



OPERATIONAL GUIDELINE FOR DISTRICT AND SUB DISTRICT NUTRITION COORDINATION COMMITTEE



BANGLADESH NATIONAL NUTRITION COUNCIL (BNNC)

OPERATIONAL GUIDELINE FOR DISTRICT AND SUB DISTRICT NUTRITION COORDINATION COMMITTEE

Target Users

Advisors, Chairpersons and Member Secretaries of District and Upazila Nutrition Coordination Committees as well as relevant supporting agencies and organizations.

Acknowledgement

Mr. Ruhul Amin Talukder

Joint Secretary (Policy)
Planning Wing, Ministry of Agriculture
(Formerly Joint Secretary, Health Services Division
Ministry of Health and Family Welfare)

Dr. Jahangir Hossain

Program Director, Health, CARE Bangladesh

Date of Publication

May 2018

Overall supervision

Dr. Md. Shah Nawaz

Director General
Bangladesh National Nutrition Council (BNNC)



Secretary

Health Services Division

Ministry of Health and Family Welfare

Government of the Peoples Republic of Bangladesh

MESSAGE

In recent times, the Government of Bangladesh has prioritized nutrition. In relation to this, the government has outlined its multisectoral and multilevel based integrated nutrition strategy in the National Nutrition Policy 2015 and in the Second National Plan of Action for Nutrition (2016-2025). The office of the Bangladesh National Nutrition Council (BNNC) is the government agency tasked with the responsibility of leading this; including establishing linkages and facilitating the necessary coordination among different sectors and organizations related to systems for implementation, monitoring and evaluation of the Country Investment Plan (CIP) for Agriculture and Food Security seventh Five Year Plan. BNNC also leads efforts towards establishing coordination and communication with regional and national level nutrition administrations and systems with district and upazila level committees that are expected to manage the implementation of the Second National Plan of Action for Nutrition.

To implement nutrition activities at the national and sub-national level, the BNNC has planned to execute a combination of context specific activities at the district and upazila levels to improve nutritional outcomes. To enable the implementation and coordination of nutrition activities at the district and upazila level, the BNNC felt the need for the development of an **operational guideline that** aligns with its integrated nutrition strategy to standardize systems and procedures across districts and upazilas.

I welcome this initiative of the BNNC and hope that through the use of the guideline, National, District and Upazila Nutrition Coordination Committees will successfully implement activities that support the Government of Bangladesh to achieve the vision, goal and objectives of the National Nutrition Policies and Sustainable Development Goals (SDGs) are achieved. I believe that this will put Bangladesh on track to reach the indicators outlined in the Second National Plan of Action for Nutrition (NPAN2) and meet the SDGs.

Md. Asadul Islam



Additional Secretary
Health Services Division
Ministry of Health and Family Welfare
Peoples Republic of Bangladesh

GOODWILL MESSAGE

For the implementation and coordination of the National Nutrition Policy 2015 and the National Plan of Action for Nutrition (2016-2025), the Government of Bangladesh proposes a robust institutional structure to implement nutrition effectively across the various levels. As such, a coordinated and multisectoral nutrition strategy has been adapted in implementing the Second National Plan of Action for Nutrition. In the proposed strategy, cost-effective and evidence-based activities have been given priority and leadership is provided for strategy implementation and operationalization with the BNNC. To measure progress, particularly the expected impact and results, there has been a proposal to establish an extensive monitoring and evaluation system.

Bangladesh is an important example of how to improve nutrition in the Scaling Up Nutrition (SUN) movement. In addition to expressing its pledge, the Government of Bangladesh has also reiterated its firm commitment to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture, the second of the 2030 SDGs accepted by United Nations General Assembly in 2015.

Nutrition is a broad issue, it is inter-related with multiple sectors; including but not limited to food; health; agriculture and fishery; education; social protection / safety net; water, sanitation, and hygiene (WASH); and family planning activities. To establish good management of multisectoral nutrition activities, the government convened the District and Upazila Nutrition Coordination Committee (DNCC & UNCC), with the participation of 22 representative ministries.

I am pleased to learn that the BNNC has completed all formalities to prepare an operational guideline for the district and upazila nutrition committees. I hope that this operational guideline will help in ensuring the active role of the committees towards the overall progress of the nutrition situation of Bangladesh. I wish you all the success in this effort.



Md. Habibur Rahman Khan



Director General

Bangladesh National Nutrition Council

PREFACE

The National Nutrition Policy (2015) identified immediate and underlying causes of malnutrition as multi-factorial. In relation to this, the Second National Plan of Action for Nutrition (NPAN-2) (2016-2025) was developed with specific goals and objectives to implement an integrated approach to nutrition. As part of this, the government adopted the District and Upazila Coordinating Committees (DNCC and UNCC) as the vehicle for implementation of integrated nutrition through an inter-ministerial and sectoral strategy. These committees will prepare, implement, monitor, and evaluate a coordinated nutrition improvement plan. Having successfully piloted the UNCC approach in the Sunamganj sub-district, guidelines have been developed to enable the scale up of the approach across the country. The main users of the guidelines are the designated representatives and officials of the DNCC and UNCCs. The design of this is simplified to facilitate easy understanding among users. It is expected that the committee would receive a formal orientation of the guidelines, including clarity of roles and responsibilities of individual sectors as well as the scope of work for the committee.

The process for developing the guidelines included a national level workshop which followed a Training Needs Assessment and consultations with representatives from relevant government, non-governmental, and development partner organizations. The guidelines also include shared experiences of partners and organizations who have successfully implemented multisectoral nutrition activities at the national and regional levels in Bangladesh.

The guidelines provide a broad framework within which districts and upazilas can address context specific issues. It also contains formats and templates to help the various departments to coordinate their inputs as well as budget for and manage assigned tasks.

I would like to thank CARE Bangladesh for providing technical and overall support in preparing the guidelines. I would also like to thank various development partners; the United Nations, Civil Society Alliance for Scaling Up Nutrition (CSA for SUN), UNICEF, Save the Children, WHO, Concern Worldwide, Plan International, FAO, BIRTAN, and Nutrition International for their valuable participation and inputs in the design of this.

Dr. Md. Shah Nawaz

CONTENTS

	Page
1. Background	8-10
1.1 Nutrition Activities: Bangladesh Context	
1.2 Nutrition Activities and the importance and demands of the Multisectoral Nutrition Coordination Committees	
1.3 Objectives and importance of preparing the Operational Guideline for DNCC and UNCC	
1.4 The users of the Operational Guideline.	
1.5 The process of using the Operational Guideline	
2. The District and Upazila Nutrition Coordination Committee and other related issues	11-16
2.1 Relationship between the Second National Plan of Action for Nutrition (NPAN-2) and the Multisectoral Nutrition Coordination Committee(s) and their importance	
2.2 Second National Plan of Action for Nutrition (NPAN-2) activities	
2.3 The causes of malnutrition and their relationship with and importance of multisectoral coordination and activities in combating malnutrition	
2.4 Multi-level (district and upazila level) based coordination in multisectoral nutrition activities	
2.5 Proposed structure of nutrition coordination in the Second National Plan of Action for Nutrition (NPAN-2)	
3. District and Upazila Nutrition Coordination Committee	17-24
3.1 The Government Order	
3.2 Terms of Reference of the Committee(s) and their explanation	
3.3 Roles and Responsibilities of the members of the Committee(s)	
3.4 Role of various government departments, local government and non-governmental organizations	
4. Strategies and process of making the Nutrition Coordination Committees Effective and Sustainable	25-33
4.1 Working strategies of the District and Upazila Coordination Committee	
4.1.1 Accelerating the activities of the Committees	
4.1.2 Preparing the Annual Nutrition Action Plan	
4.1.3 Implementation, reviewing progress, monitoring and preparing report	
4.1.4 Sustaining/ institutionalization of the activities of the Committee(s)	
4.2 Communication and coordination among the nutrition coordination committee(s) and other existing related committee(s)	
4.3 Initiating to provide recognition and honor	
5. Conclusion	34-35
6. Annexure	36-54
Annexure 1: Sample invitation letter for attending the regular meeting of the nutrition coordination committee	
Annexure 2: Sample letter for preparing annual nutrition plan of the upazila nutrition coordination committee and forwarding it to the district	
Annexure 3: Sample letter and format from the chairperson for initiating the activities of preparing annual activity plan	
Annexure 4: Format (a top) for Gaps/ Opportunity Analysis and determine actions	
Annexure 5: Sample format for presenting the coordinated nutrition action-plan	
Annexure 6: Sample checklist for monitoring activeness, effectiveness of the district/upazila multisectoral nutrition coordination committee	
Annexure 7 (a): Sample reporting format for the district nutrition coordination committee	
Annexure 7 (b): Sample reporting format for the upazila nutrition coordination committee	
Annexure 7 (c): Sample reporting format for forwarding the combined report of the upazila nutrition coordination committees from district level to the national level	
Annexure 8: Sample format for recording the minutes of the meeting of nutrition coordination committee	
7. Appendix	55-59
1 Government Order for sector-wise division of the budget of union parishad	
2 Unified list of SBCC topics	
3 List of the attendees at the workshop on developing nutrition coordination committee operational guideline and the reviewers	

1. Background

1.1 Nutrition Activities: Bangladesh Context

The Government of Bangladesh views access to appropriate nutrition as a basic right and has prioritized ‘improving nutrition’ in its Constitution. Article 18 (1) of the 1974 Constitution states that **“the State shall regard raising the level of nutrition and improvement of public health as among its primary duties”**. Based on the commitment of the Constitution, the Institute of Public Health Nutrition was established and was continued under the instruction of Father of the Nation Bangabandhu Sheikh Mujibur Rahman on 23 April 1975 as the **‘Bangladesh National Nutrition Council’**. In 1997, the first National Plan of Action for Nutrition was formulated. In order to achieve the Millennium Development Goals (MDG), the issue of nutritional security received world-wide attention and, in continuation of that, Scaling Up Nutrition (SUN), the Second International Conference on Nutrition (ICN2 2014), and the 2030 Agenda for Sustainable Development were formulated. It must also be mentioned that the Government of Bangladesh formulated a National Nutrition Policy in 2015 (NNP 2015) and subsequently, in 2016, formally announced the Second National Plan of Action for Nutrition (NPAN-2).

The second goal of the 2030 Agenda for Sustainable Development (SDGs) is stated as **“End hunger, achieve food security and improved nutrition and promote sustainable agriculture”**, and aims to end stunting and all forms of malnutrition in children under five years, and satisfy the nutritional needs of adolescent girls, pregnant and lactating women, and elderly citizens.

Bangladesh is committed to contributing to the impact to reach the SDGs through an integrated and multi-sectoral approach to achieve the nutritional goal of 3.3% annual reduction of stunting in children under 59 months by 2025.

Malnutrition is one of the reasons of development deficiencies of a country. Bangladesh is committed to achieve sustainable development goal by 2030. To achieve the targets of SDG, for socio-economic development of the country and healthful living of the people, it is essential to ensure quality nutrition simultaneously for women, men and children and people of all age. Under such circumstances, we cannot free us from this situation of malnutrition by only working in nutrition specific sectors; simultaneously we would require planning and implementing nutrition activities in coordination with the food, agriculture, education and other related sectors. If involvement of all the parties could be ensured Bangladesh will be able to achieve its nutrition goal of 2025 (3.3% annual reduction of stunting in children). If this such way continue through achievement of targets, national and global commitments could be kept and implementation of national nutrition policy 2015 is possible then Bangladesh could attain rapid improvement in public health sector.

1.2 Nutrition Activities and the importance and needs of the Multisectoral Nutrition Coordination Committees

Malnutrition is not only a health problem. It has a direct relationship with many other non-health sectors including agriculture, education, WASH, children and women’s affairs, fisheries and livestock, etc. Active participation from all related sectors is essential to effectively address nutrition outcomes. For combating basic, underlying and immediate problems of malnutrition the strategic roles of related non-health sectors such as food, agriculture, fishery and livestock, education, social welfare and other sectors are equally important. One of the objectives of the NNP 2015 is to **“Strengthen multisectoral programs and increase coordination among all related sectors to ensure improved nutrition (Clause 5, Objective 5)”**. Keeping this objective in mind, a ‘Multisectoral Nutrition Coordination Committee’ at district and upazila levels has been established comprising representatives from various sectors and departments; the local government, research institutions, development organizations, donor organizations, civil society, non-governmental organizations (NGOs), and local media. The aims and objectives of these committees is to ensure that the related Government departments work together with strong coordination and collaboration towards the improvement of nutrition. In addition to the ministries, local government and other stakeholders i.e., NGOs, private voluntary organizations and institutions participate and contribute based on existing requirements and needs. For this, appropriate planning, multisectoral coordination and appropriate use of local and national resources are essential. By realizing the importance of multisectoral coordinated nutrition activities, successful initiatives were completed to develop this operational guideline and specific guidance on how the district and upazila coordination committee will function and implement the terms of reference bestowed upon them by the BNNC.

1.3 Objectives and Importance of Preparing the Operational Guideline

This operational guideline was prepared to provide direction for the coordination committees, formed at the district and upazila levels, to implement the BNNCs’ terms of reference and facilitate activities for improved nutrition. The responsibilities of these committees are to identify and implement nutrition activities at the grassroots level through

the coordination and participation of various sectors following the NPAN-2. It is important to note that on 12 August 2018, through the issuance of Government Order (No.45.00.0000.161.006.03.18-311), instructions were provided to form the nutrition focused coordination committees at each district and upazila level. According to this order, each of the committees will work towards improving nutrition in a coordinated fashion, linking to the grassroots level to strengthen the nutrition community. The aim of this operational guide is to support and facilitate the BNCC to better coordinate and supervise all the activities of DNCC and UNCC

To ensure good health and proper nutrition at each level of Bangladeshi society, there is no alternative to coordination and implementation of nutrition activities in a multisectoral manner. The 2030 Agenda for Sustainable Development, NNP 2015, and NPAN-2 (2016-25) provide directions to achieve these objectives.; and in light of these directives, this operational guideline has been prepared. The government, private sector, and development partners are committed to improving nutrition at district and upazila levels, undertaking and implementing coordinated activities to build a hunger-free society and healthy future generation. Reflection of this commitment will only happen when all stakeholders are active participants and remain accountable to their duties and responsibilities through this operational guideline.

The specific objectives of preparing the operational guideline are to;

- Accelerate the activities of the district and upazila nutrition committee(s), forging the successful implementation of the NPAN-2 (2016-25);
- Increase the coordination of the BNCC with district and upazila nutrition committees; and
- Enhance internal communication between district and upazila nutrition committees.

1.4 The users of the Operational Guideline

The main users of this operation guideline are members of the DNCC and UNCCs. It is noted that, in each district, as per the Government circular, DNCCs (formed with the participation of representatives of all the departments/sectors, representatives of local government and private organizations) will remain operational where the District Commissioner has been identified as the Chairperson and the District Council as the Advisor, Civil Surgeon (CS) as Member Secretary. Respectively, in the UNCC, the Upazila Nirbahi Officer will be the Chairperson, the Chairman of Upazila Parishad as the Advisor and Upazila Health and Family Planning Officer as the Member Secretary. The above responsible officials along with the other members of the district and upazila committees will use this operational guideline and by maintaining the local reality and needs in mind will carry the district and upazila level nutrition activities forward.

1.5 The process of using the Operational Guideline

To ensure the proper use of this operational guideline, responsible officials are recommended to follow the following process outlined below (it is important to note that this is not an exhaustive list of all recommendations):

- The proposed operational guideline is part of a continuous process and has been prepared based on immediate needs. It will be updated on a regular periodic basis by considering the experience obtained through the implementation of activities. There have been efforts to present the guidelines in an easy fashion, so that the users can easily understand and adopt. When questions arise and clarifications are needed, it is expected that the responsible members of the committee will communicate with the appropriate authority.
- For an explanation of the process of implementing responsibilities bestowed on the committee, the coordination committee will refer to the operational guideline.
- Under the leadership of the BNCC, it is recommended that Master Trainers be prepared at the national level. Depending on the basis of availability of resources, through these Master Trainers subsequent initiatives will be taken to provide a training or orientation on the operational guideline to the members of the committee. When possible, all committee members should be provided with a personal copy of the guideline. As valuable recommendations arise, the Master Trainers will inform the appropriate authorities to ensure continued improvement with the appropriate revision and modifications.

**2.
The District and
Upazila Nutrition
Coordination
Committee and
other related
issues**

2.1 Relationship between the NPAN-2 and the Multisectoral Nutrition Coordination Committee(s) and their importance

With the aim of implementing the activities of NPAN-2 (2016-2025) through the formation of the Nutrition Coordination Committees, the Government of Bangladesh has ensured participation, coordination, and monitoring of the district and upazila level multisectoral activities; an epoch-making endeavor. Implementation of nutrition activities at the field level will be effective under the leadership of the Nutrition Coordination Committees, through the participation of multisectoral entities. These committees will play an important role in the proper implementation of the National Policy (2015) and the directives of BNNC. In the NPAN-2 (2016-2025), there are comprehensive directives regarding the national nutrition policies, nutrition activities, and their strategies for implementation. For effective implementation of nutrition activities, it is essential to have an adequate understanding of the **Second National Action Plan (NPAN2)** and adhere to it.

In article No. 6.5 of the NPAN-2 (2016-2025), the issue of strengthening multisectoral activities and enhancing coordination among related sectors has been clearly mentioned. In article No. 7 for the institutionalization of nutrition related administrative system, coordination and as an implementation strategy the district and upazila nutrition coordination committees has been mentioned as the multisectoral nutrition coordination platform.

2.2 Second National Plan of Action for Nutrition 2016-2025 activities

Goal	Objectives
<p>Improve the nutritional status, prevent and control malnutrition of all people, especially that of disadvantaged groups including mothers, adolescent girls and children, and to accelerate national development through raising the living standard.</p>	<ul style="list-style-type: none"> ● To improve the nutritional status of all citizens, including children, adolescent girls, pregnant women and lactating mothers; ● To ensure the availability of diversified, adequate and quality safe food and promote healthy feeding practices; ● To strengthen nutrition-specific or direct nutrition activities; ● To strengthen nutrition-sensitive or indirect nutrition activities; ● To strengthen multi-sectoral activities and increase coordination among related sectors to ensure improved coordination.
Target Groups	Thematic Areas
<ul style="list-style-type: none"> ● The first 1000 days, from conception until the second birthday of a child ● Adolescent girls; ● Pregnant and lactating women; ● Elderly population; ● Physically and mentally disabled. 	<ol style="list-style-type: none"> 1. Nutrition for all throughout the lifecycle (maternal nutrition and health, adolescent nutrition, obesity and non-communicable diseases, and geriatric nutrition including WASH); 2. Food, agriculture, and diets; 3. Social Protection; 4. Social and Behavior Change Communication (SBCC) Strategy: An integrated and comprehensive approach; 5. Monitoring, Evaluation and Research to inform policy and program formulation as well as implementation Research to inform policy and program formulation and implementation; and 6. Capacity building.

Nutrition Indicators and Target

Targets for reducing various forms of malnutrition by 2025 set by the NPAN-2:

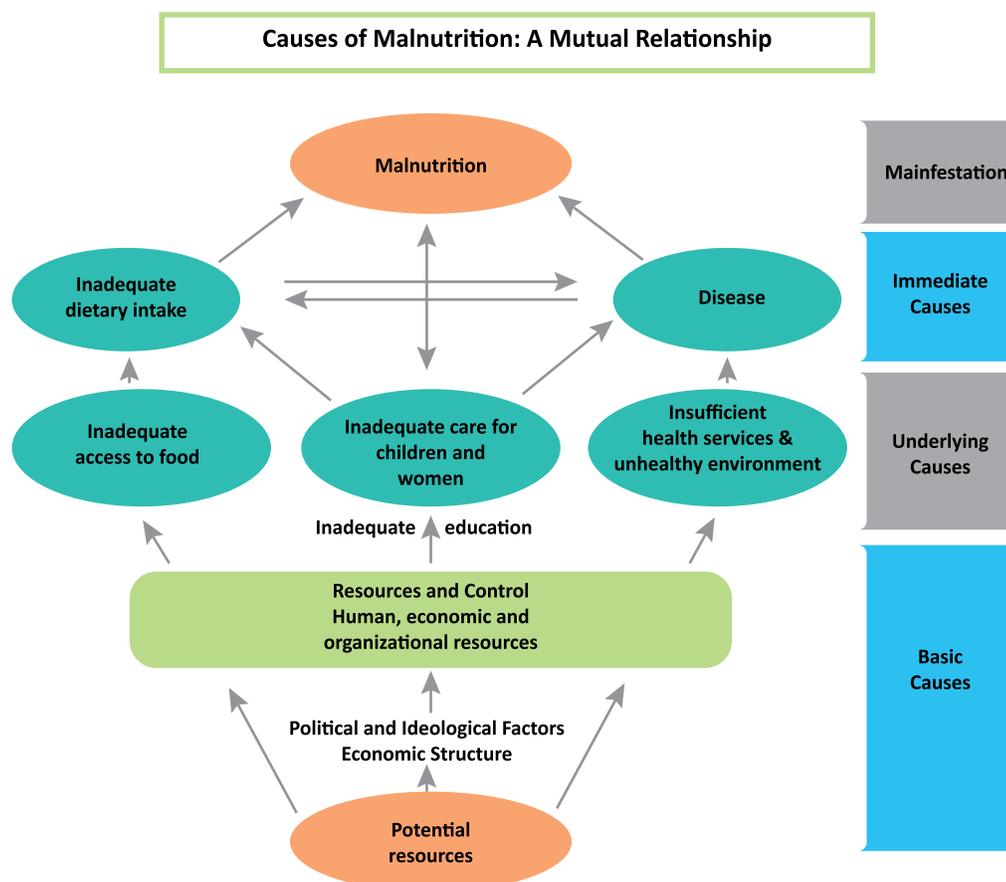
Selected Indicators	BDHS 2014	Target (2025)
Ministry of Health and Family Welfare		
Increase the rate of initiation of breastfeeding in the first hour of life	57%	80%
Increase the rate of exclusive breastfeeding in infants up to 6 months of age	55%	70%
Increase the rate of continued breastfeeding in children aged 20 to 23 months	87%	95%
Increase the proportion of children aged 6-23 months receiving a minimum acceptable diet	23%	40%
Reduce the rate of low birth weight	23%	16%
Reduce the rate of stunting among children under-5	36%	25%
Reduce the rate of wasting among children under-5	14%	8%
Reduce the proportion of underweight among children under-5	33%	15%
Reduce the rate of severe acute malnutrition (SAM) among children under-5	3.1%	<1%
Reduce malnutrition (BMI <18.5) among adolescent girls (15-19 years)	31%	<15%
Increase Vitamin A capsule supplementation coverage in children aged 59 months	92%	99%
Increase the rate (>15PPM) of iodized salt intake	-	90%
Control and reduce maternal overweight (BMI > 23)	39%	30%
Reduce the rate of anemia among pregnant women	50%	<25%
No increase of childhood obesity among children under 5 years	1.4	Unchanged
Ministry of Food and Agriculture		
Per capita consumption of fruits, tubers, leaves and vegetables	Fruit-44.7 gm Leaves & Vegetable-166.1 gm (HIES 2010)	> 400 gm/ day
Total calories (%) received from cereals	70% (HIES 2010)	<50%
Number of upazilas included under the VGD program for distribution of fortified food	-	50%
Ministry of Social Welfare		
Number of social safety-net programs relating to nutrition-specific and nutrition-sensitive purposes	10% (approximately)	50%
Directorate of Local Government and Engineering		
Number of social protection programs related to nutrition-specific and nutrition-sensitive purposes	10% (approximately)	50%
Directorate of Public Health Engineering		
Proportion (%) of total population using safe drinking water	98%	>99%
Proportion (%) of total population using improved sanitary latrine	48% (BDHS 2014)	75%
Percentage of caregivers of children following appropriate rules of hand washing	27% (FSNSP)	50%
Ministry of Education		
Percentage of women completing SSC/ HSC education	14% (BDHS 2014)	90%
Ministry of Primary and Mass Education		
Number (%) of children (36-59 months) participating in pre-primary education program	13% (MICS 2013)	30%
Ministry of Emergency and Risk Management		
Number of Upazilas coming under the VGD program for distribution of fortified food	-	50%
Ministry of Women and Children Affairs		
Rate (%) of pregnancy among women aged 15-19 years	31% (BDHS 2014)	10%
% of women (20-24 years) married for the first time within 18 years of age	59% (BDHS 2014)	30%
Number of social protection programs having nutrition specific and nutrition sensitive purposes	10%	50%
Number of Upazilas coming under the VGD program for distribution of fortified food	-	50%

The NPAN-2 (2016-2025) is a multisectoral coordinated program related to twenty-two ministries of the government. These ministries include:

Office of the Prime Minister and 1) Ministry of Health and Family Welfare 2) Ministry of Agriculture 3) Ministry of Emergency Management and Relief 4) Ministry of Finance 5) Ministry of Food 6) Ministry of Primary and Mass Education 7) Ministry of Education 8) Ministry of Women and Children Affairs	9) Ministry of Commerce 10) Ministry of Local Government, Rural Development and Cooperative 11) Ministry of Information 12) Ministry of Industries 13) Ministry of Fishery and Livestock 14) Ministry of Planning 15) Ministry of Social Welfare 16) Ministry of Youth and Sports	17) Ministry of Environment, Forestry and Climate Change 18) Ministry of Religious Affairs 19) Ministry of Science and Technology 20) Ministry of Water Resources 21) Ministry of Labour 22) Ministry of Chittagong Hill Tract Affairs
---	--	---

In Articles 5 and 6 of the NPAN-2 (2016-2025), solutions to various types of nutritional problems and charts of a coordinated strategy and their outline have been discussed. Those solutions will assist the DNCC and UNCCs in preparing and implementing appropriate nutrition activities.

2.3 The causes of malnutrition and their relationship with and importance of multisectoral coordination and activities in combating malnutrition



Source: UNICEF

Malnutrition is at its root a social problem that cannot be solved by any one individual sector, and instead requires all sectors to work in a coordinated fashion. As a result, it becomes easier to achieve the expected goal collectively through multisectoral mechanisms. Therefore, to improve nutrition, identification of targets and activities to achieve those must be undertaken by considering the specific needs and related social situation.

For each of the strategies of NPAN-2 (2016-2025) required activities has been identified with specific indicators. Ensuring multi-sectoral participation to implement whose activities is one of the major responsibilities of the government and BNNC.

For solving basic, underlying and immediate problems of malnutrition, coordination and cooperation among the related sectors such as: health and family planning, food, agriculture, fishery and livestock, education, social welfare and other sectors (inter-ministerial) are necessary. For example;

by increasing the interval between two pregnancies, there could be a substantial reduction in the rate of stunting. In addition, the situation of nutrition could be rapidly improved through a change in the economic situation of the family, increase mother's education rate intake of diversified food, reduction the rate of low birth size in comparison to limited birth size, improvement in the system of safe water and sanitation and empowerment of women. By ensuring investment and services in the above mentioned areas, promising results can be achieved. (Source: BDHS 2014)

Nutrition Specific and Nutrition Sensitive Activities

Overall improvement of the nutrition situation in Bangladesh cannot be achieved by stakeholders implementing nutrition-specific activities alone. There is a unique role and opportunity for groups or institutions implementing nutrition-sensitive activities.

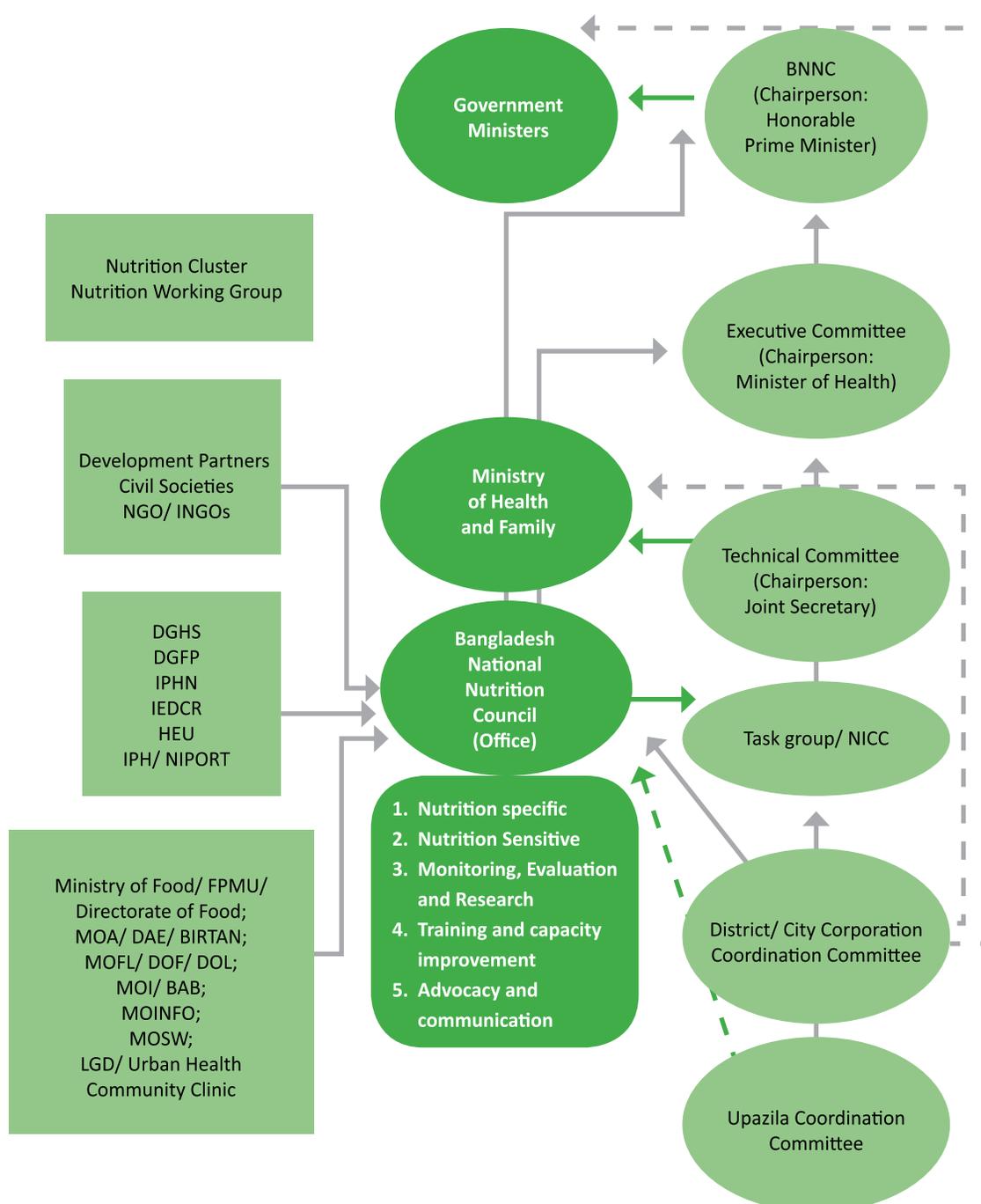
<p>What is nutrition specific activity? The activities or efforts that directly provide treatment services or management support for nutrition or diseases are called nutrition specific activities. Ministry of Health and Family Welfare, Directorate of Health, Institute of Public Health Nutrition-National Nutrition Services (IPHN-NNS), Directorate of Family Planning, Office of the district Civil Surgeon, Office of the Upazila Health and Family Planning and Non-governmental development organizations – all of these function as implementers of nutrition specific activities.</p>	<p>Examples of nutrition specific activities</p> <ul style="list-style-type: none"> ● Vitamin A and de-worming program; ● Use of oral saline and zinc in diarrhea; ● Micronutrient supplementation in combating malnutrition in mothers and children; ● For newborns and young children: <ul style="list-style-type: none"> ○ Exclusive breastfeeding for infants up to six months of age ○ On completion of six months of age along with breastfeeding, adequate complementary feeding (frequency, amount, diversity, energy/nutrient density, etc.) ○ Breastfeeding up to at least two years of age ● Immunization and effective treatment of other health conditions ● Hygiene for good health
<p>What is nutrition sensitive activity? The activities that do not directly address malnutrition related problems but through sensitive support or interventions assist in addressing the intermediate, rather than immediate, causes of malnutrition, are called nutrition sensitive activities. Ministry of Agriculture/ Directorate of Agriculture Extension, Ministry of Fishery and Livestock/ Directorate of Fishery/ Directorate of Livestock, Ministry of Food/ Directorate of Food/ Bangladesh Food Safety Authority, Ministry of Women and Children Affairs, Ministry/ Directorate of Social Welfare and Directorate of Public Health Engineering functions as the implementer of nutrition sensitive activities. In addition, development organizations are playing an important role in implementing nutrition sensitive activities.</p>	<p>Examples of nutrition sensitive activities</p> <ul style="list-style-type: none"> ● Food security ● Undertaking necessary efforts in the agriculture sector for eliminating malnutrition, such as: nutrition safe food production, growing and increasing availability of diversified leaves and vegetables and fruits and tubers, increase availability and access of animal source foods especially small livestock. ● Increase women empowerment about decision-making in household food purchase and use of resources for health care for women and children ● Ensuring nutrition for destitute and marginal people through social protection ● Working towards enhancing awareness and social behavior change through school programs ● Hygiene and WASH activities for good health ● Building family and societal care for mothers and children ● Various sectors taking initiatives for identifying solutions to the underlying causes of malnutrition

Note: Reference No. 5b and page number 86 of the NPAN-2 indicated the areas mentioned in the estimated expenditure of the activities will be considered with high priority.

2.4 Multi-level (district and upazila level) based coordination in multisectoral nutrition activities

In implementing the NPAN-2, as associates, there are systems for level-wise coordination among the related national level ministries and directorates. The development partners and civil society are functioning as partner organizations at national and sub-national levels. From the national level up to district and upazila level, there has been mention of coordination committees to implement the above plan. By following the organizational structure, the Multisectoral Nutrition Coordination Committees focusing on the indicators and targets mentioned in the NPAN-2 will plan and implement nutrition specific and nutrition sensitive activities. In the DNCC and UNCCs there will be representatives from various sectors that will implement the nutrition specific and nutrition sensitive activities as well as activities related to social behavior change communication by considering the local circumstances. According to the level of stratification of the following, the organizational structure below, showcases the activities of the NPAN-2 that will be implemented.

2.5 Proposed structure of nutrition coordination in the NPAN-2



**3.
District and
Upazila Nutrition
Coordination
Committee**

3.1 The Government Circular

The government circular issued on 12.08.2018 (No. 45.00.0000.161.006.03.18.311) by Health Services Division of Ministry of Health and Family Welfare, Government of Bangladesh to form district and upazila level Nutrition Coordination Committees appears below:

Government of the Peoples Republic of Bangladesh
Ministry of Health and Family Welfare
Health Services Division
Public Health-2
[www.hsd.gov.bd]

No. 45.00.0000.161.006.03.18.311

Date: 28.04.1425 Bangla Era
12.08.2018 AC

Circular

In the reference of NPAN (2016-2025) for coordinating the district and upazila level coordination of nutrition (activities), committees have been formed in the following manner:

1. District Nutrition Coordination Committee:

(a) Committee Formation

1	Chairman District Council/ Parishad	Advisor
2	District Commissioner	Chairperson
3	Mayor, Municipality, Representative of Sadar (Upazila)	Member
4	Deputy Director, Local Government Division	Member
5	Deputy Director, Directorate of Family Planning	Member
6	Deputy Director, Directorate of Agriculture Extension	Member
7	District Fishery Officer	Member
8	District Livestock Officer	Member
9	District Information Officer	Member
10	District Women and Child Affairs Officer	Member
11	District Social Services Officer	Member
12	Deputy Director, Directorate of Youth Development	Member
13	District Controller of Food	Member
14	Executive Engineer, Directorate of Public Health Engineering	Member
15	District Education Officer, Directorate of Secondary Education	Member
16	District Primary Education Officer, Directorate of Primary Education	Member
17	Representative of District Council/ Parishad	Member
18	District Cooperative Officer	Member
19	District Relief and Rehabilitation Officer	Member
20	Deputy Director, Islamic Foundation	Member
21	Member Secretary of Upazila Nutrition Coordination Committee/ Representative	Member
22	Representatives of Development Partner Organization/ Organizations Specialized in Nutrition / Research Organizations	Member
23	Representatives of SUN Civil Society Alliance-02 (nominated by Civil Surgeon)	Member
24	Journalists (local)-02 (nominated by the District Commissioner)	Member
25	Representatives of teachers from School, College and University-02 (nominated by the Civil Surgeon)	Member
26	Civil Surgeon	Member Secretary

(b) DNCC Terms of Reference:

1. Implementation, coordination, monitoring and evaluation of the district level nutrition activities considering the Second National Plan of Action for Nutrition;
2. Taking necessary initiatives to expand nutritional knowledge, that is to increase people's awareness regarding nutrition;
3. Preparing a comprehensive nutrition development plan at the district level;
4. Observance of national nutrition week;
5. Responsibilities bestowed by the Bangladesh National Nutrition Council;
6. The district nutrition coordination committee will convene a meeting at least once every 2 months;
7. Quorum of the meeting of the district nutrition coordination committee will be complete with the attendance of a minimum one third of members.

2. Upazila Nutrition Coordination Committee:

(a) Committee Formation:

1	Chairman, Upazila Parishad/ Council	Advisor
2	Upazila Nirbahi Officer	Chairperson
3	Upazila Vice Chairman (Female)	Member
4	Upazila Vice Chairman (Male)	Member
5	Union Parishad Chairman (All)	Member
6	Upazila Family Planning Officer	Member
7	Upazila Primary Education Officer	Member
8	Upazila Agriculture Extension Officer	Member
9	Upazila Social Service Officer	Member
10	Upazila Livestock Officer	Member
11	Upazila Fishery Officer	Member
12	Upazila Women's and Children Affairs Officer	Member
13	Sub-Assistant Engineer, Directorate of Public Health Engineering	Member
14	Representative of school/ college teacher-02 (nominated by UHFPO)	Member
15	Local journalist-03 (nominated by Upazila Nirbahi Officer)	Member
16	Representative, Development Assistance/ Support Organization/ NGO-03 (nominated by UHFPO)	Member
17	Representative, Community Support Group	Member
18	Upazila Health and Family Planning Officer	Member Secretary

(b) UNCC Terms of Reference:

1. Implementation, coordination and evaluation of the upazila level nutrition activities considering the Second National Plan of Action for Nutrition;
2. Taking necessary initiatives to increase people's awareness regarding nutrition;
3. Observance of nutrition week;
4. Preparing a comprehensive nutrition development plan at the district level;
5. Responsibilities bestowed by the Bangladesh National Nutrition Council;
6. The upazila nutrition coordination committee will convene in a meeting at least once every 2 months;
7. Quorum of the meeting of the upazila nutrition coordination committee will be complete with the attendance of minimum one third of members.

3. This order has been promulgated with the consent of the cabinet division and approval of the competent authority and will become immediately effective.



(Md. Ruhul Amin Talukder)
Joint Secretary
Telephone: 9515531
[ph2@hsd.gov.bd]

No. 45.00.0000.161.006.03.18.311/1(1220)

Date: 28.04.1425 Bangla Era
12.08.2018 AC

Copy for kind information and action (not in order of seniority):

1. Cabinet Secretary, Cabinet Division, Bangladesh Secretariat, Dhaka
2. Senior Secretary, Local Government Division, Ministry of Local Government, Rural Development and Cooperative, Bangladesh Secretariat, Dhaka
3. Senior Secretary, Ministry of Agriculture, Bangladesh Secretariat, Dhaka
4. Secretary, Rural Development and Cooperative Division, Bangladesh Secretariat, Dhaka
5. Secretary, Ministry of Women and Children Affairs, Bangladesh Secretariat, Dhaka

3.2 Terms of Reference of the Committee(s) and their explanation

1. **Implementation, coordination, monitoring and evaluation of the district/ upazila level nutrition activities in the light of the NPAN-2 (2016-25)**

DNCC and UNCCs have been proposed in the NPAN-2 (2016-25). The proposed committees, based on the local needs will plan nutrition activities, proper implementation, coordination among the relevant entities, and monitor and evaluate the proposed activities. They will also establish linkages with the nutrition specific and nutrition sensitive sectors such as: various government departments, local government, and non-governmental organizations. The Nutrition Coordination Committees will jointly develop an Annual Nutrition Action Plan and through bi-monthly meetings, will follow up the progress of the implementation plan and respond accordingly. The committee will also evaluate the progress periodically to document and understand the progress of overall nutritional situation within their catchment areas.

2. **Intensifying nutritional knowledge by increasing awareness of people and taking required steps for implementation**

To improve nutrition, there needs to be an increase in nutritional knowledge which can be accomplished through behavior change communication (BCC) activities, nutrition training programs, counseling through service providers, and information sharing with primary and secondary level students with practical application included in the curriculum, initiate activities to improve knowledge and behavior regarding gender sensitive nutrition and women empowerment. Observance of various days, such as, World Health Day (indicate month here), World Breastfeeding Week 1-7 August, National Nutrition Week 23-29 April, National Sanitation Month (September), World Hand Washing Day and Community Clinic Day 26 April, egg day and food day, etc. are also important for increasing general awareness; as well as teaching about personal and menstrual hygiene at school, the disadvantages of early marriage, childhood and adolescent nutrition, facilitating helminth infection prevention activities, conducting campaigns on iron and folic acid. Nutrition related essays, reports, documentaries and discussion meetings could be organized in local and national media. The DNCC and UNCC will coordinate and collaborate overall in this regards.

Note: In this regard the activities given in the unified list of SBCC topics mentioned in the NPAN-2 page 86, reference No. 2 should be followed.

3. **Considering the local context preparing comprehensive nutrition improvement plan at the district/ upazila level**

Due to geographical diversity, varying regional contexts, and differences of local nutrition practices, nutrition indicators will be regionally and locally specific. Subsequently, nutrition indicators, priorities, and activities may differ between districts and upazillas as well. In many cases, centrally planned activities prepared at the national level to be implemented locally through individual departments will not always aligned with local realities. These guidelines provide opportunities for stakeholders to prepare context-specific plans at the union level. At Union Parishad in prioritizing and developing annual budgets is critical to addressing the needs of the Union Parishad. Based on the needs of the Union Parishad, preparation for the Annual Nutrition Plan and steps for its implementation will have to be undertaken in coordination with the existing activities of the government and non-governmental organizations through these Nutrition Coordination Committees (Details in this regard have been discussed in section 4.1.2).

4. **Observance of National Nutrition Week (23-29 April)**

The Government of Bangladesh has included nutrition in its list of priorities, and declared 23-29 April as National Nutrition Week. The BNNC manages the celebratory efforts and provides directives for identifying the theme and activities. The week is observed with government and non-governmental initiatives. With the formation of the DNCC and UNCCs, National Nutrition Week will be observed at the local level more effectively. The BNNC engages a wide range of partners, including donors, civil society, NGOs, and research organizations in the implementation of National Nutrition Week. BNNC will provide specific guidelines or instructions and following that DNCC and UNCC will organize themselves to observe the national days or week at district and sub-district level.

5. **Performing the responsibilities bestowed by BNNC**

Any responsibilities bestowed by the BNNC will be implemented with due importance by the DNCC and UNCC.

6. **District/ Upazila Nutrition Coordination Committee meetings**

The DNCC and UNCC will hold meetings at least once in every two months. With the approval of the Chairperson, all committee members will receive an official invitation one week ahead of the scheduled meeting from the Member Secretary; including the location/ venue, time, agenda, resolution of the previous meeting by both e-mail and regular post.

7. The DNCC and UNCC shall have a quorum of not less than one third of members at any meeting.

One third of members of the DNCC and UNCC will form a quorum at any meeting. For instance, in the case of a district with 28 members, the total number of upazila member secretaries would also have to be considered. For example, in a given district, the total number of upazilas is 11 and the number of upazila member secretaries is 11. One third of the total number of members of the district together with member secretaries gives a quorum of $(28+11)/3=13$. The quorum for the UNCC would be derived in a similar manner.

Explanation regarding the members of the committee:

Explanation 1: In the Government Order of 12 August (No. 45.00.0000.161.006.03.18-311) number 20 in the list of DNCC, it has been mentioned that the member secretary of the UNCC is a representative member. The explanation is that all members of upazila and their Member Secretary in the DNCC of the related district will be considered as members.

3.3 Roles and Responsibilities of the members of the Committee(s)

a. District Nutrition Coordination Committee

Advisor: Chairman, District Parishad/ Council

Chairperson: District Commissioner

Member Secretary: Civil Surgeon

Member: All the directorates and institutions of the district

Advisor

- The Chairman of the district council/ parishad will function as the Advisor of the committee. In the absence of the chairperson of the committee s/he will chair in the DNCC.
- S/he will observe whether the committee has planned the activities considering the nutritional needs of her/ his constituency and, if necessary, will advise the Chairperson and Member Secretary accordingly.

Chairperson

- During meetings, the District Commissioner will act as the chairperson.
- S/he will convene the regular and emergency meetings, chair the meetings, approve the decisions of the meetings and provide leadership in implementation of the activities of the committee.
- The Chairperson of the committee will represent the district in various national level programs and will inform all about the received information and learning in the subsequent meeting of the committee.

Member Secretary

- The Civil Surgeon will act as the Member Secretary of the committee.
- S/he will carry forward the necessary activities with the advice of the Chairperson. In the absence of Chairperson and advisor s/he will chair in the meeting of the DNCC.
- Her/his department, according to the requirements of the members of the committee will provide all types of technical support. District Nutrition Officer (depending on the situation of posting), District Senior Health Education Officer, UN Representative or with the assistance of Civil Society Alliance (CSA for SUN) will play a pioneering role in holding meetings at the stipulated time, preparing minutes of the meeting, preparing progress reports and any other tasks. Subsequently, when posting of a district nutrition officer is effective, s/he will provide above official support to the member secretary.
- The member secretary will maintain coordination with the BNCC and if necessary will represent the district at the national level.

Member

- All the government departments /sectors working in the district will be considered as members of the committee. In addition to implementing their own activities they will perform the responsibilities bestowed by the DNCC and will monitor for effective implementation at the upazila level.
- The members of the committee will submit the progress report of their own organization/ institute on quarterly and annual basis.
- The member organization will coordinate their activities with other organizations so that duplication of tasks would be avoided and where necessary will work based on that requirement.
- The member will provide necessary support to the DNCC in preparing and implementing the Annual Nutrition Plan.
- In observance of various days, importance will be attached to coordinated initiatives. The member will also provide support to the member secretary as per her/ his requirements.

Special responsibility of the District Committee:

In addition to carrying out the responsibilities mentioned in the terms of reference of the district committee, they will perform the following tasks:

- Based on the needs of the upazila committee they will take necessary steps or will bring attention of the appropriate authorities.
- Will provide support to the upazila committee in implementing its agenda and provide necessary support in addressing the overall situation. Will inspect the activities of the UNCC.
- The district committee will provide advice and necessary instructions to the representatives of local government to ensure maximum utilization of local resources in the nutrition sector. They will provide instructions and advice for enhancement during sector-wise allocation of annual budget of upazila and union in agriculture, health and nutrition, education, safe water and sanitation sector.
- District and sub-district committees are encouraged to seek the support, contributions and participation of NGOs implementing nutrition activities Interested government-non-governmental organizations implementing nutrition activities or who could play an important role in the committee, (a maximum of three such individuals or representatives of organizations) could be co-opted as members.

b. Upazila Nutrition Coordination Committee

Advisor: Chairman, Upazila Parishad

Chairperson: Upazila Nirbahi Officer

Member Secretary: Upazila Health and Family Planning Officer

Member: All nutrition specific and sensitive government department/institutes of the upazila

Advisor

- The Chairman of the upazila parishad will function as the advisor of the committee. In the absence of the Chairperson of the committee s/he will chair in the UNCC meeting.
- S/he will observe whether the committee has prepared the activities in the light of nutritional needs of her/ his constituency and if necessary will advise the Chairperson and Member Secretary accordingly.

Chairperson

- In the meeting of the UNCC Upazila Nirbahi officer will act as the Chairperson.
- S/he will convene the regular and emergency meetings, chair the meeting, approve the decisions of the meeting and provide leadership in implementation of the activities of the committee.

Member Secretary

- Upazila Health and Family Planning Officer will act as the Member Secretary of the committee.
- The member secretary will carry out the necessary activities with the advice of the Chairperson.
- The Member Secretary and her/ his department, according to the needs of the members of the committee will provide nutrition related technical support. S/he, with support from Upazila Nutrition Officer (depending on situation of posting), members of Civil Society Alliance (CSA for SUN) will play a pioneering role in holding

meetings, preparing minutes of the meetings, preparing progress reports (quarterly and annual) and with any other tasks. Subsequently, when posting of Upazila Nutrition Officer becomes effective, s/he will perform these responsibilities.

- The Member Secretary will maintain coordination with the DNCC and will represent the UNCC at the meeting of the DNCC. In addition, s/he will communicate and provide updates and promote learning for the committee.

Members

- All the member directorates and institutions, besides implementing their own activities will perform the responsibilities bestowed by the UNCC. They will also monitor effective implementation of activities at the field level.
- Members will submit the progress report of their individual sectors on quarterly and annual basis to the committee.
- Members will ensure coordination of activities of their sector with other sectors to avoid duplication of tasks and where necessary will work together to address identified gaps.
- Members will provide necessary support to the UNCC in preparing and implementing the Annual Nutrition Plan.
- There will be importance attached to coordinated initiatives in observance of various days. Members will also provide support to the Member Secretary as per her/ his requirements.

Special responsibility of the UNCC:

In addition to carrying out the responsibilities mentioned in the terms of reference, the UNCC will perform the following tasks-

- Take necessary steps ensure the status of nutrition in the upazila is brought to the attention of appropriate authorities, especially to DNCC.
- Provide support to the Union Development Coordination Committee (UDCC) in implementing its agenda and provide necessary support in addressing overall situation.
- Provide advice and necessary instructions to the representatives of local government to ensure maximum utilization of local resources in nutrition sector.
- With the support of related divisions provide instructions and advice for enhancement during sector-wise allocation of annual budget of upazila and union in agriculture, health and nutrition, education, safe water and sanitation sector.
- To oversee the proper implementation of health and nutrition related activities of different the committee with ensure coordination within committee members and monitoring and evaluation of implementation. If necessary, Upazila Committee could co-opt interested citizens, government-non-governmental organizations implementing nutrition activities or who could play important roles in the committee with a maximum of three such persons or organizational representatives.

3.4 Role of various government offices/ departments, local government and non-governmental organizations

Role of various government division/ directorate in improving nutrition situation

Role of various government division/ directorate in improving district and upazila level nutrition situation:

- Working towards improving maternal and child nutrition through increasing coordination among health and family planning division, local government division, agriculture division, education division, social welfare, livestock and women and children affairs division;
- Based on the capacity, providing maximum quality services towards improving nutrition;
- Bringing poor, extreme poor, marginal, pregnant/ lactating mother and her baby/ child under various safety-net/ security coverage (work program for the extreme poor, food for work program, Vulnerable Group Development program/ destitute mother card, Vulnerable Group Feeding program, maternal voucher for poor mother, primary education scholarship project and secondary school girl students scholarship project).

Role of local government in improving nutrition situation

Role of local government in improving nutrition situation at district and upzila level :

- Prepare annual nutrition improvement plan considering the needs of the area,, for example number of sanitary latrine and tub-well, number of poor and extreme poor pregnant and lactate mother for social safety net programs.
- Observe if the related organizations are providing highest quality services as per their capacity;
- Ensuring the poor, extreme poor regnant/ lactating mother and her children are under various safety-net projects;
- Increase allocation for nutrition quality improvement in annual development budget (agriculture, safe water, sanitary latrine and distribution of tube-well, improvement of community clinics etc.) and taking initiatives to make the upazila and union parishad related health and nutrition sensitive permanent committees effective;
- Identifying the barriers of improving nutrition and to mitigate those referring from union to upazila and if necessary to the district council/ parishad.

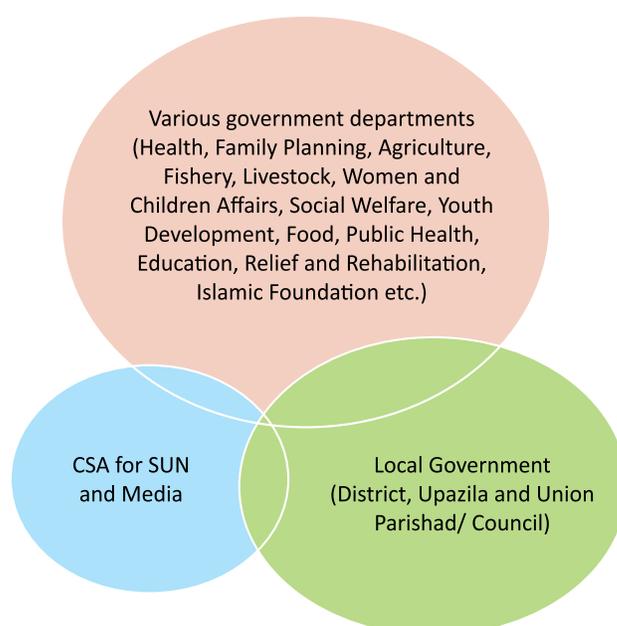
Role of non-governmental organizations and CSA for SUN in improving nutrition situation

To eliminate all forms of malnutrition at the global level, the Scaling Up Nutrition (SUN) movement has been initiated with the participation the governments of various countries, civil society, United Nation organizations, donor agencies, business, and scientists. Governments signatories to the SUN movement are working towards implementing the pledge of their individual countries. Honourable Prime Minister of Bangladesh, Sheikh Hasina, signed on to the SUN movement in September 2012, expressing the highest level of commitment against malnutrition.

CSA for SUN in Bangladesh has an Executive Committee of 11 members, a Secretariat, and General Committee comprising the participation of approximately two hundred national and international non-governmental organizations with multi-dimensional capacity. Through building a strong, coordinated and active civil society, the overall goal is to support sustainable nutrition development by implementing the nutrition agenda of Bangladesh and expanding the activities. One of the six strategic objectives is “Improve effective participation, coordination and accountability of public departments, Civil Society Organizations (CSOs), other SUN Networks and private sectors for better nutrition outcomes through strengthening multi-sectoral platforms at all levels (national and sub-national level) as defined in NPAN-2”. Under this objective one of the strategic action mentioned as to provide facilitating support to BNNC for participation of relevant stakeholders and functioning of multi-sectoral platforms sub-national level to below level

Therefore, partners among the Multisectoral Nutrition Coordination Committee who are the members of CSA for SUN will provide support to the Member Secretary based on her/ his requirements in organizing and implementing the activities of the committee.

Mutual-relationship among government directorates, local government and non-governmental organizations



**4.
Strategies and
process of making
the Nutrition
Coordination
Committees
effective and
sustainable**

4.1 Working strategies of the DNCC and UNCC

By following the steps below, each of the DNCC and UNCC will make their individual committees effective and sustainable.

4.1.1 Accelerating the activities of the Committees

4.1.2 Preparing the Annual Nutrition Action Plan

4.1.3 Implementation, reviewing progress, monitoring and preparing report

4.1.4 Sustaining/institutionalization of the Committees activities

For each strategy understanding its objectives, importance and steps has been given below. But the honourable Chairperson and Member Secretary of the committees, by applying their experience and leadership skills will make proper utilization of the strategy.

Working Strategy-4.1.1: Accelerate the activities of the Committees

Objective: To ensure the correct formation of the DNCC and UNCC according to the government circular and the NPAN-2, regularize the meetings and ensure active participation of all member/ organizations.

Importance: Representatives of all the government and non-governmental organizations or institutions mentioned in the Government circular will receive clear idea about the importance of the DNCC and UNCC and their role. If the activities of the committee are activated following proper process and through discussion, partnership and ownership of all of the government division and non-governmental organizations will be ensured or established.

Process/ Steps :

- The Chairperson of the DNCC and/or UNCC will initiate discussion about the circular issued by the Health (Services) Division of the Ministry of Health and Family Welfare with the member secretary of their individual committees.
- S/he will conduct discussion on the duties and responsibilities of the members of the committee and distribute their responsibilities and undertake next steps.
- The honorable Chairperson of the committee (district commissioner/ upazila nirbahi officer), in addition to the advisor and member secretary of the committee having discussion with other important government and non-governmental members, will create a congenial work environment.
- The Chairpersons of the DNCC and UNCC, considering her/ his responsibilities in the committee will try to create a group effort.
- The Chairperson of the committee will make use of the status and capability of the district council/ parishad chairman/ upazila parishad chairman (since they are the representatives of local people) and civil surgeon/ upazila health and family planning officer with due importance.

Note: While having discussion on the circular, the following questions could be facilitated:

Question 1: How to make the committee effective and sustainable, and what steps should be taken from the outset?

Question-2: What indicators will be used to measure that the committee is being effectively directed?

- Honorable Chairperson will invite the Advisor and Member Secretary to her/ his office, to agree on the agenda of the first meeting, date, and venue where effective initiative for organization of the meeting could be undertaken.
- The Chairperson and Member Secretary, through discussions with their colleagues, will take necessary steps to document and file the discussion, decision, data-information and accepted activity-plan. The Chairperson and the Member Secretary will make arrangements to keep a copy of all documents in their individual office.
- The Chairperson and the Member Secretary of the DNCC and UNCC, in the first meeting of their individual nutrition committee, by having discussions with all the members, will finalize an annual meeting calendar. To ensure active and effective participation of all members in the meetings of the committee s/he will establish a

routine mechanism for forwarding to all members meeting notice/ letter (Annex 1: sample invitation letter for participation in the routine meeting) at least one week before the meeting as per the annual calendar. Notice/ letter for the meeting could be served via both mechanisms of email and regular system . By the same manner s/he will make regular arrangements for sending minutes of the meeting to each member within two days after the meeting.

- During the first meeting, s/he will inform the members of the committee regarding terms of reference and committee member's roles and responsibilities as per circular, so that the members of the committee could clearly understand and follow those properly.

Note: The Chairperson and Member Secretary of the DNCC and UNCC would identify one/ two officials from their office who could provide proper and full time assistance to the Chairperson and Member Secretary in performing this task. For instance, issuing notice for the meeting, maintaining and updating the documents, communicating with the members of the committee and ensuring sending resolution of the meeting to all members of the committee etc.

- Discussion on the process of preparing Annual Nutrition Plan for the related district/ upazila could be initiated from the second meeting of the DNCC and UNCC.

Working-strategy-4.1.2: Preparing the Annual Nutrition Action Plan

Objective: The DNCC and UNCC following the government circular and the instructions of the NPAN-2, by analyzing the regular nutrition-related data/information, reviewing the local nutrition situation and based on the appropriate and maximum utilization of available resources will prepare an annual coordinated nutrition plan for their individual district and upazila.

Importance: It is expected that, by following the proper process and through discussion in the meetings of the committee, opportunities may be analyzed and reviewed against the local nutrition situation, current nutrition activities, and present gaps, all the participants from government and non-governmental organizations will properly understand and realize the needs for preparing a data-information based realistic coordinated plan of action for nutrition and at the same time their own leadership, role or tasks.

Process/Steps :

The honorable chairperson and member secretary of the DNCC will send a letter (**Annex 2: Sample letter regarding preparation of Annual Nutrition Plan for the UNCC and forwarding it to the district**) to the Chairperson of all UNCC of the related district inviting to prepare annual plan of action for nutrition for their own upazila and submit it to the DNCC. For preparing a coordinated annual plan of action for nutrition the chairperson of the UNCC will give instruction to all the members of the committee (especially agriculture, fishery, livestock, health and family planning, WASH, the divisions relating to education and social safety-net) by using the specific form (**Annex 3: Sample letter from the chairperson for initiating preparation of annual plan of action for nutrition**) for analysis of the current activities of their own sector, gaps and possible resources and opportunities that could play a role in improving nutrition, and submitting their individual nutrition plan to the chairperson within stipulated time. In the subsequent meeting, by reviewing the submitted information coordinated plan of action for nutrition will be prepared. The sample format for analyzing gaps and opportunities {**Annex 4: Sample format (from 'a' to 'p') for gaps (needs) and opportunities (possibilities) analysis and identifying proposed possible activities**} with examples will be attached with the letter.

- The Member Secretary of the UNCC, considering Chapter 1.1 and 1.3 of NPAN2, will inform the members of the committee regarding the commitments of the government in improving nutrition, and a comprehensive picture of nutrition status based on national level nutrition information.. And simultaneously, through discussion, s/he will identify the problems of the existing nutrition situation of her/ his own upazila.
- The Chairperson and Member Secretary of the UNCC, depending on discussion, based on the decisions made with the help of the nominated member of their office, will make arrangements for analysis and presentation of the information received from all the government and non-governmental organizations.
- Subsequently, in regular meeting of the UNCC, based on all of the information received, through discussion with all the members of the committee [who? Doesn't say who will do this] will identify the local resources and possible coordinated initiatives for nutrition., Based on the identified coordinated nutrition initiatives/ plan for upazila, the honorable chairperson and member secretary of the meeting will send a letter along with upazila's compiled plan of action for nutrition using specific format (**Annex 5: Sample format for presenting coordinated plan of action for nutrition**) for submission within a stipulated time without delay to the district nutrition coordination committee.

Note: For more understanding regarding coordinated initiative, all the members of upazila nutrition coordination committee could see the chapter no. 6 of NPAN-2 consolidated matrix of strategies (page number 24-44) and annex-1 given in the same document, national nutrition policy 2015 (page number 70-76), annex-2 SBCC (page number 74).

- Each of the government and non-governmental organizations of the UNCC will prepare at least one nutrition plan of their own department with the using of recommended format and send it to the chairperson of the committee within stipulated time. Along with the regular tasks, in addition to the coordinated plan of action with other departments some innovative activities could also be proposed. According to the described steps UNCC, through their on-going meetings, will gradually continue undertaking possible new plans of action. The activities of the plan should take place, ultimately to support achieving the targets against indicators mentioned in Section 2.2 of this guideline, entitled, **Nutrition Indicators and Identified Target**. Also consider the activities that have the opportunity to be coordinated and collaborated with other sectors/departments.

Note: Advisor, Chairperson and Member Secretary could undertake some joint/ coordinated initiatives. The topics mentioned below are only some examples or idea that would help expand the thought process of the related officials. Therefore, joint initiatives should be undertaken, not always following the given examples, but rather making use of reality-based and local examples/context. For instance, they could undertake joint initiatives among agriculture, fishery and livestock and local government, education etc. diversified food and enhanced participation in economic activities. especially for poor and extremely poor households, where there are pregnant women, lactating mothers and children of two years of age,

The Department of Women and Children Affairs, local government and through the office of health and family planning could undertake implementation of some safety net activities for the poor and extreme poor households where there are pregnant women, lactating mothers and children of two years of age, by applying conditions such as services receive for antenatal and post-natal care, women's participation in production and consumption of diversified food, etc.

Local government, public health engineering and education could undertake various joint initiatives in improving WASH situation. For instance, creating opportunities and utilization of sanitary latrine, increase availability of safe drinking water, arranging campaigns on hand washing and other promotional activities.

Note: The Chairperson/Member Secretary of each of the committees will nominate the statistician or appropriate officials, so that this nominated official, depending on the review of the action-plan prepared by all the offices, could provide required assistance to the Chairperson and Member Secretary.

- For expansion of nutrition initiatives, the Chairperson, Member Secretary and members (representatives of government different departments) of DNCC and UNCC, along with maximum utilization of local resources, could undertake initiatives for increasing budget allocation from their own ministries. Usually the government divisions/ departments have an annual development program, normally in July-June of the fiscal year, based and where sector-wise/ based budget allocations are made. Therefore, the related divisions/ departments of the nutrition committee would take initiatives for new nutrition activities and necessary increase in budget allocations.
- The Member Secretary of the upazila nutrition coordinating committee is an honorable member of the district coordination committee. Under such circumstances, during the regular meeting, the chairperson of the DNCC, will ask the upazila representatives to prepare plan of action for nutrition for their respective upazila and share with DNCC within in time.
- Similarly, UP Chairman is an honorable member of the UNCC. Consequently, the Chairperson of the UNCC will ask the UP Chairman to develop and share the plan of action for nutrition of the individual unions and to present it to the committee in time.

Note: The Chairperson and Member Secretary of the UNCC could provide the following instructions to their UP Chairperson to prepare union-based plan of action for nutrition:

The Chairman of the union council/ parishad, based on the important needs of her/ his union will prepare a plan and send it to the chairperson (of the upazila committee). For preparing plan for the union s/he will hold discussion with two members (one female) from all individual community groups. The main topic of this discussion will be the importance of preparing plan and preparing plans with the participation of the community based on the local needs. Community groups, based on discussion within the community support groups, will prepare a plan by using the recommended specific format and send it to the union council/ parishad. The UP/ council having discussion with the related standing committee and Union Development Coordination Committee (UDCC) review and finalize the nutrition plan submitted by community group and then after compilation send it to the chairperson of the upazila nutrition committee. The UP/council for implementing this plan of action will allocate budget in the annual budget of the UP. There are also scope of preparing plans with the active participation of community support groups in UP/council ward meeting which is a part of annual budget preparation process.

- The UNCC will send a copy of the compiled annual plan of action for nutrition to the chairperson of the DNCC.
- The DNCC, considering all its upazila's nutrition plans, will prepare a draft annual plan of action for nutrition for the district with necessary steps by incorporating logistic supports, monitoring plan, joint field visit and review of the upazila's activities etc., and also adding some special activities. After finalization the draft plan would share and review they plan over monthly meetings to finalize.
- If any department/ division or organization or important plan is omitted or any new division/ department or organization would like to add their plan, then it will be included in the district nutrition plan through discussion in the meeting.
- Based on the opinion from all, the annual plan of action for nutrition that will be announced in the meeting, a copy of this will be sent to BNCC. In this connection, the DNCC could publish a print version of a coordinated plan of action that could be for a year or for a specified period.

Working strategy 4.1.3 Nutrition Action plan Implementation, reviewing progress, monitoring and preparing report

Objective: To chronologically review the progress, monitor and coordinate effective implementation of the coordinated plan of action for nutrition prepared through discussion and proper process by the DNCC and UNCC, and submit report up to the national level.

Importance: If a coordinated/ department-wise monitoring plan is accepted for routinely reviewing and monitoring the progress of effective implementation of the plan of action, prepared by the committees by following proper procedure and through discussion, participation of all the members, good-governance, proper monitoring and its effective implementation could be ensured.

Process/ Steps:

Reviewing progress, monitoring, coordination and preparing reports:

- The Chairperson and Member Secretary of the DNCC/UNCC, to ensure effective implementation of the coordinated plan of action for nutrition accepted by their committee, through discussion in the regular meeting of the committee, will undertake a coordinated plan for monitoring the progress of implementation. Based on this plan the related members of the committee, through joint field visits, will monitor progress of implementation and in the meetings of the committee offer specific advice/ recommendations based on findings they present to the committee and through discussion. Based on this advice/recommendations proper steps for implementation will be adopted.
- The Chairperson and Member Secretary of the DNCC and UNCC in the on-going meetings will review progress of implementation as a standing item on their agenda, so that the committee-related members could ensure that all the members of committee, government-non-governmental departments/ divisions and organizations are periodically updated about the accepted coordinated plan of action for nutrition and undertake necessary modification.
- During DNCC meetings, the Member Secretary of the UNCC and in the upazila coordination committee meeting, the UP Chairman will present /share the progress and findings of their own upazila and union, and will review and make the necessary changes of activities. There will be a specific checklist to monitor capacity, effectiveness of DNCC and UNCC. While conducting visits from the national level to the district and upazila level, activeness and effectiveness of the DNCC and UNCC could be assessed by using the specific checklist (**Annex 6: Sample checklist to monitor activeness, effectiveness of district/ upazila multisectoral nutrition coordination committee**). Similarly, while conducting visits from the district to upazila level they will assess activeness and effectiveness of the UNCC by using the same checklist (**Annex 6: Sample checklist to monitor activeness, effectiveness of district/ upazila multisectoral nutrition coordination committee**). This could also be completed through an online system from subdistrict to national level. This information can be used by national level monitoring reporting unit for awarding recognition and honor for special contribution .

An example of the joint field visit conducted by UNCC

Community Support Group meeting at Sreedharpur village (government housing/ shelter project), South Badaghat Union, Bishwambharpur, Sunamganj:

On last 15 September 2018, Chairperson of upazila nutrition coordination committee of Bishwambharpur upazila coordinated with member secretary, advisor, family planning officer, head master of Katakhal school, president of the local press club and NGO representatives conducted a joint field visit. The extent of agendas of the meeting addressed multiple topics. Discussions were held on various important issues, such as: disadvantages of early marriage, importance of washing hands during three critical moments, iron tablet consumption by the pregnant women, lactating mothers and adolescent girls, antenatal and postnatal care and conducting delivery at the health facility by skilled healthcare provider, family planning, and education etc.



The representative of family planning department distributed calcium and vitamin B complex tablets among the pregnant women, lactating mothers and adolescent girls. At the end of the discussion the visitors team visited the village and observed the overall status of sanitary latrine, tube well, homestead vegetable garden initiatives etc. The villagers shared their pleasure and pain with the visitors. After listening their problems UNCC decided about some special activities for this area such as:

1. local NGO representative, VARD was requested to help grow vegetable in sac and conduct courtyard sessions with the family members of mothers having children under five years of age.
2. If the villagers require training on duck, hen/ poultry, pigeon farming then support will be provided from the related department/ division.
3. The current status of sanitary latrine of this village will be updated to the union parishad/ council.
4. They were especially encouraged to plant Sajina (Moringa/ Drumstick/ Horse-radish) tree.

Note: Samples attached for an assessment of the activeness and effectiveness of the DNCC from the national level; and of the UNCC from the district level (**Annex 6: Sample checklist to monitor activeness, effectiveness of DNCC/UNCC**).

Reporting:

BNNC, in their web portal, will develop online based link along with the specific format (**Annex 7: (a) Sample reporting format for DNCC; (b) Sample reporting format for UNCC**) for preparing reports on effectiveness and progress of DNCC and UNCC,. The Member Secretary (or her/ his nominated person) from each upazila and district, will update information for her/ his own upazila/ district within specified time by entering into the specific link of the web portal..

- After updating the information in the online web portal of the BNNC from national level the coordinated report of the district combining all the upazilas of the district and from the district level, the coordinated report of the district and upazila wise report will be shown. At the upazila level, UNCC could see their own progress through dashboard.
- Until the online link is developed, the Chairperson and Member Secretary of the UNCC, by following proper procedure (with the help of all members) will prepare integrated quarterly report on progress in implementation of coordinated plan of action (**Annex 7(b): Sample reporting format for UNCC**) and send it to the DNCC. From the district level, also, the Chairperson and Member Secretary of the DNCC, by following proper procedure (with the help of all related members) will prepare coordinated quarterly progress report on implementation of integrated plan of action (**Annex 7(a): Sample reporting format for DNCC**). And along with the district quarterly report, an integrated quarterly report combining all of the upazilas of respective district following the specific format (**Annex 7 (c): Sample reporting format of the UNCC for sending from the district to national level**) will prepare by DNCC and send to the national level.

Working Strategy-4.1.4: Sustaining/ institutionalization of the activities of the Committee(s)

Objective: In accordance with the government circular and following proper steps to operationalize DNCC and UNCC’s activities and sustain/ institutionalize the committees in an effective manner.

Importance: If these committees are regularly operated by following proper procedure and by taking appropriate steps and allocated time with the presence of representative from of each government department and non-governmental organization, implement data-information based plan of action for nutrition, and monitor it’s progress, the committee will become effective and institutionalized. Which will ultimately contribute to the sustainable nutrition improvement in the district. At the district/ upazila level, to make the nutrition coordination committee effective, the representatives of all the government and non-governmental organizations need to respond accordingly following the decisions of meeting and take initiatives for their own individual preparation, proactively collaborate for coordination and contribute where necessary form fostering coordination of the nutrition committee.

Process/Steps:

- The Chairperson and Member Secretary of the DNCC and UNCC will ensure an annual calendar for holding regular meeting of their individual committee, where the dates of bi-monthly meetings of the UNCC for the entire year will be mentioned. Below is an example of annual calendar:

Meeting	1 st meeting	2 nd meeting	3 rd meeting	4 th meeting	5 th meeting	6 th meeting
Month	Jan 19	Mar 19	May 19	July 19	Sept 19	Nov 19
Date	2 Jan	3 Mar	2 May	2 July	2 Sept	3 Nov
*If government holiday falls on the specific day, meeting will be held on the following day						

- Following the circular, to hold the DNCC and UNCC, once in every two months, the Chairperson and Member Secretary of the DNCC/UNCC will ensure accomplishing the following pre-meeting and during-meeting tasks:
 - Issue notice of the meeting following specific date.
 - Make arrangements to assess that all the members have received notice of the meeting.
 - Make arrangements for distribution in the meeting necessary documents, such as minutes of the previous (month’s) meeting, schedule of the current meeting, activity plan and annual plan of action for nutrition and the materials received from various organizations.

Note: The Chairperson and Member Secretary of the DNCC and UNCC will appoint a staff person or official from their own office, making them responsible to hold prior discussions with the chairperson and member secretary and to provide continuous support to make the nutrition coordination committee effective and dynamic. The Chairperson and Member Secretary of the DNCC/UNCC will also advise the members of nutrition sensitive and (nutrition) specific sectors to similarly identify through discussion one official from their office, so that the members of individual sector can maintain their effective participation and contribution.

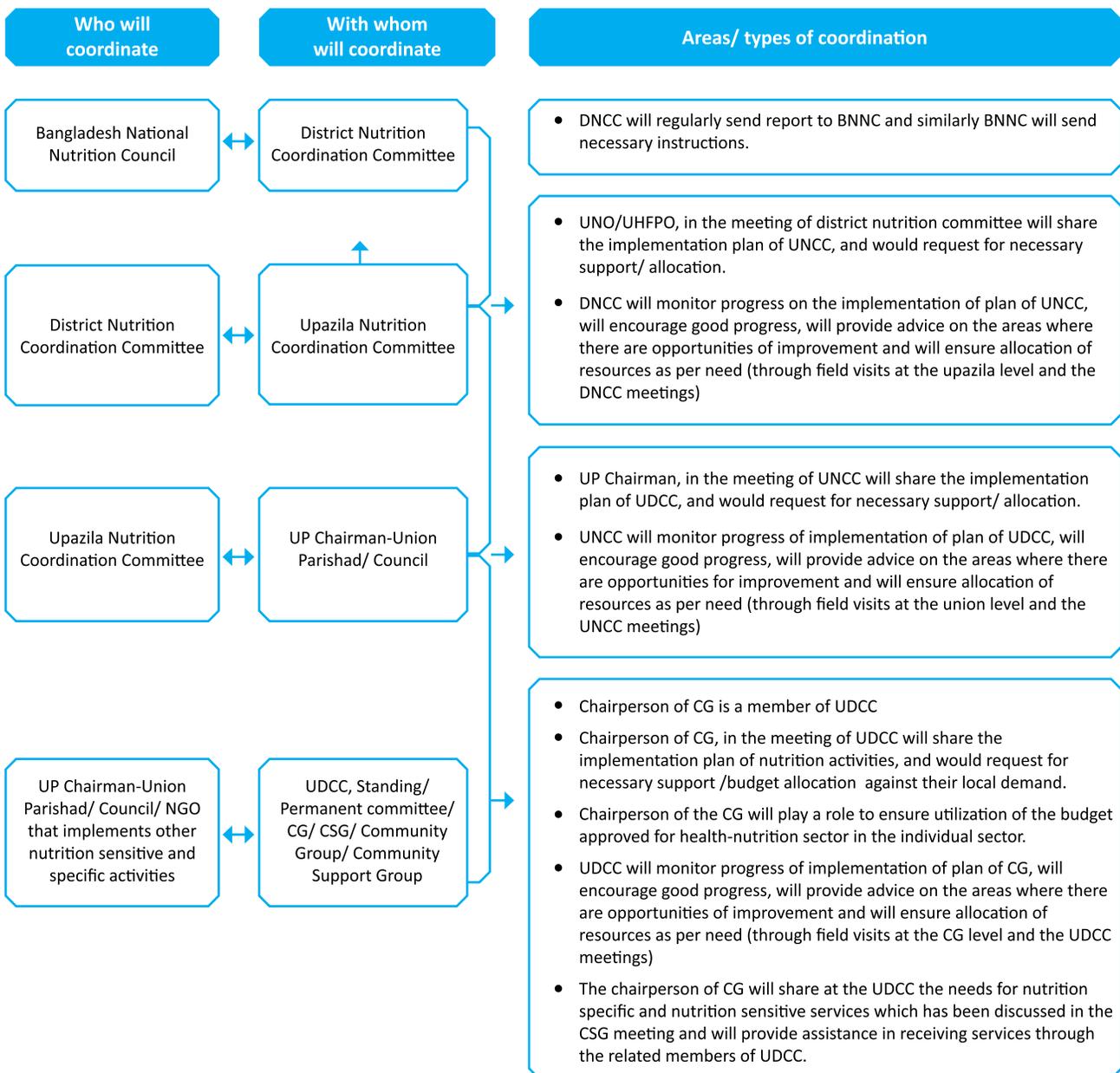
- The Chairperson and Member Secretary of the DNCC/UNCC will document all the important discussions during the meeting, and subsequently ensure appropriate reflection in the meeting minutes. For timely forwarding of the minutes of the meeting, the Chairperson and Member Secretary, through their office staff will conduct necessary follow up. **(Annex 8: Sample format of the minutes of the meeting of the nutrition coordination committee)**
- The Chairperson and Member Secretary, through their office based responsible official/ staff, before the regular meetings, will analyze/ review progress on all of the decisions and, before the scheduled meeting will prepare the agenda and possible actions.
- The Chairperson and Member Secretary of the DNCC/UNCC, according to the agenda of the meeting, will maintain the schedule with a specific emphasis on meeting duration to ensure effectiveness (a minimum of two hours).

Possible proposed agenda in regular meeting:

- Day observance (National Nutrition Week-23-29 April, Community Clinic Day-26 April, World Health Day-7 April, Int. Womens Day - 8 March, Fish Day, World Egg Day, World Breastfeeding Week-1-7 August, National Sanitation Month, World Hand Washing Day etc.)
- Develop and finalization of plan of action for nutrition
- Review progress of implementation of plan of action for nutrition
- Sharing experience of field visit
- Preparing quarterly/ annual report
- Coordination for nutrition in emergency (situation)
- Monitoring and supervision
- Training
- Co-opting member
- Others

- The Chairperson and Member Secretary of each DNCC/UNCC will ensure the undertaking and implementation of coordinated plan of action for nutrition and keep it running.

4.2 Communication/ networking and coordination among the nutrition coordination committee(s) and other existing related committee(s)



Based on discussions, the committee could organize review meetings on a six month basis; where this entire coordination process, coordinated initiatives, and their effectiveness will undergo constructive review to continually improve and strengthen coordination.

Representatives from BNNC and IPHN could be invited to the aforementioned reviews, to ensure the understanding and effectiveness of the coordination as well as the necessary support. Subsequently, the BNNC can link to respective Ministries to increase for the identified support needed within their district representatives.

Similarly, during the upazila-level review meeting, the Chairperson and Member Secretary of DNCC, and occasionally the representative of BNNC, can attend. Their presence will provide opportunities for UNCC sector members to receive additional and necessary support. The main purpose of this review meeting is to establish linkages among the Nutrition Coordination Committees of different levels (national, district, upazila).

4.3 Efforts to provide recognition and appreciation/ honor

The Chairperson and Member Secretary of the DNCC, depending on discussion and through following proper process, based on implementation of nutrition activities for good results could take initiatives to provide special honor to one department/ one upazila/ one union/ and one non-governmental organization to recognize their contribution at the special session of national nutrition week. Similarly, the UNCC could take similar types of initiatives. In this regard the roles of individuals could also be recognized.

Note: Committees of all level will keep in their consideration the issues of enhancing participation of women and could reward the related worker, organization and local government in recognition of good work.

5. Conclusion

The National Nutrition Plan 2015 and NPAN-2 (2016-2025) have provided the necessary direction and guidance towards reaching definite goals; and to implement that, the BNNC has undertaken various subsequent initiatives. Following the approval of the NPAN-2, in an effort to accelerate the implementation of its activities, the Ministry of Health and Family Welfare issued a Government Order (No. 45.00.0000.161.006.03.18-311), on 12 August 2018, giving instructions to all districts and upazilas to form DNCC and UNCC. Following this Government Order, sector committees have been formed at all the districts and upazilas coordination with various decentralized government departments. To facilitate the coordination and functioning of the DNCC and UNCC, the BNNC has developed this **operational guideline** on DNCC and UNCC with the technical support from CARE Bangladesh and other development partner's consultation.

This operational guideline is informed by experiences and evidence of proven nutrition practices and will aid in the preparation and implementation of effective and sustainable working strategies for DNCC and UNCC. It is hoped that through the various steps and implementation processes outlined, all districts and upazilas will effectively coordinate nutrition interventions through a collective approach to improve nutritional outcomes in Bangladesh. It is also expected that the guideline will promote effective communication and coordination among the DNCC and UNCC, as well as with the BNNC. It will also accelerate the achievement of government's multisectoral nutrition vision and the implementation of the NPAN-2.

6. Annexes

Annex 1: Sample invitation letter to attend regular nutrition coordination committee meetings

Sample notice of Bi monthly meeting of upazila level nutrition coordination committee

Government of the People's Republic of Bangladesh
Office of the Upazila Nirbahi Officer
(Name of the upazila)
Notice for the meeting

Reference number:

Date: ----- AC

Subject: Regarding bi monthly meeting of the Upazila Nutrition Coordination Committee

Regarding the above subject all the concerned are being informed that, on ----- (date) ----- (day), at 9:30 am ----- (venue of the meeting) the meeting of the upazila nutrition coordination committee will be held.

The invitees are being humbly requested to be present at the above meeting at appropriate time.

(-----)
Chairperson
Upazila Nutrition Coordination Committee
And
Upazila Nirbahi Officer, -----

Copy for kind information

1. Deputy Commissioner ----- District
2. Civil Surgeon ----- District
3. Advisor, Upazila Nutrition Coordination Committee
4.

Distribution: (not in order of seniority) with request to be present at specified venue and time for conducting business the list of members of the upazila level nutrition committee will be mentioned below

1.

2.

(-----)
Member Secretary
Upazila Nutrition Coordination Committee
And
Upazila Health and Family Planning Officer

NB: Using the same format the invitation letter for the bi-monthly meeting of district nutrition coordination committee could be sent to the members.

Annex 2: Sample cover letter for submitting final annual nutrition action plans from the upazila nutrition coordination committee to the district

Government of the people's republic of Bangladesh
Office of the Deputy Commissioner
(Name of the district)

Reference number:

Date: ----- AC

Subject: Regarding preparing annual nutrition plan of the upazila nutrition coordination committee and forwarding it to the district

Regarding the above subject you are being informed that, in the terms of reference of the upazila nutrition coordination committee, for each upazila nutrition coordination committee there is mention to prepare an annual plan of action for nutrition that will play an important role in preparing district plan of action for nutrition.

According to the decisions of the district nutrition Coordination committee meeting held on ----- AC this is proper time to initiate planning activities of **"annual nutrition plan"**. To this effect, for the concerned upazila you are requested to send to the office of the undersigned an coordinated annual nutrition plan for the forthcoming 2019-20 fiscal year within AC.

The **"Annual Nutrition Action Plan"** will be finalized based on the opinion and review of all (members). It is being mentioned for your information that the initiative for activity of preparing district level annual plan has been made to be completed by AC.

We hope, with the multisectoral collective efforts the overall nutrition situation of this district will improve.

(-----)
Deputy Commissioner
and
Chairperson, District Nutrition Coordination Committee

Upazila Nirbahi Officer
----- (All), Name of the district.

Reference No.-

Date:-

Copy forwarded for kind information and necessary action:

1. Director General, Bangladesh National Nutrition Council, Dhaka
2. Advisor, DNCC
3. Member Secretary, DNCC
4.
5.

(-----)
Deputy Commissioner
and
Chairperson, District Nutrition Coordination Committee.

Annex 3: Sample letter and format from the chairperson of UNCC for initiating the activities of preparing annual Nutrition Action Plan

Government of the people's republic of Bangladesh
Office of the Upazila Nirbahi Officer
(Name of the upazila and district)

Reference number:

Date: ----- AC

Subject: Regarding your support in preparing annual nutrition action plan of the upazila nutrition coordination committee

Regarding the above subject you are being informed that, in the terms of reference of the upazila nutrition coordination committee, for each upazila nutrition coordination committee there is mention to prepare an annual plan of action for nutrition that will play an important role in improving nutrition situation of the upazila.

According to the decisions of the district nutrition coordination committee meeting held on ----- AC this is proper time to initiate planning activities of **"annual nutrition action plan"**. To this effect, for the concerned upazila you are asked to prepare action plan for your individual upazila (using the attached format) analyzing the gaps and opportunities.

You are requested to send to the office of the undersigned an coordinated annual nutrition plan for the forthcoming 2019-20 fiscal year within AC.

The **"Annual Nutrition Action Plan"** will be finalized based on the opinion and review of all (members). It is being mentioned for your information that the initiative for activity of developing/ preparing upazila level annual plan has been made to be completed by AC.

We hope, with the multisectoral collective efforts the overall nutrition situation of this upazila will improve.

1. Upazila Officer
2. Chairman UP (All)
3. Upazila Manager ----- (All concerned)

(-----)
Upazila Nirbahi Officer
Chairperson
Upazila Nutrition Coordination Committee

Reference No.-

Date:-

Copy forwarded for kind information and necessary action:

1. Deputy Commissioner & Chairperson, DNCC, District
2. Advisor, Upazila Nutrition Coordination Committee , ...Upazila
3. Member Secretary , UNCC, ... Upazila
4.
5.

(-----)
Upazila Nirbahi Officer
Chairperson
Upazila Nutrition Coordination Committee.

Annex-4: Sample format (a to p) for Gaps (Demand)/ Opportunity (potentials) Analysis and determine proposed potential/ possible actions

Sample a: Format for Gaps (Demand)/ Opportunity (Demand) Analysis and determining actions

Division/ Directorate/ Department: **Agriculture** District/Upazila:

Information on nutrition related activities	Current status	Gaps/ Demand or opportunities/ possibilities	Based on gaps and Demand what else could be done for the improvement of nutrition (status)
Expand homestead gardening of fruits and vegetables	Targets (Household coverage): Support with inputs (budget and resource allocations): # of demonstration plots	# of Household out of target household coverage How to reach those household with nutrition information, especially information related to dietary diversities...	
Knowledge of Agriculture Extension workers on nutrition sensitive activities			
Production of any vitamin rich vegetable/fruits (like: orange potato..)			

Sample b: Based on the above gaps and opportunity analysis the related office, by using the following format will share/ present/ discuss priority activity (s) along with recommended targets at multisectoral nutrition platform:

**Multisectoral Coordination actions for Nutrition
Annual nutrition action-plan (July .. - June ..)
Upazila, District**

Sl	Activity	Planned number	Total number of beneficiaries	Resource/ Budget	Time	Support	Remarks
1							
2							
3							
4							

Multisectoral Coordination for Nutrition

Sample c: Gaps (Demand) / Opportunity (potentials) Analysis and determining actions

Division/ Directorate/ Department: **Health** District/Upazila:

Information on nutrition related activities	Current status	Gaps (Demand) / Opportunity (potentials)	Based on gaps and Demand what else could be done for the improvement of nutrition (status)
Availability of Growth Monitoring and Promotion (GMP) services at all Community Clinics			
Consistent provision of Iron Folic Acid distribution(IFA) at all service outlets (CC, EPI centers, outdoor service centre)			

Antenatal Care (ANC)/ Postnatal Care (PNC) and Safe Delivery services (facility readiness and coverage)			
Management of MAM and SAM cases (facility readiness, and utilization trends)			

**Multisectoral Coordination actions for Nutrition
Annual nutrition action-plan (July .. June ..)
Upazila, District**

Sample d: Based on the above gaps and opportunity analysis the related office, by using the following format will share/ present/ discuss priority activity (s) along with recommended targets at multisectoral nutrition platform:

SI	Activity	Planned number	Total number of beneficiaries	Resource/ Budget	Time	Support	Remarks
1							
2							
3							
4							

Multisectoral Coordination for Nutrition

Sample e: Gaps (needs) / Opportunity (potentials) Analysis and determining actions

Division/ Directorate/ Department:

Family Planning (FP)

District/Upazila:

Information on nutrition related activities	Current status	Gaps (Demand) / Opportunity (potentials)	Based on gaps and Demand what else could be done for the improvement of nutrition (status)
Availability of Growth Monitoring and Promotion (GMP) services at all Family Welfare Centre (FWC)			
Consistent provision of Iron Folic Acid (IFA) at all service outlets including Family Welfare Centre (FWC), Satellite Centres (SC)			
Availability of post-partum FP services			
ANC/PNC and Safe Delivery services (facility readiness and coverage)			

Sample f: Based on the above gaps and opportunity analysis the related office, by using the following format will share/ present/ discuss priority activity (s) along with recommended targets at multisectoral nutrition platform:

**Multisectoral Coordination actions for Nutrition
Annual nutrition action-plan (July .. June ..)
Upazila, District**

Sl	Activity	Planned number	Total number of beneficiaries	Resource/ Budget	Time	Support	Remarks
1							
2							
3							
4							

Multisectoral Coordination for Nutrition

Sample g: Gaps (Demand) / Opportunity (potentials) Analysis and determining actions

Division/ Directorate/ Department:

Women and Children Affairs

District/Upazila

Information on nutrition related activities	Current status	Gaps (Demand) / Opportunity (potentials)	Based on gaps and Demand what else could be done for the improvement of nutrition (status)
Maternity Voucher schemes	Targets # of pregnant Women: Support with inputs (financing/ budget and resource allocations):		

Sample h: Based on the above gaps and opportunity analysis, the related office, by using the following format will share/ present/ discuss priority activity (s) along with recommended targets at multisectoral nutrition platform:

**Multisectoral Coordination actions for Nutrition
Annual nutrition action-plan (July .. June ..)
Upazila, District**

Sl	Activity	Planned number	Total number of beneficiaries	Resource/ Budget	Time	Support	Remarks
1							
2							
3							
4							

Multisectoral Coordination for Nutrition

Sample i: Gaps (Demand) / Opportunity (potentials) Analysis and determining actions

Division/ Directorate/ Department: **Department of Public Health Engineering (DPHE)** District/Upazila:

Information on nutrition related activities	Current status	Gaps (Demand) / Opportunity (potentials)	Based on gaps and Demand what else could be done for the improvement of nutrition (status)
Safe drinking water coverage			
Hygienic latrine coverage and its use			
Any hand wash promotion/ familiarization/ awareness schemes at Household, school, public place			
Any other initiatives by DPHE on hygiene promotion/ awareness			

Sample j: Based on the above gaps and opportunity analysis the related office, by using the following format will share/ present/ discuss priority activity (s) along with recommended targets at multisectoral nutrition platform:

Multisectoral Coordination actions for Nutrition Annual nutrition action-plan (July .. June ..) Upazila, District

Sl	Activity	Demand	Planned number	Total number of beneficiaries	Resource/ Budget	Time	Support	Remarks
1								
2								
3								
4								

Multisectoral Coordination for Nutrition

Sample k: Gaps (Demand) / Opportunity (potentials) Analysis and determining actions

Division/ Directorate/ Department: **Local Government** District/Upazila: Union:

Information on nutrition related activities	Current status	Gaps (Demand) / Opportunity (potentials)	Based on gaps and Demand what else could be done for the improvement of nutrition (status)
VGD (safety net/ social protection) programs			
Tube well			
Hygienic Latrine			
Safety net programmes for Disables			

Sample l: Based on the above gaps and opportunity analysis the related office, by using the following format will

share/ present/ discuss priority activity (s) along with recommended targets at multisectoral nutrition platform:

**Multisectoral Coordination actions for Nutrition
Annual nutrition action-plan (July .. June ..)
Upazila, District**

Sl	Activity	Demand	Planned number	Total number of beneficiaries	Resource/ Budget	Time	Support	Remarks
1								
2								
3								
4								

Multisectoral Coordination for Nutrition

Sample m: Gaps (Demand) / Opportunity (potentials) Analysis and determining actions

Division/ Directorate/ Department: **Education**

District/Upazila:

Information on nutrition related activities	Current status	Gaps (Demand) / Opportunity (potentials)	Based on gaps and Demand what else could be done for the improvement of nutrition (status)
IFA campaign for adolescent girls			
Hand Wash campaign			

Sample n: Based on the above gaps and opportunity analysis the related office, by using the following format will share/ present/ discuss priority activity (s) along with recommended targets at multisectoral nutrition platform:

**Multisectoral Coordination actions for Nutrition
Annual nutrition action-plan (July .. June ..)
Upazila, District**

Sl	Activity	Planned number	Total number of beneficiaries	Resource/ Budget	Time	Support	Remarks
1							
2							
3							
4							

Multisectoral Coordination for Nutrition

Sample o: Gaps (Demand) / Opportunity (potentials) Analysis and determining actions

Division/ Directorate/ Department: **NGO**

District/Upazila:

Information on nutrition related activities	Current status	Gaps (Demand) / Opportunity (potentials)	Based on gaps and Demand what else could be done for the improvement of nutrition (status)
Social Behaviour Change Communication (SBCC)			
Growth Monitoring and Promotion (GMP)			
Promote/ expand homestead gardening of fruits and vegetables			
Provision of agricultural inputs			

Sample p: Based on the above gaps and opportunity analysis the related office, by using the following format will share/ present/ discuss priority activity (s) along with recommended targets at multisectoral nutrition platform:

**Multisectoral Coordination actions for Nutrition
Annual nutrition action-plan (July .. June ..)
Upazila, District**

Sl	Activity	Planned number	Total number of beneficiaries	Resource/ Budget	Time	Support	Remarks
1							
2							
3							
4							

Annexure 5: Sample format for presenting the coordinated nutrition action-plan

Multisectoral Nutrition Coordination Activity

Annual Plan of Action for Nutrition (July ----- June -----)

Coordinated Nutrition Plan of Action for District/ Upazila Nutrition Coordination Committee

SI No.	Activity	Target	Target Population/ Beneficiary	Budget/ Resources	Period of implementation (2019-2020)				Cooperating Agency	Remarks
					July-September	October-December	January-March	April-June		
Name of department/ organization										
1										
2										
Name of department/ organization										
1										
2										
3										
Name of department/ organization										
1										
2										
3										

(-----)
 Member Secretary
 Upazila Nutrition Coordination Committee
 And
 Upazila Health and Family Planning Officer
 (Upazila, District)

(-----)
 Upazila Nirbahi Officer
 And
 Chairperson, Upazila Nutrition Coordination Committee
 (Upazila, District)

Annexure 6: Sample checklist for monitoring activeness, effectiveness of the district/ upazila multisectoral nutrition coordination committee



Government of the Peoples Republic of Bangladesh Bangladesh National Nutrition Council



Checklist for monitoring activeness, effectiveness of the district/ upazila multisectoral nutrition coordination committee

1. General information:

Name of Upazila:	Name of District:	Date:/...../.....
Name of the chairperson of Upazila/ district committee:		
Mobile No.		

2. Structure/ formation of the nutrition coordination committee

Indicator	Reaction	Means (documents/ records) of verification
a) The committee has been formed as per the government order/ policy	Yes <input type="checkbox"/> No <input type="checkbox"/>	The government order related to upazila multisectoral nutrition coordination committee dated 12.08.2018 AC. Reference no. (45.00.0000.161.006.03.18-311) Direct interview with the members of the committee
b) Along with the advisor, chairperson and member secretary, members of other important offices/ departments are informed about the objectives, importance and needs of the committee and could describe those	Yes <input type="checkbox"/> No <input type="checkbox"/>	
c) The mentioned members of committee are informed of their responsibilities and could explain those	Yes <input type="checkbox"/> No <input type="checkbox"/>	

3. Bi monthly meeting of the nutrition coordination committee

Indicator	Reaction	Means (documents/ records) of verification
a) Two-monthly meeting has been held	Yes <input type="checkbox"/> No <input type="checkbox"/>	Minutes of the meeting Attendance sheet of the members of the committee Agenda and discussion of the meeting Decisions made and follow-up activities/ program
b) Expected attendance (number/ rate) in the meeting of the committee (one third) has been ensured/ achieved	Yes <input type="checkbox"/> No <input type="checkbox"/>	
c) Report of the regular meeting/ resolution and follow-up is available	Yes <input type="checkbox"/> No <input type="checkbox"/>	
d) Steps has been taken as per the decision of the previous meeting	Yes <input type="checkbox"/> No <input type="checkbox"/>	

4. Collecting data/information and analysis

Indicator	Reaction	Means (documents/ records) of verification
a) The committee has nutrition profile	Yes <input type="checkbox"/> No <input type="checkbox"/>	Minutes of the meeting – what types of information/data has been discussed
b) In the meeting data/information related discussion is held regularly and sequentially	Yes <input type="checkbox"/> No <input type="checkbox"/>	
c) The committee has submitted quarterly report	Yes <input type="checkbox"/> No <input type="checkbox"/>	Completed information/ data form
d) Two-monthly progress report of individual department/ division (health, family planning, agricultural extension, livestock, food, education, public health engineering, youth development, fishery, women and children affairs etc.)	Yes <input type="checkbox"/> No <input type="checkbox"/>	Hand-out relating to data-information Previous quarterly report Reports on the joint planning
e) Rate of taking steps as per the decision report/ resolution of the previous meeting	Yes <input type="checkbox"/> No <input type="checkbox"/>	

5. Annual plan of the nutrition coordination committee

Indicator	Reaction	Means (documents/ records) of verification
a) There is annual plan for the upazila of nutrition coordination committee	Yes <input type="checkbox"/> No <input type="checkbox"/>	Reports/ documents on the joint planning
b) In a participatory fashion as per the guideline nutrition specific and nutrition sensitive activities of each government and non-governmental departments are included in the plan	Yes <input type="checkbox"/> No <input type="checkbox"/>	
c) Rate (%) of implementation of the plan	Yes <input type="checkbox"/> No <input type="checkbox"/>	
d)	Yes <input type="checkbox"/> No <input type="checkbox"/>	

6. Nutrition activities undertaken with/ in the upazila and union parishad budget

Indicator	Reaction	Means (documents/ records) of verification
a) Along with the ward meetings of upazila and union parishad, open budget meeting has been held	Yes <input type="checkbox"/> No <input type="checkbox"/>	Minutes of the meeting
b) Rate (%) of allocation in percent for nutrition specific activities in the budget of upazila and union parishad	Yes <input type="checkbox"/> No <input type="checkbox"/>	Department/ division-wise budget report of upazila level
c) Rate (%) of allocation in percent for nutrition sensitive activities in the budget of upazila and union parishad	Yes <input type="checkbox"/> No <input type="checkbox"/>	Document of the union parishad budgets
d)	Yes <input type="checkbox"/> No <input type="checkbox"/>	

7. Increase in institutional capacity

Indicator	Reaction	Means (documents/ records) of verification
a) In the nutrition sector innovative plans are being/ has been implemented	Yes <input type="checkbox"/> No <input type="checkbox"/>	Reports/ documents on the joint planning
b) The committee has received training on the operational guideline	Yes <input type="checkbox"/> No <input type="checkbox"/>	
c) Interest has developed to the information received locally and nationally, urge has been created for the received information and utilization of information has increase	Yes <input type="checkbox"/> No <input type="checkbox"/>	
d) Planning has been done based on the joint monitoring and its findings and necessary expansion/ modification has been done in implementation	Yes <input type="checkbox"/> No <input type="checkbox"/>	Minutes of the meeting
e) In the departmental planning and implementation nutrition has been given priority	Yes <input type="checkbox"/> No <input type="checkbox"/>	Upazila level department-wise budget report
f) According to the decision of the meeting every 2 months nutrition activity of at least one department has been jointly (chairperson, vice-chairperson and other members) visited	Yes <input type="checkbox"/> No <input type="checkbox"/>	

Name of the visitor: Designation:

Work location: Mobile: Signature:

NB: This field visit checklist is applicable for national and district level supervisors.

Annexure 7 (a): Sample reporting format for the district nutrition coordination committee



Government of the Peoples Republic of Bangladesh
Bangladesh National Nutrition Council
Quarterly report of the district nutrition coordination committee



To: Director General, Bangladesh National Nutrition Council, Dhaka

Date of submission of the report:

District	Reporting Month
 to

Serial	Indicator	Target	Achievements	Remarks
1	Bi monthly meetings of the committee held	Target	Achievements	
2	Sending of resolution of the bi monthly meeting to the national level	Target	Achievements	
3	Total attendance at the bi monthly meeting	Target	Achievements	
4	Committee has received orientation/ training on the operational guideline	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
5	Committee has submitted the last report	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
6	There is a nutrition profile for the district	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
7	There is an annual calendar of meeting for the district	Yes <input type="checkbox"/>	No <input type="checkbox"/>	?
8	There is an annual plan of action for nutrition for the district	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
9	According to the annual plan of action for nutrition progress of activities for the reporting work-month	Target	Achievements	
10	During the reporting work-month the committee has observed any national day	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
11	The committee has enhanced allocation in nutrition specific and nutrition sensitive sector (aggregate of upazila based allocation) in comparison to last year	Yes <input type="checkbox"/>	No <input type="checkbox"/>	If yes, write down the sectors below
12				

Annexure 7 (b): Sample reporting format for the upazila nutrition coordination committee



Government of the Peoples Republic of Bangladesh
Bangladesh National Nutrition Council
Quarterly report of the upazila nutrition coordination committee



To: Chairperson – District Nutrition Coordination Committee, Name of the district

Date of submission of the report:

Upazila	District	Reporting Month
	 to

Serial	Indicator	Target	Achievements	Remarks
1	Monthly meetings of the committee held	Target	Achievements	
2	Sending of resolution of the two-monthly meeting to the district level	Target	Achievements	
3	Total attendance at the two-monthly meeting	Target	Achievements	
4	Committee has received orientation/ training on the operational guideline	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
5	Committee has submitted the last report	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
6	There is a nutrition profile for the upazila	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
7	There is an annual calendar of meeting for the upazila	Yes <input type="checkbox"/>	No <input type="checkbox"/>	?
8	There is an annual plan of action for nutrition for the upazila	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
9	According to the annual plan of action for nutrition progress of activities for the reporting work-month	Target	Achievements	
10	During the reporting work-month the committee has observed any national day	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
11	The committee has enhanced allocation in nutrition specific and nutrition sensitive sector (aggregate of union based allocation) in comparison to last year	Yes <input type="checkbox"/>	No <input type="checkbox"/>	If yes, write down the sectors below
12				
13	Write down the amount of enhanced allocation below			

Amount allocated last year		Currently allocated amount	
14	If there is any innovative activity of the committee in the reporting work-month, mention it briefly below		

Report prepared by:

Reviewer of the report:

()

()

Member secretary

Chairperson

Upazila nutrition coordination committee

Upazila nutrition coordination committee

Name of the upazila

Name of the upazila

Copy:

Annexure 8: Sample format for the meeting minutes of of the nutrition coordination committee

Government of the Peoples Republic of Bangladesh
Office of the Deputy Commissioner
District / Sub-district

Meeting No-

Minutes of the meeting of bi-monthly meeting of district/ upazila nutrition coordination committee

Chairperson :
 Venue of the meeting :
 Date and Time of meeting :

Appendix a: Attendance sheet for the members of the committee present in the meeting

SI No.	Agenda	Decisions	Date of completion/ Period	Implementing officer/ organization

(.....)
 District Commissioner/ Upazila Nirbahi Officer
 And
 Chairperson, District/ Upazila Nutrition Coordination
 Committee

Reference No:

Date:

Copy for information/ action (not in order of seniority)

1. Director General, National Nutrition Council,
Mohakhali, Dhaka
2. Advisor, DNCC or UNCC
3. Member Secretary, DNCC or UNCC
4. All members

(.....)
 Civil Surgeon/ Upazila Health and Family Planning
 Officer
 And
 Member Secretary, District/ Upazila Nutrition
 Coordination Committee

7. Appendix

Appendix 1: Government Order for sector-wise division of the budget of union parishad

Bangladesh Gazette, Supplement, January 23, 2013 615

(6) While selecting project or activities following sector-wise division could be followed, e.g.: ...

Sectors	Allocation	
	Lowest %	Maximum %
1. Agriculture and small irrigation:	10%	15%
(a) Agriculture and irrigation: Intensive crop programme, demonstration farm, seed supply, social forestry with plantation, growing fruits and tubers and leaf and vegetables, water drainage and irrigation system, small flood prevention dam and construction of small irrigation structure.		
(b) Fishery and livestock: Pond excavation, re-excavation of ditch, rural fish farm, improvement of duck poultry and livestock.	5%	10%
(c) Small and cottage industry: Small and cottage industry workshop programme, skills development, training and extension, income generating activities, etc.	5%	7%
2. Physical Infrastructure:	12%	20%
(a) Transport and communication: Road construction, rural building programme, small bridge, culvert construction, reconstruction and development		
(b) House building and physical planning: Weekly and daily Markets, hoarding facilities, community centre.	5%	7%
(c) Public health: Rural water supply system, construction of low cost latrine, etc.	15%	20%
3. Socio-economic infrastructure:	7%	15%
(a) Development of Education: Development of educational institution, class room, playing field, and supply of educational materials.		
(b) Health and Social welfare: Hygiene and family planning, primary health care, EPI programme, social welfare activities including welfare of youth and women.	10%	20%
(c) Sports and culture: Game, sports, cultural activities, physical, mental and cultural development for children.	10%	20%
(d) Others: Activities related to birth and death registration, post-emergency relief (if necessary as cost of union based survey and supervision of development activities 1% cost could be utilized from this fund)	10%	20%

153

NB: According to Bangladesh gazette, extra January 23, 2013 Union parishad publication June 2017 for activities or selection of projects, if annual budget of union parishad could be prepared by following the proposed sector-wise division, implementation of field level needs based nutrition activities will be much easier.

Appendix 2: Unified/ combined list of SBCC topics

1. Encourage utilization of maternal health and nutrition care and community based health care;
2. Strengthening correct practices for food and nutrition of children (under 2 years of age), especially breastfeeding and giving proper complementary/ supplementary food;
3. Treatment of moderate and severe acute malnutrition by using available guidelines;
4. Women's empowerment through formal and non-formal education and livelihood opportunities;
5. Risk of adolescent girls regarding nutrition and early marriage and adolescent pregnancy;
6. Health risks due to processed food, excessive salt and sugar, saturated fat and trans-fat added food and overweight, obesity and its influence on the increase in non-communicable diseases;
7. Creating healthy habits and nutritional support for patients suffering from non-communicable diseases, tuberculosis, HIV/ AIDS;
8. Following food-guidelines selecting healthy foods for planning balanced and diversified food basket;
9. Peoples awareness regarding family planning methods and birth spacing;
10. Strengthening production and consumption of nutritious local food;
11. Demonstration of methods of preparing healthy food and cooking nutritious food (especially for complementary/ supplementary food);
12. Reducing loss from post-harvest processing (transportation, milling, packaging, storage etc.) and long term storage of crop;
13. Awareness about safe food including proper food handling;
14. Family level strategy for supply availability and consumption of diversified food;
15. Nutritional needs of various members of the family and inter-family food distribution (giving special importance to the first 1000 days of life);
16. Publicity regarding ensuring mandatory enforcement of nutrition and related law, such as: safe food act, salt act etc.
17. School gardening and school feeding programme;
18. Inclusion of nutrition related issues in social protection programmes;
19. Meeting nutritional needs of population at risk during emergency;
20. Creating employment fields/ opportunities for sustainable financial income;
21. Gender sensitivity or women's empowerment.

Appendix 3 : List of the attendees at the workshop on developing nutrition coordination committee operational guideline and the reviewers (not in order of seniority)

1. Dr. Md. Shah Nawaz, Director General, Bangladesh National Nutrition Council
2. Mr. Ruhul Amin Talukder, Joint Secretary, Policy and Planning Wing, Ministry of Agriculture
3. Dr. Md. Yunus, Director, IPHN and Line Director-NNS
4. Dr. S. M. Mustafizur Rahman, Line Director, NNS
5. Dr. Jahangir Hossain, Program Director, Health, CARE Bangladesh
6. Dr. Md. Ehsanul Karim, Civil Surgeon, Dhaka
7. Dr. Ashutosh Das, Civil Surgeon, Shunamgonj
8. Dr. Jaynal Haque, Programme Manager, Adolescent Health, Directorate of Family Planning
9. Mr. Samir Biswas, Upazila Nirbahi Officer, Bishwambharpur
10. Dr. Chowdhury Jalaluddin Murshed Rumi, Upazila Health and Family Planning Officer, Bishwambharpur
11. Dr. Golam Mohiuddin Khan Sadi, Nutrition Specialist, UNICEF
12. Dr. Ikhtiaruddin Khandaker, Head of Health Programme, Plan International
13. Dr. Sheikh Shahed Rahman, COP, Shuchona Program, Save the Children
14. Dr. Raisul Haque, Senior Technical Advisor, Shuchona, Save the Children
15. Dr. Mofijul Islam Bulbul, Deputy Programme Manager, NNS , IPHN
16. Farhana Sharmin, National Consultant, Nutrition and Food Safety, World Health Organization
17. Faria Shabnam, Nutrition Advisor, World Health Organization
18. Dr. A. F. M. Iqbal Kabir, Consultant, Nutrition International
19. Dr. Fatima Akhter, Deputy Programme Manager, IPHN
20. Dr. Md. Md. Akhter Imam, Assistant Director, Bangladesh National Nutrition Council
21. Dr. Nazmus Salehin, Assistant Director, Bangladesh National Nutrition Council
22. Dr. S. M. Hasan Mahmud, Assistant Director, Bangladesh National Nutrition Council
23. Dr. Naima Sultana, Assistant Director, Bangladesh National Nutrition Council
24. Dr. Rezwan Ahmed, Assistant Director, Bangladesh National Nutrition Council
25. Dr. Rawshan Zahan, M. O., Ministry of Health and Family Welfare
26. Mr. Mostafa Faruque Al Banna, Associate Research Director, FPMU, Ministry of Food
27. Dr. Sadia Ahmed, DPM (MCH-FP)
28. Dr. Geeta Rani Devi, Deputy Programme Manager, Community Based Health Care
29. Ms. Taskeen Chowdhury, Nutrition Specialist, USAID
30. Ms. Taslima Mehzabeen, Senior Scientific Officer, BIRTAN
31. Ms. Tonima Sharmin, Nutrition Officer, World Food Programme
32. Ms. Tania Sharmin, Senior Team Leader, Joint Action for Nutrition Outcome, CARE Bangladesh
33. Ms. Nazneen Rahman, Team Leader, Collective Impact for Nutrition, CARE Bangladesh
34. Ms. Sakina Sultana, Team Leader, Multisectoral Nutrition Project, CARE Bangladesh
35. Mohammad Hafijul Islam, Senior Technical Coordinator-Advocacy and Capacity Building, CI4N Initiative, CARE Bangladesh
36. Mr. Md. Hasanuzzaman, Technical Manager, Partnership and Impact, Collective Impact for Nutrition, CARE Bangladesh
37. Dr. Khandker Md. Rezaul Haque, Consultant
38. Mr. Hasan Imam, Consultant
39. Ms. Setara Jannat Baby, Consultant
40. Dr. Delwar Hossain, Consultant, Nutrition International
41. Md. Nezam uddin Biswas, Consultant, Nutrition International
42. Ms. Syeda Munia Haque, Concern World Wide and CSA for SUN



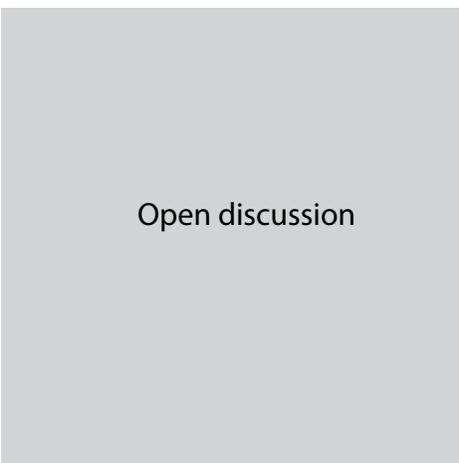
Workshop on developing operational guideline for district and upazila nutrition coordination committee



Inauguration of the workshop



Small group discussion while identifying topics for operational guideline for district and upazila nutrition coordination committee



Open discussion



Joint Effort Nutrition for All

Technical and overall support:



CARE Bangladesh

