Federal Democratic Republic of Ethiopia

Seqota Declaration

Federal Program Delivery Unit (FPDU)

User manual to

Integrated Stakeholder Mapping and Resource Tracking Tool

June 2019

Addis Ababa, Ethiopia

The Seqota Declaration

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Integrated Stakeholder Mapping and Resource Tracking Tool

Disclaimer

This Manual is made possible by the generous support of Nutrition International (NI), the former Micronutrient Initiative (MI), as part of the Technical Assistance for Nutrition (TAN) program funded with UK Aid from the UK Government. The Technical Assistance (TA) are provided by Thuraisingham Associates, c4ie LLC, and Nitsuh Ethiopia consortium. The content of this manual is the responsibility of the TA provider and the Program Delivery Unit of Seqota Declaration, Federal Democratic Republic of Ethiopia, does not necessarily reflect the views of Nutrition International or DFID.

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Acronyms

BoFEC	Bureau of Finance and Economic Cooperation
CoM	Council of Ministers
CSO	Civil Society Organization
DFID	Department for International Development (UK)
FPDU	Federal Program Delivery Unit
FDB	Financial Dashboard
FDRE	Federal Democratic Republic of Ethiopia
FTC	Farmer Training Center
HoR	House of Representatives
IPs	Implementing Partners
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture and Rural Development
MoE	Ministry of Education
MoFEC	Ministry of Finance & Economic Cooperation
MoFED	Ministry of Finance and Economic Development
MoH	Ministry of Health
MoLSA	Ministry of Labor and Social Welfare
MoWCYA	Ministry of Women's, Children and Youth Affairs
MSCPM	Multi Stakeholder Coordination and Partnership Management
MWIE	Ministry of Water, Irrigation and Electricity
NGO	Non-Government Organization
NI	Nutrition International
NNCB	National Nutrition Coordinating Body
NNP-II	National Nutrition Program – II
NTWG	Nutrition Technical Working Group
PDU	Program Delivery Unit
RNCB	Regional Nutrition Coordination Body
RNTC	Regional Nutrition Technical Committee

RPDU	Regional Program Delivery Unit
SNRTT	Sun-National Resource Tracking Tool
SA	Stakeholder analysis
SD	Seqota Declaration
SM	Stakeholder Mapping
SM&RTT	Stakeholder Mapping and Resource Tracking Tool
SMT	Stakeholder Mapping Tool
SUN	Scaling Up Nutrition
TA	Technical Assistance
ToR	Terms of Reference
WA	Woreda Administrator
WNCB	Woreda Nutrition Coordination Body
WNFP	Woreda Nutrition Focal Person
WNTC	Woreda Nutrition Technical Committee
WoFEC	Woreda Finance and Economic Cooperation

1) Introduction

1.1.Purpose and Scope

The Government of Ethiopia has declared its commitment to end child under-nutrition by 2030 through Seqota Declaration (SD). The National Nutrition Program 2016-2020 (NNP-II) outlines a strategy to improve nutrition that is based on proven nutrition interventions, and is implemented across sectors with coordination among government and development partners. SD builds on and supports the implementation of the NNP-II. The 15-year SD roadmap focuses on delivering high-impact nutrition specific, nutrition sensitive and infrastructure interventions across multiple sectors namely health, agriculture and natural resources, livestock and fishery, water, irrigation and electricity, education, labor and social affairs, women and children affairs.

The success of Seqota Declaration relies on effective and efficient involvement of multiple government sectors, donors, and implementing partners. Proper management of stakeholders, evidence-based decision making and advocacy at all levels are crucial for successful implementation of SD.

Integrated Stakeholder Mapping and Resource Tracking Tool (SM&RTT) is an excel-based tool to assist the Woreda and regional PDU SD staff to identify, map, and prioritize the stakeholders/partners who are contributing to SD objectives in a given area and provides necessary background information for undertaking nutrition resource tracking and analysis process through identification and analysis of nutrition allocations and expenditures. The tool will show who is doing what and where in a given Woreda and Region. The tool is designed mainly for government entities at the regional and Woreda levels and will require input from ministries, sectors, donors, implementing partners, and other nutrition stakeholders.

The purpose of the tool is to support effective management and facilitation of stakeholders' engagement through various stages of the project's life cycle from exploration through to implementation, intervention, and scale-up and also to capture the amount of funds allocated for nutrition related activities and also funds used for nutrition interventions.

The stakeholder mapping and resource tracking system has three platforms: (i) the Stakeholder Mapping and Resource Tracking Tool which is applied to list-out and mapping of stakeholders in a specified Woreda/Region as per the SD strategic objectives, SD initiatives, type of program/project/intervention they are focusing on, sources of funding, etc.; to make analysis of the stakeholders in terms of interest and influence levels; and also to capture financial sources of funds coming for SD/nutrition programs where expenditures are expected to be collected in a quarterly basis to make the financial analysis; (ii) Partnership dashboard as an accountability mechanism for partnership management system and also for the performance evaluation of a single stakeholder (sector, donor, IP, NGO or CSO) working in the Woreda both at Woreda and Regional levels; (iii) Financial dashboard for the financial resources evaluation. All platforms have data entry and automated analysis sections and both of the dashboards have key performance indicators (KPIs') for the evaluation process.

The SM&RTT helps to generate various analytical reports to facilitate the analysis of stakeholders' and financial analysis of funds by identifying gaps so that decision makers can use the information for allocation decisions as well as for advocacy for additional resources where critical gaps need to be met. Moreover, the SM&RTT is used to engage relevant stakeholders in nutrition projects and ensure continued engagement through partnership meeting and performance monitoring during project implementation, scale-up, and evaluation phases.

Multi-Sectoral Mapping of nutrition action by REACH in different African countries, stakeholder mapping documents by POSHAN in India, Stakeholder Analysis by Community Led Accelerated WaSH (COWASH) in Ethiopia, Transform Nutrition Ethiopia Stakeholder Mapping Report, SD and NNP-II documents, rapid assessment findings, existing stakeholder map used by FPDU, SUN nutrition resource tracking template has been used as reference for the development of the tool and the dashboards. Moreover, resources such as R4D published documents, SPRING budget guidelines, etc. were also consulted during the development of the tool.

The SM&RTT is updated and revised based on field input and different assessments and data collection processes. It also needs to be updated by each Woreda and region on monthly and quarterly basis as necessary.

1.2.Objectives of the Manual

Successful implementation of SD program requires Multi-Sectoral coordination and effective management of stakeholders. Multi-stakeholder approach include multiple government sectors, donors, implementing partners, and community groups. During inception phase of this Technical Assistance (TA), stakeholder consultation/rapid assessment was conducted at 4 SD Woredas in 2 regions; Amhara and Tigray on the existing Management, Coordination, Resource Allocations and the Tracking System, Partnership Management and Stakeholder Mapping, existing staff capacity to some level and the Networking and Advocacy. The assessment indicated that there was no functional Stakeholder Mapping Tool and Resource Tracking Tool and current practices are inadequate for systematic management of multi-stakeholder partners.

This manual provides information on SM&RTT, its rationale and the process of implementing the SM&RTT to generate reports, accountability platform and other evidences for actions by the nutrition coordination body and other decision making body. The manual helps the SD Woredas to capture fund flows of each nutrition program/project, enables the SD Woredas/Regions to identify and make analysis of their stakeholders as per selected indicators and matrices for effective achievement of the required SD interventions at the respective sectors and it also defines a technically and culturally appropriate approach to make the effective use of stakeholder mapping and resource tracking through consultation, training, supervision, and follow-ups.

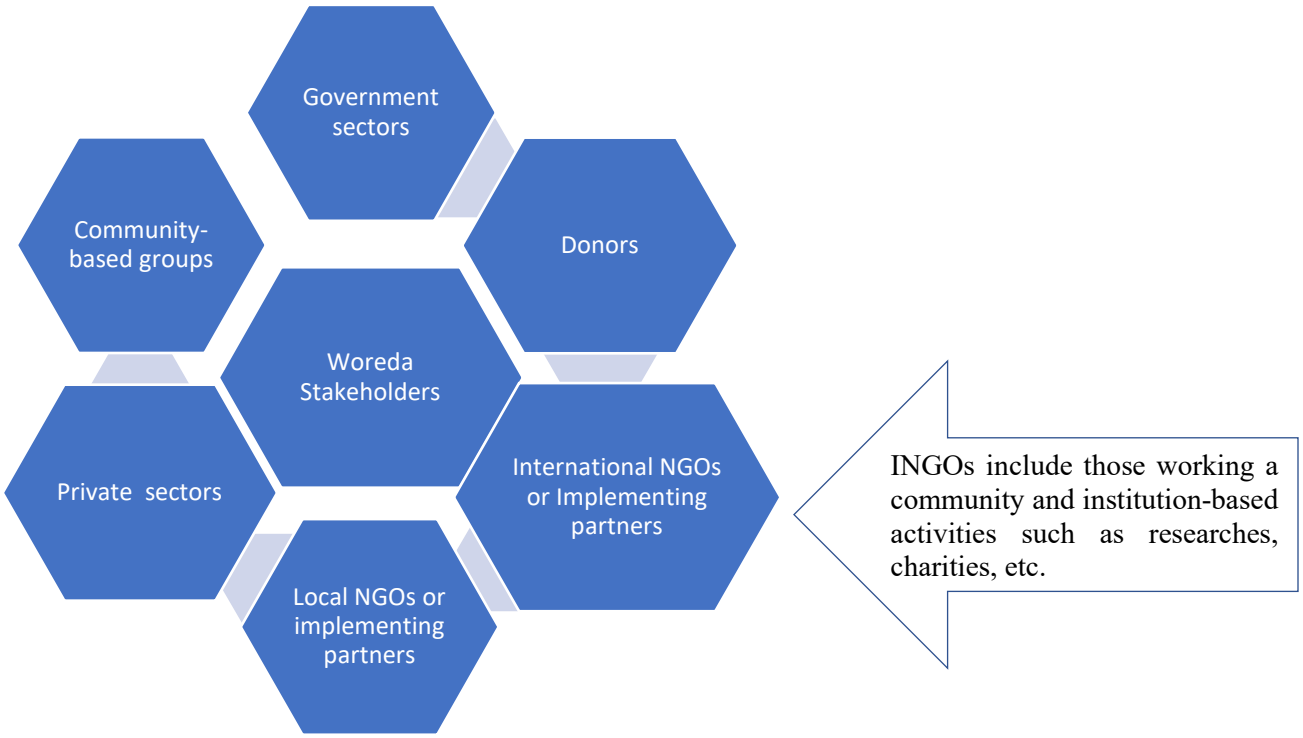
It may be noted that the integrated SM&RTT is developed based on review of various SD and NNP-II documents, rapid assessment findings, existing stakeholder map used by FPDU, and successful models from a number of countries such as Tanzania, Gambia, Kenya and India.

2) Stakeholder Mapping and Analysis

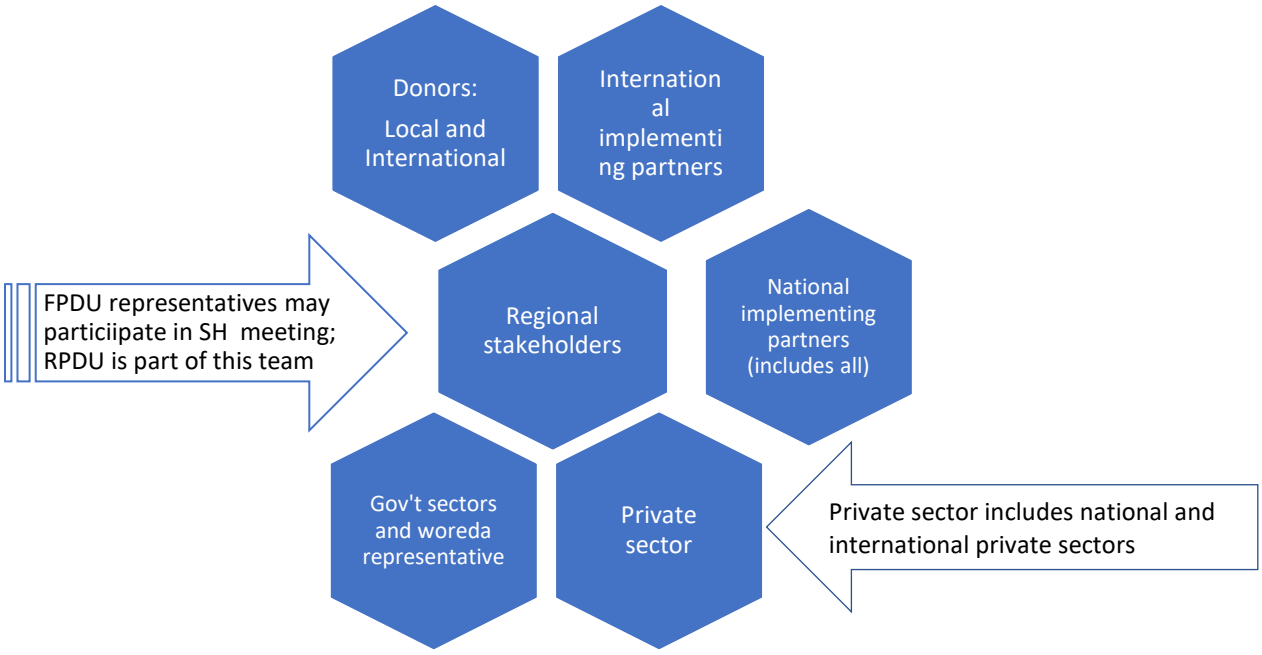
2.1 Who are the stakeholders

Stakeholders are implementing partners who are contributing to NNP-II and SD at the Woreda as well as regional levels who can include government agencies and implementing partners. A rule of thumb for ensuring that key stakeholders have been included in the process is to question whose

support or lack of it might significantly influence the success of the national nutrition program and SD. The following chart shows stakeholders at the Woreda level.



Following chart shows regional stakeholders



2.2 Why Stakeholder Mapping (SM) and Stakeholder Analysis (SA) is needed

Stakeholder mapping is the process of categorizing/mapping of the SD stakeholders according to their level of engagement. Mapping of the stakeholder is done according to the following two levels: i) level of interest or engagement in the multi-stakeholder nutrition program and ii) level of stakeholder's contribution (influence) to the SD program implementation. By level of influence, it means that a stakeholder can exercise significance role or influence in setting and modifying project requirements and guide the process of collaboration. The role could be measured in terms of provision of ideas and suggestions in policy reviews, play roles in decision makings, investing more with regard to financial and human resources etc. and on the other hand, level of interest could be defined as the level of concern of the stakeholder/s towards SD program implementation and it's outcomes, and their level of understanding how nutrition related problems are critical in the community. It might also be expressed by the stakeholders participation and involvement in the nutrition coordination body (NCB) and nutrition technical committee (NTC) meetings held in the SD Woreda or region, participation in the annual planning of the Woreda/region, reporting their financial and activity reports t the Woreda office/regional bureau etc.

Stakeholders which might not fully understood the goals and objectives of the SD or that may not have enough information regarding nutrition related intervention programs in the Woreda may not necessarily have the power to influence on the program. In this regard, the Woreda nutrition coordination body (WNCB) and Woreda nutrition technical committee (WNTC) should provide the required information to those stakeholders which may potentially impose positive influence on SD program implementation in the Woreda.

Those stakeholders which already have a high level of influence relating to the SD program should be focused on satisfying the NNP-II strategy expectations. On the other hand, stakeholders having a high level of interest need to be approached and kept informed of the program status and encouraged to be allowed to participate to support the SD implementation. Engaging with key stakeholders will also help the local governments to get invaluable insights, thus facilitating local decision making on resource allocation and management of performance.

The tool is designed to enhance transparency by identifying all stakeholders active at the Woreda level on nutrition programs. It is expected to create an atmosphere of collaboration among donors,

implementing partners and government sectors in a timely manner. It is also expected to avoid duplication at the implementation level by transparently sharing information on each partner's activities. The key objectives of the stakeholder analysis are:

- Identify key stakeholders who are currently contributing to SD and NNP-II programs in the Woreda and region;
- Identify the most effective methods and structures through which to disseminate project information, and to ensure regular, accessible, transparent and appropriate consultation;
- Guide the PDU's and Woredas to build mutually respectful, beneficial and lasting relationships with partners;
- Develops a stakeholder engagement process that provides stakeholders with an opportunity to influence project planning and design;
- Enhance formal mechanism for collaboration and also address resource or programmatic gaps;
- Support prioritization of nutrition interventions based on local conditions and needs;
- Support conflict resolution where needed; and
- Assist the PDU's with securing and maintaining a proper linkage and cooperation to operate throughout the phases of the program implementation and collective planning.

Actively engaging with the stakeholders will result in increased perception of success as the stakeholders will feel part of the collective efforts at the Woreda level to support SD objectives.

2.3 Technical Assistance (TA) support and stakeholder mapping governance framework

The Technical Assistance (TA) team will provide technical support and guidance to RPDUs and Woredas on implementation of the SM&RTT and institutionalization of the tool within SD Woreda and regional nutrition program. Trainings include proper identification of stakeholders, filling out the tool, and using the tool to generate stakeholder analysis (SA) and financial reports for management actions. The SM&RTT ownership lies with the Woreda and regional staff. The tool will be updated by Woreda and Regional SD staff (the assigned SD nutrition focal and finance focal). The TA process will be communicated and coordinated with the FPDU and RPDU staffs.

2.4 Stakeholder Analysis, Stakeholder Mapping and Resource Tracking

Stakeholder analysis (SA) is the identification of a project's key stakeholders, an assessment of their contributions to NNP-II and SD, and the ways in which those contributions affect overall resourcing of SD objectives in the Woreda and region. It has a direct contribution to project design by identifying the goals and roles of different groups, and by helping to formulate appropriate forms of engagement with these groups. It is the first step in building the relationships needed for the success of a participatory program or policy.

Stakeholder Mapping is a process and visual tool used to clarify and categorize various stakeholders actively participating in a national program by contributing resources, technical support, and implementation of activities as defined in the national strategy. Stakeholder mapping will assist with stakeholder partnership management process as well as resource allocation and tracking. In the long run, Stakeholder Mapping will also help to generate an evidence to advocate for additional resources to support nutrition programs.

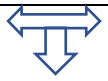
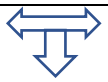
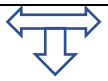
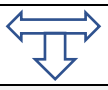
The SMT is expected to provide high level information for regional and Woreda decision makers in determining partner's contribution to meet stunting reduction goals in the Seqota Declaration. The stakeholder mapping will assist RPDU's on effective management of partners and networks at regional level and for Woreda at Woreda level to enable the decision makers to not only equitably serve the target Woredas, but also to reduce duplication of efforts and increase leverage among various sectors and partner's interventions. Moreover, through partnership management by using the SMT, they will be able to oversee partner's performance through enhanced communication and information sharing.

3) Current practices of stakeholder mapping and resource tracking

3.1 Administrative, reporting and feedback system of Ethiopia

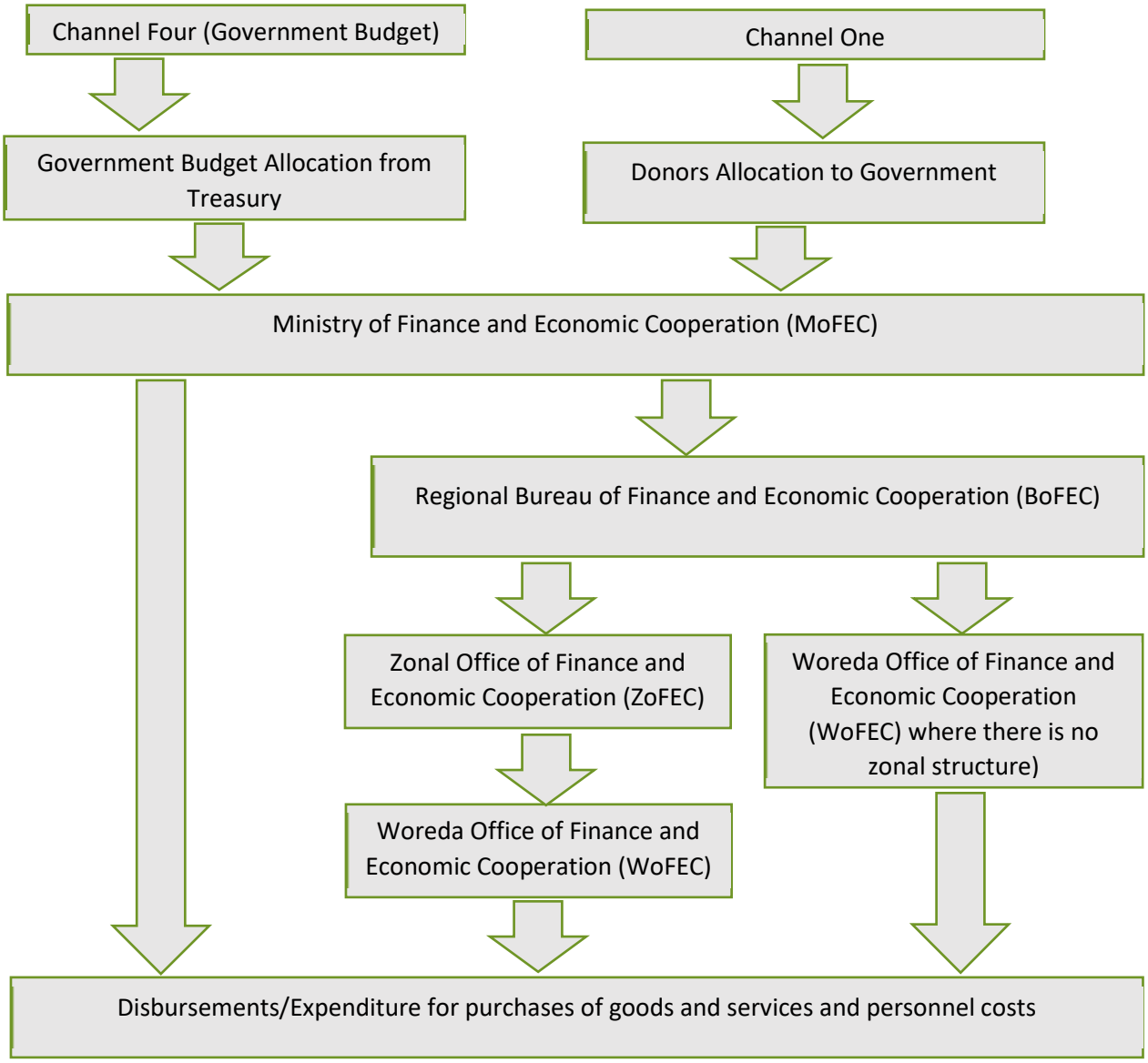
The federal Democratic Republic of Ethiopia (FDRE) is subdivided into nine regional states and two city administrative, Zonal Departments, Woreda and Kebele Administrations. Out of theses, Seqota Declaration is being implemented in two regional states called Amhara and Tigray and 33 selected Woredas found in the 'Tekeze' river basin.

The current administrative structure, reporting and feedback system is summarized in the following Diagram.

Administrative Structure	Name of Government Leader	Name of Sectors in Each Level	Reporting and Feedback flow	
			HoR / CoM	Feedback
Federal Government	Prime Minister	Ministry (eg. Ministry of Health)		
Regional State	Regional President	Bureau (eg. Bureau of Education)		
Zonal Department	Zonal Administrator	Department (eg. Zonal Dep. Of Agriculture)		
Woreda Administration	Woreda Administrator	Woreda Office (Eg. Woreda Health office)		
Kebele Administration	Kebele Administrator	Facilities (HFs, Schools, FTC)		
			Report	Community

NB: In Some Small Regional States Zonal Structure for Sectors Doesn't Exist and Woreda offices are directly accountable to regional bureaus for technical leadership.

3.2 Fund Flow Arrangement for SD, Federal Democratic Republic of Ethiopia (FDRE)



Disbursement on behalf of the ministries is made directly by the Ministry of Finance and Economic Cooperation (MoFEC). And at regional, zonal and Woreda level, bureaus and offices of finance and economic cooperation make the disbursements on behalf of the bureaus and offices of each Sector.

Funding Cannels[1]

Chanel 1: Funding flows are channeled through the Ministry of Finance and Economic Cooperation (MoFEC), including its regional, zonal and Woreda-level subdivisions. Channel 1 funding can be categorized as 1A (non-earmarked) and 1B (earmarked).

Chanel 2: Public sector budget support and block grants. Development partners bypass MoFEC and instead disburse funds directly to sector ministries, e.g., the Ministry of Health, including its regional, zonal or Woreda-level subdivisions. Channel 2 funding can be categorized as 2A (non-earmarked) or 2B (earmarked).

Chanel 3: (off-budget): Funding that is outside of the government financial management system. Development partners implement projects directly with nongovernmental partners (i.e., funding is channeled from development partners directly to NGOs or directly implemented by themselves).

Government Allocation: Budget source from treasury**.** Government allocation can be subdivided as Regular and Capital Budget in each EFY.

3.3 Current practices of stakeholder mapping & analysis and resource tracking:

According to the rapid assessment in 4 SD Woredas and the baseline assessment in all the 33 SD Woredas and two regional states conducted in September 2018 and February 2019 respectively, there is no routine exercise of mapping stakeholders and resource tracking at subnational level. Even though a stakeholder mapping exercise is started at the federal program delivery unit (FPDU) level as web-based system, it is also not completed to be functional at regional and Woreda levels. Moreover, there are no supportive tools developed for data entry except listing out of stakeholders in excel based sheet.

In some Woredas there are reports of cross sectional project based/ donor initiated cross sectional data collection and analysis exercise but lacks specificity and exclusiveness. Whereas at National level, Results for Development (R4D) is assisting the Federal government in tracking and analyzing nutrition resources. The tracking exercise is similar to a survey approach. Budget and expenditure is annually collected using predefined excel based format.

The data collection tool periodically distributed to nutrition stakeholder at national level by the resource mobilization directorate of the FMoH for completing and submission. From the discussions held with R4D, we understand that R4D's focus is primarily on analyzing anonymous financial data from the resource Mobilization Directorate. Routine resource tracking for both nutrition-specific and nutrition-sensitive interventions is not currently done by either R4D or other stakeholders (including the relevant government sectors).

The stakeholder consultation has clearly indicated that nutrition related programs are subsets of other routine plans in the sectors. There was no clear process of tracking resources for SD and also no systematic approach to manage partnerships. The WNCB and WNTC in the Woreda have no means to track the resources allocated by stakeholders allocated and also they didn't have a regular meetings to evaluate stakeholders for their performance.

The current practices in the SD Woredas include only paper-based system to record stakeholders' information which is practically difficult to generate analytical reports, determine linkages among various programs, and to have an overall understanding of all key implementers in a geographic area. Lack of SMT made it difficult for Woredas to track who is doing what and where, and whether any target population are left out from nutrition interventions.

The national governance system signifies Woreda as the decentralized decision making level of the government. WoFEC office is mandated to handle the budget and accounts of all sector offices of the Woreda and register expenditure in to the online IBEX system and handle project documents of IPs operating in the Woreda and monitors their Progress. Though there are finance departments in each regional bureau, overall budget allocation and finance system oversee by the regional BoFEC including handling project documents of IPs, donors and CSO operating in the region. Considering the above practice, legitimacy and access to financial information, WoFEC and BoFEC offices are the right choices to collect financial information and data entry to the SM&RTT and the partnership and financial dashboards.

3.3.1 Approaches to the proposed SM&RTT:

According to results of baselines assessment conducted by the TA team in February 2019, there is no systematic way of mapping the stakeholders and tracking Nutrition resources at subnational

level i.e. Woreda level and Regional level in a defined period. This SM&RTT tool is meant to address this gap and assist with the effective implementation of SD strategic objectives and initiatives.

The approach of the Stakeholder Mapping and Resource Tracking System using the SM&RTT is a bottom-up i.e. data collection is to be done at end users level; at Woreda and Regional level on stakeholder's information for the SD/nutrition program/project and also for budget allocation and expenditures in each level respectively.

Initially, draft SMT and SNRTT tools were developed and used during baseline assessment to test its relevance and gather key information of the stakeholders in terms of their nutrition program/project and resource allocations in all 33 Woredas. The drafted tools then filled with required information and shared with SD Woredas and RPDU. The tools are then refined and further updated based on users' feedbacks and inputs obtained during the baseline assessment.

The SD staff team at regional and Woreda were given trainings on how to use the tool, how to update it and how to generate stakeholder analysis and financial reports. Nutrition focal persons (Woreda nutrition focal and/or the Woreda finance focal) in each Woreda are responsible to collect the information and update the SMT and SNRTT each time. Following the baseline assessment and trainings, the TA team continued to provide technical assistance to the SD staffs at the regions and Woredas on how to use the tool with supervision and follow ups to enable them properly working on the tools. Eventually, the final SMT and SNRTT tool are merged and developed as a single tool in excel based as most of the information to be gathered by the tools in the SD program are similar. An online SM&RTT tools is also developed following the final draft of excel based system.

The excel tool is to be used for gathering information in each Woreda by the SD focal and then collected data would be transferred to online system on Woredas where an internet connection is available. For those Woredas where internet connection is not available, a paper-based system will be used. The long-term objective is to ensure that the SM&RTT is an on-line system.

The tool is essential for effective management of stakeholders partners and networks will enable the PDUs as well as decision makers at different levels to not only equitably serve the target

Woredas, but also to reduce duplication of efforts and increase leverage among various sectors and partners interventions. Moreover, improved PDU management system will improve efficiency and effectiveness of sectors and partners performance through enhanced evidence generation, communication and information sharing. It will also enhance PDU's capability to monitor and support sectors and partners performance. In addition, the tool is an important way of promoting transparency, accountability and can be used for advocacy purposes by identifying gaps and overlaps.

3.3.2 The SM&RTT development process:

3.3.2.1 Stakeholder mapping tool development process

Based on the two assessments conducted by TA team, there is no functional stakeholder mapping or resource tracking tool either in the SD Woredas or regions to collect information and make analytical reports. Accordingly, decisions was made and reached on a consensus to develop draft stakeholder mapping and resource tracking tools for the SD Woredas and regions to make analysis of their stakeholders in a systematic way.

Stakeholder mapping is an important step to understanding who your key stakeholders are, where they come from, and what they are working in relation to the achievement of the SD goal. It defines criteria for identifying and prioritizing stakeholders and reflect on the best engagement mechanism such as a single meeting, open forum, social media, or an ongoing program/project coordination body etc. According to the Multi-Stakeholder Coordination and Partnership Management (MSCPM) guideline, the partnership management system has the guideline itself, a stakeholder mapping tool and partnership dashboard.

The stakeholder mapping tool has a data entry mechanism for available stakeholders in the SD Woreda/region and matrix of analysis for accountability of the nutrition coordination body (NCB). The partnership dashboard, as part of the Woreda/regional coordination system is also one of the accountability tool to evaluate stakeholders and the overall partnership management system by selected indicators from the partnership guideline. The partnership dashboard is attached as a separate document in the annexure. All of the tools are developed both as paper-based (offline)

and web-based (online) system and the respective staffs in SD Woredas and regions were trained on how to use these tools.

The following are steps to be followed to produce stakeholder mapping tool

Step One: Identifying major stakeholder in the SD

Identify and list stakeholders that are participating in the nutrition programs at the Woreda and regional level. It is better to do this by collecting the profiles of each stakeholder with the help of focal person of each sector in the specified Woreda. The information should be collected based on the parameters indicated in the stakeholder mapping tool. The information collected should include (but not limited to): the roles of the stakeholder with regard to the 10 SD objectives, the types of intervention they are participating; nutrition sensitive and nutrition specific, areas where the stakeholders are implementing, target groups focused by the stakeholders, the population size covered by the stakeholders, with which sector the stakeholders are working, the amount of budget allocated, delivery mechanisms, etc.

Step Two: Determining influence, interests and overall importance

Draw out key interests of each stakeholder at the regional and Woreda levels in the initial list. Stakeholders can be interviewed for their level of contribution, intervention implementation, and interests as per the level of their current participation in the nutrition program. It should be identified that whether they are working on nutrition specific and nutrition sensitive interventions, and then articulate how their work fit in with the SD objectives. To confirm the Stakeholder Identification and Analysis process is accurate and complete, the focal person in each sector will facilitate a series of reviews with the help of Woreda administration and others. The information will be crossed checked with existing documentation at the Woreda level. In addition, optional qualitative interviews may be performed for the stakeholder groups who are identified as most influential or contributing most resources and results to ensure that key aspects of their projects have been captured accurately. The key questions could include the following:

- What is their role in the nutrition program and SD?
- What are the likely expectations of the SD program by the stakeholder?

- What is the nutrition categorization of their work: is it nutrition specific and/or nutrition sensitive intervention?
- Which SD objectives they are getting involved?
- Which stakeholders are doing what and where? And through which delivery arrangements?
- What resources are currently committing and what is planned for the future for SD?
- What other interests does the stakeholder have that may conflict with the SD program?
- How much are they interested continuing to work with the SD program?
- How does stakeholders in the Woreda understand about each other and work closely to the achievement of SD goals
- Who is managing the relationship between SD and the stakeholder, and between Woreda nutrition team and implementing partners?
- What are their key concerns?

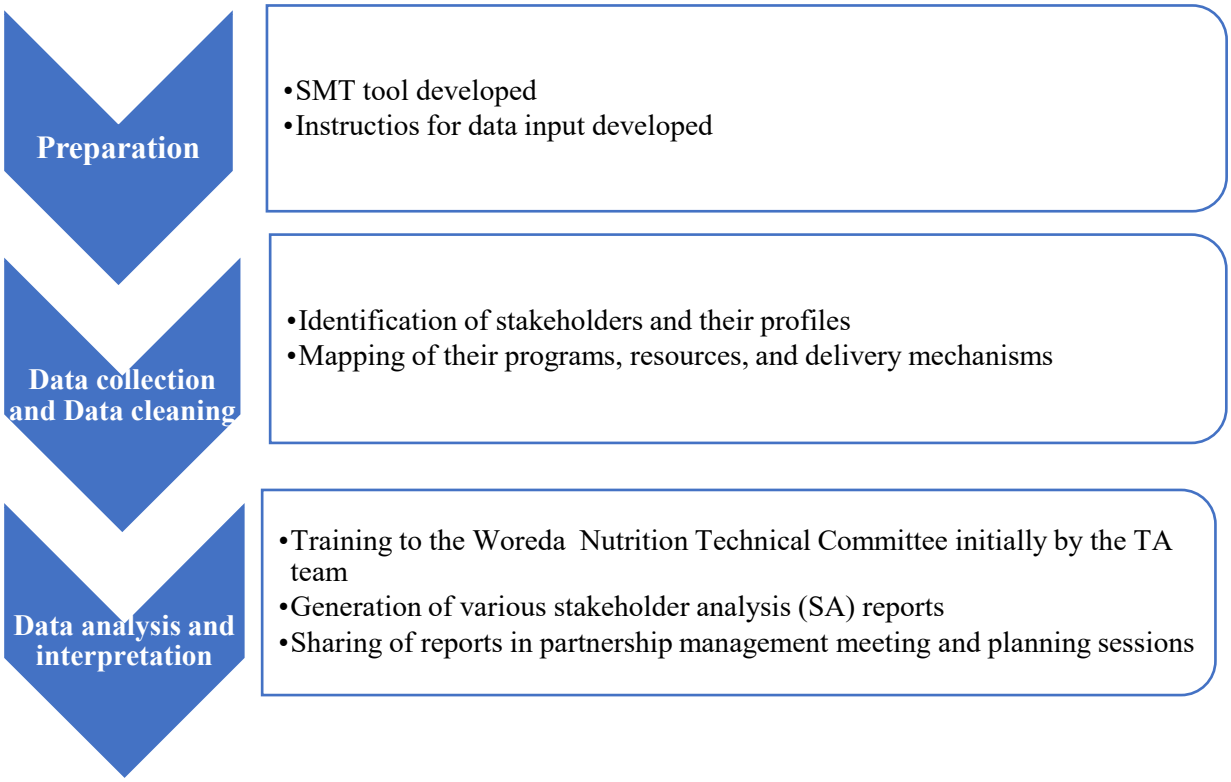
Next, assess the influence/contribution and interest of each stakeholder on the SD. Influence refers to the level of stakeholders influence in terms decision making, policies, resource allocations, etc. and thus having high level of influence/power while interest/importance refers to the stakeholders who understood on nutrition problems, needs and interests that coincide with the aims of the SD and may have available resources but may not be fully interested to work fully on the objectives and strategies of the SD.

Step Three: Analysis and Planning enhance stakeholders' management

The next step after identifying and understanding the stakeholders' role/contribution and interest is to generate stakeholder analysis (SA) reports to inform the planning process of strengthening stakeholder management and enhancing their participation in SD. Initially, the TA team will provide trainings to the Woreda Nutrition Technical Committee or Nutrition Focal Persons on how to use the SMT. Prioritization need to be done to ensure that key stakeholders who are in the influential category are part of the stakeholder management process and those that who are in the interest category to facilitate advocacy and keep informed to work on the SD objectives in cooperation with other interested stakeholders and allocation of more resources. Stakeholder partnerships should be flexible and designed to grow.

The key is to manage all the stakeholders well without giving a negative impact to the SD program. Interview could be conducted to make them interested on the program SD objectives and goals. Moreover, Focus Group Discussions (FGD) or workshop could be arranged by the Woreda technical committee chaired by the Woreda administration to make them feel involved and to give them opportunities to impact on the SD goals and objectives. The following are the management approaches to follow to analyze and then to map stakeholders:

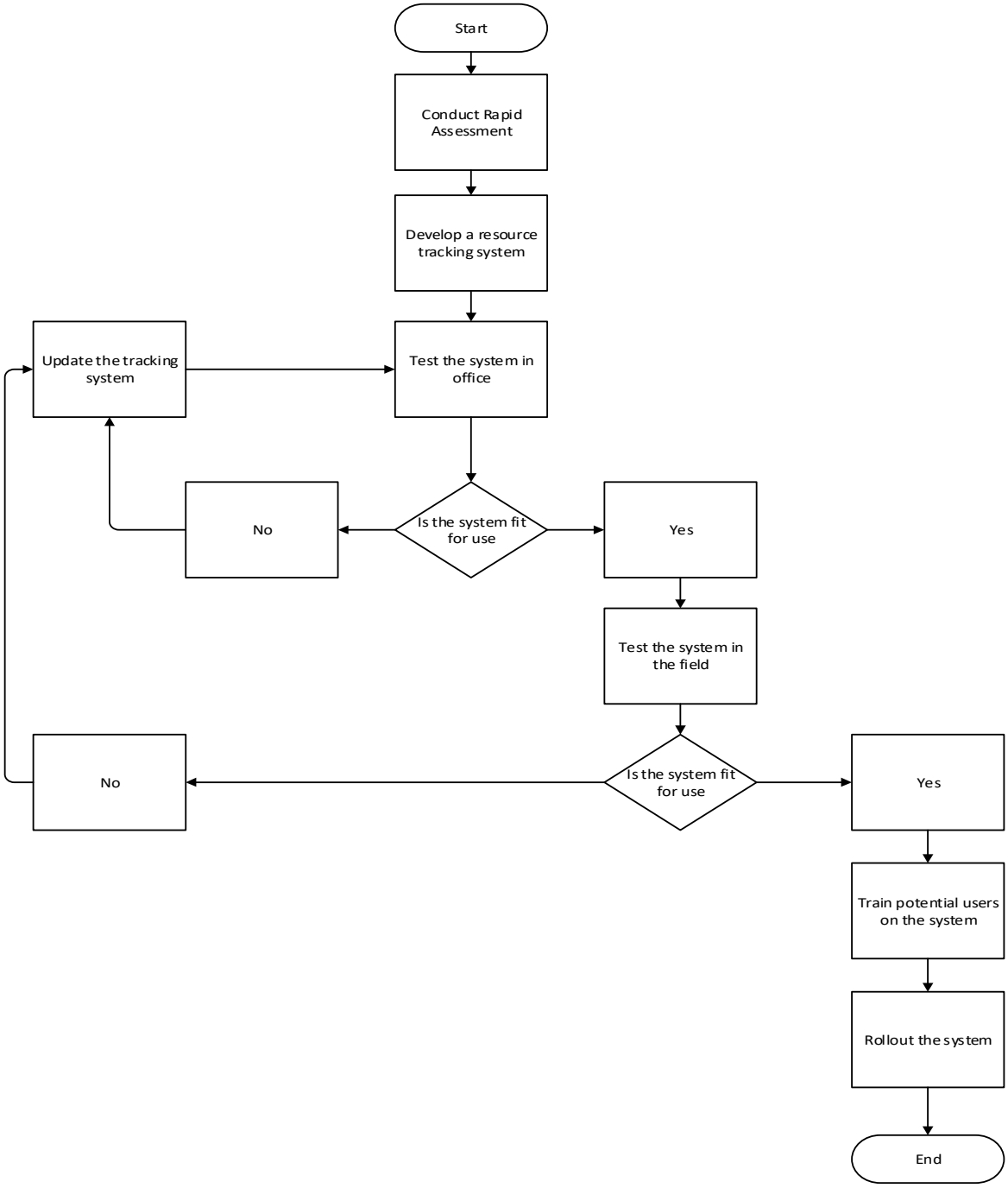
The second and third steps (Data collection and data analysis) in the chart below will be followed by Woreda to keep the SMT updated and generate relevant SA reports.



3.3.2.2 The Nutrition Resource Tracking System Development Process

The nutrition resource tracking system development process is as depicted in the flowchart below.

Nutrition Resource Tracking System Development Process Flowchart



The Nutrition Resource Tracking System contains two interdependent tools. These tools are:

1. Nutrition Resource Tracking Tool
2. Nutrition Finance Dashboard

The tools is designed for both offline and web-based platforms and row data can be collected in each sectors, IPs and CSOs using manual paper-based setup and can be digitalized at the Finance and Economic Development office and bureau respectively at Woreda and Regional level.

4) Stakeholder analysis matrix

Once the list of stakeholders is established, draw a chart on paper or a virtual pad so as to identify your stakeholders. Ideally, a large box can be drawn with X and Y axes and then make four equal divisions. This helps to prioritize the stakeholders. This way, the stakeholders can be mapped out, and classify them according to their contribution over the SD initiatives and their interest in it, on an influence/interest Grid (Figure 1).

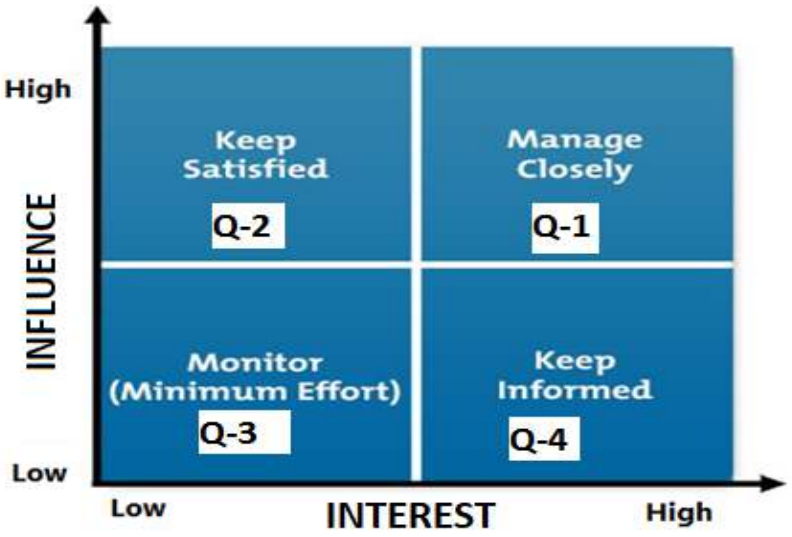


Figure 1: Contribution/Interest Grid for Stakeholder Prioritization[1]

The gird shows stakeholders on a two-by-two matrix showing the strategies to be employed to engage and manage them. Contribution/Interest grid model shows the grouping of the stakeholders based on their level of influence ("contribution") and their level of importance ("interest") regarding the project outcomes. The position that is indicated to a stakeholder on the grid shows that the action which is required to be taken with them:

[1] Adapted from Mendelow, A.L. (1981). Environmental Scanning – The impact of the stakeholder concept.

1. **High influence, highly interest stakeholder (Manage Closely):** we must fully engage these stakeholders/people, and make the greatest efforts to satisfy them.
2. **High influence, less interest stakeholder (Keep Satisfied):** put enough work in with these stakeholders/people to keep them satisfied on their SD achievements, but not so much that they become bored with our communication or follow ups.
3. **Low influence, highly interest stakeholder (Keep Informed):** adequately inform these stakeholders/people, and talk to them to ensure that no major issues are arising. People in this category can often be very helpful as they have good understanding with regard to the concepts of project. So, convince them to attract and work on SD.
4. **Low influence, less interest stakeholder (Monitor):** Consult and monitor these stakeholders to enhance their contribution and interest on SD, but don't influence them with excessive communication or follow-ups.

4.1 Labeling the Matrix

Position of the stakeholder is to be measured using a ten by ten, four quadrant stakeholder analysis chart. We need to label the matrix appropriately for the actual use. The Y-axis or the vertical side of the chart should be tagged as "influence" (level of contribution) of the stakeholder and the horizontal or X-axis should be labeled as "interest" (level of involvement) of the stakeholder. For better results, each box should be labeled from the left to right (i.e., on the X-axis) and from bottom to up (i.e., on the Y-axis) using Low (Insignificant), Medium and High (Significant) influence and/or interest levels as indicated in Fig. 1. Ranges in the chart are classified from 0-10 where the four quadrants are classified from five (5) as an origin. Table 1 below shows ranges of the matrix level for the position a stakeholder in terms of influence and interest.

4.1.1 Measurements of the SD Woreda/Regional nutrition MSCPM system using KPI

The level of influence and level of interest are measured by selected KPI's as indicated in the partnership dashboard. The average percentage of the KPI which is calculated by considering the plan (numerator) versus achievements (denominator) of each indicator. Accordingly, the level of interest (involvement) of the stakeholder in the SD program could be measured by considering the average achievement score (percentage) of two partnership management indicators; Program planning (indicator #1), WNCB and WNTC Meetings (indicator #3) and Reporting (indicator #5).

On the other hand, the level of influence (contribution) is measured by the other two partnership management indicators in the dashboard that are number of nutrition projects (indicator #2) and resources and budgeting (indicator #6).

Based on this assumption, the percent of achievement score under each activity will be measured and the average of all is taken as a measuring value. For instance, if the average value for respective stakeholder becomes 70%, its numbering value for the measurement will be taken as 7 and if it is 65%, the value will be taken as 6.5 and so on. This measurement will be done quarterly for each stakeholder in the Woreda/region.

Please refer to the following two examples under each table to make clear with the scores for level of involvement (interest) and level of influence (contribution).

Example 1: Measurement of Stakeholder for level of interest (involvement)

Table 2: Measurement of Stakeholder for level of interest (involvement)		
A	**Indicator: Program Planning**	**% of achievement**
1	% score on the SD/Nutrition joint planning	60
2	% on submittal of the detailed nutrition budget plan to Woreda	80
3	% of the stakeholders incorporating activities in the joint plan	50
4	% of the stakeholders attending WNCB meetings	70
5	% of the stakeholders attending WNTC meetings	40
	Average [A]	**60**
B	**Indicator: Reporting**	**% of achievement**
1	% score of monthly progress (program) reports submittal to the Woreda	60
2	% score of monthly financial reports submittal to the Woreda	80
	Average [B]	**70**
C	**Indicator: WNCB and WNTC Meetings**	**% of achievement**
1	WNCB meeting taking place in the Woreda (within the reporting month)	**100**

2	Number of WNCB members attended in the WNCB meeting	**80**
3	WNTC meeting taking place in the Woreda (within the reporting month)	**100**
4	Number of WNTC members attended in the WNTC meeting	**62**
5	Total number of Women in the WNCB	**100**
6	Total number of Women in the WNTC	**100**
	Average [C]	**90**
	Measured average [A, B & C] = (A+B+C)/3	**73**
	Measured value of level of interest = Measured Average/10	**7.3**

Example 2: Measurement of Stakeholder for level of influence (contribution)

Table 3: Measurement of Stakeholder for level of influence (contribution)		
C	**Indicator: Nutrition Projects/Programs**	**% of achievement**
1	% nutrition projects working on SD objectives	80
2	% Nutrition Projects from existing projects that have gender sensitive budget	65
3	% SD objectives incorporated by the stakeholder after request/lobby	45
	Average [C]	**63**
D	**Indicator: Resources and Budgeting**	**% of achievement**
1	% from total nutrition program allocation by the stakeholder	90
	Average [D]	**90**
	Measured average [C & D] = (C+D)/2	**76.5**
	Measured level of influence	**7.65**

This way the stakeholder could be measured for the level of interest and level of influence and then overall importance of the stakeholder is measured by taking the average of the two. For instance, the level of importance in examples given above is the average value of ***(7.3+7.65)/2=7.5***. Therefore, these values are going to be populated in the matrix line with interest/influence levels ranging from 0-10 as indicated above for each program/project.

4.1.2 Measurement matrix for overall importance for a single stakeholder

The matrix analysis made above is to measure the overall multi-stakeholder coordination system of the Woreda. On the other hand, a particular stakeholder could be evaluated in the Woreda/region using matrix analysis as indicated below (Table 4). The percentage under each KPI is calculated using similar technique that we have used in the aforementioned matrices. The measured value of importance level is then calculated with a number value from the average achievement. Therefore, the measured value of importance for the example given below in Table 4 is 95/10=9.5.

	Table 4: Performance indicators for the overall importance of a single Stakeholder	**%**
1	Stakeholder's participation in the Woreda SD joint planning	100
2	Stakeholder's attendance in the WNCB meetings	100
3	Stakeholder's attendance in the WNTC meetings	100
4	Number of programs by the stakeholder on gender sensitive budgeting	33
5	Joint supervision conducted by the stakeholder in the SD Woreda	100
6	Updating of the SMT within the reporting month	100
7	Updating of the SNRTT within the reporting month	100
8	Updating of the PDB within the reporting month	100
9	Updating of the FDB within the reporting month	100
10	Monthly (progress) report submitted by the stakeholder to the SD Woreda	100
11	Monthly financial report submitted by the stakeholder to the SD Woreda	100
12	Number of programs by the stakeholder which include under 2 children beneficiaries	100
13	Number of programs by the stakeholder which include under 5 children beneficiaries	100
14	Number of programs that the stakeholder which include pregnant & lactating women	100
	Average achievement (%)	95
	Measured level of importance	9.5

4.2 Organize Stakeholders

After leveling the Contribution/Interest of stakeholders, the list of stakeholders should be obtained and organized into the boxes, according to their level of influence and interest in the SD.

4.3 Stakeholder Analysis

Finally, the results indicated by the stakeholder analysis template can be used for the analysis. The stakeholders in the quadrant in the upper right corner (Q-1 or Quadrant 1), which indicates both Significant influence and Significant interest, are considered to be the key players. Similarly, different levels of considerations to other stakeholders could be done depending on the indicated importance.

5) Stakeholders' management process:

5.1.Stakeholder relationship management

The aim of this SMT manual is to ensure the identification and analysis of stakeholders in the SD Woredas for effective coordination and partnership management which in turn helps for effective implementation of the SD strategies through a multi-stakeholder environment. This guide is for the regional state and Woredas. As mentioned on the multi-stakeholder coordination and management (MSCPM) document, effective coordination and documentation of stakeholders are expected to Coordinate Multi-Stakeholders' efforts for timely implementation of SD strategy; Generate evidence in each Woreda and Region for informed decision-making; Maximize the utilization of available resources and technical expertise; Maximize allocation of resources for impact and minimize duplication; Attract more resources to the Woreda through on time and proper utilization and liquidation of existing resources, supported by evidence-informed gap analysis and advocacy and Support implementation of SD strategic objectives and strategic initiatives.

Therefore, after the stakeholders are analyzed and mapped, the next thing to do is maintaining an effective and long-lasting relationship with the stakeholders. Building a strong relationship with stakeholders and maintaining them takes effort, time and a well-managed approach. Below are some of the important things to follow both to build and maintain healthy stakeholder relationships.

- Actively build strong relationships from the start
- Schedule periodic touch-base sessions
- Keep your word
- Have an open mind

- Address issues as and when they arise
- Encouraging stakeholder participation in the decision-making process
- Providing timely information
- Open, and honest communication
- Listening to stakeholder concerns
- Respecting diverse opinions
- Seeking mutually beneficial solutions
- Learning from each other

5.2.Potential challenges

The expected challenges for the mapping process that may affect the results could include:

- Lack of attention by the coordinating body
- Challenges related to the mixed interest by the stakeholders in the Woreda
- Lack of information due to the geographic location
- Information mix due to lack of understanding between intervention categories

6) Desired features of the SM&RTT tool

1. **Comprehensiveness**: The financial tracking system should encompass all activities of all levels of government and partners to get a complete picture of nutrition resources allocation and expenditure. It is also important that the system covers both capital and recurrent resource allocation and expenditure.
2. **Timeliness**: the nutrition resource information should be made available on a regular and timely basis so that decision-makers have the relevant information to guide their decision and legislators have information to hold the executive accountable.
3. **User-friendly (capacity)**: Individuals should have the ability and the means required to use the system. This includes individual capacities – knowledge and know-how.
4. **Alignment and harmonization**: Alignment to existing systems makes a methodology more user-friendly (e.g., by using something users are already familiar with) and increases legitimacy. A tracking system should be supportive of government structures and donor efforts, should improve coordination, simplify procedures and share information to avoid duplications.

This also means that in cases where a certain tool is already used to track resources more generally, it should be examined as a possible mechanism for tracking nutrition.

5. **Ownership**: The system must be owned by those mandated to use it directly and to those responsible for overseeing it (including donors). It will therefore need to be owned by all sector ministries with some responsibility in the implementation of nutrition interventions as well as by local level service delivery units.
6. **Accountability**: The Woreda and Regional sectors and IP shall assign an expert/ experts to regularly update the Resource Tracking tool and the financial dashboard and attached with accountability mechanism. Reporting mechanisms such as a financial tracking system should be used to demand responsibility (by sector offices from local units, by federal government from sector ministries, by donors, by communities' members, etc.), and if they are fostered through sanctions and rewards the incentives to deliver are much higher.

Moreover, the tool need to have the following requirements

- It should be transparent
- The information needs to be updated
- Easily accessible for use
- Appropriate for the local situation

7) Roles and responsibilities for implementation of the SM&RTT

The SM&RTT will be filled by different units at different levels. Roles and responsibilities of different units is indicated as follows:

No.	Responsible Person/Unit	Responsibilities
1	Woreda Sector Offices and IP Focal Persons	• Collect profiles of the stakeholders at the Woreda level and input the data in to the Mapping Tool
2	Woreda Administration Nutrition Focal Person	Summarize the Stakeholder profile collected by the Woreda sector offices and IP focal persons
3	Regional Sector Bureaus Focal Persons	• Collect the stakeholder's profile from the respective Woreda sector office • Collect and summarize stakeholders profile managed at the bureau level • Summarize the Woreda and the bureau stakeholder profile and submit to the RPDU
4	RPDU	• Collect the summarized stakeholder's profile from the respective sector bureaus • Collect and summarize the stakeholders profile managed at the RPDU level • Summarize the stakeholder's profile and prioritize the stakeholders at regional level • Map the stakeholders as per the analysis • Submit the Stakeholder Mapping to the FPDU
5	FPDU	• Collect the summarized nutrition resource data from the RPDUs • Collect and summarize the nutrition resource data managed at the FPDU level • Summarize the nutrition resource data and track the national nutrition resource. • Make analysis of the nutrition resource tracked

When the web-based system is fully utilized, data input from the source may be sufficient as the system will generate automated summary report using the nutrition resources tracked. As all Woreda may not have internet and IT facilities, the nutrition tracking system will be implemented according to facilities available. Ideally, all Woredas should move toward an IT-based system.

8) Coordination components under the SM&RTT

8.1 Financing source components

As per the SD Innovation Phase Investment Plan, the following bodies are important coordination components to be considered in the SMT where financial resources are expected to contribute for nutrition related intervention in order to achieve the investment phase SD Strategic Objectives.

1. Federal Government
2. Regional Governments
3. Donors through Government
4. Implementing Partners
5. Community

8.2 Managers of Nutrition Finances

The nutrition resources are managed by any one or more of the following entities

1. Ministry of Finance and Economic Development
2. Federal Program Delivery Unit (FPDU)
3. Government Sector Ministries
4. Regional Program Delivery Units (RPDUs)
5. Regional Bureau of Finance and Economic Development
6. Regional Sector Bureaus
7. Zonal Administration
8. Zonal Office of Finance and Economic Development
9. Zonal Sector Offices
10. Woreda Administration
11. Woreda Office of Finance and Economic Development
12. Woreda Sector Offices
13. Donors
14. Implementing Partners

8.3 Nutrition Service Providers

The nutrition related services are provided by the following units:

1. Federal Program Delivery Unit (FPDU)
2. Government Sector Ministries
3. Regional Program Delivery Units (RPDUs)
4. Regional Sector Bureaus
5. Woreda Administration
6. Woreda Sector Offices
7. Implementing Partners

8.4 SD Sector Ministries

1. Ministry of Health
2. Ministry of Agriculture
3. Ministry of Education
4. Ministry of Livestock and Fishery
5. Ministry of Water Resources, Irrigation and Energy
6. Ministry Labor and Social Affairs
7. Ministry of Women Affairs
8. Ministry of Finance and Economic Cooperation

8.5 SD Innovation Phase Strategic Objectives

1. Improve the health and nutritional status of Adolescent, Women and Children under two
2. Ensure 100% access to adequate food all year round
3. Transform smallholder productivity and income
4. Ensure Zero post-harvest food loss
5. Enhance innovation around promotion of sustainable food systems (Climate smart)
6. Ensure Universal access to water, sanitation and adoption of good hygiene practices
7. Improve health and nutritional status of school children
8. Improve nutrition status of pregnant and lactating women and children through nutrition sensitive PSNP interventions
9. Improve gender equity, women empowerment and child protection

10. Improve Multi-Sectoral coordination and capacity.

9) SM&RTT reports

After the data is collected and entered in to the SM&RTT at Woreda and Regional level, the required report could be generated as required and analysis could be done. The system will generate automated report by the partnership dashboard for the partnership management system and through financial dashboard for the resource tracking system. More detail analysis could be made using different parameters, interpretation and report writing by experts at all level. Reports might be prepared as per requests from the RPDU, FPDU or IPs in the Woreda.

Different reports will be prepared for different indicators, which include but not limited to the following:

1. The comparative influence /interest of the stakeholder report
2. Reports based on the allocated resources as required:
    a) Nutrition specific and nutrition sensitive interventions,
    b) Reports based on the SD Strategic objectives,
    c) The activities on the work plan of each Woreda,
    d) Report by sectors of interest
    e) Reports by Woreda
    f) Regional reports
    g) Quarterly reports for trend analysis of different consecutive periods,
3. Who are the stakeholders and what are their roles?
4. How implementation is distributed among various stakeholders
5. Geographic coverage of nutrition interventions in the Woreda
6. Gap analysis
7. Percent of target groups covered (part of gap analysis)
8. Comparative total allocation and total expenditure report
9. Resource allocated and used for
    a) Nutrition specific and nutrition sensitive interventions,
    b) Strategic objective,
    c) Each initiatives,

d) Each sector,
e) Each region,
f) Each Woreda,
g) Each funding source
h) Trend analysis of different consecutive periods, etc.

10. Resource allocations by thematic sectors
11. Nutrition specific Vs. nutrition sensitive resource allocations
12. Resource allocations by SD objectives in the Woreda

10) Dashboards

The MSCPM system has two dashboards: the partnership dashboard and the financial dashboard. The dashboards will be integrated to the web-based (online) system to be visible for authorized individuals' access in the system for quick reference and decision making. The dashboard will map information from the SM&RTT. There are automated charts, graphs and tables to be linked with summary of activities from the data entry part of the dashboard. The dashboards also use key performance indicators (KPIs') to evaluate MSCPM system performances on monthly or quarterly basis. Separate instruction is available for both the tool and the dashboard.

In the performance management rating in the dashboards, percentages < 60 is considered LOW performance which is indicated by a color code of RED while %age between 60 and 84 is considered MEDIUM and indicated by YELLOW color code and the KPI %age ≥85 is a HIGH performance with a color code of GREEN. The percentage, ratings and the colors will be appeared automatically when the fields are populated with numerators and denominators in the "KPI" chart. The graph in the dashboard will also appear automatically when the above columns are populated.

10.1The following are list of indicators used in the partnership dashboard

Number of SD sectors involved in the SD/Nutrition joint planning of the Woreda
Number of IPs involved in the SD/Nutrition joint planning of the Woreda
Number of Sector offices submitted detailed nutrition budget plan to Woreda
Number of IPs submitted their detailed nutrition budget plan to Woreda
Number of IPs which incorporate their activities in the joint plan

Number of Sector offices attending WNCB meetings

Number of Sector offices attending WNTC meetings

Number of IPs/CSOs attending WNCB meetings

Number of IPs/CSOs attending WNTC meetings

Number of existing nutrition projects working on SD objectives in the Woreda

Number of Nutrition Projects/Programs from existing nutrition projects that have gender sensitive budget

Number of projects/IPs incorporated SD objectives after request/lobby

WNCB meeting taking place in the Woreda (within the reporting month)

Number of WNCB members attended in the WNCB meeting

WNTC meeting taking place in the Woreda

Number of WNTC members attended in the WNTC meeting

Total number of Women in the WNCB

Total number of Women in the WNTC

Updating of the SMT within the reporting month

Updating of the SNRTT within the reporting month

Updating of the PDB within the reporting month

Updating of the FDB within the reporting month

Decisions made based on the updated PM system

Decisions made based on the updated RT system

Number of Sector offices submitted their monthly progress (program) reports to Woreda

Number of Sector offices submitted their monthly financial reports to Woreda

Number of IPs and CSOs submitted their monthly progress (program) reports to Woreda

Number of IPs and CSOs submitted their monthly financial reports to Woreda

Total allocation from government sector offices

Total allocation from IPs and CSOs

Community contribution (Converted to money values)

Percent of under two children registered as SAM in the Woreda

Number of under 5 children covered by existing nutrition programs

10.2 The following are list of indicators used in the financial dashboard

1. Number of IPs conducted joint planning for SD/Nutrition with Woreda
2. Number of IPs submitting their financial reports to Woreda
3. Number of IPs submitting detailed nutrition budget to Woreda
4. Number of SD sectors which have gender sensitive planning
5. Number of SD Sectors that have one plan, one budget, one report
6. Number of SD Sectors which breakdown their budget in to quarterly basis
7. Number of SD Sectors which have separate SD/Nutrition plan
8. Number of SD Sectors which registered their budget by SD objectives
9. Number of SD Sectors which registered their budget by SD initiatives
10. Number of SD Sectors that updates the RT tool monthly
11. Number of SD Sectors that updates the RT tool quarterly
12. Number of SD Sectors that register their budget by SD objectives
13. Number of SD Sectors that register their expenditure by SD objectives
14. Number of SD Sectors that register their budget by SD objectives
15. Number of SD Sectors that submit their financial report on time

11) Assumptions and risks

11.1. Assumptions

1) Stakeholders in the Woreda are not only measured by the amount of resource allocations on nutrition but also it is by level of influence on policies and decision making and interests towards SD program.
2) Nutrition data will be categorized as nutrition specific and nutrition sensitive
3) Commitment of the government towards Multi-Stakeholder Coordination and Partnership Management in the SD program implementation will be strong.
4) The level of disaggregation of nutrition budget and expenditure will be in line with SD Objectives, activities and interventions
5) Nutrition data will be categorized as nutrition specific and nutrition sensitive
6) Commitment of the government at all levels and implementing partners to SD and to the nutrition resource tracking exercise will be strong.
7) Staff doing the tracking and analysis available and are capable of using the tools from WoFEC and BoFEC offices.
8) Staffs have full access to get the financial data from WoFEC and/or BoFEC.
9) Stakeholder mapping and partnership management taking place regularly
10) Quarterly review of financial analysis become an integral part of Woreda meeting
11) Quarterly analysis is made available to all stakeholders for transparency and advocacy

11.2. Risks

1) Lack of commitment to exercise the Multi-stakeholder's coordination and Partnership Management at the different levels of government and at IPs
2) Frequent staff turnover may affect the routine SMT data collection exercise
3) Lack of experience to do the resource tracking and finance analysis at the different levels of government and at IPs
4) Frequent staff turnover may affect the routine resource tracking exercise
5) Inconsistent use of the tool and updating at the Woreda level due to lack of information, staff turnover, or other reasons.

6) Absence of budget line and expenditure category for nutrition in the national accounting system
7) Poor connectivity for the online system

12) Revision of this user manual and the SM&RTT

Having simple, comprehensive and user friendly tool that can generate required information for decision making at all level is ongoing process. Ongoing refinement and periodic revision of the SM&RTT and the dashboards.

12.1 Ongoing Refinement:

Both the tool and the dashboards will continuously be updated and refined. Feedbacks will be collected from end users on the tool throughout training and implementation periods. Any Change made on the tool shall be indicated in this guideline or vice-versa.

12.2 Periodic Review:

It is recommended to review this manual, the tool and dashboards periodically at least in every three years based on lessons learned from full-blown implementation of this guide and the tools and new developments. The regional president's Advisor and PDU are expected to initiate and facilitate the revision process for to maintain standardization.

12.3 Promotion for Utilization of the SNRTT and FDB

Different type of promotion and recognition work is required to reinforce regular utilization of the tool and dashboards in each sectors, Woreda and Regional level. WNCB, the WA, FPDU and RPDU shall introduce biannual computation and recognition event along with the bi annual review meeting to identify best preforming Sector, IP, Woreda and region in regular updating of the tools and utilization of the evidences generated for decision making. Detail criteria needs to be prepared separately. This identification and recognition of best practicing entities can be organized at Woreda, regional and Woreda level.

13) Annex

13.1 Glossary

13.2 Stakeholder Mapping & Resource Tracking Tool (separate attachment)

13.3 Partnership Management Dashboard (PM-DB) (separate attachment)

13.4 Financial Dashboard (FDB) (separate attachment)

13.5 Stakeholder Analysis Building Blocks

13.1 Glossary

Allocation: refers to budget allocated to the specified sector

Catalysts: Catalysts give support to the organizations carrying out the action. These are comprised of a number of multilateral and bilateral agencies as well as a number of NGO's and private sector contractors supporting the Government program (NNP-II).

Donors: Donors provide financial support to allow actions to be carried out. Key donors include multilateral and bilateral organizations, trusts and foundations and also include the Government itself. Sometimes a donor is also a catalyst.

Ethiopian Fiscal Year: the period used by the Ethiopian government for accounting and budgeting purposes, Starts July 8th and ends July 7th of the calendar year

Implementing partners (IPs): Implementing partners are the lead organizations in implementing an action where the Government sector is dominant, with support from a number of NGO's and donors.

Influence: The contribution/power level which stakeholders have over an intervention - to control what decisions are made, facilitate its implementation, or exert influence which affects the intervention negatively; the extent to which the stakeholder is able to persuade or coerce others into making decisions, and following a certain course of action

Initiative: List of planned interventions/activities identified in the innovation phase investment plan of SD and categorized under the 10 SD strategic objectives. There are a total of 50 initiatives.

Integrated: The budget line includes a number of activities, and the nutrition-relevant activity is only a portion of the total amount reflected in the budget line

Interest: The problems, needs and importance of stakeholders are the priority of the intervention at stake; these stakeholders will definitely be affected by the outcomes of the intervention, either positively or negatively, directly or indirectly

Kebele: The lowest administrative structure of the government with an average of 1,000 households and five thousand population size in rural setting

Need: Total budget required to implement the SD objective

Nutrition Resource: Fund/Resource allocated for nutrition specific and nutrition sensitive activities and initiatives

Nutrition Sensitive Interventions Nutrition-sensitive interventions are activities that have an indirect impact on nutrition and are delivered through sectors other than health, such as the agriculture; education; and water, sanitation, and hygiene sectors. Examples include bio fortification of food crops, conditional cash transfers, and water and sanitation infrastructure improvements (Source: USAID)

Nutrition-sensitive interventions can address some of the underlying and basic causes of malnutrition by incorporating nutrition goals and actions from a wide range of sectors. They can also serve as delivery platforms for nutrition-specific interventions

Nutrition Specific Interventions: Nutrition-specific interventions are activities that address the immediate causes of under-nutrition, such as inadequate food and nutrition intake, feeding and caregiving practices, and treatment of disease. Examples include promotion of good infant and young child nutrition, micronutrient supplementation, and deworming **(Source; USAID)**; Nutrition-specific interventions address the immediate causes of undernutrition, like inadequate dietary intake and some of the underlying causes like feeding practices and access to food and Diseases control

Off budget: Funding from development partners that bypass government management and is used to implement projects directly with non-governmental partners. Funding that is off-budget may still be reported to the government via resource tracking channels and processes led by the government

On-budget: aid is channeled through public systems (i.e., Ministry of Finance and Economic Cooperation) and integrated in budget documents

Resource: Refers to the financial resources allocated or contributions made in kind but converted in to equivalent amount of money.

Resource Tracking: is the process of routinely collecting, analyzing and monitoring resources flowing into and within a financial system.

Responsible Ministries: Responsible Ministries are those that take a lead role in management of an action.

Sectors: Government sector ministries that have commitments to fully participate in the SD program implementation.

Service Providers: Are Government sector ministries, federal and regional SD program delivery units, Woreda administrations, sector offices and the implementing partners which provide services for the nutrition program.

Stakeholder: Person, groups or institutions with interests in a project or program. For SD, the stakeholder refers to implementing partners at the Woreda and regional levels

Stakeholder analysis: Stakeholder analysis is the systematic identification and evaluation of a project's key stakeholders, an assessment of their contributions, and the ways in which those contributions affect overall implementation of a program or national strategy.

Stakeholder engagement: The use of stakeholders as participants in a collaborative decision making and performance management process that guides the creation and execution of a defined scope of work.

Stakeholder map: A stakeholder map is a stakeholder management tool that identifies the stakeholders (i.e. institutions) in a national program, their interests, current contributions, and potential involvement in order to support national strategy implementation for results. In SD, a stakeholder map is the geographic (sub-national) presence of stakeholders in the 33 SD Woredas to support the NNP-II program in Amhara and Tigray regional states.

Stakeholder mapping: Stakeholder Mapping is a process and visual tool used to clarify and categorize various stakeholders actively participating in a national program by contributing resources, technical support, and implementation of activities as defined in the national strategy. Stakeholder mapping assist with stakeholder management process.

Stakeholder mapping tool: It is a tool that captures all stakeholders in a given geographic area who are contributing to SD and NNP-II, their level of contributions, and their importance in a project/program where they are participating.

Stand-alone: The budget line includes only nutrition-relevant activities, so nutrition-relevant activities make up the total amount reflected in the budget line.

Stunting: Stunting is an indicator of chronic malnutrition and is measured by "height-for-age." Stunting occurs when a child is below minus two standard deviations from median height-for-age of the reference population

Wasting: Wasting is an indicator of acute malnutrition and is measured by "weight-for-height." Wasting occurs when a child is below minus two standard deviations from median weight-for-height of reference population.

Woreda: The decentralized level of the Government with elected councils and equivalent to the districts where budgeting and accounting registration takes place. A total of 33 Woredas included in the SD declaration so far out of more than a thousand Woredas all over the country.

13.5Stakeholder Analysis Building Blocks:

Stakeholder analysis is done by different development agencies and countries in different formats as part of partnership management. Stakeholder mapping is essential to include all key stakeholders in partnership management and facilitate participation. GTZ defined participation as "engaging in processes Involving stakeholders in the identification, planning, implementation and evaluation of projects and programmesAs a general rule of thumb, there are 10 building blocks to stakeholder analysis which is based on GTZ sponsored research work and can possibly used by the woreda officials.[2] These are:

Building block 01: Identifying key stakeholders

Building block 02: Stakeholder mapping

Building block 03: Stakeholder profiles and strategic options

Building block 04: Power and power resources

Building block 05: Stakeholders' interests and scope for action

Building block 06: Influence and involvement

Building block 07: Force field analysis

Building block 08: Building trust

Building block 09: Exclusion and empowerment

Building block 10: Gender (cross-cutting building block on gender equality in development

[2] Multi-stakeholder management: Tools for Stakeholder Analysis: 10 building blocks for designing participatory systems of cooperation, by GTZ, Federal Ministry of Economic Cooperation and Development; 2007