4.5 STAKEHOLDER AND ACTIVITY MAPPING

4.5.1 Overview

The purpose of the Stakeholder and Activity 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 Stakeholder and Activity Mapping provide valuable inputs for the Coverage Assessment, Indicator Dashboard, multi-sectoral planning and costing exercises.

4.5.2 Inputs

The Stakeholder and Activity Mapping requires the following inputs:

- A list of stakeholders to be mapped, which reflect the priority sectors identified through the Nutrition Analysis (See Section 4.2).

- A list of the country-specific priority actions generated through the Selection of Priority Actions exercise (See Section 4.3).

- Interview guide and detailed project/program data collection templates

- Stakeholder and Activity Mapping templates (See REACH tools)

4.5.3 What is involved? An abbreviated "How to"

Facilitators should work in close collaboration with UN focal points (UN-NT) and government counterparts to formulate a list of stakeholders on which to base the Stakeholder and Activity 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 analysis recognising that it is one of the more time-consuming REACH analyses. The mini-working group may be particularly useful as the exercise progresses and the mapping diagram is 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) and WHO's Landscape Analysis so as to promote complementarity and efficiency (see Page 50). In addition, existing networks and/or platforms may be leveraged to facilitate data collection (e.g. SUN). Facilitators may opt to start with the results from the SCN Country Mapping of UN nutrition activities and/or programmes, where available, and elaborate on these as needed[1]. Where data requirements are unmet, facilitators should collect primary data using the Stakeholder and Activity interview guide and templates.

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. Nevertheless, it is important to remember that the interview guide will be used to collect information for multiple purposes such as baseline data for the REACH country M&E plans, stakeholder's activities to estimate interventions coverage, funding sources, etc. Further guidance on this exercise is provided directly within the REACH mapping tool.

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

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[1] This exercise refers to the process by which an 'inventory' of UN nutrition work was taken, led by the SCN. It was initiated for non-REACH countries in late 2012 and has continued into 2013.

Table 12: Facilitation of the Stakeholder and Activity Mapping Exercise
Outlining the tasks and/or roles to guide the Stakeholder and Activity Mapping Exercise

Tasks and/or Roles	Description
Guidance and stewardship	Facilitate the Stakeholder and Activity Mapping, defining the objectives, expected results, outcomes and deadlines/timeframe. Frame the exercise within the context of the country priority actions as revealed by the Selection of Priority Actions Exercise.
Data collection	Brainstorm with the UN Nutrition Team to devise a preliminary list of stakeholders involved in the implementation of the selected priority actions, taking into account stakeholders from the priority sectors identified by the Nutrition Analysis.
	Circulate the standard REACH data collection tools (questionnaires and templates) among technical stakeholders, and adapt tools according to both the country needs and incoming feedback. The tools consist of an interview guide and detailed project/program data collection templates.
	Conduct key informant interviews with the stakeholders that carry out the priority interventions. The UN focal points (UN-NT) may facilitate contacts 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.
Data analysis	(If technical stakeholders created an initial stakeholder map as part of a team-building exercise facilitated during the *Preparation* phase, this initial version should be re-presented to technical stakeholders to inform the formal Stakeholder and Activity Mapping exercise.)
	Enter and/or organize the data with the support of technical stakeholders (particularly the designated sub-group, if established) using REACH data collection templates.
	Identify overlapping actions as well as any gaps in terms of coverage, including geographical coverage.
	Create a diagram/matrix to depict both the stakeholders and actions.
	Present the findings to technical stakeholders for discussion and further analysis.
Review and validation	Lead the review and validation processes among technical stakeholders to endorse outputs from the Stakeholder and Activity Mapping.
Consensus-building	Lead technical stakeholders to consensus on: • An initial stakeholder map
Communications and advocacy	Increase awareness of policy-makers and nutrition stakeholders about the complexity of the nutrition landscape: actors involved as well as their roles and activities.
	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 to explain the exercise, request their support to help identify other stakeholders and encourage their members to participate in interviews.
Knowledge-sharing	Facilitate access to existing data and tools on stakeholder activities and well as case studies on other country experiences.
	Document country experiences and any lessons learned

4.5.4 Guidelines for analysis

A few practical guidelines are highlighted below to help structure the Stakeholder and Activity 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 selected priority actions will help promote coherence between the REACH analyses, and more importantly, ensure that REACH 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 10-20 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 Stakeholder and Activity Mapping is a dynamic process, which can be expanded, as needed.

The Stakeholder and Activity 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.

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.

- o Donor: stakeholder who funds the interventions.
- o Catalyst: stakeholder who facilitates and accelerates the implementation of interventions, either through technical advice or other resources (e.g. the UN agencies).
- o 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 16: 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

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 REACH/SUN countries are presently engaged in 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.

4.5.5 Outputs

The Stakeholder and Activity 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.

- ✓ A 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

- ✓ A focused Scale-up 'Conversation based on the above information about options/approaches to scale-up

In Mauritania, the REACH Situation Analysis 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, as revealed by the Nutrition Analysis. It also illustrated the lack of international organizations present in the region, based on the findings from the Stakeholder and Activity 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.