

SEQOTA DECLARATION PROCESS EVALUATION REPORT

May 17, 2019



alison.connor@idinsight.org
heather.lanthorn@idinsight.org
jacqueline.mathenge@idinsight.org
mallika.sobti@idinsight.org
nisha.hariharan@idinsight.org
sindy.li@idinsight.org

Acknowledgements

This study would not have been possible without input and contributions from many others including: Ali Hakim and Clément Bisserebe, IDinsight staff who contributed greatly during the entire process of this evaluation, Seqota Declaration Big Win, Sector officials and Federal level officials who availed themselves for interviews and supported us during all stages of this evaluation. A special note of appreciation to Dr. Sisay Sinamo, Zemichael Mekonnen, Yitbarek Woldentesay, Mesfin Gobena, Fesseha Tekele, and Dr. Kate Sabot.

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ACRONYMS

AITEC	Agricultural Innovation and Technology Center
CCC	Community Care Coalition
CWP	Costed Woreda Plan
DR	Data Revolution
ENN	Emergency Nutrition Network
EOTC	Ethiopian Orthodox Tewahedo Church
FPDU	Federal Program Delivery Units
KPI	Key Performance Indicator
MEL	Seqota Monitoring, Evaluation, and Learning
M&E	Monitoring and Evaluation
NB	Note Well
NGO	Non-Governmental Organizations
PDU	Programme Delivery Units
RPDU	Regional Programme Delivery Units
RQ	Research Question
SBCC	Social and Behavior Change Communication
SD	Seqota Declaration
UNICEF	United Nations Children's Fund
UNISE	Unified Nutrition Information System for Ethiopia
WASH	Water, Sanitation and Hygiene

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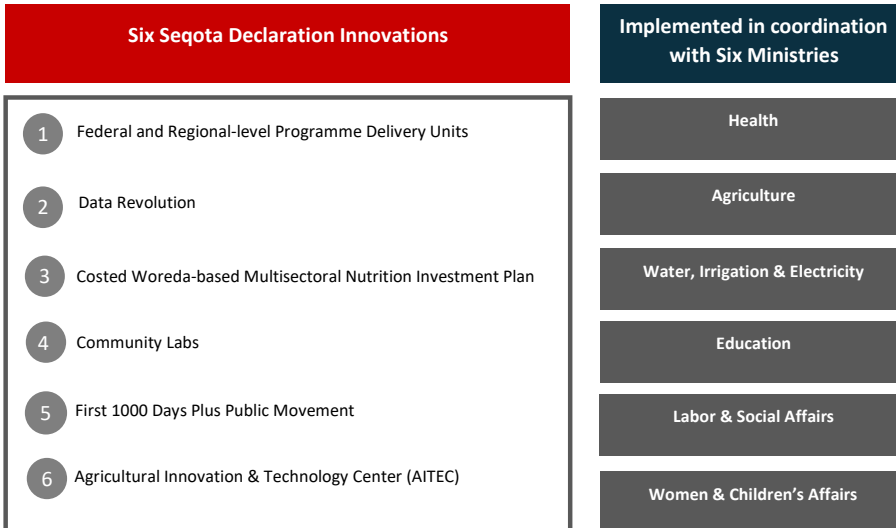
1. INTRODUCTION

SEQOTA DECLARATION OVERVIEW

On 15 July 2015 in Addis Ababa, the Government of Ethiopia officially launched the Seqota Declaration with the goal of ending stunting in children under two by 2030. Achieving this goal will require a coordinated multisectoral effort to increase nutrition-smart investments in infrastructure and technology, drive behavior change, and empower communities to innovate and identify localized solutions to address malnutrition.

As part of the Seqota Declaration, six selected government sectoral ministries (or “sectors”)¹ that implement nutrition-related activities are currently intensifying efforts to make their existing activities more nutrition smart and sensitive. They are also implementing or planning to implement a number of new interventions to support the goal of ending stunting in children under two by 2030. In concert with the programs being implemented by the six sectors, six “innovations” have been established to provide cross-cutting support to the sectors and help accelerate the reduction in stunting. These innovations are key features of the Seqota Declaration and will be tested during the 5-year “innovation phase” of the Declaration (2016 – 2020). Figure 1 presents the Seqota Declaration sectors and innovations.

Figure 1: Seqota Declaration Sectors and Innovations



¹ The six sectors are Health; Agriculture; Water, Irrigation, and Electricity; Education; Labor and Social Affairs; and Women and Children's Affairs

There are eight channels through which the six innovations are intended to accelerate progress towards the goal of ending children-under-two stunting by 2030:

1. Coordinating with implementing partners (ministries and non-governmental organizations, or NGOs)
2. Transferring technical know-how and capacity building
3. Mobilizing and tracking resources
4. Promoting awareness of local context and implementation of locally relevant solutions
5. Monitoring progress of planned activities and changes in household level outcomes
6. Managing partnerships and performance
7. Mainstreaming behavior change messages across implementing sectors
8. Fostering political commitment and leadership at all levels

MOTIVATION FOR THE PROCESS EVALUATION

The Seqota Declaration is currently in the Innovation Phase (2016 – 2020); this phase emphasizes innovating and testing solutions for scale up in the Expansion Phase (2021-2025). This process evaluation took place during this Innovation Phase with the aim of understanding what has worked well and what needs to improve as the innovations are taken forward in the remainder of the Innovation Phase and beyond. These insights could inform Programme Delivery Unit (PDU) decisions such as which components of the innovations to modify, which components to drop, and which components to keep.²

² We have reviewed other documents and reports that study the Seqota Declaration innovations, including the Draft Emergency Nutrition Network (ENN) Study and the Draft Seqota Declaration PDU Operational Manual, to understand the ground that has already been covered. The current process evaluation was designed to build on what has already been done.

2. METHODOLOGY

RESEARCH OBJECTIVES

The Seqota Declaration innovations need to function well to effectively provide support to sectoral activities – optimal implementation increases the likelihood that the innovations deliver their intended supportive function and, subsequently, increase the likelihood of progress towards ending childhood stunting by 2030. With this in mind, our focus was to outline what conditions must be in place for the innovations to function well, and to assess current and past implementation to examine the extent to which these are in place, with the aim of making recommendations for improvement. This was done by investigating the process through which the innovations are to be implemented, *i.e.*, the pathway to change. The research objectives for the process evaluation were:

- **Research Objective 1:** Assess how the innovation has been implemented against the plan
- **Research Objective 2:** Describe the main barriers and facilitators to successful implementation
- **Research Objective 3:** Recommend improvements for Seqota innovation implementation to increase the likelihood that they will deliver their intended function

RESEARCH QUESTIONS

We conducted separate process evaluations for each of the five most mature innovations: 1) the Programme Delivery Unit; 2) the Data Revolution; 3) Costed Woreda-based Multisectoral Nutrition Investment Plan; 4) Community Labs; and 5) the First 1000 Days Plus Public Movement. We did not include the Agricultural Innovation & Technology Center (AITEC) innovation since implementation had not started at the time of this evaluation. We show the main research questions that guided each innovation's process evaluation in Table 1.

Table 1: Process Evaluation Research Questions (RQs)

RQ No.	Process Evaluation Research Question
PDU	
1	Is progress being shared and are next steps being coordinated effectively in the review meetings?
2	Are the next steps agreed upon by the Federal Programme Delivery Unit (FPDU) and implementers being taken forward?
3	What are the main barriers and facilitators to mobilizing resources for the Seqota Declaration?
4	Is technology being successfully transferred through activities organized by the PDU?
Data Revolution	
1	How well are current data collection, analysis, and sharing systems operating?
2	Has the Key Performance Indicator (KPI) structure been successful at improving performance management processes?
3	Have the results from the baseline survey been incorporated into the sectors' planning for implementation?
CWP	
1	How well are the processes to create a CWP currently functioning?
2	Are CWPs being used as intended by woreda-level actors?
1000+ Days Public Movement	
1	Have sensitization activities, capacity building workshops, and other trainings been carried out, and what were their successes and challenges?
2	Is there support for the goals of the movement and the priority Social and Behavior Change Communication (SBCC) messages?
3	Do implementing sectors have the necessary resources to implement SBCC mainstreaming activities?

Note: The community lab process evaluation followed a different methodology and approach given time constraints. The results of this evaluation have therefore been placed in a separate document.

DATA COLLECTION APPROACH

To answer the research questions above, we used a combination of methods and sources. The methods used for the process evaluation were as follows:

- **Semi-structured interviews** - 36 key informant interviews were conducted (see sampling strategy below)
- **Semi-structured observations** - 1 semi-structured observation of the review meeting
- **Document review** - Reviewed all innovation-related plans and documents shared by the PDU and Big Win.
- **Data review** - Conducted a completeness and quality assessment for monthly routine monitoring data from June 2018 – January 2019.

Data collection was conducted between March 17 and April 17, 2019 in Adama, Addis Ababa, Mekele, Bahir Dar, Meket (Amhara), and Tanqua Abergele (Tigray).

SAMPLING STRATEGY

The sampling strategy for this evaluation was determined based on the research questions for each innovation and the research objectives outlined above. Our sample of key informants was purposively selected based on their stated role in the innovation. The following categories were identified using an analysis of the stakeholder map for each innovation.³

- Planner
- Executer: (i) Management Staff and (ii) Implementation Staff
- Program Beneficiary
- Donor
- Other Program Participants

For each research question and sub-research question, we identified categories of key informants who are likely to have relevant information or valuable perspectives on the questions.

Note: *Within each category, the selection of informants was aimed at capturing meaningfully diverse experiences. Therefore, within each category, we selected an adequate number of key informants to capture variation along important dimensions such as region, sector, and level of familiarity with the innovation's implementation.*

Additionally, in cases where we wanted to select sub-national key informants, we included at least one informant from Tigray and Amhara regions. We selected woredas in consultation with the Regional PDUs that were average in terms of their familiarity with Seqota Declaration and performance of Seqota-related activities. For sector representation, we always included at least one representative from as many sectors as was feasible. Where relevant, we accounted for the systematic differences in the health sector's systems (particularly data systems) relative to other sectors when we selected key informants. Based on all this, our sample is as shown in Figure 1Table 2.

Table 2: Planned Key Informants for the Process Evaluation

No.	Research Question	Key Informant Category	Examples
PDU			
1	Is progress being shared and are next steps being coordinated effectively in the review meetings?	PDU: Executer Sectors: Executer	PDU Senior Program Manager and Program Managers, Sector Focal Persons, MEL Advisors
2	Are the next steps agreed upon by the FPDU and implementers being taken forward?	PDU: Executer	PDU Senior Program Manager, Regional Bureau Heads

³ In January 2019, we undertook a stakeholder mapping exercise with the FPDU to map out the roles and responsibilities of the main actors involved in each innovation. This stakeholder map has been the main sampling frame for the process evaluations. In some cases, we supplemented the information in the stakeholder map with follow-up conversations with the FPDU.

3	What are the main barriers and facilitators to mobilizing resources for the Seqota Declaration?	PDU: Executer Sectors: Planner Donor	PDU Senior Program Manager, Sector Finance Managers, Big Win
4	Is technology being successfully transferred through activities organized by the PDU?	PDU: Executer Sectors: Executer	PDU Senior Program Manager and Program Managers, Sector Focal Persons
Data Revolution			
1	How well are current data collection, analysis, and sharing systems operating?	PDU: Executer Sectors: Executer	PDU Senior Program Manager, MEL advisor, M&E focal persons
2	Has the KPI structure been successful at improving performance management processes?	PDU: Executer Sectors: Executer, Planner	Sector focal persons and leadership
	Have the results from the baseline survey been incorporated into the sectors' planning for implementation?	PDU: Executer Sectors: Executer, Planner	Sector focal persons and leadership, PDU senior program managers and program managers
CWP			
1	How well are the processes to create a CWP currently functioning?	PDU: Executer Sectors: Planner	Woreda administrators, RPDU program managers, regional bureau sector focal persons, developing partners
2	Are CWPs being used as intended by woreda level actors?		
Community Lab			
1	Does the learning journey help community lab members gain relevant insights and build motivation to address nutrition-related issues in a community-driven way?	PDU: Executer Sectors: Executer Other program participants	ThinkPlace, Community Lab participants, PDU Regional coordinator
2	Is the debrief and brainstorm process effective at generating innovative, locally-relevant solutions?		ThinkPlace, Community Lab participants
1000+ Days Public Movement			
1	Have sensitization activities, capacity building workshops and other trainings been carried out and what were their successes and challenges?	PDU: Executer Other program participants	PDU communications advisor, PDU senior program manager, community "gatekeepers" *
2	Is there support for the goals of the movement and the priority SBCC messages?		
3	Do implementing sectors have the necessary resources to implement SBCC mainstreaming activities?		

* Those who attend the community lab launch

DATA COLLECTION

We developed a semi-structured interview guide that was tailored to each research question and type of respondent. This guide was intentionally iterative and responsive to findings emerging throughout the process evaluation with modification to questions and method adjustments based on observations and feedback from interviews.

DATA ANALYSIS

To analyze our semi-structured interview data, we conducted a thematic content analysis, drawing on principles of Framework Analysis (Gale et al. 2013). The primary application of Framework Analysis in our evaluation was to describe and interpret what was happening as part of the innovation from multiple perspectives based on the research question. This approach required describing and summarizing the data, by (1) differentiating, combining, and categorizing units of meaning within each interview and across the interviews, triangulating across data sources where possible; and (2) utilizing our categorizations to generate descriptive and analytical insights in a structured and rigorous way.

Details of the steps we followed during data analysis are:

1. **Conducted initial analysis** - Initial exploratory analysis was conducted to examine if revisions to the data collection instruments or research questions were needed. This included looking at depth of information provided by respondent, observations made during interviews, repeated words, strong adjectives, interesting or powerful wording, unexpected or previously unknown information, etc.
2. **Coded ideas and concepts** - After data collection was complete, we coded responses to each question, with the goal of combining similar ideas into meaningful categories or themes. The steps for coding were:
 - a. *Grouped questions for coding frequency and review*
 - Coding frequency – Questions were selected for one or two coding rounds, based on the following categorization:
 - Questions with closed-end or straightforward responses (e.g. if the respondent has access to the baseline report) were coded once.
 - Questions with open-end or abstract responses (e.g. feedback provided by participants on whether sharing performance results helps identify barriers to achieving the SD goal) were coded twice.
 - Review – Questions were grouped into those that require reviewing once, twice, or not at all. This grouping was dependent on complexity of the question and answers. Answers that were more complex included review by the senior manager and technical point person on the project while those that have clear-cut answers did not require additional review.
 - b. *Conducted coding verification for a sample of responses* – A sample of responses were coded to align on the coding process and draw out key themes. As coding proceeded, we compiled a codebook. The codes were reviewed by either the Senior Manager or the Technical Point Person to ensure alignment and efficiency in the process. Codes that did not align were reviewed.
 - c. *Roll out full coding process* – Once there was alignment on the coding process, we coded all answers for all questions as stated in step 1 above and updated the codebook. Simultaneous reviews were conducted as coding for the full set of responses proceeded, and codes that had been reviewed were updated based on feedback from reviewers. Questions flagged for second cycle coding were coded again, and the codebook was updated and reviewed a final time.

3. **Generated themes** - Once we had our final set of codes, we examined if and how they fit together under overarching themes that describe key patterns in the data. These themes were pulled from our research questions or emerged from the data themselves.
4. **Finalized analysis** - The key themes and interesting outliers identified in our analysis were used to answer the research questions of the process evaluation.

3. INNOVATION 1: PROGRAMME DELIVERY UNIT

3.1 OVERVIEW

Programme Delivery Units were established in November 2016 at the federal and regional levels as an innovation that would push the implementation of nutrition-related programmes beyond business-as-usual and accelerate progress towards the goal of ending stunting for children under two by 2030. Under the backing of the Deputy Prime Minister's office, the PDUs were set-up to drive implementers to work in a coordinated way, hold them accountable for their progress, leverage data for decision making, help raise resources for nutrition activities, and foster innovation. The PDU therefore serves as a key innovation in the overall pathway to change for the Seqota Declaration goal.

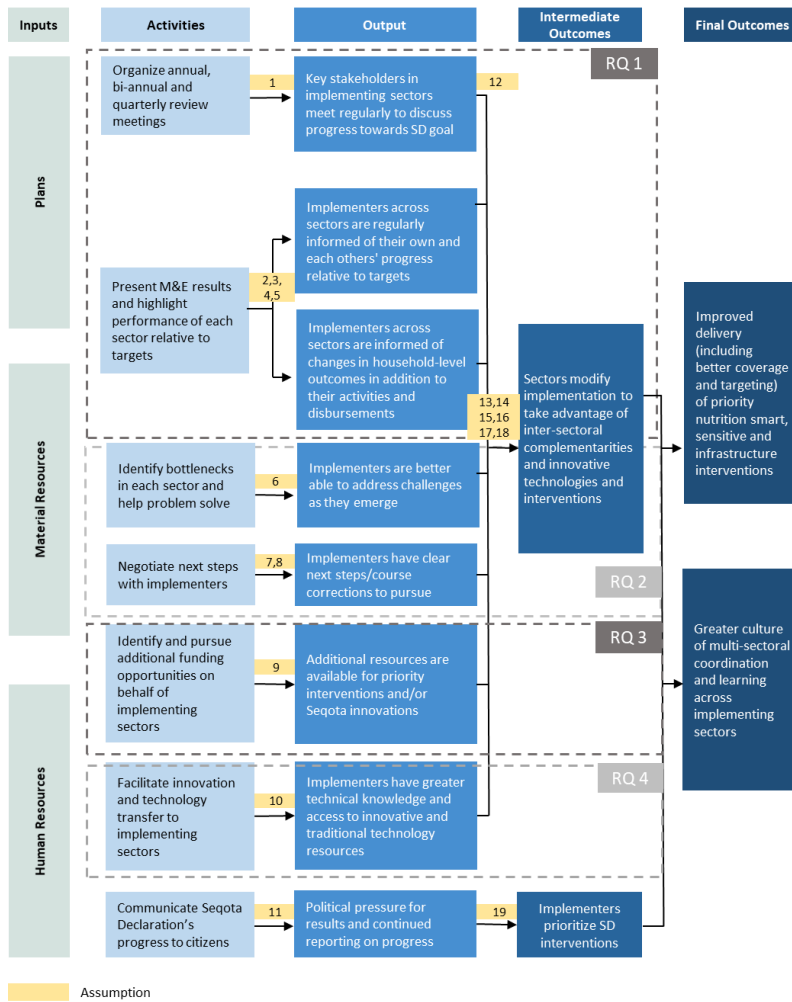
“Although responsibility for end-to-end delivery of the Seqota Declaration Implementation Plan ultimately rested with the respective ministries, the PDUs were mandated to catalyze bold changes in public sector delivery, support ministries in the delivery planning process, and provide an independent view of performance and progress to the Deputy Prime Minister and cabinet ministers.”
- Seqota Declaration PDU Operational Manual, Draft version

To link the PDU's main activities back to the functions and outputs it aims to drive, IDinsight developed the pathway to change depicted in Figure 2.⁴ Based on this pathway to change, the key questions identified for the process evaluation were:

Research Question 1	Are review meetings bringing the right stakeholders together, and is progress being shared?
Research Question 2	Are the next steps agreed upon by the FPDU and implementers being taken forward?
Research Question 3	What are the main barriers and facilitators to mobilizing resources for the Seqota Declaration?
Research Question 4	Is technology being successfully transferred through activities organized by the PDU?

⁴ See appendix 1 for more details on assumptions.

Figure 2: PDU pathway to change and research questions



3.2 PROCESS EVALUATION FINDINGS

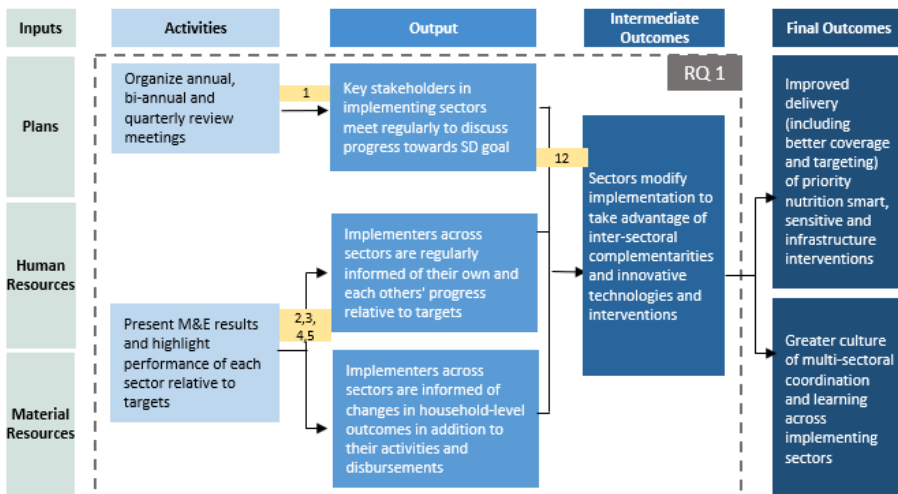
Research Question 1: Are review meetings bringing the right stakeholders together, and is progress being shared?⁵

The first research question examined the performance management and coordination function of the PDU. Although the PDU interacts with implementing sectors and partners through a variety of forums, we focused on review meetings convened by the federal and regional PDU because they are the most structured and regular platform for multi-sectoral coordination and performance management. To date, the Federal and Regional PDUs have collectively conducted review meetings, each with a slightly different focus depending on where the Seqota Declaration was in its implementation.

Figure 3 highlights the portion of the PDU pathway to change that served as the motivation for this research question. As the pathway to change shows, we wanted to understand whether review meetings were being organized as planned, whether key stakeholders attended these meetings, and whether performance results were discussed as part of the meetings. For these activities to lead to the expected outputs, certain assumptions need to hold. These assumptions were also examined as part of this research question. Table 3 details the assumptions highlighted in the pathway to change that were investigated under this research question.

We share our detailed findings for this research question below.

Figure 3: Pathway to change components addressed by research question 1



⁵ In the Process Evaluation pathway to change, the first research question was “Is progress being shared and are next steps being coordinated effectively in the review meetings?”. Based on changes that occurred after the first few interviews, we modified this research question to focus mainly on the role of review meetings, while we focus on next steps from these meetings in research question two.

Table 3: Assumptions investigated under research question 1

#	Assumption
1	The PDU has the political backing required to incentivize attendance of key stakeholders in implementing sectors
2	The PDU receives activity data from sectors and implementing partners on time
3	The PDU receives outcome monitoring data on time
4	The PDU sets appropriate targets (KPIs) that are adopted by implementers
5	The PDU/sectors communicate results in a clear and actionable way
12	Stakeholders engage with performance data and actively participate in meetings

What has been implemented

Most review meetings have been conducted as per schedule at the federal and regional level, and they serve as a unique and important forum to promote coordination. Review meetings usually occur over a period of two days, during which representatives from each implementing sector and partner organization are invited to present their progress against key performance indicators as a group, discuss successes and challenges, and determine ways forward. The PDU is responsible for the coordination of these meetings. In the most recent federal bi-annual review meeting (Adama, March 2019), select woredas were also invited to participate, which was cited by many respondents as a positive development that should be continued in future review meetings. While the PDU uses several forums for coordination, to date, review meetings appear to be the most regular forum for interaction across sectors and across different levels within a sector.⁶ The majority of respondents regard review meetings as a useful way to promote coordination for nutrition.

PDU members, SD focal persons from federal ministries and regional bureaus, and partners such as UNICEF generally attend the meetings. Occasionally, high-level sectoral leadership such as regional bureau heads are also present. From this, we conclude that the PDU has used its influence to encourage participation in this key SD activity, although as we note below, the participation of high-level officials is still relatively infrequent. Most respondents also reported high levels of participation by all stakeholders.

On the performance management side, sectors reported that KPIs are a useful way to monitor progress towards the Seqota Declaration goal and share experiences with other sectors. Developing the KPIs via a collaborative process with sectors likely contributes to the high-level of commitment to use these for performance management. For the most part, respondents noted that performance data is shared by sectors on time and is presented using the template provided by the PDU. None of the sectors were reported to be systematic defaulters in terms of sharing the KPI data, although it was noted that the women, labour and social affairs, and education sectors face greater difficulties accessing some of the required household-level data as they lack kebele-level structures that could collect data from the frontlines.

⁶ This is particularly true for woredas, who typically do not have visibility at the federal level.

Finally, review meetings have played a key role in clarifying the purpose of the Seqota Declaration and have started to build implementers' commitment towards the goal of ending stunting. Several respondents noted that when the Declaration was originally launched, many stakeholders perceived it to be a new program with its own budget. Being able to meet stakeholders gave the PDU a forum to take action to clarify the role of Seqota Declaration.

Gaps in implementation

A few respondents from the sectors mentioned that the process of reviewing progress, sharing experiences, and discussing next steps remains sector-focused. While different sectors are all in one room and part of the same discussion, sector officials tend to participate most actively in discussions that relate to their own sector. Limited cross-sector engagement precludes the extent to which sectors can identify complementarities in their work and adjust implementation accordingly. Sectors are likely used to working and thinking sectorally. Therefore, to fully reap the benefits of this coordination platform, the PDU will need to provide more concrete examples of coordination that go beyond discussing issues in the same forum. To the extent that there are examples of this already, these should be highlighted as part of review meetings to further reinforce a culture of collaboration and coordination.

The participation of high-level officials such as ministers and regional bureau heads is not as frequent as that of sector focal persons, as they have limited time and competing priorities. However, many respondents particularly from the sectors noted that their absence from review meetings in particular limits the likelihood that next steps suggested by the PDU and implementers will be taken forward, funded, and implemented. Increased participation of high-level sector officials would help promote and sustain commitment to Seqota Declaration priorities.

Many participants reported that seeing the issues on the ground helps drive action more than having meetings at the federal level. The PDU could do more to include components of on-the-ground learning in future meetings. Respondents highlighted the interministerial learning journey as an effective way to drive action. They encouraged more trips like this, as well as the inclusion of photos and videos in federal meetings to help highlight the situation in woredas and kebeles.

With respect to performance management and results sharing, the process evaluation revealed that some participants do not fully trust the data presented during review meetings. It was suggested that the presentation quality would benefit from more direct guidance from the PDU as well as setting up a process to spot check performance data on the ground before sharing it in the review meeting.

Finally, to maximize the value gained from the lively discussion on challenges and opportunities, the next steps shared during the review meetings could be made clearer, more specific, and time bound so that participants leave the meeting with a clear sense of their roles and responsibilities for the next quarter.

In conclusion, the PDU has many pieces in place to carry out its performance management and coordination function, particularly in terms of implementers' understanding of the Seqota Declaration. The PDU should now leverage these structures to focus on increasing high-level buy in, making true collaboration a more regular practice, and supporting the sectors with improving the quality reporting – all of which will help maximize the benefits accruing from this unique multi-stakeholder forum for nutrition.

Research Question 2: Are the next steps agreed upon by the FPDU and implementers being taken forward?

As seen in Figure 4 and the accompanying Table 4, the second research question targets the part of the PDU pathway to change that deals with next steps assigned to sectors to identify barriers and facilitators to their implementation.

Figure 4: Pathway to change components addressed by research question 2

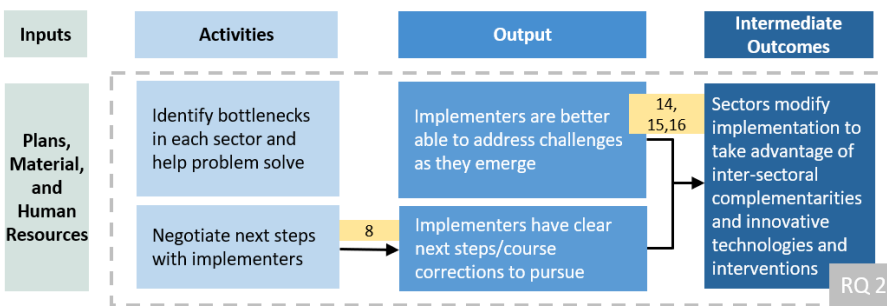


Table 4: Assumptions investigated under research question 2

#	Assumption
15	The PDU follows up on progress of agreed upon next steps
8	Implementers buy into the Seqota Declaration goal and are willing to commit to next steps
14	Ministers/regional presidents use their influence to promote sector bureaus' ownership of SD goal and associated initiatives
16	Implementers have resources and know-how to carry out agreed upon next steps

What has been implemented

The practice of collecting feedback and summarizing performance in post-meeting reports and annual reports helps clarify the next steps coming out of the review process. The PDU invests time and effort in putting together an in-depth post review meeting report that summarizes the performance of each sector based on the data submitted using a scorecard and other metrics. This report lays out the strengths and weaknesses of each sector with respect to Seqota Declaration activities and details next steps in line with the discussions that took place during the review meeting as well as the PDU’s own reflections. However, as noted below, this report is shared an average of one month after the review meetings conclude (there have been two reports shared, to date).

Many sector focal persons mentioned that they are willing to commit to next steps and take the PDU’s feedback to their sector leadership and other colleagues in an effort to implement the next steps. However, as we note below, this is not always successful. The PDU’s follow up with sectors is based on the demand or need expressed by their sector counterparts. To some extent, they are

assisted by the authority of regional president advisors in this process of pushing sectors to implement the agreed upon next steps.

“When I organize the sectors, they have to come, they have to present their activities.” – Regional President Advisor

Gaps in implementation

A gap in the area of next steps implementation is that the PDU’s meeting reports are time consuming to prepare and tend to be shared several weeks after the meeting ended (1 month on average). This limits the ability of sectors to make implementation adjustments within the expected timeframe.

Even for the next steps that are clearly understood and communicated, Seqota Declaration sector focal persons face difficulties sharing these with counterparts and leadership within their sectors and getting them approved; the implementation of these next steps therefore remains limited. Implementers mentioned several barriers to taking the next steps forward, including:

- A lack of interest and buy-in from sector leadership to make these next steps a part of the sector’s plan
- Limited funding
- Lack of capacity, especially at the woreda level, to take on new, unplanned tasks

“Getting time to discuss with the bureau head [is a challenge]. Political leaders at the woreda level are not committed, they see it as secondary work. This needs to change, starting from the bureau heads, all the way down to kebele.”
– Woreda official

More frequent and regular follow up from the PDU is needed to help track implementation progress and help them identify bottlenecks and areas of support required. Currently, review meetings are missing an accountability mechanism that tracks progress of agreed upon next steps from the last round of review – without this, there are limited incentives to implement next steps and explain deviations from what was agreed upon.

To conclude, while next steps are being discussed and shared with sectors, implementation is limited by a lack of specificity, limited engagement of high-level officials, and funding and capacity issues. To address this, and better identify bottlenecks in real time, more frequent follow up from the PDU could help. The PDU should continue to leverage its coordination function to both support sectors with implementation challenges where possible as well as strengthen accountability mechanisms (via the review meetings or otherwise) that could help translate agreed upon next steps into action.

Research Question 3: What are the main barriers and facilitators to mobilizing resources for the Seqota Declaration?

Another key cross-cutting function of the PDU is to mobilize resources for Seqota innovations and priority interventions by approaching external partners for funding and advocating for sectors themselves to allocate resources towards Seqota Declaration priorities. This research question delved into how resource mobilization has progressed to date, which strategies have been successful, and what the limitations have been. As the pathway to change extract in Figure 5 shows, the focus of this research question was to understand whether the PDU’s resource mobilization activities result in

additional resources being available for priority interventions and/or innovations. As Table 5 shows there is only one pathway to change assumption addressed by this question, but in order to better understand why this assumption does or does not hold, we asked respondents what the barriers and facilitators to mobilizing resources for Seqota were.

Figure 5: Pathway to change components addressed by research question

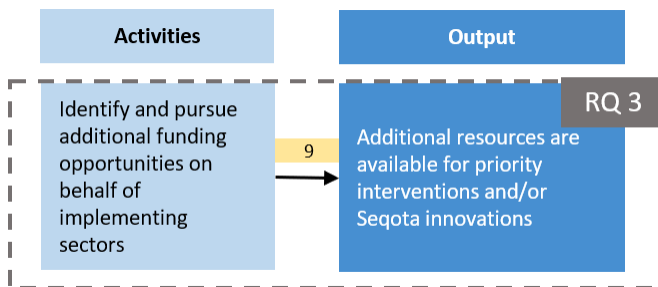


Table 5: Assumptions investigated under research question 3

#	Assumption
9	Proposals/request for additional funding are successfully granted

What has been implemented

The PDU leverages their own contacts and those of their partners to connect with potential funders. The focus of outreach to date has been on building a firm understanding of the Seqota Declaration among external partners, based on the PDU’s experience that partners who are familiar with the issues on the ground have been more willing to mobilize resources for Seqota. A total of X proposals for funding have been submitted to funders such as X.

Commented [WU1]: FPDU – We never received this from you. This detail would be helpful to include.

Beyond external donors, the PDU has also been advocating with the Ministry of Finance to allocate funds specifically for Seqota Declaration activities, as well as with sectors directly to allocate their available funding for priority nutrition activities.

*“Sectors have a responsibility to mobilize resources to fill their gap.”
- PDU Member*

In the first quarter of 2019, the PDU supported with the submission of a major proposal to the African Development Bank to fund 50 million Birr towards infrastructure related interventions that would help improve nutrition outcomes.

Finally, of the 52 million Birr targeted by the PDU for the 2018-2019 fiscal year, they were able to raise 48.5 million Birr (93%), thus enabling the PDU to carry out its daily functions and several capacity building activities.

(It is good to mention the total resource mobilized so far (2016-2019))

Gaps in implementation

The resources mobilized to date are still a small fraction of the overall funding gap for Seqota Declaration activities. This seems to be driven in part by the fact that there are misaligned perceptions on the division of responsibility between sectors, the PDU, and external partners, when it comes to resource mobilization. Respondents from implementing sectors often stated that they were unable to raise funds for Seqota and look to the PDU to assist with this, while the PDU reported that sectors should be equally responsible for resource mobilization.

Without a clear resource mobilization strategy, the PDU’s efficacy in identifying and pursuing funding opportunities for Seqota will be limited, and the funding gap will persist, leading potentially important interventions to go underfunded or entirely unfunded.

In conclusion, our process evaluation finds that the PDU has successfully mobilized resources for its own activities, but truly narrowing the funding gap will require a targeted strategy with clear responsibilities for implementing sectors and the PDU.

Research Question 4: Is technology being successfully transferred through activities organized by the PDU?

The final function of the PDU that we explored as part of the process evaluation was its role in facilitating the transfer of technical knowledge and building implementers’ capacity for innovation. Technical transfer and capacity building activities take many forms, ranging from workshops on specific technical topics such as nutrient dense crop production to relatively large-scale learning missions to countries outside Ethiopia. In addition to activities organized by the PDU, technical transfer and innovation is also to be driven by Agricultural Innovation and Technology Transfer Centers and community labs. The final research question addresses the portion of the pathway to change shown in **Error! Reference source not found.** and the associated assumptions detailed in Table 6.

Figure 6: Pathway to change components addressed by research question 4

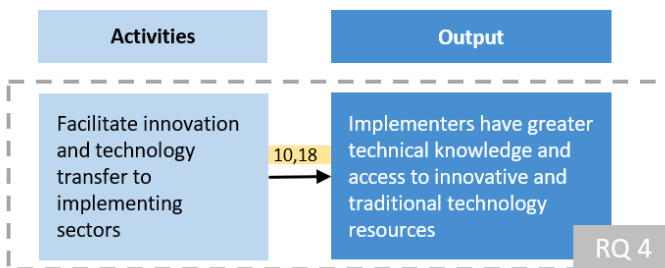


Table 6: Assumptions investigated under research question 4

#	Assumption
10	The appropriate representatives take part in these activities and can transfer knowledge within their departments

18 Implementers have resources and support to implement new activities based on acquired technical knowledge

What has been implemented

When asked about technical transfer or capacity building activities, the majority of respondents mentioned the Israel mission – this is a well-regarded activity that helped raise awareness around innovative water technologies that could prove effective in the Tekeze River basin. In partnership with CultivAid, a bank of 12 water technologies has been shared with the water sector for their consideration. Other technical transfer activities mentioned include workshops on modern irrigation, pest management control, nutrient dense crop production, partnership management and program planning.

The process evaluation also highlights that many respondents both within and outside the PDU consider review meetings and community lab workshops as a form of capacity building, as they serve to raise awareness about nutrition-sensitive programming and monitoring activities.

Gaps in implementation

To date, technical transfer has been directed largely at the water and agriculture sectors. Some sector respondents felt that they had not participated in any specific capacity building activities. Consequently, there were mixed reviews on whether the PDU has helped increase the exposure of sectors to innovations.

For the sectors that have participated in technical workshops, the learning acquired through these technical workshops was not always adequately cascaded to lower levels of government and seems to be transferred primarily to colleagues within the sector at a given level. This appears to be driven both by a lack of a clear strategy to share learnings and store knowledge acquired as well as by high rates of staff turnover – for example, several focal points and ministers who attended the Israel mission no longer hold these positions.

In terms of driving action, the process evaluation revealed that implementers seem unable or unwilling to take the learnings acquired forward to the testing or implementation stage. Implementers reported that they do not lack the technical resources or support to implement these learnings, but rather, are ultimately limited by a lack of political commitment for the innovative activities and a consequent lack of funding.

A final higher level finding with respect to the technical transfer function is that the PDU currently follows an opportunity-driven approach to identify innovations and opportunities for technical transfer and capacity building and relies largely on Big Win and other partners for these. Without a structured process for this piece and strong follow up with sectors, the PDU will likely be unable to fully achieve this function.

“We don’t have any set-up mechanism to identify innovations. One initiative was community lab, this can help up identify what is innovative.” – PDU member

To summarize, the process evaluation found that there is varied understanding of the term technical transfer and which activities fall under this domain. A few such activities have been organized to date, most importantly the learning mission to Israel, but there remain several higher-level opportunities

for capacity building that could be driven by the PDU. Examples of this are identifying innovative nutrition interventions to share with sectors or otherwise linking sector officials to technical training/learning opportunities such as conferences and innovation forums. Crucially, the process evaluation suggests that learnings from workshops and other technical transfer activities organized by the PDU are not being shared/cascaded by trained implementers as expected; which is especially a challenge given the high level of staff turnover.

3.3 IMPLICATIONS FOR THE INNOVATION

The process of awareness raising and outreach, coupled with the recent involvement of high-level officials in Seqota Declaration meetings has helped drive greater action by sectors that have a mandate to implement programs for nutrition. The process evaluation finds that the PDU is serving a clear coordination gap and is recognized by implementers as driving action towards the Seqota Declaration goal.

While significant progress has been made on clarifying the purpose and operational vision for the Seqota Declaration, more clarity will be needed around who is responsible for raising both the financial and human resources for implementation – sectors commonly cite budgetary and capacity issues as a constraint to working on Seqota priorities, while the PDU’s view is that sectors have an equal, if not bigger, responsibility for resource mobilization and actual implementation. This disconnect will have to be resolved to prevent collective action problems, build ownership for the Seqota goal and ensure that all stakeholders are doing the activities they are best placed to do.

Finally, the evaluation finds that the PDU’s impact can be strengthened by clearer operational definitions for many of the functions under its mandate. For example, all respondents agreed that the PDU is responsible for driving multi-sectoral coordination and felt that joint review meetings and joint supervision were all steps in the right direction. However, few respondents offered concrete examples of multi-sectoral coordination in practice. While meetings and joint supervision brings many stakeholders together for a common discussion, the expected coordination outcomes such as a reduction in duplication, more efficient allocation of resources, etc. were not offered as examples. Laying out a clear operational definition of multi-sectoral coordination and setting out identifiable indicators of coordination would help the PDU orient the existing multi-sectoral forums to drive greater, and more impactful coordination for nutrition.

RECOMMENDATIONS

Recommendations	Related RQ	Priority	Effort
Short term recommendations (0 – 3 months)			
Develop a clearer operational definition of multi-sectoral coordination, and outline a strategy for how review meetings and other PDU activities should be structured to drive coordination	1	High	Medium
Leverage the influence of regional presidents and the Deputy Prime Minister’s office to encourage attendance of ministers and regional bureau heads on a bi-annual basis		High	Medium

Continue to find ways to increase high-level officials' exposure to issues faced by communities by organizing in-person visits, presenting photos and videos from communities during review meetings and having select woredas present their progress in federal level meetings		Low	Medium
Restructure the review meeting agenda to allow high-level officials to participate over a half or one day period		Medium	Low
Outline specific and clear next steps after review meetings, and hold sector and NGO implementers accountable for these in future review meetings using both own and political advisors' influence		High	Medium
Provide greater support to sectors on compiling and presenting performance data to ensure that data is credible, and all presentations follow a uniform structure that help build a sense of one plan, one goal, one monitoring system.		Medium	High
Create short feedback templates for performance and next steps sharing to minimize time spent on writing reports after review meetings conclude	2	Medium	Medium
Follow up in person with sector leadership no more than one month after the review meeting to check-in on the status of activities and help ease any misconceptions that arise.		High	Low
Ensure that program managers/sector leads meet with their ministry or bureau counterparts to follow up at as regular frequency.		High	Medium
Ensure that those who attend trainings are equipped to cascade learnings and follow up on sector's plans for carrying forward learnings to implementation	4	Medium	High
Long term recommendations (3+ months)			
In future review meetings, add a segment specifically to review implementers' progress against next steps from the previous review meeting, to enhance accountability	2	High	Low
Develop a time-bound strategy for resource mobilization that clarifies resource mobilization responsibilities and targets for sectors, partners, and the PDU and make this an explicit part of review meetings to ensure mutual accountability and reinforce messaging around responsibilities <ul style="list-style-type: none"> Ensure that CWPs align with overall resource mobilization strategy above 	3	High	High
Link the current funding gap to the overall pathway to change for Seqota to highlight to sectors and donors how underfunding key activities could handicap progress towards the goal of ending stunting in children under-two by 2030		High	Medium
Map out all known donors who could be approached for Seqota with an explicit focus on their funding priorities and decision cycles		Medium	High

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Develop a strategy for identifying innovative ideas and technical transfer opportunities; call in resources of external partners only as needed	4	Medium	Medium
Support sectors' knowledge management process to ensure that lessons from trainings, learning missions or other capacity building activities are protected even in if staff turnover is high		Medium	High

4. INNOVATION 2: DATA REVOLUTION

4.1 OVERVIEW

The PDU’s goal for the data revolution innovation is to develop and implement a culture of data-driven decision making across federal and sectoral levels, particularly for nutrition programming. In an era of increasingly tight fiscal space and budgets, policymakers need objective and impartial means of reviewing programs for efficiency and effectiveness and, accordingly, modifying, scaling-up or dropping publicly funded programs.⁷ The goal is to establish a robust web-based data management system that can be used across sectors to collect high quality data to drive decision making, targeting, and, ultimately a reduction in childhood stunting.

The primary activities to achieve this goal involves supporting sectors to:

- Build robust web-based nutrition data systems to carry out routine monitoring.
- Collect performance measurement indicators to inform program implementation.
- Effectively analyze data to get meaningful results that can be used for decision making.
- Advocate for and build capacity for focal people in sectors and levels to use data when designing and refining program implementation.

IDinsight conducted a process evaluation to understand if the activities of the data revolution have been implemented as planned, identify the main successes and challenges behind the implementation of these activities, and how they have supported sectors with routine monitoring, performance measurement, and implementation planning in particular.⁸ In Figure 7, we provide a diagram of the pathway to change used in the process evaluation to understand the above components.⁹

The scope of the data revolution activities continues to rapidly change as new systems such as the **United Nations** Information System for Ethiopia (UNISE) platform are introduced and piloted. Information on this system was gathered during our interviews. However, the information collected was limited given that UNISE is in early piloting stages.

Based on this pathway to change, the key questions identified for the process evaluation were as follows.

Research Question 1	How well are current data collection, analysis, and sharing systems operating?
Research Question 2	Has the KPI structure been successful at improving performance management processes?
Research Question 3	Have the results from the baseline survey been incorporated into the sectors’ planning for implementation?

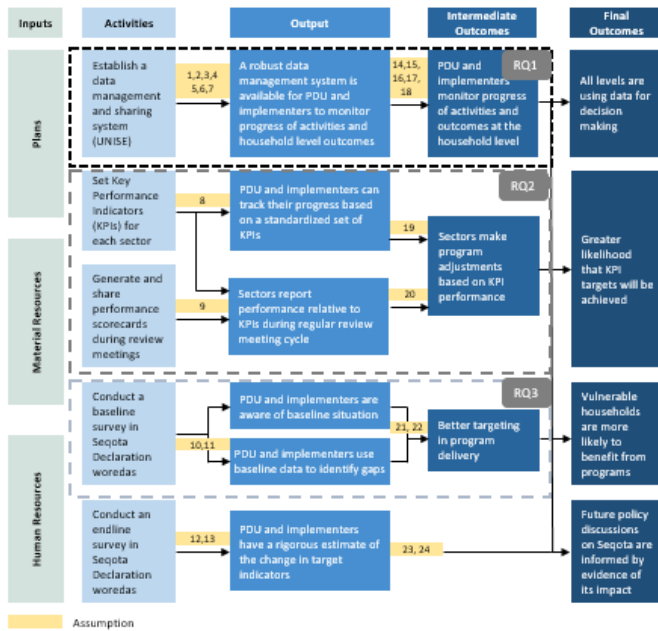
⁷ This innovation description is taken from the Seqota Declaration Investment Plan and the ENN Study Draft.

⁸ The data revolution, costed woreda plan, community lab, and 1000+ days public movement PE address these and other support functions that the PDU provides via the innovations it manages.

⁹ See appendix 2 for more details on assumptions.

(Unified)

Figure 7: Data revolution pathway to change and research questions



Note: Final outcomes and endline survey implementation were not part of the study as they are longer-term and not part of the innovation phase evaluation.

4.2 PROCESS EVALUATION FINDINGS

In the following section, we outline the findings for our original research questions.

Research Question 1: How well are current data collection, analysis, and sharing systems operating?

The ideal data collection and analysis approach for the Seqota Declaration is to leverage high-quality and relevant data from sector’s systems to monitor progress, inform decisions, and manage performance.

This research question focuses on understanding whether UNISE or other robust web-based data management systems exist and are in place to monitor sector progress and allow for data-driven decision making as seen in Figure 8. For this to take place, certain assumptions needed to hold, and these assumptions were also examined as part of this research question as seen in Table 7.

Figure 8: Pathway to change components addressed by research question 1

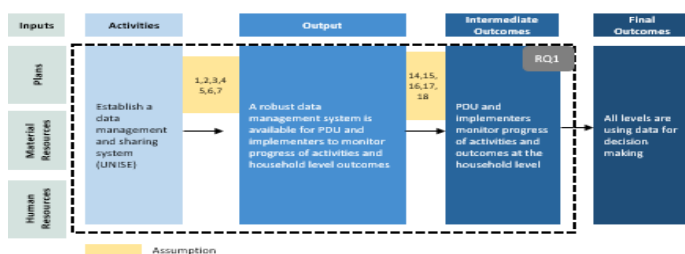


Table 7: Assumptions investigated under research question 1

#	Assumption
1	The PDU successfully sets up an annual outcome monitoring system to get data on household level outcomes
2	Sectors agree to include UNISE indicators in their routine monitoring tools from kebele level up
3	Sectors agree to use standardized data collection tools at the Kebele level and are trained on how to use them
4	Actors at kebele level receive data on time from extension workers
5	Actors at/above kebele use PDU provided tools to aggregate data before sending upwards
6	Woreda office has computers and a stable electricity and internet connection so they can send data upwards
7	Actors at all levels do data quality assurance using PDU provided tools before sending data upwards
14	All expected users are trained on how to use UNISE
15	Actors at woreda level and above use standardized data analysis methods to generate insights from UNISE platform

16	UNISE dashboard is user-friendly and designed to help users generate custom insights with relative ease
17	Implementers can access the platform
18	Implementers use this data to drive decision making

We share our detailed findings for this research question below.

What has been implemented

The PDU has piloted a data management platform in partnership with UNICEF - the UNISE system.

Once the system has been tested and verified, the vision is to roll out this system to all 33 woredas for monitoring purposes. This will ensure sectors are able to store and manage the required data with more ease. This system should allow for more automated data analysis, visualization, and easier sharing, as well.

In addition, sectors have been working to add specific Seqota Declaration indicators to their current systems for performance monitoring. The driving factor behind the changes sectors are making is that they recognize that data could be useful in making decisions once certain challenges are addressed (described below). The PDU is also able to draw out data from these existing systems for SD routine monitoring.

For all sectors except health, data is being collected in paper form at the kebele-level by volunteers, frontline workers, or other assigned staff. This data is based on available data and sector collection templates (if available). This data is then shared with kebele focal people who then share it forward with woredas for reporting and analysis, although the frequency of this sharing varies by sector.

Regional sector focal people use the collected data for basic analysis using Microsoft Excel and/or Word functions (with the exception of health that has more complex analysis systems). When asked about the methods used to generate insights at different federal levels, sectors noted their main analysis tools were Word and Excel. These tools were used to mainly create graphs, tables, and trends. The current process of analysis, despite being basic, demonstrates willingness and some capability of stakeholders to organize, categorize, and analyze data if they are given the right tools and training. This basic analysis does not generate insights that can be used to inform decision but is more geared to showing basic trends and graphs to visualize progress.

“We organize, categorize, and analyse the data and make reports.”- SD Focal Person¹⁰

Data is aggregated up from woredas to regions and reports are shared with the federal officials and PDU. Federal-level officials use the reports for progress monitoring while the PDU aggregates the data across sectors for analysis and performance monitoring. Through the aggregated sectoral data, the PDU has been able to provide feedback to sectors based on their findings.

Gaps in implementation

Currently, routine monitoring data from sector-based systems does not meet all of the Seqota Declaration’s monitoring needs. Within sectors, KPIs are not yet fully integrated into the sector-specific monitoring templates as desired, with most respondents reporting that the resulting data

¹⁰ Question asked “What methods do woreda, regional and federal level officials use to generate insights from routine monitoring data?”

collected by kebeles is late and incomplete across indicators. For example, current data collection tools in the health sector do not capture key population characteristics, such as whether the respondent is a Pregnant and Lactating Women (PLW). The Seqota Declaration requires data to be disaggregated by these target groups. Until sector data collection tools are updated to reflect the Seqota Declaration KPIs, this gap will remain in kebele-level data collection.

“Not timely and not complete. All indicators are not filled.” - PDU member¹¹

Sectors also have differential abilities to report on Seqota Declaration indicators, and some sectors need more support to collect the data. Some sectors do not have existing systems and capacity, such as frontline workers, to regularly collect household data. In the absence of such workers, a sector might rely on FLWs like CCC or other voluntary groups that try to assess community problems. This affects the quality and frequency of data collected which impacts the overall trust in the data.

“A certain sector has no structures at kebele level, they use CCC who are voluntary groups that try to assess their community’s problems.”- SD Focal person.¹²

Building on this, even for sectors that do have data collection structures, timely kebele-level data collection and reporting is fundamentally challenging. Collection is challenged when areas are hard-to-reach and frontline workers are already overburdened with tasks. In addition, reporting is challenged as most kebeles do not have network connectivity.

“...most kebeles don’t even have network connectivity.”- PDU member¹³

Even for the data collected, data quality measures are not in place due both to limited know-how and limited resources available for collection and verification. Within kebeles, there is limited data collection and reporting infrastructure such as electricity, computers, and internet causing a reliance on paper-based systems. These paper-based systems make it harder to collect high quality data, share data across sectors and practice data quality assurance. This is expounded by most respondents reporting having “no” data quality measures while some stated they have ad-hoc checks mainly involving calling kebeles to verify a few data points

“...we have [had] a plan for the last six months, we have not yet conducted any data quality assessments.”-PDU member¹⁴

Of the data collected, neither the analysis nor presentation encourages decision-making. This is due to three key shortcomings:

First, there is a lack of clear analysis guidelines and consistency within and across sectors. Instead, analysis is done based on the asks within the reporting period by sector heads and the capability of the manager or focal person analyzing the data. However, this may not be what would best inform decisions.

¹¹ Question asked “What are the main data flow challenges in getting data from kebele to federal level?”

¹² Question asked “What are the main data flow challenges in getting data from kebele to federal level?”

¹³ Question asked “What are the main data flow challenges in getting data from kebele to federal level?”

¹⁴ Question asked “What processes are used to ensure data quality?”

Second, focal people and managers have had limited training and support to draw out key informative data for decision-making purposes. At present, analyses conducted are relatively basic and geared to meet reporting needs, rather than to inform decisions.

“Honestly speaking, we have the data but we did not use it as an information for the next activities because there is huge variation in performance [and] some regions don't even produce the data.”- SD focal person ¹⁵

Third, existing data systems appear to prevent users at all levels from using the data for decision making. The PDU has been able to build the will among data users across levels and sectors to use data to inform decisions. However, the implementation process will take time as data systems need to be refined to build confidence among the users in its ability to inform decisions.

Currently, the data is only used for upward mandatory reporting. This orientation towards mandatory upward reporting rather than fully owned, insightful use of data limits the analyses done and the outputs derived.

“We should build capacity of the woreda people to draw insights themselves instead of just reporting upwards. But the culture needs to change so that the data can be used for decision making - awareness is low.”- PDU member ¹⁶

In conclusion, the process evaluation finds that there has been a lot of work and effort put into this innovation with successes such as the creation and piloting of the UNISE system. However, there is still more work to be done by the PDU and sectors to have a fully functional data-driven decision making eco-system.¹⁷

Research Question 2: Has the KPI structure been successful at improving performance management processes?

Part of the PDU's mandate for the data revolution is creating an enabling environment for multi-sectoral coordination. A set of shared KPIs will help sectors align their activities to what improves their performance. The first step to this is setting the KPIs and then getting buy-in to create and use them by stakeholders, as shown under 'activities' in the pathway to change below in 9. Once sectors collect and share this performance data, the PDU can identify opportunities for better alignment and more efficient resource allocation.

¹⁵ Question asked “What are user perceptions around the usability and available functions of current data collection tools/systems?”

¹⁶ Question asked “What methods do woreda, regional and federal level officials use to generate insights from routine monitoring data?”

¹⁷ Requirements of a data-driven decision making monitoring system are outlined in greater detail in the MEL strategy

Figure 9: Pathway to change components addressed by research question 2

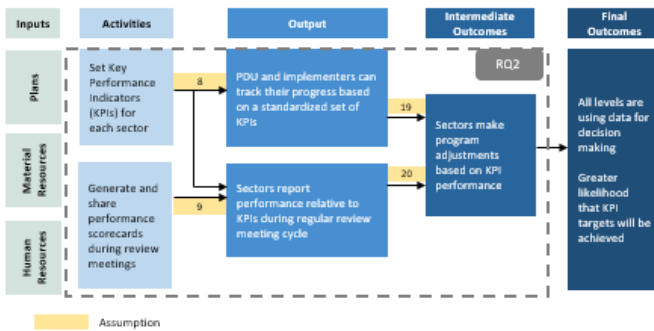


Table 8: Assumptions investigated under research question 2

#	Assumption
8	Sectors agree to KPIs
9	PDU receives summary data from sectors on time
19	Sectors believe that data on their performance is credible and KPIs are good indicator of progress
20	Group review meeting promotes greater vertical (within sector) and horizontal (across sectors) accountability to achieve results

We share our findings for this research question below.

What has been implemented to date

Sectors with the help of PDU have been able to come up with a set of agreed KPIs for performance tracking. This alignment has enabled sectors to buy into the use of these indicators and their ability to allow them to measure performance. This collaborative KPI development process helped PDU get all federal level and sector focal people to push for the use of KPIs and thus the success experienced to date

“...agree that KPIs as a structure are useful.” – Seqota Declaration focal person¹⁸

Sectors, with the help of PDU, are collecting data on KPIs and reporting performance during review meetings. With the high buy-in already in place, Seqota Declaration and sectors have actively worked to monitor progress using KPIs.

Gaps in implementation

Greater buy-in has increased the likelihood of sectors and levels using the KPIs but not for the intended use. The intermediate use of the KPIs as shown in the pathway to change is program adjustments, but this is not occurring. There are two ways that sectors should make use of KPI data in adjusting their program planning and delivery. The first use is to adjust intra-sector activity to build on

¹⁸ Question asked “What feedback have you received from ministry stakeholders’ perceptions around the usefulness of SD KPIs for monitoring performance and setting priorities?”

successes and to fill gaps revealed by the data. For example, since most KPIs are more disaggregated than what sectors were already collecting, the new KPIs could help sectors look at how to best target groups given the disaggregated data. In our data, respondents indicated that they are mostly using KPI data to move toward sector-specific goals as the KPIs provide guidance on direction sectors can take.

“We have 7 KPIs, directly related with our activities. Guide us and give us insights. Which direction we should go.”- Seqota Declaration focal person¹⁹

The second use is to promote cross-sector coordination and collaboration for greater effectiveness and efficiency. Generally, sectors are yet to develop a process and culture of data sharing aimed at program coordination. Ideally, sectors would align on activities during review meetings to leverage on each other’s activities for better targeting and overall performance. Instead, our evidence suggests sectors only focus on their data and do not try to incorporate other sector data and activities. This is driven in part by limited know-how on cross-sector coordination and sectors not seeing a need for the coordination.

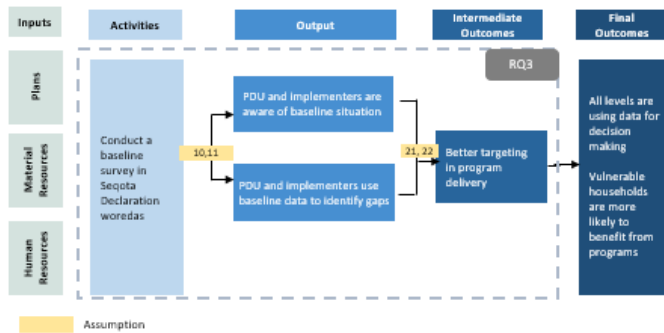
In conclusion, the process evaluation found that the KPIs do have the capabilities of improving targeting and cross-sector coordination. However, there is still work to be done by the PDU and sectors to fully integrate all indicators and advocate for cross-sector coordination.

Research 3: Have the results from the baseline survey been incorporated into the sectors’ planning for implementation?

The process evaluation also explored the extent to which implementers were aware of the baseline study results and whether they had begun to use the findings to inform planning and implementation across sectors as shown in Figure 10 with the assumptions highlighted in Table 9. Seqota Declaration carried out the baseline survey in Tigray and Amhara to understand the current nutrition status key behavior and practices prevalent in the two regions. The purpose of the baseline was to inform sectors, the PDU, and implementers with on the status quo of key nutrition-related outcomes, activities, and behaviors.

¹⁹ Question asked “Do you believe that the KPI structure is a useful way to identify performance issues and set priorities for your sector?”

Figure 10: Pathway to change components addressed by research question 3



Below are the outcomes of our findings on the assumptions used in the creation of the pathway to change:

Table 9: Assumptions investigated under research question 3

#	Assumption
10	Baseline is perceived to be well conducted and there is confidence that estimates are credible
11	Baseline results well disseminated to implementers and decision makers
21	Implementers use baseline data for gap identification and to determine which programs to prioritize/areas to target
22	Political support for targeting based on this type of gap identification exists

We share our detailed findings for this research question below.

What has been implemented to date

Most sector officials interviewed had seen the baseline results in at least some form. They noted they had received the baseline report or had high level summary or presentation shared with them by the PDU. This is a step toward building awareness on the status quo for sectors to aid future program planning, targeting and goal setting.

For those who received the data, there was openness towards using the data and general faith in the credibility of the study despite the results being more negative relative to administrative data. This was brought out by most respondents in Tigray who stated they were shocked by the low nutrition numbers across the board and within some sectors but were going to use this low numbers to push their respective sectors to make changes to improve performance in the future. Despite skepticism on the representativeness of the report, Amhara respondents did share that the findings would be useful to them as well as they think about nutrition activities.

Despite the data not yet being used to identify gaps for better targeting, when asked about possible uses, respondents stated they could use the low nutrition numbers as a baseline for benchmarking,

planning, and targeting in the future. For example, respondents that had received the baseline findings reported reactions like:

“Based on the findings we try to develop different initiatives to address these gaps... It shows that we need to perform more strongly.” – Seqota Declaration focal person²⁰

This shows an opportunity for the PDU to advocate and build capacity within the sectors to use the findings as was intended by the innovation.

Gaps in implementation

The baseline survey is meant to be used for better targeting and data driven decision making, however, the survey results were only recently shared with some sectors at the time of interviews. Moreover, we find evidence that there is limited awareness around the utility of such data for planning, including for targeting.

Further adding on to this, some respondents in Amhara raised doubts around the representativeness of the survey, which is a hindrance to them using the baseline results for planning in the future. The survey was conducted in a sample of woredas that some respondents perceived as more accessible and had more developed nutrition programming than the full set of woredas in Ethiopia. Respondents raised concerns around the findings being a true reflection of the region if hard-to-reach areas that are known to have lower nutrition numbers were not fully accounted for in the study.

“I am afraid it is not representative for SD... I am not convinced”- Seqota Declaration focal person²¹

All in all, this aspect of the Data Revolution has had significant progress in that a baseline survey was conducted and the findings are being shared with sectors. However, the next step would be for PDU to work with sectors to integrate the findings in their planning and targeting.

4.2 IMPLICATIONS FOR THE INNOVATION

The PDU has been able to successfully pilot the UNISE system, and plans to continue the pilot in five more woredas this year, with the goal of eventually scaling up to all 33 woredas. This system is meant to integrate sectors systems and enable Seqota to achieve its goal of data driven decision. For now, the PDU has been able to use existing sector systems to collect some level of routine monitoring data, executed the creation and use of KPIs and partially share baseline findings with sectors. However, much work by the PDU and by sectors remains to realize the promise of the Data Revolution: better programming and targeting by using data in decision-making, ultimately leading to a reduction in stunting. Achieving this still requires the establishment of a robust web-based nutrition data-management system using routinely collected KPIs, as well as changes in behavior and culture to feed in to and make use of this system. This is reflected in the ‘partial’ or ‘none’ achievement of most of

²⁰ Question asked “What types of decisions do you think the results from the baseline study could inform? [need to probe on targeting]”.

²¹ Question asked “Do you believe that the results from the baseline study are accurate and representative of the Seqota Declaration woredas? If not, why?”

the outputs and intermediate outcomes in the Data Revolution pathway to change assumptions so far.

The following are potential challenges to the revolution:

Routine data on KPIs: While sectors have agreed to the Seqota Declaration KPIs, most sectors’ existing monitoring systems are not set up to capture data with the frequency, regularity, or granularity advised by the PDU to support decision-making.

Robust, high-quality data on KPIs: Much of the current data collection within sectors relies on overburdened frontline workers and/or volunteers collecting data, often using paper-based systems with limited data-quality checks built in. The resulting data is of uncertain quality and requires effort to input into a web-based system. As KPIs are being integrated into these existing systems (and non-systems), this represents a challenge to confidently using Seqota Declaration data.

Data-use culture: Implementers interact with data they do collect for reporting purposes but are not yet leveraging data for decision-making. Sectors, particularly at the woreda level, do not view data as useful for their own planning and decision-making, and lack the skills required to effectively analyze and use the data they collect.

Data-use practice: Sectors are able to create routine monitoring and progress reports but are not yet using these reports for decision-making. Without the processes and practices required to make use of data.

Moving forward, the PDU will need to take steps to ensure that their activities translate into the desired outputs, intermediate outcomes, and final outcomes. Below, we suggest some measures the PDU can take to improve on the innovation.

RECOMMENDATIONS

Due to the number of steps, we categorize our recommendation in three ways to help make easier to digest. First, we indicate which should be tackled in the short-term, either because of their ease or their necessity for later steps. The table of recommendations, Table 10 below, is divided into “short-term” and “long-term” recommendations. In addition, for each proposed measure, we indicate the level of priority and the effort required.

Table 10: Short term and long term recommendation to help PDU improve implementation of Data Revolution

Recommendations	RQ	Priority	Effort
Short term recommendations (0-3 months)			
Assist sectors in using their existing systems to collect more routine data and carry out analysis			
Step 1: PDU assist sectors to identify gaps in their routine monitoring to capture all the necessary data within the required frequency and detail. This will require PDU to develop a tool to facilitate an ‘objective’ mapping of how far a sector is from the Seqota Declaration ideal system, in terms of content, granularity, frequency, regularity, mode, and quality of data collected. This will be a good guide that	1	High	High

can be used to help sectors and PDU develop workplans on how to bridge the identified gaps			
Step 2: To capture all KPIs, PDU should work with sectors to fully integrate Seqota Declaration KPIs into sectors' data collection systems. This will involve working with the sectors and seeing how to best use the existing systems to collect all the needed KPIs.	2	High	Medium
Step 3: (If needed) PDU assist sectors build a case for additional resources required for data collection. This guide can be used by sectors to approach funders and the federal government for added funding. This would require having a map of the desired system and inputs required and what the benefits of the system are to get buy-in from funders and the federal government.	1&2	High	High
Step 4: Help sectors create a "response framework" at all levels to guide sectors on actions to take based on the output of simple analyses. This can be done during review meetings and workshops as all relevant stakeholders will be in attendance, can provide input. After its creation, PDU can train the focal people on how to implement the guidelines and have a sector focal person champion to ensure that within their sectors, the framework is being adhered to.	1	Medium	Low
Recruit at least one additional woreda-level focal person who can coordinate M&E tasks across sectors and can aggregate data across sectors. This requires looking for a technical recruit who is able to assist in actualizing the Data Revolution innovation and work with sector focal people at each level to coordinate activities and data.	1&2	High	High
Train Seqota Declaration focal people on data management best practices. PDU can hold workshops to train focal people on data best practices to ensure standardization across sectors. PDU can then create measurement tool that sector heads can use to evaluate performance of the focal people quarterly/bi-annually/annually on these best practices.		Medium	Low
Continue to always advocate for data-driven decision-making to help build a culture of using data at all levels to inform decisions. During review meetings and workshops, PDU can demonstrate where data could have influenced a	1-3	High	Low

decision. PDU can also have sessions focused on discussing how the data presented that day could have informed decision.			
Use review meetings as an opportunity to explicitly encourage sectors to draw on data presented and identifying and firming collaboration' into review meeting agendas. PDU can recognize sectors that are trying to collaborate during review meetings and having a 'spot-light' session for them.	2	Medium	Low
During review meetings, PDU needs have sessions with each sector to highlight how KPI indicator reporting can be used in the process of creating and updating CWP (CWPs) to maintain planning coordination and encourage greater multi-sectoral alignment.		Medium	Low
Reach out to all sector focal people to identify status of baseline report dissemination within their respective sectors and carry out workshops or review meetings with each sector to work through high level findings of the report and sensitize the expected audience on the appropriateness of the research methodology used for the survey during review meetings and workshops.	3	High	Low
Build implementers' awareness around how baseline findings could be used to help plan and implement programs better through providing guidance or examples having workshops with each sector to assist them in using the data to guide their planning and targeting activities.		Medium	Low
Long term recommendations			
Assist sectors in building the desired robust data-management system integrating all the relevant KPIs.			
Step 1: For those that cannot be integrated in the short-term (laid out in "step 2," above), assist sectors to develop a unified data collection guidelines and systems and work with sectors to implement the guidelines.	1	High	High
Step 2: Assist sectors to identify useful data analysis that cannot be integrated in current systems and set up automated systems and guidelines to allow easy execution of analyses that can inform decisions.		High	Medium

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5. INNOVATION 3: CWP (ONE PLAN) PROCESS EVALUATION

5.1 OVERVIEW

As one of the innovations of the Seqota Declaration, the government sectors and development partners were asked to develop CWPs (CWP) – the first-ever effort of this kind in Ethiopia.²² This plan is meant to consolidate all nutrition activities being conducted by government bureaus and implementers annually (based on the Seqota Declaration 3 year-plan) at the woreda level, with the aim of driving multi-sectoral coordination. The vision is that this plan will help sectors leverage cross-sectoral complementarities and optimize the allocation of resources through a coordinated planning process.

Following CWP development, it is expected that it will be clear what the gaps are in resources for nutrition activities, for greater awareness of woreda level nutrition activities and plans and identification of resource gaps not addressed for greater prioritization of low cost-high impact activities to achieve desired nutrition outcomes.

Figure 11 details the pathway to change we developed for the CWP. In this evaluation, we first examine the activities and outcomes under one group that focuses on CWP development, and then examine intermediary and final outcomes under another group as they focus on CWP implementation.²³

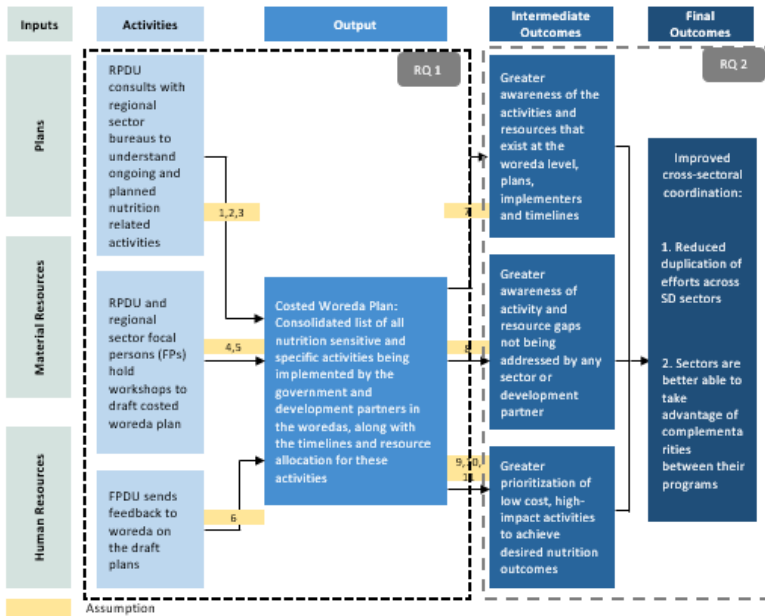
Based on this pathway to change, the key questions identified for the process evaluation were as follows:

Research Question 1	How well are the processes to create a CWP currently functioning?
Research Question 2	Are CWPs being used as intended by woreda level actors?

Figure 11: CWP Pathway to change and Research Questions

²² This innovation description is taken from the Seqota Declaration Investment Plan.

²³ See appendix 3 for more details on assumptions.



Below are the findings from the evaluation based on the two research questions.

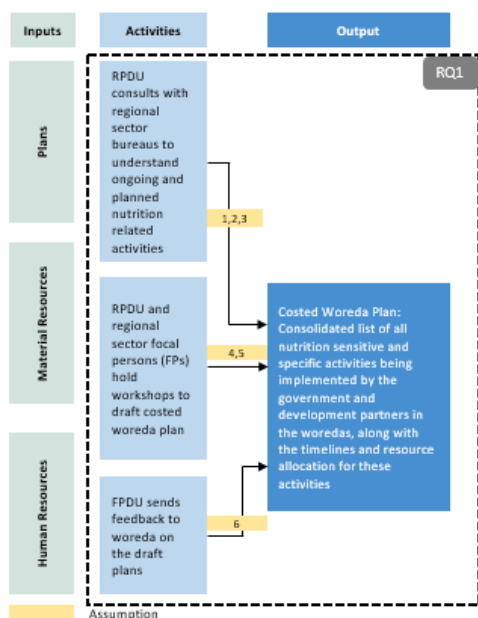
5.2 PROCESS EVALUATION FINDINGS

Research Question 1: How well are the processes to create a CWP currently functioning?

The assumed ideal CWP planning process as shown in Figure 12 starts with the RPDU who works with regional, sector bureaus to understand ongoing and planned nutrition activities within regions. They then hold workshops with relevant stakeholders to draft the CWP. This CWP is then sent to FPDU to

provide feedback then shared back with woredas. For this to take place, certain assumptions needed to hold as seen in Table 11.

Figure 12: Pathway to change components addressed by research question 1



Below in Table 11 are the outcomes of our findings on the assumptions used in the creation of the pathway to change:

Table 11: Pathway to change assumptions and findings for RQ 1

#	Assumption
1	Sector focal persons in the regional bureaus are aware of ongoing and planned nutrition related activities in their sectors at the woreda level
2	Sector focal persons in regional bureaus have the mandate to share resource related information with the PDU
3	RPDU provides guidance on nutrition activities to prioritize
4	All sectors and implementing partners are represented at the planning workshops
5	Sector representatives at the workshop have the mandate to make decisions about implementation activities
6	FPDU feedback is relevant and timely

We share our detailed findings for this research question below.

What has been implemented to date

The RPDU has been able to successfully work with all woredas to create their respective CWPs. The RPDU has been able to work with all woredas to create their CWPs working with sectors. These plans reside with different officials and the RPDU.

There is greater awareness of nutrition activities at the woreda level due to the CWPs. The planning process has given woredas greater visibility over what is happening in their areas with respect to nutrition.

The process to create CWPs involved most intended stakeholders. The planning workshops reportedly brought together woreda heads, zonal heads and sector officials to converge their activities in one location and raise awareness among each other on current and future activities within the various areas.

Gaps in implementation

Implementing partners are not adequately involved in the CWP development process, leading to CWPs not incorporating the full set of planned woreda-level nutrition activities. The lack of participation was driven by limited awareness by focal people of who needed to attend, lack of visibility on all implementers within each sectors, and some implementers not attending planning meetings or sharing their plans even when requested. One respondent raised the point that kebeles are also not involved in the planning process yet they are the ones implementing on the ground. However, this was only raised by one respondent but is worth noting.

There is also lack of awareness among some respondents on the CWP or the planning process. This shows a break down in information flow such that stakeholders who were not involved in the planning process but would benefit from the CWP are not informed of the document and provided with updates when needed. This creates an issue whereby there is a break in CWP usage by respondents who were not involved in earlier stages of planning.

Research Question 2: Are CWPs being used as intended by woreda level actors?

The CWP as shown in Figure 13 below, is meant to provide sectors with greater visibility over nutrition related activities and resources available at the woreda level, plans, implementers, and timelines. This is to enable them to identify activity and resource gaps not being addresses and help better prioritize low-cost, high impact activities to achieve desired nutrition goals. For this to be accomplished there is need for cross-sector coordination to ensure no duplication of efforts and sectors can better leverage from each other.²⁴ Looking at this, there are certain assumptions that need to hold as seen in Table 112.

Figure 13: Pathway to change components addressed by research question 2

²⁴ Purpose of costed woreda plan is taken from ENN Study Draft.

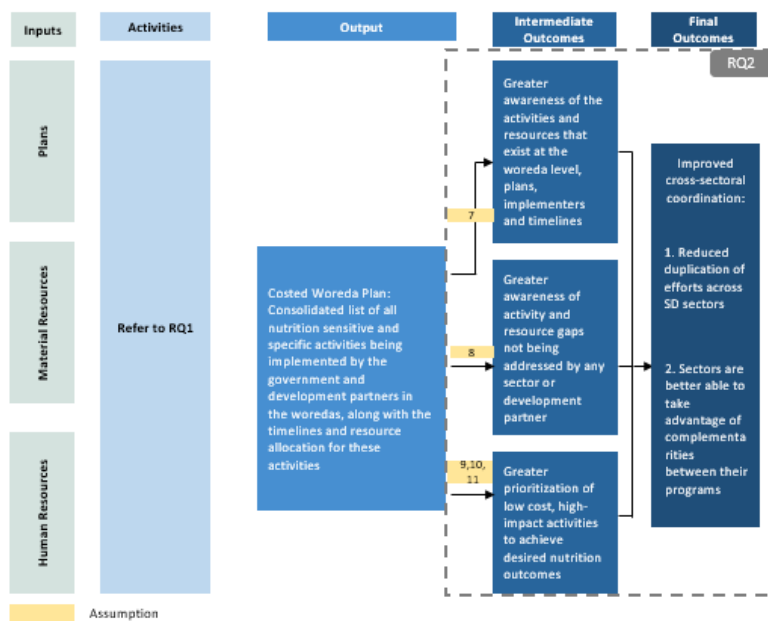


Table 112: Assumptions investigated under research question 2

#	Assumption
7	CWP is comprehensive in terms of activities, actors, resources and expected timelines
8	Woreda and regional actors compare activities in the plan against an ideal list of activities
9	CWP captures PDU sector-specific guidance on which low cost, high impact nutrition activities to prioritise
10	Woreda bureaus are able to change activities based on CWP discussions
11	Implementing partners are able to alter plans and agreements at the woreda level

What has been implemented to date

Stakeholders are currently using CWPs for their respective sector planning but not cross-sector planning. Sectors and woredas are using the CWPs for internal purposes of planning and monitoring progress. It is used as a ‘hub’ of all activities ongoing and planned and referred to when needed.

Stakeholders are also able to better plan activities by using the CWPs to identify activities and resources required. This allows for stakeholders to identify gaps in activities and make efforts to bridge those gaps through more funding, re-allocation of resources and so on.

Implementation gaps

CWPs are not being used by sectors to coordinate nutrition activities across sectors. This stems from several challenges:

The first is not all relevant stakeholders provided feedback on the CWPs. A key gap, highlighted by several respondents, was that kebele-level focal people and implementers were not involved in the planning and costing process. A result is that the plans may not match the on-the-ground realities. As articulated by one respondent, *“The planning process needs to be originated at kebele level to be realistic...”* (Seqota Declaration official).²⁵ This limits the use of the CWPs for cross-sector planning if they do not encompass all nutrition activities.

Second, despite RPDU providing guidelines during the planning process, at the time of the study, most respondents were not able to recall these guidelines. Respondents were unable to have clear guidance on how the implementation and use of the CWPs after creation.

Third and finally, limited follow-up on using CWPs results in diminished awareness of them. Respondents had often forgotten about the CWPs, despite participating in their development. In addition, there are several names for the CWPs, such as ‘One Plan,’ at the different levels, leading to confusion.

CWPs also have low implementation rates of planned activities since on-the-ground implementers are not involved in the creation process or provided a chance to give feedback. Kebele focal people and implementers are not involved in the process despite being the main implementers on the ground.

In conclusion, it is evident the CWPs are assisting sectors to merge their activities which they previously were not able to do. However, there is still a need for the RPDU to work with sectors to carry out cross-sector coordination using these CWPs.

5.3 IMPLICATION FOR THE INNOVATION

Overall, the RPDUs have successfully worked to develop CWPs across all woredas and this is a big first step in having nutrition activities documented comprehensively and in one place across sectors. However, the planning process does not incorporate the representation of development partners (implementers) who often leading implementation of activities themselves. These plans are not yet fully achieving the goal of helping sectors leverage complementary and optimize the allocation of resources - currently the CWPs are used to merge nutrition activities across sectors and levels for tracking and monitoring purposes. The RPDU will need to work closely with woreda leadership to advise them on how to use CWPs for cross-sector planning to fully achieve their intended goal.

(Partners plan at federla level. This should be mentioned)

5.4 RECOMMENDATIONS

The RPDU has been able to realize gaps in the implementation process and is in the process of addressing them such as alignment on timelines with sectors. However, further actions need to be taken to address all the challenges we stated above. Table 13 below clearly highlights our

²⁵ Question asked “How could the process for creating costed woreda plans be improved?”

recommendations based on our findings. These recommendations are all short term as the challenges are not on lack of implementation but on improving implemented process.

Table 13: Short-term recommendations to improve implementation of CWP

Recommendation		Priority	Effort
<p>There is guidance that has been developed by the RPDU based on our understanding, and we encourage that this should be expanded out to include the following components:</p> <ul style="list-style-type: none"> Stakeholders required for the planning process Roles and responsibilities of the stakeholders How to use CWP to coordinate across sectors- example of how to coordinate given 2 sectors having activities targeting the same community and outcome, if possible the RPDU should help sectors identify examples of coordination 	1 & 2	High	Low
<p>Continue to align with sectors and NGO implementers on planning and implementation timelines. The RPDU needs to work with sectors and implementers to identify timeline differences and how these actors can still incorporate the CWP into their planning. For example, if sectors plan 6 months prior to CWP planning, they can incorporate the activities in the CWP for the last 6 months and provide room to modify the last half of their plans after the next CWP planning session.</p>		High	Medium
<p>Continue raising awareness on the CWPs during review meetings and workshops to ensure all relevant stakeholders and new stakeholders are aware of its existence, can access it and use it as required.</p>	1	Medium	Low
<p>Encourage and coordinate the involvement of NGO implementers (and if possible kebeles) in the planning process. The RPDU can work to clarify the process and purpose of the CWP to implementers during existing Seqota Declaration meetings and workshops by highlighting the benefits of effective resource implementation coordination.</p>		High	Low

6. INNOVATION 4: 1000+ DAYS PUBLIC MOVEMENT

6.1 OVERVIEW

The goal of the 1000+ Days Public Movement is to create countrywide changes in behavioral practices around better child nutrition through multi-sectoral efforts. The aim is to mobilize influential organizations and individuals to reach their communities and generate action on child undernutrition. The intended outcomes is changed behavior among these influential organizations and individuals, toward promoting and modeling nutrition-enhancing practices and reducing harmful traditional practices that undermine nutrition goals.²⁶ This changed behavior will, in turn, catalyze behavior change among the population.

The 1000+ Days Public Movement functions at a multi-sectoral level to disseminate and advocate for social and behavior change communication (SBCC) messages related to nutrition. The movement's six priority SBCC messages relate to breastfeeding, complementary feeding, diversifying diets, fasting practices, gender roles, and handwashing.²⁷ To achieve the objective, the PDU is tasked with:

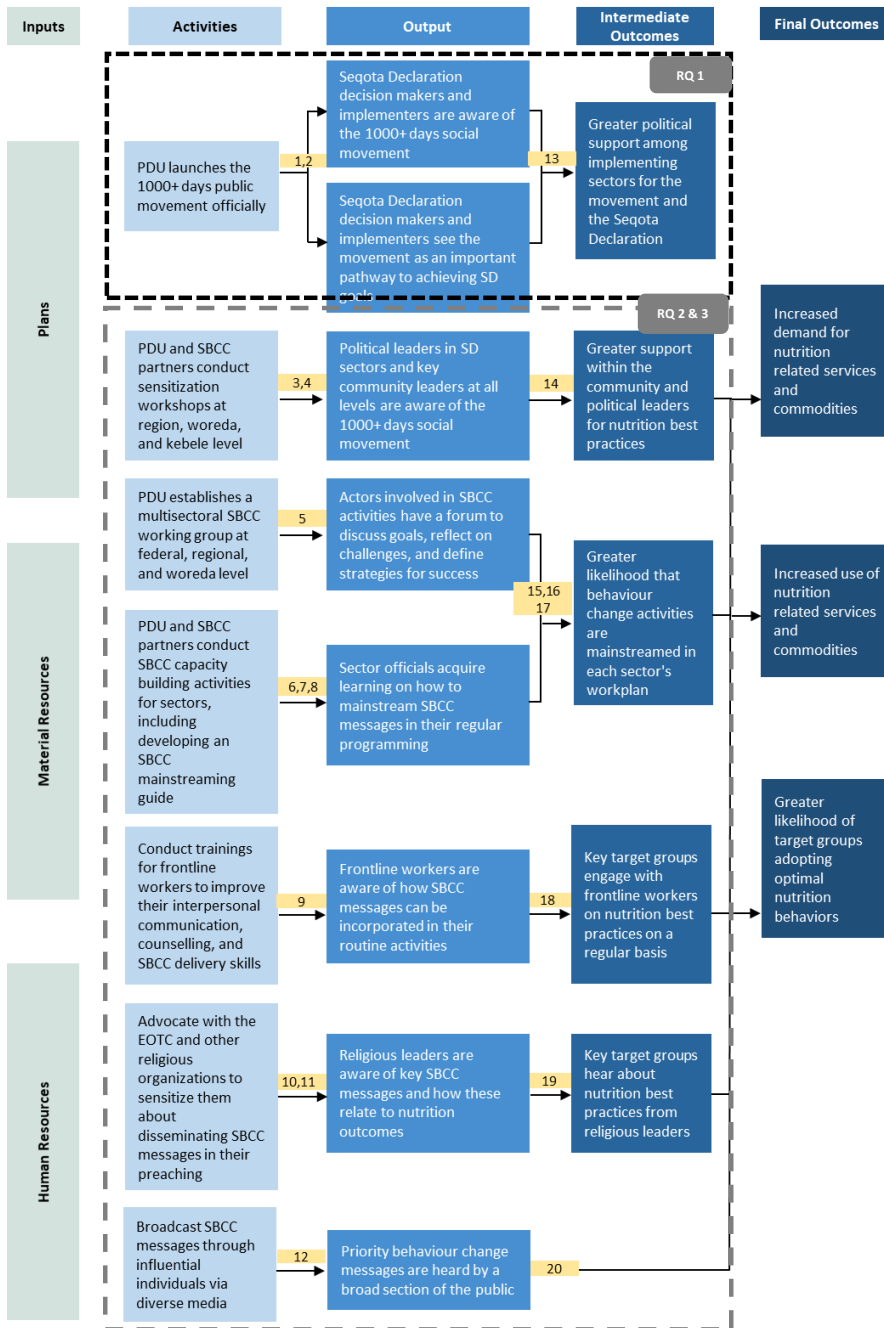
- Holding 1000+ Days Public Movement and SBCC messaging awareness workshops.
- Establishing SBCC working groups across all levels to work on SBCC messaging.
- Conducting SBCC capacity building for sectors to mainstream SBCC messaging and incorporate messaging into their regular programming.

Given the innovation was at its infancy at the time of this evaluation, we mapped out a pathway to change of the process required for the innovation to achieve its goals of causing changes in behavioral practices within the community and increase demand of nutrition services. In **Error! Reference source not found.**, we provide a diagram of the pathway to change used in the process evaluation to understand the process flow from PDU creating awareness to the influencers and leaders on the 1000+ Days Movement and SBCC messages to the information reaching the community and causing behavioral changes. We focus on three main sets of inputs: plans, material resources (including finances), and human resources. We then trace each of these (from left-to-right in the diagram), toward the goal outcomes, to better understand what activities and intermediate outcomes must occur to achieve these goals.

²⁶ This innovation description is taken from the Seqota Declaration Investment Plan.

²⁷ Influential individuals include religious leaders, decision makers, implementers, political leaders, sector officials and frontline workers.

Figure 14: 1000+ Days Public Movement Pathway to change and Research Questions



Note: Final outcomes were not part of the study as they are more long-term and not part of the innovation phase evaluation.

Based on this pathway to change, the key questions identified for the process evaluation were as follows:

Research Question 1	Have sensitization activities, capacity building workshops and other trainings been carried out? What were their successes and challenges?
Research Question 2	Is there support for the goals of the movement and the priority SBCC messages?
Research Question 3	Do implementing sectors have the necessary resources to implement SBCC mainstreaming activities?

Note: The findings below are from a small sample of respondents. However, they are representative of the stakeholders who have been involved and are aware of 1000+ Days Public movement activities to date.

6.2 PROCESS EVALUATION FINDINGS

In the following section, we provide the findings for our original research questions.

Research Question 1: Have sensitization activities, capacity building workshops and other trainings been carried out and what were their successes and challenges?

The ideal process as shown in the pathway to change (Figure 15) was for the PDU to launch the 1000+ Days Movement to make implementers and decision makers aware of the Movement, buy into it as a way to achieve the Seqota Declaration goal and support the Movement within their sectors. The next step was for the PDU and SBCC partners to conduct workshops with federal level heads to create awareness on the Movement to empower them to reach out to the community and cause a shift in behavioral practices and demand more nutrition related commodity and services. For all this to take place, certain assumptions needed to hold as shown in Table 14 below.

Figure 15: Pathway to change components addressed by research question 1

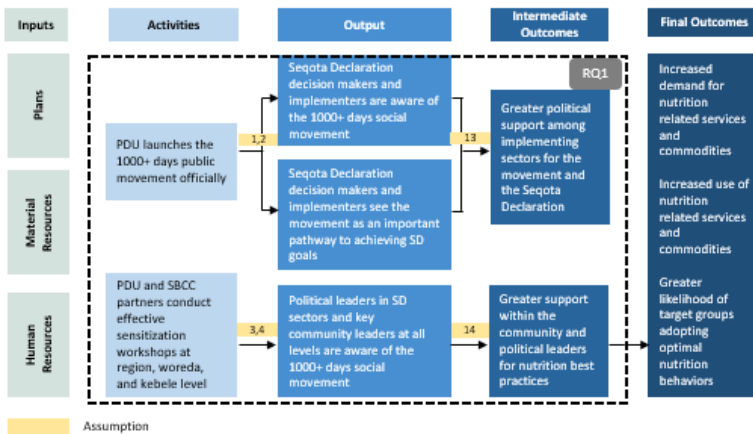


Table 14: Pathway to change assumptions and findings for RQ 1

#	Assumption
1	Launch is well attended by political leaders and implementers across sectors
2	Launch attendees actively participate in the launch
3	Political and community decision-makers attend these workshops
4	Political and community decision-makers engage with the content of the workshops
13	Political leaders and stakeholders support the goals and vision of the movement
14	Religious leaders, men/husbands, elders, and other important community gatekeepers support key SBCC messages

We share our detailed findings for this research question below.

What has been implemented to date

The PDU officially launched 1000+ Days Public Movement and carried out several workshops. Since the official launch the 1000+ Days Public Movement has had some workshops on SBCC messaging for various influencers and leaders but not at the desired regular frequency. There was relatively good attendance of target influencers and leaders with high participation within sessions. These workshops have been able to bring together some influencers and leaders with the aim of empowering them to disseminate pro-nutrition messages to their communities.

Workshops targeting religious leaders have been very effective in getting buy-in from the leaders, creating working groups and mainstreaming the SBCC messages. Religious leaders have high workshop attendance and participation rate and create actionable next steps during these workshops.

“Success in engaging EOC to develop sermons for dissemination.”- Big Win staff²⁸

There has been increased awareness of the Seqota Declaration. This was primarily achieved through presentations at review meetings (which are outside of this innovation who are meant to focus on the 1000+ Public Movement innovation) and other reports.

“Now Seqota Declaration is a household name; everyone is talking about nutrition.”- PDU member²⁹

Gaps in implementation

Despite the launch and some workshops taking place, the 1000+ Days Public Movements aim to raise awareness on the importance of the first 1000+ days has not yet been achieved. As noted above, efforts have been successful in increasing awareness of the Seqota Declaration. From the respondent feedback, other than through religious leaders, there is little to no on the ground activities taking place that focus on the 1000+ Days Public Movement.

There are fewer workshops taking place than intended to create the awareness that is needed to drive the 1000+ Days Public Movement and reach the community. Respondents were generally

²⁸ Question asked “Overall, what have been the main achievements of the public movement to date?”

²⁹ Question asked “Overall, what have been the main achievements of the public movement to date?”

unable to clearly state number of workshops they have attended or the most recent workshop they had attended or heard being carried out.

The stakeholder targeting process can be strengthened to drive improved engagement. The 1000+ Days Public Movement is meant to target influencers and leaders who have power and influence within the sectors and communities to drive the Movement and SBCC messaging. However, currently there are no clear mapping of these influencers and leaders and strategies on how to get them involved in the Movement.

“We were supposed to involve influential people (political, sports, other people who have passion for nutrition) - we need to improve on this one.”- Seqota Declaration focal person³⁰

There is lack of clear guidelines and structure post-workshop to ensure the momentum is kept by participants. During the workshops, participants were not able to come up with clear next steps due to lack of guiding structures around their role and responsibilities. Furthermore, there is lack of systems to hold stakeholders accountable on next steps after the workshops. This has all led to information dissemination ending with the participants and does not trickle down.

Research Question 2 & 3: Is there support for the movement and SBCC messages and do implementing sectors have the necessary resources to implement activities?

In the ideal process, there are 5 main activities that needed to be carried out in order to fulfil its goal as shown in the pathway to change in Figure 16. These are:

- PDU to establish an SBCC working group at all levels to have forums to create strategies for success and discuss their goals. These then meant to mainstream each sector’s workplan that target behavioral change activities.
- PDU and SBCC partners to conduct capacity building activities for sectors to develop an SBCC mainstreaming guide and capacity build sector officials with the intended goal of increasing the likelihood of having behavioral change activities.
- Conduct training of frontline workers to improve their SBCC messaging communication skills to better deliver the messaging in their routine activities and engage key target groups on nutrition best practices and effect behavioral change.
- Advocate EOTC and other religious organizations to sensitize them on disseminating SBCC messages and enable them to relate messages to nutrition with the goal of engaging target groups to effect behavioral change.
- Broadcast SBCC messages through influential individuals via diverse media to ensure priority SBCC messages are heard by the broad section of the public and in the end effect behavioral changes.

For all this to take place, certain assumptions need to hold as shown in Table 15.

³⁰ Question asked “What sensitization activities have been conducted so far? (for each one) Who attended these sensitization activities? (note only categories of attendees).”

Figure 16: Pathway to change components addressed by research question 2 & 3

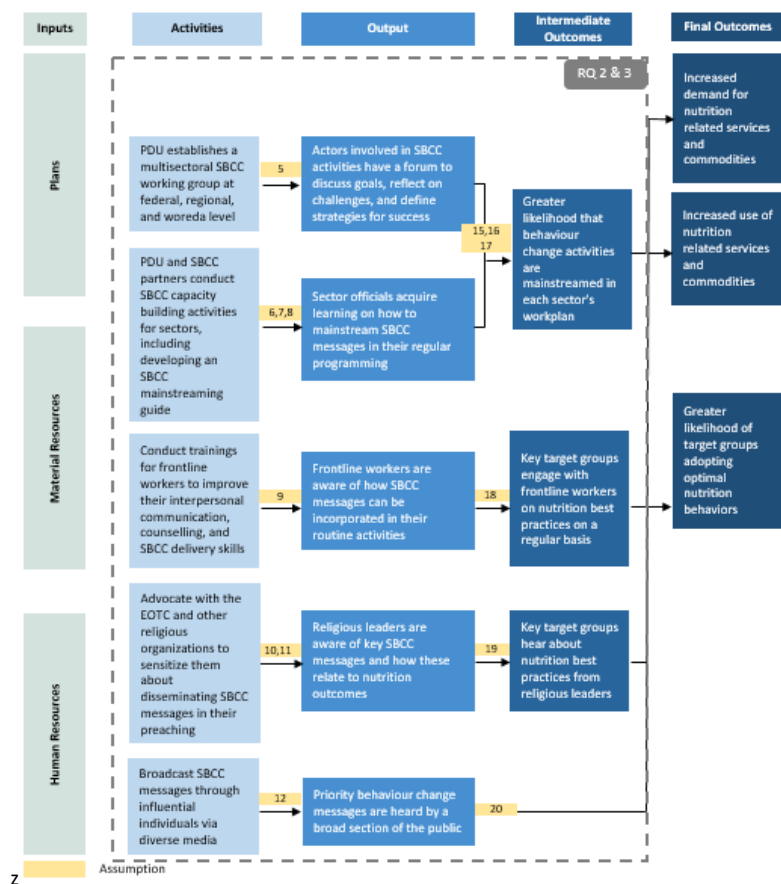


Table 15: Assumptions investigated under research question 2 & 3

#	Assumption
5	Sector bureaus/ministries have staff and material resources to contribute to a working group
6	Clear and standardized implementation guidelines
7	Sector officials attend workshops
8	Sector officials engage with the content of the workshops
9	Frontline workers attend trainings
10	Religious leaders participate in sensitization activities
11	Religious leaders engage with the content

12	Individuals brought on board are aware of SBCC messages
15	Forum is convened regularly to discuss successes, challenges, and ways forward
16	Trained individuals have time and mandate to lead SBCC mainstreaming activities in their respective sectors
17	Trained individuals receive material support for SBCC mainstreaming activities
18	FLWs have time and capacity to implement these SBCC activities as part of their routine work
19	Religious leaders agree to incorporate SBCC messages in their activities
20	Targeted media platforms are accessed by SBCC target groups

We share our detailed findings for this research question below.

What has been implemented to date

There have been several workshops held to create SBCC working groups. These workshops have targeted various sector officials who actively engage with the content and are able to have champions nominated or volunteered to steer the 1000+ Days Movement within their working groups and in their sectors. Only one example was cited as being effective as where they were able to get a strong champion to spearhead the Movement and this was referred to as the ‘Mama Tromba’ initiative (cited by a PDU member).

Workshops for religious leaders have managed to mainstream SBCC messaging and start disseminating to the community. Workshops held for religious leaders have been the most effective to date. These workshops have been able to get buy-in from religious leaders, address any push back and guide them to create sermon guides around the SBCC messages to disseminate to the community.

Gaps in implementation

Generally, workshops are not effectively carrying out their task of guiding the stakeholders through the process of creating their working groups and mainstreaming the SBCC messages. This is driven by lack of guiding structures focused on behavioral changes that can be shared and offer structure.

There is also lack of buy-in to drive the 1000+ Days Movement and SBCC messaging by target influencers and leaders. After workshops, target participants are not driving the 1000+ Public Movement or the SBCC messaging as there are no structure in place to guide them and hold them accountable.

It was also raised that there are resource limitations to carry out the relevant capacity building activities. This is in part due to lack of high-level push for the innovation to ‘force action’, lack of clear guidelines and structures and limited resources to conduct the workshops frequently. but this is rarely the case.³¹

Within the influencers and leaders, there is also lack of resources to implement recommended activities such as capacity-building workshops for frontline workers, media advertisements and so on. The lack of resources is due to influencers and leaders not being guided on how to use available resources to carry out activities and also general lack of resources.

³¹ Question asked, “Overall what have been the main achievements of the Public Movement to date?”

6.3 IMPLICATIONS FOR THE INNOVATION

1000+ Days was successfully launched and have been able to carry out several workshops. These efforts have been successful in raising awareness of the Seqota Declaration itself, which has been a necessary condition for the success of the implementation of initiative. Within workshops that were conducted, religious leaders were able to create summon guides that integrate the SBCC messages and this is being disseminated with the community.

Moving forward, there is need to continue on with implementation addressing the challenges that have come about to date. While there needs to be a focus on gaining access to more resources to implement the 1000+ Days Public Movement, there is guidance that is needed for sectors, religious leaders, and other stakeholders on how to implement these SBCC messages within their program. We offer the recommendations below as possible solutions the PDU could take up.

6.4 RECOMMENDATIONS

These recommendations are all short term as the challenges are not on lack of implementation but on improving implemented process.

Recommendations	RQ	Priority	Effort
Develop a clear mission, vision, and guidelines for the 1000+ days public movement with technical expert input on behavior change strategies and implementation.	1-3	High	Low
Reach out to high-level officials during Seqota Declaration review meetings and workshops and involve them in the 1000+ Days Public Movement as champions with clear tasks and timelines to drive the innovation within their sectors and report back every review meeting on progress made. They will also help reprioritize the innovation and make sure it is always being worked on and making strides.		High	Low
Set time aside in existing Seqota Declaration meetings and workshops to plan how sectors can coordinate and disseminate 1000+ Days Public Movement activities and ensure sectors to incorporate them into their planning. Within each review meeting, time can be set aside for progress updates and reprioritization of plans.		Low	Low
Use existing Seqota Declaration meetings to plan with influencers and leaders on how they can use existing resources to disseminate SBCC messaging. This can be through setting time aside to sit with each sector and walk through their plans and how they can integrate SBCC messaging in them. This can be done for a few sessions until the influencers and leaders are able to do it on their		Low	Low

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own and in the future focus on providing their intended plans during meetings.

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7. CONCLUSION

Overall, the Seqota Declaration is making great strides in implementing the innovations and achieving their intended goals. Through review meetings and in-depth work with sectors, the program has been able to bring sectors together to work towards the common aim of ending childhood stunting. Sectors and woreda officials are aware of Seqota Declaration activities and initiatives, and are attending review meetings. For example, they have been able to set up KPIs with sectors to measure performance and present these during review meetings. Furthermore, they have also managed to set up the UNISE system and are in the process of piloting it before rolling it to all sectors to officially have a robust web-based nutrition data management system to collect high quality data to allow for data driven decision making within and across sectors. Lastly, they have also been able to carry out a baseline survey within a sample of Seqota Declaration woredas and have started sharing the findings with sectors to provide them with a benchmarking, targeting and planning starting point. There are other accomplishments the Seqota Declaration has been able to accomplish, and they are explained within the findings in the report.

However, there is still work ahead for the Seqota Declaration to be able to accomplish its goals using these innovations. There are several process and system improvements that will need to be taken up to enable the Seqota Declaration to overcome current stumbling blocks impeding its overall success. There were innovation specific findings and recommendations that are shared within the report but across innovations the following findings and recommendations stood out:

- **Continue to cultivate engagement and buy-in at the highest levels within the Ethiopian Government.** The Seqota Declaration has built greater buy-in and awareness among stakeholders over time. However, it would still benefit from more frequent and targeted engagement with the highest-level decision-makers, including the Deputy Prime Minister and Sector Ministers. The Ministerial Learning Journey was a valuable activity that has built strong momentum. We encourage the PDU to prioritize its plan to continue to engage these decision-makers over the rest of the Innovation Phase.
- **Formulate more specific definitions of all innovations and the cross-cutting functions, as well as a clearer strategy for how to achieve them.** While stakeholders understood the innovations on a high level, people often had different ideas of 1) how the innovations were meant to function, 2) what role they were meant to play in the overall Seqota Declaration, and 3) how specifically they contributed to the cross-cutting functions. In some cases, stakeholders did not have knowledge of any of the innovations. Further, a lack of a clear plan and set of next steps for the various innovations may have added to confusion and slow progress. Providing more detailed plans for how each innovation will accomplish these cross-cutting functions can provide a road map that will unify stakeholders and contribute to better coordinated efforts.
- **Prioritize across the cross-cutting functions and delegate ownership to specific people.** Several of the innovation-specific process evaluations revealed that the innovations have laid the groundwork for fulfilling the cross-cutting functions, but there is not yet full ownership for driving these functions both within the PDU and amongst external partners such as the Seqota Declaration focal persons. More explicit delegation could drive ownership.

- **More clearly define roles and responsibilities between the PDU and the sectors at all levels.** Several interviews revealed competing visions of the role of the PDU versus the sectors. This can lead to inaction and frustration. More clearly defining the roles and responsibilities between the PDU and the sectors can drive more coordinated action and promote ownership.
- **Provide greater support to the sectors to address capacity shortages.** Sectors consistently cited capacity and resource gaps as a result of added work and responsibilities to complete Seqota Declaration activities. The PDU can be a thought partner to the sectors to help them formulate plans for bringing on additional capacity or leveraging existing systems to minimize the additional burden of implementing Seqota Declaration activities. This will also help Seqota Declaration activities to be seen as complementary and building on existing sectoral priorities.

In conclusion, **Seqota Declaration has taken up a noteworthy initiative and** will support Ethiopia as it works to tackle one of the major challenges facing the country. This evaluation is a starting point for the Seqota Declaration to take its efforts to the next level and drive the innovation ahead with greater speed, efficiency and impact.

8. LIMITATIONS AND MITIGATION STRATEGIES

There were limitations to our study. These as well as strategies we employed to mitigate against them are outlined in Table 16.

Table 16. Process evaluation limitations and mitigation strategies

Limitations	Mitigation
1. Innovation pathways to change were created based on limited available documentation of plans and current implementation.	<ul style="list-style-type: none"> Ensured pathway to change and associated research questions were reviewed by stakeholders who were aware of the implementation plan for each innovation. Updated pathway to change based on process evaluation findings where relevant.
2. Process evaluation was intended to be light-touch given the level of maturity of the current innovations under the Seqota Declaration.	<ul style="list-style-type: none"> Despite the light touch scope, we interviewed almost all PDU members, included at least one respondent from each sector at the federal level and interviewed officials from 2-4 sectors at the regional and woreda level to ensure the representativeness of our sample.
3. Some key informants were unavailable due to other commitments, leading the timeline to get pushed back or preventing us from interviewing them entirely.	<ul style="list-style-type: none"> Prioritised questions asked to informants who were available but had limited time.
4. Given the dynamic nature of the Seqota Declaration and that the innovations are still young, new activities are taking place that enhance their implementation. For example, activities such as the inter-ministerial journey will likely help to strengthen implementation over time, but given the short time period between this activity taking place and interviews, these activities were not always reflected in respondents' answers.	N/A

Commented [HL2]: I would say one other potential limitation is inability to follow-up with many of the respondents. In reviewing the data, I can definitely see many questions that we might have liked to ask to clarify and expand on what they said. Perhaps don't want to put this here if we didn't have a precise mitigation strategy but it is something worth building in to future work

Commented [nh3]: Mallika – did this actually happen? I feel like it did not

Commented [nh4]: This should be phrased as “This was intentionally

JWM: Kindly clarify

Commented [nh5]: Mallika – can you add in details on when it took place?

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These limitations as they relate to a specific innovation have been noted in the results above.

9. REFERENCES

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3. Federal Democratic Republic of Ethiopia (2018). *Seqota Declaration Innovation Phase Investment Plan 2017-2020.*
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10. APPENDICES

APPENDIX 1: PDU QUESTIONNAIRE AND ASSUMPTIONS

Table 17: Data Collection Details for PDU Process Evaluation

#	Assumption	Key Question	Method	Informants	Code
Research Question 1: Is progress being shared and are next steps being coordinated effectively in the review meetings?					
1	PDU has the political backing required to incentivize attendance of key stakeholders in implementing sectors	Do implementers perceive the PDU review meetings as important?	Semi structured interviews	PDU program managers and senior program manager	
12	Stakeholders engage with performance data and actively participate in meetings	Do review meeting attendees actively participate in the meetings?	Interview/attendance data if available	PDU and sector leadership	
2	PDU receives activity data from sectors and implementing partners on time	Do sectors deliver activity data for the review meetings on time?	Semi structured interviews	PDU MEL advisor and sector focal points	
3	PDU receives outcome monitoring data on time	Does the PDU receive outcome monitoring data on time?			NB
4	PDU sets appropriate targets that are adopted by implementers	How appropriate do implementing sectors perceive the targets to be?	Semi structured interviews	PDU and leadership of implementing sectors	
5	PDU communicates results in a clear and actionable way	What are implementer perceptions around the relevance of the performance results for their work?	Semi structured interviews	Typical review meeting attendees	
6	PDU program managers have required technical knowledge	Do PDU program managers have the technical knowledge required to help sectors identify and alleviate roadblocks?	Semi structured interviews	PDU program managers and senior program manager	
7	Implementers trust that PDU has aligned interests and required expertise to identify appropriate next steps	Do implementers feel like the PDU is aware of implementer constraints and helps them with realistic solutions?	Semi structured interviews	PDU senior program manager and sector focal points	
13	Sector leadership feels accountable to peers and actors within their sectors	Do ministers feel accountable to their peers and other actors within their sector?			OS
Research Question 2: Are the next steps agreed upon by the FPDU and implementers being taken forward?					

15	PDU follows up on progress of agreed upon next steps	What mechanisms are in place for the PDU to follow up on agreed upon next steps?	Semi structured interviews, document analysis	FPDU and RPDU senior program managers	
8	Implementers buy into the Seqota goal and are willing to commit to next steps	How committed are implementers to the Seqota goal vis a vis their other priorities?	Semi structured interviews	PDU senior program manager and sector leadership	
14	Ministers/regional presidents use their influence to promote sector bureaus' ownership of SD goal and associated initiatives	To what extent do ministers/regional presidents use their influence to promote sector bureaus' ownership of SD goal and associated initiatives			OS
16	Implementers have resources and know- how to carry out agreed upon next steps	Do implementers have resources and know-how to carry out the next steps?	Semi structured interviews	Sector ministers or other senior leadership	
Research Question 3: What are the main barriers and facilitators to mobilizing resources for the Seqota Declaration?					
9	Proposals/request for additional funding are successfully granted	How many requests for funding did the PDU submit and how many were granted?	Semi structured interviews	PDU senior program manager, Big Win	
17	Resources can be used as required and intended	Do implementers experience any difficulties accessing funds?	Semi structured interviews	Sector ministers or other senior leadership and finance people	
Research Question 4: Is technology being successfully transferred through activities organized by the PDU?					
10	The appropriate representatives take part in these activities and can transfer knowledge within their departments	Who participates in technical transfer activities and how does this learning get transferred to the rest of the department?	Semi structured interviews	PDU program managers and senior program manager, sector focal points	
18	Implementers have resources and support to implement new activities based on acquired technical knowledge	Do implementers have resources and support to implement technological innovations/new activities?	Semi structured interviews	Sector ministers or other senior leadership and finance staff	
Other (not research questions and not included in the process evaluation but are part of the pathway to change)					
11	Citizens care about the nutrition agenda and the Seqota Declaration goal	How does the public engage with progress on the Seqota Declaration?			OS, AI
19	Implementers feel accountable to the public for achieving results	Do implementers feel accountable to the public for achieving results?			OS

APPENDIX 2: DATA REVOLUTION QUESTIONNAIRE AND ASSUMPTIONS

Table 18: Data Collection Details for Data Revolution Process Evaluation

#	Assumption	Key Question	Method	Informants	Code
Research Question 1: How well are current data collection, analysis, and sharing systems operating?					
1	PDU successfully sets up an annual outcome monitoring system to get data on household level outcomes	What are current plans for the PDU to conduct annual outcome monitoring?	Semi-structured interviews, Document review	PDU Senior Program Manager and MEL advisor	
2	Sectors agree to include UNISE indicators in their routine monitoring tools from kebele level up	What are current plans to incorporate UNISE data elements into sectors' routine monitoring systems?	Semi-structured interviews, Document review	PDU Senior Program Manager and MEL advisor	
3	Sectors agree to use standardized data collection tools at the Kebele level and are trained on how to use them	Are actors at all levels using standardized data collections tools being used to generate data for UNISE indicators?	Semi-structured interviews, Document review	Data focal persons at all levels (kebele and up) and for each sector	
4	Actors at kebele level receive data on time from extension workers	How does the PDU plan to address data flow challenges that have been experienced to date?	Semi-structured interviews, Document review	PDU Senior Program Manager and MEL advisor	
5	Actors at/above kebele use PDU provided tools to aggregate data before sending upwards	How does data from the kebele level and upwards get aggregated before being shared to the next level?	Semi-structured interviews, review of routine monitoring data	Woreda and Regional M&E/sector focal persons	
6	Woreda office has computers and a stable electricity and internet connection so they can send data upwards	Do woreda offices have the necessary infrastructure to share data electronically?	Semi-structured interviews	Woreda administrator	
7	Actors at all levels do data quality assurance using PDU provided tools before sending data upwards	What processes are used to ensure data quality at all levels?	Semi-structured interviews, review of routine monitoring data	Woreda, regional and federal level data focal points, and FPDU MEL advisor + RPDU MEL analyst	
14	All expected users are trained on how to use UNISE	How well trained are intended UNISE users?	Semi structured interviews	PDU senior program manager and sector focal persons	
15	Actors at woreda level and above use standardized data analysis methods to generate insights from UNISE platform	What methods do woreda, regional and federal level officials use to generate insights from UNISE?	Semi structured interviews, document review	Woreda, regional and federal level data focal	

				points, FPDU MEL advisor and RPDU MEL analyst	
16	UNISE dashboard is user-friendly and designed to help users generate custom insights with relative ease	What are user perceptions around the usability and available functions in the UNISE dashboard	Semi-structured interviews	Woreda and regional focal points from UNISE pilot woredas	
17	Implementers can access the platform	Are there any access issues around UNISE?	Semi-structured interviews	Woreda and regional focal points from UNISE pilot woredas, FPDU MEL advisor, RPDU MEL analyst	
18	Implementers use this data to drive decision making	Are data from this system used in monthly performance review meetings at all levels?	Semi-structured interviews, document review	Woreda administrators, FPDU MEL advisor + RPDU MEL analyst and regional sector focal persons	
Research Question 2: Has the KPI structure been successful at improving performance management processes?					
8	Sectors agree to KPIs	What are ministry stakeholders' perceptions around the SD KPIs?	Semi-structured interviews	Sector focal persons and leadership, FPDU senior program manager	
9	PDU receives summary data from sectors on time	How well do the data flow processes work ahead of review meetings?	Semi-structured interviews	FPDU and RPDU MEL advisor analyst and maybe program managers	
19	Sectors believe that data on their performance is credible and KPIs are good indicator of progress	Do sector stakeholders believe that data on their performance is credible and that KPIs are a good indicator of progress?	Semi-structured interviews	Sector focal persons and leadership, FPDU senior program manager	
20	Group review meeting promotes greater vertical (within sector) and horizontal (across sectors) accountability to achieve results	Do the group review meetings promote greater vertical (within sector) and horizontal (across sectors) accountability to achieve results?			OS
Research Question 3: Have the results from the baseline survey been incorporated into the sectors' planning for implementation?					
10	Baseline is perceived to be well conducted and there is confidence that estimates are credible	What are perceptions around the credibility and usefulness of baseline results?	Semi-structured interviews	Sector focal persons and leadership, FPDU, RPDU senior program managers and program managers, Big Win leadership who attend high-level meetings	
11	Baseline results well disseminated to implementers and decision makers	How aware are key stakeholders of baseline results for their sectors?	Semi-structured interviews, review of	Sector focal points and leadership, FPDU, RPDU	

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			materials that have been shared so far	senior program managers and program managers	
21	Implementers use baseline data for gap identification and to determine which programs to prioritize/areas to target	Do implementers use baseline data for gap identification and to determine which programs and areas to prioritize?	Semi-structured interviews		
22	Political support for targeting based on this type of gap identification exists	Are there any political barriers to targeting programs on the basis of baseline data?	Semi-structured interviews		
Other (not research questions and not included in the process evaluation but are part of the pathway to change)					
12	Endline is perceived to be well conducted and there is confidence that estimates are credible	What are perceptions around the credibility of endline results?			NB
13	Endline results well disseminated to implementers and decision makers	How have endline results been disseminated to decision makers?			NB
23	PDU/other stakeholders champion the use of endline impact estimates in relevant policy forums	How are endline results being leveraged in policy forums?			NB
24	Estimates from the endline are appropriately interpreted	Are the appropriate caveats being attached to endline estimates during policy discussions?			NB

APPENDIX 3: CWP QUESTIONNAIRE AND ASSUMPTIONS

Table 19: Data Collection Details for CWP Process Evaluation

#	Assumption	Key Question	Method	Informants	Code
Research Question 1: How well are the processes to create a CWP currently functioning?					
1	Sector focal persons in the regional bureaus are aware of ongoing and planned nutrition related activities in their sectors at the woreda level	Are sector focal persons in the regional and woreda bureaus aware of ongoing and planned nutrition related activities in their sectors at the woreda level?	Semi-structured interviews	RPDU program managers, woreda sector focal persons, regional sector focal persons	
2	Sector focal persons in regional bureaus have the mandate to share resource related information with the PDU	Do sector focal persons in regional and woreda bureaus have the mandate to share resource related information?	Semi-structured interviews	RPDU program managers, woreda and regional sector focal persons	
3	RPDU provides guidance on nutrition activities to prioritize	How does the RPDU provide guidance to sector bureaus on which nutrition activities to prioritize?	Semi-structured interviews	Woreda and regional sector focal persons, RPDU program managers	
4	All sectors and implementing partners are represented at the planning workshops	Are all SD sectors and implementing partners represented at the CWP workshop?	Semi-structured interviews, review of attendance registers/meeting notes	Workshop convener, RPDU senior program manager	
5	Sector representatives at the workshop have the mandate to make decisions about implementation activities	Do the sector representatives at the workshop have the mandate to make decisions about implementation activities?	Semi-structured interviews	Woreda and regional sector focal persons, RPDU program managers	
6	FPDU feedback is relevant and timely	Is FPDU feedback relevant and timely?	Semi-structured interviews	Woreda sector focal persons, woreda administrators	
7	CWP is comprehensive in terms of activities, actors, resources and expected timelines	Is the CWP comprehensive in terms of activities, actors, resources and expected timelines?	Semi-structured interviews	Woreda administrators, RPDU	
8	Woreda and regional actors compare activities in the plan against an ideal list of activities	Does the planning process involve a gap identification component?	Semi-structured interviews	Woreda administrators, RPDU	
9	CWP captures PDU sector-specific guidance on which low cost, high impact nutrition activities to prioritise	Does the CWP include a list of priority activities recommended by the RPDU?	Semi-structured interviews	Woreda administrators, RPDU	

Research Question 2: Are CWP's being used as intended by woreda level actors?					
10	Woreda bureaus are able to change activities based on CWP discussions	Are woreda bureaus able to modify implementation based on CWP discussions?	Semi-structured interviews	Woreda administrators, RPDU	
11	Implementing partners are able to alter plans and agreements at the woreda level	Are implementing partners able to alter plans and agreements at the woreda level?	Semi-structured interviews	Development partners, woreda administrator, RPDU	

APPENDIX 4: 1000+ DAYS PUBLIC MOVEMENT QUESTIONNAIRE AND ASSUMPTIONS

Table 20: Data Collection Details for 1000+ Days Public Movement Process Evaluation

#	Assumption	Key Question	Method	Informants	Code
Research Question 1: Have sensitization activities, capacity building workshops and other trainings been carried out and what were their successes and challenges?					
1	Launch is well attended by political leaders and implementers across sectors	Was the launch well attended by political leaders and implementers across sectors?			NB
2	Launch attendees actively participate in the launch	Did launch attendees actively participate in the launch?			NB
3	Political and community decision-makers attend these workshops	Who attended the sensitization workshops?	Semi-structured interviews	PDU communications advisor, senior program manager	
4	Political and community decision-makers engage with the content of the workshops	Did political and community decision makers engage with the content of the workshops?	Semi-structured interviews	PDU communications advisor, senior program manager	
7	Sector officials attend workshops	Do sector officials attend SBCC workshops?	Semi-structured interviews	PDU communications advisor, senior program manager	
8	Sector officials engage with the content of the workshops	Do sector officials engage with the content of the workshops?	Semi-structured interviews	PDU communications advisor, senior program manager	
9	Frontline workers attend trainings	Do most frontline workers attend SBCC trainings?			NB

10	Religious leaders participate in sensitization activities	Do religious leaders participate in sensitization activities?	Semi-structured interviews	PDU communications advisor, senior program manager	
11	Religious leaders engage with the content	Do religious leaders engage with the content?	Semi-structured interviews	PDU communications advisor, senior program manager	
12	Individuals brought on board are aware of SBCC messages	Are influential individuals who are brought on board are informed about SBCC messages?	Semi-structured interviews	PDU communications advisor, senior program manager, influential individuals recruited to back the movement	
Research Question 2: Is there support for the goals of the movement and the priority SBCC messages?					
13	Political leaders and stakeholders support the goals and vision of the movement	Do political leaders and stakeholders support the goals and vision of the movement?			NB
14	Religious leaders, men/husbands, elders, and other important community gatekeepers support key SBCC messages	Do religious leaders, men/husbands, elders, and other important community gatekeepers support key SBCC messages?			OS
19	Religious leaders agree to incorporate SBCC messages in their activities	Do religious leaders agree to incorporate SBCC messages in their activities?	Semi-structured interviews	PDU communications advisor, senior program manager, some community gatekeepers	
Research Question 3: Do implementing sectors have the necessary resources to implement SBCC mainstreaming activities?					
5	Sector bureaus/ministries have staff and material resources to contribute to a working group	Do sector bureaus/ministries have staff and material resources to contribute to a working group?	Semi-structured interviews	Sector focal persons or leadership	
6	Clear and standardized implementation guidelines	Are the implementation guidelines clear and standardized across sectors?			NB
15	Forum is convened regularly to discuss successes, challenges, and ways forward	Does the working group convene regularly to discuss successes, challenges, and ways forward?			NB
16	Trained individuals have time and mandate to lead SBCC mainstreaming activities in their respective sectors	Do trained individuals have time and mandate to lead SBCC mainstreaming activities in their respective sectors?			NB

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17	Trained individuals receive material support for SBCC mainstreaming activities	Do trained individuals receive material support for SBCC mainstreaming activities?	Semi-structured interviews	PDU communications advisor, senior program manager	
18	FLWs have time and capacity to implement these SBCC activities as part of their routine work	Do FLWs have time and capacity to implement these SBCC activities as part of their routine work?			NB
Other (not research questions and not included in the process evaluation but are part of the pathway to change)					
20	Targeted media platforms are accessed by SBCC target groups	Are the media platforms engaged by the movement accessed by SBCC target groups?			NB

