

Report On
From Theory to Practice: Examining the Effectiveness of
Multisectoral Interventions in Nutrition.

By

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An internship report submitted to the Brac Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

Brac Business School
Brac University
May, 2024

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Riashad Mohammed Johair
18204032

Supervisor's Full Name & Signature:

Shihab Kabir Shuvo
Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Shihab Kabir Shuvo
Lecturer,
Brac Business School
Brac University
Merul Badda, Dhaka-1212

Subject: Internship report submission on completion of the course BUS400 in Fall 2023

Dear Sir ,

This is my pleasure to demonstrate the internship report that I was assigned to complete my BUS400 course from Bachelor of Business Administration program, BRAC Business School, BRAC University. Over last 3 months (from Dec 23 to March 24), I have finished my internship at Project AMAN (Adopting a Multisectoral Approach for Nutrition) under Brac Health Program (BHP), BRAC. As a project intern I had both office and field work experience and I have gathered a good amount of knowledge there. As I prepared the report in a time frame there might be some inconsistency in my writings, I request you to consider the matter.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible. I hope that the report will meet the desires.

Sincerely yours,

Riashad Mohammed Johair
18204032
Brac Business School

Brac University

Date:

Non-Disclosure Agreement

This agreement is made and entered into by and between BRAC and the undersigned student
at Brac University.....

Riashad Mohammed Johair

18204032

Brac University

Acknowledgement

Firstly, I want to acknowledge my academic supervisor, Shihab Kabir Shuvo Sir for helping me with true guidance through the completion of my report and managing to provide me feedback every time I need. Because of the incredible support Sir has given me throughout the procedure, I had been capable of completing my report accordingly. Secondly, I want to thank my on-site supervisor Joy Bhowmik Sir at BRAC for giving me such opportunity to be a part of this wonderful project and teach me every single office work very passionately. I would love to thank all of my coworker at BRAC AMAN project for their unwavering cooperation throughout my internship journey.

Executive Summary

This report is an overview of the 12 week internship placement in AMAN Project, BRAC.

BRAC is an international development organization founded in Bangladesh in 1972 that partners with over 100 million people living with inequality and poverty to create opportunities to realize human potential. Also, BRAC known as no 1 Non Profitable Organization (NGO) in the world.

This report shows how BRAC operates their project in field level and their work process. AMAN Project provides nutritional services to rural people of Cox's Bazar. Nutrition is such important for human health and is really a basic thing that everyone need to know it's importance and necessity. It is a matter of sorrow that many people in rural are don't know much about nutrition and as a result we can see various diseases, malnutrition etc. Project AMAN aims to provide services to root level to ensure people know about nutrition and live a healthy life. Collaborate with government priority department bring more accessibility to reach out the beneficiaries.

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Chapter 1

Overview of Internship

1.1 Student Information

Name: RIASHAD MOHAMMED JOHAIR

ID: 18204032

Major & Minor: HR(Major) and Marketing

Department: BBA

From: BRAC BUSINESS SCHOOL (BBS)

1.2 Internship Information

1.2.1 Internship Site

Period: December 23, 2023 to March 24, 2024

Organization Name: BRAC

Department/Division: Project Intern

Location: Regional Office, BGB Camp, Cox's Bazar

Company Supervisor's Information:

Name: Joy Bhowmik

Position: Manager, Field Operations

1.2.2 Job Scope

Status: I was given a position at AMAN Project as an Intern by BRAC.

Responsibilities: As I was assigned as an intern in a project my responsibilities varies. I have followed all the instructions of my supervisor and tried my best act accordingly. I was involved in every possible program's like training sessions with government officials, field visit, monthly meeting etc. I have been assisted by preparing reports, all meeting minutes, preparing attendant and honorarium sheet for guests, on the time of field visit noted down all important agendas, communicate with area managers during donor visit. My major responsibility was knowledge management and communications.

1.3 Internship Outcome

1.3.1 My contribution to the company

- I have written all reports of Field Visit, meeting minutes of monthly meetings. There were several visits of donors and government officials in three months. I was instructed to submit the report to my supervisor within 48 hours.
- I prepared attendance and honorarium sheets for guests attending field visits, including Government Officials, as well as representatives from Nutrition International.
- I have assisted to distribute booklets to 7 government office and carefully maintained distribution records by keeping receipt copies.
- Proper communication with respective Area in Charge during field visits and training sessions to accelerate these programs more efficiently.

1.3.2 Benefits to the student

- As a student I think internship as a bridge between classroom and real life working environment. I learned to enhance skills like Microsoft Excel, Word, Team work, Communication etc. Student can learn and practice various skills during internship period.
- During Internship period, an intern can acknowledge his/her strengths and weaknesses. In internship student can receive feedback about their performance. Additionally in my internship my supervisor helped me to overcome some of my weaknesses.
- Internship also help a student to create network within the organization, As there is a supervisor assigned and other respective colleagues too there are lots of opportunity for student to build a bond and strengthening their network.
- Student can add the internship experience in their CV or Resume. Beside they can add their supervisor reference in their resume too.

1.3.3 Problems faced during Internship

My internship location was at Cox's Bazar. As the project is about ensuring nutrition to local people of Cox's Bazar, there are some hard to reach places where we faced transportation problem. But in a few days with the help of my supervisor and other colleagues I adopted the routes and communication barrier. This was the only problem I faced during my Internship period. Otherwise the journey was excellent.

1.3.4 Recommendations

- Having a own laptop is important for an intern, so it is necessary have a laptop and keep the charger too (as electricity is an issue in rural area).
- There is no permanent desk or seat is available for intern so one need to flexible in this kind of situation and co operation with respected colleagues would be helpful to negotiate.
- There is no permanent desk or seat is available for intern so one need to flexible in this kind of situation and co operation with respected colleagues would be helpful to negotiate.

Chapter 2

Organization Part

2.1 Introduction & Overview of BRAC

BRAC is an international development organization founded by Sir Fazle Hasan Abed in 1972, partners with over 100 million living with inequality and poverty to create opportunities to realize human potential. According to Bill Gates, 'BRAC has done what few others have – they have achieved success on massive scale, bringing life saving health programs to millions of world's poorest people. They remind us that even most intractable health problems are solvable, and inspire us to match their success throughout the developing world'. There are lots of programmes BRAC operating such as Economic development, Education, Public health, Disaster relief.

The name of BRAC is inextricably linked with the struggle of poor people to achieve self-reliance. BRAC started its journey with relief and rehabilitation programs for the devastated and endangered people soon after the victory of Bangladesh's liberation war. Since then BRAC as a development organization at the grass root level working on the commitment of empowering them in the economic and social spheres. BRAC has been created an environment for poor people to establish control over their lives. BRAC's various community-based initiatives such as micro-loans, education, healthcare, legal assistance, Social Incentive Empowerment Livelihood Resource, entrepreneurship training, environmental awareness etc finding ways to develop life of socially disenfranchised marginalized peoples.

BRAC operates in 16 countries. In Asia: Afghanistan, Sri Lanka, Pakistan, Philippines, Nepal, Myanmar. In Africa: Uganda, Rwanda, Tanzania, South Sudan, Liberia, Sierra Leone

and in Caribbean: Haiti. Also, BRAC has affiliate organizations in United Kingdom and the United States.

2.2 Profile of BRAC

2.2.1 Vision, Mission & Values

Vision: A free world from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential.

Mission: BRAC aims to empower people and communities in situation of poverty, illiteracy, disease and social injustice. Their interventions aim to achieve large scale, positive changes through economic and social programmes that enable women and men to realise their potential.

Values:

- Integrity: BRAC approach their work with honesty and integrity
- Innovation: BRAC innovate and iterate to improve their impact.
- Inclusion: BRAC foster inclusion to reach those who need it most.
- Effectiveness: BRAC strive for effectiveness to better serve people in poverty

2.2.2 Priorities of BRAC

- Focus on women
- Grassroots Empowerment
- Health and Education
- Empowering Farmers
- Inclusive Financial Services

- Self-Sustaining Solutions

2.2.3 Policies of BRAC

- Human Resource policies and procedure
- Gender policy
- Sexual Harassment elimination policy
- BRAC ICT policy
- Communication policy
- Internet policy and guideline
- BRAC procurement guideline
- Functional Brand guideline
- Policy, Gender &SHE
- BRAC Child Protection Policy etc.

2.3 Management Practices

2.3.1 Human resource division

The HRD serves as a strategic partner to BRAC's diverse programs, setting current HR management trends and implementing a qualitative and strategic approach to workforce management. Key principles driving the Human Resource Division include procedural justice, transparency, equality, respect for diversity, non-discrimination, and recognizing potential, all aimed at creating a lasting advantage for the organization. BRAC aims to effectively utilize its skilled and highly skilled workforce by fostering a culture of structured

learning over time. This approach is based on the belief that human resources thrive with the knowledge, skills, and motivation that improve with age and experience, unlike any other resource.

2.3.2 Recruitment Policy

- I. All have (both male and female) equal opportunity to apply
- II. The new recruited staff will get the probation period of one year.
- III. For internal job posting the employee can only apply for the regular post after servicing more than one year in BRAC.
- IV. Up to level fourteen, every candidate have to sit for written test before facing interview board.

2.3.3 Recruitment Process

After receiving the requisition, the team leader, in consultation with the program focal person, sets the dates for the advertisement, written test, and interview. Each team member has a specific role to ensure proper recruitment. They create a recruitment plan. Once recruitment and selection are completed, candidates attend a Pre-Service BRAC Orientation at various Learning Centers. About 10% of candidates may be disqualified for poor performance. The program's focal person writes the deployment list based on vacancies and sends it to the HR Officer. The HR Officer checks for any issues and discusses them with the program person if needed. After receiving the result sheet via email, the HR Officer sends the deployment list to the trainer at the respective BRAC Learning Center. BRAC prioritizes female candidates, allowing them to be deployed close to their homes. Candidates are expected to join within one week.

2.4 Marketing Practices

BRAC as a non profitable organization primarily focused on development, socio economic development and poverty alleviations. They don't have any traditional marketing practices. However, BRAC does participate in various communication and outreach effort to promotes their programs and raise awareness. As a huge organization BRAC has established reputation and having large family with over 110,000 employees helping them to more popular among people. BRAC manages its marketing through various channels such as campaigns, banner/hoarding, partnerships, collaborations and social media. They promote themselves through their various programs in all over Bangladesh.

2.5 Financial Performance

Year		2020	2021	2022
Liquidity Ratios	Current Ratio	1.55	1.62	1.62
	Quick Ratio	1.53	1.59	1.6
Solvency Ratios	Debt to Equity Ratio	-1	-1	-1
	Interest Coverage Ratio	3.63	4.17	2.86
Efficiency Ratios	Inventory Turnover	13.06	13.56	13.17
	Asset Turnover	0.16	0.52	0.16
Profitability Ratios	Gross Profit Margin	8.34%	-6.10%	13.75%
	Net Profit Margin	100%	100%	100%
	ROA	15.57%	51.70%	16.47%
Leverage Ratios	Debt Ratio	-24.89%	-77.61%	-26.32%

Liquidity : From the table it can be said that Current Ratio and Quick Ratio have increased from 2020 to 2021 and have stabilized in 2022. All these ratios above 1 mean that BRAC has adequate short-term assets to meet its short-term liabilities, good management of liquidity.

Liquidity ratios have remained stable and marginally improved in case of BRAC, which is a

positive sign of a firm's efficient management of its accounts receivables and payables in the short-run.

Solvency : In 2020 The interest coverage ratio is 3. 63, meaning that BRAC has the capacity to meet its interest expenses thrice over. 63 times over its EBIT and often leveraged itself to the hilt. This implies a good level of comfort in relation to interest repayments. While on 2021 The interest coverage ratio improves to 4. 17, which indicates the improvement in the organization's efficiency in meeting its interest expenses, meaning that BRAC is in a better position financially and has higher earnings compared to its interest expenses. For the period 2020 to 2021 The enhancement of the interest coverage ratio from 3. 63 to 4. 17 shows the improvement in the company's EBIT compared to interest on the financial liability in the year 2010. This points to better operating margins and balance sheet health in the next year. However, in 2022 The interest coverage ratio is 2. 86. While greater than 2, meaning that BRAC can still meet its interest expenses, the decline from 2021 means that the organization's interest coverage has slightly eroded compared to the previous year. In the course of 2021 to 2022 the decrease in the interest coverage ratio from 4. 17 to 2. 86 means lower EBIT or higher interests expenses in 2022. However, the figure above 2 means that BRAC has enough EBIT to cover its interest expenses, albeit with a lesser margin than in 2021.

Efficiency : From the efficiency ratios it is seen that BRAC has a mixed performance in inventory and asset management. The inventory turnover ratio which was high and stable at 13. 06 in 2020 and 13 in 2021 according to the data obtained from the World Bank, which is the source of the following table. 17 in 2022, which shows proper stock control, but it decreased to 2. 02 in 2021, which may indicate temporary problems that could be due to overstocking or sales drop. The asset turnover ratio which was 0 earlier depicted a much better picture in the recent years. This decreased from 16 in 2020 to 0. In 2021, it was 52,

which pointed towards efficient use of assets and then declined to 0.16 in 2022, showing that the company has been rather irregular in its efficiency of using assets to create sales. This kind of fluctuation indicates that even though BRAC can handle inventory in a general sense, it has to pay more attention to the usage rate of the assets to sell them. To sustain and improve BRAC's financial performance, inventory control must be tightened and asset utilization must be improved.

Profitability : The following profitability ratios of BRAC depict that the organization has faced a lot of fluctuations, but there is a sign of improvement in 2022 when the gross profit margin was positive after a negative figure in the previous year. The return on assets (ROA) recorded a significant improvement in 2021 but declined in 2022, which is consistent with the findings on the asset turnover ratio. This volatility shows changes in the efficiency of the BRAC, in earning profits from the assets. Therefore, BRAC's profitability fluctuated, recovering in 2022 through a higher gross profit margin.

Trend Analysis:

Examining the trends in liquidity, solvency, efficiency, and profitability over three years reveals the following insights:

Consistent Liquidity Strength: The current and quick ratios show good and sound liquidity since both ratios are above 1; this shows that BRAC has had a good short-term solvency throughout the period.

Improving Interest Coverage but Volatile Profitability: The interest coverage ratio reveals an increase from 2020 to 2021, thus, the company's capacity to meet its interest expenses has increased. However, the decline is observed in 2022, which shows certain fluctuations in the indicator. Profitability as measured by the gross profit margin, was volatile with a recovery in

2022 after a negative margin in 2021. The return on assets (ROA) were also fluctuating; it has increased in 2021 and then reduced in 2022.

Efficient Inventory Management but Fluctuating Asset Utilization: The inventory turnover ratio also indicates good management of inventory, although it slightly decreases in 2021. However, the asset turnover ratio reveals a better performance in the year 2021 but comes down in the year 2022, which is not a good sign of using assets to generate sales.

To sum up, BRAC has been in a good position in terms of liquidity, enhanced its capacity to meet the interest costs, and inventory control. However, there are some issues that need to be solved such as fluctuation in the profitability and assets turnover in order to maintain and develop the financial stability.

Chapter 3

Project Part

3.1 Introduction

Adopting a Multisectoral Approach for Nutrition (AMAN) supports the government of Bangladesh in improving the health and well-being of local people who live in hard-to-reach areas and those living in vulnerable situations in Cox's Bazar by increasing and strengthening nutrition services delivered through the public health system. In rural areas many people live under the poverty line, they lack access to proper education about their health care and nutrition. To strengthen those people BRAC is helping the government to implement proper healthcare knowledge and awareness about nutrition. In Cox's Bazar due to the Rohingya crisis and post pandemic affected many people. Many of them lost their jobs and businesses. Multisectoral approach of Project AMAN creates an impact to make their life better. Besides nutrition Project AMAN also focuses on gender, environment and community development. Collaborating with government priority departments make the project so impactful that beneficiaries are getting benefited by several aspects. Women, adolescents and children are getting better healthcare and nutrition messages to make their life healthier and happier.

3.1.1 Background Information

Project AMAN was initiated in March 2022 with the aim of improving the health and well-being of individuals living in hard-to-reach areas and below the poverty line in Cox's Bazar. The project primarily focuses on enhancing nutrition services delivered through the public health system, social safety net programs, and multisectoral nutrition actions. Funded by the

Government of Canada through Global Affairs Canada, Project AMAN is implementing collaboratively by BRAC and Nutrition International at the grassroots level.

AMAN aims to benefit 2,026,619 individuals including adolescent girls and boys, women, men, and children from the host community across all eight upazilas of Cox's Bazar. The project operates through three core components: Multisectoral Nutrition Action, Social Safety Net Program (SSNP), and Health System strengthening.

3.1.2 Objectives of the study

Broad Objective : The objective of this report is to assess the efficiency of the AMAN project's multisectoral approaches to improve nutrition, health, and quality of life of the target beneficiaries in Cox's Bazar, Bangladesh.

Specific Objectives:

- To assess the Impact of distribution of fortified rice and Weekly Iron Folic Acid (WIFA) on the nutritional status and physical wellbeing of the community members and school going girls in Cox's Bazar.
- To assess the advantages and the difficulties of engaging with community centers in Cox's Bazar, concerning the delivery of health and nutritional services for pregnant women and other community group members.
- To examine the effectiveness of training activities offered to frontline officials of the government

3.1.3 Significance of the study

The significance of this study is based on the assessment of the various AMAN project's multisectoral interventions in the Cox's Bazar, Bangladesh, area that has been greatly affected by poverty, the Rohingya influx, and the COVID-19 pandemic. This study will be useful in improving the understanding of Multisectoral Approaches by evaluating the AMAN project's health, nutrition, gender, environment, and community development sectors and the enhancement of Public Health Interventions as the results will indicate the best practices and the need for change in the implementation of nutritional interventions including the fortified rice and WIFA. This can be useful in informing future public health strategies and interventions that target better nutritional status among the vulnerable groups. Also, this study will be a guideline for the capacity Building for Government Officials as the study will reveal the findings on the effectiveness of training programs for government frontline officials, and how such capacity-building interventions can contribute to the improvement of the delivery of basic services in the grassroots. In fact, it can impact the future training programs in the design and implementation in order to contribute to the improvement of the public health systems.

3.2 Literature Review

Cox's Bazar is a tourism attractive area and beautiful natural site in Bangladesh; however, it has been struggling with major socio-economic issues, which have worsened especially after the arrival of more than 700000 Rohingya refugees from Myanmar in August 2017 (UNHCR, 2017). This crisis has worsened the existing disparities among the local people, 32.7 % of the population living below the poverty line, 29% of children being underweight and 35% of

children being stunted (UNICEF, 2018). Solving such problems requires a combination of strategies and goes beyond the simple health and nutrition interventions.

3.2.1 Multisectoral Approaches to Nutrition

AMAN project by BRAC is an example of multisectoral intervention that targets nutritional improvement and health of women and children in Cox's Bazar. This approach links health, nutrition, gender, environment and community development sectors to form a framework for socio-economic development (BRAC, 2020). Multisectoral interventions are acknowledged for their ability to target the complex dynamic of factors that influence health and nutrition in population, especially in the vulnerable ones (Ruel et al. , 2013). These interventions are useful in situations where single-sector interventions may not be adequate to tackle the root causes of malnutrition and other diseases.

3.2.2 Nutritional Interventions

This is one of the major activities of the AMAN project and involves provision of fortified rice and WIFA supplements. Supplementation with micronutrients and biofortification of staple foods have been well discussed in the literature as the best approach to addressing malnutrition and enhancing the wellbeing of people particularly in developing countries (Mannar & Hurrell, 2018). A study by de Pee et al. , (2014) demonstrated that consumption of fortified rice has reduced anemia and enhanced nutritional status in different groups of people. Through offering these nutritional interventions, AMAN project expects to improve the physical well-being of the local people and school going girls in Cox's Bazar.

3.2.3 Training of Officials and Employees of the Government

Another component of the AMAN project is the capacity building of the government officials. Training programs are meant to improve the capacity of the frontline officials in the

effective provision of nutritional services. Earlier research has stressed the need to undertake such capacity-building interventions to enhance the health systems and the quality of services (Kebede et al. , 2010). Therefore, through the training of the government officials, the AMAN project aims at achieving sustainability and scalability of the interventions. Training thus has the potential of enhancing the delivery of nutrition programs and the appropriate utilization of resources (World Health Organization, 2015).

3.2.4 Gender and Nutrition

Gender is another important aspect that has been incorporated in the AMAN project. Nutrition and health inequalities between males and females are evident, whereby females and girls are more vulnerable to malnutrition because of factors like selective feeding, restricted access to health facilities, and higher nutrient requirements during pregnancy and breastfeeding (FAO, 2019). AMAN, does respond to these disparities since it aims at delivering nutrition interventions to women and girls. Research has revealed that enhancing the nutritional status of women has a positive effect on women and children's health and this has intergenerational benefits (Black et al. , 2013).

3.2.5 Environmental Considerations

The environmental aspect of the AMAN project is aimed at the development of the long-term health and nutrition promotion. Water and sanitation, hygiene, and agriculture play a major role in determining the nutritional health of people (Prüss-Ustün et al. , 2014). Incorporating environmental sustainability into the interventions of the AMAN project will help in developing a healthy environment that will enhance the nutrition status of the people. For instance, encouraging the use of clean cooking practices and safe water can help in preventing the diseases that cause malnutrition (Smith et al. , 2013).

3.3 Research Methodology

3.3.1 Population & Sample

For the secondary data the population of interest is defined as the residents of Rohingya crisis affected area at Cox's Bazar and communities with high rates of malnutrition and community well-being. In the study following groups were targeted as population:

- School going girls (aged 10-19) for the WIFAS program
- Pregnant women and community members utilizing community health centers
- Frontline government official from eight priority departments trained under the cascade training initiative
- General community members receiving fortified rice

3.3.2 Data Collection & Analysis

Qualitative data collection method has been followed for this where tools like Focus Group Discussion, In-depth interviews and case studies have been utilized. In the focus group discussion various stakeholders such as school students, teachers, health center staffs and community leaders were approached to gather in depth insights whereas in depth interviews with BRAC representatives, government officials helped to explore the implementation process and effectiveness. In addition, case studies collected in the form of stories from individual beneficiaries provided contextual outlook.

3.3 Findings & Analysis

3.3.1 Impact of Distribution of Fortified Rice and Weekly Iron Folic Acid (WIFA)

The distribution of fortified rice and WIFAS program has demonstrated some positive changes in the health status of these beneficiaries especially in the area of anemia and energy levels among adolescent girls.

Among the interventions of AMAN project, rice fortification is a major one and it has been implemented with the cooperation of Bangladesh Government and other partners including Nutrition International. The fortified rice which contains vitamins (A, B1, B9, B12) and minerals (Iron and Zinc) helps to combat micronutrient malnutrition existing in the population. Nevertheless, a concern that was noted is the low knowledge among the target beneficiaries hence they have wrong perceptions about the fortified rice, some of them even throw it away assuming it has gone bad.

Thus, BRAC helps to overcome this issue by raising awareness of the community about the nutritional value of fortified rice. The fortified rice is provided through the Vulnerable Group Development (VGD) and Food for Peace (FFP) and usually, the distribution is done at Union Parishad and dealer points. These are distribution centers and BRAC representatives and Nutrition International personnel go to these centers to share information such as projecting videos on cooking directions, women's rights, and other issues that make the community appreciate the fortified rice.

However, the following problems emerged as I noticed that only 38% of the beneficiary groups had knowledge of the nutritional value of the rice while 27% of them were throwing it

away mistakenly. As seen in BRAC's educational campaigns, this problem was solved, thus enhancing the acceptance and consumption of fortified rice. Currently, 70 percent of the target population uses fortified rice, and there is positive impact on health status of the children and adults.

Likewise, the WIFAS program aims at providing weekly supplements of 60 mg of iron and 0 to adolescent girls in the age group of 10-19 years. 4 mg of folic acid to help avoid anemia and enhance the body condition. In the cascade training, BRAC trains school teachers on how to implement the program and monitor the level of implementation. The girls at high school are expected to take one tablet per week, and the 'pusti bondhu' from each class is supposed to monitor and record the regularity.

School visits by BRAC representatives to schools make sure that the guidelines are followed and any problems are solved. The program has claimed the following benefits: girls using the program for 2-3 months have less anemic complaints, more energy, and better health, especially during their periods. This initiative promotes the health of the adolescent girls in the physical aspects which in turn enhances their performance in school.

WIFAS programs are aimed at reaching adolescent girls in the age group of 10-19 years for non-anemia and related complications. Thus, using cascade training, BRAC ensured that school teachers were trained and capable of implementing as well as supervising the program. 'Pusti bondhus' (nutrition friends) were hired to monitor compliance to supplementation. The initiative was implemented to more than 50,000 girls, and the level of compliance was 90% three months after the implementation was done. Testimonies from school reports reveal that anemia rates and energy levels have been decreased among the participants.

3.3.2 Advantages and Difficulties of Engaging with Community Centers

Engagement with community centers and groups has therefore helped in the creation of awareness and utilization of health care services among pregnant women and thereby improving community participation in health and nutrition.

Communication with the community centers in Cox's Bazar has its benefits and drawbacks. The enhancement of the community clinics has opened up a new window of hope for the delivery of primary health care in the remote areas of the country because of the challenges of transport and costs. These clinics, established with BRAC's education programs, offer services like maternal care, free medicines, and primary health care. Thus, it has been estimated that about 65% of the local population now attend these clinics; maternal care visits have risen by 50%, and total patient visits by 35%.

However, there are some barriers to involving the community and the use of services at a constant level. Challenges like cultural restraints, lack of resources, and the constant requirement of education and campaigning are some of the challenges that are recurrent. However, the fact that there is more trust and reliance on community clinics proves the success of BRAC's strategy in enhancing health.

3.3.3 Effectiveness of Training Activities Offered to Frontline Officials of the Government

The training activities for the frontline officials have been one of the most important pillars of the AMAN project. The cascade training method of BRAC has effectively trained the 8 priority government departments' frontline staff to provide integrated nutritional services.

Some of the trained departments include; Health and family planning, agriculture, food, fisheries, livestock, secondary education, women affairs and public health engineering.

These training sessions consisted of elaborating on the details of the department's plan in implementing nutrition and providing practical tips for the dissemination of the nutrition plan at the field level and then evaluating the trainees through quizzes and question and answer sessions. The assessment of the training effect revealed that 85% of the trainees had better appreciation of their roles and responsibilities and the ability to perform them. This increased competence has been realized in the improved delivery of nutritional services hence improving the health of rural people.

3.4 Summary and Conclusions

In conclusion, Project AMAN's multisectoral approach has essentially progressed the lives of helpless people in Cox's Bazar, Bangladesh. Through collaboration with the government departments, AMAN has improved nutrition services, healthcare information, and community development. In spite of challenges like the Rohingya emergency and the pandemic, AMAN's effort have provided basic support, resilience and well-being to local people of Cox's Bazar. The practical implementation of nutrition service and healthcare can bring a massive change in our health system in near future.

3.5 Challenges & Implications

There are some challenges to execute the project smoothly, These are

- As there are lot of place where transportation is a big issue places such as Moheshkhali, Kutubdia, Saint Martin, Chakaria have many places where transportation system is too poor. For the reason Area in charge or other field level representative of BRAC lack proper communications with beneficiaries. Beside, many roads are not constructed well specially in the time of rainy season BRAC face communication problem with beneficiaries.
- BRAC facing problem with Shastha Shebika as a whole. In this project they play important role such as checking up pregnant women, spreading antenatal and post natal care messages to them, gender based awareness etc. But the problem is due to less salary many of them resigning from job and those who are on duty many of them are not that much active in terms of their job commitment.
- As the project helping 7 government departments to strengthening local people but the problem is due to their work load it's hard to match the schedule with every government officials. As an example I can say If we get appointment from UNO but at the same day Upazila Health Officer have a conference but we need both in our training session or field visit.

However, to mitigate those challenges following are the some implications

- Smooth communications between beneficiaries and BRAC representatives would bring more efficiency and success to the project.
- The facilities Shastha Shebika's (SK) getting, not matching their efforts. If they get some facilities based on their work experience it can boost their effort and it will easier for BRAC to achieve their goals.

- Proper co-operations with government office can help representatives to do their job on time. Sometimes due to transfer issues progress of the project might pause.

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