



**Investigation of the use of multi-sectoral integration by NGOs:
a case study with Intermon Oxfam**

by

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Abstract

Malnutrition is a worldwide disaster affecting several hundreds millions of persons and particularly children. Its immediate and underlying causes are complex and require the intervention and cooperation of various sectors to address it: health, nutrition, food security, water and sanitation... This study aims to investigate the use of integrated multi-sectoral programming to address malnutrition by a non-governmental organisation. It examines scientific literature, donors and organisations strategies and previous work on integration to understand the rationale behind adopting such approach. Then, based on interviews of key staff and a review of evaluations from two international non-governmental organisations, a profile of integrated programming in NGOs is drawn by describing its influence, needs and challenges in terms of policies, practices and human resources.

Key words: Multi-sectoral, integration, integrated programming, malnutrition, undernutrition, underlying causes, non-governmental organisation, NGO, practices

Executive summary

Introduction

Since the first publication of the UNICEF framework of malnutrition causes in 1990's, all the stakeholders involved in addressing this plague are taken in account the existence of immediate, underlying and basic causes of malnutrition and their linkages. Immediate determinants are diseases and inadequate dietary intake; underlying determinants are having a direct influence on the immediate one: food insecurity, poor care practices and unhealthy environment with poor access to health services. Recent years have seen the expansion of a new momentum in the fight against malnutrition with the publication of major scientific work, in particular the series of articles published in *The Lancet* in 2008 and 2013 on maternal and child undernutrition (Black & Victora 2013). This momentum had been translated in strategies for action by major institutions and donors (UNICEF, World Bank, ECHO...) promoting nutrition-sensitive interventions, addressing the underlying causes of malnutrition to support, complete and scale up the impact of nutrition-specific intervention, addressing the immediate causes, mainly curative interventions.

In addition to the promotion of multi-sectoral assessments to develop better understandings of the relative contextual influences of the different causes of malnutrition there is a growing interest in multi-sectoral interventions addressing multiple causes at the same time. In developing a holistic approach, integrating different field of expertise such as water, sanitation and hygiene (WASH) or food security and livelihood (FSL), it is expected to increase the coherence of intervention, improve the sensibility to the context and ultimately have a deeper and longer impact. Following this momentum, some non-governmental organisations (NGOs) involved in fighting malnutrition or its causes, are interested in developing their capacity by integrating their different technical field of expertise in coherent strategy and integrated interventions.

This study examines how an NGO, Intermon Oxfam, is incorporating integrated programming in its practices by investigating different dimensions of the organisation.

Objectives

The first objective of this work was to investigate the position of different actors – donor agencies and NGOs – about adopting a multi-sectorial integrated approach to address malnutrition. This review aimed also to point out the similarities or differences between actors and to determine the influences and rationales of the different positions. The second objective was to analyse the structure of the strategy of Intermon Oxfam, its consistency and its extent in using the project cycle steps as an analytical grid. The third objective was focused on determining if key staffs of the NGO shared a common understanding of the concept and accepted it as a useful intervention strategy. The last objective was to identify challenging or enabling environments, successful practices, and challenges and barriers to the implementation of an integrated intervention.

Scope

Given the rather short duration of this work, the amount of documents to be analysed had to be kept realistic so it has been decided to keep a focus on West Africa for the choice of field key informants, evaluation reports and strategy documents. This limitation increases the possibility to make comparisons and therefore improves the quality of the analysis. To a lesser extent, Action Contre la Faim (ACF) has also participated to the study to provide a point of comparison and enrich the overall picture. Their involvement against nutrition and their early interest in multi-sectoral interventions has been seen as a valuable benchmark.

Methodology

Four main areas of data to be collected had been identified: Research & evidences, Strategies & policies, People, and Practices. Three different methods of collection were chosen to cover all the topics, each complementing and overlapping with the two others. A literature and documents review has been used to investigate the state of the research around malnutrition, evidences supporting the idea of multi-sectoral interventions and the different strategies and policies developed in the aid sector on it. Semi-structured interviews with Intermon Oxfam sectorial advisors and questionnaires filled by other key informants from Oxfam and ACF have provided information on their knowledge, understanding, opinion and practices around integrated programming. Finally, an analysis of evaluation reports sought information on the transformation of strategies into action through assessment and design and tried to point out good practices, important barriers and challenges.

Findings

The UNICEF framework on causes of malnutrition exposed the immediate, underlying and basic causes of malnutrition and has been widely used to advocate for action beyond the treatment of acute malnutrition to prevent it in affecting its roots causes (UNICEF 2013). To estimate the influence of the different underlying causes, Smith and Haddad had run a meta-analysis on national data over 25 years for many countries around the world revealing a strong variability depending on the region of the world but no ultimate critical factor (even if women's education was always predominant) (Smith & Haddad 2000). This work confirmed the idea that tackling the underlying causes of malnutrition required the joint intervention of different sectors.

In the 2008 and 2013 series of articles published in *The Lancet* on maternal and child malnutrition, Black et al. have condensed the knowledge and produced evidence on malnutrition and ways to address it (Black & Victora 2013). They exposed the idea of nutrition-sensitive intervention “supporting and scaling-up” the effect of nutrition-specific interventions in addressing the underlying causes. Yet, they spotted along with other actors the massive lack of evidence and the difficulty to produce it (Ruel & Alderman 2013) (Darcy & Clarke 2013). Very few studies have been produced on the multi-sectoral programming, only one have been found on NGO level (Dolan et al. 2009) and one focusing on national level (Garrett & Natalicchio 2011).

Nonetheless, major institutions as UNICEF and the World Bank and the expanding Scaling Up Nutrition movement are advocating for the use of multi-sectorial interventions on the underlying-determinants of malnutrition (UNICEF 2013) (The World Bank 2013) (Scaling Up Nutrition Movement 2011).

Major donor agencies as UNOCHA, ECHO, USAID insist on the necessity to address both immediate and underlying causes of malnutrition and promote inter-sectorial “complementarities and synergies” (European Commission 2012), basing extensively their argumentation on *The Lancet* series and on the SUN movement publications (UNOCHA 2014) (USAID 2014). The systematic inclusion of WASH activities in nutrition interventions recommended by the regional “Wash in Nut” strategy is also going in the same direction (Regional WASH working group 2012).

On the NGOs' side, ACF has developed a comprehensive overarching strategy on nutrition and several assessment tools and guidelines on multi-sectoral approach (ACF 2014). The

fight against malnutrition being a pillar of their mandate had clearly facilitated the process for them. In comparison, with a later start, an historical focus on food security and livelihood and poverty reduction as main goal, Intermon Oxfam appeared to struggle more to define a common approach to address malnutrition. Nonetheless, there is a strong willingness to adopt more holistic visions of interventions through nutrition-sensitive integrated intervention or integrated resources management (Oxfam Intermon 2014), but policies, guidelines and tools still have to be created and tested.

The interviews and questionnaires pointed out a feeling that integrated approach offered more flexibility and more consistency with the context and was more responsive to communities needs with the final objective to increase the impact for the population. It was stressed that critical phases of the project cycle, such as assessment, design and targeting, should be done by multi-sectoral teams in closed collaboration with the community. Human resources were considered as a critical factor for successful integration and thus recruitments, sensitization and trainings were seen as key elements. Making people accountable for integration and finding ways to assess was also seen as a key for success. In addition, there was a consensus on the importance of an efficient coordination able to gather, lead and keep the cohesion around common goals. The historical division of sectors within Intermon Oxfam, the high staff turnover, the resistance to change, the lack of expertise and the funding policies of donors were quoted as the biggest challenges for the organisation.

The review of programme evaluation reports has produced little usable data. Yet, it reveals that more than 75% of the programmes reviewed showed logical disjoints between their specific objective and their results decreasing the coherence of the programme and the focus on a common goal to achieve. The few evaluations presenting elements of analysis of the integration spotted the importance to work in collaboration with the community and to appear as a unique counterpart and stressed the importance of context analysis to avoid negative crossed effect and to find opportunities of cross-benefits.

Conclusion

This study was an exploratory work on an approach and on an organisation practices. It clearly struggles to bring any definitive answer to the research question raised and it has eventually led to open more doors. If the research has built a theoretical framework for actions, evidences are lacking. Most of the tools and strategies presented have been recently designed and thus it was difficult to assess their effectiveness and usefulness. But the overall study, and particularly what comes from the interviews, has drawn ways for further work like practices to investigate, processes and tools to develop and changes to initiate.

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List of acronyms

ACF: Action Contre la Faim – Action Against Hunger

ADTM: Thematic Area for Methodology & Development (Intermon Oxfam technical department)

ALNAP: Active Learning Network for Accountability and Performance

ECHO (or DG ECHO): European Commission's Humanitarian Aid and Civil Protection Department

EFSL: Emergency Food Security & Livelihood

ELRHA: Enhancing Learning and Research for Humanitarian Assistance

IO: Intermon Oxfam (Oxfam affiliate in Spain)

I(W)RM: Integrated (Water) Resources Management

NGO: Non-Governmental Organization

OCHA: Office for the Coordination of Humanitarian Affairs (United Nations)

PMEAL: Programming, Monitoring, Evaluation, Accountability and Learning

PIA: People in Aid

ToC: Theory of Change

ToR: Terms of Reference

UN: United Nations (Organisation)

UNICEF: United Nations Children's Fund

USAID: United States Agency for International Development

WASH: Water, Sanitation & Hygiene

WFP: World Food Program

1 Introduction

There is nowadays a global momentum towards fighting malnutrition among the international community. This chapter introduces the notion of malnutrition and its multiple levels of causes to expose the problem and then links it to the use of an integrated multi-sectoral approach as a mean to address it. It ends with the presentation of the study aims on the use of integrated approach by NGOs by exposing its objectives and questions and specifying its scope.

1.1 Malnutrition: a definition

Malnutrition is a general term covering several things, it can be defined as a “poor nutritional status caused by nutritional deficiency or excess (undernutrition or overnutrition)” (The World Bank 2013, p.15). It encompasses two categories – under- and over-nutrition – and several sub-categories presented in Figure 1-1.

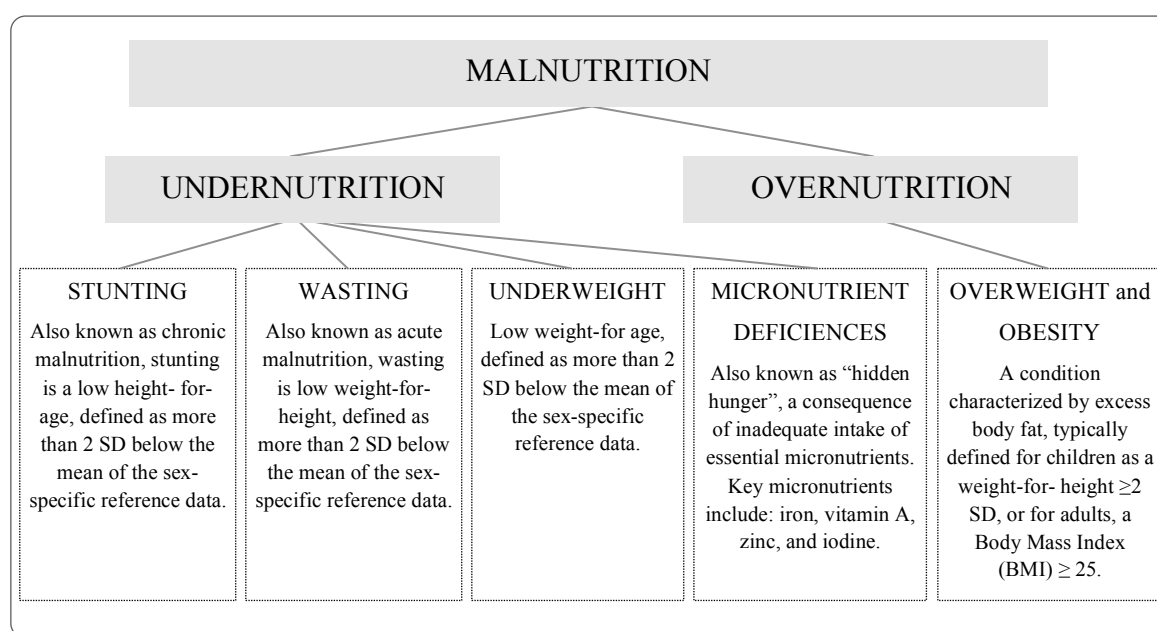


Figure 1-1 - The different types of malnutrition (Source: (The World Bank 2013, p.37))

1.2 An issue with multiple causes and consequences

Undernutrition is the root cause of an estimated 35% to 45% of all the under 5 years’ child deaths around the world. In addition, an inadequate intake of calories or essential micronutrients (vitamins and minerals) can result in severe problems in the child development. In 2011, there were approximately 165 million children suffering from stunting, 101 million suffering from underweight and 52 million suffering from wasting

worldwide, with concentrations of cases in two main areas: South Asia and Sub-Saharan Africa (UNICEF 2013; Black, Alderman, et al. 2013).

Around 25 years ago, the UNICEF had developed a framework explaining the relation between maternal and child undernutrition, inadequate dietary intakes and disease. It has been revised and completed by different actors and its actual version is shown in

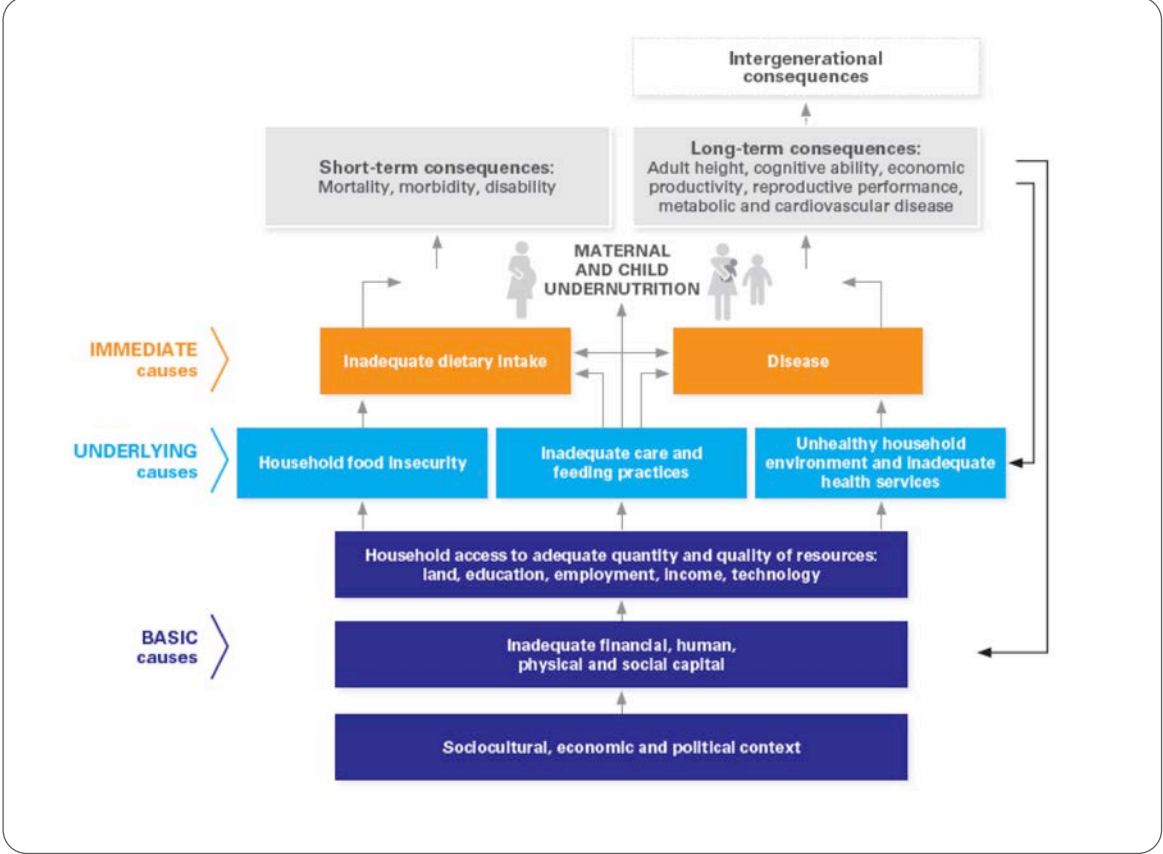


Figure 1-2. Inadequate intakes and disease are identified as the **immediate causes** of undernutrition, meaning that the causal link has no intermediate, but the framework unrolls what are known as the **underlying causes** and **basic causes** of undernutrition (UNICEF 2013). If the immediate causes relate to the individual, the underlying causes relates to the household level as the direct environment of the individual – household food security, care and feeding practices and unhealthy environment, and the basic causes are larger factors influencing the household life, the community and eventually the population of an entire area.

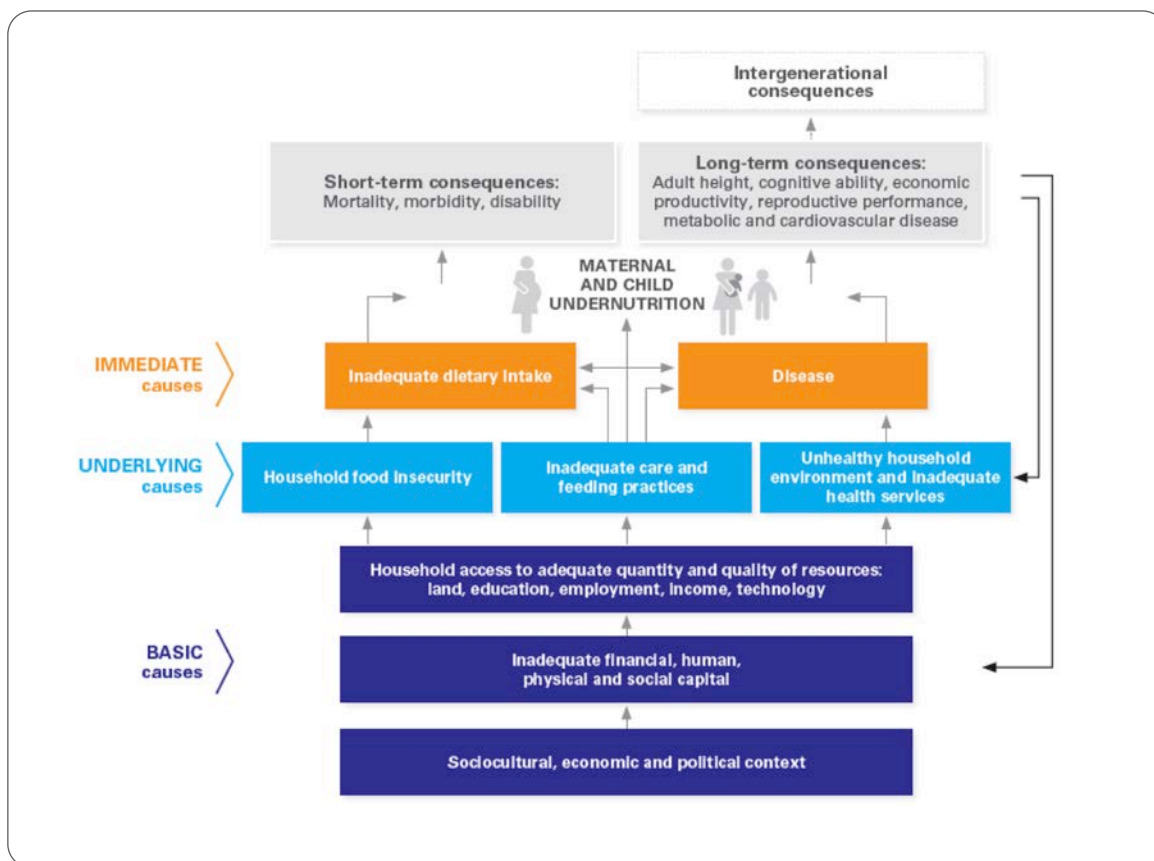


Figure 1-2 - Conceptual Framework of determinants and consequences of maternal and child undernutrition (Source: (UNICEF 2013, p.10; Black et al. 2008))

In the same time, it intends to present the short and long term consequences of maternal and child undernutrition showing that, in addition an higher mortality rate and increased risk of lifelong disabilities and chronic diseases, “undernourished children are more likely to become short adults, to have lower educational achievement, and to give birth to smaller infants”. It also influences negatively their future economic status (Victora et al. 2008).

Therefore undernutrition has a clear potential to “perpetuates itself in a vicious cycle that lasts beyond the life cycle of an individual” (ACF International 2014, p.7). This idea is illustrated in Figure 1-3.

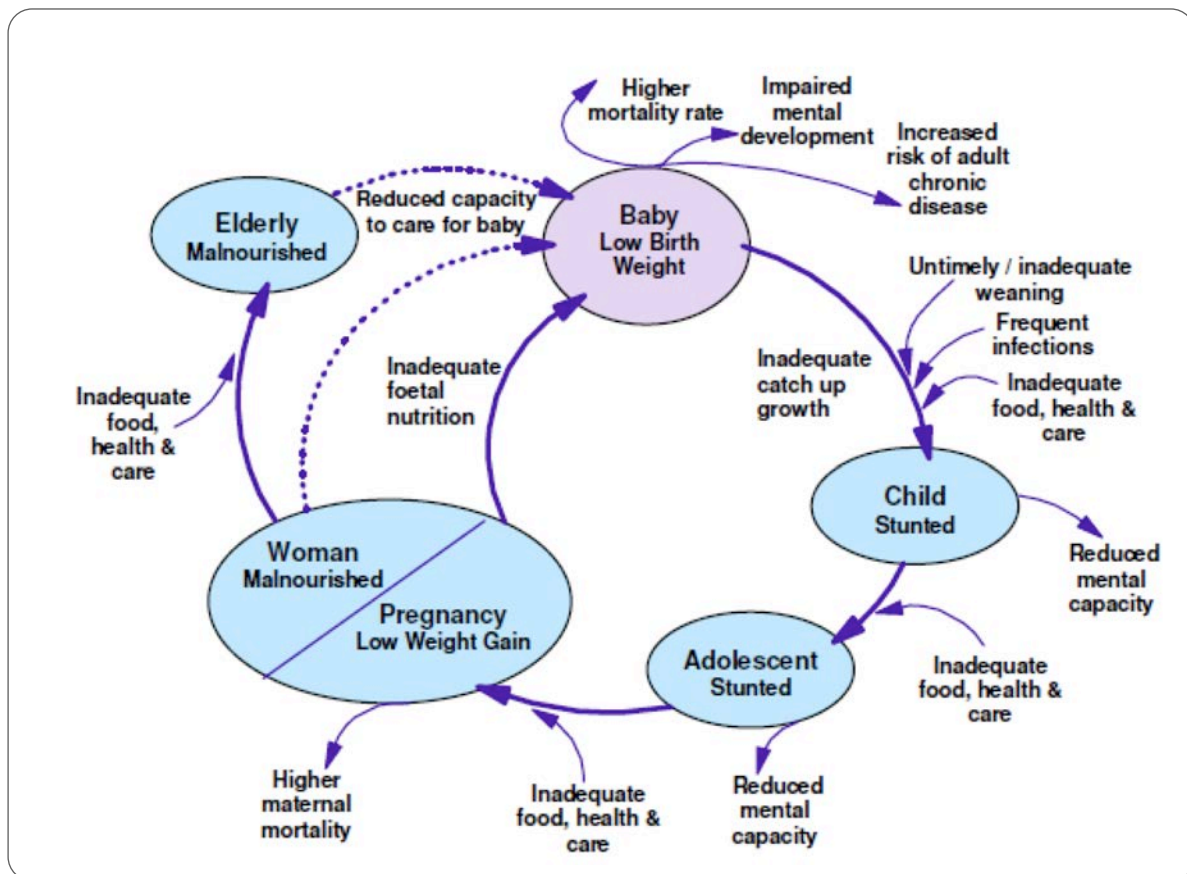


Figure 1-3 - Undernutrition throughout the life cycle (Source: (James 2000))

In *The Lancet* series on maternal and child malnutrition of 2008, Bryce et al. developed the concept of “window of opportunity” or “1000 days” referring to what they identified as the most crucial period to fight undernutrition, running from the beginning of the pregnancy to the 2nd birthday of a child (Bryce et al. 2008).

1.3 The call for a multi-sectorial approach

If the immediate causes of undernutrition are more likely to be fought with curative actions, underlying causes call for preventative actions to ensure a healthy environment, good practices and a food security to the household and particularly to women of pregnancy age, infants and young children.

In the 2013 series published in *The Lancet*, Black and al. presented a “framework for action” showing a “positive” version of the UNICEF framework, linking the different levels of causes (immediate, underlying and basic) to three different groups of actions: Nutrition-specific and nutrition-sensitive programmes and measures to build an enabling environment (see Figure 1-4)

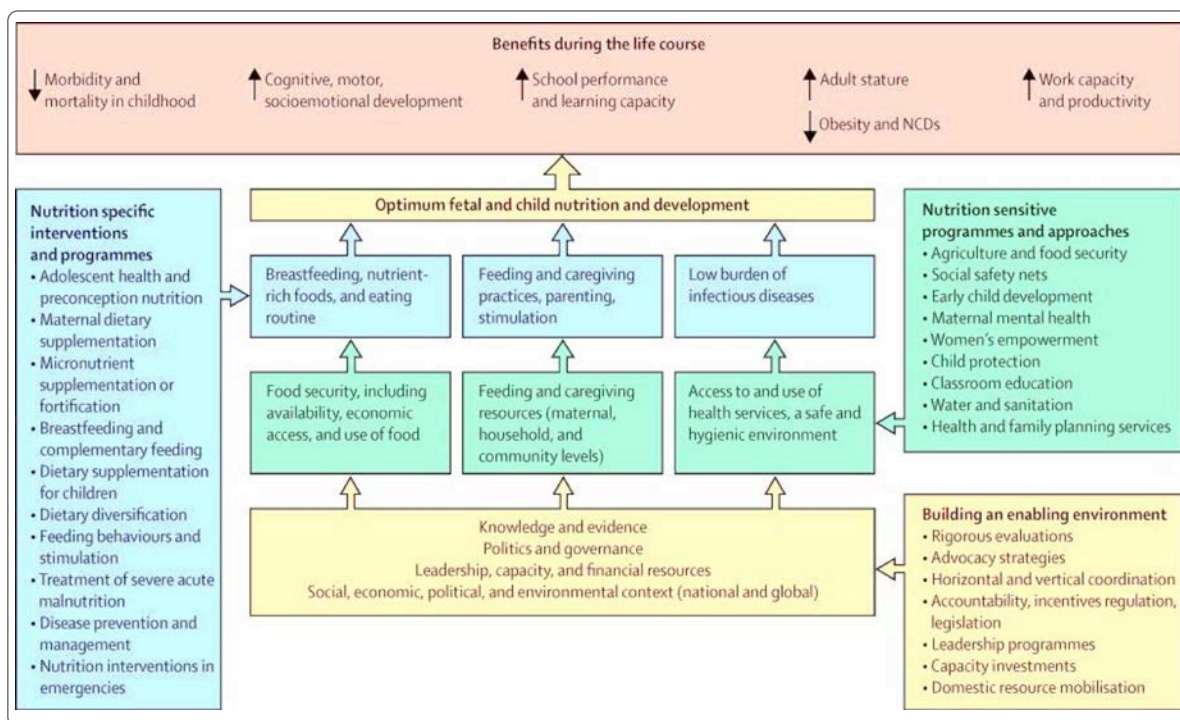


Figure 1-4 - Framework for actions (Source: (Black, Victora, et al. 2013))

Activities centred on “promoting optimal nutrition practices, meeting micronutrient requirements and preventing and treating severe acute malnutrition” (UNICEF 2013, p.17) are said to be **nutrition-specific interventions** as they have a direct impact on undernutrition. They encompass different type of curative and preventative actions such as the medical treatment of wasted children with supplementary therapeutic food or the promotion of breastfeeding or hand washing to reduce the risk of diarrhoeal diseases. They are already a subject of research, and the two series of *The Lancet* on child and mother malnutrition – in 2008 and 2013 – are one of the good recent reviews.

In the other hand, **nutrition-sensitive interventions** “involve other sectors in indirectly addressing the underlying causes of undernutrition” (UNICEF 2013, p.26). To ensure that households enjoy food security, actions on agricultural sector, but also on access to markets or income generation can be implemented. At the same type, access to a healthy environment possibly implies interventions addressing sanitation issues or developing access to water. Actions on education or women’s empowerment also enter in this broad family of interventions.

In a given context, multiples problems may be identified as the origin of an undernutrition situation on the three levels of causes. If only curative measures are taken, the situation is

expected to worsen again as underlying and basic causes have not been taken in consideration. Therefore, to address the problem as a whole it would be likely to require the intervention of different sectors of activity. To be comprehensive and coherent, such intervention necessitates a “multi-sectorial coordination and cooperation of many stakeholders, which has historically been challenging in nutrition” (UNICEF 2013, p.26).

1.4 Scope and aim of the study

This research work has been built on a research topic proposed by Intermon Oxfam (IO), which is the Oxfam affiliate in Spain. The original proposition was about conducting a meta-analysis of the impacts of WASH programs integrated with medical and food security activities in programs aiming to address malnutrition issues in West African countries¹.

After discussion with Simone Carter, head of the WASH technical team in Barcelona and responsible of this research work for IO, it appeared that the idea lying behind this sentence was to analyse the strategy, position and practices of Oxfam on integration of WASH and Emergency Food Security and Livelihood (EFSL) activities in nutrition-specific and nutrition-sensitive interventions in West Africa, to raise potential issues and possibly to propose some recommendations. Based on this identified need, and taking in account that the individual research project has to concern a scientific issue, exchanges happened to ensure that all the requirements were taken in account. This process eventually lead to the definition of the research purpose (goal, aim, objectives and research questions) and of the scope of the study as the topic originally proposed appeared too broad (or not precise enough) for the four months a MSc thesis.

The **research goal** in which this thesis could be integrated could consist in improving the understanding of Humanitarian NGOs practices in order to improve their interventions.

This research is by definition an exploratory work and thus, there is no theory or hypothesis to confirm or invalidate. It is more a bottom up approach trying to go through the all picture to give a feedback on a concept. Therefore the **research aim** stays broad:

“To investigate the use of integrated approach in humanitarian organizations”

The **research objectives** are defined logically according to the different layers – or spheres – that can be defined around this topic. The first one concerns the investigation of sectorial

¹ According to the initial proposition shared with WEDC students by M D Smith

positions, policies and strategies on integration. The second one is about the strategy developed at an organization level and its own consistency. The third objective focuses on people involved as decision makers and implementers. Finally, the fourth and last one looks over the all picture to extract important elements. The research aim, objectives and questions are explicitly presented in the box 1.1.

The idea of integration can concerns a wide variety of interventions, actors and contexts in the aid sector, and is far too broad for a MSc individual four and half months project. It has been an important step to define – and to limit – the scope of the project. It could be define by the 3 main following criteria:

- The Integration or Integrated Programming discussed in this study, concerns mainly the integration of WASH, Food Security & Livelihood and Nutrition activities in nutrition-specific and nutrition-sensitive interventions.
- The evaluations and other regional strategies or policies should concern West African countries to increase the validity of any comparison made by having more similarities in contexts of intervention.
- The study focuses on Oxfam as the main case study, and more particularly on Intermon Oxfam, their Spanish affiliate. Action Contre la Faim has provided many inputs and is considered as a point of comparison.

Box 1.1 - Research aim, objectives and questions

Research aim: To investigate the use of integrated approaches in Humanitarian NGOs

Objective 1 : To investigate the alignment of different sector actors about adopting a multi-sectorial integrated approach.

Question 1.1: What are the recommendations on integrated approach of the main donors financing WASH related interventions?

Question 1.2: To which extent such recommendations have been taken in account in developing organization strategy of action?

Question 1.3: What are the similarities and differences between recommendations developed by the different donors?

Question 1.4: What are the similarities and differences between strategies developed by different organizations?

Objective 2 : To analyse the organization strategy developed internally to promote integration.

Question 2.1: How are specific aspects and needs of an integrated approach taken in account in the project cycle in the following steps:

- Policies and guidelines
- Assessments
- Implementation
- Monitoring & Evaluation
- Capitalisation

Question 2.2: Is there any disjoints in the project cycle and if yes, what are their frequencies?

Objective 3 : To assess the extent to which keys staffs share a common understanding and accept integrated approach as a useful strategy.

Question 3.1: How is the strategy adopted by the organization interpreted by key staffs involved in decision making and programs planning?

Question 3.2: Is the strategy adopted by the organization accepted and integrated in the practices of these staffs and why?

Question 3.3: Is the strategy, policies and guidelines judged as fitting for the stated purpose?

Objective 4 : To identify successful practices, challenges and barriers when adopting an integrated approach

Question 4.1: Is there any trend in terms of:

- Type of intervention where an integrated approach is (not) working?
- Successful practices?
- Challenges and barriers when developing a program?

2 Methodology

As stated in the part presenting the objectives, the aim of this work is to explore the issue of integration through different points of view. Four main axes have been identified: Research & Evidences, Strategies & Policies, People, and Practices.

This decision has two main explanations. Firstly, it will provide a more comprehensive picture of the issue, in exploring the different components of it. Secondly, it will increase the validity of data with a triangulation of the sources of information in cross-checking results with different methods. It can also have the reverse effect of highlighting existing disjoints, which can constitute a finding in itself in the perspective of a feedback given to Oxfam.

The choice of methodologies to adopt has been guided by a review done by Nutrition Works on ACF experience and practices in “integrated approaches to treat and prevent malnutrition” (Dolan et al. 2009). Although their study was done with more in-depth analysis, the rationale for their choices could be re-adapted for this work as the aims were similar. In the other hand, the short time allocated to this research project, the lack of experience of the author in research work and the few resources available restricted the possibilities and directed choices.

2.1 Literature review

As a first step to enter the topic, the literature review justifies why the study is conducted and also provide numerous background information. In the case of integration of WASH, Emergency Food Security & Livelihood (EFSL) and Nutrition, it also provides information on the reasons of using such an approach from both a scientific and an aid sector point of views.

2.1.1 Research and evidences

Even if the aim of this work is not to make a review of the scientific work on the topic of multi-sectorial integrated interventions against malnutrition, it appeared necessary to explore evidence based argument to use such approaches. Two questions are asked by this part of the literature review:

- Is there any evidence for or against the use of multiple integrated interventions to fight malnutrition?

- Does any study exist about the implementation of multi-sectorial integrated program in aid agencies interventions?

Through discussion leading to choose this subject, it was clear since the beginning that the question of the synergy of combined WASH, EFSL and Nutrition interventions was a recent topic for academics. As reported by J. Darcy & P. Clarke in a report done for ALNAP on “evidence and knowledge in humanitarian action” (Darcy & Clarke 2013), it is hard to produce good quality evidences on humanitarian action because of the combination of difficult access to some areas, external factors affecting fragile and volatile contexts, potential bias introduced by implementing agencies, the lack of statistical quality and ethical issues (as the use of control groups that are not receiving benefits from the intervention).

2.1.2 Strategies and policies

There was little chance to find any analysis or other reflexive study on policies and strategies developed by aid sector agencies as it is mainly internally developed documents, which can be considered as grey literature – even if international donors’ strategies are generally published for communication purpose. Anyway, this review followed the same processes as another literature review: screening, evaluation and classification of useful data.

This part of the work is supposed to answer to the first objective of the study in investigating the sector trends in terms of promotion of integrated programs, on both donors and implementing agencies sides and in identifying potential similarities or differences between the different actors. Therefore, the validity of data from these documents was less important than the fact they were reflecting the official actual position of the agency publishing it.

2.1.3 Literature search strategy

The search strategy has been designed to take in account all the above mentioned matters. As the topic was known to be quite new for both academic world and aid sector, the date of publication (or creation) was important.

For scientific publication, it was clear that the most recent publication would be the best choice as they offered the most recent results, they give an insight about on-going research, and through their bibliography they offer the possibility to find older research still-considered as important (Snow ball effect).

For aid agencies documents, the date of the publication – or production in the case of internal documents – was carefully considered as only on-going policies and strategies were to be considered in the study. The snow ball effect was used a lot to find this second type of sources, even more than for works on scientific evidences. Indeed, these documents are often not published (internal strategy or policies for example), or not referenced (as they are not published as books or articles but as reports or communication tools). Links between sources and personal exchanges with key informants were the best method of search for these documents.

The sources and type of material found are presented in Table 2-1.

Table 2-1 - Literature sources

Type of Sources	Sources	Type of material found
International organisations websites	Donors: UNICEF, Water and Sanitation Program, World Health Organisation, USAID, ECHO, Scaling Up Nutrition Other organisations:	Strategy and policy documents
NGOs websites	Action Contre la Faim, Oxfam, Medecins Sans Frontière, Save the Children	Strategy and policy documents, studies, reports
Other organisations	Nutrition Works, IFPRI, People in Aid, Alnap, ELRHA	Studies, reports
University / Academic journals websites	The Lancet, The Cochrane Library	Scientific articles and studies
Personal contacts	Staffs of the following: WEDC, Oxfam, ACF, UNICEF, USAID, MSF	Articles, studies, reports, policies, guidelines, tools and all the evaluation reports

The key words that have been used to search for documents are presented in the box 2.1. They keep a focus on the main topics of this research, the integration or the combination of sectors and their increased impact, and the sectors involved: WASH, Food Security and Livelihood and nutrition. The use of organizations types such as “NGO” or “Donors” as keywords was sometimes needed to find publications considering not only scientific evidences of impact, but also real strategies and practices supported and implemented by these non-academic actors.

Keywords have often been combined and roots of words used depending on research tool used to increase chances to find results. Documents were searched in both English and French and it occurred that the author needed to study some documents in Spanish.

Box 2.1 – Main key words used in literature review

Integration – Integrated (+ programming – approaches)

Multi + (sectorial or components) – combined – synergy – synergetic effect

Nutrition – WASH – water – sanitation – hygiene – food security – livelihood

Humanitarian – Non-governmental organisation – NGO

International organisation (or donor)

UNICEF Framework – malnutrition + (underlying or basic) causes

2.2 Interviews and Questionnaires

Any strategy needs to be understood and supported by staffs in order to be implemented; it is therefore a key point to evaluate the perception and acceptance of the integrated approach by organisations staffs to have a comprehensive picture of the issue.

The choice of a semi-structured interview was led by the necessity to capture perceptions and point of views, requesting a more open discussion, against the need to regroup and compare data collected, which requires a structure for the interview to ensure that all the topics are covered.

The idea behind using this data collection method to evaluate key staffs on their interpretation, their acceptance, their practices and their opinion on the strategy developed

by the organization (Objective 3), it may also provide information about good practices, challenges and barriers (Objective 4 – see Chapter 2.2). This part of the work was essential to evaluate a strategy based mainly on human resources to be successful in its implementation. It provides first hand, “soft” qualitative data.

The questionnaire has been designed in collaboration with the supervisor of this work in WEDC and the supervisor for Oxfam (Simone Carter) and validated by both parts before its dissemination. It can be found in Annex II.

Within the frame of this MSc research work and knowing that interviews could be really time consuming, respondents have been chosen carefully. It was decided to interview all the technical staffs from the technical department (ADTM) in Intermon Oxfam Headquarters in Barcelona (HQ) as they were perceived as key actors in mainstreaming integration strategies into Oxfam practices. To allow vertical comparisons between HQ, regional and national levels, technical advisors from the Dakar regional office and technical advisors from national offices in Burkina-Faso, Tchad and Mauritania were asked to participate. Questionnaire filling was preferred to interviewing them via Skype as they all had a busy and often unpredictable schedule. To allow horizontal comparisons and enrich the different views, WASH, EFSL and Monitoring and Evaluation (PMEAL) technical advisors have been asked to participate and, in Barcelona, both women rights and protection advisors have also been interviewed as both sectors have already faced a mainstreaming process within Oxfam interventions. As Action Contre la Faim Spain (Action Against Hunger or ACF) demonstrated some interest in the study, the questionnaire was also submitted to 6 additional staffs from ACF from different sectors and both in the field and in Paris headquarters.

2.3 Evaluations

The policies and strategic documents review and the questionnaires – to headquarters staff and coordinators – were not sufficient to have an idea about what is happening in reality in the field. Therefore, looking at some field interventions was interesting to collect data about processes implemented and tools used in reality in the field. This part of the study should give information about how strategies developed are put in practice (Objective 2) and help to identify good practices, challenges and barriers (Objective 4 – see Chapter 2.2)

Within the timeframe allocated to the research project and considering the lack of funds, visits in the field were not possible, thus it was decided to use evaluation reports to extract

data from field experience. They provide second hand data that could be both qualitative and quantitative.

Intermon Oxfam proposed to use evaluations from different affiliates (i.e. different Oxfam operational centres in different countries) to increase the diversity. In addition, it has been proposed to ACF to provide several evaluations. The aim was to identify similarities and differences between projects and organizations.

2.3.1 Screening process

The organizations contacted by the author (Oxfam affiliates and ACF Spain) were aware of the aim of the study and thus, the reports they submitted were supposed to have a link with integration, to evaluate a program involving WASH and Emergency Food Security & Livelihood (EFSL) – and potentially also nutrition – activities. In addition, there was a restriction to West African countries and recent programs (following crises in from the past five years) to ease comparisons.

Nevertheless all the evaluations reports submitted by the different organizations or directly found by the author had gone through a first screening process to select which ones contained information of interest for this work.

Through their table of content and both summary and conclusion chapters (if they existed), reports had been evaluated with the following criteria:

- When has the evaluation been conducted?
- Does the evaluation concern a West African country?
- Are the evaluators external or internal to the organization?
- Does the evaluation concern a multi-sectorial program involving at least two components of WASH, EFSL and Nutrition?
- Does the evaluation discuss integration of Emergency and Development activities?
- Does the evaluation discuss the mainstreaming of cross cutting issues such as gender or protection?
- Does the evaluation analyse explicitly the integration process?

Making some of these questions excluding criteria was not decided before starting the process as reports were supposed to have been submitted for their relevance to the topic by organizations. Yet screening helped to eliminate some evaluations not giving elements of analysis on multi-sectoral or integrated approach as time was lacking to seek information on completed programmes out of evaluations.

2.3.2 Data collected

Data planned to be found in evaluation were information on coordination, processes and tools linked to integration, including coordination with other actors, challenges met by the teams when working multi-sectorally and elements of analysis of the efficiency and effectiveness of working multi-sectorally.

A look was also given to the mainstreaming of sectors such as gender or protection if elements were given on the processes of mainstreaming.

Data found were roughly classified by groups according to the following list:

- Logical framework: objectives and results
- Indicators
- Joint activities
- Targeting strategy
- Assessment, monitoring and evaluation
- Coordination and teams
- Processes

2.4 Conclusion

The use of multiple sources helps to complete and triangulate information. In the case of this study, the use of three different methods of data collection was completing the global picture by approaching the issue by multiple entries, adding dimensions rather than validating information found. The Figure 2-1 shows what the different methods expected to look at.

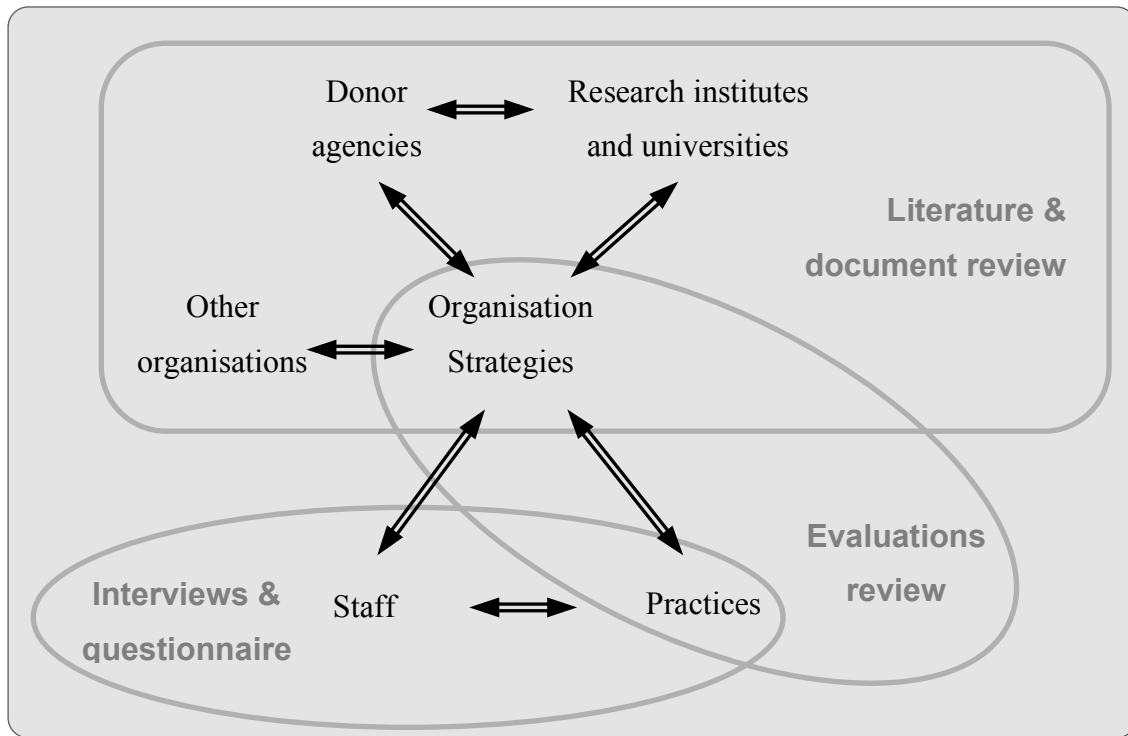


Figure 2-1 – Areas or families of data explored by each method

3 Literature review

The present literature review intends to explore different aspects of the integrated approach. The short review done in the introduction aimed to present the problem of malnutrition, its extent, its complex causes and the different types of interventions that could be developed to address it. It has been presented before presenting the study to offer to the reader the possibility to understand the context of the study. Meanwhile, this chapter is focused on the development of an integrated approach and integrated programming within implementing organisations and particularly humanitarian NGOs. It explores the rationale of developing an integrated approach, the ways it is promoted among international organisations, like international donors and NGOs and finally look at previous works and studies done on its incorporation to NGOs practices.

3.1 A rationale for linking WASH, EFSL and Nutrition

The interrelation of water, sanitation and hygiene issues has been well established, understood and taken in consideration in the implementation of interventions, the structure of organisation or even in the curriculum and job description. The fact the WASH acronym is widely and naturally used to describe a family of intervention gathering water distribution, excreta disposal or hygiene promotion is a proof of the long link between different specialities. Scientific evidence has been produced through the years, promotion has been (and is still) made to convince everyone of the necessity to integrate different WASH interventions to serve common objectives such as decreasing the prevalence of diarrhoeal diseases.

Yet, if the development of a WASH sector and way of thinking can be considered as integration, it was the merging of interventions of close fields of expertise that could be described as part of a “public health engineering” family. The still existing frictions between “hard” (engineering) and “soft” (hygiene promotion, community participation) activities show that it requires a constant effort to keep the links strong.

This short introduction on WASH sector cohesion could probably be done also for Food Security & Livelihood sector – linking specialities as diverse as agriculture, market development and income generation; or Nutrition sector – linking medical curative intervention along with numerous preventative activities. Therefore, linking WASH, Emergency Food Security & Livelihood (EFSL, term used by Intermon Oxfam) and

Nutrition interventions can be seen as an upper level of integration, with the inherent complexity and challenges raised by merging specific visions and objectives of rather different sectors. The following paragraphs, that follow what was said in the introduction, intend to explore the rationale behind the actual momentum around integrated approach.

3.1.1 The UNICEF Framework as a starting point

As seen in the introduction, the UNICEF Framework of the determinants of malnutrition first published in the 1990's has been used to explore the causes of undernutrition and to determine and evaluate interventions to fight malnutrition (UNICEF 2013; Black et al. 2008; Black, Alderman, et al. 2013).

If this framework was considered as a useful analytic tool in itself to assess the causes of malnutrition in a given context, it does not provide information about the contribution of the different identified causes and thus does not give indication on the best interventions to develop to impact the prevalence of undernutrition. Smith and Haddad evaluated the influence of different intervention on underlying determinants for different regions on the child malnutrition rates over 25 years (1970 to 1995). The four determinant groups they used to classify the sector of intervention referred to the underlying causes exposed in the UNICEF framework: Health environment, Women's education, Women's status and National Food Security (Smith & Haddad 2000). They condensed their results in percentages of contribution per region and globally over the 25 years of data. The global chart along with three regional charts is presented in Figure 3-1. If the global picture reveals that variation in women's education appears to have been a more important factor than the three others, it hides the regional specificities that can be observed on the three other ones. These results seem to give indications on the type of intervention needed to efficiently address the child malnutrition issue according to the region of intervention. Thus, if in South Asia contributions of the underlying determinants seemed evenly distributed, the potential of women's education was from far the most important factor in East Asia (47.6%) and in Sub-Saharan Africa (61.5%). Similarly if food security represented almost a third of the "contributions" for East Asia, it represented almost nothing (0.9%) for the Sub-Saharan region as well as the influence of women's status (0%) while the contribution of a healthy environment represented more than a third. The report also found that democracy and per-capita national income were also influencing factors at a "basic causes" level.

Smith and Haddad study had revealed that beyond the UNICEF framework, there was a very wide set of contexts with regional and national specificities that can influence which lever(s) of action could be the most effective to fight child malnutrition. The two keys messages given in the conclusion of this report were that “actions in sectors that have not been the traditional focus of nutrition intervention” could have a significant impact on reducing malnutrition, and that it was important to “address both underlying and basic causes” to ensure that intervention on underlying causes would have a large impact (Smith & Haddad 2000, p.96). This brings the idea that any intervention should be tailored with a carefully run context-sensitive assessment and that there is no ready-to-use strategy to implement in every context that could be effective in every context.

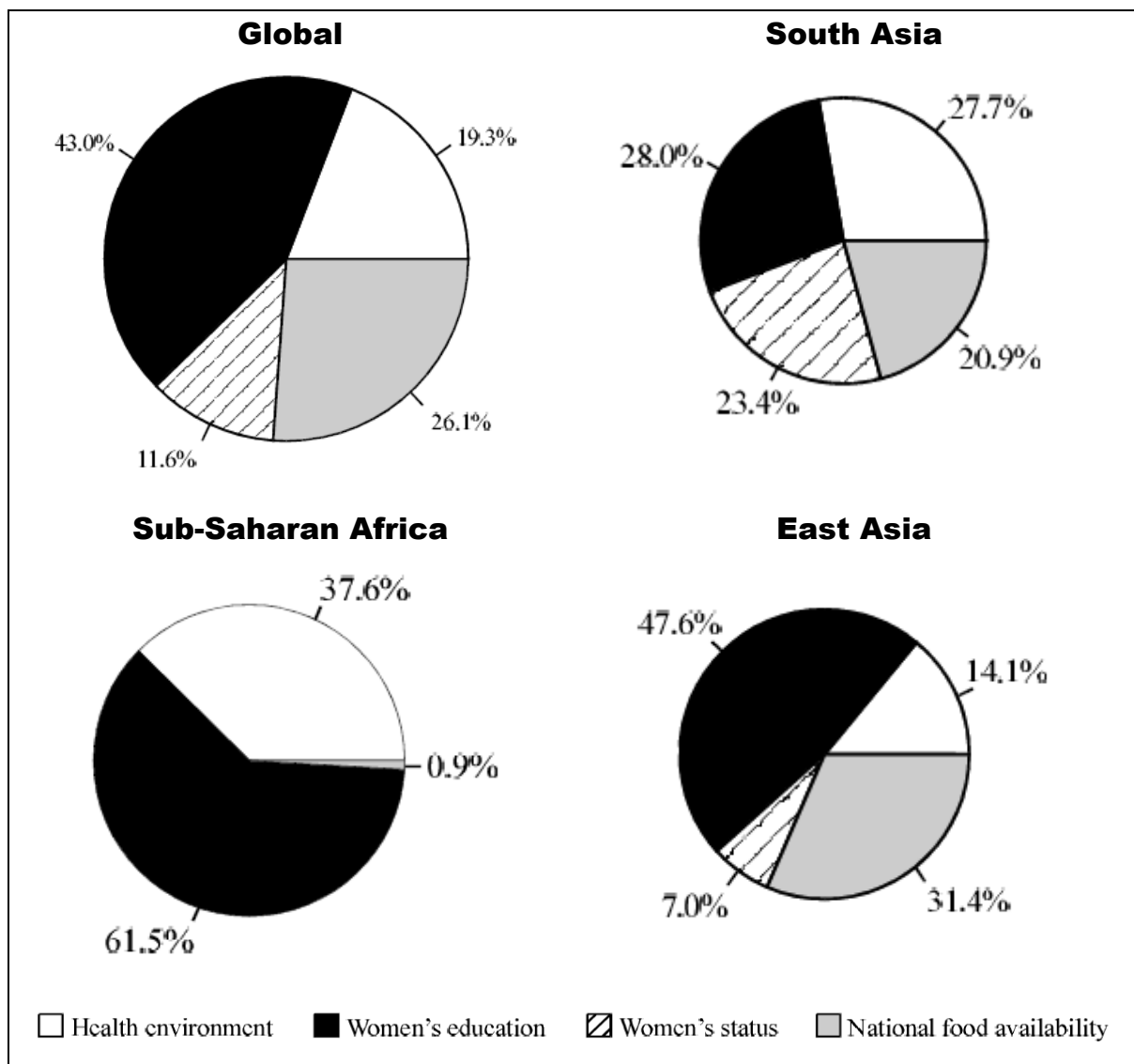


Figure 3-1 - Changes in child malnutrition in developing countries: estimated contribution of basic-determinant variables, five years period, 1970-1995 (Source: (Smith & Haddad 2000))

3.1.2 A global momentum towards integration

In the conclusion of the study done by Smith and Haddad, they highlighted the need to address jointly the underlying and basic causes and not only the most influential determinant to build an effective action (Smith & Haddad 2000, p.96). The implementation of nutrition-sensitive programs (see paragraph 1.3 for a definition) addressing “key underlying determinants” is seen to have the potential to “enhance the coverage and effectiveness of nutrition-specific interventions” (Ruel & Alderman 2013).

These scientific studies, and mainly the two recent series of *The Lancet*, have been widely used to develop the promotion of a multi-sectorial approach in the fight against maternal and child malnutrition.

In its most recent document on “Improving Child Nutrition”, the UNICEF included in the keys messages the use of a “multi-sectoral, integrated service delivery” (UNICEF 2013, p.6).

The same idea was developed by the World Bank in its 2013 policy named “Improving Nutrition through Multisectoral Approaches”. They defend the idea that “multisectoral actions can strengthen nutritional outcomes” in three ways: 1) “accelerating action on determinants of undernutrition”; 2) “integrating nutrition considerations” in other, larger sectors programs; and 3) “increasing “policy coherence” ” (The World Bank 2013, p.31).

Finally, the Scaling Up Nutrition (SUN) movement is probably the best example of what is happening actually in gathering actors’ efforts in fighting malnutrition. On its website they presented themselves as people “from governments, civil society, the United Nations, donors, businesses and researchers” united around “the principle that all people have a right to food and good nutrition” (scalingupnutrition.org/about, accessed 02/08/2014). It regroups more than 100 important stakeholders from universities to UN agencies or some of the biggest NGOs. If they put a stress on coherence at the national level, they state that every actor “has a unique contribution to make”.

They have developed a framework for action that provides “key considerations, principles and priorities for action to address undernutrition” (Scaling Up Nutrition Movement 2011). It is probably the most comprehensive document up to date to be used by decision makers and policymakers. The four main elements exposed are: 1) things have to happen at the country level; 2) scale up “evidence-based cost-effective interventions” focused on the

1000 days window of opportunity; 3) “take a multi-sectoral approach that includes integrating nutrition in related sectors and using indicators of undernutrition”; and 4) provide assistance for developing countries’ capacity and programmes (Ibid 2011, p.1).

In the paragraph covering the third point, authors expose three ways in which multi-sectorial intervention can help reduce undernutrition (Ibid 2011, p.5):

- “Accelerating action on determinants of undernutrition” by taking in account “constraints and opportunities [presented] by underlying determinants”.
- “Integrating nutrition [...] in programmes in other sectors” with the given example of including nutrition related indicators to evaluate progress of a program.
- “Increasing policy coherence”

The alignment of the World Bank recommendations with the SUN movement and the extent of the SUN movement’s partners show that addressing the problem of undernutrition through a consideration of its underlying and basic causes has gained a global status.

3.1.3 The lack of scientific evidence and the difficulty to gather it

Building action on evidences is crucial to develop and scale-up interventions that will have a better impact and to convince other potential actors. Evidences of the impact of nutrition specific actions are numerous: examples of good quality study can be found in *The Lancet* series on malnutrition, as the work reviewing numerous nutrition-specific interventions to assess their impact on undernutrition (Bhutta et al. 2013). The Cochrane Library gathered also an abundant literature on medical nutrition-specific interventions (www.thecochranelibrary.com, accessed 04/07/2014).

In the other hand there is far less evidences on the impact of nutrition-sensitive interventions as it is way more complex to evaluate their impact on undernutrition as they target an underlying cause of malnutrition and not an immediate one (UNICEF 2013, p.26). In *The Lancet* series of 2013, Ruel and Alderman reviewed nutrition-sensitive programs to assess their impact on child and maternal malnutrition in four sectors: agriculture, social safety nets, early child development, and schooling. If they conclude that “nutrition-sensitive programmes can help scale up nutrition-specific interventions and create a stimulating environment in which young children can grow and develop to their full potential.”, they also admit that assessments of programmes they have used for their review had “crucial weaknesses such as an absence of valid comparison and control

groups, a possibly too-short duration of intervention, small sample sizes, the inclusion of the wrong age group in effectiveness assessments, and the failure to control potential confounding factors in the analysis” (Ruel & Alderman 2013). Additionally, they state that most of the reviewed programmes had weaknesses in their design, their nutrition goals and that evaluations of programmes should be based on “rigorous [...] theory-based impact and impact pathway assessments” (and not on outcomes assessments). Evaluation should also be completed by “cost and cost-effectiveness” assessments (ibid 2013). Despite all of these problems they eventually produced some general recommendations to “enhance programme nutrition-sensitivity”: “improve targeting; use conditions to stimulate participation; strengthen nutrition goals and actions; and optimise women's nutrition, time, physical and mental health, and empowerment”.

The author tried to investigate the existing literature linking WASH issues and interventions and their impact on malnutrition. In 2012, UNICEF India commissioned a literature review on the link between WASH and nutrition. This work revealed a lack of “high quality evidence of the effect of WASH on growth” (personal communication with Francis Odhiambo, UNICEF India, 14/05/2014). A review done conjointly by WaterAid and Share also stated there was “very few rigorous trials to determine the magnitude of the effect of WASH on undernutrition” (Velleman & Pugh 2013). Nonetheless, both sources said there was a growing number of interesting studies, mainly published in the *Cochrane Library* or in *The Lancet*, as the recent work of Spears investigating the influence of sanitation on child growth (Spears 2013) or the work of Humphrey in the same area (Humphrey 2009).

Another important shadow area about evidence for nutrition-sensitive interventions exists on the implementation of integrated multi-sectoral interventions. Ruel and Alderman raised the question of the degree of multi-sectoral integration of an integrated program versus a group of programmes implemented in the same area “[reaching] and [saturating] the same communities, households and individuals” arguing about the complexity of multi-sectoral integration (Ruel & Alderman 2013). They call for testing the “feasibility and desirability” of multi-sectoral integrated programmes versus “co-location” in their list of research priorities for the future.

To demonstrate the existence of a supposed synergy in a multi-sectoral programme, an important sample size and numerous control groups should be used. Some large scale

studies try to adopt rigorous methods such as randomised controlled trials to evaluate synergies and impacts – for example, the “WASH Benefits” study, assessing the impact and potential synergy of WASH and nutrition interventions, is based on 6 groups + 2 control groups to be studied in each location and uses a sample of 14000 kids in two countries over 2 years (Arnold et al. 2013). The use of randomised controlled trials is also recommended by Ruel & Alderman as a rigorous method to produce evidence for large scale nutrition-sensitive programmes (Ruel & Alderman 2013). But such studies are really costly, difficult to implement and bring ethical issues when considering the use of control groups who are not receiving the benefits of the action. In addition, the complexity and specificities of each environment make the results dependant to the context and hard to generalise (Darcy & Clarke 2013, pp.21–22).

When looking at the production of evidence in humanitarian settings, things are even more complicated. Environments of intervention are often “data-poor, politicised and complex”, “physical access is limited, populations are mobile” and various stakeholders “wish to legitimate their action”. Adding the often lack of scientific capacity within non-governmental organisations, it appears difficult to obtain rigorous evaluations and studies that are not biased or too subjective (Darcy & Clarke 2013).

3.2 Strategies and Policies about adopting an integrated approach

If there is a momentum about generating evidences of the effectiveness of nutrition-sensitive programmes and multi-sectoral interventions, a similar momentum already exist within donor agencies and implementing organisation to promote the use of an integrated approach to tackle malnutrition. The following paragraphs review the policies, strategies, guidelines and tools produced by the main donors and two NGOs - Oxfam and Action Contre la Faim – that show for some years an interest in addressing malnutrition through integrated programmes. A focus is intentionally kept on Sahel, Sub-Saharan Africa or West Africa.

3.2.1 Donors

Except few organizations able to fund their interventions with their own private funds, non-governmental organizations are usually dependant of donors’ funds to implement their activities. Therefore, policies and strategies published by donor agencies are to be taken in consideration when studying the use of an integrated approach in NGOs as they are likely

to influence the strategies and policies and eventually the programmes of the NGOs they fund.

In its 2013 policy paper titled “Improving Nutrition through multi-sectoral approaches”, the World Bank defends the idea that “multi-sectoral actions can strengthen nutritional outcomes” (The World Bank 2013, p.31). They report the same “ways” as the SUN movements (see 3.1.2): “accelerating action on determinants of undernutrition”; “integrating nutritional considerations in programs in other sectors”; and “increasing ‘policy coherence’” at a governmental level of consideration. This last point reminds that the World Bank is usually working with governments at a national policies level and generally not with NGOs. Though, it is important to mention that the World Bank considers that national multi-sectoral programmes are very complex and that they reduce the “clarity and specificity of the role and responsibility of each sector”, for reasons such as institutional sectoral budget allocations or issues of sectoral accountability. They have developed a formula summarizing their doubts about multi-sectoral implementation of programmes: “Think multisectorally, act sectorally” (The World Bank 2013, p.32). Nonetheless, this document proposed an interesting list of five steps to enhance the nutrition-sensitivity of programmes that can also be considered when designing a programme in the frame of intervention of an NGO (The World Bank 2013, p.34):

- a. “Explicitly incorporate nutritional considerations into initial design of projects/policies;
- b. Integrate nutritional considerations as elements of investments, not necessarily as the primary objective;
- c. Modify the design/consider alternatives to minimize unintended negative consequences and maximize positive impacts;
- d. Support nutritional objectives with technical capacity within countries;
- e. Monitor and evaluate nutrition impacts with appropriate indicators.”

In its “Sahel Regional Strategy” for 2013, the United Nations recognized that the “combination during all phases of a response” of Health, Education, WASH, Food assistance and Agriculture sectors has been a “key factor” in interventions aiming to address nutrition issues in the Sahel (United nations 2013, p.34). Further, in the part about the strategy for the WASH sector, they stated that the “WASH in Nut” strategy developed in 2012 “[remained] the core of the strategy” and that the idea of a “minimal WASH package” should be sustained and promoted (United nations 2013, p.38).

The “WASH in Nut” strategy has been – and is still – playing an important role in promoting the integration of nutrition-sensitivity into WASH activities. It has been developed by the West Africa Regional working group after the 2011 drought in Sahel and the resulting nutritional crisis resulting in 2012 (high severe acute malnutrition – or wasting – rates). Its aim was to offer ways for the WASH sector to support and enhance the nutrition sector. It is a synthetic three pages document listing key elements easy to understand for field workers, completed by diagrams showing the link between WASH, diarrheal diseases and malnutrition and a table presenting “WASH minimum packages”, corresponding activities and standard indicators. “Wash minimum package” aim to be integrated in nutrition-specific interventions in nutrition treatment centres or in households of malnourished mothers or children in order to reduce the prevalence of diarrheal diseases. In addition to this idea, it also enhances the importance to incorporate health and nutrition goals and to target in priority nutrition centres and malnourished households; and it provides a list of indicators and proxy-indicators to assess the “WASH in Nut” strategy (Regional WASH working group 2012).

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) which is in charge of the coordination of stakeholders in the field (via the clusters system) produces strategy papers that are generally taken in consideration by organisation to develop their programmes. Its 2014 - 2016 Strategic Response Plan for the Sahel Region offers a comprehensive analysis to the key challenges for each sector and proposes a road map for the coming two years for coordinating humanitarian assistance in the region (UNOCHA 2014). The introduction of the strategy exposes that it has been “designed to promote an integrated multi-sectoral response to needs” (ibid 2014, p.16). In the chapter on food security, “inter-agency cooperation and coordination” is stressed as an important factor to “create cross-sectoral synergies among agriculture, food assistance, nutrition and water-related activities” (ibid 2014, p.31). In the chapter on WASH sector, authors stressed that “the effectiveness of the WASH response is closely interlinked to other sectoral responses” and the importance of the “WASH in Nut” strategy is once again highlighted. In addition, water resources management is said to be “one of the main cross-cutting factors” impacting many other sectors in the region and thus inter-sectoral WASH interventions are intended to be an important way to integrate emergency and development activities (ibid 2014, p.41).

The European Union through the European Commission's Humanitarian Aid and Civil Protection department (DG ECHO or ECHO) and EuropeAid (for cooperation and development projects) is an important donor for humanitarian interventions.

In its 2011 policy on ways to address undernutrition in external assistance, EuropeAid support the idea of increasing the nutrition-sensitivity of other sectors programmes and give indications to achieve it (European Commission 2011). The WASH sector benefit for nutrition is described as being a reduction of the prevalence of enteropathic diseases (mainly diarrhoea) (ibid 2011, p.28). In the paragraph dedicated to humanitarian response (EuropeAid is focused on development and cooperation), they express the need to build “coherent approaches” linking relief, rehabilitation and development (also known as the acronym LRRD). The actual humanitarian response’s funding system is said not to suit to an integrated response because of time constraints and choices in sector priorities. To ensure a coherent action “built on the principle of sustainable development”, the authors stressed the necessity of having “experienced and well-coordinated human resources and sustained funding”. They also report that implementation of an integrated and coordinated approach has been laborious because of humanitarian/development division, a lack of political willingness and too much bureaucracy (ibid 2011, pp.48–49).

In a 2012 strategy document on the WASH sector, ECHO supports the idea that “WASH operations should be integrated as a coherent part of a broader, transversal and cross-sectoral response to humanitarian needs”, adding that the “WASH in Nut” strategy’s “minimum package” is a way to achieve it. Authors stress that interventions funded by the European Union should be coordinated with other ones in the same area to avoid “overlapping” and promote “complementarities and synergies” (European Commission 2012, p.8). In its 2013 Humanitarian Intervention Plan for Sahel, giving mainly directions to address malnutrition in the Sahel region, ECHO renews its support and promotes the “WASH in Nut” strategy (European Commission 2013, p.9). They also call – and offer to fund – pilot projects aiming to demonstrate the link between WASH and malnutrition and those aiming to demonstrate the impact on malnutrition of multi-sectoral interventions that have a potential for scaling-up (ibid 2013, p.15).

The United States Agency for International Development (USAID) has released in 2014 their “Multi-sectoral nutrition strategy” for the coming 10 years. This strategy paper is built upon the most recent evidences and the first lessons learnt. Most of the findings and

recommendations made in the 2013 series of *The Lancet* on maternal and child malnutrition are exposed and used to propose the next directions for action. They declare thus they will focus their intervention on the 1000-days window of opportunity and promote “high impact actions” such as “good maternal nutrition, optimal breastfeeding, dietary diversity, and appropriate hygiene action”. They also call for adopting a “gender lens” in programming and promote women and girls empowerment as one of the most efficient lever on malnutrition (USAID 2014, p.5) (Black, Alderman, et al. 2013). A set of four axes of work – or “intermediate results” – for the next years is presented; the third one being: “Increased multi-sectoral programming and coordination for improved nutrition outcomes”. The three components of the result are of interest for us: pushing for more joint planning between humanitarian and development sectors with a strong linkage to the concept of resilience for a sustainable impact; developing the involvement of the private sector to improve nutrition; and developing multi-sectoral programming and planning. Unfortunately, this last point concerns only US agencies and the governmental departments in countries of intervention (USAID 2014, pp.26–27)

3.2.2 Organizations

a) Action contre la Faim

As an organisation having WASH, Food security and livelihood and Nutrition as core expertise and the fight against hunger and malnutrition in their mandate, Action Contre la Faim (ACF) is strongly involve in the current momentum and has developed an important knowledge in articulating their sectoral interventions. They are members of the SUN movement as one of the leading NGOs for research and capitalization of good practices.

ACF International Network published in July 2014 its newest Nutrition Security policy. This short document aims to build upon the UNICEF conceptual framework – used for many years within ACF interventions – to offer “a comprehensive framework for mobilization and action of ACF and its partners”. To do so, it goes along three steps: 1) definition of the problem of malnutrition and the keys concepts; 2) description of the organization’s vision and positions; and 3) exposition of the “overall principles, ambitions and commitments at institutional, strategic and programmatic levels”. This “overarching document” providing a “multi-sectoral understanding” will eventually lead ACF “to respond to [the global issue of malnutrition] in a coherent evidence based and holistic way” (ACF International 2014, p.6). The main author of this document added that the underlying

aim of developing a policy paper was also to anchor all the ideas exposed in it in ACF visions. It constitutes a position that the organization – and all its staffs – has to stick to and presents guidelines that have to be followed, even if further discussions and revisions are always possible. By offering an official position, it may also help to surpass the inter-sectoral divisions (personal communication with Julien Morel, Action Contre la Faim, 28/07/2014).

ACF fosters the revision and strengthening of its strategies to reflect more the multidimensional nature of undernutrition and encourages dropping the sectorial silo-approach for more effectiveness and eventually a greater impact. The introduction advocates for the necessity to realize that fighting undernutrition requires “a comprehensive analysis and response including several sector of intervention”. It also emphasizes the imperative to address both basic and underlying causes jointly with the treatment of acute malnutrition (ACF International 2014, p.9).

Before developing the position of ACF, the authors took the time to define important concepts to ease the understanding for all types of publics whatever their “background” sector is like nutrition-specific / nutrition-sensitive interventions or the 1000-days window of opportunity, multi-sectoral approach and integrated programming (ibid 2014, pp.10–12). With strong linkages with the findings of *The Lancet* series – the main recommendations on nutrition-sensitive and integrated programming being listed in boxes (see Table 3-1) – an evidence-based picture is drawn to build the policy upon it. The strong dependence of nutrition-sensitive interventions to contextual factors is particularly emphasized and the reader is invited to consider a potential important variability of effectiveness according to the context. But the most interesting idea developed in this section is the distinction of four levels of multi-sectoral response strategies from avoiding negative cross-effects between programmes (“Do no harm” principle) to looking for synergies (see Figure 3-2) (ibid 2014, pp.10–12). Offering flexibility is a way to recognize that “integration is a mean, not an end” and that integrated approach should be adapted to suit the needs of the programme and the constraints of the context and not the opposite (personal communication with Julien Morel, Action Contre la Faim, 28/07/2014). In any case, integration is presented as having the potential to enhance the impact of an intervention while making the best use of the available capacity and resources by creating useful synergies. Authors precise that it can occur internally, between sectors or with other stakeholders in the same area of intervention (ibid 2014, p.12).

Table 3-1 - Summary of the recommendation from *The Lancet* series exposed in ACF Nutrition Security Policy (Source: (ACF International 2014))

Design characteristics of nutrition-sensitive interventions	Characteristics of an integrated strategy/program
<ul style="list-style-type: none"> <input type="checkbox"/> Include nutritional specific objective and indicators <input type="checkbox"/> Focus on most nutritionally vulnerable population and areas <input type="checkbox"/> Consider alternatives to minimize unintended negative consequences and maximize positive impacts on nutrition <input type="checkbox"/> Be of the right duration and at the right time to influence nutrition status <input type="checkbox"/> Monitor nutritional effects and outcomes <input type="checkbox"/> Empower women, and consider women time allocation <input type="checkbox"/> Include nutrition promotion & behaviour change strategies 	<ul style="list-style-type: none"> <input type="checkbox"/> Joint comprehensive analysis of the local undernutrition issue <input type="checkbox"/> Joint multi-sectoral planning aligned on a common nutrition goal and outcome indicators <input type="checkbox"/> Target the same beneficiary population <input type="checkbox"/> Coherent and coordinated management of nutrition-specific and nutrition-sensitive interventions <input type="checkbox"/> Joint monitoring, evaluation and accountability mechanism

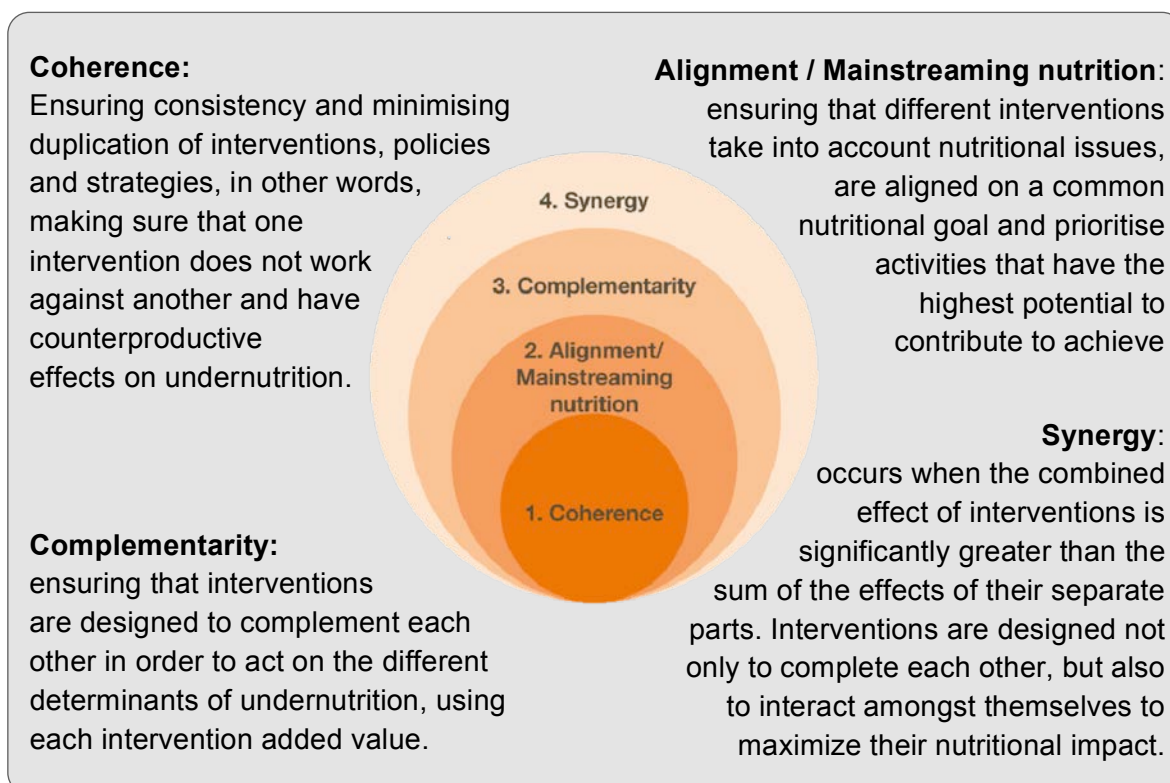


Figure 3-2- Multi-sectoral approach - from coherence to synergy (Source: (ACF International 2014))

ACF guiding principles exposed in this document are mostly self-explaining and cover the all programming cycle; they are listed below with some of their key aspects (ACF International 2014, pp.15–18):

- I. Embed nutrition security into policies, strategies and programmes**

All these documents have to be “designed with a nutrition lens” to be “explicitly oriented to support nutrition goals”.
- II. Promote and ensure coordination, coherence and synergies**

ACF calls for the involvement of management staff and a careful design of the organisational structure and job description to create an enabling environment for an efficient multi-sectoral work at every stage of the project cycle.
- III. Prioritize high burden areas and nutritionally at risk populations**

While the 1000-days “window of opportunity” have the focus, attention should be also paid to other members surrounding at risk individuals and households.
- IV. Base programming on multi-sectoral nutrition-sensitive analysis**

Analysis should involve all relevant sectors and be comprehensive, sensitive to the context and assess both chronic and acute undernutrition along with their causes and interactions.
- V. Design holistic, integrated, at scale and long term response strategies**

The potential impact of interventions being enhanced when nutrition-specific and nutrition-sensitive, long-term and short-term activities complement each other, ACF will “seek appropriate funding” and advocate for it
- VI. Aim for nutrition impact and enhance nutrition-sensitivity of interventions**

“Response strategies and interventions should aim for nutrition impact and incorporate [...] nutritional objectives, targets and indicators”
- VII. Do no harm to nutrition**

Avoid negative impacts by careful design and early warning mechanisms.
- VIII. Apply a systematic gender analysis & mainstream women empowerment**
- IX. Assess, document and be accountable for nutritional impact**

ACF is involved in the research and intends to demonstrate the impact on nutrition of its interventions.
- X. Build and foster adequate skills and capacity**
- XI. Align to local priorities and realities**
- XII. Advocate for lasting changes in policies, practices and capacity**

In 2011, ACF published another essential document titled “Maximising the nutritional impact of food security and livelihoods interventions”. It is a very practical guide for people working in the Food security & Livelihood (FSL) giving “operational guidance on how to align FSL interventions with nutrition”. It does not cover other sectors or relations between sectors but recommend the reader to consult and collaborate with other sectors as they have a role to play in mainstreaming nutrition in FSL. With a very organized content based on short paragraphs and key elements and a detailed table of content, it is designed for field practitioner’s use (ACF International 2011). This document constitutes an example of how to translate policies into understandable practical guidelines and it has been completed by a series of six case studies describing a nutrition-sensitive programme in short 8 pages leaflets to help raising awareness and disseminating good practices (ACF 2012).

Another interesting guideline developed by ACF is the “Nutrition multi-sectoral seasonal calendar” released in 2012. It has been developed to address the lack of consideration given by all actors to the “seasonal fluctuations and peaks of severe acute malnutrition” and intends to develop a multi-sectoral “seasonal thinking” in the planning process. It is a comprehensive, yet very simple, step-by-step guide to “conduct a rapid multi-sectoral analysis” to understand both “nutrition insecurity and the fluctuations and peaks” around the year. Once again, it has been designed for field practitioners with a ready-to-use simple-to-understand concept (ACF International 2012).

b) Oxfam

In its mandate, Oxfam has not the same focus as ACF on nutrition. As stated in Oxfam movement’s Strategic Plan for 2013 – 2019, “the purpose of Oxfam is to help create lasting solutions to the injustice of poverty”. There is no mention of (mal-)nutrition, WASH or food security in the exposed guiding principle of the organization; the closest reference is the “right to a sustainable livelihood” in the list of the organization’s aims. Nonetheless, its right-based approach focus on having a sustainable impact through building resilience and empowering the communities and especially the women and girls (Oxfam international 2013, p.10). Further in the same document, in the chapter titled “Six goals to change our World”, the only reference to nutrition is made by linking women empowerment and “improved child nutrition” in the paragraph exposing the objectives in gender equality (Goal 2) (ibid 2013, p.15). The “Goal 4: Sustainable Food” of the same section focuses on

development of small-scale agriculture and resilience without linking it to undernutrition (ibid 2013, pp.17–18).

Nonetheless, in practice, Oxfam is involved in the fight against malnutrition and has already thought about multi-sectoral integrated strategies and interventions to follow the global momentum as shown in regional strategy documents for West Africa that have been developed by the WASH and Emergency Food Security & Livelihood (EFSL) sectors of Oxfam Intermon (OI) and Oxfam Great Britain (OGB).

After exposing the vicious circle existing between diarrhoeal diseases and malnutrition in its introduction (Peeters 2013, p.3), the WASH regional strategy for West Africa developed by OGB in 2013 presents several elements showing Oxfam's involvement to tackle malnutrition in adopting an integrated approach. Reinforcing the inter-sectoral integration between EFSL and WASH sector in implementing the “Wash in Nut” strategy during both nutritional crisis and period of resilience building appears as a key action in the narrative of the strategic objectives for the coming years (ibid 2013, pp.41–42). In a paragraph dedicated to the integration of WASH in nutritional crisis responses, essentials components of a multi-sectoral approach to malnutrition are exposed: good inter-sectoral coordination, joint assessment, common targeting strategy and globally-coordinated geographic targeting with other actors. The necessity to cooperate and coordinate actions with medical and nutrition actors is emphasized. As stressed by the author, in addressing hygiene and care practices, it is important for Oxfam WASH department to shift from “hygiene promotion-sensitization-training” logic to an holistic analysis of the factors and constraints (ibid 2013, p.46).

The Intermon Oxfam (OI) WASH Framework 2014-2017 was still a draft when accessed by the author for the study. Yet, this document clearly reflects the willingness of IO WASH component to shift from a sectorial to a holistic vision through an integrated approach via the nutrition (mainly in West Africa) or integrated resources management (mainly in Latin America). Contrary Oxfam Great Britain that has WASH as one of its historic expertise, IO started to implement WASH activities only in 2007 within humanitarian crisis. And it is only in 2011 that WASH positions were created in the technical department (ADTM) (OXFAM Intermon 2014a, p.2). If nothing was detailed on WASH sector involvement in the latest Oxfam Strategic Plan (see the first paragraph above), the introduction exposes specific objectives linking goals 3 and 4 – “Saving lives

now and in the future” and “Sustainable Food” – and WASH and EFSL sectors’ integration (OXFAM Intermon 2014a, p.3), and particularly:

- *Ensuring quality, integrated WaSH-EFSL programs to build resiliency among vulnerable population facing chronic crises related to food security, drought, flooding and malnutrition*
- *Investing in research to better understand the causal relationships and impact of WaSH interventions in chronic [malnutrition] crises*

If it is recognized that up to now WASH and EFSL programmes were implemented side-by-side and not together, IO aims to “provide a more integrated and multi-sectoral intervention to reduce malnutrition and increase [...] resilience”, targeting “underlying causes to malnutrition” (OXFAM Intermon 2014a, p.8). The coordination and integration with external partners is also depicted as an opportunity for improving interventions and cross-learning (OXFAM Intermon 2014a, p.5). The importance of a joint WASH and EFSL assessment and design is incorporated in the “objectives for quality programming” (OXFAM Intermon 2014a, p.10). Additionally, an important agenda for research on relations between WASH and Nutrition is presented (see Figure 3-3). On the other side, there is no direct reference made to care and hygiene practices as underlying causes of malnutrition.

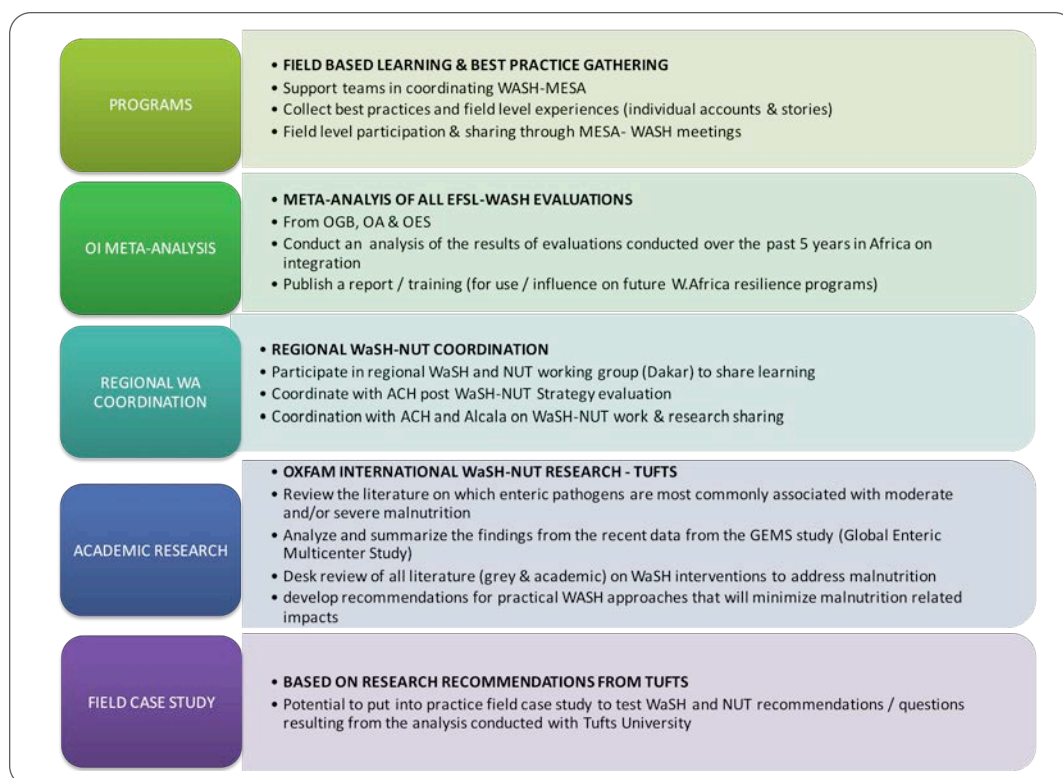


Figure 3-3 - Intermon Oxman WASH and Nut research agenda
(Source: (OXFAM Intermon 2014a, p.12))

The 2013 IO regional strategic orientation framework for EFSL in West Africa is also of interest as it incorporates numerous elements from the recent research. Its annexe 5 and 6 summarizes the findings and recommendations of *The Lancet* 2013 series and the SUN framework for action on effective activities addressing the underlying and immediate causes of malnutrition. If EFSL interventions appear to be primarily aiming for food and economic autonomy of populations through the development of agriculture, livelihoods and “value chains”, a complete sub-chapter exposes the potential influence of these interventions on the underlying causes of undernutrition and expresses the desire to address the three of them. To do so, the necessity to increase the number of nutrition-sensitive EFSL intervention is emphasizes and the linkages between agriculture and nutrition are exposed. If the minimum standards request for integrating nutrition in the assessment and design phases, it is not explicitly calling for doing it jointly with other sectors. Other sectors interventions “complement” EFSL interventions to address the three underlying causes. Finally, it is important to notice the position expressed to fill the gap of the lack of nutrition expertise within Oxfam: not only IO intends to work closely with partners specialized in the treatment of acute malnutrition and to facilitate their action, but also IO consider the possibility – in case of absolute necessity – to implement directly nutrition interventions as a distribution of supplementary food (“Plumpy Sup” or CSB for example) (OXFAM 2013, pp.26–28).

Outside of the mentions made in these sectoral documents, the vision of Oxfam on integration and its position towards nutrition are also presented in some other specific documents. The first one is titled “WASH and EFSL pathways for integration”; it is a short document created in 2012 that stayed at the draft stage. It considers two ways to integrate the two sectors in one coherent programme: through nutrition or through integrated (water) resource management. These two approaches to integration offer the possibility to cover all Oxfam contexts of interventions where malnutrition is or not a problem to be addressed by Oxfam. Both approaches consider resilience and capacity building as important objectives. The rest of the document emphasizes the necessity of having a common objective, running a joint assessment and give some proposition of targeting criteria and activities; it is conclude with a common research agenda (OXFAM Intermon 2012).

The other position paper is the “Program Quality Standards” covering the question of mainstreaming nutrition in Oxfam interventions; and it was also a draft version when accessed by the author. The link between EFSL, WASH and nutrition is clearly made with

the use of the UNICEF Framework, but the document is written with a focus on resilience building and therefore mainstreaming nutrition is seen as “an entry point” providing “a coherent focus” to act “in a complementary manner to support effort to strengthen resilience and overcome emergencies within a long term approach” (OXFAM Intermon 2014b, p.4). In other words, population accessing to a sustainable resilience is the aim and considering malnutrition is a mean to link humanitarian emergencies (short-term) and development (long-term) intervention. This idea is strengthened by the approach taken in the general principles of intervention that considers only malnutrition in humanitarian interventions when rates are over a threshold (OXFAM Intermon 2014b, pp.4–13). Finally the document ends with a clear list of what Oxfam does and does not in nutrition (OXFAM Intermon 2014b, pp.13–14), taking the same positions as a document created by OGB previously (Phelps 2012), which are mainly: no treatment of severe acute malnutrition, no feeding in school, no milk distribution, no medical monitoring of malnutrition, facilitation of the work of partners treating malnutrition and the possibility to distribute supplementary food in case of absolute necessity only.

The promotion of the use of the “Theory of Change” (ToC) as an assessment and design to replace or complete the logical framework is also of interest. The ToC process focuses on identifying stakeholders and their linkages and thus way to introduce changes. After analysing the potential catalysts to be used by the organisation, the organisation can define the focus and scope of its action and then proceed to the programme design and planning. It also helps to choose the partnership having the best potential (OXFAM n.d.). The context analysis as a starting point implies to focus first on the environment, context and external factors and therefore a great focus on the community needs. ToC offers more possibilities to design multi-sectorally, trying to find logical paths reaching the same point (catalysts or levers), instead of creating the results under a specific objective as in the logical framework.

Looking at existing tools, a checklist has been recently created in IO Chad mission to auto-evaluate the quality of the integration between WASH and EFSL. It proposes to evaluate some predefined outcome indicators on the project cycle – like doing a joint assessment or writing situation report conjointly – with a simple red/yellow/green marking and a justification to give (Oxfam Intermon Tchad Office 2014). It is the first attempt to formalize a monitoring of a multi-sectoral integrated approach in IO.

3.3 Previous works on integration processes

We went through the rationale pushing organisations to consider multi-sectoral integrated interventions to address malnutrition in sub-chapter 3.1, and then we had an insight of the position, strategy and guidelines of different donor agencies and two NGOs to see how they translate it in action and to assess their view on the use of multi-sectoral integrated programming in sub-chapter 3.2. The last part of this literature review is focused on the practical aspects of integrated programming – processes, key elements, challenges and barriers. It is based on different reflexive reviews and evaluation of practice and intends to highlight good some elements to duplicate or on the contrary bad ones to be avoided but kept in mind for the future.

ACF started earlier than Intermon Oxfam (IO) to analyse the way the processes used in the implementation of multi-sectoral integrated programmes. In 2009, ACF-International Network commissioned a review on “integrated approaches to treat and prevent acute malnutrition” (Dolan et al. 2009) and ACF-Spain ordered an external evaluation of integration in a program in Kenya that was shared in the ALNAP network resources (Mcdowell et al. 2009), both presenting interesting complementary conclusions.

The ACF-International review crossed data from multiple sources: background documents, interview with key ACF staff in all headquarters and in the field, interviews with donors’ staff and field visits of different programmes considered to be integrated (Dolan et al. 2009, p.9) (this methodology inspired the one of the present study in the way sources are crossed to draw a global picture).

The study starts by highlighting the inherent difficulties of evaluating the impact – and therefore the efficiency – of NGO’s multi-sectoral integrated programmes addressing immediate and underlying causes of malnutrition. If the specific objective of the programme is to “treat and prevent wasting”, then prevalence of wasting should be used as an indicator of impact, which presents also inherent problems (see Box 3.1) (Dolan et al. 2009, pp.18–19).

- Statistical validity**
An impact in the margins of errors won't be detected
- External factors**
Contextual factors can influence malnutrition in an unknown way
- Absence of control group**
Difficulty to assess synergies and the influence of external factors

Box 3.1
Barriers to evaluation of integration
(Source: (Dolan et al. 2009))

Before developing their findings authors set the scene with definition and the practical meaning of “integration”; summarized in Box 3.2.

□ **Definition:**

“The joint operation, coordination and management of all interventions needed to treat and prevent acute malnutrition that achieve the greatest impact, with the most efficient use of resources and at the lowest cost”

□ **In practice, it is translated by:**

- Overlap of beneficiaries
- Overlap of intentions
- Overlap of activities
- Overlap of messages
- Overlap in planning

Box 3.2 - Definition and meanings of integration

(Source: (Dolan et al. 2009, pp.22–26))

Authors exposed many conclusions on the various factors surrounding the organization and its interventions. First of all they recognize the necessity to develop an “overarching strategy [...] that captures integration of the separate technical sectors” and produce a “brief document that describes key objectives and the rationale for interventions” and provides the same vocabulary and vision to the teams and that explains “benefits to the agency, donors and beneficiaries” (Dolan et al. 2009, pp.60–61). The recent ACF Nutrition Security Policy is the document that responds to this definition (ACF International 2014). They point out the necessity to have developed skills in evaluation and monitoring along the project cycle for multi-sectoral assessment and evaluation and the monitoring of complex indicators, therefore they recommend the creation of a specialized country unit, its independency increasing objectivity of data and its unity avoiding duplication of surveys (Dolan et al. 2009, pp.62–63). Standardizing “sampling methods and survey tools” would increase consistency of data and make comparison possible; the edition of an “integrated survey manual” could be needed. In addition, there is a need to develop a set of integration indicators such as “the degree of overlap of beneficiaries” or the number of joint assessment or multi-sectoral training (ibid 2009, p.66). Based on the assessment, activities should be chosen according to the specific identified needs of the population, and the rationale should clearly appear in the project proposal (ibid 2009, pp.63–64). To increase the coherence of message delivery, it is suggested to deploy a joint “behaviour change” unit with specialist skills that can compile and synthesize messages from the different sectors. To ensure the best coherence in addressing malnutrition, close coordination with medical actors (NGOs or governmental) is compulsory (ibid 2009, p.65)

and the coordination with governmental bodies should also affect the sustainability of a programme and its consistency with national policies (ibid 2009, p.68). The presence of a medical coordinator or/and a “national policy officer” at a country level could help to achieve it; and the presence of a coordinator or the creation of a regional office with the responsibility to ensure the integration is seen as a way to tackle coordination issues (ibid 2009, pp.67–68).

Considering the benefits of adopting an integrated approach, authors consider it helps to have a “broad understanding of community needs” and eventually leads to “[focus] efforts on the main objective of the agency” (ibid 2009, p.71).

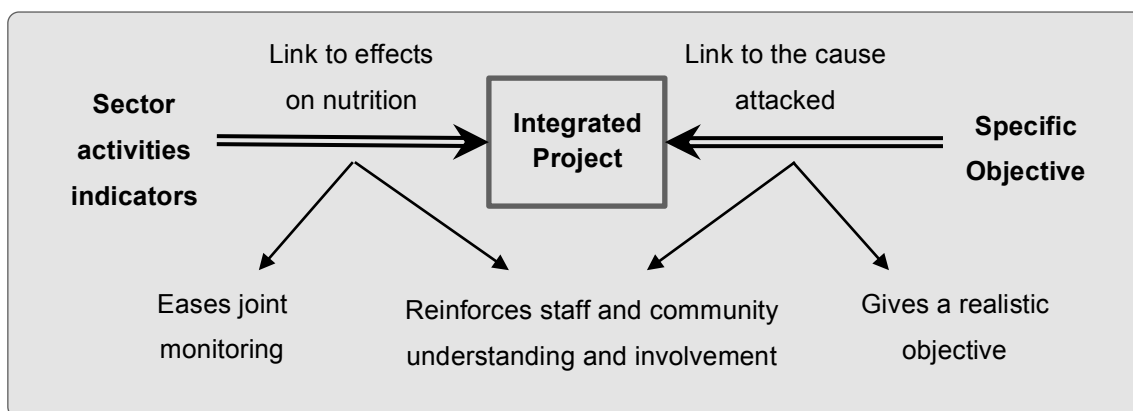
The evaluation done for ACF-Spain in Kenya in 2009 brings additional considerations to the global picture. The evaluators defined integration as both an “internal and social process” where many elements were common both in the agency and in the integration of the project in the community (see Box 3.3). The idea behind the social aspect is that if the organisation seeks for a ownership and sustainability, it will need the support of the community and therefore its involvement and a mutual understanding (Mcdowell et al. 2009, p.8).

- ☐ **Community and agency**
 - Shared understanding
 - Shared solution to the problem (Unity of Purpose)
 - Shared Process (Community Ownership)
- ☐ **Agency**
 - Common strategic focus
 - Consistency in Targeting
 - Operational coherence
 - Common project learning
 - External networks and linkages

Box 3.3 - Characteristics of an integrated multi-sectoral project (Source: (Mcdowell et al. 2009))

Evaluators highlighted that staff had no clear link between their daily tasks with integrated objectives nor their performance was measured against integration; therefore, they had no incentive to go beyond their “sectoral duties and tasks”. Similarly managers seemed to struggle “with translating integration into practical terms”. In addition, accountability was said to be sectoral and vertical. To address these issues, it was suggested to “align the internal processes to integrated objectives” via reviewing to make explicit “how sectoral activities support the common project objective”, to review job description to make staff and managers accountable for integration and to create more horizontal multi-sectoral linkages at each level (ibid 2009, pp.9–11,18).

Targeting system is often unclear for the population and more obviously when criteria are linked to the overall objectives and not to the activities. In addition, targets chosen with malnutrition criteria (under 5 children, pregnant women...) are maybe not corresponding to the “sectoral best practices” for each activity (WASH activities targeting generally the whole communities when nutrition targets individuals or households). Therefore, with the same idea of a social embedment of the project, the authors suggested to be more context sensitive in taking in account “community based targeting system” rather than anthropometric nutrition indicators only. Targeting conjointly can help to reveal vulnerable beneficiaries that are “just above” all the thresholds but judged at risk according to the community norms (ibid 2009, pp.11–13). In the same way, the set of indicators used to evaluate the project should reflect both its intention and its contextual reality. Activities indicators should go beyond the direct practical benefit to show the intended effect on malnutrition while the specific objective indicators should be clearly linked to the causes of malnutrition the project is attacking (see Box 3.4). This would result in a more coherent M&E system making more sense for staff, managers and principally for the community seeing generally only the immediate results of action (ibid 2009, pp.13–15).



Box 3.4 - A common purpose based on understood and agreed indicators
(Adapted from (Mcdowell et al. 2009))

Another work that will not be discussed here but worth to be mentioned is the report capitalising on the “Wash in Nut” Strategy in West Africa released by ACF in 2014. It evaluates the success and the pertinence of the different elements of the strategy – WASH minimum package, targeting... (see 3.2.2), and provides recommendations to correct some bad practices and enhance both impact and efficiency (Maite Guardiola 2014).

The last work selected to be analysed here is a study of the multi-sectoral approach in nutrition published in 2011 by the International Food Policy Research Institute (IFPRI, a leading research institute in the sector). “Working multi-sectorally in Nutrition” intended to investigate “how and when to work multi-sectorally” and to look for evidence of success (Garrett & Natalicchio 2011, p.XV). Two national case studies provided the data used by authors. Despite the fact that both concern governmental bodies and their collaboration among themselves and with their partners, conclusions are still of interest as they are focused on processes and challenges in implementing this approach.

Alignment or integration creates a stress on stakeholder and can be perceived as a threat, it is thus important to “[understand] the perspectives and concerns of the partners and [devise] incentives for them to cooperate”. Also, authors stressed that the real medium for effective coordination and changes is not “a written mandate but [...] effective methods of working with others” (ibid 2011, pp.151–152). Further on authors insisted on the fact that stakeholders – personalities and institutions – have “their own interests and ways of working” (ibid 2011, p.171), but that wishing to work multi-sectorally implies that these stakeholders have to change “their ways of [thinking,] operating and linking with others” (ibid 2011, p.179)

Spending time “developing a shared understanding of nutrition” and a common vocabulary has been successful in both case studies for further collaboration between stakeholders. It is described as a crucial step to “[overcome] cognitive barriers to cooperation”, what a mandate or a policy cannot do (ibid 2011, p.153,161).

As coordination has been identified as an important element of the success of integration, authors observed that “management styles and approaches appear to play a large role in success”. Therefore, they stressed the role of leaders and managers in the success of the enterprise (ibid 2011, p.188).

Authors concluded in mentioning they do not suggest multi-sectoral programmes as a fit-for-all solution but see it as one end of a scope of solutions. Vertical approaches, coordination or only a multi-sectoral understanding: all the other options need to be also considered to best fit the context of work (ibid 2011, p.188).

4 Interviews and questionnaires results

As stated previously in the methodology chapter, interviews and questionnaires aimed to investigate the relation that staffs from NGOs had with the policy developed in their organization toward integrated programming. It has also provided an opportunity to explore the differences between different areas and levels of these organizations.

4.1 Choice of the respondents

The choice of key informants to answer the questionnaire has been done in close relation with the head of WASH technical department of Intermon Oxfam (IO), Simone Carter. Care was given to select enough respondents to see if some trends (qualitative and not statistical ones) were visible in the answers. Involving people from three different levels of the organization (Headquarters, Regional Office and Coordination offices), from three different countries in the field (Coordination offices from Burkina Faso, Mauritania and Tchad) and from different sectors (WASH, Food security & Livelihood, Gender, Protection and Monitoring & Evaluation) had provided many opportunities to correlate answers given by a respondent with his position, his speciality and/or his country of work. In addition, the interest shown by Action Contre la Faim Spain (ACF) for the study had provided the possibility to add another dimension to the comparison made with a quick insight into another NGO's work. The different groups of respondents are presented in the table 4.1. The complete list of key informants with their names and positions can be found in Annex I.

Focus had been put on technical staffs, with a total of twenty two (22) selected key informants from the two agencies (IO and ACF).

Considering that semi or unstructured interviews are generally time consuming (for the interview itself, but even more for the transcription of any record and/or notes) and necessitate good conditions of exchange and enough time to allow respondent to express their thoughts, choosing the method of collection, questionnaire or interview, for each respondent was crucial. Even if questionnaire filling does not allow the researcher to ask for precisions on answers, it has been preferred to telephone or video calls for people that the author was not able to meet. Eventually, it appeared to have been a cautious choice, as the process of filling and sending back the questionnaire took more than a month and half

for people working with often full time table and numerous higher priorities. Organizing calls and ensuring to have enough time to discuss would have probably been impossible.

Table 4-1 - Respondents break down by organization, level and sector

		Intermon Oxfam			Action Contra la Hambre (ACF-Spain)	
		WASH	EFSL	Other	WASH	EFSL
Head Quarters		3	2	4	1	2
Regional Office			2	2		1
Country offices	Burkina	1	1			
	Chad	1				
	Mauritania	1	1			
Subtotal		6	6	6	1	3
Total		18			4	

4.2 Results

9 interviews were done within Intermon Oxfam headquarters and 9 questionnaires were sent back by other IO respondents and 4 by staffs from Action Contre la Faim. Answers have been kept anonymous unless people expressed explicitly their consent (see question 13 of the questionnaire about anonymous treatment of the answers) and that giving their identity would have added something to the answer.

Intermon Oxfam technical staffs globally felt that integration was a matter of concern for them; everyone reacted very positively, seeing in it the possibility to express their positions and point of view on integration.

The following paragraphs present and analysed the answers question by question. Except if another precision on the reference is given, all the quotes in this section are coming from the interviews transcripts and the questionnaires collected by the author. All the answers given in French have been translated by the author when quoted.

All the detailed data (filled questionnaires and transcripts) are kept with the author and available on demand.

Question 1:

Could you define “integrated programming” in the context of action of your organization?

- “Integration is to try to propose a solution based on problems and not only on capacity or specialities”*
- “The important point is to have a programmatic consistency (programmatic unity), if some activities are needed to be consistent, then, the corresponding sector should be involved.”*
- “Linking humanitarian, rehabilitation, development and resilience activities”*
- “Integration of two different strategies to have a more holistic approach in order to increase the impact. It is mainly about integrating Humanitarian with Development.”*
- “A focus on the needs to create a program, not using pre-established approaches, with a capacity to adapt and modify to suit the context.”*
- “A program that include everything from the beginning to the end with a common reflexion and a global vision.”*
- “Integration is about giving space and creating links with other sectors, coordination of different expertise to increase the impact of the program.”*
- “When teams realize the befenits of two sectors working together and decide conciously to integrate them to improve the impact for the beneficiaries”*
- “Within Oxfam an ‘integrated approach’ specifically relates to the integration of all aspects of the project cycle between the two main technical teams, namely Food Security and Livelihoods and WaSH, to ensure a response in which the expertise of each team acts in a complementary fashion to assess and address the needs of beneficiaries.”*
- “The aim of an integrated approach is to have a better understanding of people.”*

If it was stated in the presentation of the study in the information sheet (normally read by the respondent before the interview or the questionnaire filling) that it concerned the integration between WASH and EFSL interventions, it has been voluntarily omitted in the questionnaire as it seems that “integration” had different meanings within Intermon Oxfam. A result of that has been that, in head office, interviewees have often asked “which integration” this question was concerning: humanitarian and development or WASH and EFSL.

In fact, within IO, it appeared that the gap existing usually between different sectors of interventions was more complex and had multiple bound dimensions. Historically, IO was developing mainly medium and long term programs involving mainly Food security and

Livelihood interventions. WASH response capacity was originally considered as fully part of the humanitarian (emergency) intervention section until 2007 when were created some referent positions and flying technician positions in the technical advisors team. All the levels of IO, including the management are used to this historical approach, giving a bipolar vision of the association: WASH/Humanitarian/short-term/WASH and Food security & Livelihood/Development/Long-term. One respondent highlighted that was added on top of that, the opposition between European specialist expatriates coming for short term periods during emergencies, with a general high turn-over, and the local program managers running programs for years, with a high understanding of the context they are working in. None of these oppositions are new, but within IO the polarisation has seemed to be relatively stronger than usual.

Since 2011 and now with the “One Program” approach developed by Oxfam International (regrouping all the Oxfam affiliates), Intermon Oxfam tries to take a turn in the way programs are thought. Respondents globally link the concepts of integration or integrated programming to:

- *A problem based approach, asking for flexibility and adaptability to suit the context,*
- *A holistic approach with a common reflexion and coordination between sectors implying they “give space” to each other and “create links”,*
- *The objective of having a “programmatic consistency” leading eventually to an increased impact in the intervention.*

In addition to the “One Program” approach, several respondents linked “integration” with an analysis and programmatic tool called “Theory of change” that challenges and completes the logical framework traditionally used by both donors and NGOs. Based on an analysis of the relations between stakeholders, it leads step by step to define where the greatest potential added value is for the Organization, but also to identify partners with interesting skills and capacity and their influence on identified catalysts for change (OXFAM n.d.). The description of this tool seems to be consistent with many elements of definition given by the respondents.

Several respondants mentionned in their definition the concept of “mainstreaming”, close to integration. This concept is used to decribed the inclusion of another expertise elements in a program that are not the core of this program. A program aiming to provide a community with access to latrines taking in consideration particular women needs is an

example of mainstreaming gender equity in a sanitation program. A respondent suggested that the difference between integration and mainstreaming was more a question of degree than a question of concept. Mainstreaming would be about incorporating elements from another sector in the analysis, implementation and/or evaluation phases; integrating would be about involving specific sector skills to develop some activities of the program; and finally the last degree, advocating, would be about trying to involve exterior actors – such as other organisations or government bodies – who can bring additional skills or create an enabling environment for the program. All aim to eventually improve the overall quality of the program.

Globally, the only visible trend in the answers was that respondents from the field quoted more easily the integration between WASH and EFSL activities against malnutrition than the other kinds. But it can probably be easily explained by the fact that all the field respondents were currently working in west african countries where it is clearly the main axis of integration.

On ACF side:

Definitions given by ACF respondents were comparable. Similar terms or expression such as “holistic approach”, “common goal” were used and the idea of the complementarity of sectors was also clearly expressed as part of the definition. In the other hand, answers showed a stronger link with the final aim of improving the nutritional status of population. Integration is understood as a way to design “Nutrition specific or Nutrition sensitive actions” that “contribute to eradicate basic, underlying and structural causes of malnutrition”.

Julien Morel, ACF-France HQ advisor for nutrition security, food assistance and social transfer quoted the definition given in the most recent ACF Nutrition Security Policy (ACF 2014). This exhaustive definition summarizes all the above mentioned elements and specifies that integration gathers “both curative and preventive”

Question 2:

What do you think are the potential benefits of adopting an integrated approach?

The improvement of the analysis capacity had been emphasized. This may have benefits for the initial diagnosis, the general context understanding or even the Monitoring & Evaluation activities:

- “Different views on the same problem bring a beneficial diversity”*
- “More comprehensive understanding of the context: triangulation of points of view in problems and needs analysis”*
- “A common analysis improves the diagnosis”*
- “It gives a comprehensive picture of the needs of beneficiaries and how they relate to broader aspects of their lives, instead of two separate lists of needs from technical teams and no reflection or implication in programming of how they affect one another”*
- “A reduction in data collection surveys”*
- “Create a coherent grid of evaluation for the project”*
- “Having access to innovative, smarter axis of intervention² that integrate several sectors of activity”*

Several interviewees highlighted a benefit in term of coherence of the objectives of the intervention against the needs of the targeted populations. One judged easier in this context to “address the underlying causes” of the problems affecting the communities.

The element of answer that came back the more often was that the use of an integrated approach is considered as likely to increase the impact of the program. If for some respondents, their point was quite vague (“increase the impact” or “a better impact”), few gave some precisions on the reasons or the nature of this improvement:

- “It is more likely to bring economic and social changes”*
- “As an integrated program is likely to address more problems, it ensures a better impact”*
- “Results are less partial”*
- “Potential negatives impact are reduced as different sectors work together”*

Most of the respondents also mentioned benefits in term of consistency, efficiency or effectiveness without necessarily providing a reason.

² The axis of intervention is the lever that the organization chooses to use to improve the situation, generally chosen as the one with the best efficiency and sustainability.

Another essential group of answers was the benefits for the teams going through the process of integration:

- *“People change their practices and views on contexts and problems, they adopt both short and long term views”*
- *“Staff can increase their skills, thus the global capacity is increased”*
- *“Sectorial teams may have blinkers that are suppressed by an integration process”*

Within the idea of a more global integration between all the sectors, one respondent insisted on the benefit on the advocacy activities through a bottom-up process and another thought that a multi-sectorial approach since the beginning “eases the coordination with other actors”.

On ACF side:

In addition to references to the same benefits (improved impact and efficiency, enhanced understanding, less “fragmentation” on the analysis), answers collected from ACF highlighted once again the place of Nutrition in ACF mandate by précising that an integrated approach should help to address “the malnutrition causes on the three levels” (basic, underlying and structural).

A respondent proposed two levels of benefits: 1) avoid negative interactions or “non-desired collateral effects of sectorial interventions” and 2) create “synergies [...] with multiplier effects”

Question 3:

Compared with other non-integrated programs, what are the main specificities of an integrated approach in terms of:

1) Assessment:

There is a consensus among all the respondents that the assessment team should be “multidisciplinary” or “with different fields of expertise” in order “to encompass all aspects” as “problems often have multiple causes, so need multiple perspectives in the analysis”. Having a multi-sectorial team also “offers the possibility to challenge other side views”.

About the process itself several comments highlighted a higher cost and complexity but aiming at more quality in its outcome:

- *“It is the most complex phase, but crucial not to fail the program”*
- *“Higher cost for the initial evaluation”*
- *“Heavier assessment if the evaluation unit is not well coordinated [...] but more complete: the central problem is better identified”*

Another point that came often was the necessity of common assessment tools and harmonized terms of references for all the team members. About assessment tools a respondent highlighted the necessity to have “unified criteria” for the targeting, others emphasized the inclusion of “protection and gender indicators” and a “breakdown of data by gender and sex” to benefit to every sector using the set of data. One answer summarizes this point, using the words “overlap” and “intersection”:

- *“FSL and WASH teams undertake assessments together, using adapted tools that take FSL and WASH needs into account. Evaluation reports are done cooperatively, with as many areas of intersection and overlap as possible.”*

On ACF side:

References were made about necessity of a joint assessment and analysis to obtain a more comprehensive picture of the causes of problems and needs of the populations.

A respondent from the West Africa regional office stressed the need for the assessment to “capture nutritional status as well as indicators that measure the major contributors to malnutrition”. She mentioned as well the necessity of “data disaggregation” to help the understanding.

2) *Design and implementation:*

It appeared that almost all the respondents thought there was a danger that, even with an integrated assessment, a program could end to be un-integrated if it is not carefully thought. This idea is illustrated by several answers:

- *“Activities have to be bound and not only run side by side”*
- *“We eventually come back to a superposition of sectors in an intervention where agents are working separately in their field of expertise, without reaching a real integrated team”*

- *“The majority of integrated programs have in their logical framework a result for each sector of intervention, but without strengthening the links between the results, without explaining how the integration of the sectors is realized in the action...”*

The design phase is thought to be important to translate the concept of integration into real processes and organisation, in linking it to a particular context of intervention. Again, the need of consistency in the design is also stressed.

- *“It necessitates a simple and flexible design. Integrated approach means social changes and social changes are hard to plan.”*
- *“Activities should be planned together”*
- *“Joint reflexion on the problem tree, taking in account the total capacity”*
- *“The implementation strategy should be done by both technical managers (EFSL and WASH) in the capital to ensure a common strategy and consultation between sectors”*
- *“Common targeting with a potential prioritization of one sector needs depending on funds availability or contexts”*
- *“Same area of responsibility, same beneficiaries targeted by both sectors”*
- *“Only one Concept Note produced to respond to needs identified during the assessment”*
- *“Beneficiaries from one sector are systematically integrated in beneficiaries of the other sector”*

To ensure the integration in the implementation, the prerequisite seems to be for everyone a multi-disciplinary team. Its global cohesion funded by a common view and sensibility on the situation could be a key parameter as suggested by the followings:

- *“Help the program staff with technical assistance, clear guidelines and adapted tools”*
- *“There should be a capacity development for the teams to raise their sensibility”*
- *“It is not easy to ensure a good coordination of different sectors until the same vision is shared by all and the models of change are the same for all”*

Then come some tools used or activities run in common:

- *“Common surveys”*
- *“Common promotion, with a prioritization of important messages to keep it consistent and simple for the beneficiaries”*
- *“Addition of messages from other sectors in Public Health Promotion interventions”*
- *“Optimisation of logistics capacity”*
- *“Common Monitoring & Evaluation tools”*

A member of the headquarters technical team stressed that the “Theory of change” approach is more suitable for an integrated program than the Logical Framework, as it offer more flexibility in the planning. In the same time, this flexibility is considered as increasing the complexity of the evaluation of the program.

On ACF side:

An answer could summarize the various points made; joining what was collected from Oxfam:

“Both design and implementation require the commitment of staff belonging to different department to ensure an effective design that take into account the contribution from each sector and the specificity of each intervention, mostly in relation with seasonality and targeting”

A respondent from Paris HQ mentioned also the “Theory of change”, to be designed and used jointly. Another person thought that following a phase of synergies identification, indicators, results and activities should be shared by sector. A last one proposed to always have a Nutrition oriented objective and indicators to evaluate the contribution of the project “to an improvement of the nutritional status of the beneficiaries”. This stresses once again a greater focus on nutrition as a core speciality of ACF.

3) *Management and administrative procedures*

To ensure the cohesion of the team despite its likely heterogeneity, two respondents considered training as an important part of the integration process:

- “Skills have to be present in field teams through trainings or workshop”*
- “It is important to train or sensitize people on other sectors concepts to develop their sensibility in order to improve any referral system and more generally , to promote a holistic vision”*
- “It is important to ensure everyone has the picture and speaks the same language”*

The role and skills of coordination staff is seen as crucial to find the necessary balance and ensure that the team is working well:

- *“Head of missions, Field coordinators and Program managers have to integrate both sensibilities and practices”* (the respondent was talking about humanitarian versus development teams)
- *“Field manager should have a specialization (WASH or EFSL) but receive support from sectorial referents in the coordination office”*
- *“Too many staff from one sector increases the risk of a misjudgement”*
- *“Field managers should have experience and a global vision to enable the discussion”*

Two answers even suggested that integration could require additional management human resources:

- *“An additional staff can be added to the team or a focal person designated”*
- *“The time of field managers is often too much used by administrative and support tasks, a deputy field manager could help in such situation”*

A respondent called for a revision of the job descriptions:

- *“Job descriptions need to be changed to ensure people know since the beginning that ensuring the integration is part of their job and that they have an ‘integration mentality’ ”*

In the other hand, about procedures, it is not clear whether people think that the implementation of an integrated program will result in more or less complexity and be more or less expensive:

- *“Integration should reduce the costs in sharing the means”*
- *“Administrative part is bigger, so the support team receives more work with often the same budget allocated”*
- *“A greater efficiency: less structure for more programming”*
- *“Procedures can be more complex than in a non-integrated project”*
- *“The support team is the same for every sector. Sharing costs is possible.”*

On ACF side:

Sensitization, briefings or trainings for teams were recommended to increase their involvement, as well as a review of job description to mention “responsibilities towards other sectors”. It was stressed that “contributions to other sectors are not measured nor promoted”, meaning that no individual incentive is existing.

The historical organization structure, with a vertical technical line management was judged as not fitting for an integrated program requiring a more horizontal structure. In addition, the need of a stronger coordination was expressed, but one person mentioned that it does not necessarily mean a single team.

4) *Monitoring & Evaluation and Learning (PMEAL)*

For most of the respondents, the Monitoring & Evaluation (M&E) activities are among the best to put integration in practice. It can be realized through the design of the M&E plan, the indicators and the monitoring and evaluation teams and missions, as revealed by the following answers:

- “Looking at programs as one intervention with global objectives requires innovative indicators”*
- “A common logical framework”*
- “Use of protection and gender sensitive indicators”*
- “Have a complete list of indicators from both sectors”*
- “Only one M&E plan to monitor and evaluate both the effectiveness of the integration and the final benefits for the beneficiaries”*
- “Joint monitoring missions with people having skills in every sector involved”*
- “Common analysis of the evaluations of WASH/MESA program”*
- “ Same M&E plan, same team in charge of the monitoring and evaluation of the whole project”*

A respondent from the field summarized this all point:

- “Because project indicators and means of verifications were conceived of by both teams and tools of collection are shared, [monitoring and evaluation] is a major point of importance in integration”*

However another respondent from the field wrote that “the data collection and performance evaluation methods” are different for WASH, EFSL and Nutrition sectors and suggested that according to him there cannot be common indicators.

As integrated programming is quite a shift in the way interventions are thought, some issues were raised about accountability to donors:

- *“There is a pressure for results from donors that push not to look at the real results”*
- *“There has been an opposition between control system (for accountability) and learning system (for capacity development and good practices). It is translated in the evaluation process by the opposition between external and internal evaluations. Mixt evaluation can be a solution, but some donors are reticent.”*

References were made to this learning process needed to improve these new practices. The “implementation of a complaint mechanism” was proposed as a way to be both accountable to beneficiaries and have a feedback on things to improve.

On ACF side:

According to respondents, the M&E plan should be “oriented on results and not only on activities”, “with clear indicators that show the combined effects of the integration” or “common final outcome indicators”.

A respondent explained that if an integrated monitoring system is set up, the impact should, in theory, be measured with nutrition indicators but that these indicators were in fact struggling to provide a satisfying image of the reality. She stressed 1) the lack of evidence of impact variations between different combinations of activities and 2) the usual seasonal fluctuations of some indicators in some regions that can lead to an over- or underestimation of the impact.

Question 4:

How to evaluate the success of integration of an integrated program?

The M&E referent in the head office made things clear:

- *“No tool or method really exists”*

A technical referent from Barcelona office proposed a classification in three levels. In the first place, as the benefits of a synergy of intervention seem to be a reason to choose an

integrated approach, the results of the project or its impact for the population should be seen as a suitable way to assess the success of integration. This idea was backed by several answers:

- *“Evaluation of the key results”*
- *“Evaluating the effects, impacts and results which are the aim of an integrated program: the beneficiaries are in the centre of the action.”*
- *“The level of success of the common objective”*
- *“Level of completion of the common indicators in the logical framework of the project”*

Another answer calls for a nuance in the possibility to judge the integration through project indicators themselves:

- *“The impact on the nutritional status and malnutrition rates could be used as an indicator of success³, but it is very hard to measure and to understand. The causes are not clear and their variability and sensitivity are not well understood.”*

Anyway, no one clearly explained how the integration itself was evaluated. This difference has been noted by a questionnaire respondent between *“the ‘impact’ of the program itself”* and *“the level of ‘integration’ within the program”*.

The second level proposed is the evaluation of the planning and the processes at the field level:

- *“Some integration indicators could be used and monitor internally by the field manager. The field manager should be accountable for the integration.”*
- *“Checklists can be used to evaluate that integration is done in practice”*
- *“Links like inter-sectorial meetings should be systemized and are a prerequisite of integration”*
- *“The level of cooperation of the teams implementing integrated activities”*
- *“The quality of the program planning, showing a good synergy of sectors integrated”*
- *“The harmonisation of the processes by the team of different sectors”*
- *“Success would generally be evaluated by how well the teams worked together, how productive their assessments, tool and planning were in designing better programming”*

The third level is a “capacities assessment done globally in countries and headquarters” for the organization:

³ In the case of program integrating WASH and EFSL components against malnutrition.

- *“Coordination meetings, knowledge sharing, funding consistency”*
- *“Look at management and planning tools and HR structures, PMEAL systems and coherence with government and United Nations response plans and long term strategies”*
- *“The country strategy incorporates a rationale for developing an integrated approach in the programs”*
- *“The funding search strategy follows also an integrated approach”*

Finally, in addition of this, someone judged that “the way the team working on an intervention perceives the integration is the key for success”. Therefore, several respondents proposed to test directly the knowledge, behaviour or practices of the teams:

- *“Test the knowledge in the other specialities.”*
- *“The real indicator could be to be able to explain the “Theory of change” with a minimum a key words to quote”*
- *“The team spirit: sense of belonging to an ‘integrated team’”*

Another interesting proposition was to evaluate how committees created and supported jointly were functioning, as it could reflect the way teams were working to organize them.

On ACF side:

No distinction was generally either made between the project success and the integration. Yet, one person mentioned the lack of evidence available to know what “success” means when using an integrated approach and a stress was put on the importance of monitoring the methodology in the project:

- *“Process monitoring is a key here, to assess whether coordination, coherence and potential for synergies have been the most effective.”*

Question 5:

Are there specific contexts where and when you think it is not appropriate to develop an integrated approach?

Most of the respondents agreed that during the acute phase of emergencies like a cholera epidemic, a flood or a massive displacement of people, the focus is kept on life saving activities:

- *“Emergencies – during the 2-3 first weeks, lifesaving activities may not be suitable for integration”*

- *“Cholera interventions are less likely to be prone to integration”*
- *“In emergencies, it is simpler: activities are linked to life saving. Integration is less a problem as everyone (WASH & Food Security teams) is at the same level”*
- *“At the beginning of an emergency, it is better to focus first on immediate needs of the populations affected”*
- *“When WASH activities are run in humanitarian crisis (refugees and cholera)”*
- *“The following contexts are not facilitating the implementation of an integrated program: Epidemics, floods and the first hours of a response to a massive displacement of population. During the first period, we will focus on life saving.”*

Yet, some nuanced this affirmation, judging that teams should maintain a certain level of sensitivity:

- *“In refugees or Internal Displaced People context, there is probably less opportunity to integrate, but it should be kept in the agenda.”*
- *“In emergencies, when immediate lifesaving action needs to take place without the time for an integrated assessment. At the same time, the teams should always have in mind ‘exit strategy’ indicators and/or a medium-term needs and this could involve an integrated reflection on possible scenarios”*

Some other reasons for not using an integrated approach in a program are also proposed:

- *“In some crisis, the lack of funds available can decrease the possibilities to develop an integrated approach”*
- *“In emergencies when the gaps of one technical sector are covered by another NGO/agency.”*

These respondents replaced the intervention in its context raising two important issues that are the funding strategy of donors that often lead the design of the project proposal and the problem of overlap of activities and coordination between organizations already working in the same area.

Finally few stated that there was no context where an integrated approach cannot be used:

- *“Even if the capacity is known not to be big enough, an integrated assessment can be used by partners or for advocacy”*
- *“For every central issue identified, there is always a possibility to identify some underlying factors linked to several other sectors that, once addressed together, provide a more effective response”*

On ACF side:

Emergency contexts were also stated as not necessarily suitable for developing an integrated approach. Nonetheless, respondent unanimously defended that there was a need of adapting the degree and the process to the context.

Question 6:

Are there any internal or external documentation or tools available to you to help you working with an integrated approach? What kind are they?

Except two respondents, everyone considered that there was in a way or another some documentations or tools to help them.

Documents cited are generally position papers, strategy documents or guidelines. The Oxfam EFSL and WASH Strategy are often quoted (but no references to precise documents titles were given). In the headquarters, several respondents quoted the “WASH in Nut” Strategy developed for West Africa region (Regional WASH working group 2012) and the UNICEF Framework. Technical referents involved in the process provided also the author with some valuable internal documents that have been used for the literature review. Some donors’ guidelines were also quoted as helpful (ECHO and OCHA). In the field and the regional office, staff recognized a general lack of tools and operational guidelines. Nonetheless, it was reported that some indicators checklists and monitoring plans have been developed or were under development in Chad and Burkina Faso.

In the head office, it seems to some staff that too many documents are produced – internally or externally, increasing the difficulty to identify which information is important. Several respondents highlighted this problem of being overwhelmed by numerous policy or position papers and others guidelines, often staying at the draft version state because replaced by a new one and sometimes “showing contradictory information”. This problem was experienced directly by the author when looking for the organization’s main documents on integration for the literature review.

The other point that has been raised by people at every level is the difficulty for operational field staff to have access, appropriate and use the information produced:

- *“Too many checklists and guidelines to be effectively implemented by field staff”*

- *“Documents exist but they are not designed – and accessible – for the field”*
- *“The heaviness of the documents often make their appropriation and use difficult”*

The head of the technical department underlined that “knowledge management is generally a weakness in the sector”, which is a generally admitted reality. Some answers identified some perceived specific weaknesses in knowledge management within Intermon Oxfam:

- *“Tools and documents creation should also be pulled by the field according to their needs”* (HQ respondent)
- *“Good studies are done, but they are never valued in the form of guidelines or training modules directed to the teams”* (Field respondent)
- *“The field is also interested by evidences and strategies, it could be done through workshops”*
- *“There are difficulties to create documents based on lessons learnt”*
- *“Documents are created separately by each department WASH and EFSL”*

Answers are showing that there is apparently a weakness in the vertical information transit, either top-down and bottom-up ways in addition to the horizontal one (between sectors) already identified.

On ACF side:

According to the answers, it seems that the organization had produced helpful documentation: position papers, policies, guidelines and case studies (lessons learnt). These resources were judged “sufficient”, “of good quality” or “very clear and easy to follow or understand”. Nonetheless, some respondents considered them as not giving guidance on how to implement integration in a program. A respondent said there was a large gap between “what [they] know that would work and the procedures that will make this happen”, and saw a change in the departments structure and a revision of the job descriptions as a lever to change it. Another respondent stated there was no existing guidance on these procedures and that the documents were mainly on how to organize programs around nutrition outcomes.

Question 7:

According to you, what are the main barriers and challenges or a successful integration?

As the integration process has hardly started in Intermon Oxfam, most of the respondents found in this question a possibility to express their opinions and their doubts about the integration, balancing the question 1 and 2 on the definition and the theoretical benefits. Many points were developed, creating a rich collection of things seen as challenges or barriers. Answers have been regrouped by thematic to ease the analysis.

The organisation history seems to be an important factor in the actual dynamics of the integration process. The historical predominance of the Food Security & Livelihood activities and a recent restructuration of the headquarters human resources that lead to many position suppressions have been often given as two major constraints. If it was admitted that the second one was purely circumstantial, the first one was structural, thus necessitates a real shift in many areas. The two following answers give an idea about the issue:

- *“The gap between humanitarian and development was huge; people were not sensitive to others’ point of view”*
- *“WASH and Food Security were really separated in Intermon Oxfam history. Even if they agree, people struggle to give some space.”*

Nonetheless, several respondents, mostly in Barcelona, considered the on-going unification of all the Oxfam affiliates, known as ‘One Oxfam’, to be promising to help Intermon Oxfam to realize the necessary changes to overpass the barriers.

About the process of incorporating integrated programming into organization’s practices, many respondents have expressed some concerns. Some answers stressed specifically the short time frame, but other aspects of the process have also been quoted as potentially raising barriers (strategies vs. field practices, vulnerability vs. potential...):

- *“Integration has been implemented abruptly”*
- *“A limited time for numerous open ways”*
- *“It is asked to integrate everything tomorrow. The implementation of integration follows a top-down process that is overwhelming field staff”*
- *“There is a growing gap between development of strategies and guidelines and what happen in the field, there is a need to be pragmatic to address at least the basic needs. Keep it simple and basic to achieve things”*
- *“Excellence ‘stability islands’, fully integrated, is not a model that is working”*

- *“Where development works more in zones with ‘potential’, humanitarian works on ‘vulnerabilities’ “*
- *“Usually, agronomists are local staff working in countries for a long time with partners. Compared with ‘MSF type’ emergency expatriates, clashes often occur.”*

As exposed in several previous questions, respondents thought that an integrated program necessitates specific skills among the staff such as adaptability of flexibility in addition to an extended experience. Finding these skills is reported to be a great challenge. Another challenge was identified in the view that management and human resources teams can have on the integration process, leading to more workload for less staff.

- *“Recruit people ready to adapt and learn and make them accountable for the integration”*
- *“Finding field staff with enough expertise for complex integrated programs is a challenge, local staff and partners lack capacity”*
- *“Countries teams can be heavily loaded with work: human resources do not follow the integration process”*
- *“Integration is sometimes seen as a staff reduction opportunity by human resources or management staff”*

Beyond a need of specific skills, aid workers themselves are seen as a challenge by some. Along with the turnover, usual high in the profession, respondents also reported the development of “career plans” and the inertia in changing mentalities:

- *“Professionalization of the humanitarian sector brought the dimension of building a career plan. There was a certain shift from commitment to career. A career plan can be in conflict with the project interests.”*
- *“Mentalities and behaviours need to change, along with the organization.”*
- *“The resistance from people is a challenge. There are people who have a lot of experience doing things in their domain in a certain way and feel that it is fine already. They need to not only be convinced but also then turn their energy towards ensuring successful integration.”*

All the coordination staff, that generally constitutes the hierarchical line of aid organizations (in comparison with the “soft” technical links between referents, country sector manager and field activity managers). They are therefore seen as an important factor for a successful – or failed – assimilation of integration into practices. Country directors (also called ‘Head of mission’ in other organizations) are perceived as key stakeholders as they are in first line to create momentum to adapt organization strategies to their specific contexts.

- *“In Intermon Oxfam, the concept of integration is still far more theoretical than operational. Even if there is an institutional willingness to make programs evolving toward this approach, few efforts are done at the country level for its concrete implementation.”*
- *“A challenge is to have the support from the line management to enforce the implementation as it is not in the mandate”*
- *“Country directors often see WASH as less important”*
- *“The commitment of country top management should be enhanced and integration should be taken in account in country strategies”*
- *“Field managers may be not supporting the integration of ‘soft’ sectors”*

The importance of several coordination aspects have also been stressed in responses given:

- *“It is important to bring everyone to work together on common narrative or early warning systems and to have unified structures – like common coordinators”*
- *“Field support is not judged as important by everyone”*
- *“There is a gap between the amount of documents produced and the absence of focus on integrating people to work together”*
- *“The mobilization of human and financial resources should be done in time to ensure the joint implementation of the program”*
- *“The elaboration strategy of an integrated program is often difficult, we see more generally a sum of actions rather than a comprehensive program”*

These coordination issues were often linked to a strong impression that sectors’ robust habits and mentalities constituted a clear barrier to integration of activities:

- *“Lack of coordination between sectors”*
- *“Leadership conflict: each sector wants to have more visibility”*
- *“Sectors war, with programmatic views that are still very specific and compartmented: each one preaching for his parish. WASH field staffs know what to do and answer efficiently to their project manager and the same for Food Security staffs. None of these groups would abandon a part of their way of working to integrate the others one in their approach.”*
- *“Make people coming out of their boxes in the field is difficult”*

Some other significant features have been quoted by one or more respondents in their responses as potential challenges or barriers:

The lack of expertise;

- *“Lack of understanding in the use of the “Nutritional impact as an indicator both internally and in donor agencies. Donors ask for proofs of the causal links in the nutritional UNICEF framework, which is hard to do for NGOs”*
- *“The lack of expertise slow down the all process”*

The targeting;

- “The targeting criteria can be different for different sectors”*

The Monitoring & Evaluation;

- “To design a Monitoring & Evaluation system: a mix of indicators? Innovative indicators?”*
- “To develop an expertise in the integrated approach field with a PMEAL plan adapted to measure the success of pilot project tested in the missions.*

The reporting;

- “Reporting schemes have to be redefined, as sometimes, one does not know to whom he should report”*

And the communication:

- “Lack of knowledge from each side on the other side activities and solutions provided”*
- “Lack of mutual understanding on the objectives and expected results”*
- “Lack of communication”*

Finally, the issue of financing, funding and relations with donor agencies has been raised by numerous persons. They mainly stressed a general lack of flexibility in funds (and minds):

- “Two or three years funding for programs involving Resilience or Disaster risk reduction programs are rare”*
- “There is a need of advocacy towards donors for more flexibility in funds and Human Resources”*
- “There are more and more requests from donors to integrate or mainstream, but the resources allocated stay the same”*
- “Funds of programs are categorized in people minds as EFSL or WASH. With this approach, integration is not possible, they are not thinking about the aim of the program.”*
- “Donors directives: some funding policies do not give any flexibility in sectorial allocation”*
- “Limited financial resources to implement some kind of interventions”*

On ACF side:

As discussed in the previous question, the lack of clear procedures was seen as a barrier to implement integration.

An insufficient training of the staff but also a limited capacity in the field were exposed as challenging, but also organisational issues leading to sectorial compartmenting or even “cultural issues” linked to the lack of incentive for staff to implement an approach perceived as “more complex and time consuming”.

The lack of evidence of the “multiplier effects of integration” (synergetic effect) and donors’ funding policies were also quoted by several persons.

Questions 8:

According to you, is there enough tools and documentation available on integrated approach?

8 respondents answered “Yes”, 5 answered in the middle and 4 answered “No”.

However, it is important to notice that some people who answered yes considered in question 6 that the existing documents are too numerous, not well managed and overwhelmed the users.

Within ACF, 2 answered “Yes”, 1 in the middle and 1 “No”. Respondents not answering “Yes” were those who expressed a lack of documentation on procedures.

Question 9:

Do you feel involved / informed enough about the development and implementation of “integrated programming”?

12 respondents answered “Yes”, 4 answered in the middle and 1 answered “No”.

There is a global impression among respondent that they are involved to some extent in the process and receive information about it. Other responses than “Yes” are spread evenly between levels and sectors, revealing no trend.

Within ACF, 3 persons answered “Yes”, and 1 “No”, which is showing the same global pattern.

Question 10:

Do you feel skilled / trained enough to use an integrated approach at your level?

In the head office, 5 persons answered “Yes”, 3 in the middle and 1 answered “No”.

In the field offices, 3 persons answered “Yes”, 5 in the middle.

Altogether, staffs are shared equally between the impression of being skilled enough or partially only to develop an integrated approach in their work. The breakdown seems to show that workers in the regional and national offices feel less able to handle it than their colleagues from the headquarters.

ACF staff seemed to have the same pattern with 1 “Yes”, 2 in the middle and 1 “No”.

Question 11:

Globally, do you think that integrated programming is a useful approach in your organization?

16 respondents answered “Yes” and 1 answered “No”.

This significant majority of “Yes” reveals a massive adhesion to the concept of integration developed in the organization by the technical staffs interviewed, despite all the barriers and challenges listed by all of them.

Similarly, 4 “Yes” collected from ACF staff show they are also convinced by the concept.

4.3 Summary of the outcomes

There is no clear definition of “integrated programming” for everyone within Intermon Oxfam. Nonetheless, with recent initiatives such as the implementation of the “One Program” approach or the use of the “Theory of change” as an analysis tool, all the respondents proposed more or less definitions close to each other. From all the different propositions, we can define “integrated programming” as:

“A problem based approach bringing all the operational and soft sectors to have a common reflexion to design and implement a holistic response suiting the context and flexible to its evolution ensuring a programmatic consistency with the final objective to increase the impact of the project for the population”.

For interviewees, adopting an integrated approach should improve the analysis of the current situation and enhance the general understanding of the environment through a more comprehensive assessment run by a multi-disciplinary team. This improvement should eventually give more coherence to the project design that would focus on addressing the root causes of problems. Implementing teams should profit from an enlarged vision and would potentially improve their skills and their coordination between themselves and with partners. Ultimately, respondents thought this approach would increase the impact of the project for the population but also the general efficiency of the intervention.

Several specificities of integrated programs over non-integrated ones have been pointed out. Integration requires multi-sectorial teams, meaning teams with all the field of expertise that the organisation's mandate and strategies aim to cover in its interventions. At every stage of the project cycle, teams should be multi-sectorial and remain the same as much as possible to increase the coherence and the accountability of the work. In this set up, the assessment of the situation is probably more complex but also more complete in the analysis of problems having multiple causes. The design phase of the project should be a joint reflexion resulting in one common plan for all sectors, with strong overlaps in targets, in activities and obviously in objectives. The design and use of common tools and processes is seen as a key factor to ensure those intersections. All the monitoring and evaluation plan and tools should also be designed and used in common and include common indicators that reflect more expected impacts than activities' outcomes, even if these last ones are easier to measure and understand. This set up requires staying sensitive and flexible in the reading of indicators compared to the evolution of the situation. This could bring back the accountability to beneficiaries in the centre of the action but would require advocacy towards donors to let apart the traditional control-centred reporting practices and look at the real results of interventions.

Working in an integrated program requires specific cross-sectorial skills that should be specified for recruitments. In addition, they could be reinforced through workshops or trainings that would also create cohesion. More than in standard projects, coordination staffs are seen as enablers of this alchemy between sectors, and they should have a deep understanding of the different aspects of their teams' work. The time required by these coordination activities could lead to hire a dedicated person.

The evaluation of the integration in a program seemed to be a confusing question for most of the respondents, few concrete ideas have been proposed. The difference between success of the program and success of integration has not been clear for everyone. No tools or procedures seem to exist to assess the integration for the moment but some are actually about to be tested in some projects. It has been proposed that its evaluation could be done following three different axes: the evaluation of the project's impact; the assessment of the programmatic planning, management and processes; and finally the existing capacities in headquarters and in each country. Knowledge and practices of project staff or committees created during the project have also been suggested as an indicator that could reflect the success of integration.

There has been a consensus to say that the acute phase of an emergency intervention is generally less suitable for implementing an integrated approach. Reasons given are the relative simplicity of the objectives (life-saving activities), the short delay given to conduct an assessment and start activities and the natural focus put on one sector in such contexts. The funding strategy of some donor agencies and the risk of activity overlapping with other actors working in the same area have also been identified as reasons not to implement an integrated program. However, a stress has been put on the necessity to keep an "integration spirit" even if the overall process is not applied.

Respondents generally stated that some documents exist to help them incorporating an integrated approach in their work. However, quoted documents seemed to be more often designed for a use at a strategic level (policies, position papers) and their translation into guidelines and tools for the field (operational level) has not happened yet. Some communication issues have been reported on both vertical and horizontal (between sectors) when documents are created.

About the challenges and barriers to integration implementation, respondents highlighted several components showing that the historical division existing in Intermon Oxfam between EFSL and WASH (or development and humanitarian interventions) was the main source of inertia. The way the integrated approach was implemented into the organization's practices and spirit was a source of worries for some respondents. The speed of the process, its complexity, or even the targeted programs were some matters of concern. It was thought there was a risk that human resources could not follow the needs of additional staff with specific skills with the already challenging high turnover. The

potential resistance to change of staff was also spotted as a possible barrier necessitating trainings or sensitization workshops and a review of job descriptions. Management staffs involvement and their coordination skills were unanimously quoted as a key element to surpass the sectors division. The lacks of expertise or communication within teams were also proposed as being great internal challenges. Finally, the funding practices of principal donor agencies were perceived as a clear obstacle requesting NGOs to make an important advocacy work backed by evidences for more flexibility and less sectorial categorization.

The existing resources on integration were generally perceived as rich and interesting but respondents said to perceive sometimes a lack of coherence and clarity in the information proposed. Yet a lack of guidelines and tools on how to proceed has also been expressed.

Around 75% of the total respondents affirmed they felt involve or informed enough about the development of integration in their organization. Considering that people interviewed were occupying positions of sectorial coordinator or advisors, this ratio is not very high and probably reveals a lack of information sharing and the difficulty to involve everyone in a complex multidimensional process.

Staffs were shared on the question of feeling skilled enough to work with an integrated approach. Beyond the probable expression of a sense of humility, answers expressed a discomfort to handle this unclear concept.

Anyway, respondents expressed a unanimous adhesion to integrated programming as useful approach.

The only clear differences that was observed between ACF and IO answers were that ACF seemed to have chosen a clear nutrition orientation to crystalize integrated programming and translate the concept in action and that they seemed to be a step forward in the development of policies and tools to design integrated intervention.

5 Evaluations

5.1 The screening process

Out of 18 documents submitted, 4 were rejected as not being evaluations and one because it was written in Spanish.

The screening process revealed that only 7 of these evaluations contained information on the programme revealing a certain degree of integration or multi-sectoral programming between different sectors, 5 from Oxfam and 2 from ACF. Only 4 of them presented elements of analysis of integration or multi-sectoral programming as part of the evaluator work. Details of the evaluations retained are given in Table 5-1. The result of the screening process can be found in Annex III.

Table 5-1 - References and details of the retained evaluations

Reference	Country	Organisation	Elements of analysis of integrated work?
(Belemvire & Mbaïam 2013)	Chad	Intermon Oxfam	No
(Caussanel & Guiryanan 2013)	Chad	Intermon Oxfam	Yes
(Caussanel 2013)	Mauritania	Intermon Oxfam	Yes
(Olana 2014)	Ethiopia	Oxfam America	No
(Webster & Assal 2011)	Sudan (Darfur)	Oxfam America	Yes
(Coulibaly 2013)	Mali	ACF - Spain	Yes
(Fandy 2010)	Mali	ACF - Spain	No

The lack of material – out of objectives, results and indicators – found in evaluations does not mean necessarily a total absence of cooperation between sectors at any level. The fact is that few evaluations looked at the processes used, the coordination of the programme or the way teams are working. The approach of the 2009 evaluation of the integration process in the ACF programme in Kenya (Mcdowell et al. 2009), presented in the literature review (See section 3.3 Previous work on integration) appeared to be an exception.

5.2 Results

First of all, as illustrated by the results of the screening process, very few evaluations take time to analyse how teams were working together – and if they were – when different sectors are involved in a programme. Yet, when looking at the DAC criteria for evaluating development assistance, widely used in the evaluations reviewed, it appears that knowing if teams were jointly planning and coordinating their activities and the way they did it could enter in the evaluation of the “Relevance” (looking at linking context, objectives and results) or the “Efficiency”.

At first sight, the first thing that retains attention on the way objectives, results and activities were written (often through the use of a logical framework) is that the linkages between sectoral results, the specific objective(s) and the context presented are not always clear within Oxfam programmes. References to food security and livelihood needs are sometimes expressed in the specific objectives, while WASH or nutrition (with links to its causes) are absent. The two retained ACF evaluations had showed more coherence in the formulation of the specific objectives against results; their results were phrased according to the underlying causes of malnutrition displayed in the UNICEF framework. Box 5.1 exposes examples of clear and unclear formulations.

If the majority of evaluations presented which indicators were used to evaluate activities and results (as part of the evaluation of the effectiveness of the programme), nothing was said on consultations or joint elaborations of the set of indicators. No indicator on processes was mentioned.

About joint activities, several ways of linking sectors have been observed with different implications of sectors:

- The cash-for-work activity developed by one sector is used by another one (weak link necessitating only administrative coordination)
- Water point installation jointly with activities around gardening and livestock (strong link necessitating joint planning and coordination)
- Hygiene and nutrition practices promotion (Logical link on “soft activities”, but can be weakened if sectors are not involving resources)
- Wash-in-Nut strategy activities (medium to strong link as it can be deployed without real consultation of another sector / actor, just following the strategy guideline)

Very few information was available on how collaboration has occurred, on the involvement of sectoral teams and on good practices.

In addition to these planned activities, the reports analysing integration gave some interesting inputs. In the Sudanese Darfur programme of Oxfam America (Webster & Assal 2011), what appeared to be a non-planned contextual integration was observed: mats made from palm leaves as part of an income generating activity were used to build latrine walls instead of – more expensive – plastic sheets.

This reveals that multi-sectoral consultation and planning has the potential to answer better to beneficiaries needs (like water points designed to answer production needs) and to offer new opportunities, possibly cheaper or more accepted (latrines walls in palm leaves mats).

In the other hand, evaluations analysing integration between sectors reported adverse effects of a lack of coordination or absence of consultation:

- In Darfur again, Internal Displaced People making bricks as an income generating activity are so numerous they were depleting the water table (Webster & Assal 2011).
- In an ACF programme in Mali, the lack of consultation of the nutrition sector by the Food Security and Livelihood sector lead to a massive orientation towards the production of onions as a more interesting product to sell to the detriment of food diversity, the original purpose of gardening activities (Coulibaly 2013).

About targeting, one programme was explicitly reported to have used a joint targeting process for most of its activities (Caussanel 2013). On the other side, some evaluations revealed a certain lack of consistence in the targeting process against the objectives and results. Many programmes used the Household Economy Analysis tool to identify vulnerable households and one was reported to have used a community consultation and validation of the beneficiaries to increase the transparency of the process and ensure no-one was excluded by mistake (Caussanel 2013).

An unclear formulation:

In a Chad Intermon Oxfam programme (Caussanel & Guiryman 2013), the specific objective was clearly linked to food security:

“Mitigate food insecurity by implementing mechanisms of rehabilitation of the livelihoods of the most vulnerable households”

Yet, the result of the programme covering all the activities related to the WASH sector did not express links to these “mechanisms of rehabilitation of the livelihood”:

“Access to potable water and hygiene practices of the population are improved”

A precision made clear that this result “aimed to reinforce the action on the food security team”. This apparent subordination of a sector’s activities to the other is strengthened by the fact that, even if the identification of the target villages has been done jointly, the targeting of the WASH beneficiaries has been done within list pre-established by the Food Security team.

A clear formulation:

In the other Intermon Oxfam programme evaluated in Chad (Belemvire & Mbaïam 2013), the specific objective showed clearly the link between malnutrition causes, food access, and WASH:

“Addressing the immediate causes of global acute malnutrition by improving households’ access to food, good quality water, sanitation and hygiene in the North of Guera”

In this case, linking the different results (and activities) to the specific objective of the overall programme was made very logical:

- Ensuring sufficient funds to the poorest during the hunger gap
- Protection of livelihood in vulnerable areas
- Improvement of hygiene / nutritional practices of mother of young children in affected areas
- Access to improved water point and sanitation in affected areas

Box 5.1 - Examples of specific objectives and results

In her recommendations for Oxfam Mauritania programme, Caussanel insisted on the importance of having a joint WASH and EFSL committee as a central pivot of the project linking the community, the NGOs and the other stakeholders, improving the communication, information exchange and accountability and being a platform to enhance community involvement (Caussanel 2013).

Little information was found on the initial assessment and the Monitoring and Evaluation. Webster and Assal reported that monitoring in the Darfur programme was focused on sectoral activities and results, and not on monitoring the evolution of indicators linked to the specific objective, revealing short-term view on the programme centred on immediate effects (Webster & Assal 2011).

No elements on team coordination or management were found. When team compositions were described, they always appeared as two separated teams, one WASH, one FS&L.

In terms of processes, again, little information was found. In the two Oxfam programmes in Chad, there was apparently a certain degree of organized joint planning with monthly common meetings to organize and articulate activities, but reporting was said to be done separately in one (Belemvire & Mbaïam 2013) and strategies of action to have been done independently in the other (Caussanel & Guiryanan 2013), revealing that in the best case the teams decided to be more consistent in their action by coordinating (on a monthly basis!) their action, in the worst case, it was only to share vehicles.

In the Oxfam Mauritania programme, efforts were reported to have been done in planning jointly and exchanging between sectors continuously. With the involvement of the community in the targeting process and the importance given to the committees as focused points for both parties, it resulted in a strong community involvement and ownership multiplying the results beyond the expectation with communities engaging activities on their own (Caussanel 2013).

In another perspective, evaluators of the Oxfam Darfur programme open the door to consider Integrated (Water) Resources Management (IWRM) and Water Safety Plans (described more as Wash Safety Plans by the authors) as way to encompass and integrate different sectors in having a multi-dimensional perspective (Webster & Assal 2011). In this case, IWRM could have help to identify brick making as dangerous for the available water resources.

To conclude on evaluations, it appears important that Terms of Reference of evaluations incorporate aspects on the integration (see Box 5.2) to provide a consistent practical feedback to the organisations on what works and what should be improved when working multi-sectorally.

(Webster & Assal 2011):

How can the WASH and HL programs be better integrated? What is the current level of integration between WASH and HL programming? What practical steps can be taken in the mid and long term to bring more cohesion and integration in programming? Is this feasible? What resources will be needed in the mid-term? Are we maximizing opportunities for people to earn an income while supporting WASH objectives?

(Caussanel 2013):

Evaluation is focused on three main analysis axes:

- *Impact of an integrated response WASH & FS to a drought crisis*
- *Integration process of WASH & FS (what are the links, monitoring planning tools)*
- *Integration of the Wash-in-Nut regional strategy in our activities and recommendations for the livelihood programme*

Box 5.2 - Explicit formulation of the evaluation of integration in ToR

6 Discussion

6.1 What is integration?

The first thing that can be said about integration is that it is a concept with many dimensions making it difficult to define. Even when reduced to “multi-sectoral programming”, it still covers a wide range of different aspects.

Interviews helped to draw a definition of what “integrated programming” was:

“A problem based approach bringing all the operational and soft sectors to have a common reflexion to design and implement a holistic response suiting the context and flexible to its evolution ensuring a programmatic consistency with the final objective to increase the impact of the project for the population”.

This definition has the advantage to cover both benefits for the programme and for the community highlighting the consistency, the flexibility and the character continuous of the approach to ensure both.

In comparison, the definition of Dolan et al of integration focuses on the benefits in term of process but showed that interventions are directed towards a common objective (Dolan et al. 2009):

“The joint operation, coordination and management of all interventions needed to treat and prevent acute malnutrition that achieve the greatest impact, with the most efficient use of resources and at lowest cost”

Integration seen as a social process of creating closer and denser relations with the population has also been developed in several sources. In the work of International NGOs, usually working at the end of the chain, or with partners in the field, there is need to have a reflexion on the importance to consider social integration as a way to increase impact and efficiency, but also sustainability and natural replication, of a programme through improved understanding, acceptance and ownership of projects.

The benefits of adopting an integrated approach are numerous. If potential synergetic effects of multi-sectoral integration need to be proven by scientific research, other benefits exist; the degrees of integration described in ACF Nutrition Security Policy (ACF International 2014) are linked to various progressive level of benefits:

- 1) Avoiding counter-productive effects and negative impacts (Do no harm)
- 2) Prioritisation of high impact activities according to a common goal
- 3) Complementing intervention by adding values on some factors
- 4) Synergetic effects were the joint work produce more than separated actions

It is important to notice that if activities implemented are not always having an impact on the same principal factor, it is always possible to analyse their interactions to see opportunities to reduce negative impacts and increase positive impacts on other activities aims.

It is worth to remark that there is no restriction to specific sectors when looking at definitions and benefits of integrated approach. And most of everything developed further is generally true for both integration of expertise sectors (WASH, EFSL and Nutrition) or humanitarian/emergency and development interventions, and around nutrition or Integrated Water Resources Management.

Another benefit of adopting an integrated approach is that is people with a mono-sectoral background will develop, if not knowledge, at least sensitivity in other sectors that can only improve their contextual analysis, even if it is also a challenge to drop sectoral blinkers.

6.2 From strategy to implementation

The important number of sectoral strategy and policy papers produced as well as guidelines has the tendency to loose everyone and does not push field staff to engage in time and energy-consuming joint work. The example of Oxfam revealed haste to incorporate integration into work without a prior planning on how to proceed and at which level to start (bottom-up, top-down, horizontal, sectoral?). It appears therefore highly necessary to have overarching strategies describing axes approach that become part of the official position of the organisation. These strategies have to reflect the mandate and the strategic orientation of the organisation and they should rely on both experience and scientific evidence to ensure adhesion. Once created and validated by all parties, other documents, like sectoral strategies, have to follow the positions and guidelines expressed in it. In addition to ensuring more consistency in documentation produced, it invites sectors to work together and it eases processes as cross-sectoral validation of documents.

The example of integrated approach through malnutrition analysed in this study showed how scientific research can be used to develop – and support – consistent structured

strategies (see the Nutrition Security Policy of ACF) detailing the problems, their consequences and causes and giving directions to address them according to the mandate, capacity and expertise of the organisation.

Around the project cycle, many opportunities exist for integration. At least, even in case of emergency response, it is highly recommended to include every field of expertise of the organisation in the initial assessment, through a team of multiple specialists or by using assessment tools jointly design and easy to use by non-expert.

The design stage is probably the more decisive because it will influence the overall project. It is when potential cooperation or integration between sectors can be identified and evaluated. There are three groups of questions on which it is important to lead a joint reflexion: 1) the articulation of the objectives, results and activities and their links to the context; 2) the links between sectoral activities, the existence of multi-sectoral activities and how teams could be best organised to run them; and 3) indicators of results and objectives and how they reflects the achievement of their components. Here a list (non-exhaustive) of some questions around the three topics:

- 1) How do sectoral results and activities articulate with the specific objective and between them to produce a consistent whole?
Is the specific objective not too vague and linked to the context?
Do these relations appear clearly in their formulation (and in the project description)?
- 2) Are there activities that could or should be planned and implemented jointly?
On which activities teams will be supposed to cooperate/work together? How?
Could the use of a joint team be relevant?
- 3) Do the indicators chosen to assess the results (and potentially the activities) reflect their relation with the specific objective and its achievement?

Badly chosen or badly formulated specific objectives, results and indicators, disconnected to the context and to the other levels (objective/ results/activities), can weaken the global vision of the project and lead teams (and beneficiaries) to focus only on activities outcome. Thus, a joint design of the indicators with staff having strong skills in monitoring and evaluation processes is essential.

The targeting is also a critical step in a multi-sectoral programme. If the specific objective of the programme aims a precise population (vulnerable, households with malnourished children, mother of young children and pregnant women...), then targeting process should aim to find them and targeting criteria should be chosen accordingly to the objective and

its components. It is important that criteria are chosen in common and targeting done jointly to maximize overlaps and coherence of selected beneficiaries. If targeting is done separately, by sector of activity, without a prior global one, there is a higher risk of missing potential beneficiaries. On top of this, actively involving the community in the targeting process, designing a mix of organisation criteria with agreed community criteria can improve the quality of the overall process, and create a beneficial momentum and early adhesion to the programme. Simple, understandable and agreed criteria and transparency through the all process are key elements.

When implementing the programme, the use of some well-designed tools could ease integration between sectors and teams mainly for the planning and monitoring of routine activities. Regular common meetings are a chance to exchange and plan jointly and offer the opportunity to challenge other sectors ideas and approaches. With the same idea, joint reporting is important to close the loop, linking back activities to results and everything to the objectives of the programme. It should result in a well-structured document coming back on the articulations of the different level of the project and following a clear logic rather than a disparate agglomerate of sectoral reporting sections. Implementing such approaches require to be formalized in guidelines to be systematized.

As for the choice and design of the indicators, the creation of the M&E plan could require specialist skills and the intervention of a specialist or a team of specialist to support the design could be required as this plan will be the only agreed way to assess if the programme had reach its objective or not. In addition, to monitor and evaluate results and objectives indicators, some specific evaluation technics could have to be used, involving statistical analysis or group comparison for example; and so a specialist could be needed to have it done correctly as it is generally not asked to field staff to have such analytical skills. Having M&E specialists, at a country or regional level, advising and helping to monitor programmes could allow to follow complex indicators with a high quality. In addition, they could be in charge of the evaluation of the process of integration as it concerns directly the way teams are implementing the programme together and therefore cannot be objectively assessed by teams themselves.

6.3 The importance of staff

The importance of the leadership of the management staff has been highlighted as a key factor for an active and successful multi-sectoral collaboration. In all the evaluations

mentioning the composition of the teams, there was no mention of a project manager, coordinating the different sectoral programmes. The development of coordinator positions with the responsibility to ensure the cooperation or integration as part of their responsibilities is seen as an initiative that could improve critically the effectiveness of joint intervention.

In addition, including responsibilities towards integration (according to the design of each programme) – and possibly adding specific cross-sectorial skills - in job descriptions of sectoral staff and sectoral managers and making them accountable for it is important. Evaluating performances of staff against integration objectives should increase both the awareness and efforts done in the direction of integration. The importance of this measure is reinforced by the usual high turn-over among aid workers, and particularly expatriates, occupying management positions. Responsibilities and accountability make integration less dependent on the good willing of current managers and create more continuity when they are replaced.

To complete it, it is critical to include joint trainings, workshops or awareness session on cross-cutting issues, activities or objectives to develop a cross-sectoral understanding, a common vocabulary and to make everyone seeing sectoral activities as serving a broader objective, without forgetting that any activity done jointly enhances the idea of a unique team following the same purpose and creates links between individuals, multiplying opportunities to discuss and solve problems together. National staffs are often unaware of the global objective of the project or they are not linking it to their daily activities but in the same time they are the one seeing and talking to the beneficiaries the more; they should thus be the main target of these joint workshop.

It is important to take in consideration the natural resistance to change when implementing new ways to work asking more efforts. And generally, the more experimented, the more likely to have worked with a silo approach a long time and the higher the responsibilities in the organisation. And if top management in countries (and in HQs) are reluctant to adapt existing structures and processes to allow the development of integration, there is little chance it will happen. Finding incentives to make people being actors and vector of the change is important. And the scientific rationale linking malnutrition to its underlying causes is probably not the best incentive for field staff implementing one precise activity,

which sees the additional constraints of integration in term of processes and does not see any immediate benefit of it.

To sum up, if there is a critical need to seek and develop particular skills linked to integration and to make staff accountable for it; in the other hand, it is important to look at how to sensitize, inform and train staff and to look for incentives to trigger the process more easily.

To conclude on staff, a reflexion have to be done on the “missing skills” when developing multi-sectoral integrated approach. Intermon Oxfam has no nutrition staff and no nutrition referent; ACF has no medical staff or medical referent even if they are addressing immediate causes of malnutrition. Organisations have field of expertise, often link to their mandate, so to be legitimate, should they use only integration model encompassing their fields of expertise? Should they rely on partners to complement their analysis and intervention? Should they recruit few specialists involved in assessment and evaluation to ensure a holistic view of the situation? The question remains open.

6.4 The benefit for the community

As stated in the part on the definition and benefits of integration, integration should increase the pertinence, coherence, efficiency and impact of interventions and therefore be beneficial primarily for the recipients of interventions.

The communities targeted by the project should consequently be taken in account when considering using an integrated approach. They should be involved in the needs assessment, design and targeting and the programme team should be accountable to them through committees or focal points acting as bridges between the population and the programme’s teams. Considering communities as potential “actors of change” by involving them can create unexpected multiplier effect and new initiatives. Spreading information about the programme and particularly on its aims and logic, reporting to the community about the project results and impact, and implementing a complain mechanism are seen as minimum actions to be done.

6.5 Next steps to progress

Now that feedbacks started to be collected on multi-sectoral programmes implemented, it is important to clearly define what has to be reported by evaluations and to systematize the

collection of data in order to identify good practices, challenges, issues and solution to surpass them.

Tools and policies developed have to be tested and evaluated in pilot projects. More globally, evaluations have to incorporate questions and criteria to assess integrated approach as soon as it appears in the design or proposal of the project. The process of evaluation, criteria and indicators used have to be standardized enough to allow comparison between programmes and therefore assess both the degree of integration and the effectiveness of this integration.

Identified examples of good practices could be grouped and shared among field practitioner to give them concrete example of what integration means at their level (initiatives such as the use of palm leaves mats to build latrines wall is concrete and talks to field staff).

Working in close relation with researcher could help to produce evidence on both the issue (e.g. malnutrition) and processes used to integrate activities.

In addition, good quality findings from evaluations and scientific evidence are helping to advocate towards donors for more flexibility in their funding process in order to suit better to programmes aiming themselves to be more adaptive to the reality of the context and its evolutions.

7 Conclusion

This conclusion chapter intends to make a step backward and look at what have been achieved here. Approaching the topic of integration was not an easy task as terms and definitions related to it were not even clear. The exploratory nature of this work explain that the numerous qualitative elements found eventually led to build more a sort of broad canvas where information is spread with some denser or sparser areas rather than a structured construction with a logical progression.

Intermon Oxfam, the focal point of this study, have started off a process of incorporating integration into its practices, but as this implementation was in its early stages there was a lack of consistency within the initiatives that made the work quite challenging.

7.1 On the research methods

7.1.1 The literature and document review

Investigating the use of integrated approach needed to focus on an issue providing the rationale to develop multi-sectoral integrated interventions. The original Oxfam proposition of project was focused on West Africa, and there has been a growing interest of all type of actors on the malnutrition issue these last decades, it appeared therefore logical to choose malnutrition as a point of entry to study multi-sectoral programming and to look at West Africa as the region concentrating most of the initiatives.

At this point it was necessary to consider exploring scientific literature and documents of some leading agencies (e.g. UNICEF) to understand the problem of malnutrition, its causes and the choice of multi-sectoral interventions to answer it. This explains why the literature review covers extensively malnutrition.

In comparison, the quasi-inexistent literature on multi-sectoral or integrated approach created an imbalance in the literature review.

Investigating policy and strategy documents from funding agencies and NGOs has been a good source of information to capture the different views and positions among the sector at a strategic level. For NGOs, it was also an interesting proxy indicator of the state of the reflexion on integration looking at contradictory information, joint redaction of documents or even the proportion of draft documents.

7.1.2 The interviews and questionnaires

Before presenting the results, it is worth to say that the choice of semi-structured interviews and the informants' panel (quality and number) had proved to be a good choice afterwards. In the short time frame, interviews conducted in Barcelona gave the possibility to the author to open the discussion to increase his knowledge and understanding of Intermon Oxfam as an entity with its own history, structure and functioning.

Having more open than closed question provided a rich set of data, more complex to analyse but more open to new aspects. These exchanges gave also the opportunity to enrich the literature review with new documents judged as important or to review the author's interpretation of some of them.

The result is a multi-dimensional picture that represents the multiplicity and complexity of views of some of the stakeholders, who are the main medium of the incorporation and appropriation of the integrated approach in the organization. This is why the original request from Intermon Oxfam to evaluate integrated approach in their programmes through reviewing evaluation has been eventually let apart.

7.1.3 The evaluation analysis

Originally, the author received around 20 documents being supposedly evaluations linked to programmes using an integrated or multi-sectoral approach. Originally it was evaluated that 7 or 8 evaluations from each organisation would represent a good consensus between the workload and the possibility to compare programme among them.

It appeared that very few evaluations were giving importance to evaluating specifically the coordination or integration of the different sectors. Except 2/3 of them that had a paragraph or section dedicated to the ways teams work together (at any level), information were found by picking half a line here or there. Thus it was difficult to evaluate if and how things happened (joint / separate assessment, monitoring or reporting for example) as maybe it was only not covered by the evaluation.

Therefore, the method can be judged as a poor source of information in this case unless the volume of evaluations reviewed is bigger, other documents are available (Logical Framework, Proposal...) to complete the picture and there is a possibility to ask additional information and precisions to the organisation.

7.2 Answers to Research Objectives and Questions

When coming back to the list of questions that the study proposed to investigate and answer, it appears that things are mitigated. When designing the study integration or “integrated programming” was considered mostly as an approach to programming in itself, but it appeared that the concept and its use are strongly link to the topic it is serving and the aim. This is why this work tended to look at malnutrition, as the issue on which integration was potentially applied, its context of development.

Objective 1: To investigate the alignment of different sector actors about adopting a multi-sectorial integrated approach.

The different questions linked to Objective 1, linked to the strategy developed by donors and organisations on integrated approach are fully concern by this lack of contextualisation of the problem; the objective and all the questions should have been completed with a reference to the fight against malnutrition.

Question 1.1: What are the recommendations on integrated approach of the main donors financing WASH related interventions?

Question 1.2: To which extent such recommendations have been taken in account in developing organization strategy of action?

Question 1.3: What are the similarities and differences between recommendations developed by the different donors?

As stated the context was missing and therefore, it was the policies and recommendations on malnutrition that were investigated and compared. The fact is every document is based on the same scientific evidence, mainly from the UNICEF, World Bank and the two Lancet series of 2008 and 2013 on malnutrition. Organisations documents were also based on these works more than following any donor recommendations. No dissimilarities were detected among the donors.

Question 1.4: What are the similarities and differences between strategies developed by different organizations?

Intermon Oxfam has proven to be still in a design phase for all their documents, and they are still missing a comprehensive and consistent overarching strategy. Interviews showed clearly there is a momentum on developing ways to work together around different topics (malnutrition or IWRM). It seems that having the fight against malnutrition in the centre of their mandate helped ACF to adopt a global strategic approach instead of merging different

sector approaches. For them, integration is a tool, one of several, to fight malnutrition which is not always relevant to use.

Objective 2: To analyse the organization strategy developed internally to promote integration.

Question 2.1: How are specific aspects and needs of an integrated approach taken in account in the project cycle in the following steps:

- Policies and guidelines
- Assessments
- Implementation
- Monitoring & Evaluation
- Capitalisation

This question was originally on the strategy developed by Oxfam, but as stated, a comprehensive strategy is still missing. Anyway, the different sources of data exploited by the different methods provided numerous elements on the critical importance of having a joint multi-sectoral assessment and design of programmes to ensure its consistency and coherence with the context. Joint targeting, planning and monitoring were also highlighted as important (see the Discussion chapter). Capitalisation is a key element of the improvement of integrated programming, but things have to be defined on how to proceed (indicators, evaluators, criteria...).

Question 2.2: Is there any disjoints in the project cycle and if yes, what are their frequencies?

The expectation was that the evaluation review would have provided answers to this question by analysing the strategy in action. The lack of data found in evaluations made it difficult to analyse any strategy in action. In addition, when the Oxfam reviewed programmes were designed and implemented, strategies have not been created yet on integrated approach making even more difficult to compare them.

Objective 3: To assess the extent to which keys staffs share a common understanding and accept integrated approach as a useful strategy.

Questions linked to this objective are the ones that have received the most complete answers. It is linked to the questionnaires and interviews method and more particularly to semi-structured interviews that allowed the discussion to focus on some questions.

Question 3.1: How is the strategy adopted by the organization interpreted by key staffs involved in decision making and programs planning?

As Oxfam strategies on integrated approaches to malnutrition were quite new, it seemed there was a lack of appropriation by the staff because everyone was not knowing all the documents currently available (or under creation) or referring to the same documents as key ones.

Staff had not all the same definition of integration (WASH/EFSL, Humanitarian/development), which was not helping to have a common interpretation of strategies, but a concordance has been observed on various points such as the importance of holistic assessments or the ultimate aim of improving programmes coherence with contexts.

Question 3.2: Is the strategy adopted by the organization accepted and integrated in the practices of these staffs and why?

People were interested in the process of increasing linkages between sectors. And efforts were made to do so. But if the general idea received a global agreement, it was difficult to assess whether any specific strategy has been incorporated or not into practice, mostly because no specific elements to test were identified prior to the questionnaire design.

Question 3.3: Is the strategy, policies and guidelines judged as fitting for the stated purpose?

Policies and strategies have had just been created, no guidelines were existing, so it was not possible to assess their effects and results against their stated purpose.

Objective 4: To identify successful practices, challenges and barriers when adopting an integrated approach

Question 4.1: Is there any trend in terms of:

- Type of intervention where an integrated approach is (not) working?
- Successful practices?
- Challenges and barriers when developing a program?

Finally, question 4.1 has been the one that has been the more covered, probably because it was an open question, suiting to an exploratory work. The discussion section gives many

elements of answer coming from the compilation of the review of previous work on integration, the questionnaire section on context and challenges, and the review of evaluations. This fourth objective intended to reveal elements for further research and developments. It was more looking for openings than for answers, and it is probably was best suited to this study.

7.3 Conclusion on the dissertation

The topic of integration is wide, too wide to be reduced to the problem of malnutrition and to its use by NGO. Fight against malnutrition is a wide issue, too wide to be reduced to the work of NGOs.

Oxfam is in the early premises of developing and using multi-sectoral integrated programming. It was ambitious to assess the process and their achievements with little knowledge on malnutrition and integrated programming, no knowledge of the organisation and no benchmarks. The comparison with ACF offered some point of comparison, but differences in mandates and histories were limiting their extent.

Finally, many qualitative elements were found, but they built more a sort of broad canvas where information is spread with some denser or sparser areas rather than a structured set of results with a logical progression. As this work has been designed as an exploratory study, it can appear reasonable to consider data for themselves; but when considering the scientific aim of the research dissertation, it can give the impression of an unfinished work.

Running the same research on a longer period or in few years, when more data will be available and accessible, would probably provide more results and give the possibility to draw some sound conclusions and recommendations which has not been achieved here.

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9 Annexes

Annex I – List of key respondents

Name	Position	Organisation
Marta VALDES	Head of technical department	Oxfam
Sebastien THOMAS	EFSL Referent	Oxfam
Josep FERRER	Value Chain Advisor	Oxfam
Samia KHAYYO	M&E Referent	Oxfam
Pilar DUCH	Protection & Gender Referent	Oxfam
Sandra SOTELO	Women Rights Referent	Oxfam
Simone CARTER	WASH Referent	Oxfam
Cristina ALAMAN	WASH Advisor	Oxfam
Marta VAL	WASH Advisor	Oxfam
Amy GLASS	Regional Responsible for Humanitarian Action – West Africa	Oxfam
Idrissa HALIDOU	M&E Regional referent – West Africa	Oxfam
Imma DE MIGUEL	EFSL Regional referent – West Africa	Oxfam
Aime LUKELO	EFSL Regional Coordinator – West Africa	Oxfam
Hatem GRISSA	WASH manager – Mauritania	Oxfam
Zenabou COULIBALY	EFSL manager – Mauritania	Oxfam
Emmett KEARNEY	WASH manager – Chad	Oxfam
Pierre KOIVOGUI	WASH manager – Burkina Faso	Oxfam
Konate Papa SOSTHENE	EFSL manager – Burkina Faso	Oxfam
Barbara FRATTARUOLO	West Africa FSL Regional advisor	ACF Spain
Joaquín CADARIO	FSL Advisor	ACF Spain
Julien MOREL	Nutrition security and social protection advisor.	ACF France
Pablo ALCALDE	Head of WASH department	ACF Spain

Annex II – Questionnaire

PERSONAL INFORMATION

Name:			
Name of the organization:		Country:	
Experience in the organization:		Type of program:	
What are your position and your responsibilities in the organization?			

INTEGRATION

1) Could you define “integrated programming” in the context of action of your organization?	
2) What do you think are the potential benefits of adopting an integrated approach?	
3) Compared with other non-integrated programs, what are the main specificities of an integrated approach in terms of:	
Assessment:	
Design and Implementation:	
Human resources, management and administrative processes:	
Monitoring and Evaluation (M&E):	
4) How to evaluate the success of integration of an integrated program?	

5) Are there specific contexts where and when you think it is not appropriate to develop an integrated approach?	
6) Are there any internal or external documentation or tools available to you to help you in working with an integrated approach?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes:	Are they documents developed by? <input type="checkbox"/> The mission <input type="checkbox"/> The country/region <input type="checkbox"/> The organisation
	What kind are they? (Position papers, assessment, processes, guidelines, checklists, MEAL, lessons learnt...)
	Any comments on them:

PERCEPTION

7) According to you, what are the main barriers and challenges for a successful integration?

	Yes	No
8) According to you, is there enough tools and documentation available on integrated approach?	<input type="checkbox"/>	<input type="checkbox"/>
9) Do you feel involved / informed enough about the development and implementation of “integrated programming”?	<input type="checkbox"/>	<input type="checkbox"/>
10) Do you feel skilled / trained enough to use an integrated approach at your level?	<input type="checkbox"/>	<input type="checkbox"/>
11) Globally, do you think that integrated programming is a useful approach in your organization?	<input type="checkbox"/>	<input type="checkbox"/>
12) Anything to add?		

13) Would you like your answers to be treated anonymously?	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Annex III – Evaluation screening result

Evaluation title	Country	Affiliate	Year	Evaluatio n?	Evaluato r?	Int / Ext Evaluatio n?	Was it a Wash / EFSL / Nut prog? (at least two components)	Does it concern the link Emergency / Devyt / Resilience	Does it concern cross- cutting issues mainstreaming? (gender, protection)	Does it analyse integration?	Does it concern West Africa ?
Proyecto de educación de la población vulnerable y de disminución de los factores de riesgo que conducen a la desnutrición en el Gorgol	Mauritania	ACF-E	2012	Yes	Juarez Canaveras	Int	Yes	No	no	No	Yes
Réponse rapide à la flambée des prix alimentaires dans la région du Gorgol en Mauritanie	Mauritania	ACF-E	2012	Yes	Bakker	Ext	Yes	Yes	no	no	Yes
Projet d'appui aux populations à faible revenu en régions urbaines de Guinée	Guinée	ACF-E	2012	Yes	Lerron	Ext	Yes	no	no	no	Yes
Appui et consolidation des mécanismes sanitaires de dépistage et de prise en charge de la malnutrition aigue des enfants de 6 à 59 mois et intégration du suivi nutritionnel à la prise en charge des personnes infectées par le VIH	Guinée	ACF-E	2010	Yes	Mineo	Ext	No	no	Yes	no	Yes
Amélioration de la sécurité alimentaire et nutritionnelle au Mali et au Sahel	Mali	ACF-E	2010	Yes	Fandy	Ext	Yes	no	no	no	Yes
Sécurité Alimentaire et Nutritionnelle pour le Cercle de Kita , Mali	Mali	ACF-E	2013	Yes	Coulibaly	Ext	Yes	Yes	Yes	Yes	Yes
Water and Women in Southern Tigray Impact of Water Dam Constructed in Raya Azebo District	Ethiopia	Oxfam America	2011	Yes	Bogale, Bekele	Ext	No	No	Yes	No	No
Evaluation de la réponse à la crise alimentaire 2012 par Oxfam et ses partenaires au Sénégal et Gambie	Sénégal & Gambie	Oxfam America	2013	Yes	Renaudin, Léon	Ext	Yes	Yes	Yes	Yes	Yes
Joint Sector Review (WASH & HL) of the Oxfam America Darfur Program	Soudan	Oxfam America	2011	Yes	Webster, Assal	Ext	Yes	Yes	Yes	Yes	No
EVALUATIVE RESEARCH ON EMERGENCY RESPONSE AND RECOVERY PROGRAMS IN ETHIOPIA	Ethiopia	Oxfam America	2014	Yes	Oliana	Ext	Yes	Yes	Yes	Yes	No
EVALUATIVE RESEARCH ON EMERGENCY RESPONSE AND RECOVERY PROGRAMS IN ETHIOPIA (Case studies)	Ethiopia	Oxfam America	2014	No	Oliana	Ext					
Haiti Rice Value Chain Assessment	Haiti	Oxfam America	2012	No							
Clean hands, clean water, and better health	Senegal	Oxfam America	2013	No							
CLEAN water at the right location	Senegal	Oxfam America	2014	No							
SOUTIEN POUR L'AUTONOMISATION, LA PROTECTION ET LA RELEVÉ DES MOYENS D'EXISTENCE DES POPULATIONS AFFECTÉES A L'EST DU TCHAD	Tchad	Oxfam Intermon	2013	Yes	Caussanel, Guinyanan	Int	Yes	Yes	Yes	Yes	Yes
Appui à la mise en œuvre de programmes de réhabilitation et de reconstruction d'urgence pour la pérennisation des Actions Eau, Assainissement et Hygiène pour les réfugiés, les déplacés internes et les populations hôtes de la région du Dar Sila, à l'Est du Tchad.	Tchad	Oxfam Intermon	2011	Yes	Casetta	Ext	Yes	Yes	no	no	Yes
Appui à la sécurité alimentaire et aux conditions de vie des ménages les plus affectés par la mauvaise récolte céréalière de 2011 dans la région du Guera au Tchad	Tchad	Oxfam Intermon	2013	Yes	Belemvire, Mbaïam	Ext	Yes	Yes	Yes	Yes	Yes
Evaluation interne de la réponse à la crise alimentaire due à la sécheresse dans le Birakna et le Gorgol, Mauritanie (janvier 2012- mars 2013)	Mauritania	Oxfam Intermon	2013	Yes	Caussanel	Int	Yes	Yes	Yes	Yes	Yes