

April 2024



ACCESS TO
NUTRITION
INITIATIVE

Terms of Reference for Kenya Market Lead

Driving ATNI's Activities at National
Level

April 2024

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1. Introduction to the Access to Nutrition Initiative

ATNI was established in 2013 and launched its first Global Index in 2013. Since then, it has produced several benchmarks and tools assessing the performance of the world's largest food and beverage manufacturers in providing nutrition to their consumers. It has also worked extensively with large country manufacturers in India and, less extensively, in several other countries. To encourage companies to do more for nutrition, ATNI has established 'Investors in Nutrition and Health' – a coalition of 81 institutional investors that helps influence the decisions of the food industry to improve nutrition¹.

Together, these efforts by ATNI have contributed to more than half of 25 largest food companies having an explicit nutrition strategy, almost half of the companies having adopted criteria to define healthy food and 20 of 25 companies having specific policies on marketing to children. In 2022, two of the world's largest manufacturers agreed to publish the healthiness of their portfolios using internationally recognized standards.

In 2023, building on ten years of success in assessing the private sector in nutrition, ATNI began rolling out a new five-year strategy (2023-2027) focused on transforming markets for affordable, sustainable nutrition. ATNI's revised vision is a world where markets contribute to providing access to nutritious and affordable diets for all, preventing deaths and illness from diet-related diseases. ATNI's strategic goal is that at least half of companies' food & beverage sales are derived from healthy products by 2030 and contribute to healthy diets for all (The global baseline based on 2021 data is 31%.)

*Based on ATNI global data on approximately 40,000 products from the assessed manufacturers, 69% do not meet healthy standards when assessed against the Health Star Rating system. To make matters worse, there is a rapid increase in the consumption of packaged foods and a proliferation of food retail especially in low- and middle-income countries (LMIC) (Figure 1).

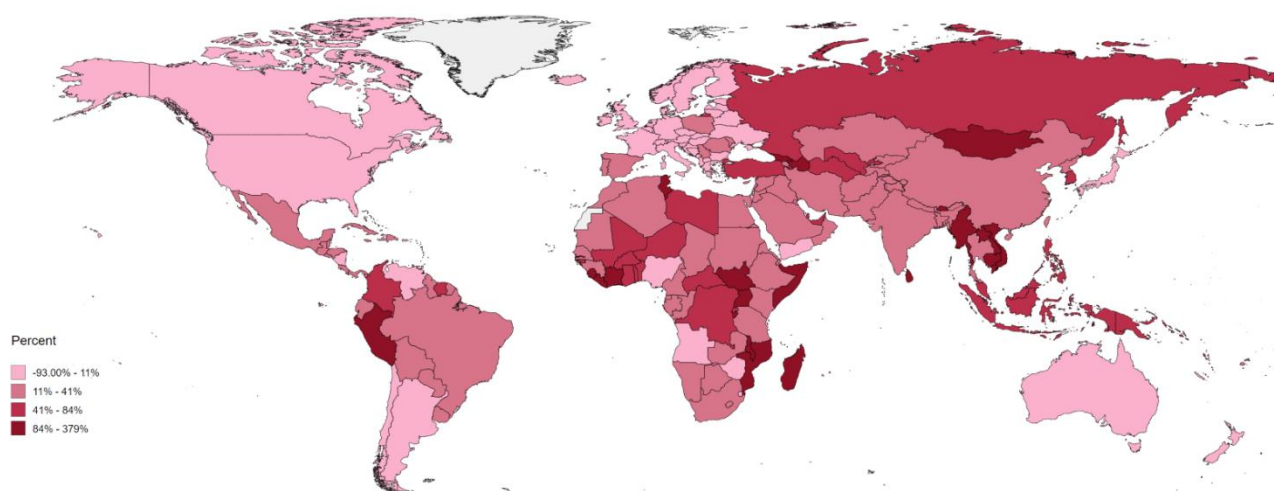


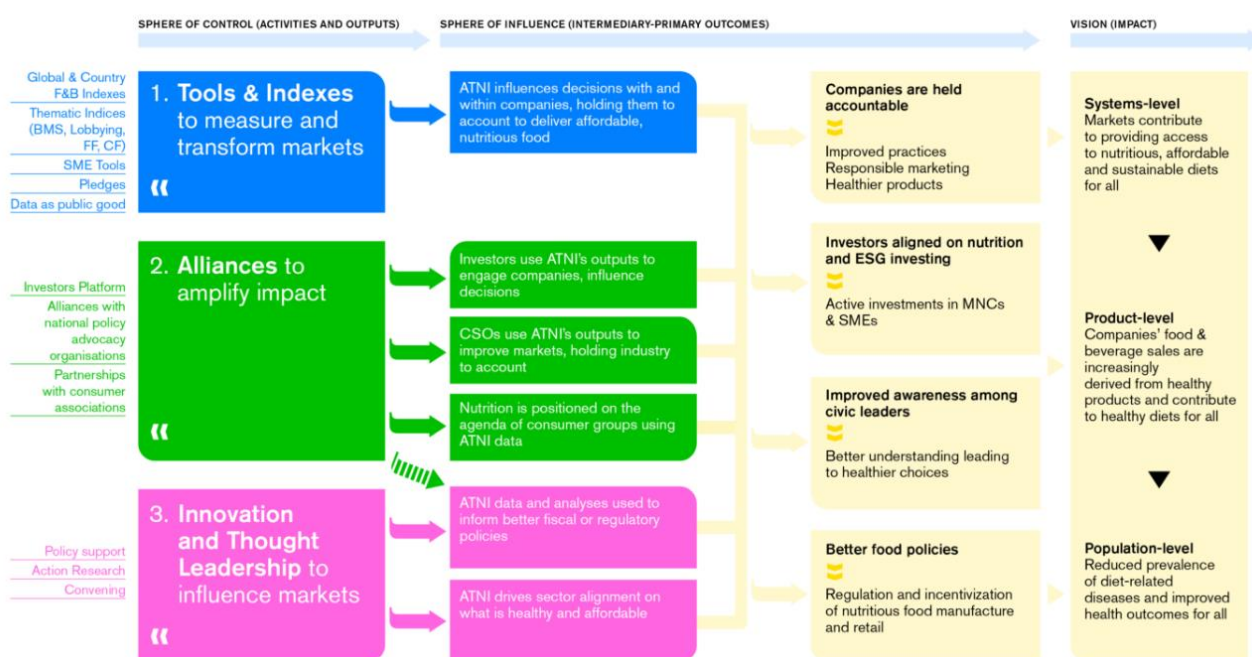
Figure 1 Growth in modern grocery retailers, five years (Euromonitor 2022)

In ATNI's new strategy, more emphasis is being placed on access, equity, and at-risk populations.

ATNI's work is divided into three pillars: 1) tools and indexes that drive accountability of the private sector and engagement with industry; 2) alliances with key partners to amplify impact, especially partnerships with investors; and 3) innovation and thought leadership that supports, for example, the formulation of smarter food policy.

Underpinning these three pillars are cross-cutting initiatives to strengthen ATNI’s voice and communications, more avenues for sharing data and an increasing focus on access among at-risk populations, affordability, and sustainability. With funding from the Bill and Melinda Gates Foundation, one of ATNI’s core donors, ATNI will, for instance, conduct four specific activities that together help transform markets for fortification by driving private sector accountability and smarter investments in fortification (i.e., an index looking at premix suppliers; a materiality assessment on fortification; tracking the use of fortified staples and condiments by food manufacturers and finalizing and applying a new product profiling model that including micronutrients). With funding from FCDO, ATNI will develop two country indexes in Kenya and Tanzania. The activities outlined in this proposal will supplement and allow ATNI to expand on this work. The following figure describes ATNI’s Theory of Change.

THEORY OF CHANGE 2023 - 2027



Each pillar is linked to specific outcomes and outputs. Several cross-cutting activities are included under each pillar that together help ATNI achieve its goal of transforming markets for nutrition. Together these pillars and outcomes will drive forward the availability of healthier food products and better accountability of the private sector on nutrition.

Intended outcomes:

1. Companies are held accountable: Improved practices, responsible marketing, healthier products.
2. Investors are aligned on nutrition and ESG investing, resulting in active investment in nutrition sensitive food companies.
3. Improved nutrition awareness among civic leaders at global and target country level: better understanding leading to healthier choices.
4. Better policies and improved evidence-based sector alignment on nutrition.

While there are several organizations working in food and nutrition, over the years, ATNI is often referred to as the 'go-to' organization for issues related to the role of the private sector in improving nutrition². ATNI forms a bridge between the public and private actors in the space of global nutrition and public health. There are three main factors that give ATNI a unique standing in the corporate accountability space:

1. ATNI conducts deep-dive analyses into nutrition using extensive and rigorous methodologies. In addition, ATNI collects data from companies to use in its research and does not only rely on public information.
2. ATNI goes beyond the assessment of just the largest F&B multinationals. It also produces specific indexes focused on other actors of the food value chain such as SMEs, retailers, and supermarkets. In terms of geographic coverage, ATNI's global tools are complemented by several country indexes e.g., ones focusing on India, US, BMS work in Thailand, Nigeria among others.
3. ATNI especially focuses on active engagement with companies directly, and through investors. In this way, ATNI goes beyond publishing research and always looks for opportunities to engage with the private sector and other actors in the nutrition space in a meaningful way. Stakeholders acknowledge how ATNI plays a useful role of knowledge broker, providing investors who lack the technical expertise with the data and insights they need to leverage their position towards companies.

More information about ATNI can be found at acesstonutrition.org.

2. Background and rationale

Malnutrition remains a public health challenge globally. Historically, due to food insecurity, poverty, inadequate healthcare, environmental challenges among other factors, regions in Sub-Saharan Africa and South Asia have faced some of the highest rates of malnutrition. In Kenya and Tanzania specifically, elevated rates of stunting, wasting, and underweight pose a substantial risk for children under five, especially in rural areas and marginalized communities. Both nations grapple with a complex situation characterized by the “triple burden of malnutrition” – the coexistence of undernutrition, micronutrient deficiency, and overnutrition leading to detrimental effects on public health, including impaired cognitive development.

Box 1: The state of food security and nutrition Kenya

Undernutrition: In recent years, approximately 18.4% of children under five years old were stunted, reflecting chronic undernutrition, while 4.9% were wasted, indicating acute undernutrition²⁸. Child mortality rates associated with inadequate nutrition and unhealthy environments remain a concern, with an under-five mortality rate of 37.2 deaths per 1,00 live births²⁹.

Overnutrition: Overnutrition, particularly obesity, has become a growing issue in Kenya. The prevalence of obesity among adults has been on the rise, reaching around 10.8% in 2023³¹. This prevalence of overweight and obesity among women of reproductive age (15-49) years has risen from 13.8% in 1993 to 32.8% in 2014²⁸. Children are also affected by overnutrition. In 2019, 38 million children under 5 years old were overweight³².

Micronutrient Deficiencies: Micronutrient deficiencies, including vitamin A, iron, zinc, and iodine, remain public health concerns in Kenya. Available studies indicate varying prevalence rates, with iron deficiency affecting a significant portion of the population. Lack of comprehensive national data limits accurate assessment of the extent of micronutrient deficiencies and their impact.

Dietary Diversity and Quality: Limited dietary diversity continues to be a challenge in Kenya. Diets are often centered around starchy staples with insufficient inclusion of animal foods, fruits, and vegetables. This lack of diversity negatively affects individual health and societal development. Urbanization and modernization have led to a shift in dietary patterns, with increased consumption of processed and energy-dense foods.

Food System and Market: Kenya's food system has transitioned from traditional to more modern patterns, with processed food purchases becoming common. Urbanization, rising incomes, and changes in employment patterns have contributed to this shift. The increased availability and consumption of processed foods have implications for nutritional health and the prevalence of non-communicable diseases (NCDs)³³.

Governments have implemented national fortification programs (adding essential vitamins and minerals to food) to combat localised nutrition issues. However, the coverage and effectiveness of these programs varies across regions and are linked, but are not limited to;

- weak or inconsistent enforcement of regulations related to food fortification,
- a lack of clear and stringent policies governing the fortification process and monitoring mechanisms,
- inadequate quality control measures,

- challenges in ensuring compliance among food manufacturers,
- inadequate engagement with key stakeholders, including food manufacturers and retailers, in promoting and sustaining fortification initiatives,
- technical challenges related to the formulation and stability of fortified products and limited access to fortified foods in certain regions, particularly in rural or remote areas.

Several nutrition-focused organisations such as the Global Alliance for Improved Nutrition (GAIN), Sanku project healthy children, Helen Keller International (HKI), Iodine Global Network (IGN), Nutrition International (NI) support fortification efforts in the region, several major gaps remain:

- To date, there has been no comprehensive food product market analysis in Kenya and Tanzania, nor a manufacture landscape and an investor/shareholder mapping.
- In addition, a value chain analysis which tracks the use of iodized salt and fortified staples used by food manufacturers as ingredients has not been done.
- We also do not know if unhealthy processed foods are being fortified by manufacturers (e.g., fortified sweet beverages and biscuits).
- We do not know the current investment landscape in either country or the materiality of fortification.

In addition to ATNI's existing fortification work in its indexing methodology, in Pillar in Annex 1, ATNI aims to address the above gaps by applying its proven market-based approach of company indexing, nutrient profiling of food products and shareholder engagement towards two outcomes:

- 1) Improvements of companies' processed foods portfolio including fortified foods; and
- 2) leveraging the processed food industry procurement practice of fortified staples and iodized salt as ingredients as a critical lever to improve the quality and compliance of those products.

This work builds on ATNI's proven private sector engagement model, innovative finance work as well as the fortification mandates which are in place in both countries.

To achieve the outcomes, ATNI will 1) measure the overall healthiness of products available and/or sold in urban and peri-urban regions, with an additional focus on micronutrient deficiencies; and 2) identify the procurement practices and volumes of fortified ingredients used by each company assessed.

Kenya and Tanzania are selected based on existing nutrition challenges (food environment is proliferated and an increasing number of processed foods³⁴) and private sector opportunities in the two countries, as well as donor interest- this aims to complement ongoing projects such as ATNI's CEO Pledge and investor engagement activities.

ATNI will use the results of this research to engage with governments, private sector and investors in Kenya and Tanzania on a national scale by providing evidence on these matters and help them understand 1) state of packaged foods being sold in the two countries; 2) the extent to which they address micronutrient deficiencies; 3) the influence the food and beverage manufacturers is having and could have on food fortification supply chains; and 4) the current investor landscape for the food sector.

3. Role, activities, and key deliverables

Overall objectives

The consultant will represent ATNI, establish ATNI's network and presence on the ground, form partnerships, and communicate regional activities and outcomes. Functioning as the representative for ATNI, the consultant will cultivate collaborations with key stakeholders to solidify ATNI's efforts to assess and improve the state of packaged foods being sold in Kenya. The work planned includes assessing the overall healthiness of packaged foods; the brands and companies involved; the extent to which micronutrients are included; the influence the food and beverage manufacturers have and could have on food fortification supply chains;

and the current investor landscape for the food sector. ATNI's overall goal is to improve the availability and affordability of healthy nutritious foods in the urban environment in East Africa. Additionally, the consultant will offer guidance on project feasibility and activities within specific national contexts, providing a country-specific perspective and lookout for new partnership and funding opportunities.

Over six months, May 1st, 2024- November 1st 2024, the consultant, with ATNI staff, will complete the below activities. ATNI intends to extend this consultancy contract upon review of both the employee performance throughout the consultancy and as per the needs of the project

- 1. Participate in kick-off meetings to understand the project's objectives, deliverables, roles, responsibilities, and timelines.**
 - Liaise with the ATNI team to ensure alignment and clarity on project goals and provide input drawing on knowledge of national context.
- 2. Represent ATNI and oversee local implementation of initiatives.**
 - Assist ATNI team in establishing a national expert group/advisory group (min 4 experts)
 - Develop an engagement plan with key local stakeholders including provision of contact information and relevance to the project. This includes government agencies, University and research centers, Civil society organizations, UN agencies, food and beverage manufacture and industry associations among other institutions.
 - Identify and connect with other key stakeholders, not currently in ATNI's radar.
 - Lead on introductions for ATNI in Kenya; establish contact with stakeholders and secure meetings with the ATNI team.
 - Assist in preparations for all ATNI in-country visits, including setting up meetings and creating guiding questions for consultations.
 - Participate in meetings and consultations.
 - Identify and attend events and other opportunities where ATNI's regional initiatives and results can be presented.
 - Advise on new connections to increase impact and reach of ATNI's work.
- 3. Research Methodology Development & food landscape report:**
 - Assist ATNI team in desk research to identify main actors/stakeholders and organizations involved in mapping Kenya's food environment, review of what has been done so far and main gaps ATNI can address (addressing these gaps through research if feasible). This should be in the format of a summary report.
 - Participate in internal meetings and brainstorming sessions and provide regional context on methodology where relevant.
 - Participate in semi-structured consultations with relevant stakeholders in Kenya
 - Extract insights to inform a comprehensive understanding of the food system dynamics.
- 4. Investment Landscape Analysis:**
 - Support the ATNI team, and particularly ATNI's Investment Manager, in regional investor engagement activities.
- 5. Kenya Food Market Assessment & product profile tool – activity to start within initial period**
 - Engagement with food and beverage companies included in ATNI assessment. Present process and methodology for corporate profile and product profile (+micronutrient) assessment components, successfully developed with ATNI team, process of data collection, analysis, launch of report. Local contact point for companies throughout process.
- 6. Results dissemination**
 - Advise on localized approach for disseminating results of this research effectively.

- Assist the ATNI team in preparing and presenting results in a multi-stakeholder event.

7. Wrap-up of project and next steps

- Participate in final project session to provide feedback on activities and potential next steps.
- Identify key stakeholders and develop a plan on continuation and sustainability of ATNI's work.

Key deliverables

1. ATNI established in the region, expert/advisory group established and ATNI part of local food systems dialogue in Kenya. i.e., a brief report outlining partnerships fostered with local stakeholders and regional events attended covering:
 - a) Government and regulatory bodies, academic institutions and research centers, industry associations, food, and beverage manufacturers/retailers, among others.
 - b) This should include at least one university and seven Civil Society Organizations in Kenya.
2. (With ATNI team) Develop a report outlining findings from desk research/ literature review and stakeholder consultations. This should include research done so far to map Kenya's food environment, highlighting methodologies utilized, actors/organizations involved, gaps ATNI can fill which can complement national nutrition & fortification strategy.
3. (with ATNI's research team): Successful engagement with at least 10 food and beverage companies/retailers in both countries covering activities such as; stakeholder roundtable consultations, introductions to the project, methodology and research process, presentations and provision of support during the process as main regional contact point.
4. Assist ATNI team in planning, and clear presentation, dissemination and uptake of results separately to local expert group, companies, institutional investors, among others and a final regional multistakeholder event.

*The above deliverables are interrelated and part of ATNI's ongoing and upcoming work, therefore the consultant is not expected to complete them in isolation, but rather in collaboration with ATNI's project team. Clear roles and responsibilities will be discussed and defined during the project kick-off.

Any additional requests or tasks required throughout this contract will be discussed beforehand and agreed upon with the consultant.

4. Timeline, budget & location

Project location

This position strongly encourages applications from candidates residing within the focal countries, namely Kenya. Given that ATNI's headquarters are in Utrecht, the Netherlands, communication between consultant and ATNI staff will primarily occur through remote channels.

Project timeline

ATNI is seeking to contract a consultant by May 1st, 2024. The consultancy will initially run until November 1st, 2024 (a total of 6 months trial period, with the intention to extend).

Project key milestones

Milestone		Date	Deliverable	Estimated number of days
ATNI established in the region; Relationships established with key stakeholders on ground in Kenya, expert/advisory group established.	2024	May- June	A brief report outlining partnerships fostered with local stakeholders including at least 1 university, 3 government agencies, 5 CSOs, 2 industry associations and 10 food and beverage companies/retailers.	20
Food environment mapping report & stakeholder consultations		May July	(With support from ATNI team) A report on Kenya's food market environment, identifying and interviewing key stakeholders, existing research and gaps.	23
ATNI part of regional food system dialogue		May-October	Report with an overview of regional events, summits, assemblies, workshops, meetings etc., attended (to advance national nutrition and food fortification agenda)	2
Engagement with food manufacturers/retailers and institutional investors in Kenya for product profile assessment		June- OcAtober	(With support from ATNI team) At least 10 food and beverage companies/retailers in both countries informed and ready to engage in ATNI assessment. 10 Institutional investors mapped (for companies assessed) and engaged	15

Budget

We expect the work to take 60 days max. (10 days (about 2 weeks) per month depending on deliverables and busy periods). An exact payment schedule will be discussed at the time of the contract.

All potential reimbursable costs (e.g. for travel) must be pre-agreed and approved in writing by ATNI.

5. Guiding principles and values

The consultant will adhere to the Code of Conduct and Ethic Policy of ATNI outlined in the following guiding principles:

- Not-for-profit: The Access to Nutrition Foundation (ATNF) acts for the public good and all funds are employed in the pursuit of its mission.
- Independence: independence of governance, funding and perspective are essential to the integrity and credibility of the ATNF and enables the realization of impartiality towards all stakeholders.
- Transparency: transparency of management, activities, methodology and findings supports public trust and accountability.
- Respect: respect for the mission of the ATNF aligns with respect for the process of fairly representing the collective view of society's expectations of F&B companies and respect for the views of all stakeholders.
- Collaboration: the ATNF collaborates with other organizations to avoid overlap and duplication of effort, where there are shared values, common aims, and activities are for the good of society.
- Affirmation: through the ATNI, the ATNF acknowledges the positive progress and efforts of

- companies towards access to F&B practices.
- Inclusivity: the ATNF works from an inclusive perspective towards all belief, culture, gender, race, ethnicity, and national and regional considerations.
 - Human rights: the ATNF respects universal human rights.

6. Professional qualifications

ATNI seeks to hire a senior consultant with experience in relationship building, project management and knowledge of the food and regulatory environment sector in East Africa.

The ideal candidate should have 10-15 years of work experience, with relevant experience and/or qualifications in nutrition, food technology or public health with a clear understanding of the urban food environment (s) in East Africa (specifically Kenya), including the packaged food value chain and staple food fortification. East African residents are preferred.

The applicant should demonstrate the following sets of skills:

1. Advanced degree in a relevant field (e.g., nutrition, public health, food science).
2. Proven experience in project management, stakeholder engagement and relationship management
3. Possess strong interpersonal skills and the ability to effectively represent the organization at events, fostering relationships with stakeholders to enhance the network's relevance and impact.
4. An existing stakeholder network in the food industry sector, as well as in the broader food systems sector within Kenya.
5. Familiarity with food systems, fortification, and public health
6. A clear understanding of the project's objectives, corporate assessments, and national context
7. Excellent written and verbal communication skills (data mapping & visualization skills).
8. Ability to work collaboratively and independently in a cross-cultural environment.
9. Language proficiency: the working language for the collaboration is English.
10. IT proficiency: the candidate should be adept in the use of computer programs such as Microsoft word, excel and PowerPoint.
11. The applicant must have a functioning laptop and fast speed WIFI to be able to carry out the tasks of this consultancy effectively.

Specific experience and knowledge of the food industry and a clear understanding of local regulations in East Africa is considered an asset for this assessment. The candidate should have a clear understanding of related terms and references, e.g. food fortification, product profile models.

How to Apply: Interested candidates should submit their resume and cover letter to Partnerships manager, Bo-jane Woods, email: Bo-jane.woods@accesstonutrition.org , no later than April 22nd, 2024.

ATNI expects all applicants to provide an up-to-date CV, a motivation letter (including initial observations for the project proposal) and 2-3 examples of similar projects the consultant has worked on. This should include written texts. ATNI reserves the right to request that the applicant participates in a short assessment.

Note: This job description is indicative, and specific responsibilities may be subject to adjustments based on project needs and organizational requirements. This is a consultancy position; therefore, applicants are required to indicate their daily rate and availability when applying.

Annex 1. Fortification in ATNI's work

Under Pillar 1, the ATNI Global Index asks companies about their fortification efforts and refers to the World Health Organization (WHO)/Food and Agriculture Organization of the United Nations (FAO) Guidelines on Food Fortification with Micronutrients, as well as CODEX CAC/GL 9-1987. Similarly, our Country Indexes review the fortification efforts of region-specific companies. For instance, the India Spotlight Index 2020 found that 10 out of 13 companies with products eligible for fortification showed evidence of voluntarily adding essential vitamins or minerals to some or all their products following FSSAI guidance. This was a big improvement since 2016 when ATNI found very few companies producing and procuring fortified foods. These data and use case have been used to inform FSSAI’s ongoing design and roll-out of India’s national NPM.

Also under Pillar 1, ATNI’s work on complementary foods (CF) helps ensure these foods have appropriate levels of micronutrients. Research shows that appropriately fortified CF cereals can improve nutrient intake of older infants and young children by providing essential micronutrients (MNs) that are limited in diets. Since 2021, ATNI has been part of UNICEF EAPRO’s Consortium for Improving Complementary Foods (CF) in the Southeast Asia Region (COMMIT). ATNI has been conducting analyses of CF in seven low- and middle-income countries using adapted version of WHO NPM for CF to include assessment of micronutrients. Preliminary results show notable proportion of CF are not fortified. In 2024, ATNI is to publish research on nutritional composition of CF in eleven countries using WHO Europe Nutrient and Promotion Profile Model for foods for infants and young children. This research will inform future methodologies by including NPM of commercial CF. In 2021, ATNI published a study on CF in the Philippines in 2021 using draft WHO NPM for CF (2019).

Table 1. ATNI pillars

Pillar 1 Tools & Indexes	Pillar 2 Alliances	Pillar 3 Innovation & Thought Leadership
Global & Country Indexes	Investor Platform	Nutrient Profile Models
Thematic Indexes & Research: BMS/CF	National Alliances	Policy Support
Nutrition Business Monitoring Tool & Impact Finance		
Data as public goods		

Under Pillar 3, ATNI, with The Pictet Foundation, is applying a Delphi approach to help bring alignment amongst investors, academia, and industry on the use of nutrient profiling models. One of the gaps identified is that most nutrient profiling models do not include micronutrients. This builds on the 2020 project which ATNI conducted with BMGF funding to develop and test a Nutrient Profiling Model (NPM) including micronutrients (Nutrient Profiling System (NPS+), an adapted version of the Health Star Rating (HSR) model. In addition, ATNI has developed several action research projects including a fortification lens, including the ATNI COVID-19 reports. These assess food companies’ responses to the pandemic, including access to fortified food for people in need or who are at increased risk of micronutrient deficiencies.

Also, under Pillar 3 in 2022, with support from the BMGF, ATNI conducted a Large-Scale Food Fortification (LSFF) scoping exercise. The objective was to define how ATNI can contribute to fighting micronutrient deficiencies through enhancing its focus on fortification in its existing and future accountability tools. The exercise was conducted in two emerging markets – India and Nigeria.

Finally, ATNI will be developing a new Vitamin and Premix Supplier Index to help rank premix suppliers and improve the quality of fortificant available for fortification programs.

