

# The Landscape of Nutrition Stakeholders in Odisha

## OBJECTIVES

Odisha has a diverse network of nutrition stakeholders, including government departments, donors, and nongovernment organizations. These stakeholders play a critical role in shaping the nutrition policy agenda, implementing nutrition actions on the ground, and funding nutrition interventions.

To better understand the interactions among these stakeholders, their relative influence on program and policy decisions, and their perspectives on how to ensure robust and productive interactions among each other, a team from POSHAN conducted an exercise to map this network.

## METHODS

The team used Net-Map<sup>1</sup>, which is a participatory interview tool that combines social network analysis, stakeholder mapping, and power mapping. The tool is intended to help visualize and understand situations in which many different actors influence particular outcomes. Net-Map allows stakeholders to examine not only the formal interactions in a network, but also the informal interactions that cannot be understood by merely studying documents concerning the formal policymaking procedures.

A Net-Map exercise was held in Odisha on July 13, 2013. The interviewee group included 10 participants from a range of organizations who had a long history of working in the field of nutrition in Odisha and thus comprehensive knowledge of the landscape.

In the Net-Map interview, the respondents were led through a facilitated process that aimed to identify the actors who play a role in shaping maternal and child nutrition policy and program decisions in Odisha.

Interviewees explained why each listed institution or individual was important, specified how they engaged in the network, and assessed the degree of influence each has in the network. The interview focused specifically on mapping and understanding the use of technical information and funding as means of influencing nutrition policy and program decisions in Odisha.

The network data from the map was entered into Excel and analyzed using a social network analysis tool. The notes from the interview discussion were transcribed and summarized to identify key issues identified by the nutrition stakeholders.

## FINDINGS

Overall, interviewees identified 55 stakeholders connected by 245 links, 213 of which are technical information links and 32 are funding links. Exhibit 1 shows the complete list of stakeholders that the interviewees identified in the Net-Map exercise.

Exhibit 2 shows the links among the stakeholders. Each circle on the map reflects stakeholders named by the interview participants, and the lines connecting the stakeholders depict the technical information and funding links among them. The size of the circle for each stakeholder maps depicts their influence or potential influence in relation to policy and program decisions about nutrition.

The network has high centralization i.e., a few stakeholders have many links while most have few or none. The stakeholders in the network include government agencies, as well as development partners, civil society, academic institutions, and others such as media.

The actors with the most links are UNICEF and Department of Women and Child Development with 61 and 32 links, respectively. Other stakeholders

## EXHIBIT 1 List of stakeholders identified in the Net-Map exercise

Actors	Full name
AP	Akshaya Patra
ASC	Advisor to the Supreme Court
AWTC	Anganwadi Training Centres
AWU	Anganwadi Union
BPNI	Breastfeeding Promotion Network of India
CB	Corporate Bodies
CBO	Community Based Organizations
CMO	Chief Minister's Office
CSO	Chief Secretary's Office
CYSD	Centre for Youth and Social Development
DC	Disability Commission
DFID	Department for International Development
DFID TMST	Department for International Development–Technical and Management Support Team
DFSCW	Department of Food Supplies & Consumer Welfare
DHFW	Department of Health and Family Welfare
DOA	Department of Agriculture
DOE	Department of Education
DOF	Department of Finance
DOH	Department of Horticulture
DOL	Department of Labour
DPRI	Department of Panchayati Raj
DRD	Department of Rural Development
DSCST	Department of Scheduled Caste and Scheduled Tribes
DUD	Department of Urban Development
DWCD	Department of Women and Child Development
EKJUT	ekjut
FNB	Food and Nutrition Board
HSc C	Home Science Colleges
ICMR	Indian Council of Medical Research
INPR	Information & Public Relations Department
Judiciary	judiciary
KIIT	Kalinga Institute of Industrial Technology
Legislature	legislature
MC	Municipal Corporations
Med C	Medical Colleges
Media	media
MS	Mission Shakti
Naandi F	Naandi Foundation
NC	Nutrition Council
NCDS	Nabakrushna Choudhury Centre for Development Studies
NGO	Nongovernment Organization
NRHM	National Rural Health Mission
OLM	Odisha Livelihood Mission
OSAC	Odisha State Aids Control Society
OVHA	Odisha Voluntary Health Association
PFI	Population Foundation of India
PHEO	Public Health Engineering Organization
PHFI	Public Health Foundation of India
PHRN	Public Health Resource Network
Plan	Plan International
RMRC	Regional Medical Research Centre
RTF	Right to Food Campaign
SCPCR	National Commission for Protection of Child Rights
SHG	Self Help Groups
SIHFW	State Institute of Health and Family Welfare
SS	Saraswati Swain
State PC	State Planning Commission
STC	Save the Children
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
Utkal U	Utkal University
WC	Women's Commission
WFP	World Food Programme
XIMB	Xavier Institute of Management

with significant number of links are the Population Foundation of India, Save the Children, Xavier Institute of Management Bhubaneswar, Department for International Development–Technical and Management Support Team, Advisor to the Supreme Court, Department of Health and Family Welfare, and Centre for Youth and Social Development. The actors with the most technical information links are UNICEF and Department of Women and Child Development. The actors with the most outgoing funding links are UNICEF and Department for International Development, which provide funding to both government and nongovernment organizations.

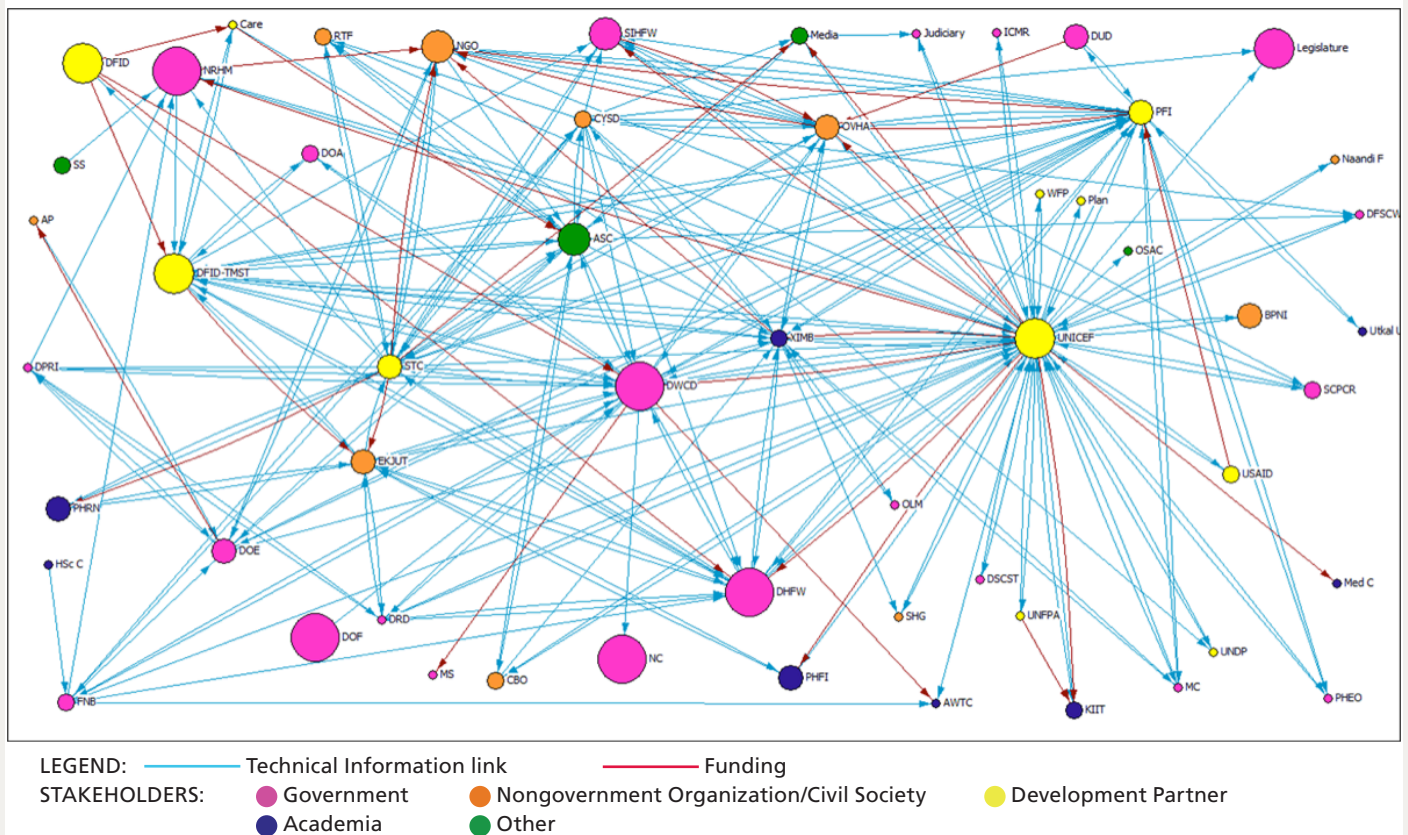
On the whole it was discussed that most stakeholders on the map know about each other's programs and do not hesitate to take help from each other to move the nutrition agenda forward in a positive direction.

There are a number of stakeholders that are not on the map in Exhibit 2 because they are not linked to others. However, they are perceived to be important potential active stakeholders for the network. These include the Anganwadi Union, Chief Minister's Office, Chief Secretary's Office, corporate bodies, Disability Commission, Department of Horticulture, Department of Labour, Information and Public Relations Department, Nabakrushna Choudhury Centre for Development Studies, Regional Medical Research Centre, State Planning Commission, and the Women's Commission.

## RECOMMENDATIONS

Overall, the nutrition stakeholder landscape in Odisha appears to be one with much positive energy behind it. Interviewees noted that most stakeholders are strongly supportive of nutrition in the state and also support each other in moving the nutrition agenda forward. The following are recommendations to further strengthen this network:

## EXHIBIT 2 Relationship among actors in the nutrition landscape at the national level



Source: Authors 2013.

- ▶ Create a common platform for all nutrition stakeholders to come together to discuss nutrition related data and issues.
  - ▶ Identify ways in which diverse stakeholders may best converge efforts to address nutritional challenges in the state.
  - ▶ With high levels of influence and support for nutrition, the two nodal departments that address nutrition interventions, the Department of Women and Child Development and the Department of Health and Family Welfare, have great potential to move forward nutrition programs and policy in the state. These departments should continue to sustain their support for nutrition and to act as conveners of a nutrition network.
  - ▶ The nutrition network currently consists of some key stakeholders who are very supportive of the nutrition agenda but with low levels of influence. These include nongovernmental organizations, the Advisor to the Supreme Court, Department of Education, and the State Institute of Health and Family Welfare. Creating spaces for these actors to engage with other nutrition stakeholders will help to amplify overall support for nutrition in the state.
  - ▶ Currently, the media is not perceived to be very supportive of the cause of nutrition in Odisha. Strengthening media interest in and capacity for reporting on nutrition could also help bring more attention to how nutrition is improving within the state. Examples of specific actions related to the media include editorial roundtables, nutrition knowledge workshops for journalists, and media fellowships to journalists.
  - ▶ Some state-level academic institutions are supportive of moving nutrition forward on the state policy agenda and providing technical support to nutrition stakeholders in Odisha. Their capacity to do so effectively should be examined and strengthened so that they may continue to be a technical resource for the government and other stakeholders.
- NOTE**
1. Read more about the Net-Map Toolbox <http://netmap.wordpress.com/about/>

## Led by IFPRI

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## ABOUT POSHAN

Partnerships and Opportunities to Strengthen and Harmonize Actions for Nutrition in India (POSHAN) is a 4-year initiative that aims to build evidence on effective actions for nutrition and support the use of evidence in decisionmaking. It is supported by the Bill & Melinda Gates Foundation and led by IFPRI in India.

## ABOUT RESEARCH NOTES

Research Notes summarize the latest findings from POSHAN-led studies.

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