



USAID | NIGERIA
FROM THE AMERICAN PEOPLE

IMPACT STORY OF THE USAID/NIGERIA MISSION INITIATIVE FOR IMPROVED COORDINATION AND COLLABORATION AMONGST IPs AND GoN

2011



USAID/Nigeria Mission Director's Opening Address at the dRPC Anchored Chiefs of Party Meeting to synthesize findings on coordination and collaboration, Hilton, August 2011

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THE dRPC'S ToR

USAID/Nigeria's updated bilateral strategy (2008 – 13) was approved in March 2008. The Strategy is designed to support Nigeria's response to its governance, economic, and human development challenges as well as United States Government's (USG) foreign assistance goals and objectives. The United States has a strategic interest in continuing its strong partnership with Nigeria and is focusing on four policy pillars in its development assistance to Nigeria: governing justly and democratically; investing in people, particularly through health and education; enhancing economic growth and trade; and improving peace and security. Working through these pillars, USAID seeks to address the additional policy priorities of energy security, regional stability, and Muslim outreach.

In an effort to effectively and efficiently concentrate the bulk of its resources, USAID selected two focus States in which to concentrate its resources. This decision was based on several factors including governance failures, corruption, and limited development progress in Nigeria as well as Congressional or Parliamentary earmarks, USG foreign assistance goals and objectives, and State Department and Government of Nigeria (GON) guidance on national interest priorities. Of critical consideration also was an examination of USAID's prospective resource envelope for the next strategy period by funding account and program area/element to determine how best USAID should attempt to achieve its development objectives for Nigeria.

Although the bulk of the Mission's resources will be utilized to implement activities in its two focus States, other activities that have a nationwide impact will be initiated and continue during the strategy period. However, the focus States approach will result in a more significant impact of the Mission's limited resources if concentrated.

USAID/Nigeria's Mission Director has put in place a formal structure to ensure that collaboration is cohesively done. A Chiefs' of Party Workshop was held on July 29, 2010 in Abuja to chart the course of collaboration. This year's Workshop in 2011 coordinated by the Nigerian non-profit, the development Research and Projects Center (dRPC) will document success stories and impact focusing on the results of the collaboration - to assess its progress and tell the story of what works. The Mission is also interested in learning what can be improved and how to move forward given the presence of the new Mission Director.

Another significant objective of the Focus States approach is the achievement of synergies among USAID's implementing partners working together under a detailed and effective implementation and monitoring plan designed to achieve the highest degree of coordination, effectiveness, and efficiency as well as produce hard data to review the impact of these efforts.

METHODOLOGY FOR IMPACT STORY TELLING

The Nigerian non-profit, the dRPC, will apply an impact story telling methodology to achieve the objective of the Mission. The specific objective of this Purchase Order to the dRPC is expand knowledge on what works and promising practices in collaboration for cohesion in country programming in Nigeria. The dRPC will lead a process of identifying and documenting strategies, approaches and events which maximize synergies among IPs; projects; and partners for impact and effective delivery of the Nigeria country program. The dRPC will apply a two-step participatory consultative approach by first engaging all USAID/Nigeria Chiefs-of-Party through one-on-one structured interviews prior to a national convening – The 2nd Annual COP workshop - on 29th August 2011. The second Annual COP Workshop - on 29th August 2011 will bring together all COPs of IPs; grantee; beneficiaries; and Mission and Embassy personnel to a forum to generate feedback and information around the key question of what is working in collaboration.

The second Annual COP Workshop convened by the dRPC for USAID/Nigeria Mission on 29th August 2011 served as a forum to discuss the important role coordination and collaboration had to play to support the new initiatives in USAID reform through increased efficiency, cost savings, productive development partnerships and ultimately, sustainability of interventions through government buy-in. Technical discussions on cross-sectoral linkages, synergies and partnerships were supported by theoretical insights in a lead paper which presented the advantages of intersectionality and inter-disciplinarity for country program success.



WHY A USAID/NIGERIA ALL-OF-MISSION COMMITMENT TO COLLABORATION?

The rationale for coordination and collaboration as an implementation strategic for USAID/Nigeria is anchored on strong empirical evidence of increased effectiveness, greater impact, enhanced efficiency, improved responsiveness and ultimately - sustainability of interventions. The USAID Nigeria Mission's commitment to coordination and collaboration is an important implementation strategy which underpins the method of work for IPs under the current 2009-2013 Strategy. This implementation strategy was formulated within a wider context in which the Mission concentrated key interventions in Bauchi and Sokoto as focus states and institutionalized donor coordination around the Country Partnership Strategy II.

For the USAID/Nigeria Mission Coordination is largely concentrated on the 3 Flagship projects in the focus states. Collaboration is applied, more generally as a term to characterize linkages amongst IPs working outside focal states as well as IP engaged with the government and non-USG development partners in both focal and non-focal states.

WHAT DID THE COPs AND STAKEHOLDERS HAVE TO SAY ABOUT WHAT WORKS IN COLLABORATION AND COORDINATION? - SUCCESS STORIES FOR ACROSS USAID/NIGERIA SECTORS

- USAID/Nigeria flagship projects have developed institutionalized mechanisms for sustained coordination through alignment of work-plans; by jointly deciding to work in the same LGAs; through information sharing; harmonization of community engagement strategy; and by developing coordination indicators

Memoranda of Understanding, both bipartite and tripartite have been the key mechanism used to institutionalize Flagship project partnerships. In particular, the tripartite MOU signed between Bridge to Markets II, Northern Education Initiative and Tship stands out as an important best practice for replication.

- Cross-sectoral coordination within health, governance and education in the Flagship projects created a dynamic around which other USG IPs as well as non-USG development partners working in the flagship states were mobilized to share information and jointly carry out discrete activities such as trainings
- As the three Flagship projects running on parallel tracks in the same states towards one strategic development vision of the Nigeria Country Strategy there is formal programmatic alignment and

institutionalization

- Cross-sectoral coordination among health, education and governance Flagship projects in focal states created a hub around which collaborations developed between the flagship projects and projects of other IPs as well as projects of other non-USG development partners.
- Experiences from past non-Flagship USAID projects teach that IPs with a long programming history, strong achievement record and local contacts are better able to drive partnerships and collaboration around activities, planning, and choice of intervention sites



- For MEASURE Evaluation which is a non-Flagship project, collaboration between MEASURE and MEMS-II is noted in the areas of staff training to use MEASURE Evaluation Data Quality Assessment tools. Feedback from other implementing partners where MEMS-II tools were used suggest that procedures of MEMS-II DQA have improved compared with the pre-collaboration period

Examples of new forms of coordination built around the flagship projects include: construction of a Fistula centre in Bauchi which enhanced the work of TSHIP; construction of boreholes and improvement of sanitation in schools in Sokoto in which NEI is working.

- New and smaller IPs implementing Flagship and non-Flagship projects show increased success rate when there is collaboration. For example, the success of the tri-partite partnership between Bridge to Markets II; NEI; and TSHIP as well as the partnership between Bridge to Markets II and Partners for Development in Bauchi and Sokoto. The latter case is particularly significant as the curriculum being used by Partners for Development was developed by Bridge to Markets II in collaboration with non-USAID IPs including GTZ.



PEPFAR
U.S. President's Emergency Plan for AIDS Relief

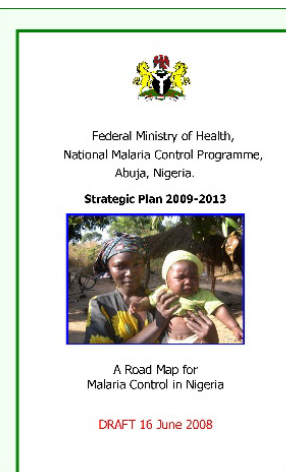
SUCCESS STORY OF COLLABORATION IN THE HEALTH SECTOR

- Within-sectoral collaboration amongst USG funded IPs in the health sector shows increased delivery, coverage and impact as a result of collaborations as at 2011. Within the health sector collaboration revolved around platforms created by institutions as well as collaboration for policy advocacy.
 - Within health-sector collaboration of USAID/Nigeria interventions also strengthens impact as in the case of NACA, SACAs and the National Primary Health Care Development Agency working together to drive awareness creation, behavioral change and service delivery

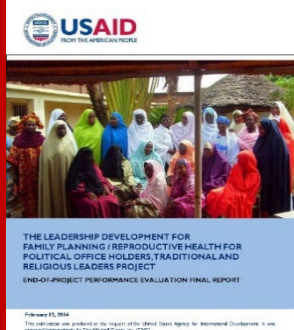


Eg. USG IPs working in RH and HIV/AIDS collaborated and aligned their interventions as they worked through the platform of the Country Coordination Mechanism (CCM). Furthermore, because collaboration around the CCM is backed up by a Global initiative to integrate RH and HIV/AIDS also helps to align IPs work enabling them to reach more target population and to also reach out to other non-USG partners.

- USG IPs in the health sector have worked well together to coordinate with partners such as DFID, UNAIDS, World Bank to develop national health policies and plans. Examples include the National Malaria Strategy, the TB Strategy as well as the National Strategic Plan for HIV/AIDS
[Microsoft Word - Nigeria Draft_Strategic_Plan_2009-13_1.5-Albert 16 Jun-edited.doc](#)
 - Health sector collaboration of USAID/Nigeria IPs has positive impacts for adherence to infection protocols and prevention of HIV/AIDS at efficient costs.



For example, the MMIS project, now AIDSTAR-One project for Making Medical Injection Safer is notable. This project implemented activities relating to reducing risk of contracting HIV through needles and syringes. The project partnered with other USG supported projects to train medical officers in health facilities on how to take precaution with respect to waste disposal. The collaboration has been with understanding of the USG-PEPFAR team and health sector IPs have been encouraged to seek technical assistance (TA) from MMIS to use their training curriculum as well as to request for facilitators where the IPs do not have trained facilitators. This collaboration has worked and increase the coverage of injection safety and waste



- Collaboration between US IPs and local Nigerian CSOs has also increase in 2010, with 50% more partnerships compared to the baseline of 2008. For example, the case of the Female Islamic scholars Family Planning/RH international exchange to Mali organized jointly by Management Sciences for Health (MSH) and the development Research and Projects Centre (dRPC), engaged under Cooperative Agreement with World Learning is an important success story of collaboration. The dRPC leveraged funding of MSH and provided technical assistance to select 16 female scholars in consultation with TSHIP for the study tour.



SUCCESS STORY OF COLLABORATION IN USAID/NIGERIA ECONOMIC GROWTH SECTOR

- Within the economic growth sector, Bridge to Markets II collaborated with Nathan Associates NEEP in a model in which production and export sesame seeds in a complementary manner. The presence of Nathan Associates NEEP in the Bridges to Market Lagos office facilitates increased collaboration. The Bridges to Market II sub-grant to IITA is another interesting case study given the status of IITA as an apex agricultural development organization representing the Nigerian government and bilateral development interests. This collaboration was managed within a creative and compelling manner with maximum information flows to ensure efficacy.



SUCCESS STORY OF COLLABORATION OF USAID/NIGERIA IN THE EDUCATION SECTOR

- The NEI education Flagship project in Sokoto and Bauchi states has developed 40% new collaborations in 2010 with the USG projects compared to 2009. For example, NEI funded an IFESH project in both Sokoto and Bauchi States. Discussion were also entered into with Sesame Street and an MOU has been drafted to formalize this relationship. NEI also collaborated with UNICEF to harmonize the two-education sector medium term strategic frameworks produced separately by the two organization. Over the past year NEI also worked with UNICEF North west Zonal office in Kaduna to develop and implementation plan and are poised to develop a Education sector Departmental plan. NEI also partnered with the DFID ESSPIN Kano office to leverage their technical capacity in education systems strengthen through exchange visits where NEI representatives in Sokoto and Bauchi visited ESSPIN Kano and the converse.



SUCCESS STORY OF COLLABORATIONS OF USAID/NIGERIA IN PEACE AND DEMOCRATIC GOVERNANCE



Targeted States High Impact
Project (TSHIP)
End-of-Project Evaluation Final
Report
December, 2015

- Collaboration within this sector largely revolved around opportunities provided by BBC for buy-in within and across the governance stream as well as by the policy initiatives around Electoral Reform, the proposed Disability and the Freedom of Information Bills

HOW DID USAID/NIGERIA IPs DO COLLABORATING WITH NIGERIAN GOVERNMENT?

- USAID/Nigeria IP collaboration with government agencies was an issue of discussions and particular concern for COPs.



The success story of two IPs collaborating to jointly build leadership and technical capacity of government health functionaries was given as evidence of how to build genuine partnerships with government for sustainable interventions.

Also the case of IPs collaborating to deepen partnerships with government by focusing on programmatic gaps in the national TB response was entered as further evidence of how collaboration strengthens partnership. IPs also reported that in many cases joint advocacy visits by USAID IPs facilitates greater commitment and willingness to collaborate by state governments.

COP experiences show that the higher the capacity of the IPs to work together the greater the likelihood that collaboration with government agencies will succeed.

FEEDBACK FROM THE CHIEFS OF PARTY (COP) TO THE USAID/NIGERIA MISSION – 7 FACTORS WORKING AGAINST COORDINATION AND COLLABORATION

1. The high technical and specialized design of the flagship projects do not easily facilitate coordination
2. RFPs which IPs respond to did not include coordination parameter for implementation
3. IP projects commenced operations at different times, TSHIP first, LEAD second and NEI third, before coordination became a programming principle the Nigeria Mission
4. USAID Nigeria required the COPs of Flagship projects to sign a joint MOU with state government. This is good but it introduces a feeling of compulsion around coordination. “While we are happy to work together in loose formations...forced MOUs are a challenge” (COP of Flagship project)
5. There is built-in competition for attribution amongst contractors competing within the same USAID programming sectors; this is the main factor mitigating against intra-sectoral linkages.

6. A major challenge to coordination of Flagship projects and collaboration in general, is the different ways of doing business for IPs. While some donors rely heavily on consultants using a TA model others are more committed to working through local partners
7. COPs express immense frustration about the lack of responsiveness and the conflict of expectation of state and local government functionaries who interpret development partnerships in narrow terms of budget support. Unlike Bauchi state where strong USAID partnerships with the state government was developed under the Vision Project, in Sokoto state development partnerships was largely with UN agencies which contributed in part, to government functionaries equating partnership with procurement and budget support.

USAID/NIGERIA MISSION RESPONSE AND RE-COMMITMENT TO COORDINATION AND COLLABORATION

Feedback, responses and new directions on Coordination and Collaboration were presented by the new Mission Director - Dana Mansuri; by Barbara Dickerson, Supervisory Program Officer; Carols Torres, Chief of Party of MEMS II and Kevin Brown, Deputy Program Officer; Bert Ubamadu Regional Legal Advisor; Vida Gecas Regional Security Officer; and by Jamala Ukwa, Director OAA presenting on Procurement Reforms. Presentations by the Ambassador and the Deputy Mission Director provided additional information and reinforced the need for COPs to work together for cost effectiveness and impact.

The new Mission Director opened the conversation by framing the commitment to coordination and collaboration in terms of the Mission's new focus on partnerships to reduce cost and maximize impact. In her words:

“Our discussions today are critical to identifying ways to improve collaboration and coordination so that we can ensure our projects that you are implementing have the greatest impact on Nigerians....“I don’t need to tell you that the goal is sustainability through these true partnerships that will build local capacity, ensure country ownership and break the dependence on foreign assistance”.

The dRPC wrapped up the COP convening with a 7-point agreement on the next steps and pivotal actions for USAID/Nigeria Mission advancing the agenda on Coordination and Collaboration:

- I. The Mission will develop generic process and outcome indicators which will be inserted into all PMPs. Process indicators will track the number of joint partner meetings by number, the level and mix of development partners. Outcome indications will track additional resources leveraged, increased beneficiary coverage or enhanced quality of the service delivered through collaborations. The format of the quarterly reports will make it mandatory for IPs to report on coordination and collaboration. The current guidelines

for success stories which are beneficiary focused and impact oriented will be revised to capture the value of IPs working together

2. The Mission will develop a mechanism to track the operationalization of a jointly developed coordination matrix
3. The finding that collaboration between larger and smaller IPs is a strength can be built upon by encouraging and documenting mutually productive partnerships where they exist.
4. USAID Nigeria will a commission study to provide evidence of the efficacy of coordination and collaboration. The current discussion on this issue is being conducted within conceptual and program management parameters. As compelling as these arguments may be, an evidenced informed approach on the importance of cross-sectoral linkages between health, education, the economy and governance is one that must be made.
5. Requirement of collaboration and coordination should be written into RFAs and RFPs and the proposal evaluation process should assign marks for the use of this implementation strategy.
6. IPs should be encouraged to think through and elaborate the **how** of collaboration in their annual work-plans. While **what, where and why** questions will largely be drawn from the project document, the issue of coordination and collaboration is fundamentally an application question how which is best addressed during work-plan development
7. The challenge of collaborating with government must be addressed by building true ownership through leadership development trainings. Such trainings cannot shy away from the elephant in the room - that is the role and responsibility of government to the people of Nigeria
8. The challenge of unresponsive governments with unrealistic expectations of budget support can be addressed through a strategy used by the EU in its Support for Reforming Institution program where government officials with responsibility for development programming were put through a short-customized training program on the fundamentals of how donor agencies work in development programming.