

# A Network Analysis of Nutrition Stakeholders in Odisha

**Report**

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One World South Asia  
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Save the Children, India  
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**ABOUT POSHAN**

POSHAN (Partnerships and Opportunities to Strengthen and Harmonize Actions for Nutrition in India) 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.

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## Acronyms and Abbreviations

AP	Akshaya Patra	INPR	Information and Public Relations Department
ASC	Advisor to the Supreme Court	KIIT	Kalinga Institute of Industrial Technology
AWU	<i>anganwadi</i> union	MC	municipal corporation
AWTC	<i>anganwadi</i> training center	Med C	medical college
BPNI	Breastfeeding Promotion Network of India	MS	Mission Shakti
CB	corporate body	Naandi F	Naandi Foundation
CBO	community-based organization	NC	Nutrition Council
CMO	Chief Minister's Office	NCDS	Nabakrushna Choudhury Centre for Development Studies
CSO	Chief Secretary's Office	NGO	nongovernmental organization
CSOs	civil society organizations	NRHM	National Rural Health Mission
CYSD	Centre for Youth and Social Development	OLM	Odisha Livelihood Mission
DC	Disability Commission	OSACS	Odisha State Aids Control Society
DFID	Department for International Development	OVHA	Odisha Voluntary Health Association
DFID–TMST	Department for International Development –Technical and Management Support Team	PFI	Population Foundation of India
DFSCW	Department of Food Supplies and Consumer Welfare	PHEO	Odisha Public Health Engineering Organisation
DHFW	Department of Health and Family Welfare	PHFI	Public Health Foundation of India
DOA	Department of Agriculture	PHRN	Public Health Resource Network
DOE	Department of Education	Plan	Plan International
DOF	Department of Finance	RMRC	Regional Medical Research Centre
DOH	Department of Horticulture	RTF	Right to Food Campaign
DOL	Department of Labour	SCPCR	National Commission for Protection of Child Rights
DPR	Department of Panchayati Raj	SHG	self-help group
DRD	Department of Rural Development	SIHFW	State Institute of Health and Family Welfare
DSCST	Department of Scheduled Castes and Scheduled Tribes	SPC	State Planning Commission
DUD	Department of Urban Development	STC	Save the Children
DWCD	Department of Women and Child Development	UNDP	United Nations Development Programme
FNB	Food and Nutrition Board	UNFPA	United Nations Population Fund
HSc C	Home Science College	UNICEF	United Nations Children's Fund
IAG	Inter Agency Group	USAID	United States Agency for International Development
ICMR	Indian Council of Medical Research	WC	Women's Commission
IFPRI	International Food Policy Research Institute	XIMB	Xavier Institute of Management Bhubaneswar

## Executive Summary

This nutrition stakeholder analysis is based on data gathered through a participatory interview technique called Net-Map. Net-Map identifies key stakeholders who are relevant to an issue, maps the links among these stakeholders, and describes their power over the specific issue. It has been used widely in policy and stakeholder analyses.

The Net-Map interview in Odisha was facilitated by the International Food Policy Research Institute (IFPRI), New Delhi, with support from the Department of Women and Child Development, Odisha. This analysis, which is based on the perspectives of the ten participants of the Net-Map interview, aims to provide a map of the stakeholders in the nutrition policy space in Odisha, and document their roles and interactions.

The results indicate that the role of government and development partners regarding nutrition in Odisha is strong. They also highlight the roles of some nongovernmental organizations (NGOs) that play an important role in exchanging nutrition-related technical information with other stakeholders. Development partners are influential through both financial and technical support for the implementation of nutrition policy in the state.

Overall, the nutrition stakeholder landscape in Odisha appears to have much positive energy behind it. Most stakeholders are strongly supportive of nutrition in the state, and also support each other in moving the nutrition agenda forward. With continued support and encouragement by engagement of diverse stakeholders in the nutrition space, the positive energy and support for nutrition among the diverse stakeholders in the state will likely continue to have positive benefits.

The findings of the stakeholder mapping lead to the following recommendations for the departments of Women and Child Development and Health and Family Welfare to support the goal of strengthening knowledge flows for nutrition in Odisha:

- Continue to sustain the currently positive support for nutrition and either convene or support an explicit state-level nutrition network.
- Create a common platform, whether virtual or physical, or both, for all nutrition stakeholders to discuss and share nutrition-related data and issues. This platform would also create spaces for more supportive, albeit less influential, actors to engage in the nutrition discourse, and in turn help to amplify and sustain overall support for nutrition in the state.
- Strengthen media interest in, and capacity for, reporting on nutrition.
- Assess and, if needed, strengthen the capacity of academic institutions as a technical resource to the government and other stakeholders.

## Introduction and Objectives

The nutrition policy space in Odisha has diverse stakeholders, ranging from government departments and donors to NGOs, who are engaged in funding nutrition programs and technical information exchange. However, little is known about the interaction between these stakeholders.

The objective of the stakeholder landscape study is to capture a snapshot of who these stakeholders are and to develop an understanding of how they interact with each other to achieve nutrition outcomes. The results of the analysis are meant to inform the Department of Women and Child Development, Odisha about which stakeholders it should reach out to, how it can facilitate further interaction between these stakeholders, and what kind of interaction.

To develop such an understanding and enable strengthening of the stakeholder network of nutrition policies in the state, the Department of Women and Child Development (DWCD), Odisha had asked IFPRI to conduct stakeholder network mapping using Net-Map interview, a method that IFPRI has already been used to carry out stakeholder network analysis at the national level and in the states of Uttar Pradesh and Madhya Pradesh.

## Methodology for Stakeholder Network Mapping

A method called Net-Map<sup>1</sup> was used to conduct a stakeholder network mapping in Odisha. The Net-Map participatory interview technique combines social network analysis, stakeholder mapping, and power mapping. It is intended to help visualize and understand situations in which many different stakeholders influence outcomes.

A Net-Map interview for nutrition stakeholders was held in Bhubaneswar, Odisha, on July 17, 2013, with ten key participants. In these interviews, respondents were led through a facilitated process to map the stakeholders who play a role in shaping nutrition-related policies and program decisions in the state. Net-Map interview participants listed institutions or individuals who play a role, explained why they are important, specified how they engage 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 Net-Map interview was conducted to elicit responses to the overarching question “Who is influential in shaping nutrition-related policy and program decisions in the state of Odisha?” The interview focused on mapping stakeholders related to this overarching question and to understanding two types of map links between and among the stakeholders:

- *Technical information*—In drawing these links, interviews identified stakeholders who provide either information in the form of technical assistance or support to another organization, or who generate information in the form of research and provide research-based information to another organization.
- *Funding*—Links were identified between two organizations that related funding of any type and magnitude between the two organizations. Throughout the interview process, interviewees systematically listed stakeholders in the nutrition landscape, and then identified the types of links between the stakeholders on the map.

Two trained and experienced Net-Map interview facilitators from IFPRI facilitated the interview, and detailed notes were taken during the interview process to capture the group discussion.<sup>2</sup> The resultant network and influence data from the group interview were entered in Microsoft Excel and analyzed using Visualizer, a quantitative social network analysis tool. The notes taken during the Net-Map interview were summarized.

The results of this analysis reflect the opinions and perceptions of a key group of nutrition-related individuals and should not be considered as the complete definitive network of stakeholders, their links, or their influence.

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<sup>1</sup> Read more about the Net-Map Toolbox at <http://netmap.wordpress.com/about/>.

<sup>2</sup> Net-Map interviews in Odisha were facilitated by Mamata Pradhan and Neha Kohli (IFPRI), and notes were taken by Jagannath Nayak and Shradhanjali Sagar (DCOR Consulting).

## Results

The discussions during the Net-Map interviews resulted in rich information about the network and the stakeholders within it. The results of these interviews are to be viewed as a snapshot of the important and commonly perceived interactions and roles in the network, rather than a decisive, complete map of all the stakeholders and their links. The highlights resulting from the mapping process, including key stakeholders and groups of stakeholders, stakeholders with potential power or influence, and implications of mapping the nutrition landscape in the state of Odisha, are discussed below.

Figure 1 shows the complex landscape of stakeholders involved in shaping nutrition policy and program decisions in the state of Odisha. Each circle on the map reflects stakeholders named by the interview participants, and the lines in between stakeholders depict the links related to *technical information* and *funding*. The size of the circle for each stakeholder depicts the stakeholder's influence or potential influence in relation to policy and program decisions about nutrition. The stakeholders in the network include the government, as well as development partners, civil society and NGOs, academia, and others (such as media) who shape and influence the discourse related to nutrition in Odisha. The categorization of stakeholders into these broad categories was also based on consultation with the participants of the interview. (See the list of acronyms for an index to the stakeholders in Figure 1.)

The resultant network, as captured by the Net-Map, has 245 total links, where 213 are *technical information* links and 32 are *funding* links. The network includes 55 stakeholders who are linked, and has high centralization—i.e., a few stakeholders have many links, while most have only a few, and not all are connected to each other. The United Nations Children's Fund (UNICEF) and DWCD have as many as 61 and 32 links, respectively. Other stakeholders with significant number of links are the Population Foundation of India (PFI), Save the Children, Xavier Institute of Management Bhubaneswar (XIMB),<sup>3</sup> the Department for International Development—Technical and Management Support Team (DFID–TMST), Advisor to the Supreme Court (ASC), Department of Health and Family Welfare (DHFV), and the Centre for Youth and Social Development (CYSD) (Table 1). (See the list of acronyms for an index to the stakeholders in Table 1.)

An examination of the highly and significantly linked stakeholders in Figure 1 reveals that DWCD, DHFW, and UNICEF are relatively more influential than the others. Media, including columnists, writers, and authors, had very few links, but it was noted that eminent writers' opinions about a topic can have a substantial influence on policy and change perspectives. Similarly, the judiciary is only linked with UNICEF and the media, but its strong influence on implementation and making new policies was discussed, especially in the context of the last 3 years. Interviewees provided the example of how the High Court's intervention had led to the assurance of safe drinking water in schools in Odisha. Finally, participants noted that even though the state Advisor to the Supreme Court (ASC) can be seen as an extension of the judiciary, the ASC was a separate important stakeholder with a significant number of links and moderate influence.

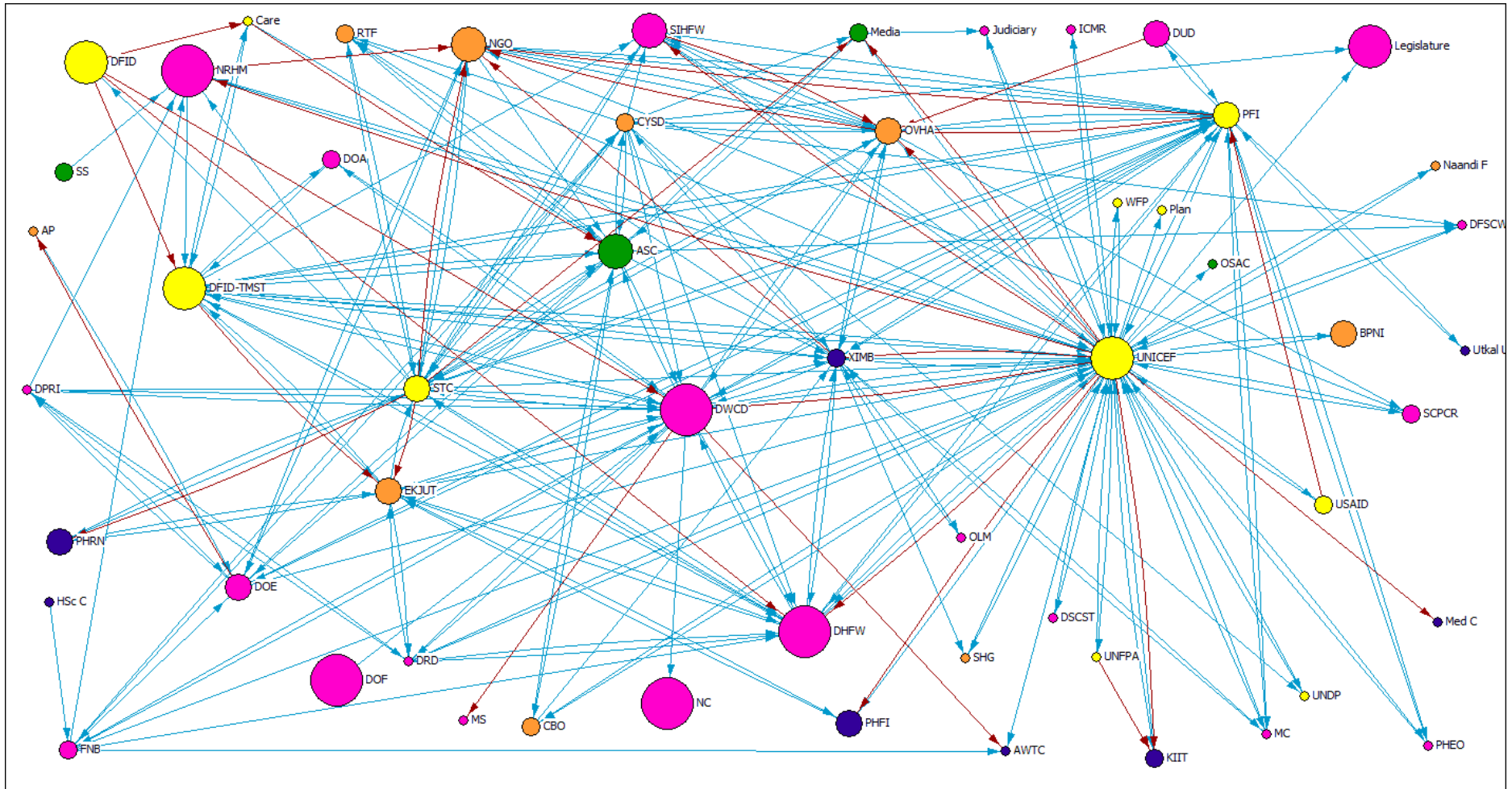
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<sup>3</sup> XIMB includes the Centre for Development Research and Training—its technical arm.



FIGURE 1. COMPLEX MULTIPLEX MAP—NUTRITION POLICY AND PROGRAM LANDSCAPE IN ODISHA

Links—Technical Information, Funding  
Stakeholders —Government, NGO/CSO, Development Partner, Academia, Other



**TABLE 1. STAKEHOLDERS WHO ARE *HIGHLY LINKED* AND VIEWED AS BEING IN AN *INFLUENTIAL POSITION***

Stakeholder	Total links	Total in-links	Total out-links	Influence (score: 1–5)
UNICEF	61	27	34	4
DWCD	32	16	16	5
PFI	28	14	14	2
STC	27	11	16	2
XIMB	23	11	12	1
DFID–TMST	21	11	10	4
ASC	20	10	10	3
DHFW	19	11	8	5
CYSD	18	5	13	1
OVHA	17	9	8	2
EKJUT	15	7	8	2
DOE	12	7	5	2
NGO	12	7	5	3
FNB	10	4	6	1
DRD	10	5	5	–
SIHFW	9	6	3	3
DPRI	8	4	4	–
NRHM	8	5	3	5

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. Given this, one would have expected a highly supportive network map to show high connectivity between all stakeholders—that is, low centralization of the network and high participation of all stakeholders. Instead, on this Odisha nutrition Net-Map in Figure 1, this was reflected in a large number of double-sided links, denoting mutual exchange of information. It should be noted that while the Net-Map analysis does not include stakeholders who are identified as not having any links, they are nevertheless perceived to be important potential active stakeholders for the network. These stakeholders without links 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 (INPR), Nabakrishna Choudhury Centre for Development Studies (NCDS), Regional Medical Research Centre (RMRC), State Planning Commission (SPC) and the Women’s Commission (WC). It was discussed that NCDS was influential in the past because of a technical assistance role in support of government planning and evaluation, but NCDS is currently inactive in the nutrition landscape.

## TECHNICAL LINKS

The Net-Map of technical links indicates that UNICEF and DWCD are the dominant recipients and providers of technical information. Among development partners, Save the Children has a significant number of technical links in the nutrition network in Odisha, while among academic institutions, XIMB has the highest number of links. Among NGOs and civil society organizations, CYSD has significant

linkages on the nutrition map. Other stakeholders are also fairly active in exchanging technical information. Annex 1 details some of the activity captured in Figure 1.

## FUNDING LINKS

In the case of the funding link, UNICEF and DFID have the highest number of outgoing links, providing funding to both government departments and NGOs. Although UNICEF funds more nutrition stakeholders directly, DFID provides financial support to many providers of technical information through the DFID-supported TMST. Annex 2 details some of the activity captured in Figure 1.

## SUPPORT AND INFLUENCE LEVELS

Figure 2 depicts the degree of support each stakeholder was thought to have for nutrition-related policies and programs, and the degree of relative influence over shaping nutrition-related decisions. (See the list of acronyms for an index to the stakeholders in Table 2.) Here, the relative influence level also includes specific stakeholders' *potential* influence. On the other hand, the support level shows the support that stakeholders were perceived to have for nutrition in the state. The following categories describe stakeholders according to support and influence levels:

- **Influential and very supportive**—DWCD, DHFW, NRHM, Department of Finance (DOF), and the Nutrition Council (NC), which is headed by the chief minister of the state. The legislature, which consists of both members of parliament and members of the legislative assembly, is also high on influence and support levels—only one tower below the above-mentioned government stakeholders. Others with the same influence level as the legislature are development partners DFID, DFID–TMST, and UNICEF. However, these three are more supportive of the nutrition agenda than the legislature.
- **Moderately influential and very supportive**—ASC, NGOs, State Institute of Health and Family Welfare (SIHFW), Department of Education (DOE), Ekjut, and Saraswati Swain.<sup>4</sup>
- **Less influential but supportive**—Academic institutions, such as XIMB, Kalinga Institute of Industrial Technology (KIIT), Public Health Foundation of India (PHFI), and Public Health Resource Network (PHRN); and civil society organizations, such as the Right to Food (RTF) Campaign, Odisha Voluntary Health Association (OVHA), CYSD, Breastfeeding Promotion Network of India (BPNI), and community-based organizations (CBOs). Though only moderately influential, NGOs in Odisha appeared as highly supportive of the nutrition agenda in the state. It was noted that NGOs play an important role in implementing government projects, and have a strong voice in Odisha.

<sup>4</sup> Saraswati Swain is a writer and senior activist involved in newborn care, maternal child, and health issues who is very influential in the NRHM network.

FIGURE 2. LAYERED MAP ACCORDING TO INFLUENCE AND SUPPORT LEVELS: NUTRITION IN INDIA



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## PERCEIVED BARRIERS TO MOVING NUTRITION FORWARD IN THE STATE POLICY AGENDA

During the Net-Map interview, participants noted that despite a large number of stakeholders in the nutrition space who interact with some stakeholders, there is no common platform for all to come together and discuss nutrition-related issues and points of convergence. This also explains high centralization in the network, as discussed earlier, in which case not all stakeholders are linked with each other.

One issue highlighted was that there is no common platform where data on nutrition can be shared with different government departments. However, the Secretary of DWCD acknowledged the benefits of convergence by citing the example of the High Court bringing together the Department of Rural Development and DWCD to ensure safe drinking water in schools and *anganwadi* centers. The Inter Agency Group (IAG), under Department of Rural Development, was highlighted as an example of a good forum for convergence. IAG is a forum where the government takes the initiative to call all stakeholders in civil society organizations to address emergencies; however, this currently does not include undernutrition. ASC currently reaches out to donors through its network of NGOs, but would prefer to reach out to donors and development partners directly by means of a common platform. Finally, the diversity of the state was pointed out as another barrier to move the nutrition agenda in the state forward.

## Conclusions and Recommendations

The nutrition network in Odisha has a fair representation of diverse stakeholders—namely, government, NGO/Chief Secretary’s Office, development partners, academia, and others, such as the media. There is clearly a vigorous exchange of technical information within the robust nutrition network. DWCD and UNICEF appear to be in the core of technical information exchange, but other stakeholders are also active. Similarly, DFID and UNICEF appear to be the core funders for development partner-supported nutrition initiatives in Odisha. While government departments are the primary recipients of this development partner funding, DWCD also allocates funding to stakeholders. The funding links are not as vast and widespread on the map as the technical links.

Even though the influence levels of stakeholders on the nutrition landscape varied, most stakeholders were largely supportive of nutrition. Discussions among participants of the Net-Map interview also revealed an interest in forming stronger working relationships to achieve nutrition outcomes. Interviewees repeatedly noted the need for a common platform for nutrition stakeholders to collectively prioritize actions and work together to address undernutrition in Odisha.

Drawing on the results of the Net-Map interviews, we offer the following recommendations to the DWCD to strengthen the nutrition network in Odisha:

- Create a common platform for *all* nutrition stakeholders, such as donors, development partners, media, nutrition champions, government departments, and NGOs to come together to discuss nutrition-related data and issues, and to identify how diverse stakeholders may best combine efforts in addressing nutritional challenges in the state.
- With high levels of influence and support for nutrition, the two nodal departments that address nutrition interventions—namely, DWCD and DHFW—have great potential to move forward nutrition programs and policy in Odisha. *These departments should continue to sustain their support for nutrition and to act as conveners for a nutrition network.*
- The nutrition network currently consists of some key stakeholders who are very supportive of the nutrition agenda, but have low levels of influence at the state level. These include NGOs, ASC, DOE, and SIHFW. *Creating spaces for more supportive, albeit less influential, actors to engage with the nutrition discourse will help to amplify overall support for nutrition in the state.*
- Currently, the media are 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 in bringing 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 for journalists.
- Some state-level academic institutions are supportive of moving forward nutrition in 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.

## ANNEX 1. TECHNICAL LINKS IN DETAIL

Stakeholder A	Stakeholder B	Nature of technical link from A to B
Department of Health and Family Welfare (DHFV)	UNICEF	Seeks guidance from UNICEF on how to adopt national guidelines in the state context.
United Nations Children's Fund (UNICEF)	United Nations Population Fund, World Food Programme, United Nations Development Programme	Coordinates and works closely with UN agencies to ensure consistency in approach to nutrition, avoid duplication, and move the nutrition agenda forward.
UNICEF	USAID	Coordinates and works closely with USAID to ensure consistency in approach to nutrition, avoiding duplication and moving the nutrition agenda forward.
UNICEF	Department of Food Supplies and Consumer Welfare (DFSCW)	Supports the DFSCW iodine control and fortification program.
UNICEF	Breastfeeding Promotion Network of India (BPNI)	Supports and seeks technical support from BPNI on training programs.
UNICEF	Kalinga Institute of Industrial Technology (KIIT)	Provides technical projects to KIIT, which in turn provides feedback the UNICEF uses for further planning, implementation, and development of training modules.
UNICEF	Medical colleges	Supports medical colleges in implementing its health programs—e.g., management of severe acute malnutrition, nutrition for children under 5.
UNICEF	Xavier Institute of Management Bhubaneswar (XIMB)	Supports XIMB in implementation of its health programs.
UNICEF	Odisha Voluntary Health Association (OVHA)	The Child Protection Centre under UNICEF works with OVHA.
UNICEF	Judiciary	UNICEF regularly interacts with the judiciary.
UNICEF	DWCD, DHFW, community-based organizations (CBOs), and nongovernmental organizations (NGOs)	UNICEF is perceived to be a well-known stakeholder in the nutrition space, especially with DWCD, DHFW, CBOs, and NGOs who approach UNICEF often.
Save the Children	Department of Women and Child Development (DWCD), DHFW	Provides technical information to the two departments.
Save the Children	National Rural Health Mission (NRHM)	Assists NRHM in training modules for health and nutrition frontline workers (e.g., accredited social health activists and auxiliary nurse midwives)
Save the Children	Ekjut, Population Foundation of India (PFI), Department of Panchayati Raj, Public Health Resource Network (PHRN) and OVHA	Technical information provided to these stakeholders
XIMB	DWCD, DHFW	Assists DWCD and DHFW in training programs, and DWCD and DHFW provide feedback on their programs.

Stakeholder A	Stakeholder B	Nature of technical link from A to B
XIMB	Mission Shakti, CBOs, and NGOs	Provides work support to these three stakeholders.
<i>Other academic institutions seem to exchange technical information with only one other partner, such as Utkal University with PFI, KIIT with UNICEF, and PHFI and PHRN with Ekjut.</i>		
Centre for Youth and Social Development (CYSD)	Legislators, media	Provides technical information to legislators, media, and the state advisor to the Supreme Court (ASC), among others, to influence the judiciary.
Ekjut	DWCD, DHFW, Department of Rural Development (DRD)	Ekjut has a moderate number of two-way technical links to these departments, which form a joint committee, through which Ekjut reaches out to other departments. Ekjut shares its “action research” with these departments.
Ekjut	Save the Children	Collaborates with Save the Children, providing information for the purpose of advocacy.
Ekjut	PHRN	Ekjut has PHRN as its technical partner on an initiative called “Action against Malnutrition.”
Ekjut	Department for International Development–Technical and Management Support Team (DFID–TMST)	Ekjut and DFID–TMST share technical information, enabling each other to scale up their resources.
Ekjut	UNICEF	Technical information exchange.
Right to Food (RTF) Campaign	Save the Children, state ASC, CYSD	RTF does not have a strong presence in Odisha, and is only linked with these three stakeholders.
Food and Nutrition Board (FNB)	DWCD, DHFW, NRHM	Even though FNB falls under DWCD, participants of the Net-Map felt that it should be viewed as a separate stakeholder in the nutrition network. FNB personnel, with the help of child development project officers, inspect some <i>anganwadi</i> centers, and report any faults it finds to DHFW. FNB is the major link between DHFW and DWCD, and also assists NRHM personnel in training and meetings for such events as Breastfeeding and Nutrition Days.
FNB	Centre for Youth and Social Development (CYSD), UNICEF	NGOs such as CYSD assist FNB in conducting nutrition-related government programs at the block level, and also in training programs. UNICEF provides them similar support in conducting government programs. FNB also trains 20–25 <i>anganwadi</i> workers every year in the <i>anganwadi</i> training centers.
FNB	Department of Education (DOE)	Assists DOE in arranging quiz competitions with schoolchildren on health and nutrition issues.
ASC	NGOs and civil society organizations (CSOs)	Provides monthly updates about any new orders and interventions relating to health and nutrition.
ASC	DOE and DWCD	Provides information based on “field-based evidence” to DOE and DWCD, who carry out actions based on the information received.



Stakeholder A	Stakeholder B	Nature of technical link from A to B
ASC	Media	ASC approaches the media for publicity to move a policy in a certain direction. For example, when statements to the government (especially to revenue and disaster managers) to list starvation deaths as a prime issue did not work, ASC approached the <i>Hindustan Times</i> , an English national daily, to publish a related story. As a result, the issue was debated in parliament.
ASC	Care, Save the Children, Action Aid	ASC takes assistance from donors like CARE, Save the Children, and Action Aid to conduct studies that have a bearing on health and nutrition. One such study highlighted a broad, yet relevant, issue of corruption at the highest level. ASC maintains regular contact with donors in general, especially donors' networks of NGOs.
ASC	XIMB	In 2011, ASC also carried out training programs for XIMB and its partners on the right to food across five districts.
ASC	DWCD	Regularly interacts with DWCD.

Note: It was clarified that no one as such provides technical information to the Nutrition Council (NC), as it is an apex body in itself, which has representation of all concerned departments. NC decisions are taken by DWCD, which is the nodal department for forming the NC, which consults other government departments.

## ANNEX 2. FUNDING LINKS IN DETAIL

Stakeholder A	Stakeholder B	Nature of technical link from A to B
UNICEF	Government and NGOs	Direct funding
DFID	Government and NGOs	Indirect funding through DFID-supported TMST
DFID TMST	Ekjut	Funding
EKJUT	Save the Children	Funding
UNICEF	Academic institutions	Academic institutions include XIMB, KIIT, and medical colleges.
UNICEF	Government stakeholders	Government stakeholders include DHFW, DWCD, NRHM, and SIHFW.
UNICEF	Development partners	Development partners include OVHA and BPNI.
UNICEF, Save the Children	Media	Funds media to cover nutrition stories.
DWCD	<i>Anganwadi</i> training centers (AWTCs)	Funds AWTCs, which provide training to frontline workers, and Mission Shakti (MS). MS is an autonomous body under DWCD under which many self-help groups function.

Note:

- Corporate sectors, such as the National Aluminum Company (NALCO) in Anugul and Koraput, are funding some innovative activities in some districts where steel plants have been constructed (Sambalpur, Jharuguda, Anugul).
- Doordarshan, which is government funded, advocates a pro-nutrition agenda through advertisements.
- Akshya Patra (AP) funds certain mid-day meal initiatives in Puri.

# POSHAN

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