

REQUEST FOR PROPOSALS

**EXTERNAL REVIEW OF THE “MAKING MARKETS
WORK” PROGRAMME**

**Issued by
The Global Alliance for Improved Nutrition (GAIN)**

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I. PROJECT BACKGROUND AND SCOPE OF WORK

1. ABOUT GAIN

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the UN in 2002 to tackle the human suffering caused by malnutrition. Working with both governments and businesses, we aim to transform food systems so that they deliver more nutritious food for all people.

At GAIN, we believe that everyone in the world should have access to nutritious and safe food. We work to understand and deliver specific solutions to the daily challenge of food insecurity faced by poor people. By understanding that there is no “one-size-fits-all” model, we develop alliances and build tailored programmes, using a variety of flexible models and approaches.

We build alliances between governments, local and global businesses, and civil society to deliver sustainable improvements at scale. We are part of a global network of partners working together to create sustainable solutions to malnutrition. Through alliances, we provide technical, financial and policy support to key participants in the food system. We use specific learning, evidence of impact, and results of projects and programmes to shape and influence the actions of others.

Headquartered in Geneva, Switzerland, GAIN has representative offices in Denmark, The Netherlands, the United Kingdom, and the United States. In addition, we have country offices in Bangladesh, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, and Tanzania. Programmes and projects are carried out in a variety of other countries, particularly in Africa and Asia.

2. BACKGROUND

The Global Alliance for Improved Nutrition (GAIN) is issuing this Request for Proposal (RFP) and will be the administrative lead organisation for this RFP. The purpose of this RFP is to engage services of a Service Provider to conduct a programme review of the Making Markets work programme at GAIN.

Making Markets Work is a multi-donor, multi-country programme aimed at stimulating public-private engagement in nutrition. Making Markets Work (MMW) is funded by the Netherlands Ministry of Foreign Affairs, the Bill & Melinda Gates Foundation, the German Federal Ministry for Economic Cooperation and Development (BMZ), the Swiss Agency for Development and Cooperation (SDC) and Irish Aid. Running from January 2018 till December 2021, total grants to MMW equal approximately \$21m USD.

MMW has six ‘workstreams’ (WS), which respectively focus on **Building Demand for Nutritious Foods (WS1)**, enabling national Governments and other stakeholders to **Prioritising Action in Food Systems (WS2)**, stimulating **Innovation in Food Systems (WS3)**, **Assessing the Impact (WS4) of -- and Mobilising Knowledge (WS5) related to -- Public-Private actions in nutrition**, and **Improving Business Accountability in Nutrition (WS6)**.

The overall objectives are to (1) create an **improved enabling environment** which motivates and facilitates more productive public-private engagements in nutrition and to ensure (2) evidence of what works in public-private engagements is used by stakeholders to **design and implement effective nutrition actions** (ultimate outcomes 1 and 2 respectively), leading to **more public and private investments that are more effective** at improving the consumption of safe nutritious foods (programme impact).

Much of the work is performed at global level by GAIN staff and partners, while pilot projects have been implemented and/or data collection has been conducted in Bangladesh, Kenya, India, Nigeria and Pakistan. Please see Annex 1 one for a more detailed overview of the programme and each of the workstreams.

3. SCOPE OF WORK AND DELIVERABLES

3.1. OBJECTIVES

The overall objective of the evaluation is to determine the extent to which the MMW programme is on course to achieve its objectives according to the 6 OECD criteria highlighted below. The evaluation is intended to be both summative and formative, assessing the extent to which we are on track to accomplish what we set out to accomplish, and identify where adjustments may be required, and surface options to accelerate progress and improve potential for impact.

The objectives of the programme are significant global changes which are broad in scope, and likely requiring a significant period of time to be achieved. We do not anticipate significant global shifts in the enabling environment in this short period. However, we are interested in understanding in which areas we are seeing progress towards these results, and the extent to which this progress could be attributed to the activities and outputs of this this programme.

3.2. SCOPE AND APPROACH

The evaluation framework will be guided by the OECD, Network on Development Evaluation [criteria](#). Briefly, the evaluation will explore all 6 OECD criteria. While the focus should be comprehensive to the MMW programme, some the results may also be disaggregated to explore the contribution of specific workstreams.

Criteria	Key research question (note the specific research questions are modified slightly from OECD criteria to adapt to MMW, as per OECD guidance)
Relevance	Is the MMW approach doing the right things in response to the needs to accelerate public-private engagement within the food and nutrition sector?
Coherence	Is the MMW approach compatibility with and complementary to other initiatives to increase public-private engagement within the food and nutrition sector?
Effectiveness	Has the approach achieved / is it in the process of achieving its stated objective, including any differential results across the various anticipated domains as outlined in the 6 workstreams?
Efficiency	How well are the resources being used, and to what extent is the approach delivering results in an economic and timely fashion? Are there differences in efficiency across the various domains of activity?
Impact	Has the existence of MMW made a difference for public-private engagement? In other words, to what extent has MMW generated or can it be is expected to generate significant positive or negative, intended or unintended, higher-level effects?
Sustainability	Are any benefits observed likely to last, to extend beyond the direct MMW investments?

The assessment will be commissioned through an external bidding process, using the standardized procedures developed by GAIN for identification of independent evaluators. Through this process, bidders will be expected to propose a robust approach for the evaluation, building on this Terms of Reference. We anticipate that this will encompass a combination of document review (including reviews of the programme theory of change, progress reports, results frameworks and workplans), review of broader relevant literature, and interviews with key stakeholders (including GAIN staff, MMW partners, donors, and other key stakeholders in public and private sectors).

The final methodological approach for the review will be developed by the reviewer(s) in consultation with GAIN.

3.3. DELIVERABLES (UPON SELECTION OF THE EVALUATORS)

1. Inception report, including a further developed methodology and workplan
2. Draft of final report prepared using structure agreed as part of inception
3. Virtual “sense-making” workshop held with GAIN and donor /partner representative (as appropriate and identified by GAIN) to review and provide input to findings and recommendations
4. Final report
5. Presentation slides (including a standalone summary slide) presenting the findings

3.3 EXPERTISE REQUIRED

For this assignment, we seek a consultant or consortium of consultants who together having the following qualifications:

- Higher education (MSc, PhD is an advantage) in nutrition, public health, or related field
- Experience in the analysis and interpretation of nutrition related data
- Experience in evaluating large-scale international programmes, including demonstrated familiarity with application of OECD criteria
- Experience in implementing food, nutrition, and/or public health programmes
- Experience in research in one or several of the GAIN programme target countries is an advantage
- Experience and good understanding of Public-Private initiatives and intended outcomes ideally for public health impact

II. INSTRUCTIONS FOR RESPONDING

This section addresses the process for responding to this solicitation. Applicants are encouraged to review this prior to completing their responses.

1. CONTACT

Staff will be available to respond to clarifications on this solicitation. Please direct all inquiries and other communications to the GAIN RFP email address: rfp@gainhealth.org. with the subject line ‘Question: MMW Review’. Queries should be sent by **13 November 2020 at 5:00pm EST** will be responded to via an online post on the website on 19 November 2020. Responses will not be confidential except in cases where the applicant clearly indicates that proprietary information is involved.

2. BUDGET

Applicants are required to provide GAIN with a detailed fee percentage proposal. The final budget amount will have to be approved by GAIN prior to starting the project.

3. FORMAT FOR PROPOSAL

The proposal needs to be formatted as follows:

- The proposal must be in English, and formatted and attached as two separate documents:
- Technical proposal including:

- An outline of the different activities to complete this work and methodological approaches addressing the evaluation building on this ToR, not to exceed four pages.
- Detailed profiles (qualifications, expertise, relevant experience, etc.) of the agency or individual(s) who will be completing the work, including full names, expertise, relevant research publications, not to exceed two pages per individual/agency.
- A summary of past experience (previous relevant research conducted in the last five years), not to exceed one page.
- References (name, contact information) to vouch for past work.
- Financial proposal outlining budget accompanied by a budget narrative (as explained above).

4. SUBMISSION

Completed proposals should be submitted by email to rfp@gainhealth.org with the title 'MMW Review Proposal Submission'

5. DEADLINE

Completed proposals should be submitted to GAIN **before 5.00 pm Central European Time on 30 November 2020.**

An indicative timeline for the work is highlighted below:

RFP Launch: 2 Nov 2020

Proposal Deadline: 30 November 2020

Award of Contract: 18 December 2020 (estimated date)

Signing of Contract: 5 Jan 2020 (estimated date)

Beginning of work: 5 Jan 2020 (estimated date)

End of work: 19 March 2020 (estimated date)

6. UNACCEPTABLE

The following proposals will automatically not be considered or accepted:

- Proposals that are received after the RFP deadline at the specified receiving office.
- Proposals received by fax.
- Incomplete proposals.
- Proposals that are not signed.

7. REVISIONS

Proposals may be revised by electronic mail and confirmed by hard copy provided such revision(s) are received before the deadline.

8. ACCEPTANCE

GAIN will not necessarily accept the lowest cost or any of the Proposals submitted. Accordingly, eligibility requirements, evaluation criteria and mandatory requirements shall govern.

9. COMPLETION

- Proposals must be submitted on official letterhead of the lead organisation or firm and must be signed by a principal or authorising signatory of the lead firm or organisation.
- In case of errors in calculating overall costs, the unit costs will govern.
- It is the applicant's responsibility to understand the requirements and instructions specified by GAIN. In the event that clarification is necessary, applicants are advised to contact the responsible person at GAIN under section II. point 1., prior to making their submission.
- While GAIN has used considerable efforts to ensure an accurate representation in this Request for Proposal (RFP), the information contained in this RFP is supplied solely as a guideline. The information is not warranted to be accurate by GAIN. Nothing in this RFP is intended to relieve applicants from forming their own opinions and conclusions with respect to the matters addressed in this RFP.
- By responding to this RFP, the applicant confirms its understanding that failing to comply with any of the RFP conditions may result in the disqualification of their submission.

10. RIGHTS OF REJECTION

GAIN reserves the right to reject any or all submissions or to cancel or withdraw this RFP for any reason and at its sole discretion without incurring any cost or liability for costs or damages incurred by any applicant, including, without limitation, any expenses incurred in the preparation of the submission. The applicant acknowledges and agrees that GAIN will not indemnify the applicant for any costs, expenses, payments or damages directly or indirectly linked to the preparation of the submission.

11. REFERENCES

GAIN reserves the right, before awarding the Proposal, to require the applicant to submit such evidence of qualifications as it may deem necessary, and will consider evidence concerning the financial, technical and other qualifications and abilities of the applicant.

12. RELEASE OF INFORMATION

After awarding the Proposal and upon written request to GAIN, only the following information will be released:

- Name of the successful applicant.
- The applicant's own individual ranking.

III. TERMS AND CONDITIONS OF THIS SOLICITATION

1. NOTICE OF NON-BINDING SOLICITATION

GAIN reserves the right to reject any and all bids received in response to this solicitation and is in no way bound to accept any proposal. GAIN additionally reserves the right to negotiate the substance of the successful applicants' proposals, as well as the option of accepting partial components of a proposal if deemed appropriate.

2. CONFIDENTIALITY

All information provided as part of this solicitation is considered confidential. In the event that any information is inappropriately released, GAIN will seek appropriate remedies as allowed. Proposals, discussions, and all information received in response to this solicitation will be held as strictly confidential.

3. RIGHT TO FINAL NEGOTIATIONS ON THE PROPOSAL

GAIN reserves the right to negotiate on the final costs, and the final scope of work of the proposal. GAIN reserves the right to limit or include third parties at GAIN's sole and full discretion in such negotiations.

4. EVALUATION CRITERIA

Proposals will be reviewed by the Selection Team. The following indicate a list of the significant criteria against which proposals will be assessed. This list is not exhaustive or 100% inclusive and is provided to enhance the applicants' ability to respond with substance.

Applicants are required to submit the following information, conforming to the guidelines given in this section:

- Understanding of the scope of work:
 - Proposal shall demonstrate a clear understanding of the project objective and deliverables as outlined in Section I.
- Demonstrate a clear understanding of the technical requirements of this RFP:
 - Providing detailed technical documentation of the proposed strategy.
 - Evidence of experience delivering solutions using the proposed information technology platform.
- The creative and methodological approaches required to implement each of the parts of the scope of work.
- Comprehensiveness of work plan and reasonableness of proposed time frame:
 - Proposal shall include a feasible work plan to ensure successful completion of deliverables.
 - The work plan details how activities will be coordinated.
- Detailed budget and cost-effectiveness of proposed approach:
 - Evidence of cost-effective approaches to undertaking the scope of work within the proposed budget.
 - Proposal shall identify possible challenges and include creative approaches to addressing them.
- Management and personnel plan:
 - The team members working on this project shall have the relevant qualifications and overall experience required to successfully implement the project.
 - Roles and responsibilities of each team member shall be clearly defined. GAIN shall have one main contact person clearly identified in the proposal.
- A duly completed offer of services.

GAIN reserves the right to contact the individuals and contractor(s) in order to verify the information provided as part of the Proposal.

5. REVIEW PROCESS

The review process will involve a Review Panel with participants selected by GAIN.

6. LIMITATIONS WITH REGARD TO THIRD PARTIES

GAIN does not represent, warrant, or act as agent for any third party as a result of this solicitation. This solicitation does not authorise any third party to bind or commit GAIN in any way without GAIN's express written consent.

7. COMMUNICATION

All communication regarding this solicitation shall be directed to appropriate parties at GAIN. Contacting third parties involved in the RFP, the review panel, or any other party may be considered a conflict of interest and could result in disqualification of the proposal.

8. FINAL ACCEPTANCE

Award of a Proposal does not imply acceptance of its terms and conditions. GAIN reserves the right to negotiate on the final terms and conditions including the costs and the scope of work when negotiating the final contract to be agreed between GAIN and the applicant.

9. VALIDITY PERIOD

The offer of services will remain valid for a period of 60 days after the Proposal closing date. In the event of award, the successful applicant will be expected to enter into a contract subject to GAIN's terms and conditions.

10. INTELLECTUAL PROPERTY

Subject to the terms of the contract to be concluded between GAIN and the applicant, the ownership of the intellectual property related to the scope of work of the contract, including technical information, know-how, processes, copyrights, models, drawings, source code and specifications developed by the applicant in performance of the contract shall vest entirely with GAIN.

11. SCOPE OF CHANGE

Once the contract is signed, no increase in the liability of GAIN or in the fees to be paid by GAIN for the services resulting from any change, modification or interpretation of the documents will be authorised or paid to the applicant unless such change, modification or interpretation has received the express prior written approval of GAIN.

IV. OFFER OF SERVICES

6. Offer submitted by:

(Print or type business, corporate name and address)

7. I (We) the undersigned hereby offer to GAIN, to furnish all necessary expertise, supervision, materials, and other things necessary to complete to the entire satisfaction of the Executive Director or authorised

representative, the work as described in the Request for Proposal according to the terms and conditions of GAIN for the following prices:

- a. Click or tap here to enter text.
 - b. Click or tap here to enter text.
 - c. Click or tap here to enter text.
 - d. Click or tap here to enter text.
8. I (We) agree that the Offer of Services will remain valid for a period of sixty days (60) calendar days after the date of its receipt by GAIN.
9. I (We) herewith submit the following:
- (a) A Proposal to undertake the work, in accordance with GAIN's requirements specified.
 - (b) A duly completed offer of services, subject to the terms herein.

OFFERS WHICH DO NOT CONTAIN THE ABOVE-MENTIONED DOCUMENTATION OR DEVIATE FROM THE PRESCRIBED COSTING FORMAT MAY BE CONSIDERED INCOMPLETE AND NON-RESPONSIVE.

Date this day of Click or tap here to enter text. in Click or tap here to enter text.

_____ Click or tap here to enter text.

Signature (applicant)

_____ Click or tap here to enter text.

Signature (applicant)

Annex 1: Making Markets Work

Overview

TO IMPROVE THE CONSUMPTION OF SAFE NUTRITIOUS FOODS

Making Markets Work (MMW) is a joint programme between GAIN and six leading development agencies¹ which aims to catalyse the power of markets and the private sector to make safe nutritious foods more available, affordable and desirable.

Poor diets are the leading cause of global ill health, yet collaboration between those with the power to reshape food offerings and make diets healthier is low. Food is delivered by business; health is the responsibility of governments. MMW starts from the basis that until we can find better ways to engage business to change food systems, global malnutrition will continue to rise. MMW charts new models, approaches and concepts to guide governments, investors and business to equip and shape markets to tackle malnutrition.

In MMW, our efforts are divided into six distinct but mutually reinforcing workstreams. The programme will develop and test effective ways to enable the increased consumption of safe nutritious food across a variety of domains. With key partners we will:

- test new ways of increasing the demand for safe nutritious foods;
- develop new tools to enable actors to better direct investments and action;
- identify key innovations which can improve the availability and affordability of safe nutritious foods;
- improve the way that we understand, map and measure impact pathways of Public-Private Engagements (PPEs) in nutrition;
- generate and mobilise knowledge on what works in PPEs in nutrition; and
- improve mechanisms which have the potential to improve business accountability in nutrition, both globally and at national level.



The net result will be **better-equipped markets**, and a stronger enabling environment for effective, scalable and sustainable actions to create **safe nutritious food systems**.

¹ Bill & Melinda Gates Foundation, The Federal Ministry of Economic Cooperation and Development of Germany (BMZ), The International Development Research Centre (IDRC), Irish Aid, The Ministry of Foreign Affairs of the Netherlands, The Swiss Agency for Development and Cooperation (SDC)

BUILDING DEMAND FOR SAFE NUTRITIOUS FOODS

GENERATING A DEEPER UNDERSTANDING WITHIN GAIN AND THE NUTRITION SECTOR OF WHAT MOTIVATES CONSUMERS TO IMPROVE THE QUALITY OF THEIR DIETS

Developing and testing new ideas, messages and strategies among different target groups to improve **desirability of safe nutritious foods among consumers**. This includes leveraging a youth movement to encourage healthier food choices among adolescents in Bangladesh; and developing and testing new concepts, images, and messages to invoke emotional responses to encourage healthier food choices in Kenya and Nigeria. We will generate new knowledge and evidence on what does (and can) drive demand for safe nutritious foods, enabling us to better support consumers in understanding **how** and **why** to eat better. We will use these results to identify opportunities for scale-up, replication and the development of **new demand creation campaigns** for our programmes and for use by the wider sector.



ENABLING & PRIORITISING ACTION IN FOOD SYSTEMS

GOVERNMENTS AND OTHER STAKEHOLDERS BETTER UNDERSTAND HOW TO IMPROVE THE ENABLING ENVIRONMENT FOR BUSINESS TO ADVANCE NUTRITION AND WHERE IN THE FOOD SYSTEM ACTION IS NEEDED

Here we are developing two tools for use by Governments and other stakeholders to understand where in the food system action is needed, and how the enabling environment for businesses in nutrition can be improved. Firstly, we are building a **Food System Dashboard** which will pull together a wide range of indicators from different data sources related to the food system and nutrition to give users 1) a snapshot of their food system; and 2) a better understanding of how this affects the nutrition situation in country. Based on the data, recommendations will be made for key actions policymakers can take to improve the ability of their food system to drive better nutrition outcomes.



Secondly, we are putting together an advocacy toolkit which will include an index called the **Enabling Business to Advance Nutrition Index (EBANI)**. The index will assess several Scaling Up Nutrition (SUN) countries against pre-determined criteria to determine how supportive the local environment is to businesses acting to advance nutrition. Using the toolkit, we will work with national level Government and business stakeholders to support them to understand changes required in the policy and regulatory environment to: 1) incentivise and facilitate business action which improves nutrition, and 2) disincentivise and impede actions which exacerbate malnutrition.

INNOVATION IN SUPPLY CHAINS FOR SAFE NUTRITIOUS FOOD

NEW INNOVATIONS – AND METHODS FOR INNOVATION DEVELOPMENT – TO OVERCOME CHALLENGES PREVENTING NUTRITIOUS FOODS MOVING FROM FARM TO FORK

This workstream aims to surface innovative ideas to overcome blockages in the food system for impact, scalability and sustainability. We have developed an assessment tool – **SCAN (Supply Chain Assessment for Nutrition)** – to analyse nutritious food value chains to pinpoint key barriers in the chain which prevent foods reaching markets, and ultimately consumers' plates. We have also pooled together experts from a variety of backgrounds and sectors to converge on some key innovations which are poised to improve the availability and affordability of nutritious foods. The report from this work is called "**Nutritious Food Foresight – Twelve ways to invest in good food for emerging markets**".



ASSESSING IMPACT OF PUBLIC-PRIVATE ENGAGEMENTS IN NUTRITION

NEW EVIDENCE OF WHAT WORKS IN PUBLIC-PRIVATE ENGAGEMENTS, NEW METRICS DEVELOPED, AND NEW METHODS ADAPTED TO MAP, TRACK AND MEASURE PUBLIC-PRIVATE ACTIONS IN NUTRITION

We are in the process of developing new metrics to **map and measure impact** of public-private actions in nutrition and build on existing work to adapt **methods** to measure progress of public-private nutrition actions. Using these tools, we will design and carry out rigorous impact evaluations for three or four public-private engagements in nutrition. The knowledge generated will be disseminated through various mechanisms [including our knowledge hub, Nutrition Connect (see 5); peer reviewed articles; and at high level events] to reach a wide and varied audience.



KNOWLEDGE MOBILISATION

KNOWLEDGE AND EVIDENCE OF WHAT WORKS (WHY AND HOW) IN THE PUBLIC-PRIVATE NUTRITION SPACE IS COLLATED AND SHARED WIDELY AMONG KEY STAKEHOLDERS

This workstream is comprised of three key components: building a new knowledge hub for evidence and opinion on public-private engagements in nutrition called **Nutrition Connect**; the development of a first of its kind executive short course, **Together For Nutrition**, dedicated to improving the knowledge and networks of key decision-makers in the public-private nutrition space; and the consolidation of knowledge on good practice in PPE through **external assessments** of the strengths and challenges of PPE models used by GAIN.

Nutrition Connect captures, collates, and synthesises knowledge of public-private actions in nutrition in one easily accessible and navigable space, available here: www.nutritionconnect.org. Together For Nutrition will bring together key leaders across the private sector who have a stake in and/or influence nutrition outcomes alongside leaders from NGOs, government, academia and member associations. Together, course participants will learn about actions they can take and how to collaborate across sectors. Importantly, they will also build networks outside their usual echo chambers and develop new ideas together to advance nutrition among low-income populations. The experience and good practice generated through our external assessments will be shared widely through Nutrition Connect, used as examples in Together for Nutrition, and inform improvement in GAIN's portfolio.



IMPROVING BUSINESS ACCOUNTABILITY IN NUTRITION

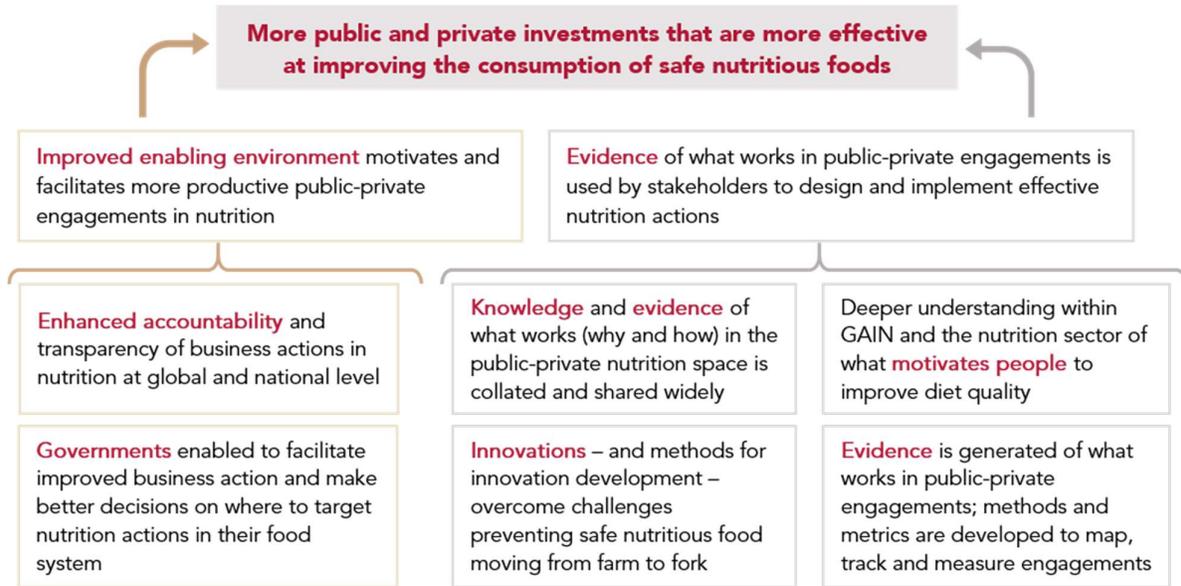
BETTER ALIGNMENT OF GLOBAL ACCOUNTABILITY MECHANISMS, AND DEVELOPMENT OF A NEW NATIONAL ACCOUNTABILITY TOOL TO IMPROVE SME AND GLOBAL BUSINESS ACCOUNTABILITY IN NUTRITION

Here we are focusing on creating a clearer and more transparent context for all stakeholders in the food and nutrition space, to build trust and accountability at global and national level and support the formation of public-private partnerships. We have convened global partners to examine how to improve the coordination and alignment of existing accountability mechanisms which focus on the impact of business on nutrition. We are working with key actors to design and implement actions to improve alignment of these mechanisms to make them easier and more accessible for businesses to engage with and for external stakeholders to understand.

Secondly, we are working with the Access to Nutrition Foundation to develop a new tool called **Nutrition Business Monitor** to monitor and track nutrition-related actions of companies in-country. This will leverage the successful Access to Nutrition Index methodology but will focus on ease and utility for SMEs to self-report actions they are taking. It can be used as an advocacy tool to support actors trying to encourage more and better actions by business to advance nutrition.



Making Markets Work - Impact Pathway



Summary of tools, products and new approaches in Making Markets Work

Demand creation	<ul style="list-style-type: none"> Developing and testing new ways to increase the desirability of safe nutritious foods, e.g: <ul style="list-style-type: none"> A pocket money pledge through a youth movement in Bangladesh Testing emotionally compelling concepts to motivate parents to feed eggs to their under-five year old children in Kaduna state, Nigeria Testing new marketing concepts, images and messages to motivate parents to feed their children more safe, nutritious diets in Kenya
Enabling action	<ul style="list-style-type: none"> A Food System Dashboard which informs policymakers about elements of their Food System requiring action and recommends actions they can take An Enabling Business to Advance Nutrition Index (EBANI) to show how supportive different markets are for businesses to advance nutrition
Key innovations	<ul style="list-style-type: none"> Development of a Supply Chain Analysis tool for Nutrition (SCAN) to analyse key blockages in supply chains which prevent foods moving from farm to fork Rapid analyses of blockages in 3 nutritious value chains in 3 emerging markets Nutritious Food Foresight Report, highlighting twelve ways to invest in good food for emerging markets
Assessing impact	<ul style="list-style-type: none"> Development of new approaches/ methods/ metrics to assess impact of public-private engagements (PPEs) in nutrition Evidence of what works and what doesn't in PPEs in nutrition produced through rigorous evaluations and disseminated widely
Mobilising knowledge	<ul style="list-style-type: none"> Development of Nutrition Connect, an online hub for knowledge on PPEs Designing and delivering Together for Nutrition; an executive short course on nutrition PPEs
Business accountability	<ul style="list-style-type: none"> Nutrition Business Monitor – a national level accountability tool to encourage SMEs tool act and invest to improve nutrition in their countries Working with global accountability mechanisms to improve alignment and make it easier for businesses report the actions they take to advance nutrition