ACCESS TO NUTRITION FOUNDATION

ACTIVITY REPORT: 2018
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List of Acronyms

ATNF Access to Nutrition Foundation
PR Public Relations
WHO World Health Organization
PwC Pricewaterhousecoopers
BMS Breast-milk substitutes
NGO Non-governmental organization
NCD Non-communicable disease
UNICEF United Nations Children's Fund
BMGF Bill & Melinda Gates Foundation
CSO Civil society organization
IMS Infant Milk Substitutes
FSSAI Food Safety and Standards Authority of India
RWJF Robert Wood Johnson Foundation
PP Product Profile
NPS Nutrition profiling system
GAIN Global Alliance for Improved Nutrition
IFBA International Food and Beverage Alliance
CGF Consumer Goods Forum
1. Global Index

2018 saw the launch of the third Global Access to Nutrition Index. This year, the Global Index assessed the nutrition-related policies, practices and disclosure of the world’s largest 22 food and beverage manufacturers. It also featured the product profile; an assessment of the nutritional quality of their products in nine markets around the world. The marketing practices of the world’s largest baby-food manufacturers were assessed too. During preparatory phase of the Global Index 2018 – the Index report and executive summary were written, and subsequently reviewed by the ATNF expert group and board.

Launch events

In collaboration with ATNF’s chosen PR agency for the Global Index, launch events were hosted in London to coincide with the publication of the Index. A multistakeholder event brought together a range of actors from varying sectors. The audience on the day included representatives from companies assessed, non-governmental organisations, civil society organizations, members of the investment community, industry associations, academics and more.

An event was also hosted specifically aimed at investors. Katie Gordon, the co-chair of ATNF’s investor engagement working group facilitated this meeting and panelists from Nestle, Mondelez and Kepler Cheuvreux discussed the results of the Global Index and explored how investors could best make use of the findings. A webinar aimed at investors unable to attend the in-person meeting attracted much attention with 21 investors joining in to hear the findings of the Global Index.

Media attention

The launch of the Global Index 2018 received widespread media attention, including features in La Republica, Romper, Malnutrition Deeply, Food Navigator, Responsible Investor, NOS, AD and more. ATNF gained over 200 followers on Twitter during the week of the Global Index launch. The hashtag #ATNI was very widely used, with 700 tweets and 340 different contributors. The video which was produced to showcase the results of the Global Index was viewed 25,320 times.

Follow up

As is the usual protocol after the launch of an Index, all CEOs of the food and beverage manufacturers ranked received a letter announcing the publication of the Global Access to Nutrition Index 2018. The CEOs were offered the opportunity for ATNF’s Executive Director to present and discuss the findings with the respective Board/MT members.

Additionally, all companies scored and ranked in the Index were invited to have one-on-one meetings to discuss their scores and ranking, the methodology and the recommendations. In the last quarter of 2018 meetings took place with Ajinomoto, Danone, FrieslandCampina, and Unilever. More meetings are scheduled for the first quarter of 2019 (partly combined with follow up of the 2018 US Index) with Nestlé, MARS, Coca Cola and Kraft Heinz. In general, companies have appreciated the engagement process with ATNF and the use of the online platform but ask for streamlining of our methodology and ways to appreciate the very different contexts of dairy, confectionary and multi product companies.

A review of the methodology of the Global Index that started in the last quarter of 2018 has led to plans to reduce complexity, perceived duplication and other changes and
improvements. While ATNF reviews and revises the methodology after each Index iteration, the current revision is more extensive as it aims to integrate two major aspects of our current methodology: The Corporate Profile and the Product Profile, to come to one overall Index score and ranking. Moreover, the methodology needs to be streamlined to ensure we sustain or increase company engagement by reducing the resource burden, as well as enabling ATNF to expand its activities by reducing resource requirements per Index iteration. The revision of the methodology will be done in parallel to updating the India Index methodology and will run well into 2019, offering experts, companies and other stakeholders to provide input in the process.
2. Marketing of breast-milk substitutes and complimentary foods

Westat/ in-country studies

Early in 2018, Westat presented the findings of the Thailand assessment to local stakeholders (NGOs, ministries, UN) in Bangkok. Participants joined from the Department of Health, Ministry of Public Health, The National Health Commission Office, Bangkok Metropolitan Administration, Nursing Council, Thai Breastfeeding Center Foundation, WHO Country Office, Save the Children, Alive & Thrive and International Health Policy Program (Westat's local partner for the Thailand assessment conducted).

On February 19, the ATNF summary report and Westat full report on the Thailand BMS Marketing assessment were published. Local stakeholders showed their appreciation for the assessment via social media and in emails directed to the ATNF team.

The Nigeria report was released in early April and was also well received.

"We are pleased that ATNF has undertaken this important study with Westat and OPM in Nigeria. The Government of Nigeria is committed to improving the rate of exclusive breastfeeding while sustaining the high rate of breastfeeding and curtailing the inappropriate marketing of breast-milk substitutes."
- Dr. Chris Isokpunwu, Head of Nutrition, Federal Ministry of Health, Nigeria

FTSE

Discussions continued with ATNF, FTSE and PwC and a meeting was hosted to align and agree upon an approach to conducting in-country assessments. Budget allocations need to be confirmed between FTSE and ATNF and an agreement will be signed outlining the data ATNF will deliver to FTSE4Good. This and the selection of countries is planned to take place in Q1 of 2019.

Global Index – BMS

The BMS marketing chapter for the Global Index and scorecards were published as part of the overall Global Index 2018. ATNF hosted a Webinar in partnership with US-based NGO 1,000 Days, which examined how we can best move forward with the findings from the BMS Marketing assessment. Civil-society organizations such as NCD Alliance, UNICEF, Save the Children US, Helen Keller International and others such as the World Food Program and American Society of Paediatrics participated in the webinar.

One-on-one meetings were also held with all BMS companies after the Global Index 2018 was launched. As of Q4, all one-on-one meetings with BMS companies have been completed, other than with Nestlé which will take place in-person in Vevey in Q1 of 2019. As per request from Danone, an additional call is planned in the first quarter of 2019 to further discuss the findings of 2018 and to look at next steps.

The feasibility of contracting Westat using three sub-contracts has been discussed in order to:
• Make a head start on preparatory work needed for the next assessments while the logistical arrangements are being made with FTSE and BMGF.
• Be better able to gauge the time and cost for each phase of the assessments (i.e.: the first phase of establishing in-country activities will influence the time and cost for the actual in-country work).

The feasibility of creating a database of images of incidences of non-compliance on ATNF’s data platform was also discussed with technical agency 73bit, and Westat, so that companies have access to the evidence and can use it to address the issues found.
3. India Spotlight Index

It was decided that the second iteration of the India Spotlight Index is to be produced over the course of 2019 and published at the end of 2019. A new senior program manager and a second research analyst joined the ATNF team in mid-September. They visited India in the last quarter of 2018 to begin the process of engaging with companies and other local stakeholders (funders, experts, CSO’s and government) and plan for the Index.

With support from ATNF global expert group members Dr Kapil Yadav and Dr CS Pandav from India, potential candidates were reviewed for setting up an India-specific expert group panel, also discussed were the options for a state/district level deep-dive.

Other topics discussed with the expert group members and other stakeholders during the trip included:
- Ways to reduce methodology complexities/ addressing repetition in indicators; combining nutrition/undernutrition indicators;
- The plan to integrate product profile scores in the corporate profile and the need for enough time for companies to check product lists;
- Capturing impact on populations that lack access to healthy, affordable food the most/ defining priority populations;
- Including more local companies in the next Index.

A wide range of stakeholders were visited during this visit: WHO India, UNICEF India, GAIN India, Bill & Melinda Gates Foundation India, the Food Safety and Standards Authority of India (FSSAI) and the Embassy of the Kingdom of Netherlands.

ATNF has taken due note of the following ongoing FSSAI/ Government nutrition initiatives in India: the Eat Right movement; the National Nutrition Strategy 2017; upcoming new labelling regulations and new regulations on advertising and nutrition claims, development of a new FSSAI Nutrient Profiling System with WHO guidance, replacing CODEX with FSSAI regulations; an increased focus on fortification efforts (Anemia free India campaign, FSSAI new fortification rules). ATNF received positive reactions on the plan to start action research on Complementary Food/ Infant Feeding in India.

The importance of maintaining post-launch engagement efforts and in-between Index processes for wider impact, specifically through establishing local representation (exact form to be determined) is another issue shared by several stakeholders. Despite the high compliance rates registered in 2016 with the IMS Act on the marketing of Breastmilk Substitutes some stakeholders advised ATNF to repeat an on-the-ground assessment (BMS 2) but in a different metropolitan area and/or include rural settings.
4. Outreach activities

Investors

Global Index
On January 17, an investor engagement call was held with investors that had shown an interest in becoming part of the company engagement process. The objective was to discuss the investor signatory engagement plan and to develop a timeline and expectations for investor engagement.

ATNF continued to work with the co-chairs of the Investor Engagement Group to finalize the plans for collaborative investor engagement with the 2018 Global Index companies. ATNF provided bespoke content to the investors for each company, based on the Global Index findings, to be included in the letters sent by the investors to request calls or meetings to discuss the issues raised.

U.S. Spotlight Index
Additionally, in collaboration with Bernstein, an investor specific event was planned alongside the launch of the U.S. Spotlight Index. Following the publication of the U.S. Index, this meeting took place on November 19th in New York, which was hosted in the Bernstein offices in New York. A webinar for investors was also hosted as part of the launch efforts.

Other activities
- During Q1, two UK-based investment managers (Schroders and Rathbone Greenbank) asked ATNF to submit a proposal to benchmark 50 or 100 UK companies' reporting on sugar reduction.
- ATNF had a call in Q2 with a large Swiss asset management company that indicated it is interested in accessing (and potentially paying for) further detail on some of the Global Index, particularly the Product Profile data.
- In Q3 ATNF presented the Global Access to Nutrition Index 2018 on 14 September at the ‘PRI in Person’ annual conference, side event, San Francisco.
- ATNF spoke to one investment management company (GAM, based in London) that was interest-ed in becoming a signatory and subsequently signed up.
- ATNF welcomed two new investor signatories during the final quarter of 2018: Swiss investment management company GAM with CHF 139.1 billion in assets under management, and Robeco with €171 billion assets under management. Having engaged on the topic of nutrition for years and used our Indexes as a valuable resource, Robeco confirmed it wished to become a signatory and become actively involved in the collaborative engagement. Robeco manages a total of €171 billion, including the assets of the clients it engages on behalf of, as well as its own assets under management.

Meetings and events
2018 was a busy year for ATNF and we had a presence at many major nutrition conferences and events. Our presence at these helped to boost our profile and credibility as a leading not-for-profit organization working to tackle nutrition-related challenges.

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<tr>
<th>Date</th>
<th>Location</th>
<th>Meeting</th>
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<tbody>
<tr>
<td>2 – 4 May</td>
<td>Washington D.C., US</td>
<td>PHA Meeting: panel discussion to maintain momentum and coordination around U.S. Index launch. The panel discussion was moderated by Partnership for a Healthier America. Panelists included ATNF Expert Group and Board member Shiriki Kumanyika, ATNF Investor Working Group Co-Chair Lauren Compere and Victoria Brown from the Robert Wood Johnson Foundation.</td>
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<td>Date</td>
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<tr>
<td>10-11 May</td>
<td>Princeton, New</td>
<td>Spitfire strategic communications training, RWJF</td>
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<td>Jersey, US</td>
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<td>24 May</td>
<td>Geneva, Switzerland</td>
<td>ATNF participated in a panel discussion at the World Health Assembly.</td>
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<td>11-12 June</td>
<td>Stockholm, Sweden</td>
<td>EAT Forum: breakfast meeting “UNSCN Actioning Nutrition to Drive 2030 Agenda”, and a World Benchmarking Alliance allies meeting.</td>
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<td>13 – 15 June</td>
<td>Dar es Salaam, Tanzania</td>
<td>SUN Business retreat to discuss the proposed potential SME self-assessment tool and solicit feedback.</td>
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<td>28 June</td>
<td>Online</td>
<td>BMS Marketing Assessment Webinar: Taking the findings forward. Blog post written about the Webinar here: <a href="https://www.accesstonutrition.org/media/bms-marketing-assessment-taking-findings-forward">https://www.accesstonutrition.org/media/bms-marketing-assessment-taking-findings-forward</a></td>
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<td>17 July</td>
<td>London, United Kingdom</td>
<td>C3 Collaborating for Health, International Breakfast Seminar where experts from around the world are invited to present their work on NCD prevention to UK professionals. ATNF’s session was entitled: “The 2018 Global Access to Nutrition Index: Are the world’s largest F&amp;B manufacturers making a positive contribution to addressing global nutrition crises?”</td>
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<td>19 July</td>
<td>Online</td>
<td>ATNF joined over 100 organizations (including BMFG, Global Nutrition Report, GAIN, UKAID) in SPRING Project’s Call to Action for adolescent nutrition: “Better Data Now to Drive Better Policies and Programs in the Future”.</td>
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<td>30 – 31 August</td>
<td>Wageningen, The Netherlands</td>
<td>SDG-Conference ‘Towards Zero Hunger: Partnerships for Impact hosted by Wageningen University &amp; Research</td>
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<td>24 September</td>
<td>New York, US</td>
<td>Global monitoring mechanism. New York. WHO organized a stakeholder consultation, at a UNGA side-event on NCD’s September 2018, on tracking industry commitments regarding reformulation. A background paper prepared by WHO for this purpose referenced ATNF extensively. ATNF participated in a WHO led consortium to develop a global monitoring mechanism that measures industry progress on commitments independently.</td>
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<td>26 September</td>
<td>New York, US</td>
<td>UNGA side-event on UNICEF’s Approach to Preventing Overweight and Obesity in Childhood in combination with undernutrition programmes.</td>
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<td>28 September</td>
<td>New York, US</td>
<td>International Forum on Food and Nutrition, Barilla Foundation, New York. ATNF was present for the session “How food systems and nutrition patterns will affect and/or contribute to the achievement of the SDGs”.</td>
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<td>5-7 November</td>
<td>Florence, Italy</td>
<td>Food Systems for Children and Adolescents, Working Together to Secure Nutritious Diets</td>
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<td>13 November</td>
<td>Paris, France</td>
<td>Aligning Accountability: Coordinating accountability initiatives on business impact on nutrition.</td>
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<td>28-30 November</td>
<td>Bangkok, Thailand</td>
<td>Accelerating the end of Hunger and Malnutrition global event. Report on this conference available here. ATNF hosted a well-attended side event entitled “Monitoring the efforts made by the world’s largest food and beverage manufacturers to tackle undernutrition”. The results of the Global Index 2018 were</td>
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presented and panellists from Alive & Thrive, Food Industry Asia, UNICEF, GAIN and SBN Nigeria discussed how we can further monitor and strengthen the role the private sector is playing in ending undernutrition and working towards a world with zero hunger. Representatives from FrieslandCampina and Ajinomoto provided responses to the results of the Global Index, and a lively discussion took place among panellists and the audience.

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<tr>
<td>28 – 30 November</td>
<td>St Louis, US</td>
<td>Healthy Children, Healthy Weight, Leaders Advance. RWJF Meeting.</td>
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<td>Annual RWJF grantees meeting. The meeting focused on building a culture of health, whole child health and wellbeing, and influencing public policy.</td>
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5. Feasibility study

During Q1, a feasibility study was conducted by Carnstone with the aim of exploring future scaling up activities for the Access to Nutrition Foundation including developing Access to Nutrition Indexes for other parts of the supply chain and expanding to other Spotlight Indexes. The study was discussed with the ATNF board and funders were also given the opportunity to contribute feedback. One outcome of the strategic review was to develop a prospectus for potential new partners and funders which could also serve to inform a wider audience about our work. The timeline for the prospectus is as follows:

- December 2018: Draft Prospectus for new funders and partners to be reviewed by the Board
- March 2019: Final Prospectus to be approved by the Board
- April 2019: Prospectus finalised, printed and in use.

6. New Spotlight Indexes

**U.S. Spotlight Index**

The first-ever U.S. Spotlight Index was published in November. The Index scored and rated the nutrition-related policies, practices and disclosure of the ten largest food and beverage manufacturers in the US, with specific attention paid to what they do to offer affordable, healthy food to priority populations, such as children, and the urban and rural poor. A number of meetings were planned to coincide with the launch of the US Spotlight Index:

1. CEOs/Senior VPs of the respective companies invited to join a breakfast meeting with ATNF’s Executive Director.
2. A multi-stakeholder meeting on November 16 in Washington DC.
3. An investor event in collaboration with Bernstein on November 19. A webinar for investors unable to attend the in-person event.

Pre-launch events were hosted and media outreach began with support from Burness (U.S. based PR agency) at events such as the Healthy Eating Research meetings, and Partnership for Healthier America conference.

The U.S. Spotlight Index 2018 was published in Washington on November 16, 2018. The Index revealed that the 10 largest U.S. food and beverage manufacturers lack the policies and action needed to tackle the high levels of obesity and diet-related diseases in the United States and ensure consumers have access to affordable, healthy products. The companies are not doing enough to improve the nutritional quality, pricing and distribution of their products nor to improve their practices related to responsible and transparent product marketing and labeling.

The Index’s ranking of the 10 companies has Nestlé leading the Corporate Profile with a score of 5.3 out of 10 for being the most transparent about its progress to help consumers eat healthier through commitments focused on making its product portfolio healthier, better informing consumers, more responsible marketing activities and other efforts. Unilever came in second place and PepsiCo in third. ConAgra leads the Product Profile with a score of 5.8 out of 10 for carrying the healthiest product portfolio, followed by Kraft Heinz in second place and General Mills in third. Based on their total U.S.
sales in 2016, the 10 companies included in the Index are Coca-Cola, ConAgra, Dr Pepper Snapple, General Mills, Kellogg, Kraft Heinz, Mars, Nestlé, PepsiCo and Unilever.

Launch events:
Launch meetings took place November 16, 2018 in Washington D.C.;

- Breakfast meeting with company representatives (13) from Coca-Cola, Conagra, Mars, Nestlé, PepsiCo, RB/MJN, and Unilever. The main points of discussion were on (1) the role of food and beverage manufacturers in driving accessibility and affordability of healthy products, (2) future planning of the Index and reducing complexity, (3) the overlap between the Global Index and U.S. Index and (4) plans to venture into the Out-of-Home sector to capture a larger part of relevant business.

- Multi-stakeholder meeting with representatives from companies, CSOs, and experts present (attendance: 51). The U.S. Index was well received from various stakeholder perspectives, with a constructive dialogue between company and CSO representatives. Additionally, the investor perspective was addressed.

- BMS roundtable (on invitation only) with representatives from BMS-related CSOs (attendance: 17). Main points of discussion were (1) interest in lobbying assessment focusing on BMS and industry association roles, (2) lack of information on U.S. BMS marketing practices, and (3) the role for ATNF in engaging with FDA to address regulation.

Additionally, an investors meeting took place on November 19, 2018 in New York. The meeting was hosted by Bernstein and attracted attendance from Arisaig Partners, UBS Asset Management, Rabobank, Tourbillon Capital, MEAG Munich Ergo Asset Management, Trinity Health and the Interfaith Center on Corporate Responsibility. Attendees were very engaged and a lively Q&A took place.

Media coverage:
The publication of the Index was covered both in traditional media as well as on social media:

- The publication was covered in Hagstrom Report, Bevnet.com, Food Navigator, Food and Drink International, Food Dive, Cision, Baking Business, and Marion Nestlé also made reference to the Index in Food Politics. Forbes ran a story on the Index which featured an interview with Inge and Vice President of Nutrition, Health and Wellness at Nestlé.

- The #USNutritionIndex hashtag was used in 239 tweets by 95 contributors, including Partnership of Healthier America, American Heart Association, 1,000 Days, Rudd Centre, GAIN, Healthy Eating Research, ARCH Nutrition, Voices of Healthy Kids.

ATNF and the Robert Wood Johnson Foundation have started discussions on a renewal of the grant for this work, to allow for a second US Spotlight Index to be made. Following the publication, companies ranked were invited to have a follow-up call with the ATNF to discuss the findings of the U.S. Index 2018 and the potential next steps. On request a call with Unilever was organised directly after they received the report under embargo -like all companies in the Index- a day before the launch events. A follow-up with Kellogg took place in Q4 of 2018. Calls are planned for the first quarter of 2019 with Conagra, Dr Pepper Snapple, KraftHeinz, Mars, Nestlé and PepsiCo.

Nigeria Spotlight Index
In February, ATNF continued discussions on the potential for a Nigeria Spotlight Index during a trip to Nigeria. Several meetings were held with potential donors and interested stakeholders, amongst which were the Nigeria SUN Business Network, USAID, DFID, Bill & Melinda Gates Foundation, Ministry of Agriculture, and the WorldBank. Responses were receptive, and further assessments will need to take place to gauge the feasibility of funding a Nigeria Spotlight Index.
In Q4, BMGF Nigeria expressed interest and asked ATNF to provide info on what is required to make a Nigeria Spotlight Index, to be conducted in 2019 and published in 2020.

Other
In September 2017, ATNF submitted a proposal to the Dutch Postcode Lottery (Postcode Loterij) to develop a first Africa Access to Nutrition Index. However, ATNF was informed in February 2018 that the proposal had not been selected for the 2018 investments.
7. Product Profile (PP)

**Global Index**
In early 2018, ATNF made a final decision on how best to integrate the Product Profile (PP) into the Global Index 2018 and the first draft of the PP chapter for the Global Index report was written. A comparison between PP assessment findings regarding percentages of healthy products per company and company self-reported percentages of healthy products was completed. Results of this comparison were included in the draft chapter on Category B, Products, of the Global Index report. The full-length report of the PP, prepared by The George Institute (TGI) in Q4 2017, was reviewed and arrangements were made to finalize it in Q1 2018 for publication in line with the Global Index report (in Q2). The PP chapter and the pre-final full-length TGI report were reviewed by the ATNF Expert Group.

The nine-country Product Profile assessment was included within the Global Index 2018 on May 23. Other verification-type activities completed by ATNF in 2018 in collaboration with its research partners were assessments of the product reformulation targets of companies that are members of the International Food and Beverage Alliance (IFBA), as well as being included in the 2018 Global Index. In addition, historic evidence of sodium reductions in products on the Australian market during 2006-2017 was assessed. Reporting on these studies was finalized in Q2 and incorporated as case studies in the Product Profile section of the 2018 Global Index report.

**U.S. Index**
The Product Profile for the US Index report, a sub-analysis of the nine-country Product Profile, with additional detail on the results for the US Index companies, was undertaken in Q2 and the first draft was written for inclusion in the US Index report.

**Global Nutrition Report**
An additional sub-analysis of the nine-country Product Profile, focusing on country-level differences in the average healthiness of packaged food and beverage products, was drafted and shared with the authors and editors of the Global Nutrition Report (GNR), in preparation of the GNR 2018 which was published in November.

**INFORMAS and TGI**
In August 2018, WHO invited ATNF, along with INFORMAS and TGI, to be a member of a consortium to develop a new global mechanism to assess F&B sector companies’ progress in meeting global nutrition targets at a global and country level. The mechanism will assess both the progress of F&B manufacturers’ in meeting a set of food composition targets, which WHO will establish in consultation with government and non-government actors, as well as their policies and commitments on nutrition labelling, promotion to children and adolescents and product accessibility, compared to WHO-set benchmarks derived from WHO recommendations.

**NPS**
Developing a project proposal for funding by BMGF to explore options for an improved Nutrient Profiling System with a micronutrient component and to incorporate it in future iterations of our Indexes. This project aims to objectively assess how company products can contribute to addressing undernutrition, focusing specifically on micronutrient deficiencies. The proposal was submitted to and discussed with BMGF in Q3.

**GAIN: self-assessment tool**
Continued dialogue with GAIN on a cooperation to develop a self-assessment tool in Sun Business Network countries for small and medium scale enterprises.
8. Further development of verification-type activities

- A project proposal submitted for funding to BMGF to explore options for an improved Nutrient Profiling System with a micronutrient component and to incorporate it in future iterations of our In-dexes was approved in November. This project aims to objectively assess how company products can contribute to addressing undernutrition, focusing specifically on micronutrient deficiencies. Contact with project partners was started up in Q4 of 2018.
- Dialogue continued with GAIN on a cooperation to develop a self-assessment tool in Sun Business Network countries for small and medium scale enterprises. (the contract is expected to be signed early 2019).
- Funding for a UK Product Profile and UK pilot retail-sector Access to Nutrition Index (both to be published in 2019) was included within a proposal made by Share Action (UK NGO that works with investors to address ESG issues among companies) to Guys & St Thomas’s Foundation – ATNF is reviewing a contract for a subgrant (50,000 GBP) expected to be signed January 2019.
- WHO Global monitoring mechanism; ATNF is asked by the World Health Organisation as one of the initiators to develop a mechanism to follow-up on industry commitments on product (re)formulation (IFBA, CGF)
- Nutrition for Growth (N4G) summit 2020 Tokyo; The Japanese government has approached ATNF to advice and contribute to the preparations for this summit.

9. Risks

ATNF maintained its independence in 2018 by not accepting any funding from industry and not having board or expert group members (recently) employed by food manufacturers.

The number of companies engaging with ATNF during research has increased (both in number and in the intensity of using the options to provide information to ATNF and organising follow-up call to discuss results and details of the methodology).

To make sure ATNF products make an impact in low-income countries as in high income markets two new projects are prepared or have started in 2018; 1) the development of an enhanced nutrient profiling system to take into account micro-nutrients and 2) formulating and piloting a self-assessment tool for small and medium scale enterprises in Sun Business Network countries.

Continued involvement of all stakeholder groups (companies, CSO’s, academia and the public sector) in the development of our methodology and when launching new Indexes (in 2018 the 3rd Global Index and 1st US index) or other products ensure broad and increased support for and use ATNF's products.

New accountability mechanisms and alignment initiatives are emerging and ATNF keeps close track and actively associates with all of them to ensure its products are state of the art and stay most relevant for target audiences.
The ATNF team has grown in 2018 to be able to work on new projects and to be ready to work on and release several indexes simultaneously in the future, while maintaining a high professional and quality assurance standard (including intensive oversight of all research and analysis).

ATNF has a constant dialogue with suppliers and sub-contractors on price levels of services provided to ensure it delivers value for money.

New staff members in 2018 were asked to sign a code of conduct and were trained on the safeguarding policy.