LEARNING ROUTE

Strengthening the Capacity of SUN Countries to Scale Up Nutrition through ‘Learning Routes’: a Pioneer Project in Senegal
Welcome to the Learning Route in Senegal!

The Learning Route in Senegal is an initiative promoted by the Scaling Up Nutrition (SUN) Movement Secretariat and the Senegalese “Fight Against Malnutrition Unit”- CLM (Cellule de Lutte Contre la Malnutrition) in partnership with PROCASUR Corporation.

The aim of this Learning Route is to improve knowledge of SUN countries regarding good practices and successful initiatives in nutrition by facilitating their access to hands-on methods and tools developed by Senegal, promoting the sharing of good practices and experiences among SUN members and strengthening networking among the Movement’s members.

Map of Senegal
Logistic Information
Strengthening the Capacity of SUN Countries to Scale Up Nutrition through ‘Learning Routes’: a Pioneer Project in Senegal

Travel recommendations

The Learning Route will officially start in Dakar on Monday 26 May 2014 at 09:00am and will finish on Sunday 01 June 2014 at 03:00pm, at the same venue. Participants are kindly invited to arrive in Dakar on Sunday the 25th of May and travel back to their place of origin on the afternoon of Sunday the 1st of June.

The Travel Agency Access Voyages (accessvoyages@hotmail.com) in Dakar will take care of all logistic arrangements for your travel, including the booking of your international flight tickets and transfer from/to the airport. You will receive a personal communication with the options for your international travel.

IMPORTANT! While confirming your booking, please ensure you will travel to/from Dakar on the proposed dates and time.

Please make sure you arrive at the airport at least 2 hours before your international flight back home as migration procedures in Dakar may take up to 90 minutes.

To apply for your Visa, you must pre-enrol and fill the application form on-line, following the application process available on the following website: www.visasenegal.sn

The VISA fee is 50 EUR. The Visa applicant can choose to pay the Visa fee on-line with a valid bank card (Visa, MasterCard, etc.) or pay on arrival at Dakar’s airport.

What do you need to apply for your VISA on-line?

- A passport valid for at least 6 months
- The booking of your international flight ticket to/from Senegal
- The hotel reservation in Dakar

A scanned copy of all these documents must be attached to the application form on-line.

On arrival in Senegal: please ensure to bring with you 1 recent passport size photograph (ID format, 4x6 cm) and a printed copy of each of the documents mentioned above (flight tickets and hotel reservation).

The Learning Route Team will be happy to support you in the Visa application process. Please do not hesitate to contact us for any doubt or further information you might need. Our contact details are at the end of this Logistic Information document.

A passport valid for at least six months and a Visa Application are compulsory for all countries wishing to travel to Senegal from the 1st of July 2013, except nationals from specified countries (i.e. the citizens from the Economic Community of West African States- ECOWAS, including Benin, Guinea, Ghana, Niger and Sierra Leone, will only need a valid ID card to travel to Senegal).

The Learning Routes are considered educational tourism, so the Tourist Visa is the right kind of Visa to apply for. Please make sure you have all the required documentation to enter Senegal.

Visa

A passport valid for at least six months and a Visa Application are compulsory for all countries wishing to travel to Senegal from the 1st of July 2013, except nationals from specified countries (i.e. the citizens from the Economic Community of West African States- ECOWAS, including Benin, Guinea, Ghana, Niger and Sierra Leone, will only need a valid ID card to travel to Senegal).

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Locations
This 7-days Learning Route will include field visit to selected experience in the region of Kaolack (approximately 4hrs driving from Dakar) and meetings in the capital city with representatives from the main institutional bodies and organizations that collaborate with CLM in the design and implementation of multi-sectoral programmes on nutrition. For detailed information on the travel, please consult the Learning Route Agenda here attached.

Accommodation and Food
On the night of Sunday the 25th of May and from Wednesday the 28th of May to Sunday the 1st of June we will stay at Lagon Hotel in Dakar. The address of the Hotel is: Rte de la Corniche Est, Dakar. Telephone: +221 33 889 25 25. On the afternoon of Monday the 26th we will travel to the region of Kaolack, where we will spend 2 nights at the Hotel Le Relais de Kaolack; we will travel back to Dakar on the afternoon of Wednesday the 28th.

Breakfast, lunch and dinner will be provided by the organizers or by the host communities during the entire Learning Route. Snacks and coffee breaks will be also provided.

Please indicate to the Learning Route’s organizers if you follow a special diet (vegetarian, halal, diabetes, etc.).

Health
The Learning Route Team is equipped with an emergency kit. Each participant will be covered by Travel Insurance during the whole Learning Route.

We strongly recommend you to bring sufficient supplies of the medicines you normally take. You should include mosquito repellent lotion and sunscreen. It is also recommended that you have all your vaccination up to date. If you have any special health condition, please communicate it to the Learning Route’s organizers.

The Yellow Fever vaccine and Hepatitis A and B vaccines are recommended, as well as antimalarial prophylaxis.

Weather and luggage
May is the end of the dry season with temperatures between 25°C and 30° in Dakar and up to 35°C-38°C in Kaolack.

Your luggage must not exceed 20 kg. We recommend you to bring in addition a backpack for field trips, comfortable shoes and a hat to protect you from the sun during the field visits. Bring informal and comfortable clothes for the field visits and one formal suit/dress for the official closing ceremony and meeting with journalists on Friday evening.

PLEASE, DO NOT HESITATE TO CONTACT US!
The Learning Route Team speaks French, English and Spanish: Feel free to contact us using the language you feel more comfortable with!

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Learning Dynamics
Strengthening the Capacity of SUN Countries to Scale Up Nutrition through ‘Learning Routes’: a Pioneer Project in Senegal

Who are the Learning Route’s participants?

SUN delegations from Benin, Burundi, Ghana, Guinea Conakry, Niger, Peru and Sierra Leone will join the Learning Route. Each country delegation will be composed by 3 representatives from the national government and Civil Society Organizations. For further information, please consult the list of participants attached.

What is a Learning Route?

A ‘Learning Route’ is a capacity-building tool, organized as a planned journey and thematically structured around specific learning objectives to respond to particular knowledge needs. Through a participative methodology and the promotion of innovative activities, the Learning Routes enable lesson learning, advanced knowledge management with concrete results and the efficient dissemination of information, with the final aim of inspiring the scaling up of best practices in rural development across regions.

Learning Dynamics

The Learning Route will include meetings with Senegalese Government officials and field visits to selected experiences as well as spaces to reflect and plan, such as case study analysis and work in groups. Different pedagogical activities will be organized to promote the analysis of good practices and innovative solutions, strengths and challenges of the visited cases.

The main activities of the Learning Route are the following:

Experience Fair: this is the first occasion participants will have to know each other, share their experiences and on-going projects as country teams and to express their expectations for the Learning Route.

Field visits: field visits will offer the opportunity to exchange directly with key local actors about the nutritional projects carried out at community level. The field visits will take place in the region of Kaolack, approximately 200Km South-East of Dakar. They will include: the visit to a nutritional community site (Gossas Village), the visit to a site for salt production in Palado and to a “Children’s hut” early childhood centre (Case de Tout-Petits) in the same area. During the field visits, local people will act as trainers, sharing their knowledge, innovations and best practices with participants.
Learning Dynamics
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Case Study Analysis: during the Learning Route, participants will be invited to work in groups in order to analyse the cases visited, and to identify the internal and external factors that positively or negatively affect their performance. The main objective of the Case Study Analysis is to encourage a critical understanding of the experiences by participants, to extract good practices and lessons that might be adapted and scaled-up in similar contexts. At the same time, participants will be invited to provide recommendations to their hosts, based on their own experience.

Meetings with experts: meetings with experts in nutrition and nutrition-related topics will allow participants to deepen understanding of the main strategies and activities carried out by CLM to fight malnutrition. Furthermore, participants will get a set of hands-on tools used by CLM to carry out different processes (ex. M&E process, fundraising and fund management, among others).

Action Plans: delegates from National Country Teams will work together to design a Country Action Plan (one for each national team) to adapt and adopt the best innovative solutions and strategies available in Senegal to strengthen nutrition in the frame of their national policies and programmes. PROCASUR and Senegalese experts will provide assistance to participants in the design of the Country Action Plans. On the last day of the Learning Route, Sunday the 1st of June, National Country Teams will be invited to present their Plans to the other Learning Route participants and to a group of local experts in nutrition. Participants will be then asked to “judge” the Action Plans proposed by their colleagues and select the best Country Action Plan, which will receive a small fund for the starting-up of the activities.
Outline of the Main Topics Covered in the Learning Route

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The five topics to be addressed during the Learning Route correspond to the specific educational goals of the learning cycle, notably:

1. **Strategies to involve local government authorities in planning, implementation and monitoring of nutrition projects and community nutrition interventions.**

As part of the Senegalese government’s decentralization policy, responsibility for health (notably management), including nutrition, was transferred to local government authorities. This political context created a favourable environment to the inclusion of nutrition in local development priorities. Indeed, improving the populations’ nutritional situation has a greater chance of success when paired with greater accountability by local government authorities, since each nutritional situation has contextual causes. This explains the importance of involving local government authorities in nutrition-sensitive interventions and to carry out projects that operate within their area of responsibility. In 2007, following the first phase of the “Nutrition Reinforcement Programme” (PRN), local officials shifted from being the beneficiaries of nutrition projects to being the contracting authorities for the activities financed by Phase II of the PRN.

The CLM has undertaken three major activities to support the process of turning over responsibility to local government authorities: (1) first, modifying the program’s institutional framework to position the Local Council (LC) as a key stakeholder; (2) building the capacities of local authorities in the field of nutrition and for the execution of activities in compliance with their new mission. This involves selecting, validating projects and budgets submitted by NGOs; social mobilization and monitoring; (3) advocacy activities to include nutrition in Local Development Plans (LDPs) and resource mobilization. The LC support is accomplished through various channels, such as holding orientation workshops and exchange meetings, and providing supporting materials (e.g. the PRN implementation guide).

Today, the process has resulted in several Local Councils being heavily involved in preparing, setting up and implementing projects and including nutrition in their development plans.

In this context, the visit to a local community of Kaolack region will provide an opportunity to meet with local authorities and discuss the execution of their new mission (inclusion of nutrition in LDPs, social mobilization), their relations with other stakeholders (CLM, NGOs, the local population), and the main activities undertaken in the field of nutrition.

2. **Effective, innovative communication strategies adapted to the local context, to sensitize about nutrition and change behaviour in the local population, especially women.**

Communication for behaviour change is central to CLM’s efforts, which is based on four lines of work: (a) advocacy targeting political, local and religious authorities to ensure their commitment to nutrition; (b) social mobilization for enhancing community participation and ownership of the behaviours promoted; (c) interpersonal communication to change practices; and (d) mass (local) communication to create a demand for nutrition services. It is in this framework that CLM more specifically supports communication strategies that respond to a social consensus, so that behaviours can be sustainably adopted.

Thus, CLM favours NGOs that are accepted within the local community, based in the territory and that are familiar with local customs and norms to develop creative communication strategies consistent with local values. Furthermore, CLM supports NGOs throughout the process by providing advice, monitoring and helping to strengthen the messages promoted.
This collaboration has had positive results, such as increased prenatal check-ups and visits to health care centres by women.

The visit to the Gossas community nutrition site in the region of Kaolack will be an opportunity to analyse key aspects of communication activities, such as the choice of the strategy to adopt, the definition of the roles and responsibilities of the stakeholders involved, activity organization, and support initiatives.

3. **Effective mechanisms to prepare planning and implementation of specific, sensitive nutritional interventions, institutionally and operationally.**

The CLM is *multi-programmatic*, meaning that it implements different programs to respond to specific problems. These include: (i) the “Nutrition Reinforcement Programme” (PRN) to prevent childhood malnutrition; (ii) the “Accelerating Efforts Universal Iodization of Salt” project, and the “Programme of Fortification of Food with vitamin A and Iron” to combat micronutrient deficiencies; and (iii) the Cash Transfer project to respond to a worsening of children’s nutritional status following a crisis.

The visit to a salt-mine in Palado (Kaolack) will help participants to understand the mechanisms adopted by the CLM to manage various programs.

CLM also adopts a *multi-sectoral* approach. It recognizes that malnutrition is the result of a set of factors belonging to different domains, and acts on several fronts involving multiple stakeholders. For example, good health is the foundation for good nutritional status because it allows proper absorption of nutrients. Simultaneously, good nutritional status improves resistance to illnesses and an individual’s ability to fight off infections. Similarly, a well-integrated agricultural sector increases the availability of diverse foodstuffs and contributes to good diets. Equally, good nutrition increases productivity in agriculture because a well-fed population has the strength needed to work well.

Aware of these close ties between nutrition on the one hand and agriculture, health and education on the other, and in order to encourage key ministries to take nutrition into account in their programs and to coordinate actions undertaken to fight malnutrition, the CLM works with three ministries to increase intervention synergies. For example, the CLM helps develop food systems that improve the accessibility of agricultural produce and promote pro-nutrition activities (market gardening, local product processing) within school establishments.

In this framework, the visit to a Case des Tout Petits (“children’s hut” early childhood centre) in Kaolack and a meeting with ministerial representatives in Dakar will provide an understanding of the CLM’s multi-sectoral approach and serve as an example of integrating nutrition into school establishments.

4. **Financial management systems and effective fund-raising mechanisms.**

The CLM’s financial management system ensures the transparency and autonomy of implementing structures and high fund uptake rates. The PRN program is a successful example of good financial management. This is based on several factors of success: first, sound planning thanks to the “Annual Budget Action Plan” (PABA), Costab (project planning software developed by the World Bank), the assignment of a specific activity that requires finance to each donor, and the appointment of a manager for each activity. In addition, good management and high standards in hiring human resources, such as an experienced procurement specialist plays a central role. The CLM has also ensured ongoing supervision of and capacity building for staff and training courses in administrative and financial management.
The CLM's planning and fund management system has allowed the program to achieve very high fund uptake rates. In 2005, the PRN was rated one of the top-ten projects financed by the World Bank in terms of the quality Financial Progress Report (Rapport de Suivi Financier) elaboration. The CLM's managerial style, its values, its capacity to adapt to diverse financial contexts and its multi-sectoral approach have been key factors in its success.

Sharing the CLM's main results in the field of financial management and good resource mobilization and management practices will make it possible to identify a set of key elements and "tools" to mobilize and transparently manage funds.

5. Implementing a monitoring and evaluation system, with mechanisms to share outcomes, impact studies and surveys nationwide.

Monitoring and Evaluation (M&E) are essential elements for the proper implementation and success of a project. The CLM develops a unique M&E system for each project. Then, an overarching consolidated M&E system is established.

For the PRN, for instance, the monitoring system integrates day-to-day activities at implementation sites by regularly collecting data. This monitoring system serves as the basis for both NGOs’ and the CLM’s supervision as part of ongoing service quality improvement. To facilitate these activities, several tools are provided to NGOs such as registries, a supervision handbook, data analysis software, among others.

Concrete examples will make it possible to analyse the various steps in the M&E process (including indicators, key stakeholders and their roles, and the tools used), and identify the main strategies to elaborate integrated and multi-sectoral monitoring and assessment systems.
Learning Route Agenda
Dakar and Kaolack Region, Senegal, 26 May – 01 June 2014

<table>
<thead>
<tr>
<th>SUNDAY 01</th>
<th>07:00- 08:00</th>
<th>Breakfast</th>
<th>Arrival and reception of participants in Dakar (During the whole day)</th>
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<tbody>
<tr>
<td>SATURDAY 31</td>
<td>07:00- 08:00</td>
<td>Breakfast</td>
<td>Official Opening of the Learning Route</td>
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<td>Panel on CLM and its main programmes</td>
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<tr>
<td>FRIDAY 30</td>
<td>07:00- 08:00</td>
<td>Breakfast</td>
<td>Presentation of the Country Action Plans (Country National Teams)</td>
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<td>Participants travel back to their place of origin</td>
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<tr>
<td>THURSDAY 29</td>
<td>07:00- 08:00</td>
<td>Breakfast</td>
<td>Field visit to a early childhood center (Case de Tout-Petits)</td>
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<td>Introduction to the Country Action Plans</td>
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<tr>
<td>WEDNESDAY 28</td>
<td>07:00- 08:00</td>
<td>Breakfast</td>
<td>Field visit to a nutrition site in Gossas</td>
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<td>Experience Fair (continuing previous session)</td>
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<tr>
<td>MONDAY 27</td>
<td>07:00- 08:00</td>
<td>Breakfast</td>
<td>Field visit to a Salt Production site in Faaibo</td>
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<td></td>
<td>Experience Fair (poster session)</td>
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<td>SUNDAY 25</td>
<td>07:00- 08:00</td>
<td>Breakfast</td>
<td>Free time for preparation to present the Learning Route’s outcomes (meeting with journalists)</td>
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<td>Meeting with journalists: presentation of the outcomes of the LR</td>
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**MONDAY 27**
- **07:00-08:00**: Breakfast
- **08:00-10:00**: Official Opening of the Learning Route
- **10:00-11:00**: Panel on CLM and its main programmes
- **11:00-12:30**: Presentation of the Learning Route and LR Agenda
- **12:30-14:30**: Lunch with the community
- **14:30-15:30**: Experience Fair (continuing previous session)
- **15:30-17:00**: Travel back to Dakar
- **17:00-18:00**: Free Time

**TUESDAY 26**
- **07:00-08:00**: Breakfast
- **08:00-10:00**: Field visit to a early childhood center (Case de Tout-Petits)
- **10:00-11:00**: Meeting with Patar Lia Local Council
- **11:00-12:30**: Visit to a nutrition site in Gossas
- **12:30-14:30**: Lunch
- **14:30-15:30**: Roundtable discussions on the different topics
- **15:30-16:00**: Travel to Kaolack
- **16:00-17:00**: Introduction to the Country Action Plans

**WEDNESDAY 28**
- **07:00-08:00**: Breakfast
- **08:00-10:00**: Field visit to a Salt Production site in Faaibo
- **10:00-11:00**: Meeting with Ministries: Education Family, Women and Childhood; Health; Trade. 
- **11:00-12:30**: Visit to a nutrition site in Gossas
- **12:30-14:30**: Lunch
- **14:30-15:30**: Free time for presentation of the outcomes of the LR
- **15:30-16:00**: Travel back to Dakar
- **16:00-17:00**: Free Time

**THURSDAY 29**
- **07:00-08:00**: Breakfast
- **08:00-10:00**: Meeting with the Local Governor of Kaolack
- **10:00-11:00**: Visit to a Salt Production site in Palado
- **11:00-12:30**: Presentation of the Country Action Plans
- **12:30-14:30**: Lunch
- **14:30-15:30**: Symposium on CLM’s collaboration with key Ministries
- **15:30-16:00**: Work in groups: Design of the Country National Teams

**SATURDAY 31**
- **07:00-08:00**: Breakfast
- **08:00-10:00**: Field visit to a nutrition site in Gossas
- **10:00-11:00**: Meeting with Patar Lia Local Council
- **11:00-12:30**: Visit to a early childhood center (Case de Tout-Petits)
- **12:30-14:30**: Lunch
- **14:30-15:30**: Roundtable discussions on the different topics
- **15:30-16:00**: Travel back to Dakar
- **16:00-17:00**: Free Time

**SUNDAY 01**
- **07:00-08:00**: Breakfast
- **08:00-10:00**: Field visit to a Salt Production site in Palado
- **10:00-11:00**: Participation in different discussions on the different topics
- **11:00-12:30**: Presentation of the outcomes of the LR
- **12:30-14:30**: Lunch

**FRIDAY 30**
- **07:00-08:00**: Breakfast
- **08:00-10:00**: Field visit to a nutrition site in Gossas
- **10:00-11:00**: Meeting with Patar Lia Local Council
- **11:00-12:30**: Visit to a nutrition site in Gossas
- **12:30-14:30**: Lunch
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