



LANSA
Leveraging Agriculture for
Nutrition in South Asia

LANSA Pakistan Stakeholder Mapping

Net-Map Report

8th November 2012
Karachi, Pakistan



Background

LANSA (Leveraging Agriculture for Nutrition in South Asia) is a DFID-supported, 6-year research programme consortium which focuses on examining how South Asian agriculture and related food policies and interventions can be better designed and implemented to increase their impact on nutrition, especially the nutritional status of children and adolescent girls. LANSAs four focal countries are Pakistan, India, Bangladesh and Afghanistan. In Pakistan LANSAs is represented by the Collective for Social Science Research.

LANSA aims to generate high quality evidence on how agriculture might become more nutrition-sensitive for policy makers and practitioners, making stakeholder engagement an essential aspect of LANSAs work. Within the programme this area of work is known as Research Uptake.

Objective

During the inception phase of LANSAs one of the main goals was to gain a broader understanding of the environment in which agriculture and nutrition policy is determined. To this end stakeholder workshops were held in Pakistan, India and Bangladesh. The Pakistan workshop took place on 8th November 2012 in Karachi and included participants involved in the agriculture and nutrition sectors. Participants from non-governmental organisations (NGOs) and civil society organisations, international NGOs and bilateral agencies attended (See Annex for a full list of organisations). The workshop was facilitated by the Collective for Social Science Research.

The aim of this workshop was to chart the network of actors within the agriculture and nutrition landscape in a participatory manner, in order to identify stakeholders, determine the links between them, and ascertain their relative influence over policy. This information is intended to inform LANSAs Research Uptake strategy, with the objective of effectively providing evidence to influence pro-nutrition policy.

Methodology

The Net-Map method was used during the stakeholder workshop. Net-Map is a technique that combines social network analysis, stakeholder mapping and

power mapping . It uses a participatory approach to identify key actors and create a visual image of a complex landscape, while documenting formal as well as informal networks.

The main research question for the workshop was “Who could play a role in shaping the nutritional impact of agriculture in Pakistan”. The objective of the workshop was made clear to participants and the net-map methodology was explained. Participants were first asked to identify institutions and/or individuals in Pakistan who play a role or could potentially play a role in connecting nutrition and agriculture and explain why they were important. The following categories of actors were pre-defined: government, private sector, local NGOs, international organisations, researchers and associations and other. The names generated were written on note cards of different colours representing categories and placed on a large sheet of paper. Next, participants were asked which of the named actors were linked to each other and to identify flows of information between actors. Lastly, to capture the relative level of influence of each actor, participants were asked to rate their level of influence on a scale of 1 to 5, with 5 being the highest. The session ended with a discussion on the outcome of the net-map exercise in order to validate findings.

After the workshop this information was entered into a social network analysis programme to generate computerized visual depictions of the network. These visuals were then used to examine the network structure. The results generated reflect the opinions of the participants present at the workshop and do not imply a consensus among all participants. The results provide a snapshot of the policy landscape and should not be considered a complete definitive network of stakeholders, their links or their influence.

Results

Figure 1 depicts the network of actors involved in the agriculture and nutrition policy landscape in Pakistan. Each node on the map represents a stakeholder in the network and the size of each node reflects their perceived relative influence over policy decisions concerning agriculture’s role in improving nutrition. Links between the nodes signify connections between the actors and arrows represent the direction of the flow of information. The colour of the nodes represent sector within which each actor functions in whether it is government, international, local NGOs, private and other sectors of civil society.

The Health Department was identified as the main node for determining nutrition policy, as nutrition has traditionally been viewed as a health issue. Within the policy landscape the Agriculture Department along with the Health Department was acknowledged as being integral to influencing the nutritional impact of agriculture. These Departments are viewed as having the technical knowledge and the ability to influence policies and programmes. It should be noted that participants identified the Agricultural Department as having the most links with other actors within the network; however they did not see a direct link between the Agriculture and Health Department. The Planning and Development Department and the Chief Minister's secretariat were also identified as important as they connect the two Departments.

The Planning and Development Department is now the lead in a new multi-sectoral nutrition strategy, further reinforcing its role as a key actor in the network. While the Chief Minister's secretariat was identified as being well linked in the network, its role in policy making was seen to be not as strong as the Planning and Development Department's, hence reducing its relative influence.

Among the government sector actors, participants ranked Members of the National and Provincial Assemblies (MNAs/MPAs) high in terms of influence due to their ability to approve policies however stated that they tend to be inaccessible and their agendas are often politically motivated. Participant's viewed district governments as important due to their role as implementers of programmes. Permission from and coordination with district governments is necessary to implement projects, but they were not ranked as high in terms of influence as their impact on determining policy is not as strong. This link between MNAs/MPAs and the district government was seen as a negative force of interference. Elected officials receive reports of programmes and development projects running in their constituencies; however participants voiced that this information is selectively channelled based on political party interests. MNAs/MPAs were identified as having few links within the network; however it is clear that they are easily capable of establishing formal and informal connections with various actors.

Within the network, bilateral agencies were seen as occupying a central space due to the substantial role they have in funding projects, which was viewed as a key factor in the policy process. Participants ranked their influence at the same level as the Health, Agriculture and Planning and Development departments. Their influence works in a top down fashion due to their limited ground presence and consequently they need to work with implementing partners. Participants

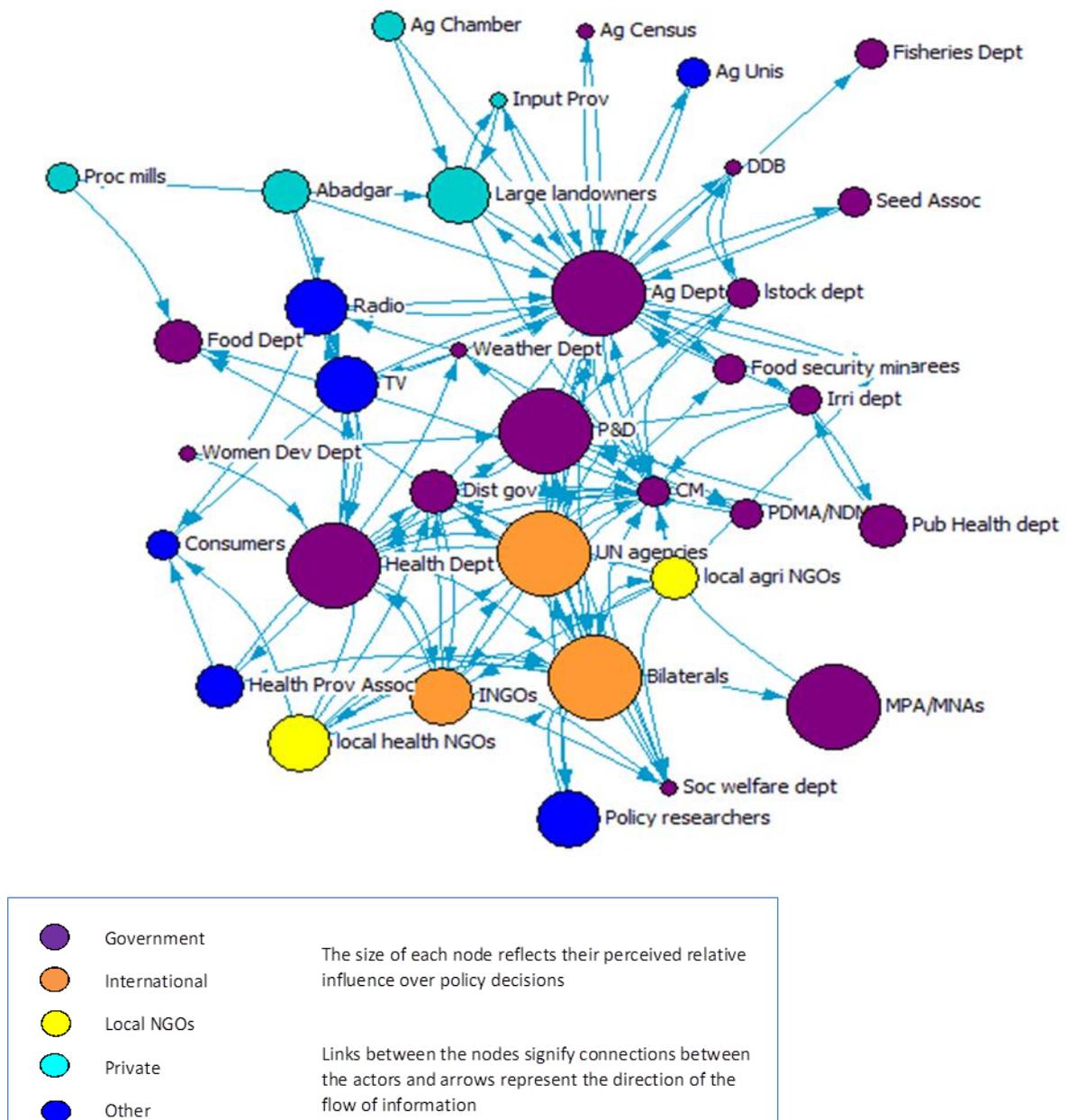
also identified bilateral agencies as providing support to programmes run by multilaterals such as the UN.

It was stated that bilateral and UN agencies have direct access to key local policy makers and are effective in pushing their own policy agendas. However it was noted that the policy environment that bilateral and multilateral agencies operate in is dominated by global forces and hence their agenda's are subject to external events. Participants viewed international NGOs as being positioned in a similar fashion within this framework, since they too are prominent actors in the international community and have access to decision makers in the government. However, participants viewed their ability to affect policy considerably below bilateral and multilateral organisations.

International NGOs and multilaterals were identified as playing an important role as contractors, hiring local NGOs to implement their projects. In this manner these international actors serve as a link between local NGOs and policymakers. However participants felt that in becoming contractors of INGOs and multilaterals, NGOs lost some of their influence as advocators of policy change and therefore creating a trade-off between policy voice and efficiency. Among civil society actors the media was identified as having a large role to play. Participants saw awareness as one of the key solutions to the problem of nutrition and the media as a pivotal vehicle in bringing messages to a large amount of people. Further participants stated that the media also serves as a watchdog and is able to identify problems, bring information on agriculture and nutrition to the fore, as well as hold the government and other parties to account.

Among private organisations and associations the Abadgar Board, a private sector voice representing the farming community, was identified as an influential lobby that is connected to different agricultural associations and plays an advocacy role. Participants placed the Agricultural Chamber within the network and noted that it shares information with the agricultural boards and is connected to landlords. Large landowners have informal links with most government departments, but are not viewed as being pro-agricultural policy when it comes to nutrition and empowering the local community, as practices such as diversified farming would be against their commercial interests.

Figure 1



Implications for LANSA

Although there is a recent movement to develop a multi-sectoral nutrition policy much work remains to be done on creating links between agriculture and nutrition stakeholders. As shown by Figure 1 majority of stakeholders share links

between a small group of actors, meaning that information is shared between certain clusters of actors and not widely across the network map. These clusters either have an agriculture or nutrition focus and do not generally span across both domains. This has a direct impact on LANSA's objective of providing research that will help create nutrition-sensitive agriculture policy. Once stakeholders view agriculture as being connected to nutrition the goal of creating nutrition-sensitive agriculture policy will seem more relevant. The current policy landscape provides an opportunity for LANSA to help bridge thinking on nutrition and agriculture and facilitate flows of information between stakeholders. To participate in this process LANSA in Pakistan intends to gather further information on what kind of evidence policy design is based on and what specific knowledge systems currently exist in the agriculture and nutrition sectors.

Workshop participants gave their opinions on how to tailor evidence to achieve the greatest impact. Recommendations for NGOs and INGOs included providing them with reports, while for the bureaucracy evidence in the form of graphics and charts was considered most effective. For the media, pared down messages was suggested, although it was stated that it is difficult to engage the media on social policy issues as geo-political events often take precedence in their reporting.

The stakeholder mapping exercise also revealed that the nutrition and agricultural landscape is a complex one laden with competing agendas, as actors vie to implement often competing policy. Participants stated that awareness was one of the key solutions to solving Pakistan's nutritional problems, with the idea that creating public awareness will lead to public demand for improved nutrition. Local demand coupled with the already existing push from international actors might help drive the policy process forward. LANSA has a role to play in this respect, by creating awareness through generating pertinent evidence-based research, and interacting with actors such as the Planning and Development Department, local and international NGOs, donors and multilaterals, and the media.

Annex

List of Organisations

Organisation	Sector
AFP	Media
Aga Khan University	Research Institute
Agricultural Department, Sindh	Government
Health Education Literacy Programme, Nutrition Resource Centre	NGO
Save the Children	International NGO
Sindh Rural Support Organisation	NGO
UN FAO Coordination Office	Multilateral Agency
USAID	Donor

List of Actors in Net-Map

Actor	Full Name	Sector
Abadgar	Abadgar Board	Private
Ag Census	Agricultural Census Bureau	Government
Ag Chamber	Agricultural Chamber	Private
Ag Dept	Agricultural Department	Government
Ag Unis	Agricultural Universities	Other
CM	Chief Minister Secretariat	Government
Consumers	Consumers	Other
DDB	Dairy Development Board	Government
Distgov	District Governments	Government
Bilaterals	Bilateral Agencies	International
Fisheries Dept	Fisheries Department	Government
Food Dept	Food Department	Government
Harees	Harees	Other
Health Dept	Health Department	Government
Health ProvAssoc	Health Providers Associations	Other
Input Prov	Input Providers	Private
INGOs	International NGOs	International
Irridept	Irrigation Department	Government
Large landowners	Large Landowners	Private
Istockdept	Livestock Department	Government
local agri NGOs	Local Agricultural NGOs	Local NGOs
local health NGOs	Local health NGOs	Local NGOs
Food security min	Ministry of food security	Government
MPA/MNAs	Members of Provincial Assembly/ Members of National Assembly	Government
PDMA/NDMA	Provincial Disaster Management Authority/National Disaster Management Authority	Government
P&D	Planning & Development Department	Government
Policy researchers	Policy researchers	Other
Proc mills	Processing Mills	Private
Pub Health dept	Public Health department	Government
Radio	Radio	Other
Seed Assoc	Seeds Association	Government
Soc welfare dept	Social welfare department	Government
TV	TV	Other
UN agencies	UN agencies	International
Weather Dept	Weather Department	Government
Women Dev Dept	Women Development Department	Government