



Capacity Assessment to Support Food Systems Transformation towards Sustainable Healthy Diets in Bangladesh

Exploring the capabilities of the SHiFT Strategic Partners

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The CGIAR Research Initiative on Sustainable Healthy Diets through Food Systems Transformation (SHiFT) combines high-quality nutritional and social science research capacity with development partnerships to generate innovative, robust solutions that contribute to healthier, more sustainable dietary choices and consumption of sustainable healthy diets. We build on CGIAR's unparalleled track record of agricultural research for development, including ten years of work on food systems and nutrition under the CGIAR Research Program on Agriculture for Nutrition and Health (A4NH), particularly under the research flagship Food Systems for Healthier Diets.

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Photo credit (front cover): Representatives of Bangladesh National Nutrition Council and Food Planning and Monitoring Unit share areas for capacity sharing. Photo provided by Jainal Abedin/International Food Policy Research Institute.

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Abstract

Strengthening the multidisciplinary capabilities necessary to accelerate food systems transformation has garnered increased interest over the past decade. A capabilities assessment was done with the Strategic Partners of the CGIAR Research Initiative on Sustainable Healthy Diets through Food Systems Transformation in Bangladesh to understand their abilities to facilitate transformative changes towards sustainable healthy diets. Both Strategic Partners, the Food Planning and Monitoring Unit (FPMU) and the Bangladesh National Nutrition Council (BNNC), have long histories and well-established structures for collaboration and coordination with diverse stakeholders to realize the nutrition-focused (BNNC) and the food-related (FPMU) ambitions of the Government of Bangladesh. They are engaged in food and/or nutrition policy development, governance of the sectors, and monitoring progress at both national and sub-national levels. Using a capability assessment tool tailored to capturing food systems transformation capabilities at organizational level, the capabilities to deliver results and adapt and self-renew were the highest scored for FPMU. BNNC scored more on the capabilities to achieve coherence and to relate to support food systems transformation higher.

However, food systems transformation and sustainable healthy diets emerged as relatively new concepts in both organizations. It was acknowledged that whereas the current mandates of BNNC and FPMU may address issues relevant for sustainable healthy diets, to date this still lacks adequate translation into the current policy development and planning operations and has no intentional prioritization. Both teams underscored the urgency to invest in human resources and institutional capacity strengthening as well as earmarking finances to pursue food systems transformation agendas. Becoming more articulated and explicit about what comprises food systems change, what are sustainable healthy diets and what could be monitored is crucial to support the Strategic Partners to have tangible actions to track. Moving from food system narratives to specific actions will facilitate understanding of what is, or needs to be, monitored.

Keywords: capabilities, sustainable healthy diets, food systems transformation, Bangladesh

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Abbreviations and acronyms

5Cs Framework	5 Capabilities Framework
A4NH	CGIAR Research Program on Agriculture for Nutrition and Health (2012-2021)
BNNC	Bangladesh National Nutrition Council
FPMU	Food Planning and Monitoring Unit
FST	food systems transformation
M&E	monitoring and evaluation
MEL	monitoring, evaluation and learning
NAP	National Action Plan
NFNSP	National Food and Nutrition Security Policy
NGO	non-governmental organization
NPAN	National Plan of Action for Nutrition
POA	Plan of Action
SHiFT	CGIAR Research Initiative on Sustainable Healthy Diets through Food Systems Transformation (2022-2024)
UNFSS	United Nations Food Systems Summit
WCDI	Wageningen Center for Development Innovation

1 Introduction

1.1 Background

Strengthening the multidisciplinary capabilities necessary to accelerate food systems transformation (FST) has garnered increased interest over the past decade (Svare et al. 2023; den Boer et al., 2021; Babu and Blom 2014). There are calls globally for diverse capacity sharing strategies targeting the individual, organizational and systemic levels to accelerate implementation of recently adopted FST agendas (IFPRI 2024). Capabilities comprise the collective capacities and processes that Organizations, networks or systems have to successfully understand and shape situations, harness opportunities and reinvent resources in pursuit of shared goals in the rapidly changing operating environments (Mirzoev et al. 2022; Vu 2020; Teece et al., 2007). Diverse technical-oriented and functional-focused capacities are critical for effective initiation and sustained implementation of actions to achieve identified goals, such as FST for sustainable healthy diets. Technical capacities encompass the specific expertise and knowledge required in a particular field, for example, in agriculture, nutrition, trade and public administration (Aryeetey and Namukolo 2020). On the other hand, functional capacities are core competences and include managerial, logistical, relationship building, learning, norms and values required for effective implementation of solutions (OECD 2011). Both capabilities are necessary in the multiple interacting and intersecting levels of governing food systems in countries and across geographical boundaries.

Through the CGIAR Research Program on Agriculture for Nutrition and Health (A4NH), Aryeetey and Namukolo (2020) identified various technical (e.g., technical knowledge, change pathways, linkages among technical issues) and functional capacities (e.g., communication, long-term planning, monitoring and evaluation [M&E] systems, coordination) that are critical for translating multisector policy instruments, such as FST agendas, into effective collective action. However, there is recognition that the capabilities being identified for strengthening need to be relevant to both the issue being addressed and the operational context (Babu and Blom 2014). Similarly, it is acknowledged that the formation, maintaining and normalizing the required capabilities entails navigating different challenges attributed to the inherently dynamic nature of individuals, organizations, networks and systems. From a capacity sharing perspective, understanding localized capabilities that drive systems change at different governance levels is important to design the most relevant strategies to support transformation towards sustainable healthy diets.

The CGIAR Research Initiative on Sustainable Healthy Diets through Food Systems Transformation (SHiFT) aims to support FST processes in Viet Nam, Bangladesh and Ethiopia through: evidence building on the drivers of food consumption and policy challenges; identifying scalable innovations and policies to stimulate the supply and consumption of sustainable healthy diets; supporting the design and implementation of transformative policy bundles; and strengthening capacities of stakeholders at different governance levels to guide FST. In Bangladesh, SHiFT collaborates with the Bangladesh National Nutrition Council (BNNC) and Food Planning and Monitoring Unit (FPMU), known as Strategic Partners, to strengthen the evidence base and the generation of knowledge and its utilization in policy development and the food systems transformative processes in the country.

The two Strategic Partners are expected to advise SHiFT and ensure that project activities align with national policy priorities and accelerate the utilization of co-designed innovative bundles of solutions, which ensure more sustainable healthy diets for all in Bangladesh.

Representatives of Strategic Partners and other food system actors participated in an online course about food systems governance from November 2022 to March 2023. Feedback from the course participants underscored the need for practical application of theoretical insights (De Groote et al., 2023). It is important to understand each Strategic Partner's capacity assets to leverage and the needs to be strengthened in order to increase their ability to translate 'new' learnings and support transformative pathways in the country.

1.2 Objective of the capabilities assessment

Actors participating in transforming food systems in Bangladesh, engaged by SHiFT as Strategic Partners, were engaged in the capabilities assessment in the following ways and for the following purposes.

1. To identify the capacity assets and challenges of the Strategic Partner that can be used to develop context-focused capacity strengthening strategies.
2. To dialogue about the processes and milestones to consider in shifting towards effective collective action. Suggested milestones can serve as proxy measures of contributions to systemic capacities that will, in the long term, facilitate normative transformation towards healthy and sustainable diets.
3. To inform decisions about which capacities to be supported per country. We assume that various capacities will be identified, however, not all of them will be within our sphere of control or influence.

2 Approach

2.1 Dimensions of the 5 capabilities framework

We adopted the 5 capabilities framework – or 5Cs Framework - to assess and for continuous monitoring of the extent to which the Strategic Partners in SHiFT are equipped to support processes that will transform food systems in their country towards providing sustainable healthy diets (ECDPM 2011). The 5Cs Framework represents a comprehensive approach for planning, M&E of capacity and the results of capacity development processes. It centers around five complementary core capabilities (5Cs) to understand multi-actor views on capacity to change under different conditions. together contributing to an organization's ability to create social value. The framework underscores the importance of viewing organizations and collaborative processes as dynamic social systems that continuously evolve and adapt to changing environments. This implies various interactions occur within and across different components in an organization and with other actors in the implementation context. We adapted and contextualized the framework for use in SHiFT to capture capacity for FST for sustainable healthy diets specifically, as presented below:

1. *Capability to commit and act* is about the ability of organizations to (re)design food system challenges related to sustainable healthy diets, address multiple realities, and to collectively develop appropriate (new) solutions. Are the Strategic Partners committed and able to inspire other food system actors to act in ways that enable access sustainable healthy diets?
2. *Capability to deliver results* is the ability of organizations to ensure that they realise what they agreed to do in terms of facilitating and advocating for radical food system changes towards providing sustainable healthy diets. Can the Strategic Partners implement strategies and monitor their own actions and those of others involved to produce the outputs necessary for transforming food systems in the country?
3. *Capability to relate with key actors* is about building and maintaining networks within the organization and with external actors and beyond that are important to achieve sustainable healthy diets. Can a strong network of engaged partners be built, expanded, and maintained within and outside the Strategic Partners to support transformation towards sustainable healthy diets?
4. *Capability to adapt and self-renew* is about the ability to monitor, learn, and use new information to contribute to context-specific food system adaptations that realise sustainable healthy diets. Can the Strategic Partners design and implement monitoring and learning systems, and utilise the learning to be adaptive and innovative in transforming food systems?
5. *Capability to achieve coherence* is about ensuring that organizations and other food system actors are working together towards a common goal or vision of driving food system changes towards achieving sustainable healthy diets, and they know how to get there. It is about being able to create synergies, while acknowledging potential trade-offs of selected strategies.

The framework was applied to explore the ability of SHiFT's Strategic Partners to sense opportunities and threats to changing the food systems operation and utilize the opportunities to transform capacities and resources to support systemic shifts towards sustainable healthy diets.

The 5Cs Framework is beneficial in many ways. It can be used to: a) explore and monitor the capacities required to support more effective collaborative processes; b) understand what capabilities already exist and can be utilized as well as what more is required; and c) inform Strategic Partners, SHiFT, and other supporting organizations to make targeted decisions about which capabilities to strengthen. The

framework enables understanding of the relations among capacities, changes and performance of the different Strategic Partners in fostering systemic change.

2.2 Administering the 5 capabilities assessment

The 5Cs Framework is a self-assessment instrument. The detailed 5C Framework is provided in the Appendix. Each capability has four statements that participants reflect upon and allocate a score to indicate how accurate the statement is for their organization. A four-point scale is used for scoring where:

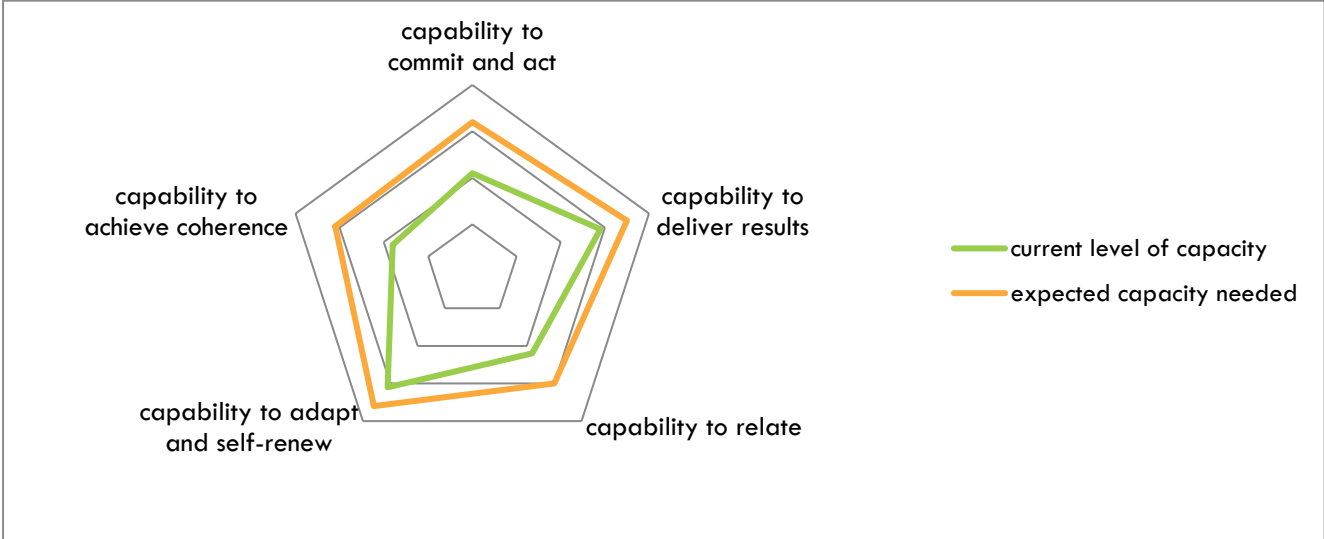
- Score 1 is very poor or non-existent
- Score 2 is poor or some elements exist but needs major improvements
- Score 3 is satisfactory but there is room for improvement
- Score 4 is excellent.

In June 2024, the Wageningen Centre for Development Innovation (WCDI) and representatives of the SHiFT Country Coordination Unit facilitated concurrent structured group interviews with representatives of Strategic Partners in Bangladesh, including BNNC and FPMU. FPMU was represented by three research directors, five associated research directors and one research officer. BNNC was represented by the director general, one director and three deputy directors.

The 5Cs Framework was introduced and administered in a half-day workshop setting. Data collection was done as a structured group interview in two subgroups, one for BNNC (4 participants) and one for FPMU (8 participants). All participants were provided with their own copy of the 5Cs Framework. For each capability, representatives of the Strategic Partners were asked to: one, read each statement individually and allocate a score based on the four-point scale and then, two, discuss with others representing their organization to arrive at a jointly agreed score. Then, they collectively discussed the rationale for the allocated score for contextual insights. These steps were repeated for all four statements under each capability. Lastly, the scores allocated per statement were aggregated to calculate the overall average score for each capability. The facilitators guided the group to reflect and make sense of the final score and the rationale. In cases where participants did not reach consensus on the final score, facilitators steered the dialogue to reach agreement and took note of the areas of contention. Discussions were recorded and notes taken by an independent notetaker. The steps were repeated for each of the capabilities.

All the average scores were plotted in a representation graph, e.g., spider diagram (**Figure 1**) or bar graph, to illustrate the status of each capability. The resultant spider graph was presented to the participants during the session and formed the basis for the Strategic Partners to collectively reflect and identify their priority objectives and strategies for capacity strengthening, discuss how to leverage and sustain their existing capacity assets and to agree on a potential performance monitoring plan.

Figure 1: Illustration of a sample 5 capacities output



2.3 Visioning and developing a capacity sharing plan

In the second part of the half-day workshop, building on the capabilities assessment, the Strategic Partners were requested to envision their role in facilitating transformation of food systems to achieve sustainable healthy diets in 5-10 years. WCDI facilitated the session where the Strategic Partners drew a mind map illustrating their vision and the roles they would or could support.

The Strategic Partners reflected on what needed to change in their organizations, the specific capabilities that needed strengthening to achieve the specified vision, the support required and the actors to engage to reinforce the steering towards more sustainable healthy diets. The Strategic Partners identified the explicit capacities to strengthen, the activities/approaches to build these capacities, and developed a timeline for the capacity sharing processes (**Table 1**).

Table 1: Illustrative outline of the capacity sharing activities

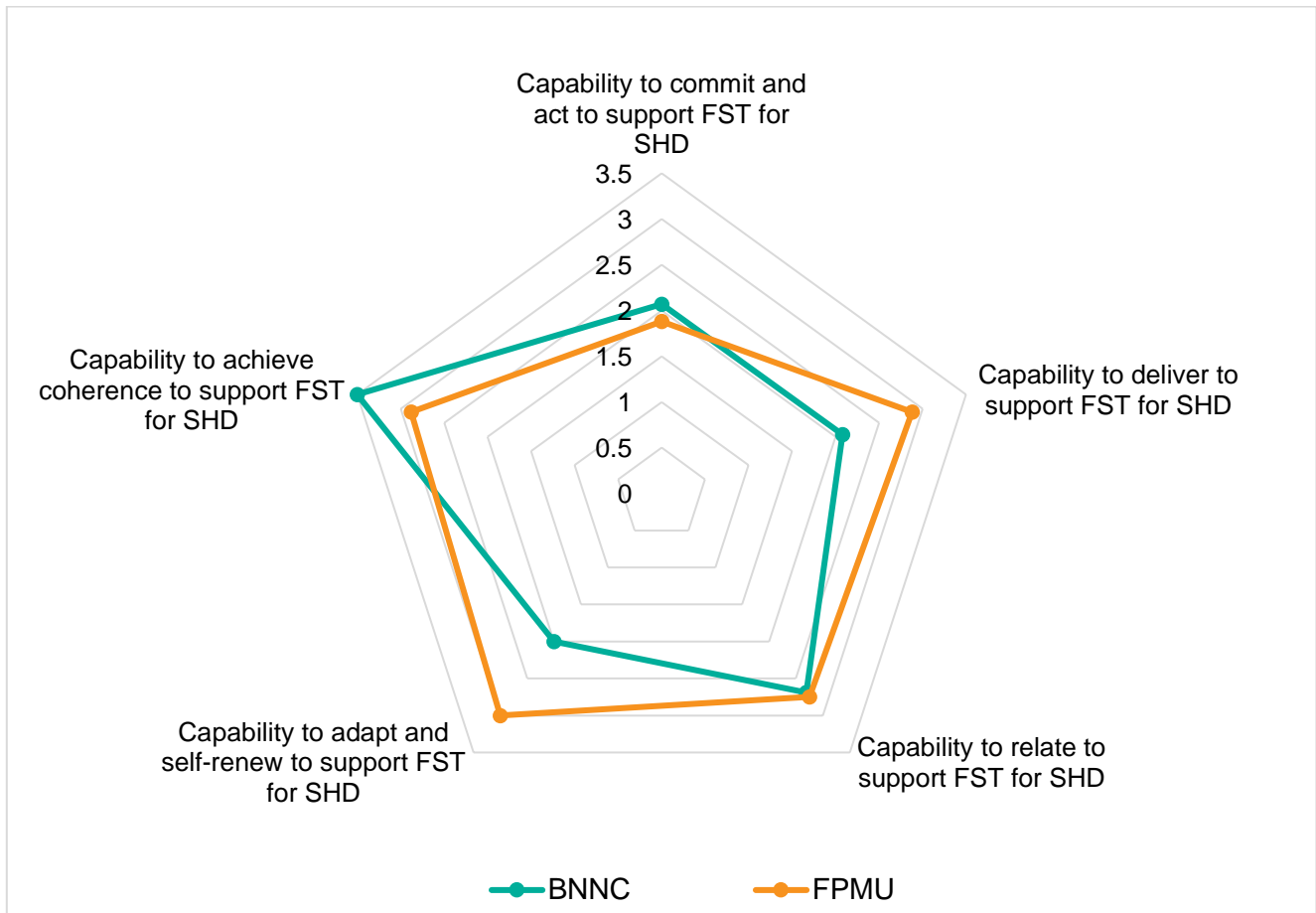
Activity	When	Lead	Who to involve
1.Capacity development on M&E for FPMU staff	1 year	FPMU	Government, development partners (donors), international non-governmental organizations
2. Training on National Plan of Action for Nutrition-3 (NPAN3)	6 months	BNNC	Government, development partners (donors), international non-governmental organizations, United Nations

3 Results

This section provides insights about the scores per capability and associated rationale, as well as the identified visions and capacity sharing plans moving forward for each Strategic Partner.

Overall, the capability to commit and act is the least scored for FPMU, while the capability to adapt and self-renew is lowest for BNNC. The scoring across most capabilities is lowest for BNNC, except for the capability to achieve coherence (Figure 2).

Figure 2: Status of capabilities relating to facilitating food systems transformation towards sustainable healthy diets for all in Bangladesh



3.2 Capability to commit and act

This capability assesses the Strategic Partners' ability to (re)frame the food system challenges related to sustainable healthy diets, identify multiple realities in the country and to collectively (re)design appropriate solutions including clear goals, policies and strategies to support shifts towards sustainable healthy diets.

Both Strategic Partners allocated a fairly low score (average = 2) to this capability. In the discussion, it appeared that while there is a commitment in both words and writing, there was not enough action or financial investment to enable implementation at scale.

Food Planning and Monitoring Unit

As a unit residing under the Ministry of Food, the vision and goals of FPMU explicitly focus on food and nutrition security in alignment with the national policy goals and objectives outlined in the Bangladesh Plan of Action (POA) of the National Food and Nutrition Security Policy (NFNSP), (2000)¹. That is, the unit facilitates policy design, program planning, conducting research and monitoring to improve food and nutrition security in Bangladesh as well as being a national convening body for planning and coordinating activities for achieving the Government of Bangladesh's commitments related to the 2021 United Nations Food System Summit (UNFSS). Bangladesh has explicitly embraced the concept of food systems in national policies, such as the above noted ten-year POA (2021-2030) and the 3rd Country Investment Plan.² The goals, however, to date are not clearly aligned with the thinking arising from the UNFSS discussions because FST and sustainable healthy diets are relatively new concepts. The unit does not yet have a specific strategy paper or action plan to advance the National Pathways Document for Food Systems Transformation drafted for the 2021 UNFSS.³ Further, whereas there is an objective on healthy diets and consumption integrated in the POA of the NFNSP, this is not yet well progressed in FPMU activities.

FPMU has significant knowledge about FST and has convened discussions to prepare a national action plan (NAP) on FST on government commitments at UNFSS 2021 and an M&E framework for tracking the progress of FST. '*The intention of this transformation system is to improve the overall food system for better outcomes,*' mentioned one respondent. Conversely, implementation has not yet commenced. For example, a NAP has not yet been prepared and there are no plans to monitor progress in FST. The NAP and monitoring framework that will be developed on this topic will be shared with food system stakeholders prior to implementation.

The FPMU team acknowledged that their work is appreciated by higher authorities in the ten ministries benefiting from its policy mandate. The unit has five thematic groups with representatives from 22 ministries to collect progress data on food and nutrition security indicators and prepare reports. The unit provides both quarterly and annual reports about the implementation of the POA of the NFNSP. Nonetheless, there is not much reporting about healthy diets, and the team has limited involvement in decisionmaking procedures in the different ministries that utilize their reports nor are they kept informed about follow-up actions.

Bangladesh National Nutrition Council

BNNC is mandated to steer and coordinate the development, implementation, and monitoring of the country's multisectoral nutrition policies and programs, in collaboration with different ministries and actors

¹ Bangladesh National Food and Nutrition Security Policy Plan of Action (2021-2030)

² [Bangladesh Third Country Investment Plan Sustainable, Nutrition-Sensitive and Resilient Food Systems \(2021-2025\)](#)

³ [Towards Sustainable Food Systems in Bangladesh National Pathway Document for the UN Food Systems Summit](#)

in the nutrition space. The organization's vision aligns with the ambitions in the country's National Plan of Action for Nutrition 2016-2025 (NPAN2), which is to promote nutritious food for all. Given this mandate, BNNC supports the UNFSS initiatives to advance the national nutrition priorities and to ascertain better integration of different food system strategies in the forthcoming NPAN3.

Given their position and mandate, there is good understanding of the FST dialogues and pathways in Bangladesh, and the BNNC team is committed to achieve the goals for sustainable healthy diets. However, despite the organization's strong coordination and policymaking capabilities to advance this agenda, generally there is inadequate human and financial capacity to facilitate large-scale country-wide transformative processes. Further, there is limited integration of the current FST priorities in the existing organizational plans. *'Without a formal legal framework and dedicated budget, BNNC cannot provide incentives, making it difficult to motivate and retain staff,'* explained a respondent.

3.2 Capability to deliver results

The capability to deliver results examined whether Strategic Partners have clear operational workplans and budgets to ensure FST policy ambitions are implemented and mechanisms to verify implemented activities, learn and provide feedback.

FPMU allocated a higher score (2.88) compared to BNNC which scored 2 for the capability to deliver results. Through regular collaboration and joint consultations with national and international food system actors, FPMU can share best practices and challenges in the food and nutrition policy space. For instance, the unit is collaborating with food system actors to cascade the national dietary guidelines to district level. The lower score allocated by BNNC is, in the view of the respondents, because the organization's systems do not adequately focus on ensuring sustainable healthy diets.

Food Planning and Monitoring Unit

FPMU is allotted a budget by the Ministry of Food to undertake some policy formulation and research projects. The budget is not sufficient to address all planned activities, thus the unit is not engaged in service delivery. Since 2015, FPMU has collaborated with networks of national and international actors to implement food policies. For instance, the unit conducts joint meetings and facilitates consultations and joint monitoring excursions and workshops with various food system actors to learn what works, what does not work and the best practices in food systems. FPMU has instituted mechanisms to receive feedback from staff and food system actors operating at different administrative levels in Bangladesh. For example, the unit is utilizing these structures to promote the national dietary guidelines at sub-national level and has developed a Food Systems Dashboard to monitor changes in the system.⁴

Bangladesh National Nutrition Council

Based on the discussions, BNNC's current work plan and budget support improvements in nutrition and diets, but this does not specifically focus on sustainable healthy diets. Hence, there is no dedicated budget for activities related to sustainable healthy diets nor for FST. Lack of planning and funding coupled with the very lean staffing makes it challenging for BNNC to drive and implement the necessary changes identified in food systems in the country. Various systems exist to support implementation, monitoring, and reporting for nutrition and nutrition governance at national and district level. These include multisectoral indicators that BNNC collects from different nutrition stakeholders. However, the

⁴ <https://www.foodsystemsdashboard.org/countries/bg>

organization struggles to ensure that reporting mechanisms are functional and effective in information decisionmaking processes. BNNC has neither a joint monitoring system nor any practices in place that emphasizes the food system.

3.3 Capability to relate

This capability explores the ability to build collaborations and maintain networks within the organization, with external actors and beyond that are important to achieve sustainable healthy diets. Questions explored several ways of interacting with food system actors at different operational levels.

The two Strategic Partners allocated a similar score (average of 2.72) for the capability to relate. Both have well-established mechanisms to engage with different food system actors, especially government ministries and sub-national level. BNNC reported having stronger and regular relationships with non-governmental organizations (NGOs), donors, and civil society compared to FPMU.

Food Planning and Monitoring Unit

The unit has almost ten years of experience working on issues related to food systems and nurturing collaborative alliances with government, ministries and other stakeholders in the food space. There is a cabinet-level committee, namely the Food Planning and Monitoring Committee, chaired by the Ministry of Food and a high-level structure comprised of eight ministers and 10 secretaries that receive technical support from FPMU. This committee provides strategic guidance and oversight for the food and nutrition security activities in Bangladesh. FPMU also supports the Food Planning Working Group, an interministerial coordination body chaired by the Secretary of the Ministry of Food, which provides technical and operational support despite having irregular meetings.

FPMU links with other food system actors to obtain updated information that is integrated in existing food monitoring mechanisms. Accordingly, at unit level there are six thematic groups, each having a representative from the 22 ministries. These thematic groups focus on FST as part of activities from the plan of action on nutrition and food security. They agree on the indicators, collect data, and share with FPMU to prepare progress reports. However, FPMU does not actively convene such high-level committees and the dialogues with food system actors at the sub-national level are irregular. Inadequate ownership of actions by leadership and limited relationship building with development partners and civil society organizations was one of the cited challenges. The unit is led by a director general, deployed through the civil service administration system in the Ministry compared to other FPMU directors and officers who are permanently employed and non-transferable, with long institutional knowledge about the unit's activities. The frequent transfer of the FPMU DG implies that there is limited time to learn and own the unit's actions as well as to strongly engage with relevant stakeholders.

Bangladesh National Nutrition Council

BNNC has established and maintains partnerships with 22 ministries, development partners, NGOs, civil society, and private sector entities to realize its mandate, as well as to ensure their consistent participation in developing the food system in Bangladesh. The council interacts with sub-national levels through multisectoral platforms including the District Nutrition Coordination Committee and the Upazila Nutrition Coordination Committee.

While BNNC endeavors to maintain contact and share nutrition updates with different stakeholders, the level of interaction is limited. That is, visits and dialogue with food system actors operating at the

grassroots level are irregular. Constrained and limited budgets remain a key bottleneck, determining when, how and with whom stakeholder engagement takes place. The BNNC team explained that there was an urgent need to capacitate these multisectoral platforms to enhance their potential to consistently engage with a diversity of food system actors at different government levels in Bangladesh and to capitalize on the emerging opportunities to facilitate comprehensive, informative exchange and learning.

3.4 Capability to adapt and self-renew

This capability explores the ability of Strategic Partners to design and implement monitoring and learning systems and utilize the learning to be adaptive and innovative in transforming food systems towards sustainable healthy diets.

Adapting and self-renewal is the highest scored capability for FPMU and the least scored for BNNC. Both entities have well-established M&E structures to inform policies and plans of action. FPMU recently developed and launched the Bangladesh Food Systems Dashboard, which makes data from national and international sources available to support decisionmaking by policymakers, researchers and other stakeholders at both national and sub-national level. Conversely, BNNC emphasized that their current M&E system accentuates nutrition but does not focus enough on sustainable healthy diets nor on FST goals.

Food Planning and Monitoring Unit

Similar to BNNC, FPMU has a monitoring, evaluation and learning (MEL) plan but lacks a specific system focused on sustainable healthy diets. The unit usually prepares quarterly and annual reports about the progress in implementing the POA of the NFNSP that are submitted to the Ministry of Food for strategic decisionmaking and widely shared the annual progress report by uploading to the unit's website. FPMU usually conducts stakeholder meetings, however it is difficult to reflect on the successes, challenges and lessons learnt. Drawing on the recently developed Food Systems Dashboard and strengthened skills, the FPMU plans to start monitoring progress in transformation in the country.

FPMU launched the Bangladesh Food Systems Dashboard in March 2024 making data on 150 indicators under six food systems components (drivers, food supply chains, food environments, individual factors, outcomes and impacts) available for public use to support policy development and program implementation.⁵ However, FPMU still faces challenges of lack of updated and authenticated data both at national and sub-national level to integrate with the dashboard.

Bangladesh National Nutrition Council

BNNC has an M&E system focused on tracking the multisectoral nutrition indicators aligned with the NPAN. The BNNC team provided contrasting insights about the organization's ability to adapt and self-renew. While some mentioned that the current M&E system does not address issues related to transforming the food system, others argued that a few of the monitored indicators could be relevant despite the lack of focus on food issues. Further, BNNC's M&E system does not prioritize sustainable healthy diets. The organization has limited capacity in terms of both staffing and technical skills to address this emerging topic. Most BNNC officers have a medical education background, with limited or no

⁵ <https://www.foodsystemsdashboard.org/countries/bgd>

technical competencies in other relevant capacities such as statistics, social sciences, or economics to assess the non-health determinants of nutrition. Further, not all the BNNC staffing positions are filled and there is regular staff rotation which affects their operations.

3.5 Capability to achieve coherence

Achieving coherence is about ensuring that different stakeholders work together to realize the common goal of driving food system changes towards achieving sustainable healthy diets, and they know how to get there. It is about being able to create synergies, while acknowledging potential trade-offs of selected strategies.

This capability was the highest scored for BNNC (score of 3.5). This is largely attributed to the extensive multisectoral nutrition governance framework that was adopted to facilitate the implementation of the NPAN2. The nutrition governance structures are comprised of nutrition coordination committees at national, district, and Upazila level.

Food Planning and Monitoring Unit

The unit's vision and strategy are guided by the mission and goals defined by the Ministry of Food. FPMU historically changes and updates its vision and mission statements to meet the emerging and changing needs of Bangladesh, for examples, the unit developed the NFNSP in 2000 to ascertain the integration of nutrition and food security to contribute towards realization of targets for Sustainable Development Goal 2. The previous National Food Policy 2006 only focused on food. In addition, FPMU's portfolio of activities is implemented in collaboration with a wide range of stakeholders from the government, private sector, civil society, and development partners to ensure coherence. For example, FPMU is coordinating the process of developing the POA for the National Pathways Document for Food Systems Transformation and its monitoring framework by engaging stakeholders from more than 65 organizations. The unit will form different technical groups in consultation with stakeholders to ensure effective engagement in the process. FPMU is also coordinating processes to plan to update the national food based dietary guidelines and to cascade the guidelines to sub-national level.

Bangladesh National Nutrition Council

BNNC has an extensive nutrition governance network structure involving diverse stakeholders including government, development partners, NGOs, and the private sector. Through this governance structure, BNNC coordinates and collaborates 22 different ministries and various non-government sectors involved in the food system in Bangladesh. The organization develops policy briefs about the emerging issues in nutrition, organizes advocacy efforts, and provides nutrition (and some relevant food systems relevant) technical support to ensure comprehensive knowledge dissemination across sectors at national and local government level. The robust nutrition governance framework could be leveraged to effectively advance potential initiatives to transform the food system. The team explained that leadership was committed to implementing the nutrition governance framework, however, effective execution was frustrated by administrative difficulties such as limited human resources, finances, and general institutional capacity.

3.6 Reflection

Overall, there is slight variation in the extent to which specified capabilities exist in the two institutions. The capabilities to deliver results and adapt and self-renew were the highest scored for FPMU compared

to BNNC, which scored the capabilities to achieve coherence and to relate to support FST higher. Both Strategic Partners have long histories and well-established structures of collaborating and coordination with diverse stakeholders to realize the nutrition-focused (BNNC) and the food-related (FPMU) ambitions of the government of Bangladesh. They are deeply engaged in food and/or nutrition policy development, governance of the sectors, and monitoring progress at both national and sub-national levels.

Food systems transformation as well as sustainable healthy diets are relatively new concepts for both organizations. It is acknowledged that whereas the current mandates of the BNNC and FPMU may address issues relevant for sustainable healthy diets, this is still inadequately implemented and usually has no intentional prioritization. Both teams underscored the urgency to invest in human resources and institutional capacity strengthening as well as earmarking finances to pursue the FST agendas. Clearly defining and making explicit what constitutes *food systems change* and *sustainable healthy diets*, as well as identifying what can be monitored, is crucial. This will help Strategic Partners take tangible actions and track progress effectively. Moving from food system narratives to specific actions will facilitate understanding of what is or needs to be monitored. Reflection, learning, and use of data in decisionmaking remains weak among the Strategic Partners and could be skillsets to strengthen.

The assessed capabilities are dynamic, implying that their status will differ over time and at different government levels. The five capabilities tool can be used to monitor any changes in the capabilities to inform how to focus the capacity sharing strategies.

4 Visioning and capacity sharing plans

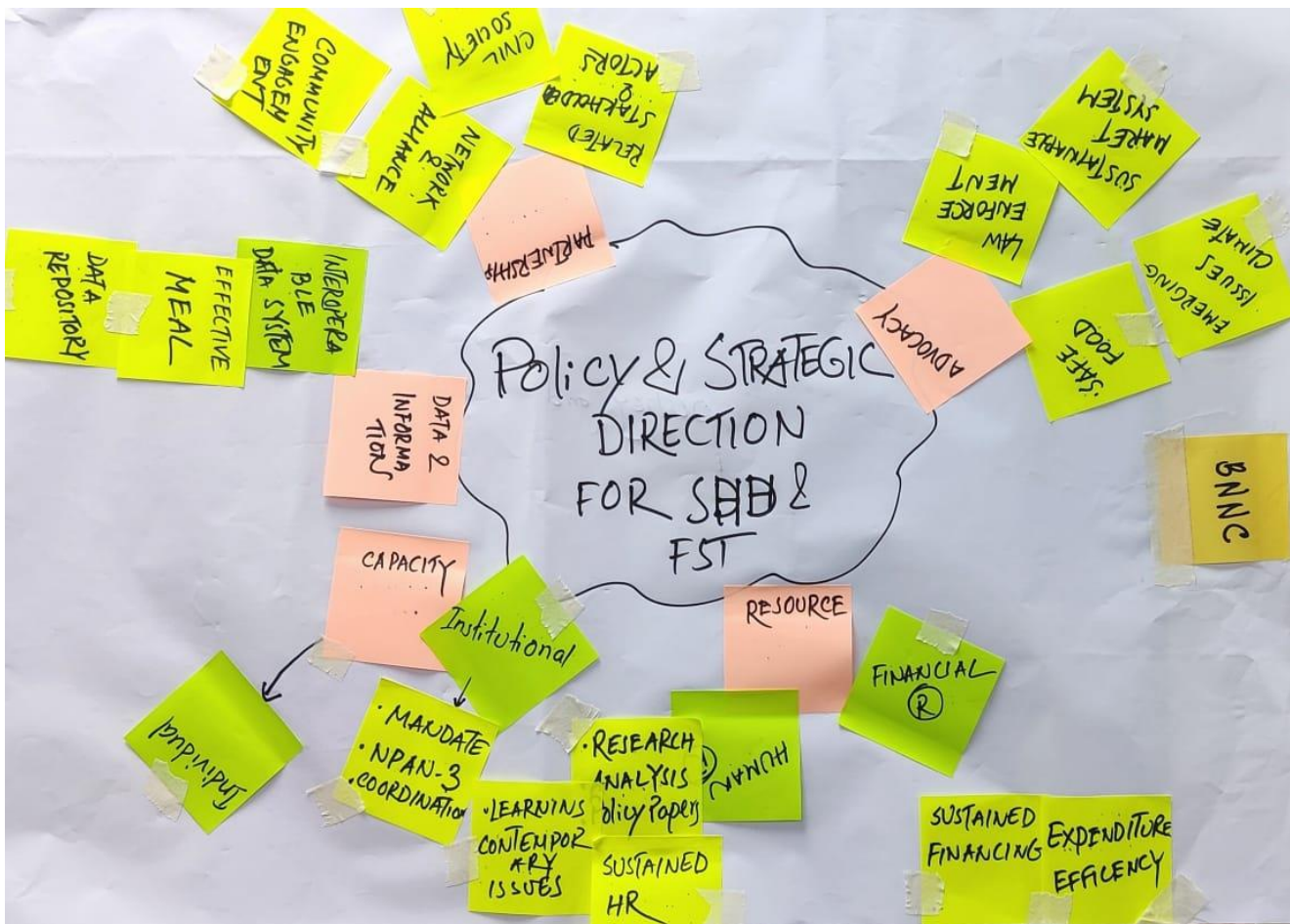
The teams representing the Strategic Partners developed visions, for a 5- to 10-year horizon, depicting their role in facilitating FST towards sustainable healthy diets. Each organization proposed a capacity sharing plan presumed to enable them to realize their suggested vision.

4.1 Bangladesh National Nutrition Council

The vision for BNCC is to have strong capacity to develop effective policies with strategic directions to achieve sustainable healthy diets and FST (**Figure 3**). The key areas of work proposed to achieve the vision include:

- Capacity development for BNCC staff and general systems strengthening.
- Strengthen partnerships with diverse stakeholders engaged in the food system in Bangladesh.
- Policy advocacy for nutrition and sustainable healthy diets. Advocacy could address food safety, law enforcement, climate and nutrition, and sustainable healthy diets.
- Resource mobilization (human, sustained financial, technical content, institutional) to advance the transformation program.
- Interactive data systems, which is a data repository and effective MEL mechanism.

Figure 3: Mind map showing BNCC’s vision and prioritized areas of work



The prioritized areas of work are:

- Capacity development of staff and BNNC systems. Capacity strengthening for BNNC staff may include research methodologies, resource mobilization and financial management, as well as digitalization of the BNNC data management systems.
- Strengthen partnerships and engagement with a wide range of stakeholders involved in FST for sustainable healthy diets.
- Policy advocacy for nutritious and sustainable healthy diets to ensure inclusion in policies across the national and sub-national structures as well as to access more financial resources to support implementation.

The capacity sharing plan identified as important to achieve BNNC’s vision is summarized in **Table 2**.

Table 2: BNNC’s capacity sharing plan over the next 1- 2 years

Activity	When	Lead	Whom to involve
Training on the National Plan of Action for Nutrition-3 (NPAN3) - Policy analysis and design - Sustainable healthy diets - MEL on sustainable healthy diets - Financial management and mobilization	Immediate (6 months)	BNNC	- Government - Development partners (donors) - International NGOs - United Nations
Research and cross-sectoral learning for BNNC staff - Training in research and learning methods - Exposure visits	Immediate, mid-term (one year)	BNNC	- Academia - Research organizations (SHiFT, etc.)
Institutional capacity development - Develop NPAN - Information hub and data repository - Information, communication technologies	Mid-term, long-term (1-2 years)	BNNC	- Government ministries - Development partners (donors) - International organizations (SHiFT, GAIN)

Source: Plans generated by the BNNC team during the 2024 SHiFT capacity planning workshop.

4.2 Food Planning and Monitoring Unit

FPMU’s vision is to become an autonomous institution performing independently to advance FST in Bangladesh. Four major areas of focus were identified (**Figure 4**).

The prioritized areas of work are:

- Capacity sharing for FPMU staff and the officials involved in FST. This may include short and long-term specialized training on FST and exposure visits for FST practitioners, ICT-based knowledge sharing and investment in modern technologies, and network development focused FST.
- Research and monitoring, in particular to identify the challenges to ascertain sustainable healthy diets, develop FST research capacity, develop FST actions plans, dissemination events that reach different audiences including the sub-national level, and sustaining institutional MEL systems.
- Incentivize human resources, for instance through promotions and internships.
- Strengthening organizational capacity to support FST. Emphasized issues were FST awareness building to higher authorities for better service delivery, inclusion of FST in FPMU plans and budgets,

SHiFT is seeking to support each Strategic Partner to contribute to and help drive FST towards sustainable healthy diets. Strengthening capacities is one of the applied strategies. The outcomes of the capacity assessment and strategizing for capacity sharing will inform further development of a capacity sharing strategy and are an important input to elaborate follow-up steps that will be designed over the next months and in a subsequent phase of SHiFT from 2025 onwards.

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Appendix

FCs self-assessment framework adapted for SHiFT

The 5Cs Framework has been adapted to the objectives of SHiFT. Insights of the functional capabilities of the Strategic Partners, and of the networks, is important to support the Strategic partners to become better positioned actors in steering and supporting changes food system transformation in Vietnam.

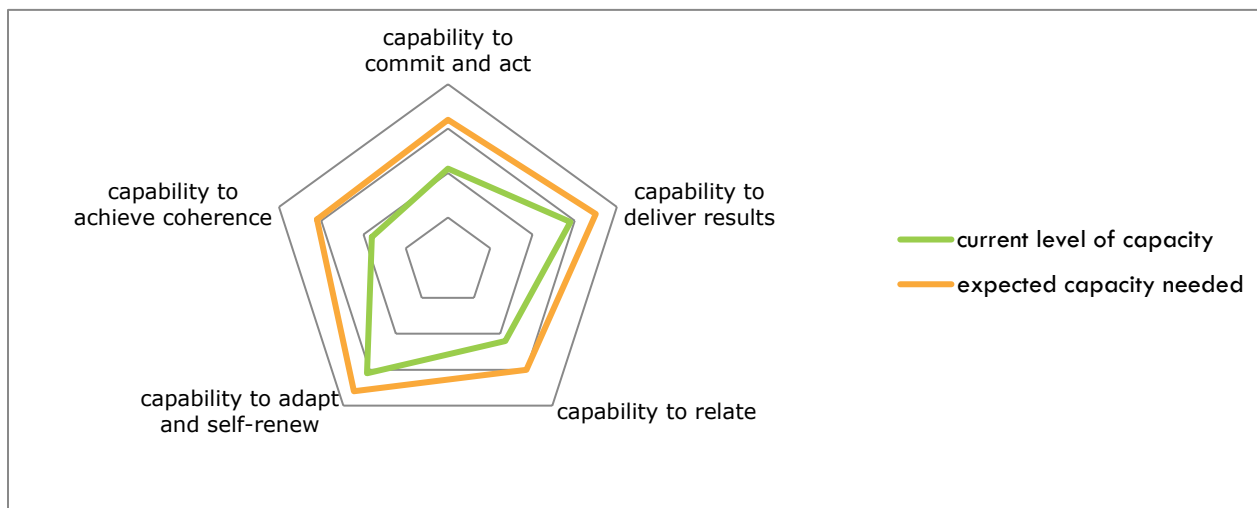
The 5 capabilities assessment is a way of assessing and for continuous monitoring of the extent to which Strategic Partners in the SHiFT project proactively support processes that will radically change the food systems in their country towards providing sustainable healthy diets. Radical change refers to transforming the food system which involves complete rethinking of the purpose, norms, power structures and outcomes of system activities.

The 5 capability approach assesses the capabilities to: commit and act, deliver results, relate with key actors, adapt and self-renew, and achieve coherence. The framework provides complementary multi-actor views on capacity to change across very diverse conditions. The 5 capabilities framework has been adapted to contextualized to the food systems thinking and to country contexts.

Using the 5C for self-assessment

This questionnaire is developed as a tool to assess capabilities at this moment in time. The five capabilities chosen are 1) capability to commit and act; 2) capability to relate; 3) capability to deliver results; 4) capability to adapt and self-renew; and 5) capability to achieve coherence. For each of the five capabilities, a statement is given. Respondents are asked to reflect and allocate a score indicating how accurate the statement is for their organisation. Select a score based on a four-point scale of: (1) (very poor or non-existent), (2) (poor or some elements exist but needs major improvements), (3) (satisfactory but room for improvement), and (4) (excellent).

After scoring, the Strategic Partners in SHiFT can decide which of the capabilities they should focus on for strengthening. The example below shows a scoring of current levels of capacity (in green) and expected capacities needed to make the work of the Strategic Partner in promoting food system changes to more healthy and sustainable diets more effective.



Start of the self-assessment questionnaire

Each of the five capabilities has four statements which can be scored. For each statement provided under a capability;

- 1) Individuals should first read the statement and then discuss others representing the same Strategic Partner organisation to arrive at a jointly agreed score.
- 2) The group can then collectively agree on the rationale for the allocated score to provide some background information.
- 3) Together aggregate the scores allocated per statement and determine the overall average score for the capability being discussed. Repeat the steps for each of the capabilities.
- 4) Plot the average scores in the spider diagram provide and reflect on the implications for steering towards food system transformation.

Assessment

1. Capability to commit and act

This section is about the ability of the **Strategic Partners** to be open to (re)define food system challenges related to sustainable healthy diets, address the multiple realities and to collectively develop appropriate (new) solutions. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations.

STATEMENT 1.1			YOUR SCORE (1, 2, 3, 4)
[Strategic partner], as an organisation, has a clear vision and goals that clearly align with the United Nations Food Systems transformation agendas, in particular changes towards sustainable healthy diets in Vietnam.			
(1) non-existent	(2) limited	(3) adequate	(4) excellent
There is no vision, goals or strategies to support change towards sustainable healthy diets	Strategic partner, to a limited extent, has a vision but show no effort to reformulate goals or strategies	Strategic partner has a vision, goals and adequate strategies to promote sustainable healthy diets	Strategic partner has a clear vision, goals and strategies for different actors to support sustainable healthy diets
RATIONALE (for selected score)			
STATEMENT 1.2			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] has a good understanding of key concepts related to 'food system transformation' ⁶ and is equipped to (co-)facilitate country-wide transformation towards sustainable healthy diets.			
(1) non-existent	(2) limited	(3) adequate	(4) excellent
Strategic partner does not have the necessary knowledge and skills needed to facilitate and implement transformative strategies	Strategic partner has some knowledge but not the skills they need to facilitate and implement transformative strategies	Strategic partner has the knowledge and skills they need to facilitate and implement transformative strategies	Strategic partner has most of the knowledge and skills they need to facilitate and implement transformative strategies
RATIONALE (for selected score)			
STATEMENT 1.3			YOUR SCORE (1, 2, 3, 4)

⁶ Food system transformation refers to change through radical rethinking of the attributes of a food system including its purpose, rules and power structures to shift towards delivering sustained healthy diets for all without exceeding the planet's resources, attributes being essential to achieve sustainable national, regional, and international development priorities (Dengerink et al 2022, Brouwer et al. 2021)

[Strategic Partner] has incentives in place to motivate and commit to the vision and goals towards sustainable healthy diets ⁷ . Incentives could be financial, accountability, strengthening position in the field, clear mandate, training opportunities, social responsibility etc.			
(1) non-existent	(2) limited	(3) adequate	(4) excellent
There are no incentives in place to motivate and commit staff.	There are limited incentives in place to motivate and commit staff.	There are adequate incentives in place to motivate and retain staff.	There is a variety of incentives in place to motivate and commit staff.
RATIONALE (for selected score)			
STATEMENT 1.4			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] has transparent and agreed upon procedures for making decisions related to realising sustainable healthy diets, and is able to influence decision-making processes of other organisations or networks in the domains of food and agriculture.			
(1) No clear guidance	(2) Limited guidance	(3) Adequate guidance	(4) Excellent guidance
Decision making procedures are unclear/absent, and there is no capacity to influence other organisations/networks.	Limited clarity on decision making procedures and information use inside and outside the organisation.	Decision making procedure is available and mostly followed, most information on healthy diets is used.	Decision making procedures are clear and followed, information on sustainable healthy diets is always used internally and to influence others.
RATIONALE (for selected score)			

Is there anything else that you would like to add?

Aggregate scoring for this section:

2. Capability to deliver

This section is about the ability of the **Strategic Partners** to ensure that they realise what they agreed to do in terms of facilitating and advocating for radical food system changes towards providing sustainable healthy diets. It is about being able to implement strategies and monitor their actions and of others involved in transforming the food systems in the country. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations

STATEMENT 2.1			YOUR SCORE (1, 2, 3, 4)
The [Strategic Partner] has a clear operational work plan and budgets that are specifically earmarked for achieving sustainable healthy diets and/or allow for activities that support radical changes in the food systems (for example training initiatives, policy plan, research projects, service delivery, network engagement...)			
(1) non-existent	(2) limited	(3) adequate	(4) excellent
Strategic partner does not yet have an explicit work plan and budgets focused sustainable healthy diets	Unclear workplans- There is a work plan but is not clear, and a limited budget that is hardly enough to cover the day-to-day operations (Budget for salaries)	Clear workplan- Strategic partner has a clear operational work plan and some budgets that is used but not all activities are funded	Strategic partner has clear operational work plan and budgets that are always used in daily activities that support shifts towards sustainable healthy diets
RATIONALE (for selected score)			
STATEMENT 2.2			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] has mechanisms (e.g., quarterly meetings, inspections, planning and accountability mechanisms, consultations) in place to verify that activities towards sustainable healthy diets are implemented.			
(1) non-existent	(2) limited	(3) adequate	(4) excellent

⁷ Sustainable healthy diets are "dietary patterns that promotes all dimensions of individuals' health and wellbeing; has low environmental pressure and impact; is accessible, affordable, safe and equitable; and is culturally acceptable" for everyone, everywhere (FAO 2019).

No mechanisms -The Strategic partners does not know whether systemic actions are implemented	The Strategic partner has inadequate mechanisms in place and limited evidence of whether and how actions are implemented	The Strategic partner has adequate mechanisms and knowledge that systemic actions are implemented in the organisation.	The Strategic partner has a comprehensive system in place to verify whether systemic actions are implemented by the organisation and is well-informed about actions of other organisations.
RATIONALE (for selected score)			
STATEMENT 2.3			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] has mechanisms to receive feedback from staff and actors (in their network) who are also active in food system transformation food system at different levels.			
(1) non-existent	(2) limited	(3) adequate	(4) excellent
There are no reporting mechanisms in place to meet the information needs of staff and other food system actors.	The Strategic partner has inadequate reporting and only partly knows whether information needs of staff and other food system actors are satisfied.	The Strategic partner has adequate reporting mechanisms in place that meet the information needs of staff and other food system actors.	The Strategic partner has a comprehensive reporting system in place that meets information needs of staff and other food system actors
RATIONALE (for selected score)			
STATEMENT 2.4			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] convenes and or participates in joint monitoring meetings with food system actors to learn what works and what does not work well in changing the food systems to provide sustainable healthy diets.			
(1) No monitoring	Some monitoring	(3) Adequate monitoring	(4) Excellent monitoring
Strategic partner does not convene joint monitoring meetings with food system actors to learn what works and what does not work well in changing the food systems to provide sustainable healthy diets.	Strategic partner sometimes convenes joint monitoring meetings with food system actors to learn what works and doesnot work well. But this is only done sporadically.	Strategic partner regularly monitors convenes joint monitoring meetings with food system actors to learn what works and what does not work well.	Strategic partner has a system in place to regularly conduct joint monitoring sessions with food system actors and to systematically learn what works and what does not work well in changing the system to provide sustainable healthy diets.
RATIONALE (for selected score)			

Is there anything else that you would like to add?

Aggregate scoring for this section:

3. Capability to relate

This capability is about building and maintaining networks within the organisation, with external actors and beyond that are important to achieve sustainable healthy diets. These actors include governmental structures, private sector parties, civil society organisations, researchers and consumers or citizens. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations.

STATEMENT 3.1			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] maintains good relations/ collaboration/ alliances with different actors within the country food system at different levels to develop food systems transformative strategies for sustainable healthy diets.			
(1) none or very little actor engagement	(2) some actor engagement	(3) adequate actor engagement	(4) excellent actor engagement
When developing food system transformative policies and corresponding sets of strategies, different actors are not or only very sporadically informed.	When developing food system transformative policies and corresponding sets of strategies, different actors are sometimes, but not systematically engaged.	When developing food system transformative policies and corresponding sets of strategies, different actors are engaged most of the time.	When developing food system transformative policies and corresponding sets of strategies, different actors are always systematically engaged in most processes.
RATIONALE (for selected score)			
STATEMENT 3.2			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] strategic partners organise frequent visits to or dialogues with different food system actors in their operational context, including grassroots level actors.			
(1) none or limited engagement with grassroots actors	(2) some engagement with grassroots actors	(3) adequate engagement with grassroots actors	(4) excellent engagement with grassroots actors
Strategic partner hardly or never visits or holds dialogues other food systems actors in their operational environment	Strategic partner on average conducts biannual visits to or dialogues with other food systems actors in their operational environment	The Strategic partner on average visits to or dialogues with other food systems actors on a quarterly basis in their operational environment	The Strategic partner on average visits to or dialogues with other food systems actors more than once a month in their operational environment
RATIONALE (for selected score)			
STATEMENT 3.3			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] has access to / is able to convene platforms where food systems issues can be discussed with different stakeholders representing different positions and degrees of power			
(1) non-existent	(2) limited convening	(3) adequate convening	(4) excellent convening
There is none or very limited mechanisms of convening food system stakeholders.	Strategic partner annually convenes a food system related platform, and sporadically participates in other networks	Strategic partner frequently discusses food system issues with different food system actors, but has limited resources to convene platforms	Strategic partner routinely convenes and accesses platforms to discuss and build trust relationships with food system stakeholders
RATIONALE (for selected score)			
STATEMENT 3.4			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] links regularly with different food system actors at various levels in the country (and the region) and shares progress, news, (training) events, resources and other relevant information to ensure continued participation and commitment to provide sustainable healthy diets.			
(1) Not linked	Limited interaction	(3) Adequate interaction	(4) Excellent interaction

Strategic partner does not participate and/or share information with other food system actors.	There are a few food system actors with whom the Strategic partner maintains contact, but there is little use of this information	The Strategic partner is fairly linked with different food system actors, that provide some information on relevant context issues and learning new possible ways to change towards sustainable healthy diets	The Strategic partner has strong links with different food system actors, including national actors, local government, private sector, and citizens; and shares relevant information and lessons about sustainable healthy diets
RATIONALE (for selected score)			

Is there anything else that you would like to add?

Aggregate scoring for this section:

4. Capability to adapt and self renew

This capability is to relates to ability to monitor, learn, use new information about to contribute to context specific food system adaptations to realise sustainable healthy diets. It is also about openness to learning, sense making, creativity and flexibility in making use of emergent opportunities and incentives for change such as policy changes, financing service delivery, information use. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations.

STATEMENT 4.1			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] has a monitoring, evaluation and learning plan/system (MEL) to track implementation of activities promoting sustainable healthy diets and to assess planned and unplanned outcomes.			
(1) none or weak	(2) Limited M&E application	(3) adequate MEL application	(4) excellent MEL application
There is no MEL system in place, and monitoring and evaluation hardly takes place	There is no MEL system in place focused on sustainable healthy diets, but some irregular monitoring and evaluation takes place.	A MEL system has been established, and monitoring of activities takes place every now and then.	There is a comprehensive MEL system in place, monitoring of dietary practices and influencing dynamics takes place on a regular basis and results shared.
RATIONALE (for selected score)			
STATEMENT 4.2			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] regularly reflects on results of monitoring, evaluation and learning activities and overall performance as the organisation with respect to their roles and position in food system transformation processes; and of other food system actors (linking to its own goals and vision).			
(1) No critical reflection	(2) Poor reflection	(3) Adequate critical reflection	(4) excellent critical reflection
There are no meetings/dialogues scheduled to inspire staff and other food system actors to critically reflect on successes and failures to achieve sustainable healthy diets.	Meetings are not frequently planned. During meetings, staff and other food system actors find it difficult to reflect on successes or failures; and how to adapt in changing food systems contexts.	Strategic partner convenes or participates in regular meetings. But sometimes find it difficult to reflect on successes or failures and to make the necessary changes.	Strategic partner inspires critical reflection of successes and failures, and stakeholders are comfortable talking about the successes and failures; there are frequent meetings with regular relevant context updates.
RATIONALE (for selected score)			
STATEMENT 4.3			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] has competencies to reflect on food system information and to facilitate reflections on what is and isn't working in the changes required to provide healthy sustainable diets.			

(1) weak competencies	(2) limited competences in facilitating sensemaking and interpreting information	(3) adequate competences in facilitating sensemaking and interpreting information	(4) excellent competences in facilitating sensemaking and interpreting information
Strategic partner does not understand importance of food system driven monitoring and what needs to be done	Strategic partner relies on other actors (NGOs and research) to provide food systems driven MEL and does not actively contribute to MEL	There is one or more staff members experienced in food systems driven MEL; and to some extent know how to collect, analyse data and inform decision processes	The Strategic partner has dedicated food systems MEL members, who know what data to collect, how to analyse the data and facilitate sense making, interpretation to influence policy and operational decision processes
RATIONALE (for selected score)			
STATEMENT 4.4			YOUR SCORE (1, 2, 3, 4)
Learnings from M&E are effectively applied to assess the effects of food systems transformation strategies to provide healthy sustainable diets and their outcomes for future strategy and policy development.			
(1) No use of M&E	Limited use of M&E	(3) Adequate use of M&E	(4) Strong use of M&E
No M&E is used for future strategies to provide sustainable healthy diets	Some limited use of M&E for future strategies and policies. Reports on sustainable healthy diets and food systems are assessed, but they are rarely used in strategic planning	Some food system reports are assessed and mostly used to inform progressive strategic planning and policies	Strategic partner uses various data and reports on sustainable healthy diets to inform progressive strategies and policies to change the food systems.
RATIONALE (for selected score)			

Is there anything else that you would like to add?

Aggregate scoring for this section:

5. Capability to achieve coherence

This capability is about ensuring that Strategic partner and other food system actors are working together towards a common goal/vision of driving food systems changes towards achieving sustainable healthy diets, and they know how to get there. It is about being able to create synergies, while acknowledging potential trade-offs of selected strategies. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations.

STATEMENT 5.1			YOUR SCORE (1, 2, 3, 4)
The [Strategic partner's] vision, goals and strategies to support food system transformation towards sustainable healthy diets are documented and regularly discussed and adapted with different food system actors.			
(1) no documented vision, goals or strategies	(2) sometimes revisits vision, goals and strategies	(3) Adequate revisits vision, goals and strategies	(4) Regularly revisits visions, goals and strategies
The vision, goals and strategies of the Strategic partner are not reviewed and discussed. They do not focus on FST for sustainable healthy diets	Sometimes meetings to review the vision, goals and strategies to integrate sustainable healthy diets into FST process are held. Not all relevant food system actors are involved	Reviews of the vision, goals and strategies to integrate sustainable healthy diets into FST process are conducted at least once a year, and most food system actors are involved.	Reviews of the vision, goals and strategies to integrate sustainable healthy diets into FST process are conducted every year, and most food system actors are involved in co-creating the revised plans.
RATIONALE (for selected score)			
STATEMENT 5.2			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] has a portfolio of activities and a network of different actors operating in different parts of the food system (e.g. Government, Private sector, Civil Society, consumers...) that they engage in dialogues and decision making processes.			

(1) none or focus on one actor category	(2) limited -focus on few other food system actors	(3) Fair representation of different food system actors	(4) Diverse, inclusive portfolio that is regularly used and updated
No database, and were present it focuses on counterparts in government	Portfolio comprised of actors from government organisations, donors and NGOs	Most food system actors (including representatives of private sectors and citizens/consumers) involved in ensuring sustainable healthy diets are included in the portfolio.	Strategic partner has a portfolio of majority of the food system actors operating in different spaces and levels of operation; and has evidence of regular interaction with them
RATIONALE (for selected score)			
STATEMENT 5.3			YOUR SCORE (1, 2, 3, 4)
[Strategic partner] supports/provides opportunities to strengthen coherence (alignment between activities) by fostering integration of different dimensions of nutrition, well-being and sustainability in policy making and implementation in a balanced manner			
(1) no mutually supportive efforts	(2) few mutually supportive efforts	(3) many mutually supportive efforts	(4) routine organised mutual supportive efforts
No activities or opportunities to facilitate alignment of activities	Strategic partner has only a few sporadic supportive activities.	Strategic partner has various mutual supportive efforts but targets a few food system actors (i.e. government, NGOs)	Strategic partner routinely organises supportive activities and projects involving most categories of food system actors
RATIONALE (for selected score)			
STATEMENT 5.4			YOUR SCORE (1, 2, 3, 4)
Leadership at the organisational level is committed to create awareness, lobby support and collaborate in driving changes in food system operations towards realising sustainable healthy diets.			
(1) No leadership support	Limited commitment and collaboration	(3) Adequate commitment and collaboration	(4) Strong commitment and collaboration
No clear leadership support for FST for sustainable healthy diets	Some elements of collaboration exist, but weak focus on FST for sustainable health diets objectives	Leadership supports objectives to achieve FST for sustainable healthy diets and collaborates with other food systems whenever necessary or invited.	Leadership explicitly promotes efforts for FST for sustainable healthy diets and proactively seeks collaborations to reach this ambition
RATIONALE (for selected score)			

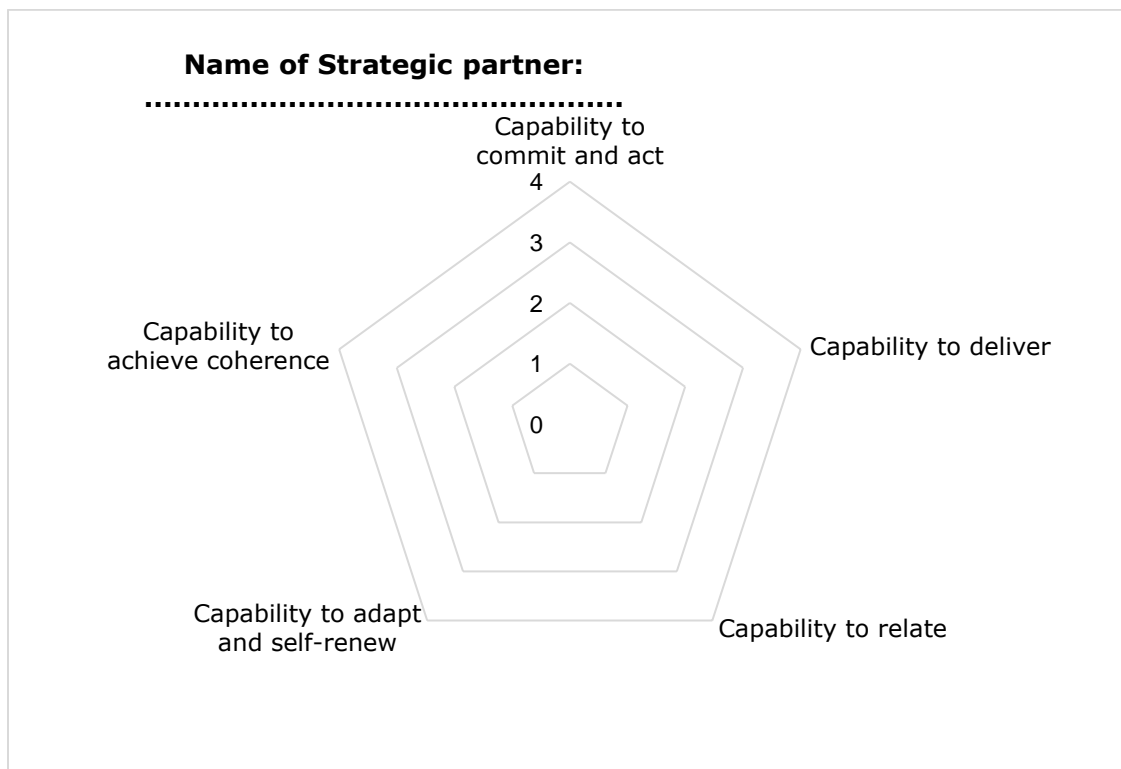
Is there anything else that you would like to add?

Aggregate scoring for this section:

Analysis

Step 1: Please make your spider web using the current average scores for each of the 5 capabilities (Table a). The spider web reflects your current capability situation.

Capability	Strategic Partner
	Average SCORING Score (use 1, 2, 3, or 4) based on observations
Capability to commit and act	
Capability to deliver	
Capability to relate	
Capability to adapt and self-renew	
Capability to achieve coherence	



Step 2: Reflect on which capabilities you would like to strengthen to realise your roles in promoting food system change towards sustainable healthy diets.

Step 3: Co-design the capacity strengthening strategy (note: this will be a different consultative process)

This work is part of the CGIAR Research Initiative on Sustainable Healthy Diets through Food Systems Transformation (SHIFT). This research is being implemented by CGIAR researchers from the International Food Policy Research Institute (IFPRI), the Alliance of Bioversity International and the International Center for Tropical Agriculture (the Alliance), and the International Potato Center (CIP) in close partnership with Wageningen University and Research (WUR). IFPRI, a CGIAR Center and WUR, both organizations participating in SHiFT, prepared this publication. We would like to thank all funders who supported this research through their contributions to the CGIAR Trust Fund: <https://www.cgiar.org/funders/>

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