



## **Inception Report: Swedish International Agricultural Network Initiative (SIANI)**

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The Swedish International Agriculture Network Initiative (SIANI) is an independent network focusing on the role of agriculture in development. The SIANI secretariat is hosted at the SEI's office in Stockholm.

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## EXECUTIVE SUMMARY

This is the report from the Inception Phase of the **Swedish International Agricultural Network Initiative (SIANI)**. The purpose of the report is to provide stakeholders with the outcomes from the scoping assessment conducted by Stockholm Environment Institute (SEI) and to propose network design and activities for the work plan for SIANI for 2009. The report will be submitted to the Steering Committee of SIANI.

SIANI has been initiated by Sida to lay the foundation for effective development cooperation in the area of poverty reduction through sustainable agricultural production. The aim of the scoping assessment was to elicit how SIANI as a network can contribute to sustainable agriculture and development. The assessment was conducted as a multi-stakeholder consultation to explore the interests and needs of prospective members. The consultations included 142 people from 91 organizations.

The assessment identified **key issues** to be addressed, in which there are high levels of controversy due to different views and interests amongst stakeholders. These were categorised under the following headings:

*‘Agricultural systems for the 21st century’* revolves around the need to resolve conflicts of interest in relation to agricultural systems. It pertains to the challenge in integrating different approaches such as organic or conventional farming, and small-scale and large-scale production units.

*‘Trade, markets and agricultural development’* contains the recognition that markets and trade play an extraordinarily powerful role in determining the direction of agricultural development but are contested due to frequent clashes between market and aid ideologies.

*‘Reconciling multiple agendas in land use conflicts’* relates to the influence of an international stakeholder society on local conditions of natural resources and people’s livelihoods. For instance, in the geopolitical dimension of agricultural development reflected in decisions regarding land use for food production or energy production, Swedish stakeholders are often polarised in two camps: for or against bioenergy.

*‘Food safety and security – Benefits and risks’* contains the tension in balancing benefits and risk in relation to questions of food security and food safety. For instance, whilst genetic modification of crops can increase production this technology is discussed in relation to the potential risks to human and environmental health.

The assessment analysed experiences of current challenges and opportunities in relation to the **enabling environment in Sweden** to better understand and provide suggestions for how SIANI as a network can contribute to improvements. This section is based on the information generated during the consultations and does not reflect the opinions of the authors. The key messages are:

### Neglect and lack of recognition of competence in Sweden

Over recent decades the Swedish competence base has experienced neglect due to a decline in the recognition of agriculture in Swedish development cooperation. This is experienced as a shift from concrete and practical interventions to more abstract levels of engagement, for example in relation to human rights and democratization.

Nevertheless, there is an extensive competence base with a diverse array of skills amongst Swedish stakeholders. This competence within agriculture is located with a larger number of actors than before.

However, there is a challenge in appreciating and accepting different perspectives, experiences and knowledge in relation to agriculture, and many current structures are not encouraging flexible policy processes to influence or lead change and implementation in Sweden.

### Sectoral fragmentation

There is significant sectoral fragmentation characterised by institutional, thematic and disciplinary boundaries which hamper a systemic understanding of agriculture.

Many stakeholders lack an understanding of what different actors do in the field of agriculture, and government officials have limited opportunity to comment and influence work in other sectors.

One source of institutional fragmentation is the significant impact donor organizations can have on practitioners.

### Swedish competence is distributed internationally

Swedish organisations are dependent on partnerships with other organisations and draw extensively on competencies located outside Sweden.

Good contacts have been built in regions with a long-term Swedish presence, with strong relationships and effective access to policy processes in these countries.

There are indications of conflicting views at a national level regarding the value of multilateral cooperation. This may reflect a tension between national identity and Sweden's membership in the international community, for example in relation to the commitments of the 2005 Paris Declaration on Aid Effectiveness and the related 2008 Accra Agenda for Action.

### Challenges to national policy coherence

Many stakeholders are aware of the Policy for Global Development (PGD) but generally agree that the policy still represents only a goal of coherence that is not yet achieved.

The understanding of policy coherence is ambiguous and Swedish actors have quite different views on what coherence means in practical terms.

One chief incentive for stakeholders to support the goal of improved policy coherence is their experiences of the adverse impact of policy implementation and the ambiguous messages conveyed to practitioners.

Concern was expressed that few opportunities today exist to raise controversial questions outside of the established views.

### Stakeholder involvement in policy process

Many stakeholders find that there is a selective involvement of organizations and perspectives in the policy process.

A large number of people in organizations who do not directly deal with development or global issues are interested to contribute more directly to Swedish development cooperation.

However, stakeholders find that it is hard to enter the debate on international agricultural issues in Sweden as close connections have been established between some actors, and these relationships often exclude organizations who wish to participate.

Stakeholders perceive that many existing stakeholder processes are disconnected from meaningful decision making.

Government officials face a challenge in engaging in wider discussions on questions which are urgent from a global sustainable development perspective but not strictly within the mandate of the institution.

### Challenges to international policy coherence

It is widely recognised that Swedish policy is to a large extent a part of EU policy and that in the new development architecture Sweden cannot decide on its own priorities for aid anymore. However, as is the case for other donor countries, it is challenging to adhere to the international obligations.

It was expressed that Swedish organizations have to be more attentive to the needs of recipient countries and improve the efficiency of development cooperation via improved coordination in an international context.

One key challenge is how Swedish organizations can be more accountable to the ultimate clients in developing countries.

### Tasks and key functions

One of the important tasks of the scoping assessment was to develop an **operating framework for SIANI** as a network, based on the assessment findings. The assessment provided evidence to suggest that SIANI has a special opportunity to build competence in two key areas: 1) *the relationships between stakeholders within the practice environment*; and 2) *the relationships linking the practice and policy environments*. The findings reiterate the goal of the Policy for Global Development (PGD) to contribute to improved policy coherence and involvement of important stakeholders who are seldom engaged in questions related to agriculture and development. Many stakeholders felt that more guidance is needed on how to put the Policy for Global Development into practice and to understand what is expected of different stakeholders in Sweden. This supports the notion that the *mission for SIANI should be to contribute to the implementation of the Policy for*



*Global Development in Sweden by fostering integration across sectors and institutions and highlighting the relevance of agriculture in relation to sustainable development.* SIANI will have to connect the Swedish goal in the PGD to the increasing convergence of policies and actions in the international communities, as shown for instance in the Paris Declaration, the EU Consensus on Development and the European Community concept of Coherence for Development.

Six **Key Functions** of SIANI are proposed to spell out this mission in more concrete terms:

*Function 1 - Facilitating inter-sectoral initiatives:* To facilitate members to engage outside traditional mandates in cross-cutting issues linked to wider global challenges. This involves supporting concrete activities for agricultural development and connecting these to a higher level of dialogue across sectors.

*Function 2 - Enabling recognition of competence:* To facilitate the cross-sectoral involvement to include non-traditional agricultural actors in Sweden in the debate in a constructive way. This will depend on contributing to the appreciation of different kinds of skills and knowledge.

*Function 3 - Addressing controversial questions:* To support and create fora to address complex and controversial questions in a systemic and integrated manner.

*Function 4 - Supporting practitioners' involvement in policy processes:* To support wider inclusion of stakeholder perspectives in policy development processes and contribute to building trust in the efficacy of public discussions related to agriculture and development.

*Function 5 - Providing feedback from policy implementation:* To play a support function in the provision of feedback from the implementation of Swedish and EU policies.

*Function 6 - Creating a platform for international stakeholders:* To support initiatives which enable international stakeholders, particularly those impacted by Swedish and EU policies and activities, to engage with Swedish organizations.

The functions of the network should be implemented by a set of **actors** who are the implementing agents of the network. The report proposes roles and responsibilities for *members and partners, Cluster Groups, Steering Committee, and Secretariat*. All actors should interact closely, supported by effective facilitation to ensure coordination and collaboration.

As the final component of a shared operating framework, three **Implementing Mechanisms** are proposed as an organizing structure for activities: *Strategic Initiatives, Dialogues on Sustainable Agriculture and Network Communication*. Recommendations are made for a set of proposed concrete activities, the details of which are to be determined in dialogue between the actors involved in their implementation. Cluster Groups will play a particularly important role, and activities under the mechanisms are intended to add value to the work by the Cluster Groups.



## 1 INTRODUCTION: THE INITIATION OF SIANI

The implementation of agricultural development strategies that ensure global food security and sustainable production represents one of the most crucial issues of the 21st century. Those most at risk include the rural and urban poor, a number totaling no less than 800 million people who do not have access to sufficient food to meet their basic needs. Small-scale farmers in low-income countries, who are to a large extent both poor and vulnerable, are under increasing pressure to produce more and better quality food. At the same time, however, they face formidable difficulties in doing so, due to a range of ecological, economic, social and political disabling factors. Development cooperation must support the multi-functionality of agriculture by means of systemic, cross-sectoral approaches.

Recognising these challenges, Sida has initiated the Swedish International Agricultural Network Initiative

(SIANI) to lay the foundation for effective development cooperation in the area of poverty reduction through supporting sustainable agricultural production. The overall objectives of SIANI are to put in place a long-term form of institutional support for Swedish policy development and to strengthen the capacity and competence of Swedish institutions and actors in the field of agricultural development, including government, civil society, research and the private sector.

This report from the Inception Phase of SIANI is intended to provide stakeholders with the outcomes from the scoping assessment conducted by Stockholm Environment Institute (SEI) and to propose a design and work plan for SIANI for 2009. The report will be submitted to the Steering Committee of SIANI for approval of the work plan.



Photo: John sousson

## 2 THE SCOPING ASSESSMENT

SEI was commissioned from October 2008 until January 2009 to conduct a scoping assessment as part of the Inception Phase of the network. This assessment was conducted as a Sweden-wide multi-stakeholder consultation to explore the interests and needs of prospective members in preparation for the official launch (Fig. 1). There were three main phases to the scoping assessment, including (i) 142 stakeholder interviews, (ii) an inception workshop, and (iii) desktop synthesis.

The scoping assessment aimed to 1) introduce SIANI as a multi-stakeholder platform, 2) provide an operational overview of existing networks and organizations, 3) identify emerging issues to be addressed in the network, and 4) set out how SIANI as a platform can effectively enable the accomplishment of its objectives through facilitation, organization and synthesis.

### 2.1 METHODOLOGY IN THE SCOPING ASSESSMENT

The scoping assessment was guided by an approach inspired by Soft Systems Methodology (SSM). SSM is an approach to appreciating and improving complex problematic situations through involving multiple stakeholders in a process of discovery and action (Checkland, 1999). It emphasises multiple types of knowledge and experience and invites stakeholders into a collective process of exploration and planning. This was useful for the assessment which involved a multitude of stakeholders and complex and controversial issues. It enabled the scoping assessment to identify problems faced by stakeholders and to propose a design for SIANI in response to the challenges faced.

Central to SSM is a distinction between different kinds of stakeholders. In this report we will refer to the different types of stakeholders in relation to SIANI. We refer to ‘actors’ as those stakeholders who are directly or indirectly engaged in the issues addressed by SIANI; ‘clients’ as those who are expected to benefit or suffer from changes connected to the issue; ‘owners’ as the stakeholders who have the ultimate power over the network; and ‘view’ denoting the basic perspective of a stakeholder and determining how different stakeholders relate to the issue in different ways. In summarising the key issues as they emerged from the stakeholder consultations, ‘issues’ are defined as dilemma situations in which stakeholders may have opposing perspectives. This creates a situation characterised by high levels of controversy and complexity.

### 2.2 PHASE I: STAKEHOLDER CONSULTATIONS

The consultation process was nation-wide and conducted by means of stakeholder interviews. It was a qualitative assessment aimed to elicit agricultural problems faced by stakeholders in Sweden as well as mapping the current operating environment for competence and policy development. The consultations sought to unveil the diversity of perspectives on agricultural development in international Swedish engagement, as well as needs and priorities for Swedish stakeholders.

The underlying assumption framing the consultation process was that over the last decade there has been a general weakening and fragmentation of Sweden’s human resource base. Furthermore, the support for competence as well as policy development to meet the increasing need for Sweden to direct immediate and

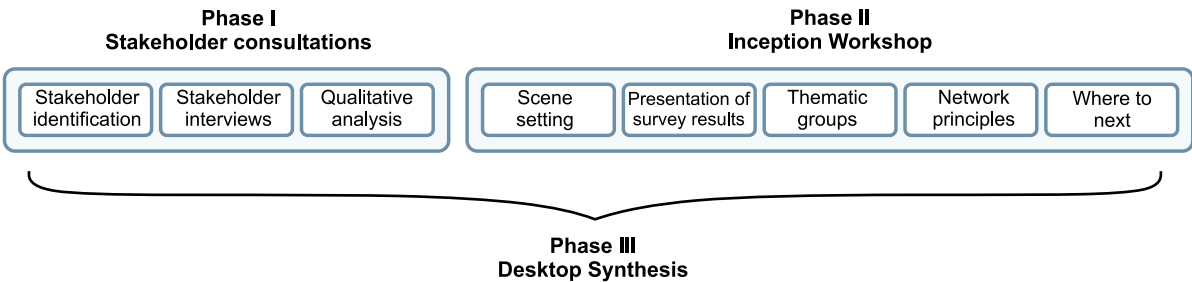


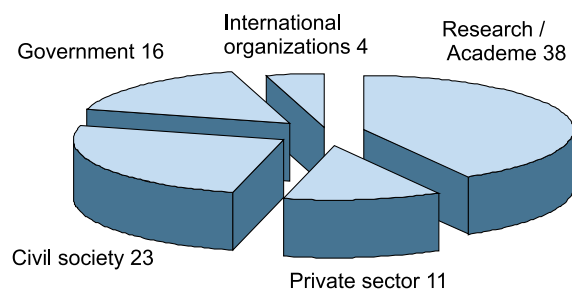
Figure 1: Diagram of scoping assessment

strategic development assistance to the agricultural sector has been reduced. Some reference points for the design of the consultations included recent discussions connected to the World Development Report 2008 (World Bank, 2007), the International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD 2008), the Policy for Global Development (PGD) (Gov. Bill Skr. 2007/08:89) and the Royal Swedish Academy of Agriculture and Forestry (KSLA) seminar series 2007/08.

### Stakeholder identification and consultations

Following the Soft Systems Methodology, stakeholders were identified as organizations or people with a stake in the broad area of agriculture and development. A range of organizations and more than 220 people were contacted for setting up consultations. The identification was iterative, building on recommended further contacts which were received in each consultation. In prioritising the consultations, an effort was made to consult people from across the domains of civil society, private sector, research and government as well as eliciting the broadest range of perspectives on the issues highlighted. It was not possible to follow up on all suggested contacts to include in the analysis. Similarly, stakeholders were identified by their relationship to specific issues. An exhaustive stakeholder analysis based on the general interest in agriculture and development was not possible, given the scope and timeframe for the consultations.

The scoping assessment was not intended to provide a comprehensive overview of the Swedish organizations or their activities in agriculture and development.



**Fig 2: Participating organizations in the scoping assessment.**

To visually represent the scope of the assessment, the participating organizations are presented in four categories of private sector, government, civil society, and research and universities, plus international organizations. These categories are not always mutually exclusive and organizations may take on a diverse set of roles.

Similarly, a few consultations with international organizations were conducted to follow up on particular leads recommended at meetings with Swedish stakeholders. As the purpose of the assessment was to explore the issues and enabling environment for agriculture and development as prioritised by Swedish stakeholders, international partners will mainly be contacted in the networking process that will follow the inception phase.

The consultations included in total 142 people from 91 organizations: 23 from civil society, 11 from private sector, 15 from government and public sector, 38 from research institutes and universities, and 4 international (Fig. 2). Within each organization contact points for agriculture were identified. Those who participated generously shared their insights in relation to the needs and interests of their organization, however the views expressed were not taken to necessarily represent the formal opinions from the organizations of the participants. The participants in the scoping assessment are listed in Annex 1.

The conversations in the consultations were intended to provide a better understanding of the concrete issues in relation to agriculture in development cooperation and the enabling environment for competence and policy development. A subsequent part addressed SIANI as a platform to receive information from stakeholders on how SIANI can contribute to ongoing processes and provide added value to their work. The semi-structured consultations were centred on questions which were grounded in the objectives of the scoping assessment. A particular advantage of this qualitative approach is that it helped to capture the complexity of the issues linked with agriculture and development, and generated information about the associated constraints in contributing to change.

The consultations were conducted from September 2008 to January 2009. Consultations were mainly conducted through face to face meetings, but a few meetings were held by telephone. The majority of meetings took place in Lund, Göteborg, Uppsala and Stockholm. SEI staff in the inception phase included: Neil Powell, Maria Osbeck, Rasmus Larsen, Atakilte Beyene, Ivar Virgin and Katarina Eckerberg.



Photo: Rasmus Larsen

### 2.3 PHASE II: THE INCEPTION WORKSHOP

This workshop was held to reflect on the findings from the scoping assessment with stakeholders that took part in Phase I, and to gain their feedback on the results. The purpose of gaining additional feedback was to consolidate and provide opportunities for stakeholders to comment on the content and process that emerged from the analysis conducted by SEI.

The workshop was a full day event with an interactive process for participants to collectively formulate the outcomes. Sixty-three people participated in the workshop, most of whom had taken part in the consultations. Participants came from government departments, civil society, research units, private companies and interest groups. The workshop was facilitated by Christine King from the School of Natural and Rural Systems Management, The University of Queensland. The workshop agenda and the workshop participants are presented in Annexes 2 and 3.

Expected workshop outcomes included:

- Benchmarking of concrete topics for Cluster Groups within SIANI
- Outline of the operating environment for policy development and competence building in which these concrete issues are to be addressed
- Development of ownership and enthusiasm for SIANI

To achieve these outcomes, the workshop was separated into five stages. In stage 1, to set the scene, a number of key stakeholders delivered presentations to the participants in relation to the background and importance of SIANI, and on other networks that have inspired SIANI. In stage 2, the results from phase 1 were presented in the forum and clarification questions were sought from the audience.

Stage 3 consisted of work done in small groups made up of eight to ten stakeholders who self-nominated to join a group representing one of seven content areas. In each of the groups, participants investigated a theme which had emerged from the stakeholder consultations and discussed the enabling environment connected to it.

To facilitate this conversation work group themes were derived from the scoping assessment:

- The role of agriculture in development
- Climate change and food security
- Technological innovations
- Consumption, trade and markets
- Food safety and human and animal health
- Resource conflicts: land use and food
- Small-scale versus large-scale and organic versus conventional

Stage 4 consisted again of work done in small groups using a series of ‘participatory negotiation cards’ (picture cards), that highlighted a range of different principles in relation to various aspects of SIANI. Each of the small groups had to negotiate their way through the cards, choosing one card from each series, and note on its back why they thought it best described their vision of SIANI. These were then left on the tables, for participants to circulate and observe what other groups had chosen. These principles were collected and used to inform the design for SIANI. Stage 5, the final stage, involved discussions on ‘Where to next?’ Two questions were posed to the participants: (i) How might we involve people in the network? (ii) What key things would we mention to potential SIANI members when we engage with them, which would attract them into the network? These suggestions were captured on ‘sticky notes’, put up on the white board, and clustered into a range of themes.

## 2.4 PHASE III: DESKTOP SYNTHESIS

Throughout the scoping process, desktop review and synthesis was conducted periodically. Material reviewed included background information on agricultural development and policy mechanisms, and reports and case studies of networks and relevant thematic areas. The consultations also identified key reference material in the form of policies, research reports and position papers. This helped to substantiate arguments received during the consultations and workshop, but was not intended to provide information over and above what was communicated by stakeholders.

### 3 FINDINGS FROM THE SCOPING ASSESSMENT

This section summarises the key issues and environmental constraints faced by stakeholders that emerged from the scoping assessment. The analysis is based on the information generated during the consultations and does not reflect the opinions of the authors. The summary below is based on the synthesis of views from a diverse set of stakeholders. The different views and interests of stakeholders mean that the sections below often contain messages which the reader may find contradictory or biased. However, the purpose of this section is to present the messages from stakeholders as a rich picture of the current situation. To maintain the integrity of the informants no direct attributions are made in the text. In addition, some quotes have been changed to mask the identity of informants (for example, when referring to a particular organisation), while maintaining the meaning of the quote.

#### 3.1 KEY ISSUES TO ADDRESS

The SIANI network is envisioned to address a number of issues linked with agriculture and development. In the scoping assessment participants provided feedback on what kind of issues could be relevant for the SIANI network to address. This section departs from the themes which were discussed in the workshop and used to facilitate the working group discussion. It highlights four core broad categories of issues which emerged from these themes. The purpose of this section is not to provide new knowledge in relation to the issues but to identify the key issues amongst stakeholders today, incorporating findings from all three phases of the scoping assessment. As is apparent below, these issues are characterised by high levels of controversy. This is what makes them issues in the first place, but it is also the reason why they contribute to holding back collective action amongst stakeholders. It illustrates the different views among stakeholders in Sweden and the systemic and inter-sectoral character of issues which stakeholders found relevant to address within SIANI. Connected to the presentation of each category of issues are some illustrative quotes from the scoping assessment.

#### Agricultural systems for the 21st century

There are a number of well developed, tested and effective models available for the design of efficient agro-systems. These approaches include variations on

the scale of farming systems and the type of production (for example, whether organic or not). Such approaches are internally consistent. However, in situations where multiple stakeholder priorities have to be reconciled in a national or local context, there is a need to integrate contrasting models and priorities.

One issue revolves around the need to resolve conflicts of interest, particularly those related to competing objectives of production and conservation. Many traditional agriculture institutions and professionals have been frustrated by the way in which ‘agricultural’ projects and discourses have been diverted into the field of ‘environment’, prioritising conservation at the expense of production. This is for instance associated with the role of sustainable agricultural development in climate change adaptation and mitigation. International discourses, such as those on climate change, contribute to framing agricultural development in the local context, and environmental priorities can challenge priorities of production and food security.

Simultaneously, there is limited integration between organic and conventional farming, and between small-scale and large-scale production units. Several

#### Quotes from stakeholders:

*“People only see two ways: conventional or organic agriculture.”*

*“There are in essence two models for international agricultural development: the small-scale rights-based model and the large-scale model which emphasises export and deregulation. There is little crossing over between them”*

*“Climate change will determine the future agricultural system in Asia. Access to water and selection of crops will be dependent on scenarios regarding the impact of climate change.”*

*“Production and trade of global commodities have a great opportunity to impact sustainability and use of resources. Climate change has forced sustainability and environmental issues to be addressed in production processes.”*



organizations are struggling to understand how they can address this issue within their work and as part of their mandates. There is a need for broad-based policy dialogues to build this understanding regarding, for instance, conditions for donor funding and considerations of how this issue can be integrated within existing policy frameworks. Today, this reconciliation is often problematic and requires knowledge-based decision making systems that are able to build on lessons learned from different models. The discussion on choices between alternative options rarely leads to comprehensive and balanced political measures to regulate practices.

### Trade, markets and agriculture development

It was widely recognised that markets, trade and consumers play an extraordinarily powerful role in determining the direction of agricultural development and its impact on farmers and society at large. Access to viable markets and trade is crucial for agricultural development, and the lack of such markets is a critical problem for farmers in many developing countries. At the same time, market and market demand could also lead to more sustainable practices through various certification systems. Some private companies support rural entrepreneurial initiatives abroad through their investments, and some Swedish companies are combining business with development work, through collaboration with rural organisations and NGOs. Similarly, corporations with a presence throughout the market chain from primary production to consumption, have an opportunity to contribute to development opportunities in poor countries implemented in association with national governments.

However, harnessing this potential is halted by frequent clashes between market and aid ideologies. The debate is frequently avoiding the core questions and assumptions, including the roles of different sectors and questions of ownership and intellectual property. This is linked to wider discussions of ‘tied’ aid, trade agreements and corporate as well as public responsibilities. Inter-sectoral cooperation in public-private partnerships depends on mutually convincing incentive systems, including for instance time-limited exclusiveness and preferential terms, which brings up questions of intellectual property rights. Addressing this issue is further complicated by a challenge faced by public sector offices to communicate across sectors to collectively evaluate the role of sustainable agriculture development in the policy development process.

#### Quotes from stakeholders:

*“The EU has for a long time dumped sugar in Africa. The politics of EU trade policy is fundamental to address while talking about agriculture and development.”*

*“Sweden is dumping pesticides in South Africa that are not legal in Sweden.”*

*“Certification increases the value of the product which can stimulate economic development in poorer countries and at the same time contributes to environmentally-friendly food production.”*

### Reconciling multiple agendas in land use conflicts

The impact of internationalised governance of agricultural resources has created a situation where local conditions of natural resources and people’s livelihoods are influenced by an international stakeholder society. This international dimension of resource exploitation is shown in relation to the decisions regarding land use for food production systems or energy production, for example in questions of bioenergy. There is often a discrepancy between international programmes and local needs.

This geopolitical dimension of agricultural development is characterised by a polarising of Swedish stakeholders often dividing stakeholders in two camps: for or against bioenergy, particularly in relation to biofuels. There is a need for broadening the discussion by critically investigating the different types of resource conflicts, such as those relating to land use, land tenure, land

#### Quotes from stakeholders:

*“There are unclear definitions on ‘waste land’ and ‘common access’ which lead to conflicts between local, national and international actors.”*

*“Food sovereignty is a problem in the south, where the focus is on export, and bioenergy is a kind of colonisation, controlled by investors.”*

*“From a global perspective the conflict between food and energy, land use and available land, needs urgent attention.”*

rights, food production and energy production. This includes paying attention to the differences in developing countries, taking into account the nature of national and international institutional arrangements and considering what determines policy outcomes at different levels.

### Food safety and security – Benefits and risks

Central to agricultural development is that decisions are often founded on the balancing of benefits and risks. This is most clearly illustrated in the approaches to food security and food safety which both contain an element of risk at their core. For food security, this is seen in the debate over technological innovations and their extension. This is particularly the case when integrating the advances of modern biosciences, such as genetic modification, as a tool in agricultural development. For instance, whilst genetic modification of crops can increase production this technology is discussed in relation to potential risks to human and environmental health.

The definition of what is acceptable risk depends on different interests amongst actors. Actors in Europe have influenced the international agenda both for and against the use of new technologies. The prevalence of different and conflicting ideologies among the private sector, researchers and public policy makers has led to a lack of policy coherence in addressing technological development, application, ownership, use and access rights. Moreover, stakeholders in developing countries may have different perspectives on defining risk and how they wish to benefit from technological advances. This is associated with the challenges of technology transfer

and extension services, and the use of indigenous and local technologies.

The risks associated with new technologies cannot be logically decoupled from questions of food safety and human, animal, and environmental health, reflecting a tension between quantity - representing a focus on production - and quality, including risks associated with environmental change and impact on human health. In Sweden there is a rather unified view regarding the importance of food safety and public health which makes it easy to move in a common direction to affect change at the EU level. Animal health is an area where Sweden has extensive experience which is applied in an international context. However, the question emerges of how risks associated with food safety are balanced between nations and populations, that is to say, whose health is at stake and who determines the acceptable risks when shifting production patterns.

## 3.2 CURRENT CHALLENGES IN THE ENABLING ENVIRONMENT FOR COMPETENCE

The assessment analysed experiences of current challenges in the enabling environment in Sweden in order to better understand some of the opportunities for SIANI to contribute to improvements. This section summarises the key challenges as they emerged from the scoping assessment.

### Neglect and lack of recognition of competence in Sweden

Over recent decades the Swedish competence base has experienced neglect due to a decline in focus and support to agriculture in Swedish development cooperation. It was described how agriculture previously played a central function in Swedish development aid. In the 1990s, however, Swedish development aid started to focus more on governance and on the need to strengthen institutions. Sida hired consultants from the UK to integrate the Sustainable Livelihoods model into the aid framework focusing on the role of institutions, including aims such as fighting corruption, supporting democracy, and promoting human rights. Simultaneously, many Swedish organizations have over the years transformed from conducting relief work to long-term aid provision, and later to rights-based interventions, including the reforming of political structures and higher-level social inequalities both in donor and recipient countries. This transformation

#### Quotes from stakeholders:

*“Many groups in Europe resist plant breeding technology. At the same time the developing world would like to increase their production.”*

*“Philanthropists invest in biotech solutions for the African Green Revolution but there is a lack of ability to monitor the effects.”*

*“The EU Common Agricultural Policy is often counteracting public health priorities...”*

*“Sweden has competence that can be used in combating animal diseases outside Sweden but the focus is to build protection only within Sweden.”*

was experienced as a shift from concrete and practical interventions to more abstract levels of engagement. In recent years the trend to provide direct bilateral budget support has limited funding to agriculture. There is and has been a concern that Swedish government officials do not fully appreciate the role of agriculture in development. Many practitioners suggested that Swedish government institutions, particularly Sida, have in recent decades prioritised foreign consultants and international organizations rather than Swedish-based competencies. This has led to a ‘Catch- 22’ situation where the increased fragmentation in turn has led to an absence of opinion and awareness about agricultural problems among Swedish government institutions. This represents a challenge in appreciating or accepting others’ perspectives, experiences and knowledge. Through the establishment of different systems of categorising and using competence in different sectors, the fragmentation has increased.

Stakeholders generally agreed that there is an extensive knowledge base in Sweden in relation to agriculture and development. However, it is fragmented due to sectoral and ideological divisions in civil society, government and the research and private sectors. The recognition of relevant competencies for development and agriculture is partly the outcome of an ongoing negotiation within institutions, where types of knowledge are associated with different views and interests. Stakeholders struggle to define what is ‘substantial understanding’ and what are ‘intelligible facts’ related to agriculture and development. This contributes to competition between areas of competence. A view on knowledge production as the sphere of science persists in some organizations where it is presumed that sound knowledge originates only from research institutes and private companies, and that NGOs are merely practitioners, not knowledge generators. A common experience among civil society and consultancies is that their main contribution to change is linked directly to recipient countries, with limited opportunity to influence policy and practice change in Sweden.

As a consequence of the problem of recognising competence different from one’s own, a number of organizations feel overlooked. This reflects that the competence in agriculture is located with a larger number of actors than before. This includes actors in Sweden who are addressing agriculture for instance as part of rural development programs. Many current structures emphasise specific views, including views

on social democracy or privatization, which can serve to exclude other actors. This is not encouraging flexible policy processes to influence or lead change and implementation in Sweden. For instance, many researchers feel an increasing demand from donors to be visible in policy processes which diverts them from conducting research.

Feeling unrecognised for their competence, some practitioners may, when facing complex agricultural questions, deliberately ignore these questions or try to redefine them in other terms. Practitioners who work with empirical evidence from case-based and local change processes find that this is not directly palatable for the policy processes in Sweden.

### **Sectoral fragmentation**

Sectoral fragmentation refers to the divisions within the practice community in Sweden linked with agricultural development. It is characterised by institutional, thematic and disciplinary boundaries which hamper a systemic understanding of agriculture. One particular feature of the fragmentation is the sectoral division between practitioners and the lack of mechanisms for collaboration across these sectors.

Many authorities outside the development cooperation sector are not mandated to engage in ‘agriculture and development’ or poverty alleviation activities per se, but they acknowledge the linkages between development and domains such as environment, production, and markets. Government officials recount how discussions have been held with other government officials regarding collaboration on such challenges but without leading to agreement or practical steps. Simultaneously, the demarcation of responsibilities of ministries in Sweden is confusing to many practitioners. Whilst having solid contacts abroad, Swedish professionals do not know who to turn to for collaboration within the Swedish government.

Many stakeholders lack an understanding of what different actors do in the field of agriculture and government officials have limited opportunity to comment and influence work in other sectors. One reason cited was unrealistic deadlines on commissioned studies, reviews, and consultation processes, which do not allow for sufficient involvement of other authorities and non-governmental organizations. Government authorities are guided by the tasks commissioned by the respective ministries, which means solving the



Photo: Richard Clay/SEI

problems which are forwarded from the Ministry by a given point in time.

A large number of knowledge sharing networks already exist. However, there is a weak link to the policy environment. The sectoral fragmentation also reflects disciplinary, theoretical and methodological contradictions within research organizations. The divide between natural and social sciences represents an obstacle to new creative solutions to global sustainability issues, including the diverging definitions of agriculture and emphasis on different types of agricultural systems.

One source of institutional fragmentation is the often significant impact donor organizations have on practitioners. Sectoral boundaries are imposed through competition for resources and funds and in some cases lead to resentment between institutions. The funding modalities for Swedish development aid have led to less experience sharing and coordination between Embassies and NGOs receiving funds from Sweden. This is connected to experiences of favouritism of certain organisations who share the views of donors. Furthermore, it was highlighted among civil society, private sector and consultancy companies that funding institutions have often made their mind up already before releasing tenders, based on a misjudgement of the applicants.

### **International distribution of Swedish competence**

Swedish organisations at all levels are dependent on partnerships with other organisations and draw extensively on competencies located outside Sweden.

Many recipients of Swedish government aid implement projects via local partner organisations, and the multinational character of many organisations significantly influence the way the organization chooses to develop. Ongoing communication and formal strategizing build on the experiences in the countries. Swedish practitioners interact with large number of people internationally through projects and collaborations. Civil society organisations have different institutional arrangements which determine the relationship with their international sister organizations and networks. Some NGOs have their main office in Sweden whilst others have smaller branch offices with less capacity and are more dependent on their partner offices. Some NGOs are newly established in Sweden and are building their capacities. The extent of their networks and linkages to the international level can vary. Some Swedish NGOs do have extensive networks of partners in developing countries, with whom they collaborate to implement projects.

Swedish organizations benefit from collaboration with international research and management institutions such as the World Resources Institute (WRI) and the Consultative Group on International Agricultural Research (CGIAR). It was widely acknowledged that the transforming of competence into practical change in concrete activities depends on established networks with partners internationally, based on relationships from past projects or collaborative activities. Swedish professionals may in many cases hold part-time or full-time positions internationally in think tanks, programmes or companies which provide policy support to other governments. Swedish organisations have built good contacts in regions with a long term presence, for example in South-

East Asia, with strong relationships and effective access to policy processes in these countries.

There are indications of conflicting views at a national level regarding the value of multilateral cooperation. This may reflect a tension between national identity and Sweden's membership in the international community, for example in relation to the commitments of the 2005 Paris Declaration on Aid Effectiveness and the related 2008 Accra Agenda for Action, which is experienced not just in state institutions but equally within individual stakeholders' own networks. For instance, Sweden has not always filled the quota that has been given to Sweden for staff in the UN system. Furthermore, UN bodies were seen as having an indirect form of collaboration with Swedish organizations through multilateral contributions, joint trust funds and international NGO networks. However, in general it is challenging to bring donors together in such joint efforts. It was suggested by some that the strategic advantage for Sweden could be, contrary to larger countries, to organise the use of resources effectively including lining up with the CGIAR system which hosts much agricultural research as it is not relevant to duplicate this in a national system. The international distribution of competence is reflected in the competition for attracting human resources from developing countries to sectors in developed countries. It was highlighted by some stakeholders that Sweden should build on experience and competence available at an international level instead of focusing on building a "Swedish" resource base.

### Challenges to national policy coherence

Many stakeholders are aware of the Policy for Global Development but generally agree that the policy still represents only a goal of coherence that is not yet achieved (see Box 1). Some government authorities have the PGD incorporated in their 'Government Instruction' and are obliged to report on PGD achievements annually. However, the PGD, in its current version, specifies goals and not results, and agriculture is not included as one of its global challenges. The current formulations will be evaluated in 2010.

The understanding of policy coherence is ambiguous and Swedish actors have quite different views of what coherence means in practical terms. Many organizations find that there is an absence of implementing guidelines for the PGD. Negotiating joint formulations in policy documents between ministries is complicated by the diversity of conflicting views that are not well mediated

in the existing bureaucratic structure. Ministry officials shared that influencing the formulation in inter-Ministerial policy documents often depends on a stroke of luck, and detailed and rich arguments must be reduced to a few lines in the final text.

Policy processes of importance for Swedish international engagement in agriculture are not confined to the level of national government. The extent to which institutional mandates are operationalised as practical activities often depends on whether the leaders in organisations take an interest in international affairs at that point in time. At universities, negotiation of which theoretical and methodological domains should have priority – and acceptance – within the institutions plays a significant role in determining to what extent they develop competence in the area of international agricultural policies and their impacts.

The chief incentive for stakeholders to support the ambition of improved policy coherence is their experiences of adverse impacts of policy implementation and the ambiguous messages conveyed to practitioners. Improvement of policy coherence is seen as a way of mitigating the negative impacts of Swedish policy implementation as well as of indirect implementation via the development banks and the multilateral system with contributions from Sweden. Some examples of the problems of policy implementation were suggested, for instance, the human rights perspective is ingrained in Swedish policies and strategies for development, but it often does not translate into concrete measures in projects. Local participation is written into policy directives but few practitioners know how to make it happen. Furthermore, despite discussions on sustainable agriculture, many Swedish projects still do not integrate production and conservation measures in practice.

Policy debates are often felt to be detached from concrete change and organizations may choose not to be involved in policy debates when policies are not subsequently implemented or when there is a lack of follow-up. It is said that the pertinent questions in relation to agricultural development have been discussed for decades but not acted upon.

There was a widely shared sense that progress towards improved policy coherence would depend on being able to address controversial topics to improve collective action across sectors. Concern was expressed that few opportunities today exist to raise controversial

questions which fall outside of established views. There is resistance to openly debating seemingly disparate approaches to development, for instance by considering how rights-based approaches towards human security or gender equality may be reconciled with the use of market-based instruments. Broad-based collaboration between parties with dissenting views in Sweden will be needed in order to have powerful participation for meaningful change in the EU and Nordic countries.

### **Stakeholder involvement in policy process**

Nordic countries have a well-established tradition of public debate and its institutionalisation in the political system. Nevertheless, many stakeholders find that there is selective involvement of organizations and perspectives in the policy process. Fear of exclusion and the lack of a transparent process lead to haste in propagating a specific agenda without trust in the public dialogue. Another issue raised was the role of consensus in the political system. If seeking to arrive at a consensus view, the diversity of perspectives and interests may lead to an overly general discussion without proper recognition of the complexity of the questions at hand. Problems of ‘pretence of consensus’ were highlighted where certain views are excluded from discussions to enable a common agreement within the frames of the discussion as set by the organizers.

Despite the large number of stakeholder processes, many stakeholders find that public dialogues are disconnected from meaningful decision making. Organizations rarely commit a senior executive to these processes who can express the view of the organization, and public meetings turn out to be symbolic events where the decisions have already been made. Representatives from civil society and private sector feel that there are limited opportunities to contribute in the policy development process referring to the fact that decisions are often taken before comments are received. A geographical divide was highlighted in the favouring of organizations in Mälardalen at the expense of those on the West coast and in the North and South of Sweden. Experiences were recounted of how individuals can have an extraordinarily great impact in decision making if they have a good entry point to the government, much greater than an organization engaged in public debate with a ministry or authority. Individuals in the public bureaucracy can exert disproportionately great influence on decisions based on executive, personal judgements.

Many stakeholders find that it is hard to enter the debate on international agricultural issues in Sweden as close connections have been established between some actors and these relationships often exclude organizations who wish to participate. Another reason described was the simple lack of knowledge regarding who are the relevant stakeholders and knowledgeable experts in a field. For instance, the ‘Government Inquiries’ processes (Statens Offentliga Utredningar) need to draw on professionals from Swedish organizations when composing the committees for researching and preparing propositions for Swedish positions on agricultural questions that have bearing on the development agenda. However, government officials delegated from line ministries to coordinate these inquiry processes may lack efficient access to Swedish organizations when identifying relevant people and data. Some private and civil society organizations find it hard to make useful contributions to public decision making as the position may already have been determined before studies are commissioned. Due to the effect of time constraints and challenges of communication within public administration, practitioners feel that public institutions lack mechanisms for consistent communication.

The problem of inclusion also hinges on a diverse set of incentive systems for different sectors. Government officials face a challenge in engaging in wider discussions on questions which are urgent from a global sustainable development perspective and not strictly within the mandate of the institution. Whilst many public sector organizations are constrained from the inter-sectoral exploration of opportunities, private sector organizations need to transform such initiatives into formalised agreements to move from ‘potential collaboration’ to concrete activities, where roles and responsibilities are clear and incentives and profit are specified. A discrepancy exists in that smaller companies have to adapt to the government policies but larger corporations can influence these policies to their benefit. Due to the increasing political awareness regarding natural resources, research institutes find it easier to involve policy makers in the research process. However, NGO staff may find it difficult to see the value of collaboration with researchers, in other words, to perceive clear benefits from the relationship.

A large number of people in organizations who do not directly deal with development or global issues are interested in contributing more directly to Swedish development cooperation. Although they have this

interest, they do not always know how to get involved. There was amongst practitioners a widespread acknowledgement of a need for improving the understanding of available fora in which practitioners can engage with policy makers. Practitioners explained how communication with policy makers in Sweden is more challenging for Swedish organizations than when working with decision makers abroad. Added to this, the reforming of the bureaucracies and mandates of Swedish authorities under EU legislation introduces a new kind of ambiguity which, at least initially, distorts the decision making process and authorities' interaction with private sector and civil society as well as researchers. Many organizations and people who are actively engaged in significant international change processes lack knowledge of what opportunities exist for accessing the policy environment. Many Swedish organizations are not directly involved in the national or international debate on development and agriculture, but have large numbers of local offices throughout Sweden where members implement projects internationally on a voluntary or professional basis, using the various skills and competencies. Countryside cooperatives and smaller companies could be involved much more.

### Challenges to international policy coherence

In addition to the distribution of competence internationally it was emphasised by most stakeholders how Swedish policy coherence is intricately connected to the goal of coordination in the EU and internationally. This shows recognition that Swedish policy is largely a part of EU policy, particularly in relation to issues on agriculture. Ministries, jointly or individually, monitor a large number of international processes connected to international agreements and conventions, which are not directly in a language of agricultural development but nevertheless have crucial bearing on agriculture, such as trade agreements and EU energy directives. The obligations embodied in the Paris Declaration and Accra Agreement were repeatedly highlighted. It was acknowledged that Swedish organizations have to be more attentive to the needs of the recipient countries and to improve the efficiency of development cooperation through improved coordination in an international context.

Similarly, whilst many suggestions were made regarding Swedish aid objectives, other stakeholders emphasised that Sweden cannot decide on its own priorities for aid any more and has to harmonise its assistance with other donor countries in Joint Assistance Strategies

(JAS). These are negotiated amongst donor country representatives in the recipient countries before the Swedish representatives report to Stockholm in order to secure the necessary support. However, despite the obligations spelled out for instance in the Paris Agenda it was acknowledged by government officials that many donor countries find it difficult to adhere to the obligations. Examples were given of how problematic it can be to reconcile country strategies, which grow out of country-specific needs and conditions, with Swedish priorities. However, Sweden has been proactive in supporting the harmonization and alignment, with support from Embassies, and there is now increasing pressure to show results.

In this light, one key challenge is the issue of who are the clients in agricultural development? Swedish institutions are frequently more directly accountable to their Swedish members nationally rather than the diverse set of clients affected by actions internationally. Knowledge generation on agriculture can be methodologically prescriptive when organizations push for their favoured methods and frameworks, often driven by institutional agendas, irrespective of the problem which the clients are facing. Many projects are developed without consultation in the recipient countries and the power balance in each project can be significantly determined by the donor.

It was often emphasised that the development agenda needs to be more sensitive to the needs of the ultimate clients, a challenge reflected in the experience that farmers in developed countries are few but powerful and farmers in less developed countries are many but excluded from agenda setting. For instance, many allocation agreements to agricultural development represent targets which are far from being reached today, and donor countries promise funds without delivering. The current financial crisis makes it tempting for the wealthy nations to reconsider their pledges to eradicate hunger. However, representatives from developing countries are not able to participate in the budget making process to shift the costs. The emphasis is on bilateral cooperation which relies on government to government relations with limited involvement of the civil sector in the countries. Local organizations in partner countries suffer from lack of information and many are 'shell organisations' without funding and support from their own government and civil society.

## 4 PROPOSED NETWORK DESIGN

One of the important tasks of the scoping assessment was to develop a framework for how SIANI can operate as a network. From the findings of the scoping assessment, this section will proceed to construct a framework for the network's daily operation. Based on the key findings from the scoping assessment, this section will propose: 1) six Key Functions as a way of spelling out the direction and purpose of the network; 2) the nature and structure of the actors who are the people and institutions responsible for implementing the activities in the network; 3) three Implementing Mechanisms as an organizing principle for the activities which are proposed in the work plan for 2009 in the subsequent and final section.

### 4.1 NETWORK MISSION: TOWARDS A COHERENT RESPONSE TO AGRICULTURAL DEVELOPMENT

The scoping assessment provided evidence to suggest that SIANI has a special opportunity to build competence in two key areas: 1) the operating conditions for practitioners; 2) the linkages between practice and policy making. This emphasises the need for taking an expanded view of competence as a unifying characteristic to all domains of practice and policy. In the findings above, policy and practice were distinguished as the arenas of strategic decision making removed from the concrete issues encountered and of concrete engagement in change processes, respectively.

The findings emphasise the need for improving mechanisms between existing institutions and organizations in Sweden, supporting the initial motivation behind SIANI. It also reiterates the goal in the Policy for Global Development (see Box 1) to actively involve those stakeholders who traditionally are seldom engaged in international questions around agriculture and development. The experience from the scoping assessment indicates a lack of guidance on how to put the policy into practice and what is expected of different stakeholders in Sweden. This is connected to the need identified by the Government for improving the interaction between institutions in Sweden and representations and missions abroad as well as non-state actors (Ministry for Foreign Affairs Sweden, 2007). Therefore, SIANI should support the operationalisation of policy coherence in Sweden in relation to sustainable

agriculture from an international perspective. SIANI should thus contribute to the implementation of the Policy for Global Development in Sweden by fostering integration across sectors and institutions, and highlighting the relevance of agriculture in relation to sustainable development.

In so doing, SIANI will have to achieve the Swedish goal in the PGD of increasing convergence of policies and actions in the international community, shown for instance in the Paris Declaration, joint assistance strategies, the EU Consensus on Development and the European Community concept of Policy Coherence for Development (PCD) (Commission of the European Communities, 2007). International multilateral organizations are currently adapting their strategies and bureaucracies in similar ways (IFAD, 2007; United Nations General Assembly, 2006). It is also in line with the implementation of the EU White Paper on Communication and Democracy which emphasises decentralisation and dialogue within the Community as well as efforts for wider policy integration. Evaluations of the Paris Agenda implementation find the need for improving harmonization (Wood et al., 2008) and the OECD also concludes that donor countries must ensure compatibility between their different systems of coherence for development (OECD, 2008). Moreover, evaluation of the EU's progress towards PCD states that dialogue with developing countries of the effects of EU policies other than aid must be enhanced (Commission of the European Communities, 2007). Partner countries need more political engagement to assert influence in alignment and managing relationships with donors (Wood et al., 2008).

SIANI may provide a platform for Swedish stakeholders to connect with these initiatives for policy coherence at EU level, including dialogues convened by the Directorate Generals, as well as at the international community level (for example, the Commission of the European Communities, 2004, 2008b). This may also involve connecting the goal of Swedish policy coherence to the mechanisms established in the European Commission, for instance via the Global Donor Platform for Rural Development established to improve aid effectiveness (Hill, 2006; Wolz, 2005).



SIANI can provide Swedish engagement towards a coherent response to agricultural development (e.g. Commission of the European Communities, 2008a; Schout and Jordan, 2005). The SIANI network should represent a learning-based approach to encourage collaboration among members and partners (DFID, 2004; Ramalingam et al., 2008; Ward and Williams, 1997). It can represent a Swedish follow-up to the call made in the International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD) for engagement with diverse interest groups to approach the multiple functions of agriculture. It can form a response to the World Development Report's call for cross-sectoral networks which can seize emerging opportunities from innovative partnerships more efficiently.

Based on the findings in the scoping assessment six Key Functions of SIANI have been derived to spell out the mission in more concrete terms. This provides a lens through which to determine relevant activities for SIANI (Fig. 3). Below, the proposed functions will be briefly discussed.

### **Function 1: Facilitating inter-sectoral initiatives**

The analysis above indicates that there is a vast resource base in Sweden in relation to agriculture and development. SIANI can enable members to engage outside traditional mandates in cross-cutting challenges with an emphasis on issues linked to wider global challenges. This involves supporting concrete activities for agricultural development and connecting these to dialogues across sectors. It will include clarifying collaborative arrangements between sectors and actors.

#### **Box 1: Policy for Global Development**

In December 2003, the Swedish Parliament passed the bill that defines Sweden's Policy for Global Development (PGD). The overall goal of the policy is to contribute to an equitable and sustainable global development referring to all Swedish actors. The PGD was re-launched by the government on 18 March 2008. Sweden is the first country in the world to develop such a policy to be implemented on both a national and international level, and to include the public as well as the private sector in the process of contributing to global sustainable development (OECD 2005). Thus, the PGD emphasizes shared responsibility, and the importance of closer collaboration with a broad range of stakeholders, particularly with public authorities at national level, local authorities, civil society and non-governmental organizations (NGOs), the private business sector and the trade unions.

Two perspectives should permeate all actions; a rights perspective and a perspective of the poor<sup>1</sup>. This means that equitable and sustainable development should be undertaken with respect for human rights and that the needs, interests, capacities, and conditions of poor people should be the point of departure<sup>2</sup>. This holistic approach to development creates great challenges for politicians and policy makers and makes it crucial to recognize the interrelationship and friction that may occur between different sectors and stakeholder agendas.

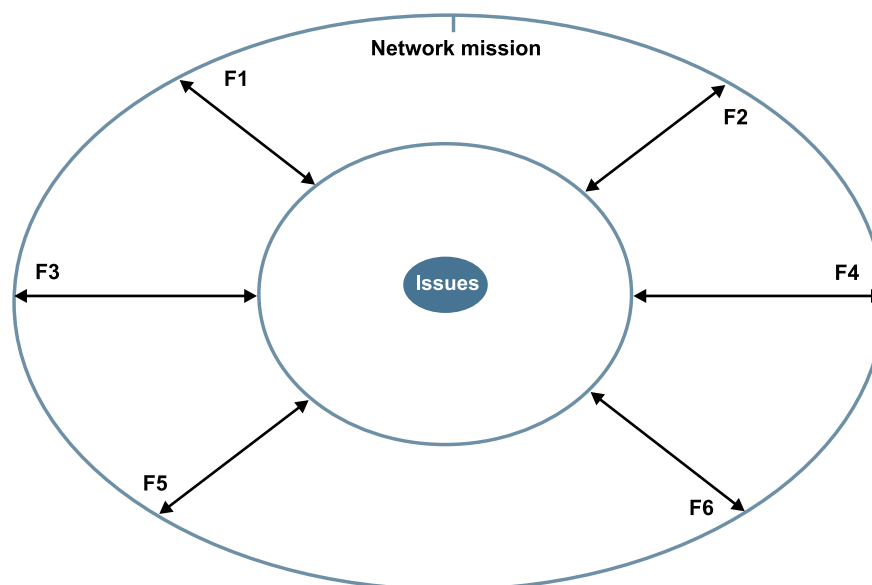
The Ministry for Foreign Affairs has the overall responsibility to coordinate the Policy for Global Development. But all sectors, public and private, are responsible to ensure that their operations contribute to the overall goal of the PGD<sup>3</sup>. However, there is no commonly accepted method or framework to establish who is responsible, at the operational level, for coordinating, communicating and instructing stakeholders of the PGD requirements<sup>4</sup>. It is envisioned that SIANI will build on the principles of the PGD to facilitate policy coherence in relation to the role that Swedish actors play in sustainable agriculture at the international level. It is expected that this, as a multistakeholder process, will contribute to operationalise the ambition of the PGD in practice

1 Gov. Bill Skr. 2007/08:89 p. 53

2 Gov. Bill 2002/03:122, Report 2003/04:UU3, p.20.

3 Gov. bill Skr. 2007/08:89 pp. 51 and 53

4 The Minister of Development is the Chair of the committee overseeing the implementation of the policy. Skr. 2007/08/09pp. 51



**Fig 3: Mission and Functions.**

The Mission can be visualised as delineating the outer boundary of the network. The Key Functions can be represented as processes, marked as arrows F1-F6, which depart from the identified concrete issues in relation to agriculture and development and work towards the network mission.

In so doing, SIANI will contribute to existing efforts for inter-sectoral collaboration nationally, where organizations struggle to see how they can engage with each other in the spirit of the PGD. This can contribute to Swedish inputs at the international level, such as multilateral bodies, to support the management of multi-functional agriculture which reconciles multiple demands and stakeholder perspectives (Ministry for Foreign Affairs Sweden, 2007). This will support improved coordination between Swedish actors in EU cooperation and multilateral support.

**Function 2: Enabling recognition of competence**

It was clear that a greater diversity of views of organizations and sectors in Sweden, as well as those of development partners, should be integrated into Swedish policy development. However, due to the large number of frameworks and institutional mechanisms it is less clear who can represent these perspectives and what in each case comprises a credible argument. In accordance with PGD, SIANI should facilitate and enable cross-sectoral involvement to include non-traditional agricultural actors in Sweden in the debate in a constructive way. Current competence is scattered within organizations and programmes nationally and internationally, and should be further harnessed to contribute to policy processes and concerted action

in Sweden. This will include contributing to, and improving the appreciation of, different kinds of skills and knowledge. This can also be seen in context of the need to trust different systems of implementation in EU cooperation (Ministry of Agriculture Sweden, 2008; Wood et al., 2008).

**Function 3: Addressing controversial questions**

The inception phase pointed to the need for supporting and creating fora to address complex and controversial questions in a systemic and integrated manner. This reflects global and national challenges faced by the rural poor as well as by Swedish organizations engaged in agricultural development. Whilst there is wide agreement amongst Swedish organizations that new forms of collaboration are needed, transforming that into concrete action demands addressing a number of potentially controversial dilemmas. A central concern here will be the establishment of a constructive form of such debates when addressing deeply held beliefs and assumptions of people and institutions.

**Function 4: Supporting practitioners' involvement in policy processes**

The scoping assessment highlighted that many practitioners are increasingly committed to engaging in and responding to international challenges, but lack

information regarding existing fora where they can participate in policy processes. This means that many Swedish stakeholders and perspectives are excluded from decision making and agenda setting processes. Often this challenge may hinge on the problems arising from sectoral fragmentation which purposefully or unconsciously exclude actors from other sectors. An important overarching function of SIANI should be to support wider inclusion of stakeholder perspectives in such processes and contribute to building trust in the efficacy of public discussions and stakeholder dialogues which connect practice with policy. This is supported by other evaluations of stakeholder involvement in Sweden (Naturvårdsverket, 2006), and this function can be positioned in the context of the political ambition of improving the involvement of Swedish practitioners in the decision making procedures in the EU (for example, in the Treaty of Lisbon). This function will involve sharing of information regarding how to access existing policy processes, enabling a wider involvement in various decision making processes, contributing to the transparency of dialogues and public decision making.

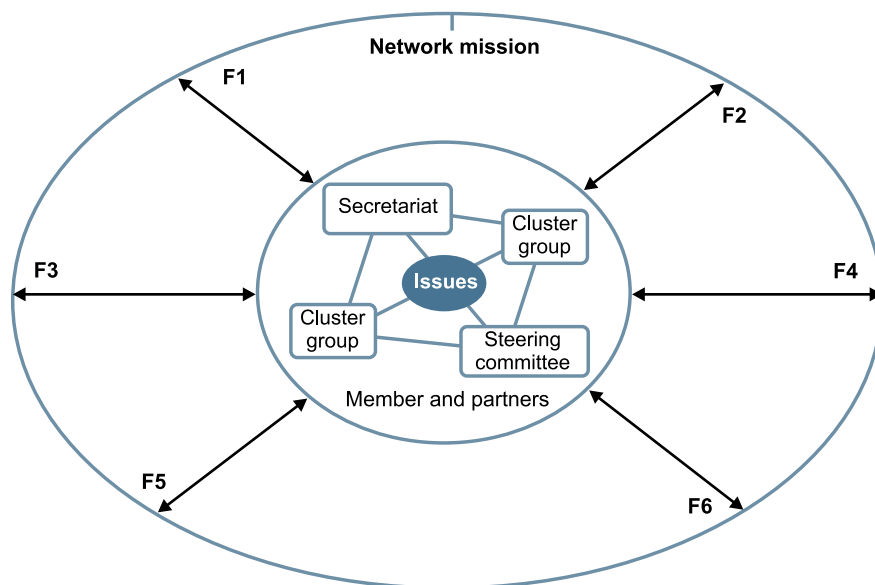
**Function 5: Providing feedback from policy implementation**

The inception phase concluded that SIANI can play an important support function in the provision of feedback from the implementation of Swedish and EU policies.

This will include investigating disagreements on major policy questions, conflicts between policy objectives and stakeholder agendas, and questions about the efficacy of various policy instruments and responses. There is a need for a learning-based mechanism to report on agricultural policy implementation by Swedish organizations or as mediated by EU or multilateral bodies, and to provide an evidence-based mechanism to inform political strategizing. This will help meet the acknowledged need for better use of field-level resources to monitor impacts of policies as well as for transparent public reporting (OECD, 2008). It will enable the informing of Swedish decision making based on established relationships with international partners and existing networks.

**Function 6: Creating a platform for international stakeholders**

The assessment outlined how the situated and negotiated relationships between people and their environment and local livelihoods are shaped by the construction of agricultural resources through rapidly changing forms of global geo-politics. A key function for SIANI should be to support initiatives which enable stakeholders internationally, particularly those impacted by Swedish and EU policies and development programmes, to engage with Swedish organizations. This involves identifying impacts of Swedish international interventions and



**Fig. 4: Actors.**

The actors include members and partners, Steering Committee, Cluster Groups and Secretariat as indicated. All actors will interact closely, as shown by the connections in this diagram, and will coordinate between the concrete issues (in the center) pertaining to agriculture and development in their work and the network Mission, guided by the six Key Functions marked as F1-F6.

providing recommendations of how negative impacts can be addressed. SIANI can contribute to international debates through acting as a node for international networks/facilitators to access and link with Swedish organizations. SIANI should also be designed to connect learning processes amongst stakeholders sub-nationally and nationally in developing countries with the organizations in Sweden.

## 4.2 ACTORS: THEIR NATURE AND STRUCTURE

The functions of the network will be implemented by a set of actors who are the implementing agents of the network. Based on findings from the assessment, this section provides an outline of these actors and the proposed nature of the role and relationship between them. All actors should interact closely, supported by effective facilitation to ensure effective coordination and collaboration (Fig. 4).

### Members and partners

The network members are the clients of the network and the immediate beneficiaries of the activities. Members have the mandate to contribute to the formation of the annual work plan and can access funding from the SIANI budget for activities in line with the network's Mission and Key Functions. Swedish organizations will be the primary stakeholders and international partner organizations will be crucial stakeholders in providing input to content and process. Swedish organizations are thus the main clients of the network and those qualifying for membership. International partners will play vital roles in several network activities and will be able to participate in Cluster Groups together with their Swedish partner organizations.

The scoping assessment suggests that the basic criterion for membership is to be a stakeholder in Sweden with a direct or indirect interest and involvement in sustainable agricultural development. Membership will not be constituted through any formal procedures, rather it is envisioned that the actors involved in the Cluster Groups or other activities will become members of SIANI simply through their engagement. Based on the inputs from participants in the scoping assessment, the network structure will be flexible to accommodate changing needs and interests of participating members. People, organisations and institutions who were not participating in the inception phase will be invited to participate in the network.

It is important that the involvement in SIANI contributes to institutional commitments where individuals have mandates from their institutions. There could be a multitude of ways that different member organizations would prefer to organise their institutional involvement in SIANI. One possible arrangement is to organize internal Reference Groups in each member organization, headed by one or two point persons. Such reference groups could contribute to a wider institutional engagement in SIANI ensuring that SIANI adds value to the overall mission and activities of each institution, yet is driven by committed individuals. Sida's planned arrangement could serve as inspiration. In the new Sida organization, a new internal network for embassy staff and programmes working on agriculture has been established, and there is a need for connecting this network of Sida practitioners with other organizations in Sweden.

The form for facilitating internal Reference Groups will be determined by each member and is intended as a suggestion to encourage institutional ownership. The Secretariat will be responsible for supporting members in building institutional ownership or a reference group as preferred by each member.

### Cluster Groups

Cluster Groups are organized groups of members and partners implementing joint activities. To enable the meeting between different perspectives and sectors the point of departure should be one of the 'issues' which have emerged from the scoping assessment. The issue definitions are to provide a general frame for the work undertaken by the clusters, who can reconstruct this frame during their work. It is envisioned that during the process of implementation the issues will be redefined and there may be a turnover of members. The scope of the groups should be dynamic to allow change in response to the needs of their members and international partners. Cluster Groups will not aim to establish consensus on the issue.

In accordance with the proposed functions, the Cluster Groups should prepare annual work plans with prioritised outputs, activities and deadlines. Upon the acceptance of the work plan by the Secretariat the Cluster Groups can access the funds. The Cluster Groups will receive funding for the work plan and overall coordination of the group, a function and role which will be specified in the submission of the work plan. The work plan should be connected to the Implementing Mechanisms in a joint

effort with assistance from the Steering Committee, Secretariat, members and partners. In addition to this seed funding, it is expected that groups can use SIANI as platform when applying for additional funding. The work plans should consider the forms of collaboration with clear forms of interactions which can provide the basis for institutional commitments. Participants in Cluster Groups can also be people from the wider network, who wish to contribute on an individual basis. Steering Committee members can also join activities of Cluster Groups.

Cluster Groups are responsible for liaising with networks and other organizations in the area of their issue and work. Participation in Cluster Groups is voluntary and open to all members and international partners through their Swedish partner organizations. The participants who initiate the group will appoint a Cluster Group coordinator who in dialogue with all participants will be given the mandate to implement the activities and use the budget according to the approved work plan. The coordinator is the contractual counterpart to the Secretariat to provide the Cluster Group with freedom to manage its work plan based on broad ownership. The SIANI Secretariat will support coordinators with process design.

To initiate the Cluster Groups, members and their partners should be invited to organize themselves based on their interest in one of the issues which emerged from the scoping assessment. They should be invited to construct a proposed work plan for the Cluster Group. The purpose of these proposed issues is to serve as broad problem definitions and there will be ample scope for members to design the content and process of the Cluster Groups according to their needs and interests.

### Secretariat

The main role of the Secretariat is to guide the direction of SIANI in line with the annual work plan and overall Mission. This includes facilitating the network and creating an environment of effective collaboration between the Steering Committee, the Cluster Groups, members, partners and Secretariat. The Secretariat is responsible for the administrative details of the network including organising meetings (including those of the Steering Committee), administering contracts and reporting to Sida.

The Secretariat will be involved with and contribute to the work of Cluster Groups. The Secretariat will be

responsible for reviewing Cluster Group work plans and assisting in their development before the annual budget can be accessed by the groups. In this role, the Secretariat should refer to the Key Functions when evaluating the work plan, as well as any other proposed activity. The Secretariat is responsible for coordination with other individuals and institutions in Sweden and internationally. This coordination will be enabled via direct communication by the Secretariat, and by drawing on the capacities of network members. The Secretariat will further be responsible for overseeing the Implementing Mechanisms (see below) and to monitor progress of the annual work plan.

The Secretariat will be an independent entity within SEI. As the host of the Secretariat, SEI will provide the administrative guidance and financial monitoring functions and a non-partisan convening capacity and resource base for drawing on contacts and partnerships established nationally and internationally in connecting stakeholders. This role should be distinguished from the role that SEI has as an actor and client, on an equal footing with other network members.

The Secretariat will consist of a Coordinator, a Project Officer, an administrative aide and a web consultant. Terms of References have been compiled for initiating the recruitment of the Secretariat staff.

### Steering Committee

The activities implemented in SIANI will be guided by the wider SIANI network, SEI, Sida and the network's Steering Committee, to secure broad ownership, inclusiveness and transparency. The Steering Committee is one key mechanism for shared ownership in the network. It is the mechanism for approving multi-year or annual work plans and budgets prepared by the Secretariat in collaboration with members and partners. The Steering Committee must have a partly representational role in relation to the members of the network in order to establish the credibility of the direction of the network. It will provide weight and direction for contributing to interactive mechanisms particularly between the practice and policy communities. With broad-based ownership between sectors, the funding source should not determine who sets the agenda and SIANI should become a joint initiative across government sectors. The Steering Committee, chaired by Sida, will be composed of selected people from Ministries, government authorities, private sector, research, and civil society. The participation in the Steering Committee will take

place on an individual rather than institutional basis. The appointment of members for the Steering Committee should be done jointly by the Secretariat and Sida.

The members of the Steering Committee are envisioned to actively contribute to the goal and functions of SIANI. The members shall be selected based on their individual capacity to contribute to addressing the enabling practice and policy environment in Sweden in a constructive manner. This implies contributing to the concerted actions generated as part of the SIANI process of implementation. In concrete terms this may include: organising meetings, participating in roundtable dialogues, providing advice and comments on the process of implementation by the Cluster Groups, communicating the role of SIANI to broader circles of policy makers in Sweden, and providing suggestions on critical emerging issues for the network to address.

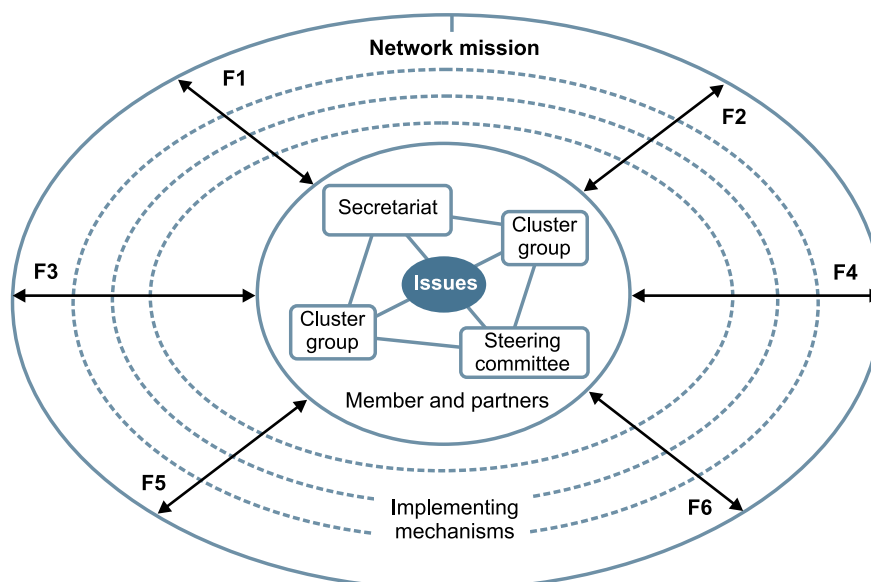
As the funding body of SIANI, Sida plays a contractual role over and above the ownership embedded in its institutional membership as an equal with participating organizations, and its position on the Steering Committee. The Secretariat is required to report on SIANI yearly activities according to Sida norms. Due to the need for transparency in the decision making structure, this Sida function must be held separate from

the function that Sida has in the Steering Committee, and as an actor and client of the network.

The Steering Committee will meet biannually during the first two years of operation, with an option to meet less often after the initial start-up period.

### 4.3 IMPLEMENTING MECHANISMS

The SIANI Key Functions will guide the implementation of the network activities by the actors. To provide a shared operating framework for the network actors in the planning, implementation and evaluation of activities three Implementing Mechanisms are proposed as an organizing structure for activities: Strategic Initiatives, Dialogues on Sustainable Agriculture and Network Communication (Fig. 5). Under each mechanism is a set of proposed concrete activities, the detailed content and form of which are to be determined in consultation with members, partners, Cluster Groups, Secretariat and members of the Steering Committee. Cluster Groups will play a particularly important role, and activities under the mechanisms are intended to add value to the work by the Cluster Groups. The proposed concrete activities under each mechanism are presented in the work plan for 2009 (page 31).



**Fig. 5: Implementing Mechanisms.**

The mechanisms are means by which the actors will implement the Key Functions of SIANI. Mechanisms are shown as concentric circles which cross-cut and support the six functions marked F1-F6.



Photo: Lisa Schipper

### Strategic Initiatives

During the scoping assessment a number of initiatives emerged as suggested strategic undertakings by SIANI. These initiatives should partly comprise a responsive function, if sudden needs emerge for assessing certain questions or providing inputs to Swedish and EU decision making. The initiatives may, for instance, include the organizing of consultation and briefing sessions on topics of importance with Swedish policy makers, civil society, private sector, practitioners and researchers. The network could bring together actors quickly for debates connected to Parliament and for institutionalised communication with international bodies in international processes.

It is envisioned that Cluster Groups, network members, Secretariat, Steering Committee and international partners can propose to undertake specific strategic tasks jointly or separately within SIANI. These proposals can be submitted from the actors on an ongoing basis and will be approved by the Secretariat in accordance with the functions of the network. To facilitate this process, three concrete strategic activities are proposed based on the scoping assessment (see Table 1). These activities will be organized to add maximum value to other mechanisms and Cluster Groups.

### Dialogues on Sustainable Agricultural Development

The value of a mechanism of ‘Dialogues on Sustainable Agricultural Development’ also emerged during the scoping assessment. This should comprise a response to the needs highlighted in the Key Functions, particularly regarding the interaction across sectors, the joint investigation of controversial issues, and for international partners to engage with Swedish members. Dialogues can convene whole or parts of the network member constituency and thus have different scope in terms of contributing to the network functions. The Dialogues can be implemented as workshops, seminars, stand-alone meetings, or as break-out sessions during international and regional events and conferences. Building on experiences from existing networks the dialogues can be a chief mechanism for policy feedback and synthesis materials. Emphasis will therefore be placed on the design and quality of the process, including analyses conducted jointly by policy makers, practitioners, and researchers.

### Network communication

Ensuring effective communication is a prerequisite for SIANI to achieve its goal and mission. Mechanisms for Regular Communication are therefore needed to

form the basis for the functioning of the network and the foundation for implementing the Dialogues and Strategic Initiatives. They include the email list, a web platform, preparation and dissemination of information associated with events and activities, and a monitoring and evaluation mechanism.

#### **Email list**

For rapid and effective communication of news and sharing of information an email list will be established. The email list will function as an e-serve where all members (and partners) with a subscription can post to the list. The e-list can also provide a rapid mechanism for sharing brief reports from assignments and events within SIANI. For instance, access to the SIANI budget could be connected to a requirement for common feedback via the email list or newsletter.

#### **Web platform**

The purpose of the web platform, including database, is to provide an easily accessible mechanism for information storage and sharing between members and partners. The key functionalities for the web platform will be:

##### *Database*

The database will be a tool for sharing information between users. It will provide a tool for users to identify experts, potential institutional partners, information sources online, updates from network activities, ongoing projects, training courses etc. Members can feed the data base with overviews of their activities and programmes or projects which they wish to share with the network. Members could have access rights to edit their domain in the data base. The insights from the scoping assessment in terms of member activities can be put into the data base to provide a point of departure. The website will use a cross-linking system to other websites for resources to avoid time-consuming archiving in own repository and problems of property rights. It will have an advanced search function for finding information connected to crucial agricultural issues. Continuous updating is essential if the database is to remain attractive.

##### *Resource persons*

The database will organize a pool of resource persons to monitor and evaluate activities of key interest to Sweden and SIANI. This can provide opportunity

for individual staff in member institutions to engage in specific activities without a formal institutional mandate. It will provide a mechanism for network members to recruit experts within Sweden and abroad for consultancy jobs, and professionals for members' training courses.

##### *Shared calendar*

One of the outputs of the database will be a shared SIANI calendar in which key milestones and activities/ events of members can be featured for improved coordination and sharing of information.

##### *Interactive tools*

The web platform will provide some interactive functions for users to engage with each other. These could include a video-conference facility and an e-forum (including open space technology) for planning of Cluster Groups and open discussions.

#### **Event-based communication**

To support the convening of dialogues and implementation of strategic initiatives, event-based communication will be necessary. This will replace a regular newsletter and be a more timely and strategic use of communication resources. It will be a valuable mechanism for connecting members across sectors and communities of practice. There are today a large number of newsletters and bulletins pertaining to fields related to agriculture and development. Rather than establishing a new SIANI newsletter it is expected that it will be add more value to members' ongoing work, and thus be more attractive to members, to place extra emphasis on publishing selected types of communication material, such as policy briefs, reports, newspaper articles or through other media such as radio, TV and media websites. Communication can occur through existing magazine and newsletters which could host special issues from SIANI on a rotating basis. This would enable the communication to a wide range of established networks.

#### **Monitoring and Evaluation**

A monitoring and evaluation function will be embedded in the network overall and with ongoing activities. An evaluation will be included for each activity and will take the form of a participatory monitoring and evaluation process implemented by the actors in each activity.



## 5 RECOMMENDATIONS FOR WORK PLAN 2009

On the basis of the description of the process of the inception phase and the main findings, this report has proposed the emerging Mission and Key Functions of SIANI, its actors, and the Implementing Mechanisms. It is hoped that the momentum gained in the Inception Phase can be seized by the actors while benefitting from this proposed operating framework as an enabling network structure.

For each of the mechanisms, the authors of this report propose a number of activities, which have emerged from the scoping assessment, for consideration for the work plan 2009 (Annex 4). These activities would have to be deliberated on the basis of the feedback on this report. The details of the activities in terms of content, form and outputs should be determined by the actors involved in the implementation.



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## ANNEX 1: PARTICIPATING ORGANIZATIONS IN SCOPING ASSESSMENT

<b>Research Institutes and Universities</b>	
Afrint	Institutet för Livsmedel och Bioteknik AB, Göteborg
Albaeco	Institutionen för folkhälsovetenskap, Karolinska Institutet
CEMUS (Centrum för miljö och utvecklingsstudier)	International office, Swedish University of Agricultural Sciences (SLU)
Center for Sustainable Development, Uppsala University	IVL Svenska Miljöinstitutet
Centrum för uthålligt lantbruk (CUL)	Livsmedelsekonomiska Institutet, Lund
Chalmers Energi Centrum (CEC)	LUCSUS (Lund University Centre for Sustainability Studies)
Department of Economic History, Lund University	Network for Agroecology in Practice
Department of Plan Breeding and Biotechnology, Swedish University of Agricultural Sciences (SLU)	Network for Poverty Reduction Through Sustainable Natural Resource Management and Conservation
Department of Plant Biology and Forest Genetics, Swedish University of Agricultural Sciences (SLU)	Nordic Africa Institute (NAI)
Dept. of Sociology, Lund University	Skogforsk
Department of Urban and Rural Development, Swedish University of Agricultural Sciences (SLU)	SMHI
Department of Human and Economic Geography, Göteborg University	Statens Veterinärmedicinska Anstalt (SVA)
Department of Soil Science, Swedish University of Agricultural Sciences (SLU)	Stockholm Environment Institute (SEI)
EcoSanRes	Stockholm International Water Institute (SIWI)
Environmental Economics Unit, Department of Economics, Göteborg University	SwedBio
Faculty of Landscape Planning, Horticulture and Agricultural Science, Swedish University of Agricultural Sciences (SLU)	Swedish Institute for Food and Agricultural Economics (SLI)
Göteborg Miljövetenskapliga Centrum, (GMV)	Swedish Interdisciplinary Research Network Related to Livelihoods, Natural Resource Governance and Environmental Change in Rural Sub-Saharan Africa
Institute for Global Studies, Göteborg University	Swedish Water House
Institutet för Jordbruks- och Miljöteknik (JTI)	UCTree
<b>Research / Institutes and Universities</b>	
Afrint	Institutet för Livsmedel och Bioteknik AB, Göteborg
Albaeco	Institutionen för folkhälsovetenskap, Karolinska Institutet
CEMUS (Centrum för miljö och utvecklingsstudier)	International office, Swedish University of Agricultural Sciences (SLU)
Center for Sustainable Development, Uppsala University	IVL Svenska Miljöinstitutet
Centrum för uthålligt lantbruk (CUL)	Livsmedelsekonomiska Institutet, Lund
Chalmers Energi Centrum (CEC)	LUCSUS (Lund University Centre for Sustainability Studies)
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Dep. of Plant Biology and Forest Genetics, Swedish University of Agricultural Sciences (SLU)	Nordic Africa Institute (NAI)

Dept. of Sociology, Lund University	Skogforsk
Department of Urban and Rural Development, Swedish University of Agricultural Sciences (SLU)	SMHI
Department of Human and Economic Geography, Göteborg University	Statens Veterinärmedicinska Anstalt (SVA)
Department of Soil Science, Swedish University of Agricultural Sciences (SLU)	Stockholm Environment Institute (SEI)
EcoSanRes	Stockholm International Water Institute (SIWI)
Environmental Economics Unit, Department of Economics, Göteborg University	SwedBio
Faculty of Landscape Planning, Horticulture and Agricultural Science, Swedish University of Agricultural Sciences (SLU)	Swedish Institute for Food and Agricultural Economics (SLI)
Göteborg Miljövetenskapliga Centrum, (GMV)	Swedish Interdisciplinary Research Network Related to Livelihoods, Natural Resource Governance and Environmental Change in Rural Sub-Saharan Africa
Institute for Global Studies, Göteborg University	Swedish Water House
Institutet för Jordbruks- och Miljöteknik (JTI)	UCTree

#### Private sector

Business Region Göteborg	Individual consultants
Ekologiska Lantbrukarna	KF – Swedish Cooperative Union
Ekologiskt Marknadscentrum (EMC)	Orgut Consulting AB
Food for Development Office - Tetra Pak	Ramböll Natura AB
Grolink AB	Scanagri / NIRAS A/S
	Sustainable Dairy Farming Office, DeLaval

#### Civil society

Action Aid – Sweden	Kommunal
Amnesty Sverige	Kooperation Utan Gränser / Swedish Cooperative Center
Arbetarnas Bildningsförbund (ABF)	Lantmännens Riksförbund (LRF)
Diakonia	LO
Ekocentrum	Rättvisemärkt/Fairtrade
Fair Trade Center	Studieförbundet Vuxenskolan
Forum Syd	Svalorna - Lund
Föreningen Skogen	Svenska Kyrkan
Greenpeace	Svenska Naturskyddsföreningen
Hungerprojektet	Svenska Röda Korset (SRC)
Hushållningssällskaparnas Förbund	The Forest Initiative
	WWF – Sweden

**Government**

Jordbruksdepartementet. Secretariat for EU Coordination and International Affairs,	Naturvårdsverket
Exportkreditnämnden (EKN)	Sida
Government Inquiries (Utredningar)	Sida's Miljöbedömningshelpdesk (MKB)
Jordbruksdepartementet	Sida's Environmental Economics helpdesk
Jordbruksverket	Sida-SENSA
Landsbyggnetvirket	Sweden UN Embassy, New York
Miljödepartementet	SWENTEC (Sveriges miljöteknikråd)
	Utenriksdepartementet

**International organizations**

UN Capacity Building Task Force on Trade, Environment and Development (CBTF)	FAO Sweden
Danish Foreign Ministry / DANIDA	International Institute for Rural Reconstruction (IIRR) Uganda

## **ANNEX 2: WORKSHOP AGENDA**

### **PROGRAMME FOR INCEPTION WORKSHOP - SWEDISH INTERNATIONAL AGRICULTURAL NETWORK INITIATIVE (SIANI)**

**Thursday 29 January 2009 at Sida, Stockholm**

#### **Purpose of workshop**

This workshop is held in preparation for the launch of SIANI, to reflect on the findings from the scoping assessment conducted by Stockholm Environment Institute (SEI) in order to operationalise SIANI and establish its direction.

#### **Expected workshop outcomes**

Benchmarking of concrete topics for cluster groups within SIANI; Outline of the operating environment for policy development and competence building in which these concrete issues are to be addressed

#### **Lead workshop facilitator:**

Christine King, Senior Lecturer, School of Natural and Rural Systems Management, The University of Queensland

#### **Agenda**

- 8.30: Registration and coffee
- 9.00: Opening of the workshop with welcome by Sida (Mia Horn, Head of Policy, Sida)
- 9.15: Agriculture in international development cooperation (Johan Rockström, Executive Director, SEI)
- 9.30: Background and ambition with SIANI (Anita Ingewall, Sida)
- 9.45: 'Pulling the threads together' (Neil Powell, SEI)
- 10.00: Feedback from scoping assessment (Maria Osbeck and Rasmus Larsen, SEI)
- 10.30: Formation of working groups
- 11.00-12.00: Working groups (with coffee)
- 12.00: Lunch at Sida
- 13.00: Working groups continue (with coffee)
- 14.30: Plenary sharing of working group outcomes and discussion of emerging questions
- 16.00: Next steps
- 17.00: Closing remarks

## PRACTICAL INFORMATION

### Venue

Hörsalen at Swedish International Development Cooperation Agency (Sida)

Valhallavägen 199, S-105 25 Stockholm

Map at <http://www.sida.se>.

### Travel and Accommodation

For those of you who travel from outside Stockholm please indicate if you wish your travel expenses to be covered by SIANI and/or if you would like a hotel booking.

### Preparations

The workshop is a full day event 9.00 – 17.00 with an interactive process for participants to collectively formulate the outcomes. Please feel free to bring documents and other reference materials.

Please confirm your participation to SEI by 17 January 2009.

### Contacts at SEI

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## ANNEX 3: WORKSHOP PARTICIPANTS

### PARTICIPANTS LIST INCEPTION WORKSHOP SWEDISH INTERNATIONAL AGRICULTURAL NETWORK INITIATIVE (SIANI)

First name	Surname	Affiliation/Organization
Abdelaziz	Abdelkarim	Dep. of Urban and Rural Development, Swedish University of Agricultural Sciences (SLU)
Jan	Agri	Sustainable Dairy Farming Office, DeLaval
Mari	Albihn	Sida
Maria	Albinh	Sida
Börje	Alriksson	Miljödepartementet
Magnus	Bergström	Consultant
Atakilte	Beyene	Stockholm Environment Institute
Asa	Bjallas	Sida
Per	Björkman	The Forest Initiative, Föreningen Skogen
Thomaz	Carlzon	Svenska Röda Korset (SRC)
Åke	Classon	Hushållningssällskaparnas Förbund
Andreas	Davelid	Jordbruksverket
Göran	Djurfelt	Dep. of Sociology, Lund University
Katarina	Eckerberg	Stockholm Environment Institute
Sam	Ekstrand	IVL Svenska Miljöinstitutet
Liselotte Schäfer	Elinder	Institutionen för folkhälsovetenskap, Karolinska Institutet
Margareta	Espling	Department of Human and Economic Geography, Göteborg University
Anders	Falk	Jordbruksverket
Melinda	Fones-Sundell	Orgut
Christina	Furustam	Lantmännens Riksförbund (LRF)
Inge	Gerremo	Consultant
Christer	Gunnarsson	Dep. of Economic History, Lund University
Per	H. Ståhl	Skogforsk
Björn	Hansson	Ramböll Natura
Kjell	Havnevik	Nordic Africa Institute (NAI)
Ingemar	Hjelm	Ekologiskt Marknadscentrum (EMC)
Michael	Hjelmåker	EUI/Secretariat for EU Coordination and International Affairs, Jordbruksdepartementet
Caroline	Holm	Institutet för Jordbruks- och Miljöteknik (JTI)
Mia	Horn	Sida
Eva	Hägersten	Svalorna - Lund
Karin	Höök	Svenska Naturskyddsföreningen
Anita	Ingevall	Sida
Ann-Mari	Karlsson	Stockholm International Water Institute (SIWI)
Ngolia	Kimanzu	Kooperation Utan Gränser
Christine	King	School of Natural and Rural Systems Management, The University of Queensland



Lasse	Krantz	Sida
Astrid	König	Kommunal
Rasmus	Larsen	Stockholm Environment Institute
Jan	Lindström	Institute for Global Studies, Göteborg University
Staffan	Lund	Swedish University of Agricultural Sciences (SLU)
Jakob	Lundberg	Albaeco
Pernilla	Malmer	SwedBio
Kristina	Mastroianni	NIRAS, Scanagri
Margareta	Nilsson	Sida
Göran	Nilsson Axberg	Stockholm Environment Institute
Gert	Nyberg	Swedish University of Agricultural Sciences (SLU)
Filippa	Odevall	Hungerprojektet
Kristina	Olsson	Kommunal
Lennart	Olsson	LUCSUS (Lund University Centre for Sustainability Studies)
Maria	Osbeck	Stockholm Environment Institute
Neil	Powell	Stockholm Environment Institute
Johan	Rockström	Stockholm Environment Institute
Lennart	Salomonson	Department of Urban and Rural Development, Swedish University of Agricultural Sciences (SLU)
Helena	Sivard Askvik	EUI/Secretariat for EU Coordination and International Affairs, Jordbruksdepartementet
Sune	Sohlberg	Naturvårdsverket
Karl	Ståhl	Statens Veterinärmedicinska Anstalt (SVA)
Karin	Svanäng	Centrum för uthålligt lantbruk (CUL)
Johan	Toborn	Swedish University of Agricultural Sciences (SLU)
Hanna	Wetterstrand	Kooperation Utan Gränser
Christer	Wretborn	Jordbruksdepartementet
Peter	Wärner	Arbetarnas Bildningsförbund (ABF)
Mats	Åberg	Sida
Ingrid	Öborn	Department of Soil Science, Swedish University of Agricultural Sciences (SLU)

## ANNEX 4: PROPOSED ACTIVITIES FOR WORK PLAN 2009

Objective	Activity	Implementation	Time line	Outcomes
Network actors To establish membership and partner base.	Disseminate and present inception phase outcomes	Interim Secretariat	April-May	List of point persons and reference group arrangements per member for database
	Initiate communication with members and partners to get feedback on interests for engagement and involvement (incl. organising individual meetings with members)	Implemented by members and partners, with inputs from Steering Committee. Facilitated by Secretariat	April-May	Database content
To initiate Cluster group work	Identify point persons and initiate 'reference group' arrangements for members.	Members, Secretariat	April-May	Communication mechanisms
	Prepare and disseminate information material (PB, leaflet etc)	Interim Secretariat	April-May	Information shared
	Facilitate members' self-organization on proposed issues and Cluster Group members are identified	Implemented by members and partners, with inputs from Steering Committee. Facilitated by Secretariat	May-June	Initiated cluster groups and members
To prepare and organise first SC meeting	Identify Cluster Group Coordinators	Secretariat issue contracts	May-June	Agreements and contracts with coordinators signed; working procedures in place
	Develop Cluster Group work plans	Members, inputs from Secretariat	May-June	Work plans established
	Approve cluster groups work plan	Interim Secretariat	June	Work plan approved
To prepare and organise first SC meeting	Prepare documents, organise logistics	Secretariat and Sida	June	Work plan approved

<b>Network Communication</b>			
To establish and initiate SIANI communication plan for synthesis and dissemination, to ensure the communications add value to members' own communication	Rapid assessment of existing communication channels (e.g. newsletters and web-platforms) and needs of network members and partners. Preparing plan. Implementation of activities.	Interim Secretariat and Cluster Groups, with SEI communication team	April – June SIANI communication strategy (incl. plan for Event Based Synthesis Communication, which will include reports and briefs)
To establish and manage web-platform	Design functionalities, e-serve/list, resource pool, collection of data, data base input etc.	Secretariat (with SEI communication team), with Cluster Groups and members	March-June Web platform operational and used
<b>Dialogues on Sustainable Agricultural Development</b>			
To plan and initiate a Network Seminar Series which will host debates connected to Cluster Group issues and other upcoming debates	The organizing will be shared between Cluster Groups who will take responsibility for selected events. The seminars will invite and fund networks from developing countries to co-organise events in Sweden.	Cluster Groups, partners and Interim Secretariat	April-June To be decided
To contribute to the preparations for a Swedish response to the World Summit on Food Security, Nov. 2009	Planning for the dialogue process by initiating contacts, developing concept note, road map etc	Cluster Groups, partners, Steering Committee and Interim Secretariat	April-June To be decided
To convene dialogues to contribute to the Swedish chairmanship in EU in relation to agricultural development.	Initiate planning based on work of Cluster Groups to debate priorities in relation to agricultural development, and possibly connected with the lead up to COP 15 in Copenhagen	Cluster Groups, partners, Steering Committee and Interim Secretariat	April-June To be decided

<p>To organize a TV Panel debate which explores the challenge of inter-sectoral initiatives regarding sustainable agriculture development</p>	<p>Following up on the EC Chairmanship workshop, the TV debate will offer space for Cluster Groups share insights and debate with decision makers</p>	<p>SVT, Secretariat, Steering Committee members, members and partners.</p>	<p>To be decided</p>
<p><b>Strategic Initiatives</b></p>			
<p>To produce an assessment of Swedish engagement in key International Processes linked with agriculture and development</p>	<p>To conduct an assessment on Swedish engagement in key International Processes on agriculture and development.</p>	<p>Organized by Secretariat and implemented by members, Secretariat and Steering Committee</p>	<p>To be decided</p>
<p>To commission SIANI Study for the development of an 'Agriculture for Development Agenda' in Sweden</p>	<p>SIANI commissions an analysis of the Swedish stakeholder community from the perspective of partner organizations in developing countries to establish main needs for a national Agenda</p>	<p>To be conducted by international partners, coordinated by Secretariat and members in Cluster Groups</p>	<p>To be decided</p>
<p>To organize national workshop on the outcomes from the Study and the Assessment</p>	<p>The assessments will be presented and discussed in relation to Swedish engagement in agricultural development.</p>	<p>Organised by Cluster Groups and Secretariat</p>	<p>To be decided</p>



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