



MULTISECTORAL PLANNING FOR NUTRITION

Conducting Stakeholder Consultations for Nutrition

The Scaling Up Nutrition (SUN) Movement promotes multisector, multi-stakeholder action to end malnutrition. Early tasks in the process of scaling up nutrition are stakeholder mapping and *stakeholder consultation*, as part of conducting a contextual analysis (as noted in Module 1 of the MQSUN+ toolkit on Multisectoral Planning for Nutrition). Stakeholder mapping outlines the actors, organisations, projects and/or programmes in a country that already, or has the potential to, support nutrition (see [MQSUN+ Stakeholder Mapping tool](#)). The stakeholder consultation process then validates findings and sets the stage for aligning nutrition priorities. Stakeholders are identified and engaged throughout this process.

It is important to understand who the current/potential nutrition stakeholders are and their priorities to get a broad picture of countries' nutrition landscapes and engage stakeholders early in the process of scaling up nutrition. It will also help ensure that important issues, such as gender and disabilities, are included in discussions from the outset.

The mapping exercise generally happens prior to development of the multisectoral nutrition plan (MSNP)/common results framework (CRF) and thus helps gain stakeholder involvement, engagement and input early on, which will improve buy-in throughout the planning and implementation process. The *stakeholder consultation* phase generally happens after the mapping exercise and can be used to both validate the findings from the mapping (as well as other parts of the contextual analysis) and engage stakeholders in the MSNP/CRF planning. Examples of possible nutrition stakeholders are outlined in the [Box](#); however, the five sectors most commonly implementing nutrition-related activities are health; education; water, sanitation and hygiene; social protection; and agriculture.

MQSUN+ Toolkit on Multisectoral Planning for Nutrition

This tool is part of a larger MQSUN+ toolkit—**Multisectoral Planning for Nutrition**. Divided into six modules, this toolkit provides guidance to countries to: initiate multisectoral planning (1), develop a multisectoral nutrition plan (2) and common results framework (3) and establish the appropriate financing (4), monitoring, evaluating and learning (5) and implementation (6) mechanisms for nutrition action at the country level. The guidance has been selected from what has been used and found to work well in different country contexts based on the MQSUN(+) experience. The toolkit can be used to gain an overview of multisectoral nutrition planning as a whole or to identify appropriate approaches and useful resources to support this country-led process at different stages.

Box. Examples of possible nutrition stakeholders

Government/public sector:

- **Overarching multisectoral entities:** planning and development, including the Scaling Up Nutrition Steering Committee and the Multi-stakeholder Platform for Nutrition, finance, local development or administration, etc.
- **Sectoral representatives:** ministries of health; water, sanitation and hygiene; agriculture; irrigation; livestock; fisheries; education; social affairs/protection; economic development; planning; local development; women's affairs; youth; labour; energy; information; culture; commerce and industry; disaster management; finance; statistics; etc.
- Local, subnational or district governments.

Partners:

- **United Nations (UN) agencies:** United Nations Children's Fund, World Health Organization, World Food Programme, Food and Agriculture Organization, International Fund for Agricultural Development, United Nations Population Fund/UN Women, United Nations Development Programme, etc.
- **Donors:** US Agency for International Development, UK Department for International Development, European Union, GIZ [German Corporation for International Cooperation], World Bank, African Development Bank, Asian Development Bank, etc.
- **International/national nongovernmental organisations:** Save the Children International, FHI 360, Helen Keller International, etc.
- Civil society
- Private sector (business)
- Academia and research

Conducting a stakeholder consultation

As part of stakeholder engagement and MSNP/CRF planning, it is important to consult with all nutrition stakeholders identified through the [stakeholder mapping exercise](#). This will likely include the SUN Focal Point, the SUN multi-stakeholder platform, SUN networks, representatives of different government sectors and ministries, subnational/district government representatives, United Nations agencies, bilateral donors, nongovernmental organisations, civil society, businesses, academics, etc. This consultation will assist in engaging all key actors in validating findings from the contextual analysis and/or initiating the national multisectoral nutrition planning for defining the overall framework, including the goal, objectives, indicators and a set of interventions for each sector. Consultation and engagement will further help the identified stakeholders understand their roles and responsibilities towards achieving the goal through enhancing multisectoral coordination and collaboration.

Purpose of stakeholder consultation

The two main purposes of the stakeholder consultation are to (1) validate and gain endorsement of the findings from the stakeholder mapping exercise (e.g. organisations/actors, current nutrition activities, key challenges, governance and coordination mechanisms) and (2) initiate discussion around CRF/MSNP planning, including identifying the perceived priorities for nutrition in the country, stakeholder expectations of the plan and the process to be followed, actors to be included in the development process of the plan and the roles and responsibilities of the various stakeholders, as well as the desired schedule.

Note that this could be completed as two or more sets of meetings, depending on the process and timing in which the country is engaged.

Methodology: Joint stakeholder consultation workshop

Stakeholder consultation and engagement can happen in a number of ways, but a common and efficient method is through a joint consultation workshop. This may be a large meeting with all available nutrition stakeholders, taking place over one day or several days, or a series of workshops, depending on the amount of information to cover, the level of detail and the depth of planning needed for the MSNP/CRF.

A joint stakeholder consultation workshop can be organised with stakeholders from all sectors to present key summary findings from the stakeholder mapping exercise (desk review, face-to-face interviews, focus group discussions, mapping matrix, final report, etc.). Either at the beginning of the consultative workshop or through further discussions, the information compiled through the stakeholder mapping (and other pieces of the contextual analysis) can be validated and

endorsed, emphasising roles and responsibilities for strengthening coordination and collaboration amongst the different stakeholders. In contexts where nutrition knowledge is weak or underdeveloped in some sectors, it may be helpful to include an awareness-raising/advocacy presentation to improve understanding of nutrition concepts and the SUN mechanism and to work with each sector to advance its appreciation of its role. (SUN has a [presentation template](#)). This joint consultation workshop(s) will bring all stakeholders together at ‘one table’ to validate the information compiled through the contextual analysis and get official recognition, endorsement and understanding of, as well as consensus on, future stakeholder involvement.

The joint consultation workshop(s) can also help to inform future plan (MSNP/CRF) development, foster agreement on priority actions and gain high-level support from different ministries and partners. It may also help highlight the importance of nutrition as a core development priority and increase understanding of the role and contribution of each sector towards improving nutrition.

Table. Sample consultation/workshop agenda.

Day 1
Introduction
Presentation on importance of nutrition in the country
Presentation of the stakeholder mapping process/methodology
Presentation of the findings from the stakeholder mapping exercise
Group work to discuss and validate the findings of stakeholder mapping/contextual analysis and analysis by each sector (groups can be divided in various ways, such as by sector or geographic location): <ul style="list-style-type: none"> • <i>Are all nutrition stakeholders identified? Are any missing?</i> • <i>Are policies, programmes and coverage representative of reality? Are any policies/programmes missing?</i>
Presentation of the group work
Plenary discussions to finalise and endorse findings of contextual analysis and discuss impact on multisectoral nutrition planning
Day 2
Presentation on proposed key areas/sectors and indicators for the multisectoral nutrition planning (development of multisectoral nutrition plan [MSNP]/common results framework [CRF])
Group work to discuss plans for the MSNP/CRF planning (groups can be divided in various ways, such as by sector or geographic location): <ul style="list-style-type: none"> • <i>Identify areas where existing and future resources can be leveraged through joint programming and cooperation amongst stakeholders and sectors.</i>
Presentation of group work
Presentation of proposed work plan and timeline for multisectoral nutrition planning
Plenary discussions and proposed next steps for multisectoral nutrition planning (MSNP/CRF): <ul style="list-style-type: none"> • <i>Highlight plans for ensuring stakeholder engagement throughout the multisectoral nutrition planning process.</i> • <i>Highlight plans for ensuring stakeholders focus on vulnerable persons (women, children, orphans), maintain gender equity and include plans for humanitarian emergencies.</i>
Conclusion and next steps
Closing remarks

About MQSUN+

MQSUN+ provides technical assistance (TA) and knowledge services to the UK Foreign, Commonwealth and Development Office (FCDO) and the Scaling Up Nutrition (SUN) Movement Secretariat (SMS) in support of pro-poor programmes in nutrition. MQSUN+ services are resourced by a consortium of five non-state organisations leading in the field of nutrition.

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