



# COLLECTIVE IMPACT AND RESILIENCE

Mitigating the impact of shocks and stresses on well-being requires broad cross-sector coordination. Collective impact helps to define and unpack the underlying causes of recurrent crises — putting vulnerable people, households, and communities on a sustainable and resilient pathway out of poverty.

## PRINCIPLES FOR PROGRAMMING<sup>12</sup>

**Common agenda:** participants have a shared vision for change, including a common understanding of the problem and a joint approach to agreed-upon solutions

- Planning across HA and DA leads to a more coherent and sustainable response across near- and long-term shared objectives.

**Shared measurement:** collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

- Learning opportunities and key analyses can build an understanding of how interventions are preventing, mitigating, and responding to direct and indirect impacts of shocks and stresses.

<sup>1</sup> “Collective Impact.” *Stanford Social Innovation Review*. [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)

<sup>2</sup> [Programming considerations for HA/DA coherence during COVID-19](#)



- Collective outcomes are quantifiable, measurable results that DA and HA actors can achieve in 3–5 years. Articulating outcomes for populations of mutual concern requires communication, coordination, and joint planning.

**Mutually reinforcing activities:** differentiated but coordinated activities enable participants to address problems with multiple causes and solutions

- Looking comprehensively across existing programming, leverage relationships, donor coordination and sources of funding across geographies and levels of programming. Plan based on the comparative advantage of different types of programming and timeframes.

**Continuous communication:** consistent and open collaboration is needed to build trust, assure mutual objectives, and ensure shared motivation

- Working together will make any coordinated outcome smoother, faster, and better. Participating in host government and donor information-sharing and coordination structures and in relevant Mission structures.

**Backbone support:** funding a dedicated, independent entity or team helps maintain overall strategic coherence, coordination and management of operations and implementation (e.g., engagement, communications, data collection and analysis)

- Support mechanisms and activities can facilitate collaboration and support learning. Since HA funds are centrally managed, and DA funds are mostly planned and managed by Missions and often sector specific offices, backbone mechanisms ensure activities are mutually reinforcing and enable collective action.
- A dedicated USAID advisor or coordinator to operate across sectors builds trust and legitimacy in coordination. This requires strong skill sets in communication, relationship and knowledge management, and participation across humanitarian, development, and peace programming.

## COLLECTIVE IMPACT IN ACTION

### Kenya: Coordinated Action Against Drought and Conflict<sup>3</sup>

Kenya's 23 counties in arid and semi-arid lands (ASALs) are home to over ten million people and constitute over 70 percent of Kenya's landmass. ASAL counties have suffered and continue to suffer from recurrent drought, human conflict, and a legacy of marginalization by government and lack of international investments.

The **Partnership for Resilience and Economic Growth (PREG)** program unites multiple USAID programs and implementing partners which work with the Kenya National Drought Management Authority and county governments to coordinate resilience and economic growth activities.

PREG's partnership model links and coordinates diverse humanitarian and development activities working with the same people in shared geographies. Integrated complementary activities allow USAID and partners to adapt and leverage knowledge and resources. The approach coordinates regionally to:

- Improve livelihoods and governance
- Strengthen livestock value chains
- Enable access to water sources and water, sanitation, and hygiene services
- Increase conservation measures
- Address conflict
- Promote inclusiveness and gender responsiveness



<sup>3</sup> [Partnership for Resilience and Economic Growth](#)



## Burkina Faso and Niger: Overlapping and Sequencing for Recovery<sup>4</sup>

The **Resilience in the Sahel Enhanced (RISE) II** is focused on resilience capacities in Burkina Faso and Niger, and includes over 30 implementing partners, government stakeholders and civil society partners, with an investment of \$730 million over five years.

USAID's approach consisted of strategically overlapping and sequencing humanitarian and resilience interventions as well as developing and implementing separate activities according to the needs of the communities. It integrates a global approach to risk management so local capacities are strengthened to fully prepare for, respond to, and recover from shocks.

Other RISE II investments focus on complementary activities at community, municipal, regional, and national levels. USAID prioritizes:

- Strengthening community leadership in local development
- Strengthening of social capital through the strengthening of mutual aid links
- Reinforcement of the learning and adaptation capacities of beneficiaries, local partners, and the partner government



## South Sudan: Partner-Driven Approach Supports Livelihoods<sup>5</sup>

Nearly 5.7 million people in need of food and livelihood support; 5.6 million people in need of water, sanitation, and hygiene support; 5.1 million people in need of emergency health services; and 1.84 million children in need of emergency education support.

The partnership model relies directly on communities and civil society to demand and drive gains in governance, health, education, food and nutrition security and economic well-being.

The **Partnership for Recovery and Resilience (PfRR)** in South Sudan unites donors, UN agencies, and non-governmental organizations at both national and local levels to ensure that support reaches the communities and households that require it.

PfRR's partnership model 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 donors, UN entities, and NGOs to adjust as communities increase resilience over time. PfRR collaborates, co-locates, and coordinates programming around four pillars:

1. Re-establish access to basic services
2. Rebuild trust in people and institutions
3. Restore productive capacities
4. Nurture effective partnerships



<sup>4</sup> [Resilience in the Sahel Enhanced II](#)

<sup>5</sup> [Partnership for Recovery and Resilience Framework in South Sudan](#)