



## **POLICY INFLUENCE PLAN**

The plan outlines the context for, and approach to, policy influence to be adopted for the study. The plan includes identification of three key policy makers who have the potential to influence policy on the basis of the evaluation findings. The plan outlines the nature of the planned interaction between the principal investigators and other project staff and these policy makers. The plan also includes a description for your broader communication plans to reach other stakeholders, such as media, professional associations, trade unions, religious groups and so on.

**The policy-stakeholder engagement plan must be submitted for first tranche payment.**

### **CONTEXT**

**What is the political/social/cultural/economic environment that could affect both the timing and design of your evaluation and the opportunities for the findings to influence policy?**

Policymakers at the highest levels in India, including Prime Minister Dr. Manmohan Singh, have expressed concerns about the persistently high levels of malnutrition in India despite rapid economic growth in the past few decades<sup>1</sup>. The Prime Minister described malnutrition

### **GUIDELINES**

What is the current use of evidence in policy making in the country in general, and in the sector of your study, and the concerned implementing agency, in particular. This section should consider political economy and other social or cultural factors which may affect the chance to influence policy.

---

<sup>1</sup>India's real GDP per capita grew by 3.95 per cent a year from 1980-2005 — yet the percentage of underweight children under 3 in India was still 46 percent in 2006.

as “a curse that we must remove” in a speech in 2009. Since then the Indian Government has quadrupled funding to tackle the problem — but a report by British-based Institute of Development Studies (IDS), which incorporated papers by more than 20 India analysts said that the money would be wasted unless steps were taken to improve governance at every level.

In November 2010, Dr. Singh presided over the first meeting of the Prime Minister’s National Council on India’s Nutrition Challenges. One of the key points that emerged at this meeting was that while malnutrition is an extremely complex, inter-generational phenomenon with multiple causes, one issue that cuts across all “solutions” to the problem is that of the governance of programs meant to tackle the problem.

By elucidating avenues for corruption in the Indian government’s Midday Meals program our study will provide insights into problems confronting government feeding programs and an understanding of alternative strategies that could be used to overcome the difficulties in the delivery of these programs. The use of randomized-controlled trial methodology ensures that the results will be internally valid. Many state and district governments have already shown an interest in finding innovative ways to provide consistent, nutritious school meals, particularly in their discussions with Naandi on building centralized kitchens.

**Possible resources include:**  
OECD Political Economy Analysis, [www.oecd.org/dac/governance/politicaconomy/](http://www.oecd.org/dac/governance/politicaconomy/);  
Governance and Social Development Resource Centre, <http://www.gsdrc.org/go/topic-guides/political-economy-analysis>; ODI, <http://www.odi.org.uk/programmes/politics-governance/work-political-economy-analysis.asp>

### **The Current use of evidence in policy making in the country in general, and in the sector of the study:**

To our knowledge there has been no rigorous evaluation of the impact of the Midday Meals program in India despite the fact that they were mandated by the Supreme Court in 2001 and have been implemented in almost all states for over 5 years. There is a clear interest in evaluating the performance of this program and evidence based policy making: The Performance Evaluation Office of the Planning Commission distributed a national level report, entitled the “Performance Evaluation of the Cooked Midday Meal”<sup>2</sup> which provided suggestions for improving the program. In particular, the report demonstrates the level of dissatisfaction with the quality of the current meals in a number of states. However, this report does not rigorously evaluate the impact of the program; there is no clear control group and other changes over time are not taken into account.

### **The Political economy and other social or cultural factors which may affect the chance to influence policy**

We believe the current social and cultural climate in India is very conducive to doing more studies on strategies to improve governance. Corruption has emerged as a key concern recently after several corruption scandals hit the headlines in recent months. Accountability in government programs has come to the forefront of policy discussions. In addition, there has been substantial policy discussion on the participation of local self-

<sup>2</sup> Available at <http://planningcommission.nic.in/reports/peoreport/index.php?repts=peobody.htm>

help groups in the provision of these meals. While one of our interventions replaces these groups, the other two treatments seek to use these local resources and find ways to improve their performance.

In addition, the general dismay at the persistently high rate of malnutrition over a period of rapid economic growth makes this study very timely and likely to generate substantial interest in the findings.

## RISKS

**Are there any expected risks associated with the dissemination and policy influence of your evaluation?** (e.g. screening of findings and recommendations to suit political purposes, high political turnover, limited freedom of press etc..)

### GUIDELINES

Describe, assess the level of risks and identify mitigation strategies

To preserve the integrity of the study, baseline and endline data and results are not accessible to anyone except the PIs and research assistants. We will ensure that random assignment of schools to various groups (intervention and control) is done without any interference from interested stakeholders. While we are aware of the fact that the “control” group which reflects the outcomes produced by the current midday meals provision might lead to some apprehension on the part of the Orissa bureaucrats while disseminating results, we will be careful to emphasize the difference in outcomes between the various intervention groups rather than focusing on one group’s performance exclusively. We will also present our results in academic papers, research and policy conferences and to other NGOs and government officials in other districts and states.

We do not expect political turnover to affect the dissemination of results despite assembly elections in Orissa in 2013 because of the general commitment to the Midday Meals program and reducing malnutrition among school children at the highest levels of policy-making, as described above. Moreover, one of the key policy makers we will target is the Citizens’ Alliance against Malnutrition which consists of Members of Parliament from parties across the political spectrum.

## STAKEHOLDER AND POLICY-MAKER ANALYSIS

**Which individuals or groups must you reach to influence policy? Which are the most influential?**

At the regional level, the most important audience for our findings is the Women and Child Development department in Orissa. This department designs, implements and monitors all policies related to child development in Orissa, including the Midday Meals program.

At the national level, the Ministry of Women and Child Development is a key stakeholder and will be reached through private meetings and conferences. Given the amount of attention focused on the problem of persistent malnutrition as well as the failure of on-going

### GUIDELINES

There are many tools available to help choose who the best audiences might be. The most obvious audiences might not be the most strategic. Try to highlight around six key primary audiences where attention can be focused.

Think about who may influence policy, considering professional associations and trade unions, other CSOs, opposition parties,

programs to improve it, the Ministry has demonstrated a keen interest in understanding what can be done to improve the governance of its programs.

The "Right to Food Campaign" is an informal network of organizations and individuals committed to the realization of the right to food in India. The campaign has dealt with a wide range of issues while maintaining a sustained focus on legislation and schemes such as the Midday Meals(MDM) scheme, National Rural Employment Guarantee Act (NREGA), the Integrated Child Development Services (ICDS), and the Public Distribution System (PDS). Considering the fact that civil society plays a preeminent role in the Right to Food campaign in India, we will also convey our findings to key individuals in the campaign such as Jean Dreze (academic, Member of the National Advisory Council<sup>3</sup> GOI), Harsh Mander (social worker, writer and Member of the National Advisory Council GOI) and Biraj Patnaik (Principal adviser to the Supreme Court commissioners on the right to food).

In addition to influential members of civil society mentioned above, the Citizens' Alliance against Malnutrition, a group of young Members of Parliament (MPs) and members of civil society, will form another important audience for the study. The Citizens' Alliance is unique in the fact that it has brought together MPs from across party lines and includes members from the national political parties such as the Congress and the BJP as well as regional parties such as the NCP (Maharashtra) and BJD (Orissa).

#### **Possible resources include**

*Stakeholder analysis* (World Bank, <http://www1.worldbank.org/publicsector/anticorrupt/PoliticalEconomy/PDFVersion.pdf>)

*Social network analysis* (ODI-FAO, [http://www.foodsec.org/DL/course/shortcourseFK/en/pdf/trainerresources/PG\\_SNA.pdf](http://www.foodsec.org/DL/course/shortcourseFK/en/pdf/trainerresources/PG_SNA.pdf))

*AlignmentInterest Influence Matrix* (ODI, [www.odi.org.uk/.../428-presentation-4-method-alignment-interest-influence-matrix.ppt](http://www.odi.org.uk/.../428-presentation-4-method-alignment-interest-influence-matrix.ppt)).

#### **KEY POLICY MAKERS**

---

<sup>3</sup>The National Advisory Council (NAC) has been set up by the Government of India as an interface with Civil Society. The NAC provides policy and legislative inputs to Government with special focus on social policy and the rights of the disadvantaged groups. The NAC comprises distinguished professionals drawn from diverse fields of development activity who serve in their individual capacities. See <http://nac.nic.in/index.html> for more.

religious groups and the media, in addition to 'official' policy makers in the areas of interest.

Avoid broad categories such as the "general public" or "Policy-makers" and try to highlight around six key primary audiences where more attention can be focused, even if you have a longer list. Whenever possible identify individuals or key influencers.

#### ***Possible resources/tools listed***

Identify three policy makers with the potential to influence policy in the area addressed by your evaluation and justify your selection. You may add additional policy makers if you wish.

<p><b>1. Name: Sujata R. Karthikeyan</b></p> <p><b>Position:</b> Director, Social Welfare and Additional Secretary to Govt, Department of Women and Child Development, Orissa</p> <p><b>Contacts:</b> Tel. No. – 91-0647- 2392976 E-mail - <a href="mailto:dirwcd.or@nic.in">dirwcd.or@nic.in</a></p> <p><b>Type of organization:</b> Regional Government Agency</p>	<p><b>Name of organization: Govt. of Orissa</b></p> <p><b>Website:</b> <a href="http://www.wcdorissa.gov.in/">http://www.wcdorissa.gov.in/</a></p>
<p><b>Relevance/Level of influence:</b> Why is his/her participation important? What role do they play in the policy making process? How much influence/leverage are they expected to have? What is their perceived interest in the evaluation process? Are they part of a particular network (e.g. policy network, policy committees/advisory boards, research community, etc.)?</p> <p>In Orissa, the Women and Child Development department is the nodal department for formulating plans and programs for the development of children in the state. The midday meals program is one such program that is meant to encourage greater participation in school and to address the issue of hunger and malnutrition in the classroom. The Director, Social Welfare in the department of Women and Child Development has a key role to play since she is the operational head of this department and is therefore involved in all decision making related to the Midday Meals program.</p>	
<p>Have your organization had previous experiences with this policy maker. If so, please describe.</p> <p>Yes, Ms. Karthikeyan has been supportive of the project and has shown an interest in the implications of the study. The principal investigators and research staff will update her at least once every quarter on the progress of the project.</p>	
<p><b>2. Name: Mr. D.K. Sikri</b></p> <p><b>Position:</b> Secretary, Ministry of Women and Child Development</p> <p><b>Contacts:</b> Tel No.+91-11-23383586/ 23381495secy.wcd@nic.in</p> <p><b>Type of organization:</b> Central Government Agency</p>	<p><b>Name of organization: Ministry of Women and Child Development</b></p> <p><b>Website:</b><a href="http://www.wcd.nic.in/">www.wcd.nic.in/</a></p>
<p><b>Relevance/Level of influence:</b> Why is his/her participation important? What role do they play in the policy making process? How much influence/leverage are they expected to have? What is their perceived interest in the evaluation process? Are they part of a particular network (e.g. policy</p>	

network, policy committees/advisory boards, research community, etc.)

Mr. Sikri is one of the most senior bureaucrats in the country in a Ministry that has been mandated to lead the efforts to reduce malnutrition in the country. He is well informed and concerned about the present scenario of having a large number of programs which have made little progress in reducing malnutrition. This central body can help in disseminating policy recommendations to other parts of India and will therefore be a primary audience for the findings of this study.

Have your organization had previous experiences with this policy maker. If so, please describe.

No, we have not had any previous experiences with this policy maker.

**3. Name: Citizens' Alliance Against Malnutrition**

**Position:** Advocacy Group consisting of young Members of Parliament and members of civil society committed to the cause of raising awareness about the issue of malnutrition in India

**Contacts: Jay Panda, Member of Parliament (BJD) Phone: Delhi +91-11-23753430 / 31 and Orissa +91-674-2395552**

**Type of organization: Civil Society Organization**

**Name of organization: Citizens' Alliance Against Malnutrition**

**Website: NA**

**Relevance/Level of influence:** Why is his/her participation important? What role do they play in the policy making process? How much influence/leverage is they expected to have? What is their perceived interest in the evaluation process? Are they part of a particular network (e.g. policy network, policy committees/advisory boards, research community, etc.)?

Citizens' Alliance Against Malnutrition has been actively engaged in raising awareness about malnutrition in India. Being an advocacy group that consists largely of young Members of Parliament (MPs) across party lines and members of civil society, the Citizens Alliance has tremendous potential in being able to convey study findings to the most important policy makers in the country. Members of the Alliance generally visit one district in a state in India every quarter in order to understand the issues faced at the grassroots levels in dealing with the persistent problem of malnutrition and raise awareness among policy makers in that state on what could be done to tackle the problem. During one such visit, they will be encouraged to visit the district in Orissa where the study is being conducted, especially with reference to understanding the avenues for corruption and the impact that the study findings could have on the design of food-for-education programs.

Have your organization had previous experiences with this policy maker. If so, please describe.

Manoj Kumar, the CEO of Naandi Foundation has been an active member of the Alliance since its inception and has shown active interest in the

objective of the study as well as generating awareness among other members of the Alliance.

## STAKEHOLDER ENGAGEMENT PLAN

Please provide a detailed plan for engaging relevant stakeholders throughout the evaluation process. Stakeholders include the policy makers identified above, but also other representatives of civil society organizations, the media and so on. The plan should clearly identify the roles of each stakeholder in policymaking or influencing, action plan for specific activities, as well as expected results and long-term outcomes.

Stage in evaluation	Objectives and dimension of the engagement	Channels and Frequency	Stakeholders	Focal Point	Monitoring/ Learning and influencing indicators
	<p><i>Highlight the kind of engagements and policy influence objectives (Awareness raising/Knowledge sharing/Policy influencing)</i></p> <p><i>What are the specific drivers? What are the expected benefits?</i></p>	<p><i>Specify the channels used, e.g. Meeting, Design workshop, Training workshop, Dissemination workshop, Partnership with key intermediaries/allies, Participation / contribution to discussion (online forums/ working groups, Media interviews/briefings/opinion pieces, Focus group/town hall meeting, Presentation at national and international conferences. Providing study outputs such as briefing notes and videos</i></p> <p><i>Frequency: (monthly/quarterly/annually or once/twice etc.)</i></p>	<p><i>This should include but not be limited to the three policy-makers identified above</i></p>	<p><i>Name the person or people in the team responsible to carry out this engagement</i></p>	<p><i>Identify key indicators and measuring tools (see guidelines for section on evaluation below)</i></p>
<b>Study design</b>	Explored interest in understanding the relative efficiency of various strategies to deliver micronutrient	Conducted numerous meetings with government officials and interested academics, both abroad and in India	Department of Women and Child Development  Academics studying malnutrition in India and other	Principal Investigators	Project approval from government regulator  Appreciation of the benefits of

	<p>fortified meals to schoolchildren with the Department of Women and Child Development, Orissa.</p> <p>Consult key academics and NGOs to design regionally appropriate and realistic interventions, survey instruments and measures of nutrition</p>	<p>Participation in conference on Malnutrition in South Asia (CESifo Venice Summer Institute 2011)</p>	<p>developing countries</p>		<p>randomized control trial in policy evaluation</p> <p>Successful meetings resulting in appropriate interventions and design</p>
<b>Implementation</b>	<p>Update policy makers on progress of the study</p>	<p>Quarterly meetings with Director, Social Welfare in charge of supporting the interventions</p> <p>Written updates to the Department of Women and Child Development, Orissa</p> <p>Contact with Citizen's Alliance on Malnutrition and Ministry of Women and Child development</p>	<p>Department of Women and Child Development Orissa</p> <p>Citizens' Alliance on Malnutrition</p> <p>Ministry of Women and Child Development</p>	<p>Principal Investigators</p>	<p>Smooth execution of interventions with govt. approval</p> <p>Relevant policy makers have been briefed on the progress of the study</p>
<b>Preliminary findings</b>	<p>Share preliminary findings with stakeholders; elicit feedback in order to conduct further analysis pertinent to their concerns</p>	<p>Meetings and workshops with national and regional regulators</p> <p>Written report and presentations on preliminary findings</p> <p>Working paper presentation with regional and national stakeholders, key regional</p>	<p>Department of Women and Child Development, Orissa</p> <p>Key academic institutions and NGOs working on health, education and governance issues</p> <p>Headmasters in sample</p>	<p>Principal Investigators</p> <p>J-PAL Research Staff</p>	<p>Presentation and written report on preliminary results</p>

	Share preliminary findings of quality of meals in different intervention groups with headmasters and government officials	academic institutions  Media reporting	schools		
<b>Dissemination</b>	<p>Sharing of final results with regional and national stakeholders in government; influence policy design</p> <p>Publish academic papers</p> <p>Distribute policy briefs to interested institutions internationally</p> <p>Write op-ed and articles for public audience</p>	<p>Academic papers</p> <p>Policy and popular publications</p> <p>Conferences and workshops</p> <p>Media reporting</p>	<p>Department of Women and Child Development and Department of Education, Orissa</p> <p>Ministry of Women and Child Development, Ministry of Human Resource Development, Central Government of India</p> <p>Key civil society organizations such as the Right to Food campaign</p> <p>Policy advocacy groups such as the Citizens' Alliance Against Malnutrition</p> <p>Regional, national, and international media</p> <p>International governments, agencies, and institutions involved in policy making related to governance and corruption in general and food</p>	<p>Principal Investigators</p> <p>J-PAL Research Staff</p> <p>J-PAL policy outreach staff</p>	<p>Paper publication</p> <p>Policy paper distribution</p> <p>Media reporting</p>

			for education programs in particular  Indian and international public		
<b>Adoption of recommendations</b>	Develop policy recommendations for Ministry of Women and Child Development and Ministry of Human Resource Development  Develop tailored recommendations for regional government (Orissa) based on study results	Policy briefs and papers  Policy recommendation written report and presentation  Media reporting	Ministry of Women and Child Development, Ministry of Human Resource Development;  Department of Women and Child Development and Department of Education, Orissa  Regional, national, and international media  International government, agencies, and institutions involved in policy making related to governance and corruption in general and food for education programs in particular  Indian and international public	Principal Investigators  J-PAL policy outreach staff	Change in policy mandating micronutrient fortification of all Midday Meals served in India  Outcomes of the changed policies  Media reporting  Change in perceptions of government officials and general public about what can be done to tackle the problem of corruption especially with reference to delivery of basic services to the poor

## **BUDGET**

### **How much time, financial and human resources are expected to be allocated for the implementation of the engagement plan?**

Significant time has been allocated for the implementation of this engagement plan by all members of the team. One of the Principal Investigators, Aditi Tandon, and other Naandi representatives have already interacted with the Department of Women and Child Development Orissa to generate interest and receive feedback on the interventions in the study. The other two Principal Investigators, James Berry and Kartini Shastry, are scheduled to participate in a conference on Malnutrition in South Asia at the CESifo Venice Summer Institute to discuss the design with key academics in the field.

Substantial time has been budgeted for the two research assistants in the field, the graduate student research assistant and the J-PAL research manager to ensure that the interventions are implemented smoothly and successfully. They will communicate with headmasters, local self-help groups and parents regularly and organize informational meetings. In addition, sufficient time has been allocated for the Principal Investigators to draft academic papers and present the results at academic and policy conferences. J-PAL policy managers and analysts will assist the PIs in preparing and designing the policy briefs and other documents to disseminate the results to non-academic audiences.

During the implementation of the project, funds have been budgeted for trips of all three Principal Investigators to discuss the study and its findings with government officials in Orissa and elsewhere in India. James Berry and Kartini Shastry also have access to travel funds through their respective institutions to present results at academic conferences. While sufficient project funds have been allocated towards the policy influence plan, we would also supplement these resources with funding from other possible sources towards J-PAL's outreach staff time.

## **GUIDELINES**

The main budget items to consider are: staff time; travel costs for presentations/dissemination events; editing, design, production, translation and dissemination costs. We encourage you to think medium to long-term for your engagement plan.

## EVALUATION AND LEARNING

### How will you measure the influence of your evaluation?

The policy influence of our study will be measured by change in the design of service delivery for the Midday Meals program in accordance with the results and recommendations from the study. In particular, the study will have policy-relevant implications for whether to stipulate that all school meals be fortified with nutrients or whether nutrient provision is more effective through local self-help groups or parents. It is likely that these results will take many years, but feedback from policy makers and changes in their attitudes towards these program designs will help us gauge the influence of our study.

The influence on local stakeholders such as headmasters, parents and local self-help groups will be measured in the course of the evaluation through survey questions and take-up of fortified ingredients.

The influence on a broader audience will be inferred or directly measured by gathering quantitative indicators such as: number of readers of J-PAL brochures and policy briefs highlighting the results, number of visitors to J-PAL's website and the webpage dedicated to the project, number of academic and non-academic presentations of the results, number of participants to the meetings and workshops where the results will be presented, number of articles summarizing and commenting on the results in the newspapers, "rank" of the academic journal(s) in which the results will be published, and number of citations of the corresponding paper(s).

### Possible resources include

*Intelligent Measurement* <http://intelligentmeasurement.wordpress.com/category/campaign-evaluation/>; Communications Consortium Media Center (CCMC) guidelines for evaluating non-profit communications efforts <http://www.buildinitiative.org/files/evaluatingcommunications.pdf>; Outcome Mapping [http://www.outcomemapping.ca/download.php?file=/resource/files/admin\\_en\\_OMLC\\_Brochure.pdf](http://www.outcomemapping.ca/download.php?file=/resource/files/admin_en_OMLC_Brochure.pdf); and <http://www.odi.org.uk/resources/download/1751.pdf>. Most Significant Change <http://www.mande.co.uk/docs/MSCGuide.pdf>

## GUIDELINES

Note 3ie requires that you submit information on the number of people reached by different dissemination activities, and documentation of adoption of study recommendations.

The team should identify:

- Specific intermediate outcome indicators such as: # of media clippings, # of citations, web metrics data, # of knowledge sharing/dissemination events, # of people reached, # of high level policy makers engaged, feedback ratings.

- Final outcome and impact indicators such as: policy/programme design demonstrably changed as a result of the evaluation finding; legislation has been adopted; funding has been increased or cut; # of policy makers and practitioners reporting having been influenced by the study.

- Qualitative data such as: feedback, stories, quotes.

### **Possible resources listed below**