



**RESOURCE PACKAGE FOR**

# Integrated Development



FROM LEARNING  
TO ACTION

**fhi360**  
THE SCIENCE OF IMPROVING LIVES

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# INTRODUCTION

## WHAT IS INTEGRATED DEVELOPMENT?

Rapid changes in the global economy, migration, climate, demography, and technology are forcing the international community to reconsider the multifaceted challenges of global development and the growing need for solutions that recognize the complex relationships among them.

For example, the Sustainable Development Goals (SDGs) — an ambitious framework of 17 goals to end extreme poverty, fight inequality and injustice, and reverse climate change over the next 15 years — emphasize the integration of previously distinct development aims. The SDG agenda states that the “goals and targets we have decided on are integrated and indivisible and balance the three crucial dimensions of sustainable development: the economic, social and environmental.” Indeed, a network analysis of the 169 SDG targets reveals a web of closely related objectives and intertwined relationships among the 17 goals.<sup>1</sup> Acknowledging the

interconnected nature of our world, however, is merely a first step toward realizing the “win-win cooperation” between the social, economic, and environmental sectors. A full realization of the integrated SDG agenda requires critical changes in the way we think, make decisions, and act based on a fundamental understanding of the linkages between these the sectors.

FHI 360 believes that understanding the deep connections between global challenges, customizing our responses in collaboration with communities, and simultaneously addressing multiple aspects of people's lives are powerful ways

A full realization of the integrated SDG agenda requires critical changes in the way we think, make decisions, and act based on a fundamental understanding of the linkages between the social, economic, and environmental sectors

<sup>1</sup> Towards integration at last? The sustainable development goals as a network of targets. (Le Blanc, 2015, UN Department of Economic and Social Affairs)

Integrated development is a means to an end, not a goal in itself nor the best approach in all cases

#### INTEGRATED DEVELOPMENT



An intentional approach that links the design, delivery, and evaluation of programs across sectors to produce an amplified, lasting impact on people's lives

to operationalize the new cross-sectoral global agenda. We refer to this as integrated development — an intentional approach that links the design, delivery, and evaluation of programs across sectors to produce an amplified, lasting impact on people's lives. Integration can take place at different levels (including funding, policy, and programs), and it is implemented using a wide variety of models.

Importantly, we consider integrated development as a possible means to an end, and therefore neither a goal in itself nor necessarily the most appropriate approach in all cases. In other words, it will not always be the best path – but at a minimum it should be on the table as an option. We want decision-makers to routinely consider integrated solutions, rigorously explore them for effectiveness, and systematically support them when they add value and produce the greatest impact.

The rationale for advancing integrated development will vary based on the perspectives, priorities, and ultimate aims of the decision-makers. Funders may emphasize cost efficiencies or enhanced sustainability, whereas program implementers may prioritize time savings, improving user satisfaction, or achieving greater equality. In practice, single-sector models and integrated approaches will each have

certain advantages and disadvantages in a particular setting. For example, a single-sector approach may be more affordable, whereas an integrated effort may reach more people or save time. Depending on their priorities, decision-makers can explore whether an integrated development approach would offer advantages over a single-sector model with respect to one or more of the following:

- **BENEFICIARY SATISFACTION** (Do people prefer a more holistic model?)
- **REACH** (Which model serves the greatest number of people?)
- **EQUITY** (Which model reaches poorer, more vulnerable, or underserved populations?)
- **FUNCTIONAL BENEFIT** (Which model saves time or enhances the skills, capacity, and motivation of the staff?)
- **SUSTAINABILITY** (Which models become more institutionalized or have longer-lasting effects?)
- **VALUE FOR THE MONEY** (When do the benefits outweigh the costs or produce economies of scale?)
- **IMPACT** (Would synergies from integration create desirable outcomes that could not be achieved through siloed efforts?)

## WHY DOES INTEGRATED DEVELOPMENT MATTER IN THE SDG ERA?

Achieving the vision of the new global goals requires a departure from the status quo. Current strategies for development are often driven by pre-determined solutions, regardless of the real challenge (or its actual causes), any evidence of effectiveness, or the meaningful participation of local communities in making decisions.

We know that the determinants of social and economic development (especially at the household level) are so intimately linked that successes in one domain are often limited by problems in another. For example, the benefits of improved food security and nutrition are reduced when families do not have access to clean water, sanitation, and hygiene. Yet siloed funding streams and an industry staffed by technical specialists often pre-emptively limit the scope and impact of well-intentioned solutions because of narrowly targeted programs that do not fully account for real-world complexities.

At the same time, passionate calls for “doing development differently”<sup>2</sup> have emerged alongside the new SDGs and continue to gain momentum among leaders in global development. Importantly, the most common recommendations from these advocates are closely aligned with the principles and approaches of integrated development — namely, embracing complexity, emphasizing locally driven decisions and processes, and encouraging continuous learning and adaptation. Each of these approaches would likely naturally lead to more holistic development efforts.



Successes in one domain are often limited by problems in another

#### "DOING DEVELOPMENT DIFFERENTLY"

- EMBRACING COMPLEXITY
- EMPHASIZING LOCALLY DRIVEN DECISIONS AND PROCESSES
- ENCOURAGING CONTINUOUS LEARNING AND ADAPTATION

<sup>2</sup> The DDD Manifesto Community  
<http://doingdevelopmentdifferently.com/the-ddd-manifesto/>

## WHAT IS THIS RESOURCE PACKAGE?

→ This resource package represents the knowledge FHI 360 has gained specifically through our own efforts on integrated development. It provides a curated synthesis of our collective lessons learned from a diverse array of programs and research, and a broad range of materials, tools, and resources for global development practitioners to use in advancing their own integrated efforts.

Though it only includes information and materials gleaned from FHI 360's efforts to date, an expanded package that will incorporate the substantial amount of integrated development knowledge and products available from the broader global development community is planned for 2016-2017.

The package was developed as part of FHI 360's Integrated Development Initiative. Established in 2014 through a grant from the FHI Foundation, the Initiative is a 3-year effort to enhance the evidence base and advance thought leadership on integrated development solutions. The Initiative supports a wide range of activities, all designed to ensure that the right people have the will and skill to:

- **MEASURE** the effectiveness of integrated programs to determine where they work, where they may not work, and why
- **GENERATE** an increased demand for evidence-based integrated solutions
- **DESIGN AND IMPLEMENT** high quality, impactful integrated approaches

With a strong emphasis on learning, some of the Initiative's earliest activities sought to synthesize existing evidence on integrated approaches through expansive literature reviews and by convening a wide range of internal and external stakeholders in a series of discussions and events. Throughout this process we realized that even though FHI 360 has delivered or is currently implementing at least 68 programs that could be described as "integrated development," few, if any, have a funded mandate to document lessons and data concerning the integrated aspects of the program. For instance, a project may report the outcomes it achieves, but little is said about the processes or experiences that were unique to the implementation of an integrated program and what could be learned from them. This is typical of current practices in the field because project reports are usually designed to address the funder's requirements, so they rarely include any higher level analyses on how the implementation of an integrated development program differs from the implementation of a conventional vertical program or how the experiences of one program

### LEARNING



**Review of 68 Integrated Projects at FHI 360**

### Standard Practice

#### FOCUS ON FUNDER'S REQUIREMENTS:

Reports rarely include any higher level analyses on how the implementation of an integrated development program differs from the implementation of a conventional vertical program or how the experiences of one program compare to other programs with similar approaches



### Proposed Practice

#### LEVERAGE KNOWLEDGE ALREADY GAINED:

FHI 360's own diverse organizational portfolio offers a rich source of information and valuable knowledge about integrated approaches, with projects implemented in 54 different countries and representing several development sectors



This resource package represents the knowledge we gained through our own projects and programs, and the tools and materials produced by those efforts

compare to other programs with similar approaches. Furthermore, FHI 360 did not have a knowledge-management mechanism that was sufficient to extract the lessons learned specific to integration across these efforts or to draw conclusions and reflect on the learnings in aggregate.

Therefore, to leverage this rich source of information and the valuable knowledge being gained about integrated approaches from our own diverse organizational portfolio, the Initiative set out to systematically collect information from each of the 68 program teams. Projects were implemented in 54 different countries and represented several development sectors, including health, education, nutrition, agriculture and food security, economic development and livelihoods, WASH, and the environment. (For a full list of projects, please see the [Appendix](#)). Through email correspondences and phone interviews, project staff members shared their experiences, challenges, opportunities, and lessons learned about the implementation of integrated projects. They also

sent copies of any program tools or resources that were designed to facilitate integration. Staff members also traveled to 3 field sites for a deeper analysis of some key integrated programs and to produce a series of [case studies](#). We then synthesized all of the data from across these sources to identify common themes about challenges experiences and factors that facilitated successes. We also gathered tools and materials that would help others translate this collective knowledge into action.

This resource package reflects what we learned from this exercise. It represents the knowledge we gained through our own projects and programs, and the tools and materials produced by those efforts. The content focuses solely on information that is pertinent to integration, so it does not include significant lessons learned that might be common to all development initiatives (e.g., universal challenges related to short project timelines, different management systems between partners, or funding shortages).

## HOW IS THE RESOURCE PACKAGE STRUCTURED?

Each of the 4 chapters — Advocacy & Engagement; Funding; Program Design & Implementation; and Measurement, Research & Evaluation — includes 4 sections:



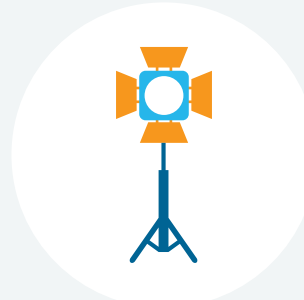
### KEY CONSIDERATIONS

Background information on the current context and rationale for action



### KNOWLEDGE

Collective lessons learned from dozens of FHI 360's experiences aggregated into common challenges and actionable recommendations



### SPOTLIGHT

Real-world examples that illustrate the themes covered in the Key Considerations and Knowledge sections



### RESOURCE LIBRARY

A collection of tools and other materials to support additional learning and taking action

## HOW ARE DEVELOPMENT SECTORS DEFINED?

The package emphasizes integration that cuts across the core or primary sectors of global development. We should note that the definitions of these development sectors vary widely among global bodies and implementing organizations. For example, some organizations may bundle certain fields (e.g., health

and nutrition) into a single sector, whereas others maintain these fields as distinct sectors. For the purposes of FHI 360's Integrated Development Initiative and this package, we use the following core sectors of development (the sub-sectors are illustrative and are not strictly exclusive or exhaustive categories):



### AGRICULTURE AND FOOD SECURITY

(e.g., farming, food markets and supply chains, famine prevention, rainfall insurance)



### ECONOMIC DEVELOPMENT

(e.g., livelihoods, cash transfers, microfinance, vocational training)



### EDUCATION

(e.g., early education, primary/secondary/tertiary school)



### ENVIRONMENT

(e.g., climate change, environmental management and conservation)



### GOVERNANCE

(e.g., capacity building, peace building, conflict management, election monitoring, democracy)



### HEALTH

(e.g., maternal, child and reproductive health, infectious disease, non-communicable disease, immunization/vaccination)



### NUTRITION

(e.g., micronutrients, food fortification, malnutrition, feeding programs, diet diversification)



### WATER, SANITATION AND HYGIENE

(e.g., water quality, management, supply; hygiene promotion and support; improved sanitation facilities)

Cross-cutting topics such as gender, youth, civil society, and technology are considered essential aspects of program interventions and research within each sector, rather than separate sectors in themselves. Also, we recognize that multisector

integration can be informed by lessons learned from intra-sector integration (e.g., linking two health-related fields, like family planning and HIV), but such examples are not included here to keep the scope manageable.



# 1



# Advocacy & Engagement







## KEY CONSIDERATIONS

→ The concept of integrated development is not new.

At a minimum, it dates back to strategies for rural integrated rural development (IRD) programs popular in the 1970s and 1980s. Yet with the launch of a Sustainable Development Goal (SDG) agenda described as “integrated and indivisible”, some decision-makers are curious about where and under which circumstances the implementation of multi-sector approaches may accelerate progress toward the ambitious goals. Advocacy plays an important role in translating this general interest into the fully realized “win-win cooperation” between the social, economic, and environmental sectors described in the SDG agenda.

Achieving this level of cross-sector collaboration involves engaging stakeholders at all spheres of influence, including local communities, experts, policy makers, researchers, and funders. Gaining their support can be facilitated by:

- **RAISING** awareness and understanding of interdependencies across sectors
- **ORIENTING** decision-makers to existing evidence-based practices for integration
- **BUILDING** smart partnerships between linked disciplines
- **FACILITATING** cross-discipline dialogue, problem solving, and strategic planning
- **STRENGTHENING** the knowledge, attitudes, motivation and skills of people to create a common vision and language

Effective advocacy in this regard will catalyze commitment from diverse groups of actors, and generate the political will necessary for carrying out meaningful multi-stakeholder priority setting, decision making, negotiation, and action.

Achieving a high level of cross-sector collaboration involves engaging stakeholders at all spheres of influence



## KNOWLEDGE

### COMMON CHALLENGES



- ⚠ *Harmonized or clear guidance at the policy and funding levels is rare, so integrated development approaches at the program level are widespread yet have remained fairly ad-hoc and **uncoordinated***
- ⚠ *Integrated development resonates with decision-makers as a concept but their meaningful buy-in requires a **deeper** orientation to the complexities of different types of integration in specific settings*
- ⚠ ***Skepticism** for integrated approaches can surface given previous experiences with Integrated Rural Development in the 1970s – 1980s*
- ⚠ *High-level decision-makers from currently **siloed** sectors lack opportunities to meaningfully interact and therefore often remain unaware of potential common agendas*

#### LET'S TACKLE:

- **UNCOORDINATED PROGRAMS**
- **LACK OF DEEP UNDERSTANDING**
- **SKEPTICISM**
- **SECTOR SILOS**

## RECOMMENDATIONS



- ✓ *In response to concerns about (IRD), describe how the development community may be better equipped for integrated approaches than in previous decades due to significant **advancements** made in science & technology, technical capacity, and the field's guiding principles (e.g., more emphasis on local solutions and participatory, people-centered approaches)*

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- ✓ *Build on growing **momentum** among key decision-makers to orient additional leaders to the calls for integration in the Sustainable Development Goal agenda, and analyses that demonstrate where and how the goals intersect*

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- ✓ *Raise **awareness and understanding** of the growing evidence base for integrated development approaches among funders, policymakers, and other decision-makers*

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- ✓ *Engage experts in **systems thinking and complexity** to serve as champions or change agents for more holistic, integrated approaches within the global development discourse*

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- ✓ ***Convene** global and national decision-makers from diverse sectors and different levels of influence explore the relevance and effectiveness of integrated approaches in given settings*

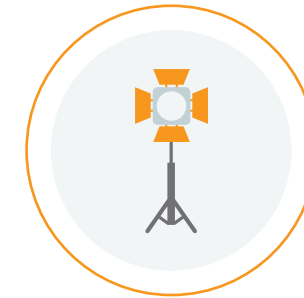
### RESOURCE HIGHLIGHT



Can breaking development silos make a difference for women and girls?

WATCH VIDEO ▶

## SPOTLIGHT



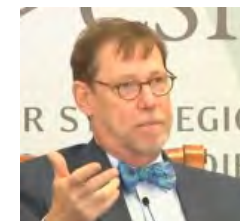
Though integration is called for within the Sustainable Development Goals, current funding mechanisms tend to support training structures, program design, and evaluation models that are poorly suited for implementing integrated programming.

Hosted in March 2016 by the Project on Prosperity and Development at the Center for Strategic and International Studies, with support from FHI 360, this panel conversation convened experts from non-governmental organizations, the U.S. government, and Capitol Hill for discussions on how and why development actors in the United States and around the world should foster innovative, flexible, and integrated development programming for sustainable impact.

### LEARN MORE

[Facing Complex Challenges: Innovating through Integrated Development](#)

WATCH VIDEO ▶



FHI 360 serves as a founding member of the **Locus initiative**, a multi-organization coalition dedicated to finding new solutions to development challenges.



Together with Locus partners, FHI 360 is creating a virtual forum for the international development community to share perspectives, experiences, and emerging evidence on integrated approaches.

### LEARN MORE

[Locus Initiative Community of Practice](#)



### LOCUS INITIATIVE

- ELIMINATE FUNDING SILOES
- IDENTIFY SHARED APPROACHES AND OPPORTUNITIES FOR SCALING-UP
- PROVIDE EVIDENCE-BASED RECOMMENDATIONS
- DRIVE ADOPTION OF LOCALLY-OWNED, INTEGRATED SOLUTIONS



In November 2010, FHI 360 helped support the Kenya National Coordinating Agency for Population and Development (NCAPD) in hosting the National Population Leaders Conference “Managing Population to Achieve Vision 2030”.

Aimed at developing cross-sector recommendations to meet the Millennium Development Goals and the Kenya Vision 2030 plan, the meeting convened high-level decision-makers from across sectors, including health, education, agriculture, urban management, housing, and tourism. The delegates discussed how population growth will impact each sector, and issued a series of recommended actions for the government and development partners. A focus on prioritized investments in population and reproductive health issues was recommended as a common platform to address the broad range of issues in the Vision 2030, from health and education to agriculture and land.

**LEARN MORE**



[PROGRESS in Kenya: Leadership in national population conference](#)



# RESOURCE LIBRARY



**THEORY OF CHANGE**

- [Integrated Development: A Theory of Change](#)



**BLOGS**

- [Integrated Development: Advancing the Conversation](#)
- [A call for integrated, people-centered approaches in the post-2015 era](#)
- [The age of integration](#)



**EVENTS AND PANEL DISCUSSIONS**

- [Facing Complex Challenges: Innovating through Integrated Development](#) // VIDEO, STORY
- [Panel explores the untapped potential of integrated investments for youth](#) // WRITTEN SUMMARY
- [Can breaking development silos make a difference for women and girls?](#) // VIDEO, WRITTEN SUMMARY
- [Does 1 + 1 = 3? Proving the Integration Hypothesis](#) // VIDEO
- [Integrated Solutions for Meaningful Change](#) // WRITTEN SUMMARY AND RECORDED AUDIO



**WEBSITES**

- [FHI 360 Practice Area: Integrated Development](#)
- [Devex: Integrated Development](#)



#### GOOGLE HANGOUTS

- [The Integration Hypothesis: Let's Empower Women and Girls!](#) // VIDEO
- [Evidence, Impact and Innovation within Integrated Development](#) // VIDEO



#### REPORT

- [Integrated Development Strategic Harmonization of Foreign Assistance](#)



#### VIDEOS

- [The Promise of Integrated Development](#)
- [Make Change Happen Together](#)
- [The Demographic Dividend](#)
- [Family Planning: A Key to Unlocking the Sustainable Development Goals](#)
- [A Healthy Investment: Linking Family Planning and Microfinance](#)
- [Linking Population, Health and the Environment: The GBM Experience](#)



#### JOURNAL ARTICLES

- [International Development's Awkward Stage](#) // FOREIGN POLICY, 2015
- [Family Planning and the Post-2015 Development Agenda](#) // WHO BULLETIN, 2014



#### INFOGRAPHIC

- [Realizing the potential of the demographic dividend](#)



PHOTO: Tessa Ahner-McHaffie/FHI 360

# 2

# Funding





# KEY CONSIDERATIONS

➔ Over several decades the development community has created a global enterprise of single-issue funding mechanisms, platforms, and services.

On a global scale, major donors often channel their funds through direct budget support to multilateral funding mechanisms focused on one issue (such as the Global Fund to Fight AIDS, Tuberculosis and Malaria and the Global Partnership for Education Fund). Not only are these vertical funds believed to give more control to governments in least-developed countries or reduce the control of the donor governments, but they also garner support from the advocacy groups championing specific interests, and are easily understood by the general public.

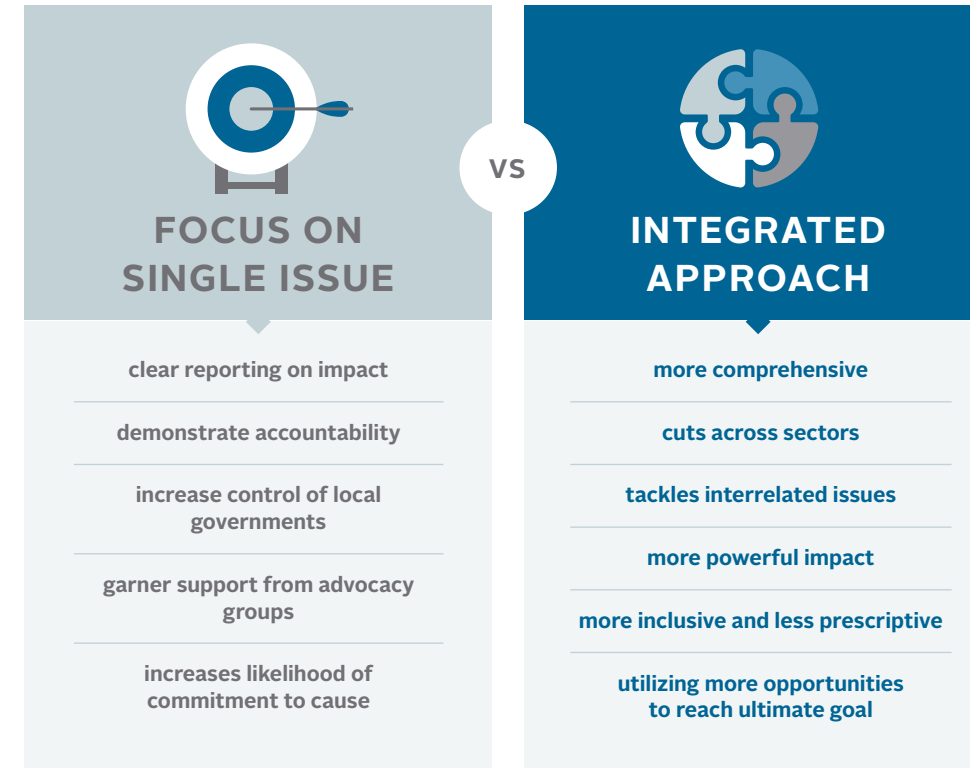
Happening simultaneously, however, is a growing recognition of the value of more comprehensive programs that integrate interventions, such as combining nutrition and basic education, or health and climate change strategies. Proponents are calling for decision-makers to adopt the common-sense use of such integrated approaches when tackling

At national levels, budgets for foreign assistance are dominated by earmarks and special initiatives for specific issues (such as President's Emergency Plan for AIDS Relief (PEPFAR), the President's Malaria Initiative, Feed the Future, and Power Africa in the United States). Implementers often advocate for earmarks to protect their sectors from shifting priorities across administrations and future budget cuts, and policymakers are attracted to the benefits they provide for clear reporting on impact and demonstrating accountability.

### CENTRAL ISSUE



The more development resources are placed into single-channel mechanisms, the more difficult it becomes to respond to — and finance — the growing demand for multisector programs



closely interrelated issues. These two opposite trends are difficult to reconcile, as the more development resources are placed into stove piped mechanisms, the more difficult it becomes to respond to — and finance — the growing demand for multi-sector programs.

Working toward a single goal often provides the focus needed to generate sufficient political will and commitments toward solving a problem. The establishment of single-issue funding channels, therefore, is not necessarily a strategy to retire. Yet to achieve the most impact

toward that goal, these vertical funds need to be more inclusive and less prescriptive with regard to the solutions eligible for financial support. When funders limit the toolbox of approaches to only those associated with one particular sector they can miss opportunities for deploying activities that potentially produce substantial impact and progress toward the ultimate goal. Moreover, multi-sector programming is typically more complex than targeted efforts, requiring more commitment to learning and more flexibility in funding agreements to accommodate ongoing responsive adaptation.

When funders limit the toolbox of approaches to only those associated with one particular sector they can miss opportunities for deploying activities that potentially produce substantial impact and progress toward the ultimate goal



# KNOWLEDGE

## LET'S TACKLE:

- PARAMETERS THAT ARE TOO PRESCRIPTIVE
- HARMONIZING OF REPORTING, MANAGEMENT AND MEASUREMENT REQUIREMENTS
- LACK OF FLEXIBILITY

## COMMON CHALLENGES



- ⚠️ *Funding mechanisms (including public sector budgetary earmarks and global partnership funds) focused on single sectors or topics often have prescriptive parameters for the types of interventions that can be supported, **inhibiting the inclusion** of approaches that are associated with other sectors despite their potential relevance or effectiveness for the project's primary goal.*
- ⚠️ *Given sector-specific allocation policies, integrated programs sometimes require investments from multiple funders, which may offer benefits for future sustainability but simultaneously becomes burdensome for the implementer, given a **lack of harmonization** for reporting, management, and measurement requirements among them.*
- ⚠️ ***Responsiveness** to evolving circumstances and the application of learning are important for any development program — but they are especially critical for more complex, integrated program models — yet funding mechanisms are often not flexible enough to accommodate the adaptation needed for these interventions.*

## RECOMMENDATIONS



- ✓ *Improve funders' **awareness** and understanding of the growing evidence base for integrated development approaches and where investments are needed to fill remaining knowledge gaps.*
- ✓ *Identify opportunities to incorporate **relevant** integrated approaches within existing earmarks.*
- ✓ *Partner with **private-sector** funders, who often allow greater flexibility in proposed designs and solutions when compared to public financing mechanisms.*
- ✓ ***Incentivize** and improve capacity for collaborative problem-driven design and root-cause analysis within calls for proposals.*
- ✓ *Design investments that are open to supporting a **wide range** of approaches if they will clearly advance progress toward a goal without pre-defining the solutions or the associated sectors.*
- ✓ *Establish funding agreements that explicitly allow for — and ideally encourage — ongoing **adaptation** based on real-time learning, including flexibility to incorporate new activities from additional sectors if they correspond with identified needs.*

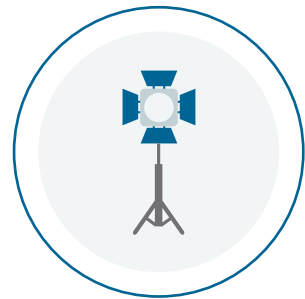
## EXPERIENCE HIGHLIGHT



A funder dedicated to an integrated approach encouraged the proposal team to identify experts from multiple sectors during the design phase, incentivized collaboration among them, and committed to continuing the cross-sector support during implementation of the program.



PHOTO: Jenae Tharaldson/FHI 360



# SPOTLIGHT

USAID-Uganda uses its collaborating, learning, and adapting (CLA) approach in the Community Connector project.

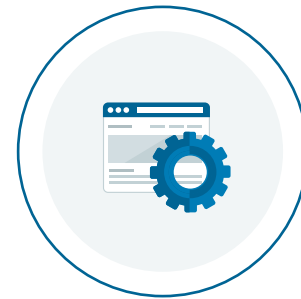
Implemented by FHI 360 and its partners, the project provides a comprehensive and multisectoral approach to poverty, food insecurity and undernutrition. This innovative funding mechanism was designed by USAID to include a modular approach that places learning and adaptation in the foreground and catalyzes the discovery and assimilation of new ideas and best practices for greater impact and sustainability.

### LEARN MORE



[Community Connector and CLA: Proving the Concept](#)

WATCH VIDEO ▶



# RESOURCE LIBRARY



### BLOG

- [Cognitive dissonance in the development community](#)



### VIDEO

- [Community Connector and CLA: Proving the Concept](#)



### CASE STUDY BRIEF

- [Collaborating, Learning, and Adapting: Experiences from the First Four Years of the USAID Community Connector Project](#)



### REPORT

- [Integrated Development Strategic Harmonization of Foreign Assistance](#)



# 3



# Program Design & Implementation





Decision-makers need to carefully determine the ideal level or type of integration by considering documented best practices, the project's goals, and the respective expertise and capacities of its implementing partners

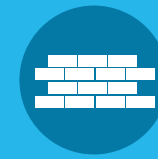
## KEY CONSIDERATIONS

➔ Development interventions at the program level often focus on a single issue, such as nutrition or the environment, to target resources and maximize returns on investments that can be directly measured by defined goals, objectives, and single-focus indicators.

In some instances a strong case can be made for vertical programs as the most efficient and effective way to reach a singular goal (e.g., the smallpox eradication campaign). However, this type of programming may not be the best fit for problem sets with multiple root causes and

various pathways for improvement (e.g., climate change). Therefore, the approaches we design need to be less narrow by default, and rely less on entrenched one-dimensional solutions.

Three major barriers often inhibit the use of multi-faceted approaches.



## 3 Major Barriers to Integrated Development

### 1 ADDRESSING ONLY ONE ROOT CAUSE OF A PROBLEM



**First is a lack of commitment or ability to perform in-depth root-cause analyses of the challenges we seek to address.**

Doing so in a more systematic manner can reveal multi-faceted causes of a problem that may in turn require solutions outside the sector or domain typically associated with it. For example, increasing girls' participation in school can be addressed in part by ensuring there are clean water sources closer to her home, which reduces her time spent fetching water and increases the likelihood she will attend classes more regularly. However, that solution is not a typical priority of specialists in education, who instead tend to focus on school-based interventions and improvements. Spending an adequate time examining challenges without pre-determined solutions in mind can help reveal whether a specific scenario is well-suited for an integrated approach and, if so, what should be integrated.



### 3 Major Barriers to Integrated Development

2

#### TOKEN ENGAGEMENT OF LOCAL PEOPLE AND COMMUNITIES

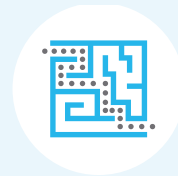


**The second challenge is a tendency to use participatory approaches as one-off strategies to satisfy funder requirements rather than leveraging them to their fullest potential.**

Meaningful local participation in program design should be standard practice for any development initiative, yet it becomes even more critical in the context of integrated development. Facilitating truly multi-level stakeholder engagement in the demand, design, and delivery of programs will likely reveal a (currently unmet) demand for more interrelated activities. Communities themselves may offer better locally appropriate, context-specific ideas for solutions that are more often holistic in nature and less siloed than the international community typically develops.

3

#### LACK OF GUIDANCE ON ACTIONS TO TAKE AFTER A DECISION TO PURSUE INTEGRATION HAS BEEN MADE



**Both of these present challenges for correctly identifying whether and what to integrate. By contrast, the last challenge is that once a decision has been made to integrate, many programs often struggle to identify the most appropriate models of implementation or delivery.**

For example, through participatory root-cause analysis, a program may have decided to link agricultural interventions with environmental conservation efforts. Yet that is only a good first step — determining how to effectively do that in practice is a separate exercise. Decision-makers need to carefully determine the ideal level or type of integration by considering documented best practices, the project's goals, and the respective expertise and capacities of its implementing partners.



## Common types of integration<sup>3</sup>

Different types of integration are not mutually exclusive, and can be deployed alone or simultaneously in combination with others.

For example, a single national program aimed at linking WASH and health may cross-train mid-level managers and planners from each sector, while ensuring that at the community level the key services are co-located.



### COMPLETE INTEGRATION

A program's staff members receive substantial high-quality training and skills-building in topics outside their sector of expertise. People are then served with multiple services by the same provider.

- **Example:** A program committed to advancing youth-friendly development builds the capacity of its staff to offer integrated, holistic support for young people by covering their needs in health, life skills, education, and workforce development.

### CO-LOCATION

This is the simplest way to bring sectors together. By intentionally targeting the same community with programming from multiple sectors, we are more likely to see benefits from the complementarities between them. The two programs, however, are not necessarily coordinated and there may not be overlap between all of the program participants.

- **Example:** A nutrition program learns of the importance of sanitation for the absorption of micronutrients by children, so it uses spatial mapping to deliver its nutrition interventions to the same districts that benefit from a new WASH campaign being delivered by the government.



### COORDINATION

This approach involves the joint planning of different programs to harmonize interventions across sectors, but keeps the implementation separate. This strategy is often used by an organization that plans its interventions centrally, but employs experts from separate sectors to implement the interventions independently.

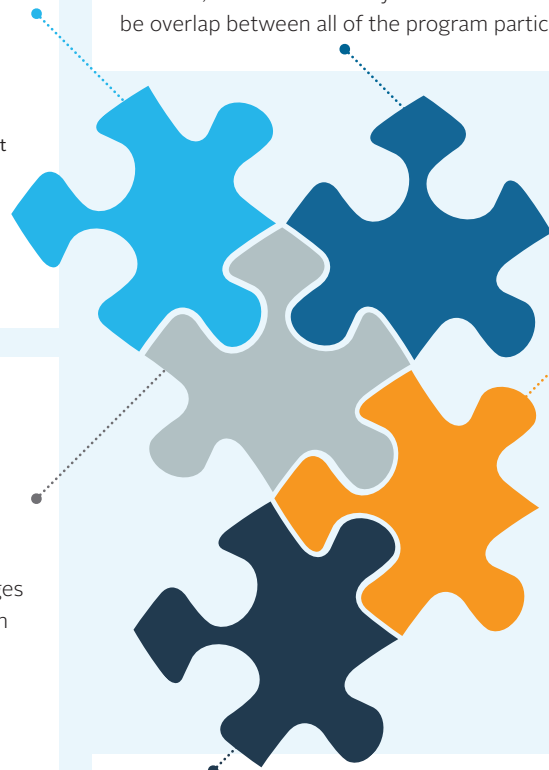
- **Example:** Local health and education specialists recognize the link between good nutrition and cognitive performance. They discuss together what each can do to improve the situation. The education program adds nutritional status to the list of possible reasons for a student's poor performance and identifies under-nourished students. The students' families are then referred to local health units for support and services.



### COLLABORATION

In addition to joint planning, this approach also includes instances when the implementation of activities is carried out together (but the services are still delivered by sector-specific staff.

- **Example:** A large agricultural company has committed to improving the health (and subsequent productivity) of its workers. The company already arranges for monthly on-site visits to farmers' homes by agricultural trainers, so it collaborates with the district health office to establish a program where local health care workers also join the monthly home visits, to offer health screenings, basic services, and referrals.



### CROSS TRAINING

A program's staff receive basic orientation to and training in the additional sector/s so they can reinforce complementary messages and offer multi-sector information when they conduct their regular sectoral work in a community.

- **Example:** A marine-conservation program recognizes that high rates of unintended pregnancies and large families can increase the over-fishing of vulnerable stocks. They train their current environmental workers to provide information, referrals, and some basic family planning methods to their remote communities who are underserved by health services.

<sup>3</sup> Adapted from: Nutrition-Sensitive Agricultural Programming Online Training Course, Module 4, Part 4.



## KNOWLEDGE

### Program conceptualization, planning, & design

#### COMMON CHALLENGES



- ⚠ *Many programs are conceptualized and designed with a single-sector focus, regardless of whether the problem is affected by conditions influenced by multiple sectors.*
- ⚠ *Funders and program designers may not know which sectors are most closely related — and therefore which are most conducive for linking through integrated interventions.*
- ⚠ *Planned integration is less common than opportunistic integration, yet the latter requires mid-stream program adjustments that are often made more difficult by rigid funding agreements, and present challenging implications for the project's M&E system.*

#### RESOURCE HIGHLIGHT



**Development Sector Adjacency Map: A planning tool for integrated development**

## LESSON LEARNED



During the design phase of an integrated education program, local experts from other sectors were not consulted during the proposal phase as they were difficult to locate and engage during the very short proposal development timeframe. The result was that although activities for sexual and reproductive health were included in the project workplan they were eventually canceled as the core team did not have the necessary technical expertise to carry them out.

- ⚠ In the planning of integrated approaches, design teams tend to consist of specialists from the project's core sector, who often lack the expertise to design the highest quality activities in complementary sectors.
- ⚠ Project designers will likely have expertise in the project's core sector, but may have difficulties identifying the strongest or most relevant potential partners in other sectors.
- ⚠ Decision-makers may want integration to be reciprocated in both directions, even though it is often more beneficial to target one-way integration. For example, integrating WASH into a nutrition program is an evidence-based approach that works, but adding nutrition to a WASH program may offer little value.
- ⚠ Little recognition that complex multisector programs require more time for the design and planning periods compared to single-sector projects.
- ⚠ Misunderstanding of the meaning or goal of integration by various sector actors.
- ⚠ Design phases tend to focus on what to integrate, rather than how the program will be implemented through structures and processes that will help facilitate cross-sector coordination and delivery.

## Program conceptualization, planning, &amp; design

## RECOMMENDATIONS



- ✓ Allow sufficient time for robust formative assessments and needs assessments to:
  - Determine all the root causes of a problem set, regardless of sector.
  - Identify all the relevant programs and actors in the project area.
  - Identify the integrated approaches that might reduce inequities and reach vulnerable or underserved populations.
  - Map the opportunities for strategic co-location and coordination of multisector activities.
- ✓ Systematically engage multiple stakeholders to:
  - Facilitate collaborative problem solving and action planning among people from each of the relevant sectors at all levels of influence, including communities and under-represented voices.
  - Secure adequate technical assistance and expertise from all relevant sectors.
  - Strengthen cross-sector dialogue and linkages at various levels, including funding, policy, service delivery, project management, and measurement.
  - Establish agreements on common ground, priorities, and mutually beneficial goals between the sectors, and secure shared commitments to work toward them.

## EXPERIENCE HIGHLIGHT



One program reported that extending the design phase to accommodate a cross-sector strategy added challenges from an administrative and financial perspective, yet they ultimately benefited from having sufficient time for multi-sector stakeholder deliberation and negotiations, which led to a comprehensive and high-quality integrated model.

## EXPERIENCE HIGHLIGHT



During a program's design phase, formative research was implemented to understand local needs, and how to plan a program that would meet those needs, which resulted in an integrated approach. Program implementers recognized the benefits of addressing population needs holistically rather than addressing the targeted challenge (education retention for girls) by focusing solely on determinants in one sector.

## RESOURCE HIGHLIGHT



**System-wide Collaborative Action for Livelihoods and Environment (SCALE+)**

## EXPERIENCE HIGHLIGHT



A project addressing the issue of unclean water leveraged USAID's Water and Development Strategy — which conceptualizes water for human health, agriculture, and the environment — to create a unified vision of and supportive policy environment for a multi-sector agenda among its diverse partners.

- ✓ Thoughtfully determine the type of integration that is appropriate for the setting and the program goal (e.g., co-location, coordination, collaboration, cross-training, or complete integration).
- ✓ In settings with limited starting capacity, consider a phased approach, introducing a core service first and then build on it over time with the addition of other sector activities as appropriate.
- ✓ Strategically assign roles and expected contributions according to each partner's comparative advantages — rather than asking a core partner take on the responsibility for too many new sector activities.
- ✓ Develop a budget that sufficiently supports costs associated with leveraging technical inputs and stakeholder consultations across multiple sectors. (These costs may be higher up front and decrease over time.)
- ✓ Leverage any national, regional, or global laws or policy statements that support integration, citing them to provide further justification and rationale for cross-sector programming .



## Program Implementation and Multi-stakeholder Coordination

### COMMON CHALLENGES



- ⚠ Limited availability of technical guidance, programmatic resources, and job aids for certain integrated models to support high-quality implementation.
- ⚠ Multisector programs can require more sophisticated management, coordination, communication, finance, and other support systems because of the diversity or number of stakeholders involved.
- ⚠ Project staff members may feel overwhelmed by the addition of new expectations or responsibilities.
- ⚠ Despite buy-in at leadership or management levels, mid- or low-level staff members may not perceive the benefits of more complex programming, and may not be incentivized properly.

## LESSON LEARNED



In one multi-sector program, implementation was led by district-level coordinators. Districts that were led by staff with expertise in a particular sector tended to demonstrate improved results in that sector's objectives much more rapidly than those from other sectors. For example, in a district where the main coordinator had expertise in livelihoods, it took longer for nutrition outcomes to improve and vice versa. In most cases progress toward the other sector outcomes eventually caught up, but they required more time and attention.

- ⚠ *Building trust between stakeholders (across sectors) who have never collaborated before can be difficult or time consuming.*
- ⚠ *Disagreements or confusion about how to determine and communicate attributions for eventual successes appropriately across multisector actors can complicate new partner relationships.*
- ⚠ *Even with the political will to collaborate, steep learning curves for each sector's language, work culture, operating procedures, and other issues can inhibit shared understanding, efficient communication, and collaborative program delivery.*
- ⚠ *Finding staff members with cross-sector fluency or skills can be more difficult than filling corresponding positions in single-sector programs, which can lead to unbalanced implementation.*
- ⚠ *Broader mandates require the lead organization of an integrated project to expand several aspects of their core technical and management capacities (e.g., learning about the policies, regulations, best practices, indicators, and tools of the "added" sectors).*
- ⚠ *Some partners working on an integrated program may have sector-specific projects that have a higher priority and may take precedence over the activities they are to provide in the multisector setting.*
- ⚠ *Unclear or uneven promotion of a multisector program can confuse beneficiaries and reduce uptake.*

## Program Implementation and Multi-stakeholder Coordination

### RECOMMENDATIONS



- ✓ *Clearly communicate the benefits of the comprehensive services offered by an integrated program, which can boost the motivations of the staff members and the providers and increase the community's interest and uptake.*
- ✓ *Maintain the multi-stakeholder engagement strategies used in the program-design phase to ensure that actors across sectors and local communities are continually informing and influencing the program's direction and delivery.*
- ✓ *Build the capacity of program leaders in skills — such as systems thinking, negotiation, and relationship building — that are needed to help diverse stakeholders remain focused on a common goal.*
- ✓ *Build the capacity of program staff members, as appropriate, in cross-sector technical knowledge, expertise, and skills through training, learning exchanges, mentoring, or other strategies.*
- ✓ *Establish creative mechanisms and platforms for the staff members in separate sectors to routinely interact, exchange lessons and ideas, and collectively problem solve and plan — rather than compartmentalizing project communications into sector-specific platforms.*

## EXPERIENCE HIGHLIGHT



A program with the central goal of achieving eco-tourism used the SCALE+ methodology and identified as many key stakeholders as possible throughout the tourism value-chain. Then, by highlighting the common goals between the multiple sectors, the program implementers reported uniting the stakeholders behind a shared purpose, and achieving a high level of transparency and teamwork throughout the delivery of the integrated project.

## RESOURCE HIGHLIGHT



[Green Belt Movement Training Manual for Volunteers](#)

**EXPERIENCE HIGHLIGHT**



In one project, the Ministry of Health united experts in environmental health and in education to formally work and learn together through their professional development program.

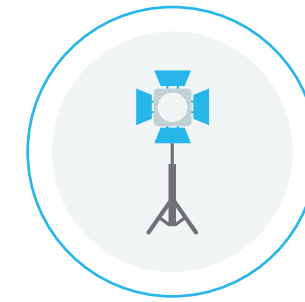
**RESOURCE HIGHLIGHT**



**WASHPlus Learning Brief: Integrating WASH and Nutrition**

- ✓ Strengthen the capacity of governments, ministries, policymakers, and other officials to establish effective mechanisms for cross-sector communication, coordination, planning, and management — particularly for departments that are not accustomed to working outside of their sector.
- ✓ In addition to completing the required project reports (which will typically focus on outputs), carefully document the implementation of the program (processes, steps, challenges, and successes) that are specific to the integrated nature of the project. This activity supports the adaptation, replication, and scale up of multisector models by other interested parties.
- ✓ Engage champions from across sectors to help maintain interest, momentum, and buy-in — particularly when experiencing challenges with integration.
- ✓ Clearly capture the positive responses of communities and communicate this to higher-level funders or policymakers to reinforce the benefits of integration and strengthen the demand for this approach in the future.

# SPOTLIGHT



In 2016, FHI 360 launched an internal technical assistance initiative — The Integrators Network — to improve its capacity to design, implement, and evaluate integrated development solutions.

More than 50 staff members from around the world (with a wide range of experience in multisector approaches and problem solving) were selected for the network. The network members support other staff to identify, prioritize, and implement solutions to development challenges that would benefit from an integrated approach.

**LEARN MORE**



Email: [AskID@fhi360.org](mailto:AskID@fhi360.org)

The USAID-funded SPLASH Project (implemented by FHI 360) and UNICEF committed to responding to WASH needs in schools in the Eastern Province of Zambia through the provision of safe and accessible drinking water, improved sanitation facilities and good health and hygiene practices.

In 2012, SPLASH and UNICEF hosted a “Whole System in a Room (WSR)” strategic planning meeting for all key stakeholders from a range of sectors to develop a common action plan for achieving WASH targets in schools and for enhancing cross-sector collaborations. Participants identified the important trends that have affected the WASH situation in schools from the global, local and personal perspectives; potential

future scenarios; and the 16 most important common-ground issues and priority action items. Action plans were developed by sector groups, as well as individuals, based on agreed common-ground items needed to address the WASH situation in the schools of Eastern Province.

**LEARN MORE**

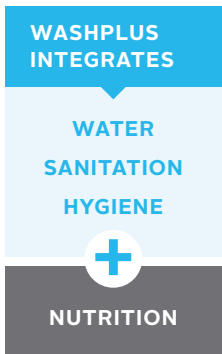


**Eastern Province WASH in Schools INDABA: Whole System in the Room Strategic Planning Workshop Report**



PHOTO: WASHplus Project





The USAID-funded WASHplus project recognizes the importance of integrating water, sanitation, and hygiene into other development priorities, such as nutrition, to achieve its objective of healthy households and communities.

Since 2010, WASHplus has been sharing experiences and approaches to stimulate discussion and improve the evidence base on integrating WASH into nutrition programming at the global and country levels. WASH interventions help to reduce undernutrition by expanding the focus of the development community to include intermediate and underlying causes of malnutrition. WASH is now embedded within USAID's Multi-Sectoral Nutrition Strategy 2014-2025, and nutrition is a theme of the Agency's Water and Development Strategy 2013-2018. Enough evidence exists to support the integration of

WASH and nutrition, but more data are needed to demonstrate how specific WASH mechanisms affect nutrition outcomes and to determine which implementation models are most likely to lead to strong and sustained impacts. The most feasible WASH action identified is to coordinate geographic co-location of WASH activities in areas that are nutritionally vulnerable to increase access to and the practice of WASH.

**LEARN MORE**



[WASHplus Learning Brief: Integrating WASH and Nutrition](#)



FHI 360's Four Pillars PLUS project, supported by the GE Foundation, promotes girls' education and incorporates scholarships for girls and boys (with a primary emphasis on girls), girls' mentoring, community mobilization and professional development for teachers.

It also integrated education with nutrition. For example, the project has linked with Kenya's Ministry of Agriculture to improve school nutrition by encouraging schools to grow gardens and distribute the food among students.

**LEARN MORE**



[Four Pillars PLUS](#)

Fish are a key source of food and jobs around the world.

But while the demand for fish is growing, the fish supply is declining. To help protect both fish and local jobs, FHI 360's Global FISH Alliance (G-FISH) promoted sustainable fisheries and fishing practices around the world by bringing together different sectors that were directly or indirectly affected by fishing and helped them to collaborate on solutions. To achieve this, G-FISH used the System-wide Collaborative Action for Livelihoods and the Environment (SCALE) methodology. SCALE was developed by FHI 360 experts about 15 years ago as a systems approach to social change.

**SUSTAINABLE FISHING PRACTICES**

- SHARING OF RESOURCES
- STAKEHOLDERS CREATE AND IMPLEMENT ACTION PLANS
- LOCAL OWNERSHIP

The approach brings together key stakeholders to develop a consensus on the issue and its solution. These players then commit to share resources and implement action plans that they create together, which in turn helps ensure local ownership of the issue and the solution.

**LEARN MORE**



[G-FISH: Sustainable fishing for resilient communities](#)





PHOTO: Victor Gitonga, FHI 360

The USAID/Uganda Community Connector (CC) Project is a U.S. Agency for International Development (USAID) Feed the Future flagship program, which provides a comprehensive and multisectoral approach to improving household food security, income and nutrition.

#### JOINING FORCES TO:

- LEVERAGE RESOURCES
- IMPROVE COORDINATION
- CREATE AN ENABLING ENVIRONMENT FOR CLIENTS
- DEVELOP MATERIALS
- IMPLEMENT ACTIVITIES

The project reduces under-nutrition among children and women and improves disposable incomes in poor rural households that rely on subsistence farming. The CC project brings together selected nutrition and poverty-reduction interventions across 15 districts in Uganda to achieve this. The CC takes an integrated approach to gender dynamics, nutrition behaviors, farming as a business, savings and income generation. A comprehensive situation analysis was conducted in each project district to gather information on the CC conceptual framework's components to identify community and household drivers of nutrition, food security and farming as a business among poor households in target districts. Based on the analyses' results, project

participants are encouraged to diversify their agricultural production to include nutrient-dense crops (such as legumes, pumpkins, amaranth (dodo), traditional vegetables, papaws and avocados) and products with higher market values (such as onions, passion fruit, groundnuts, chickens, goats and potato seed). Crops were selected for their contribution to food security (either income or consumption), reducing women's labor, and their appeal to women who sell the items (e.g., onions store well over long periods, offering flexibility to sell when time is available).

#### LEARN MORE



[USAID/Uganda Community Connector Technical Note Series](#)

Both funded by USAID and implemented by FHI 360 and its partners, the Livelihoods and Food Security Technical Assistance II Project (LIFT II) and the Food and Nutrition Technical Assistance III Project (FANTA) collaborated in Tanzania and Democratic Republic of the Congo (DRC) to address complementary aspects of the HIV continuum of care.



PHOTO: LIFT II Project

LIFT II's goal is to increase access to economic strengthening, livelihood, and food security (ES/L/FS) opportunities to improve the economic resilience and health of people living with and affected by HIV. FANTA helps to strengthen food security and nutrition policies, programs and systems. Both projects work with national and local stakeholders using Nutrition Assessment, Counseling Support (NACS) as the entry point and platform for strengthening and extending the continuum of care. Together they contribute to a holistic approach for helping

the most vulnerable. LIFT II and FANTA joined forces with other partners to provide intensive training on a broad range of skills related to livelihoods, economic strengthening, and nutrition. These trainings draw on each project's strengths and help each meet their goals. Working together affords the opportunity to share data and sites and coordinate the bidirectional flow of people between health facilities and ES/L/FS services, thereby leveraging resources, improving coordination, and creating an enabling environment for clients. Through close partnership on developing technical materials and implementing activities, the projects are advancing a unified approach to addressing an expanded continuum of care.

#### LEARN MORE



[LIFT II and FANTA: Collaborating on the Continuum](#)

Funded by USAID Kenya, the APHIAplus Nuru ya Bonde project focuses on the delivery of quality health services related to HIV/AIDS, family planning, reproductive health, malaria and tuberculosis.

Recognizing social determinants of health as a key to success, however, the program also ensures that marginalized poor and underserved populations have increased access to economic security initiatives, and directly addresses issues of food security and nutrition for vulnerable populations. It also provides education support, tutoring, life-skills training, vocational training, and workforce development for households with orphans and vulnerable children.

#### LEARN MORE



[APHIAplus Nuru ya Bonde: An overview](#)



# RESOURCE LIBRARY



## Topic-neutral Materials

### [SYSTEM-WIDE COLLABORATIVE ACTION FOR LIVELIHOODS AND ENVIRONMENT \(SCALE+\)](#)

System-wide Collaborative Action for Livelihoods and Environment (SCALE+) methodology. SCALE+ is a systems methodology to accelerate broad stakeholder engagement in sustained collaborative action to address a complex development issue. Designed by USAID and AED, SCALE+ originated in 2004 as a tool for integrating work on livelihoods and the environment, but it has since been effective in other cross-sector initiatives for health, education, nutrition, and governance. Successfully applied in more than 15 countries, SCALE+ uses a locally driven approach that ensures the meaningful participation of groups that are often excluded, such as youth, women, and the poor. SCALE+ can identify policy actions that complement rather than duplicate existing efforts; boost cross-sector buy-in and accountability measures; ensure that integrated approaches resonate with and correspond to local realities; and increase the likelihood that support for cross-sector programs will be institutionalized and sustained.

### [DEVELOPMENT SECTOR ADJACENCY MAP: A PLANNING TOOL FOR INTEGRATED DEVELOPMENT](#)

In the global development context, adjacencies are represented by the “sectors” that lie outside of a particular program’s current scope, yet are sufficiently related to provide opportunities for strategic integration. FHI 360’s Development Sector Adjacency Map can help stakeholders working in a certain sector or on a particular development challenge to identify adjacencies to consider as they make strategic decisions on the design, delivery, evaluation and funding of integrated development solutions.



PHOTO: Tessa Ahner-McHaffie/FHI 360

### [INTEGRATED DEVELOPMENT CASE STUDY SERIES](#)

Undertaken as part of an internal review to document integrated approaches, series of 3 case studies summarizes challenges commonly found in integrated projects, and the approaches taken by to on select FHI 360 programs in Uganda, Kenya, and Tanzania to tackle those challenges.

### [LOCUS INITIATIVE COMMUNITY OF PRACTICE](#)

This Web-based community of practice provides a venue for practitioners to tackle issues, find information, connect with peers, and share their stories in a place dedicated to improving integrated development practice.

### [INTEGRATED DEVELOPMENT EVIDENCE MAP](#)

Based on a 2015 systematic review of evidence on integrated global development programs, this user-friendly, interactive map includes information on more than 500 impact evaluations of programs that applied integrated approaches. The map succinctly depicts where most of the evidence lies as well as where it is limited. Users can easily search and identify evidence relevant to various areas of specific interest, including geographic region, study design, type of program interventions, or sector-based outcomes.



## Materials for Specific Integration Topics

### [NUTRITION-SENSITIVE AGRICULTURAL PROGRAMMING ONLINE TRAINING COURSE](#)

This course, designed for USAID staff and external partners, introduces the principles of nutrition-sensitive agriculture and how those principles can be applied to existing and future agriculture and food security programs. The course is intended for individuals who do not have a nutrition or health background and are working on any facet of an agriculture project.

### [INTEGRATING FAMILY PLANNING AND FOOD SECURITY: LESSONS FROM THE POPULATION, HEALTH, AND ENVIRONMENT \(PHE\) COMMUNITY](#)

Are you interested in learning why it is important to link family planning and food security? How does family planning contribute to building resilience and promoting climate-compatible development? How can lessons and experiences from multisectoral population, health, and environment programs be applied to food security programs? The Food and Nutrition Technical Assistance III Project (FANTA) hosted a webinar to discuss these questions and more.

### [CORE GROUP WEBINAR: INTEGRATING FAMILY PLANNING WITH NUTRITION AND FOOD SECURITY](#)

Family planning and reproductive health services have been prioritized in the U.S. Agency for International Development (USAID) Multi-Sectoral Nutrition Strategy 2014–2025 as important interventions that address the underlying and systemic causes of malnutrition. The potential for integrated approaches and solutions to complex and multifaceted development challenges is also being closely examined in the post-2015 development era with the adoption of the interconnected Sustainable Development Goals and targets. The webinar focused on why linking family planning with nutrition and food security is important and how programs are delivering integrated services.

### [GREEN BELT MOVEMENT FAMILY PLANNING FLIPBOOK](#)

This flipbook is a tool designed for environmental volunteers to assist with communication of family-planning messages and information.

### [GREEN BELT MOVEMENT TRAINING MANUAL FOR VOLUNTEERS](#)

This training manual is intended to prepare environmental volunteers to implement integrated activities that link concepts related to the environment, health and population.

### [INTEGRATING FAMILY PLANNING INTO OTHER DEVELOPMENT SECTORS](#)

Integrating family planning information and services into other development sectors offers multiple benefits. FHI 360 made this integrated programmatic approach a technical focus area under the USAID-funded PROGRESS project to address the unmet contraceptive needs of underserved groups in a way that could mutually benefit the goals of partners in non-health development sectors. Lessons learned and research findings from the three interventions are discussed in this report, which found that integrating family planning with environment, microfinance, and agriculture programs was feasible, acceptable, and effective.

### [INTEGRATING EXTREMELY POOR PRODUCERS INTO MARKETS FIELD GUIDE](#)

This field guide is intended to provide the field-level practitioners with tools and applications to impact extremely poor households. The intended outcome of the field guide is to increase market engagement for extremely poor households, especially women, through enterprise development activities. Helpful for program design, this program integrates economic development, education and agriculture.

### [WASHPLUS BRIEF: THE POWER OF INTEGRATION TO MULTIPLY DEVELOPMENT IMPACT](#)

Integration is about enabling different sectors to work together for a common result. Under the USAID-funded WASHplus project integration was a strategic approach to attain desired health and development outcomes and combined WASH with nutrition, education, HIV, and neglected tropical diseases programs. This brief provides an overview of integration in WASHplus.

### [WASHPLUS LEARNING BRIEF: INTEGRATING WASH AND NUTRITION](#)

The WASHplus project supports healthy households and communities by creating and delivering interventions that lead to improvements in water, sanitation, and hygiene (WASH) and household air pollution (HAP). This multiyear project (2010–2016), funded through USAID's Bureau for Global Health and led by FHI 360 in partnership with CARE and Winrock International, uses at-scale programming approaches to reduce diarrheal diseases and acute respiratory infections, the top two global killers of children under age 5.

### [MENSTRUAL HYGIENE MANAGEMENT IN SCHOOL: A TOOLKIT](#)

This toolkit was designed by FHI 360's USAID-funded SPLASH program to help teachers, school health and nutrition (SHN) coordinators, and other school personnel in Zambian primary schools to carry out MHM programs and facilities to keep girls and female teachers in school.

### [A TEACHER'S GUIDE TO INTEGRATING WASH IN SCHOOL](#)

This teacher's guide was developed by FHI 360's USAID-funded SPLASH program; it supports teaching and learning about water, sanitation, and hygiene (WASH) in Zambian primary schools. WASH is part of the new national curriculum, which was launched in January 2014. This guide provides technical content for the teacher to familiarize himself/herself with the subject of WASH. It also provides ideas and suggestions on how WASH content can be integrated into classroom and out of class teaching and learning.

**[LIFT II LIVELIHOODS AND FOOD SECURITY CONCEPTUAL FRAMEWORK](#)**

This document presents a conceptual framework for integrating sustainable, market-driven livelihood strengthening into food security interventions. The framework provides a common frame of reference for clarifying and communicating important concepts related to livelihoods and food security (and their relationship with each other) among donors and practitioners.

**[OPTIMIZING SUSTAINABILITY OF REFERRAL NETWORKS: GUIDANCE DOCUMENT](#)**

This document provides a framework for optimizing sustainability to improve the economic resilience and food security of vulnerable households, especially those affected by HIV and AIDS, by creating systematic linkages between nutrition, health services, and community-based service providers, with a focus on economic strengthening services.

**[TACKLING EXTREME POVERTY THROUGH LINKING HEALTH AND ECONOMIC STRENGTHENING SERVICES IN LESOTHO: SUCCESS STORY](#)**

The Livelihoods and Food Security Technical Assistance II (LIFT II) project was launched in 2013 by USAID as a follow on to the LIFT project (2009-2013). LIFT II's primary goal is to build the continuum of care for people living with HIV and other vulnerable households by increasing their access to high quality, context appropriate, market-led economic strengthening, livelihoods and food security opportunities to improve their economic resilience and lead to better health.

**[INTEGRATING SANITATION INTO SERVICES FOR PEOPLE LIVING WITH HIV/AIDS](#)**

This publication for program design identifies three key hygiene improvement practices — safe drinking water, washing hands with soap, and the safe handling and disposal of feces — and suggests integrating these practices into all HIV and AIDS programs.

**[INTEGRATING WATER, SANITATION, AND HYGIENE INTO NUTRITION PROGRAMMING](#)**

This document provides key WASH practices and guidance for integrating WASH into the following sectors and activities: nutrition, targeted health activities, community services, and maternal and neonatal programs.

**[INTEGRATING WASH INTO NTD PROGRAMS: A DESK REVIEW](#)**

This desk review documents the current state of knowledge within WASH and Neglected Tropical Disease (NTD) programs and explores any coordinated WASH-NTD integration programs or WASH activities that have been proven or tried to help achieve elimination or control targets.

**[ASPIRES VULNERABILITY ASSESSMENT METHODS](#)**

This brief reviews the different methods of assessing vulnerability within the sector of economic strengthening. Vulnerability assessments can provide powerful data for policy, project design, strategic planning, and project targeting.

**[SUPPORTING TRANSFORMATION BY REDUCING INSECURITY AND VULNERABILITY WITH ECONOMIC STRENGTHENING \(STRIVE\) – FINAL REPORT](#)**

This final report identifies several core areas of learning across sectors, working with complex programs in challenging areas, and conducting good monitoring, evaluation, and impact assessments.



PHOTO: Jessica Scranton/FHI 360

# 4



# Measurement, Research & Evaluation





## KEY CONSIDERATIONS

→ Integration is one possible means to an end, and is neither a goal in itself nor necessarily the most appropriate approach in all cases.

As the development community implements an SDG agenda with more cross-sector collaborations, more evidence will be needed to understand the optimum circumstances for integrated development solutions. In this regard, integrated approaches should be considered for potential effectiveness alongside other options to address development challenges.

Yet generalized statements about the effectiveness of integration may be impossible because integrated development is an umbrella term that describes many different program combinations (from health and microfinance, to nutrition and education, to conservation and

livelihoods). Given this extreme heterogeneity, the evidence for the impact of integrated approaches will need to be tailored to the sectors that are being combined and to their specific contexts. It is encouraging to date a high number of randomized evaluations found that in many diverse contexts and via various models, integrated interventions have produced positive impacts (*publication forthcoming, 2016*). Where there is good evidence on the effectiveness of specific approaches (e.g., offering conditional cash transfers that boost short-term and long-term economic, health, nutrition, and education outcomes), decision-makers should actively use the data to

Generalized statements about the effectiveness of integration may be impossible because integrated development is an umbrella term that describes many different program combinations — given this extreme heterogeneity, the evidence for the impact of integrated approaches will need to be tailored to the sectors that are being combined and to their specific contexts

inform the design of funding, policies, and programs. For integrated models with less evidence available, funders, researchers and policymakers should collectively prioritize the most pressing needs and allocate resources to fill the knowledge gaps through program monitoring, evaluation, and research.

The desired goal of integration varies greatly depending on the perspective, priorities, and ultimate aim of a given decision-maker. Funders may emphasize cost efficiencies or enhanced sustainability, whereas program implementers may prioritize time savings, improving user satisfaction, or reducing inequality. Therefore the evidence they require for informed decision-making will vary in nature. Depending on the specific aim of a given effort, an integrated approach can be considered effective if it offers advantages over a single-sector model with regard to one or more of the following:

- BENEFICIARY SATISFACTION
- REACH
- EQUITY
- FUNCTIONAL BENEFITS
- SUSTAINABILITY
- VALUE FOR MONEY
- IMPACT

The measurement of these effects should be designed to detect not only the positive effects integration may have in this regard, but also whether it creates unanticipated negative consequences — for example, if adding a new service degrades the overall quality of program delivery.

Formative research can help reveal the scenarios and problem sets that are best suited for integrated approaches, and where the need is greatest. Operations research



PHOTO: Jessica Scranton/FHI 360

can offer proof-of-concept findings to test the feasibility of innovative integrated interventions. Implementation science can identify best practices for the replication or scale up of proven multisector models. High-quality monitoring and evaluation within non-research settings can help assess progress and guide subsequent adaptations and improvements. Cost-benefit analyses can help to identify the sector components of a multifaceted program that offer the most financial returns.

Generally speaking, greater complexity and diversity — coupled with a focus on interaction or amplification effects — have implications for how integrated development programs are monitored and evaluated. This affects all components of an evaluation — from developing logic models and costing approaches to choosing indicators and an evaluation design. Additional research and evaluation objectives and questions, specific to integration, also need to be considered.



# KNOWLEDGE

## COMMON CHALLENGES



- ⚠ *Results from integrated programming are often more difficult to demonstrate and communicate than the results of vertical programs.*
- ⚠ *Bundling standard indicators from each sector in an integrated program can produce overly long indicator lists and burdensome reporting requirements.*
- ⚠ *Insufficient multisector expertise during program design can hamper comprehensive M&E systems that capture the full spectrum of activities.*
- ⚠ *Certain benefits of integration (e.g., beneficiary satisfaction) are not typically captured in measurement systems that focus on quantitative outputs or outcomes.*
- ⚠ *Cost-benefit or cost-effective analyses are necessary if programs are expected to show value for money but can be more complex to conduct for integrated models.*

### LESSON LEARNED



Despite their potential effectiveness, some activities outside of the core sector of a project were eventually cancelled because related indicators were not adequately reflected in the original M&E design and subsequently the staff could not measure or demonstrate their contribution over time.



⚠️ *Providing rigorous evidence for the effectiveness of a multisector intervention may require more sophisticated evaluation designs than typical M&E or research efforts can accommodate.*

⚠️ *Funding agreements are often not designed to encourage ongoing learning and adaptation based on monitoring or evaluation findings — both of which are particularly important aspects of multi-faceted initiatives.*



PHOTO: Jessica Scranton/FHI 360

## RECOMMENDATIONS



- ✓ *Improve the capacity of evaluators in methods that are best suited for use in multisector programs (e.g., complexity-aware monitoring and Most Significant Change methods).*
- ✓ *Harmonize the language for indicators that are used by more than one sector (e.g., if a nutrition partner and a health partner both already track “family planning use” but through different means, ensure that only one measure is included in the M&E plan).*
- ✓ *When indicator lists become too long, create a prioritized set of indicators by requesting that each sector characterize their indicators as either “primary” (required) or “secondary” (recommended, when possible).*
- ✓ *Ensure that each sector in the program is captured in the M&E structure, even though the degree to which each is covered may vary.*
- ✓ *Ensure that M&E or research plans use qualitative and quantitative methods to measure the varied effects of an integrated program.*
- ✓ *Explore whether any new tools or indicators are needed to show the specific effects of integration (rather than merely the sum of effects from each sector in the program), or whether current sector indicators are sufficient proxies for this purpose.*

### EXPERIENCE HIGHLIGHT



A program developed a new tool to measure contributions

from multiple sectors to its goal of good governance, which allowed diverse groups of stakeholders and partners to measure their own progress plus the collective contributions of different sectors in aggregate.

- ✓ In addition to assessing outcomes and impact, conduct process monitoring or evaluations to collect information on how integration happens to capture implementation steps and strategies that specifically facilitate integrated approaches (co-planning, coordination meetings, cross-sector trainings, etc.).
- ✓ Include cost-analysis techniques that will determine whether cost efficiencies or economies of scale are produced as compared to vertical programs.
- ✓ Plan for monitoring and evaluation or research that will determine whether an integrated approach offers advantages over single-sector efforts with regard to one or more of the following:
  - **Beneficiary satisfaction** (Do people prefer a more holistic model?)
  - **Reach** (Which model serves the greatest number of people?)
  - **Equity** (Which model reaches poorer, more vulnerable, or underserved populations?)
  - **Functional benefit** (Which model saves time or enhances the skills, capacity, and motivation of the staff?)
  - **Sustainability** (Which models become more institutionalized or have longer-lasting effects?)
  - **Value for money** (When do the benefits outweigh the costs or produce economies of scale?)
  - **Impact** (Would synergies from integration create desirable outcomes that could not be achieved through siloed efforts?)



## SPOTLIGHT

Strong evidence confirms that family planning contributes to the broad development goals of poverty reduction, enhanced education, environmental sustainability, and gender equality.



Nevertheless, improving access to contraception has largely remained within the health sector. Although development workers, program planners, and funders outside the health sector increasingly recognize the connections between improving family planning and reaching their own goals, more evidence is needed on whether and how such integration efforts can work and

the types of models that should be replicated and expanded. To that end, the USAID-funded PROGRESS project (implemented by FHI 360, 2008 to 2013) partnered with three projects working in agriculture, microfinance, and environmental conservation to include FP information and services and to collect data on activities and outcomes. Evaluations of the three multisector pilot interventions found that this approach was feasible, acceptable, and effective.

### LEARN MORE



[Integrating Family Planning into Other Development Sectors](#)



[Integrating Family Planning Promotion into the Work of Environmental Volunteers: A Population, Health and Environment Initiative in Kenya](#)

In Zambia, SPLASH (part of the USAID WASHplus project) assessed school-related outcomes of WASH with respect to student absenteeism, teacher absenteeism, and student-teacher contact time.

The study was implemented in 62 control and 62 intervention schools. As expected, student and teacher absenteeism varied over time with the highest rates at the end of the school year and lower rates in the middle of the school year (near the end of the study-tracking cycle). However, the drop in absenteeism was greater in schools that received the WASH intervention than it was in the control schools, indicating that the intervention went beyond what would be expected generally in schools. The gap between the intervention and the control schools was as large as 30 percentage points at certain times. The study controlled for other factors that can influence school attendance, such as the presence of a school feeding program. During one of the school terms, the presence of a full WASH program was three times more likely to predict student absenteeism than a school feeding program.

**LEARN MORE** [WASHplus Year Five Annual Report](#)



Measuring integration can be one of the most difficult parts of an integrated project.

The more sectors involved in an integrated project, the more indicators the project needs to collect. And these sector-specific indicators are typically not able to measure the integrated aspects of a program. To address this, the USAID-funded Uganda Community Connector (CC) project, implemented by FHI 360 and its partners, worked collaboratively with communities to develop simple measures to track multisector outcomes collectively by household. The result, called “CCSee10,” is a series of 10 objectives for each household, which represent outcomes in economic security, nutrition, agriculture, and gender equality. As of 2015, 40% of the surveyed households in the Northern Uganda communities had achieved seven or more of the cross-sector targets.

#### LEARN MORE



[Uganda Community Connector Project: Barriers and Facilitators to the Uptake of CC See 10 Elements](#)



Conservation Through Public Health (CTPH), a nonprofit organization in Uganda, promotes the conservation of the gorilla population in Bwindi Impenetrable National Park by enabling humans, wildlife, and livestock to coexist by improving primary health care in and around the park.

Noting an unmet demand for contraception among the remote population living near the park, CTPH began integrating family planning into its program activities in 2007. The expanded program activities posed challenges for monitoring and evaluating (M&E) family planning services. The USAID-funded PROGRESS project (implemented by FHI 360) and CTPH established a partnership to enhance CTPH's capacity in this regard. The PROGRESS team worked with CTPH to develop, refine, and finalize a multisector M&E system — which included a new integrated logic model, expanded indicators, revised

data-collection forms, and a comprehensive database — that was specifically designed to capture the impact on population and environment issues and health measurements on other health issues, such as tuberculosis and hygiene.

#### LEARN MORE



[Gorillas and Family Planning: At the Crossroads of Community Development and Conservation](#)

WATCH VIDEO ▶



[Integrating Family Planning into Other Development Sectors](#)

## MORE RESULTS COMING SOON:

Funded by the FHI Foundation, the **Building Healthy Communities project** (BHC, 2014-2017) is focused on providing evidence that integrated, multisector efforts to improve community health are more effective than nonintegrated approaches.

FHI 360 is conducting the following analyses as part of this project: state tobacco control comparison, childhood obesity approaches in Pennsylvania and a partnership for a healthy Durham study. The project is documenting how intensive integrated efforts to change community-level policy, programs, infrastructure, systems and environments can improve community health in the United States. The BHC team will then share their guidance through published research briefs on integrated efforts underway in the United States.

The USAID-funded Accelerating Strategies for Practical Innovation and Research in Economic Strengthening (ASPIRES) project (2013-2018) supports evidence-based, gender-sensitive programming to improve both the economic security and improve health outcomes of families and children living with or affected by HIV/AIDS, as well as others at high risk of acquiring HIV.

One effort within ASPIRES is a **randomized study evaluating an intervention integrating economic strengthening and HIV prevention programs for vulnerable youth in South Africa**. The research will assess whether the integrated intervention produces synergistic effects on economic and health outcomes. The full factorial randomized controlled study includes qualitative and costing subcomponents, and results are expected in mid-2018.



# RESOURCE LIBRARY



## Topic-neutral Materials

### INTEGRATED DEVELOPMENT EVIDENCE MAP

Based on a 2015 systematic review of evidence on integrated global development programs (forthcoming 2016), this user-friendly, interactive map includes information on over 500 impact evaluations of programs that applied integrated approaches. The map succinctly depicts where most of the evidence lies as well as where it is limited. Users can easily search and identify evidence relevant to various areas of specific interest, including geographic region, study design, type of program interventions, or sector-based outcomes.

### INTEGRATED DEVELOPMENT EVALUATION GUIDANCE

FHI 360 is developing this guidance document to help strengthen evaluation strategies for integrated programs and approaches. It will offer recommendations to help ensure that research methodologies and approaches can adequately assess the nuanced nature of complex or integrated models and the amplified impact they may generate. The guidance can help funders, implementers, and evaluators conduct more effective M&E, process, impact, and cost-effectiveness evaluations of integrated development initiatives. (forthcoming, 2016)



## Materials for Specific Integration Topics

### INTEGRATION OF GLOBAL HEALTH AND OTHER DEVELOPMENT SECTORS: A REVIEW OF THE EVIDENCE

In 2012, FHI 360 conducted a literature review to synthesize the evidence base for interventions which integrated global health and other key human development sectors (education, economic development, nutrition, and the environment). The results represent 25 distinct intervention types across the sector combinations. Though important distinctions occur between interventions in each category with regard to program design or location, within each group the interventions are similar enough to warrant this general categorization. Of the 25 program types, 13 produced mostly positive findings, 9 produced mostly mixed findings, and 3 suggest a neutral or unknown effect.

### INTEGRATING FAMILY PLANNING PROMOTION INTO THE WORK OF ENVIRONMENTAL VOLUNTEERS: A POPULATION, HEALTH AND ENVIRONMENT INITIATIVE IN KENYA

One promising approach for promoting family planning use within traditionally hard-to-reach populations is to integrate services with those of other development sectors. Integrating messages and services from different sectors offers several potential advantages over traditional, single-sector development programs. For example, in the field of population, health and environment (PHE) family planning and other health services are linked with environmental conservation initiatives, which gives environmental programs an opportunity to educate communities about the relationship between rapid population growth and environmental degradation. This mixed-methods study examined these issues by using process monitoring, post-intervention data collection, and costing to evaluate intervention affordability.

### INTEGRATING FAMILY PLANNING INTO OTHER DEVELOPMENT SECTORS

Integrating family planning information and services into other development sectors offers multiple benefits. FHI 360 made this integrated programmatic approach a technical focus area under the USAID-funded PROGRESS project to address the unmet contraceptive needs of underserved groups in a way that could mutually benefit the goals of partners in non-health development sectors. Lessons learned and research findings from the three interventions are discussed in this report, which found that integrating family planning with environment, microfinance, and agriculture programs was feasible, acceptable, and effective.

### DESK REVIEW OF PROGRAMS INTEGRATING FAMILY PLANNING WITH FOOD SECURITY AND NUTRITION

This review is a systematic effort to examine the grey and published literature that focuses specifically on nutrition, food security, and family planning integration across both health sector and multisectoral programs.

### WHAT GETS MEASURED, GETS DONE: IDENTIFYING INTEGRATED INDICATORS THAT COUNT

A presentation at the Clean, Fed & Nurtured (CF&N) session at the Global Health Mini-University outlined the “why” and the “how” of developing and measuring indicators for integrated global health programs to better promote essential multisector collaboration of water, sanitation, and hygiene (WASH); nutrition; and early childhood development (ECD).

**REVIEW OF THE EVIDENCE: LINKAGES BETWEEN LIVELIHOOD, FOOD SECURITY, ECONOMIC STRENGTHENING, AND HIV-RELATED OUTCOMES**

This literature review assesses the linkages between poverty, livelihoods, food security, economic strengthening and HIV/AIDS-related outcomes. This review was intended to inform a logic model for FHI 360's LIFT project by determining the extent to which household food security and livelihood status are associated with HIV/AIDS-related outcomes; examining the evidence related to the impact of the variety of food security, livelihoods and economic strengthening interventions on HIV/AIDS-related outcomes; and identifying gaps in the evidence.

**CAN VILLAGE SAVINGS AND LOAN GROUPS BE A POTENTIAL TOOL IN THE MALNUTRITION FIGHT? MIXED METHOD FINDINGS FROM MOZAMBIQUE**

Child malnutrition is a pervasive problem in sub-Saharan Africa that affects individual and national development. This article examines the impact of participation in village savings and loan (VSL) groups, alone and in combination with a rotating labor scheme called Ajuda Mútua (AM), on household and child nutritional outcomes in Nampula Province in Mozambique. It combines findings from an impact evaluation and a qualitative exploration of the dynamics underlying nutritional outcomes.

**SUPPORTING TRANSFORMATION BY REDUCING INSECURITY AND VULNERABILITY WITH ECONOMIC STRENGTHENING (STRIVE) – FINAL REPORT**

This final report identifies several core areas of learning across sectors, working with complex programming in challenging areas, and engaging in good monitoring, evaluation, and impact assessment.

**DO CASH TRANSFERS INCREASE THE WELLBEING OF CHILDREN? A REVIEW OF THE LITERATURE**

This review provides a synthesis of findings from 51 studies evaluating the effectiveness of cash transfers in improving children's wellbeing, focusing on their education and cognitive development, health and nutrition, and the likelihood of engaging in child labor. The review was conducted by FHI 360's USAID-funded STRIVE project.

**THE IMPACT OF MICROCREDIT LOANS ON CHILD OUTCOMES: A REVIEW OF THE LITERATURE**

This review evaluated the existing literature regarding microcredit loans and their potential impact on children of loan beneficiaries. A total of 54 studies were included in the analysis, based on established criteria. The results of these studies fell into three categories: education and cognitive development, health and nutrition, and child labor. The review was conducted by FHI 360's USAID-funded STRIVE project.

**THE IMPACT OF SAVING GROUPS ON CHILDREN'S WELLBEING: A REVIEW OF THE LITERATURE**

This review presents a comprehensive overview of the literature on the impact of community-based savings groups (interventions) on children's wellbeing in resource-poor environments. The review was conducted by FHI 360's USAID-funded STRIVE project.

# APPENDIX

## INVENTORY OF FHI 360'S CURRENT AND PAST INTEGRATED DEVELOPMENT PROGRAMS & PROJECTS (2015)

PROJECT TITLE	YEARS OF OPERATION
<b>Alive &amp; Thrive (A&amp;T)</b>	(2008-2017)
<b>APHIAplus IMARISHA (Northern Arid Lands)</b>	(2012-2014)
<b>APHIAplus Nuru Ya Bonde (Rift Valley)</b>	(2011-2016)
<b>Bridge to Employment (BTE)</b>	(2003-2016)
<b>Cambodia Integrated HIV and Drug Prevention Project (CIPI)</b>	(2012-2016)
<b>CAP Nutrition, Assessment and Counseling and Support Capacity Building Program (NACSCAP)</b>	(2012-2015)
Capacity building for integrated "population, health, and environment" (PHE) (part of the PROGRESS project)	(2010-2012)
<b>Center on Technology and Disability (CTD)</b>	(2013-2018)
<b>Community Based Livelihood Development for Women and Children in Swaziland (C-BLD)</b>	(2011-2016)
<b>Corridors of Hope (COH III)</b>	(2009-2015)
<b>Cross-Border Health Integrated Partnership Project (CB-HIPP)</b>	(2013-2016)
Cross-Sectoral Youth Project	(2008-2009)
<b>Delivering Family Planning Information and Services through a Microfinance Program: Research from Uttar Pradesh, India</b>	(2011-2012)
<b>Democratic Republic of the Congo Prevention of School-Related Gender-Based Violence</b>	(2010-2012)
<b>Empowering Adolescent Girls to Lead through Education (EAGLE)</b>	(2013-2018)
<b>FANTA III</b>	(2012-2017)
<b>Feasibility of Providing Family Planning Services through an Agricultural Cooperative Field Day: Lessons from Rural Kenya</b>	(2010-2012)
<b>Global Fisheries for Improved Sustainable Harvest (G-FISH) Alliance</b>	(2008-2014)
<b>Global Sustainable Tourism Alliance (GSTA)</b>	(2006-2011)
<b>Green Corrections</b>	(2011-2015)
Health Through Water	(2009-2011)

PROJECT TITLE	YEARS OF OPERATION
<b>Household Economic Strengthening for Vulnerable Populations (ASPIRES)</b>	(2013-2018)
<b>Improving Girls' Secondary Education and Employment Opportunities</b>	(2007-2014)
<b>Improving Primary Education in Kenya/Four Pillars PLUS</b>	(2008-2018)
Influences of Women's Empowerment on Marriage and Violence in Bangladesh	(2013-2015)
<b>In-School Youth HIV Prevention Program</b>	(2013-2016)
<b>Integration of Family Planning Messages and Referrals into the Green Belt Movement Program in Kenya</b>	(2011-2013)
Ishi Rural Initiative Phase III	(2009-2011)
Kaya Cross-Border Intervention	(2010-2011)
<b>Kenya Nutrition &amp; HIV Program (NHP)</b>	(2008-2015)
<b>Kenya Teacher Education and Professional Development (TEPD) Program</b>	(2008-2017)
<b>Komuniti Lukautim OI Meri (KLOM)</b>	(2012-2014)
Linking Access to Credit & Family Planning Services	(2011-2016)
<b>Livelihoods and Food Security Technical Assistance (LIFT)</b>	(2003-2016)
<b>Livelihoods and Food Security Technical Assistance II (LIFT II)</b>	(2012-2016)
<b>Madhya Pradesh Health Sector Reforms Projects (MPTAST)</b>	(2012-2015)
<b>Mekong Infectious Diseases – Behavior Change and Communication (MID-BCC)</b>	(2008-2017)
<b>MULU Prevention II</b>	(2012-2014)
<b>National Dissemination Center (NICHCY)</b>	(2011-2016)
<b>Nicaragua Market-based Opportunities for Conservation and Sustainable Tourism program (CSTP)</b>	(2003-2016)
<b>Nutrition and Health Program Plus (NHPplus)</b>	(2012-2016)
OFDA Haiti	(2012-2015)
<b>Pamoja Tuwalee (PT)</b>	(2012-2014)

PROJECT TITLE	YEARS OF OPERATION
<b>Peace and Governance Program (PGP)</b>	(2011-2016)
<b>Peace through Development (PDEV)</b>	(2003-2016)
<b>PREVENT — Emerging Pandemic Threats</b>	(2012-2016)
<b>Programa Para o Futuro-Mozambique (PPFuturo-MZ)</b>	(2012-2015)
<b>Programming Effectively Against Conflict and Extremism (PEACE)</b>	(2008-2017)
<b>PUR Demonstration Project</b>	(2012-2014)
<b>Results for Education and Child Health (REACH)</b>	(2011-2016)
<b>Roads to a Healthy Future (ROADS II)</b>	(2003-2016)
<b>SMARTgirl</b>	(2012-2016)
<b>Succeed 2020</b>	(2012-2015)
<b>Supporting Transformation by Reducing Insecurity &amp; Economic Strengthening (STRIVE)</b>	(2012-2016)
<b>Tanzania Youth HIV Prevention Program (UJANA)</b>	(2012-2015)
<b>The Climate Change Adaptation and ICT (CHAI)</b>	(2012-2016)
<b>The Eastern Caribbean Youth Microenterprise Program (ECYMP)</b>	(2012-2015)
<b>Uganda Communication for Healthy Communities (CHC)</b>	(2012-2016)
<b>Uganda Community Connector (CC) Project</b>	(2012-2016)
<b>Urban Health Initiative (UHI)</b>	(2012-2015)
<b>USAID/IRG Rwanda Biodiversity</b>	(2012-2016)
<b>WASHplus Project (includes SPLASH)</b>	(2012-2015)
<b>Wireless Solutions for Fishery in Senegal (WISE)</b>	(2012-2016)
<b>Yekokeb Berhan Program for Highly Vulnerable Children</b>	(2012-2015)
<b>Youth Violence Prevention Project</b>	(2012-2016)
<b>YouthPower</b>	(2012-2015)
<b>Zambia Nutrition Assessment, Counseling (ZAMNACS)</b>	(2012-2016)





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