

# Transform Nutrition Bangladesh

## Updated Stakeholder Mapping Report (2015)

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## **Acknowledgements**

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Thanks in particular to ICDDR,B for their support in the planning and organization of the **initial workshop and for their work in updating the stakeholder mapping in 2015**. These activities were supported by UK Department of International Development (DFID) and was an activity

## Background

Undernutrition in early life is responsible for the deaths of millions of young children annually, it reduces the amount of schooling children attain and increases the likelihood of their being poor as adults, if they survive. The human and economic costs are enormous, and yet the rate of undernutrition reduction remains glacial. While research tells us what interventions work to address undernutrition, scaling up is not happening quickly enough. Also, investment in other sectors such as agriculture, social protection, and health systems are not being leveraged to improve nutrition to the extent that they could be. Finally, wider societal norms do not support nutrition as well as they could: better nutrition is in everyone's interests, but is nobody's responsibility.

Transform Nutrition Research Programme Consortium is funded by the UK's Department for International Development (DFID) and is represented in Bangladesh by International Centre for Diarrhoeal Disease Research, Bangladesh (ICDDR,B). It aims to address the challenges by strengthening the content and use of nutrition-relevant evidence to accelerate undernutrition reduction. The focus is on the 1,000 day period from pre-pregnancy to 24 months of age—the “window of opportunity” where interventions are most effective at reducing undernutrition. Research is structured around three core pillars relating to direct and indirect interventions, and an enabling environment for nutrition.

## Objective of this report

During the inception phase of this project, Transform Nutrition had undertaken initial stakeholder workshops in the program's four focal countries: Ethiopia, Kenya, Bangladesh and India. These workshops allow us to work with stakeholders to co-construct understandings of policy processes and how we might engage with them. Specifically, these activities aim to explain: a) Who is and who could be influential in nutrition in Bangladesh? b) Who is supportive of nutrition in Bangladesh? c) How can we engage with these audiences most effectively? How do they like to be engaged with?<sup>1</sup>

For Transform Nutrition in Bangladesh, the initial workshop took place on 19 January 2012 in Dhaka and included participants from national non-governmental organizations (NGOs) and civil society organizations, international NGOs and bilateral and international donors and agencies. Preliminary consultations and scoping exercises were undertaken with ICDDR,B. The workshop was facilitated by ICDDR,B and supported by IFPRI.

During the mid term phase of the project, the stakeholder mapping was revisited and updated between February to August 2015. Instead of a workshop, the Transform Nutrition team had contacted and met some of their key stakeholders and analysed the current situation. During the process, the involvement/influence of old actors were analysed to see if there are any changes current and also whether there are any new actors.

## Methodology for Stakeholder Analysis

The primary method used for the initial stakeholder analysis was the Net-Map method. Net-Map (Schiffer 2008) is a participatory interview technique that combines social network analysis (Wasserman and Faust 1994), stakeholder mapping, and power mapping (Schiffer 2007). Net-Map helps people understand, visualize, discuss, and improve situations in which many different actors influence outcomes. By creating maps, individuals and groups can clarify their own view of a situation, foster discussion, and develop a

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<sup>1</sup> This report describes the results of A and B. Objective C will be examined in follow-up discussions with some of the key actors pinpointed during the stakeholder workshop.

strategic approach to their networking activities. It can also help outsiders understand and monitor complex multi-stakeholder situations.

Net-Map allows stakeholders to examine not only the formal interactions in the network, but also the informal interactions that cannot be understood by merely studying documents concerning the formal policy making procedures. Actors meet to exchange information and advocate for certain policy goals; local and international initiatives contribute by adding funds or research; and all of these interactions contribute to shaping the content and process of policy making. To get a realistic understanding of these formal and informal links and how the actors use them to influence the policy process, empirical field work is crucial (as only the formal links can be deducted from government documents). To understand how the actors interact with each other in the process, social network analysis (SNA) approaches are especially suitable, as they allow for a complex representation of a system, putting the actions of individuals and organizations into a greater perspective. SNA (Hanneman 2005) explains the achievements of actors and the developments within groups of actors by looking at the structure of the linkages between these actors. Thus, while traditional survey based approaches collect data about attributes of actors, network analysis focuses on gathering information about the network through which these actors connect.

More specifically, in this Net-Map exercise respondents were asked:

- Who plays a role in shaping nutrition policy and program decisions, across sectors, in Bangladesh?
- Who is advising who? Who is providing funds to whom?
- How strongly can each actor influence the shaping of nutrition policy and program decisions in Bangladesh?
- What is the level of active support for nutrition each actor has over other competing priorities?<sup>2</sup>

The answers to these questions were arrived at by group consensus. The actors' names were written on small note cards and spread across a large piece of paper. Upon nominating an actor to be included, respondents would explain why that actor was important to add. Next, advice flows and funding flows were drawn among the actors. Then influence scores were attributed to each actor card, with 0 signifying that an actor has no influence and 5 signifying the highest degree of influence. Finally, each actor was ranked according to their level of active support for maternal and child nutrition, 4 signifying nutrition is a key priority and the actor is highly active, and 1 signifying that the actor does not prioritize nutrition and is not active in the network. The result of this exercise was a visual depiction of the stakeholder network for nutrition in Bangladesh, and notes from the in-depth discussion during the process. The network data was entered a social network analysis program in order to better assess the network structure. The influence scores attributed by the respondents were inputted as well, so that the nodes (the representations of each stakeholder in the network) can be sized according to its perceived influence over shaping nutrition policy and program decisions.

The visual depictions of this network, and the key lessons we learned from the network and, in particular, from the stories of the respondents, are described in the next section.

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<sup>2</sup> For a more detailed description of the Net-map method, see the annex.

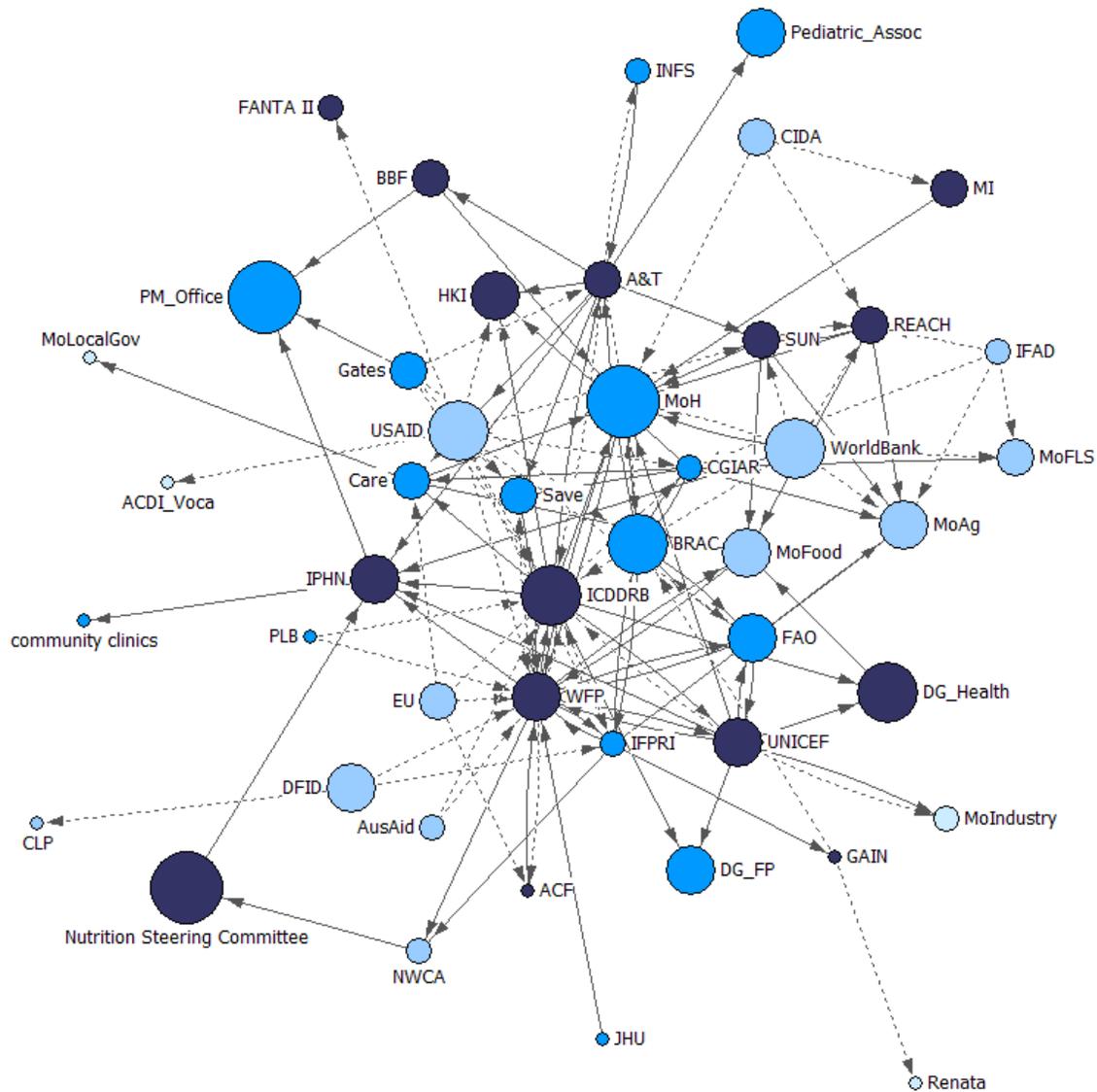
## **Analysis and Lessons Learned**

The discussion resulted in rich information about the network and the actors within it. Because we gained this information from a small group of experts, we view the results of this exercise as a snapshot of the important and commonly perceived interactions and roles in the network, rather than a decisive complete map of all the actors and their links. In this chapter we will describe the highlights learned in the mapping process, including some key actors and groups of actors, actors with potential power or influence, and implications for the Transform Nutrition project.

### **Overview of the network and key actors**

Figure 1 depicts the complete multiplex network, including advice links and funding links. The size of each actor in figure 1 corresponds to the degree of influence attributed (the larger, the more influential), while the color corresponds to the degree of active support for nutrition (the darker blue, the more supportive).

**FIGURE 1 : Complex Multiplex Network**



The Ministry of Health and Family Welfare (MoHFW) is the nodal ministry for nutrition. However within the ministry there are various sections that play different roles in the network. These include Institute of Public Health Nutrition (IPHN), which houses the National Nutrition Services (NNS), the Directorate General of Health Services (DG Health), and the Directorate General of Family Planning (DGFP). The ministry is considered highly influential, and its components are also relatively influential.

Aware of its broad mandate and many competing priorities, participants did not think nutrition was the top priority of the MoHFW. However participants did consider IPHN and the DG Health to hold maternal and child nutrition as their key priority. In fact, the NNS, which is the government’s nation-wide nutrition

program, is implemented through IPHN. The NNS has been restructured within the last **five** years and a new body has been developed to guide it: the National Nutrition Steering Committee. This body was seen as highly supportive and highly influential, although the influence was described as more of a future influence since this body has only recently begun operating. It was emphasized that by design this should be the most influential actor in nutrition in Bangladesh.

Many NGOs and research organizations play important roles in the network. There was a debate among participants about which of these are really impacting national policy decisions. Some actors seen to be engaging explicitly in and influencing nutrition policy are ICDDR,B and BRAC. After discussion, there was agreement that other NGOs, while explicitly focused on program implementation, also manage to influence policy dialogue through feeding information back up from their program experience. These actors include Care, Save the Children, and Alive and Thrive. The CGIAR (Consultative Group on International Agricultural Research) research centers (including IFPRI, even though IFPRI was not aggregated under the CGIAR) were also noted as increasingly engaging on nutrition in a coordinated manner in Bangladesh, including an upcoming program called “Saving Brains” that examines interventions for promoting child cognitive development from birth to two years of age.

Among the actors who are not traditionally or primarily focused on nutrition, there does seem to be a good amount of action on nutrition. For instance, the World Food Program—traditionally an actor focused on food security more broadly—was described as highly active in and highly supportive of nutrition. The CGIAR centers, mentioned above, are another example of this. Furthermore, the Ministry of Food and Disaster Management (MoFDM) is leading the Feed the Future Country Investment Plan which explicitly emphasized maternal and child nutrition issues. The Ministry of Agriculture’s Department of Agriculture Extension is promoting homestead gardens. The Ministry of Women and Child Affairs (MoWCD)—with technical support from WFP—leads a safety-net program where ultra-poor women are provided food and nutrition support and training. And national agriculture research bodies— like the Bangladesh Agriculture Research Council—emphasize the development of highly nutritious food crops like Golden Rice.

In spite of the above actions on nutrition across sectors, it was noted that a major challenge to substantial progress was a lack of inter-ministerial communication and collaboration. That is, although different ministries are taking action on nutrition, they are not perceived to be working together and coordinating their efforts. One workshop participant said they are able to somewhat mitigate the challenge of coordination on the ground through working directly with the Local Government Division, which acts as something of an umbrella for all other ministries at the local level.

Private sector action on nutrition was discussed. Some examples were Renata Pharmaceuticals who is producing micronutrient sprinkles and Grameen Bank who is fortifying yogurt. Examples of public- private partnerships for nutrition were also discussed by the group. UNICEF, GAIN and the Micronutrient Initiative worked with the Ministry of Industry to promote private sector fortification of edible oil with vitamin A. In another example, a WFP initiative, Project Laser Beam (PLB), supports the development of fortified foods such as cereal, rice and lentils. In addition, it was noted that there is a continued negative impact of milk formula companies, such as Nestle, on appropriate infant feeding practices.

Among multilaterals and donors, the World Bank and USAID were seen as the most influential and making a significant contribution, though nutrition was considered to be just one of many priorities for both organizations. It was noted that the World Bank engages directly with ministries on policy issues and has been directly engaging with IPHN on the implementation of NNS and funding the program. However, this was seen of just one of many issues that it works on in Bangladesh. USAID was seen as increasingly interested in nutrition in Bangladesh, although nutrition was considered just one of many of its priorities. Within nutrition, many different USAID-funded projects in Bangladesh were mentioned, including FANTA

It works on maternal and child nutrition and the Social Marketing Company which markets sprinkles and oral rehydration therapy for children. While maternal and child nutrition was seen as a key priority for UNICEF, it was not considered as influential as the World Bank and USAID.

Although participants were unsure how influential it is, the Local Consultative Group (LCG)—a mechanism to bring together key multilaterals and donors with government representatives to assess progress on development issues—has a working group on Health, Nutrition and Population. The participants include 17 key multilaterals and donors, including all those mentioned here.

Some other multi-stakeholder groups were brought up in the discussion. The Nutrition Working Group brings together the key NGOs working in nutrition, including all those mentioned here. In the past the members came together to share experiences and advice that was then given directly to the MoHFW. However it has not been active lately. There is some question about how this body overlaps with or is submerged into the newly formed Nutrition Steering Committee. REACH (UN Inter-Agency Initiative for Combating Child Hunger and Undernutrition) was described by participants as a multi-stakeholder forum that brings together government, multilaterals and NGOs to share information about nutrition and search for promising scalable interventions. While not highly influential, its core priority is child nutrition.

Update: While the above holds true for most part, there are a few actors that are worth mentioning in the current analysis. The National Nutrition Services (NNS) is an important actor for Transform Nutrition and has been actively working together with TN in the past 3 years. TN and NNS have worked on a study and have also jointly also written the NNS report which has recently been published by the World Bank and presents the findings of a research study done by IFPRI and icddr,b, partly supported by Transform Nutrition, to assess the implementation of the Government of Bangladesh's National Nutrition Services Program (NNS). Importantly it also identifies the achievements, identifies key bottlenecks that adversely impact these achievements, and highlights potential solutions to ensure smooth delivery of the program in the future.

Scaling Up Nutrition (SUN) has also proved to be an influential actor, especially, with the Transform Nutrition Champions 2013 which was an initiative by TN and supported by the SUN Movement. The Nutrition Champions recognised three individuals for their transformative efforts to improve nutrition, health and opportunities for women and children. This has been influential on the nutrition scene overall.

Another DFID funded research programme consortium, Leveraging Agriculture for Nutrition in South Asia (LANSA) has also been identified as a potential stakeholder for Transform Nutrition in Bangladesh. LANSA, while not very influential, will still be of interest to TN since it prioritizes nutrition and has some common interests with TN.

### **Implications for Transform Nutrition**

Cross-sectoral action on maternal and child nutrition seems to be gaining traction as a priority in Bangladesh, as evidenced by the various initiatives described above. With many recent changes, such as the new National Nutrition Services and the cross-sectoral Country Investment Plan, successful implementation remains the challenge. In particular, the requirement for cross-sectoral coordination and action is likely the most challenging.

Transform Nutrition would be well placed to engage with those actors already on board in promoting cross-sectoral action on nutrition, such as the multi-stakeholder bodies described above, the government bodies involved—especially the MoFDM and IPHN—and those non-nutrition actors currently engaging on nutrition such as WFP and the CGIAR.

## Annexes

### Complete List of Actors

Actors	Full Names
A&T	Alive and Thrive
ACDI/VOCA	Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance
ACF	Action Contre La Faim-France
AusAid	Australian Government Overseas Aid Program
BBF	Bangladesh Breast Feeding Foundation
BRAC	BRAC
Care	Care
CGIAR	Consultative Group for International Agricultural Research
CIDA	Canadian International Development Agency
DFID	UK Department for International Development
DGFP	Directorate General of Family Planning
DGHS	Directorate General of Health Services
EU	European Union
FANTA II	Food and Nutrition Technical Assistance
FAO	Food and Agriculture Organization
GAIN	Global Alliance for Improved Nutrition
Gates	Bill and Melinda Gates Foundation
HKI	Helen Keller International
ICDDRDB	International Center for Diarrheal Diseases Research, BD
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institution
INFS	Institute of Nutrition and Food Sciences
IPHN	Institute of Public Health Nutrition
JHU	John Hopkins University
MI	Micro Nutrient Initiative
MoA	Ministry of Agriculture
MoFLS	Ministry of Fisheries & Livestock
MoFDM	Ministry of Food & Disaster Management
MoHFW	Ministry of Health and Family Welfare
Mol	Ministry of Industries
MoLGRDC	Ministry of Local Government, Rural Development and Cooperatives
NSC	Nutrition Steering Committee
NWG	Nutrition Working Group
MoWCA	Ministry of Women's and Children's Affairs
BPA	Bangladesh Paediatric Association
PLB	Project Laserbeam
PMO	Prime Minister's Office
REACH	Inter-Agency Initiative for Combating Child Hunger and Undernutrition

Renata	Renata Limited (Pfiser)
Save	Save the Children
SUN	Scaling-Up Nutrition
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WFP	World Food Program
World Bank	World Bank