle



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MEASURING RESILIENCE: USAID TOP WELL-BEING OUTCOME INDICATORS

**Politically
Expedient
Measure**

Humanitarian
assistance
needs

- Normalized by severity of drought (NDVI)
- 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

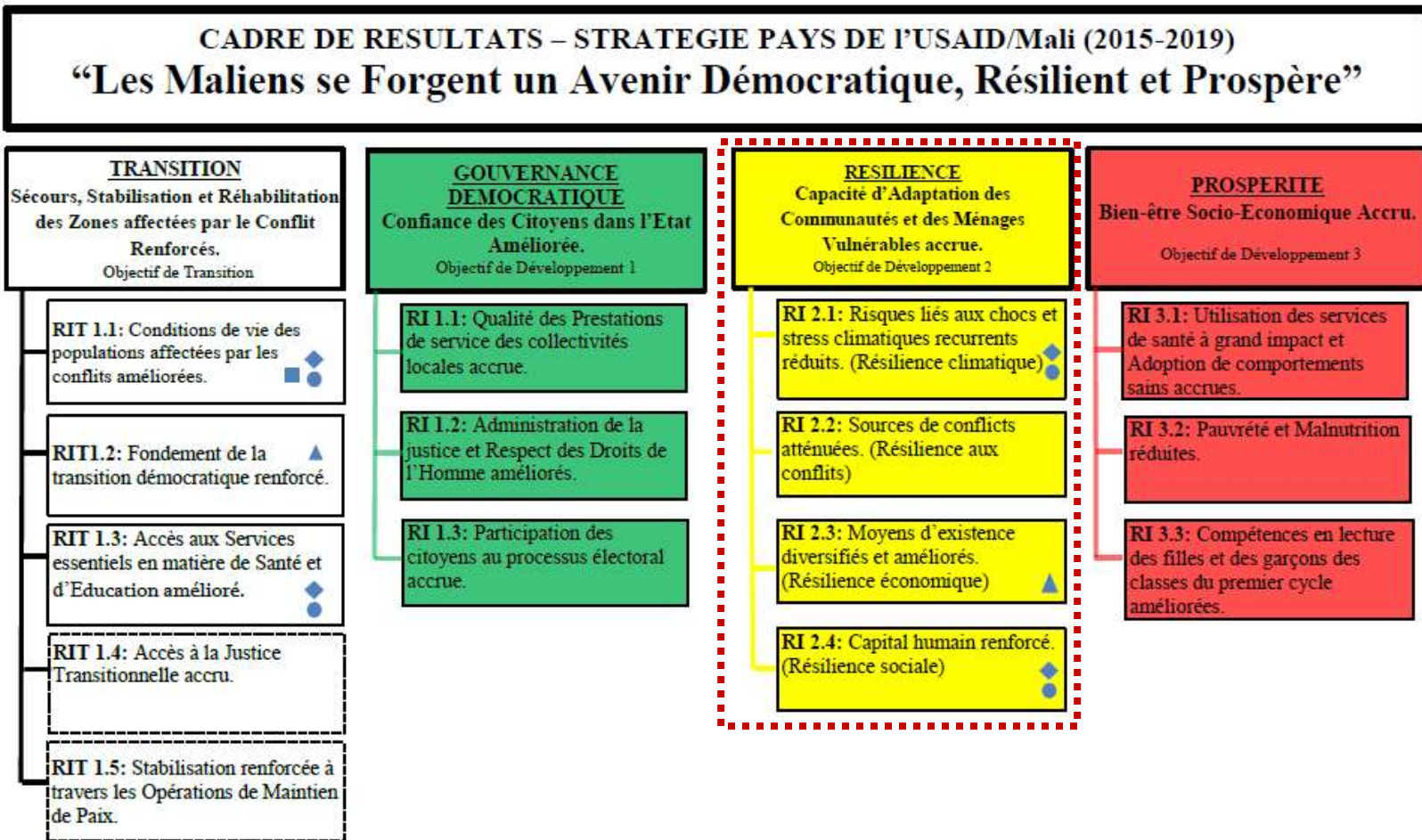


LA RESILIENCE:

- **Pourquoi?** minimiser le besoin répétitif d'assistance humanitaire
- **A Quoi?** Aux vulnérabilités les plus récurrentes: variabilité climatique, faillite des marchés, conflits...
- **Comment?** Approche long-terme et planification conjointe pour mieux coordonner et intégrer les activités d'urgence et celles de développement.
- **Où?** Région de Mopti (chocs climatiques, pauvreté, population, projets USAID, zone tampon...)



OBJECTIF DE DEVELOPPEMENT RESILIENCE USAID MALI





OBJECTIF DE DEVELOPPEMENT RESILIENCE USAID/MALI

RESILIENCE
La Capacité d'Adaptation des
Communautés et des Ménages Vulnérables
est renforcée.
Objectif de Développement #2

RI 2.1: Risques liés aux chocs et contraintes climatiques récurrents réduits. (Résilience climatique)

IR 2.1.1: Les mécanismes de prévention et de réponse aux risques de catastrophes sont renforcés et efficaces

IR 2.1.2: L'utilisation effective d'informations sur le climat pour la prise de décision est accrue

IR 2.1.3: L'adoption de solutions locales au CC est accrue

RI 2.2: Causes de conflits réduits. (Résilience aux conflits)

IR 2.2.1: Les conflits locaux sont gérés à temps et réduits

IR 2.2.2: Les causes intérieures et extérieures de l'extrémisme violent sont réduits

RI 2.3: Moyens de subsistance diversifiés et améliorés. (Résilience économique)

IR 2.3.1: L'accès à la microfinance est augmenté

IR 2.3.2: Les moyens d'existence basés sur l'Agriculture sont diversifiés

IR 2.3.3: Les moyens d'existence non-agricoles sont renforcés

RI 2.4: Capital humain renforcé. (Résilience sociale)

IR 2.4.1: le statut nutritionnel & sanitaire des femmes et des enfants amélioré

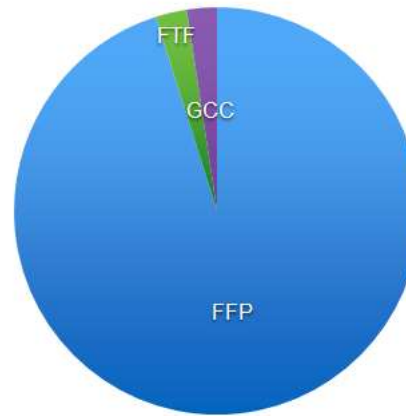
IR 2.4.2: L'alphabétisation fonctionnelle est accrue

IR 2.4.3: Les compétences professionnelles sont augmentées



IR 2.1 Climate Resilience

- Harande DFAP (FFP)
- ICRAF Agroforestry Scaling Activity (FTF)
- Mali Climate Change Adaptation (MCCAA/GCC)
- Mali Meteo (GCC)
- Mali CC Adaptation (ICRISAT/GCC)





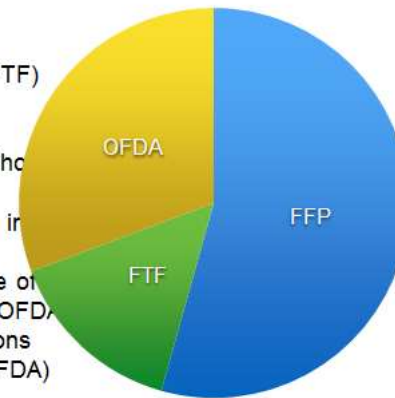
IR 2.2 Resilience to Conflict

- Harande DFAP (FFP)
- Governance Team Developed a CVE program as a follow on to the OTI program, will include funding from Women, Peace, & Security, etc..
- Mali Peace Initiative (AECOM)
- Advancing Reconciliation & Promoting Peace (Mercy Corps)
- Sub-National Governance Program (Tetra Tech)
- Participation au Processus de la paix (AMSS)



IR 2.3 Economic Resilience

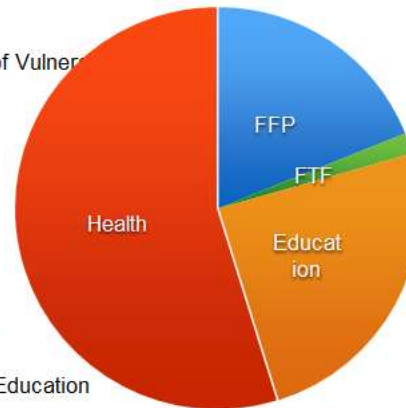
- Harande DFAP (FFP)
- Cereal Value Chain (FTF)
- Sorghum and Millet Scaling (FTF)
- Fertilizer Scaling Program (FTF)
- Financial Technical Assistance to DCA (FTF)
- Investment Facilitation Platform
- Livestock for Growth (L4G)
- Restoring Capacities and Economic Livelihoods (FFP & OFDA)
- Assistance to Agro-pastoral Communities in Northern Douentza (FFP)
- Integrated Program to Increase Resilience of Vulnerable Populations in Northern Mali (OFDA)
- Restoring Economic Capacity of Populations Affected by the Crisis in Northern Mali (OFDA)





IR 2.4 Social Resilience

- AVRDC "SPRING" (FTF, GH)
- Horticulture Scaling (FTF)
- Emergency Response to Immediate Needs of Vulnerable People (FFP)
- WASH Plus (Health)
- Nutrition-WASH APS (Health)
- SBCC/SM (Health)
- Malaria Task Order (Health)
- Neglected Tropical Diseases (Health)
- SIAPS (Health), Family Planning
- Measure Evaluation (Health)
- HIV/AIDS Prevention (Health)
- Education Emergency Support Activity (Ed)
- Education Recovery Support Activity (Ed)
- Girls' Leadership & Empowerment Through Education (Ed)
- Equitable Access to Quality Education for Children in Conflict Affected Regions (Ed)





Portefeuille de projets contributifs à l'OD Résilience

IR 2.1 Climate Resilience	IR 2.2 Resilience to Conflicts	IR 2.3 Economic Resilience	IR 2.4 Social Resilience
<ul style="list-style-type: none"> • Harande/FFP-DFAP – CARE • Mali Climate Change Adaptation Activity (MCCAA) – Chemonics • Promoting Agroforestry Technology – ICRAF • Resilience Technologies - ICRISAT 	<ul style="list-style-type: none"> • Harande/FFP-DFAP – CARE • Mali Peace Initiative – AECOM • ARPP - Mercy Corps • Sub National Governance Program – Tetra Tech • Participation au Processus de la Paix – AMSS 	<ul style="list-style-type: none"> • Harande/FFP-DFAP – CARE • Cereal Value Chain (CVC) – ACDI-VOCA • Scaling up Fertilizer technology - IFDC • Promoting Agroforestry Technology – ICRAF • Investment Facilitation Project – Cross Boundary • Finance For Food security and woman entrepreneurial- JEGA/IESC • AVRDC/Horticulture scaling up – World Vegetable Center • Livestock for growth – AECOM • FFP Emergency – Mercy Corps, CRS, WFP, IRC, ACTED, IMC • OFDA Emergency • NEF Development and Emergency 	<ul style="list-style-type: none"> • Harande/FFP-DFAP – CARE • Education Recovery Support Activity (ERSA) – EDC • Emergency Education Support Activity (EEAA) – CAMRIS INT.L • Nutrition & Hygiene – CARE • SIAPS Strengthening Pharmaceutical System – MSH • AVRDC/Spring Nutrition – HKI • SBCC-SM Keneya Jemu Kan • Malaria • HIV • FP • OFDA Emergency • FFP Emergency & Development



Points de Réflexion

- Elaboration concertée de tous les plans annuels de travail avec CARE/HARANDE
- Visites conjointes de terrain
- Réunions conjointes de concertation (Plateforme existente)
- Rapportage sur les indicateurs conjoints
- Points de convergence, duplications et chevauchements éventuels
- Utilisation du SIG comme outil d'aide à la décision



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Le Plan de Gestion de Performance pour la Mission(PMP)

- Conçu pour aider à déterminer les progrès vers la réalisation des buts et objectifs de la mission
- Utilisé comme un outil de communication pour les parties prenantes
- Les données des indicateurs sont utilisées pour le **management**, et non pas pour les rapports (donc pas de double comptage)
- Les données provenant des indicateurs sont utilisées pour **rendre compte** au niveau du projet et de l'activité



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Processus de selection d'un indicateur PMP

- Examiner et de désemballer le cadre des résultats du CDCS
- Évaluer l'utilité et la qualité de 182 indicateurs collectés à l'échelle de la mission en mesurant les résultats CDCS
- Réduire le nombre d'indicateurs à un nombre plus facile à gérer (le nombre moyen des indicateurs de la Mission est de 80 pour les portefeuilles de même taille)
- Atelier facilité dans toute la mission
- Une réflexion **stratégique et programmatique** sur l'utilisation de l'information



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Les sources des indicateurs PMP

- Les indicateurs de PMP sont la plus part des temps les indicateurs standards déjà utilisés par les partenaires d'exécution
- Le PMP comprend également les indicateurs de d'autres sources et contextuels tels que l'indice de pauvreté multidimensionnelle
- Les indicateurs standards proviennent principalement de trois sources:
 - La liste des indicateurs F
 - Les indicateurs requis de Food for Peace (FFP)
 - Les indicateurs standards de Feed the Future (FtF)



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Les indicateurs de résilience

- Choisi pour évaluer quatre composantes principales des politiques de résilience de USAID:
 - La résilience climatique
 - La résilience au conflit
 - La résilience économique
 - La résilience sociale



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Les indicateurs de résilience

- Représentés le plus fortement au niveau de l'Objectif de développement (DO) pour la résilience
- Cependant, ils apparaissent également dans les trois objectifs de développement et l'objectif de la transition
- Placement fait délibérément pour capturer une couverture maximale pour la résilience et mettre l'accent sur l'approche thématique dans la stratégie Mission



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Les indicateurs de résilience

- Dans la liste des indicateurs, ceux en couleur jaune proviennent d'une liste combinée des indicateurs de résilience développés par USAID/Mali
- D'autres indicateurs peuvent être utilisés pour amplifier des composants particuliers de la résilience
- Aussi deux indicateurs pilotes sont inclus



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L'importance des projets RISE et HARANDE

- Le nouveau titre II du projet (Harande) a permis de collecter des données de référence dans la zone focus de la résilience
- Le RFFPO de Dakar et USAID/Mali ont permis de modifier les instruments de collecte du projet RISE et qui a remplacé le module FFP de la résilience
- Le module de remplacement visait à générer des indices similaires sur la résilience (absorption, adaptative et transformatrice) contextualisée pour le Mali



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Premier indicateur pilote : Indices de résilience

- Les indices de résilience : purement analytique, à l'aide des données de base de Harande et modifiés pour s'adapter au module abrégé
- Le plan analytique développé en collaboration avec le Centre de résilience, avec l'intention de la résilience d'examiner de manière plus complète que indicateur par indicateur
- Une analyse sera effectuée une fois les données de base sont disponibles, en collaboration avec l'équipe de RISE



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Deuxième indicateur pilote : Scorecard de la cohésion sociale

- De type qualitative, elle utilise une entrevue de groupe communautaire pour recueillir des données
- Actuellement piloté par le projet ACCORD
- Les questions portent sur l'interaction avec les responsables gouvernementaux, les projets communautaires, la perception du gouvernement, la perception du processus de paix, la participation communautaire dans le processus de paix, les types et la gravité des conflits au sein et entre les communautés