



Dialling Up Resilience Stakeholder Consultation Workshop

Report of workshop held 6 July 2015 at the ILRI campus, Nairobi, Kenya



RESEARCH PROGRAM ON
Climate Change,
Agriculture and
Food Security



National Drought Management Authority
Committed to ending drought emergencies

Executive summary

A consortium of partners led by the Overseas Development Institute (ODI) held a stakeholder consultative workshop on 6 July 2015 at the International Livestock Research Institute (ILRI) in Nairobi, Kenya, to solicit input into a proposal on measuring resilience in the Horn of Africa. The proposal, named “Dialling Up Resilience”, is in response to a call for initiatives by the [Global Resilience Partnership](#), a joint partnership between the Rockefeller Foundation, USAID, and Sida to find new solutions to improve lives in Africa and Asia. Forty people attended the stakeholder workshop and provided insight into existing resilience measurement initiatives, key players in the arena, and barriers and incentives to improving standardization and quality of resilience measurement. The attendees represented two dozen organizations across government, NGOs, and civil society, working in the Horn of Africa and beyond.

While all the attendees are equally committed to increasing the resilience of individuals and communities in Kenya (and beyond), we all also approach this challenge from a myriad of perspectives. Rather than seeing this as a difficulty to overcome, the workshop participants embraced the many available paths as different yet complementary approaches will be necessary in different places and with different people. The consortium’s desire with Dialling Up Resilience is to support these various campaigns in analysing their effectiveness, self-improvement, and use of mechanisms to involve the target populations.

The workshop led to shifts and tweaks to the Solution Statement submitted to the Global Resilience Partnership. These changes were based on adapting to the needs and suggestions of participants, to whom we are indebted for bringing their long experience to bear on a complex and long-standing challenge, and with whom we hope to collaborate if the next stage of the program is accepted.

Workshop content

Together, we heard opening remarks about Dialling Up Resilience and the larger vision into which it fits, explored differences in terminology, created problem trees, identified key game changers, anticipated necessary changes and incentives, reviewed our parking lot and next steps, and closed out.

Opening remarks

James Kinyangi, the regional program leader for the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), welcomed everyone to the event with reminders that the world's focus is turning to climate resilience. The United States' President Obama and Pope Francis of the Vatican have both highlighted the need to address climate change, vocalizing the issue at the forefront of many development agendas. The time is now to design, implement, and improve through metric tracking our efforts in this space. The way we collect data, however, needs to be more holistic than we have been able to do before. Natural human systems cope with stressors and shocks, but it can be difficult to measure adaptive capacity. Part of the difficulty is that measuring how a system responds (what is maintained, what is lost) can only be accomplished after a shock has occurred. We are aware of the patterns of drought and recovery in the Horn of Africa, and this collection of organizations has a long enough view to see our efforts within this larger picture.

About Dialling Up Resilience

Lindsey Jones from ODI is leading the Dialling Up Resilience team. He provided an overview of the project as it is shaping up and the underlying goals and objectives (slides are available [here](#)). He began by describing the progress made in recent years with measures of subjective well-being. These kinds of measures, such as the [Happiness Index](#), are now factored into assessments of a country's progress alongside objective measures like gross domestic product. The Dialling Up Resilience project aims to create a subjective measure of resilience to complement (not replace) the existing objective measures. It may be possible to collect this data through short form approaches, as information and communication technologies (ICT) are used to engage with respondents. The Dialling Up Resilience project wants to assess whether it is possible to collect data at scale and quickly via ICT. Some of the options readily available are using SMS-based systems, interactive voice response, and call centers. Each of these approaches has biases, so in addition to these shorter forms, the project plans to do a household survey, then give a certain number of people a phone so they can be called back for updates.

The purpose of this stakeholder workshop was to see where the Dialling Up Resilience project fits into ongoing resilience measurement efforts in Kenya and the region. The consortium does not want to replace anything; but rather wants to help ongoing programs. While a great deal of time and money will be spent on getting accurate data, unless the right people are involved and given the right incentives, adoption of new resilience measures and use in policy and programming will not take place. The consortium of the Dialling Up project wants to learn what others are doing in order to support and help build on existing initiatives, and is open and flexible to adjusting the work to fit in with others.

One of the project's main focuses is to approach resilience from a more subjective point of view. There are many resilience frameworks in use, but most use an objective viewpoint and are expert-driven. In these, experts universally assign indicators to define resilience. This is a useful but limited approach (for instance, what makes someone in Lamu resilient isn't necessarily what makes someone in Turkana resilient).

Dialling Up resilience explores the possibility of integrating subjective measurements with objective ones. Even when asking people for "objective" answers to what they own, there is still a degree of personal assessment. People can be asked to build on their own understanding of their own capacities. Subjective resilience assumes people know what makes them resilient and their capacities. Can they deal with shocks and stressors? Usually the answers would be measured through qualitative methods, but these are limited in how broadly they can be employed. These qualitative aspects can be captured in a quantifiable way by using ICTs to gather data on a broader scale.

About the vision into which Dialling Up fits

The Kenya National Drought Management Authority (NDMA) is a partner in the Dialling Up consortium. Paul Kimeu from NDMA introduced the next session on the vision of the project by explaining NDMA's mandate to end drought emergencies by 2022. This is the reason they are involved with this initiative. NDMA's Ending Drought Emergencies (EDE) framework has been established to lay the foundations for development. There are a lot of conflicts in various parts of Kenya, and it is necessary to reduce those conflicts so we can move forward with development. Another aspect of the EDE is constructing climate-proof infrastructure. Knowledge management, and how we communicate that knowledge from other areas, is another pillar of the EDE framework.

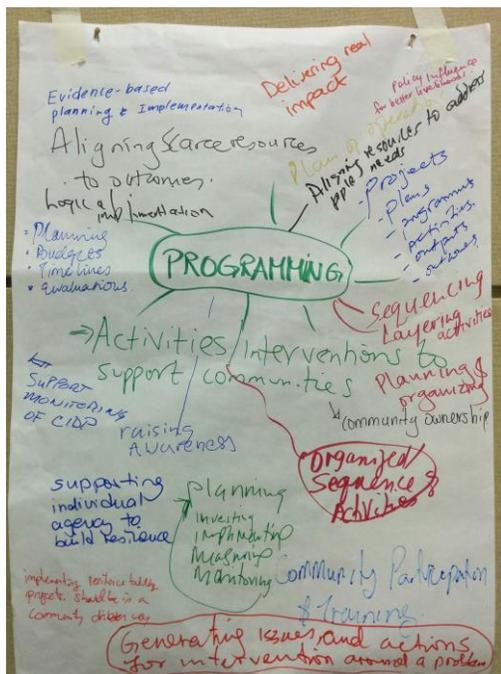
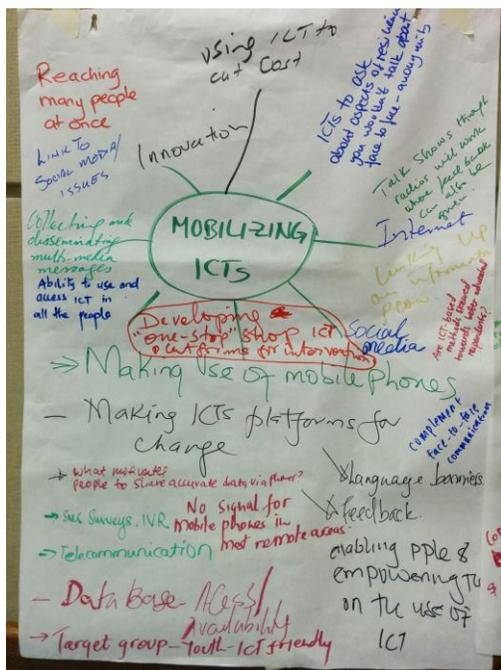
Part of knowledge management is being able to measure how resilient people are. Even the definition of resilience is an issue, though. What are the indicators which can be measured? How can this be communicated? In light of this measurement problem, Paul introduced the goal of the Dialling Up project: "Mobilising ICTs to enhance bottom-up resilience measurement, programming and governance in the Horn of Africa". This led us to the first group exercise.

Exploring differences in terminology

To help the consortium members understand the many different meanings bundled up in the terminology of the project goal, the workshop participants were asked to visit four different flip charts, each containing one of the components: governance, mobilising ICTs, programming, and bottom-up resilience measurement. The participants were invited to add graffiti to the flip charts with their thoughts on what is behind each of the components, much like at a bus stop.

After a few minutes at each flip chart, the group reconvened to read through the various graffiti writings. Many participants pointed at the difference in terminology and approach in our collected selves. Rather than try to find one unifying definition, the different understandings of each of the core components of the Dialling Up Resilience statement were celebrated. Photos of the exercise can be seen below.

Figure 1: Photos of the exercise on terminology¹



¹ Better resolution images are available at: <https://www.flickr.com/photos/cgiarclimate/sets/72157654172513644>

Creating problem trees

The next activity was to brainstorm on the issues surrounding resilience measurement and create a problem tree. The participants split into 4 separate groups. The groups were: 1) local and community level, 2) civil society and nongovernmental organisations (NGOs), 3) national and county level decision makers, and 4) gender and equity. Each group was asked to identify one main problem in measuring resilience, then list reasons why that problem exists, ask why those issues exist, and so on, to create a problem tree. The main problem identified by each of the four groups was slightly different, and this led to valuable insights into what each group thought is needed.

Local and community representatives

This group focused at the scale of community, the households impacted by programming or by shocks in marginalized areas. The disconnect between those performing surveys and those being surveyed was repeatedly pointed out, at the level of the technology itself, the practices by which technology is used, and the expectations placed on and by communities. The group also reminded the workshop attendees of the need to coordinate across different actors in the same region, and that communities need to have agency in their own resilience. This caused the Dialling Up team to focus more on the interactions between surveyors, communities, and gatekeepers, as now seen in sections 2.5 Next Users and Use and 3.1 Gender and Equity of the proposal. The team also made the transparency and shareability of the data more explicit in the project design.

Civil society and NGOs

Here the group talked about the lack of sharing of existing data (which we see as a chance to showcase a different way of operating!) and the too-short cycle of programs. By leaning on the abilities of institutions like the Kenya National Bureau of Statistics and the NDMA, the lessons learned from these initiatives, along with the data generated, can live in a longer term home. This is further complicated by the devolution occurring in Kenya, with much distribution of power still resting with counties, rather than fully reaching wards. The presentation by this group made the Dialling Up team mindful of the need to share data openly and to involve key players such as the Bureau of Statistics. This helped bolster the theory of change and impact pathway to include engagement with key players throughout the lifecycle of the project.

National and county level decision makers

The disconnect between the information a community knows about itself, and the ability of data-driven programming to occur at a county or national level was clear for this group as well. At this level of scale, the organizations acting in various regions are divorced from their local context, leading to misaligned efforts manifest in non standardized data and no coordination. This reminder of the politics of data is no different for Dialling Up, with the project being focused on the frontline population being heard in these conversations. Based on this group's insights, the Dialling Up proposal now goes into more detail about how the approach doesn't have to be exclusive to Kenya (or even the Horn of Africa), although it is particularly tailored for this geography.

Gender and equity

This group focused on an additional aspect of the siloed and incomplete methods of data collection we currently deal with -- the voices of the most marginalized (namely, women and children) are often left out. This group additionally recognized that underrepresentation prevents ingrained inclusion or exclusion in later programming, creating self-reinforcing feedback loops. Based on this group, the ability of Dialling Up data to be disaggregated by gender is more explicitly called out throughout the proposal.

Identifying key game changers

To help us build the project's impact pathway and theory of change, the same 4 groups were next asked to identify the key game changers in addressing the problems they had identified earlier.

Local and community representatives

This group pointed to county level governments, chiefs, community gatekeepers, traditional leaders, the research/academic community, and national bodies such as NDMA as key game changers in trying to address their identified problem of a disconnect between top-down and bottom up resilience measurement. They felt that it was the responsibility of the research/academic community, NGOs, and national level agencies to more fully involve local communities in their work, and it is the chiefs and community gatekeepers (such as respected elders, traditional birth attendants, prominent community members, etc) who serve as the link with the broader community. There are many existing structures through which to interact with communities, but technical experts do not typically engage with communities through an extended process. There are different ideas of what resilience means, and a "community" is not one homogenous group. This group's discussion of community gatekeepers influenced the Dialling Up proposal by helping us think about who is usually involved when researchers visit a community and how the use of ICTs might change this.

Civil society and non governmental organizations

This group identified a specific list of key game changers needed to address the main problem they highlighted in the earlier session, which was that "resilience" is a catch-all term and there's a lack of common understanding and common framework for defining, and hence measuring, resilience. The key game changers this group listed were:

- Kenya National Bureau of Statistics
- County Steering Groups
- Pillar 6 of EDE
- ASAL Secretariat
- NDMA
- Ministry of Planning and Devolution
- Climate Change Secretariat (Ministry of Environment)
- PeriPeri U (a network of universities focused on building capacity for disaster preparedness and management)

The group felt that these agencies and institutions should play a lead role in standardizing data collection and encouraging the sharing of data.

National and county level decision makers

This group was focused on addressing their identified problem of data not being actionable. Key players they believed could address this issue were NDMA, line ministries such as Agriculture and Devolution and Planning, international donors, and possibly the Kenya Private Sector Association. These institutions could help standardize the measures that are used and the data that are collected. It was also mentioned that the media could be utilized to raise awareness and put pressure on governments and NGOs.

A comment that came from one of the participants during the presentation of this group's discussion to the other groups was that cross-border and multi-country actors do not appear on the list. The participant advised us to consider how we can support and coordinate across more than just Kenya. While writing the project proposal, the consortium members considered ways to engage with other players in the region, such as the Resilience Analysis Unit of IGAD, so that the work done over the next two years in Kenya can be more easily replicated and scaled out in other countries.

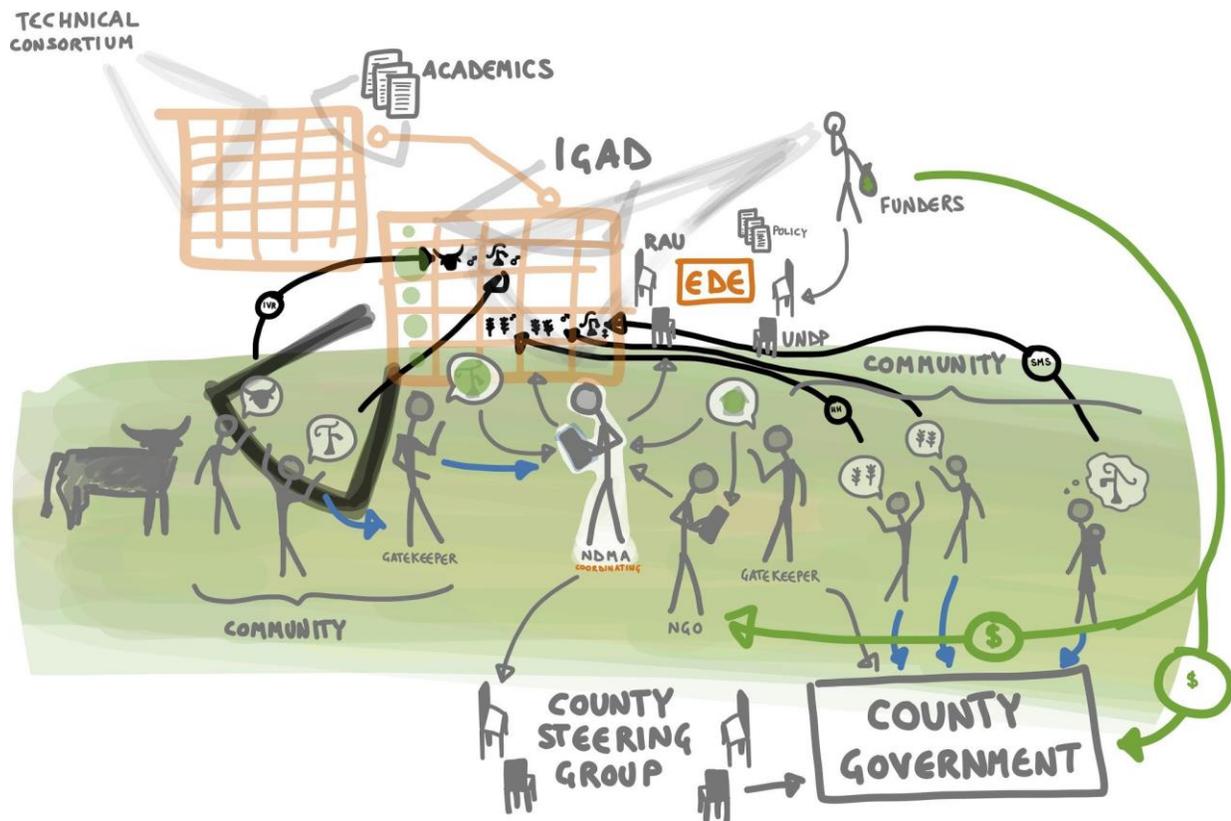
Gender and equity

This group identified key game changers to address the problem that programming is inappropriate and incomplete at various levels because there is lack of a holistic understanding of populations. They pointed to donors (UNDP, DFID, USAID), implementers (UNDP, NDMA, County Governments), Internews (an international nonprofit that conducts trainings for local journalists), private sector insurance companies, and Practical Action (an international NGO). The discussion that followed their group's presentation to the rest of the participants dealt with the competition that exists among NGOs because they compete for funding from donors, and ways in which donors might be convinced to agree on common standards for measurement.

Contribution of sessions to Dialling Up proposal

The information gathered from this session helped the Dialling Up team build a stakeholder map for inclusion in the Dialling Up proposal. A stylized version is presented in Figure 2. It shows the various players involved in resilience measurement and programming in Kenya.

Figure 2: Stakeholder map developed following the consultative workshop



Anticipated necessary changes and needed incentives

Local and community representatives

The local level group identified three main outcomes the participants would like to see to address the problem of a disconnect between top-down and bottom-up measurement. First, chiefs should become more fair and transparent, and wield their power responsibly. This would help the community trust them more and give better access for NGOs and researchers to work directly with community members. Second, NGOs need to be more coordinated. They also should be trying to work themselves out of a job instead of staying in the same community and doing the same work for decades. County government should take a more active coordination role to ensure that work is not being duplicated, data is being shared, and lessons are being learned to improve future programming.

The incentives to make these changes are a sense of ownership and participation. Donors could create synergies by eliminating competition and promoting joint financial sourcing. The Dialling Up project could address some of the problems discussed by this group by building capacity for data to be used, especially at county level.

Civil society and non governmental organizations

The institutions that were listed as key game changers by the civil society and NGO group have various roles to play in making changes to resilience measurement and there are different incentives for each to make such changes. The Kenya National Bureau of Statistics and County Steering Groups could set standards for data collection and create an “open data” policy. Pillar 6 of EDE, the ASAL Secretariat, and NDMA could create common standards for M&E and stakeholder coordination for resilience interventions. There is room to develop management information systems that create a platform to share related data. The Ministry of Devolution and Planning could engage with counties and provide guidance for integrating climate change and resilience into County Integrated Development Plans. The Climate Change Secretariat could help integrate resilience into climate financing and climate action plans. PeriPeri U can assist in building capacity for professionals and students and help link research to practice.

National and county level decision makers

The major outcomes and changes that the national and county level group presented were the creation of a common, standard measurement that can be adopted by funders and used in programming by a wide variety of actors. NDMA is working on a common M&E framework, so the incentive for them to do this is to contribute toward their mission and mandate. It would also make life easier for many government agencies, donors and NGOs implementing resilience building programs. An incentive for donors to get on board with a standardized measurement is that it could increase their visibility. It could make it easier for them to quantify the impact their investments are having. The private sector may have incentives to assist with standardized data collection if it could help them tailor their products and services.

Gender and equity

The gender and equity group thought donors (such as UNDP, DFID, and USAID) should change programming and indicators to be more responsive to the needs of marginalized groups. Additionally, implementers (such as UNDP, NDMA, and County governments) should identify and monitor what investments are critical to help improve programming. Internews was called upon to provide gender specific training and local stories about resilience. Insurance companies would ideally start providing locally relevant offerings. Practical Action was envisioned to provide programming and reliable indicators of resilience. The incentives for these actions are a clear and reliable evidence base, feedback and accountability, celebrations of success (or shaming of negligence), and links to community monitoring systems.

Parking Lot Review and Next Steps

The facilitator, Tonya Schuetz, read out the issues that had been posted to the “Parking Lot” throughout the day. Here is a summary of the issues and the proposed actions:

1. How does subjective measurement interact with objective measurements?

The project team members agreed that this is not an issue that will be answered immediately. It will remain as a part of this project and will be explored as efforts with other existing resilience measurement initiatives are integrated into this one.

2. Issue of building trust through ICTs

The project team agreed that this issue remains to be addressed during the life of the project. The project’s activities are exploratory and this is one of the concerns that will be investigated using different survey approaches.

3. What should be collected? No indicators for resilience at the moment?

This issue also remains to be addressed during the two year life of the project. The project will test different ways of assessing subjective measures of resilience, building in local perspectives through community engagement.

4. Issues of trust and literacy during surveys.

These are concerns that will be tested with different methods of administering surveys (interactive voice, call center, SMS, and face-to-face).

5. Who should be responsible for coordination of common indicators for resilience?

NDMA has a mandate through EDE to create a common framework for measuring resilience building efforts throughout Kenya. The National Bureau of Statistics also is a stakeholder in the process. Is it possible to get government, NGOs, and donors to all agree on common standards? Could this be an additional piece of work that this project takes on? It is something that is common to everybody in this room.

Next steps

The immediate next steps following the consultative workshop were for the project team to use what was learned and incorporate it into the proposal due on 15th July. In September it will be announced whether the proposal for the two year project has been accepted and will be funded. It was also agreed that this report of the workshop will be prepared and circulated to all participants before being made public.

If the project moves forward, the consortium partners will remain engaged with the stakeholders present in the room and work to embed the project’s work into other complementary initiatives.

Closing

Lindsey Jones thanked all the participants for an excellent day of contributions. Tonya facilitated a short “foot voting” exercise in which people were asked to evaluate the workshop by placing themselves along an imaginary line. The line went from 1 (displeased with the day’s workshop) to 5 (very pleased). The participants all placed themselves between the 3 and 5 section of the line, indicating they were generally pleased with the activities of the day.

Annex 1: Participants

	Name	Organization	Email address
1	Paul Kimeu	NDMA	paul.kimeu@ndma.go.ke
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40	Florence Pichon	ODI	f.pichon@odi.org.uk

Annex 2 Workshop Agenda

Sessions	Output
Session 1: Welcome /Introductions/ Objectives and planned Agenda for the WS	
Welcome, objectives & workshop flow	Objectives and WS road map
Introductions of participants	By Name, Organization, Function, Expertise
Brief introduction of the project	Overview of the project and its innovativeness
Session 2: Long term Vision	
Big picture long-term vision – and unpack the project draft goal	Understanding of the project goal
Session 3: Problem Tree Analysis	
Problem Tree Analysis of resilience measuring by scale	Problem Trees from the different scale perspectives
Sharing, analysis & group synthesis	
Session 4: Networks and game changers	
On-going initiatives	Inventory
Identifying key game changers for each scale	Key game changers (function, if available their names, within an organization per scale (each group 5 x 4 groups), mini network
Session 5: Outcomes	
Identifying the key outcomes (= changes in groups of people, i.e. any KASP/B)	Key outcomes for each scale 2-3 examples from each group, mini network

Session 6: Incentives and Outputs

Identify Outputs/deliverables, incentives

Groups present back, analysis, and synthesis across the scales

Analysis and synthesis across the groups and scales

Session 7: Wrapping up

Cleaning up the parking lot

Proposition of how to deal with open issues

Way forward

Listed next steps

Workshop evaluation - Close the day with all participants and get feedback

Feedback from participants