

Multi-sector programming at the sub-national level:

A case study in the
regions of Matam and
Kédougou, Senegal



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Acronyms

ACF	Action Against Hunger
ADC	Community Development Agent
AECID	Spanish Agency for International Development Cooperation
AGIR	Global Alliance for Resilience Initiative
ARD	Regional Development Agency
ATPC	Community-Driven Total Sanitation
BAD	African Development Bank
BEN	National Executive Office
BER	Regional Executive Office
C4D	Communication for Development
CLM	Fight Against Malnutrition Unit (Cellule de Lutte contre la Malnutrition)
CLUSA	Cooperative League of the USA
CNSA	National Committee for Food Security
CRD	Regional Development Committee
CSO	Civil society organisation
DGG	Debbo Galle (women's group)
DID	Desjardins International Development
DRIARS	Development Project for Resilience to Recurring Food Insecurity in Senegal
ECHO	European Civil Protection and Humanitarian Aid Operations
FAO	Food and Agriculture Organization
GTC	Citizen Working Group
KII	Key informant interview
NCA	Nutrition causal analysis
MAG	Overall acute malnutrition
MAER	Ministry for Agriculture Rural Equipment
MAS	Severe acute malnutrition (SAM)
NCBA	National Cooperative Business Association
NGO	Non-governmental organisation
PAA	Food Purchasing Programme
PAM	World Food Programme
PASALOUAKAF	Project to Support Food Security in Louga, Matam and Kaffrine
PCIMAS	Integrated management of severe acute malnutrition
PINKK	Kolda and Kédougou Integrated Nutrition Project
PLDM	Project to Fight Malnutrition Determinants
PRACAS	Programme for Acceleration in the Rate of Agriculture in Senegal
PRAPS	Regional Project for Support of Pastoralism in the Sahel
PRODAM	Project for Agricultural Development in Matam
P2RS	Programme to Reinforce Resilience to Food and Nutrition insecurity in the Sahel
PROACT	Project for Reinforcing Governance of Food Security and Nutrition
PRN	Nutrition Strengthening Programme
PSE	Emerging Senegal Plan
SMART	Standardised Monitoring and Assessment of Relief and Transitions
SPC	Growth-Promotion Monitoring
SUN	Scaling Up Nutrition
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USE	Union pour la Solidarité et l'Entraide



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Executive summary

This case study is part of work carried out by ENN to document nutrition-sensitive and multi-sector programme experiences in several countries, with a focus on the sub-national level. It is done as part of ENN's work under the Technical Assistance for Nutrition (TAN) programme, funded by the UK Department for International Development (DFID) to support the Scaling Up Nutrition (SUN) Movement in its second phase (2016-2020). For practitioners and policymakers working in nutrition, there is limited documentation available on how nutrition-sensitive and multi-sectoral programmes are being implemented and supported by existing institutional architecture at a national and sub-national level in high burden countries. To date, this has been particularly limited at the sub-national level. ENN's primary objective for this work is not to analyse drivers of change leading to new approaches to nutrition programming, but rather to construct 'case studies' with detailed descriptions of implementation. The focus is on how sectors are working together to roll

out programmes and how new programme approaches fit within existing institutional architecture. By documenting the experience of different sector stakeholders involved in multi-sectoral nutrition programming at sub-national and implementation levels, important lessons can be learned to help shape future approaches and practice.

In Senegal, nutrition insecurity remains a significant concern, despite concerted government efforts over the past few decades to address undernutrition including through multi-sector nutrition interventions. The two regions of Senegal chosen for focus in this work, Matam and Kédougou, demonstrate significant regional variation in patterns of undernutrition in the country. In Matam there is a high burden of wasting, well above the national average, while Kédougou has one of the highest stunting rates in the country.

This work is based on information collected from 30 semi-structured key informant interviews (KIs) at national level and in the two districts, Matam and

Kédougou. Within each district, one focus programme was selected in order to explore multi-sectoral programming at the sub-national level. Interviews were conducted with stakeholders involved in the implementation of these multi-sector nutrition interventions; specifically in the Yaajeende project in Matam and the PINKK programme in Kédougou. Interviews were also conducted with government stakeholders from different sectors as well as the *Cellule de Lutte contre la Malnutrition* (CLM), the national agency responsible for nutrition. Documentation focused on implementation mechanisms, challenges and opportunities identified by people working at the sub-national level and lessons learned about the implementation of nutrition-sensitive interventions from an operational perspective.

This is one of 3 country case studies produced in this series and accompanied by a synthesis paper that

draws out emerging themes and lessons from the three country examples.

Outline

This work is divided into five sections. Section 1 provides an overview of the nutrition context in the country and background information about the focus regions Matam and Kédougou. This section also describes how the institutional architecture for nutrition is configured in Senegal. Section 2 describes the nutrition architecture and governance in the country and how nutrition programmes are being implemented and coordinated. Section 3 describes implementation within the two focus programmes, PINKK and Yaajeende. Lastly, Section 4 contains analysis and discussion under thematic headings and Section 5 sets out some conclusions.

Box 1 Making programmes nutrition-sensitive

For the sake of simplicity, we have categorised five types of programmes or adaptations that can render an intervention increasingly sensitive to nutrition:

- i) Multiple sectors converge on nutritionally vulnerable households or demographic groups to offer programmes services; e.g. *targeting of services to first 1,000 days households*.
- ii) Multiple sectors converge at the level of village or commune believed to be vulnerable to undernutrition; e.g. *agriculture and health workers use the same list of target beneficiaries to deliver complementary agriculture and nutrition inputs within the same village commune*.
- iii) Nutrition messaging is incorporated into the work and activities of other sectors; e.g. *education curricula changes to include nutrition components, nutrition behaviour-change communication (BCC) within a social protection programme*.
- iv) Nutrition-sensitive sectors change or add inputs into programmes; e.g. *replacing poultry with milk-producing animals, introducing seeds for fortified crops, changes in hardware*.
- v) Nutrition-specific platforms utilised to introduce nutrition-sensitive messaging from other sectors; e.g. *food and personal hygiene, need for dietary diversity, etc.*



1

Setting the scene

Senegal is a Sahelian country on the coast of West Africa, bordering the Sahara Desert. The country has a population of around 15.3 million¹, of whom around 23% live in the region of Dakar, the capital, and 40% live in rural areas. Senegal is sub-divided into 14 administrative regions² and borders Gambia, Guinea, Mali and Mauritania.

Senegal is classified 162 out of 188 countries in terms of the Human Development Index (HDI), according to a 2016 UNDP report³, with modest economic growth during the period 2007-2013. However, this has improved in recent years, with 6.5% growth in 2016 and 2017, making Senegal one of the best performing economies in sub-Saharan Africa⁴. In the last few years, Senegal's poverty rate has decreased slowly but continuously, from around 55% in 2000 to 46.7% in 2010. Despite the lack of recent statistical data, projections indicate that progress in the reduction of poverty has been modest and that Senegal continues to have high levels of poverty. Based on the change in GDP per inhabitant, simulations suggest that poverty decreased 3% to 6% during the period 2011-2015,

mainly in rural areas due largely to better agricultural performance⁵.

Agriculture employs a large part of the national population, with around 72% of households deriving a livelihood from agriculture. Agriculture remains traditional in nature and many agricultural populations are faced with food and nutritional insecurity, a constant concern for the government despite efforts in recent years that have enabled a reduction in undernutrition rates.

Senegal is one of the most politically stable countries in sub-Saharan Africa and has not seen an interruption to the democratic process since independence. In 2013, the government adopted and endorsed the implementation of an ambitious national development plan for the country, the Emerging Senegal Plan (PSE), with ambitious targets for 2035 to enable the country

¹ www.populationdata.net/pays/senegal/

² www.sec.gouv.sn/Presentation-generale.html

³ http://hdr.undp.org/sites/default/files/HDR2016_FR_Overview_Web.pdf

⁴ www.banquemondiale.org/fr/country/senegal/overview

⁵ <https://donnees.banquemondiale.org/indicateur/SI.POV.NAHC?locations=SN&view=map>

to escape the cycle of weak economic growth and slow development. The PSE has three strategic axes:

1. Structural transformation of economic bases;
2. Promotion of human capital; and
3. Good governance and rule of law.

National nutrition plans and institutional architecture

There has been a long-term government commitment to reduce undernutrition in Senegal, with an evolving approach to tackle the problem that has seen several phases over the last decades. The rate at which undernutrition rates have been reduced has varied, with a strong period of reduction in the 1990s and early 2000s. Despite undernutrition rates being markedly lower than those observed in most of the countries in the region, Senegal is not currently on target to reach any of the objectives of the World Health Assembly (WHA) that relate to undernutrition⁶. Further, national nutrition rates do not show the significant regional variation in the country, with the wasting rate in the northern regions as high as 12%, while stunting rates are as high as 26% in the southern regions⁷.

Nutrition has been taken into account in the current PSE in Senegal through the second axis, promotion of human capital. Under this, the government is currently putting in place strategies for reinforcing nutrition through the development of new policies and plans, including:

- The National Nutrition Development Policy (PNDN 2015-2025)⁸; and
- The Multi-Sector Strategic Nutrition Plan (PSMB 2017-2021).

These policies and strategies aim to scale up nutrition-specific and nutrition-sensitive programmes and ensure a coherent approach to nutrition. Institutionally, this is facilitated by the CLM, the government agency that leads on the implementation and coordination of nutrition in Senegal. Created in 2001, the CLM is overseen by the office of the Prime Minister and has the authority to coordinate national nutrition policies. It is a multi-sector platform composed of seven government ministries, as well as civil society groups and NGOs. The CLM coordinator is also the SUN Focal Point for the country. Senegal joined the SUN Movement in 2011 and currently has in place several SUN networks for different stakeholders, including a donor network with Canadian Cooperation as the lead, a UN network and a civil society network. A private sector network is being developed and a lead has already been identified.

The CLM includes representatives from all key technical ministries relevant to nutrition (Health, Agriculture, Industry, Economy and Finance, Education, and the Ministry of Decentralisation); local elected officials (National Association of Local Councillors); and civil society representatives. CLM has a presence at the national level with a National Executive Office (BEN), led by a National Coordinator and a number of Regional Executive Offices (BER), which support two to three regions each. There is a total of six Regional Executive Offices covering the 14 regions of the country.

In addition to the mandate to coordinate and supervise implementation of national, regional and local-level nutrition interventions in Senegal, the CLM also vertically implements activities. The primary focus is on implementing the Nutrition Enhancement Programme (PRN), a nutrition-specific programme that delivers community-based nutrition activities at scale. The CLM also acts as a platform for nutrition-sensitive projects through partner collaboration and opportunities at the regional level.

The CLM has put in place a complex coordination framework from national down to sub-national level comprised of:

- National-level Management Committee;
- Regional Monitoring Committees (RMCs);
- Departmental Monitoring Committees (DMCs); and
- Local Management Committees (LMCs)

Box 2 Undernutrition reduction in Senegal

Over the last few decades there has been variation in the rate of undernutrition reduction. Between 1992 and 2005, there was a strong decline in prevalence rates of undernutrition in children under five years old, with stunting falling 22% to 16% and wasting from 9% to 8% in this period. This makes Senegal one of the few West African countries to have succeeded in reducing undernutrition rates in this period. Since then, the rate of stunting reduction in Senegal has decreased. According to the results of the Continuous Demographic and Health Survey (EDS-Continue) in 2016, the wasting rate was 9.6% and stunting was 17.5%⁹. Micronutrient deficiencies also affect the population, with 50% of women of child-bearing age affected by anaemia and 40% of children aged 6-59 months affected by vitamin A deficiency. Iodine deficiency, however, remains at moderate levels.

⁶ https://ec.europa.eu/europeaid/sites/devco/files/2017_country_profile_on_nutrition_-_senegal.pdf

⁷ Continuous Demographic and Health Survey in Senegal (EDS-Continue) 2015, ANSD-2016

⁸ www.securenutrition.org/sites/default/files/senegal_politique-nationale-developpement-nutrition_2015-2025.pdf

⁹ <https://www.globalnutritionreport.org/files/2017/12/gnr17-Senegal.pdf>

Two focus districts

Matam

Located in north-east Senegal, Matam is the second-largest region in the country. Its population of 650,000 represents 5% of the total population. This landlocked region is also one of the poorest in the country, with over 45% of the population living below the poverty line. Agriculture remains the main economic activity, with over 70% of the population dependent on agriculture and relying on rainfall and traditional practices¹⁰. Matam is vulnerable to changes in climate, such as droughts and floods, and tends to suffer higher levels of food insecurity and undernutrition after climate-related shocks. The region has great potential for more production through irrigated land, but so far this has not been taken up at scale. The second most common livelihood in Matam is *silvopasture*, in which herders rely on a population of community-owned grazing animals, including sheep, goats and cattle (nearly 500,000 in 2013). Herders are nomadic and move regularly across the region and the country, making it difficult for them to access basic public services. Traditional agriculture practices, repeated climate shocks and migratory livestock breeding all render Matam vulnerable to food and nutrition crises.

Matam has an overall rate of wasting of 16.5% (compared with an average of 9% at national level) and 21.5% for stunting (compared with a national average of 17.1%), according to the 2015 SMART survey. An NGO-led causal analysis (Link NCA) found

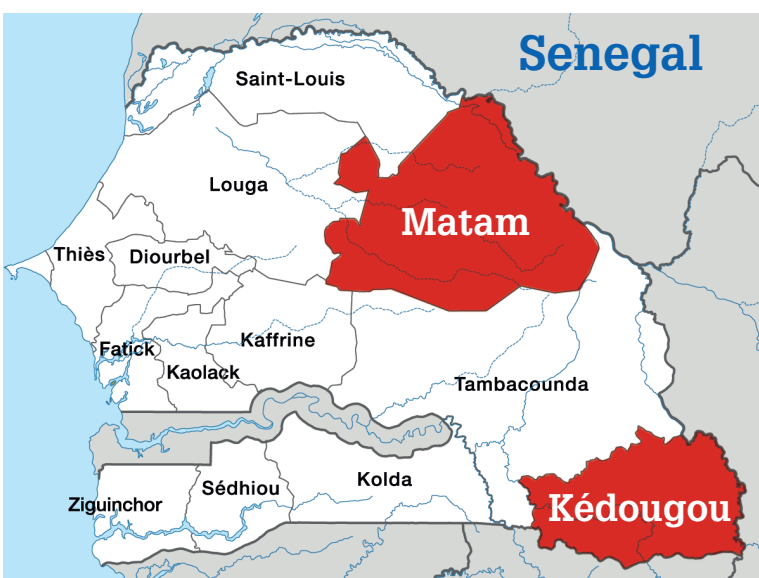
that key factors contributing to high undernutrition rates in Matam¹¹ include: regional climate and environmental shocks (including droughts and floods), poor nutritional practices and limited access to basic services. Many stakeholders observed that these problems are especially dire for animal herders, whose lifestyle limits access to potable water and services. Undernutrition rates have remained high in Matam, even in years without drought¹²; it is thus one of the most nutritionally vulnerable regions in Senegal.

Kédougou

The Kédougou region¹³, located in far south-east Senegal, has a population of approximately 170,000, about 1.2% of the total population¹⁴. As in Matam, the major economic activities are agriculture and animal rearing. However, mining is becoming increasingly important, contributing to the development of trade, transport and some craftsmanship¹⁵. The Regional Development Director noted that, as mining expands, it encroaches on agricultural lands and draws away farmworkers. Mining thus indirectly creates the risk of reduced food production. The Kédougou region, with a food insecurity rate of 56% compared with a national level of 30% in 2014, is one of the regions most affected by food insecurity¹⁶.

The overall undernutrition rate in Kédougou remains high; however, it is the stunting rate in the region that exceeds the national average. In 2015, the wasting rate in Kédougou was 6.6% and for chronic undernutrition it was 25%. These figures represented improvements, as the rates in 2009 were 8.9% for wasting and 39.1% for stunting.

There are no studies of the determinants of undernutrition in Kédougou, but it is commonly understood that key factors are a high rate of poverty (71.3% in 2011), food insecurity, and a lack of food diversity¹⁷.



¹⁰ www.ansd.sn/ressources/ses/SES_Matam_2009.pdf

¹¹ http://linknca.org/fiche/matam_region_and_gorgol_region_-_walo_transborder_area.htm

¹² http://linknca.org/fiche/matam_region_and_gorgol_region_-_walo_transborder_area.htm

¹³ www.ansd.sn/ressources/ses/chapitres/0-presentation-kedg2013.pdf

¹⁴ www.ansd.sn/ressources/ses/chapitres/1-demographie-kedg2013.pdf

¹⁵ www.ansd.sn/index.php?option=com_regions&view=region&layout=ses&id=9

¹⁶ www.secnsa.sn/publications/0824068001486128511ERASAN-rapport-dy-finitif.pdf

¹⁷ www.unocha.org/sites/dms/CAP/HNO_2014_Senegal_FR.pdf



2

Nutrition programming and coordination

Almost all stakeholders interviewed in Senegal agreed that there was need for a multi-sector approach to combat undernutrition in Senegal. However, so far, most nutrition-sensitive or multi-sector interventions have been implemented and led by development partners. Most multi-sector interventions in Senegal are implemented in the form of individual projects that combine multiple components, including nutrition-specific activities, and nutrition-sensitive components such as agriculture or market gardening; livestock rearing; water, sanitation and hygiene (WASH); and social protection components. Behaviour change communication (BCC) components are also added to programme approaches to make them more nutrition-sensitive. To date, there have not been any government ministry or sector strategies at the national level with embedded nutrition components. However, the CLM and other sectors implement some nutrition-sensitive components or interventions with partners to support projects or initiatives and the CLM plays a key role in coordination at the regional and district level.

Change is expected with implementation of a new multi-sector national nutrition strategy that clarifies the roles and responsibilities of each sector contributing to nutrition. This strategy will enable different sectors to take account of nutrition objectives in their policies and facilitate collaboration and coordination between different agents on the ground working in nutrition-related sectors. Rollout of the strategy will require reinforcing awareness of nutrition and multi-sector approaches at all levels.

Coordination structures

In Senegal, architecture exists for coordination of nutrition interventions at every level from the national through to the local. This has evolved through the implementation of nutrition-specific interventions by the CLM and includes:

- The Regional Monitoring Committee (CRS) at a national level;
- The Departmental Monitoring Committee (DMC);
- The Local Monitoring Committee at the commune level; and

- The Local Management Committee at the village level.

These different committees are uniquely positioned to enable nutrition coordination. Currently, they do not effectively include all sectors that may be relevant to nutrition or are involved in nutrition-sensitive programming. There is potential for these committees to be used for coordination to allow implementers to target common zones or vulnerable populations, or adopt synergistic and/or complementary approaches to nutrition.

Existing coordination structures can also be duplicative, notably between nutrition and food security, but also with the other non-state players involved in nutrition who have a tendency to organise coordination meetings separately and/or in addition to the formal, government-led meetings. Partner-led projects and programmes often introduce coordination frameworks to enable and support implementation in addition to existing coordination structures. For example, the multi-sector PINKK project in Kédougou has put in place a coordination framework in its intervention zones at regional and departmental levels composed of a Regional Technical Committee at regional level and the National Piloting Committee at national level.

Implementation mechanisms

Nutrition-related programmes in Senegal are carried out through three different implementation channels: by frontline government staff delivering nutrition-

relevant programme activity; by NGOs contracted by the CLM to carry out nutrition programme delivery (usually nutrition-specific); or through staff of partner organisations or NGOs, often funded by partners.

The PINKK project is an example of joint implementation where implementation is done with involvement from all three of these groups; through CLM contracted staff, project NGO staff and, to a certain extent, through the technical government frontline workers.

Relationship between national and regional levels

There is a strong connection between national and regional levels in implementing nutrition interventions in Senegal. Indeed, most of the government projects implemented at the regional level are developed at the national level and are often based on the policy or action plan designed at the national level and translated into activities for the operational level. This is the case, for example, the PRN, which is implemented throughout the country. Some interventions, however, are elaborated by regional agencies (often development partners) as a response to region-specific challenges.

For the PINKK project, two committees provide a link between the regional and the national level: the National Steering Committee that validates technical proposals and major decisions and the National Technical Committee, where technical issues are discussed. These national-level committees discuss

Box 3 Governor's role in coordination at regional level

The Regional Development Committee (CRD) is a regional coordination framework that is invoked occasionally by a district governor to work on a specific development question. It meets often in cases of food and nutrition crisis or any question of public interest (health, education, etc.). All decentralised public services, including nutrition stakeholders and technical partners at regional level, are invited to take part in the CRD. This is particularly relevant in Matam, which is prone to nutrition crises and shocks.

While the CRD and CRS are the principal coordination frameworks for nutrition at regional level, other development actors (e.g. agriculture, health, education, etc.) also regularly organise CRS on specific questions in their sector, to which nutrition actors may be invited.

For example, the PLDM project was developed at the regional level in Matam with governor involvement to respond to a particular regional concern and to supplement the PRN through activities targeting the underlying causes of undernutrition. PLDM was a governor-led initiative to address the very high rate of wasting in the Matam region in spite of several years of PRN activity. The governor assembled key sector stakeholders to consider the best response. This led to the development and implementation of the PLDM, funded by the Spanish Agency for International Development Cooperation (AECID). It was implemented by the CLM through a local civil society organisation (CSO), which set up additional nutrition-sensitive activities near pastoral water points to target nomadic herders who are present in large numbers in this region and are difficult to access with PRN or other services due to their migratory lifestyle.

proposals from regional-level consultations. However, budgetary issues are discussed between Nutrition International (NI) and its financial partners (the Canadian Embassy).

The exchanges between the regional and the national level allow adaptation of the project according to the context and the difficulties related to implementation. This is the case, for example, with the PINKK, which has been able to substantially revamp its programme to introduce many more activities according to their impact (sustainable villages and young girls leaders). The concept of sustainable villages consists of concentrating all programme interventions at the same villages and households.

The regions do not have the power to modify the programmes and projects implemented at this level, but have the role of making proposals at the national level whose endorsement is essential to the modification of the project.

Nutrition coordination at sub-national level

Dynamic cooperation and coordination exists between various sectors and stakeholders involved in nutrition

at the level of the regions. Organised by the CLM, this coordination manifests in the form of regular meetings in which all decentralised state technical services, as well as technical partners acting in the region, participate.

Outside of coordination meetings organised by the CLM and dedicated exclusively to nutrition, coordination meetings are also organised by other technical services and sectors, including agriculture, health, livestock raising, social security and others. These forums also present an opportunity to discuss nutrition and the CLM is always invited to take part in these meetings.

Despite these numerous coordination mechanisms at the region level, programming is very vertical. Both CLM and other sectors (agriculture, WASH, social protection, etc.) implement programmes developed at the national level and set out in regional action plans. The PRN implementation mechanism is similarly organised in this way.





Implementation

The projects documented at the sub-national level for this work are the Integrated Nutrition Project in Kolda and Kédougou (PINKK) in Kédougou, and the USAID-funded Yaajeende Project in the Matam region.

This study conducted multiple interviews in the capital, regions and villages as well as intervention sites to understand implementation dynamics and challenges. Key areas of focus were programme design, the role and coordination of involved sectors, and implementation practice and experiences.

PINKK – Kédougou

PINKK is a project providing an integrated package of health, nutrition and food security measures to combat direct and indirect causes of undernutrition in the Kolda and Kédougou regions. PINKK implements nutrition-specific and nutrition-sensitive interventions in areas and households designated as most vulnerable to child stunting.

The project aims to reduce the high rate of stunting through a long-term, multi-sector approach. Begun in October 2015, it runs for five years and already covers around 719 villages, of which 293 are in the Kédougou region and 426 are in Kolda. The priority target group for this project are pregnant and breastfeeding women (50,000) and children under five years of age (115,000), around 30,000 households. PINKK is led by NI and implemented in partnership with NGOs World Vision and Desjardins International Development (DID) and the CLM. There are two forms of partnership for implementing PINKK:

- Direct implementation partners: CLM, World Vision and DID are responsible for implementing a specific component of PINKK. A memorandum of understanding (MOU) is signed between NI and each of these organisations; and
- Monitoring partners: these are notably agriculture and livestock breeding services and the Regional Development Agency (ARD) responsible for ensuring monitoring of the implementation of sector-specific interventions.

Table 1 PINKK activities include:

Nutrition-specific	Nutrition-sensitive	Governance and coordinating nutrition
<ul style="list-style-type: none"> • Growth promotion monitoring • Strengthening SAM treatment programmes • Distribution of multi-micronutrient powder • Raising awareness of food consumption and food diversity • Raising awareness of exclusive maternal breastfeeding 	<ul style="list-style-type: none"> • Agriculture: production of micronutrient-rich foods or food diversification through vegetable gardens, biofortified cereal production, fruit growing and market gardens and family-based fruit growing for households with children aged under 5. Promotion of orange fleshed sweet potato (rich in vitamin A), moringa (rich in iron) and other micronutrient rich plants. • Livestock: improving animal production to improve intake of animal products, distribution of poultry (chickens, ducks, pigeons, quails, etc.) and enclosures for rearing them. • Gender: women's empowerment through strengthening business skills and access to loans. Women are encouraged to create agri-food businesses and receive guidance on how to utilise profits to better feed their families. • WASH: with installation of a dishwasher, drainer for drying kitchen utensils and hand-washing device ('tippy tap'). 	<ul style="list-style-type: none"> • Supporting coordination and implementation mechanisms for nutrition and food security programmes • Strengthening capacity of communes to plan and implement food security and nutrition interventions

The PINKK approach is multi-sectoral, with several components converging on one area and targeting the same communes while maintaining a sector-specific implementation approach. There is no sharing of resources or personnel between the sectors but coordination at commune level is key.

PINKK is implemented together with the Nutrition Enhancement Program (PRN), managed by CLM. PRN involves screening for and treating of acute malnutrition. The coordination with PRN is multi-dimensional. Kédougou and Kolda regions were selected for the implementation of PINKK because of their high rates of stunting. In Kédougou, 294 vulnerable villages in the 19 communes in the region were selected to receive the programme. These villages were selected on the basis of a baseline survey, data from the ARD on vulnerability as well as forums organised at a commune level to determine the most vulnerable villages and those least covered by other nutrition and food security interventions. In each targeted village, a forum was organised with local leaders and target households were selected using databases of family grants services for the social assistance programme.

PRN and PINKK organise simultaneous screening sessions for wasting for greater efficiency and also pool their resources to deal with moderate acute malnutrition (MAM) identified through the active screening. In addition to these nutrition-specific activities, PINKK has added additional nutrition-sensitive activities described above.

Coordination at the regional level

At the regional level in Kédougou, as well as other regions in the country, coordination frameworks for nutrition and food security have been established, and

facilitate rapid information exchange. Indeed, Regional Monitoring Committee meetings are regularly organised to gather all the stakeholders involved in nutrition-related issues. These meetings allow various stakeholders to share information on the implementation of their different programmes. In addition to the CRS at the regional level, Departmental Monitoring Committees are organised at the departmental level with the same goal. Outside these monitoring meetings, regional-level coordinators carry out regular missions at the departmental/district level for monitoring of activities. Agents in the field make regular reports to their line managers, who pass the information on to the regional coordinators. This information management network allows for effective monitoring of interventions.

Stakeholders interviewed agreed on the need for a multi-sector approach to respond to the challenges of undernutrition. They saw the need for coordination frameworks between the regional and departmental levels. However, stakeholders from many 'nutrition-sensitive' sectors, such as agriculture, livestock, and water and sanitation, still saw their roles as primarily about enhancing the availability of food products or access to drinking water. They saw the coordination platforms as playing a role in information sharing, but not as an opportunity to align on joint programming or targeting. The fact that nutrition-specific interventions tend to prioritise the mother-child unit, whereas agriculture, livestock and other sectors target communities as a whole (or even large producers within these communities), was seen as a barrier to joint targeting or closer alignment.

In the Kédougou region, the PINKK project offers financial support for the coordination of nutrition and food security-related interventions. Discussions have now been initiated with nutrition stakeholders in the

region with a view to unifying the coordination frameworks at a regional level in Kédougou.

Coordination in the sub-district

There are three types of stakeholders involved in project implementation at the sub-district level in Kédougou:

- **PINKK project staff:** Good understanding of national nutrition policy and trained on nutritional issues and project plan. Many are also involved in implementing the PRN, which is a nutrition-specific project (the same NGO, World Vision, implements PRN in this region);
- **Technical services staff:** Limited understanding of national nutrition policy, although they do understand the need for a multi-sector approach to combat nutrition and understand that their own sector-specific activities do impact nutrition outcomes; and
- **Local authorities:** These are the mayors and local councillors. They have a limited understanding of nutrition, which is confined to food production as a way of addressing undernutrition.

Implementation challenges

- Nutrition still not seen as a priority for many sectors: for example, the agriculture service officials in Kédougou stated that their priority is to ensure grain production. In order to achieve this, it makes sense to target their support to large producers; those who are likely to help achieve regional grain production goals. The difference in goals between this government

Box 3 Impact of Yaajeende on stunting: findings at mid-term evaluation

The Yaajeende project conducted baseline, mid-term and endline studies to determine programme impact. All studies measured nutritional status of children under five. At the time of writing, only the mid-term results were available. Yaajeende beneficiaries experienced a statistically significant decrease in stunting rate, by 7 percentage points, but the treatment effect of about 4.3 percentage points is statistically insignificant. While not statistically significant, the size of the treatment effect is large, corresponding to a decline of about one third in the odds ratio of stunting. Effectively, this shows that Yaajeende beneficiaries are unambiguously better off at mid-term than at baseline, but the pattern of variation is not consistent with uniform treatment effect. Changes in child wasting and child underweight were indeterminate¹⁸.

sector and the agriculture component of PINKK means that activities initiated during the PINKK project (ie. promotion of micronutrient-rich crops or small livestock production) will not necessarily continue or be monitored after the end of the project, potentially reducing the nutrition impact of these agricultural activities.

- **Limited capacity at local community level:** the current decentralisation process will lead to more responsibilities residing at ‘municipality’ level. This transfer of municipal responsibilities will not be matched by the transfer of resources and capacity. As municipalities become recognised as the entry point for nutrition-related interventions, there is a real risk of lack of adequate human and financial resources at this level. In the Kédougou region, the PINKK project works in partnership with the ARD to enhance municipalities’ capacity and support them in the formulation of a community development plan that includes nutrition.

- **Inter-sector coordination** – while information sharing is appreciated by most stakeholders, the excessive number of meetings was often criticised as an added workload, which takes up time and has a significant burden for public services. According to many interviewed, there is an excess of nutrition and food security-related coordination meetings in Kédougou, as in other regions. In addition to the meetings described so far (relating specifically to nutrition) other coordination meetings are organised by the National Secretariat for Food Security (CNSA) and other technical services at the regional, departmental and local levels. Specific projects or programmes also organise coordination meetings, in which many of the same stakeholders participate.

PINKK is an example of a broad multi-sector programme. The PINKK senior manager describes the project as “an anticipated, miniaturised example of what multi-sectoral nutrition implementation is supposed to be”. There will be rich learning from this project implementation for the new national multi-sector nutrition plan adopted by the Government of Senegal (2017-2021), which will cover 12 sectors, each with its own strategic sub-plan describing the role that it will play in improving nutrition.

Yaajeende – Matam

The Yaajeende Project phase one was implemented between 2010 and 2017 in the Matam region. It

¹⁸ http://pdf.usaid.gov/pdf_docs/PA00MFPW.pdf

focused on agricultural measures to address high wasting rates in this region. The project had a nutrition focus with agricultural, livestock rearing, BCC/awareness-raising and women's empowerment components.

With an overall rate of wasting higher than 16%, Matam is the region most affected by this type of undernutrition in Senegal. Many nutrition stakeholders in the region are involved in both nutrition-specific and nutrition-sensitive programme implementation. For example, the CLM implements the PRN and is involved in the Yelitaree and P2RS projects. Similarly, the NGO Action Against Hunger (ACF) has a presence implementing community management of acute malnutrition (CMAM) in cooperation with health centres, as well as running WASH and food safety projects.

Documentation in the Matam region focused on the USAID-funded Yaaajeende project, which was implemented between November 2010 and September 2017 in 790 villages located in 49 communes in the Matam, Kédougou and Kolda regions and the department of Bakel (in Tambacounda). As the Yaaajeende project had closed when this field work was carried out, conversations were held with stakeholders who had been previously been involved in activities directly and indirectly, giving a different perspective on this project than on the project considered in Kédougou. In the Matam region, the geographical coverage of the project has reached 84%. This amounts to one million people reached in more than 101,000 rural households. A new project, Cultivating Nutrition, has taken over the Yaaajeende activities for an additional five years, starting in November 2017 and covering eight regions of the country; four more regions than Yaaajeende covered.

The Yaaajeende project worked with various sector ministries through decentralised technical services at the regional level, particularly agriculture, livestock, water and sanitation, and the CLM services. The role of these sectors was to support and monitor activities related to their respective activities. The regional agriculture service, for example, supported horticulture activities and biofortification, which were implemented by the Yaaajeende project.

Implementation was led by the NGOs National Cooperative Business Association (NCBA) and Cooperative League of the UDSA (CLUSA), in association with their partners Counterpart International (CPI), Heifer International and Sheladia Associates. The implementation team coordinated

nationally in Dakar but also exists at regional and community/local levels.

Programme design

The Yaaajeende project is an agricultural-focused project made up of a number of sub-programmes, in particular agriculture, livestock rearing, WASH, nutrition and food security governance. Key sector components included:

Agriculture

The agricultural sub-component aimed to improve nutrition and food security – especially for women and children – and economic diversification of households, particularly through the following:

- Commercial horticulture: to increase the availability of fruits and vegetables in the market;
- Nutritional gardens: to ensure direct access to fruits and vegetables by households;
- Agroforestry and tree farming: to promote the availability of a wide range of nutritional food options; and
- Agriculture and quality seeds: promotion of innovative technology, more efficient and resilient methods of agriculture, commercially viable nutritional varieties such as millet and mungo beans enriched with iron and zinc, protein-rich corn and orange-flesh sweet potatoes rich in vitamin A.

Livestock breeding

This element is largely concerned with donating animals to vulnerable households with the aim of improving the availability of animal-source food to improve food diversity and contribute to the development of new economic opportunities. The Matam region is one of the areas that receives the least amount of rain and where rain-fed crops are relatively difficult to grow. Many people in this region are traditionally livestock herders and nomadic.

Hygiene and sanitation measures (WASH)

The main goal of the WASH element is to help reduce diarrhoea and prevent undernutrition in children under five years old and women as a result of improved hygiene and sanitation practices and better access to clean and reliable water sources.

Implementation approach

The Yaaajeende project adopted a multi-sector approach in which stakeholders at the regional level implemented their interventions separately, with regular discussions among the different sectors. There were no shared programme resources or personnel.

The project did not affect what beneficiaries received in terms of services, but it provided a complete intervention package from all sectors in target villages.

The project set up several types of managing agents and community organisations at the operational level in the region, notably community representatives, women's groups (Debbo Galle), citizens' work groups (GTCs) and private service providers. All these agents were trained at the start of the project on the nutrition goals of Yaajeende:

- **Community-based Solution Providers (CBSPs):** CBSPs were managed by private sector companies and provided sustainable access for households and service providers to information and products necessary to enhance food security and nutrition
- **Cultivert:** created to improve the quality, professionalism and profitability of services for the community-based solution provider programme by establishing a standardised business model and supply chain for optimal integration of the value chain.
- **Debbo Galle group (DGG):** focused on nutritional education and women's empowerment by recruiting, organising and training women of child-bearing age on income-generating activities, food security and nutrition in households and communities.



- **Governance and food safety frameworks:** helped towns and villages set up systems to manage food safety and nutrition, made up of Citizens' Work Groups (GTCs), local management committees, local resource persons and Debbo Galle groups.

Implementation challenges

Many of the implementation experiences shared by stakeholders in Matam were similar to those in Kédougou. Those interviewed at Matam regional level understood the multi-causal nature of undernutrition and need for a multi-sector approach. However, sector services representatives emphasised that their mandate was primarily something other than nutrition; e.g. the priority of agricultural services was the production of foodstuffs with the aim of meeting targets for increased overall cereal production for local consumption and fruits and vegetables for export. As nutrition has not been part of national agricultural policy which is characterised by production goals and adapted by region, agricultural-technical service struggle to take into account nutritional objectives or targeting methods at the regional level. While there is some level of flexibility in adapting plans at a regional level, this does not allow new objectives or targeting methods to be taken on, such incorporating explicit nutrition objectives.

Through the Yaajeende project (and other initiatives), there has been a shift at the regional level in understanding of nutrition; for example, the view that agriculture must promote nutrition quality and diversity. However, it was also noted that with the high turnover of regional staff, with many assigned to other regions in the country, institutional memory built through such a project may be lost.

In Matam there have now been several large-scale, multi-sector projects; e.g. PLDM (implemented between 2013-2015) and the Yelitare project, which is in the process of implementation. These projects were implemented by the Union pour la Solidarité et l'Entraide (USE), a local NGO that has been the implementing partner of PRN for the CLM in Matam. The changing scope of work for a local agency like USE, from implementing nutrition-specific programs for the CLM to taking on work on nutrition-sensitive activities through projects like Yaajeende, means field staff become experienced in programming and provides opportunities for convergence. This is especially relevant in a country like Senegal, where much of the implementation is done through a network of CSOs/local NGOs.



4 Analysis and strategic discussion

Decentralisation

In Senegal, decentralisation is a dynamic process as indicated by the latest law, Act 3 of decentralisation¹⁹, dated March 2013. It is an ongoing process throughout the country that bestows on municipalities responsibility for sector development at community level²⁰. In other words, all development actions targeting communes must have the approval of those communes which are the final (and lowest) level in the administrative structure of regions and departments. As such, all development programmes operating at commune level work in close partnership with the communes to plan, implement and monitor interventions.

For nutrition, such cooperation involves integrating the nutrition interventions into the communes' development plans and partnering with the communes to implement these projects. As such, the communes form an integral part of the CLM, in much the same way as ministries with nutrition briefs and CSOs. The CLM and civil society also advocate strongly for the communes to budget for nutrition interventions.

In practice, the communes lack the necessary financial and human resources to truly provide for nutrition in their budgets. Consequently, their role tends to be limited to assisting implementation agencies and undertaking sporadic actions. They frequently benefit from the support of projects and NGOs working in the field of nutrition. The PINKK project, for example, provides support to communes in drafting their action plans, taking nutrition and food security issues into consideration. The YaaJeende project has also supported the establishment of citizens' working groups, which have become communes' preferred partners for nutrition matters.

Monitoring and evaluation

Target-setting for nutrition interventions is based on the results of SMART surveys, which indicate the prevalence of different forms of undernutrition by region. However, these surveys are not disaggregated

¹⁹ www.decentralisation.gouv.sn/1%E2%80%9999acte-iii-de-la-decentralisation

²⁰ www.servicepublic.gouv.sn/assets/textes/loi-transfert-region.pdf

to district or commune level, which would enable more precise targeting of vulnerable communes or villages. Projects like PINKK and Yaajeende therefore conduct complementary surveys or analyses to improve targeting. Data from the SMART surveys are triangulated with data from the screening data for acute malnutrition, which is conducted more regularly and with a better level of disaggregation. These screening data (changes in caseload) are also used to evaluate the impact of programmes like PLDM and other projects administered by CLM.

Funding

There are two types of funding for nutrition interventions in Senegal: government funding and funding from development partners.

Government funding

There is a line item for PRN funding in the general national budget. The CLM manages this line item using it for interventions under the PRN; i.e. screening, awareness-raising and management of MAM at commune level. The funds are used to finance the local NGOs, which execute the PRN.

Additional funding streams are anticipated under the new multi-sector national nutrition plan. Under the new plan, the ministries relevant to nutrition must ensure that the sector sub-plan is put into action and that funding is provided for this. The same applies for local authorities under decentralisation: it is expected that communes will be able to devote funding to nutrition and food security issues.

Funding from development partners

Multiple international contributors (USAID, Canada Council for International Cooperation, EU, the Spanish Council for Cooperation, ECHO, the World Bank, etc.) fund nutrition interventions in Senegal. This funding is most frequently directed through international NGOs at communities. This is the case for the Yaajeende and PINKK projects, which are implemented by a consortium of NGOs.

It should be noted, however, that international contributors also finance state structures directly. That is the case for the PLDM implemented in Matam by the CLM, which is funded by the Spanish Council for Cooperation or World Bank and awarded to the CLM.

Multi-sector work in Senegal

The CLM is responsible for coordinating nutrition actions at national and regional level. At regional level,

the CLM organises regular meetings, known as the Regional Monitoring Committee (CRS), to monitor and coordinate nutrition actions, particularly interventions implemented by the CLM itself. It also organises the Regional Development Committees (CRDs), in which all actors involved in nutrition are invited to present their activities in order to enhance coordination. All the technical services in the region are also invited to the CRDs' meetings, including healthcare, agriculture, animal husbandry, social services, hydraulics, etc. Sector-specific regional development committees are also organised by other technical services (agriculture, healthcare, education, etc). The CLM is invited to take part in these CRDs.

Multi-sector programming is a real challenge in Senegal. Sector policies have been slow to incorporate nutritional goals and/or interventions. The CLM programme set up by the PRN was expected to incorporate multi-sector aspects of nutrition. However, this programme focuses almost entirely on nutrition-specific activities at the community level. The involvement of sectors is limited to annual programme validation meetings and the end-of-year implementation report. Through the CLM, the PRN does implement some limited nutrition-sensitive programming, depending on the financing available and partners present. Other nutrition-sensitive programmes exist independently from the CLM and are implemented by NGOs in certain towns or departments.

Implementation of nutrition-sensitive interventions therefore remains a challenge as nutrition is not included in sector policies. The absence of nutrition goals in national policies makes it difficult for these to be considered at the regional level as policies are operationally translated into regional plans of action. This should change dramatically with the new multi-sector nutrition strategy and plan of action.

Sector issues

This work has looked most closely at the role of agriculture in nutrition and both Yaajeende and PINKK focus on nutrition improvement pathways through agriculture and livestock. There are also important developments in Senegal involving multi-sectoral approaches or joint programmes in nutrition involving water and sanitation departments. In both regions of focus in this work, Matam and Kédougou, one of the principal identified causes of undernutrition is access to potable water and hygiene practices. Nutrition stakeholders have developed several partnerships with

water services to enhance access to potable water for the most vulnerable people in these regions. In Matam, the water services are currently prioritising a programme together with the CLM to enhance access to potable water in nutritionally vulnerable areas.

Several partners, including ACF and the Yaajeende project, support water services to enhance access to water in nutritionally vulnerable areas. These partnerships have created joint programmes.

Capacity

The system to develop, implement and monitor nutrition programmes in Senegal was set up by the CLM, the municipalities and NGOs implementing the PRN. The latter in particular developed a great ability

to implement nutrition intervention on the ground. However, the CLM lacks human and material resources to drive and implement a truly multi-sector policy.

There are only six regional offices to cover the 14 regions that make up the country. Moreover, the offices have insufficient staff numbers. Lack of capacity is even more evident at municipal level, where there are no qualified nutrition staff as well as a lack of understanding concerning multi-sector nutrition.

To shift to a more multi-sectoral approach to nutrition will require the development of institutional capacity to develop, monitor and implement programmes from diverse sectors that impact nutrition.





4 Conclusions

Multi-sector programmes or approaches have yet to be operationalised at scale in Senegal. However, there is currently a shift taking place at the highest levels to embed a multi-sectoral approach to nutrition in all relevant sectors or line ministries in the country. The CLM recently developed a multi-sector nutrition plan of action that clearly defines the roles and responsibilities of each sector, as well as their implementation budgets. This new participatory and multi-sector approach gives hope to many stakeholders that it will enable more effective collaboration and coordination on the ground. So far the implementation of multi-sector interventions in Senegal has been done within programmes like PINKK and Yaajeende. Some of these interventions employ both nutrition-sensitive and nutrition-specific approaches, while others focus solely on nutrition-sensitive programming (e.g. Yaajeende). These programmes have generated important lessons on the challenges, constraints and opportunities for these approaches in Senegal.

The new national plan of action will have to confront several challenges with regard to human and financial resources at the sub-national level, and in particular at the level of the municipality which now plays a crucial role in delivery at the operational level. There are also challenges related to knowledge. Nutrition-sensitive concepts are still not widely understood at the subnational level, especially among stakeholders in nutrition-sensitive sectors who to a large extent still see their contribution to nutrition as continuing to work as usual to deliver services.

Annex 1

Stakeholders consulted – national level

Name	Function/structure
National level	
Augustin Ilunga	Spécialiste nutrition
George F Ameh	Chef de la section Survie et Développement de l'enfant
Abderahmane Djiré	USAID Yaajeende senior manager
Nafissa Ba Lo	USAID Yaajeende Nutrition Manager
Fatou Sabelle DIOP	Responsable nutrition, Ministère de l'Education Nattional
Dr Maty Diagne	Chef de Division alimentation et nutrition-Ministère de la santé publique
Mme Faye Marie Bengue	Food Security Council (CNSA)
Salif Bengue	Food Security Council (CNSA)
Mme Sokna Mbaye	Conseillère au Ministère de l'Agriculture et de l'Equipement Rural (MAER)
Christopher Breyne	Nutrition officer, FAO
Sophie Cowplyhood	REACH facilitator
Aida Gadiaga	REACH facilitator
Kédougou	
Khadim Ann	Adjoint au Gouverneur
Alioune Diouf	Responsable CLM
Abdoulaye Ndiaye	Directeur Projet PINKK
Tamsir Sakho	Directeur Régional Développement Rural (agriculture)
Alphousseyni Diallo	Coordinateur Technique projet PINKK pour World Vision
Arona Gakou	Conseiller Résident DID (Développement International Desjardins)
Dr Thiaw	Director of the animal production regional office
Myriam Mingou	Coordinatrice régionale PINKK
Jules Charles Mane	Responsable programme World vision, département de Saraya
Mme Faye Binetta	Chef de projet PINKK et PRN Département Saraya pour World Vision
Mbaye Sall	Responsable WASH du projet PINKK
Adama Ba	Chef division planification et formation
Bilaly Bah	Agent de Développement Communautaire PINKK
Abdoul Rahmane Souaré	Relais communautaire
Moussa Diallo	Chef de village
Matam	
Binta Diop	Facilitatrice PRN
Abasse Ndour	Coordinateur régional CLM
Idrissa Ly	Assistant chef d'antenne P2RS Matam
Sherif Mahmoud Kébé	Sécretaire Général du conseil départemental
Abdoulaye Kamara	Directeur Régional du Développement Rural
Dr Aboubacar Diop	Adjoint chef service élevage
Tidjani Diallo	Adjoint au Maire de Ouro Sidi
Moulay Diallo	Chef de base ACF
Allassane Barry	Relais communautaire
Adamou abdoulaye Ba	Coordinateur GTC
Ousseynou Seck	Chef de projet ONG USE
Abdoulay Ka	Coordinateur national CLM
Issa djibril	Coordinateur régional projet Yaajeende Matam

Annex 3

Summary of other nutrition programmes present in Senegal

Intervention	Type of intervention	Implementing agency	Activity
Cash transfer programme	Nutrition-sensitive programme	CLM	Cash transfer
ProACT Project	Nutrition-sensitive (coordination)	CLM, food security council, FAO, Ministry of Agriculture	Food security and nutrition governance
Nutrition Reinforcement Programme (PRN)	Nutrition-specific	CLM, civil society	Growth-monitoring programme
Project to Fight Determinants of Malnutrition (PLDM)	Nutrition-sensitive	CLM, civil society	WASH, community lead total sanitation (CLTS)
Yelitaree	Nutrition-sensitive	CLM, civil society	Horticulture, animal production, WASH, fishing, environment protection, adult literacy, social protection and nutrition governance
PINKK	Nutrition-sensitive	NGO, CLM, decentralised technical services	As above
P2RS	Nutrition-sensitive	CLM, food security council, Ministry of Agriculture, Ministry of Animal Production, Ministry of Environment	Rural infrastructures, protection of forest resources, food fortification, value chain analysis and development
Yaajeende	Nutrition-sensitive	International NGO	Production of micronutrient rich foods
PCIMAS programme	Nutrition-specific	ACF	Management of acute malnutrition in health centres
Food Security and Resilience Project	Nutrition-sensitive	ACF	
WASH Programme integrated into the treatment of severe acute malnutrition	Nutrition-sensitive	ACF	
Health System Strengthening	Nutrition-specific	UNICEF	
Social Security	Nutrition-sensitive	UNICEF	
C4D, Governance, Universal Health Insurance	Nutrition-specific	UNICEF	
Fight against common diseases: diarrhoea, CPN, CPON, measles, maternal and child health		UNICEF	
Integrated WASH and Nutrition Component (WASH'in Nut)	Nutrition-sensitive	UNICEF	
CLTS: Community-led total sanitation	Nutrition-sensitive	UNICEF	
PAA: Food Purchase Project	Nutrition-sensitive	FAO	
AISAN	Nutrition-sensitive	FAO	Replenishment of seed capital of cultivated species in Senegal
School Meals Programme in Matam, Linguère and Sedhiou	Nutrition-sensitive	FAO	Providing school meals for adolescent students
Social Security and Agriculture	Nutrition-sensitive	FAO	Advocacy and capacity-building for food security and nutrition-sensitive social protection programme in Senegal
PRAPS: Regional Pastoralist Support Project in the Sahel.	Food security	National Food Safety Council	

Summary of other nutrition programmes present in Senegal *(Continued)*

Intervention	Type of intervention	Implementing agency	Activity
DRIARS: Project to develop resilience to recurrent food insecurity in Senegal	Food security	National Food Safety Council	
P2RS	Nutrition-sensitive	National Food Safety Council	
PAA: Food Purchase Project	Nutrition-sensitive	National Food Safety Council	
PROACT	Nutrition-sensitive	National Food Safety Council	Nutrition governance and coordination
Social Security	Social protection	Ministry of Family Affairs	
Nutrition Integration into Curriculum	Nutrition-sensitive	Ministry of National Education	
Vitamin A supplements	Nutrition-sensitive	Ministry of National Education	
ANIDA: Professional social integration project for youth	Food security	Ministry of Agriculture and Rural Equipment (MAER)	Promotion of inclusive farming (agriculture, livestock farming, pisciculture and more)
School Meals Programme	Food security	Ministry of Agriculture and Rural Equipment (MAER)	Community fields intended to provide food products for school cafeterias
Matam Development Support Project (PRODAM)	Food security	Ministry of Agriculture and Rural Equipment (MAER)	Planting vegetable gardens near converted water sources (bore holes, wells and more)
PASA-LOUMAKAF: Project to support food security in the regions of Louga, Matam and Kaffrine	Food security	Ministry of Agriculture and Rural Equipment (MAER)	Creation of horticultural farms
P2RS: BAD Resiliency Programme	Nutrition-sensitive	Ministry of Agriculture and Rural Equipment (MAER)	
AGIR: Global Alliance for Resilience Initiatives in the Sahel	Nutrition-sensitive	European Union	

