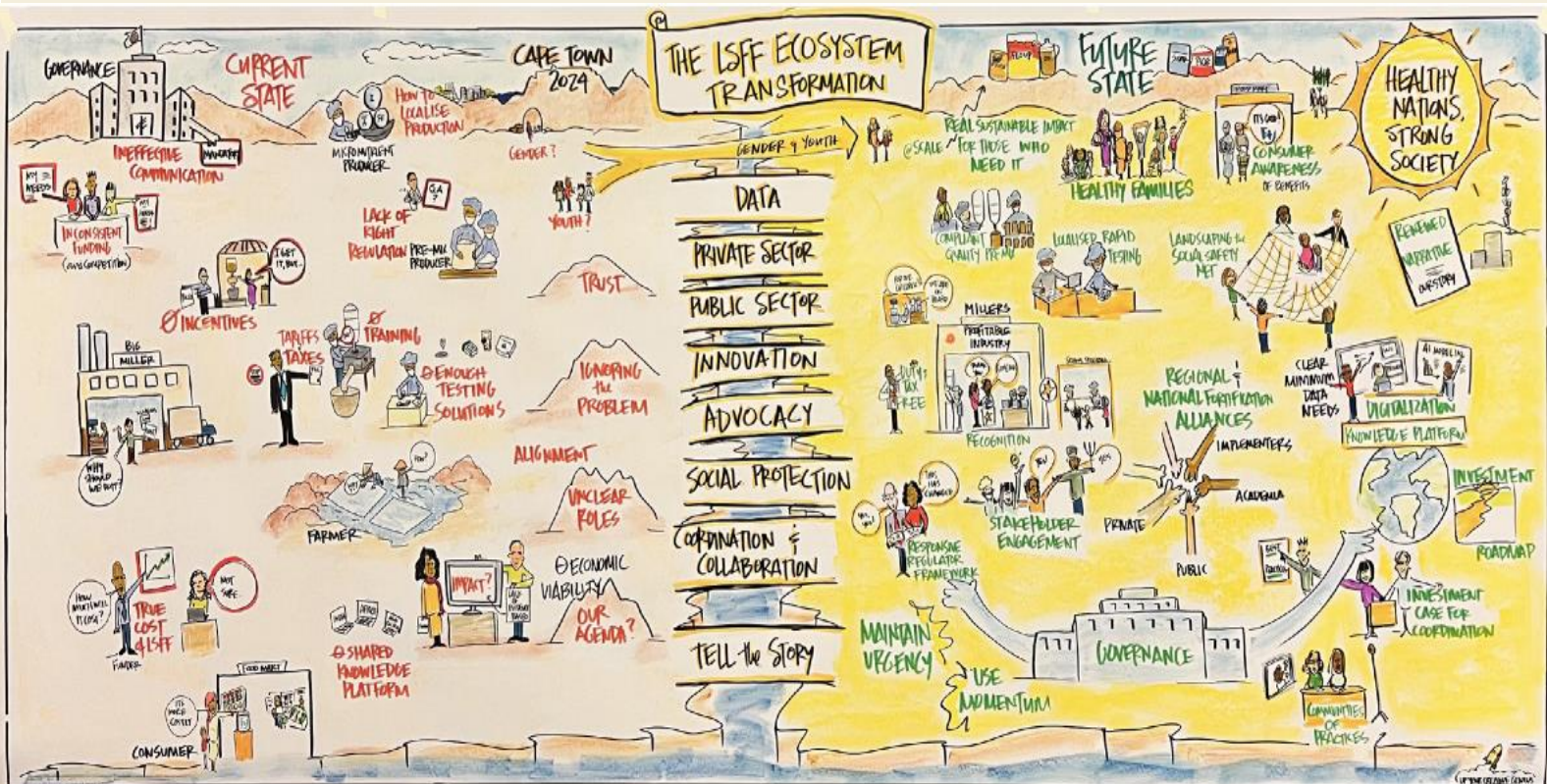




Strengthening Delivery Coordination to Maximise Impact: Technical report



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List of Abbreviations

An extensive LSFF Partner Convening Glossary was prepared for the Convening and can be found [here](#).

CAP: Collaborative Action Panel

CEO: Chief Executive Officer

DFS/MFS: Double Fortified Salt/Multiple Fortified Salt

ECOWAS: Economic Community of West African States

ECSA-HC: Eastern, Central, and Southern Africa -Health Community

FF: Food Fortification

GCC: Global Customs compliance

GHS: Global Health Strategies

GF-TAG: Global Fund Technical Advisory Group

LSFF: Large-Scale Food Fortification

LMIC: Low-and Middle-Income Countries

MFI: Micronutrient Fortification Index

MNF: Micronutrient Forum

MN: Micronutrient

MS: Marketing Support

NGO: Non-Governmental Organisation

NFAs: National Fortification Alliances

NPV: Net Present Value

NTBs: Non-Tariff Barriers

OECD: Organisation for Economic Co-operation and Development

PPP: Public Private Partnership

QA/QC: Quality Assurance/Quality Control

R&D: Research and Development

REC: Regional Economic Community

SDG2: Sustainable Development Goal n°2 ([Zero Hunger](#))

SAARC: South Asian Association for Regional Cooperation

SADC: South Africa Development Community

SMART: Specific, Measurable, Achievable, Relevant and Time-bound

SME: Small and Medium-sized Enterprise

SPP: Social Protection Programs

SSNPs: Social Safety Net Programs

Stds: Standards

TA: Technical Assistance

USAID AFFORD: Accelerating Fortification for Improved Nutrition and Health

USI: Universal Salt Iodization

WCO: World Customs Organization

WS: Working Session

WTO: World Trade Organization

1. Introduction

The LSFF Partners Convening, held in Cape Town and virtually in April 2024, brought together representatives across government, civil society, international organisations, academia, and the private sector to discuss different approaches to maximise the impact of Large-Scale Food Fortification (LSFF) initiatives through strengthened delivery and coordination. This goal comprises three connected elements:

- i. Strengthening the LSFF ecosystem by generating awareness across partners around scopes of work as well as results, challenges, opportunities, and upcoming trends and to ensure synching of the LSFF delivery ecosystem.
- ii. Identifying common goals and setting collective ambition for the partners working within the LSFF ecosystem.
- iii. Encouraging and defining greater coordination and collaboration towards common goals.

Accordingly, to reflect on the Convening this report has two main aims: **first**, to capture the multifaceted conversations that occurred and **second**, to strengthen and sustain coordination on the common goals discussed to move the LSFF ecosystem forward nationally, regionally, and internationally.

The Convening set out to model the practice of inclusive and effective coordination and collaboration.¹ To do so, days one and two of the Convening discussed two main questions through 27 working sessions: ‘What - the LSFF Model and Ambition’ on day one, to the ‘So What - Actionable Possibilities’ based on the significant number of proposals gathered during the ‘save the date’ process in December 2023. The outcomes from these working sessions helped frame what eventually became the LSFF Manifesto for Accelerated Action, and both of these products together also led to formulating the eight Actionable Pathways discussed on day three – ‘Now What - Actionable Pathways’ for scaled impact of food fortification.

Taken together, the **working session outcomes**, the **LSFF Manifesto for Accelerated Action**, and the **eight Actionable Pathways** revealed the necessity of ensuring that coordination and collaboration mechanisms lie at the heart of the collective direction of travel of the LSFF community. The work of the Collaborative Action Panel (CAP), representing the LSFF Community gathered at the Convening, played a key role in driving these outcomes and finding ways to maintain momentum beyond the Convening itself through a process of finalisation and the publication of the Manifesto itself, discussed in detail in section two. This report builds on the inputs and outputs from the Convening (summarised in the table below) and indicates the potential to optimise both the concrete proposals laid out here and the collaborative multi-stakeholder culture and community that was established – under Chatham House rules.

¹ More information on the Convening design can be found in Annex 2 of this report.

Table 1: Convening inputs and outputs structured by the Convening Journey

Pre-Convening Key inputs:	Day One - The What - LSFF model and ambition Key outputs:	Day Two - The So What - Actionable Possibilities Key outputs:	Day Three - The Now What - Actionable Pathways Key outputs:	Key outcomes of the Convening:
<ul style="list-style-type: none"> • Save the Date survey harvesting partners’ prioritised Eight Topic Areas (see Annex 3) and suggestions of Convening sessions • BMGF Portfolio slides • LSFF Convening overview slides • Portfolio Book • Top Line agenda • Coordination & Collaboration Pack: framework, brief, explainer, and Wrap up Tool • Attendee Hub • 27 Working Session Standard Guidance • Working Sessions map (Mural) • Briefing sessions including 70% of participants (speakers, panellists, fishbowl openers, working session leads, thought leaders, and sensemakers) • Convening Glossary 	<ul style="list-style-type: none"> • Master slide deck, including Slido results • Overview Mural • Keynote Speaker & Panel 1: Collective LSFF Ambition • Working Sessions Rounds #1 & #2: ‘the What’ to ‘the So What’ and Annex 1 • CAP: ambition statement (Day One) 	<ul style="list-style-type: none"> • Working Sessions Rounds #3 & #4 - from ‘the So What’ to ‘the Now What’ and Annex 1 • Private Public Partnerships: fishbowl conversation • Consumer behaviour change: flash inspirational debate (• Re-prioritised Topic Areas (Slido poll) • CAP: Work in Progress for the Manifesto for Accelerated Action (Day Two) 	<ul style="list-style-type: none"> • Eight Actionable Pathways based on prioritised Topic Areas <ol style="list-style-type: none"> 1. #Data 2. #Public Sector 3. #Private Sector 4. #Innovation 5. #Advocacy 6. #Social Protection Programs 7. #Coordination 8. #Community Knowledge Management • Inclusion and innovation in the LSFF delivery value chain of tomorrow - flash inspirational moment - Slido results • CAP: Work in Progress for the Manifesto for Accelerated Action (Day Three) • Concluding Slido results: taking the Convening forward 	<ul style="list-style-type: none"> • LSFF Manifesto for Accelerated Action • LSFF 27 Working Session Outcomes: compilation (Round #1 to #4) and Annex 1 • LSFF Eight Actionable Pathways: compilation ((Round #5 & #6) and section 3 of this report) • Top Line agenda • Portfolio Book • Post-Convening survey compilation • BMGF Partner engagement survey compilation

2. The LSFF Manifesto for Accelerated Action



Figure 1: Manifesto for Accelerated Action

The Collaborative Action Panel (CAP)² was established to work as an independent group of respected LSFF thought leaders representing diverse parts of the LSFF community—both in terms of the stakeholders and countries they were from. Together, the CAP framed the Manifesto, concurrent to the working sessions, to reflect the LSFF community as a whole, existing beyond any one organisation and with a life stretching beyond the LSFF Partner Convening. As the Manifesto best summarizes how the LSFF Partner Convening encouraged actionable progress through the three days, it is presented here first. It sets out collective ambitions, evidence-based recommendations, and a commitment to action to drive progress through 2030. The Manifesto frames progress toward LSFF transformation that sets out a shared direction of travel, supporting the eight Actionable Pathways, as long-term goals laid out below.

The [Manifesto for Accelerated Action](#) illustrates the LSFF community's commitment to continued collaboration and accountability going forward and reflects the engagement of the hundreds of participants.

The Manifesto sets an aspiration stating, “by 2030 the consumption of foods fortified with other critical nutrients including vitamin A, iron, zinc, folic acid and B12 will match the success of iodine fortification. In a world increasingly challenged to meet the nutritional needs of vulnerable populations, there is no excuse for inaction.”

It presents the following commitments to action centred on evidence-based interventions:

- Improve compliance of fortified foods to regulatory standards.
- Reach the most vulnerable through distribution of high-quality fortified foods through social assistance programs.
- Develop effective advocacy strategies for food fortification that target context-specific barriers and empower local communities and champions.
- Integrate food fortification into food systems transformation pathways.
- Facilitate investments in food fortification through tax and import duty exemptions for certain materials used in food fortification programs.
- Strengthen national alliances under government leadership to provide support and continuously improve fortification programs.
- Ensure regional leadership to support harmonisation of standards, knowledge management, and accountability to LSFF programs across regional economic communities.
- Redesign and reassess LSFF programs, in geographies where needed, to better meet micronutrient needs of the most vulnerable populations.
- Share knowledge and data collaboratively on LSFF to be responsive to programmatic needs.
- Integrate the innovation agenda through prioritised action plans.

² The Collaboration Action Panel (CAP) was a group of 10 Convening participants selected to frame and share their high-level insights from the Convening. Established before the Convening, they met virtually to agree on their own Terms of Reference and operating modalities while also advising on the Convening programme design. Through the Convening they reported back in plenary at the end of each day with their collective insights as the Convening progressed, adding a key forward looking action-orientated lens to the gathering. The CAP comprised: Naveed Akbar, Shawn Baker, Paloma Fernandes, Beth Katz, Saskia Osendarp, Saskia de Pee, Luz De-Regil, Rajan Sankar, Larry Umunna, and Carol Welch.

Given these conversations and perspectives, the question arises, “**what would coordination and collaboration look like for effective LSFF delivery?**” Since the LSFF ecosystem is complex and contains multi-sectoral challenges, it requires dynamic responses that consider multi-dimensional perspectives from stakeholders. Strengthened coordination would be collaborative and locally led while pursuing flexible and stable arrangements that are beneficial to different stakeholder groups with an emphasis on local ownership.

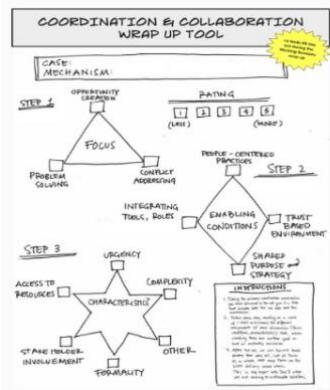


Figure 3: Coordination and Collaboration Wrap Up tool

More concretely, it would require:

- The establishment of interdependent goals for collective focus through strategic priorities with significant local ownership.
- Local ownership in turn necessitates empowerment and autonomy of local stakeholders ranging from consumer groups to the public and private sectors within countries to create a sustainable collaborative culture.
- Learning opportunities and capacity building with the aim of continuous improvement of the LSFF ecosystem.
- The creation of an accountability mechanism to ensure coordination and collaboration across stakeholders that leads to improved performance and outcomes of LSFF.

Taken together these can lead to the creation of local communities of practice paving the way for sustainable coordination mechanisms.

The main parameters of the framework were distilled into key concepts and application tools, including a quick-use ‘wrap up tool’ in figure 3 for each working session on days one and two. The Convening process itself offered a unique opportunity to test the Framework and its associated tools, with the potential for wider application of an improved and adjusted version of the Framework by the LSFF community in the future. The Framework and associated tools are still young. They need further testing, interrogation, and improvement.

3.1 Sustaining Coordination and Collaboration

Conversations around sustained coordination and collaboration in different ways drove efforts at the Convening into a few outcomes. The short- and medium-term goals arising from the eight actionable pathways discussed in the next section, which build into the Manifesto of Accelerated Action and the goals in the WHA resolution as discussed in the executive summary and next section of this report, demonstrate ways in which sustainability of this coordination within LSFF ecosystems can occur. The goals and milestones in this report require finding ways to track progress as stakeholders expand their capacity for collaboration and foster more effective partnerships for sustained impacts.

4. The Eight LSFF Actionable Pathways: *From topic areas to agile pathways*

After the 27 working sessions on days one and two,³ a prioritising exercise was carried out where participants re-ranked earlier identified Eight Topic Areas.⁴ With emphasis on how to move from intention to action, this ranking indicates where the LSFF Community feels more work needs to be done rather than the significance of these areas for LSFF. Concurrent to the working sessions, the CAP members reflected on the various conversations they heard during the first two days and created the draft version of the document that ultimately became the Manifesto for Accelerated Action. These Actionable Pathways were further interrogated and re-framed as “Actionable Pathways”, each with a problem statement informed by the first two days of conversation, a set of guiding questions, and linkages to specific working sessions as well as statements from the LSFF Manifesto. Even if many of these aligned with the original Topic Areas, there emerged increasing focus and nuance that derived through session conversations.

During the conversations on the specific Actionable Pathways, participants were asked to review the framing of the newly articulated Actionable Pathways by focusing on tangible recommendations for action, including the next steps to achieve these ambitions, specifying the collaborative aspects of these actions. Some Actionable Pathways clearly result from the topic areas reflecting consistent framing and a call for prioritisation of strategic action and greater agility by the LSFF Community: **data, public sector, private sector, innovation, advocacy**. Other Actionable Pathways were framed to challenge and focus the LSFF Community: **social safety-net programs (SSNPs)** as a lever and model to address equity gaps on access to food fortification; as well as **coordination** that acts as both an enabler across all areas while also necessitating a specific focus on national and regional coordination. During the working sessions it also became clear that there is a need to think through **community knowledge management**, distinct from data, which stands out as an area essential to accelerate impact with an imperative to continually harvest and share intelligence to collectively challenge the way forward. Finally, though **gender** transformative action was acknowledged as key throughout LSFF delivery and yet remains largely neglected, each Actionable Pathway was asked to recommend how gender barriers could be addressed. The actionable pathways of data, innovation, and SSNPs offer the greatest opportunity for addressing gender gaps in nutrition outcomes through LSFF, though there are still tangible recommendations needed to take action. While these were not specifically discussed during the Convening, information and suggestions have been included under those pathways below.

These Eight Actionable Pathways, alongside the Manifesto, establish the collective “Now What?” for LSFF delivery coordination. Included in the Pathways are quick wins, alongside complex and more challenging actions for further maturation, all with strong elements of coordination and collaboration. The further development of these strategic pathways delineates significant collaborative potential for the LSFF community.

The tables below provide summaries of each of the eight discussions from day three on particular actionable pathways. Each of them serves as a starting point for further co-development by the relevant stakeholders, through continuous and sustained action. Each pathway is described through the context encapsulated by a problem statement and guiding questions, explicit links to working sessions, and multiple milestones— both complete and proposed actions—laying the foundation for interconnected general and specific actions that need to be undertaken by the LSFF community. These milestones are not exhaustive and are meant to indicate steps that need to be taken to ensure that the particular pathway is being appropriately implemented. Some milestones are either ongoing or have been completed, while work on others has not yet begun. They are listed here because they form the building blocks in a step-by-step approach to the comprehensive completion of the overarching goal.

³ see [Annex 1](#) for a summary of each working session

⁴ see [Annex 3](#) for the evolution from ranked Topic Areas to Actionable Pathways

4.1 Summaries of discussions from all eight actionable pathways

Actionable Pathway #1: Data

Context

Problem statement: Data is an overarching priority for LSFF. However, in order to make it work for programmatic decision making in LSFF, we need a mechanism to prioritise generation, use, and dissemination of data. It also includes improved data literacy across stakeholders. There is also an underestimation of legitimacy and consequently policy and regulatory requirements of how data is being presented. Ultimately, we need more dialogue across the board and specifically with influential decision makers in LSFF.

Guiding questions:

- How do we prioritise/rationalise data to optimise design and performance of LSFF programs?
- How do we exploit existing data sources?

Synergies & Links

With Working Sessions:

Ws 9. The Salt Corner: Lessons For Scaling and Adaptation of The Salt Success Story;

Ws 14. Indexing For Change: How To Drive Corporate Accountability and Impact;

Ws 15. Triangulation of Food Consumption and Food Production Data;

Ws 16. Corporate Data Transparency and Verification;

Ws 17. What Is The LSFF Evidence Base?;

Ws 18. Evidence-Based Regulation and Implementation of LSFF: Better Usage and Generation of Data For Policy Making;

Ws 26. Building Consensus Among Stakeholder Communities: Bridging the Gap

With the Manifesto:

1. Improve compliance: For all countries with existing food fortification standards, producers of mandated foods and public sector compliance actors commit that at least 90% of mandated food vehicles will be fortified to standard. Premix suppliers and government regulators will ensure that 100% of premixes used for mandatory food fortification programs are of the quality necessary to meet relevant standards.

9. Share knowledge and data: All global and national large-scale food fortification data and knowledge partners will work collaboratively to ensure that data and knowledge systems are responding to programmatic needs. Partners will improve the coherence, reliability, and trust in evidence and data, and ensure that the wealth of fortification knowledge and experience is proactively curated, disseminated, and used across fortification actors.

Outcomes

Key takeaways:

- Need for a tri-partite partnership between academia, industry, and government for filling guidance gaps and agreeing on minimum data needs with national LSFF actors.
- Data literacy across the data value chain, through developing a stepwise approach for policymakers that would enable them to understand and anticipate data needs and to plan ahead, and workshops for academia and other virtual platforms linking policy makers and national researchers, was considered of prime importance.
- Other pathways mapped were the creation of a group to address the priorities of National Fortification Alliances and similar bodies, the socialisation and use of evidence and examples, and the alignment of Technical Assistance (TA) programs.
- There is a need for disaggregated data with a specific focus on gender to determine MNDs as well as dietary patterns.

Actionable Pathway #1: Data

Milestones:

1. Filling guidance gaps - minimum essential data needs

- Convening National LSFF actors to identify where Orange Book doesn't address context.
- Establish the minimum essential data needs for policy and program action.
- Document data case studies.

2. Roadmap for policy makers

- Develop a stepwise approach for policymakers to enable them to understand data needs and data collection, analysis activities, and anticipate existing and new data needs and plan ahead.

3. Data literacy to cut across the data value chain

- Capacity building initiatives through workshops in academia and other virtual platforms.
- Linking policy makers w/national researchers.
- Implementation science as a tool or framework.
- Assessment of skills and capabilities in data interpretation.

4. Lift up national fortification alliances (and similar bodies)

- Create a group to address and socialise their priorities.
- Using science (evidence) communication for action of change.

5. Lift up success examples (and failures) in program design and redesign

6. Aligning global TA

Collaboration insights:

- Tripartite collaboration among academia, industry, and government.
- Convening national LSFF actors: organising meetings with national stakeholders to tailor guidelines to local needs, ensuring that data collection and policy development are contextually relevant.
- Linking policymakers with national researchers: establishing formal connections between policymakers and researchers to ensure that fortification policies are grounded in the latest scientific evidence and effective practices.
- Capacity building through workshops and virtual platforms, and other modalities: conducting educational initiatives aimed at improving data literacy across the data value chain, enhancing the capabilities of those involved in the design and implementation of fortification programs.

Actionable Pathway #2: Public Sector

Context

Problem statement: Standards have frequently enacted without technical support, and they are not being followed up on. Existing regulatory frameworks are not transparent, are incomplete, and unclear.

Guiding questions:

- How can the public sector review the current legislative LSFF instruments, and translate existing regulations/standards into compliance to ensure quality LSFF programs and a level playing field?
- How can existing regulatory environments be more responsive (both generally and to new evidence)?

Synergies & Links

With Working Sessions:

- WS 1. LSFF Regulatory Best Practices: Optimal Scope of Application of LSFF Regulation (OECD) - Part 1
- WS 2. LSFF Regulatory Best Practices: South-South Learnings, Capacity Building, and Collaboration - Part 2
- WS 4. Optimising Public Sector Coordination Mechanisms in Country
- WS 5. Optimising Public Sector Coordination Mechanisms Regionally

Actionable Pathway #2: Public Sector

WS 8. Unveiling Custom Dilemmas: Navigating Tariffs to Enhance Fortification

WS 26. Building Consensus Among Stakeholder Communities: Bridging the Gap

WS 24. Private Sector Focus Group on Regulatory Requirements for LSFF Labelling

WS 23. LSFF Regulatory Repository

With the Manifesto:

1. Improve compliance: For all countries with existing food fortification standards, producers of mandated foods and public sector compliance actors commit that at least 90% of mandated food vehicles will be fortified to standard. Premix suppliers and government regulators will ensure that 100% of premixes used for mandatory food fortification programs are of the quality necessary to meet relevant standards.

2. Reach those most in need: Governments and donors will ensure that 100% of food distributed through social assistance programs is fortified to national standards and that more modalities of assistance provide access to fortified foods.

4. Integrate in food systems transformation: All sectors will ensure that large-scale food fortification will be incorporated in 100% of national food systems transformation pathways as a critical food systems action to deliver essential micronutrients.

5. Facilitate investment: Governments of at least 90% of low- and middle-income countries will provide tax and import duty exemptions for premix and equipment used for mandatory food fortification programs and address non-tariff barriers.

6. Strengthen national alliances: Building on the legacy of successful national food fortification alliances, country stakeholders will ensure that all countries have effective alliances, under the leadership of government, providing the essential design, oversight, monitoring, and course correction to ensure continuous improvement of fortification programs.

7. Ensure regional leadership: All Regional Economic Communities will provide strong leadership on large-scale food fortification in the form of regional food fortification alliances. This will support regional harmonisation of standards, knowledge management, and national accountability and advocacy, as well as the development of legislation and standards in countries that do not yet have these in place.

8. Strengthen reach to vulnerable populations: Under the leadership of national food fortification alliances, programs are reassessed and redesigned in 90% of low- and middle-income countries to better meet micronutrient needs of the most vulnerable populations. The portfolio of food vehicles will be expanded to identify a basket of fortified products that is better able to meet the micronutrient needs of all populations.

Outcomes

Key takeaways:

- Recognition that the regulatory environment is not just about law, but also about the stakeholders involved, including regional and local bodies.
- These were considered through the lens of good practices around LSFF.
- Issues of enforcement, compliance, and coverage for SMEs were also discussed in detail, with reference to the experience from Ethiopia.
- Some starting points suggested were a working paper on regulatory scoping of SMEs, the leveraging of NFAs through work such as GHS-led South-South regulatory exchange, carrying out further research on logos, and labelling standards and issues at national and regional levels, and the need for transparency in information related to food, including laws, taxes, tariffs, standards, customs, etc.

Milestones:

1. Enforcement and compliance

- OECD measurement framework covering the significant work on this.

2. How to cover SMEs under regulatory framework

Actionable Pathway #2: Public Sector

- OECD works on SMEs and coverage with the idea that there are multiple approaches: exclusion clauses; different regulations for SMEs and others; market studies to inform decision making.

3. Stakeholder engagement

- NFAs - coordination working group and GHS South-South regulatory exchange.

4. National/regional logo and labelling harmonisation

- Research on: (i) whether more logos cause more confusion, (ii) the interaction between regional and national logos and labelling standards.

5. Access to information

- A database of all countries where regulation on food related laws and regulations are available (tax, tariffs, stds, customs etc.).

Collaboration insights:

- Enhancing coordination through NFAs: establishing NFAs in countries where one does not yet exist and strengthening those that do. Leveraging these forums as a means for building better coordination and collaboration mechanisms among stakeholders and facilitating regulatory exchanges, sharing best practices among countries through regional NFAs as well as other types of South-South exchanges.

Key collaborators:

- International and regional organisations, governmental regulators, and industry.

Actionable Pathway #3: Private Sector

Context

Problem statement: Private sector is not understood enough. Partners need a prioritisation of specific needs: what are the crisply articulated pain points and how are they differentiated between value chain actors? Good corporate citizens feel undercut by the bad ones - and millers might get punished for bad quality premixers. Private sector does not see presence of adequate incentives for their compliance behaviour, and also does not feel trusted and hence without a seat at the table, lack dialogue with the public sector. Regulations are also made frequently without consulting the private sector. How can that be balanced with potential conflicts of interest? How can the private sector effectively communicate and debate their needs with the public sector, especially through NFAs?

Guiding questions:

- How can the private sector best be supported to effectively co-own LSFF and enable their meeting standards with the right quality?
- What are the key obstacles for the private sector: what can they offer, and what do they need?

Synergies & Links

With Working Sessions:

WS 8. Unveiling Custom Dilemmas: Navigating Tariffs to Enhance Fortification

WS 10. De-risking Mechanisms for Private Sector Investments

WS 11. Unpacking the Complexity of Micronutrient Value Chain for Local Production

WS 12-13. The Business Case and Related Business Models for Miller Integration of Food Fortification

WS 14. Indexing for Change: How to Drive Corporate Accountability and Impact

WS 16. Corporate Data Transparency and Verification

WS 24. Private Sector Focus Group on Regulatory Requirements for LSFF labelling

WS 25. How to Verify and Cost Fortified Rice?

With the Manifesto:

Actionable Pathway #3: Private Sector

1. Improve compliance: For all countries with existing food fortification standards, producers of mandated foods and public sector compliance actors commit that at least 90% of mandated food vehicles will be fortified to standard. Premix suppliers and government regulators will ensure that 100% of premixes used for mandatory food fortification programs are of the quality necessary to meet relevant standards.

4. Integrate in food systems transformation: All sectors will ensure that large-scale food fortification will be incorporated in 100% of national food systems transformation pathways as a critical food systems action to deliver essential micronutrients.

9. Share knowledge and data: All global and national large-scale food fortification data and knowledge partners will work collaboratively to ensure that data and knowledge systems are responding to programmatic needs. Partners will improve the coherence, reliability, and trust in evidence and data, and ensure that the wealth of fortification knowledge and experience is proactively curated, disseminated, and used across fortification actors.

10. Integrate the innovation agenda: Partners will unleash the potential for innovation to address bottlenecks in delivery of quality food fortification programs through development of a prioritised innovation action plan based on programmatic needs across assessment, data collection and analysis, food technology, and knowledge management.

Outcomes

Key takeaways:

- Minimization of costs for enabling LSFF by the private sector, such as working through Millers for Nutrition (M4N) and local government authorities, discussed as one way to promote involvement of the Private Sector.
- Capacity Building (CB) and Technical Assistance (TA) were presented as tools for providing demand-based holistic technical support for issues such as training operational staff to address production gaps or inefficiencies in the mills' business operations, branding and packaging, and integrating fortification methodologies with M4N and other partners currently engaged in CB and TA.
- CB and TA were also proposed as opportunities for building trust and confidence, reframing them as "value creation", including bringing in the private sector to leverage their knowledge and expertise, showcasing industries who are leading the way, recognising champions like the "Micronutrient Fortification Index" (MFI), and sharing success stories which would also serve as non-financial incentives.
- Positive financial incentives such as possible customs/tax relief on imported premix and equipment, cost optimisation, local production of premix, and others explored during the conversation as possible rewards for compliance would be carried out in collaboration with consumer associations, industry/millers, associations, customs bodies, and development partners.
- Specific and time bound milestones for benchmarking and derived planning were proposed for 2024 and 2025, as well as short-term actions such as "showing the difference" - the identification of three model regional labs with fast turn around (ideally including rapid tests (i-checks) and the fully equipped HPLC and similar sophisticated testing infrastructure) and increasing access to reference national laboratories that confirm periodical compliance with the standards.

Milestones:

1. Minimization of cost

- Analysis of current state of tariffs and taxes applied to premix, lab reagents and equipment.
- Train operational staff to increase efficiencies.
- Filling production gaps or addressing inefficiencies.

2. Capacity building

- Provide holistic support (Marketing-support (MS) as well as technical support on branding and packaging).
- By 2024, benchmarking to understand perceived access to capacity building.

Actionable Pathway #3: Private Sector

- By 2025, have a plan for new targets for capacity building.

3. Trust and confidence

- Show industries who are leading and doing it well.
- TA not framed as “you don’t know, and we will help you”, but rather “let’s work together to fill in the gaps that matter to you”.
- Bring in private sector to leverage their knowledge and expertise at various points.
- Share success stories.

4. Positive incentives

- Financial and non-financial incentives.
- Financial incentives that are geared towards de-risking strategies for private sector actors (like performance-based grants, volume guarantees, etc.) or collaboration with government in generating demand (demand guarantees through SSNPs and others).
- Non-financial incentives would be in the realm of motivation generation (case of MFI, and similar initiatives).

5. See the difference

- Three regional labs identified with fast turn around to serve regional mills.
- Show impact of fortification on nutrition (this will not be private sector led but they can use the data points). This also aligns with the aspect of providing gratification to private sector acknowledging the impact of their fortification efforts on people.
- Access to food chemistry laboratories (public and private) so that quick results could confirm the direction in which the mills are moving.

Collaboration insights:

- Strategic partnerships for efficiency: **collaborating with platforms like M4N** to streamline costs and improve production efficiencies through targeted training and clear communication of roles. This coordination between local governments, customs authorities, and private sector platforms aims to enhance operational efficiency across the industry. M4N could also provide the right platform to provide non-financial incentives (like recognition) to incentivise compliance.
- **Capacity building programs:** facilitating partnerships with organisations like M4N to offer holistic support tailored to the specific needs of mills. This includes technical support, branding, packaging, and integrating fortification methods, aimed at filling operational gaps and redefining technical assistance as a mechanism for value creation. Capacity building could also be a collaboration between private sector and government to conduct joint testing to understand the root cause of the compliance problem.
- Industry collaboration for trust building: promoting trust and confidence within the industry by **showcasing success stories and leading examples** of how compliance transformation happened from within.
- Encouraging private sector involvement at various stages, including product development and marketing, to leverage their expertise and **foster a collaborative environment** that acknowledges and rewards industry contributions.

Key collaborators:

- Local government authorities, M4N, TA partners, key members from public sector, consumer associations, private sector champions, industry/millers, customs bodies, development partners, and premix suppliers.

Actionable Pathway #4: Innovation

Context

Problem statement: Fortification is a proven strategy that could benefit with some new innovations. There is a need to radically innovate data collection for impact evaluation. How can we create a basket of fortified foods with new vehicles to expand reach and improve performance though stable and more bioavailable fortificants (i.e., source of micronutrients)? How can we innovate around testing? How can we learn from other interventions, such as product renovation in the manufacturing world, and other community management mechanisms? How can we leverage new technologies and ensure the technologies are cost-effective? How can we consider both short-term, low-hanging fruit along with long-term blue-sky solutions?

Guiding questions:

- How can we as a community better innovate to achieve shared goals, specifically for MN, vehicle, delivery, testing R&D, and impact evaluation?
- What role does digitization play across these?

Synergies & Links

With Working Sessions:

WS 19. Developing and Scaling Localised Rapid Testing Tools for Fortification Compliance: How Can We Make It Happen Now? And What Does the Future Look Like?

WS 20. Digital Solutions for QA/QC Data

WS 24. Private Sector Focus Group on Regulatory Requirements for LSFF Labelling

With the Manifesto:

8. Strengthen reach to vulnerable populations: Under the leadership of national food fortification alliances, programs are reassessed and redesigned in 90% of low- and middle-income countries to better meet micronutrient needs of the most vulnerable populations. The portfolio of food vehicles will be expanded to identify a basket of fortified products that is better able to meet the micronutrient needs of all populations.

9. Share knowledge and data: All global and national large-scale food fortification data and knowledge partners will work collaboratively to ensure that data and knowledge systems are responding to programmatic needs. Partners will improve the coherence, reliability, and trust in evidence and data, and ensure that the wealth of fortification knowledge and experience is proactively curated, disseminated, and used across fortification actors.

10. Integrate the innovation agenda: Partners will unleash the potential for innovation to address bottlenecks in delivery of quality food fortification programs through development of a prioritised innovation action plan based on programmatic needs across assessment, data collection and analysis, food technology, and knowledge management.

Outcomes

Key takeaways:

- The group first set a vision statement for the future of LSFF innovation: *“Innovation investments result in real impact for the micronutrient-deficient populations in need, while ensuring that it is practised at scale and sustained through innovative (and viable) financing solutions.”*
- The group discussed the necessity of defining and prioritising unmet cross-sector needs, alongside identifying cost effective solutions for areas of innovation (or “renovation”, i.e. technology that needs to be revisited to reach its full potential) that go across both feasible production and desirable production in fortification.
- The group discussed creating an enabling environment that fosters innovation in an ecosystem of key collaborators such as local stakeholders, government, private sectors, academia, and investors to break down silos and divisions to support and sustain transformative innovation.

Actionable Pathway #4: Innovation

- Innovative, long-term sustainable financing and data that ensures buy-in from all parties were found to be missing. Past examples presented of successful, sustained innovations in LSFF were fortified rice kernels (product) and heat-treated maize (process).
- Impact evaluations should examine potentially heterogeneous changes in micronutrient intakes and associated nutritional and health outcomes for all socio-demographic groups with an emphasis on gender, including those at risk for overconsumption.

Milestones:

1. **Define the unmet needs and prioritise the areas of innovation** (or “renovation”)
2. **Create enabling environment** (ecosystem of local government, private sector, academia, investors...breaking down silos and disagreement)
3. **Build very clear target profiles for what the fortification community needs**
4. **Identify cost effective solutions that go across both feasible production and the desirable, available staples in community**
5. **Execute the research, development, and delivery cycle** (dependent on innovation type)

Collaboration insights:

- Cross-sector collaboration for unmet needs: utilising **tools like the 'program decision tree'** (currently in development) to define and prioritise cross-sector unmet needs in fortification, ensuring scalable innovation. This involves aligning stakeholders from various sectors, including government, private sector, and academia to focus on common goals.
- Innovation in LSFF does not solely refer to a fortified food product or production process - it includes novel impact measurements (biological & dietary), approaches for scaling, and QA/QC methods. Ultimately, there is a need to identify innovations along different stages of the program impact pathway/program framework.
- Creating supportive ecosystems for innovation: establishing an **enabling environment** that breaks down silos and resolves disagreements among local government, private sector, academia, and investors. This coordinated effort is aimed at supporting and sustaining transformative innovation in food fortification.
- Stakeholder alignment for target profiles: building **clear target profiles** for fortification needs through advanced stakeholder alignment. This coordination ensures that the solutions developed are both cost-effective and aligned with the community’s dietary staples.

Key collaborators:

- Local stakeholders, government, private sectors, academia, and investors.

Actionable Pathway #5: Advocacy

Context

Problem statement: We have heard specific asks that will require advocacy strategies in order to tackle them, such as duty and tax free LSFF supplies (fortificants, premixes, testing equipment such as reagents, dosifiers, etc.), sustained funding for NFAs, advocacy towards CEO, or on the global level positioning LSFF as an essential piece of food system transformation.

Guiding questions:

- How do we clearly identify *advocacy* needs and develop an effective strategy for those?

Synergies & Links

With Working Sessions:

WS 22. Investment Case for LSFF

WS 21. Empowering National Partners for LSFF Advocacy

With the Manifesto:

2. Reach those most in need: Governments and donors will ensure that 100% of food distributed through social assistance programs is fortified to national standards and that more modalities of assistance provide access to fortified foods.

3. Develop effective contextualised advocacy strategies: Inclusive coalitions, including civil society and consumer partners, will help drive advocacy strategies for food fortification targeting context-specific barriers and engaging and empowering impacted communities and local champions (e.g, political leaders, journalists, private sector champions) to speak for the populations in need. We make the invisible partners visible and put humanity back in the advocacy efforts.

8. Strengthen reach to vulnerable populations: Under the leadership of national food fortification alliances, programs are reassessed and redesigned in 90% of low- and middle-income countries to better meet micronutrient needs of the most vulnerable populations. The portfolio of food vehicles will be expanded to identify a basket of fortified products that is better able to meet the micronutrient needs of all populations.

Outcomes

Key takeaways:

- LSFF is a transformative solution to ensure high quality diets through addressing micronutrient deficiencies. It presents a unique opportunity for public and private sectors to deliver improved nutrition outcomes together and a food systems intervention for public health impact.
- Despite being a proven, cost-effective intervention, LSFF is not reaching its full potential. To breach this gap, the group suggested commissioning a political-economy analysis mapping key global and national moments, followed by a global LSFF investment roadmap and costed national plans.
- LSFF success stories that focus on the “how” and “what”; capacity building to support both monitoring LSFF commitments and advocacy capacity for civil society and food producers. Some examples include the Ethiopian case-study of successfully engaging affected communities in advocacy efforts, the Nigerian tax reduction for premix through public/private joint advocacy activities and the GF-TAG community.

Milestones:

1. **Commission political economy analysis**
2. **Reframe and refresh the narrative for LSFF**
3. **Develop Global LSFF Investment Roadmap and costed national plans**
4. **Document and disseminate LSFF success stories with focus on “how” and “what”**
5. **Capacity support for tracking and reporting progress against LSFF commitments**
6. **Advocacy capacity building for civil society and food producers**

Actionable Pathway #5: Advocacy

Collaboration insights:

- Analyses that include **mapping key global and national moments** to inform advocacy strategies. This requires coordination that is both needs based and responsive among researchers, policymakers, and advocacy groups to ensure that the data reflects all relevant political and economic factors influencing LSFF.
- **Strategic advocacy tools:** a global LSFF Investment Roadmap along with costed national plans. This mechanism implies collaboration between governments, international donors, and civil society organisations to align investment priorities and strategies.
- **Capacity building:** enhancing advocacy efforts by building the capacity of civil society and food producers, training on tracking and reporting progress against LSFF commitments and engaging in effective advocacy. Coordination here involves multiple stakeholders to ensure consistent and effective messaging and engagement strategies.

Key collaborators:

- GF-TAG community and key collaborators differing by geography.

Actionable Pathway #6: Social Protection Programs

Context

Problem statement: On one hand, SSNPs can be an important tool to reach the most vulnerable and a stepping stone for commercialisation. On the other hand, SSNPs are often fragile and may be already overburdened. They may also be exposed to political challenges. How can we better access lessons learnt, evidence, and clarity on how to make SSNPs work for LSFF in a decision tree model?

Guiding questions:

- How do we leverage the pulling power of social protection programs (also for the private sector) to reach the most vulnerable without market access?
- How can we identify and strengthen existent, locally owned SSNPs for integrating fortified foods (vs. global distribution of fortified foods)?

Synergies & Links

With Working Sessions:

WS 6 - 7. SSNPs: Adding Nutrition Through Fortified Foods Where It Matters - Parts 1 & 2

[With the Manifesto:](#)

2. Reach those most in need: Governments and donors will ensure that 100% of food distributed through social assistance programs is fortified to national standards and that more modalities of assistance provide access to fortified foods.

8. Strengthen reach to vulnerable populations: Under the leadership of national food fortification alliances, programs are reassessed and redesigned in 90% of low- and middle-income countries to better meet micronutrient needs of the most vulnerable populations. The portfolio of food vehicles will be expanded to identify a basket of fortified products that is better able to meet the micronutrient needs of all populations.

Outcomes

Key takeaways:

- The SSNP participants propose setting a baseline and/or scoping and/or benchmarking study on some key aspects of the topic. They see the necessity to have:
 - A landscape of country-level social safety net programs to identify lowest hanging fruits;

- a roadmap, including private sector and other stakeholders, for sustained advocacy for leveraging safety net programs and;
- the development of a stakeholder-endorsed fortification playbook/decision tree for decision making about the introduction of fortified foods within social safety net initiatives.
- A cross-country/national collaboration with regional bodies and National Fortification Alliances, national governments (regulators and labs) and local bodies, development partners, food industry and premix manufacturers, donors and philanthropic organisations, and academia could develop a country-owned repository of lessons learned and knowledge sharing on LSFF through SSNPs.
- *Distribution of food through SSNPs can also serve as an incentive for complementary health services for women, children, and adolescents, such as nutritional supplementation and immunizations.*

Milestones:

1. **Finalise a landscape of social safety net programs** in terms of maturity, policy alignment, fiscal space, and leadership ownership to identify lowest hanging fruits viable for introduction of fortified foods
2. **Development, consensus building, and endorsement by stakeholders of a fortification playbook/decision tree**
3. **Synthesis and customization of a country-owned repository of lessons learned** from the countries currently implementing social safety net programs with fortified foods
4. Setting up a **cross-country/national collaboration for monitoring and tracking** (including digital solutions) of scale, quality, and consumer acceptance and reach
5. **Set up a roadmap for sustained advocacy for leveraging safety net programs, the larger LSFF advocacy opportunities, and platforms**

Collaboration insights:

- Analysing Social Safety Net programs: coordinating with national governments, regional bodies, and fortification alliances to assess and target the most promising social safety net programs for integrating fortified foods.
- A consensus on fortification playbook: collaborating with policymakers, regulatory bodies, and food system experts to develop and endorse a playbook that guides the introduction of fortified foods within social safety nets.
- Monitoring collaboration across countries: cross-country collaborative framework to monitor the scale, quality, consumer acceptance, and reach of fortification programs, involving digital solutions and partnerships with various stakeholders.

Key collaborators:

- National Fortification Alliances and Regional Bodies such as SAARC, SADC, ECSA-HC, ECOWAS, and African Union; national governments (regulators and labs); local bodies; development partners; food industry and premix manufacturers; donors and philanthropic organisations; and academia.

Actionable Pathway #7: Coordination

Context

Problem statement: There is a strong recognition that effective coordination at national and regional levels is important to keep LSFF going. In most cases, unfortunately, when outside support is withdrawn, coordination processes go into hibernation. Many challenges persist: you need to balance inclusivity with managing conflicts of interest; the secretariat function requires a trusted, neutral host and often it is not clear who that is. Additionally, roles and responsibilities are unclear; within the public sector, nutrition/fortification is described as an “orphaned” policy field, which is everyone’s business and no one’s responsibility.

Guiding questions:

- How do stakeholders nationally and regionally coordinate and collaborate, including sustainable funding (especially with a view to NFAs)?

Actionable Pathway #7: Coordination

- How does the public sector coordinate internally across ministries and authorities?

Synergies & Links

With Working Sessions:

WS. 3 Reinforcing National Fortification Alliances (NFAs): Sustaining Public-Private Sector Coordination

WS 4. Optimising Public Sector Coordination Mechanisms in Country

WS 5. Optimising Public Sector Coordination Mechanisms Regionally

With the Manifesto:

3. Develop effective contextualised advocacy strategies: Inclusive coalitions, including civil society and consumer partners, will help drive advocacy strategies for food fortification targeting context-specific barriers and engaging and empowering impacted communities and local champions (e.g, political leaders, journalists, private sector champions) to speak for the populations in need. We make the invisible partners visible and put humanity back in the advocacy efforts.

6. Strengthen national alliances: Building on the legacy of successful national food fortification alliances, country stakeholders will ensure that all countries have effective alliances, under the leadership of government, providing the essential design, oversight, monitoring, and course correction to ensure continuous improvement of fortification programs.

7. Ensure regional leadership: All Regional Economic Communities will provide strong leadership on large- scale food fortification in the form of regional food fortification alliances. This will support regional harmonisation of standards, knowledge management, and national accountability and advocacy, as well as the development of legislation and standards in countries that do not yet have these in place.

9. Share knowledge and data: All global and national large-scale food fortification data and knowledge partners will work collaboratively to ensure that data and knowledge systems are responding to programmatic needs. Partners will improve the coherence, reliability, and trust in evidence and data, and ensure that the wealth of fortification knowledge and experience is proactively curated, disseminated, and used across fortification actors.

Outcomes

Key takeaways:

- This group discussed Regional Economic Communities (RECs), Regional Fortification Alliances (RFAs), and other regional mechanisms as well as the National-Level Fortification Alliances, and other national level coordination mechanisms.
- Start with the “revitalisation” of existing coordination mechanisms and alliances, as well as the identification of priority regional and national mechanisms that can be revitalized. This can be done through a landscaping of the existing and potential regional structures (RECs or other regional structures that could host an alliance) and NFAs (as proposed by other actionable pathways) where capacity increase might be required followed by establishing secretariats where these NFAs lead the development of LSFF agendas.
- NFAs (and RFAs, their regional counterparts) must develop clear strategies with investment cases and costed plans to strengthen the structure and functioning of the mechanisms, which includes a system at the regional level to couple more and less experienced countries, and coordination at the national level between sectors/sub-national units.
- They also discussed building a group of champions, securing a sustainable funding source for effective functioning of the NFAs with clear accountability, and developing/reviewing governance mechanisms.
- At the national level, they suggest seeking political endorsement of the LSFF agenda, proposing that it sits at the highest level of government leadership, with a secretariat to advocate with the government to allocate funding for the NFA or other similar mechanisms.

Actionable Pathway #7: Coordination

Milestones:

Regional level coordination mechanisms for LSFF

1. Existing regional mechanisms are revitalised to lead on the agenda for LSFF

- Identify priority regions/ regional mechanisms.
- A quick-and-dirty landscaping of the existing regional mechanisms and NFAs.
- Assess their legitimacy, status, mandates, gaps/needs and institutional arrangements.
- Secretariats lead the development of costed plans to strengthen the mechanisms.
- Set up a bilateral buddy system between more and less experienced countries.
- Build a group of champions—a leadership program—to address the needs of countries and address issues like multilingualism.

2. RECs institutionalised FF mechanism with a sustainable funding source for effective functioning

- Repositioning from trade/economic development perspective on incentives for LSFF; e.g. ECOWAS member states markets for economies of scale.
- Clear accountability, review, and governance mechanisms developed; e.g. rotating leadership in ECOWAS (based on the chair of the REC).
- Chairperson and the Secretariat advocate with the REC to allocate funding for the mechanism.

National level coordination mechanisms for LSFF:

3. All countries establish and/or revitalise NFAs led by the governments with representation from other relevant stakeholders

- Identify existing and potential coordination mechanisms for LSFF.
- Assess the status, mandate, gaps/needs, capacity, stakeholder mapping, and institutional arrangements.
- NFAs lead the development of investment case/costed action plan to strengthen the structure, functioning, and capacity of the mechanism.

4. NFAs institutionalised with a sustainable funding source for effective functioning

- Seek political endorsement of the FF agenda; elevate for it to sit under the highest level of government leadership.
- Develop clear accountability; establish a review and governance mechanism (with leadership/secretariat roles confirmed).
- Secretariat to advocate with the government to allocate funding for the mechanism.

Regional and national collaboration:

5. NFAs and regional bodies/networks engage to share experiences, best practices and lessons learned to access technical assistance and support

- Consultations, dialogues, data sharing, virtual platforms, and leveraging digital technologies.

Collaboration insights:

- Regional economic community (sustainable funding).
- Regional fortification platform (consultations, dialogue, capacity building, data sharing).
- Nutrition coordination mechanisms (pursue sustainable funding, political endorsement).
- National fortification alliances: government led, but by whom? health? industry, planning?; collaboration needs investment case and clear strategy.

Actionable Pathway #8: Community knowledge management

Context

Problem statement: For the potential that LSFF holds, the community is rather niche if un-consolidated. The LSFF community has also been characterised as unusually competitive. Information is not accessible, traceable, or easy to use. There is a need to continuously disseminate and share information. There are few established learning opportunities and communities of practice. The lack of visibility of common resources often leads to duplication.

Guiding questions:

- How do we onboard LSFF newbies?
- How do we best manage and use existing evidence for community knowledge management?
- How do we provide low threshold access to existing resources?

Synergies & Links

With Working Sessions:

WS 27. LSFF Knowledge Hub: Developing New Ways for Key Stakeholders to Access Actionable Resources

WS 18. Evidence-Based Regulation and Implementation of LSFF: Better Usage and Generation of Data for Policy Making

With the Manifesto:

9. Share knowledge and data: All global and national large-scale food fortification data and knowledge partners will work collaboratively to ensure that data and knowledge systems are responding to programmatic needs.

Partners will improve the coherence, reliability, and trust in evidence and data, and ensure that the wealth of fortification knowledge and experience is proactively curated, disseminated, and used across fortification actors.

10. Integrate the innovation agenda: Partners will unleash the potential for innovation to address bottlenecks in delivery of quality food fortification programs through development of a prioritised innovation action plan based on programmatic needs across assessment, data collection and analysis, food technology, and knowledge management.

Outcomes

Key takeaways:

- This group acknowledges that there is a wide range of tools and platforms that can be used, as well as an opportunity to simplify and improve accessibility to resources such as regulatory documents, business case model data for millers, and tariff information.
- One of the main elements of the plan should be to explore a knowledge platform prototype accompanied by a learning agenda.
- To determine topic areas, contributors and target-use audience, agreement is needed on the pathway and plan of actions to follow, to improve access and gain buy-in from the community, and key collaborators such as content contributors, platform promoters, and end users of the information. This will require trust, alignment and an inclusive process.

Milestones:

- 1. Acknowledge that there are a wide range of tools and platforms that exist**
- 2. Recognise that there is an opportunity to simplify and improve accessibility to resources**
- 3. Determine topic areas, contributors, and target user audience**
- 4. Get agreement on pathway to simplify and improve access and gain buy-in from the community**
- 5. Explore a knowledge platform prototype accompanied by a learning agenda**

Collaboration insights:

- Developing a knowledge platform prototype: working together to design and test a knowledge platform prototype, ensuring it is accompanied by a learning agenda that addresses the needs of the target user audience. Involves determining the critical topic areas and contributors.

Key collaborators: End users, content contributors, and platform promoters

4.2 The Eight Actionable Pathways: synergies and red threads

Synergies and “red threads” can be found across the Actionable Pathways, as well as throughout the milestones and the proposed actions. These reflect different strategic directions for the LSFF community, where each of the Actionable Pathways builds on others, with co-dependencies that form a coherent direction to maximise LSFF impact. The figure below specifies each of the Actionable Pathways and illustrates both the interactions and the systemic nature of LSFF delivery.

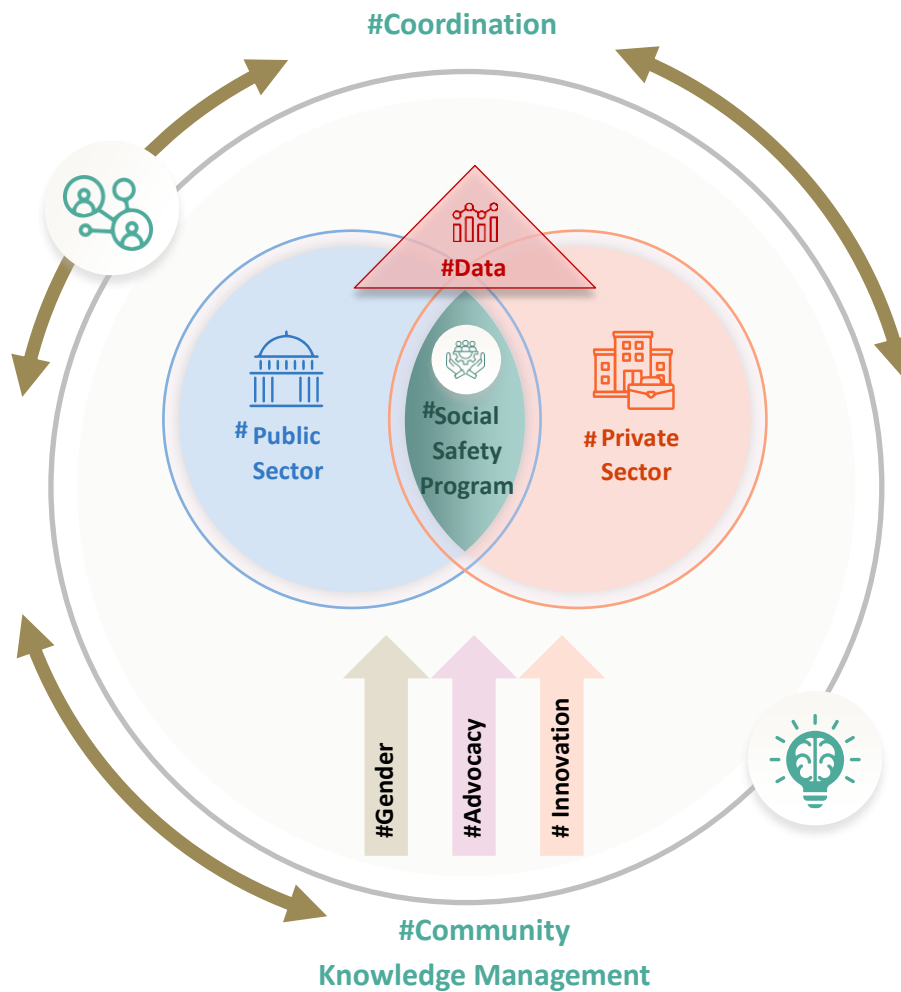


Figure 4: LSFF Actionable Pathways: synergies and connections

Across these pathways, a number of systemic strategies emerge that are necessary to achieve and maximise impact for the individual actions identified in the tables above. The discussions on some of these began before the Convening and gained momentum through the Convening. And the others classified as short- and medium-term goals arose through discussions of the eight actionable pathways. These synergies are captured here through a mix of general and specific ideas that emerged in the conversations through the eight actionable pathways that are both short-term as well as long-term that require more sustained coordination and collaboration.

Ideally, **these goals and milestones would ladder up to the long-term goals and could be looked at as steps in the process to achieve the overarching results from the community as indicated in the LSFF Manifesto for Accelerated Action and through the WHA resolution.** As one of many examples, the visual below demonstrates how this laddering up process might occur in practice. **Achieving these goals rests on the entire LSFF community.**

03



WHA resolution goals: “to conduct dialogues among government officials, health professionals and civil society on the importance of preventing micronutrient deficiencies and birth defects through the promotion of healthy diets, and safe and effective food fortification, and/or supplementation policies, adequately designed and implemented.”

02



LSFF Manifesto of Accelerated:
Goal 6 "strengthen national alliances"

01



Short- and Medium-Term goals:

Goal IV "Activate coordination and collaboration mechanisms" Milestone 7: “Leveraging national and regional fortification alliances for building trust through open channels of communication among different stakeholder groups will deliver optimal coordination. Sustaining existing fortification alliances and initiating creation of alliances in countries and regions in which none exist may need funding and assistance.”

In-process and completed goals

Goal	Organisation responsible
Regulatory repository for LSFF documents from different countries through enhanced information sharing among international organizations and other international groups	International organisations (OECD, WHO, FAO) International NGOs (MNF, GFDx)
The development and use of the costing tool	TechnoServe and M4N
The integration and use of consistent terminology in the fortification community through different products (lexicon and primer)	MNF
Increased collaboration through South-South dialogues and exchanges	1. Regulatory exchange – BAPPENAS and GHS (Jakarta) 2. East African Community (Mombassa, Kenya) 3. UNICEF – USI (Ghana)
Work on regulation of small and medium enterprises within LSFF in-process	OECD
Customs and tariff work around correct adoption of harmonised system of trade codes (HS-codes)	GAIN Nigeria, GCC (WCO)
Creating a community of practice and moderation on the WHO website	CAP members

Short- and medium-term goals

Through discussions on the eight actionable pathways five key short- and medium-term goals emerged, each with specific milestones that are synthesized in the table below. Completing work on the key milestones will advance each of the 5 key goals discussed here as well as help progress on the long-term goals and ambitions laid out in the LSFF Manifesto for Accelerated Action. At this post-Convening moment, these eight Actionable Pathways remain incomplete and require further co-development: there is still a divergence on prioritisation of some actions, issues of gender and inclusion will need further consideration, as well as potential to work further on areas of convergence, collaboration and sequencing. **Different partners at the LSFF partners must step up to undertake the work on these milestones and find ways to make clear headway on these goals.**

Goal	Milestones within goals
I. Align on the LSFF ecosystem Description: Ensuring alignment on the current situation, through identification of a variety of issues, emerged as a significant need. Ultimately, it is necessary to understand the current status of different LSFF related issues to determine the next best steps.	1. Agreeing on minimum data and evidence requirements with national, regional, and global stakeholders is imperative to advance the LSFF agenda.
	2. Understanding the current situation on substantive issues (e.g. interaction of national and regional labelling requirements – how to best monitor SMEs) is integral to determine next steps for the public sector .
	3. Compiling and disseminating examples of successes and failures within LSFF is necessary for public and private sector actors.
	4. Prioritising systematic identification of unmet needs of those working in developing and implementing fortification programs, and that of consumers of fortified foods is necessary for robust innovation .

	<ol style="list-style-type: none"> 5. Conducting a political economy analysis to map key national, regional, and global moments on LSFF that can contribute to define advocacy ambitions for LSFF generally, and for delivery of fortified foods through SSNPs specifically. 6. Sustaining SSNPs for delivery of fortified foods requires knowledge of the current status of SSNPs, which will also help determine where strong advocacy can be useful. 7. Recognising the need for fortification alliances to ensure seamless channels of communication among stakeholder groups. Strong coordination requires understanding status, situation, funding, and sustainability of fortification alliances at the national and regional levels. 8. Finding ways for continued and easy access is necessary to create a cohesive approach for community knowledge management.
<p>II. Generate and share reliable and actionable data, evidence, analysis and knowledge across the value chain.</p> <p>Description: Good data and data sharing techniques can function as a foundation for building trust across stakeholder groups.</p>	<ol style="list-style-type: none"> 1. Public sector must <ul style="list-style-type: none"> • Step up to indicate the form in which data and evidence for laws and regulations is required. • Aase access to information on laws and regulations related to food generally, including laws, taxes, tariffs, standards, customs, imports. • Share information related to risk of inadequate intakes (health and nutritional status) of the population to target programs and imports of fortified foods into the country. 2. Sharing data among all stakeholders is integral to ensure triangulation and harmonisation, and to maintain efficiency in data generation, which is typically expensive. This would require both transparency and also effective guardrails to ensure that data privacy and data handling adheres to national and regional protocols. 3. Creating different repositories for cohesive community knowledge management of a. lessons learnt and good practices on LSFF b. effective and efficient delivery of fortified foods through SSNPs.
<p>III. Building and sharing capacity through a demand-driven approach</p> <p>Description: Prioritising capacity development is a key enabler for scaling LSFF impact.</p>	<ol style="list-style-type: none"> 1. Increasing technical support for the public sector through digitisation and other tools to strengthen compliance and expand regulatory harmonisation. 2. Creating workshops and platforms linking the public sector and academia to ensure understanding of data collection and analysis in support of evidence-based policy and program making. 3. Leveraging the private sector’s knowledge and expertise to ensure that all levels of industry benefit, including SMEs. One way to do that would be to remove the barriers to miller-integration of LSFF, and another would be to showcase industry champions for others to feel encouraged and follow through. 4. Providing support to monitor LSFF commitments and create channels of advocacy to increase accountability of the public and private sectors.
<p>IV. Activate coordination and collaboration mechanisms</p> <p>Description: Productive partnerships among all stakeholder groups are integral to the LSFF</p>	<ol style="list-style-type: none"> 1. Enhancing data sharing and learning techniques among public sector, private sector, and academia are indispensable for activating channels for cross-national and regional knowledge. Coordinating through fortification alliances for rich data sharing is critical. 2. Integrating the LSFF agenda and community into broader nutrition coordination mechanisms—such as national nutrition councils and

<p>agenda. These approaches could increase both the coordination of existing stakeholder groups and also help bring other voices into the LSFF ecosystem.</p>	<p>multi-sectoral programs—would foster prioritisation of LSFF as a key government intervention.</p> <p>3. Finding useful innovation strategies require coordination among public and private sectors, academia, and investors to prioritize cross-sector unmet needs to facilitate the creation of an innovation agenda.</p> <p>4. Working with fortification alliances to channel opportunities for national and regional advocacy among stakeholder groups.</p> <p>5. Stronger SSNPs require concerted coordination between the public and private sector.</p> <p>6. Coordinated advocacy efforts among public and private sectors and civil society around SSNPs is also necessary.</p> <p>7. Leveraging national and regional fortification alliances for building trust through open channels of communication among different stakeholder groups will deliver optimal coordination. Sustaining existing fortification alliances and initiating creation of alliances in countries and regions in which none exist may need funding and assistance.</p>
<p>V. Incentivisation as a means to increase LSFF effectiveness</p> <p>Description: More work is necessary to understand the extent of the synergies on this issue.</p>	<p>1. Building incentives into regulations through tax breaks, facilitation of local premix production, and reduction or recalibration of import duties is a vital step for the public sector to undertake.</p> <p>2. Finding LSFF champions, such as recognising success stories in LSFF, in the public and private sector is an important non-financial incentive.</p> <p>3. Developing cost effective solutions through innovation as well as creating appropriate tools for community knowledge management is imperative for moving the LSFF agenda forward.</p> <p>4. Developing global investment roadmaps and costed LSFF plans are important for the public sector and delivery of fortified foods through SSNPs to keep LSFF on the national nutrition agenda as well as to create support through advocacy.</p>

At this post-Convening moment, these eight actionable pathways remain incomplete and require further co-development. Looking forward, as the LSFF community continues to collaborate, progress will require setting achievable targets to measure progress and monitor performance.

5. Conclusion

The LSFF Partner Convening 2024 was one of a kind on multiple levels. First, the timing of the Convening was significant, proposing an ideal time to not only pause and reflect but to plan and build for the future. It was the first time that the LSFF community gathered in large numbers after COVID-19 to exclusively discuss LSFF. The next gathering of part of the community will occur at the Nutrition for Growth (N4G) summit in 2025.

Second, the Convening offered both a platform to raise concerns or issues around LSFF and laid out a clear strategic direction for LSFF delivery. The CAP members brought their diverse experience through multi-disciplinary perspectives to the Convening and were strategically involved through the three days to make connections and formulate the resulting LSFF Manifesto. Each of the eight actionable pathways derived from what was then the draft Manifesto and represent different strategic directions for the LSFF community to maximise overall impact. These pathways attempted to disentangle the complexities in a mesh of data, public and private sectors, gender, advocacy, innovation, and knowledge management.

Third, one of the key objectives of the Convening was to ensure that there is greater coordination and collaboration among the stakeholder groups. Through the course of the three-day Convening, spanning 27 working sessions over days one and two, interspersed with plenary sessions that made key connections and capitalised on emerging recommendations, the importance and need for coordination was highlighted, breathing life into areas such as transparency, trust, more favourable public-private-partnerships, and more robust coordination mechanisms. A coordination and collaboration framework developed for the Convening from which progress tracking can develop will further help comprehend the complex and constantly evolving nature of global LSFF delivery and will enable a common understanding of current and future efforts.

Ultimately, the participants in the Convening reiterated the need to decrease malnutrition as it has a significant impact on human lives and strengthening advocacy tools accordingly. The loss of life due to malnutrition is a direct impact to the dignity of an individual and has an immense emotional impact, which can both be meaningfully mitigated through LSFF interventions.

Finally, the Convening and the outputs it generated, namely the Actionable Pathways that helped establish the short- and medium-term goals and the LSFF Manifesto of Accelerated Action, brought to the fore the multiple voices and perspectives of partners, which was not only an indication of the resolve and strength of the community but reinforced a commitment to tackle the challenges we face effectively and efficiently. While the Manifesto will remain a binding force and a constant reminder of all the things that the LSFF community needs to achieve for a malnutrition-free world, it is also an indication of the recognised need for tracking progress that we, as a community, are ready to sign up for. Progress tracking through reporting on the short- and medium-term goals as well as how they ladder up into the goals in the Manifesto for Accelerated Action and the WHA resolution is an imperative need arising from this work that requires alignment and commitment from all partners.

At the time of writing this report, recommendations in the Manifesto are already seeing traction. Partners are closely working together in countries to improve overall compliance of fortified foods aiming for the targeted 90% (Recommendation 1). The Millers for Nutrition, a private sector led coalition, is designed around the provision of TA alongside creation of strong financial and non-financial incentives for the millers to fortify (with a 2026 target of achieving 85% reach of compliant states in 8 countries across Africa and Asia). In addition, strong evidence of collaboration is being demonstrated through multiple South-South exchanges. The South- South Regulatory exchange in October 2024 also saw BAPPENAS (Indonesia) launching a learning exchange platform to ensure seamless knowledge management and facilitated of joint coordination.

The discussions at the Convening led to clarity on goals to be achieved by the LSFF community. Perhaps even more heartening was the optimism and willingness to collaborate amongst the different stakeholder communities to further a common agenda. While more intentional work has emerged as a result of the Convening, it was also a useful interim check point to align on in-process goals. It is integral to coordinate efforts among critical stakeholders to ensure that the effects of the work being undertaken by the LSFF community is amplified through a collaborative approach. Above all, the Convening helped bring forth the necessity that all partners hold themselves accountable both for the successes achieved and the work that is and will be undertaken.

A2. Overview and key takeaways of each Working Session

Working Sessions Round #1 - the *What*

- **WS 11.** Unpacking the Complexity of the Micronutrient Value Chain for Local Production
- **WS 6.** SSNPs: Why and How to Integrate Fortified Foods Into Social Assistance Programs? - Part 1
- **WS 12.** The Business Case and Related Business Model for Miller Integration of Food Fortification - Part 1
- **WS 1.** LSFF Regulatory Best Practices: Optimal Scope of Application of LSFF Regulation - Part 1
- **WS 26.** Building Consensus Among Stakeholder Communities: Bridging the Gap
- **WS 5.** Optimising Public Sector Coordination Mechanisms Regionally
- **WS 21.** Empowering National Partners for LSFF Advocacy

WS 11: Unpacking the Complexity of the Micronutrient Value Chain for Local Production

Leads: Shankar Kaushik Ramakrishnan (Giract) and Philippe Vandebroek (Independent Expert)

Summary: This session explored the value chain for different fortificants (micronutrient sources) by analysing demand and supply with insights on flows, trade, key players, and their roles. It also looked to answer, through system maps, what factors affect demand for micronutrient premixes in key countries of focus; what factors contribute to the establishment of a localization of the value chain; and how to sustain and generate the greatest success.

Key takeaways:

- Leverage learnings from the success in localization in one geography as a starting point (e.g., India as a premix hub for rice) and then establish how similar/different factors enable/hinder the localization process:
 - Identify positive and negative linkages and different leverage points to help identify the processes and stakeholders involved;
 - Factors for establishing a new manufacturing plant may include technological capacity, demand, and the availability of appropriate human resources.
- Address the need for a stronger understanding of:
 - the local context of availability of fortificants, the content of the nutrient, the requirement for consumers, with a focus on demand and capacity;
 - how to use market value chain data to make informed decisions;
 - different data requirements for different stakeholders;
 - how the system works and highlights into different scenarios for identifying opportunities for localisation of value chains, which can be done through systems mapping.
- There is also a need to establish how the complex value chains and systems maps can be communicated to relevant stakeholders, such as government, regulators, etc. Explore a case study method for the relevant geographies to better contextualise and communicate the findings.

WS 6 & 7 Parts 1 & 2: SSNPs: Why and How to Integrate Fortified Foods Into Social Assistance Programs

Leads: Arvind Betigeri and Saskia de Pee (WFP)

Additional contributors: Naveed Akbar, Suresh Lakshminarayanan, Lakmini Magodaratne, Alok Ranjan, Inoshi Sharma, and Shariqua Yunus

Summary: These two sessions brought multiple country experiences of SSNPs (Bangladesh, India, Pakistan, Rwanda, and Sri Lanka) to distil key enablers for success that need to be sustained and potential challenges to be addressed to increase the number of people that are supported by SSNPs and their consumption of quality fortified foods.

Key takeaways:

- Alignment on the five key dimensions of SSNP: Coverage; Adequacy; Comprehensiveness; Quality; and Responsiveness.
- SSNPs are tools to ensure supply side strengthening for fortified foods. Policy permanency helps sustain demand and hence supply, even if sustained financing in the presence of external shocks is a challenge.
- Multi-sector coordination with a balance of supply and demand side interventions improves outcomes.
- With scale-up of fortification initiatives, inadequate systems for quality improvement/quality assurance may affect overall acceptance and ownership.

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- Integration of fortified foods in SSNPs can be a tipping point for LSFF, nevertheless context, design, and cultural factors must be considered as influencing choice of fortified foods. This includes a robust regulatory environment and sustained governmental commitment through bearing the cost in the long term.
 - **Identified next steps:** Develop a decision-tree and playbook for local policy actors to decide on an approach (including fortified food vehicle, delivery mechanisms, platforms, and resourcing) to include fortification in SSNP's according to the local context.

WS 12 & 13. Parts 1 & 2: The Business Case and Related Business Model for Miller Integration Food Fortification

Leads: Mikko Kuusinen and Sara Boettiger (Independent Experts)

Additional contributors: Millers and other private sector partners

Summary: This session introduced an easy-to-adapt, excel-based financial model to assess net present value (NPV) of fortification from the miller/producer's perspective, identified applications across diverse partners, and prioritised refinements or applications of the model.

Key takeaways:

- **Part 1** collected feedback on the model and assumptions about market structures, based on the expertise in the room to help advise on how the model can be used in different sides of the fortification community including companies, NGOs, governments, and foundations.
- Functional components to be added to the model: sales, marketing costs, consumer awareness, FOREX costs, and contextualising per geography.
- Public procurement, commodity markets, and retail markets to be accounted for in the model (ensuring the ability to distinguish between branded vs bulk). Importance of engagement with industry associations and mills to ensure it is fully informed with needs of ultimate end-users, also consider evolution of use cases over time (e.g. role as an advocacy tool).
- **Part 2** delved into how the model enabled a sharper discussion about the potential for price premiums, challenges in the cost of premix, financing the capacity to fortify, or issues with government's procurement, such as de-risking mechanisms for millers to strengthen the supply side of the market.
- Solutions identified included: requirement of innovation, operational efficiencies linked with delivery of quality fortification, reduction or eradication of taxes and tariffs, and finance mechanisms to bridge cash flow issues.
- There was also a need expressed to identify where the "tool" will reside to ensure its effective usability and adoption as a value-added service.

WS 1. LSFF Regulatory Best Practices: Optimal Scope of Application of LSFF Regulation - Part 1

Leads: Christiane Arndt-Bascle and Vaia Karapanou (OECD)

Additional contributors: Hannia Leon, Philip Randall, Brent Wibberley, and Rizwan Yusufali

Summary: This session discussed key elements in regulation through the lens of ensuring that the regulatory environment is an enabler not a bottleneck for LSFF delivery. It also discussed scoping issues within the regulatory context when it comes to small scale businesses.

Key takeaways:

- Good regulatory governance of LSFF requires: the right vehicles and fortificants, the right regulations, adequate authorization, proper supervision and enforcement, enhanced implementation capacity, and incentives for stakeholders.
- Clear regulatory requirements are key for both the public and private sector, needing collaboration of stakeholders from the policy design stage to implementation and revision.
- Monitoring and enforcement should aim for creating incentives for compliance rather than punishment, and labelling can be used to indirectly support regulatory frameworks.
- Different good practices exist in different countries (India, Indonesia, Nigeria). We need to make sure these insights are shared.
- Including small scale businesses within the scope of regulation depends on the country context and they will require different considerations from medium or large businesses; for example, they will require simplified registration/licensing procedures and support mechanisms (support cooperatives, inclusion in social safety net programs, etc.).

WS 26: Building Consensus Among Stakeholder Communities: Bridging the Gap

Leads: Aishani Gupta and Edefe Ojomo (Independent Experts)

Additional contributors: Reed Atkin and Shruthi Cyriac

Summary: This session explored how to strengthen effective coordination and communication between the public sector and other stakeholder groups by identifying where the obstacles exist within this communication.

Key takeaways:

- The need for clear communication by using the same language and terms in the same way is important. The [DInA lexicon](#) was created for this purpose.
- Need to create a clear and holistic narrative across all stakeholders and accept that while we will never have all stakeholders aligned (which is OK), progress in the conversations is imperative.
- Identify and support the role of connectors/interpreters who bring the actors together and can create trust and alignment.
- Identify the institutional levers that can out-live the individuals (i.e. Seqota [Declaration](#)) and ensure sustainability in coordination.
- Think of this as a complete change management exercise and plan strategically for the same (stakeholders' analysis, behavioural change strategies, and action plans).
- Dissemination of products that different stakeholder groups are working on and collaboration through them is one possible approach.

WS 5: Optimising Public Sector Coordination Mechanisms Regionally

Leads: Manpreet Chadha, Vilma Tyler, and Charity Zvandaziva (UNICEF)

Summary: This session explored the landscape of regional level public sector coordination through challenges, opportunities, and best practices.

Key takeaways:

- Identified challenges: funding, political will, technical capacity, sustainability, and different departments involved at country level.
- Regional economic coordination mechanisms can mobilise on common issues, such as taxation on premix, subsidies, financial commitment, guidance on standard setting, learning, and sharing.
- Key enablers include: i) ownership by government from inception; ii) building region sustainability so that no one government owns the mechanism; iii) deciding on how the secretariat is established and managed; iv) appointing one focal point as champion for advocating at both regional and national levels.
- Solutions discussed: i) the need for regional fortification alliance (e.g. ECOWAS and ECSA-HC mechanisms); ii) agenda derived from country best practices; iii) milestones, accountability and reviews in place; iv) opportunity to pitch coordination mechanisms from the trade and economic development perspective.

WS 21: Empowering National Partners for LSFF Advocacy

Leads: Oluwatoyin Oyekenu (GAIN)

Additional contributors: Caitlin Smethurst

Summary: This session explored challenges to national partner-led advocacy by sharing examples of building and deploying champions for LSFF through the example of Nigeria.

Key takeaways:

- Main use of advocacy in the short-term is to encourage businesses to be more accountable for compliance.
 - Strategic initiatives: i) onboard actors to defend the consumer; ii) provide more data on scale and impact of non-compliance; iii) inform more stakeholders to ensure compliance.
- Long term outputs for local and civil society ownership and mobilisation on LSFF:
 - Key media influencers increase public debate on LSFF;
 - Data on regulator shortcomings widely published;
 - Data on non-compliant businesses widely published;
 - Key stakeholders increase alignment on sanctions and incentives.

Working Sessions Round #2: From the *What* to the *So What*

- **WS 8.** Unveiling Customs Dilemmas: Navigating Tariffs to Enhance Fortification
- **WS 14.** Indexing for Change: How to Drive Corporate Accountability and Impact
- **WS 25.** How to Verify and Cost Fortified Rice?
- **WS 2.** LSFF Regulatory Best Practices: South-South Learnings, Capacity Building, and Collaboration - Part 2
- **WS 17.** What is the LSFF Evidence Base?
- **WS 20.** Digital Solutions for QA/QC Data
- **WS 27.** LSFF Knowledge Hub: Developing New Ways for Key Stakeholders to Access

WS 8. Unveiling Customs Dilemmas: Navigating Tariffs to Enhance Fortification

Leads: James Lenaghan (GCC), Eric Pickett (Möhrle Happ Luther), and Izaak Wind (independent HS code expert)

Summary: This session unpacked the customs and tariff-related concerns (including the importance of a harmonised system); achieving a shared understanding of the nuances it entails; and the hidden, under-explored solutions that exist. The session also reflected on the lack of dedicated HS codes for premix used for food fortification, and discussed the recent efforts by Global Customs Compliance (GCC) and GAIN, in collaboration with the Swiss customs, to submit amendments to the World Customs Organization for inclusion of dedicated HS codes for premixes (if accepted and passed by the (WCO), the new codes will be reflected in HS 2028).

Key takeaways:

- Need for:
 - A better understanding of all the barriers in the form of various trade and non-related tariffs that exist in LMICs that prevent successful implementation of LSFF. The list can be very large depending on the country in discussion (e.g. 18 different sets of tariffs exist in Nigeria).
 - Data driven decision making to inform operational decisions in customs and capacity building of customs officials, which is particularly true for some countries where there are still gaps in implementation of the correct value of tariffs.
 - Once the correct tariffs are in place and there is homogeneity in use of the tariffs, policy advocacy for reduction of tax and tariffs (using public health importance, environmental, and more for policy advocacy at local, regional, and global levels) can help in bringing the overall tariff levels down.
 - Collaborative multi-sectoral stakeholder engagement on customs.
- Opportunities:
 - Regional and global harmonisation on customs for easing trade related issues of fortified foods by engaging with existing regional economic bodies and international agencies and organisations, including WCO (HS code review at WCO is ongoing), WHO, and the WTO.
 - Differentiate tax for the micronutrients vs. premix easing customs issues, removing VAT from premixes. This can be achieved through effective TA to customs officials.
 - Mitigating Non-Tariff Barriers (NTBs), such as currency depreciation and other macroeconomic challenges that have implications on LSFF-related decision making (cost).
 - Building local advocacy through organisations such as GAIN.

WS 14. Indexing for Change: How to Drive Corporate Accountability and Impact

Leads: Greg Garrett and Bo-Jane Woods (ATNI)

Additional contributors: Kevin Davis and Angelina Fisher

Summary: This session explored the best practices around index creation and usage, with the underlying question of how to make them synchronised and building a learning agenda for effective use of indices for corporate accountability.

Key takeaways:

- Leveraging indexes to impact is a long-term process that requires collaboration, innovation, and transparency for designing and implementing indices. Indices can simplify complex information, frame problems, and provoke action. But issues such as validity, reliability, legitimacy, misuse, and unintended use remain.
- Need for: i) mechanisms for tackling inherent challenges such as workarounds and greenwashing; ii) stronger forms

of accreditation/validation for index results through data review (and any KPIs); iii) capital to add a component of product testing on quality, with results available for regulatory bodies and consumers.

- Future actions: i) piloting a premix index to educate the sector and increase awareness of value add of indices; ii) leveraging consumer awareness through a new fortified brand index for the public; iii) stakeholder buy-in for leveraging indices for LSFF; iv) introduce consistent KPIs for evaluating LSFF efforts.

WS 25. How to Verify and Cost Fortified Rice?

Leads: Rajan Sankar (Independent Expert)

Additional contributors: Arvind Bettigeri, Yannick Foing, Neeraj Jain, Vikram Kelkar, Rohini Saran, and Rizwan Yusufali

Summary: Given the significant of the potential upscaling of rice fortification programs and huge possibilities in India and beyond, this session explored the economics of rice fortification through a value chain analysis, based on experiences of practitioners directly involved with rice fortification to understand how to incentivise the private sector while building better public-private partnerships.

Key takeaways:

- There is a wide variation in the cost of rice fortification programs. How can cost be reduced?
- A comprehensive assessment of costs associated with rice fortification is necessary. Currently, the understanding of costs is limited to the incremental cost relative to the price of rice. E.g., one estimate suggests the incremental cost to be 1 cent while the other estimates the incremental cost to be around 11 cents per kg.
- To address this gap, it was proposed that a thorough supply chain analysis is conducted where the focus would be to assess the cost for producing “quality FRK” and the overall cost of producing fortified rice.
- This study needs to ensure acceptability of findings by both private and public sectors, which has been a point of contention so far.
- The output could be a study with a templated approach that allows for assessment for costs in LSFF programs, which could then be applied to other contexts as well.

WS 2. Part 2 LSFF Regulatory Best Practices: South-South Learnings, Capacity Building, and Collaboration

Leads: Suchi Mahajan and Anjali Nayyar (GHS)

Additional contributors: Inoshi Sharma, Eva Edwards, Lakmini Magodaratne, Vaia Karapanou, and Edefe Ojomo

Summary: This session explored the insights and best practices from within the LSFF regulatory environment in different countries (India, Nigeria and Sri Lanka) and a regional organisation (ECOWAS), then examined the role and need for the South-South LSFF regulatory exchange.

Key takeaways:

- **Regulatory compliance:** Regulatory enforcement could be introduced through a phased approach, emphasising self-compliance including guidance, warnings, and sanctions if necessary.
- **Collaboration across the value chain:** The importance of concerted efforts among diverse stakeholder groups in the value chain was recognised to ensure sustainability of LSFF programs.
- **Importance of coordination platforms for cross-country learning:** Recognising that similar interventions in different countries may yield varied outcomes due to contextual factors, assessing existing platforms, coalitions, and alliances is essential along with evaluating the need to establish new ones or connecting local bodies with larger regional entities. Leveraging existing national and regional alliances.
- **Utilisation of digital tools:** Exploring digital tools to enhance quality control, promote self-compliance, and improve access to fortification interventions in remote areas will be an important consideration going forward.
- **Scaling up fortification programs:** Deliberation on strategies including exploring newer food vehicles, developing better regulatory standards, and expanding ongoing programs to a wider demographic is necessary to maximise impact and reach vulnerable populations effectively.
- **Collaboration across stakeholder communities:** Key role of academia and private sector (CEO forums, millers associations) in proactively engaging with regulators at early stages to help generate evidence and inform programs.

Next steps:

- i. Engender specific themes and interest areas emerging from the discussions in future: NFAs, engaging private sector and civil society, advocacy and communications, food labelling, capacity building for lab testing.
- ii. Assess the requirements of public sector regulators in focus countries.
- iii. Sustain engagement with the informal network built so their needs are reflected in the Jakarta Convening.

WS 17: What is the LSFF Evidence Base?

Lead: Helena Pachon (FFI)

Additional contributors: Ruchika Chugh Sachdeva, Scott Montgomery, and Prashanth Thankachan

Summary: This session explored ways for nutrition evidence to be integrated into public sector environments, as well as the specific needs of public sector actors for LSFF evidence. Related blog published by FFI is [here](#).

Key takeaways:

- Global and local level data on micronutrient deficiencies is important for policy making.
- When is evidence required? Depends on the timing of the intervention. E.g. to prevent Neural Tube Defects, the folate (vitamin B9) intervention needs to happen before pregnancy.
- Policy and regulatory changes can take time even with sufficient evidence. Therefore science/evidence communication is a key lever and must be transparent, understandable (uniformity in the use of terminology), timely, and accessible to all the stakeholders across the value chain.
- Need for a feasible strategy is required for standards strengthening globally and locally.
- After policy implementation, periodic (annual) evidence and impact data is important for policy evaluation and potential adaptation, including leveraging through regulation.

WS 20: Digital Solutions for QA/QC Data

Leads: Olubunmi Okunowo (DPI, BMGF Nigeria country office)

Additional contributors: Suhel Bidani, Zameer Haider, Sameer Kanwar, Neha Khara, and Oluwatoyin Oyekenu

Summary: This session unpacked the enabling conditions and potential collaboration mechanisms for the development of digital tools with QA/QC data designed for stakeholders' needs. Four digital traceability projects were shared by panellists across Bangladesh, India, Nigeria, and Pakistan.

Key takeaways and enabling conditions:

- Broad acknowledgement of the importance of user-centric design and stakeholder engagement in co-designing digital systems.
- Regulatory action and trust building: in this process, trust between producer and government is important as some producers are highly regulated, and data-sharing is a sensitive topic.
- Technological advancements and data management: possibility to have a platform online to compile and share information. Being highly cognizant of data-sharing expectations in the design of a system is critical to building trust from users.
- Operational efficiency and compliance: stocks and inventory management is possible with digital systems for efficiency that are beneficial for operations beyond enhanced fortification compliance.
- Education, capacity building, and collaboration: this is a challenge with small millers and digital literacy in the LSFF ecosystem, including governmental platforms and cross-collaboration among stakeholders.
- Economic and value considerations to be considered: must consider the cost-effectiveness of the incentive and any promise for the first adopter to the new solutions.
- Innovation in nutritional solutions is needed, including a micronutrient analysis of fortified foods. This ties into the need for digital solutions in food testing as well.
- Adoption at scale: although all four digital projects are now live in pilot form, all are still working to transition to full ownership of the platform by the government or other end users. Identifying the core capabilities to sustainably scale and meet users' needs ongoingly is still an opportunity.

WS 27: LSFF Knowledge Hub: Developing New Ways for Stakeholders to Access Actionable Resources

Leads: Christopher Kirby (Independent Experts) and Becky Tsang (FFI, USAID-AFFORD project)

Additional contributors: Zach Segall and Ann Volk

Summary: As BMGF and USAID AFFORD continue to explore the concept of a LSFF Knowledge Platform, this session provided valuable perspective and considerations related to the potential scope of an initial prototype and further LSFF community engagement in content sharing and governance design.

Key takeaways:

- Personalization vs. independence: ensure the process of guiding end-users to information that is neutral and impartial, not favouring specific resources over others. A neutral host and governance body can enable this.
- Trust as a “built-in feature” users and content providers need to be able to trust that the platform information they access is accurate and that the platform is sustainable.
- Human-centred design: design should be driven by feedback from actual users to match their needs and how they anticipate interacting with such a platform. Such a design can also help build momentum that already exists, such as content sharing and content access.
- Recommendations vs. definitive answers (data vs. knowledge): a knowledge platform should share multiple options and where they exist, rather than a single definitive answer.
- Limited, starting prototype: the initial prototype should start with a limited number of resources to test the model and address existing fears and challenges that may exist around content sharing or access. A good place to start might be where resources are more conclusive, such as regulatory resources.

Working Sessions Round #3: the *So What*

- **WS 23.** LSFF Regulatory Repository
- **WS 16.** Corporate Data Transparency and Verification
- **WS 10.** De-risking Mechanisms for Private Sector Investments
- **WS 24.** Private Sector Focus Group on Regulatory Requirements for LSFF Labelling
- **WS 18.** Evidence-based Regulation and Implementation of LSFF: Better Usage and Generation of Data for Policy Making
- **WS 4.** Optimising Public Sector Coordination Mechanisms in Country
- **WS 22.** Investment Case for LSFF

WS 23: LSFF Regulatory Repository

Leads: Luz De-Regil (WHO)

Additional contributors: Kaia Engesveen, Manasi Trivedi, and representatives from UNICEF, FAO, OECD, GFDx

Summary: The session unpacked the different LSFF regulatory repositories that exist exploring how to increase interconnectivity in this diverse space.

Key takeaways:

- Presentation of different databases: Global Fortification Data Exchange (GFDx), FAOLEX, Global Database on the Implementation of Nutrition Action (GIFNA), and collection of information by UNICEF and OECD in their own internal databases, and agreement on the need for a mapping of existing databases to improve access to information.
- Having a different platform/database with a unique feature is an added value even with limitations. However, these data platforms must be aligned with local needs, similar platforms, data sources or users so as to maximise the use of the data for policies, strategies, and programs.
- Next step: A Steering Committee consisting of the present organisations will be established for promoting data exchange. In the future, a short channel for different consultants working in a country could be created to not burden public officials with information requests.

WS 16: Corporate Data Transparency and Verification

Leads: Rizwan Yusufali (TNS)

Additional contributors: Brent Wibberley

Summary: This session explored the value of data held by food processors and fortificant suppliers for the LSFF landscape. Such data can also help verify and validate for the purpose of compliance but also needs to be weighed against issues of confidentiality and business competitiveness.

Key takeaways and enabling conditions:

- Channelling the information held by corporations requires careful navigation, incentivisation for sharing, concerns around confidentiality, and business competition.
- Building trust with manufacturers regarding confidentiality, having a good value proposition (such as data sharing for TA), collating information to present aggregate information, and exploring alternate means for accessing available data (such as import/export data).
- Key role of regulator or line departments, as they may have initiatives for surveillance, voluntary disclosure, audits, and more in place.
- Clear communication on the nature of information and use (non-punitive) would be useful. Awareness of potential pitfalls of the self-reported data and having mechanisms for validation might be useful.
- Frequency of sharing could be balanced to capture required information and make the process hassle-free for those reporting.

WS 10: Private Sector Risks and Risk-Mitigation Solutions to Scale Large-Scale Food Fortification

Leads: Mayank Anand (Med Access) and Yannick Foing (DSM)

Additional contributors: Peter Dama, Natia Mgeladze, Anupam Srivastava, and Rizwan Yusufali

Summary: This session identified commercial, operational, and reputational risks experienced by the private sector that impede the scale-up of LSFF programmes and explored existing mitigating and alternative de-risking solutions as well as the role of partners/collaboration in delivering these.

Key takeaways:

- Tension between cost and quality, as lower quality producers have a cost advantage (passing minimum compliance, if any).
- Knowledge sharing and raising awareness of consumers is important (while the need for behaviour change was brought up and was debatable, the consensus in the room was that consumer awareness as a component was necessary).
- Performance-based levers are important. These are instruments like grants (often coupled with technical advisory) that create the right kind of incentives (and conditions) for mills to invest in fortification, with part of the risk shared through a grant mechanism.
- Ways forward:
 - Given the high cost of premix (not necessarily of its own but costs often accentuated through higher customs/import duties on premixes) it was suggested that government can look into bringing down the costs through subsidies, reducing duties/tariffs, or even bearing the cost of premixes (as was done in the case of COVID-19 vaccines).
 - Global standards for the premix should be used as the benchmark and premix producers should be involved in the standard setting with the regulators to ensure a level playing field.
 - Reducing taxes, increasing compliance and improving health.
 - Independent laboratories should check premix quality (noting certain vitamins and micronutrients).
 - Labs should be driven by the private sector.
 - Traceability and transparency is important.
 - Ensure central labs run by a consortium of private sector actors.

WS 24: Private Sector Focus Group on Regulatory Requirements for LSFF Labelling

Leads: Alexandra Jones (TGI)

Additional contributors: Christina Tewes-Gratl

Summary: This session explored how labelling can support or undermine LSFF programs and discussed private sector experiences in complying with nutrition labelling regulations in diverse geographies.

Key takeaways:

- Nutrition labelling regulations provide guidance on how to highlight the fortified elements of products on labels. However, there may be gaps between legal requirements and real practice, such as how countries implement, administer, and enforce regional vs. national logos for fortified foods.
- Government/regulator-related considerations: need to establish key roles and responsibilities for agencies and regulatory bodies governing nutrition labelling for enhanced accountability; building a global centralised set of guidelines on best-practice nutrition and health claims, best-practice visual cues or nutrient declaration elements for fortified foods for fortified elements of foods would be helpful.
- Industry-related considerations: opportunities for the private sector to work as a collective and more closely with regulators to ensure labelling requirements are practical, beneficial, and fully complied with; labelling and testing solutions need to go hand in hand.
- Consumer-related considerations: consumer use of nutrition labels can be supported by education; evidence-informed label design that can be understood by a wide range of consumers, including those with low nutrition literacy.

WS 18: Evidence-based Regulation and Implementation of LSFF: Better Usage and Generation of Data for Policy Making

Leads: Reed Atkin (Micronutrient Forum), Frances Knight (WFP), and Danielle Resnick (IFPRI)

Additional contributors: Shawn Baker and Eva Edwards

Summary: Picking up from discussions in working session 17, this session explored effective practices around the use of data and evidence in policy making and discussed how to overcome the barriers to effective integration of evidence during the fortification policy process.

Key takeaways:

- Necessary to differentiate between data and evidence.
- Barriers: i) the different types of evidence different stakeholders might need is not always well known; ii) global evidence may not have a bearing on local level policy making; iii) issues of data quality.
- Need for responding to country level context and understanding what kind of evidence is required for each micronutrient and the vehicle to be used.
- Key principles for better using, sharing, and generation of data: transparency, harmonisation in data collection, trust, representation, sustainability, and understanding the local context through partnerships with local communities.
- Paucity of monitoring data.
- Data availability and timing: for both policy design and implementation to evaluate and correct course.
- Leverage on best practices such as voluntary oil fortification in India or Costa Rica, bringing LSFF into the sphere of public health.

WS 4: Optimising Public Sector Coordination Mechanisms in Country

Leads: Uju Anwukah

Additional contributors: Edefe Ojomo and high-level representatives from different national systems (Bangladesh, Pakistan)

Summary: This session identified existing coordination mechanisms within the public sector at the national level, explored challenges, and discussed methods to enhance coordination amongst national public sector stakeholders.

Key takeaways:

- Effective coordination mechanisms should be government-led. Ownership by one department is important even when multiple departments might be involved with nutrition.

- Coordination mechanisms should leverage different knowledge and evidence sources.
- Government should provide a platform for all stakeholders to engage which is guided by clear objectives and rules of engagement, incentivising diverse, multi-stakeholder and multi-sectoral participation.
- Coordination mechanisms, for example, fortification alliances, can bring together diverse stakeholders from different sectors such as health, trade, education, etc. Such mechanisms help facilitate the role of regulators in evidence-based decision making, monitoring, and enforcement.

WS 22: Investment Case for LSFF

Leads: Penjani Mkambula and Kristin Sundell (GAIN)

Additional contributors: Karin Lapping

Summary: This session explored the role and potential of key stakeholders (donors, national governments, impact investors, private sector) in mobilising greater investment in LSFF, and discussed key questions to identify specific gaps, priorities, opportunities, and assessments to inform an investment case at global, regional, and national levels.

Key takeaways:

- A new narrative on LSFF is needed, built within an inclusive process that includes stories of impact, focused on structure and form. To make this particularly strong, there is a need for case studies to bring LSFF to life: build on good existing data and align to systems change agenda and humanise by linking to other big issues (climate, gender, livelihoods, SDGs).
- Multiple variables impact the LSFF return-on-investment. A business case tool (with costs-benefits analysis) is needed, integrating a notion of scenario planning that lists a pipeline of investments with ongoing analysis to inform strategies.
- Coordination and a global narrative is needed for nutrition interventions, such as how LSFF investments interface with vitamin supplementation or interventions for pregnant women. This will help the global community build together instead of competing for resources.
- There is an opportunity for advocacy efforts to include engagement with the private sector, which already has significant buy-in and can offer compelling global and local narratives.
- Involve multilateral development banks: build into government dialogues together with other initiatives, integrate into national strategies, and consider innovative financing (i.e. impact bonds).

Working Sessions Round #4: the *So What* towards the *Now What*

- **WS 9.** The Salt Corner: Lessons for Scaling and Adaptation of the Salt Success Story
- **WS 7.** SSNPs: Adding Nutrition Through Fortified Foods Where It Matters - Part 2 (comments integrated with WS 6 Part 1 in Round #1)
- **WS 13.** The Business Case and Related Business Models for Miller Integration of Food Fortification - Part 2 (comments integrated with WS 12 Part 1 in Round #1)
- **WS 3.** Reinforcing National Fortification Alliances (NFAs): Sustaining public-Private Sector Coordination
- **WS 15.** Triangulation of Food Consumption and Food Production Data
- **WS 19.** Developing and Scaling Localised Rapid Testing Tools for Fortification Compliance: How Can We Make It Happen Now? And What Does the Future Look Like?

WS 9: The Salt Corner: Lessons for Scaling and Adaptation of the Salt Success Story

Leads: Manada Arabi (NI) and Saskia Osendarp (Micronutrient Forum)

Additional contributors: Omar Dary, Jonathan Gorstein, Vikas Gupta, Sakshi Jain, Werner Schultink, Dr. Rajan Shankar, Anupam Shrivastava, and Dr. Prashanth T.

Summary: Building on the salt success story, this session explored the key success factors for optimal delivery conditions of iodization and identification of potential action pathways to apply them to LSFF.

Key takeaways:

- Need for: Coverage beyond national level as subnational focus provides richer insights as the need for iodization is at all levels; continuous monitoring; and evaluation.

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- Challenges for expansion of DFS/MFS: more research needed on the cost analysis, efficacy, and inconsistency in laws; salt intake remains low while adding iron would increase prices significantly and also possibly overburden salt as a vehicle.
 - A multi-stakeholder approach: including small producers, healthcare providers, health ministry, policy integration, and consumers would be beneficial.
 - Main outcomes: i) promote the objective of 100% populations being iodine sufficient; ii) consolidate basic principles of the salt case for expansion into other nutrients (cost, consumption level, quantity of MN to be added, which MNs make sense); iii) inventory of solutions which are context specific.
 - Using the salt story for other nutrients and vehicles: leverage WHA resolution and build advocacy around that; ease of communication of benefits to consumers; low costing and simple interventions were a big driver of salt iodization and which are not reproducible for other micronutrients and fortification vehicles.

WS 3: Reinforcing National Fortification Alliances (NFAs): Sustaining Public-Private Sector Coordination

Leads: Shawn Baker (Helen Keller International)

Additional contributors: Karin Lapping, Danielle Resnik, and Larry Umunna

Summary: This session explored the challenges to coordination among stakeholders at the national level through factors that determine what a successful NFA might look like; how can NFAs collaborate to maintain the required relevance for LSFF and collect best practices and developed models for effective alliances across different contexts.

Key takeaways:

- NFAs should be housed in one department even if multiple departments might be involved in nutrition for sustainability. In addition, there should be a comprehensive strategy that covers the structure, governance, and goals of the NFA, including consulting on evidence-based policy making, standards being devised, and monitoring and enforcement.
- Fortification stakeholders should learn from alliance building in other sectors or areas to strengthen the position of NFAs.
- Incentivising nutrition activities in states performing well might help facilitate NFAs.

WS 15: Triangulation of food consumption and food production data

Leads: Mdu Mbuya and Penjani Mkambula (GAIN)

Additional contributors: Lynnette Neufeld and Larry Umunna

Summary: This session explored the triangulation of data on the supply of different food vehicles with data on coverage and consumption as well as the impact potential of using primary and secondary data.

Key takeaways:

- Make use of available data to demonstrate triangulation between food supply and consumption. Data triangulation can help in analysing whether fortificant quality comply with fortification standards or not.
- None of the nutrient data domains at FAO (food availability, household consumption, and individual level housed) consider fortified foods source, but FAO is working to fix this limitation.
- Need for alignment across multiple sources and multiple measures of data to better inform decision making on the design of LSFF programs.
- Potential actions: 24-hour dietary recall at household level used as a tool to triangulate food supply vs. consumption data; syncing FAO nutrient database including fortified data compliance; use data triangulation for future projection of supply and prices; novel modelling for mapping VMD.

WS 19: Developing and Scaling Localised Rapid Testing Tools for Fortification Compliance: How Can We Make It Happen Now? And What Does the Future Look Like?

Leads: Jocelino Jorge (Forum Solutions LLC), Phillip Makhumula Nkhoma, and Monica Woldt (TNS, USAID/AFFORD)

Additional contributors: Dr. Santiago Andrade, Dr. Jatindra Kumar Sahu, and Dr Anna Zhenchuk.

Summary: This session explored the priority criteria for creating local testing solutions, pathways to scale rapid testing tools locally, and coordination mechanisms across partners in research and development.

Key takeaways:

- The demand for easy chemical assays is very high in several countries as they determine fortification efforts, evaluation capacity, and the ability of making real-time decisions.
- Demand for rapid testing solutions of micronutrients that are fortified (per the standard) solo or in conjunction with another MN that does not have a rapid test available is particularly high (E.g. zinc for wheat flour in Ethiopia).
- The testing solutions either qualitative or quantitative have to be simple, affordable, and the reagents accessible. In addition, they shall consider the local contexts including capacity, skill, and basic facilities of the reference laboratories serving millers or regulatory bodies.
- Although the Orange Book (global guidance on fortification) is currently being redeveloped, there are no guidelines on what acceptable thresholds are (of precision and accuracy, i.e. margin of error) for chemical assays. This is important in order to give consistency in technical product profile for new product developments in testing solutions. The guidelines also should allow industry and government to understand the different testing requirements around the world. This could be used to analyse the focus and gaps in food fortification testing globally. Although the session audience specified the importance of such guidelines, the question remains as to who is responsible in establishing and maintaining these guidelines.

Annex 2. The Convening Design

The LSFF Partners Convening set out to gather partners with both technical and strategic insights for the purpose of strengthening delivery coordination to maximise impact. The Convening journey began by mobilising the community 6 months before the meeting in Cape Town to establish a shared understanding of the Convening conceptual framing (see the [Convening Overview Slides](#)) and develop a sense of co-ownership while also kick-starting the sharing of insights, knowledge, and a collaborative culture. The *Save the Date email* harvested partners’ preferences on proposed LSFF Topic Areas. The initial (around 80) suggestions were reviewed, analysed, and reworked into 27 Working Sessions which structured the Convening agenda.

In parallel to Working Session preparation, the **LSFF Portfolio Book**, providing an account of each organisation’s LSFF work and key specific project engagements (both funded and non-funded by BMGF) was compiled from a total of 68 partner organisations. Posters of the contributions were also showcased in the Convening space as part of the LSFF Share Fair. The [full compilation](#) is available and valuable for further use by partners. The physical space was leveraged to design a combination of plenary and breakout spaces as well as informal, information-sharing areas to ensure the possibility of collaboration.

A.2.1 Conceptual framing

As outlined in the Convening [Overview Slides](#), the aim to “strengthen delivery coordination to maximise impact of LSFF in LMICs” was placed within a very concrete and operational framework (see figure 6 below). This sees six LSFF workstreams operating as a system with their co-dependencies, synergies, and trade-offs, supported by eight topic areas each pointing to key current challenges for the LSFF ecosystem in order to maximise impact. The Convening working sessions operated within this framework, tackling specific aspects of the topic areas, at different scales and in different geographies. With both the purpose and potential of LSFF well acknowledged alongside the current urgency to address global nutritional challenges and meet SDG2 ambitions, this framework focuses more on the “how” of maximising impact over the “why”. This includes the imperative for greater collaboration across the LSFF ecosystem, building on what is already working.

Conceptual framework of the convening

Topic areas prioritized by participants:

- 1 Effective LSFF regulatory environments and industry standards
- 2 Evidence-based nutrition policies/standards integrating LSFF and effective use of data
- 3 Private sector incentives to fortify
- 4 Innovation in LSFF delivery and a particular focus on improved micronutrient technology and new LSFF food vehicles
- 5 Risk-based LSFF monitoring and quality testing of food assays for micronutrients
- 6 Nutrition-sensitive social protection services and effective integration of fortified foods
- 7 Gender-sensitive LSFF delivery
- 8 From LSFF policy insight to effective advocacy and communications

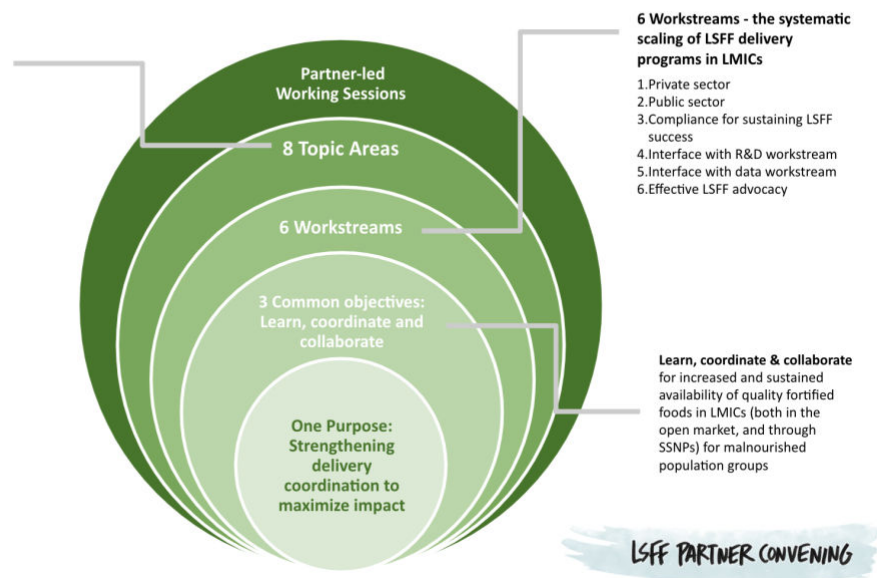


Figure 6: Conceptual framework of the LSFF Partner Convening

A.2.2 Convening intentional dialogue design

The Convening was intentionally and carefully designed to create the conditions for ambitious dialogue. Working sessions were developed through a co-design process that actively involved participants as working session leads, sensemakers, and additional contributors with tailored guidance and support from the BMGF and Convene teams. A transparent documentation process allowed to capture insights from all conversations, relying on “sensemakers” who were identified from participants and briefed to document emerging key messages, map areas of convergence and divergence, and support the drafting of session outputs. The approach, tools, and methods used during the LSFF Partners Convening are based on principles of responsibility and accountability, inclusion, co-ownership, and horizontal exchange. The working sessions on day three arose out of the conversations on days one and two, with alignment on the focus of the “now what” conversations.

The Collaborative Action Panel (CAP) tied the different threads of conversation together with a final ambition statement in the form of a Manifesto that was used as a reflection piece for the final eight Actionable Pathways, and now has been finalised and published post-Convening by the members of the CAP itself.

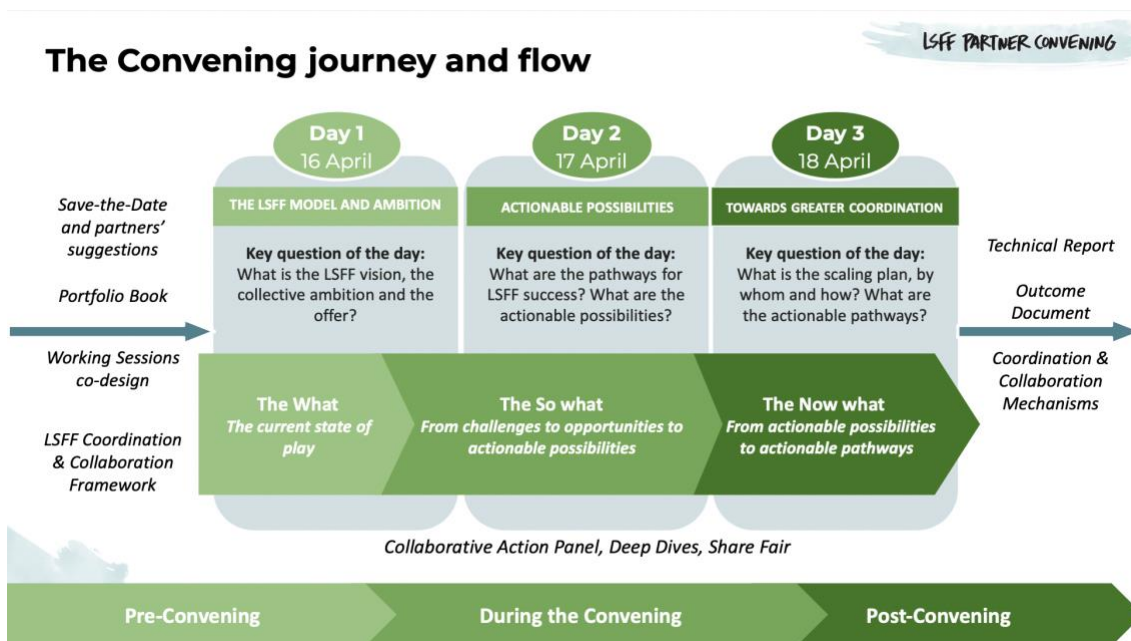


Figure 7: Convening journey and flow

Annex 3. Evolution of Ranking of Topic Areas to Actionable Pathways

Initial Topic Areas as prioritised by partners through the Save the Date survey (in order of preference)	Topic Areas as prioritised at the end of Day Two	Actionable Pathways as emerged on Day Three (in the same order of Day Two prioritisation)
<ul style="list-style-type: none"> • Topic Area: Effective LSFF regulatory environments and industry standards: What does good look like and what is the status quo? (39 votes) • Topic Area: Private sector incentives to fortify along the LSFF value chain (37 votes) • Topic Area: Evidence-based nutrition policies/standards integrating LSFF and effective use of data (32 votes) • Topic Area: From LSFF policy insight to effective advocacy and communications (22 votes) • Topic Area: Innovation in LSFF delivery and a particular focus on improved micronutrient technology and new LSFF food vehicles (21 votes) • Topic Area: Nutrition-sensitive social protection services and effective integration of fortified foods (20 votes) • Topic Area: Gender-sensitive LSFF delivery to effectively target women of reproductive age as well as integration of women into LSFF decision making both in the public sector and the milling industry (15 votes) • Topic Area: Risk-based LSFF monitoring and quality testing of food assays for micronutrients: Methods, adherence, incentives, and gaps in technology (14 votes) • Other (5 partners) 	<ol style="list-style-type: none"> 1. Evidence-based nutrition policies/standards integrating LSFF and effective use of data (65%) 2. Effective LSFF regulatory environments and industry standards: What does good look like and what is the status quo? (58%) 3. Private sector incentives to fortify along the LSFF value chain (47%) 5. Risk-based LSFF monitoring and quality testing of foods assays for micronutrients: Methods, adherence, incentives, and gaps in technology (31%) 8. From LSFF policy insight to effective advocacy and communications (30%) 4. Innovation in LSFF delivery and a particular focus on improved micronutrient technology and new LSFF food vehicles (19%) 6. Nutrition-sensitive social protection services and effective integration of fortified foods (17%) 7. Gender-sensitive LSFF delivery to effectively target women of reproductive age as well as integration of women into LSFF decision making both in the public sector and the milling industry (12%) 9. Other (8%) 	<p>#Data: How do we prioritise/rationalise data to optimise design and performance of LSFF programs? How do we exploit existing data sources (incl. corporate data)?</p> <p>#Public Sector: How can the public sector translate existing regulations/standards into compliance to ensure quality LSFF programs and a level playing field? How can existing regulatory environments be more responsive (also to new evidence)?</p> <p>#Private Sector: How can the private sector best be supported to effectively co-own LSFF and enable their meeting standards with the right quality? What are the key obstacles for the private sector: what can they offer, and what do they need?</p> <p>#Innovation: How can we as a community better innovate to achieve shared goals, specifically for impact evaluation, MN, vehicle, and testing R&D, as well as in delivery? What role does digitization play across these?</p> <p>#Advocacy: How do we clearly identify advocacy needs and develop an effective strategy for those?</p> <p>#Social Protection Programs: How do we leverage the pulling power of SPP (also for the private sector) to reach the most vulnerable without market access? How can we identify and strengthen existent, locally owned SSNPs for integrating fortified foods (vs. global distribution of fortified foods)?</p> <p>#Coordination: How do stakeholders nationally and regionally collaborate, incl. sustainable funding (esp. with a view to NFAs)? How does the public sector coordinate internally across Ministries and authorities?</p> <p>#Community knowledge management: How do we onboard LSFF newbies? How do we best manage and use existing evidence for community knowledge management? How do we provide low threshold access to existing resources?</p>