



From action to results:
Multi-sectoral technical
assistance for nutrition
in Bangladesh

DECEMBER 2021



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About

NUTRITION INTERNATIONAL

For over 25 years, Nutrition International has been working with governments and partners around the world to deliver low-cost, high-impact nutrition interventions to people who need it most. The organization integrates nutrition across sectors, strengthens local ownership and develops innovative approaches to scale. Globally renowned for nutrition expertise, Nutrition International combines research, technical assistance, advocacy and partnerships to improve policies and programs, and to increase resources for nutrition.

NUTRITION TECHNICAL ASSISTANCE MECHANISM

Through its Nutrition Technical Assistance Mechanism (NTEAM), Nutrition International shares its expertise globally to support the scale up of nutrition for the most vulnerable people. NTEAM provides expert technical assistance to governments, multilateral organizations, development banks and other global nutrition partners. NTEAM's extensive network of experts contributes to global knowledge on technical assistance in nutrition by generating learning and evidence, and adopting practices that work.

TECHNICAL ASSISTANCE FOR NUTRITION PROJECT

Technical Assistance for Nutrition (TAN) falls under NTEAM's purview and is funded with UK aid from the UK government. Through TAN, Nutrition International provides timely and coordinated technical assistance to help Scaling Up Nutrition (SUN) countries, the SUN Movement Secretariat, and regional coordination bodies overcome gaps in capacity, design and delivery of multi-sectoral national nutrition plans, and enhance the quality, scale, and effectiveness of nutrition-related programs and policies.

Purpose and Audience

The brief documents best practices gleaned by TAN while providing technical assistance in Bangladesh. It demonstrates how Nutrition International's technical assistance helped reinvigorate the nutrition agenda in Bangladesh and supported multiple levels of government in developing and implementing national and local multi-sectoral nutrition plans. Drawing upon multiple sources of information, this brief illustrates how technical assistance can make a meaningful impact and further empower a country to achieve better nutrition outcomes.

By highlighting successes, but also continuing needs, the brief is also expected to support the Government of Bangladesh and other stakeholders mobilize additional resources for the effective implementation of Bangladesh's National Plan of Action for Nutrition 2016–2025.

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Background

For nearly 50 years, the Government of Bangladesh has been working to reduce malnutrition among its population. In 1975, the Bangladesh National Nutrition Council (BNNC) was formed to oversee nutrition in the country and coordinate nutrition programs across sectors. The country joined the Scaling Up Nutrition (SUN) Movement in 2012, and in 2015 the government finalized the National Nutrition Policy (NNP), which explicitly called for the strengthening of the BNNC.

Despite these efforts, high levels of stunting and wasting persisted. In 2016, 36 percent of children under five were stunted and 14 percent were wasted. That year, the country launched the National Plan of Action for Nutrition 2016-2025 (NPAN2).

In 2017, the SUN Focal Point and the Additional Secretary of the Ministry of Health & Family Welfare (MoHFW) requested technical assistance through NTEAM. Since then, Nutrition International has provided continuous technical assistance to support Bangladesh to achieve the objectives of the NPAN2.

National Plan of Action for Nutrition 2016–2025 (NPAN2)

NPAN2 is a comprehensive multi-sectoral nutrition action plan. Its goal is to improve the nutritional status of all citizens and reduce all forms of malnutrition, with a focus on children, adolescent girls, pregnant women and lactating mothers.

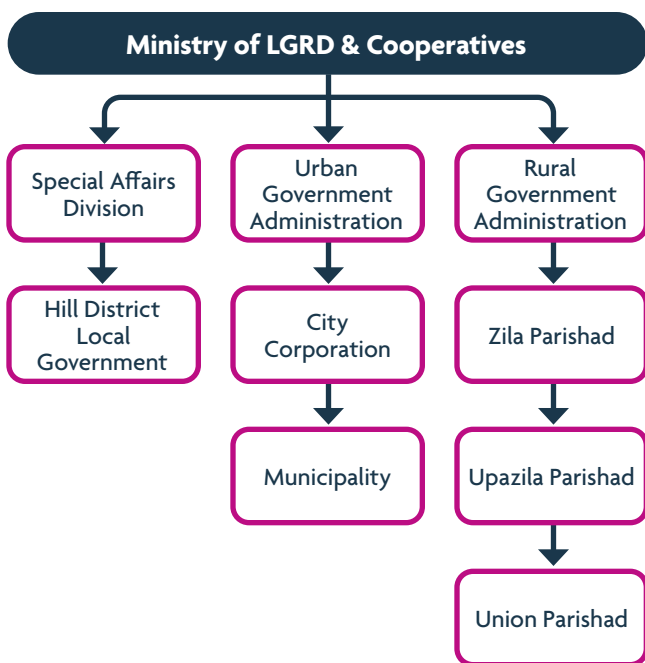


The plan is the result of a robust national collaborative process, reflecting on the work of 22 ministries and numerous partners and stakeholders. It is made up of sets of nutrition specific and nutrition sensitive policies and directs actions across many sectors. As a result, nutrition is included in the priorities of many individual ministries and stakeholders. The NPAN2 also stipulates the Multi-sectoral Minimum Nutrition Package (MMNP), a set of high-impact, low-cost sector specific interventions and services, which include support for:

- Maternal, infant and young child nutrition
- Early child development
- Adolescent nutrition
- Food production and food safety
- Dietary diversification
- Micronutrient supplementation and fortification
- Deworming
- Nutrition related Non-Communicable Diseases (NCD)
- Education
- Women's empowerment
- Water, sanitation and hygiene
- Social safety net programs
- Management of moderate and severe acute malnutrition

An enhanced monitoring mechanism to track progress against targets is an important element of the NPAN2. The plan crystallizes Bangladesh's commitments to the Sustainable Development Goals, the SUN Movement, the Second International Conference on Nutrition, and the World Health Assembly targets.

FIGURE 1: Local government structure in Bangladesh





Summary of the impact of Nutrition International's technical assistance

With support from the NTEAM, the BNNC has made significant progress towards achieving the objectives of the NPAN2. Each of Nutrition International's technical assistance assignments have supported significant achievements by Bangladesh:

- **Strengthened operationalization of the BNNC as a multi-stakeholder platform that can effectively steer the NPAN2.** In recent assessments¹, the BNNC considered all objectives for this technical assistance to be 100 percent achieved. In both 2019 and 2020, the BNNC's Director General and Deputy Director reported that the technical assistance strengthened their capacity, enabled country ownership and accountability, supported multi-stakeholder collaboration, and led to learning and knowledge sharing.
- **Increased multi-sectoral collaboration for nutrition.** In 2017, 17 ministries had ratified NPAN2, increasing to 22 by 2021.
- **The development of an effective and reliable data management, analysis and dissemination system for the NPAN2,** which strengthened the evidence used for decision-making, and how those decisions take sustainability and gender equality into consideration.² The BNNC was very satisfied that 80 percent of this specific technical assistance assignment's objectives had been met, and 100 percent satisfied with the outcomes of the technical assistance.
- **The development and operationalization of a costed advocacy plan for nutrition and corresponding framework.** These have resulted in greater collaboration between government departments, including the BNNC, Ministry of Health and Ministry of Information, as well as partners including United Nations (UN) agencies and civil society organizations.³ The government has released 387.5M Million BDT (\$5.6M CAD).
- **Strengthened nutrition human resources (HR) across sectors.** The BNNC reported that the HR assessment carried out by Nutrition International facilitated understanding of staffing needs across the 22 relevant ministries—including the BNNC—to optimize its operationalization. The assessment also helped the BNNC develop a rapport with other ministries, laying the groundwork for future collaboration.⁴ Subsequently, with support from NTEAM, the BNNC developed a training strategy and guidelines for HR capacity development in multi-sectoral nutrition action and coordination.
- **Strengthened sub-national structures to effectively implement nutrition interventions, and identified best practices and strategies that can be scaled up across all districts and upazilas.** The BNNC was 100 percent satisfied that the objectives of this technical assistance were met, and 92 percent satisfied with the provision of technical assistance, noting the team's technical capacity and the quality of the final deliverables.⁵
- **Integration of nutrition in the country's response to the COVID-19 global pandemic.** Nutrition International was able to support the BNNC in advising the Government of Bangladesh on the inclusion of nutrition in its pandemic response. The technical assistance provider supported the BNNC in developing reports and policy briefs that the government and UN partners used to develop the costed immediate socioeconomic response framework (iSERF) for Bangladesh.

Strengthening capacity to coordinate and operationalize the NPAN2

The BNNC is essential to strengthening the overall coordination, accountability and monitoring framework for the NPAN2 at the national and sub-national levels. However, a gradual shift in policy over many decades left the BNNC without sufficient capacity to do so.

In 2017, the MoHFW asked for Nutrition International's support to revitalize the BNNC.

Addressing human resource gaps for a multi-sectoral response to nutrition

The lack of capacity in several government agencies to operationalize the multi-sectoral response to nutrition became evident during the first revitalized BNNC meeting in 2017. The Prime Minister emphasized the importance of inter-sectoral coordination and issued a directive to assess the nutrition HR capacity of all 22 ministries involved.

Nutrition International carried out a gap assessment of HR for nutrition in the relevant ministries, and produced a strategy for 19 ministries. Recommendations in the strategy included:

- Specific technical skills needed, such as monitoring capacity for nutrition programs
- Provide training on nutrition sensitive approaches
- Develop train-the-trainer program for extension workers of different sectors, such as those in Agriculture
- Reduce gender disparities observed in leadership positions

These recommendations were disseminated to the BNNC's capacity development platform, and the BNNC asked Nutrition International to support the development of training guidelines. By 2021, the HR Capacity Development Guidelines on Multi-sectoral Nutrition was endorsed, and BNNC has begun to establish relationships with academic institutions and government sectoral training institutes as part of the strategy roll out.

The 2021 external assessment⁶ identified limited progress by ministries to resolve some of the HR process issues identified by Nutrition International. However, the assessment also found that the ongoing technical assistance—to identify and train nutrition focal points and provide training to central and division-level multi-sectoral resource teams in 52 of the 64 districts—was expected to make significant progress in resolving those issues.



The Bangladesh National Nutrition Council (BNNC) is the apex body on nutrition in Bangladesh, providing coordination, collaboration and leadership for the NPAN2.

The BNNC is chaired by the Prime Minister, supported by an Executive Committee, headed by the Health Minister and a Standing Technical Committee, which is headed by the Additional Secretary of the MOHFW.

The BNNC is responsible for day-to-day operations of the multi-stakeholder platform.

Five core nutrition platforms were designated under the BNNC's mandate:

- ✓ Nutrition specific
- ✓ Nutrition sensitive
- ✓ Monitoring and Evaluation (M&E)
- ✓ Advocacy and communication
- ✓ Capacity building



Capacity at the national level

Nutrition International supported the BNNC in developing its strategic framework and organogram, and coordinated input from the various sectors involved.

With Nutrition International's support, the BNNC began holding routine meetings and building the multi-stakeholder platform, which revitalized the Council and enabled it to become the apex body for nutrition in Bangladesh. This support was timely and contributed to Nutrition International's high-level advocacy efforts, which are credited with building momentum in the nutrition community for multi-sectoral, multi-stakeholder activities at scale, for example the number of ministries that ratified NPAN2 increased from 17 to 22 during this time.

With the technical assistance provided, the BNNC developed a costed annual workplan, and received guidance on designing the systems and processes that would enable its day-to-day function, including coordination among stakeholders and staff training.

The multi-year technical assistance provided support to BNNC staff, with a focus on mentoring and on-the-job training to enhance their skills in planning, meeting facilitation, monitoring and reporting, and management.

With support, the BNNC was able to share an NPAN2 orientation with 120 national nutrition focal points in 22 ministries, and to develop costed annual nutrition workplans with 21 ministries utilizing their respective budgets and operational plans with nine departments of the MoHFW. Similar annual nutrition work planning exercises are being rolled out in all 64 districts and 493 upazilas (sub-districts) in a phased approach. These activities are instrumental in ensuring domestic resource allocation for nutrition increases to meet the budget needs of the NPAN2.

Nutrition International's technical assistance also focused on the establishment and operationalization of 10 thematic working groups led by BNNC. Each of the working groups addresses a specific deliverable in BNNC's 2020–2021 annual workplan to implement the NPAN2:

1. Orientation package for central and divisional multi-sectoral resource teams to support the district and upazila nutrition committees for roll-out of their sub-national nutrition plans and MMNP
2. BNNC newsletters
3. Bottleneck assessment of nutrition sensitive intervention coverage
4. Guideline for nutrition surveillance system
5. HR strategy and multi-sectoral capacity strengthening
6. Nutrition Information Platform (NIP) including the BNNC nutrition dashboard
7. Annual monitoring report
8. Multi-sectoral financial tracking guideline/mechanism
9. Partner mapping for nutrition sensitive interventions
10. Nutrition and gender sensitive Social Security Net Programs (SSNP)

Nutrition International provided a gender equality specialist who advised each working group on mainstreaming gender equality considerations throughout their work. By October 2021, all the working groups had accomplished most of their objectives, while some are in the process of finalization and are expected to be completed before December 2021. In total, 21 major activities were undertaken and 14 key publications and reports were produced.

Capacity at the sub-national level

Effective implementation of the NPAN2 and MMNP requires strong nutrition planning and monitoring capacity at the sub-national level, particularly by District and Upazila Nutrition Coordination Committees (DNCC and UNCC, respectively).



Nutrition International supported the development of a central and division resource team. These trainers developed a core group of resources to guide the DNCCs and UNCCs in nutrition planning and monitoring, and to scale up the MMNP. In October 2020, 50 participants (23 women and 27 men) across the Ministries of Agriculture, Food, Health and Family Welfare, Women and Children's Affairs, as well as UN agencies, non-governmental organizations (NGO) and donor partners were trained in technical knowledge and skills for sub-national planning, supervising and monitoring of the MMNP. Eventually, all 15,000 DNCC and UNCC members will be trained by these trainers, although the travel restrictions due to the COVID-19 pandemic have slowed progress in achieving that goal.

Nutrition International conducted a bottleneck analysis of key nutrition sensitive intervention coverage which identified a range of barriers that affect key indicators.⁷ This assessment was used by BNNC and Nutrition International to develop a strategy and community-based conceptual model to reduce those barriers, which will be tested in a small number of upazilas in early 2022. Once the testing is complete, a policy brief will be developed to recommend scale-up across all 64 districts and 493 upazilas. One of Nutrition International's technical assistance providers, a national gender expert, conducted further analysis of the bottlenecks with a gender lens. This analysis highlighted social dimensions and gender norms that further exacerbate the issues raised. For example, the lack of data on the standard diet of women and the low status of women in household decision-making, are some of the factors that contribute to the lack of dietary diversity for both women and children. The analysis also found that adolescent pregnancies that arise out of child marriages contribute to a lack of progress on the reduction of low birth weight rates.⁸

Mainstreaming gender equality in technical assistance

Nutrition International is committed to mainstreaming gender equality throughout its technical assistance in Bangladesh, and has taken the following important steps:

- Gender equality was mainstreamed throughout the monitoring and reporting plan developed for the BNNC, including in the selection of indicators, training of government staff and in the first and second annual NPAN2 monitoring reports (2016-2018 and 2018-2019).
- The HR assessment that Nutrition International conducted on behalf of the BNNC across 19 government ministries specifically addressed the disparity of men and women in leadership positions for nutrition.
- Nutrition International's gender equality specialist provided support to the 10 BNNC working groups that are tasked with addressing current challenges to NPAN2 operationalization.
- An analysis of intervention bottlenecks that employed a gender lens highlighted social and gender dimensions and that impacted nutrition sensitive intervention implementation and coverage.



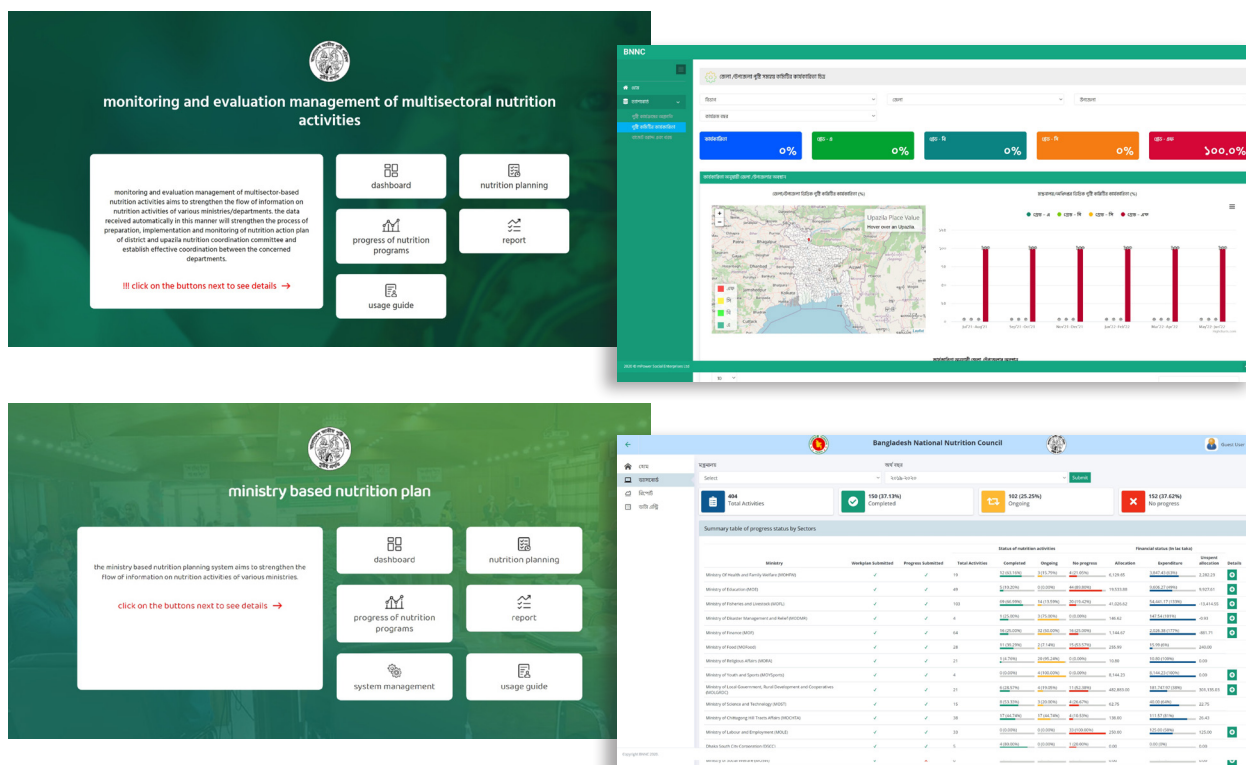


FIGURE 2: Online monitoring system for multi-sectoral nutrition planning of national and sub-national levels for better coordination and advocacy to improve the nutrition status of Bangladesh

Creating a multi-sectoral monitoring and reporting system for nutrition

Prior to receiving technical assistance from NTEAM, nutrition data collection and analysis was carried out across multiple ministry information systems with no mechanism to harmonize multi-sectoral data. Clarity around indicators for monitoring progress of the NPAN2 and capacity for reporting were also needed.

Nutrition International supported BNNC in developing a system to consolidate nutrition data across multiple ministries and sectors. In 2021, an external progress assessment found that this support to the M&E system had achieved a high level of impact on many aspects of NPAN2 implementation and increased capacity for monitoring and reporting.⁹ Specifically, the technical assistance had increased the scale of implementation, with 22 ministries on board with the M&E platform for nutrition, and the framework being piloted in 10 districts and 82 sub-districts. It was successful in eliminating parallel reporting and integrated 25 priority indicators into the workplans of all relevant ministries.

In 2019, the BNNC's —with technical support from Nutrition International— led the process with stakeholders to identify and prioritize the indicators that should be used to monitor progress against NPAN2 targets. Once the indicators were agreed upon, Nutrition International worked with the BNNC to identify the data sources for those indicators and conducted workshops with stakeholders to map nutrition M&E across sectors, and to find ways to integrate systems for NPAN2.

Notably, these trainings incorporated a gender lens and included a specific session on Gender Mainstreaming for Monitoring and Reporting, to ensure the monitoring system developed would be gender sensitive. After this, Nutrition International supported the BNNC to develop [national](#) and [sub-national](#) nutrition dashboards (see Figure 2) that track—in real-time—a priority set of nutrition indicators, expenditures on nutrition across government, the implementation of the MMNP, and the functionality of sub-national level nutrition coordination committees. These dashboards have been tested and integrated into the government's Nutrition Information Platform (NIP).

Nutrition International's support led to the publication of the first and second NPAN2 annual monitoring reports, covering [2016–2018](#) and [2018–2019](#). The publication of the NPAN2 annual monitoring reports enables all stakeholders to utilize program data for their planning and evaluation purposes, and builds transparency for the NPAN2 operationalization.

The technical assistance provider also developed and presented [guidance on multi-sectoral nutrition monitoring and reporting](#). As well, the technical assistance provider increased the capability and capacity for M&E within the BNNC. While some limitations in the coordination between government departments was noted due to the COVID-19 pandemic in 2020, the nutrition M&E platform was perceived as having outperformed other platforms.^{10,11}

Strengthening advocacy for greater nutrition investment

Working with the BNNC, Nutrition International developed a [costed advocacy plan for nutrition](#) in 2019, which aligned with the MoHFW's [National Comprehensive Social and Behaviour Change Communications \(SBCC\) Strategy](#) with the objective of raising the profile of nutrition across government, donor and partners in Bangladesh. Nutrition International analyzed the existing policies and programs to identify gaps that could be addressed through BNNC-led advocacy, and identify existing advocacy mandates of partners that could be consolidated for a better alignment of efforts. The plan was endorsed by the representing government and partner members of the Communication and Advocacy Platform and is being implemented in phases as of 2020. The goals of the plan are to:

1. Strengthen the political and legal framework
2. Increase stakeholder commitment
3. Bring about a change in the organizational behaviour towards the nutrition agenda
4. Enhance resource mobilization for nutrition.

It also includes financing options and guidelines for implementation. The operationalization of the costed advocacy plan has been crucial to create the enabling environment that supported the uptake of other efforts, including the M&E and HR strengthening activities.

Despite disruptions caused by COVID-19 and budget uncertainties, the BNNC was successful in securing the government allocations for National Nutrition Week for 2020 and 2021 under the advocacy plan (160M BDT or \$2.32M CAD) to host workshops, seminars, talk shows, disseminate research and other activities including the distribution of food baskets as part of the country's COVID-19 response.

Additionally, in preparation for the 2021 Nutrition for Growth Summit, known as N4G, in Tokyo, NTEAM provided the technical leadership and supported the SUN Multi-stakeholder Platform, BNNC, and the various technical groups to formulate Bangladesh's commitments.

Mainstreaming nutrition into additional areas

The COVID-19 pandemic

The BNNC's leadership role through the COVID-19 pandemic has further demonstrated the institution's strengthened capacity to convene, coordinate and provide technical leadership. Nutrition International's technical assistance provider supported the BNNC to develop the following documents:

- [Determining the impact of COVID-19 on nutrition: Projection of the possible malnutrition burden during and post COVID-19 in Bangladesh](#)
- [Combatting Malnutrition in Bangladesh in the Context of the COVID-19 Pandemic](#)

These reports have been used by government and UN partners to develop the costed iSERF for Bangladesh.

Nutrition International played an important role in advocating for nutrition within Bangladesh's COVID-19 response package. This advocacy included the COVID-19 and nutrition projection report, but also supporting the Ministry of Health and the Ministry of Disaster Management & Relief to define the composition of food baskets, and to develop public nutrition messaging. Nutrition International developed a policy brief with key recommendations that eventually informed the UN agencies' multi-sectoral iSERF for COVID-19 which covers the UN's response over an 18-month period. Those recommendations included:

1. Developing a costed comprehensive food and nutrition security response framework focusing on building back better and strengthening ongoing nutrition interventions using different service delivery platforms,
2. Establishing and ensuring a multi-sectoral approach to enhance and scale up coordination mechanisms for nutrition, and
3. Institutionalizing a robust monitoring, evaluation and surveillance system for evidence-based tracking of multi-sectoral COVID-19 specific nutrition responses, including accessibility, coverage and quality of services.



Social Safety Net Programs (SSNP)

The Cabinet Division requested BNNC's technical assistance to undertake an in-depth review of existing SSNPs and to mainstream nutrition throughout. With technical support from Nutrition International, the BNNC completed this review and submitted initial findings to the Cabinet Division. A detailed report and policy recommendations to facilitate better integration of nutrition into SSNPs has been developed and is being validated by the Thematic Advisory Group, led by the Cabinet Division. This will be an important step towards ensuring domestic resources are effectively leveraged for nutrition.

Lessons learned

- **Technical assistance should address both short-term and long-term needs.** For technical assistance to be effective, in areas such as governance and institutional strengthening, it should be provided consistently over the course of several years. Nutrition International's multi-year commitment allowed its support to respond and adapt to evolving needs. These included the roll-out of the HR assessment and advocacy plan, supporting the BNNC in Bangladesh's response to the COVID-19 pandemic, and developing guidelines for creating a national multi-sectoral nutrition surveillance system. Nutrition International's approach successfully built and sustained momentum within the nutrition community for multi-sectoral action.
- **Effectively managing a multi-stakeholder platform requires capacity and leadership.** Coordinating nutrition actions across multiple government departments, donors and partners is a complex endeavour. Nutrition International's strengthening of the capacity of the BNNC's systems and processes, and of its staff through coaching, was crucial to building the leadership required.
- **High-level and systematic advocacy is crucial for creating an enabling environment.** The success and impact of the technical assistance depended on earning buy-in from various stakeholders for the NPAN2. The costed advocacy plan and operationalization framework that Nutrition International developed with the BNNC strengthened the enabling environment for other initiatives including M&E, HR strengthening, and resource mobilization.
- **Accurate data is critical for tracking progress and course correcting.** Nutrition International's technical assistance to the development of a multi-sectoral monitoring system – which consolidates data from numerous government agencies – was an essential first step in tracking the progress on the NPAN2. The first annual reports for 2016–2018 and 2018–2019 facilitated transparency and allowed all partners to monitor their contributions to NPAN2 targets and identify gaps.
- **Applying a gender lens across all types of technical assistance strengthens outcomes.** The technical assistance provided a model for incorporating gender equality considerations in nutrition policy and programming (e.g. the monitoring system and increased coverage in gender sensitive data tracking, management and skills training, the HR strategy, bottleneck analysis and SSNPs), and ultimately improved the recommendations and tools developed. A gender analysis conducted with Nutrition International's technical assistance support facilitated a better understanding of country dynamics and uncovered ways to reduce gender gaps in nutrition.



Needs for further technical assistance

While the BNNC has made progress towards meeting the objectives set out in the NPAN2, the following needs and opportunities have been identified by the Government of Bangladesh, Nutrition International and partners:

- **Ensuring the COVID-19 response continues** to address the impact of the pandemic on nutrition in Bangladesh and ensure that nutrition continues to be mainstreamed in the country's response.
- **Implementing the advocacy plan and HR recommendations for nutrition**. The BNNC needs support to implement the Operationalization Framework for the advocacy plan and the HR recommendations.
- **Integrating gender equality throughout NPAN2**. If gender equality is successfully mainstreamed through all of the BNNC's scope of work, it can make a more tangible impact, including broader coverage and sustainable nutrition actions for women and girls.
- **Monitoring progress against NPAN2 targets**. Continued support to strengthen the monitoring capacity of the BNNC and expert advice for preparing the next annual monitoring report will help ensure all stakeholders can continue to identify where progress has been made and where further attention is needed.
- **Strengthening coordination, collaboration and knowledge generation for nutrition**. To further elevate its role as the apex coordinating body of nutrition in Bangladesh and to eliminate existing bottlenecks, the BNNC needs technical assistance for the following key activities:
 1. **Budget tracking**: BNNC will establish a comprehensive multi-sectoral budget tracking mechanism to assess and monitor the allocation and spending on nutrition across government ministries.
 2. **Partner mapping**: With Nutrition International's support, the BNNC is conducting a mapping exercise of partners working on nutrition sensitive programs, which will enable alignment of partner actions, identification of gaps in program coverage and advocacy for partner support where needed.

Partnerships

Nutrition International has worked closely with many partners to foster widespread buy-in for the objectives of NPAN2 and to ensure uptake of the resources, trainings and technical assistance provided.

GOVERNMENT DEPARTMENTS

- Prime Minister's Office
- Ministry of Agriculture
- Ministry of Chittagong Hill tracks
- Ministry of Commerce
- Ministry of Disaster Management and Relief
- Ministry of Environment, Forest and Climate Change
- Ministry of Finance
- Ministry of Fisheries and Livestock
- Ministry of Food
- Ministry of Health and Family Welfare
- Ministry of Industries
- Ministry of Information
- Ministry of Local Government & Rural Development
- Ministry of Planning
- Ministry of Primary and Mass Education
- Ministry of Religious Affairs
- Ministry of Social Welfare
- Ministry of Water Resource
- Ministry of Women and Children Affairs
- Ministry of Youth and Sports

DEVELOPMENT PARTNERS

- European Union
- Food and Agriculture Organization
- Global Affairs Canada
- UK's Foreign, Commonwealth & Development Officer
- United Nations Children's Fund (UNICEF)
- United States Agency for International Development
- World Bank
- World Food Programme
- World Health Organization

NON-GOVERNMENTAL AGENCIES

- BRAC
- Care Bangladesh
- Concern International
- Global Alliance for Improved Nutrition
- Hellen Keller International
- Institute of Nutrition and Food Science, Dhaka University
- International Centre for Diarrheal Disease Research
- International Food Policy Research Institute
- Save the Children

Additional resources

NATIONAL RESOURCES

- [Training Strategy and Guidelines for Human Resource Capacity Development on Multisector Nutrition](#) (July 2021)
- [Addressing Bottlenecks for the Coverage of Nutrition Sensitive Interventions in Bangladesh](#) (Sept 2021)
- [Food Packages for Disaster Affected Population in Bangladesh](#) (Sept 2021)
- [Review of social safety net programs and policies in Bangladesh with aim to enhance nutrition and gender sensitivity](#) (Sept 2021)
- [National Plan of Action for Nutrition 2016–2025 \(NPAN2\)](#)
- [NPAN 2 Annual Monitoring Reports 2016–2018 | 2018–2019](#)
- [Guidance on multi-sectoral nutrition monitoring and reporting](#)
- [Nutrition dashboard](#)
- [National Comprehensive SBCC Strategy](#)
- [Costed advocacy plan for nutrition](#)

COVID-19 RESPONSE

- [Determining the impact of COVID-19 on nutrition: Projection of the possible malnutrition burden during and post COVID-19 in Bangladesh](#)
- [Combating Malnutrition in Bangladesh in the Context of the COVID-19 Pandemic](#)

NUTRITION INTERNATIONAL RESOURCES

- [Ensuring the delivery of coordinated technical assistance in Bangladesh](#) (June 2019)
- [How NTEAM's Technical Assistance has incorporated support to national COVID-19 response planning through the TAN project](#) (May 2020)
- [Measuring Progress: Summary of Progress Assessments of Eight Technical Assistance Assignments from 2017–2019](#) (Sept 2020)
- [Key findings from an assessment of eight technical assistance assignments by Nutrition International's Nutrition Technical Assistance Mechanism \(NTEAM\)](#) (Sept 2020)
- [Nutrition International's NTEAM is helping to build 'winning teams' through its technical assistance, improving multi-sectoral coordination in Bangladesh and Pakistan](#) (Sept 2020)
- [“Combating the coming malnutrition crisis”](#) (The Daily Star, Sept 2020)
- [Nutrition International helps strengthen capacity in Bangladesh to tackle malnutrition](#) (Dec 2020)
- [External Progress Assessment of Technical Assistance Delivered under Nutrition International's TAN Project](#) (May 2021)
- [Supporting Gender Mainstreaming in Assessment of Key Health and Nutrition Programs: A Case Study from Bangladesh](#) (Dec 2021)

Endnotes

1 Nutrition International seeks feedback from its TAN clients upon completion of technical assistance assignments—in this case, the BNNC and the SUN Focal Point were surveyed. The satisfaction survey asks the client to evaluate the technical assistance according to the stated objectives, as well as their satisfaction of the process, the impact and the utility of the technical assistance.

2 Nutrition International, TAN Client Satisfaction Survey (2019)

3 Ibid

4 Nutrition International, TAN Client Satisfaction Survey (2020)

5 Ibid

6 Nutrition International, TAN External Progress Assessment (2021)

7 Key indicators assessed in the bottleneck analysis included, but was not limited to: Minimum Acceptable Diet for children 6–23 months, Minimum Dietary Diversity for Women, low birth weight, overweight and obesity, hygiene, early marriage and early pregnancy, women's education and drop-out rates.

8 Bangladesh National Nutrition Council. “Assessment of the Key Bottlenecks for the Coverage of Nutrition Sensitive Interventions and the Underlying Causes” (presentation on February 27, 2021)

9 Nutrition International, TAN External Progress Assessment (2021)

10 Ibid

11 BNNC's five core platforms include: Nutrition-Specific, Nutrition-Sensitive, Monitoring and Evaluation, Advocacy and Communication, and Capacity building

