

# Workshop report

## 5 Capabilities Workshop: Strengthening the SUN Business Network in Bangladesh

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Location: Zoom

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On September 23rd, Wageningen Centre for Development Innovation (WCIDI) organised an online Workshop through Zoom. The workshop was organized together with the Scaling Up Nutrition (SUN) Business Network (SBN), the Global Alliance for Improved Nutrition (GAIN) and the World Food Programme (WFP) as part of the Flagship on Food Systems for Healthier Diets (FS4HD), one of the IFPRI-led CGIAR programmes of Agriculture for Nutrition and Health (A4NH). This workshop was funded under the anchoring and scaling project, which seeks to find opportunities to support anchoring and scaling healthy diet narratives in Bangladesh, through supporting the work of SBN..

The workshop used the 5 Capabilities (5C) Framework self-assessment tool to show the strengths and weaknesses of the network. Workshop participants came from a variety of backgrounds including academic, private and public sector. This report summarises the findings from the workshop, and the key lessons and conclusions.

### Background

Business in Bangladesh operate in a complex environment where numerous systemic barriers prevent the food system from providing nutritious, safe and healthy foods to the population. Business involved in the food sector or supporting the food sector have limited understanding of their role in the overall food system.

Poor quality diets are leading to adverse health outcomes across socioeconomic groups; undernutrition among the poor and overweight/obesity among the wealthy. The carbohydrate-based diet in Bangladesh is driven by a lack of demand for healthier diets. In this context, the private sector needs to understand their role in promoting healthier diets. Supporting the private sector to better understand, and use a food systems approach, may help them to be better able to effectively support the development of the Bangladeshi food system. The private sector has the capability to influence consumer choices and deliver safe and

nutritious food. The role of the private sector should be supported, and regulated, by government, ensuring food is safe for citizens. Civil society has a role in holding governments and the private sector to account.

The Scaling Up Nutrition (SUN) Business Network (SBN), co-convened by Global Alliance for Improved Nutrition (GAIN) and World Food Programme (WFP), is a platform to bring business together to act and invest in improving nutrition. SBN Bangladesh seeks to bring together the public and private sector in a single national platform to facilitate greater Public Private Partnerships (PPP) and Business to Business (B2B) technical and financial assistance. SBN Bangladesh is crafting a strategy in partnership with Light Castle Partners to meaningfully engage business in nutrition. The Wageningen Centre for Development Innovation (WCIDI) and Wageningen University and Research Environmental Policy Group (ENP-WUR) are supporting the SBN to build their capacity to adopt a food systems perspective.

In a previous workshop, food system mapping activities and stakeholder analysis were carried out (Syed, Zaman, et al. 2020). This workshop provided an opportunity to develop an overview of the barriers the food system is facing and the opportunities to tackle these barriers. Barriers included low consumer awareness of healthy diets, resulting in a low demand for nutritious foods as well as challenges related to food production including the lack of access to inputs and the improper use of synthetic fertilizers and pesticides. Opportunities to address these challenges included educating consumers, for example with food labels, government health services and seminars, and supporting innovative farmers with quality inputs that produce nutritious foods.

## Workshop objectives

The overall purpose of this workshop was to assess the capacity of the network to achieve lasting nutrition results. Based on the analysis, participants could then decide which capacities they can already apply and where they need to strengthen their capacity

This workshop was the final one in series of activities intended to support existing multi-stakeholder platforms in Bangladesh.

## Using the 5C-tool for self-assessment of the SUN Business Network Bangladesh

WCDI, in close collaboration with the SBN focal points, worked on contextualization of the 5C tool, to ensure that the capabilities and statements were tailored to the SBN. The core capabilities for the SBN were defined as follows:



### Capability to commit and act

Does the SBN has the ability to plan, make decisions and act on these decisions collectively in order to commit and act on its mandate?



### Capability to achieve development results

Does the SBN has the ability to develop, implement and monitor the policies and plans with the ultimate goal of achieving better nutrition building on a food systems perspective?



### Capability to collaborate with key actors

Can the SBN collaborate as a network? Can it collaborate with other actors in the BGD food system in order to achieve better nutrition alongside other desired food systems outcomes?



### Capability to adapt and self-renew

Does the SBN has the ability to learn from monitoring and evaluation results and to act and invest in better nutrition and other desired food systems outcomes in changing contexts?



### Capability to achieve coherence

Is the SBN a collection of separate parts or is there coherence to act and invest in better nutrition? Can it allow for diversity but also focus?

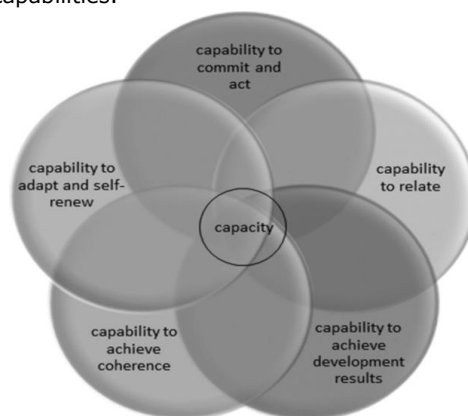
## The 5 Capabilities framework

The 5C framework has been practised to understand and analyse (changes in-) capacity. The 5C framework sees capacity as an outcome of an open system. An organisation and collaborative associations in this view are seen as a system interacting with wider society. Decisive for an organisation's capacity is the context in which it operates. This means that understanding country conditions is crucial. The use of the 5C framework requires a multi-stakeholder approach because shared values and result orientation are important to facilitate the capacity development process. The 5C framework therefore needs to accommodate the different visions of stakeholders and conceive different strategies for raising capacity and improving performance in a given situation.

The 5 Cs model distinguishes capacity as 'producing social value' and five core capabilities which, by themselves, do not necessarily contribute to social change.

- In the framework, **Capacity** is referred to as the overall ability of an organisation or system to create value for others.
- **Capabilities** are the collective ability of a group or a system to do something either inside or outside the system. The collective skills involved may be technical, logistical, managerial or generative (i.e. the ability to earn legitimacy, to adapt, to create meaning, etc).
- **Competencies** are the energies, skills and abilities of individuals. Fundamental to all are inputs, like human, material and financial resources, technology, information and so on.

To the degree that they are developed and successfully integrated, capabilities contribute to the overall capacity or ability of an organisation or system to create value for others. A single capability is not sufficient to create capacity. All are needed and are strongly interrelated. Thus, to achieve its development goals, the 5C framework says that every organisation or system must have five basic capabilities.



For each of the five capabilities, a statement is given and respondents should score how accurate the statement is 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). The rationale gives more background about the statement.

After scoring all 5 C's, the SBN team can decide which of the capabilities they should focus on for strengthening.

The participants in the workshop were divided into 3 groups with a facilitator. The groups met in a Zoom break out room to score the capabilities of the SBN network through the 5C-tool, with following results:

Capability	1	2	3	Avg.
Capability to commit and act	2,25	2,88	3,17	<b>2,77</b>
Capability to achieve development results	2,00	2,25	3,03	<b>2,43</b>
Capability to collaborate with key actors	2,38	3,25	3,75	<b>3,07</b>
Capability to adapt and self-renew	2,25	2,38	2,75	<b>2,44</b>
Capability to achieve coherence	2,25	3,00	2,83	<b>2,69</b>

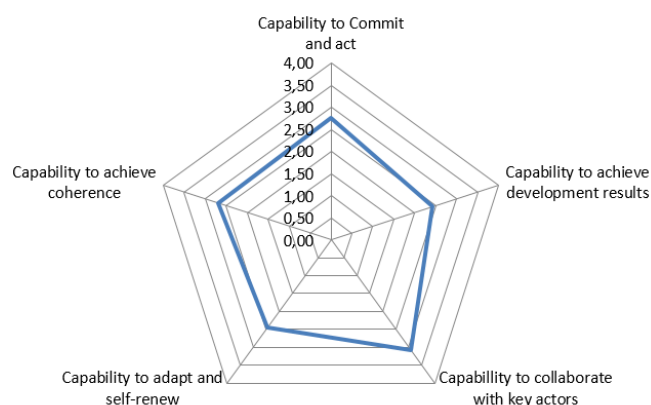


Figure 1: Average scoring of the three groups

### Discussion & key lessons

A follow-up meeting was organised on October 1<sup>st</sup>. The focus of the meeting was to discuss the scoring of the results by focusing on the specific capability component by zooming in on both the strongest and weakest areas.

The overall scoring shows that the strongest capability is the 'Capability to collaborate with key actors'. This is key capacity that the network can build upon. The two weakest capabilities are: the 'Capability to achieve developments results' and the 'Capability to adapt and self-renew'. This is logical, as the network is just starting up and systems are being put into place.

Other observations and reflections:

- Most participants were new members to the SBN network, so they were not all very conversant with the details of the network.
- It would have been better to explain the tool a bit more, to allow the subgroups to be able to discuss the question in the group, score and upload their scoring.
- Scoring was quite high. Normally a starting network would see lots of 1 and 2, and few 3 and 4 as scoring.

The tool can be useful as a rolling baseline. New questions can be added and tailor made according to the members needs including translation into Bangla.

### Recommendations for the Capabilities

**Capability to collaborate with key actors:** received the highest scoring. Members feel engaged and interested in each other's perspectives. A core capacity the network can build upon.

**Capability to adapt and self-renew:** was flagged as a weak component. This is also due to the fact M&E is not yet operational within the network. While individual M&E skills were mentioned as a key strength, this was not translated to the network. Options for improving this capacity include holding more reflection events within the network to determine which initiatives/ approaches worked out well and those that did not. This could be a good opportunity to involve members with strong M&E experience. Additional opportunities for strengthening the network's ability to adopt and self-renew include strengthening the link between the SBN strategy and government structures/ mechanisms and ensuring that the SBN strategy is disseminated to all members.

Various participants mentioned that the concept of "food system" was new to them. This points to the need to have capacity development activities to improve understandings of the concept, its application in Bangladesh, and supporting members to understand their own contribution to the food system.

**Capability to achieve development results:** also a relatively low scoring, which is consistent with the fact that the network is starting up. This could be strengthened by using the concept of Food System to better understand and link actors working on the same issues, for example food

safety, food fortification, health issues, etc. This will show where every actor is based within the system and link with their interests with action. Additionally, the ability to achieve results may be strengthened by increasing clarity on where and how the network aligns with the Government policies.

**Capability to commit and act:** had an average scoring. This capability could be further strengthened by developing collaborative partnerships to achieve the network objectives. This could be achieved by clarifying the importance of diverse partnership networks which involve government/civil society/private sector to all actors. Partners in the network could also provide various incentives such as offering meeting spaces, time to attend the meetings or provide trainings regarding food safety/nutrition trainings, facilitation of information flow and knowledge exchange, etc.

**Capability to achieve coherence:** had an average scoring. The SBN network engages mostly with SMEs in its initiatives. SMEs form a large category of private sector actors in Bangladesh, so it is important to have a fair representation from the different food related sectors. However, it is important for a network like SBN to have a diversity of members from different categories of stakeholders (private, public, civil society, research, media, consumers). These representatives need to inform their constituencies, their "home organisation", on developments coming from the SBN network. For this purpose they might need to have support, for instance communicating on food systems and their respective roles in the food system.

### Conclusion

While the average scoring was quite high, some capabilities came out stronger or weaker than others. This gave a preliminary insight on where SBN could focus on to improve their network. The SBN will further reflect on the findings of the 5C workshop with its members, to see what the next useful steps could be to improve the network.

### References

Syed, R., Zaman, T., Herens, M., Bakker, S., Vignola, R. 2020. *SUN Business Network Bangladesh Workshop on Improving Nutrition and Diets through adopting a Food Systems lens*. Wageningen Centre for Development Innovation, Wageningen University & Research.

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