

Technical Assistance Progress Assessment

TAN Project Technical Assistance Assignment: Support the Revitalization and Restructuring of the Bangladesh National Nutrition Council (BNNC) to Steer National Level Nutrition Actions in the Country



Acknowledgments

This report summarizes the results and learning from the BGD-02 Progress Assessment conducted by, Nutrition International TAN Asia Project Manager, Dr. Eadara Srikanth; Dr. Rupinder Sahota, Project Officer; and, Ms. Akshita Sharma, Consultant with the support of Anne Kioko, Monitoring, Evaluation, and Learning Officer TAN; Jacob Korir, Technical Advisor TAN; Jessica Poulin, Knowledge Management, Learning and Communications Officer TAN; and, Sergio Cooper Teixeira, Knowledge Management and Strategy Consultant TAN. Mark Fryars, NTEAM TA Provider, developed the Progress Assessment methodology and tools and provided input into this assessment. The Government of Bangladesh and Progress Assessment respondents are gratefully acknowledged for their partnership with Nutrition International through the TAN project.

Through its Nutrition Technical Assistance Mechanism (NTEAM), Nutrition International shares its expertise globally to support the scale-up of nutrition for the most vulnerable. We believe that knowledge, rigorously obtained and generously shared, is key to effective progress for nutrition. Technical Assistance for Nutrition (TAN) is a project within NTEAM, funded with UK aid from the UK government. Through TAN, Nutrition International provides coordinated, gender sensitive technical assistance to help SUN countries, the SUN Movement Secretariat and regional coordination bodies overcome gaps in capacity, design and delivery of multi-sectoral national nutrition action plans to enhance the quality, scale, and effectiveness of nutrition-related programmes and policies. Through TAN, NTEAM's extensive network of experts contribute to the global state of knowledge on effective technical assistance in nutrition by generating, learning from and adopting knowledge that works.



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Table of Contents

Acknowledgments2

List of Acronyms4

Executive Summary5

Background of the Technical Assistance7

Methodology8

Summary of Findings.....10

 Assessment of progress along the results pathway..... 13

Main lessons learned and recommendations..... 20

 Lessons learned 20

 Recommendations 21

 To improve progress towards the results expected from this technical assistance: 21

 To improve the contribution of this technical assistance to TAN’s expected intermediate outcomes: 21

 To improve future support of this type23

Annex 1: Individuals Consulted.....24

Note: *A total of 11 interviews were conducted, including some group interviews.*24

Annex 2: Questionnaires25

Annex 3: Key Sources and Documents.....34

Annex 4: 22 Sectoral Ministries35

List of Figures

Figure 1: Results pathway for the technical assistance assignment13

List of Tables

Table 1: Methodology used for this Progress Assessment 8

Table 2: Assessment of progress along the results pathway.....14



List of Acronyms

BGD	Bangladesh
BNNC	Bangladesh National Nutrition Council
DG	Director General
DNCC	District Nutrition Coordination Committee
DP	Development Partners
DPP	Development Project Proforma
HR	Human Resources
ICDDR, B	International Centre for Diarrheal Disease Research, Bangladesh
ICT	Information, Communication & Technology
IPHN	Institute of Public Health and Nutrition
MoHFW	Ministry of Health and Family Welfare
MoU	Memorandum of Understanding
NNP	National Nutrition Policy
NPAN	National Plan of Action for Nutrition
NPAN2	Second National Plan of Action for Nutrition
NTEAM	Nutrition Technical Assistance Mechanism
PM	Prime Minister
SUN	Scaling Up Nutrition Movement
SUN FP	SUN Movement Focal Point
TA	Technical Assistance
TAN	Technical Assistance for Nutrition
TA Provider	Technical Assistance Provider
UK	United Kingdom
UNCC	Upzila Nutrition Coordination Committee
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WH	World Health
WHO	World Health Organization



Executive Summary

Introduction

Nutrition International shares its expertise globally to support the scale-up of nutrition for the most vulnerable through its Nutrition Technical Assistance Mechanism (NTEAM). NTEAM's Technical Assistance for Nutrition (TAN) project, funded with UK aid from the UK government, aims to improve coverage of multi-sectoral nutrition programmes and consequently to improve nutrition outcomes in Scaling Up Nutrition (SUN) countries. This is accomplished by strengthening their capacity to design and deliver nutrition programmes through provision of demand-driven technical assistance.

To adhere to the TAN project's annual donor reporting requirements, NTEAM conducted eight Progress Assessments of individual technical assistance assignments that had been completed at least eight to nine months prior. The main objective of this work is to assess the contribution made by each technical assistance to the intermediate outcomes expected to be achieved by the TAN project, including improved scale, effectiveness, gender equality, coordination, quality, inclusion, capacity and capability. The Progress Assessments also sought to identify the limiting and enabling factors associated with these outcomes and derive lessons learned from the experience to date, along with recommendations for how to accelerate progress to full effective implementation of the technical assistance products. As such, the results of the Progress Assessments will be disseminated to partners and key stakeholders for collaborative learnings and to strengthen the delivery of ongoing and future technical assistance.

Background of the Technical Assistance

The Bangladesh National Nutrition Council (BNNC) was formed in 1975 as an apex body to coordinate nutrition programs across sectors nationwide, but gradually lost its position as the leader for nutrition due to a shift in policies and focus of the government. Finally, in 2015 the National Nutrition Policy (NNP) explicitly stated that strengthening the BNNC would be instrumental to overcoming malnutrition in the country. The Ministry of Health and Family Welfare (MoHFW) initiated the revitalization process which included a restructuring and establishing a functional coordination mechanism for the BNNC. In 2017 the Additional Secretary (MoHFW) requested technical assistance through the SUN Movement, to which Nutrition International responded through its NTEAM's TAN project, with the TA "Support the Revitalization and Restructuring of the Bangladesh National Nutrition Council to Steer National Level Nutrition Actions in the Country". The TA, that ran from February 2017 to 2018, and aimed to build the capacity of the BNNC to steer national level nutrition actions and support the scale-up of priority interventions through effective multi-sectoral and multi-stakeholder platforms. The specific objectives of the technical assistance were:

1. To support the revitalization and restructuring of the BNNC to be the highest-level coordinating mechanism for nutrition in the country
2. To facilitate and manage the initial functioning of the BNNC
3. To assist the SUN Focal Point (SUN FP) and the MoHFW in planning, delivering and tracking nutrition interventions
4. To strengthen multi-sectoral and multi-stakeholder collaboration, under the SUN FP.



Objectives of this Progress Assessment

1. To assess and document the achievements of the outcomes expected in the “Results Pathway” for the revitalization of the BNNC, and identify some key factors that affected these outcomes
2. To identify the contribution(s) made by the revitalized BNNC to TAN program results
3. To make recommendations, for specific stakeholders to consider, of ways to accelerate progress for sustaining the results of the revitalized BNNC
4. To identify lessons and document learnings to inform future technical assistance for SUN.

Methodology Used

The methodology used to conduct the Progress Assessment involved several steps. First, a desk review of all available documents related to the revitalization and restructuring of BNNC was conducted. This was then complemented by interviews with informants drawn from key stakeholders. After which, an analysis of the key findings was undertaken to inform recommendations which were refined through a participatory approach.

Summary of Findings

The Progress Assessment gathered valuable insights from various stakeholders on the BNNC’s functionality as an apex body for steering nutrition programming in the country and identified key drivers for its future progress and sustainability.

Through key informant interviews, the assessment found that despite having faced considerable challenges while being launched, the BNNC has been sustained by the country’s political commitment to the institution, and with partner support, and has made evident progress in steering the nutrition landscape of the country. The BNNC has been able to strengthen and streamline multi-sectoral and multi-stakeholder platforms that have in turn been instrumental in successfully coordinating nutrition priority interventions. Through these platforms, the BNNC has also been successful in increasing both the scale and quality of these nutrition interventions. Unfortunately, however, the BNNC’s role in improving the capacity and capability of stakeholders has not been fully fulfilled due to its own limited capacity.

Ultimately, the assessment found that the BNNC’s future sustainability will depend on the mobilization of the additional resources it needs for the development of its own capacities for advocating for nutrition policies, and for implementing them.

Summary of Lessons Learned and Recommendations

A key factor in the success of the technical assistance was identifying the pressing need of the country, which was to revitalize the BNNC, and responding in a timely manner. Specifically, TAN’s support to the development of the BNNC’s strategic framework and operational plan at this critical juncture helped to identify ways in which the BNNC could take a leadership role to address the country’s nutrition problems. This included providing support to position the BNNC as coordinator of the implementation of the Second National Plan of Action for Nutrition (NPAN2).



The robust multi-stakeholder participation mobilized during the revitalization of BNNC ensured that the institution was well supported for operationalization. Stakeholders included other government departments such as National Nutrition Services, the Institute of Public Health and Nutrition, and other sectors such as the Ministry of Health, Ministry of Food, Ministry of Agriculture, Ministry of Primary and Mass Education, Ministry of Women and Child Affairs, and the Ministry of Social Welfare, as well as development partners (DPs), academics and, importantly, actors who would be implementing nutrition actions at the national and subnational level.

To ensure the sustainability of BNNC, continued financial and technical resource mobilization will be essential for strengthening the institution's capacity and capability to lead. This capacity strengthening should be conducted in a systematic way, to guarantee maximum impact and long-term governance. It is recommended that future support to the BNNC focus on these priority areas, and in particular on leveraging of both technical and financial resources.

Background of the Technical Assistance

The BNNC was formed in 1975 through a Presidential Order. Since being formed, the institution consisted of a Supreme Council (head by the Honorable Prime Minister), an Executive Committee (chaired by the Honorable Health Minister) and a Standing Technical Committee (supported by the BNNC Secretariat). It served as the apex body to coordinate nutrition programs across sectors, bringing together the relevant ministers, secretaries, senior administrators, policy makers, nutrition experts, journalists, and heads of relevant partner organizations. The BNNC was the focal point in developing policies for nutrition, most notably the National Plan of Action for Nutrition (NPAN) in 1997, and guidelines.

However, the BNNC's role as the apex body for nutrition was slowly eroded by a gradual shift in the policies and focus of government, and the BNNC remained dormant for almost two decades. Towards the end of the two decades, interest in revitalizing the BNNC was increasing, and in 2015 the National Nutrition Policy (NNP) stated explicitly that strengthening the BNNC was essential to reducing malnutrition in the country, and dictated that the BNNC would be responsible for reviewing the nutrition situation and for then leading the coordination of multi-sectoral nutrition programmes. The MoHFW then initiated its revitalization with a restructuring, and then established it as a functional coordination mechanism.

To expedite this process, the Additional Secretary (Public Health & World Health), MoHFW, requested technical assistance support through the SUN Movement. Nutrition International responded by providing technical assistance through its NTEAM's TAN project to the ministry for one year from February 2017 to February 2018. The technical assistance "Support the Revitalization and Restructuring of the Bangladesh National Nutrition Council to Steer National Level Nutrition Actions in the Country" was formulated, aiming to build the capacity of the BNNC to steer national level nutrition actions in the country and support the scale-up of priority interventions through effective multi-sectoral and multi-stakeholder platforms. The specific objectives of the technical assistance were:

1. To support the revitalization and restructuring of the BNNC to be the highest-level coordinating mechanism for nutrition in the country
2. To facilitate and manage the initial functioning of the BNNC



3. To assist the SUN Focal Point (SUN FP) and the MoHFW in planning, delivering and tracking nutrition interventions
4. To strengthen multi-sectoral and multi-stakeholder collaboration, under the SUN FP.

Specific deliverables included the formulation of a strategic framework, and an operational plan to act as an implementation guide, both of which emphasized guidance for overseeing nutrition governance, policy coordination, and leadership. The operational plan also recommended measures to establish and formalize coordination among planned core nutrition platforms for better synergy of nutrition actions for the NPAN2. Capacity building plans for BNNC staff and strengthening of monitoring systems were also included in the operational plan.

It should be noted that in 2017 the BNNC had no designated office and the technical assistance provider worked under the guidance of the SUN FP’s office in the MoHFW. Within the year that the technical assistance provision was underway, the BNNC was allocated an office space and some MoHFW staff were seconded to the BNNC. The TA worked in coordination with the SUN FP and the BNNC office for planning and implementation of activities, and also coordinated across other sectors and stakeholders.

Objectives of the Progress Assessment

The main objectives of this Progress Assessment are:

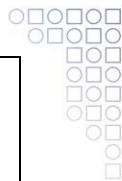
1. To assess the extent of the contribution(s) made by the process of revitalizing and restructuring the BNNC to the intermediate outcomes expected from the TAN project, which may include but need not be limited to improvements in the scale, quality, effectiveness, gender equality, capacity building and /or capability development involved in programming intended to scale up nutrition in Bangladesh.
2. To identify factors that are limiting (barriers) or improving (enabling) its successful contribution to expected TAN project outcomes.
3. To document recommendations for consideration by the SUN FP and/or other stakeholders in Bangladesh about ways to accelerate progress for effective functioning of the BNNC, including ways to address any factors on which success likely depends.
4. To derive lessons learned from the initiative, and to document, disseminate and translate knowledge to inform future technical assistance support for SUN.

Methodology

The methodology for the Progress Assessment was divided into six phases described below:

Table 1: Methodology used for this Progress Assessment

1: Desk Review	The desk review was an essential step of the Progress Assessment. During this phase, the TAN project’s Asia team collected, organized, and reviewed available information pertaining to the country context, the request for technical assistance support from the SUN FP, the TAN project’s response to the request and interventions implemented by the technical assistance provider (TA provider), and the immediate results of the technical assistance. Phase 1 provided a foundation for the remaining phases.
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2: Tool Development	After the desk review, the project team developed tools to guide the remainder of the Progress Assessment. These tools included key informant questionnaires that were semi-structured and open ended for qualitative responses. Respondents were categorized into three groups with tailored questionnaires. These can be found in Annex 2.
3: Selection of respondents	<p>Sampling Technique: A Purposive Sampling technique was undertaken to reach out to key informants with a role in the revitalization process or those who were participants to the process.</p> <p>Sample size: 11 respondents were interviewed in 3 categories (Annex 1):</p> <ul style="list-style-type: none"> • Institutional Heads/In-charge of Nutrition in country- SUN FP and the Director General of the BNNC (2) • National Stakeholders - respondents from other sectors involved in nutrition planning and working closely with BNNC (3) • Development Partners - respondents from DP agencies involved in nutrition planning and working closely with BNNC (6)
4: Key informant interviews	Key informant interviews were undertaken to gather more data on the results of the technical assistance and to validate findings from the desk review. Verbal consent was taken before starting the interviews. In some cases, group interviews were conducted and the responses were analysed collectively and considered a single interview. The key informants were informed about the anonymity and confidentiality of their responses. Along with note taking, the interviews were also recorded.
5: Data validation and Onsite observations	During the course of the interview process, certain documents such as Government orders, working documents, schedules of platform meetings, meeting reports, Memorandum of Understandings (MoUs), were accessed to validate the discussions and findings (see Annex 3).
6: Data Transcription, Analysis and Documentation	Interview responses were transcribed and entered into a structured excel sheet under categories as specified in the questionnaire. The analysis of data focused on the parameters on which the BNNC was expected to act/perform as part of its mandate of steering nutrition actions in the country, and to what extent it has been achieved.

Limitations

The progress assessments were carried out internally by NTEAM’s TAN project, which increased the risk of assessor/interviewer bias. However, in five of the eight technical assistance assessed, the staff member conducting the progress assessment was not the person who had managed the technical assistance assignment, providing additional objectivity while still benefiting from familiarity with project processes.

It proved to be challenging to identify the right timeframe in which to assess progress in achieving outcomes, as each technical assistance product and process require different types of follow-up actions, and government action and responsiveness varies widely across countries. Additionally, where TAN has provided multiple technical assistance assignments in one country, it can be difficult to differentiate the contribution of individual technical assistance assignments to outcomes.

Finally, the achievement of TAN project outcomes depends not only on the technical assistance but also on many other independent factors, such as political priorities, resourcing, capacity and capability for



effective implementation at all administrative levels of technical assistance deliverables. While efforts were made to ask about and document these key dependencies, the level of transparency of Progress Assessment interview respondents likely varied and it was difficult in some contexts to probe for any difficulties experienced by government stakeholders. It remains politically challenging to obtain the dissenting voice, and these findings are exclusively derived from surveys of staff in relevant government and partner organizations and were not complemented by any other research method, such as a desk review.

Summary of Findings

Below, a summary of the findings from the desk review and key informant interviews are detailed. Outlined are the contributions of the technical assistance results to the expected intermediate outcomes from the TAN project.

Scale

The revitalization of the BNNC has contributed to increased scale of nutrition-related policy and programmes in the country. Over the last 3 years since the completion of this technical assistance assignment, the number of government ministries involved in nutrition has grown from 17 to 22 (Annex 4). For the first time since 1997, 22 sectors have developed costed sectoral annual nutrition action plans based on priorities from NPAN2, under the leadership of the BNNC.

The BNNC has also provided directives to sub-national districts and Upzilas to plan, develop and implement effective nutrition actions. As an outcome of this, the formulation of sub-national nutrition action plans is underway. In addition, 11 DPs have entered an MoU with the BNNC to support the nutrition priorities of the country.

With these immense strides in support from districts, DPs, and ministries, it is expected that there will be considerable improvement in the scale of nutrition services through relevant, streamlined and cohesive policies and programs.

Quality

As part of the revitalization process, the BNNC formed a consortium comprised of sectoral and academic nutrition experts and DPs working together for nutrition. This collaborative working group has contributed to improved quality in planning and implementation of nutrition priorities as per the NPAN2. It is anticipated that improved quality in nutrition actions will be seen by BNNC reinforcing its role as a convening body and bringing together experts in the field. For example, the quality of the national mid-day meal program was significantly improved when the BNNC suggested that diet plans be developed as per child nutrition needs. This recommendation was adopted by the Department of Education.

Effectiveness

The Progress Assessment found that the BNNC can improve its effectiveness in resource mobilization and staff capability.

Currently, the sole source of funding for the BNNC is what is allocated by the federal government budget; the BNNC does not have its own funding mechanism. Since the completion of TAN's technical assistance,



the BNNC has not engaged in resource mobilization efforts. While the budget is sufficient for the BNNC's day-to-day functions, it is not enough to implement the objectives of the operational plan and does not reflect recommendations in the strategic framework for capacity building of staff, research, monitoring & evaluation, and strengthening of information, communication & technology (ICT). Efforts are however being made by the BNNC to receive 'special project' status through the Development Project Proforma (DPP) from the government of Bangladesh which would open doors for accessing additional funding from the government itself.

Coordination

The BNNC has made outstanding achievements in strengthening coordination between nutrition partners in Bangladesh. The nutrition community has recognized and applauded the success of the BNNC in bringing relevant stakeholders to a common platform. The BNNC's convening role and its policy of inclusiveness are credited with increasing the number of ministries which consider nutrition an integral part of their policy framework from 17 to 22, since 2017. The sectors and DPs must also be acknowledged for their collaborative spirit and efforts, as they have been very responsive to invitations.

However, despite these accomplishments, coordination gaps still remain at the sub-national level. The limited technical human resource capacity of the BNNC is hindering its ability to make advancements in sub-national coordination. It is acknowledged that as the revitalization of BNNC is a process, more time is required for integration and coordination to influence the sub-national level.

Capacity

Currently, the BNNC is facing an issue of a lack of permanent staff and a paucity of technical expertise, which have hindered the growth of the institution. The BNNC has developed a work plan to capacitate itself by strengthening its overall institutional structure and providing skills development and training for the staff currently seconded to the institution. DPs, including Nutrition International, are playing a significant role in building the capacity of the BNNC through technical assistance.

The BNNC has nevertheless strived to capacitate sectors such as education, women and child affairs, food, and social welfare, at the national and sub-national levels on nutrition, thereby leading to the development of sectoral and sub-national nutrition plans. Since the conclusion of this technical assistance assignment, there have only been moderate efforts made by BNNC to assess the capacity for nutrition action at these levels in Bangladesh.

Capability

The BNNC has built its capability by improving coordination amongst stakeholders and DPs, most significantly at the national level. Regular meetings of BNNC's five core platforms¹ have played an important role in improving coordination by promoting discussion and dissemination of up-to-date nutrition information amongst stakeholders. Efforts are underway by the BNNC to cascade the same capability development at the sub-national level with support from the district governments and DPs. The

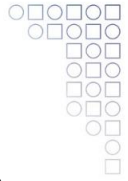
¹ Nutrition specific, nutrition sensitive, monitoring and evaluation, advocacy & communication, and capacity building



22 sectors that have created costed action plans have also improved nutrition capability in Bangladesh by including nutrition interventions in their policy frameworks. There is surely a tangible shift in the capabilities and practice of sectors and other stakeholders for supporting the provision of nutrition services, however it cannot be totally attributed to BNNC. The priority accorded for nutrition by the Hon'ble PM played a crucial role in pushing the agenda for nutrition amongst the allied sectors.

Gender equality

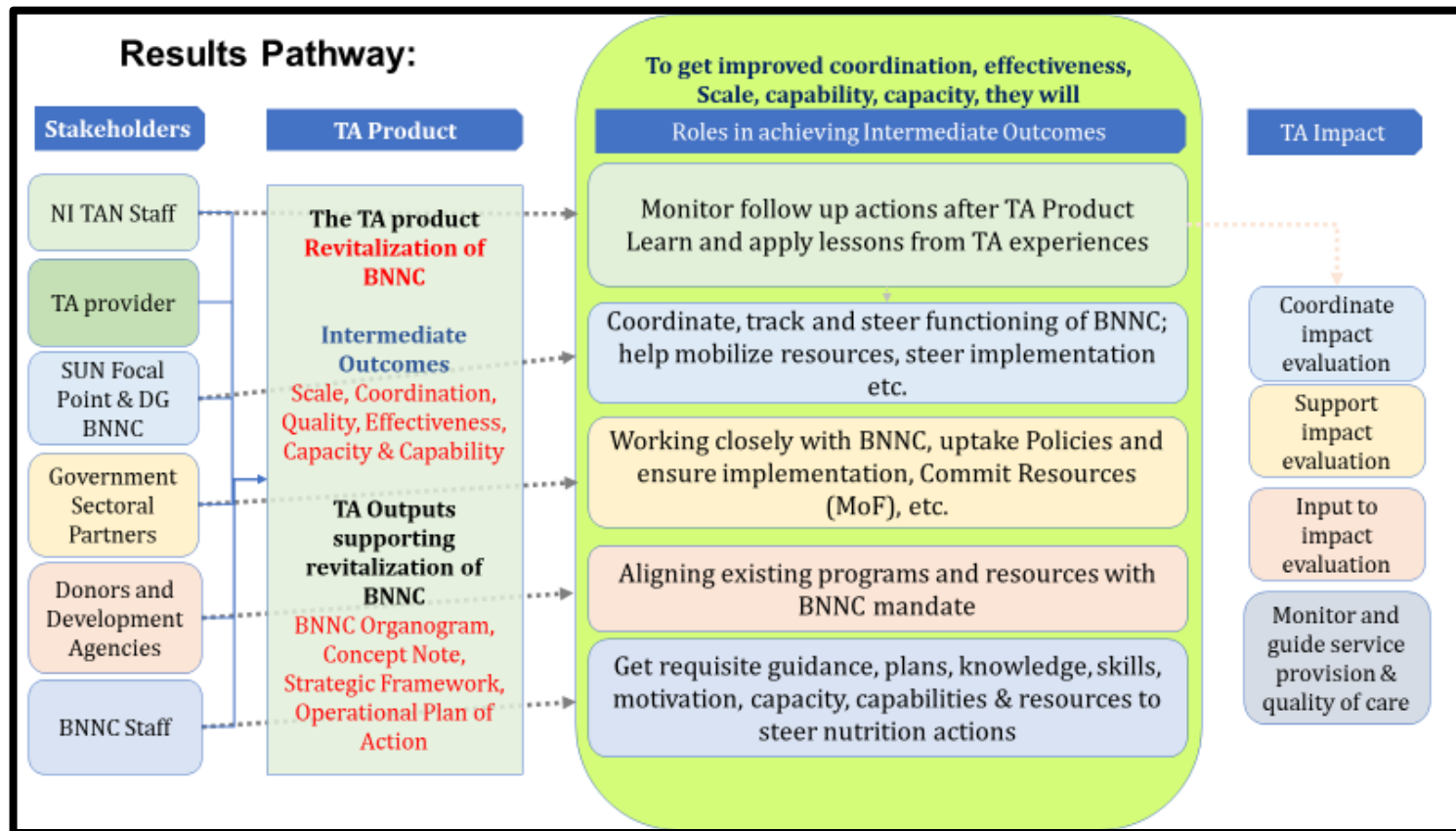
During TAN's technical assistance assignment gender equality was not a focus of its deliverables. Since the completion of TAN's technical assistance, the BNNC has yet to consider gender as a key priority for its operation. However, BNNC does give gender due prominence in its nutrition plans and priorities. More gender considerations should be included during the revitalization process and planning of BNNC. Respondents had mentioned, however, that they are confident gender will be considered in due process.



Assessment of progress along the results pathway

Progress was assessed along a results pathway specific to this technical assistance, as illustrated in the figure below and described in the table below.

Figure 1: Results pathway for the technical assistance assignment



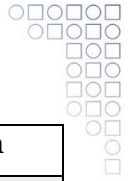
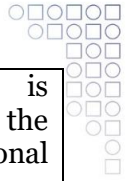
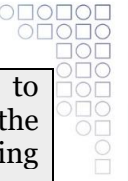


Table 2: Assessment of progress along the results pathway

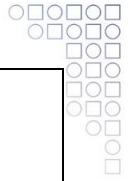
Expected results	Actual results	Factors affecting results and actions taken
<p>BNNC is re-established as an apex body for nutrition at the national level</p> <ul style="list-style-type: none"> <i>To drive policies, decisions, and plans for nutrition in Bangladesh</i> 	<p>Currently, the BNNC is regarded as an apex body for nutrition in Bangladesh and is championing policy and program improvements. However, respondents mentioned there is a need to recognize that the BNNC is in its nascent stage of revitalization and support must be provided accordingly. They envision the BNNC being more structured, capacitated, and sustainable.</p> <p>22 sectors have developed their annual nutrition action plans based on the guidance provided by the BNNC.</p>	<p>The endorsement of BNNC’s revitalization in the 2015 NNP was essential to revitalization process. The NNP recognized the revitalization and restructuring of the BNNC as one of the key elements to strengthen multi-sectoral coordination for implementation of NPAN2, under the leadership of the Honorable Prime Minister. Through this, the initiative secured political commitment from the highest government department. BNNC’s revitalization garnered support from DPs who provided additional resources and technical assistance. Specifically, Nutrition International supported the BNNC in strengthening its nutrition monitoring and reporting mechanism, and in the formulation of a nutrition advocacy plan. In a new technical assistance assignment, TAN is also providing support to the BNNC in guiding the implementation of NPAN2.</p> <p>During the last 2 years, the BNNC has made evident strides in positioning itself as an apex body for nutrition in the country and for championing multi-sectoral and multi-stakeholder collaboration amongst the nutrition community. The sustainability of BNNC is contingent on continued support from partners and therefore BNNC must continue to engage and coordinate partners through platform meetings.</p>
<p>BNNC functions as planned</p> <ul style="list-style-type: none"> <i>Organogram of BNNC implemented</i> <i>Regular meetings of councils, committees, and platforms</i> 	<p>Implementation of the organogram: The organogram developed by the technical assistance is in place, however it has yet to be fully implemented by BNNC. The organogram has envisaged BNNC as a 52-member body head by the Director General, however, at this time there are approximately only 10-12 Assistant Directors in place, and their number vary as they have been deputed from their parent departments and are not exclusively</p>	<p>Implementation of the organogram: Human resource needs are being acquired at the BNNC, however there is a lengthy recruitment process in the government of Bangladesh, and it is expected that it can take 3 to 4 years before all positions are filled.</p> <p>Formal mechanisms to support regular meetings of councils, committees and platforms in place: In order to meet expectations of hosting regular meetings and implementing the strategic</p>



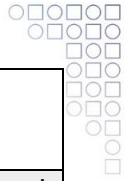
<ul style="list-style-type: none"> • <i>Strategic framework and operational plan of BNNC implemented</i> 	<p>working for BNNC. While the Director General has been in place for over two years, the cadre of Director and Deputy Directors are vacant. These positions are integral for technically guiding BNNC and its staff.</p> <p>Formal mechanisms to support regular meetings of councils, committees and platforms in place: BNNC has made laudable efforts in strengthening and formalizing the functioning of its five core platforms: nutrition specific, nutrition sensitive, monitoring and evaluation, advocacy & communication, and capacity building , as outlined in the strategic framework and operational plan supported by TAN. Attempts have been made to formalize the Standing Technical Committee, however currently the meetings are conducted on an ad hoc basis. The meetings of the Supreme Council and the Executive Committee with members from the political level are not held regularly.</p> <p>Strategic Plan and Operational Framework implemented: Certain aspects of the framework are currently being implemented, such as multi-stakeholder and multi-sectoral platform meetings and enhancing the use of Information, Communication and Technology (ICT).</p>	<p>framework and operational plan, the BNNC is attempting to secure ‘special project’ status through the DPP which will allow it to apply for additional governmental funds and human resource support.</p> <p>Meetings of the Supreme Council and the Executive Committee are irregular due to scheduling conflicts of members. These members are ministers of the cabinet and officials from office of the Honorable Prime Minister, which can make it difficult to bring them together on a regular basis.</p> <p>The regularity of the five core platform meetings can be attributed to the cohesive efforts of BNNC and DPs.</p> <p>Strategic Plan and Operational Framework implemented: The partial implementation of the Strategic Plan and Operational Framework is due to the limited capacity of BNNC. With a staff of 10-12 people out of the necessary 52 it is extremely difficult for BNNC to fully implement its plan.</p>
<p>Sustainability of BNNC ensured</p> <ul style="list-style-type: none"> • <i>Availability of adequate resources</i> • <i>BNNC sustainability planning including infrastructure and financial resources</i> 	<p>Human Resources and Capability Development: The lack of adequate staffing, technical competence and permanence of positions is significantly hampering the functionality and sustainability of the BNNC. This is a major area of concern expressed by all respondents.</p>	<p>Human Resources and Capability Development: The current process of deputation is unsustainable for the BNNC as skills are transferred but not retained within the institution. Deputation also discourages greater investment in capacity building of staff due to concerns over the loss of the investment due to rotation of the staff. The BNNC requires a full-bodied, permanent staff.</p>



	<p>Another concern raised was the lack of opportunities for learning and development of the newly recruited Assistant Directors of BNNC. Sincere efforts need to be made to enrich the capacities and capabilities of the BNNC staff as outlined in the operational plan.</p> <p>Infrastructure: Currently, the BNNC is situated on the premises of IPHN within the MoHFW. However, BNNC requires a dedicated building with adequate space for the current and planned staff which can be supported with the required operational equipment and systems.</p> <p>Financial resources: BNNC is currently financed through the national budget which is routed through IPHN. Though the budget is sufficient for the day to day operations of BNNC, there is limited budget availability and flexibility for undertaking key initiatives and activities identified in the strategic framework. If the BNNC is expected to act as an apex body, it requires an appropriate budget.</p>	<p>Infrastructure: Currently, plans are underway to provide a separate, fully functional building to the BNNC. Land has been allocated however the planning and approval of the budget is still pending.</p> <p>Financial resources: Discussions are underway to provide a separate and dedicated budget head for BNNC. Additionally, the approval and rollout of the DPP will be a pivotal step towards securing sustainability for the BNNC. This will ensure that BNNC receives additional resources to undertake its envisaged activities, as reiterated by the national stakeholders.</p> <p>Some international organizations and DPs are providing support to the activities led by the BNNC, however, there is limited contribution to the sustainability of the BNNC.</p>
<p>Strengthened multi-sectoral coordination</p> <ul style="list-style-type: none"> • <i>Sectoral nutrition action plans guided by BNNC</i> • <i>Budget allocated by sectors for nutrition activities guided by BNNC</i> 	<p>The BNNC has made commendable progress in strengthening multi-sectoral coordination. One of the remarkable achievements that demonstrates the BNNC's impact on multi-sectoral coordination is that for the first time 22 sectoral ministries have developed and submitted their sectoral nutrition annual action plans. The BNNC strengthened multi-sectoral coordination and also provided guidance to the sectors. The sector ministries have also allocated a specific budget for nutrition activities in line with their annual action plans.</p>	<p>BNNC has succeeded in repositioning itself as an apex body for nutrition in Bangladesh after its revitalization. The leadership and commitment of BNNC has led to a growth in political willingness from other sectors to participate in developing their own sectoral nutrition action plans under the guidance of BNNC.</p> <p>The Honorable Prime Minister has ensured that all 22 ministries which have committed to including nutrition actions plans have sectoral budgets allocated for implementation.</p>



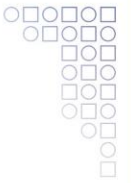
	<p>To date, the BNNC has been able to overcome any coordination issues and the ministries are working cohesively with the BNNC for nutrition related planning.</p>	
<p>Strengthened sub-national coordination</p> <ul style="list-style-type: none"> <i>Sub-national Plans guided by BNNC</i> 	<p>The BNNC has been able to implement its strategic framework at the sub-national level by guiding the process of creating district nutrition plans. Seven out of 64 districts have initiated “participatory multi-sectoral annual nutrition plans” under BNNC’s guidance.</p> <p>Nutrition planning meetings are being held regularly in approximately 48 of the 64 districts. A laudable achievement of the BNNC is that no coordination issues were faced.</p> <p>However, with the paucity of resources that the BNNC is facing, the institution has been struggling to manage the considerable amount of work involved for sub-national planning.</p>	<p>The collaborative efforts of the BNNC, the 22 sectors, other stakeholders, and DPs are showing positive results for nutrition planning and implementation at sub-national level.</p> <p>Plans are underway by the government in collaboration with the BNNC and MoHFW to appoint District and Upazila Nutrition Officers, which will depend significantly on the political commitment of the sub-national level governing bodies to nutrition. Appointing these nutrition officers will advance implementation of nutrition actions at the sub-national level, and ensure monitoring and evaluation of those actions, the data of which will feed into future national and sub-national plans.</p>
<p>Strengthened coordination of development partners</p> <ul style="list-style-type: none"> <i>DP plans and activities are aligned with NPAN2 priorities</i> <i>Budget allocated by DPs for activities guided by BNNC</i> 	<p>DPs have high expectations for the BNNC and have recognized it as the highest level of political support for nutrition in Bangladesh; however, they feel that commitment and effective leadership are still lacking. In particular, the lack of capacity and capability at the BNNC are two of its biggest shortcomings. In addition, DPs are concerned over the sustainability of the institution given its lack of financial and human resources. The DPs also recommend that the BNNC be an independent body, separate from the MoHFW, to promote its authority and autonomy.</p> <p>Regardless of these views and suggestions, DPs are committed to continuing to align their</p>	<p>Although DPs are aligning their nutrition plans and their implementation according to mandate of the BNNC, the continuity of this depends on the BNNC being fully functional and sustainable.</p> <p>DP respondents also highlighted the lack of longer-term planning at the BNNC, limits their own ability to commit resources on a longer term for sustainability. DPs suggested that the BNNC review its mandate and long-term operational plan so that they can continue to align their activities accordingly.</p>



	workplans with the prioritized nutrition actions from NPAN2, and as per the BNNC’s guidance.	
<p>Improved quality of nutrition actions</p> <ul style="list-style-type: none"> <i>BNNC leading to improvement in quality of nutrition planning and programming</i> 	<p>There has been substantial improvement in the quality of nutrition planning and programming since the BNNC revitalization process started.</p> <p>As BNNC’s revitalization has placed it at the core of nutrition programming in the country, there has been a significant uptake of nutrition work which has also benefited from improved quality through BNNC and its partners’ technical oversight. For example, as mentioned, 22 sectors have developed their annual nutrition action plans in line with the priority indicators of NPAN2.</p>	<p>Though the BNNC has played a role in the improvement of the quality of nutrition programming in the country, the progress cannot be solely attributed to BNNC. The priority accorded to nutrition from the Honorable Prime Minister’s Office has played a crucial role, and numerous sectors, stakeholders, and partners (such as Nutrition International), have invested significant efforts and resources into improving the quality of nutrition programs in the country.</p>
<p>Improved multi-sectoral and multi-stakeholder collaboration</p> <ul style="list-style-type: none"> <i>BNNC enables collaboration of sectors, DPs, academics and other relevant stakeholders for planning and implementation of nutrition related activities</i> 	<p>BNNC successfully created a conducive environment for collaboration amongst the nutrition community in the country. This is evident from the meetings of the five core platforms that are held regularly and are attended by DPs and other sectors. BNNC has also contributed to the involvement of various stakeholders during the national nutrition week.</p> <p>The majority of respondents proclaimed that BNNC can be wholly credited in bringing together stakeholders and that they have not experienced any coordination issues amongst them.</p> <p>Through the coordination platform arranged by BNNC, 11 DPs have signed an MoU with BNNC to support the advancement of the nutrition agenda.</p>	<p>The regularity of the five core platform meetings has strengthened multi-sectoral and multi-stakeholder coordination and collaboration. Additionally, the support for nutrition from the Honorable Prime Minister pushed the agenda forward with allied sectors.</p> <p>The MoUs signed by DPs ensured that they understood their roles and responsibilities, to avoid duplication of efforts and maximize impact of nutrition actions.</p>



<p>Increased expertise in nutrition</p> <ul style="list-style-type: none"><i>BNNC's influence leads to an increase in skills and expertise of nutrition actors in the country</i>	<p>BNNC's strengthened coordination of multi-sectoral and multi-stakeholder platforms have allowed for greater sharing of knowledge and best practices which have improved expertise in nutrition in Bangladesh at the national and subnational level. In particular, DPs have ensured that their learnings are disseminated at all levels.</p> <p>However, specific to the BNNC, current staff must have access to continual skills development for capacity building. This would allow BNNC staff to present best practices from within the institution and share their technical knowledge with other actors.</p>	<p>It was recommended that BNNC could consider building internal research capabilities to increase its experience and to advance its status as an apex body for nutrition.</p> <p>BNNC currently steers the training and capacity building platform (one of the five core platforms) which contributes to improving the skills and expertise of stakeholders.</p>
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Main lessons learned and recommendations

Lessons learned

The Progress Assessment provided meaningful insights into the factors that influenced the TAN project's technical assistance and the intermediate outcomes since its completion.

Timely technical assistance provision: In 2015, the NNP highlighted that the need of the hour was the revitalization of the BNNC to successfully implement the NPAN2 and combat malnutrition in the country. In 2017, after the government applied for technical support through the SUN movement, Nutrition International was able to respond with technical assistance through its NTEAM's TAN project. Specifically, TAN's support for the development of the BNNC's strategic framework and operational plan at this critical juncture helped to identify ways that the BNNC could regain its leadership role for nutrition in the country, particularly in coordinating the implementation of NPAN2.

Political commitment to improved nutrition: The accomplishments of the BNNC during this revitalization process can largely be attributed to the political will and commitment for nutrition in Bangladesh. The commitment from the Honorable Prime Minister's Office has ensured that the nutrition agenda has been at the forefront of policy in the country. A respondent during the Progress Assessment reiterated this well by stating, *"Nothing can be more sustainable than a government organization backed by a political will"*.

Collaboration: The collaborative efforts of DPs and other government sectors in Bangladesh were critical to the success that the revitalization process has seen so far, and MoUs were essential to clarifying roles and responsibilities. The BNNC was viewed as a 'winning team', and as quoted by one of the respondents *"Everybody wants to go with the winning team"*.

A common goal: The nutrition community of Bangladesh vehemently supported BNNC's revitalization process by aligning their plans with BNNC's agenda. BNNC's revitalization has been viewed as a common goal by all the stakeholders because having an apex body for nutrition in the country would ensure that nutrition was prioritized among partners and sectors. A respondent excitedly exclaimed that this is a *"Golden decade for nutrition in Bangladesh"* when talking about the revitalization process and the progress for nutrition actions in the country.

Patience for the process: The revitalization process is progressive in nature, evolving over time and requiring a well-planned approach with able and committed leadership. Although there are improvements and actions that BNNC must prioritize to fully realize itself as an apex body, it should be appreciated that the institution is still in its revitalization process and at the same time is striving to implement its mandate of steering nutrition actions in the country. It was compared to *"building the ship while sailing"* by one respondent. Sustainability takes time and requires adequate investment and rigorous capacity building.



Recommendations

To improve progress towards the results expected from this technical assistance:

- a. **Sustainability:** Currently, the sustainability of the BNNC has not been prioritized. The BNNC should be equipped with technical, financial, and human resources to ensure long term sustainability. The DPP which is being developed in consultation with the Planning Commission will provide the financial resources required to turn the BNNC's strategic framework into reality. The BNNC's human resource gaps must be filled with qualified personnel who are permanently transferred to the institution. Furthermore, the BNNC needs to update its operational plan to reflect its current situation and identify clearly where additional support from the government and DPs is needed to accelerate momentum of the revitalization process and advance nutrition actions.
- b. **Political will:** Although backed by the Honorable Prime Minister's Office, BNNC should continue advocacy and lobbying efforts to engage more government stakeholders. Formalizing the meetings of the Supreme Council and Executive Committee is an important step to ensuring BNNC's goals are advanced in other political strata. In addition, the Supreme Council meetings are an opportunity to take stock of BNNC's current progress and to agree on actions to improve its functionality and sustainability. The Supreme Council meeting would also present a good opportunity to highlight the Honorable Prime Minister's Office's commitment to nutrition.
- c. **Perseverance:** Continued support from DPs and other sectors and stakeholder is essential to the revitalization process and to BNNC's sustainability.

To improve the contribution of this technical assistance to TAN's expected intermediate outcomes:

- a. **Scale:**
 - BNNC should review existing sectoral nutrition programs, including the large number of social safety net programs which cater to a substantial percent of the population, including the vulnerable groups, to find the gaps and opportunities for nutrition interventions and recommend ways to make these programs more nutrition sensitive.
 - To ensure equity and to make sure 'no one is left behind', a budget tracking mechanism should be established by the government to monitor allocation and expenditure by sectors, as well as by geographical location and demographics.
- b. **Coordination:**
 - To amplify and sustain the current progress of BNNC in coordinating the implementation of nutrition actions across the country, a functional multi-sectoral and multi-stakeholder coordination mechanism at the sub-national level should be formalized. This mechanism should be regularly assessed for its functionality through an effective monitoring system.
 - BNNC must strengthen existing coordination mechanisms at the sub-national levels (district and Upzila), including various platforms such as the District Nutrition Coordination Committee (DNCC), and Upazila Coordination Committee (UNCC)



which are entrusted with coordinating the planning and implementation nutrition actions within their jurisdiction, to improve the skills and capacities of the nutrition focal persons from the sectors.

- IPHN and Nutrition International mapped nutrition partner's areas of work and activities at the national and sub-national level. BNNC can build upon this exercise and strategize to better align nutrition planning and implementation across partners.

c. Quality:

- It is recommended that BNNC establish a nutrition information hub with an interoperable mechanism to assess the coverage, achievements, and quality of programs on a real time basis, and to undertake timely follow-up actions.

d. Effectiveness:

- BNNC should conduct a resource gap analysis for nutrition actions in the annual plan. Based on the findings, a domestic and international resource mobilization strategy should be developed, with participation from partners.
- Private sector resource mobilization should also be explored by BNNC.

e. Capacity:

- The meetings of the Supreme Council and the Executive Committee should be convened at the earliest time possible, where BNNC should present its approved organogram and request that the vacant positions be filled as soon as possible.
- Based on the human resource gap assessment conducted by Nutrition International, BNNC should develop a roadmap to strengthen capacity in priority sectors, including BNNC itself. In particular, priority should be given to ensure strong nutrition technical capacity at BNNC, which will thereby improve the quality of nutrition-related programmes.
- BNNC should steward the strengthening of institutional capacity of priority sectors in information and monitoring systems, which should also be prioritized at both the national and sub-national level.
- BNNC should address its lack of permanent staff by development of a brief outlining their human resource needs, and the issues being faced with having predominantly seconded employees. This brief can be presented to the Office of the Honorable Prime Minister, through the Supreme Council and Executive Committee, MoHFW, Ministry of Planning, and other relevant ministries.

f. Capability:

- BNNC should continue enhancing its capability for monitoring progress and quality of nutrition programme delivery in line with the strategic plan.
- A plan for nutrition training and skills building in various ministries should be developed by BNNC.
- BNNC should develop a sustainable strategy to improve the capability of sub-national level nutrition coordination committees to plan, implement and monitor nutrition actions.



To improve future support of this type

Opportunity for institutional strengthening of a key, high-level government body is rarely encountered. It provides partners, including Nutrition International, the opportunity to be engaged at the macro policy making level. Given the major undertaking that the revitalization process entails, it is recommended that future support of this type consider a longer-term technical assistance arrangement that would provide both strategic and technical assistance to fill gaps as staff positions are being filled.

An explicit outcome of the technical assistance was a strengthened and functional nutrition platform mechanism under the BNNC, which played a crucial role in implementing the country's nutrition agenda. This success reiterates the focus on strengthening systems and how to position it for sustainability. Based upon this, TAN's most recent technical assistance support provided to BNNC for the operationalization of NPAN2 is emphasizing systems strengthening across all levels of government.

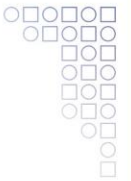
Future support of this type would also benefit from paralleled support from DPs and other government sectors. Through the revitalization process, opportunity for improvements outside of the scope of TAN's technical assistance became clear. These opportunities if addressed at the right time and in the right way would amplify the process of institutional strengthening and further add to impact of TAN's technical assistance and to the sustainability of the BNNC. For example, paralleled support from DPs and other sectors during the revitalization process could provide strengthening to the nutrition monitoring and reporting systems of sectors, the formulation and implementation of an advocacy plan for nutrition, strengthening sub-national level nutrition entities, and more. These aligned actions would in turn support the BNNC in the smooth implementation of its role and mandate.



Annex 1: Individuals Consulted

No.	Name	Designation	Organization	Notes
1	Md. Habibur Rahman Khan	Additional Secretary & SUN Focal Point	MoHFW, Government of Bangladesh	
2	Dr. Md. Shah Nawaz	Director General	BNNC	DG, BNNC was the main respondent, however other 3 Asst. Directors also added to responses
3	Dr. Nazmus Salehin	Assistant Director	BNNC	
4	Md. Fazla Rabbi	Assistant Director	BNNC	
5	Dr. Md. Akhter Imam	Assistant Director	BNNC	
6	Dr. Md. M. Islam Bulbul	Deputy program Manager	Institute of Public health and Nutrition	
7	Mostafa Faruq Al Banna	Associate Research Director	Food Planning Management Unit, Ministry of Food	
8	Dr. Nazma Shaheen	Professor and Former Director	Institute of Nutrition and food Science, University of Dhaka	
9	Dr. Tahmeed Ahmed	Senior Director	International Centre for Diarrheal Disease Research, Bangladesh (ICDDR, B)	
10	Piyali Mustaphi	Chief, Nutrition section	United Nations Children's Fund (UNICEF)	<i>Group responses</i>
11	Golam Mohiuddin Khan	Nutrition Specialist	UNICEF	
12	Md. Mohsin Ali	Public Health and Nutrition Specialist	Alive and Thrive	
13	Faria Shabnam	National Professional Officer	World Health Organization (WHO)	<i>Group responses</i>
14	Farhana Sharmin	National Consultant	WHO	
15	Monique Beun	Head of Nutrition	World Food Programme (WFP)	<i>Group responses</i>
16	Colleen O'Connor	Nutrition officer	WFP	
17	Tanima Sharmin	Nutrition officer	WFP	
18	Dr. S.K. Roy	Senior Scientist/ Chairperson	Bangladesh Breastfeeding Foundation	

Note: A total of 11 interviews were conducted, including some group interviews.



Annex 2: Questionnaires

Questionnaire for SUN FP & DG BNNC

Introduction and Background

I am asking you today for your kind input to an assessment; we may need 30-90 minutes*

In February 2017 the revitalization of Bangladesh National Nutrition Council (BNNC) as an apex body for nutrition decisions and policy and programme planning was initiated with Technical Assistance from NI [Dr. Raisul Haque].

I want to ask you today about progress since then in revitalization of BNNC, the key challenges encountered so far, and your views on what should now be done to further sustaining and strengthening it.

We will compile a short report after talking to a range of key informants. The audience will include the key stakeholders involved in this change/revitalization process and some elements may be used to inform wider learning about the TAN support. We will be pleased to share this report with you when it is ready.

I will not attribute your answers or comments to you, unless you specifically give me permission to do so.

Thank you again for sparing the time today.

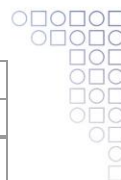
Note: for NI interviewers

**Time needed will vary by informant.*

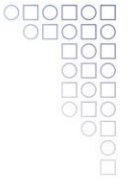
e.g. a SUN Focal point might need 90 minutes; a donor PO might need only 30'.

Please skip any questions below for which you already have reliable answers from desk research or from other informants.

It is important to encourage dissenting voices that may outline some of the areas for improvement, as well as approving ones that paint a positive image of the TA.



Respondent details	
Institution details	
<u>TA Product Distribution</u>	
1. Please tell us if currently BNNC is being looked upon as an apex body for decisions, policies, programs, and implementation plans related to nutrition after its restructuring and revitalisation post 2017? <ul style="list-style-type: none">• Do you think the sectors and stakeholders are now willing to work under the guidance of BNNC after its revitalisation?• What challenges were faced in getting the sectors and stakeholders to work with BNNC?• How were these challenges overcome? What is the plan to overcome any current challenges?• Are there any recommendations to further strengthen/ sustain the revitalised BNNC? [TA completed on Feb 2018]	
<u>TA Product Follow-Up</u>	
2. Please tell me about your follow up plans to ensure the functioning/ sustenance of the revitalized BNNC? <ul style="list-style-type: none">• Are the BNNC organogram/strategic framework operational plan followed?• Are the meetings of Supreme Council, Executive Committee and Technical Committee held on a regular basis as planned?• Do you think the BNNC is currently adequately staffed? Was there a change in the staffing positions after the BNNC being revitalised post 2017?• Is BNNC convening regular meetings with sectors and stakeholders?	
<u>TA Product Adoption by National stakeholders e.g. in various relevant sectors</u>	
3. Please brief us how far the government sectors at the national level have accepted BNNC as a lead body for nutrition and are driving their implementation based on the guidance of BNNC? <ul style="list-style-type: none">• Could you give us examples of how these sectors are working with BNNC?• Any example of sectoral nutrition plans being guided by BNNC?• Did you come across/hear any challenges regarding coordination between sectors and BNNC?• How were solutions worked out in such a case?	
<u>TA Product Adoption by sub-National stakeholders e.g. by local government staff</u>	
4. Please brief us on the coordination/working mechanism between BNNC and sub national level nutrition stakeholders? <ul style="list-style-type: none">• Does BNNC coordinate with and guide sub-national level planning and implementation?• Could you illustrate any such examples?• Did you come across/hear any challenges regarding coordination between sub national level nutrition stakeholders and BNNC?• How were solutions worked out in such a case?	
<u>Effectiveness of the TA in leveraging and mobilizing resources</u>	
5. Please tell me about the status of mobilization of resources needed to sustain the revitalised BNNC?	



- Is budget for functioning of the BNNC allocated in the National and Donor budget plans?
- If yes, could you give us details about the budget?
- Staff positions created and budget allocated in the domestic budget plans to assist the functioning of the BNNC at the national level?
- What are the plans to ensure regular budget allocation for BNNC?

Quality

6. In your opinion do you think that there is an improvement in the quality of Nutrition related programs after the revitalisation of BNNC?
- Is BNNC monitoring the quality of policies, plans and programs related to nutrition in the country?

Scale

7. Could you brief us if the revitalised BNNC played a role in increasing the scale of nutrition related policies and programs?
- Scale meaning involvement of “more” sectors and “more” stakeholders at various levels? What is the change in this scale before and after the revitalisation process?
 - Could you support your explanation with relevant examples?

Coordination

8. To what extent has the revitalised BNNC improved the coordination/engagement of various sectors, donors, development partners, etc.
- In what ways have nutrition governance structures or coordination/engagement processes at national and sub-national levels changed following the revitalisation of BNNC? Please highlight any significant examples
 - Are you aware of any changes in information sharing since then by key stakeholders including by development partners?
 - What gaps still remain? What should be done about them, by whom and when?

Gender Equality

9. To what extent has the revitalised BNNC is prioritising the focus on gender equality into nutrition planning, budgeting and monitoring?

Capacity (i.e. numbers of person years of staff working on nutrition)

10. To what extent has the revitalised BNNC led to changes in capacity for providing improved nutrition services?
- Could you give us some examples of this improved capacity?
 - What gaps still remain and what can be done to overcome these?

Capability (i.e. practice based on enhanced knowledge and skills)

11. To what extent the revitalised BNNC led to changes in capabilities and practice for supporting the provision of nutrition services?
- What are the most significant changes in practice by BNNC staff?
 - What are the most significant changes in practice by staff in sector Ministries?
 - What are the most significant changes in practice by staff at sub-national level?
 - What gaps still remain? What should be done about them, by whom and when?



Other informants

12. Who else do you recommend I talk specifically to gain more insights into these issues

Those are all the questions I had. Thank you very much again for your time.

Questionnaire for National Stakeholders

Introduction and Background

I am asking you today for your kind input to an assessment; we may need 30-90 minutes*

***In February 2017** the revitalization of Bangladesh National Nutrition Council (BNNC) as an apex body for nutrition decisions and policy and programme planning was initiated with Technical Assistance from NI [Dr. Raisul Haque].*

I want to ask you today about progress since then in revitalization of BNNC, the key challenges encountered so far, and your views on what should now be done to further sustaining and strengthening it.

We will compile a short report after talking to a range of key informants. The audience will include the key stakeholders involved in this change/revitalization process and some elements may be used to inform wider learning about the TAN support. We will be pleased to share this report with you when it is ready.

I will not attribute your answers or comments to you, unless you specifically give me permission to do so.

Thank you again for sparing the time today.

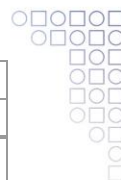
Note: for NI interviewers

**Time needed will vary by informant.*

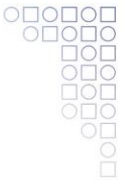
e.g. a SUN Focal point might need 90 minutes; a donor PO might need only 30'.

Please skip any questions below for which you already have reliable answers from desk research or from other informants.

It is important to encourage dissenting voices that may outline some of the areas for improvement, as well as approving ones that paint a positive image of the TA.



Respondent details	
Institution details	
<u>TA Product Distribution</u>	
1. Please tell us if you look up to BNNC as an apex body for decisions, policies, programs, and implementation plans related to nutrition after its restructuring and revitalisation post 2017? <ul style="list-style-type: none">• Do you think that yourself and the other sectors and stakeholders now willing to work under the guidance of BNNC after its revitalisation?• What challenges did/do you face to work with BNNC?• How were these challenges overcome? What is the plan to overcome any current challenges?• Are there any recommendations to further strengthen/ sustain the revitalised BNNC? [TA completed on Feb 2018]	
<u>TA Product Follow-Up</u>	
2. Please tell me about your plan of continued association with revitalised BNNC? <ul style="list-style-type: none">• Are you/any other sectors part of the committee/ councils of BNNC?• Are the meetings of Supreme Council, Executive Committee and Technical Committee held on a regular basis as planned?• Is BNNC convening regular meetings with sectors and stakeholders? Are you a part of any of these meetings?	
<u>TA Product Adoption by National stakeholders e.g. in various relevant sectors</u>	
3. Please brief us how far you and other sectors at the national level have accepted BNNC as a lead body for nutrition and are driving their implementation based on the guidance of BNNC? <ul style="list-style-type: none">• Could you give us examples of how you and other sectors are working with BNNC?• Any example of your/other sectoral nutrition plans being guided by BNNC?• Did you come across/hear any challenges regarding coordination between yourself/other sectors and BNNC? How were solutions worked out in such a case?	
<u>Effectiveness of the TA in leveraging and mobilizing resources</u>	
4. Please tell me about the status of mobilization of resources needed to sustain the revitalised BNNC? <ul style="list-style-type: none">• Is budget for functioning of the BNNC allocated in the National and Donor budget plans?• If yes, could you give us details about the budget?• Does your/any other sector commit/allocate any resource to BNNC	
<u>Quality</u>	
5. In your opinion do you think that there is an improvement in the quality of Nutrition related programs after the revitalisation of BNNC? <ul style="list-style-type: none">• Is BNNC monitoring the quality of policies, plans and programs related to nutrition in the country?	
<u>Scale</u>	
6. In your opinion do you think that the revitalised BNNC has a role in increasing the scale of nutrition related policies and programs? <ul style="list-style-type: none">• Scale meaning involvement of “more” sectors and “more” stakeholders at various levels? What is the change in this scale before and after the revitalisation process?	



- Could you support your explanation with relevant examples?

Coordination

7. To what extent has the revitalised BNNC improved the coordination/engagement of various sectors, donors, development partners, etc.
 - In what ways have nutrition governance structures or coordination/engagement processes at national and sub-national levels changed following the revitalisation of BNNC? Please highlight any significant examples specially related to your sector?
 - Are you aware of any changes in information sharing since then by key stakeholders including by development partners?
 - What gaps still remain? What should be done about them, by whom and when?

Gender Equality

8. To what extent has the revitalised BNNC is prioritising the focus on gender equality into nutrition planning, budgeting and monitoring?

Capacity (i.e. numbers of person years of staff working on nutrition)

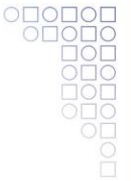
9. To what extent has the revitalised BNNC led to changes in capacity for providing improved nutrition services?
 - Could you give us some examples of this improved capacity? Any specific example related to your sector? What gaps still remain and what can be done to overcome these?

Capability (i.e. practice based on enhanced knowledge and skills)

10. To what extent the revitalised BNNC led to changes in capabilities and practice for supporting the provision of nutrition services?
 - What are the most significant changes in practice by BNNC staff?
 - What are the most significant changes in practice by staff in sector Ministries? Specially your sector? What are the most significant changes in practice by staff at sub-national level?
 - What gaps still remain? What should be done about them, by whom and when?

Other informants

11. Who else do you recommend I talk specifically to gain more insights into these issues



Questionnaire for Development Partners

Introduction and Background

I am asking you today for your kind input to an assessment; we may need 30-90 minutes*

***In February 2017** the revitalization of Bangladesh National Nutrition Council (BNNC) as an apex body for nutrition decisions and policy and programme planning was initiated with Technical Assistance from NI [Dr. Raisul Haque].*

I want to ask you today about progress since then in revitalization of BNNC, the key challenges encountered so far, and your views on what should now be done to further sustaining and strengthening it.

We will compile a short report after talking to a range of key informants. The audience will include the key stakeholders involved in this change/revitalization process and some elements may be used to inform wider learning about the TAN support. We will be pleased to share this report with you when it is ready.

I will not attribute your answers or comments to you, unless you specifically give me permission to do so.

Thank you again for sparing the time today.

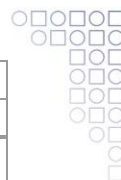
Note: for NI interviewers

**Time needed will vary by informant.*

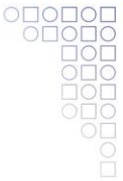
e.g. a SUN Focal point might need 90 minutes; a donor PO might need only 30'.

Please skip any questions below for which you already have reliable answers from desk research or from other informants.

It is important to encourage dissenting voices that may outline some of the areas for improvement, as well as approving ones that paint a positive image of the TA.



Respondent details	
Institution details	
<u>TA Product Distribution</u>	
1. Please tell us if you look up to BNNC as an apex body for decisions, policies, programs, and implementation plans related to nutrition after its restructuring and revitalisation post 2017? <ul style="list-style-type: none">• Do you think that yourself and the other sectors and stakeholders now willing to work under the guidance of BNNC after its revitalisation?• What challenges did/do you face to work with BNNC?• How were these challenges overcome? What is the plan to overcome any current challenges?• Are there any recommendations to further strengthen/ sustain the revitalised BNNC? [TA completed on Feb 2018]	
<u>TA Product Follow-Up</u>	
2. Please tell me about your plan of continued association with revitalised BNNC? <ul style="list-style-type: none">• Are you/any other partners part of the committee/ councils of BNNC?• Are the meetings of Supreme Council, Executive Committee and Technical Committee held on a regular basis as planned?• Is BNNC convening regular meetings with sectors and stakeholders particularly DPs? Are you a part of any of these meetings?	
<u>TA Product Adoption</u>	
3. Please brief us how far you and other DPs have accepted BNNC as a lead body for nutrition and are driving their implementation based on the guidance of BNNC? <ul style="list-style-type: none">• Could you give us examples of how you and other DPs are working with BNNC?• Any example of your/other DPs aligning your nutrition action plans/ programs under the guidance of/mandate of BNNC?• Did you come across/hear any challenges regarding coordination between yourself/other DPs and BNNC? How were solutions worked out in such a case?	
<u>Effectiveness of the TA in leveraging and mobilizing resources</u>	
4. Please tell me about the status of mobilization of resources needed to sustain the revitalised BNNC? <ul style="list-style-type: none">• Is budget for functioning of the BNNC allocated in the National and Donor budget plans?• If yes, could you give us details about the budget?• Does you/any other DPs commit/allocate any resource to BNNC?	
<u>Quality</u>	
5. In your opinion do you think that there is an improvement in the quality of Nutrition related programs after the revitalisation of BNNC? <ul style="list-style-type: none">• Is BNNC monitoring the quality of policies, plans and programs related to nutrition in the country?	
<u>Scale</u>	
6. In your opinion do you think that the revitalised BNNC has a role in increasing the scale of nutrition related policies and programs? <ul style="list-style-type: none">• Scale meaning involvement of “more” sectors and “more” stakeholders at various levels? What is the change in this scale before and after the revitalisation process?	



- Could you support your explanation with relevant examples?

Coordination

7. To what extent has the revitalised BNNC improved the coordination/engagement of various sectors, donors, development partners, etc.
 - In what ways have nutrition governance structures or coordination/engagement processes at national and sub-national levels changed following the revitalisation of BNNC? Please highlight any significant examples specially related to DPs?
 - Are you aware of any changes in information sharing since then by key stakeholders including by development partners?
 - What gaps still remain? What should be done about them, by whom and when?

Gender Equality

8. To what extent has the revitalised BNNC is prioritising the focus on gender equality into nutrition planning, budgeting and monitoring?

Capacity (i.e. numbers of person years of staff working on nutrition)

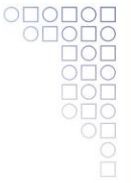
9. To what extent has the revitalised BNNC led to changes in capacity for providing improved nutrition services?
 - Could you give us some examples of this improved capacity? Any specific example related to DPs? What gaps still remain and what can be done to overcome these?

Capability (i.e. practice based on enhanced knowledge and skills)

10. To what extent the revitalised BNNC led to changes in capabilities and practice for supporting the provision of nutrition services?
 - What are the most significant changes in practice by BNNC staff?
 - What are the most significant changes in practice by staff in sector Ministries? What are the most significant changes in practice by DPs?
 - What gaps still remain? What should be done about them, by whom and when?

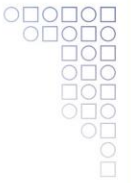
Other informants

11. Who else do you recommend I talk specifically to gain more insights into these issues



Annex 3: Key Sources and Documents

- Notes related to the TA request made by the SUN FP
- Technical assistance Terms of Reference
- National Nutrition Policy (NNP) Dates
- Second National Plan of Action on Nutrition (NPAN-2)
- Technical Assistance Deliverables including:
 - Deliverables from ensuing technical assistance assignments in Bangladesh
 - Data monitoring and reporting documents
 - Online data sources including BNNC webpage and facebook page
 - BNNC Organogram
 - BNNC Strategic Framework
 - BNNC Operational Plan
 - Concept paper on strengthening of BNNC



Annex 4: 22 Sectoral Ministries

1. Ministry of Health and Family Welfare
2. Ministry of Agriculture
3. Ministry of Food
4. Ministry of Fisheries and Livestock
5. Ministry of Women and Children Affairs
6. Ministry of Local Government, Rural Development and Cooperatives
7. Ministry of Primary and Mass Education
8. Ministry of Social Welfare
9. Ministry of Disaster Management & Relief
10. Ministry of Education
11. Ministry of Environment and Forest
12. Ministry of Finance
13. Ministry of Industries
14. Ministry of Information
15. Ministry of Planning
16. Ministry of Commerce
17. Ministry of Religious Affairs
18. Ministry of Chittagong Hill Tracts Affairs
19. Ministry of Youth and Sports
20. Ministry of Labour and Employment
21. Ministry of Science and Technology
22. Ministry of Water Resources