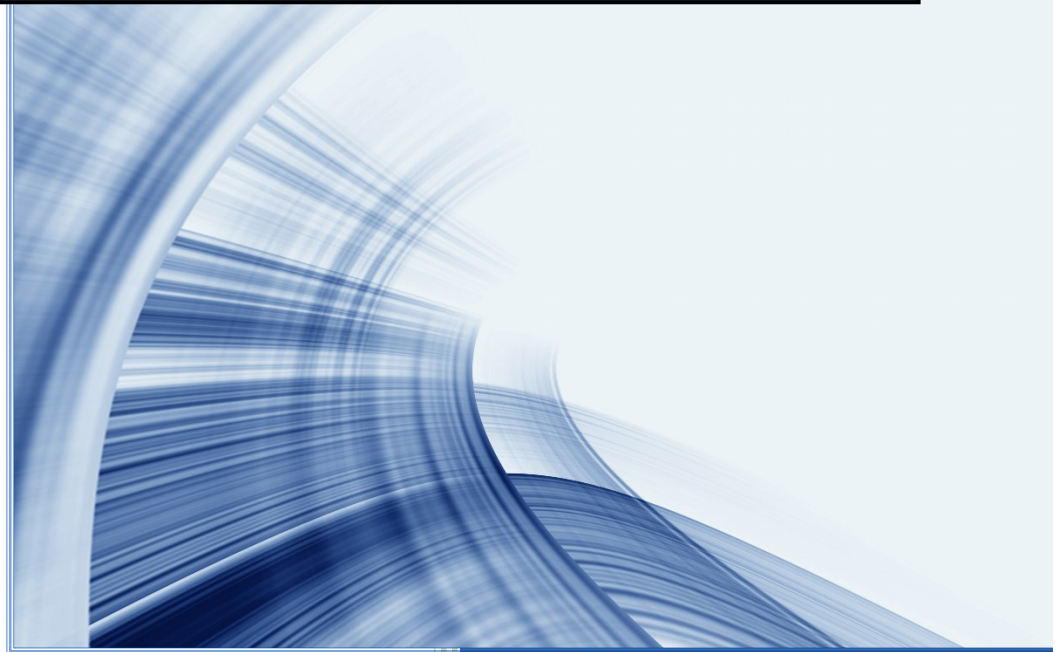


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Implementing the Second National Plan of Action for Nutrition (NPAN-2): A 3M Governance Framework



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Inspiring Excellence

Implementing the Second National Plan of Action for Nutrition (NPAN-2)

A 3M (multi-sectoral, multi-stakeholder, and multi-level)
Governance Framework

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1. Introduction

Bangladesh made significant progress in improving the nutritional status of its people in recent years. For example, stunting among children under five, a critical measure of nutritional status, has been declining for the last two decades—it declined from 41% in 2011 to 36% in 2014 (NIPORT 2016).

The last Global Nutrition Report (GNR 2018) highlighted Bangladesh's success as a result of the state-level nutrition-related policy commitments and efforts (Development Initiatives 2018). The GNR 2018 indicated Bangladesh's achievements since 2010 in education, children, health, nutrition, and population, including measures in adolescent development, especially adolescent girls. The preceding GNR (2017) reported that the Government of Bangladesh had met its Nutrition for Growth (N4G) policy commitments (Development Initiatives 2017).¹ Bangladesh recorded significant achievements under the N4G policy commitments through adopting the National Nutrition Policy (NNP) 2015 and National Strategy for Micronutrient Deficiency Control (ibid).

However, rates of malnutrition in Bangladesh are still among the highest in the world; thus, the government has stepped up the implementation of its nutrition agenda and efforts to achieve its nutrition targets.

The government adopted the Second National Plan of Action for Nutrition (2016-2025) (hereafter referred to as NPAN-2) in August 2017 (MoHFW 2017). The NPAN-2 translates NNP 2015 provisions into sectoral strategies, key action areas, and major activities for the period 2016-2025. The NPAN-2 is well-aligned with the government's 'Vision 2021' and the ongoing 7th Five Year Plan's (7FYP) priorities. It is tailored to directly meet the second Sustainable Development Goal (SDG-2) on ending hunger, particularly target two under SDG-2 that aims to end all forms of malnutrition and achieve by 2025.

Achieving all the targets of NPAN-2 requires establishing effective coordination and collaboration mechanisms between multiple ministries and their agencies engaged in delivering nutrition service, along with civil society organizations, academia, national and international Non-Government Organizations (NGOs), and the private sector. Thus, successful implementation of NPAN-2 is proposed via a sustained 3M approach, i.e. multi-sectoral, multi-stakeholder, and multi-level.

However, the Plan does not articulate how 3M will be operationalized with the Bangladesh National Nutrition Council (BNNC) at the core. Also, the 3M dynamics in NPAN-2's implementation is yet to be studied. Thus, institutional or governance challenges may adversely affect the coordination and collaboration needed in NPAN-2's implementation and undermine the plan's ability to achieve its objectives. The present research aims to kick-off the discussion around how to leverage the 3M approach to ensure a successful implementation of NPAN-2's nutrition-sensitive interventions.

¹ According to the GNR (2017), of the 203 commitments made at the Nutrition for Growth (N4G) Summit in 2013, 36% are either on track (n=58) or have already been achieved (n=16). UN agencies, Non-Government Organizations (NGOs) (with their policy commitments), and donors (with their financial commitments) are progressing particularly well.

1.1. Objective, methodology, and contribution

The 3M approach to implement, manage, and monitor NPAN-2 fits well with the New Public Governance (NPG) model. The NPG represents the plural form of public administration reforms that call for public service to be delivered by multiple inter-dependent actors and require inputs from multiple actors through multiple processes for policymaking (Osborne 2010). The present research is a new contribution to the literature as there is no analysis of nutrition governance using the NPG approach. The rationale for using NPG is to anchor the NPAN-2's 3M governance framework in the present analysis. NPG can reframe nutrition governance challenges and tailor solutions to fit today's governance landscape in Bangladesh, where a multitude of actors are engaged in policymaking and influencing service delivery process.

The objective of this paper is to recommend ways to “jump start” the collaborative process needed to translate the 3M approach into reality, using the NPG model.² We will examine how such collaboration can be sustained (e.g. incentives for actors, institutionalization of partnerships) in line with the recommendations made by NPAN-2. Here, the NPG framework and its collaborative network governance approach in creating managerial partnerships/networks become relevant for a successful implementation of NPAN-2.³ We would also recommend strategies for overcoming “committee fatigue” that may emerge in institutionalizing the 3M process.

The present analysis builds on a seminar discussion organized in September 2017. It is complemented by the NPG literature. We acknowledge that more research on the 3M-NPG link is required to promote a culture of collaborative and network governance. Such analysis will need to draw upon the existing successful practices within the government of Bangladesh for recommending new ways of governing nutrition activities.

1.2. Outline of the paper

A review of institutional gaps and implementation challenges in nutrition service delivery is presented in Section 2. This discussion sets the scope of the present analysis. Section 3 explores the linkages between NNP 2015 and 7FYP, and their translation into NPAN-2 using the 3M approach. It then provides three recommendations for reframing nutrition service delivery challenges using an example of how government agencies could be working under the 3M approach. Section 4 concludes by recommending the creation of online Strategic Partnerships/Networks on nutrition based on the thematic areas.

²See Vangen and Huxam (2010) for a detailed analysis of collaboration theory as part of the NPG paradigm.

³See O'Toole and Meier (2010) for a discussion on how managerial networks can be instrumental in achieving social outcomes

2. Nutrition Governance Challenges in Bangladesh

In Bangladesh, 59% of women get married before reaching the age of 18 (NIPORT 2016). Nearly one-third (30%) of the pregnant women are undernourished and at risk (HKI and JPGSPH 2016). Stunting and underweight among under-five children have been decreasing from 51% and 43% in 2004 to 36% and 33% in 2014, respectively (NIPORT 2016). One-fourth of the adolescent girls are stunted (JPGSPH and NNS 2016).

Nutritional issues are often complex such as the intergenerational nature of malnutrition. Since a stunted adolescent girl is likely to give birth to a low-birth-weight baby, who is also likely to be stunted, the effect of malnutrition becomes intergenerational. A low-birth-weight baby is more susceptible to chronic diseases or conditions, including hypertension, cardiovascular diseases, stroke, cancer, osteoporosis, etc. in her/his adult life (Delisle 2002). Early childhood stunting also adversely affects the educational outcome and productivity of an adult (Dewey and Begum 2011).

Such complex issues cannot be tackled with a one-prong approach or by a single ministry or department. It requires interventions in multiple fronts such as health, education, and social security. Thus, NPAN-2 recommends a multi-sectoral, multi-stakeholder, and multi-level (3M) coordination and collaboration approach.

2.1. NPG and 3M Governance Approach: Collaboration guided by communicative rationality

The need for taking a 3M approach is also reiterated by other important stakeholders. Research by Save the Children identified challenges of nutrition service delivery at a national and a local level (Mostafa et al. 2014). These challenges range from planning, design, resource allocation to resource utilization, implementation, monitoring, and evaluation of nutrition services. USAID, a major development partner in nutritional interventions in Bangladesh, recommended strengthening institutional collaboration to optimize synergies, increase resource availability and impact, and promote knowledge sharing and learning (USAID 2014).

USAID (2014) underscored the importance of collaboration for the implementation of nutrition-sensitive and nutrition-specific interventions (ibid).⁴ Further, USAID and European Union (EU) supported the Nutrition Olympiad, an annual national event where the youths can build a network to express their concerns and challenges related to nutrition and share their concerns to promote healthy diets and nutrition through innovative activities.⁵ Similarly, in another effort ILO and Bangladesh Knitwear Manufacturers' and Exporters' Association (BKMEA) joined together to improve the nutrition of working women by ensuring nutrition for female Ready-Made Garment

⁴ Nutrition-specific investments are considered high impact nutrition interventions that address the immediate determinants of malnutrition. Nutrition-sensitive investments address the underlying causes of undernutrition. They include actions from a range of sectors including health, agriculture and food systems, water, sanitation, and hygiene promotion (WASH), education and social protection. These definitions are from The Lancet 2013 undernutrition series. Summary available at: <http://www.thelancet.com/pb/assets/raw/Lancet/stories/series/nutrition-eng.pdf>

⁵ See The Daily Financial Express April 25, 2019. Available at: <https://thefinancialexpress.com.bd/public/health/nutrition-olympiad-2019-to-be-held-on-saturday-1556179884> [Accessed May 14, 2019]

(RMG) workers.⁶ Recently, EU also partnered with the Ministry of Food to launch National Information Platform for Nutrition and four nutrition governance initiatives to support government efforts to eradicate undernutrition and all types of malnutrition.⁷

Ministry of Health and Family Welfare (MoHFW) is responsible for providing nutrition-specific programs. Within the ministry, the Institute of Public Health Nutrition (IPHN) of the Directorate General of Health Services (DGHS) is the administrative nodal point. Nutrition-specific interventions are specified in the operational plan for National Nutrition Services (NNS), implemented by both DGHS and Directorate General of Family Planning (DGFP) (MoHFW 2017).

As opposed to nutrition-specific interventions that address immediate nutritional needs, nutrition-sensitive interventions try to address the underlying challenges. Effective coordination and collaboration between different institutions based on a 3M approach are critical to the success of nutrition-sensitive interventions. Thus, the present analysis focuses on nutrition-sensitive interventions.

The NPG paradigm of a pluralist state (Osborne, 2010) is consistent with collaborative rationality (Healey, 1992).⁸ NPG posits both a plural state, where multiple interdependent actors contribute to the design of policies and the delivery of public services and a pluralist state, where multiple processes inform the policy-making system (Osborne, 2010). Thus, it calls for a collaborative rather than a prescriptive state. The term collaborative state is used to denote the institutionalized channels which enable communicative rationality thinking and making planning processes more pluralist.

Communicative rationality recognizes that planning is a complex process, requiring discussion and experimentation by a diverse set of state and non-state actors, where knowledge is created through scientific reasoning and also through communication, exchanging perceptions, and understanding (Healey, 1992). Collaboration theory under NPG posits two principles: (i) collaborative advantage, created through collective efforts or communicative rationality guiding decision-making; and (ii) collaborative inertia, created by a negative attitude towards change or the traditional, narrow, rational decision-making process (Huxham & Vangen, 2005).

The achievement of NPAN-2 represents a common goal which is to be achieved by multiple actors in Bangladesh and this calls for greater collaborative efforts guided by communicative rationality. The NPG approach promotes inter-organizational relationships through collaboration and networks, “stressing effectiveness and outcomes of services that rely on the interaction of public sector organizations with their environment,” (Osborne 2010, pp. 9). A governance network is a “temporarily solidified form of a pattern of interaction,” (Crosby et al. 2010, pp. 218) and is susceptible to administrative changes, depending on the level of collaboration. There is, nevertheless, ambiguity and different interpretations of what “collaboration” means, and how multi-sectorality in nutrition can be operationalized. However, the relevance of NPG in implementing nutrition-sensitive interventions in Bangladesh cannot be overstressed.

⁶ See the Daily Dhaka Tribune April 1, 2019. Available at: <https://www.dhakatribune.com/business/2019/04/01/ilo-ensure-nutrition-for-female-rmg-workers> [Accessed May 14, 2019].

⁷ See the Daily Star May 15, 2019. Available at: <https://www.thedailystar.net/city/news/nutrition-governance-initiatives-launched-1733962> [Accessed May 14, 2019].

⁸ Collaborative rationality is also referred to as ‘collective rationality’

We will return to these two issues in more detail in Section 3 after identifying a few themes to which the theory will be applied.

2.2. Nutrition-sensitive programs and the 3M approach

Public spending on nutrition in Bangladesh has increased in recent years. From 2014/15 to 2017/18, spending on “nutrition-sensitive” programs was, however, higher (98%) than “nutrition-specific” (2%) interventions (Development Initiatives 2018). Preliminary findings show that in Bangladesh, four ministries—Ministry of Food, Ministry of Health and Family Welfare, Ministry of Primary and Mass Education, and Ministry of Women and Children Affairs—are the largest spenders on nutrition and that only 20 projects account for 80% of the nutrition spending in the country (ibid).

The responsibility for implementing nutrition-sensitive programs is spread across more than 17 ministries’ departments and agencies, although, fewer have a larger role. One key challenge is the overlap in the work of these government institutions and the structural arrangements of existing inter-ministerial coordination which are not favorable for implementing the programs through collaborative governance. For example, MoHFW and the Ministry of Food/Food Planning Monitoring Unit have some overlapping initiatives that cause tensions between the two ministries, but no substantive interactions have taken place to clarify the roles and responsibilities of the two ministries; neither is there a clear focal point which can authoritatively reconcile tensions and make the agenda forward.

Important ministries implementing nutrition-sensitive interventions have a minimal presence at the local level and this calls for increasing inter-ministerial and inter-agency collaboration. For example, the Ministry of Food has only one Food Inspector (FI) at the upazila level engaged in implementing a food procurement policy of the government. The FI is seldom involved in nutrition-related meetings. Ministry of Women and Children’s Affairs (MoWCA) also has 1-2 staff at the upazila level. The Ministry of Agriculture (MoA) has some specific challenges relating to agricultural diversification, critical for improving the nutrition of the population and to mitigating climate change effects. However, MoA’s collaboration with MoHFW, Ministry of Food, and MoWCA to address the multidimensional malnutrition needs of the country is not yet visible.

Moreover, ministries involved with nutrition-sensitive programs suffer from low-capacity, inadequate staffing, absenteeism, weak accountability, technical difficulties, and limited accessibility (MoHFW 2017).

“Committee fatigue” is another key challenge for implementing nutrition-sensitive interventions (Mostafa et al. 2014), which results from collaborative inertia. NPAN-2 proposed the formation of multi-sectoral coordination committees at the district, city corporation, and upazila levels along with a Standing Technical Committee headed by the Joint Secretary of MoHFW, and Executive Committee led by the Minister of MoHFW. As there are already many committees at different levels and many ministry-level representatives are not too keen on interacting, it is difficult to make these committees function as collaborative mechanisms for promoting 3M governance, articulated by NPAN-2.

Most challenges are at the national level and networking amongst national stakeholders working in agriculture, education, health, and nutrition can help improve inter-organizational collaboration. At the local level, particularly at the upazila level, the Ministry of Local Government, Rural Development, and Cooperatives (MoLGRD&C) has not been able to support different committees on

health, education, water supply, and sanitation. These committees so far had a limited impact on improving nutrition-sensitive programs. Thus, it is important to explore alternative ways of using collaborative means to increase the effectiveness of coordination between agencies and institutions, connecting multiple field-level workers at the national level. The challenge can be better adopted through the 3M—multi-sectoral, multi-level, and multi-stakeholder—approach.

3. Delivering Nutrition Services: Government's Commitment to Collaborative and Networked Governance

It has been argued that to improve nutrition governance, the government should directly lead collaboration across ministries (Haddad et al. 2012). Our point of departure for the analysis in this section is based on the premise that, although the Prime Minister heads the Bangladesh National Nutrition Council (BNNC) with multi-agency committees, the potential of this arrangement is yet to be tapped to foster 3M governance structures for effective implementation of NPAN-2. The policy recommendations of the paper draw upon the NPG theory and its network and collaborative governance tenets, aimed at promoting inter-organizational collaboration by connecting national and field-level public sector workers.

First, identifying, incentivizing, and nurturing values that encourage inter-ministerial interaction is necessary. Second, it is important to build mechanisms for coordination and collaboration to strengthen inter- and intra-organizational relationships. This can be challenging considering the multitude of processes and structures governing nutrition service delivery. However, there are 'good practice' examples of inter-organizational collaboration on specific issues, including those encouraged by development partners.

3.1. National Nutrition Policy (NNP) 2015

NNP 2015 emphasized collaboration and coordination "among the MoHFW, international organizations, development partners, educational and research institutions, NGOs, and concerned ministries." Coordination and collaboration between local, rural government, and NGOs are repeatedly given importance, particularly between health and family welfare workers, for reducing duplication of efforts. Coordination and collaboration are repeatedly mentioned but the NNP did not articulate specifics of such interaction for knowledge exchange and learning.

3.2. Seventh Five Year Plan (7FYP)

Under the ongoing national Five-Year Development Plan (7FYP), nutrition is linked to health. Like its predecessor the 6th Five Year Plan, it acknowledges the presence of many players in the health sector's service delivery system, which is a concern for the government. The concern arises from their "unconnected" presence, which deters the quality of service delivery.

For example, MoHFW cannot organize regular Health and Nutrition Days in the schools' calendar without the support of the Ministry of Education. Another example is that if the Ministry of Education and the Ministry of Information want to undertake an initiative to educate children about hygiene and nutrition, they need to first provide sanitation facilities in schools. For the latter, the two ministries will need to collaborate with other ministries such as MoLGRD&C, MoHFW, and the Ministry of Water Resources.

Against this backdrop, the 7FYP outlines the role of different ministries which are linked with the strategies mentioned in NPAN-2 (see Appendix A). The NPAN-2, however, does not mention how a 3M type of collaboration would take place. We attempt to elaborate on how this collaboration might

take place following the precepts of NPG in the section below, while linking it with NPAN-2's 3M governance framework.

3.3. Second National Plan of Action for Nutrition (NPAN-2)

NPAN-2 has adopted the 3M governance approach to empower BNNC to achieve specific nutrition targets. Under Strategy 6.5, NPAN-2 has provided some targets, indicators, along with the means and frequency of monitoring to strengthen sectoral and joint collaboration. We recommend categorizing NPAN-2's indicators under Strategy 6.5 into one broad group—collaborative and network governance (see Appendix B).

We suggest one new indicator with its own target, some modifications in the remaining targets, and their frequency and means of verification. The new indicator suggested relates to creating a dedicated website or a Facebook page for BNNC, which will be owned by BNNC and managed and updated by a designated focal point at the Prime Minister's Office (PMO) or the Cabinet Division. This will add to the empowerment of BNNC's works. The government's innovation lab, the Access to Information (a2i), could provide key support BNNC in this regard.

One of the modifications we suggest is to make the documents of nutrition-related meetings publicly accessible. NPAN-2 stipulates that there will be four meetings between MoHFW, MoLGRD&C, and urban service providing organizations on an annual basis but it does not state whether the reports of these meetings will be disclosed to the public. Publishing reports can help track records and push service providers to be more responsive because of increased transparency and accountability.

We also suggest some changes in the frequency of the reporting period. For example, Nutrition Mapping, which calls for inter-ministerial collaboration under Indicator 4, could be integrated with Indicator 10—in other words, a compendium on nutrition research could be linked with nutrition mapping, making it more evidence-based and sensitive to help policymakers take decisions in prioritizing nutrition-specific interventions.

So, how can BNNC, using the NPAN-2 as the policy instrument, kick-off 3M collaboration? We present three recommendations based on lessons from Bangladesh as well as the United Kingdom (UK). The UK was one of the first countries to implement NPG based approaches. The design and establishment of Local Strategic Partnerships (LSPs) in the UK in the early 2000s embodied the NPG approach. LSPs can provide key lessons for the design and arrangement of nutrition networks as they bring together state and non-state representatives to solve public sector problems.

3.4. Policy recommendations

3.4 (a) Recommendation 1: Encourage multi-ministerial interaction

Collaborative and network governance approach requires repeated interactions between agencies for building trust and confidence in the process. For any collaborative process to begin, the aim must be set. The aim can be initially modest but needs to be outcome-oriented to give direction and purpose to institutionalizing interactions.

Once the aim is set, for example, to establish a national monitoring committee, it creates an opportunity for interaction and encourages the formation of expectations. The second starting point involves risk-taking where partners begin to generate ideas to initiate collaboration using both formal (e.g. committees or working groups) and informal means (e.g. social media, such as Facebook or online email discussion).

3.4(b) Recommendation 2: Institutionalize networks for collaborative governance

Differences of views and expertise within each participating ministry may constrain the empowerment of BNCC. Thus, due authority as the lead institution may be required to be given to BNCC to empower it as the NPAN-2's anchor. To initiate a discussion, the Cabinet Division and MoHFW may work with BNCC and a think-tank to lead the networking process, supported by an international actor, such as UNICEF or GAIN.

Institutionalizing BNCC involves clarifying the roles and responsibilities of key public agencies, e.g. the Cabinet Division, Planning Commission, Ministry of Planning, Ministry of Finance, etc. Critical in this would be preparing annual monitoring and evaluation reports before the yearly budget is allocated for all ministries.

Once the four actors—Cabinet Division, MoHFW, Planning Commission, and Finance Division—start to interact with each other, they will see the possibility of constructing policy networks. Policy networks can provide the impetus for interaction within the central monitoring committee. Nevertheless, why is mandating interaction necessary for building governance networks? There are several reasons for this (Edelenbos & Klijn 2007) but for the present discussion, two are most relevant.

First, repeated interactions through virtual or e-participation may reduce “committee fatigue,” since it avoids physical travel for frequent meetings and increases the opportunity for participation. Second, repeated interactions can stimulate interest in learning and exchanging knowledge, a key characteristic of governance networks. A high-level of knowledge exchange and intensive interactions are two key drivers of collaborative and networked governance.

3.4(c) Recommendation 3: Using social media for collaboration

Informal means such as field-level Facebook groups and online discussion forums can promote network-based collaboration, i.e. new forms of partnerships. In Bangladesh, the use of social media by the government has been unprecedented in breaking organizational silos. BNCC can collaborate more effectively with a2i and Cabinet Division to take advantage of social media to implement 3M.

The a2i has been supporting the use of social media for addressing public service delivery problems. As of 2018, more than 5,000 government offices and about 2.5 million citizens are engaged in social media. More than 11,000 government officers from both national and field levels are members of a Facebook group, Public Service Innovation Bangladesh; all Secretaries are members of a ‘Secretary’ Facebook group; and all 64 Deputy Commissioners’ (DC) offices are actively organizing Social Media Dialogue every other month (Alam et al. 2017).

Secretaries or additional secretaries from the Cabinet Division, Ministry of Finance, and Planning Commission can work on such a virtual platform along with BNCC and make it more effective through a high-powered, virtual network of senior officials. This will enable BNCC to execute the 3M

approach and amplify interactions between structure and agency, by leveraging the use of social media.

Alternatively, in Bangladesh, four ministries are the key spenders on nutrition (Ministry of Food, Ministry of Health and Family Welfare, Ministry of Primary and Mass Education, and Ministry of Women and Children Affairs). Departments and agencies under these ministries can initiate a discussion around their current activities, supported by their ministries. However, without the Cabinet Division, PMO, Planning Commission, or the Finance Division as big partners, such talks may not produce the fruits of collaborative and networked governance.

4. Conclusion

Under the NPG framework, it is important that actors involved in the implementation of NPAN-2 interact on a continuing basis to explore ways of achieving the NPAN-2's objectives. In creating a network, participating agencies must avoid working in silos. BNNC and relevant stakeholders can collaborate to set up local-level Nutrition Strategic Partnerships (NSPs), similar to LSPs in the UK, which can help streamline and make delivery of nutrition services more responsive and targeted. NSPs will need to adapt to the local context in each case and not follow a 'one-size-fits-all' approach. BNNC will need to explore how NSPs can earn the requisite recognition from the Cabinet Division and PMO and become an autonomous entity with control over the implementation of interventions by the ministries. BNNC can collaborate with a2i and non-state actors, such as think-tanks and academics to explore new ways to fulfill its mandate without interfering with the ministries. NSPs will also help outline the role of donors and fit them to more specific nutrition service delivery needs.

Finally, all actors engaged in nutrition policy design and implementation needs to appreciate the value of networked, collaborative and inter-organizational arrangements. Positive perceptions of collaborative behavior will boost the enthusiasm of all actors and government responsiveness to address citizen's nutrition needs. This process is likely to turn into a virtuous cycle of repeated interactions resulting in collaborative and networked governance. Good results on monitoring nutrition investments can accelerate the process of achieving SDG-2 by generating greater energy and enthusiasm and spurring stronger collaboration and relationships among actors.

To conclude, the future of governance in the nutrition institutions lies in a collaborative, communicative, rationality decision-making framework, which leverages the strengths of structure and agency through intensive knowledge exchange and learning. Nutrition governance needs to include national and local government and the local population as partners in collaboration and communication. We hope that this paper will initiate a dialogue and discussion around the sensually important concerns of achieving the government's nutrition targets and the SDGs related to it.

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Appendix A: Role of different ministries for the implementation of nutrition-sensitive programs

Nutrition-sensitive interventions	Ministry involved	Roles and responsibilities
Education and schooling	Ministry of Education/Information/Health and Family Welfare	<ul style="list-style-type: none"> • Incorporating nutrition and hygiene education in the curriculum, including school vegetable garden and cooking demonstrations • Ensuring regular Health and Nutrition Days in the school calendar • Promoting and protecting good dietary practices among children in places where there are school feeding programs
Water and sanitation	Ministry of Local Government, Rural Development and Cooperative/ Health and Family Welfare/Water Resources	<ul style="list-style-type: none"> • Improving sanitation facilities in schools • Contributing to increased levels of hand-washing and hygiene • Ensuring the availability of safe drinking water • Improving the availability of sanitary facilities in different settings • Prioritizing the availability of water to women for agriculture and fishing
Food	Ministry of Food/ Agriculture/Industry/ Disaster Management/ Fisheries and Livestock/ Health and Family Welfare	<ul style="list-style-type: none"> • Improving the availability of diverse foods of quality • Promoting the best practice to ensure food safety in the agriculture sector, food processing industries, food distribution system, and in the food value chain • Ensuring an adequate food safety regulatory framework in place and monitored
Agriculture, fisheries, and livestock	Ministry of Food/ Agriculture/ Fisheries and Livestock/Water Resources	<ul style="list-style-type: none"> • Improving production of diversified food (source of animal protein) • Empowering women to access agriculture extension services, resources • Incorporating basic nutrition into agriculture extension training and tasks • Building agriculture extension and agriculture input supply system to ensure nutrition is considered in planning and implementation
Women empowerment	Ministry of Women and Children Affairs/Health and Family Welfare/ Primary and Mass Education/Information	<ul style="list-style-type: none"> • Emphasizing on the empowerment of women to make decisions about their own and their children's wellbeing • Highlighting child marriage/early pregnancy and childbearing and their harmful implications for nutrition • Ensuring 6-month fully paid maternity leave is implemented in all sectors
Industry	Ministry of	<ul style="list-style-type: none"> • Increasing the availability of fortified staples, e.g. salt and oil

Nutrition-sensitive interventions	Ministry involved	Roles and responsibilities
	Industry/Food/Agriculture	<ul style="list-style-type: none"> • Adhering to high standards in advertising/marketing, focus on children
Environment, forestry, and natural resources	Ministry of Environment and Forest/Chittagong Hill Tracts	<ul style="list-style-type: none"> • Restoring or enhancing natural resources • Protecting forests, promoting forest-derived foods to benefit poor/women • Ensuring pro-poor, efficient, and integrated management of water resources, including control for negative impacts, such as waterborne diseases • Ensuring mitigation and management of water-related shocks (e.g. droughts, floods, water insecurity) through adequate • Strengthening early warning and nutrition surveillance systems • Increasing collaboration with other sectors and joint programming to increase household/community resilience, especially in emergencies • Monitoring evaluation systems, including nutrition relevant indicators
Law and rights	Ministry of Women and Children Affairs/ Law Justice and Parliamentary Affairs	<ul style="list-style-type: none"> • Protecting, promoting, and monitoring rights and non-discrimination: right to adequate food and to be able to feed oneself in dignity; and other related rights (employment, children's rights; women's rights; water; and rights focused on marginalized groups, poor households, and women)
Social security, social safety net, and risk mitigation intervention	Ministry of Women and Children Affairs/ Primary and Mass Education/Education/ Labour and Employment/Social Welfare	<ul style="list-style-type: none"> • Organizing child benefit programs • Providing stipend for primary and secondary school students • Ensuring child maintenance payment for abandoned children • Organizing vulnerable women benefit program • Ensuring the provision of childcare across formal and informal employment • Ensuring a pension system for the elderly • Strengthening social security system for the elderly, and the urban poor • Organizing food security programs and ensuring food distribution for disaster relief
Governance and stewardship capacity	Cabinet Division/General Economics Division/Planning Commission	<ul style="list-style-type: none"> • Establishing a central monitoring committee • Establishing a single MIS • Establishing a results-based monitoring and evaluation system

Source: GED (2015)

Appendix B: Strategy 6.5 of NPAN-2's Indicators: Collaborative and Network Governance

Description	Indicators	Target	Means of verification*	Frequency*
Effective coordination between MOHFW and MOL- GRD&C and urban service delivery providing organizations (NGOs)/Project (UPHCSDP)/DP	1. Number of Urban Health coordination committee meetings held in a year	Four meetings per year	Meeting minutes <i>to be made publicly accessible</i>	Quarterly
Setting up of up urban health collaboration working groups for urban health and nutrition service delivery	2. Urban nutrition reporting included in DHIS2 of HMIS	Reporting system functional	DHIS2 with Urban Nutrition Reporting <i>to be made publicly accessible</i>	Once (<i>should be bi-annual</i>)
Outlining a plan for ensuring urban health and nutrition services for all considering the pace of rapid urbanization	3. NGO nutrition reporting included DHIS2 of HMIS	Quarterly reports	DHIS2 with NGO Nutrition Reporting <i>to be made publicly accessible</i>	Once (<i>but should be quarterly</i>)
Establishing effective coordination mechanism involving all relevant and strengthening the 'Mainstreaming of Nutrition'	4. Updated report on Nutrition mapping	<i>First map to be published before BudgetFY2019-20</i>	Mapping report	Every 2 years (<i>should be integrated with the works of preparing a "compendium on nutrition"</i>)
Institutionalize BNNC Office and strengthen M&E and accountability, as an effective, operational multi-sector, multi-stakeholder, multi-level (3M) coordination unit facilitating information sharing, coordination and collaboration of all relevant stakeholders	5. A Facebook page/website for BNNC hosted by the PMO with support from a2i	<i>By 2019</i>	<i>Meeting minutes with stakeholders</i>	<i>A designated focal point should be appointed at the PMO/BNNC to keep the website and it's related contents updated</i>
	6. Number of council meetings held	2 per year	Meeting minutes	Bi-annually
	7. Number of executive committee meetings held	4 per year	Meeting minutes	Quarterly
	8. Number of standing technical committee meetings held	6 per year	Meeting minutes	Once
	9. District and Upazila nutrition coordination committees are in place	<i>Yes and quarterly reporting mechanisms need to be put in place</i>	Annual work plan	Annually

Description	Indicators	Target	Means of verification*	Frequency*
Strengthening research, surveillance, knowledge management and Nutrition Information System to inform nutrition policy decisions	10. Compendium on nutrition research available	One per 2 years interval	Compendium on nutrition	Every 2 years (<i>should be integrated with the “Mapping report” of stakeholders</i>)
	11. Yearly monitoring and evaluation report available	10 (one per year)	Monitoring and evaluation report	Annually (<i>should be done before the budget is allocated for all ministries, taking into consideration the “Mapping Report” and “compendium on nutrition”</i>)

Source: Authors' compilation from MoHFW (2017)

*All the italicized texts are recommendations by the authors and not included in the present NPAN-2.