LEARNING ROUTE
RWANDA 2016
FINAL NARRATIVE REPORT
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I really want to support national alliances being as effective as they can...we want to achieve zero hunger in 2030, and for going to do that we need to go fast and need to go together.

Cara Flowers
Coordinator, SUN CSN

Investing in Nutrition and ensuring strong multisectorial coordination are one of the smartest economic decisions Rwanda can make.

Dr. Diane Gashumba
Minister of Health, Rwanda

Rwanda has made an impressive progress in addressing malnutrition due to joint effort of all partners.

Munyeshyaka
State Minister, Economic Development, Ministry of Local Government
The year 2014 was a historic turning point for the establishment of the Scaling Up Nutrition (SUN) Alliance; a registered umbrella of Civil Society Organizations (CSOs) in Rwanda promoting nutrition sensitive and specific initiatives. During this year, 79 Civil Society Organizations in the fight against malnutrition in Rwanda endorsed the establishment of the Alliance. The Alliance was established with an aim of strengthening the coordination between nutrition Civil Society actors, through tracking results and aligning strategies, programs and resources of its members with country plans to eliminate all forms of Malnutrition.

Since its establishment, the Alliance has over the years been collaborating with partners to implement programs with shared nutrition goals, and collectively mobilize resources to effectively scale up nutrition- with a core focus on empowering women and children in addressing malnutrition.

As a result, SUN Alliance has facilitated various rich and concerted knowledge exchange programs- nationally through Advocacy workshops and most recently bringing together over 8 Anglo-phone countries to learn from Rwanda CSOs in what was dubbed as “the Learning Route International Exchange program” 2016. This cemented the foundation for sharing and learning beyond national boundaries with focus on SUN Civil Society Alliances across African Countries. Guided by this exchange, more practical guidance and support is envisioned to be generated to help inform the paths Civil Society Organizations may choose in the fight against Malnutrition.

The Alliance approach, has helped raise awareness about the vital importance of nutrition as a universal move; one that is integral to achieving the Sustainable Development Goals (SDGs) and to have a world without hunger and malnutrition.
EXECUTIVE SUMMARY

Rwanda through SUN Alliance was selected by SUN Global Civil Society Network to host the first learning route exchange program to share experiences and best practices in fighting malnutrition amongst members of SUN Civil Society Alliances from Ethiopia, Kenya, Malawi, Sierra Leone, Nigeria, Tanzania, Uganda, and Zimbabwe. The exchange program was organized by Scaling Up Nutrition (SUN) Alliance in partnership with Save the Children, SUN Global Civil Society Network and PROCASUR Corporation.

This begun with a scoping visit, conducted by SUN CSN from the 6th to the 10th of June 2016 which assessed and stated the willingness to engage and collaborate with SUN Alliance-Rwanda to implement the Learning Route, identifying Rwanda and the Civil Society Alliance as favourable amongst others.

Thereafter, SUN Alliance was announced to host 8 other SUN Civil Society Alliances from African English speaking countries to come and exchange their experience and best practices in fighting against malnutrition. From then, SUN Alliance undertook preparatory activities including broad collection of good practices and selection of 5 best practices, participatory documentations (Systematization) of the practices, preparation and signing of the LR grant and final round of methodological and logistical preparation for the international exchange including the tryout of the knowledge transfer. The delegates from eight countries landed in Rwanda for a planned journey with specific learning objectives, the Learning Route in Rwanda was a mix of field visits, panel discussions, and group exercises. It offered participants not only the opportunity to learn about what worked well in Rwanda and why, but to also share innovations they have used successfully in their own countries.

Participants from the 8 SUN Civil Society Alliances from Africa-Anglo-phone countries learning about one of the best practices
The Learning Route concluded with each CSA (including the hosts) creating and presenting an 'Innovation plan' for action based on the learning they had acquired during the visit. The aim was to focus the CSA’s attention on how they could apply their learning back in their own country contexts and to stimulate new approaches to tackling malnutrition.

The Most Significant Change Technique was used for Monitoring, Evaluation and Learning for this project. This is a form of participatory monitoring and evaluation which involves the collection of significant change (SC) stories emanating from the field level, and the systematic selection of the most significant of these stories by panels of designated project stakeholders or staff.

In attempt to evaluate the effect of the learning route international exchange on the SUN Alliance, 13 stories were collected from 13 key actors and stakeholders. The stories were appropriately collected and accurate transcripts were written up.

The MSC stories were selected by a panel chosen from a vast range of the stakeholders comprising the champions, the best practice leads, the SUN Alliance board members and staff and the SUN Alliance government and non government partners where participants reflected on the tangible changes occurred due to international exchange and used this to assess and select the most significant change stories.

**NARRATIVE REPORT**

This report covers the whole Learning Route project period. This report aims to inform on developments and achievements before, during and after the learning route that was officially launched on the 31st of October 2016 in Rwanda.

**Table 1. Activities conducted during the preparatory phase**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
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<tr>
<td>Application of LR hostage</td>
<td>SUN Alliance has participated in the survey of CSAs learning need and expressed the interest in hosting the peer CSAs.</td>
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<tr>
<td>Facilitate the coping visit</td>
<td>Identifying and meeting the SUN Alliance staff, trustees and partners and understand their perception on the SUN Alliance eligibility and feasibility to organize and host the international exchange.</td>
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<tr>
<td>Broad collection of good practices</td>
<td>More than 50 best practices were collected from SUN Alliance member organizations. They were filled into the format provided and most of organizations were capacitated for this.</td>
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<tr>
<td>Activity</td>
<td>Description</td>
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<tr>
<td>Selection of 5 best practices</td>
<td>The LR coordinator collaborated with SUN Alliance focal point to select the best practice. Seven criteria such as evidence of success, replicable approach, innovation/creativity. Collaboration, sustainability and relevance were considered in selection.</td>
</tr>
<tr>
<td>Participatory documentations (Systematization) of the practices</td>
<td>This was the methodological description of the best practice. It takes into account the process and chronological evolution. It also looks at drivers of success. This requires absolute support to the BP actors, champions.</td>
</tr>
<tr>
<td>Preparation and signing off the LR grant</td>
<td>The agreement development and signing consisted of steps including the vetting process of SUN Alliance member organizations and their heads. It also comprised the review of organizational policies and strategies especially regarding fund management.</td>
</tr>
<tr>
<td>Final round of methodological and logistical preparation for the international exchange</td>
<td>Background report was produced and the BPs were described therein. The logistical arrangements were made in a coordinated manner and the LR participants were selected and constantly communicated on the progress including invitations.</td>
</tr>
<tr>
<td>Tryout of the knowledge transfer.</td>
<td>Each BP was tried out, simulating the actual knowledge transfer. The champions and other actors were trained on dos and don’ts.</td>
</tr>
<tr>
<td>Engaging the media and government</td>
<td>The program has been made public through media engagement including media houses and social media. The government officials were informed and involved in each preparatory step.</td>
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Table 2: The SUN Alliance activities during the Learning Route

<table>
<thead>
<tr>
<th>AREAS OF ACTIVITIES</th>
<th>DETAILS</th>
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<tr>
<td>A</td>
<td>Invited and cultivated interest of SUN Alliance members and other external actors to participate in the Learning Route launch as well as other cross-learning activities. The Alliance cultivated participation by engaging government officials/leaders to invite and notify all government stakeholders including the Prime Minister (see notification attached-Annex A) about the learning route which in return motivated participation from all nutrition actors such as Donors, UN Agencies, Private sector, Government and CSOs. The engagement with Government officials created greater ownership for the event and SUN Alliance in particular to the extent that ever since the event, SUN Alliance has rigorously been involved merely in every government or national event. See list of participants.</td>
</tr>
<tr>
<td>B</td>
<td>Provided guidance and ensured all activities concerning the implementation of the learning Route are implemented smoothly and consistently from the start to the end. All activities of the learning route that were planned were successfully accomplished including lobbying for support or else representation from Government for the opening and closing ceremonies. Two Ministers and other Government representatives were present at the opening and closing of the Learning Route. Different district officials were part of the international participants learning experience on field in Gisagara and Nyanza respectively. On another note, SUN Alliance provided guidance to the representatives on the country’s dos and don’ts. A good example is the issue of eating from the households (part of don’ts) and paying tribute/respect to the 1994 Genocide victims (part of dos) which is highly recommendable.</td>
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<tr>
<td>C</td>
<td>Provided oversight of the Learning Route and coordination by reviewing, monitoring, and evaluating the effective implementation of the Learning objectives. SUN Alliance played a vital role in providing oversight and coordination of all activities including writing speeches of the guests of honour at opening and closing. The monitoring &amp; evaluation was done through tracking all activities and taking interviews from various participants to get feedback on the learning route during the launch and on field. The monitoring and evaluation however continues.</td>
</tr>
<tr>
<td>D</td>
<td>Analyzed and validated the information disseminated to the target audiences of the Alliance and the Learning Route. All materials especially communication materials used during the learning route were reviewed, and qualified accordingly in line with government and Civil Society Network policies. The materials included banners (pullups, and backdrops, T-shirts, Folders, etc.) these were accompanied by designing and crafting of messages to use.</td>
</tr>
<tr>
<td>E</td>
<td>Participated in the preparatory activities for the Learning Route (systematization process etc…). SUN Alliance highly contributed and owned the preparatory activities of the learning route by organizing meetings with different stakeholders. The contribution included identification of champions, selection of best practices, providing &amp; reviewing of the background report, contributing to different reports and correspondences.</td>
</tr>
</tbody>
</table>
**AREAS OF ACTIVITIES**

**F**
Facilitated the designing and production of the Learning Route information, educational and communication materials.

**DETAILS**
SUN Alliance contributed to the appropriate designing and production of promotional materials such as T-shirt, Banner, pen drives, and champions/participants certificate. This was through providing feedback to the designer and the producer about the materials as well as visiting suppliers to see whether they have appropriate capacity to deliver the quality of materials SUN Alliance needed.

**G**
Provided leadership by organising meetings with different government officials.

**DETAILS**
SUN Alliance leadership conducted and carried out various meetings with Government officials about the learning route nationally and at districts level including the office of the First lady and Prime Minister’s office. These meetings provided orientation and resulted into attracting government attention and support to host the learning Route. The leadership conducted advocacy media talk shows before the learning route to prepare the audiences for the event.

**H**
Conducted and made follow ups on a number of issues particularly on the learning route communications etc.

**DETAILS**
Followed up on a number of communications including securing a government non-objection to host the Learning route. The communications also included follow ups on officials assigned to follow up on certain decisions on the learning route government participation and appropriateness.

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**RECORDED ACHIEVEMENTS**

- The learning Route rejuvenated the momentum to scale up nutrition among nutrition actors in Rwanda. This can be reflected in the recent follow up meetings to scale up nutrition in Nyabihu district organised by the Ministry of Health in partnership with the Ministry of Local Government and other stakeholders including UN agencies, and SUN Alliance respectively.

- SUN Alliance has been involved at every stage of planning for this event and this is evidenced by the promotional materials produced by Government during the event, where SUN Alliance was used to showcase partnership (only 4 partners were printed on the government banners- (USAID, UNICEF, WHO and SUN Alliance) during this event. On another note, SUN Alliance was recognised by the Minister of Health during this event by asking the SUN Alliance representatives to stand up for recognition for the greater work done.

- SUN National and district representatives were asked to wave to people during the event. This event is will thus far be followed up with a number of interventions such as a state simulcast talk show bringing together 3 Ministers (Minister of Health, Minister of Local Government and Minister of Gender and Women Empowerment) to discuss the importance of Multi-
sectoral coordination to fight malnutrition, which is sponsored by SUN Alliance through the grant.

- The Learning route cemented greater ownership for the SUN movement model in the fight against malnutrition that is; (Government, Donors, UN, Private Sector, and CSO). This is evidenced by SUN Alliance involvement in the design and planning of the event as requested by Minister of Health to involve SUN Alliance at every stage of planning when it comes to campaigns and other interventions aimed at fighting malnutrition. This is a written request to all Government officials within the Ministry. More so, the Government has also enshrined this model within its work plans.

- Government engagement was vivid and showed government commitment to fight malnutrition. Government participation was vivid and exemplary at the event as the Minister of Health was present at the opening ceremony while the Minister of State in the Ministry of Local Government closed the learning Route Launch on 31st of October 2016. The officials present at the event included Director Generals from the Ministry of Agriculture, and the Permanent Secretary in the Ministry of Local Government among others. These officials had previously played a vital role in making sure government has knowledge of the scheduled learning route by issuing a circular document notifying all concerned ministries including the Prime Minister’s office about the upcoming Learning Route.

- The learning Route provide SUN Alliance greater visibility and more credibility to implement nutrition related interventions as witnessed in different media reporting such as TV, Radio, News Papers, online and other social media channels.

- The Learning Route served as an advocacy platform for increased multi-sectoral coordination backed by increased financing. A good example is the resolve by UN agencies to establish a coordinating UN network in Rwanda to scale up Nutrition. UNICEF is championing this and taking steps to develop ToRs in consultation with SUN Alliance. Government has also strengthened its coordination with SUN Alliance and district authorities are now rigorously engaging SUN Alliance to strengthen and organise district meetings about coordinating nutrition interventions. These activities will run for the whole month of December, beginning with 8th December, 2016.

- The Learning route was an avenue to exchange knowledge and to a large extent enhance capacities of CSOs in implementing nutrition interventions using different approaches and strategies. Both the International participants and SUN Alliance member CSOs had a chance to interact and share experience with each other. This interactivity is believed to have facilitated in-depth learning and understanding between such individual’s and the entire learning route team. These ideas resulted into innovative ways or served as best practices in one way or the other for participants to practice in their respective countries. For example, SUN Alliance modified the idea shared by the Sierra Leonean team of engaging religious leaders to scale up nutrition. This idea served as the country innovation and was a value add to the existing strategies and approaches, soon to be implemented.

- The learning route was an opportunity for a face to face meeting and exchange between the SUN Movement, SUN CSN and other members of the SUN Civil Society Alliances. This raised momentum among Civil Society Alliances since participating members had the opportunity to discuss the SUN global
context with members from the SUN Movement secretariat and SUN Civil Society network in relation to the national SUN Civil Society Alliances.

- The learning Route served as an avenue to discuss the establishment of a regional hub for SUN Civil Society Network.

- The Learning route facilitated the establishment and creation of social media platforms uniting all Civil Society Alliances that participated in the Learning Route 2016 in Rwanda and other nutrition actors to regularly share knowledge and updates about interventions being implemented at country level aimed at fighting malnutrition. This sounds simple but carries a lot sense and is a good avenue for prompt feedback about any guidance needed among CSAs.

**Learning Route Challenges**

- Limited staff to undertake and successfully implement the learning route beyond what was done without affecting other projects due to lots of assignments. SUN Alliance had other projects but these were halted a little bit to cater for the Learning route needs. Although all were implemented simultaneously, the situation was intense.

- The grant provided no fringe benefits to SUN Alliance team implementing the project. This means, the Alliance was not given the opportunity to remunerate its staff apart from the Technical support which in part would not cater for the welfare of staff in terms of health insurance among others.

- The other challenge is that the grant provided no option to buy equipment such as laptops and printers among others yet their functions were presumed to be vital during the event. Although the Alliance by and large benefited hosting the Learning Route, buying equipment was considered invaluable to the Alliance as this would be part of the capacity building for the Alliance. But this never happened.

- Limited time to effectively plan and implement the learning route and other Alliance activities. Otherwise put, the learning route program was so tight and thus offered no space for relief due to its rigours and tense schedules.

- The monitoring and evaluation of the Learning route was conducted by SUN Alliance

- The following table describes the sequence of the activities conducted and the status up to date as per the terms of references:

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<thead>
<tr>
<th>NO.</th>
<th>ACTIVITIES</th>
<th>ACHIEVEMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Assist best practice leads to understand and reflect on recommendations provided by foreign guests. Collect and document lessons learnt by Best practices’ members from Learning route and way forward.</td>
<td>Members of the Most Significant Story (MSS) selection process comprised also best practice leads and during that sessions the recommendations from international guests were reflected on under the facilitation of the SUN Alliance staff. Visits were paid to BP leads to help reflect on the advices and recommendation from guests.</td>
</tr>
<tr>
<td>NO.</td>
<td>ACTIVITIES</td>
<td>ACHIEVEMENTS</td>
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<tr>
<td>1.</td>
<td>Facilitating the most significant change (MSC) stories selection workshop (Learning Route preparatory phase)</td>
<td>Lessons learnt by BP members from LR were collected through interviews and write ups were approved by interviewees to be served in selection process.</td>
</tr>
<tr>
<td>2.</td>
<td>Analyzing the level of implementation of recommendations from learning route.</td>
<td>In an organised workshop, the MSC story was selected by a panel chosen from a vast range of the stakeholders comprising the champions, the best practice leads, the SUN Alliance board members and staff and the SUN Alliance government and non government partners. A MSC report (8 pages leaflet that captures discussions and results of the selection) was produced and shared with relevant stakeholders such as SUN CSN.</td>
</tr>
<tr>
<td>3.</td>
<td>Collect and document lessons learnt by SUN Alliance board members from other foreign CSAs and way forward.</td>
<td>In addition to the plenary discussions on the learnings from the visits at champions, organizational and SUN Alliance level. The individual visit was paid to get more insight on the level of implementation. Report on detailed way forward and plans based on the BP leads inputs and the MSC results was produced and shared by partners including PROCASUR.</td>
</tr>
<tr>
<td>4.</td>
<td>Assess the influence of LR on SUN Alliance profile.</td>
<td>As per MSC selection report, lessons learnt by SUN Alliance from other CSAs were collected, documented and shared among SUN Alliance board members. The tangible examples of the effect of LR on the SUN ALLIANCE profile were documented.</td>
</tr>
<tr>
<td>5.</td>
<td>Plan for the 2nd round of the Most significant change. Identify how many stories will be collected, from whom, who will be in the selection panel, send invitation</td>
<td>These are stories of significant change during the international exchange. We first selected the number and who story tellers are from wide range of actors: Champions, BP leads, partners from government and non government bodies. Gender and age balance were observed.</td>
</tr>
<tr>
<td>6.</td>
<td>Collecting Significant Change stories</td>
<td>The second round of significant change stories were already collected. The collection process was in twofold, the story tellers were gathered in a place and story collectors conducted interviews.</td>
</tr>
<tr>
<td>NO.</td>
<td>ACTIVITIES</td>
<td>ACHIEVEMENTS</td>
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<tr>
<td>8.</td>
<td>Produce the MSC report (3-4 pages leaflet that captures discussions and results of the selection) and share it with SUN Alliance, SUN CSN and the people interviewed.</td>
<td>The selection of MSC stories for both preparatory and international exchange phases of LR were already done. The workshops were organized and the selected panel members were invited to select the MSC Stories as well as lessons learnt and way forward. A report on the MSC (8 pages leaflet that captures discussions and results of the selection) were produced and shared within SUN Alliance, SUN CSN and the story tellers.</td>
</tr>
<tr>
<td>9.</td>
<td>Feedback the results of the selection process to the interviewed and to broader audience, internally and externally through SUN CSN etc</td>
<td>The report of the MSC selection was shared to the interviewed and to broader audience, internally and externally through SUN CSN and the feedback call was held for the SUN CSN side, local actors have also sent their appreciations.</td>
</tr>
<tr>
<td>10.</td>
<td>Verification of stories (complementation with qualitative information) and dissemination of results.</td>
<td>We have been sharing the findings through meetings, e-mails, posters and other social media channels.</td>
</tr>
<tr>
<td>11.</td>
<td>Produce final evaluation report for the Learning Route grant for the final report using MSC findings, best practices follow-up activities and key outcomes of the LR grants.</td>
<td>The MSC stories selection reports were produced and reviewed by the project coordinator.</td>
</tr>
<tr>
<td>12.</td>
<td>Write up and develop a final narrative report for the activities undertaken from 20th September 2016 to 25th May 2017.</td>
<td>Final narrative report is developed and subject to the comments of the readers.</td>
</tr>
<tr>
<td>13.</td>
<td>Dissemination of the evaluation and follow up report of activities.</td>
<td>Broad dissemination will continue through a number of channels.</td>
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DOMAIN OF CHANGE

As guidance to the evaluation of the stories, the panel first agreed upon the domain of change defined as a set of the significant changes that the Alliance saw as changes. However some unexpected positive or negative changes could also be sought from the stories.

A. Domain of change during LR preparatory phase

1. The SUN Alliance increases visibility and credibility to members and partners.
2. Awareness to general population about SUN alliance evidenced by increased participation of SUN Alliance in meetings, encounters, and was seen as coordinating channel of nutrition interventions.
3. LR triggered the importance and key role of SUN alliance (Civil Society) in fighting malnutrition.
4. LR led to in-depth understanding by government that CSOs joint efforts can contribute in elimination of malnutrition.
5. Members realized their involvement in fighting malnutrition especially those working on nutrition sensitive interventions.
6. LR triggered individual awareness in contributing to nutrition.
7. Recognition and encouragement for continuous and extended effort at household level.
8. Malnutrition become central issue and awakened the effort of every stakeholder.
9. LR allowed exposure and internal learning route between parties intervening in fight malnutrition.
10. SUN Alliance learnt from other CSAs.
11. LR has strengthened awareness on complementarily towards value chain for nutrition.
12. LR has increased opportunities for resources to SUN Alliance.
13. LR has promoted and leveraged Rwanda’s image and commitment to fight malnutrition.
14. LR revealed that malnutrition is not local issue but global challenge.

The only negative change might be the intensive voluntary workload to best practice leads, champions and communities.

B. Domain of change during international learning exchange

1. Attraction of partners’ attention.
2. SUN concept was better understood and adopted.
3. Membership and partnership expansion.
4. Multilevel and multi-sectoral visibility and credibility increased.
5. Showcasing of country’s progress, achievement and image.
6. LR has positioned SUN alliance for future opportunity.
7. SUN Alliance as potential advocate to partners.
8. SUN Alliance has learned some lessons from visitors: Eg. Kenya.
9. LR was part of substantial social mobilization.
10. Nutrition was more mainstreamed in terms of budget, coordination, and staff.
11. Increased commitment of GoR to more malnutrition solutions.
12. Willing to support SUN Alliance by local and internal organizations.
13. Togetherness leveraged.

The only negative change might be the intensive voluntary workload to best practice leads, champions and communities.
WHAT ARE MOST SIGNIFICANCE CHANGES STORIES SELECTED?

A LR Preparatory phase

After the individual analysis of each story, each panellist reported in the plenary his/her most significant change story followed by supporting arguments/key elements of the stories, pros, cons and reflections. Although there was some kind of divergence in the choices; a common ground was reached through providing more guidance, thus the most significant story from Laurien was selected.

The following is the transcription of the story:

**MSC: Togetherness**

**Interviewed:** Laurien Kubwimana, SUN Advisor in Education, project coordinator within the Pentecost Church of Rwanda organization.

**Interview Date:** 28 October 2016 - [Link to the audio interview](#)

**Involvement in the LR and Role:**

Laurien was part of the SUN Alliance Executive Committee at the time the LR took place in Rwanda. He participated in all the discussions and decisions taken within the committee in relation to the Learning Route.

Since we heard the news, the Executive Committee gathered very often. We were excited to know the Alliance was hosting the LR as young as it was though with concrete structures and commitment. So it was an opportunity to us.

In your opinion, which changes occurred as a result of the Learning Route preparation?

- We get involved a lot to better prepare what we have to share, for the benefit of the alliance and other countries.
- Since we started I can say that we are not equally committed, some invested more time than others.
- On my side I understood better and saw the importance of gathering in the Alliance. We learned more about the member organizations, who does what.
- We learned much about ourselves. It can be a great resource for me, to work with member organizations and to collaborate more.
- The Learning Route brought us together in a better way; the togetherness is growing much more.
- Now we can see the future of our alliance, we are not isolated. I enjoy and feel blessed to feel part of the SUN Movement.

In your opinion, among the changes mentioned, which could be considered the “most significant” and why is so important?

The most important change is the togetherness that will lead to a better coordination. We now enjoy more working together, putting efforts together, because we share.

Getting together we discover the potential there is in each other, building the friendship, increase of commitment, we belong to the same group, we feel more attached to SUN. Now we feel we want to work together, before her were just brought together everyone with different expectations. As we get more understanding of each other we really feel we are 1 team and we have to work together. We are overcoming our background and individual identity/differences and becoming one SUN. The contributed to that a lot.

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1 This is not transcript; the info was added as clarification for the reader.
The story was chosen due to a number of reasons:

1. Togetherness, coordination and connection are the essential
2. Reality of the context, showing learning from others
3. Alliance means common goal, learning from other organization, self awareness without which we could not call it alliance
4. SUN movement concept is also about bringing actors together for bigger impact.
5. Unlike other two LR organizers interviewed (who were basically supposed to know changes bought about LR), Laurien is the non SUN Alliance staff interviewee who has been able to realize the changes closer to the domain of change.
6. Laurien has tapped into the real sense of the LR and revealed the root cause of other changes which is togetherness
7. Bringing people together will enable us to sustain the alliance and know more our work.

However other stories also have tapped into significant changes such as increased visibility of SUN Alliance, coordination, individual learning, complementing to one another, inclusiveness, knowledge sharing, teamwork, ownership, learning from others, etc.

The observed challenges include reluctance of private sector in mainstreaming nutrition and then their limited presence during Learning route.

B LR international exchange phase

Similarly, after individual analysis and group discussions, only 1 most significant change story was selected. This was the story from Innocent Musabyimana. The following is the transcription of the story:

Title of story #1: LR as turning point for Gisagara citizen’s brighter future.

1. Interviewed: Musabyimana Innocent, Gisagara District Plan to Eliminate Malnutrition (DPEM) coordinator, hosted by district office but contracted by Concern worldwide, leading the SUN CS District committee. In the best practice of Decentralisation and operationalization of nutrition interventions: the case of Gisagara district. Innocent presented on coordination mechanisms: DPEM management and planning, Capacity building, Monitoring and Evaluation, Representation and reporting.
2. Date: April 25, 2017
3. Role and involvement in the Learning Route
   • Connecting the visitors with district authorities from the beginning of Learning Route up to its end.
   • As a DPEM coordinator I was supposed to present all district nutrition activities and the role of our stakeholders in fighting against malnutrition.
4. Changes that occurred as a result of the LR.
   a. Good changes
   • LR has increased the faith of citizens to government regarding community Based nutrition Programs as important initiative to them.
   • Increased confidence/ assurance to nutrition partners as champions.
   • Parents with malnourished children associated in the intervention groups have decided to work out the malnutrition so that they are no longer visited as case study of malnutrition
**Title of story #1: LR as turning point for Gisagara citizen’s brighter future.**

- LR created a sense of responsibility in leaders from different sectors which made them deciding to do whatever they can to eradicate malnutrition and sustain activities implemented by partners.

**b. Bad changes**
- No bad changes, because preparatory phase has been timely and communicative

5. a. **MOST significant change**
- Parents with malnourished children associated in the intervention groups have decided to work out the malnutrition so that they are no longer visited as case study of malnutrition

b. **Why did you choose this particular story? Eg. why was it significant to you?**
- Because the above has a direct impact on family and country’s economy without depending on donors (sense of sustainability)

c. **description of the change in the form of a story**
- **What was it like before**
- Different activities aiming at eradicating malnutrition were there in the village but citizen’s participation was at a low level.

**What support did the LR provide that caused the change? (How did LR influence the change?)**
- The visitors reinforced the fact that they also have those programs and activities at their home places and that they are so impactful, so they don’t have to take them as activities for leaders but everyone citizens thereby resulting into effective implementation of the community based programs.

**What it is like now?**
- Because of those advices, small groups of people that fights against malnutrition in villages increased and all levels of leadership are being involved (Although potential partners have phased out)

**What the tangible examples of the change?**
- FFLS are still there.
- Kitchen gardens are there too.
- Community kitchen for cooking demonstration are still operational.
- Saving and livestock groups have kept the momentum.
- Statistics shows that some of the children that were malnourished before the LR are now recovered probably due to the abovementioned efforts and commitments of their parents.

The story was unanimously chosen because it reflects the overall goal of social commitment, the actions and sustainability. The audience realized that the story captured most of the elements of domain of change.

However other stories also have tapped into significant changes such as increased visibility of SUN Alliance, increased collaboration and partnership, power of advocacy, self reliance and mutual community support, coordination, individual learning, complementing to one another, inclusiveness, knowledge sharing, team work, ownership, learning from others, etc.

The observed challenges stated included a high workload and the political differences across the participating countries.
LESSONS LEARNT

A. During LR preparatory phase
Lessons learnt from Learning Routes may be categorized as personal, community, organizational and SUN Alliance leanings:

Champions have reported to have learnt a lot in the preparation of international LR exchange:
- Remembering and organizing the activities and achievements across the timeline
- Discovery of the importance of the work being done to the community and to the fight against malnutrition in particular.
- Knowledge transfer skills: Through the methodological guidance around the exchange, the champions have acquired the skills usable to the subsequent peer learning.
- Each best practice has been better packaged thus well documented for future presentation.
- Visibility of champions: this is linked to individual benefits through the increased credibility and popularity.
- Champions were profiled under the standardized manner on the broader horizon

SUN Alliance member organizations and other organizations
- SUN Alliance member organizations learnt about the importance of the capture and documentation of best practice.
- Organizations have been trained on the appropriate write up of the best practices.
- They also learn about the importance of the belonging in the SUN Alliance linking them to the international stage.
- Revisited their operating procedure and worked on institutional policies in attempt anticipate all possible queries of the guests.
- Continuous coaching has capacitated the dedicated and entire staff in thematic area.
- The visibility has been highlighted among main outcomes of the pre-LR period.
- Increased partnership with government and other non govt institutions was among the LR results.
- Recommendations from the guests have shaped and improved the way of working leading to higher impact.

SUN ALLIANCE
As above highlighted, SUN Alliance has incredibly learnt much from the LR:
- The practice of BP collection
- The systematic documentation of the BPs
- The sharing methodology to ensure the high level of assimilation
- The LR grant has stimulated the adjustment and improvement of the grant management policies and procedures
- The SUN Alliance board organizations vetting process has inspired in the future checkups of the applicants
- The SUN Alliance learnt that LR program is one of the best way of increasing visibility and
- Has learnt that increased visibility implies the increased public relation and partnership to various stakeholders including Government, donor, UN bodies and other and results in achieving the goal of engagement and resource mobilization.
- SUN Alliance learnt from other CSAs from other thematic areas such as budget analysis, business networks....

B. Lesson learnt from international learning exchange
1. Lessons learnt at personal level
Champions have reportedly mentioned to have learnt a lot from the international LR exchange:
- Level of organization was significantly increased.
- The comments/inputs from
international guests have shaped the work and performance of the champions

- Knowledge transfer skills: Through the methodological guidance around the exchange, the champions have acquired the skills usable to the subsequent peer learning.
- Each best practice has been better packaged thus well documented for future presentation.
- Visibility of champions: this is linked to individual benefits through the increased credibility and popularity.
- Champions were profiled under the standardized manner on the broader horizon

2. Lessons learnt by SUN Alliance member organizations and other civil society organizations

- Organization have been linked to peers for partnership and knowledge sharing.
- SUN Alliance member organizations learnt about the importance of the capture and documentation of best practice.
- Organizations have been trained on the appropriate write up of the best practices.
- They also learn about the importance of the belonging in the SUN Alliance linking them to the international stage.
- Revisited their operating procedure and worked on institutional policies in attempt to anticipate all possible queries of the guests.
- Continuous coaching has capacitated the dedicated and entire staff in thematic area.
- The visibility has been highlighted among main outcomes of the pre-LR period.
- Increased partnership with government and other non govt institutions was among the LR results.

- Recommendations from the guests have shaped improved the way of working and resulted into higher impact

3. Lessons learnt by SUN Alliance

SUN Alliance has incredibly learnt much from the LR

- The practice of collection and methodological documentation of the BPs will always be applied for routine internalleanings.
- The outstanding approach of knowledge transfer.
- The LR grant has stimulated the adjustment and improvement of the grant management policies and procedures.
- The SUN Alliance board member organizations vetting process has inspired in the future checkups of the applicants.
- The SUN Alliance learnt that LR program is one of the best way of increasing visibility and
- Has learnt that increased visibility implies the increased public relation and partnership to various stakeholders including Government, donor, UN bodies private sector, and other and results in achieving the goal of engagement and resource mobilization.
- SUN Alliance learnt from other CSAs from other thematic areas such as budget analysis, business networks,...

WAY FORWARD

The lessons have shaped a new era of individuals and organizational level:

- Organise national learning routes in form of round tables with nutrition actors to share experiences and knowledge piggybacking on the learning route experience and methodology.
- SUN Alliance will continue to maintain and enhance databases of all nutrition...
actors and share all information related to national and global nutrition findings within its members and beyond. This will be part of the on-going mapping of CSOs promoting nutrition sensitive and nutrition specific interventions.

- The Alliance will keep enhancing CSAs Social Mobilisation, Advocacy and Communications abilities to become stronger nutrition advocates and support the delivery of national nutrition priorities through sharing information and conducting reviews and round table discussions among nutrition actors with focus on SUN district committees working with JPEM.

- The Alliance will use budget tracking and advocacy skills to hold government accountable for delivering on nutrition commitments backed by increased national government understanding and prioritisation of nutrition.

- SUN Alliance will continuously raise awareness of the need to learn from each other nationally and internationally and about major issues affecting children and women in relation to fighting malnutrition through media and advocacy. This shall be done by facilitating documentary and news coverage—often in very difficult districts being affected by stunting and food insecurity—and by producing publications and audio-visual materials.

- Document the most significant change among the people engaged in the learning route with greater focus to champions, exhibitors and leaders in the targeted districts during the learning route.

- To seek a support for SUN Alliance and Champions capacity to gather, analyze and disseminate social data for efficient planning and monitoring piggybacking the learning Route best practices.

- Alliance has started working with some partners in and signed long term agreement

- SUN Alliance will participate in capacity building on budget analysis and advocacy following the expression of interest in this area.

- Champions have considered the recommendations from LR and are seeing the benefits. SUN Alliance will continue to work with them in observing the full implementation of the recommendations.

- SUN Alliance has started the regular BPs collection, documentation and sharing as initiated by LR.

- The Alliance is in process to sign agreements with potential partner including line ministries

- Mapping of members is now a routine exercise.

- Engaging new members is ongoing and membership dues are being paid off.

- Fund mobilization from partners is being envisaged

- Nutrition budget analysis is included in this year’s advocacy issues.

- SUN business network is in process of establishment with SUN Alliance accompany.

- SUN Alliance is organizing the Global Nutrition Report launch that will bring together

FINANCIAL REPORT

The total budget transfer from Save the Children-UK to SUN Alliance was; One hundred seventy eight thousand, five hundred thirty five (178,535.00) United States Dollars. Out of this amount credited to the Alliance’s account, - One hundred seventy eight thousand, four hundred ninety five point thirty five (178,495.35) United States Dollars was spent on the
Learning route activities. The total closing balance is thus thirty nine point sixty five United States Dollars (USD 39.65). This balance is expected to serve as a bank charge for account closure.

Overall, the total budget was well spent but some budget lines especially on international travel was underspent while other lines such as communication were over spent. The international travel line was underspent simply because some participants paid for themselves, while media and communication budget initially planned for was too little as media and communication costs were under estimated yet this was a very vital channel for the learning route to thrive and build momentum. It has resulted in dynamic engagement of public and hence the government officials.

Notably, It was realized that emergence fund was unknowingly used probably because the transferred grant portion did not specify the line items. But this has been sorted out with the no objection notice to be able to use the remaining amount on the indicated activities. It is important to note that the transactions of budget tranches have been delaying causing pre-financing with effect on timelines.

**DISSEMINATION**

During the learning route, SUN Alliance considered using media especially radio, TV and News Papers, and some online media outlets to cover the learning route event. This is because, the Alliance considers media as a major player in educating and influencing public opinions on many key health issues such as nutrition through consistent reporting and coverage, influencing behaviors and life styles as well as setting the agenda on a number of development issues. Jane D. Brown (2008), in her study on the influence of the media on sexual behaviors and attitudes notes that the media is “the air that the public breathes in” and that development agencies “ignore the media at their peril.

Thus, the following are a few of the online stories published by online based media houses. The stories however do not represent all stories covered during the learning route event as TV and radio stories were not uploaded online due to the perception that Internet users in Rwanda are still very few. The same was applied to print media. TV and radio talk shows can only be available in the video or audio format when uploaded on YouTube, which will be done as soon as they collected from the studios. The following links are basically for online publishers and a few print media houses which have online based reporting as well.

Apart from the media engagement, SUN Alliance has preached about LR in one way or another in a number of meetings organized by SUN Alliance its self or other partners. Some links about the Learning route:

- [http://www.newtimes.co.rw/section/article/2016-10-31/204926/](http://www.newtimes.co.rw/section/article/2016-10-31/204926/)
- [www.newtimes.co.rw/section/Printer/2016-10-31/204926/](www.newtimes.co.rw/section/Printer/2016-10-31/204926/)
In conclusion, SUN Alliance appreciates the opportunity and privilege for having hosted the learning route 2016 in Rwanda. The preparation, execution and follow up activities of learning route offered enormous benefits to the Alliance as outlined in the domains of change and thus extends sincere gratitude to the partners. The innovative evaluation methodology is well appreciated and has been part of learning for regular use for similar programs and projects.
Appendix 1: MSC SINGLE STORY SELECTION FORM

1. What are your positive and negative comments of this story?
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2. What are mentioned changes in this story to the general domain of change?
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3. What are other negative and positive changes mentioned?
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4. Missing changes?
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5. What are lessons leant from this story?
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6. How are you going to apply these lessons?
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7. How are you going to disseminate what you leant?
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8. Challenges
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APPENDIX 2: GUIDING QUESTION FOR SELECTION OF THE MOST SIGNIFICANT CHANGE STORY

As the stories were written up on transcripts, each of participants was provided with the materials and the evaluation check list to report back on the following questions:

1. What are your positive and negative comments of this story?
2. What are mentioned changes in this story to the general domain of change?
3. What are other negative and positive changes mentioned?
4. Missing changes?
5. What are lessons leant from this story?
6. How are you going to apply these lessons?
7. How are you going to disseminate what you leant?

What are anticipated challenges and mitigation measures

APPENDIX 3: The agenda of the selection exercise

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.30-9.00</td>
<td>Introduction</td>
</tr>
<tr>
<td>9.00-9.15</td>
<td>Review of LR program</td>
</tr>
<tr>
<td>9.15-9.45</td>
<td>Domain of change</td>
</tr>
<tr>
<td>9.45-10.45</td>
<td>MSC Story selection, characterization , and other stories</td>
</tr>
<tr>
<td>10.45-11.00</td>
<td>Coffee break</td>
</tr>
<tr>
<td>11.00-11.20</td>
<td>Leanings and Actions</td>
</tr>
<tr>
<td>11.20-12.20</td>
<td>Way forward</td>
</tr>
<tr>
<td>12.20-12.25</td>
<td>Closing remarks</td>
</tr>
<tr>
<td>12.25-13.00</td>
<td>Lunch</td>
</tr>
</tbody>
</table>