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2015 MALAWI STAKEHOLDER ANALYSIS

Integrated Development in Malawi: Stakeholder Perceptions and Practices

February 2016

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2015 MALAWI STAKEHOLDER ANALYSIS

INTEGRATED DEVELOPMENT IN MALAWI: STAKEHOLDER PERCEPTIONS AND PRACTICES

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CONTENTS

- Acronyms i
 - Purpose and guiding questions of the Stakeholder Analysisiii
- Introduction..... 1
 - Purpose of the Stakeholder Analysis 1
 - Impact Evaluation of CDCS 2
- Background: Malawi CDCS integration initiative 3
- Methodology..... 5
 - Semi-Structured Key Informant Interviews 5
 - Collaboration Index Tool 7
 - Data Analysis 8
 - Limitations of the 2015 SHA Methodology 8
- Findings..... 10
 - Key-Informant Interview Findings 10
 - Defining Integration 10
 - “Doing” Integration 13
 - Outcomes of Integration..... 16
 - Challenges 22
 - Aggregate Perceptions of Integration by Implementers..... 26
- Conclusions..... 31
- Annexes 41
 - Annex I: Interview Guides 41
 - Annex II: Wilder Collaboration Index..... 45
 - Annex III: Wilder Collaboration Index Results..... 52
 - Annex IV: Integration Activities 60

ACRONYMS

AOR	Agreement Officer's Representative
CDCS	Country Development Cooperation Strategy
CI	Collaboration Index
CLA	Collaboration, Learning, and Adaptation
COR	Contracting Officer's Representative
CSO	Civil Society Organization
DADO	District Agriculture Development Officer
DC	District Council
DEM	District Education Manager
DG	Democracy and Governance
DHO	District Health Officer
DO	Development Objective
DP	Development Partner
DSA	Daily Subsistence Allowance
EDU	Education
GOM	Government of Malawi
HPN	Health, Population, and Nutrition
IE	Impact Evaluation
IIAT	Implementation and Integration Activity Tracker
IP	Implementing Partner
KII	Key Informant Interviews
NGO	Non-Governmental Organization
PEA	Primary Education Advisor
PMTCT	Prevention of Mother-to-Child Transmission
RFP	Request for Proposals
RSC	Rural Score Card
SEG	Sustainable Economic Growth
SHA	Stakeholder Analysis
SI	Social Impact
USAID	U.S. Agency for International Development

PROJECT AND IMPLEMENTER ACRONYMS REFERENCED

Project Names	Prime Implementer	Sector
SSDI-Systems: Support for Service Delivery Integration	Abt Associates	HPN
MISST: Malawi Improved Seed Systems and Technologies	CGIAR	SEG
STEPS: Supporting The Efforts of Partners	Counterpart International	DG
Ubale (a Development Food Assistance Program)	CRS: Catholic Relief Services	SEG
INVC: Integrating Nutrition in Value Chains	Development Alternatives Inc.	SEG
Mobile Money	FHI 360	SEG
SSDI-Services: Support for Service Delivery Integration	JHPIEGO	HPN
SSDI Communications: Support for Service Delivery Integration	JHUCCP: Johns Hopkins Univ. Center for Communication Programs	HPN
DELIVER	JSI: John Snow, Inc.	HPN
MEDA: Malawi Electoral and Decentralization Activity	NDI: National Democratic Institute	DG
FISH: Fisheries Integration Society and Habitats	Pact Inc.	SEG
Njira: Pathways to Sustainable Food Security (a Development Food Assistance Program)	PCI: Project Concern International	SEG
EGRA: Early Grade Reading Activity	RTI International	EDU
ASPIRE: The Girls' Empowerment through Education and Health Activity	Save the Children	EDU
PERFORM: Protecting Ecosystems and Restoring Forests in Malawi	Tetra Tech ARD	SEG

EXECUTIVE SUMMARY

The 2013-2018 USAID/Malawi Country Development Cooperation Strategy (CDCS) aims to improve the quality of life of Malawians through three Development Objectives (DOs): (i) improvement in social development, (ii) increase in sustainable livelihoods, and (iii) assurance that citizen rights and responsibilities are exercised. To better achieve this, the Mission has applied a hypothesis which states, **“if assistance is integrated then development results will be enhanced, more sustainable, and lead to achievements of our CDCS goal: Malawians’ quality of life improved”** (USAID/Malawi, CDCS Document, 2013).

The USAID Mission in Malawi awarded Social Impact Inc., (SI) with a five-year contract (2014 – 2018) to conduct an impact evaluation of the CDCS development hypothesis as well as an annual Stakeholder Analysis (SHA). This report presents findings and recommendations from the first SHA, conducted in Malawi in September-October 2015.

PURPOSE AND GUIDING QUESTIONS OF THE STAKEHOLDER ANALYSIS

The annual Stakeholder Analysis (SHA) is designed to help the USAID Malawi Mission understand what works and what requires improvement with regard to the CDCS strategy in the targeted districts of Balaka, Machinga, and Lilongwe Rural, and to aid in the interpretation of findings from an overarching IE. The annual SHA will inform Mission portfolio reviews scheduled each year in early January.

The SHA is guided by the following broad questions:

1. How do stakeholders define and perceive coordination, collaboration and integration?
2. How do they apply them in their activities?
3. What are stakeholder perceptions of the integration process? Do they have suggestions for ways to improve its effectiveness?
4. To what extent do stakeholders believe integration has been achieved as anticipated, and how? If not, where are the gaps and what are the barriers?
5. How and to what extent has integration been facilitated by the donor coordinating and proposed IP integration coordinating committees?

CDCS BACKGROUND

USAID/Malawi has adopted an integrated development approach that defines integrated development as *“working jointly with others on a common goal that is beyond what any one person/group can accomplish alone. Integration includes joint planning, leveraging resources, evaluating outcomes together, and a holistic coordinated response that meets district development objectives.”* In order to operationalize integration, USAID/Malawi promotes a “3-C approach”:

- **Co-location** of USAID interventions/activities
- **Coordination** within USAID and with other development partners (DPs)
- **Collaboration** between USAID and the Government of Malawi (GOM), district authorities, other development partners (DPs), civil society organizations (CSOs), and community based organizations (CBOs)

The Mission has targeted this approach to USAID-funded activities in three districts in particular: Balaka, Machinga, and Lilongwe Rural. The Mission envisioned that fully integrated activities under CDCS in these three districts would involve more than one implementer and more than one sector co-locating,

coordinating and collaborating together to achieve the development objectives. IPs that hold current awards from USAID in these districts are requested or at times required to coordinate and collaborate their work plans across sectors and to deliberately work together.

STAKEHOLDER ANALYSIS METHODOLOGY

The evaluation team used qualitative data collection and analysis as the center of their approach to trace the process of integrating activities. Data were collected through a series of semi-structured key informant interviews (KIIs) using data collection instruments developed by SI. A total of 33 KIIs were conducted with stakeholders drawn from the USAID CDCS Coordination Team; USAID sectoral teams (HPN, SEG, EDU, and DG); Malawi Government representatives of health, education, or agriculture activities in the three focus districts; collaborative groups across other donors; and IPs (prime and sub-contractors) representing 14 active USAID-supported projects. KII data were then supplemented by data from a closed-ended Collaboration Index (CI) tool that further explored perceptions of collaboration. Data for CIs were gathered from 14 IPs based on one of their most complete integration activities.

KEY FINDINGS AND CONCLUSIONS

How do stakeholders define and perceive coordination, collaboration and integration?

Overall, the majority of IPs defer to the USAID definition of integration and recognize the integral role of the 3-Cs. In general terms they see integration as a process for working together in order to reach common goals. IPs clarified that while they may be working towards a common integration goal, that they may simultaneously be working toward distinct project-level outcomes. So while together the IPs may be working to increase their outreach, they may be doing so to accomplish different things, such as improving literacy rates or raising awareness about Malaria prevention.

IPs and USAID representatives also saw that taking a cross-sectoral approach was a central feature of the USAID definition, but doubts were raised on whether or not all integration activities had to be cross-sectoral in order to “count” as integrated. It should also be noted that in order to further operationalize the definition of integration, a more nuanced look could be taken at how the various stakeholders define the 3-C’s and where their own individual definitions may diverge from the Mission’s.

District representatives shared that they still were not being fully integrated into the process. The cases that most actively engaged districts happened through DG projects that then capitalized on sectoral expertise of other IPs. In those cases, the DG IPs worked to train district officials on good governance practices while working with partners to develop district government technical skills in the areas of education, health and agriculture.

How do stakeholders apply integration in their activities?

A five step process was seen to be used for integrating activities. In most cases the process begins with USAID setting up a cross-sectoral partners meeting, where the various partners are brought together to learn of one another’s projects (Step One), though other venues for identifying integration opportunities exist at the Mission and district level. Information shared by USAID stated that not all partners were brought to the event, but rather just those who represented the flagship programs and/or those who showed great potential for integrating. Once the partners met, they were then expected to work together to identify those activities that they would take on and then vet them with their AORs and CORs (Step Two). When the AORs and CORs gave their blessing, the IPs would continue to communicate and then set meetings during which they would develop a work plan for their activity (Step Three). Work planning involved the development of MOUs, defining of roles and responsibilities, and working out cost-sharing. Once the work plan was approved, they then moved to the implementation phase (Step Four). Step five involves learning

and improvement and was found to be less practiced. While the five steps may follow a logical progression and consist of distinct independent steps, they in many ways overlap and can feed into each other in both directions.

To what extent do stakeholders believe integration has been achieved as anticipated, and how?

IPs, Mission staff, and district government representatives had an overarching positive perception of integration and were able to articulate value added. Stakeholders not only saw the potential of integration for project outcomes, but were able to speak to realized positive outcomes. The outcomes included increased reach, cost savings, reduced duplication, better alignment with district needs, and others. While some IPs felt that they had to expend additional resources to complete integration activities, for the most part either they felt it was worth it or that it was lower than they had anticipated given the realized gain.

In general, the integration initiative is perceived to be strong. And while stakeholders are encountering challenges, they have, for the most part, been able to work through them and can see the potential that integration holds both for individual project outcomes, but also for helping the Mission reaching its overarching goal, to improve the quality of life of Malawians.

What do stakeholders perceive as barriers to integration?

During interviews, stakeholder provided specific examples of the barriers they faced while trying working toward implementing integrated activities. The primary challenges included:

- Lack of consistent guidance from USAID on the definition of integration
- Lack of clarity on whether and how integration should be measured
- Lack of communication and formalized agreements between USAID and IPs and between IPs
- Tensions due to an imbalance in contribution and commitment
- Difficulty retrofitting to pre-existing contracts and workplans
- Concerns over competition

To mitigate these challenges, stakeholders suggested many recommendations. They are discussed below along with SI's recommendations.

To what extent has integration been facilitated by the donor coordinating and proposed IP integration coordinating committees?

Additional coordination is needed within the Mission to see this initiative through. Given a consistent call from IPs for further guidance from USAID/Malawi on what integration is, how to integrate and how it should be tracked over time, there is still a need for additional coordination to make integration work well. Furthermore, IPs communicated the need for a central governing body over integrated activities. While the Mission has discussed the Integration Steering Committee, it is unclear as to the role and responsibilities this committee has, and the level of authority they have to make and implement decisions. This would need to be investigated further in order to gauge how as a committee they are facilitating integration, aside from hosting annual or semi-annual partner meetings. In terms of the donor coordination committee, we were only able to speak with one such committee, and it remained unclear the role they played in the integration initiative. What was clear from the data is that district government stakeholders want to see better coordination and are ready and willing to participate in such an activity.

RECOMMENDATIONS

Must be a win-win

In order for an integration activity to move forward and have sufficient buy-in, it needs to be win-win. Each activity should be beneficial not solely to a single IP, but to all parties who are involved, including the IPs, USAID, and the district government. In other words, it should push partners towards positive

integration outcomes that will allow them to reach positive project-level outcomes. These outcomes should then advance the Mission towards its larger DOs and Goal of improving the quality of life of Malawians while simultaneously permitting IPs to hit their targets. It is important for the Mission to create an enabling environment to realize win-win situations.

Whether or not an activity will be beneficial to all involved should be determined early on in the process. In fact, some suggested that it was one of the factors that they used to determine the partnerships they would pursue. It should also be noted that while an activity should be mutually beneficial, it does not mean that compromises will not have to be made. In fact, they likely will, and comments shared during the interviews indicate that IPs understand this and attempt to work this out through the planning process.

Give clear guidance but allow for flexibility

Many stakeholders indicated a desire for additional guidance on how to move integration forward. IPs stated that they wanted more guidance from individuals at USAID. In fact, some went as far to say that USAID needed to make integration a requirement, and set up specific targets for each of the IPs. Representatives from USAID agreed that the IPs need additional guidance and should consider what aspects they wish to make mandatory. Just as IPs needed additional guidance from USAID as to what is required and how to undertake integration, representatives from USAID expressed a desire for additional guidance from the Mission leadership on what is expected regarding integration and how they should proceed. It should be noted that several IPs reported that guidance needs to come from a central figure or body at the Mission. Therefore, we recommend that the Mission outline roles and responsibilities for individuals within the Mission as well as a clear set of expectations for the IPs regarding integration.

While IPs are asking for additional guidance, there seemed to be a view within the Mission that they should allow for flexibility. IPs don't disagree that there is a need for flexibility, they emphasized the need for additional guidance before they can feel comfortable moving forward with some of their ideas. SI recommends that USAID require integration, as it is already beginning to do for new contracts, but set clear guidelines indicating how much integration is enough and what counts as integration.

Rich and robust planning at multiple levels with active integrated USAID involvement is needed

The data gathered from various stakeholders emphasizes the planning process cannot be under-estimated. It is the opportunity for the IPs to align goals, objectives and, at times, outcomes. It also provides them the space to think through budgeting and the roles and responsibilities of various individuals from the partnership. Some IPs suggested that the processes needed to be formalized such that the planning process would result in an MOU that outlines roles and responsibilities, budgets/cost-sharing, timeline, and agreed upon reporting guidelines.

The stakeholder discussions also demonstrated inconsistent involvement of Mission staff in the planning process. At times, they appear to take an active role, and in other circumstances, they have been unaware of specific integration activities, particularly across sectors. For planning to be effective, it is necessary for them to be involved in the process, and also to work across the various sector offices to ensure that there is alignment in understandings and activities as outlined in the workplans submitted by IPs. The Mission should also delineate a process by which AORs/CORs of planned integration activities must work together to discuss and approve plans including detailed MOUs.

Several stakeholders at all levels noted the high importance of bringing integration planning to the district level. To this end, the Mission has recently begun facilitating such district-level cross-sectoral meetings among IPs and sub-IPs and future SHAs should look into understand how integrated activities actually play out. As it currently stands, there are still occasions in which the districts are open and ready for integration, but suggest that they are not being folded into the process.

Organizational Change within the Malawi Mission

What USAID/Malawi is requesting is not the simple implementation of a single integrated activity, but rather, a fundamental shift in the way programming is seen and undertaken, so that they can implement holistic programs that cross-sectors in order to improve the overall quality of life of Malawians. The Mission's current organizational structure, which divides the organization by sectors, does not naturally encourage integration. Therefore, the Mission may need to consider putting structures in place that both allow for and encourage, if not require, staff to work across offices. This will require changes in how new projects are designed and procured, a re-examination of contracting mechanisms, a change in how money is allocated and how projects are monitored and evaluated.

Encourage Communication as a 4th C

Possibly the most crucial factor in aiding the development and implementation of integrated activities is the use of effective communication, as it is an underlying factor in each of the key findings. This communication must happen amongst the various technical office and front office at the USAID/Malawi Mission, between the Mission and both prime and sub-IPs, amongst the IPs, and between IPs, USAID and relevant representatives from district government offices. While there are some examples of systematic, regular communication across these partners, there are still significant gaps. For example, as demonstrated in the challenges section, there have been cases of one USAID representative approving a workplan without checking with their internal counterpart to see if the work was feasible. In another case, two IPs in the same sector did not communicate which resulted in overlapping meetings that meant that district officials had to choose one or the other rather than attend both. Generally, by improving communication, USAID and the partners will continue to reduce duplication, increase efficiencies and design activities that naturally link with others in the same sector.

Measure to learn the degree to which integration is occurring

While the CDCS outlines indicators that can track intermediate results as well as indicators that can be used to track cross-cutting sub-intermediate results, such indicators and objectives were not explicitly defined for integration, and targets beyond the intent for project saturation in three focus districts were not set. Therefore, it has been difficult for Mission staff as well as IPs to know what they should be working towards for integration, whether or not they have sufficiently integrated their programming, and if what they are doing count as integration. We recommend the Mission develop simple indicators that can be tracked and provide a means of accountability and continuous learning.

INTRODUCTION

The 2013-2018 USAID/Malawi Country Development Cooperation Strategy (CDCS) aims to improve the quality of life of Malawians through three Development Objectives (DOs): (i) improvement in social development, (ii) increase in sustainable livelihoods, and (iii) assurance that citizen rights and responsibilities are exercised. To better achieve this, the Mission has applied a hypothesis which states, **“if assistance is integrated then development results will be enhanced, more sustainable, and lead to achievements of our CDCS goal: Malawians’ quality of life improved”** (USAID/Malawi, CDCS Document, 2013).¹

Throughout the CDCS design process prior to 2013, USAID held local stakeholder consultations, and used their input to inform the 2013-2018 CDCS strategy. Under USAID’s collaboration, learning, and adaptation approach (CLA), the Mission intends to realize a living CDCS strategy that evolves and adapts from on-the-ground learning based on interactive consultations with local stakeholders. To aid in the CLA approach, the Mission built an impact evaluation (IE) of the CDCS into the overarching strategy. The IE intends to determine the validity of USAID/Malawi’s CDCS development hypothesis, and to inform USAID/Malawi in further integration efforts and future planning. As part of the IE, an annual Stakeholder Analysis (SHA) is conducted to help the USAID Malawi Mission understand what works and what does not work regarding its integration strategy as well as inform the IE.

In May 2014, the USAID Mission in Malawi awarded Social Impact, Inc. (SI) in Arlington, a USA-based international development management-consulting firm, with a five-year contract (2014-2018) to conduct both the IE and the annual SHA. This report discusses the findings and conclusions from the first SHA, conducted in Malawi from September to October 2015. SI will conduct subsequent SHAs annually until 2018.

PURPOSE OF THE STAKEHOLDER ANALYSIS

The annual SHA is designed to provide USAID/Malawi with a local learning component to gauge the effectiveness of the CDCS strategy in the targeted districts of Balaka, Machinga, and Lilongwe Rural, and to aid in the interpretation of findings from an overarching IE. By infusing local knowledge and stakeholder perceptions of the USAID integrated portfolio, the Mission hopes to strengthen strategic integration and harmonization of Mission investments. Through consultations with local primary and secondary stakeholders, the SHA specifically intends to identify aspects of the integration approach that are not performing as originally anticipated and suggest opportunities for improvement. The annual SHA will inform Mission portfolio reviews scheduled each year in early January.

For this study, SI considers USAID project implementing partners (IPs), including both prime partners and their sub-partners; the CDCS committee at USAID; USAID sectoral office teams; Malawi District Government representatives, Civil Society Organizations (CSOs); and local community members as primary stakeholders. Other donors engaged in aspects of integration through coordinating committees are considered as secondary stakeholders.

¹ In addition, the Mission also developed a complementary hypothesis that states “If a greater emphasis is placed on building the organizational capacity of local civil society organizations and ministries, then their governance, leadership, financial and program management will improve and subsequently increase the sustainability of programming and improve quality of life outcomes”. This hypothesis is not the focus of this report.

IMPACT EVALUATION OF CDCS

In support of the IE, SI collected baseline data from November to December 2014 using household surveys, IP implementation integration activity tracking (IIAT), and Rural Score Card-based (RSC) community focus groups in seven districts, and in an additional district in 2015. The eight districts represented areas where integration activities are carried out in full, partial, and a very limited basis, as defined in the CDCS.² The impact evaluation design, methodology, and baseline results are described in detail in the *Inception Report and Baseline Report*.³

The baseline findings in 2014 showed the following and provide relevant context to the 2015 SHA:

- Local beneficiaries/communities typically have great difficulty knowing which group implemented selected activities in their community. Very few, if any, beneficiaries would have knowledge of the interworking of IPs to carry out integrated activities to be able to answer questions about this.
- Integration among IPs, especially across sectors, is very limited. The CDCS has prompted discussions among the IPs, and many have identified co-located projects or overlapping goals in projects for potential integration. However, many of the planned collaboration activities appear to be within the health sector IPs and therefore may not essentially meet the CDCS integration definition/goal that envisions integration across both IPs and sectors.

SI examines the current state of integration at various levels and how it is implemented to describe the outcomes of integration, successes and challenges, and ultimately, develop recommendations that detail the environment needed to make integration a success. By doing so, the SHA complements the CDCS impact evaluation by advising on ways to track the progress of integration and measure the outcomes.

² SI's Implementation and Integration Activity Tracker captured locations, timing, and content of projects and integration planned or ongoing at each site, as reported by IPs, the Mission, and other donors active in sampled areas. The qualitative Rural Score Cards guided focus group discussions with community stakeholders to capture perceptions of local changes in quality of life.

³ "USAID Malawi CDCS Impact Evaluation Baseline Report," Social Impact, Inc. *USAID Development Experience Clearinghouse*, April 2015.

BACKGROUND: MALAWI CDCS INTEGRATION INITIATIVE

The 2013-2018 USAID/Malawi CDCS aims to improve the quality of life of Malawians. In order to achieve the objective, USAID/Malawi has adopted an integrated development approach that defines integrated development as “working jointly with others on a common goal that is beyond what any one person/group can accomplish alone. Integration includes joint planning, leveraging resources, evaluating outcomes together, and a holistic coordinated response that meets district development objectives.”

USAID/Malawi defines integrated development as: *Working jointly with others on a common goal that is beyond what any one person/group can accomplish alone. Integration includes joint planning, leveraging resources, evaluating outcomes together, and a holistic coordinated response that meets district development objectives*

In order to operationalize integration, USAID/Malawi promotes a “3-C approach”:

- **Co-location** of USAID interventions/activities
- **Coordination** within USAID and with other development partners (DPs)
- **Collaboration** between USAID and the Government of Malawi (GOM), district authorities, other development partners, civil society organizations (CSOs), and community based organizations (CBOs)

The Mission has targeted this approach to USAID-funded activities in three districts in particular: Balaka, Machinga, and Lilongwe Rural, with the expectation that there would be a saturation of programming in those districts across education, health, agriculture, economic growth, and democracy and governance, with complementarity with activities focused on decentralization and capacity building. The Mission envisioned that fully integrated activities under CDCS in these three districts would involve more than one implementer and more than one sector co-locating, coordinating and collaborating together to achieve the development objectives. Co-location (i.e. geographic proximity of IP activities or targeting particular beneficiary groups) is necessary, but it is considered insufficient to independently effect integration because IPs may not voluntarily work together. Therefore, IPs that hold current awards from USAID in these districts are requested or at times required to coordinate and collaborate their work plans across sectors and to deliberately work together. More on the Malawi Mission’s approach to integration as well as experiences with integration outside of Malawi is available in *Implementing Integrated Development in Malawi*.⁴

The Malawi Mission took its first steps toward implementing the integration strategy at an all-partners workshop on March 18, 2014. This was the first opportunity for implementers to discuss their activities and expertise with each other and work to identify opportunities for coordination and collaboration with each other. To this end, the Mission facilitated a “speed dating” type exercise in which implementers rotated to sit with each other briefly to find opportunities for synergy. IPs emerged with a set of integration activity work plans that identified “low-hanging fruit” opportunities for integration that could be readily achieved. The “low-hanging fruit” approach in the first year was essential, as integration was not a requirement explicitly outlined in contracts and cooperative agreements that the Mission held with its partners. As such, the Mission sought a way to begin having partners integrate with minimal effort and

⁴ “Implementing Integrated Development in Malawi,” Social Impact, Inc. *USAID Development Experience Clearinghouse*. July 2015.

expense as they build integration into new requests for proposals (RFPs) and in contract extensions and add-ons.

USAID replicated this speed dating approach at similar meetings on September 25, 2014 and September 3, 2015. At the former, the Mission also offered further guidance to IPs that encouraged them to identify integration opportunities that meet five criteria:

1. **Realize cross-sectoral opportunities:** this includes leveraging the technical expertise and/or interventions of USAID partners to create synergies in multiple technical areas;
2. **Lead to added value and results:** this includes the ability to reach a greater number of beneficiaries and realizing opportunities to provide cost savings;
3. **Reflect a shared purpose:** this includes sharing a stake in the process and outcome, and accessing a skill or technology not possessed by each individual activity;
4. **Reflect actions to operationalize integration:** this includes joint planning, identifying clear roles and responsibilities, and facilitating formal and informal frequent communications during the planning and implementation phases;
5. **Support district development goals:** this includes using and strengthening local systems, identifying gaps, challenges, opportunities and aligning activities to district implementation plans/district development plans;

In both the meetings, the Mission also clarified that while some reallocation of funds may be possible, no new or additional funds would be available in light of the expectation that integrated activities would support each project's internal goals. Based on the meetings, IPs developed additional integration work plans. In a subsequent meeting of the IPs facilitated by USAID on October 3, 2015, the IP work plans were peer reviewed and further refined to move to implementation. Additional Mission activities supporting integration are discussed later in this report.

METHODOLOGY

The SHA is guided by the following broad questions:⁵

1. How do stakeholders define and perceive coordination, collaboration and integration?
2. How do they apply them in their activities?
3. What are stakeholder perceptions of the integration process? Do they have suggestions for ways to improve its effectiveness?
4. To what extent do stakeholders believe integration has been achieved as anticipated, and how? If not, where are the gaps and what are the barriers?
5. How and to what extent has integration been facilitated by the donor coordinating and proposed IP integration coordinating committees?

Given that integration is a complex process, the evaluation team elected to use qualitative data collection and analysis as the center of their approach to trace the process. SI collected data during September and October 2015 through a series of interviews with different types of stakeholders using data collection instruments developed by SI as described in detail below. SI then supplemented these data with a closed-ended Collaboration Index (CI) that further explored perceptions of collaboration. The tools are discussed below.

In order to root findings in stakeholders' tangible examples and practical suggestions, data collection instruments for USAID and implementers focused primarily on what was referred to as specific "integration activities" that the stakeholders had engaged in rather than abstract perceptions of integration. In some cases, when speaking with representatives from recently awarded work, the interviews focused on the preliminary steps for integration, as they had not yet begun implementation of their integration activities. This practice will likely continue as new partners and projects are included in subsequent SHAs.

For the purpose of this report, an integration activity refers to actual initiatives where two or more parties attempted to go beyond co-location to also collaborate and coordinate to implement a particular project, whether it be a training, delivery of goods or services, advocacy, or another action. While prior Mission guidance on integration distinguishes that it should ideally be cross-sectoral, SHA data collection also addressed within-sector integration in light of the large number of same sector integration examples found during Social Impact's prior impact evaluation baseline assessment.

SEMI-STRUCTURED KEY INFORMANT INTERVIEWS

In order to gain perspectives on and experiences with integration, both within USAID and more broadly, SI conducted group key informant interviews (KIIs) with the USAID CDCS Coordination Team; USAID

⁵ The Mission also envisioned another question at the inception stage for the SHA: "What is the awareness and perception of the community on IP coordination, collaboration and integration and their effects on basic services?" However, upon reconsideration, this question was determined to be of minimal value to the objective of this 2015 SHA since a baseline conducted by SI in 2014 during the very early stages of integration activities found that local beneficiaries typically have great difficulty knowing which group implemented selected activities in their community. Therefore, the SI team, in consultation with and approval from USAID/Malawi, opted to not focus on this question for the current SHA and instead redirect it to other stakeholders in a better position to answer the questions. Once the integration activities gain momentum, the future SHAs could likely include community members.

sectoral teams (HPN, SEG, EDU, and DG); Malawi Government representatives of health, education, or agriculture activities in the three focus districts; collaborative groups across other donors; and IPs (prime and sub-contractors) representing 14 active USAID-supported projects. Table I shows respondents targeted and interviewed for all data collection activities.

IPs were primarily chosen to represent projects in Balaka, Machinga, and Lilongwe Rural, though some IPs were also working in partial integration or single sector districts. Most IPs targeted were those which were invited to develop 2016 integration work plans at the September 3, 2015 meeting; however, additional interviews were conducted with the implementer of a closing project that had previously done integration (MEDA) as well the implementer of the *Ubale* project outside of the focus districts. For each targeted entity, SI invited senior staff best able to speak to integration activities (e.g. IP Chiefs of Party, Mission Program Officers). Nearly all interviews featured multiple representatives of each entity.

Social Impact interviewed each group using semi-structured guides developed for each type of entity (Annex I). Additionally, interviewers incorporated questions from the Implementation and Integration Activity Tracker (IIAT) developed by SI for the impact evaluation into the KIIs to gather information on their local implementation plans; and the locations and nature of co-location, coordination, and collaboration that were ongoing or planned in geographic areas covered in SI's IE. The questions captured perceptions of the manner in which integration has been achieved in relation to CDCS strategy expectation as well as key challenges to address.

KIIs were audio recorded whenever possible with permission of the interviewees, to allow for subsequent transcription. KII tools were pilot tested and revised prior to administering them to gather data.

Table I. Stakeholder Analysis Respondents

Respondent Type	Organization	Project Name	Sector	Data Collected
Implementing partners (Prime IPs): - 13 KIIs - 11 Collab. Index	RTI	EGRA	EDU	KII, CI
	Save the Children	ASPIRE	EDU	KII, CI
	JHPIEGO	SSDI-Services	HPN	KII, CI
	Abt Associates	SSDI-Systems	HPN	KII, CI
	Johns Hopkins	SSDI-Communication	HPN	KII, CI
	DAI	INVC	SEG	KII
	Tetra Tech	PERFORM	SEG	KII, CI
	Project Concern Int'l	<i>Njira</i>	SEG	KII, CI
	PACT	FISH	SEG	KII, CI
	FHI 360	Mobile money	SEG	KII, CI
	Counterpart	STEPS	DG	KII, CI
	NDI	MEDA	DG	KII, CI
	CRS	<i>Ubale</i>	SEG	KII
Sub IPs: - 4 KIIs* - 3 Collab. Index	CEPA	PERFORM	SEG	KII, CI
	CRECCOM	EGRA, ASPIRE	EDU	KII, CI
	Farmer's Union Malawi (FUM)	INVC	SEG	KII
	CIP	MISST	SEG	KII, CI
USAID sectoral offices: - 4 KIIs	Democracy and Governance (DG)			KII
	Sustainable Economic Growth (SEG)			KII

	Education (EDU)			KII
	Health, Population, and Nutrition (HPN)			KII
USAID CDCS Steering Committee: - 1 KII	CDCS Steering Committee			KII
Government representatives: - 9 KIIs* <i>**See below for acronym descriptions</i>	DC Balaka			KII
	DHO Balaka			KII
	DADO Balaka			KII
	DEM Balaka			KII
	DC Machinga			KII
	DEM Machinga			KII
	DHO Machinga			KII
	DEM Lilongwe Rural			KII
	DPD Lilongwe Rural			KII
Donor Coordinating Committees - 2 KIIs	Education donor coordinating committee (led by JICA)			KII
	CSO Coordinating Committee, Machinga (led by ActionAid)			KII
Total KIIs: 33 Total Collab. Index: 14				

**NASFAM (sub-IP) as well as the DHO and DADO from Lilongwe Rural (Government) were also targeted, but they were unavailable for interview*

***DC- District Council; DHO- District Health Officer; DADO- District Agriculture Development Officer; DEM- District Education Manager;*

COLLABORATION INDEX TOOL

SI adapted The Wilder Collaboration Index, a well-tested collaboration assessment tool, for the Malawian context to assess the extent of achievement of collaboration as planned by the IPs in the study districts.⁶ The tool is simple, based on well-researched evidence, and has been rigorously tested. This instrument is designed to be a diagnostic tool for collaborative groups, to be used throughout a project's lifespan to track changes. It includes 40 questions intended to measure general perceptions of collaboration amongst those who are collaborating. The questions are grouped into 20 categories that fall under six themes: collaboration environment, membership characteristics, process and structure, communication, purpose, and resources. Respondents are asked to respond to a positive statement about the collaboration on a scale of 1 (strongly disagree) to 5 (strongly agree), with options of "not applicable" and "don't know".

SI used this tool to gather data from IPs and their sub-partners with USAID-supported projects in Balaka, Machinga, and Lilongwe Rural, as noted in Table I. SI administered the tool to IPs either electronically via *SurveyMonkey* or in person at the conclusion of the KII, depending on availability. SI interviewers asked respondents to respond to the questions based on their single most developed or completed integration activity at that time to allow the respondent to be targeted in their response and also allow the team to continue to assess progress on specific activities over the period of performance.

⁶ This instrument is similar to the tool previously delivered to the Mission in its approved inception report (September 19, 2014). While it is termed a collaboration index, it also covers other attributes of integration including coordination.

DATA ANALYSIS

As a quality control measure, SI reviewed KII transcripts for accuracy and corrected them as needed. SI then coded transcripts using Atlas.ti software. Codes were used to identify first-level domains for analysis. SI then further analyzed these domains to assess the relationship amongst them to construct narratives around the following: what integration means to the various stakeholders, and the steps used by IPs to design and implement integration activities. This approach permits the team to assess divergence in localized understanding of integration from the definition outlined by the Mission to provide insight on the practical approaches to integration and provide a context for successes and challenges encountered by all stakeholders. SI then used targeted queries for analysis of key themes both within and across the stakeholder groups.

SI analyzed data gathered through the CI Tool using the Wilder Collaboration Index guidelines. SI coded all responses quantitatively, with responses of “not applicable” and “don’t know” coded as 0. Analysts dropped all “zero” responses so as not to skew the data. The raw data were tabulated by both question and category into groups of “agree” (responses 4 and 5 – agree and strongly agree), “neutral” (response 3 – neutral/no opinion), and “disagree” (responses 1 and 2 – strongly disagree and disagree). Note that by category, SI tabulated all responses to all questions that fall under the category into the three stratifications above and derived percentages from those tabulations. Therefore, while percentages can equate to percentage of IPs for individual questions, the percentages conveyed in a category refer to the percentage of agreeing responses across all questions, for example, and not necessarily the percentage of IPs who agreed. SI also reports average scores under each category, and interprets the scores based on Wilder guidelines where the scores of 4.0 or higher shows strength; scores between 3.0 and 3.9 shows marginal concerns that may require attention; and scores of 2.9 or lower indicate presence of concerns that should be addressed.

LIMITATIONS OF THE 2015 SHA METHODOLOGY

The current SHA methodology is primarily designed to suit the initial stages of integration in Malawi and could likely be modified in subsequent SHAs in next three years. While the methodology could help address the SHA guiding questions, it also has some limitations as discussed below. Although the limitations are considered by SI to not change the findings, conclusions, and recommendations in this report, improving on these items would support the strength and consistency of results.

Limited sample scope

Given that USAID is focusing its efforts more in the three focus districts, and therefore most integration experiences and planning focus there, the sample was primarily limited to only those IPs and other stakeholders working in these districts. The next SHA can expand the sample to other districts as well, should integration becomes more wide spread.

In addition, data were only gathered from senior staff among the IPs, USAID, and government since they were considered as key decision makers to settle on integration activities and develop guidelines and modalities for implementing them. However, as integration activities increasingly occur, it is the line staff or implementation program staff that carry out the activities and are intimately knowledgeable on how integration works. While leadership is important, stakeholders at this level may have valuable perspectives to share on what works and what doesn’t at the implementation phase. In future SHAs, we will also include line / program implementation staff in interviews or brief surveys to learn more about how integration actually happens on the ground.

Collaboration Index data do not cover multiple activities

In light of the desire to dedicate the first SHA to capturing tangible examples of how integration is carried out and to frame the Collaboration Index tool in the simplest way that gets at specific experiences rather than abstraction, respondents to the Collaboration Index tool were asked to limit their responses to describe a single fully developed activity. It is likely that some IPs may have chosen to use their most successful activity to respond to the questions although they may be engaged in multiple integrated activity at various degrees and stages. As a result, lessons from such less encouraging activities or those that failed to launch may be unreported. Therefore, results may be biased toward successful cases. While this is still instructive as a first step in the 2015 SHA, the representation of CI data can be expanded in future SHAs. Further, the Index primarily focuses on capturing perceptions related to collaboration and not much on coordination and colocation, the other Cs of Malawi's CDCS operational approach. However, many collaboration questions also capture coordination as defined by respondents during KIIs.

Limited information on actual implementation

Due to time and budget constraints, the methods used in this SHA only included KIIs and CI and not any in-depth observations as in case studies or sitting in partner meetings where work plans were developed or field visits to observe the actual implementation of activities to directly verify KII findings. Case studies could help in gathering details of any single activity or activities between partners at all staff levels and stages, and could also help capture networks beyond the main integrating partners that can influence outcomes. Direct observation would allow the team to validate processes for integration described during interviews and, perhaps, capture more of the nuanced details on how integration is internationally accomplished.

FINDINGS

In the sections below, we present our findings. We begin with a discussion of how stakeholders defined integration, demonstrating a linkage between the definitions shared during interviews and those constructed by USAID/Malawi for the implementation of the CDCS. This is followed by discussions on how integration is currently done, what outcomes and successes are seen, what are the challenges of doing integration, and overall indication of the strength of the collaboration activities to date.

KEY-INFORMANT INTERVIEW FINDINGS

Throughout each KII, it was clear that many elements of co-location, coordination, and collaboration had occurred to some degree in various forms and were becoming more embedded in the way of doing business since the start of the CDCS. Implementers within their own sectoral groups (e.g. Health, Population, and Nutrition [HPN], Sustainable Economic Growth [SEG]) had been sharing lessons learned and seeking collaboration and coordination opportunities at sector team meetings, which in some ways had already been occurring prior to the CDCS. Many single sector and cross-sectoral integration activities that emerged from Mission-facilitated all-partner meetings had been completed and were most often viewed positively by those involved, while several have failed to launch at all or were met with various challenges. IP communication and coordination with district-level government officers is becoming a common approach to project start-up to minimize overlap, duplication, and ensure projects are meeting real needs of the people. This section describes the details of these experiences and perceptions and how they relate to the success of the CDCS strategy.

Defining Integration

Since the inception of the CDCS integration strategy, USAID/Malawi has worked to refine their definition of integration and develop a common set of indicators to monitor progress towards integration as it is built into new programs and added to existing ones. To do so requires taking stock of how integration is being defined and carried out by key stakeholders including USAID Agreement/Contract Officers' Representatives (AORs/CORs) from USAID/Malawi's sectoral offices, and representatives from prime IPs, sub-IPs, CSOs, and district-level committees. By building bottom-up definitions, comparing them to USAID's formal definition, and assessing the current activities that are taking place, USAID/Malawi will be able to more systematically operationalize integration, and thereby more effectively monitor, integrated activities.

Recall that USAID now defines integration as *“Working jointly with others on a common goal that is beyond what any one person/group can accomplish alone. Integration includes joint planning, leveraging resources, evaluating outcomes together, and a holistic coordinated response that meets district development objectives.”* Integration is operationalized through the 3-Cs of Co-location, Coordination and Collaboration and the additional criteria described above: create cross-sectoral synergies, lead to added value and results, reflect a shared purpose, set forth actions to operationalize plans, and support district development goals.

To assess the degree to which USAID's IPs have internalized the above USAID definition, we asked each of the stakeholder respondents to define integration, both how USAID defines it and if they or their organization defined it differently. Overall, the data showed that individual representatives from the various organizations, including USAID/Malawi, are using the definition set forth by the Mission. However, at times their definitions are more nuanced or miss components of the Mission's overarching definition. Furthermore, as SI interviewers pushed them to break down the individual components of the definition,

they struggled.

Despite being asked about their own individual definitions of integration, most referred back to the definition provided by USAID, citing two features: the 3-Cs and enhancing outcomes. For example, the response provided by one stakeholder centers around the 3-Cs and programming effectiveness:

We report these three Cs. And C standing for co-location, there is collaboration, and coordination. Now the hypothesis is that if there is good collaboration, co-location, and coordination, then this should enhance the effectiveness of whatever they are doing.

There was no particular pattern in the data that the evaluation team could detect in respondents' ability to define integration. Both IPs that have newer contracts as well as those that were already implementing projects and activities prior to the development of the integration component of the CDCS had familiarity with the 3-Cs and the goal to improve effectiveness. It did appear, at times, representatives from the IPs struggled to articulate the definition of integration as indicated through pauses and the reformulations of definitions as they talked through it. In one case, when asked, "How would you say USAID defines integration?" the IP respondent replied, "Well, I don't know. For me, I am an implementer. All I know is that I need to integrate." Ultimately, this same respondent defined integration as, "Working together to enhance the outcomes" but it took some time for him to work through it with the interviewers⁷ This may indicate that some are still grappling with fully comprehending the concept and internalizing the definition, despite their ability to cite USAID's version.

Furthermore, while IPs could state the definition, a number of IPs indicated that they needed additional guidance on "what counts" as integration. For example, some wanted to know if same sector work would truly count as integration. The data did not show that newer IPs were more likely to understand the definition. For example, in some cases, IPs that were contracted prior to the initiative indicated that they needed additional guidance, whereas others had fully internalized it and owned it. However, the data did show that those IPs that had some familiarity with integrated programming or had thought through the approach independent of the integration initiative were better able to describe and define it. This was the case for those IPs who were undertaking explicitly integrated programming such as those under SSDI and those whose work is implicitly integrated due to its cross sectoral nature, such as those working in democracy and governance initiatives. While the team did ask IPs how they defined integration and then followed that up by asking how USAID defined integration in order to flush out distinctions, in numerous cases, they only stated the USAID definition. Therefore, it is unclear whether or not all have a distinct understanding.

Overall the data indicate that while IPs had a cursory understanding of integration they wanted more clarification from USAID as an organization as to what counts, as we will explore further in the sections to come.

Integration across Sectors

While the cross-sectoral nature of integration did not find its way into the official definition prescribed by USAID, it very much underlies the overarching approach. It does so by defining the level at which a district's activities are integrated (full, partial, or sector-specific) by the number of sectors that are undertaking programming, such that in the three full integration districts, USAID/Malawi programming represents the areas of health, education, economic growth, nutrition, food security, and democracy and

⁷ It should be noted, that this particular respondent is from an IP that held a contract prior to the integration initiative, and still seemed to be grappling with the change.

governance. USAID instituted the levels of integration in order to set the stage for a study that would examine the effectiveness of integration and its impact on the quality of life of Malawians.

The majority of respondents conceptualized integration as a cross-sectoral approach to programming as seen from the data on definitions of integration as well as the 3-Cs. However, some respondents questioned whether activities had to be cross-sectoral in order to count as an integrated activity. As one representative from USAID shared:

...at kind of the initial stages it seemed like there was clear guidance at least from the head office that the integration had to be cross-sectoral and across multiple IPs for it to be truly what was envisioned. That's not to say other types of integration are bad. But the hope is that we get there where it's going in that direction. But I wonder if that perspective will change after this stakeholder analysis. Or if the threshold of what we'll consider really, really good integration will be more nuanced than that.

Representatives from USAID sector offices and some IPs also noted that they were already integrating in various ways prior to the CDCS initiative and continued to value this approach. This was specifically the case in HPN, which, prior to the CDCS, would define integration as ensuring comprehensive services (e.g. family planning, immunization, HIV testing, Prevention of Mother-to-Child Transmission (PMTCT), health education) at health facilities to make them a “one-stop shop” for a patient. This single sector integration is embodied by projects like SSDI, which has three sub-parts (Services, Systems, and Communications) that were designed to help integrate health programming to provide more holistic and sustainable services. The Mission has also developed and awarded activities designed to address outcomes in multiple sectors under the same project, such as INVC (agriculture and nutrition) or DG projects such as MEDA and STEPS, which support decentralization and build capacity across various sectors. While these projects do not technically meet the criteria of having both more than one implementer and more than one sector, interviewees at the Mission and IPs clearly valued these types of projects as embodying the goals of integration. Indeed, with newer projects like ASPIRE, which crosses education and health sectors, such inherently integrated projects are increasingly the way the Mission is likely to continue its approach. Nonetheless, many IPs and Mission respondents saw value in going beyond this to seek additional coordination and collaboration opportunities to further enhance outcomes.

Common Activity with Different Outcomes

While it seemed clear that the Mission is fully committed to the cross-sectoral approach they are taking to integration, there is another feature that may require further examination. Currently, the CDCS definition of integration requires partners to work towards a common goal. While there was some agreement on this, some did question whether that was an essential component of integration.

While some respondents indicated that a common goal was crucial, others stated that it was more important to have a common activity with from which projects uniquely benefit. For example, one integrated activity that took place was the production of reading materials that focused on health messaging. In this case, two IPs (RTI and JHUCCP) came together to develop materials that had an appropriate reading level to be used in schools, but that addressed topics that individuals in the health sector sought to share with a broader audience. In this case, the objectives were different. RTI was focused on improving literacy through the EGRA project, while JHUCCP was focused on distributing messages regarding Malaria prevention through the SSDI-Communications project. They could, however, see how outcomes generated by these two projects were inter-connected and mutually beneficial:

But I think as he said there is that understanding that with integration there is mutual benefit across the partners. We are also looking at, even though much of our focus is reading outcomes, but reading outcomes will be not only influenced by the interventions that we are providing. Health interventions that

also affect reading outcome so that is a major understanding on integration. That's why this is the direction now.

Representatives from RTI also referenced an example with complementary activities, with different immediate goals that could also be mutually beneficial to the partners involved. RTI wished to implement reading centers run by community level volunteers in order to help boost literacy rates in the community (in support of the EGRA project). RTI's integration partner, CIP, wanted to provide individuals with materials and guidance on how to plant orange-fleshed sweet potatoes in order to improve nutrition in the community. Reading center volunteers were provided with plots and seeds to grow sweet potatoes as incentives. As one respondent described, there was a mutual benefit to this integration:

So it is like a double advantage to them; one, they are selecting information about how to grow potatoes using the leaflets. For us, the children in the reading centres together with the volunteers are reading how to work mainly in the part of the children, thereby enhancing the literacy. But at the same time there is the aspect of food security in terms of the volunteers who are to grow potatoes. Which means in our reading centres, and even at school, absenteeism is going to be reduced. So you see the interconnectivity there.

While all IPs should be working towards the overarching CDCS goal, it may be the case that their project level outcomes do not align, though they still provide value added for both parties. This is addressed in a later section on the outcomes of integration.

“Doing” Integration

This section focuses on *how* integration is being done at the level of the IPs with USAID playing an oversight role. However, we also recognized that there are attempts being made at the Mission level to integrate Mission activities as well as efforts being made to be inclusive at the district level, especially in terms of coordination. Drawing on responses from the IPs and district representatives, there are five steps to integrating. First, the individuals from the different sectors and different projects must be introduced to each other and their projects. Second, partners who identify possible synergies continue to communicate and discuss whether they will continue to work together. If partners determine they will continue, they then take on the third step of work planning. Once the integrated activity has been planned, the partners work together to implement it. Finally, learning from experiences and improving their integration activities completes the process. The section below explores these steps in greater detail. During the implementation process, the key stakeholders continue to meet to assess progress and make course corrections when and where needed.

Step One: Facilitated Match Making

As described in the Background section above, USAID facilitated several meetings that brought IPs together through “speed dating” style activities so that they could meet one another and share details about their projects. These meetings served as a first step for most cross-sectoral integration activities conceived among IPs. Several IPs and USAID sectoral teams found the Mission’s efforts to bring IPs together through this format to be a successful forum to identify integration opportunities, as there was previously little to no exposure to what groups in other sectors were doing.

Collaboration and coordination within the same sector occurred on a more regular basis through sector meetings facilitated by USAID. The SEG and HPN offices, for example, held regular meetings for their

projects at which IPs might present to each other what they are doing or discuss needs. Some collaboration and coordination has been borne out of such interactions.

There appeared to be few venues to begin the integration process beyond the occasional all-partner meetings that feature “speed dating.” At the Mission level, sectoral offices have limited formal interaction; however, this is changing. At the time of the SHA, the SEG and HPN offices noted plans to initiate regular meetings between both offices to discuss issues cutting across both sectors and opportunities to integrate. One of the first integration opportunities they will discuss is the need to address the rise in aflatoxin-infected crops and related deaths through both agriculture and health sector interventions.

Interestingly, this same matchmaking process does not occur at the district level on a regular basis (though district needs were taken into consideration in the development of the CDCS). At the district level, implementers might interact with each other and the government representatives of their own sector’s line ministries (for example, health sector meetings), but few cross-sectoral meetings occurred. Several IPs and USAID representatives noted a need to bring stakeholders together across sectors at the district level. In response to this preliminary feedback the Mission is now facilitating such meetings in each of the three focus districts. The efficacy of these meetings and how and when they take place will be a subject of the 2016 SHA.

Step Two: Narrow the list of potential integration activities

Following identification of an integration opportunity, most often through the “speed dating” exercise, IPs were left with a fairly long list of potential integration activities to pursue. Therefore, before they could begin the formal planning process, they needed to determine which activities would move forward and with whom they would work. According to IPs, this required numerous meetings. In some cases during this phase, AORs and CORs followed up with projects to suggest additional activities and partnerships. However, the IPs indicated that this was a process that was undertaken largely without USAID present. The details regarding how frequently they spoke or how many activities each IP started with before selecting their final activities was unclear. These are issues that may need to be examined in more detail to understand the investment of time that goes into integration. Furthermore, interview data showed that there were different expectations placed on different IPs regarding how much integration was expected of them. This will be discussed further in the Challenges section of this report. Once the list of integration activities that each IP has compiled has been refined, they then move on to the next step: formalized work planning. Annex IV provides a list of planned potential integration activities by IP.

Step Three: Work Planning

Data gathered on the definition of integration indicate that stakeholders consider the work planning to be a key component in coordination, if not the definition of it. During a number of interviews, IPs stated that this was the component of integration on which they were currently working for 2016. According to some, the coordination that occurs through work planning is crucial to smooth implementation, as described by a representative from a prime IP:

If you don't plan together...if you don't have the roles and responsibilities clear from the very beginning, and if you haven't talked about the sensitive issues of resourcing, there are always going to be, I guess what I would consider to be friction. Or conflict. And it's going to be how to mediate that conflict moving forward. And sometimes, spending the time up front to define boundary conditions is very important and gets you a lot further along in your overall collaboration.

Several respondents, including representatives from the districts and USAID said that coordination also

involved planning with individuals from the district and local CSOs. For example, in one district, a district government representative discussed how activities are prioritized between IPs (note, the respondent uses the term non-governmental organization [NGO] for IP) and the district council:

Ah basically maybe we have different working plans, so eventually our priorities as government do not fit that of the NGOs. But the NGOs they have their own priorities and standards. So we are of course trying to realign our work plan and theirs using the same structure so that our priorities should be theirs as well.

During this planning phase, IPs take the important steps of developing guiding documents that include roles and responsibilities, budgeting, timeline, resourcing, and identifying and engaging other key partners. The Mission also plays an important role in this phase of the process. During project review meetings, the Mission staff across all sectors are provided the opportunity to review and provide input on draft project plans before they are issued in a request for proposals as indicated in the quote:

Each sector is reaching out to the others when they are designing a program to see what are the potential areas of collaboration and coordination and co-location. And beyond that, [regarding] the program description there is a Mission-wide review meeting where you get to comment. So if I want to have an opportunity this is also time to say, "Oh this is also possible. Why don't we think about this?" So those meetings have helped us to reflect on areas of overlap within the Mission and areas where we can do better coordination and pass on the ball to the other office. If we agree on the same accountability- health office accountability, DG accountability- why don't we just shift everything to the DG office and do the accountability. What role can the health partner play in terms of communication? If they are the communication expert, can they provide communication [technical assistance] to all the other partners? So the CDCS has helped the sectors to be more cohesive. (USAID sector team respondent)

Step Four: Implementation

The next stage of integration is the actual implementation of integrated activities planned above. During implementation, the partners work together to introduce their activity and monitor it. It is this step for which we have the least amount of information, as the individuals who participated in interviews were typically fairly high level, and did not necessarily participate in the day-to-day implementation of activities. Therefore, through stakeholder analyses in future years, SI will make efforts to uncover the details of this particular step in the process wherever feasible through in-depth case studies, field observations and interviews with field/line staff.

Step Five: Learning and Improving

As with any well-planned process, learning and improvement must be included as a central component. Annual SHAs such as this one are a key method the Mission will use to capture lessons learned regarding integration and to identify opportunities for improvement. Some respondents expressed interest in the results of this SHA to inform opportunities for improvement. Other than this, there does not appear to be a formal process for learning and improving. In particular, there is currently a lack of guidance on how IPs and USAID offices should measure and/or track the outcomes of integration or to allocate measures of project outcomes between integration partners who each have a stake in them. Learning and improving were not openly mentioned by many respondents as a key component of the integration process other than several comments from both IPs and USAID representatives about the need for clarity in how integration would be measured. This is an issue the CDCS Steering Committee is keen to address. To this end, SI provides suggestions regarding considerations for measurement later in this report.

Outcomes of Integration

We further examined interview data to gain an understanding of the outcomes partners are striving to achieve through integrated activities and how those are distinct from project level outcomes.

During KIs, the respondents (especially those from USAID) stated that this new initiative was not to undertake integration just for the sake of integrating, but rather, to improve the effectiveness and reach of their programming. And while one IP had the impression that the more integration they could do the better, data indicate that the Mission is seeking quality over quantity, and that most IPs had this in mind. Based on examples provided during interviews and in work plans, there were common types of integration outputs or actions that implementers carried out such as provision of technical expertise or connecting a partner to their beneficiary or care group network. A variety of expected outcomes were also identified in the interview data:

1. Increase Outreach
2. Reduce Costs
3. Identify and Fill Gaps
4. Reduce Duplication and Create Efficiencies
5. Increase Capacity
6. Increase Sustainability
7. Increase Awareness About Other Development Initiatives

As the examples below will demonstrate, these integration outcomes often are not mutually exclusive, and there is substantial overlap, which could potentially make them more difficult to quantify and track.

Increase Outreach

Several partners described examples in which they were undertaking or have planned to undertake integrated activities in order to increase their outreach, often by leveraging beneficiary networks or local contacts of other groups. In some cases increasing reach was literal; projects intended to reach more people by partnering up with another IP or sub-IP. This was often the case for partners that did not have a ground presence. For example, CIP worked with care groups through INVC and SSDI and with schools through EGRA and ASPIRE. Similarly, PERFORM plans to work with EGRA to increase its messaging regarding conservation and deforestation by producing materials that target a specific reading level to broaden their audience.

Increased Outreach Illustration

During a flooding emergency in early 2015, CIP worked with PCI (*Njira*) to deliver sweet potato seedlings to flood victims. PCI offered its ability to readily reach its beneficiary network on the ground whereas CIP offered technical expertise and readily available seedling resources.

“So, it was very collaborative, very symbiotic situation where CIP used PCI as a way to get the cutting from the research center out to the field. PCI was able to get really good quality planting material, so that they could ensure the quality of the materials that were received were healthy planting materials. So, it was a very good balance and very good working relationship.”

In other cases, broadening reach meant that partners integrated in order to broaden the topics that their beneficiaries received. So rather than delivering single messages they were able to deliver multiple messages to the same group of beneficiaries through a combined effort. For example, Dignitas, Baylor, and DAI all worked together to deliver messages through care groups. Dignitas and Baylor targeted messaging on HIV, one with a focus on pediatric HIV and the other focusing on adult and adolescent HIV. DAI then brought in messaging regarding nutrition that specifically targeted individuals with HIV. As described by a representative of DAI:

So it has got also teams of community volunteers who do positive prevention. They normally target maybe households who are people HIV positive. So we say, okay, why don't we have experts from Baylor to go and talk to them on positive prevention? So on our part we also go back to their community. I mean to their HIV support groups. We now go with the messages, taking nutritional messages for those who are HIV positive. So how can they prepare food for those people who may be HIV positive? Because we have trained our members on food processing and on cooking demonstrations.

Reduce Costs

A number of partners targeted cost savings. In other words, they looked for ways that they could work together in order to reduce their individual costs by identifying partners that were taking on similar activities so that they could work together. For example, one of the challenges that RTI (EGRA project) faces in rural areas is paying its teachers, which requires substantial resources. Therefore, RTI is partnering with FHI 360 (Mobile Money project) to help them make payments to their teachers in rural areas. By doing so, they intended to save both time and money in processing payments, and simultaneously increase the reliability with which teachers would be paid. Meanwhile, Mobile Money will be able to work towards their objective of reaching more beneficiaries and improving financial literacy. Cost savings should be felt on the part of district level partners.

In another example of cost savings, EGRA and ASPIRE were able to identify monies that would allow for Primary Education Advisors (PEAs) to monitor education activities. They did so by alternating the costs and by having PEAs visit both EGRA and ASPIRE schools in a single visit.

Identify and Fill Gaps

Through the integration initiative, partners were sharing information that has allowed them to identify gaps and subsequently fill them. For example, the district DEM from Machinga was able to share through meetings the lack of sufficient supplementary readers for schools. Due to this, partners are aware of the gap in resources (eg. teaching and learning resources), share this gap with USAID, and potentially fill it. This is a crucial linkage to ensuring USAID projects will be successful by making sure the districts have the resources to support the IPs as well as their own staff and structures. Respondents at the district level were in support of increasing coordination and ensuring that IPs worked through their offices in order to reduce disruptions that also cause gaps.

There are also cases where, through partner integration, gaps in services were identified and subsequently filled. For example, the ASPIRE project, which focuses on education and health, was unable to provide sexual and reproductive health services at school according to Malawi policy. Therefore, ASPIRE linked with SSDI-Services to provide referrals to their supported health facilities, which could provide these services legally:

SSDI services is providing medication, drugs, um, products on sexual reproductive health to the health facilities in the districts that ASPIRE goes to for implementing... they [ASPIRE] can't provide the sexual reproductive health services in the schools, because of the policy, education policy. So things like condoms, etc, they can't distribute in the schools. But they will do it for the adolescents who are in need of health services to the different facilities. So we're using SSDI-Services to come in and provide where we actually have shortfalls.

In this case a partnership was essential to provide adolescents with more holistic services to improve their quality of life.

Reduce Duplication

Cost Savings Illustration

JHPIEGO (SSDI Services) and JSI (DELIVER) collaborated to assist each other with transport services such that JSI transported and delivered malaria-related equipment to health facilities as part of its regular delivery visits. In return, SSDI Services facilitated the delivery of health facility reports on medication consumption back to JSI for its own reporting needs. By leveraging each other's pre-existing trips, for its part JHPIEGO estimated a cost savings of \$90,000.

Respondents also provided a number of examples in which they were able to reduce duplication through integration. For example, PCI reported that by coordinating with INVC, they found that INVC already had care groups in the areas they were going to be working. Therefore, rather than start new care groups through the *Njira* project, they were able to provide the care groups that had already been established with additional information.

Reduced Duplication Illustration

CRS (*Ubale*) and PCI (*Njira*) collaborated to conduct a gender assessment for both projects using the same tools and approach in light of the similar timelines for these contract requirements. Both parties appreciated CRS sub-partner CARE's robust gender assessment tools and obtained permission from their AORs to allow CARE to carry out the activity jointly. This saved resources by preventing duplication.

Increase Capacity and Accountability

Integration has the opportunity to increase the capacity of district personnel, as well as IPs. As described in the section on increased reach, IPs are increasing their knowledge base and able to provide more holistic services to their program participants. In another example in the area of democracy and governance, the two primary programs have been focused on increasing the capacity of district governments. However, this has focused on organizational capacity rather than their technical capacity. As one IP shared, they have been able to integrate trainings with some of the sectoral experts so that they not only increase districts' capacity in organization and governance, but also in specific areas such as education and health:

Increased Capacity and Accountability Illustration

NDI (MEDA) facilitated connections between District Councilors and RTI (EGRA), and other partners who provided technical training on relevant topics and opportunities in their respective sectors. This prevented RTI from having to subcontract technical experts, and it engaged councilors to care more about issues that matter to the integration partners.

“So now we have more advocates for the program, for the Early Grade Reading Activity. And the councilors have been fighting. I can tell you in all three districts education is a priority issue. That has been taken up because of the lobbying and advocating the councilors in the committee have done in all three districts. And that is a testament to just one activity. Because the councilors...went out to visit the EGRA schools to see what is the difference between the other schools and EGRA schools.

Because they were informed about what the EGRA program is and this is what the children learn, this is the material they receive. But they want to see it up for themselves, so they went out and visited in all three districts... If you talk to councilors in that committee, they will mention something about EGRA because they visited themselves all schools to learn about what is going on. And they want their program to be expanded and they do see a difference. So that's a value added”.

District representatives and IPs also stated that by coordination with districts during the planning phase, IPs and districts will have the opportunity to learn from one another. This will help each other identify gaps and improve the allocation of resource to help build capacity in the areas where it is needed. What is most clear is that partners understand that in order to increase capacity as well as awareness, integration must occur not only amongst the IPs and with USAID, but that the districts play a crucial role in the efforts.

Increase Sustainability

Another outcome frequently mentioned by respondents was that integration helped increase sustainability. Specifically, it aided both the sustainability of project-level outcomes, but also in sustaining

structures that will help increase the likelihood that outcomes will be sustained. For example, a DEM described that they are working with USAID partners to make sure that when youth go through an education program, they are then trained to be facilitators. This is so that once the youth move from the school to the village, they can then be part of the village committee. This will help make sure that the positive structures that are put in place are passed on over time:

Yeah, we encourage communities around the school where we have EGRA to establish sectors in their respective villages, so that as learners, standard one moves from the school to the village. They should also be taught so that we have the facilitators there appointed by members of the village committee. At first they were not trained, but right now we emphasize that they have been trained. Now the idea is to make sure that even the communities are involved in the education of their children.

Increased sustainability was also reported to be a targeted outcome of PERFORM's integration with EGRA. PERFORM will be working with EGRA to develop reading materials that focus on deforestation and environmental conservation. A representative from PERFORM shared that projects have a lifespan of five years. So simply increasing alternative livelihoods for adults today and raising awareness at that level did not guarantee that the message would carry on and that today's children would not turn back to the forests as a possible source of income. They believe that by embedding the messages into early grade reading materials, PERFORM will help foster environmental conservation in Malawian children, and while simultaneously increasing their literacy which improve future livelihood prospects, which carries the potential to keep today's children from turning to the forests as a source of income in the future.

Increased Sharing of Information

Stakeholders also reported that on the whole, the integration initiative promotes and increase of information sharing that provides insight into the details of the activities that are taking place and the people that each activity is serving. Additionally, an increase by coordinating and collaborating, partners are able to share lessons learned and potentially promising practices. In Machinga, one district representative talked about how crucial information sharing is, as it helps them monitor progress and work together to solve challenges:

So you can say that it is good that these organizations should share information and also should appreciate the levels of all indicators in the district. So, we learn through sharing of information. And also, we share the major challenges they are facing in those areas when they are implementing those activities. Similarly, in education, we also share information on indicators. We ask ourselves, where are we? And where do we want to be.

This is also the case where IPs are working together. For example, Save the Children (ASPIRE project) and JHPEIGO (SSDI-Services) plan to work together to jointly monitor provision of complementary services. JHPEIGO will provide feedback to Save the Children on number of children served and Save the Children will provide information to JHPEIGO on health referrals as they implement their integrated activity. It should be stated, however, there are still numerous challenges when it comes to monitoring and the resources it takes to do so. While there is potential there, according to many respondents, this is not happening on a regular basis.

Some stakeholders referred to this sharing of information and increased awareness as “transparency” and argued that this is a crucial feature of integration. When asked how they envisioned integration, one responded:

We didn't have any issue with accepting this idea. And we find that it has made our programs more

dynamic. Because it is more than just talking about, ‘transparency, transparency.’ It is transparency for a change in service delivery. You are training partners to be able to monitor actions in these areas. We have done this before. It’s more general to transparency. But we now have a slightly different angle to it, which I think has worked. Because you have more resources and our partners have something more specific and concrete that they are looking at. And they are learning through this process to be better at what they are doing and who they serve.

Project-Level Outcomes of Integration

As was stated at the beginning of this section, integration outcomes are the objective. Rather, they are designed to help improve project level outcomes that will help USAID/Malawi and its partners make progress towards their development objectives (DOs) and ultimately to improving the life of Malawians. In other words, integration is **not** seen as an endpoint, but as a process that leads to intermediate outcomes that ultimately will enhance project-level outcomes. As one respondent stated:

Our DG office, who are fantastic, they have helped us to see that accountability, transparency, those issues don’t need to just sit in DG. Those are cross-cutting for everything. So all the [health] challenges we have with stockouts and theft, all of that goes back to governance and accountability.

So while it is necessary to examine the specific integration outcomes, it is also important to continue to track project-level outcomes. For example, in the case of EGRA and ASPIRE, they are looking to increase literacy rates. INVC along with other SEG projects are looking to improve livelihoods while simultaneously improving the nutritional status of Malawians.

It is helpful to envision this as a sort of log frame (Table 2) where the integration outcomes ultimately lead to improved quality of project outcomes and quantity of beneficiaries reached.

Table 2. Integration Log Frame

Integration Inputs	Example	Integration Outcomes	Goal
Provide technical expertise (through project planning, trainings, communication material support, sharing lessons learned)	RTI (EGRA) used expertise to level JHUCCP (SSDI-Communications) malaria behavior change communication comic books to appropriate audience reading levels	1) Increased Reach (e.g. greater number of beneficiaries; more holistic services provided) 2) Reduced Costs	Project outcomes will be enhanced by having higher quality -OR- increased quantity of beneficiaries reached.
Provide connection to beneficiary networks for better targeting	CIP (Feed the Future), which had high quality sweet potato seedlings to distribute to flood victims, relied on PCI (<i>Njira</i>) to leverage its beneficiary network and on-the-ground presence to reach those in need	3) Activities fill identified gaps 4) Reduced Duplication and Increased Efficiencies 5) Increased Capacity and Accountability	
Facilitate connections with	NDI (MEDA) facilitated trainings of District	6) Increased Sustainability of	

other DPs, government	Councilors by EGRA, INVC, and SSDI project experts on key sectoral issues, which provided a platform for advocacy.	project outcomes 7) Increased sharing of information	
Share resources (e.g. transport, training coordination)	JHPIEGO (SSDI-Systems) and JSI (DELIVER) coordinated shared transport to deliver malaria equipment and collect health facility reports for each other		
Coordinate locations of targeting or types of service provided with others	Due to policy preventing provision of reproductive health services at schools, Save the Children (ASPIRE) will refer school adolescents to JHPIEGO (SSDI-Services) health facilities to receive needed services.		

Challenges

Integration accomplishments so far have not been without challenges. Discussion of past experiences by the respondents revealed a few common issues that stakeholders felt impaired their ability to carry out an integration activity:

Lack of consistent guidance from USAID regarding Integration Definition

While the 3-C approach was well known by USAID and IP stakeholders, several people at both levels noted that the guidance communicated thus far from the USAID/Malawi CDCS Steering Committee was a bit too vague and abstract, making it difficult to know what the Mission counts as integration, and how it should be measured. In some cases the lack of clarity seems to have led to divergent guidance from AORs/CORs to IPs. One IP expressed a lot of frustration on this issue, feeling that while their USAID counterpart was demanding as many integrated activities as possible, they saw their collaborating IP’s AOR/CORs guiding them to take a more measured and selective approach:

It’s sort of like everything started with the opening of the water pipe without it getting to the faucet. And so there was a flood of water that wasn’t well directed... And a lot of people didn’t even know how to start. So you said, “Well, I’ve gotta collaborate.” So what does that mean? How do I coordinate and collaborate? And if the CORs are of different opinions and you go to refer to your own COR and they give you one answer and somebody else gives somebody else a different answer, it becomes a complex situation. (Prime IP)

USAID representatives also reflected the need to provide additional guidance on how to “do” integration:

And I think at least for the past up to now, the major challenge is that we haven't quite figured out how to integrate. Right? So because the evaluation will look at full integration, partial and sector only. But in full integration, we're not at full steam in terms of integrating. So I think there is a need for the Mission to sort of take a step back, define what needs to be defined, standardize some of the procedures, and measure how we're gonna measure it, or...because a lot of it is still very aspirational. It's still a bit abstract. But we need for our partners to be able to better align with the integration agenda. I think they need a little bit more concrete direction, you know? (USAID sectoral team respondent)

Lack of Clarity on Measurement of Outputs and Outcomes

One common point on which respondents sought clarification concerned how to allocate measurement of beneficiaries or outputs between integration partners. Some IPs and USAID sector teams mentioned concern about double counting beneficiaries when two parties contributed to an outcome, particularly if both parties were in the same sector and were working toward the same outcomes. Whether the Mission desired that attribution be allocated according to financial or technical contribution was not defined at the time of the interviews.

Furthermore, one of the purported benefits of integration is to improve the quality of outcomes (among the same number of beneficiaries). There were concerns that such value added might not be detected easily without targeted evaluation methods. This lack of clarity also fed into concerns about ability to meet pre-existing targets while conducting integration activities (if beneficiary counts were to be diminished by sharing) and concerns about competition between stakeholders:

Sometimes the other problems that we are having, Malawi as a nation, is that people tend to be a little myopic in the way we do development because people would like to claim, you know, ownership of an impact, to the extent that they wouldn't want to partner with another partner because they say who is going to claim impact. But development does not operate like that. That's the huge bottleneck that we should work on as a nation, people want to work on their own so they can claim an impact and the outcomes. (Sub IP)

Lack of Communication and Formalized Agreements

There were several cases of planned integration activities that were either challenging to implement or never launched at all due to lack of communication or formal agreement between parties.

In one case a Chief of Party for a health sector project noted that a planned integration activity with another health sector IP was developed at high level meetings; however, the activity never happened due to a lack of communication with their local level counterparts. In a separate example, the IPs were able to address this same challenge and move forward:

What I noted was the resistance was coming because at higher level we were able to communicate and share the work plans but the information was not trickled down to the extension workers- those people that are on the ground. So we noted that as a challenge, but after we noted that we were able to communicate to each other, sit down and organize some sort of joint meetings, talk about some of these things and resolve and be able to map the way forward. (Prime IP)

One IP respondent mentioned several disappointing cases in which he had held numerous meetings with potential integration partners where they mapped out specific plans for collaborative activities, but without formal agreements, when the individuals with whom he had met left their posts, incoming staff did not see

the value and dropped the plans. This loss of time invested was a source of frustration. A similar situation occurred between the IP and USAID, where numerous lengthy discussions resulted in a plan that was subsequently stopped by a higher office at USAID that entered the conversation at a later stage.

IPs in one cross-sectoral integration activity noted disagreement over which partner should pay for which aspects of the activity. They were able to negotiate a solution and complete the activity after several difficult conversations. Both parties and one of their USAID AOR/CORs noted that a lesson learned was the need to come to agreement on these details before beginning the activity.

Several respondents noted a desire for greater AOR/COR involvement in work plan discussions to assist both parties in identifying allowable flexibilities in pre-existing work plans or budgets and to help identify additional synergistic opportunities from their “big picture” perspective. There appeared to be insufficient communication and lack of a defined process for communication among AOR/CORs regarding integration, as noted by one USAID AOR/COR regarding a work plan she approved for a project she oversaw:

I saw this in the work plan and approved it, and I guess this is on me, I didn't go and talk to my colleagues, who I don't even really know, frankly, that work on the [other sector office] team. I might actually know less than half of them on a first name basis. I had to find out who is the AOR for this person, and introduce myself and this project and then to find out only too late that wasn't in their part of work. So I had approved a work plan that had this great integration plan, it wasn't real basically, it turned out, because it wasn't two-sided. And so, you know, I think now in the future when I see a proposed integration plan with an activity, I would go and talk to the AOR/COR and make sure that this is real and it's two-sided.

Difficulties Retrofitting Integration into Pre-Existing Contracts or Work Plans

Several respondents from USAID sectoral offices as well as IPs noted challenges in adding integration activities to contracts or work plans that existed before the CDCS integration strategy was adopted. Many believed the integration process would work more smoothly when integration activities and related indicators are included at the proposal stage and therefore included in all contracts and agreements. This approach is now being adopted by the Mission for several future activities.

For existing projects; however, progress in adopting new integration activities has been slowed by the need to ensure existing work plan deliverables are met and that cost-neutral integration activities can be identified, given the Mission's position that synergistic activities should not require additional funding. Without such requirements written into those contracts, it has been challenging to ensure robust participation from all IPs in the integration approach. As one sub IP put it, “*collaboration is also important but without MOUs, people are non-committal.*” A few respondents noted that this is especially hard for projects under contract versus cooperative agreement or grant, which are perceived by them considered more flexible than contracts. Particularly for partners that feel they are being encouraged or asked to take on integration activities that offer minimal mutual benefit, they feel implementing integration activities is not cost neutral in those cases and jeopardizes their ability to deliver on their own contractual obligations.

Tension Due to Imbalances between each party's contributions or commitment

While several respondents noted highly successful collaborations, some were less positive due to disparities in resource or time contributions between prime and subcontractors, old and new projects, or general imbalances in resource or time commitment among IPs.

One IP expressed frustration that their integration partners were using their resources for their activities but not putting forward their own resources to assist. They attributed challenges in part to the fact that

projects with a pre-existing presence tend to shoulder a greater resource burden when partnering with new projects, as the latter have less to contribute in terms of local connections and are focused more on startup activities such as obtaining baselines. Such imbalances were particularly sensitive when it came to claiming credit for beneficiaries or local branding:

The benefit we got was the beneficiaries [benefitted], but the traceability was lost because there was no conversation up front about the need for traceability or what a certification system would look like...But you see it's a huge point. Because you've got field staff you're paying 100% of their salary and they're working on other projects... If we are paying their salary, their motorcycles, their gasoline, their communications, and they are working for somebody else, shouldn't that somebody else, also be supporting some of their charges? (Prime IP)

In this example, the IP did not perceive a high degree of mutual benefit in the collaborative activities to which it had agreed and felt the partners were claiming credit that should have been at least partly attributed to its contributions.

One local partner noted frustration at imbalances between local and prime IPs:

I think the first one that we as local NGOs are facing from international NGOs... is I think the lack of equal sharing of project resources. I think this is a huge problem that we are seeing. Much as we are mostly on the ground, because we are the ones working on the ground, but I think that we are getting a lion's share in the whole package and they expect too much from us as local NGOs. That's a huge challenge for us. So for example, if you look at the project... all the vehicles belong to [prime IP], but the local NGO is the implementer on the ground but it does not have vehicles...so we are really very sad with that kind of development but it has become very common. (Sub-IP)

In some cases respondents noted frustration with their efforts to collaborate being met with lack of participation from other stakeholders. Two IPs in different sectors each planned large meetings to which they invited other IPs to join and develop integration work plans. In both cases only one individual with minimal relevance to the intended objective attended. Other respondents noted lack of participation as a common challenge regarding government stakeholders. One local implementer noted Ministry officers rarely accepted meeting requests. The NGO Coordinating Committee in Machinga noted similar challenges with government officers' reluctance to attend coordination meetings due to what they consider to be insufficient allowances, per the new per diem guidelines across donors.

Concerns about Competition

Some respondents noted concerns that sharing technical expertise or local contacts through a collaborative activity might provide an advantage to organizations that might be one's competitors for future awards. One IP and their USAID counterpart noted an example where a sub-IP allowed use of its special technical assessment tool by its prime partner and another IP who had agreed to collaborate to carry out an assessment. While this was deemed to be a successful example of collaboration, they noted that the sub-IP that owned the tool feared competitive repercussions of sharing this intellectual property. In retrospect they noted that such arrangements might benefit from the protection of a non-disclosure agreement or other protections.

The notion of competition was also reflected in discussions about how to attribute beneficiary counts among integration partners, as discussed above. One IP simply noted an inherent awkwardness in having to coordinate and collaborate with one's competitors; however, it was not clear whether others shared this feeling:

Most of [the awards] contracted through USAID these days are full and open competition, which means that everybody is competing against everybody else for that contract, that agreement, or that cooperative mechanism. And at the end, somebody and lots of people lose. And then you are supposed to come around the table with all of your competitors and sing “Kumbaya” moving forward. It doesn’t always work that way. There are a lot of sour grapes out there.

AGGREGATE PERCEPTIONS OF INTEGRATION BY IMPLEMENTERS

The KII based discussions above provided details on how integration is defined and done, outcomes realized, success stories and remaining challenges. Below, we use data gathered from Collaboration Index (CI) tool from IPs to aggregate their overall perception based on one of their most fully developed integration activities. The results can function as a temperature gauge in that it can help establish an easily readable base to monitor over time to understand progress, and also provide a big picture context for KII findings discussed above.

IPs that participated in the CI are listed in Table I. Each IP was asked to focus their responses on one integration activity that had developed furthest, to ensure the perspective from both the planning and implementation phases could be captured. Integration activities covered in CI responses include the following:

- Abt Associates (SSDI-Systems) with NDI (MEDA): **Training of District Counselors**
- Tetra Tech ARD (PERFORM) with CIP: **Access to improved sweet potato and potato planting materials**
- RTI (EGRA) with JHUCCP (SSDI Communications): **Development of supplementary booklets**
- JHPIEGO (SSDI-Services) with Abt Associates (SHOPS): **Joint trainings on IMCI/ETAT and death audits (public/private sector activity integration)**
- PACT (FISH) with CEPA, CISER, Christian Aid, WESM: **VSLA manual adoption**
- CEPA with TetraTech/Total Land Care (PERFORM): **Environment management information management**
- FHI 360 (MMAP) with ACE, NASFAM (INVC): **Mobile Money payment for farmers**
- NDI (MEDA) with RTI (EGRA): **Training of District Counselors**
- Counterpart International (STEPS) with RTI and CRECCOM (EGRA): **Education decentralization and capacity building**
- CRECCOM, RTI (EGRA) with Save the Children (ASPIRE): **Joint planning of reading fairs**
- PCI (*Njira*) with DAI (INVC): **Utilizing INVC’s care groups for program activities**

The CI based data discussed below revealed generally positive perceptions of the collaboration activities under integration among the IPs. The results are shown in Table 3 below, with more details presented in Annex III. The results are further evidenced by the KII data which shows the overall stakeholder buy-in for integration as indicated by the support of IPs, as well as district and Mission representatives to the integration process.

From the data collected from 14 IP respondents, we examined the 20 categories in CI under six themes to locate the highest and lowest scoring areas of collaboration. The average scores across the 20 categories ranged from 3.43 to 4.71, and no category had a mean score which fell below 3.0.⁸ This data

⁸ These scores are obtained by averaging the ratings provided by the respondents on a five point Likert scale where 1 represents strong disagreement and 5 indicates strong agreement with the statement.

indicate that IPs are generally optimistic and positive in their perceptions of the integration process at this time, although there are categories that need attention.

Table 3. General Stakeholder Perceptions on Collaboration – Wilder Index Results*

Themes	Statements on:	% Strongly Agree / Agree	Avg. Score	Gauge **
Environment for collaboration (Avg. score: 3.97)	History of Collaboration exists	77%	3.69	
	Collaborative group seen as a legitimate leader in community	69%	4.00	
	Favorable political climate exists	89%	4.21	
Membership Characteristics of collaborating teams (Avg. score: 4.29)	Mutual respect, understanding and trust among collaborators	79%	4.11	
	Appropriate cross section of members included in collaborating teams	74%	3.98	
	Members see collaboration and the integrated activity as in their self-interest – benefit their organization	100%	4.71	
	Skilled Leadership exists among collaborating members	93%	4.36	
Process and Structure in collaborating partner teams (Avg. score: 3.67)	Ability to compromise	57%	3.43	
	Members share a stake in both process and outcome	59%	3.66	
	Multiple layers of participation	64%	3.79	
	Flexibility	70%	3.85	
	Development of clear roles and responsibilities	68%	3.54	
	Adaptability	52%	3.39	
	Appropriate pace of development	81%	4.01	
Communication among collaborating members (Avg. score: 3.93)	Open and frequent communication occurs	78%	3.86	
	Established informal relationships and communication links	85%	4.00	
Purpose for collaboration (Avg. score: 4.18)	Concrete, attainable, goals and objectives	83%	4.24	
	Shared vision exists	79%	4.11	
	Unique purpose	81%	4.19	
Resources available for collaboration (Avg. score: 3.80)	Sufficient funds, staff, materials, and time available for collaboration	74%	3.80	
Overall Collaboration	Overall Score	-	3.93	

*Number of respondents: 14

** Green indicate scores of 4 and above (strong collaboration); Yellow indicates scores between 3.0

and 3.9 (marginal concerns that may require attention).

Highest Scoring Categories

IPs' strongest positive perception was that collaboration would benefit their organization – 100% of IPs responded with “agree” or “strongly agree” with an average score of 4.71. This supports KII findings that nearly all respondents saw value added through integration. Skilled leadership was also positively perceived, with 93% of IPs agreeing that those in leadership positions for the integration activity possessed the collaborative skills necessary to work across organizations. While 100% of respondents indicated that they have respect for the others in the collaborative group, only 60% agreed that those in the group always trust one another.

Other categories with high positive perceptions across the IPs include the integration activity's goals and objectives, vision, and purpose. While respondents were very sure of their own understanding of the goals of the integration activity (mean score of 4.73), they were less sure about the others' understanding in the group and the reasonableness of the goals, though the large majority of responses (80%) still positively depicted these two aspects.

Lowest Scoring Categories

Availability of resources was among the lowest scoring categories, though this is due to perception of inadequate funds (38%) for the integration activity rather than inadequate human resources.

Process and outcomes category similarly scored on the lower side, primarily due to only 43% of respondents agreeing that others in the collaborative group invest the appropriate amount of time into the integration activity. This supports the finding from several IP and sub-IP interviews regarding a perceived imbalance in human, material, or financial resource contribution from integration partners.

Roles and responsibilities and communications also received lower scores – 21% of respondents did not think there were clear roles and responsibilities, 29% did not see a clear decision-making process in the group, and 21% did not think they were informed often enough about the status of the integration activity. This highlights the importance of clarity and specificity in work plans.

While these lower scoring categories can help to identify potential pain points for the IPs during the collaboration process, it should be noted that even the lowest scoring category (compromise and adaptability) had an average score of 3.43 and 3.39, respectively, still slightly above neutral.

Partner Pairwise Analysis

The above results are drawn from aggregating the responses from all IPs that responded to the survey. In order to examine the degree of concordance in perceptions among the partners that are collaborating in a shared activity, we looked at three specific partner collaborating groups: partners from the education and health sectors; partners from the education sector; and partners from the economic growth and environment sectors. They all work in at least one of the three CDCS integrated districts.⁹

⁹ We determined concordance when all collaborating partners in an integrated activity scored alike for a category (either same rating or within a point difference, eg. 4 and 4; 3 and 4; 4 and 5; 1 and 2; 2 and 3). When partners differed in their rating of a category in more than a point, eg. 3 and 5; 1 and 4; 2 and 4, we considered it as discordance.

Results indicate that all three groups perceived alike on the benefits of collaboration in that they considered that their organization will benefit from being involved in this integrated activity and collaboration. Similarly, concordance in perceptions were found in the membership characteristics categories for dynamics and cross section of people involved in the collaboration group. But, discordance existed in some areas among the partners in that not all collaborating partners perceived the strength of collaboration in their partnership alike. Interestingly, such discordances were prominent in the perception on process and structure of the collaborating teams. Two of the three collaborating groups showed discordance in the category of compromise in that while one partner agreed that people involved in their collaborative group are willing to compromise on important aspects of the integrated activity, the other disagreed. The same was the case in the category of adaptation in that while one partner agreed that the collaborative group has the ability to survive even if it had to make major changes in its plan or add some new members in order to reach its goals, the other partner responded in neutral. Also in the category of layers of participation where each of the people who participate in decisions in the collaborative group can speak for the entire organization they represent and not just a part, one partner strongly agreed while the other stayed neutral.

Overall Strength of Collaboration

Out of a possible 200 points, the total scores across all 40 questions ranged from 123 to 180. The overall average score across all 40 questions was 3.93, indicating that IPs agreed with the majority of the positively framed questions on various aspects of integration, ranging from communication to vision and leadership. Applying Wilder’s interpretation, the overall score of 3.93 (that is, close to 4) indicates that, overall, the collaboration among IPs is considered to be strong although some additional efforts may strengthen it further. Specifically, attention is needed in strengthening items falling under the themes of resources and process and structures where the average score falls below 4 and the distance from ideal is further away relative to other categories as shown in Figure 1.

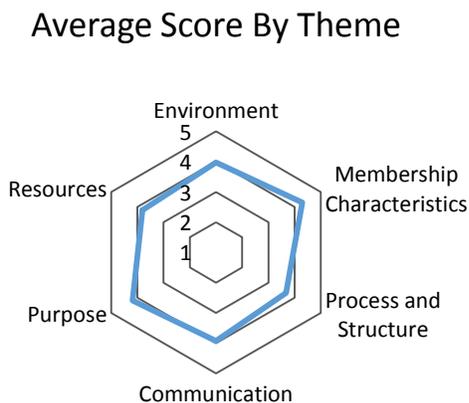


Figure 1. Average Collaboration Index Score by Theme

Stakeholder Buy-in On Integration

Overall, the findings from the CI data above allude to an overall preliminary success of integration. This perception is also supported by responses to KII questions regarding the stakeholders’ perceptions of the initiative. Specifically, the team asked the key informants, “How do you think integration is going so far?” Many stakeholders reiterated a perception that integration is worth the effort, in spite of the challenges. Several IPs and USAID sectoral teams found the Mission’s efforts to bring IPs together through the “speed

dating” format to be a successful forum to identify integration opportunities, as there was previously little to no exposure to what groups in other sectors were doing.

Evidencing the perceived value, some stakeholders have noted a shift toward IPs increasingly seeking opportunities for integration on their own without prompting from USAID: *“We have already started meeting on our own without USAID cracking the whip as it used to do...We are able to see the advantages. It seems that the partners we have are quite enthusiastic” (Prime IP).*

The degree to which nearly all stakeholders perceived an added value from integration and a desire to continue to integrate suggests that buy-in of the initiative is very high. This finding is significant given the preponderance of evidence from research on organizational change that demonstrates a linkage between buy-in and shifts in operations. For example, in the *Journal of Applied Behavioral Sciences*, authors Armenakis, Bernerth, Pitts and Walker (2007) demonstrate how assessing perceptions allows organizations to identify specific beliefs that indicate a lack of buy-in and therefore the potential for challenges institution and organizational behavior change.¹⁰

¹⁰For more on these findings see, Armenakis, Bernerth, Pitts and Walker. “Organizational Change Recipients Belief Scale: Development of an Assessment Instrument” *Journal of Applied Behavioral Science*. December 2007 vol. 43 no. 4 481-505

CONCLUSIONS

We present major conclusions by the guiding questions that SI followed to conduct the SHAs.

Question 1: How do stakeholders define and perceive coordination, collaboration and integration?

Question 2: How do they apply them in their activities?

Question 3: What are stakeholder perceptions of the integration process? Do they have suggestions for ways to improve its effectiveness?

Question 4: To what extent do stakeholders believe integration has been achieved as anticipated, and how? If not, where are the gaps and what are the barriers?

Question 5: How and to what extent has integration been facilitated by the donor coordinating and proposed IP integration coordinating committees?

DEFINITIONS (Q1) AND PERCEPTIONS (Q3) OF COORDINATION, COLLABORATION, AND INTEGRATION

Overall, the majority of IPs utilize the USAID definition of integration and recognize the integral role of the 3-Cs. In general terms they see integration as a process for working together in order to reach common goals. IPs clarified that while they may be working towards a common goal, they may simultaneously be working toward distinct project-level outcomes. So while together the IPs may be working to increase their outreach, they may be doing so to accomplish different things, such as improving literacy rates or raising awareness about Malaria prevention.

IPs and USAID reps also saw that taking a cross-sectoral approach was a central feature of the USAID definition but doubts were raised on whether or not all integration activities had to be cross-sectoral in order to “count” as integrated. It should also be noted that in order to further operationalize the definition of integration, a more nuanced look could be taken at how the various stakeholders define the 3-Cs and where their own individual definitions may diverge from the Mission’s.

IPs, Mission staff, and district government representatives had an overarching positive perception of integration and were able to articulate many positive outcomes of integration. This was supported both by data gathered from the Collaboration Index as well as the KIIs. Stakeholders not only saw the potential of integration for project outcomes but were able to speak to realized positive outcomes. This is a significant shift from data gathered for the CDCS impact evaluation baseline in 2014, where IPs discussed concerns over the feasibility of the initiative, which at the time was somewhat new. At that time they shared concerns that integration would be costly, and that they were not being provided additional resources to make it happen. Data gathered during the 2015 SHA showed that while some IPs felt that they had to expend additional resources, either they felt it was worth it or they perceived it to be lower than they had anticipated given

the realized gain¹¹.

Despite the overall positive perception of the integration initiative, district representatives shared that they still were not being fully integrated into the process. The cases that most actively engaged districts happened through DG projects that then capitalized on sectoral expertise of other IPs. In those cases, the DG IPs worked to train district officials on good governance practices while working with partners to develop district government technical skills in the areas of education, health and agriculture. It is also important to note that while sub-IPs were included in the study sample to help provide an “on the ground” perspective, we did not undertake direct observation of integrated activities in situ. Therefore, we may lack additional success, challenges and understandings as defined by those who were in the communities implementing the activities.

PROCESS FOR INTEGRATING (Q2)

A five step process is seen for integrating activities. In most cases the process begins with USAID setting up a cross-sectoral partners meeting, where the various partners are brought together to learn of one another’s projects (Step One). Information shared by USAID stated that not all partners were brought to the event, but rather just those who represented the flagship programs and/or those who showed great potential for integrating. Once the partners met, they were then expected to work together to identify those activities that they would take on and then vet them with their AORs and CORs (Step Two). When the AORs and CORs gave their blessing, the IPs would continue to communicate and then set meetings during which they would develop a work plan for their activity (Step Three). Work planning involved the development of MOUs, defining of roles and responsibilities and working out cost-sharing. Once the work plan was approved, they then moved to the implementation phase (Step Four). Implementation is the phase for which we have the least amount of detailed information. Step five involves learning and improvement and was found to be less practiced.

While the five steps may follow a logical progression and consist of distinct independent steps, that is not the case in practice. Particularly steps Two, Three and Four and Five may overlap. For example, while the IPs may have narrowed their list of potential partners, when they reach the Work Planning phase, they may determine that they are unable to continue forward with their activity. Alternatively, through implementation, they may identify ways they need to revise the activity which would require the partners to revisit the work plan. Finally, while Learning and Improvement is the fifth step, that may feed into the identification of future activities or help IPs and USAID narrow the list of activities in future rounds.

BARRIERS TO INTEGRATION (Q4)

During interviews, stakeholder provided specific examples of the barriers they faced while trying working toward implementing integrated activities. The primary challenges included:

- Lack of consistent guidance from USAID on the definition of integration
- Lack of clarity on whether and how integration should be measured
- Lack of communication and formalized agreements between USAID and IPs and between IPs
- Tensions due to an imbalance in contribution and commitment
- Difficulty retrofitting to pre-existing contracts and work plans

¹¹ We caution, however, that SI is not systematically collecting information on the costs of particular activities and how those costs are apportioned. Therefore, we are relying solely on IPs perceptions of costs.

- Concerns over competition

To mitigate these challenges, SI has recommended many guidelines in the recommendations section.

FACILITATING INTEGRATION (Q5)

Additional coordination is needed within the Mission to see this initiative through. Given a consistent call from IPs for further guidance from USAID/Malawi on what integration is, how to integrate and how it should be tracked over time, the evaluation team has concluded that there is need for additional coordination to make integration work well. Furthermore, IPs communicated the need for a central governing body over integrated activities. While the Mission has discussed the Integration Steering Committee, it is unclear as to the role and responsibilities this committee has, and the level of authority they have to make and implement decisions. This would need to be investigated further in order to gauge how as a committee they are facilitating integration, aside from hosting annual or semi-annual partner meetings. In terms of the donor coordination committee, we were only able to speak with two such committees (one for education at the national level and one at the district level), and it remained unclear the role they played in the USAID integration initiative, though each group reiterated the value of integration in their own contexts. What was clear from the data is that district want to see better coordination and are ready and willing to participate in such an activity.

In general, the integration initiative is off to a strong start. And while stakeholders are encountering challenges, they have, for the most part, been able to work through them and can see the potential that integration holds both for individual project outcomes, but also for helping the Mission reaching its overarching goal, to improve the quality of life of Malawians.

RECOMMENDATIONS

ENABLING ENVIRONMENT FOR INTEGRATION

Drawing from concrete examples as well as explicit recommendations from stakeholder during interviews, the evaluation team has developed guidance regarding what conditions need to be in place to encourage integration. As the study continues for the next three years, the team will explore whether or not these conditions exist for the future integration activities, and if there are ones that seem to be more prevalent than others.

Must be a win-win

In order for an integration activity to move forward and have sufficient buy-in, it needs to be win-win. Each activity should be beneficial not solely to a single IP, but to all parties who are involved, including the IPs, USAID, and the district government. In other words, it should push partners towards positive integration outcomes that will allow them to reach positive project-level outcomes. These outcomes should then advance the Mission towards its larger DOs and Goal of improving the quality of life of Malawians while simultaneously permitting IPs to hit their targets, as emphasized in the following quote.

Respondent 1: Yeah, right it starts with an idea. What can we do? Then you start talking about it. Then you have meetings about it. Then who's going to do what. Then it becomes a work plan. You are right, it doesn't start with a work plan.

Respondent 2: And a lot of it has to be win-win-win on all sides. You can't be, "I'm pulling the blanket over on my side. ...And the beneficiaries have to be the biggest winners of all if this is going to work and move forward. (Prime IP)

SI also recommends that USAID/Malawi consider using these conditions in order to review preliminary integration work plans to make sure the identified activity is mutually beneficial to the parties involved. We anticipate that partner will work towards mutual benefit, as described by one prime IP regarding how they consider potential activities:

So this idea of not mutual benefit but with a 'what's in it for me' principle, where they have a clear interest and the integration activity is advancing their ability to meet their objectives, results, targets. And it's also helping us to meet our objectives, results, and targets. Those are the opportunities that I want to invest in. (Prime IP)

USAID/Malawi may also consider vetting activities with districts (or requiring IPs to demonstrate this vetting as a pre-requisite for work plan approval) to make sure that the proposed activity also benefits the district.

During the CDCS impact evaluation baseline in 2014, some IPs expressed concern that the implementation of activities could come at great cost and detract them from their own initiatives. However, these SHA data indicate that by identifying activities that are win-win, IPs were able to continue towards their goals while integrating, and that the additional time and budget was less than they had anticipated the previous year.

We have these overarching results that USAID put out there. And then we have indicators and we have targets. There's nothing that we are proposing to do, either in last year's integration activities or this year's integration activities, that would deter from our ability to deliver the results and achieve the targets. It's not that it would be detracting a significant amount of time or a significant amount of budget. (Prime IP)

Whether or not an activity will be beneficial to all involved should be determined early on in the process. In fact, some suggested that it was one of the factors that they used to determine the partnerships they would pursue:

You're looking for win-win situations between your project, like how can you complement each other and, yeah, build on each other's strengths. I think we have a lot to offer in terms of knowledge, technical knowledge, advice that others can benefit from. Yeah, they have a lot to offer us in terms of their structures on the ground. So, you look for that situation where you complement each other and work together to achieve more. One plus one is three. (Sub-IP)

Similarly, others suggested that if a win-win isn't maintained throughout the activity, it may cause it to come to an end.

We've partnered on an integration activity to develop and disseminate content relevant messaging on forest and land management, ag intensification and fuel efficient cook stove technologies for early grade readers and then specifically, these are the things that we commit to. And then there's a section where we've tried to define, and we've gone back and forth on this, so this is approved by both organizations, a benefit to PERFORM and a benefit to EGRA. Looking back on last year, if there's not that mutual benefit then it fizzles, right?

It should also be noted that while an activity should be mutually beneficial, it does not mean that compromises will not have to be made. In fact, they likely will, and comments shared during the interviews indicate that IPs understand this and attempt to work this out through the planning process.

Give clear guidance but allow for flexibility

As demonstrated in the findings sections on challenges, many stakeholders indicated a desire for additional guidance on how to move integration forward. IPs stated that they wanted more guidance from individuals at USAID. In fact, some went as far to say that USAID needed to make integration a requirement, and set up specific targets for each of the IPs. One IP stated that without a push from USAID, it is unlikely that partners will take on these activities on their own:

I do think that the last [all partners meeting] was particularly beneficial because it happened around the work planning time. And I do think USAID could require partners to engage in some of these things. I think with some part – so our experience has been if USAID is not pushing and sort of hammering this as a priority, then the only time that a partner is going to think about it is developing our annual work plan in September and writing their annual report in October. If it's important all the time, USAID could help to make it known that it's important all the time.

Representatives from USAID agreed that the IPs need additional guidance and should consider what aspects they wish to make mandatory. In the example below, a USAID rep describes a conversation he had regarding integration with one the IPs:

One our partners said to me. He said, "It's like gender. You know, you guys have been touting gender for 30 years and we've ignored it for 30 years. And now, all of a sudden, it is important. So we are doing it... So I thought at integration was going to be like that. Like, ok, we're going to put it in our work plan,

we're going to report on it, we're going to talk about the comic book, and then we're going to move on and do our real work.”

So I think what we're trying to do is make them think that integration isn't apart from their real work. It's actually a part of their work. But that takes a complete sea change of thinking. So it takes a while.

Just as IPs needed additional guidance from USAID as to what is required and how to undertake integration, representatives from USAID expressed a desire for additional guidance from the Mission leadership on what is expected regarding integration and how they should proceed. Several IPs also reported that guidance needs to come from a central figure or body at the Mission. Therefore, we recommend that the Mission outline roles and responsibilities for individuals within the Mission as well as a clear set of expectations for the IPs regarding integration.

While IPs are asking for additional guidance, there seemed to be a view within the Mission that AORs/CORs should allow for flexibility. A USAID sector office stated that while it is helpful for the Mission to be a bit prescriptive in requiring integration in contracts or cooperative agreements, they must allow room for IPs to come up with common objectives on their own:

“If you're prescriptive people will do exactly what you tell them, and nothing more...But then the learning opportunities you have stifled. Because then that puts the onus on AID, like we think we know everything. That's not necessarily true. It's more fruitful to have the partners on the ground who can see those opportunities and exploit them and bring that richness to us so that informs our future integration agenda.”

IPs don't disagree that there is a need for flexibility, however, as the following quote demonstrates, they need additional guidance before they can feel comfortable moving forward with some of their ideas.

Respondent 1: They are out there, and we have found them. We don't know if [what] we are doing is good. If it is bad. If it is enough. If we are moving in the right direction or not. Even if ask the questions, we aren't always sure that AID has an idea of where the vision is going to take them. I mean if you say okay it is in the CDCS. We know where we want to be in 2019 with the Malawian people. That is an overriding vision for the Mission's programming for the next five years. But it's not how far and where do we think we are going to take the three C collaboration. And what would it look like in an ideal world in a district where this works two years on, three years on, four years on.

Respondent 2: Painting that picture would be really helpful. When you really get down to the district level. Because that is where the rubber meets the road. Getting that picture in our minds would be really good. Instead of looking at discrete activities we are doing in different locations.

In sum, based on findings, SI recommends that USAID require integration, as it is already beginning to do for new contracts, but set clear guidelines indicating how much integration is enough and what counts as integration. Additionally, while flexibility is important, it may be secondary to providing clear guidance.

Rich and robust planning at multiple levels with active integrated USAID involvement is needed

The data gathered from various stakeholders emphasizes the planning process cannot be under-estimated. It is the opportunity for the IPs to align goals, objectives and, at times, outcomes. It also provides them the space to think through budgeting and the roles and responsibilities of various individuals from the partnership. Some IPs suggested that the processes needed to be formalized such that the planning process would result in an MOU that outlines roles and responsibilities, budgets/cost-sharing, timeline, and agreed upon reporting guidelines.

USAID should take an active role in this process and provide the IPs the space, time, and support needed in order to undertake robust planning on multiple levels and with the guidance of Mission staff. As the findings suggest, there has not been consistent involvement of Mission staff in the planning process. At times, they appear to take an active role, and in other circumstances, they have been unaware of specific integration activities, particularly across sectors, as demonstrated in the challenges section. For planning to be effective, it is necessary for them to be involved in the process, and also to work across the various sector offices to ensure that there is alignment in understandings and activities as outlined in the work plans submitted by IPs.

Several stakeholders at all levels noted the high importance of bringing integration planning to the district level. To this end, the Mission has recently begun facilitating such district-level cross-sectoral meetings among IPs and sub-IPs. SI recommends that as future SHAs are carried out that it undertakes more direct observation of integration-related meetings at the district level or at a minimum conduct more KIs with those individuals who are doing work on the ground to understand how integrated activities actually play out. As it currently stands representatives from district government have stated that they are open and ready for integration, but that they are not being folded into the process.

Organizational change needed within the USAID/Malawi Mission

What USAID/Malawi is requesting is not the simple implementation of a single integrated activity, but rather, a fundamental shift in the way programming is seen and undertaken, so that they can implement holistic programs that cross sectors in order to improve the overall quality of life of Malawians. The Mission's current organizational structure, which divides the organization by sectors, does not naturally encourage integration. Therefore, the Mission may need to consider either putting structures in place that both allow for and encourage, if not require, staff to work across offices. This will require changes in how new projects are designed and procured, a re-examination of contracting mechanisms, a change in how money is allocated and how projects are monitored and evaluated.

SI has provided some guidance below for the Mission to consider regarding its organizational structures and processes.

- *Representatives from the various offices to come together across sectors for budget, planning, and agreement to integration activities proposed by implementers:* For each proposed integration activity, have representatives cross sectors to discuss and contribute to conversations with IPs to plan reasonable activities and how resources should be allocated across projects.
- *USAID sectoral offices to meet more regularly across sectors* to identify potential opportunities for synergies as well as gaps that would need to be filled for an activity to take place. Opportunities identified could be proposed to IPs of existing awards or fed into future activities. The newly adopted meetings between HPN and SEG are one example of this.
- *Build integration into RFPs and contract requirements:* RFPs could include not only project level outcomes, but specified integration outcomes that should be targeted. Additionally, the Mission should consider including language that requires respondents to describe how they will coordinate and collaborate with districts and local officials as well as with other donors and the central government.
- *May need to think creatively about contracting:* Data indicate that it can be challenging to modify contracts or current cooperative agreements to require integration. Therefore, as Mission staff work together on existing projects and develop new ones, they may need to consider what type of mechanism they should use that will allow sufficient flexibility to adopt new integration

opportunities as they arise and if that will encourage or discourage particular organizations from applying.

- *Develop clear expectations for monitoring and evaluating integration activities, and determine whether there are independent evaluations or assessments that can aid all offices* Data indicate that IPs are in need of additional guidance on how to monitor progress on integration. More specifically, they have requested guidance on “what counts” as integration. In an effort to increase efficiencies, SI recommends that USAID offices come together to communicate annual monitoring and evaluation plans. That way activities will not be duplicated (such as independent gender assessments or conflict assessments in each sector) and the Mission can be more targeted in their learning objectives and how to attribute specific outcomes to particular partners.

Communication as a 4th C

Possibly the most crucial factor in aiding the development and implementation of integrated activities is the use of effective communication, as it is an underlying factor in each of the key findings. This communication must happen amongst the various technical office and front office at the USAID/Malawi Mission, between the Mission and both prime and sub-IPs, amongst the IPs, and between IPs, USAID and relevant representatives from district government offices. While there are some examples of systematic, regular communication across these partners, there are still significant gaps. For example, as the demonstrated in the challenges section, there have been cases of one USAID representative approving a workplan without checking with their internal counterpart to see if the work was feasible. In another case, two IPs in the same sector did not communicate which resulted in overlapping meetings that meant that district officials had to choose one or the other rather than attend both.

In the cases where effective and regular communication is happening, there is evidence that it is helping reach successful integration outcomes. For example, the meetings that have occurred between the Mission and IPs helped IPs increase their understanding of integration and identify possible partners to develop and implement integration activities. Generally, by improving communication, USAID and the partners will continue to reduce duplication, increase efficiencies and design activities that naturally link with others in the same sector.

MEASURING INTEGRATION

Organizational change involves integrating programming across sectors in order to help USAID/Malawi meet its development objectives and, ultimately, reach its goal of an improved quality of life for Malawians. However, while the CDCS outlines indicators that can track intermediate results as well as indicators that can be used to track cross-cutting sub-intermediate results, such indicators and objectives were not explicitly defined for integration, and targets beyond the intent for project saturation in three focus districts were not set. Therefore, it has been difficult for Mission staff as well as IPs to know what they should be working towards for integration, whether or not they have sufficiently integrated their programming, and if what they are doing count as integration. We recommend the Mission develop either simple indicators or work with partners to structure a process mapping and results framework in order to track progress and provide a means of accountability and continuous learning. The former may be easier and less labor intensive for the Mission, as it allows for quantitative measures. But it also means setting well defined standards, making expectations transparent about the numbers (for example if bigger projects are required to conduct more integrated activities, then this should be clear), and they should be affiliated with particular outcomes that track with the CDCS DOs. The latter may be more labor intensive but allows for greater flexibility and the opportunity for adaptive management.

Indicator Development

The Malawi Mission can benefit from setting targets for achieving integration, as it will provide motivation to reach a defined vision and will also provide a means to hold IPs and Mission staff accountable to established targets or objectives, knowing they will be measured against them. At the most basic level, this would entail counting quantities of projects or initiatives that meet given criteria (e.g. Number of interventions supported by more than one implementer; Percentage of activities that are aligned with district government plans). As a first step, the Mission must work to define at a minimum “what counts” as integration. This includes consideration of whether integration within the same sector or with other donors would be counted toward integration targets that may be set. As described in this report, examples of integration within the same sector or with other donors are able to achieve the intended outcomes of integration. The Mission must consider whether and how such examples will be counted toward targets.

A limitation of such metrics is that they only represent **quantity** and will not reflect **quality** improvement on project outcomes, which is one of the primary goals of the integration strategy. Whether an integration activity is able to improve the quality of project outcomes depends on whether it achieves any of the integration outcomes described above in Table 2:

1. Increased reach (e.g. greater number of beneficiaries; more holistic services provided)
2. Reduced costs
3. Activities fill identified gaps
4. Reduced duplication and increased efficiencies
5. Increased capacity and accountability
6. Increased sustainability of project outcomes
7. Increased sharing of information

Quality improvements from a particular integration activity are difficult to measure in absence of a targeted evaluation¹². Exercises like this SHA are only one means to broadly identify whether integration activities as a whole are meeting these criteria. On an ongoing basis, perhaps a more practically useful exercise for the Mission would be to use the seven outcomes above as criteria by which proposed integration work plans could be assessed. If proposed activities are not designed to realistically achieve any of the above seven outcomes, it would not achieve the goals of integration and should not likely be pursued.

Measure to ensure an enabling environment for integration

In light of the challenges and recommendations noted in this report, the Mission should improve the likelihood of success in integration activities through measuring whether integration work plans meet certain criteria representing an enabling environment for success. For example, to pre-emptively identify pain points, an AOR/COR reviewing an integration work plan and subsequent planning steps for a given activity could approach this support role with a checklist to verify there is a clear “win-win”, that communication has occurred at appropriate levels, that costs are clearly apportioned between partners, etc. This input can assist IPs, and Mission staff at a big-picture level, to sift through opportunities to select those that are most promising.

Process Mapping and Results Frameworks

Process mapping and the development of result frameworks for integration activities is another possible approach to ensure that integration is happening. It is more qualitative in nature and provides partners

¹² The overall CDCS impact evaluation being conducted by SI will get at this broadly, but it will not be able to inform quality value added from one specific integration activity to the next.

an opportunity to map their current projects and targets alongside the mapping of integration activities and targets. These maps can be used to demonstrate linkages between the activities and provide the Mission insight into how they intend to make progress towards their targets. Once the maps are developed the partners will develop results frameworks and a workplan that can be monitored over time.

Process mapping and the development of results frameworks provide an additional opportunity to plan integration with districts by showing at what stages the coordination and collaboration will occur. First, process mapping and the development of results frameworks can serve as an additional opportunity to bring the Districts into the process. Process maps can be used to demonstrate where in the process partners intend to coordinate and collaborate with the district. Additionally, the Mission could consider having representatives from the Districts contribute to the development of the results framework.

Second, as stated earlier in this report, the two primary outcomes of integration that are being targeted are to increase development effectiveness and/or to produce cost savings. The latter is highly difficult to measure without specific disaggregated costs that can be compared to high-level outcomes. Though this was an original goal of the CDCS impact evaluation, it was determined through early consultations with the Mission and IPs that cost disaggregation could not be done at the level necessary to conduct a cost effectiveness analysis linked to the impact evaluation. However, process mapping that allows partners to identify cost-savings as a targeted integration outcome permits them to explicitly state their intended goal and what will contribute to cost-savings. This process could be highly beneficial to better understand, at least at an anecdotal level, what nature of cost efficiencies and reductions are experienced through integrating. For example, partners who agree to conduct a joint training to achieve their respective project outcomes might each estimate the cost of conducting the training alone and compare it to the actual cost of the combined training to produce a rough estimate of cost savings. Likewise, the costs of holding integration planning meetings should also be accounted. While such cost data could not readily be linked to quality of life outcomes measured through the impact evaluation for reasons SI detailed in prior communication, a separate look at cost in this different way could be beneficial to the Mission's understanding of the value of the integration approach.

Third, process documentation and the development of results frameworks also allows for an opportunity for adaptive management. By having partners develop quarterly or semi-annual reports on their progress, the Mission will have greater insight into what is working, what isn't, and how they might make modifications in their strategies moving forward.

Finally, asking partners to systematically develop reports that track their progress on integration activities will provide additional data for the impact evaluation that may help provide context for some of the findings. While the stakeholder analysis does this in part, by having reports on all the integration activities, we will be able to draw broader conclusions regarding how integration occurs as well as the successes and challenges the partners encounter.

ANNEXES

ANNEX I: INTERVIEW GUIDES

Interview Guide: District Representatives

Objectives:

- Outline the district objectives, and discuss of IP activities align with district level objectives
 - Understand how IPs coordinate and collaborate activities amongst themselves
 - Understand how IPs coordinate and collaborate with the District
 - Successes and Challenges Encountered
 - Examine the role of USAID and other Donors (Development Partners) in collaborating and coordinating with the District
 - *If you are talking to the DPHO or other health people*, learn how the District Health Stakeholder Forum (supported by SSDI Systems) has been working as a venue for coordination and collaboration
1. I want to begin our conversation today first by thanking you for your time and second by asking you generally to describe your overarching objectives here in the district as they relate to food security, nutrition, education and health. We understand that the details will be explained in the District Government Plans. However, it would help us frame our conversation today if we could discuss this briefly.
 2. Now that we have an idea of what your objectives are, we would like to learn more about the coordination and collaboration around the activities funded by USAID and implemented by such organizations and programs as INVC, MISST, EGRA, NJIRA, ASPIRE, SSDI, FUM, CADECOM, and others.
 - a. Do you believe that these partners are working to reach the objectives you've described in the District Governance Plans? Please explain with some examples.
 - b. Are the partners collaborating with one another? If yes, please provide examples.
 - c. Are the partners collaborating with you as the District? If yes, please explain how.
 - d. Are you able to tell us about some of the successes and challenges you have encountered ensuring coordination and collaboration amongst the district those organizations that are implementing programs?
 3. We know that you work with numerous development partners including USAID, DFID, JICA, the UN, the World Bank and others. We would like to learn if/how you are working with USAID directly. If so, can you tell us little bit about how you work with them? If not, can you explain the ways in which you would like to coordinate and collaborate with them?
 4. We are tasked with providing USAID on guidance on how to collaborate and coordinate with district governments. Can you provide us examples from your experience either with USAID or other development partners regarding how to successfully coordinate and collaborate your activities? Are there particular challenges you have encountered coordinating and collaborating with development partners?

Interview Guide: IPs, Sub-Partners, and other CBOs

NOTE TO INTERVIEWER: Try to make the interview as conversational as possible. Do not feel that you need to ask every question exactly as it is stated here. Rather, let the conversation flow. Sometimes, responses from one question will answer another. The biggest job of the interviewer is NOT asking questions, it is listening to answers. Your goal for this interview should include the following:

- Identify and describe the integration activities they are working on and who they are working with and their objectives
- Select one or two activities and then get examples of how they are doing coordination and collaboration (e.g. How did they come to decide who does what and pays for what? Have they decided how to measure progress? Is there a particular individual who takes a leadership role? How are roles and responsibilities determined? How did you determine your mutual objectives?)
- Explore successes and challenges IPs have encountered implementing integrated activities.
- Understand if and how they are working with district and local governments and if there is a value added to working with them
- Learn about the role that USAID plays in integration and how they may better be able to support/guide their activities.

USEFUL PROBES:

- What would it take to overcome this challenge?
- Can you give an example?
- What is the value of this to your organization?
- What did you take away from that experience?
- Why do you think that happened?
- How did you accomplish that?

PROTOCOL TO DRAW ON:

- I. First, I want to find out more about the integration activity/activities you are taking on. That will help us focus our interview on one or two particular activities.

NOTE TO INTERVIEWER: Try to come up with a name for that activity so that you can refer back to it at a later time

- a. What integrated activity or activities did you take on over the past year?
 - i. Which of these were within your project? And which ones crossed with other projects?
 - ii. What sectors did they include?
 - iii. What are the objectives for those activities
 - iv. Who are your partners in carrying out this activity Note to Interviewer: This should just be of the main IP but even the organizations that are doing the work “boots on the ground” and other entities that don’t directly receive funds, such as community health groups, civil society organizations, etc)
 1. Other INGOs or NGOs?
 2. Civil Society Organization
 3. Community Based Organizations
 4. Other?
 - v. In which communities are you rolling out these activities?

NOTE TO INTERVIEWER: See if they can provide you with list of both the organizations/groups they are working with as well as a list of communities they are working in, if they have one available. Is it something they can email to you later?

- b. Have you developed any plans for new upcoming activities during the September 3rd meeting?

NOTE TO INTERVIEWER: Select one or two activities to focus in on for the remainder of the interview. The activities should be one they've already starting implementing if possible so they can reflect on their experiences and say how they would do the things the same or differently in the future. Say the following to the interviewee:

For the remainder of the questions I want to focus in on _____
activity/activities

- 2. I want to dig down a little bit deeper into the idea of integration to understand what it means, how it is operationalized and what purpose it serves.
 - a. How does USAID define integration?
 - b. How does your organization define or carry out integration? NOTE TO INTERVIEWER: It is okay if they define them differently. Make sure to reassure the respondent about this. Remind them that we are helping USAID refine their definition.
 - c. What purpose does integration serve?

TRANSITION TO DISCUSSION OF COORDINATION

- d. Coordination (Goal: Help USAID define collaboration and how IPs are DOING coordination)
 - i. Can you give me some examples of how you are coordinating with your partners on this activity?
 - ii. Drawing from those examples, is there a particular way you might define coordination or specific guidelines you could give USAID to determine what counts as coordination?
 - iii. What is the objective of coordinating?
 - iv.

TRANSITION TO THE DISCUSSION OF COLLABORATION

- e. Collaboration (Goal: Help USAID define collaboration and how IPs are DOING collaboration)
 - i. Now can you give me some examples of how you are collaborating?
 - ii. Drawing from the examples you just provided is there a particular you would define collaboration or specific guidelines you could give USAID to determine what counts as collaboration? What is the objective of collaborating?
- 3. Now I would like to understand a little bit about how you are engaging with governments at different levels and in what ways. Specifically I want to focus on district level government structures and local government structures.
 - a. Are you collaborating/coordination with individuals from the district government?
 - i. If so, how?
 - ii. With whom?
 - iii. Examples.

- b. Are you collaborating/coordinating with individuals from the local government?
 - i. If so, how?
 - ii. With whom?
 - iii. Examples?

- 4. As you know, we are here to help undertake a stakeholder analysis to help USAID see where they are with integration. So, at this point, we want to learn a little bit more about the ways you are working with USAID and the role USAID is playing in this initiative.
 - a. What is USAID's current role in the integration process?
 - b. What are the ways that they have helped you move your integrated activity forward?
 - c. Are there ways in which you need additional assistance or guidance from USAID? Please try to be specific as possible. If you want guidance, what type of guidance?

- 5. Understanding the successes and challenges IPs have faced implementing integration activities.
 - a. What successes have you experienced implementing and integrated activity? And has that resulted in successes in your project overall?
 - b. What challenges have you experienced implementing an integrated activity? And has that prevented you from reaching success in your overarching project? If so, how?
 - c. What guidance would you give USAID for integration to be implemented successfully?

ANNEX II: WILDER COLLABORATION INDEX

Through this tool, we are tracking how you are working with your collaborative partners on integration activities. Your collaborative partners includes those organizations and institutions with whom you are working to implement an integrated activity. This may include such groups as other Prime USAID implementation partners (IPs), sub-partners, district representatives, community based organizations, and/or civil society organizations. Our objective is to assess the degree to which USAID's partners are collaborating and the ways in which this collaboration is occurring. The first two questions are broad questions about integration in the development community. For the remainder of the items, we will have you focus on one single integration activity that we will decide on together.

Home Organization:

Primary Project Affiliated with Collaborative Activity:

Primary Partner(s) in Integration Activity:

Name of Integration Activity:

Date of Survey:

Interviewer:

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree	Don't know	Decline	Not Applicable
History of Collaboration	1. Agencies in the development community have a history of working together.	1	2	3	4	5	97	98	99
	2. Trying to solve problems through collaboration is common in the development community.	1	2	3	4	5	97	98	99
Collaborative group seen as a legitimate leader in community	3. Leaders within the development community who are not a part of our collaborative group seem hopeful about what our integration activity can accomplish.	1	2	3	4	5	97	98	99
	4. Others in the development community who are not a part of this activity would generally agree that the organizations involved in	1	2	3	4	5	97	98	99

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree	Don't know	Decline	Not Applicable
	this project are the "right" organizations to make this work.								
Favorable political climate	5. The political and social climate seems to be "right" for starting an integrated activity like this.	1	2	3	4	5	97	98	99
	6. The time is right for this integrated activity.	1	2	3	4	5	97	98	99
Mutual respect, understanding and trust	7. People involved in our collaborative group always trust one another.	1	2	3	4	5	97	98	99
	8. I have a lot of respect for the other people involved in this collaborative group and integrated activity.	1	2	3	4	5	97	98	99
Appropriate cross section of members	9. The people involved in our collaborative group and integrated activity represent a cross section of those who have a stake in what we are trying to accomplish.	1	2	3	4	5	97	98	99
	10. All the organizations that we need to be members of our collaborative group have become members of the group.	1	2	3	4	5	97	98	99
Members see collaboration and the	11. My organization will benefit from being involved in this	1	2	3	4	5	97	98	99

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree	Don't know	Decline	Not Applicable
integrated activity as in their self-interest	integrated activity and collaboration.								
Ability to compromise	12. People involved in our collaborative group are willing to compromise on important aspects of our integrated activity.	1	2	3	4	5	97	98	99
Members share a stake in both process and outcome	13. The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.	1	2	3	4	5	97	98	99
	14. Everyone who is a member of our collaborative group wants this project to succeed.	1	2	3	4	5	97	98	99
	15. The level of commitment among the collaborative partners is high.	1	2	3	4	5	97	98	99
Multiple layers of participation	16. When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues about the decision.	1	2	3	4	5	97	98	99
	17. Each of the people who participate in decisions in this collaborative group can speak for the	1	2	3	4	5	97	98	99

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree	Don't know	Decline	Not Applicable
	entire organization they represent, not just a part.								
Flexibility	18. There is a lot of flexibility when decisions are made; people are open to discussing different options.	1	2	3	4	5	97	98	99
	19. People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.	1	2	3	4	5	97	98	99
Development of clear roles and responsibilities	20. People in this collaborative group have a clear sense of roles and responsibilities.	1	2	3	4	5	97	98	99
	21. There is a clear process for making decisions among the partners in this collaboration.	1	2	3	4	5	97	98	99
Adaptability	22. This collaborative group is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.	1	2	3	4	5	97	98	99
	23. This collaborative group has the ability to survive even if it had to make	1	2	3	4	5	97	98	99

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree	Don't know	Decline	Not Applicable
	major changes in its plan or add some new members in order to reach its goals.								
Appropriate pace of development	24. This collaborative group has tried to take on the right amount of work at the right pace.	1	2	3	4	5	97	98	99
	25. This collaborative group is currently able to keep up with the work necessary to coordinate all the people, organizations and actions related to this integration activity.	1	2	3	4	5	97	98	99
Open and frequent communication	26. People in this collaborative group communicate openly with one another.	1	2	3	4	5	97	98	99
	27. I am informed as often as I should be about what goes on in the integration activity.	1	2	3	4	5	97	98	99
	28. The people who lead this collaborative group communicate well with its members.	1	2	3	4	5	97	98	99
Established informal relationships and communication links	29. Communication among the people in this collaborative group happens both at formal meetings and in informal ways.	1	2	3	4	5	97	98	99

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree	Don't know	Decline	Not Applicable
	30. I personally have informal conversations about the integration activity with others who are involved in this collaborative group.	1	2	3	4	5	97	98	99
Concrete, attainable, goals and objectives	31. I have a clear understanding of what our collaborative group is trying to accomplish through our integration activity.	1	2	3	4	5	97	98	99
	32. People in our collaborative group know and understand the goals of our integration activity.	1	2	3	4	5	97	98	99
	33. People in our collaborative group have established reasonable goals for our integration activity.	1	2	3	4	5	97	98	99
Shared vision	34. The people in this collaborative group are dedicated to the idea that we can make this project work.	1	2	3	4	5	97	98	99
	35. My ideas about what we want to accomplish with this integrated activity seem to be the same as the ideas of others in the group.	1	2	3	4	5	97	98	99

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree	Don't know	Decline	Not Applicable
Unique purpose	36. What we are trying to accomplish with our integrated activity would be difficult for any single organization to accomplish itself.	1	2	3	4	5	97	98	99
	37. No other organization in the community is trying to do exactly what we are trying to do.	1	2	3	4	5	97	98	99
Sufficient funds, staff, materials, and time	38. Our collaborative group has adequate funds to do what it wants to accomplish.	1	2	3	4	5	97	98	99
	39. Our collaborative group has adequate “people power” to do what it wants to accomplish.	1	2	3	4	5	97	98	99
Skilled leadership	40. The people in leadership positions for this integrated activity have good skills for working with other people and organizations.	1	2	3	4	5	97	98	99

ANNEX III: WILDER COLLABORATION INDEX RESULTS

Results By Category					Results By Question				
	% positive*	% negative*	% neutral*	mean		% agree/ strongly agree	% disagree/ strongly disagree	% neutral	mean
History of collaboration	77%	19%	4%	3.69	1. Agencies in the development community have a history of working together.	85%	8%	8%	3.92
					2. Trying to solve problems through collaboration is common in the development community.	69%	31%	0%	3.46
Collaborative group in the community	69%	0%	31%	4.00	3. Leaders within the development community who are not a part of our collaborative group seem hopeful about what our integration activity can accomplish.	62%	0%	38%	4.00
					4. Others in the development community who are not a part of this activity would generally agree that the organizations involved in this project are the “right” organizations to make this work.	77%	0%	23%	4.00

Political climate	89%	7%	4%	4.21	5. The political and social climate seems to be “right” for starting an integrated activity like this.	86%	7%	7%	4.29
					6. The time is right for this integrated activity.	93%	7%	0%	4.14
Dynamics	79%	7%	14%	4.11	7. People involved in our collaborative group always trust one another.	57%	14%	29%	3.71
					8. I have a lot of respect for the other people involved in this collaborative group and integrated activity.	100%	0%	0%	4.50
Cross section of members	74%	15%	11%	3.98	9. The people involved in our collaborative group and integrated activity represent a cross section of those who have a stake in what we are trying to accomplish.	93%	0%	7%	4.50
					10. All the organizations that we need to be members of our collaborative group have become members of the group.	54%	31%	15%	3.46
Benefit	100%	0%	0%	4.71	11. My organization will benefit from being involved in this integrated activity and collaboration.	100%	0%	0%	4.71

Compromise	57%	29%	14%	3.43	12. People involved in our collaborative group are willing to compromise on important aspects of our integrated activity.	57%	29%	14%	3.43
Process and outcome	59%	15%	27%	3.66	13. The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.	43%	29%	29%	3.14
					14. Everyone who is a member of our collaborative group wants this project to succeed.	64%	7%	29%	4.00
					15. The level of commitment among the collaborative partners is high.	69%	8%	23%	3.85
Layers of participation	64%	18%	18%	3.79	16. When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues about the decision.	64%	21%	14%	3.79

					17. Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part.	64%	14%	21%	3.79
Flexibility	70%	15%	15%	3.85	18. There is a lot of flexibility when decisions are made; people are open to discussing different options.	69%	23%	8%	3.92
					19. People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.	71%	7%	21%	3.79
Roles and Responsibilities	68%	25%	7%	3.54	20. People in this collaborative group have a clear sense of roles and responsibilities.	71%	21%	7%	3.71
					21. There is a clear process for making decisions among the partners in this collaboration.	64%	29%	7%	3.36

Adaptability	52%	17%	30%	3.39	22. This collaborative group is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.	55%	18%	27%	3.45
					23. This collaborative group has the ability to survive even if it had to make major changes in its plan or add some new members in order to reach its goals.	50%	17%	33%	3.33
Pace of development	81%	7%	11%	4.01	24. This collaborative group has tried to take on the right amount of work at the right pace.	71%	14%	14%	3.79
					25. This collaborative group is currently able to keep up with the work necessary to coordinate all the people, organizations and actions related to this integration activity.	92%	0%	8%	4.23
Communication	78%	15%	7%	3.86	26. People in this collaborative group communicate openly with one another.	86%	14%	0%	4.07
					27. I am informed as often as I should be about what goes on in the integration activity.	64%	21%	14%	3.57

					28. The people who lead this collaborative group communicate well with its members.	85%	8%	8%	3.92
Informal Communication	85%	11%	4%	4.00	29. Communication among the people in this collaborative group happens both at formal meetings and in informal ways.	85%	15%	0%	3.92
					30. I personally have informal conversations about the integration activity with others who are involved in this collaborative group.	86%	7%	7%	4.07
Goals and objectives	83%	5%	12%	4.24	31. I have a clear understanding of what our collaborative group is trying to accomplish through our integration activity.	93%	0%	7%	4.71
					32. People in our collaborative group know and understand the goals of our integration activity.	79%	7%	14%	4.07
					33. People in our collaborative group have established reasonable goals for our integration activity.	79%	7%	14%	3.93

Vision	79%	0%	21%	4.11	34. The people in this collaborative group are dedicated to the idea that we can make this project work.	79%	0%	21%	4.14
					35. My ideas about what we want to accomplish with this integrated activity seem to be the same as the ideas of others in the group.	79%	0%	21%	4.07
Purpose	81%	7%	11%	4.19	36. What we are trying to accomplish with our integrated activity would be difficult for any single organization to accomplish itself.	86%	7%	7%	4.14
					37. No other organization in the community is trying to do exactly what we are trying to do.	77%	8%	15%	4.23
Resources	74%	22%	4%	3.80	38. Our collaborative group has adequate funds to do what it wants to accomplish.	54%	38%	8%	3.31
					39. Our collaborative group has adequate people power to do what it wants to accomplish.	93%	7%	0%	4.29

Leadership	93%	7%	0%	4.36	40. The people in leadership positions for this integrated activity have good skills for working with other people and organizations.	93%	7%	0%	4.36
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**% positive refers to the number of positive responses (rating of "agree" or "strongly agree") across all questions in this category divided by the total number of responses across all questions in this category.*

ANNEX IV: INTEGRATION ACTIVITIES

Office	Project	Implementer	Balaka	Machinga	Lilongwe	Key Integration Action	Integration with:	Key Outputs / Expected Results	Target Beneficiaries
EDU	Early Grade Reading Activity (EGRA)	RTI International	YES	YES	YES	Share the use of reading centers	ASPIRE	Improved cost effectiveness	Reading center facilitators
						Train reading center facilitators jointly		Reduced overlaps	Reading center facilitators
						Share funding for PEAs coaching visits to schools		Improved cost effectiveness	PEAs
						Explore joint training of PEAs		Improved cost effectiveness	PEAs
						Facilitate introduction of NJIRA personnel to specific GVHs and TAs	Njira	Accelerated establishment and uptake of Ubwino Centers (NJIRA benefit)	
						Facilitate the co-location of Ubwino Centers at Village Reading Centers (VRCs)		Prudent use of local resources	
						Explore the possibility of selected VCRFs being appointed to manage Ubwino Centers		Increased VCRFs retention (EGRA benefit)	
						Revise the Malaria Comic Book	SSDI - Communications	Improved Malaria Comic Book content	
						Distribute 4806 copies of revised Malaria Comic Book		Increased availability of reading materials for pupils Increased knowledge on malaria among pupils. Promoted levels of pupil-led advocacy on malaria	
						Incorporate agricultural messages in Standard 3 supplementary readers	PERFORM	Increased availability of supplementary reading materials for pupils, Increased awareness about agricultural issues among pupils and local communities	Standard 3 pupils Local communities
			Use mobile money facilities to transfer teacher training funds to PEAs	FHI 360 FTF	Improved funds transfer security	PEAs, teachers			
EDU	Malawi Early Grade Reading Improvement (MERIT)	RTI International	YES	YES	YES				

Office	Project	Implementer	Balaka	Machinga	Lilongwe	Key Integration Action	Integration with:	Key Outputs / Expected Results	Target Beneficiaries
EDU	The Girls' Empowerment through Education and Health Activity (ASPIRE)	Save the Children Federation, Inc.	YES	YES	NO	Collaborate on referral of adolescents (especially girls) for sexual reproductive health, HIV services, and will also collaborate on data sharing between facilities and places of referral.	SSDI Services and Comms	Increased proportion of adolescents accessing SRH services	Adolescents aged 10-19 years
						Collaborate in provision of technical content in the development of brochures and informational leaflets targeting sexual reproductive health needs of adolescent girls in schools.	SSDI Services and Comms	Brochures and leaflets and other materials with sound SRH information distributed	Girls and boys aged 10-19 years
						Common use of reading centers established by EGRA	EGRA	Reading centers jointly managed	Girls and boys aged 10-19 years
						Training of reading center facilitators	EGRA	Reading center facilitators trained	Girls and boys aged 10-19 years
						Sharing funding for PEAs coaching fuel expenses	EGRA	Combined coaching trips made by PEAs	Primary school teachers
						Coordination and collaboration in training of PEAs	EGRA	Joint PEA training sessions conducted	CPEA and PEAs
EDU	National Reading Strategy (NRS)	School to School International Inc	YES	YES	YES				
EDU	Lakeland College –USAID Educational Partnership	Lakeland College	NO	YES	NO				
DG/LCD	Malawi Electoral and Decentralization Activity (MEDA)	CEPPS/NDI	YES	YES	YES	2 policy forums / agriculture	IFPRI		
						1 policy forum / education	EGRA, CSEC		
						1 policy forum / health	SSDI		
						Follow up to status of work plan and tracking on progress made on activities so far	IFPRI, EGRA, CSEC, SSDI		

Office	Project	Implementer	Balaka	Machinga	Lilongwe	Key Integration Action	Integration with:	Key Outputs / Expected Results	Target Beneficiaries
						Communication and public outreach workshop	IFPRI, EGRA, CSEC, SSDI		
DG/LCD	STEPS	Counterpart International				CSO conference	PERFORM, SSDI, FISH, and INVC	Strengthened networking among the CSOs. Indicator of success: # of CSOs actively participating in the Conference	CSOs, Donor Community, CONGOMA, NGO Board and Government officials.
						Onsite Mentoring for CEPA, CISER and CRECCOM	PERFORM, FISH, EGRA	Strengthened institutional and technical capacity for CEPA, CISER and CRECCOM. Indicator of success: # of CSOs supported with onsite mentoring	CEPA, CISER, CRECCOM (CSOs)
						Review and Implementation of the Joint Action Plan with RTI	RTI	Strengthened institutional capacity for CRECCOM	CRECCOM
						Review and Implementation of the Joint Action Plan with PERFORM	PERFORM	Strengthened institutional capacity for CEPA	CEPA
						Review and Implementation of the Joint Action Plan with INVC	INVC	Strengthened institutional capacity for NASFAM, FUM, CISANET and Pakachere	NASFAM, FUM, CISANET and Pakachere
						Review and Implementation of Joint Action Plan with FISH	FISH	Strengthened institutional capacity for CISER and CEPA	CISER and CEPA
						Review and Implementation of the Joint Action Plan with the Alliance to End Hunger	Alliance to End Hunger	Strengthened institutional capacity for CISANET	CISANET
HPN	Health Policy Systems Strengthening (HPSS) SSDI-Systems	Abt Associates (ABT)	YES	YES	YES	Share the integrated supportive supervision schedules for the semiannual and quarterly supervision visits with the SSDI-Services and MHSP-TA staff to enable participation in the zonal and district supportive supervision visits	SSDI-Services, MHSP-TA	Schedules shared; SSDI-Services and MHSP-TA staff are able to participate in supportive supervision visits	All Health Facilities in Lilongwe Rural, Balaka and Machinga

Office	Project	Implementer	Balaka	Machinga	Lilongwe	Key Integration Action	Integration with:	Key Outputs / Expected Results	Target Beneficiaries
						Send supportive supervision alerts to District Councils, SSDI-Services, SSDI-Comms, MHSP-TA and other development partner staff to inform programming	District Councils, SSDI-Services, SSDI-Comms, MHSP-TA	All alerts for Machinga, Balaka and Lilongwe districts sent to District Councils, SSDI-Services, SSDI-Communication, MHSP-TA staff/Partner staff so that they are better able to support follow-up action on the results of the supervision.	All health facilities supervised within Balaka, Machinga and Lilongwe
						Facilitate biannual joint supervision visits for supervision of central hospitals	SSDI-Services, MHSP-TA, GIZ	Biannual Joint Supervision visits to central hospitals are joined by SSDI-Services, SSDI-Systems, MHSP-TA and/or GIZ staff	MoH staff at headquarters at the Zonal Health Office; central hospitals
						Facilitate quarterly joint supervision visits for district hospitals by zone management teams	SSDI-Services, MHSP-TA, GIZ	Quarterly Joint Supervision visits to district hospitals by zone management teams are joined by SSDI-Services, SSDI-Systems, MHSP-TA and/or GIZ staff	Zone management teams for Balaka, Machinga and Lilongwe; district hospitals
						Work with SSDI-Services to follow up on action plans developed during supervision visits	SSDI-Services	Gaps identified during supervision visits communicated to SSD-Services	All health facilities supervised within Balaka, Machinga and Lilongwe
						Orient MOH zonal and district management teams and partners on accessing and using supervision data	MoH	MOH zonal and district management teams and partners are able to access supervision data and understand how that data can be applied.	MOH zonal and district management teams and partners
						Strengthen inclusion of the Pharmacy technicians in the facility supervision events	Pharmacy Technicians?	Pharmacy technicians increasingly participate in the DHMT supervision visits	All health facilities supervised within Balaka, Machinga and Lilongwe
						Work in collaboration with ITECH and CDC to customize iHRIS so that it includes functionality to track students from preservice education through the public service.	ITECH, CDC	Functionality of iHRIS expanded so that the MoH and partners are able to track students from preservice education through the public service.	All students in the public service and the MoH including Lilongwe, Balaka and Machinga District Health Officers

Office	Project	Implementer	Balaka	Machinga	Lilongwe	Key Integration Action	Integration with:	Key Outputs / Expected Results	Target Beneficiaries
						Ensure that UNICEF, SSDI-Services, SSDI-Communication, INVC, STEPS and other relevant stakeholders at the district level are invited to and participate in the Health Stakeholders' Forum meetings to develop the annual health District Implementation Plans(DIPs) from the Multiyear DIPs	UNICEF, SSDI-Services, SSDI-Comms, INVC, STEPS	Committee members and partners functioning in Balaka, Machinga and Lilongwe	Committee members and partners functioning in Balaka, Machinga and Lilongwe
						Ensure that UNICEF, SSDI-Services, SSDI-Communication, INVC, STEPS and other relevant stakeholders at the district level are invited to the three DIP Quarterly Review Meetings in each of the 3 target districts	UNICEF, SSDI-Services, SSDI-Comms, INVC, STEPS	The whole Health sector in the 3 CDCS districts	The whole Health sector in the 3 CDCS districts
						SSDI-Systems coaches will provide leadership and management TA to assist in addressing leadership and governance issues flagged by partners during the DIP planning and review sessions	?	Leadership and governance issues flagged by partners are addressed and oversight performance by the DHMT is improved.	DHMTs in the 3 CDCS districts
						SSDI-Systems will share district stakeholder forum TORS, DIPs and Health CSOs directory for Balaka, Machinga and Lilongwe with INVC and STEPS for aligning interventions and identifying financial gaps to support	INVC, STEPS	INVC and STEPS have copies of approved DIPs and Health CSOs directory	DHMTs in the 3CDCS districts

Office	Project	Implementer	Balaka	Machinga	Lilongwe	Key Integration Action	Integration with:	Key Outputs / Expected Results	Target Beneficiaries
						Offer technical support to the Council Health Committee to review the Council Health Report	NDI	Council Health Committees supported to review the Council Health Report	Council Health Committee members in 3 targeted districts
						Share health sector CSOs directory with NDI	NDI	NDI has CSO Directory to share with health committee chairs	Council Health Committee members in 3 targeted districts
						SSDI-Systems will provide technical support through a single workshop to orient the Council Health Committee and CSO partners on their oversight function in health budget and advocacy in collaboration with NDI. NDI will organize the meeting	NDI	Health budget Advocacy workshop conducted; Increased budget allocation to Health sector and accountability of health budget utilization	Council Health Committee members in 3 targeted districts
HPN	Community Health Workers as a bridge between PMTCT, EID and Padiatric HIV Services	Baylor College of Medicine (BCM)	YES	YES	YES	Implementing the HIV Diagnostic Assistants (HDA) model;	Ministry of Health	None provided	None provided
						Providing clinical attachments to Ministry of Health staff to strengthen their pediatric and adult HIV and TB skills;	Ministry of Health	None provided	None provided
						Providing training on pediatric HIV to Health Surveillance Assistants (HSAs);	Ministry of Health	None provided	None provided
						Supporting ART initial and refresher trainings for MOH and Tingathe staff;	Ministry of Health	None provided	None provided
						Scaling up the pediatric hotline which provides an ongoing avenue for continuing education for MOH and partner staff via remote access and support to providers with	Ministry of Health	None provided	None provided

Office	Project	Implementer	Balaka	Machinga	Lilongwe	Key Integration Action	Integration with:	Key Outputs / Expected Results	Target Beneficiaries
						questions on pediatric care;			
						Collaborating and supporting MOH with ART/PMTCT/TB, and HTC quarterly supervisions and follow up review meetings;	Ministry of Health	None provided	None provided
						Supporting district HTC coordinators and district ART mentors to conduct joint supervisions with Tingathe mentorship teams and partners' mentors;	Ministry of Health	None provided	None provided
						Supporting the MOH to distribute updated service provision guidelines (i.e. HTC guidelines and pre-ART counselling flipchart);	Ministry of Health	None provided	None provided
						Promoting conversations among Ministry of Health providers, HDAs, mentor mothers, and HSAs to ensure smooth linkage among services.	Ministry of Health	None provided	None provided
						Collaborating with FANTA on dissemination and training of new Nutrition Guidelines;	FANTA	None provided	None provided
						Partnering with Feed the Children to provide nutritional support to pregnant and breastfeeding women, their infants, and HIV infected children in Lilongwe district;	Feed the Children	None provided	None provided

Office	Project	Implementer	Balaka	Machinga	Lilongwe	Key Integration Action	Integration with:	Key Outputs / Expected Results	Target Beneficiaries
						Partnering with Feed the Future to equip their health promoters to provide HIV, TB, and pediatric health education to the communities in which they work, and linking malnourished children to Feed the Future's health promoters for additional support in their recovery process in Lilongwe district;	"Feed the Future"	None provided	None provided
						Providing technical assistance to Challenge TB during start up and continue to work closely on TB infection control, case finding and pediatric TB-HIV management at the national level;	Challenge TB	None provided	None provided
						Supporting Dignitas to expand their adolescent model and ensuring joint planning, referrals and support are on going in the shared facilities in Balaka and Machinga districts.	Dignitas	None provided	None provided
HPN	USAID DELIVER Task Order 4	John Snow International	YES	YES	YES	NO REPORT SUBMITTED	NO REPORT SUBMITTED	NO REPORT SUBMITTED	NO REPORT SUBMITTED
HPN	USAID DELIVER Task Order 7	John Snow International	YES	YES	YES	NO REPORT SUBMITTED	NO REPORT SUBMITTED	NO REPORT SUBMITTED	NO REPORT SUBMITTED
HPN	Support for HSS and HIV/AIDS	Dignitas International (DI)	YES	YES	NO	Support to ALHIV through Teen Club launches and trainings	Baylor	Teen Clubs scaled up to 30 sites across the SEZ, including at least 6 in Balaka and Machinga	ALHIV, their guardians, teachers and facility staff
						Joint Review Meetings with DHOs, DHMTs, facilities and other key stakeholders	Baylor	Revised strategies for meeting the 90-90-90 targets	Facility and district managers
						Viral Load scale-up and quarterly reviews	Baylor	Enhanced VL monitoring and treatment support	All ART patients eligible for VL monitoring

Office	Project	Implementer	Balaka	Machinga	Lilongwe	Key Integration Action	Integration with:	Key Outputs / Expected Results	Target Beneficiaries
						Enhanced VL sample collection, testing, monitoring and reporting	DREAM / Riders for Health	50% of eligible ART patients in the first year have regular and targeted VL monitoring	All ART patients eligible for VL monitoring
						Implementation of new nutritional guidelines for HIV+ adults and adolescents	FANTA	All HIV+ patients screened for malnutrition and those eligible received support	All adult and adolescent HIV+ patients
						Promotion of Family Planning among HIV+ patients	SSDI	Job aides and joint trainings for HIV providers.	All HIV patients of reproductive age
HPN	Communicating Networking & Capacity-building to Effectively Respond Together (CONCERT)	Johns Hopkins Univ. Center for Communication Programs (JHUCCP)	YES	YES	YES				
HPN	Support for Service Delivery Integration (SSDI) Program	JHPIEGO Corporation (Jhpiego)	YES	YES	YES				
HPN	Malawi Prevention Activities-Sector II (Evidence Based Targeted HIV Prevention)	Population Services International (PSI)	NO	YES	YES				
HPN	Strengthening Health Outcomes through the Private Sector (SHOPS)	Abt Associates	YES	YES	YES				
HPN	National distribution and management of Long Life Insecticide treated nets	Population Services International (PSI)	YES	YES	YES				
HPN	TB CARE II	University Research Council	YES	YES	NO				
HPN	LIFT	FHI 360	YES	NO	NO				
HPN	FANTA II	FHI 360	YES	NO	No				
HPN	USAID ASSIST	University Research Council	YES	NO	No				
HPN	RESPOND	Engender Health	YES	YES	YES				
HPN	Nursing Workshop Building and Training	Global AIDS Interfaith Alliance (GAIA)	YES	YES	YES				
HPN	Health Policy Project (HPP)	Futures Group	YES	YES	YES				
SEG	Mobile Money in Malawi	FHI 360	YES	YES	YES		Njira	na	na

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						<p>To integrate mobile money and financial literacy in all Njira capacity building initiatives, both as a payment channel to improve efficiency, as well as content material to enhance product awareness. The purpose of this integration is to test the mobile money innovation as a viable payment stream that will bring efficiency and transparency.</p> <p>The adoption of mobile money by all Njira beneficiaries and PCI staff will in turn boost financial inclusion among the communities in Balaka district</p>	Njira	A signed MoU between PCI Njira Project and Feed the Future Malawi Mobile Money in place	PCI and project beneficiaries
					Njira		Identified strengths and challenges in mobile networks availability	Beneficiaries and surrounding community members	
					Njira		Identified existing and potential mobile money agents.	PCI staff, beneficiaries and surrounding community members	
					Njira		Mobilized PCI staff which is well informed about the transition to mobile money	PCI staff	
					Njira		Mobilized Njira beneficiaries that are well informed about the transition to mobile money	Njira beneficiaries	
					Njira		Beneficiaries and staff with mobile money accounts.	PCI staff and beneficiaries	
					Njira		Enhanced understanding and use of mobile money facilities.	PCI staff	
					Njira		Enhanced understanding and use of mobile money facilities	Njira beneficiaries	
					Njira		Pilot project is on track and lessons are being adopted to improve programming	PCI staff and beneficiaries	
						<p>The purpose of this integration is to test the mobile money innovation as a viable payment stream that will be bringing efficiency and cost effectiveness in all EGRA payment processes. The adoption of mobile money by all the EGRA project beneficiaries will in turn boost financial inclusion among the communities in Lilongwe Rural.</p> <p>Objectives</p> <ul style="list-style-type: none"> • Test the effectiveness of mobile money platform in 	EGRA	A signed MoU between RTI and FHI360 in place	Teachers
					EGRA		Identified strengths and challenges in mobile networks availability	Teachers	
					EGRA		Identified existing and potential mobile money agents.	Teachers	
					EGRA		DEC, DEM and Teachers are aware of payment transition to mobile money payments.	Teachers	
					EGRA		Teachers who have active mobile money accounts.	Teachers	
					EGRA		Enhanced understanding and use of mobile money facilities.	Teachers	
					EGRA		Pilot project is on track and lessons are being adopted to improve programming	Teachers	

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						facilitating payment to teachers in EGRA project. <ul style="list-style-type: none"> • Test the effectiveness of mobile money platform in reducing administrative costs incurred in paying teachers during trainings under EGRA Project. • Generate lessons and experiences that will inform future application of mobile money system in payment processes. • To help EGRA transition from hard cash to electronic/mobile money payment systems 			
SEG	Integrating Nutrition in Value Chains	Development Alternatives Inc	YES	YES	YES	Intensify development of markets	Njira	New markets developed	Poor farmer with assets
						Improve aggregation and collective marketing.	Njira	Increased collective marketing in the Village Aggregation Centers (VACs)	Poor farmer with assets
						Market Access	Njira	Increased market information sharing	Poor farmer with assets
						Food Safety	Njira	Increased aflatoxin awareness	Poor farmer with assets
						Increase Access to new technology & management practices	Njira	Farmers acquire knowledge of improved groundnuts, soybean and OFSP production technologies from demonstrations and farmer training	10,000
						Promote integrated crop Protection technologies	Njira	Farmers acquire knowledge of integrated pest Management in groundnuts, soybean and OFSP production from demonstrations and farmer training	10,000
						Strengthen seed distribution system for soybeans, inoculum and groundnuts	FHI360	Farmer beneficiaries access quality improved seed of soybeans and groundnuts from local agro-dealers using e-vouchers	

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						Strengthen seed distribution system for orange fleshed potatoes (OFSP) and indigenous vegetables	MISST	Farmer beneficiaries access quality improved seed of OFSP and indigenous vegetables	5,000
						Increase Access to new technology & management practices	MISST	Farmers acquire knowledge of improved groundnuts, soybean and OFSP production technologies from demonstrations and farmer training	10,000
						Promote integrated crop Protection technologies	MISST	Farmers acquire knowledge of integrated pest Management in groundnuts, soybean and OFSP production from demonstrations and farmer training	10,000
						Source and Distribute at a household level take home materials from SSDI-Communications	SSDI Comms and Systems	Increased knowledge on a variety of health topics	9,000 HH
						Hold INVC fair that showcases all INVC interventions and provides education and services in Family Planning and HTC by SSDI-Systems	SSDI Comms and Systems	Increased knowledge of SUN, Food Processing and WASH interventions while increasing access to Family Planning and HTC services	7,050 HH
						Provide technical and financial support towards revamping of DNCC to enable it effectively coordinate nutrition activities in the districts.	SSDI Comms and Systems	Improved coordination between government structures and stakeholders	DNCC Members
						Promote growing of OFSP at household level and promote OFSP at field days	International Potato Center	Improved diet diversity and Vitamin A intake	26,450 members of Care Groups
						Identify CMAM beneficiaries to refer malnourished children to Supplementary Feeding Program	PCI Njira (Nutrition)	Improved CMAM referral system	1,006
						Refer Tingathe clients to INVC CCFLS sessions	Tingathe	Improved nutritional status for PLHIV and decreased malnutrition of under 5 children from these vulnerable households	510 reached with messages and 75 children under 5 referred for CCFLS

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						Community drama groups will disseminate messages about HIV/AIDS and nutrition	Tingathe	Improved knowledge for HIV prevention (testing and counseling) and Improved HIV + living through better nutrition	510
SEG	Fisheries Integration Society and Habitats	Pact Inc.	YES	YES	NO	Coordination of development partner activities	All USAID partners in Mangochi, Machinga, Balaka, and Zomba	Planning and coordination between partners improved	District officials and DNRM stakeholders at the district level
						Integration Activities with PERFORM (2.1.1.1 & 4.1.2.4)	PERFORM	Integrated catchment planning and ecosystem-based implementation enhanced	Farmers, fishers, communities using forest and water ecosystem services
						Integration with PSI bed net behavior change initiatives (4.2.3.3)	PSI bed-net behavior-change initiative	Increased awareness on the illegal use of bed nets in fishing and their impacts on fish BDC	People receiving bed nets, health workers, fishers, fish consumers
						Integration Activities with Enhancing Community Resilience program (Implemented by Christian Aid)	Christian Aid	VSLA approaches across sectors harmonized	NGOs, farmers, fishers
						Integration Activities with Lake Chilwa Basin Climate Change Program (implemented by WorldFish and LEAD) (4.2.2.5 & 1.2.4.1)	WorldFish and LEAD	Integrated planning, and Project planning enhanced and harmonized	Fishers, fish processors, farmers, and enterprise groups
						Integration with INVC (NJIRA project) (4.1.2.4)	INVC	Improved access to drought tolerant seeds by fishers and fisher groups; enhanced VSLA implementation	Farmers, fishers, fish processors
						Integration with FAO-GEF: Building climate change resilience in the fisheries sector in Malawi (yet to be approved)	FAO-GEF	Enhanced robustness of pilot trials through comprehensive piloting of technologies.	DoF; Fishing communities, trawler owners, and district councils
						CCA UNDP-GEF Climate Proofing local development gains in Machinga and Mangochi (3.1.1)	CCA UNDP-GEF	Improved integrative planning and implementation	Farmers, fishers, and local government

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						Millenium Challenge Corporation (MCC) on Middle Shire Management for hydropower (3.1.1.3)	MCC	Communication and information sharing on ecosystem based management enhanced	fishers, fish processors, and communities
						Early Grade Reading Activity (EGRA)	EGRA	Awareness on fisheries BDC for economic and nutritional security	school children, teachers, and parents
						Naomba ndi Chuma project (IDRC) (4.2.2.5 & 1.2.4.1)	IDRC	Knowledge on fish value chain performance and post harvest losses enhanced	DoF, district councils, Ministry of Trade, fishers, fish processors, fish industry
						Coalition of Women Farmers in Machinga (Action Aid) (4.2.2.2)	Action Aid	Economic empowerment of women enhanced	farmers and women
						Malawi Lake Basin Project (FUM, NASFAM, MUSCCO, SCC and districts (4.2.2.2)	FUM, NASFAM, MUSCCO, SCC and districts	Increased capacity of farmers in business development	women and youth
						Support to all district departments	Districts	Enhance multisectoral planning fir fisheries development	District Council, CSOs and all people in the district
						Sustainable Land Management (is this an organization?) (3.1.2.2)	?	Increased access to CSA technologies and methods	fishers and farmers
						Project Concern International (PCI)	PCI	Increased access to CSA technologies and methods	fishers and farmers
						Total Land Care (TLC)	TLC	Increased access to CSA technologies and methods	fishers and farmers
						STEPS	STEPS	Enhanced capacity to manage cross-sectoral NRM projects	CEPA, CISER (Pact Sub-partners)
SEG	Holistic Approach to Agricultural Marketing	Agricultural Commodity Exchange for Africa (ACE)	YES	YES	YES				
SEG	Improved Rural Livelihoods	National Smallholder Farmers Association of Malawi (NASFAM)	YES	YES	YES				
SEG	Innovative Approaches to Integrating Nutrition through Improved Value Chain Performance	Malawi Milk Producers Association (MMPA)	NO	NO	YES				

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SEG	Development of sustainable soybean seed system	International Institute of Tropical Agriculture (IITA)	NO	NO	YES				
SEG	Integrating Smallholder Farmers in Agricultural Value Chains through Enhanced Organisational Effectiveness	Farmers Union of Malawi (FUM)	NO	NO	YES				
SEG	A Social and Behaviour Change Communication Campaign	Pakachere Institute of Health and Development Communication	NO	NO	YES				
SEG	Community interventions to improve nutritional status and dietary diversity	Nkhoma CCAP Hospital	NO	NO	YES				
SEG	Protecting Ecosystems and restoring forests in Malawi	Tetra Tech ARD	YES	NO	NO	Raising awareness for improved forest and land management, agricultural intensification/climate smart agriculture, and fuel efficient cookstove technologies.	EGRA	Indicators of success/responsibility for monitoring: Number of material developed/EGRA; Distribution to # or Community Reading Centers (CRC)/EGRA; Distribution to number of schools/EGRA; Number of early grade readers with access to new (PERFORM-relevant) materials in schools and CRCs/EGRA; Number of schools/CRCs benefiting from supplemental learning (e.g., nurseries established...)/PERFORM	Teachers, CRC voluntary facilitators and early grade readers from the selected villages.
						Coordinated capacity building for the Center for Environmental Policy and Advocacy (CEPA)	STEPS	STEPS will monitor and report on capacity change against their PODA baseline, and PERFORM will monitor and report on capacity change against its FOCAS baseline.	
						PERFORM and MISST (ICRISAT/IITA) Access to improved seeds for lead farmers (enhancing crop diversification, income generation and soil fertility)	MISST		A subset of PERFORM lead farmers—48 farmers for pigeon pea and groundnut demonstration; 4 mothers for drought tolerant maize with legume (soya, groundnuts, pigeon pea) and 40 babies in all 4 EPAs; plus 20 drought tolerant maize

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									demonstration in Nsanama.
						Access to improved sweet potato planting materials	CIP		A subset of PERFORM lead farmers—50 farmers (20 in Machinga, 15 each in Ntchisi and Mzimba) hosting mother plots plus 50 farmers hosting baby plots. Each plot comprises 5 ridges of 5.4 meters.
						Promotion of village saving and loan institutions	Njira	Indicators of success/responsibility for monitoring: # of staff trained in the WE VSL Methodology; # of VSL groups established; # of households participating in VSL by gender.	A subset of PERFORM beneficiary groups—groups/numbers to be determined after identification of lead farmers (November/December 2016)
SEG	Pathways to sustainable food security-Njira	Project Concern International	YES	YES	NO	Care Group Coordination with INVC	INVC	0	0
							INVC	0	0
							INVC	0	0
							INVC	0	0
							INVC	0	0
						Value Chain Coordination with INVC on soya and groundnuts	INVC	0	0
							INVC	0	0
							INVC	0	0
						Supplementary ration distribution and coordination with WFP.	WFP	0	0
							WFP	0	0
Value Chain coordination with	MISST/CIP	0	0						

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						MISST/CIP on OFSP distribution and multiplication.			
							MISST/CIP	0	0
							MISST/CIP	0	0
							MISST/CIP	0	0
							MISST/CIP	0	0
						MISST collaboration and improved seed distribution and multiplication	MISST	0	0
							MISST	0	0

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