

# Coordination: Benin, Burkina Faso and Senegal



## COORDINATION: BENIN, BURKINA FASO AND SENEGAL

Anchoring nutrition coordination at the political level of government: examples from Benin, Burkina Faso and Senegal.

Addressing malnutrition requires the collaboration of multiple sectors and stakeholders. Through collaboration, much can be achieved that cannot be achieved by acting alone. Coordination is therefore critical to the success of multisectoral and multi-stakeholder action, which is the very foundation of the Scaling Up Nutrition (SUN) Movement. Activities undertaken by the relevant stakeholders should be aligned to common priorities and goals, and laws and policies need to be in place to underpin a strong multisectoral framework.

Coordination at a high political level is an effective means to mobilise all sectoral ministries, civil society, technical and financial partners, institutions, and other actors, as well as to facilitate the mobilisation of domestic and external resources.

This case study presents examples of positioning a multi-stakeholder platform (MSP) at the highest political level in Benin, Burkina Faso and Senegal. It explores the opportunities, challenges addressed, underlying enablers, and lessons learned.

# Benin: The Food and Nutrition Council

Benin: Joined the SUN Movement in 2011

Since the 1990s, Benin has experienced a stable and democratic government, accompanied by steady economic growth, and ranks 158th of 187 countries in the 2020 Human Development Index.<sup>1</sup> Benin made important commitments at the 2013 Nutrition for Growth summit; pledging to reduce chronic malnutrition to 30% by 2020; to increase exclusive breast-feeding rates to 46% by 2020; and to maintain levels of wasting at less than 5% among children under five years old.<sup>2</sup> In 2020, under-five stunting is 32.2% (higher in rural areas), 0 to 5 month-old exclusive breastfeeding is 41.4%, and under-five wasting remains at 5%.<sup>3</sup>

## Pathway to the anchorage of the MSP at the highest political level in Benin

A multisectoral approach has largely been acknowledged by Beninese nutrition actors as the way forward since the 1970s, when Benin became a centre for multi-disciplinary nutrition studies in West Africa.

To overcome stakeholder clashes and lack of harmonisation, a consensus workshop was held in 2007 on the economic policy of reforms in Benin's nutrition sector. This initiated a process for the institutional anchorage of nutrition policy at the highest level of the state. From 2008 to 2010, key steps were taken via technical and financial support from the World Bank (WB), UNICEF and WHO, culminating in Benin joining the SUN Movement and establishing the Food and Nutrition Council (CAN) at the level of the President of the Republic of Benin in 2011 (Figure 1). With the President's support, the process was championed by the late Joseph Dossou Hessou, Nutrition Focal Point. Hessou led a Nutrition Core Group, comprised of eight sectoral national experts,<sup>4</sup> training and research institutions, civil society and non-governmental organisations (NGOs).

The estimated cost (including the advocacy efforts, workshops, production of key documents etc.) required to anchor nutrition at the highest level of the state is approximately two hundred million CFA francs (US\$365,000).<sup>5</sup>

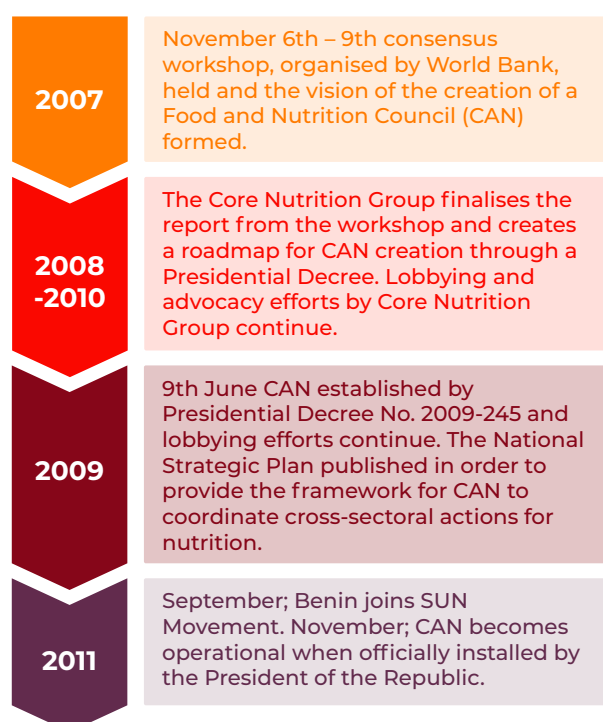


Figure 1: The road to the creation of the CAN

1 <http://hdr.undp.org/en/content/latest-human-development-index-ranking>

2 [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/207274/nutrition-for-growth-commitments.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/207274/nutrition-for-growth-commitments.pdf)

3 SUN Country Profile, 2020 <https://progress.scalingupnutrition.org/country-profiles/benin/>

4 Agriculture, Health, Social Protection, Planning and Development, Economy and Finance, Decentralisation and Local Governance.

5 From key informant interviews.

### **Key documents developed by the CAN during the process to institutionalise nutrition coordination at the political level:**

- Development of a vision and roadmap
- Participatory elaboration and adoption of a PSDAN (Strategic Plan for Food and Nutrition Development)
- Development and costing of PANAR (Results-Based Food and Nutrition Programme)
- Common Results Framework (2016-2025)
- Development of an institutional communication plan on nutrition

### **The CAN's vision:**

'A country where every individual enjoys a satisfactory nutritional status in order to participate fully in the development of an emerging Benin'.

## **Roles and Responsibilities of the CAN**

The CAN is a multi-stakeholder platform, which brings together many different sectors involved in nutrition. The platform is the centre of decision making, where nutrition research and the academic world have a prominent place. The CAN is acknowledged and endorsed by every actor in the food and nutrition sector as the main platform for coordinating cross-sectoral actions. The CAN platform is responsible for defining the National Food and Nutrition Policy; developing, implementing, monitoring and evaluating the National Action Plan on Food and Nutrition; and coordinating actions related to food and nutrition.

With WB support, in 2014 the government provided offices and increased the number of staff to ten permanent state employees and 27 temporary staff hired through project funding. Today, 22 staff are contracted under the CAN through the WB, alongside the ten permanent state employees.

## **Structure of the CAN**

At national level, the CAN is chaired by the President of the Republic through a representative (Minister of State Secretary General of the Presidency of the Republic, ME-SGPR).<sup>6</sup> Its 17 members include the Ministers of Finance, Health, Agriculture, Social Protection, Development, Decentralisation and Trade (Figure 3). It also includes other stakeholders through decentralised collectives comprising the National Association of Municipalities of Benin (ANCB), civil society organisations, the private sector, farmers' organisations, and research and training institutions. The United Nations system agencies, donors, and international NGOs are also involved.

To support its work, the CAN has a Permanent Secretariat (SP-CAN), which rotates through the ministries and acts as the executive body. The SP-CAN is also the SUN Focal Point. Additionally, there is a steering committee; a technical arm composed of a small team in charge of coordinating sectoral interventions; and a clear set of directors for different activities under the MSP (Figure 2).

The CAN meets twice each year in their ordinary sessions: once for the validation of the annual action plan and once for the mid-term assessment of stakeholders' actions. Extraordinary sessions can be organised as required.

In Benin, sub-national MSPs operate in small municipalities and are chaired by the mayor – a local high-level political convener. Municipalities are required, in parallel to establishing an MSP, to include nutrition-relevant actions within their local development plans, particularly for children under five years, with a dedicated budget of at least 5%.

<sup>6</sup> Representatives were appointed from 2011 to 2015, but since 2016 there has been a vacancy in the post of the representative of the President of the Republic. This was resolved in March 2020 with the appointment of a new representative.

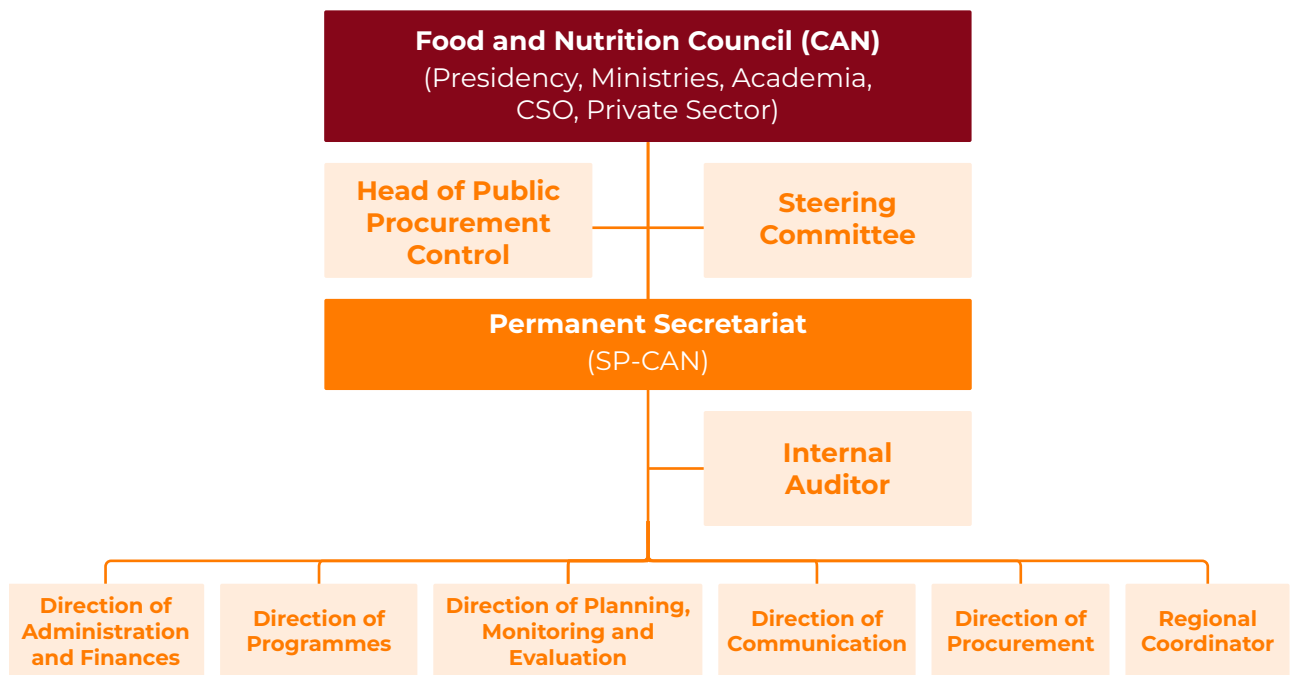


Figure 2: The CAN's structure

#### National MSP Composition Benin

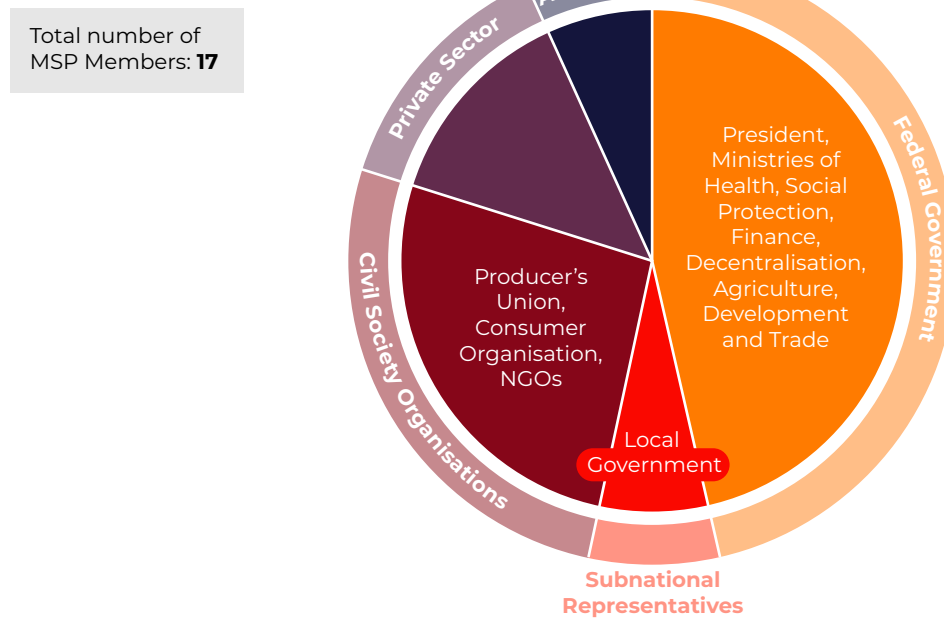


Figure 3: National MSP composition in Benin

# Key lessons learned

- **The CAN's establishment through a Presidential decree** lends the MSP legitimacy and contributes to sustainability, since this allows for the anchorage to remain at the level of the presidency despite any changes in the decree. Although the decree can be restrictive with regard to new membership, there is a degree of flexibility allowing non-members to engage in discussion with the CAN.<sup>7</sup> It is recommended that membership should be flexible enough to allow the incorporation of new members as they become relevant.
- **Formal and informal strategies** as well as the support of the technical focal points, in particular that of the World Bank, helped to overcome the fears of some actors around anchoring nutrition at the top of the state. Formal strategies included:
  - The World Bank consensus workshop that resulted in the engagement of the Core Nutrition Group and other political figures
  - Inclusion of the First Lady and the Prime Minister in those discussions, lending their support to advocacy for this cause.
  - The Global Gathering of the SUN Movement in New York, representing Benin's adhesion to the Movement.Informal strategies included:
  - Advocacy with key stakeholders, who are influencers of the presidency, to help push for publication of the decree that governs the anchorage at presidential level.
- **A costed plan with clear results** (PANAR), as well as a round table for resource mobilisation, raises awareness on the importance of nutrition amongst government actors specifically. It also helps raise awareness, engagement and funds, both nationally and internationally.
- **Technical and financial support** from actors such as the World Bank and UNICEF were key in mobilising both resources and stakeholders.
- **The presence of the Permanent Secretariat and the steering committee** is seen as beneficial to ensure continuity and oversee the MSP.
- Additionally, this anchorage facilitates **access to financial commitments from donors and development partners** that require national government counterparts.
- **Involvement of the Benin SUN Civil Society Alliance** (ASCINB) led to a budget analysis (covering the period 2016-2019) highlighting a lack of investment in nutrition.<sup>8</sup> This analysis was then used to advocate for additional resources to be allocated to nutrition by the Minister of Finance in the 2021 budget. At the sub-national level, six municipalities committed to allocating funding for nutrition in their 2020 budgets.
- The positioning of the CAN at the highest level has made it possible to have **nutrition lines in the budgets of sectoral ministries at the same time as in the CAN budget.**
- **Having a set of governing and coordinating bodies for nutrition**, which include a broad range of stakeholders from different ministries and organisations, has helped to keep nutrition on the agenda, even through political change.<sup>9</sup>

<sup>7</sup> For example, the Ministry for Primary Education is now involved in CAN activities due to the importance of school feeding programmes.

<sup>8</sup> <https://scalingupnutrition.org/spf/countries/benin/>

<sup>9</sup> [https://scalingupnutrition.org/wp-content/uploads/2020/07/From-National-Vision-to-local-implementation\\_ENG.pdf](https://scalingupnutrition.org/wp-content/uploads/2020/07/From-National-Vision-to-local-implementation_ENG.pdf)

# Burkina Faso: National Council for Nutrition

Burkina Faso: Joined the SUN Movement in 2011.

Burkina Faso is a developing country, ranking 182nd of 187 countries in the 2020 Human Development Index.<sup>10</sup> Over the last decade, Burkina Faso has made progress in reducing the prevalence of stunting and wasting; 24.9% of children under 5 years of age are still affected by stunting, which is lower than the average for the Africa region (29.1%) and 8.4% of children under 5 years of age are affected by wasting, which is higher than the average for the Africa region (6.4%).<sup>11</sup> Commitment to reducing malnutrition has been further strengthened by the Council of Minister's adoption in July 2021 of the decree that raises the institutional anchorage of the multisectoral coordination of nutrition to the Presidency of Burkina Faso, and the process that led to it.

## Multisectoral coordination in Burkina Faso

The National Council for Consultation in Nutrition (CNCN)<sup>12</sup> was established in the Ministry of Health in 2008, with a President (Minister for Health) and three Vice-Presidents (Minister for Agriculture and Food Security, Minister of Social Action, and Minister for Economy and Finance).

The CNCN brings together ministries implicated in nutrition, such as health, agriculture, education, water, hygiene and sanitation (WASH), and social protection. Additionally, NGOs, civil society, private sector, and other ministries (e.g. Economy and Finance; Animal Resources) are also represented. The CNCN's aim is to ensure liaison and coordination between the ministries and other stakeholders engaged in implementation of the national nutrition policy, acting as the body that orientates and coordinates the multisectoral, multi-stakeholder nutrition platform.

However, a number of challenges were identified: lack of a plan of action; lack of funds; difficulties in facilitating a multisectoral approach; weak decision-making power; non-functionality of the thematic committees; and insufficient links with other platforms.<sup>13</sup>

A further challenge was the separate development of policies and programmes for nutrition interventions in different ministerial sectors, resulting in a lack of common objectives.<sup>14</sup> To address these challenges, there has been an ongoing process to advocate for anchoring the MSP at the highest political level since Burkina Faso joined the SUN Movement in 2011.

## The path to anchorage of nutrition to the Presidency of Burkina Faso

Despite its limitations, the CNCN has provided a platform for multisectoral coordination of nutrition, and led to the anchoring of the platform at the political level. This process was, for the most part, a formal one; initially led by the Director of Nutrition, then since 2017, by the technical secretariat for food and nutrition/SUN Focal Point.

10 <http://hdr.undp.org/en/content/latest-human-development-index-ranking>

11 <https://globalnutritionreport.org/resources/nutrition-profiles/africa/western-africa/burkina-faso/>

12 Conseil National de Concertation en Nutrition.

13 Note to the President of the National Assembly: An adapted institutional anchoring for good coordination and better management [https://www.resonut.org/images/Documents/Note\\_finale\\_President\\_AN\\_vf](https://www.resonut.org/images/Documents/Note_finale_President_AN_vf)

14 REACHing for the SUN: UN support for scaling up nutrition in Burkina Faso <https://www.enonline.net/hex/7/burkinafaso>



It was encapsulated in the roadmap elaborated in 2019 by the President in his role as nutrition champion for the African Leaders for Nutrition (ALN) initiative, that had built upon key recommendations from the SUN Coordinator's visit to Burkina Faso a couple of months earlier. This roadmap outlines three clear commitments:

1. Adopt the national multisectoral nutrition policy (2020-2029) and the multisectoral strategic plan for nutrition (2020-2024).<sup>15</sup>
2. Upgrade the institutionalisation of nutrition to the Presidency of Burkina Faso, and appoint a political nutrition focal point to the Presidency to further support the work of the SUN Focal Point in achieving multisectoral nutrition goals.
3. Increase domestic financing for nutrition.

In addition to backing from the President of Burkina Faso, the process was supported by a wide range of stakeholders, including: the National Nutrition Champion,<sup>16</sup> the SUN Movement Coordinator, Secretariat and SUN Networks; Civil Society Network for Nutrition (RESONUT); the UN nutrition network; the Academic and Research Network (RECANUT); the Private Sector Network for Nutrition (RAPNUT); the Network of Parliamentarians for Nutrition (REPASEN); the Donor Network for Nutrition; and the African Development Bank.

The decision to anchor the CNCN at this level was, in part, guided by the following factors: firstly, the President's support of the initiative and his role as ALN. Secondly, housing the CNCN in the President's office offers greater continuity compared to the office of Prime Minister, as the former is a five-year post while the latter can change annually. Finally, this anchorage was inspired by the success of the committee fighting AIDS (CNLS),<sup>17</sup> which is housed in the office of the President.

\*18

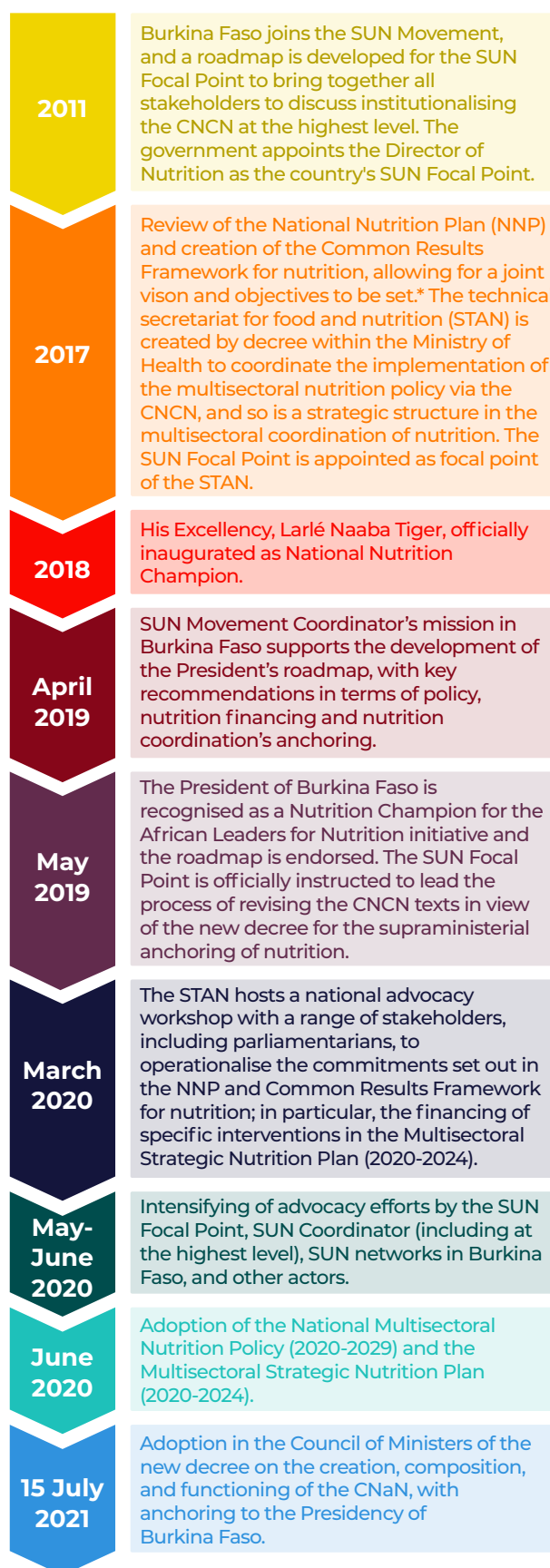


Figure 4: The road to the anchorage of the CNCN to the Presidency of Burkina Faso

15 Costed at approximately US\$463 million.

16 His Excellency Larlé Naaba.

17 Conseil National de Lutte contre le Sida.

18 Facilitated through support from [REACH partnership](#) (Renewed Efforts Against Child Hunger), a UNICEF, WHO, FAO, WFP and IFAD initiative to assist governments of countries with a high burden of child and maternal undernutrition to accelerate the scale up of food and nutrition actions.



The timeline above outlines the steps that led to the official adoption on 15th July, 2021 of the Presidential decree that replaces the CNCN, chaired by the Ministry of Health, with the National Council for Nutrition (CNaN),<sup>19</sup> anchored to the Presidency of Burkina Faso (Figure 4).

## Structure of the CNCN

As of October 2021, the CNCN is in a phase of restructuring into the CNaN following the Presidential decree. During this period, the CNCN continues to be led by the Ministry of Health through the STAN's technical focal point, who is also the SUN Focal Point.

During this transition period, the CNCN is staffed by four state officials, including the technical secretary and three research officers. STAN, which leads the CNCN, also benefits from the support of a multisectoral coordination expert, made available through the National Information Platforms for Nutrition (NIPN) project.<sup>20</sup>

## Key lessons learned:

- **Targeted advocacy and inclusive dialogue was essential** in bringing together stakeholders and convincing them of the need for the CNCN to be anchored at high political level, to ensure better coordination of nutrition in conjunction with all contributing ministries and other nutrition actors.
- **Involving all stakeholders** in the NNP review and development of the Common Results Framework led to agreement on joint vision and objectives as well as validation of the documents.
- Having the **advocacy led by the STAN/ SUN Focal Point** ensured all actors were focused in the same direction, and no parallel initiatives detracted from obtaining the objective.
- **Appointing a high-level National Nutrition Champion** acted as a catalyst for ongoing actions to improve nutrition in Burkina Faso.
- **High-level support** from the SUN Movement Coordinator, President of Burkina Faso (ANL Champion) and the National Nutrition Champion, alongside the support of a well-coordinated civil society, was decisive in the success of the process.
- Currently, the CNCN is funded by development partners. **National funding is needed to ensure sustainability**, especially for permanent staff positions.



<sup>19</sup> Conseil National pour la Nutrition.

<sup>20</sup> <https://www.nipn-nutrition-platforms.org/Burkina-Faso>

# Senegal: The Unit for the Fight Against Malnutrition

Senegal: Joined the SUN Movement in 2011.

Despite significant economic growth and relative political stability, Senegal is a least-developed country, ranking 168th of 187 countries in the 2020 Human Development Index.<sup>21</sup> Yet Senegal has had success in addressing undernutrition, experiencing marked improvements in nutrition over the last 20 years.<sup>22</sup> Research has identified multisectoral coordination for nutrition activities as one of the potential drivers for this success.<sup>23</sup> In Senegal, this is overseen by the Unit for the Fight Against Malnutrition (CLM),<sup>24</sup> a high-level national coordinating body for nutrition, anchored at the General Secretariat of the Government. The CLM actively facilitates multisectoral coordination as well as overseeing the implementation of a national nutrition programme.

## Pathway to the anchorage of the MSP at the highest political level in Senegal

In 1995, a high-level multi-stakeholder platform (MSP) was established at the level of the Presidency and anchored in the Ministry of Health (MoH), with a National Commission overseeing the implementation of the *Projet de Nutrition Communautaire 1995-2000 (PNC)*. However, analysis carried out at the end of the project cycle by the WB showed that success had been minimal, with a lack of mobilisation of stakeholders and insufficient integration of multisectoral activities. To combat these shortcomings, the CLM was created by decree in 2001 and placed under the Office of the Prime Minister. Following the dissolution of the post of Prime Minister in 2019, the CLM is situated within the General Secretariat of the Government (SGG), which is housed in the office of the President. The anchoring of the MSP at the highest level ensures great visibility, allows for stronger operational capacity, and gives better access to resources. Following the inauguration of the CLM, the number of direct players in nutrition increased from ten to over 50, including all categories of stakeholders (ministries, local authorities, civil society and private sector).

In addition, a new funding mechanism was put in place, consisting of co-funding from the World Bank and the government, with a dedicated budget line for nutrition established in the national budget. With funding and multisector, multi-stakeholder engagement, the stage was set for success.

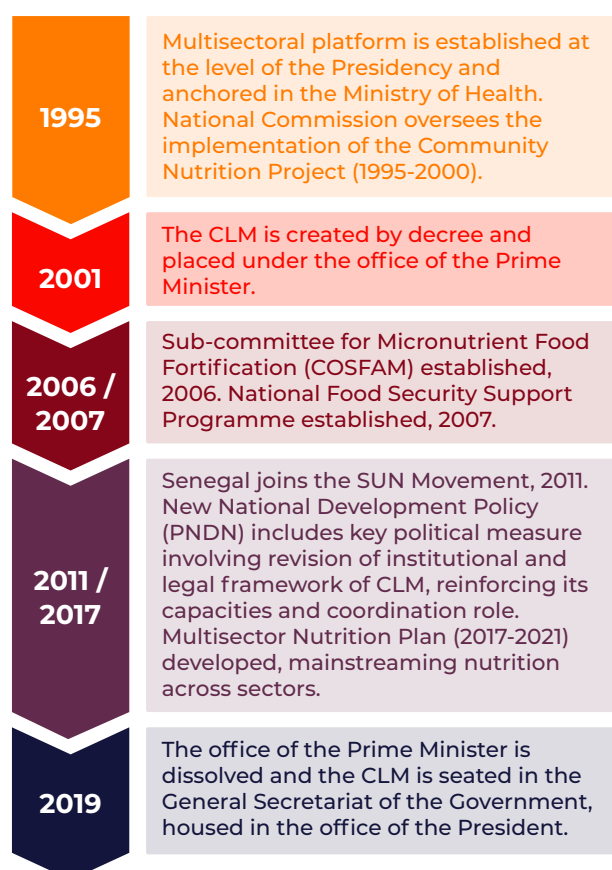


Figure 5: Steps to anchoring the CLM at the highest political level

21 <http://hdr.undp.org/en/content/latest-human-development-index-ranking>

22 Under 5 stunting is <20%, one of the lowest prevalence rates in Sub-Saharan Africa.

23 Wuehler, Sara E., Coudy Thierno Ly, Wane, 2011. Situational analysis of infant and young child nutrition policies and programmatic activities in Senegal. *Matern. Child Nutr.* 7 (Suppl. 1), 157–181. <https://doi.org/10.1111/j.1740-8709.2011.00317.x>

24 Cellule de Lutte Contre la Malnutrition.

# Roles and Responsibilities of the CLM

As Senegal's national coordinating body for nutrition, the CLM's objective is to define the national nutrition development policy (PNDN, 2015-2025)<sup>25</sup> and implement programmes through a multisectoral approach to malnutrition (PSMN 2017-2021),<sup>26</sup> bringing together multiple sectors and facilitating the incorporation of nutrition into their agendas. The CLM has strategic and operational missions, leading on the implementation of nutrition projects and programmes in Senegal.

In its coordination role, the CLM provides a centralised political and administrative hub for nutrition coordination across all sectors, and allows leaders in nutrition to centralise and coordinate their efforts with a high level of political support. Its establishment has created a government agency with the capacity for institutionalised, long-term commitment to nutrition, a legitimate platform for leadership for nutrition, and a network of multisectoral engagement.

## Roles and Responsibilities of the CLM

- Implementation of the PNDN through PSMN
- Ensure the alignment of partners in relation to the strategic objectives outlined in the PSMN
- Measure the level of achievement of performance indicators
- Conduct consultations with sectors and technical and financial partners
- Guide strategic decision-making and regularly inform the government about the nutritional situation

# Structure of the CLM

The CLM has both a National Executive Office (BEN) and six Regional Executive Offices (BER) that cover Senegal's 14 regions. The CLM is led by a National Coordinator, who is also the SUN Focal Point for the country. It is composed of representatives of ministries, civil society groups and NGOs, as well as the private sector and locally elected officials (Figure 6). The CLM has put in place a complex framework for coordination and monitoring, from national down to sub-national level (Figure 7).



Figure 6: The CLM's structure

<sup>25</sup> Politique Nationale de Développement de la Nutrition.

<sup>26</sup> Plan Stratégique Multisectoriel de la Nutrition de Sénégal – facilitated by the CLM and implemented via 12 sectoral action plans that include high-impact nutrition sensitive and nutrition-specific interventions, with each sector having its own budget and plan.

# Funding and the CLM

Long-term funding is key to the success of a multisectoral coordination platform. Senegal has secured funding, in the form of both loans and grants, through the World Bank, African Development Bank, the UN, international governments and international NGOs. Dedicated government funding covers approximately 10% of costs, including salaries for CLM staff at national and regional level, as this adds stability and allows for effective cost management. The development of strong links with the Minister of Finance has been key. This was achieved in Senegal by demonstrating the good use of funds made available, and sharing project successes as well as audits. Budget support was also a key tool in gaining the confidence of the Minister of Finance, as well as other sectoral ministers. Through budget support, the state undertakes to finance nutrition activities for certain sectors. Through this mechanism, donors make direct financial transfers to the general state budget following compliance with conditions linked to the financing of specific nutrition activities in certain sectors. For example, iron supplementation for adolescent girls in the action plan of the Ministry of Education in return for overall budget support from Canada.

The CLM includes a planning committee with representatives from all relevant ministries, including the Ministry of Finance. Each year, the committee members meet to approve the CLM's budget, as well as to plan and budget all nutrition activities to be implemented during the year by the National Executive Board. All members take an active part in this exercise, which is transparent and participative. The full involvement of the Ministry of Finance in nutrition budgeting facilitates its acceptance of the budget. The CLM also advocates strongly for the communes to budget for nutrition interventions.

**“When you envision a process for such a high level anchoring, you need the necessary resources... Without resources, it is difficult to get buy-in from stakeholders.” El Hadj Momar Thiam, National Council for the Development of Nutrition, Senegal.**

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Figure 7: Coordination and monitoring

## Benefits of anchorage at the highest political level

Prior to the creation of the CLM, nutrition was positioned under the MoH and it was difficult to bring together other sectors for successful coordination. Anchoring the CLM at the highest level demonstrated a strong political commitment and increased awareness of the need for a multisectoral approach to nutrition. Placement in the General Secretariat of the Government also protects the CLM against political instability, allowing for the smooth continuation of services and programmes.

Additionally, this positioning allows the CLM to emphasise the importance of nutrition in relation to policy elaboration and strategy development. This was highlighted at the start of the COVID-19 pandemic, when the General Secretariat requested the CLM to propose strategies to ensure food security and prevent excess cases of malnutrition. High-level anchorage meant the CLM was strongly placed not only to put forward proposals but also to act on these. A blanket feeding programme of enriched flour was implemented, reaching 250,000 children aged six months to two years over a period of three months. Alongside this, a water, sanitation and hygiene project sensitising communities to COVID-19 hygiene measures was rolled out, and nutrition services to prevent acute malnutrition in children under five years old were maintained at household level, resulting in a lower-than-expected rate of acute malnutrition. The multisectoral approach to nutrition, along with its housing in the General Secretariat, was key to this success.

Under the CLM, the favourable political environment for nutrition in Senegal has been positively exploited through a series of nutrition policies which were successfully implemented thanks to coordination expertise at government level that allowed for huge implementation capacity. These positive results have been capitalised on to mobilise resources and additional funding, both from external donors and through increased government financing for nutrition.

Additionally, successes have helped to keep nutrition high on the agenda and to maintain the engagement of other sectors.

“The anchoring has helped since it is a commitment from the highest authorities. Having the support of all the Secretaries General is easier than having the commitment of only one minister.”  
**El Hadj Momar Thiam, National Council for the Development of Nutrition, Senegal**

## Key lessons learned:

- The new anchoring of the CLM at the highest level provided an opportunity for consultation between the various sectors, making it possible to **collect opinions and to obtain a strong consensus**.
- At the point of inception, a **holistic vision** was lacking. More sectors could have been integrated from the start and a comprehensive analysis conducted.
- It is important to have **a vision with a broad appeal to all sectors**.
- **Resources (internal or external) are key**, along with their proper allocation. Sectors should be fully aware of the available funding, and whether mobilisation of internal resources will also be required to fund sector strategic plans.
- Intervention mapping has not been easy to implement because of the **lack of harmony of M&E systems**. The CLM was dependent on the different M&E structures of the sectoral ministries, with varying efficiency levels.
- Working with multiple ministries requires **a strong and constant dialogue**, especially with those whose involvement in and impact on nutrition is less obvious.
- Among the factors for successful engagement are **strong role definition** and clear lines of accountability, as well as a **strong knowledge management** learning system for institutional memory.

## Conclusion

Achieving global targets for reducing undernutrition calls for a multisectoral approach. The SUN Movement encourages coordination of both nutrition-specific and nutrition-sensitive interventions and approaches, through the creation of multisectoral and multi-stakeholder platforms and networks of relevant actors from civil society, academia, businesses and UN agencies, to strengthen coordination and action on nutrition at both national and sub-national levels. Much of the literature acknowledges the need for nutrition to be coordinated above ministry/sector level, to leverage more convening power and to avoid allocating responsibility for overall coordination for nutrition to a particular sector.

The examples of Benin, Burkina Faso and Senegal highlight that the road to anchoring nutrition coordination at high political level can be long, and that constant dialogue and advocacy are required to achieve consensus and ensure that all involved are working towards a common goal and vision. Both technical and financial support is required, along with high-level political support, as well as that of civil society, the SUN Focal Point and the SUN Secretariat.

The benefits of MSPs can be only achieved through effective and sustainable implementation, with a strong monitoring and evaluation component, the allocation of adequate resources and visibility of high-level nutrition commitments at sub-national level, along with involvement of sub-national-level actors.<sup>27</sup> All SUN countries can work towards this, regardless of where their MSP is housed.

27 Multisectoral Nutrition Programming, A review of current literature and evidence  
[https://www.enonline.net/attachments/3337/MSP\\_Literature\\_v5.pdf](https://www.enonline.net/attachments/3337/MSP_Literature_v5.pdf)

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