

Bangladesh

Improvement Plan

Thematic window: Children, Food Security & Nutrition

Programme Title: “Protecting and Promoting Food Security and Nutrition for Families and Children in Bangladesh”

c) File for the Joint Programme Improvement Plan

After the interim evaluation is complete, the phase of incorporating its recommendations shall begin. This file is to be used as the basis for establishing an improvement plan for the joint programme, which will bring together all the recommendations, actions to be carried out by programme management.

The Joint Programme has reviewed the MTE carefully and considered all the recommendations presented in the report. The recommendations ranged from substantial strategic to the minor, one time activity, suggestions. The JP has considered all and decided to addresses thematic strategic recommendations in the improvement plan. The following improvement plan has been developed in response to the key themes that emerge from the evaluation. Where possible, several related recommendations (especially those that relate to sustainability) have been grouped together, and responded to in a unified manner.

The JP will also undertake the specific activities recommended as well; for instance, the sharing of the baseline report. On some key advocacy points, the JP has been, and will continue to raise the issues at the appropriate fora. These are part of the on going advocacy plan, and have not been included separately in the Improvement plan.

Evaluation Recommendation No. 1- The MDG:F JP confirms and presents revised beneficiary target numbers to the next PMC and in the next bi-annual monitoring report						
Response from the Joint Programme Management: <i>The revised targets are already available and have been presented to the PMC in April 2012. These will be used to report achievements.</i>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
1.1 Presentation of revised targets to the PMC for endorsement	April 2012	JP Coordinator	Comments	Status	Comments	Status
1.2 Reporting on the revised targets	July 2012 onwards	JP Coordinator				
Evaluation Recommendation No. 2 Make an assessment of the realistic planned expenditure on existing commitments and review how any surplus could be utilized within the MDG:F mandate. For example a request could be made for school feeding in Bamna district to be supported by MDG:F funds rather than WFP Country						

Programme;						
<p>Response from the Joint Programme Management <i>This recommendation is applicable to all the outcomes under the JP. The JP will review the targets, and reassign the budget according to revised expectations and it would be endorsed by the PMC as well.</i></p>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
2.1 Review and revise plans according to targets	September 2012	Focal persons from each agencies	Comments	Status	Comments	Status
2.2 Present the revised plans and budget to the PMC	October 2012	JP Coordinator				
<p>Evaluation Recommendation No. 3 Identify why the numbers of SAM cases are so much lower than expected (the baseline found similar proportions of SAM to previous studies that were used to develop the programme document);</p>						
<p>Response from the Joint Programme Management <i>The CMAM approach is a methodology to manage under nutrition by using MUAC as a tool to identify children. MUAC identifies children who are most at risk of mortality. The programme's goal is to reduce under nutrition by through management and prevention of new cases. Therefore the programme is a lot more than management of existing cases of under nutrition. In the coming phase, the programme will renew its efforts to prevention of under nutrition through strengthened BCC approaches.</i></p>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
3.1 Strengthen the BCC/IYCF approach to the prevent under nutrition	May 2012- March 2013	Nutrition focal persons from the UN agencies.	Comments	Status	Comments	Status
3.2 Monitoring of the BCC/IYCF campaign	May 2012- March 2013	JP Coordination team				
3.3 Increased focus on reduction of maternal anaemia	June 2012- June 2013	UNICEF/WFP teams				
3.4 Monthly	May 2012-	JP				

analysis of the monitoring data to assess impact on under nutrition	June 2013	Coordination team				
Evaluation Recommendation No. 4 The UN agencies should explore management and administrative procedures that would allow the IPs to function as an integrated implementation agency delivering integrated services, plans and reports.						
Response from the Joint Programme Management <i>The JP recognizes that separate implementation arrangements have programmatic implications. However, the time required for integrated management and administrative procedures will be beyond the purview of this project. The 2012-2013 AWP already has greater number of shared activities than that of previous years. This integration needs to be supported and strengthened. The JP management is proposing streamlining existing mechanisms, both at Dhaka and at the programme level. In additions, the JP will/may initiate coordination workshop for identifying synergies and avoiding duplication</i>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
4.1 Establish regular national – field Planning, monitoring and reporting sessions.	September 2012	Agency focal persons	Comments	Status	Comments	Status
4.2 Monitoring of implementation	October 2012	UN agencies Sub office				
4.3 Joint reporting	October 2012	JP Coordinator				
Evaluation Recommendation No. 5 Review the CMAM intervention to take into account: -The contribution that union level MoH should/could make to CMAM -Revised procedures that may provide 90% of the results at 60% of the costs (numbers of staff, numbers of service centres, regularity of screening, number of indicators collected and monitored,); And possibly implement this less resource intensive strategy in the 3 new unions;						
Response from the Joint Programme Management: <i>The JP has to balance between achieving its goals and attaining greater degree of alignment with the NNS. In the beginning, the JP will use the same implementation modality to ensure the basic programme structure and systems are set up. The phase out will be part of the implementation plan. The JP has</i>						

<i>initiated discussions with IPHN, the organization responsible for implementing the National Nutrition Services programme, to discuss sharing of responsibilities, materials for sustainability.</i>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
5.1 Conduct Discussions with IPHN to determine phase out and sustainability of interventions	June 2012	UNICEF/WFP Focal persons and JP Coordinator	Comments	Status	Comments	Status
5.2 Prepare detailed implementation plans showing gradual hand over to the Health facility workers	June 2012	NGO partners with support from the UN				
5.3 Monitor the quality of implementation in health facilities	July 2012- June 2013	UN agency M&E focal person				
Evaluation Recommendation No. 6						
IPs should provide the full range of services in any one geographical area						
Response from the Joint Programme Management						
<i>The JP recognizes that this has an impact on integration of activities and on reporting. FAO has a contract with IP Shushilan for two years to implement activities under Outcomes 2 and 3. Within the remaining timeframe, it will not be feasible to follow the recommendation completely. The capacity and existing linkages with the Government are critical ingredients for success and cannot be developed within this timeframe. Instead of revising the scope of work, the JP will renew its efforts to improve integration at the local level. The JP will initiate discussions with the IP to identify ways to improve integration through joint planning, monitoring and reporting in the area where two IPs are working.</i>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
6.1 Organize Discussion with the	June 2012	WFP/FAO/IP focal	Comments	Status	Comments	Status

two IPs, and the JP to explore opportunities for integration		persons at Barisal				s
6.2 Establish Mechanisms for coordination	July 2012	WFP/FAO/IP focal persons at Barisal				
6.3 Monitor the effectiveness of coordination mechanisms	August 2012-March 2013	WFP/FAO/IP focal persons at Barisal				
Evaluation Recommendation No. 7 Track relapse cases closely to understand the level of sustainability of the intervention						
Response from the Joint Programme Management <i>Although there are very few relapse cases, the JP concurs that follow up of relapse cases is critical to the sustainability of interventions.</i>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
7.1 Develop a mechanism for follow up of cases	June 2012	JP Coordinator	Comments	Status	Comments	Status
7.2 Analyse and determine the causes of relapse	July 2012 – March 2013	JP and IP team				
7.3 Strengthen strategies to prevent relapse	August 2012-March 2013	JP and IP team				

Evaluation Recommendation No. 8 The transfer of service provision to the appropriate GoB institution should be incorporated into the objectives and work plans of the IPs;					
Response from the Joint Programme Management <i>The transfer of service provision has two elements- a plan from the IPs and readiness on part of the Government service providers. The JP will address both these issues simultaneously.</i>					

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
8.1 Facilitate at National level, the Government orders that direct service providers to provide the necessary services.	June 2012	JP Coordinator				
8.2 Ensure the IPs detailed implementation plan has clear milestones for handover and monitoring the quality of services	June 2012	JP Coordination team				
8.3 Ensure smooth transfer of services	July 2012 – March 2013	JP Coordination team				

<p>Evaluation Recommendation No. 9</p> <p>Develop an exit strategy which should include:</p> <ul style="list-style-type: none"> - Identifying a cut off date for new beneficiaries to the JP to ensure that they receive adequate services under MDG:F; - A planned reduction of services by MDG:F staff to allow GoB staff to take responsibility; - Provision of training on CMAM for MoH staff in the unions who have not yet received training. This training should be conducted by those who received ToT on CMAM in order to further develop capacity; 	
<p>Response from the Joint Programme Management:</p> <p><i>The JP has already developed an exit and sustainability plan that will begin from July 2012. The JP is also taking further steps to reduce</i></p>	

<i>dependency upon external commodities by introducing locally produced supplements to manage under nutrition in the communities.</i>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
9.1 Discuss with stakeholders to identify the cut-off date for admission of new beneficiaries	May 2012	UNICEF, WFP, FAO CO & SO	Comments	Status	Comments	Status
9.2 Develop an action plan on how to reduce services of MDG-F based on the exit strategy workshop	June-July 2012	UNICEF, WFP, FAO CO & SO				
9.3 Introduce locally produced supplements to manage severe under nutrition among children at the OTP level	June 2012-March 2013	UNICEF				
9.4 Training of the remaining government staff unions	Completed					
Evaluation Recommendation No. 10						
Document the experience of implementing CMAM, the outcomes from it, the lessons learned, linking as far as possible inputs and effects, and disseminate this through a variety of media including seminars and field visits. The documentation should include information on the level of resource input for specific interventions being presented.						
<i>Response from the Joint Programme Management: The experiences and lesson learnt are continuously shared with all relevant stakeholders during monthly coordination meetings and field visits.</i>						
<i>The programme will organize documentation of the CMAM experience under Outcome 5 and share the results with the wider audience.</i>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	

10.1 Conduct a case study on the CMAM experience to capture the ground level experience, including inputs, resources and interventions.	October 2012	JP Coordinator Research team	Comments	Status	Comments	Status
10.2 Draft report on the CMAM experience	January 2013	Research team				
10.3 Finalize report	February 2013	JP Coordinator				
10.4 Local/National media coverage-highlighting good practices and impact of joint programme at local media & national media	Dec-March 2013	UNICEF, WFP, FAO				

Evaluation Recommendation No. 11						
Decide on a strategy for impact evaluation (endline survey) that takes into account seasonal fluctuations in nutritional status and the fact that 2 of the 3 'control' unions are coming under programme implementation soon;						
-						
Response from the Joint Programme Management: <i>These are important issues and the JP is aware that these will need to be taken into account while preparing for the evaluation. The JP is collecting regular monitoring data on nutritional status that will be verified through the end line survey. This monitoring data will provide adequate information on seasonality of under nutrition and its impact on prevalence in the communities. The JP will also ensure that appropriate control unions are available for determining impact and attribution</i>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
11.1 Ensure monitoring data is	Monitoring	JP Coordinator	Comments	Status	Comments	Status

available and analysed for the duration of the programme	system is in place	on team				
11.2 Identification of appropriate control unions	December 2012	JP Coordination team				
11.3 End of Programme Evaluation	March 2013	JP Coordination team				