

1. NUTRITION STAKEHOLDER AND ACTION MAPPING

1.1 Overview

The purpose of the Nutrition Stakeholder and Action Mapping is to identify and document the landscape of nutrition actors across multiple sectors, their relevant activities and the interactions between different actors. It may be conducted at national and sub-national levels (regional or districts), particularly in the regions identified as having high levels of stunting, wasting and/or other criteria (e.g. selected micronutrient deficiencies, food insecurity). It is rooted in a participatory process that seeks to build consensus among stakeholders as to 'Who is doing What, and Where'. The findings from the Nutrition Stakeholder and Action Mapping provide valuable inputs for related multi-sectoral planning and costing exercises.

1.2 Inputs

The Nutrition Stakeholder and Action Mapping requires the following inputs:

- A list of stakeholders to be mapped, which reflect the priority sectors (See Country Facilitator Guidance on the Multi-sectoral Nutrition Overview);
- A list of the country-specific core nutrition;
- Interview guide and detailed project/program data collection templates; and
- Nutrition Stakeholder and Action Mapping tool/templates.

1.3 What is involved? An abbreviated "How to"

Facilitators should work in close collaboration with UN focal points and government counterparts to formulate a list of stakeholders on which to base the mapping. The Contact List of expanded technical stakeholders compiled during the *Preparation* phase may be a good starting point for this exercise. It also may be helpful to create a small sub-group of technical stakeholders, who meet separately to work on this exercise, recognizing that it is one of the more time-consuming UN-Nutrition analytics. The mini-working group may be particularly useful as the exercise progresses and the mapping visuals are developed and/or updated. Clearly, the work of this mini-group would be shared with the broader technical group.

Efforts should be taken to use existing data and tools to obtain data requirements, particularly those of partner agencies such as FAO's MafFsN (Mapping Actions for Food Security and Nutrition), UNICEF's NutriDash and WHO's Landscape Analysis so as to promote complementarity and efficiency. In addition, existing networks and/or platforms may be leveraged to facilitate data collection (e.g. SUN). Where data requirements are unmet, facilitators should collect primary data using the Nutrition Stakeholder and Action interview guide and tool.

Keep in mind

Facilitators should use the interview process to build relationships with stakeholders and further educate them about UN-Nutrition. It can be helpful to have technical stakeholders attend interviews to familiarize themselves with other stakeholders and their respective activities. In this sense, the mapping also provides a prime opportunity for public relations and knowledge-sharing.

Data may be collected in two rounds. The first round compiles general qualitative data while the second round solicits detailed quantitative data on specific projects and/or programs of interest. Further guidance on this exercise is provided directly within the UN-Nutrition mapping tool.

Table 1: Facilitation of the Nutrition Stakeholder and Action Mapping*Outlining the tasks and/or roles to guide the mapping exercise*

Tasks and/or Roles	Description
Guidance and stewardship	Facilitate the Nutrition Stakeholder and Action Mapping, defining the objectives, expected results, outcomes and deadlines/timeframe. Frame the exercise within the context of the national nutrition plan, where possible, drawing on a selection of core nutrition actions.
Data collection	<p>Brainstorm with the UN-Nutrition team to devise a preliminary list of stakeholders involved in the implementation of the selected nutrition actions, where applicable taking into account stakeholders from the priority sectors identified by the Multi-sectoral Nutrition Overview.</p> <p>Adapt the tool/templates according to both the country needs and incoming feedback. The tools consist of an interview guide and data collection templates (Excel-based or using DHIS2 software).</p> <p>Conduct key informant interviews with the stakeholders that carry out the core nutrition actions. The UN-Nutrition focal points may facilitate contact with key stakeholder organizations as well as government focal points. Alternatively, data may be collected by disseminating a self-response survey, where data collection templates are sent directly to the stakeholders concerned.</p>
Data analysis	<p>Enter and/or organize the data with the support of technical stakeholders (particularly the designated sub-group, if established) using UN-Nutrition tool.</p> <p>Identify overlapping actions as well as any gaps in terms of coverage, including geographical coverage.</p> <p>Create a diagram/matrix to depict both the stakeholders and actions.</p> <p>Present the findings to technical stakeholders for discussion and further analysis.</p>
Review and validation	Lead the review and validation processes among technical stakeholders to endorse outputs from the Nutrition Stakeholder and Action Mapping.
Consensus-building	Lead technical stakeholders to consensus on: <ul style="list-style-type: none"> • An initial stakeholder map
Communications and advocacy	<p>Increase awareness of policymakers and nutrition stakeholders about the complexity of the nutrition landscape: actors involved as well as their roles and activities.</p> <p>Advocate along the process. Data collection and interviews can be an opportunity for advocacy. NGOs, donors, and CBOs may have their own working groups related to nutrition-related issues. Request a slot at one of their meetings or a nutrition multi-stakeholder platform meeting to explain the exercise, request their support to help identify other stakeholders and encourage their members to participate in interviews.</p>
Knowledge-sharing	<p>Facilitate access to existing data and tools on stakeholder activities and well as case studies on other country experiences.</p> <p>Document country experiences and any lessons learned</p>

1.4 Guidelines for analysis

A few practical guidelines are highlighted below to help structure the Nutrition Stakeholder and Action Mapping. It is essential for technical stakeholders to define the scope of this exercise and use clear definitions of the interventions for mapping, given the multitude and variety of nutrition-related activities. Focusing on the core nutrition actions will help promote coherence between the UN-Nutrition analyses and ensure that its activities are relevant to the country context. The more interventions included in the mapping exercise, the more time will be required for the data collection and analysis – not to mention that the analysis will be more complex. It is, therefore, recommended to select around 20 actions to map during the initial mapping, where the country has identified numerous 'priority'

actions (e.g. according to the National Nutrition Action Plan). It is important for facilitators to keep in mind that the Nutrition Stakeholder and Action Mapping is a dynamic process, which can be expanded, as needed.

The Nutrition Stakeholder and Action Mapping exercise is both time and labour-intensive. There should be a concerted effort to carry out and document this exercise in a systematic manner that is amenable to periodic review/updating without having to repeat the process in its entirety. For instance, registers could be established at national and/or district levels whereby stakeholders (e.g. UN agencies and NGOs) could be encouraged to keep updated records of their respective activities. The online version of the tool also confers efficiencies, including those for replicating the exercise at a later date.

Facilitators may find it helpful to prioritize data collection with organizations that are known to have large-scale nutrition-related activities and progressively move on to small-scale actors. Once the list of stakeholders for mapping is devised and data is collected, the stakeholders should be categorized according to their roles in nutrition (e.g. donor, catalyst, implementer). Definitions of these categories are provided below to guide this process.

- Donor: stakeholder who funds the interventions.
- Catalyst: stakeholder who facilitates and accelerates the implementation of interventions, either through technical advice or other resources (e.g. the UN agencies).
- Implementer: stakeholder who delivers the intervention/action to the final beneficiary, builds capacity, handles logistic arrangements, etc.

These stakeholder categories should be reflected in the mapping diagram (e.g. matrix) typically on the Y axis while the country priority interventions can be specified on the X. The mapping diagram (e.g. matrix) should then be populated with the stakeholder information according to their roles and interventions. It may be helpful to visually differentiate government from non-government actors, as exemplified by Figure 16 below.

Figure 1: Excerpt from the Stakeholder and Activity Mapping in Mauritania
Matrix displaying stakeholder categories on the Y axis and country priority actions on the x axis

REACH Stakeholder Mapping Tool
 Mauritania example

	Treatment Interventions			Preventative Interventions							
	Suppl. feeding	Therapeutic Feeding	Zinc	ITN IPTp	Breastfeeding Vlt. A, Deworming	Breastfeeding Compl. feeding Iodine	Iodine	Fortif.: Iron, Folic Acid, Zinc	Breastfeeding Compl. feeding Iodine Iron suppl. Handwashing Iodine	Full Package	Home-stead food production
Donor	USAID, Italy	Own funds	None yet	Global Fund, BID, OMVS	CIDIA, UNOCHA/CERF, Ireland, Humanitarian Thematic Fund, United Kingdom, MI, UNICEF Set-aside fund			None yet	World Bank	Various incl. UNICEF	Spanish consumer
Catalyst	Counter-part, Ital. Coop.	WFP	UNICEF	UNICEF							
Govt implementer	CSA	CSA	Ministry of Health						Min. of Commerce	Ministry of Social Affairs	Min rural dev & CSA
Field Coordinator	NGO / INGO	NGO / INGO	Health System			EPS	Agents	Technicians	INGO		FAO, WFP
Delivery Channel	CRENAM /CAC	CRENAM	CRENI, CRENAS	Hospitals, Centres and Postes de Santé	Mass Campaigns	Mass Media	Private sector	CNC		Community-based	

Government
 Other actor

In addition to categorizing stakeholders, facilitators in collaboration with technical stakeholders (e.g. the mini working group) should identify the relationships between stakeholders to avoid double-counting nutrition investments. For example, Donor A may report that it has invested \$1 million in nutrition last year, and separately NGO B may report a \$500,000 nutrition program. However, if NGO B received its funding from Donor A, then it would be incorrect to sum the total investment as \$1.5 million; the correct total would still be \$1 million. It is important to map the complete chain of relationships as there are often many layers of stakeholders involved (e.g. donors may provide funding

to UN agencies that may then use the money to support government and/or NGO activities). Several SUN countries undertake nutrition budgetary and expenditure tracking analyses; methodologies and 'lessons learned' from these experiences will accumulate during forthcoming years. The facilitators should seek guidance from the secretariat and/or from fellow facilitators to emulate good methods and practices so as to build on these experiences and avoid repeating unnecessary mistakes.

1.5 Outputs

The Nutrition Stakeholder and Action Mapping exercise supports the development of the following outputs:

- ✓ Stakeholder/Programme Overview, including a matrix elaborated which captures key stakeholders, their roles within the nutrition landscape and the priority interventions they do or fund.
- ✓ Geographic Representations (maps) created of stakeholders and interventions at national and sub-national levels, particularly for priority regions (e.g. regions with high stunting, wasting levels or others)
- ✓ Delivery mechanism descriptions/overview
- ✓ A focused scale-up 'conversation' based on the above information about options/approaches to scale-up

In Mauritania, the Multi-sectoral Nutrition Overview identified the southern region as a nutrition priority in view of the persistent, high prevalence of wasting and high burden of undernourished children <5 in absolute numbers. It also illustrated the lack of international organizations present in the region, based on the findings from the Nutrition Stakeholder and Action Mapping. The analysis supported advocacy efforts, and ultimately, influenced the Spanish Government's decision to provide \$7.5 million in funding for the MDG-F nutrition window for the areas in this region, which previously had not been a geographical priority for the donor.