

Rwanda Case Study

Enhancing Multi-sectoral Coordination and Collaboration through the Community Health and Improved Nutrition (CHAIN) Project

Background

Importance of Multi-sectoral Nutrition

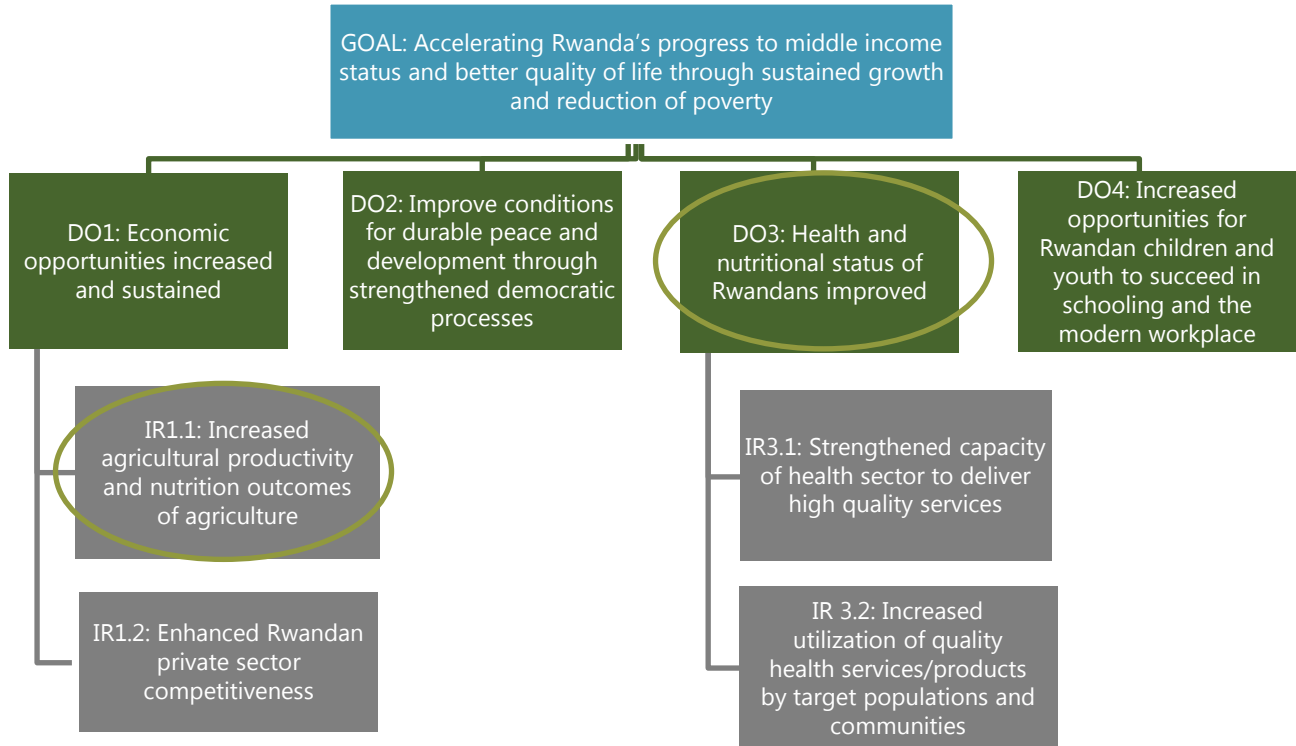
The 2013 nutrition series by *The Lancet* argued that to achieve global targets for reducing undernutrition, there must be a multi-sectoral approach that includes scaled-up, proven nutrition-specific and nutrition-sensitive interventions such as agriculture. The need for cross-sector collaboration was further outlined in the publication of the USAID 2014-2025 Multisectoral Nutrition Strategy, which states that “Multisectoral coordination along with collaborative planning and programming across sectors at national, regional, and local levels are necessary to accelerate and sustain nutrition improvements (USAID 2014).” It is therefore important to determine how implementing partners and donors can work better with each other and national governments to optimize nutritional outcomes. One country where strong efforts are being made to support multi-sectoral coordination and collaboration is Rwanda.

Nutrition Situation in Rwanda and USAID’s Response

Chronic malnutrition rates in Rwanda have remained stubbornly high, with 38 percent of children under the age of five being stunted, according to the 2015 DHS survey. These rates reach even higher levels among rural and impoverished children in Rwanda, with stunting as high as 41 and 49 percent, respectively (DHS 2015). Rwanda is a priority country under USAID’s Feed the Future initiative which provides funds to those countries around the world with the highest rates of chronic malnutrition and poverty. USAID Rwanda works in close partnership with the Government of Rwanda (GOR) to advance the objectives outlined in its vision under Feed the Future to reduce poverty and improve nutrition and economic growth.

In order to meet the dual Feed the Future objectives of “inclusive agriculture sector growth” and “improved nutritional status” several USAID Missions have been working to strengthen multi-sectoral coordination and collaboration between, among and across partners and sectors. USAID Rwanda is dedicated to finding multi-sectoral solutions to address undernutrition (USAID 2015). This commitment is illustrated in USAID Rwanda’s Country Development Cooperation Strategy (CDCS), in which two of the four Development Objectives (DO) explicitly relate to nutrition (see figure 1). The Mission and the activities it funds are currently developing strategies and implementation plans for multi-sectoral coordination for nutrition.

Figure 1. USAID Rwanda Results Framework



*Two of the DOs related to nutrition are illustrated with the green circles. Feed the Future falls under IR1.1, contributing to DO1. CHAIN falls under DO3. Together they impact USAID Rwanda’s goal of accelerating the country’s progress to middle-income status and improving its people’s quality of life through growth and poverty reduction.

The Community Health and Improved Nutrition (CHAIN) Project

The Community Health and Improved Nutrition (CHAIN) Project Appraisal Document (PAD) authorizes a suite of health and nutrition activities implemented by USAID Rwanda. With a five-year mandate (2014-2018), CHAIN’s overall goal is the same as IR 3.2: to improve the health and nutritional status of Rwandans through increased utilization of quality health services/products by target populations and communities. The implementing mechanisms within CHAIN fall under the Health, Economic Growth (Feed the Future), Education, and Democracy & Governance offices. CHAIN activities are designated as either “CHAIN-authorized” or “CHAIN-contributing.” As the name implies, CHAIN-authorized activities are implementing mechanisms authorized under the CHAIN PAD. However, as the CHAIN PAD was being developed, the Mission realized that activities that contributed to CHAIN’s overall goal had already been authorized under other PADs. These activities are considered CHAIN-contributing. See annex 1 for a list of all activities authorized by or contributing to CHAIN.

CHAIN has a project management team (PMT) comprising the Agreement Officer's Representatives/Contracting Officer's Representatives (AORs/CORs) who manage the implementing mechanisms. The CHAIN PMT ensures collaboration between the technical offices and among the activities contributing to and authorized under the CHAIN PAD. The Mission has made an effort to systematize how the CHAIN PMT will operate through a team charter and has drafted project management roles and procedures.

The GOR has a significant role in coordinating development initiatives across a range of donors, including USAID. Due to its considerable involvement, the Mission collaborates with the government to achieve CHAIN’s overall

goal and to design the activities included in the CHAIN PAD. The CHAIN project provides a unique platform for documenting a range of approaches and lessons about coordination and collaboration, as both the Mission and the activities it funds are developing strategies and implementation plans that aim for this.

Box 1. Government of Rwanda's Central and District Level Coordination Mechanisms

Mission and implementing partners discussed several platforms at the central and district levels that CHAIN partners are currently engaged in:

National Level

The National Food and Nutrition Technical Working Group (NF&NTWG) meets quarterly to coordinate the implementation of the National Food and Nutrition Policy and National Food and Nutrition Strategic Plan (2013–2018). The group includes a variety of stakeholders from the food, health, and nutrition sectors (i.e., UN agencies, NGOs, academia, donors, and the private sector) and is co-chaired by USAID and the Ministry of Health.

District Level

- The Joint Action Development Forum (JADF) coordinates activities at district and sector levels. The JADF works with local authorities to ensure proper targeting and to avoid overlap in partners' activities across all sectors. It is not limited to looking at coordination of activities for improved nutrition. In addition to the meetings, the JADF facilitates "open days," which create a platform for all development partners to discuss their activities. This provides a way for partners to learn about other's innovations that they could incorporate or adapt for use in their own programs.
- The Government of Rwanda developed a National Multi-sectoral Strategy to Eliminate Malnutrition (2010–2013). Its purpose was to reduce malnutrition in Rwanda by 2013, focusing on pregnant and lactating women and children. Every district in Rwanda adapted their own District Plans to Eliminate Malnutrition (DPEMs) and still holds meetings at the district level to monitor the implementation of the DPEMs. The DPEM steering committees meet with nutrition partners on a monthly or quarterly basis around planning and evaluation of activities at the district, sector, and village levels.

(Republic of Rwanda 2013; UNPAN 2016)

SPRING's Review of CHAIN

In February 2016, SPRING staff traveled to Rwanda to help strengthen the Mission's vision, plans, and approaches for coordination and collaboration of technical sectors, implementing partners, and other nutrition stakeholders. As part of the process, SPRING conducted a document review and semi-structured interviews with USAID Mission staff and implementing partners. SPRING interviewed staff from 15 CHAIN implementing partners, including five partners in Huye and Nyanza districts (see annex 2). SPRING also attended the first CHAIN partners meeting, sharing preliminary findings and prioritizing outcomes that the partners would like to see from CHAIN's efforts.

CHAIN's project work plan began in October 2015. Because SPRING conducted the review during this initial implementation stage, findings were limited to the benefits and challenges that often occur during collaboration start-up phases. The district-level findings reflect what was discussed in Huye and Nyanza and therefore may not be generalizable to all of the districts where CHAIN implementing partners work.

The Rwanda findings will complement similar work conducted by SPRING in collaboration with USAID Guatemala and USAID Bangladesh. SPRING will draft a report based on the use of similar questionnaires and frameworks to analyze and compare findings across all three countries. SPRING used the Garrett conceptual model¹ for working multi-sectorally to formulate interview questionnaires and analyze responses (Garrett et al. 2011). Garrett states that successful collaboration relies on factors related to the internal and external context and on the nature of the mechanisms and structures that link organizations. The model also provides definitions differentiating coordination and collaboration, which resonated with respondents during interviews in Rwanda (see box 2).

¹ See annex 5 for Garrett conceptual model.

Box 2. Terminology

- Coordination - Exchanging information and altering activities for mutual benefit and to achieve a common purpose.
- Collaboration - Exchanging information, altering activities, sharing resources, and enhancing one another's capacity for mutual benefit and to achieve a common purpose.

Findings

The SPRING review process revealed a number of opportunities and challenges for CHAIN.

Opportunities

Mission staff and partners perceive that benefits of coordinating and collaboration often outweigh the costs

- **As a result of CHAIN, Mission staff work together on activity design.** During the design phase of CHAIN activities, multiple offices contributed to discussions about target populations, interventions, and activity results. Many said that CHAIN allowed them to work directly with people who they might not have otherwise, which has led to more multi-sector activity designs and innovative ideas. Traditional agriculture activities, for example, are now incorporating nutrition and health components and thinking about alternative target populations due to CHAIN's cross-sectoral design teams.
- **There is general agreement that coordination has helped the USAID partners to know what others are doing and to avoid duplication of efforts.** An orphans and vulnerable children (OVC) activity said that through meetings with other partners they realized that they were targeting the same households as another health and nutrition focused activity. They corrected this situation and now provide referrals across activities that have the potential to deepen the quality of services for shared target populations.
- **Partners, particularly those at the field level, said that collaboration allowed them to leverage networks and resources and provides opportunities for innovation.** Many partners provided examples of sharing training and other activity materials so that others can reuse or adapt them for their own purposes. Partners held a meeting to discuss a monitoring and evaluation (M&E) tool to monitor the quality of interventions. Instead of each activity reinventing tools, they created a platform to share tools developed by various activities that could be adapted. At the end of the meeting they decided to form a technical working group so they can continue sharing these materials.
- **CHAIN may allow USAID Rwanda and the activities under CHAIN to talk about nutrition in one voice to gain greater credibility than they would alone.** Mission staff reported that coordinating activities would provide an opportunity to discuss nutrition with a unified voice and allow them to talk more comprehensively about how USAID is improving nutrition in Rwanda. Many partners also felt strongly that CHAIN could increase their credibility as a cohesive unit and enhance their influence with the local government (more than they would individually) if they were seen as working together to achieve a common goal.

CHAIN can augment coordination platforms that are already in place at the national and district levels.

- **Many partners would like CHAIN to address gaps they've identified in the current coordination mechanisms.**

- The National Food and Nutrition Technical Working Group (NF&NTWG) already convenes many of the activities in a regular forum. The NF&NTWG members represent a variety of technical areas and work across different geographic regions. However, there are many attendees and the current platform does not allow participants to delve into the level of detail required to facilitate learning or to identify strategic areas of collaboration.
- The partners regularly participate in the Government of Rwanda-led Joint Action Development Forum (JADF) and meetings on the District Plan to Eliminate Malnutrition (DPEM) but want additional structures in place to facilitate collaboration.
- The JADF has 'open days' that CHAIN could learn from. Similar to the NF&NTWG, which operates only at national/central level, the quarterly district-level JADF meetings are quite large and do not stimulate cross-activity learning because they focus primarily on providing updates to district officials. However, many partners mentioned the open days, which provide a platform for all development partners to discuss interventions. This lets partners learn about innovations that they could incorporate or adapt for use in their own programs. Several partners stated that CHAIN could establish a similar structure, focusing on lessons learned and sharing across activities.

Challenges

Turning the CHAIN PAD into a management tool requires additional thinking on management and operational strategies

Operationalizing CHAIN

- **While there is consensus on CHAIN's overall goal, there is no clear strategy specifically for supporting coordination and collaboration.** The CHAIN PMT team charter includes a work plan for the first year of implementation, with objectives and team operations specific to the PMT. It does not outline how partners are expected to coordinate or collaborate. Most partners were unfamiliar with CHAIN's overall purpose and their role in the project, which was not particularly surprising because at the time of the review CHAIN had not officially launched. Still, it is critical that all partners gain a clear understanding of CHAIN mechanisms, goals, and approach to collaboration. This will require specific awareness-raising efforts for partners and other stakeholders. A few ideas for raising awareness and buy-in among partners may include:
 - Establishing regular meeting schedules at the various organizational levels expected for partner coordination and collaboration (e.g. district, regional national), as decided by the CHAIN PMT and partners.
 - Identify one or more communications strategies (e.g. brochures or shared talking points) for sharing the CHAIN vision so that all relevant stakeholders – at all levels of operation - have the same understanding of what CHAIN is and how it is functioning to support coordination and collaboration.
 - Establishing a short-term working group to: develop the content defining the CHAIN mechanism, goals/approach, brainstorm who needs to understand this and why, and share this information among targeted stakeholders.

- **The partners would appreciate more concrete guidance from the Mission** on what the strategy and expectations are for coordinating and collaborating and how they will be held accountable. Motivation to collaborate is often tied to clear expectations, as well as a vision for where those efforts will eventually lead (Garrett 2011), and partners want USAID Rwanda to explain what it wants them to do and why. If the Mission decides to use the PAD as a management tool, it will need to orient partners to CHAIN's overall strategy for coordination and collaboration and how they fit within it.
- **There are no defined intermediate outcomes for coordination or collaboration.** The current CHAIN results framework adds up the individual activities' objectives and interventions to reach the project's goal: *to improve the health and nutritional status of Rwandans via increased use of quality health services/products by target populations and communities*. However, the framework does not illustrate how coordination or collaboration will contribute to that goal. Without explicitly measuring coordination or collaboration, it will be difficult to know if activities are on track and if there is a need to revise approaches during implementation.

Accountability and recognition

- **Participation in the CHAIN project management team (PMT) is not obligatory** so it may be difficult to ensure accountability and recognition among those who participate. The CHAIN project manager is the only Mission staff member who has CHAIN work included in his/her job description. While PMT members have clear responsibilities associated with acting as an AOR or COR, it is not clear what one needs to (or is required to) do regarding coordinating with others in the Mission because it is not indicated in work objectives or detailed in a Mission order. The CHAIN project manager also has no supervisory authority over the PMT members, so it will be difficult for her/him to assign them tasks. If participation by CHAIN PMT members is determined as crucial, it will be important that participating members are provided clear guidance regarding their roles and responsibilities, are recognized for their contributions, and accountable for their obligations. Top level support from Mission leadership would assist in both defining these expectations and keeping them relevant to PMT members' jobs/responsibilities
- **Partners and Mission staff alike consider coordination secondary to their work, resulting in related efforts not being prioritized.** Just as PMT participation is not included in Mission staff work objectives, coordination and collaboration efforts are not written into the majority of CHAIN activity work plans. Apart from the Integrated Nutrition and Wash Activity (INWA), no other implementing mechanism's contract or agreement explicitly states a responsibility or obligation to support coordination or to work toward common objectives with other activities. This is directly related to the lack of intermediate outcomes defined for coordination and collaboration. If partners are not mandated by their agreements or contracts to spend time and resources collaborating with others, they are unlikely to prioritize such efforts.
- **AORs and CORs traditionally focus on individual activity results instead of how their activities contribute to a larger goal.** Several members noted the difficulty of shifting the focus on individual activities to the bigger picture of how all the activities together improve community health and nutrition. CHAIN partners also exhibit this mindset, as several activities noted that they do not need to coordinate or collaborate to achieve their project goals. The CHAIN PMT should look at how each activity contributes to the larger picture. This would encourage activities to focus on their own strengths and leverage the expertise of other activities, instead of focusing exclusively on their own nutrition objective or outcome.

- **There is no current strategy to capture the learning that may come out of CHAIN.** Many Mission staff think that CHAIN has the potential to be a prototype of multi-sectoral program design and management. Learning from this effort could inform the management of future PADs, coordination efforts between USAID implementing partners, and cross-sector issue ownership. However, there isn't a formal structure in place to systematically capture and share this learning. The Mission does have a collaborating, learning, and adapting (CLA) plan related to activity design and evaluation. It also developed a tool to determine whether or not an evaluation is necessary, and if so, how to design it. There's also an internal evidence and data library that has links to Rwanda-specific statistical reports. While these may provide better data for both evaluation and activity design, they do not address CHAIN's coordination and collaboration efforts. If the Mission proceeds with its plan to hire a knowledge management specialist, it would be helpful to ask that person to consider how to incorporate a CLA plan for CHAIN in addition to the work-related to activity design and evaluation.

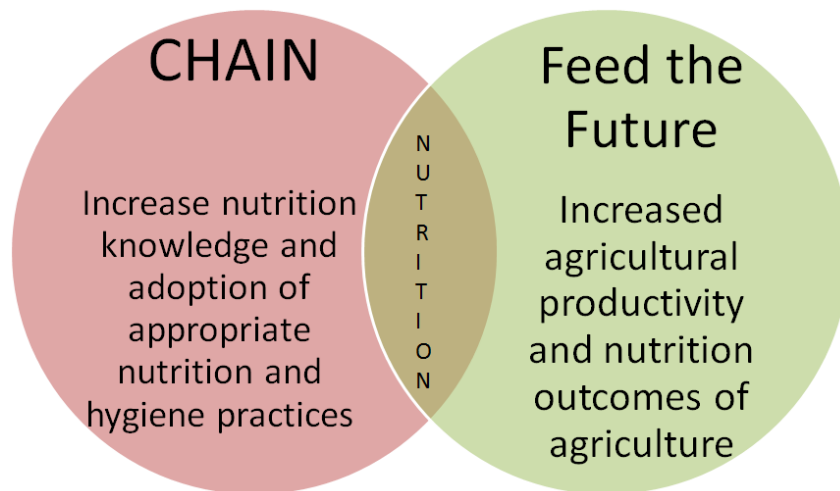
Partners often experience communication challenges within their organizations

- **Within an activity, communication between the central and field levels is not necessarily regular or direct.** Partners in Kigali and Huye/Nyanza noted that they do not always know the coordinating challenges that staff at other levels or locations have. While there will be structured meetings between and among senior staff of CHAIN partners at the central level (via the biannual CHAIN partners meetings), there are no plans for a formal mechanism at the field level. Yet additional field work is needed to understand how CHAIN can build on both formal and informal mechanisms for coordination and collaboration in the districts. As CHAIN develops its strategy specifically for how the activities will work together at the field level, it should include information on how to encourage information flow among and between implementing mechanisms.

There is confusion on definitions and criteria related to activity relationships (within and outside CHAIN)

- **The criteria to select CHAIN-contributing activities are not well-defined.** All CHAIN activities relate to community health and nutrition. However, there are activities supported by USAID Rwanda that contribute to a community health and/or nutrition objective that do not fall within CHAIN's purview. It is important to review the criteria for what constitutes a CHAIN-authorized versus a CHAIN-contributing activity. This would help partners find opportunities for collaboration and complementarity regardless of inclusion in the CHAIN PAD.
- **The relationship between the Feed the Future and CHAIN PADs is not clear across Mission offices.** In Rwanda, the main objective of Feed the Future is to increase small farmers' income and promote food security. Feed the Future-funded activities primarily aim to increase agricultural productivity, advance economic growth, improve access to more nutritious foods, and increase the use of essential nutrition actions. CHAIN focuses on both nutrition and community health. The link between the Feed the Future and CHAIN PADs therefore centers on the nutrition objective (see figure below). The association between the two PADs is well understood, but there appears to be confusion in how that link translates to the different activities and whether they are (or are not) expected to work together. Feed the Future-funded activities that are not included in CHAIN may contain a nutrition mandate. CHAIN's strategy for coordination and collaboration across partners (both authorized and contributing) could also encompass investments under Feed the Future. Similar to clarifying which activities fall under CHAIN, detailing how

activities (and AORs/CORs) across the two PADs relate could build synergies that may have otherwise been overlooked.



Recommendations

SPRING structured its recommendations on the opportunities and challenges identified in the document review and interview process. Each suggestion falls under one of the following four main recommended areas:

- Define, document, and communicate the CHAIN strategy and expectations to partners and Mission staff.
- Provide partners with guidance to coordinate and measure those efforts.
- Develop plans to address gaps between Feed the Future and CHAIN, and CHAIN-authorized and CHAIN-contributing partners.
- Establish a CLA strategy for CHAIN.

Effective collaboration is integral to the success of multi-sectoral projects like CHAIN (Garrett 2011). Research suggests that effective and efficient coordination is built on a common sense of purpose (Seidman and Gilmour 1986; Alexander 1995; Bardach 1998). Many of the provided recommendations can help USAID Rwanda create a common sense of purpose across the Mission and its partners, generate a shared language for discussion, and a mutual understanding of what is expected of all CHAIN participants.

USAID Rwanda should use existing materials when acting on any of the recommendations below, as there are many Mission resources to refer to and build upon: the CHAIN PAD, CHAIN project maps, CHAIN team charter, and the associated project management roles and procedures document. Coordination and collaboration require a well-defined, well-supported approach, which takes time. For this reason, it is important to identify which areas should be undertaken immediately and which can be addressed in the long-term. SPRING has included suggestions for this phased approach, incorporating observations from the debrief with USAID Rwanda and previous experience with other Missions. Please refer to annex 3 for a complete list of challenges and corresponding recommendations.

Define, document, and communicate the CHAIN strategy and expectations to partners and Mission staff

- 1. Define, document, and communicate the CHAIN strategy for coordination and collaboration to partners.**

- A strategy should impose a time limit and result in a realistic outcome (so that people see concrete results of their efforts) (Garrett 2011). The CHAIN goal of improving health and nutritional status of Rwandans is critical, but defining one or more short-term attainable goal(s) could motivate CHAIN partners. Defining intermediate outcomes might also help the implementing mechanisms set priorities for what types and levels of action partners should work on and will help clarify where time and resources should be spent.
- The CHAIN team charter already has the FY16 work plan, which could be expanded to include how CHAIN partners are expected to coordinate and collaborate over a specific time period (e.g., joint site visits and work planning, shared nutrition messages, mutual trainings) to support the intended results. The Mission should review the initial outcomes list generated by the CHAIN partners at the March 4th meeting (see annex 4) and determine which of these (or others) it would like to see as a result of the partners working together. This is important because partners may be more motivated to work on a strategy that they helped develop (Garrett 2011).
- The strategy should reflect considerations at both central and district levels. This is important because coordination and collaboration occur primarily at the district levels and are led by those guiding the implementation of the JADF and DPEM.
- Developing CHAIN's strategy for coordination and collaboration will help shape many of the additional recommendations: communicating the CHAIN strategy and expectations to partners, setting realistic goals, and establishing the relationship between CHAIN and Feed the Future. For this reason, CHAIN should prioritize completing a strategy exercise this year.

2. Request regular input from partners to make sure that all voices are heard and that everyone understands how to provide feedback to the Mission.

- As part of the quarterly review process, AORs/CORs could check in with their implementing partners to troubleshoot problems that may arise during coordination and collaboration efforts. This could also include surveys before and after CHAIN partner meetings, similar to the one circulated after March 4th.
- Several partners are interested in providing input into CHAIN meeting agendas. Some meetings could even operate as a series of brown bags with different partners co-presenting on how their activities are working together, or a technical topic that the partners find relevant to their work.

3. Include CHAIN PMT participation in work objectives to ensure accountability and recognition among its members. Include language on accountability and performance recognition in the draft project management roles and procedures document. It is crucial that all AORs/CORs of CHAIN-authorized mechanisms participate in the CHAIN PMT. As the CHAIN project manager has proposed, the Mission may consider a more robust approach to roles and responsibilities, such as a mission order on project management. This would clarify the role of the project manager and host office and their relationship with the contributing offices specific to project management, design, and reporting.

Provide partners with guidance to coordinate and measure efforts

1. Expand mapping exercise beyond geographic coverage to include all CHAIN partners. The current CHAIN project maps include the location of the health-funded activities under CHAIN. USAID Rwanda should expand these maps to include all CHAIN activities, both authorized and contributing, regardless of which office funds them. The maps should incorporate additional information such as activity

interventions and indicators to identify potential areas of collaboration among activities in the same district. Many partners would like USAID to coordinate the CHAIN collaboration effort because USAID Rwanda sees the big picture, and activity staff are not always certain where they fit. However, the Mission must map the full puzzle of activities before each implementing mechanism can see how it relates to others and how it might benefit from connecting.

- 2. Provide guidance to partners during coordinated annual work planning.** At this time, it would be impractical for activities to develop entire work plans together. However, it might be useful to set aside time at certain CHAIN meetings or one-on-one AOR/COR meetings with partners to align work plans (e.g., to reflect specific collaboration and coordination activities in each partners' work plan, as relevant) and include deliverables and goals for the year. This would ensure that the CHAIN coordination/collaboration strategy is reflected in CHAIN partner work plans through deliverables with discrete timeframes and budgets. This might also ease the conflict between partner contracts/cooperative agreements and the expectation to collaborate, as they would be held accountable for working together and have the collaboration detailed in their approved work plans.

Develop plans to address gaps related to Feed the Future and CHAIN, and CHAIN-authorized and CHAIN-contributing partners

- 1. Discuss and document how CHAIN and Feed the Future will work together to achieve nutrition results.** USAID Rwanda should create a detailed activity matrix that incorporates all CHAIN and Feed the Future implementing mechanisms, including information already captured by the CHAIN maps. Agriculture activities that incorporate explicit nutrition objectives are more likely to maximize positive nutrition impact and minimize harm than those that do not (FAO 2013). All Feed the Future activities that have a nutrition objective may be implementing interventions that are related to CHAIN activities in the same geographic area. If USAID Rwanda avails this information in one place, (i.e., the activity matrix), it can distinguish how activities in the two PADs may be related and identify particular areas of collaboration across them. Feed the Future activity members who do not attend the CHAIN partners meeting could participate when relevant (e.g., to provide an "agriculture 101" overview to the partners, share an example of a successful collaborative pursuit with a nutrition or community health-focused activity, or present materials used for cross-training of staff).
- 2. Review the list of all CHAIN activities and determine criteria for CHAIN-contributing.** Similarly to what should be done for Feed the Future, USAID Rwanda should ensure that CHAIN participants (both authorized and contributing) have a nutrition or community health objective. If the division between CHAIN-authorized and CHAIN-contributing influences CHAIN participation or requirements, the Mission should clarify the distinction. This would include criteria for what constitutes each characterization and the different expectations or responsibilities for coordination and collaboration associated with each. This is especially important if USAID Rwanda plans to add or remove any CHAIN-contributing activities in the future. Due to the confusion many partners expressed on CHAIN and their relationship to it, it is important to review the list of activities and decide what types of activities may be missing.

Establish a CLA strategy for CHAIN

- 1. Create a plan to capture learning at the Mission level.** Learning is constant, but not necessarily systematically planned or adequately supported. As a result, learning is infrequently facilitated and not typically viewed in ways that are strategic or can maximize results (USAID Learning Lab, 2014). If other PADs within the Mission intend to emulate a similar model to CHAIN, USAID Rwanda should document

CHAIN's process and disseminate knowledge about the challenges and successes to improve the process in the future. Some Missions have brought on CLA/organizational learning advisors or increased/revise the responsibilities of current M&E staff to support learning objectives (USAID Learning Lab, 2014). USAID Rwanda is considering hiring a knowledge management specialist to assist the program office. This person could be a CLA coordinator or point of contact to help the Mission establish learning processes for regularly reviewing and analyzing CHAIN's processes (e.g., outputs from the PMT meetings and feedback from the CHAIN partner meetings, challenges facing the CHAIN Project Manager, involvement and commitment of cross-sector offices). The person could also be responsible for developing contingency plans and revising approaches as necessary, as well as disseminating these findings within USAID. Several Mission staff also prioritized creating a CLA plan for CHAIN at SPRING's debrief.

- 2. Establish a process for sharing learning and knowledge between partners.** The CHAIN partner meetings are an obvious forum for peer exchange. With a collectively developed format, partners could convene regularly to discuss their work and new information. This would enable the group to attain identified coordination and collaboration outcomes; conduct joint technical assistance visits, create shared tools, and identify areas for future collaboration. USAID Rwanda's support will help the partners to have time for these discussions and prioritize communication among the implementing mechanisms. Regular discussions focused solely on learning may even decrease repetitive information gathering, such as multiple baselines or focus groups with the same beneficiaries. This might decrease survey fatigue among beneficiaries, too.
- 3. Require partners to report on coordination and collaboration efforts.** It may be difficult to revise contract requirements to embed coordination and collaboration learning objectives. Partners might instead include vignettes or short case studies highlighting specific collaborative actions/events with other CHAIN implementing mechanisms in their quarterly reports. This should include coordination processes at the district level. It will be important to determine which staff person would be the most suited to documenting these processes from the beginning and creating a follow up system as well.

Conclusion

SPRING's review of CHAIN revealed a number of coordination and collaboration opportunities and challenges that the Mission and its partners encounter. Many of the opportunities suggest that USAID Rwanda is in a strong position to formally incorporate a coordination and collaboration strategy to strengthen CHAIN implementation. The recommendations in this document could help the Mission mitigate the challenges. With planned and deliberate coordination and collaboration, CHAIN can harmonize its activities, serve as a model for other Missions, and reach its goal of improving the health and nutritional status of Rwandans.

Annex 1. CHAIN Implementing Partner Details

ACTIVITY NAME	IMPLEMENTING PARTNER	Authorized Under CHAIN PAD	Authorized Under Other PADs	TECHNICAL OFFICE
Higa Ubeho	Global Communities	X		Health
Ubaka Ejo	AEE/Rwanda	X		Health
Turengere Abana	Association François-Xavier Bagnoud (FXB)/Rwanda	X		Health
Gimbuka	Caritas/Rwanda	X		Health
Rwanda Social Marketing Program	Society for Family Health	X		Health
ROADS III	FHI 360	X		Health
Improved Services for Vulnerable Populations (ISVP)	Global Communities	X		Health
Global Alliance for Improved Nutrition (GAIN)	GAIN	X		Economic Growth
Early Childhood Development Curriculum Evaluation	Elma Foundation and Harvard School Public Health	X		Health
Integrated Nutrition and WASH Activity (INWA)	Catholic Relief Services (CRS)	X		Health
Akazi Kanoze Youth Livelihoods Project	Education Development Center		X	Education (YOUTH)
Rwanda Integrated Water Security Program (RIWSP)	Florida International University (FIU)		X	Economic Growth (Feed the Future)
Ejo Heza - Integrated Improved Livelihoods Program (IILP)	Global Communities		X	Economic Growth (Feed the Future)
Rwanda Dairy Competitiveness Project II (RDGP II)	Land O' Lakes Inc.		X	Economic Growth (Feed the Future)
Human and Institutional Capacity Development	Development Alternatives Inc. (DAI)		X	Democracy and Governance (VOICE)
Private Sector Driven Agricultural Growth (PSD-AG)	Engility		X	Economic Growth (Feed the Future)
HarvestPlus (participated in CHAIN partners meeting)	International Center for Tropical Agriculture		X	Economic Growth (Feed the Future)
HarvestPlus (participated in CHAIN partners meeting)	International Potato Center		X	Economic Growth (Feed the Future)

Annex 2. SPRING TDY Contact List

Name	Organization	Title
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Daniel Handel	USAID/Rwanda EG	Mission Economist/Deputy EG office director
David Rurangirwa	USAID/Rwanda Education	Education and IT Specialist
Marie Ahmed	USAID/Rwanda Health	Acting Health Office Director
Alphonse Nkusi	USAID/Rwanda Health	Health and Social Welfare Promotion Team Leader
Mary de Boer	USAID/Rwanda Health	CHAIN Project Manager
Silver Karumba	USAID/Rwanda Health	Nutrition Specialist
Esron Niyonsaba	USAID/Rwanda Health	OVC Specialist
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Marcia Musisi-Nkambwe	USAID/Rwanda Program Office	Deputy Mission Director
Adriana Hayes	USAID/Rwanda Program Office	Program Office Director
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Triphine Munganyika	USAID/Rwanda Program Office	Gender Coordinator
Przemek Praszczalek	USAID/Rwanda Program Office	Deputy Program Officer
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Jim Yazman	Consultant	Consultant
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Jean Pierre Mbagurire	Ejo Heza - Integrated Improved Livelihoods Program (IILP)	M&E Specialist
Jeanne d'Arc Nyirajyambere	Ejo Heza - Integrated Improved Livelihoods Program (IILP)	Senior Nutrition Specialist

Name	Organization	Title
Waringa Kibe	Ejo Heza - Integrated Improved Livelihoods Program (IILP)	Program Coordinator
Gertrude Nyurandegeya	Ejo Heza - Integrated Improved Livelihoods Program (IILP) - Huye	Field Officer, DUHAMIC
Fabrice Muhamyangabo	Ejo Heza - Integrated Improved Livelihoods Program (IILP) - Huye	Field Officer, AEE
Gisele Umumarungu	Ejo Heza - Integrated Improved Livelihoods Program (IILP) - Huye	Field Officer, AEE
Odile Mujawimana	Ejo Heza - Integrated Improved Livelihoods Program (IILP) - Huye	Field Officer, DUHAMIC
Claude Rudasingwa	Ejo Heza - Integrated Improved Livelihoods Program (IILP) - Huye	Field Officer, ADEPR
Theogene Habimana	Ejo Heza - Integrated Improved Livelihoods Program (IILP) - Huye	Field Officer, DUHAMIC
Jean Bosco Kazaroho	Global Alliance for Improved Nutrition (GAIN)	Chief of Party
Jean Ntakirutimana	Gimbuka	Program Team Leader
Kirimi Sindi	Harvest Plus OFSP	Country Manager, Rwanda
Leslie Gonzales	Human and Institutional Capacity Development	Deputy Chief of Party
John Palmucci	Human and Institutional Capacity Development	Chief of Party
Albert Nzamukwereka	Human and Institutional Capacity Development	Program Manager/Civil Society
Juste Kayihura	Improved Services for Vulnerable Populations (ISVP)	Deputy Chief of Party
Tona Isibo	Improved Services for Vulnerable Populations (ISVP)	Director of M&E, Research, and Learning
Marie-Noelle Senyana-Mottier	Integrated Nutrition and WASH Activity	CRS-Rwanda Country Manager
Bridget Kimball	Integrated Nutrition and WASH Activity	CRS-Head of Programing Rwanda/Burundi
Alemayehu Gebremariam	Integrated Nutrition and WASH Activity	INWA Chief of Party
Yvonne Umurungi	Integrated Nutrition and WASH Activity	INWA Deputy Chief of Party
Collins Lotuk	Integrated Nutrition and WASH Activity	INWA MEAL Advisor
Melanie Bittle	Private Sector Driven Agricultural Growth (PSD-AG)	Chief of Party
Egide Nkuranga	RIWSP	Country Director/Chief of Party
Jean Pierre Nkuranga	RIWSP	Program Accountant/HR
Anastase Nzeyimana	ROADS III	Acting Chief of Party

Name	Organization	Title
Eugenie Ingabire	ROADS III	Capacity Building Officer
Dr. Jean Claude Sumanyi	ROADS III	Technical Officer, Reproductive Health
Jean Baptiste Mugabo	ROADS III	Technical Officer, Nutrition
Anne Marie Ayinkamiye	ROADS III	Technical Officer, Gender
Fils Uwitonze	ROADS III	Technical Officer, M&E
Leon Bienvenu	ROADS III	Technical Officer, M&E
Dennis Karamuzi	Rwanda Dairy Competitiveness Project II (RDCP II)	Chief of Party
Charles Bizimana	Rwanda Dairy Competitiveness Project II (RDCP II)	M&E Specialist
Alice Bamusiime	Rwanda Dairy Competitiveness Project II (RDCP II)	Gender and Nutrition Specialist
Janepher Turatsinze	Rwanda Social Marketing Program	Deputy Chief of Party
Imelda Muhuza	Rwanda Social Marketing Program	Gender and Nutrition Specialist
Fidele Byiringiro	Rwanda Social Marketing Program - Huye	SFH Regional Representative
Emmanuel Habyarimana	Turengere Abana	Chief of Party
Adeline Manikuze	Turengere Abana	Technical Team Lead
Denys Ndangurura	Turengere Abana - Nyanza	Nutrition and WASH Coordinator
John Kalenzi	Ubaka Ejo	Chief of Party
Charlotte Usanase	Ubaka Ejo	M&E Specialist
Charles Magezi	Ubaka Ejo - Huye	Program Manager

Annex 3. Findings and Recommendations Table

Challenges	Recommendation #	Notes
While there is consensus on CHAIN's overall goal, there is no clear strategy specifically for supporting coordination or collaboration.	1. Define, document, and communicate the CHAIN strategy for coordination and collaboration to partners.	A strategy can create a common sense of purpose, and generate a shared language for discussion and a mutual understanding of expectations.
The partners would appreciate more concrete guidance from the Mission.	2. Request regular input from partners. 5. Provide guidance to partners during coordinated annual work planning.	The partners are seeking clarification on their role in coordination and collaboration, and the shared strategy recommended above could provide this. Work planning with the Mission and alongside other CHAIN partners may also ensure that the coordination/collaboration strategy is reflected in CHAIN partner work plans via specific deliverables. Through regular communication with the Mission, the partners also have an opportunity to request further clarifications while also ensuring that their voices are heard.
There are no defined intermediate outcomes for coordination or collaboration.	5. Provide guidance to partners during coordinated annual work planning. 10. Require partners to report on coordination and collaboration efforts.	Defining a more short-term attainable goal(s) for coordination or collaboration could motivate CHAIN partners. Partners could align work plans and include deliverables and intermediate outcomes for the year related to coordination or collaboration. Requiring the partners to report on these efforts would make them accountable.
Participation in the CHAIN project management team is not obligatory.	3. Include CHAIN PMT participation in work objectives.	If CHAIN PMT membership is included in staff work objectives, it is more likely that they will feel obliged to participate.
Partners and Mission staff alike consider coordination secondary to their work, resulting in related efforts not being prioritized.	3. Include CHAIN PMT participation in work objectives. 5. Provide guidance to partners during coordinated annual work planning. 10. Require partners to report on coordination and collaboration efforts.	Coordination will no longer be secondary to CHAIN PMT members' work if it is included in their work objectives. Similarly, if partners have explicit collaboration deliverables in their work plan they are more likely to prioritize work with CHAIN partners and report on their efforts.
AORs and CORs traditionally focus on individual activity results instead of how their activities contribute to a larger goal.	4. Expand mapping exercise beyond geographic coverage to include all CHAIN partners.	Completing the mapping exercise may allow the Mission to understand how implementing mechanisms are related to each other and how they may more strategically connect to the partners.
There is no current strategy to capture the learning that may come out of CHAIN.	8. Create a plan to capture learning at the Mission level. 9. Establish a process for sharing learning and knowledge between partners.	Incorporating coordination into a Mission-wide CLA strategy will allow USAID Rwanda to systematically document CHAIN's process and disseminate knowledge about the

Challenges	Recommendation #	Notes
		<p>challenges and successes to improve the process in the future. This is especially important if other PADs within the Mission intend to emulate a similar model to CHAIN. Learning is also crucial for the partners. The CHAIN partner meeting could be a platform for peer exchange. With a format that they develop collectively, the partners can convene on a regular basis to inform one another of their work and new information.</p>
<p>Within an activity, communication between the central and field level is not necessarily regular or direct.</p>	<p>1. Define, document, and communicate the CHAIN strategy for coordination and collaboration to partners.</p>	<p>If the coordination and collaboration strategy extends to the districts, it will have greater potential to reduce communication gaps between partner organizations and build on existing mechanisms in the field.</p>
<p>The criteria to select CHAIN-contributing activities are not well-defined.</p>	<p>7. Review the list of all CHAIN activities and determine criteria for CHAIN-contributing.</p>	<p>If the division between CHAIN-authorized and CHAIN-contributing influences CHAIN participation or requirements, the Mission should clarify the distinction. This is especially critical if USAID Rwanda plans to add or remove any CHAIN-contributing activities in the future.</p>
<p>The relationship between the Feed the Future and CHAIN PADs is not clear across Mission offices</p>	<p>6. Discuss and document how CHAIN and Feed the Future will work together to achieve nutrition results</p>	<p>Apart from achieving the nutrition objective for Feed the Future, potential opportunities for synergies among activities may be overlooked if Mission staff and activities from the two PADs are not communicating. Clarifying the relationship between CHAIN and Feed the Future will ensure that specific Feed the Future activity staff who are not already attending CHAIN partner meeting could participate when relevant.</p>

Annex 4. Outcomes for Coordination and Collaboration

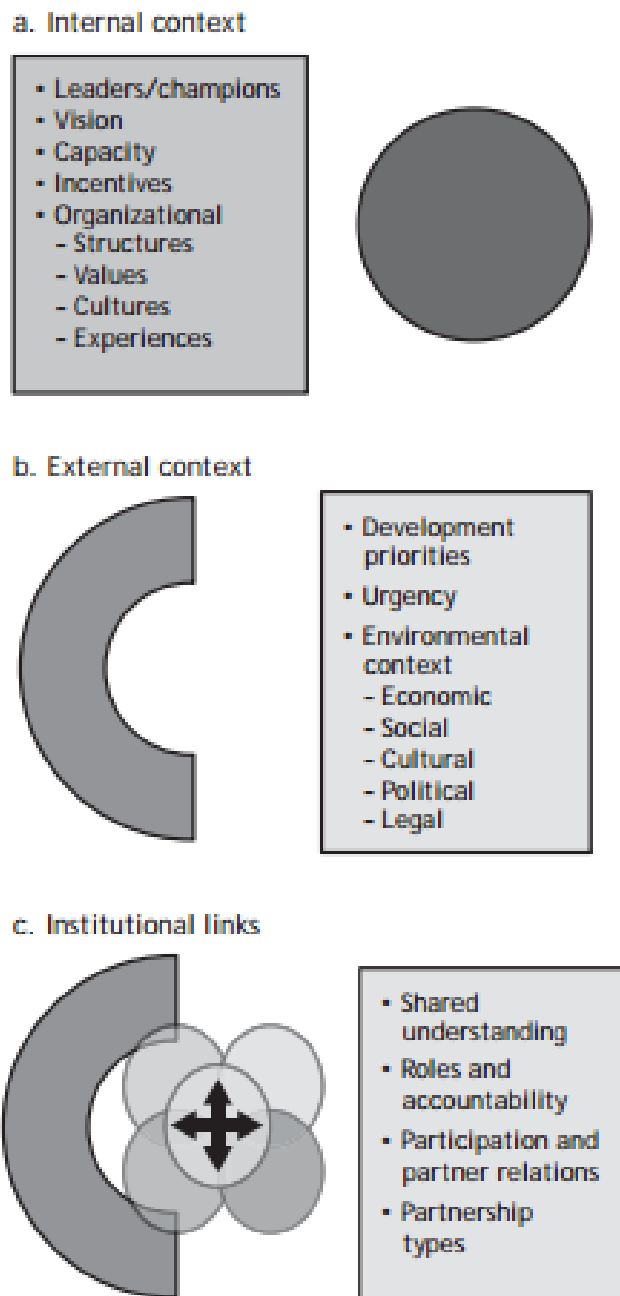
SPRING gave a presentation at the March 4th CHAIN Partners Meeting. As part of this session, partners prioritized anticipated outcomes of CHAIN's coordination and collaboration efforts. Literature on the success of collaboration initiatives finds that effective efforts often promote a sense of ownership and incorporate partner organization's needs and desires into the overall strategy (Garrett 2011). Including the implementing mechanisms in this process will make the overall design better match partner needs and capabilities more closely. The outcomes that were prioritized at the meeting are below.

Initial Coordination/Collaboration Outcomes as Identified by the CHAIN Partners

- **Established process to identify best practices.** Many partners listed learning as an important outcome of coordination. CHAIN could use existing or institute new forums (e.g., regular CHAIN partners meetings in Kigali, COP breakfasts, or a new online community of practice) to establish a formal process for learning among the partners. This would include what works well and what needs rethinking.
- **Learning for improved implementation.** This outcome is directly related to the former, as CHAIN may go beyond providing structures to learn. Sharing lessons across activities could improve implementation by enhancing approaches.
- **Increased adaptation and use of each other's materials and messages.** This outcome highlights the benefits many partners listed for coordination. Several implementing mechanisms see CHAIN as an opportunity to revise existing materials to fit their own activity needs and avoid duplication of efforts.
- **CHAIN fills the gap between the national and district-level coordination mechanisms.** USAID Rwanda echoed the partners' desire to build on current platforms. A close examination of quarterly JAF meeting structure might guide the process.
- **Increased complementarity of interventions.** CHAIN could help partners gain a better idea of USAID's overall approach to community health and nutrition, which will help them understand where they fit and how to connect to other activities.
- **Hire a full-time CHAIN coordinator.** Many partners do not prioritize coordination efforts because they lack time and/or motivation. The coordinator's job description would include specific tasks to facilitate decision-making and communication between district-level coordination activities and central-level meetings. S/he would be a consistent representative in whatever mechanisms USAID Rwanda establishes to support coordination.
- **CHAIN partners have a common voice.** Many partner interviewees believed that CHAIN would enhance their credibility with the local government by uniting them together and establishing a common goal.
- **Opportunity cost of collaboration goes down.** Coordination and collaboration require time commitments from all who participate. Ideally, the associated costs of collaboration will decrease as CHAIN institutionalizes these mechanisms and they become embedded in the way the activities operate.

Annex 5. Garrett Conceptual Framework

Figure 3.1 Conceptual framework: Working multisectorally



Annex 6. SPRING Travel SOW

Purpose:	Assist USAID/Rwanda to strengthen its approaches for integrated nutrition programming to meet USAID/Rwanda and Feed the Future's goal of reducing undernutrition in Rwanda
Provider(s):	Samantha Clark, Food Security and Nutrition Specialist Sarah Titus, Food Security and Nutrition Manager Lidan Du, Research Advisor
Period of Performance:	February 20 – March 7, 2016
Place of Performance:	Rwanda
Activity Code:	36697.1604.1003

Objective of Visit:

The purpose of this work is assist USAID/Rwanda to strengthen its approaches for integrated nutrition programming to meet USAID/Rwanda and Feed the Future's goal of reducing undernutrition in Rwanda.

The goal of this work is to facilitate and strengthen USAID/Rwanda's vision, plans, and approaches for coordination/integration of technical sectors, implementing partners, and other stakeholders around nutrition. This includes a review of existing processes within the mission and an examination of methods for monitoring the progress and process of the Mission's coordination/integration plans.

SPRING is a 5-year, USAID centrally-funded cooperative agreement to strengthen global and country efforts to scale up high impact nutrition practices and policies to improve maternal and child nutrition outcomes. SPRING is managed by the JSI Research & Training Institute, Inc. (JSI), with partners Helen Keller International (HKI), International Food Policy Research Institute (IFPRI), Save the Children (SC), and The Manoff Group (TMG). SPRING has funding from the Bureau for Food Security to undertake surveys/reviews of promising practices for linking agriculture and nutrition and to provide a limited amount of Technical Assistance to Feed the Future portfolios. USAID/Rwanda believes that coordination and integration are key to the sustainability of development efforts, including those supporting nutritional outcomes for pregnant and lactating women and children under two. USAID/Rwanda's nutrition portfolio provides an excellent platform for documenting a range of approaches and lessons learned about coordination/integration, as many activities are developing strategies and implementation plans that aim for this.

Current work on integration within the nutrition and health sectors centers around the CHAIN Project and its 24 associated implementing mechanisms. To coordinate this work, the mission has established a project management team, composed of the activity managers for each CHAIN mechanism, key supporting staff, and led by a USDH based in the Health Office. The functions of the CHAIN Project Management Team are described in the CHAIN PAD and also in the CHAIN Team Charter. For its first year of implementation, the CHAIN team has set out to accomplish the following objectives:

1. Finalize the Team Charter
2. Conduct a mapping exercise to visualize and document where different CHAIN activities work
3. Develop a terms of reference to document how different nutrition activities within and outside of

CHAIN shall work together

4. Organize at least two CHAIN implementing partners' meetings to discuss implementation and promote alignment
5. Provide input during the design discussion of new CHAIN activities
6. Participate in the design and development of plans to integrate the recommendations of the Human and Institutional Capacity Development (HICD) evaluation
7. Organize an end of year event for the CHAIN team to evaluate progress

SPRING proposes to work with the USAID/Rwanda Mission and its CHAIN and Feed the Future partners to help accomplish the CHAIN Team's third objective and improve multisectoral coordination/integration across the Mission and among partners working on nutrition. At the same time, SPRING hopes this work will contribute to the global evidence base around how different Feed the Future countries are strategizing and operationalizing coordination/integration in their portfolios. In undertaking this goal, the following objectives are proposed:

- Identify and highlight interventions, processes, and approaches that aim to define, promote and/or measure coordination/integration efforts in Rwanda in regards to achieving the Mission's objectives in nutrition.
- Share lessons learned and better practice toward coordination/integration within and across sector offices in regards to nutrition in the USAID/Rwanda Mission (e.g. economic growth, health, democracy and governance, etc.) as well as among partners in Rwanda. SPRING will draw from previous work with other Feed the Future countries and USAID Missions as well as review any previous work/studies done by others in Rwanda.
- Document key findings from the coordination/integration approaches in Rwanda and apply these findings in a larger technical brief that highlights examples from three key countries, including Rwanda.

SPRING aims for this work to, first and foremost, be used to inform better integrated nutrition programming across the USAID/Rwanda portfolio. Rwanda. If the Mission agrees, SPRING also hopes to share some aspects of Rwanda's efforts with other USAID Feed the Future Missions and the broader international community of practice that is interested in the benefits, challenges, and opportunities associated with integration efforts.

Background:

USAID/Rwanda's Country Development Cooperation Strategy (CDCS) outlines nutrition as a major cross-cutting objective. Development Objective One includes nutrition as an Intermediate Result as following, IR 1.1, Increased Productivity and Nutrition Outcomes of Agriculture. Development Objective Three includes nutrition as follows, DO 3, Health and Nutrition Status of Rwandans Improved and also includes sub IR 3.2.3, Increased nutrition knowledge and adoption of appropriate nutrition and hygiene practices.

Rwanda is a focus country for the U.S. Government's Feed the Future initiative, which falls under Development Objective One. Feed the Future supports a country-driven approach to address the root causes of poverty, hunger and undernutrition. This is being done through a range of activities aimed at increasing agricultural productivity, advancing economic growth, improving access to more nutritious foods, and increasing use of essential nutrition actions. USAID/Rwanda has assessed that income and availability of nutritious foods within households and markets are two major constraints to improving nutrition among rural populations. In March 2015, USAID/Rwanda

engaged the Strengthening Results, Partnerships, and Innovations Globally (SPRING) project to better understand these market and consumption related causes of malnutrition in Rwanda and document any gaps in the current and planned approaches of USAID/Rwanda to address key barriers to achieving improvements in nutritional status through agriculture.

One of the recommendations that emerged from SPRING's work with USAID/Rwanda was that the Mission should develop a plan for multisectoral coordination/integration vision in support of nutrition, which would encompass not only the Community Health and Integration Nutrition Project investments, which fall under I.R. 3.2, Increased utilization of quality health services/products by target populations and communities, but also the mission's Feed the Future Project. This plan would be built on a shared vision among and across its sector investments and implementing partners. The plan would help to inform how USAID/Rwanda communicates its approach to coordination/integration, especially in response to the recent USAID-wide Multi-sectoral Nutrition Strategy. The plan may also consider developing interim measures for coordination/integration, as they may serve to support attainment of planned nutrition outcomes under the CDCS.

SPRING's work to-date: SPRING has already undertaken several activities elsewhere to better understand approaches to integration. Specifically, SPRING has developed field notes, documented approaches, and provided technical assistance on how to integrate multi-sectoral programs in Senegal, Nepal, Burkina Faso, and Guatemala. Most recently, SPRING traveled to Bangladesh to facilitate and strengthen USAID/Bangladesh's vision, plans, and approaches for coordination/integration of technical sectors, implementing partners, and other stakeholders around nutrition. This activity began after SPRING completed two phases of field research in Guatemala on USAID/Guatemala's Western Highlands Integration Program (WHIP). WHIP is a comprehensive plan to promote integration of and coordination among all sectors and services supported with US government resources in five Departments (or regions) in the Western Highlands of Guatemala. These activities have provided a unique insight into better practices and challenges associated with coordination/integration across sectors, among stakeholders, and within/across institutions, including the unique challenges posed by USAID systems and structures.

Proposed Technical Assistance: SPRING proposes to work with USAID/Rwanda to determine the level of understanding and experience related to multi-sectoral coordination/integration within the Mission and, to the extent possible, among implementing partners. The scope of this review will be finalized with input from USAID/Rwanda to ensure relevance to the Mission's learning agenda. However, for illustrative purposes, a few of the key questions that have emerged from previous work done with other Missions include:

- What are the motivations and incentives behind multi-sectoral coordination/integration among Mission staff/offices and/or among implementing partners? How do these motivations influence coordination/integration strategies and plans?
- How can we measure effectiveness of coordination/integration plans?
- Is there a shared understanding of process, roles, and goals of coordination/integration on nutrition amongst Mission offices? projects?
- What level of coordination/integration between activities to achieve project goals is optimal and how should projects strive to reach this optimal level?
- How should CHAIN-authorized and Feed the Future-authorized implementing mechanisms collaborate?
- What are the largest barriers to deepening coordination/integration and how have they been addressed?

SPRING hopes to gain a better understanding of USAID/Rwanda’s coordination/integration processes and will work directly with the CHAIN Project Management Team, Feed the Future management personnel, and the Mission to strengthen portfolio-wide coordination efforts through workshops and presentations. SPRING is in a unique position to share better practices from other Feed the Future country experiences, as well as to discuss potential monitoring approaches to measure benefits expected from coordination/integration efforts. Additionally, this work contributes to the Bureau of Food Security’s learning agenda, as integration is a priority area.

Internal Management

The Health Office, most specifically Mary de Boer (the CHAIN Project Manager), will serve as the lead mission POC for the SPRING team. Within the CHAIN Project Management Team, Patrice Hakizimana and Laurie Pickard from the Economic Growth Office will also provide support.

Anticipated activities during TDY(s):

Phase	Activity	Purpose	Timeline
During TDY	Meetings with Mission	1.5-2-hour meetings with Mission staff from a variety of bureaus/sector offices related to their perceptions of the process; benefits of coordination and integration; and the difficulties/downsides of trying to collaborate	To be finalized with USAID/Rwanda
	Meetings with nutrition partners and stakeholders	1.5–2-hour interviews with various staff (COPs, technical staff, M&E staff and possibly field staff) related to their experiences with coordination/integration	To be finalized with IP staff
	Meetings with relevant government and/or non-USAID stakeholders in nutrition, as directed by the Mission	1.5–2-hour interviews with various staff (COPs, technical staff, M&E staff and possibly field staff) related to their experiences with coordination/integration	To be finalized with USAID/Rwanda
	Internal (USAID) cross-sector meeting	2–2.5-hour joint meeting with representatives from a variety of sector offices to share preliminary findings and identify key next steps for strengthening coordination/integration efforts	To be finalized with USAID/Rwanda
	Partners/Stakeholder workshop	A half to full day workshop to share findings and recommendations and to work together to identify next steps.	To be finalized with USAID/Rwanda
Post-TDY	Complete draft Rwanda report	SPRING will share a first draft report for input within 6-8 weeks of returning from Rwanda, working with the Mission to finalize the report.	Within 6-8 weeks of field visit
	Share lessons learned from Rwanda	Possibilities include: <ul style="list-style-type: none"> • Separate report synthesizing integration/coordination commonalities across all countries studied • Webinar 	TBD during TDY

Deliverables and Expected Results:

Several key deliverables are expected from this work:

- 1) TA report covering findings and recommendations specific to Rwanda;
- 2) Technical assistance and capacity building with and for the Mission and/or implementing partners;
- 3) Better practice sharing workshop; and
- 4) Based on the lessons learned in Rwanda and other countries, SPRING will share findings on: 1) How different Feed the Future countries are strategizing and operationalizing coordination/integration into their portfolios; 2) How countries (likely to be Guatemala, Bangladesh, and Rwanda) developed their coordination/integration strategies and how they are translating that strategy with and through their partners, including with national and local government; and 3) How the countries are or are planning to measure the contribution of their strategies to nutrition outcomes and how they are or are planning to define and monitor success.

Team Composition:

Samantha Clark, Sarah Titus, and Lidan Du will individually hold meetings with select Mission staff, implementing partners, and other stakeholders to address the key questions identified above and inform the technical assistance report. They will each alternate facilitating, presenting, and recording the internal cross-sector meeting and stakeholder workshop. Following the trip, they will jointly lead the development of the report and work closely with the SPRING Knowledge Management team to share lessons learned and other findings either through a webinar focused on capacity building and sharing of better practice/lessons learned among Feed the Future Missions.

Annex 7. SPRING TDY Calendar

Date	Overview	Time	Time	Time	Time
Saturday, February 20th	Travel to Rwanda				
Sunday, February 21st	Arrive in Rwanda, prepare for Monday meetings				
Monday, February 22nd	Mission meetings & IP interviews in Kigali	9:30-10:00 Inbrief with the Mission Director	11:00-12:30 CHAIN	1:00-2:30 Ubaka Ejo	3:00-4:30 Turengere Abana
Tuesday, February 23rd	IP interviews in Kigali	9:00-10:30 Gimbuka	11:00-12:30 Integrated Nutrition and WASH	2:00-3:30 Human and Institutional Capacity Development	2:30-4:00 RDPC II
Wednesday, February 24th	IP interviews in Kigali	9:00-10:30 Rwanda Social Marketing Program	11:00-12:30 ISVP	1:30-3:00 IILP	
Thursday, February 25th	IP interviews in Kigali		11:00-12:30 PSD-AG	2:30-4:00 HarvestPlus OFSP	
Friday, February 26th	IP interviews in Kigali & IP interviews in Kigali	8:30-10:00 EG office	10:00-12:00 Program office	1:00-2:30 ROADS III	
Saturday, February 27th	Review interviews and pull together findings				
Sunday, February 28th	Review interviews and pull together findings			4:30 GAIN	
Monday, February 29th	IP interviews in Kigali & travel to Huye/Nyanza in the afternoon	9:00-10:30 Akazi Kanoze Youth	11:00-12:30 Health office	Travel to field (overnight in Huye)	
Tuesday, March 1st	IP interviews in Huye/Nyanza	10:00-11:00 Rwanda Social Marketing Program	2:00-3:00 IILP & ISVP		
Wednesday,	IP interviews in Huye/Nyanza	10:00-11:00	1:00-2:00	Travel back to Kigali	

March 2nd	& travel to Kigali in the afternoon	Turengere Abana	Ubaka Ejo		
Thursday, March 3rd	Pull together findings and prepare for workshops				
Friday, March 4th	CHAIN partners workshop	CHAIN Partners Meeting 8:00-12:30			
Saturday, March 5th					
Sunday, March 6th					
Monday, March 7th	Mission workshop/out brief		1:00-2:30 Mission debrief workshop	Sam and Sarah travel back to DC at night	
Tuesday, March 8th	Last CHAIN partner interview	9:00-10:30 RIWSP		Lidan travels back to DC at night	

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