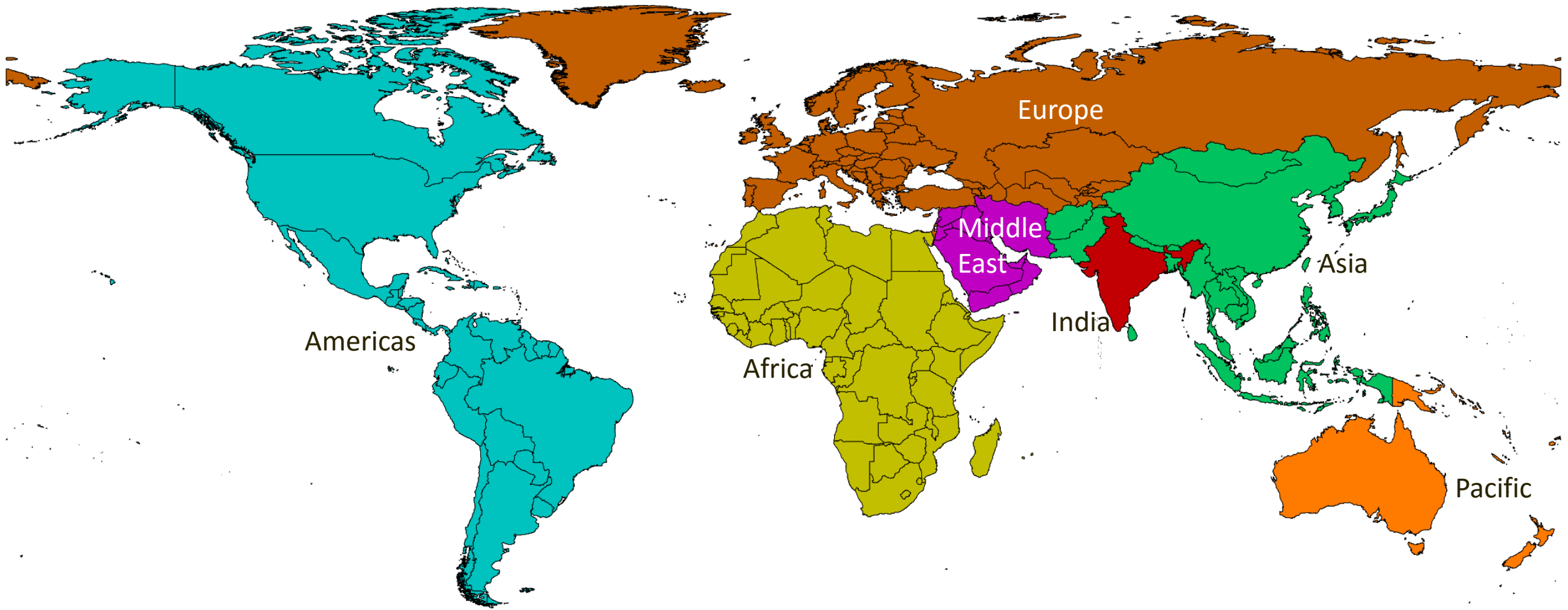




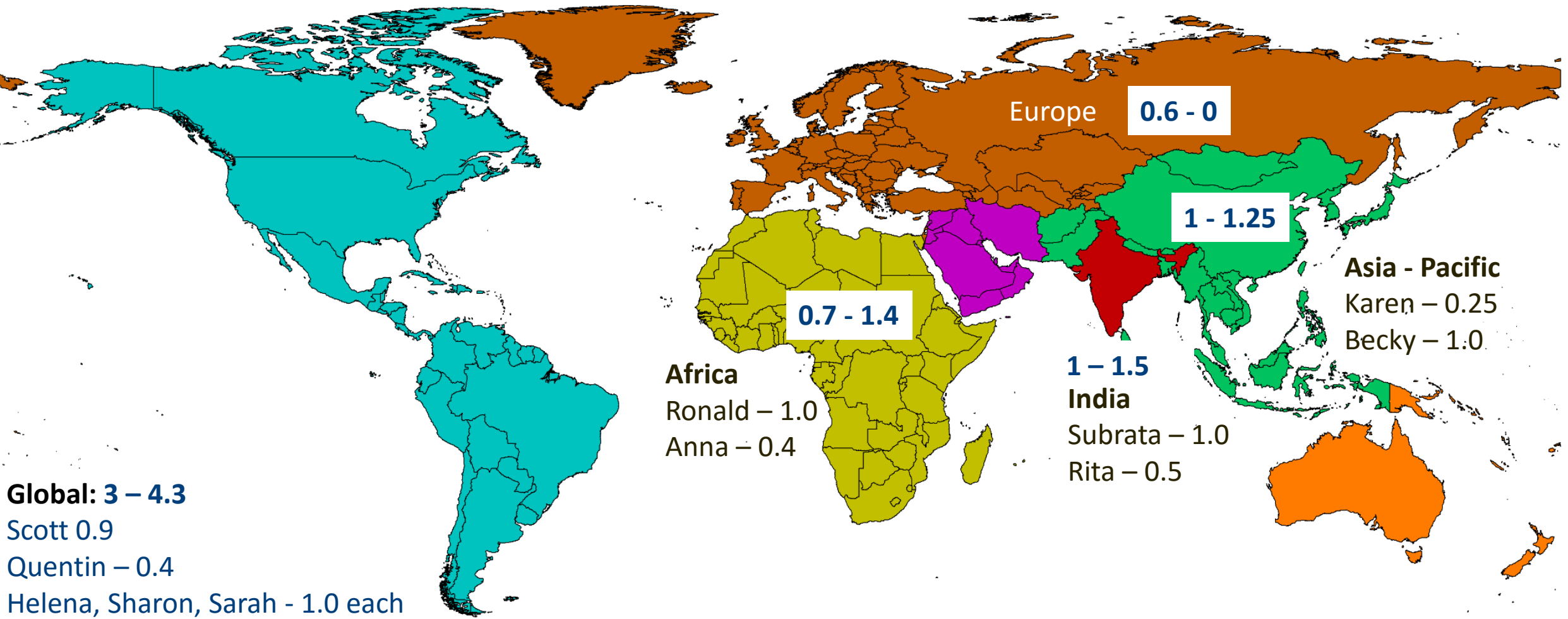
# FFI Regions





# Staff by Region

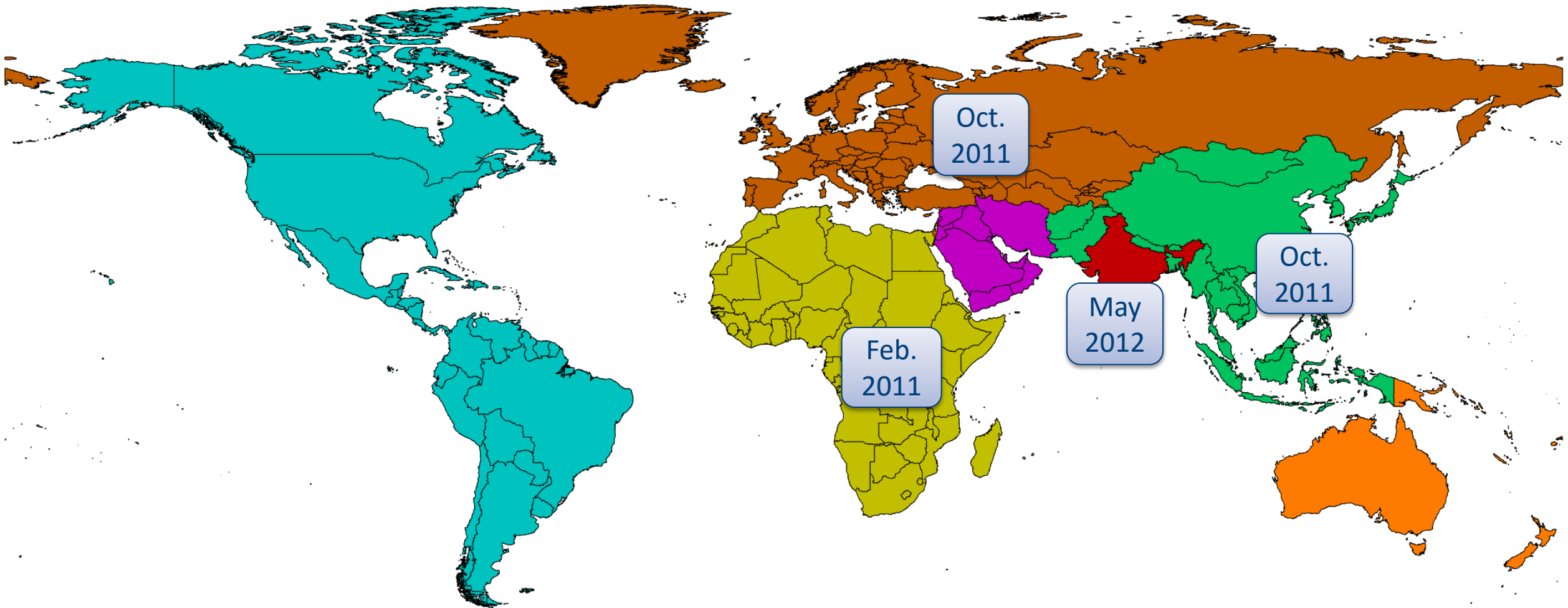
1 January 2011 – 1 January 2016



Number of full-time equivalent employees by region 1 January 2011 and 1 January 2016



# Regional Strategies Presented to EMT





# Summary of Regional Strategies

Procedures	Regions	Africa	Asia-Pacific	Europe	India
	Historical Context and Economic Status	X	X	X	X
Country Profiles (including flour type, import and export, number of mills, industrial milling capacity, grain food supply quantity, burden of disease and fortification status)	X	X	X	X	
Partner Activities	X	X	X	X	
Industry Analysis	X	X		X	
Consumption Patterns (grains g/capita/day)	X	X	X	X	
Health Impact	X	X	X	X	
Priority Matrix <a href="#">Priority Matrix Summary.doc</a> <a href="#">Priority Matrix Color coding.xlsx</a>	X	X	X	X (wheat) (rice)	
Current Approach/Activity	X	X	X	X	
Proposed Strategy	X	X	X	X	



# Country Profiles Example

## Flour Practices example from Germany

Flour Type	Production (tonnes)	Imports: Grain Flour (tonnes)	Exports: Grain Flour (tonnes)	Food Supply Quantity (g/capita/day)	Number of Mills (≥ 20 MT/day)	% Flour from Industrial Mills
WHEAT	25,190,300 <sup>1</sup>	2,582,770 <sup>2</sup> 137,253 <sup>2</sup>	7,037,570 <sup>2</sup> 567,793 <sup>2</sup>	225.02 <sup>3</sup>	uncertain	100%

## Burden of Disease example from Belarus

Population (2010)	Anaemia in Children Under 5 (%)	Children	Estimated Neural Tube Defects (NTD) Per Year
9,595,000 <sup>1</sup>	27.4 <sup>2</sup>		237 <sup>3</sup> (26/10,000 births)

*Can we reach the people?  
Will fortification make an impact?  
What is the current fortification status?  
Is the burden of disease significant?*

## Fortification Status example from Uzbekistan

Flour type	Iron (ppm)	Folic Acid (ppm)	Vitamin A (IU/kg)	Zinc (ppm)	B12 (ppm)	Other (ppm)
WHEAT	55 <sup>1</sup> (electrolytic)	1.5 <sup>1</sup>		25 <sup>1</sup>		3.3 Thiamin <sup>1</sup> 2.8 Riboflavin <sup>1</sup> 18.0 Niacin <sup>1</sup>



# Country Profiles Example

Narrative example from Turkmenistan

## SUMMARY OF LATEST DEVELOPMENTS

In November 2011 Turkmenistan will celebrate the 15 year anniversary of the first batch of fortified flour. Since 2001, steady progress has been made to increase the amount of fortified flour. In 2006, flour fortification with iron and folic acid was introduced. At the Eurasia IAOM meeting, Turkmenistan was awarded the National Bread and Grain Association Award for its achievement. 100% of flour is fortified with iron and folic acid. Ministry of Health and Medical Industry and National Bread and Grain Association Partnership Awards.

*Is there political commitment?*  
*Is there industry commitment?*  
*Is there momentum for fortification?*  
*What is impeding progress?*

## FLOUR MILLING BACKGROUND

Turkmengallaonumleri contracted with Germany's Unionmatex in 2011 to supply five new turn-key mills in Ruhabat, Turkmenabat, Serdar, Dashoguz and Mary. The Ruhabat and Turkmenabat mills will have a capacity of 360 tonnes per day while the Sedar, Dashoguz and Mary mills will process 200 tonnes per day at full capacity.



- **Goal**
  - All countries are blue or green at least five years after strategy is approved and we secure funding and staffing
- **Establish local secretariat**
  - Secure funding, desire is to be fully funded for the 5-year duration to execute our strategic intent
  - Establish annual work plans with clear deliverables and milestones, using the prioritization matrix and input from network partners Deliverables and milestones to be approved by the EMT and funding partner
  - Create and execute a clear private sector strategy with input from the EMT and Global Secretariat
  - Work closely with UNICEF and other key partners to align activities and garner support
  - Track all activities of our network partners, communicate progress and lend support as necessary
- **Provide technical training**
  - Continue to organize QA/QC training courses for millers and regulatory staff
  - Help previously trained experts organize QA/QC training in-country
- **Network with Partners**
  - Promote harmonizing of fortification standards in the (sub) regions, to facilitate trade
  - Expand cooperation with NEPAD, and build links with ECOWAS en SADCC
- **Advocacy**
  - Ensure fortification of all flour exported to Africa
  - Encourage fortification of maize flour
  - Network with appropriate resources when countries want to fortify other food vehicles, use supplements, conduct de-worming or begin other interventions to address malnutrition



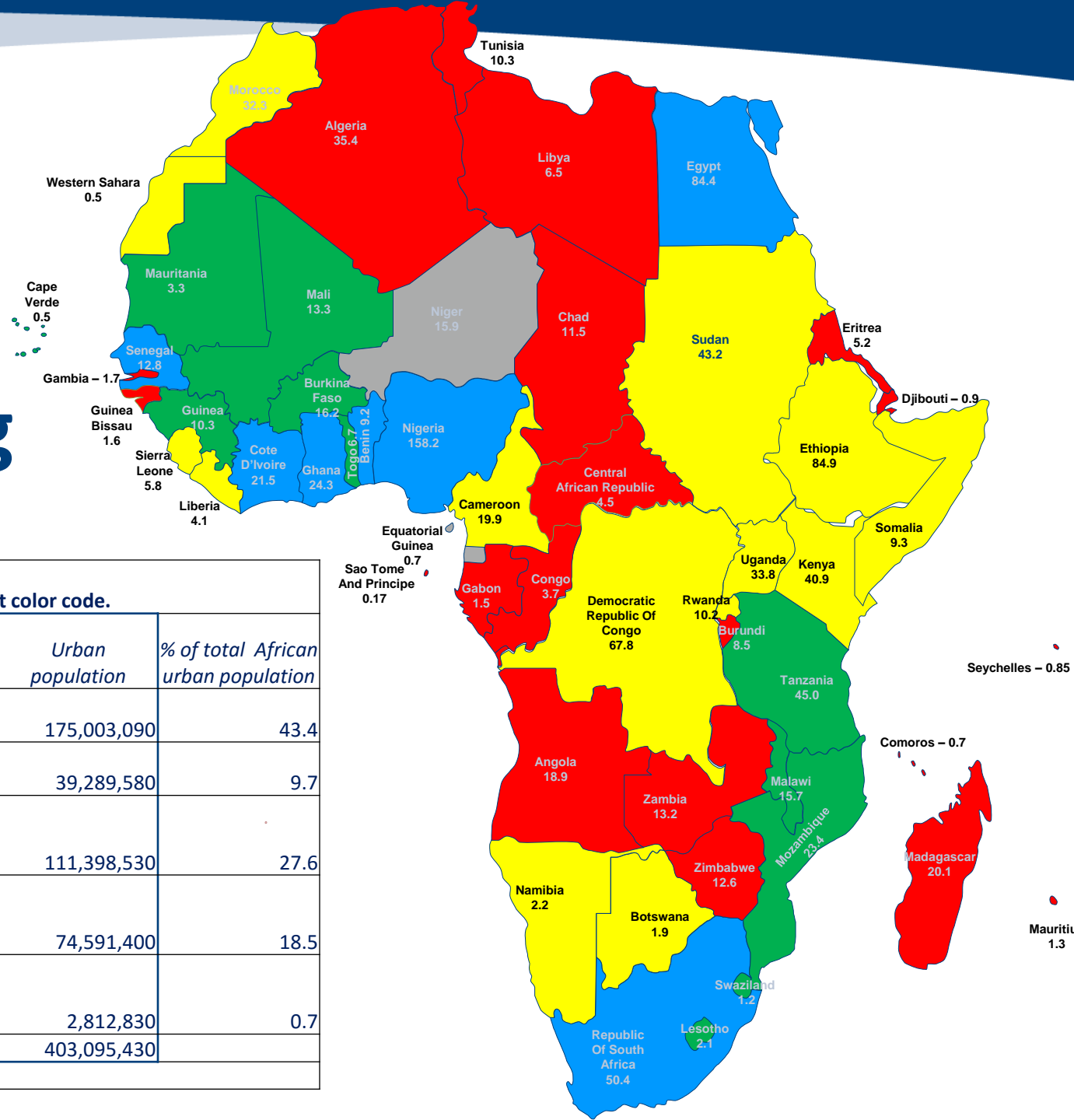
# Color Coding for Priority Matrix

<b>Blue</b>	Over 75% of industrially-milled cereal (wheat or rice) available in the country is fortified. FFI Secretariat's main role is monitoring status and maintaining country profiles.
<b>Green</b>	FFI Network is confident the country will move to 75% industrially-milled cereal by November 2012 assuming the current efforts continue. FFI Secretariat will provide targeted support as requested by Network partners.
<b>Yellow</b>	Organized efforts to start or increase proper fortification at industrial mills within country exist. Without continued outside support to fill gaps moving to 75% industrial milled cereal is unlikely.
<b>Red</b>	No industrially-focused fortification efforts are currently active in the country. Major support is necessary to reach 75% fortification of industrially-milled cereal.
<b>Grey</b>	Fortification of wheat and/o maize likely to have very limited health impact, or no data on country.





# Africa Priority Ranking



Country name on map is followed by population in millions.

Number on color block below indicates number of countries in that color code.

		Total Population	Urban population	% of total African urban population
7	Over 75% of industrial-milled flour fortified in country. FFI's main role is monitoring.	361,202,000	175,003,090	43.4
11	Confident country will move to 75% by January 2012. Targeted support as needed.	138,017,000	39,289,580	9.7
13	Organized efforts to increase fortification within country. Without support to fill gaps, moving to 75% unlikely.	357,287,000	111,398,530	27.6
20	No fortification activity in the country. Major support necessary to reach 75% fortification	158,913,000	74,591,400	18.5
2	Fortification of wheat and/or maize likely to have very limited health impact; or no data on country	16,584,000	2,812,830	0.7
Totals		1,032,003,000	403,095,430	

Population figures from UN. Urbanization rates from CIA Fact Book



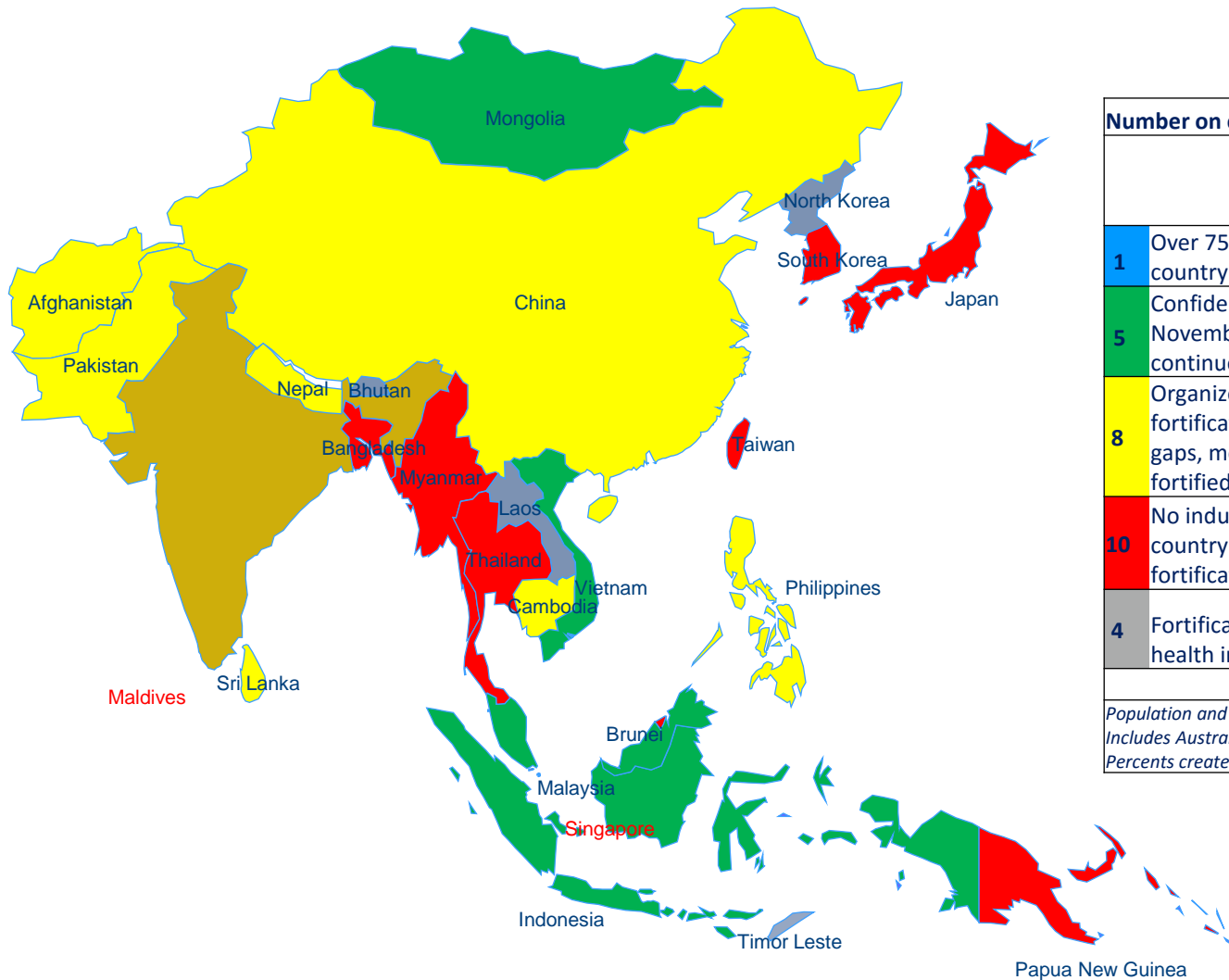
- *Priority I*
  - **Philippines:** FFI Secretariat raises concern with national decision makers within an on-going process of reviewing the Food Fortification Act. FFI will also advocate for the addition of folic acid to flour
  - **Papua New Guinea (PNG):** FFI Secretariat proposes to work closely with UNICEF to approach the government to mandate fortification
- *Priority II*
  - **Pakistan:** FFI proposes an assessment of industrial milling businesses and an exploration of opportunities for a sustainable plan going forward
  - **Afghanistan:** FFI proposes to work with partners to understand planned activities and explore where we might add value or fill gaps
  - **Sri Lanka:** Prima and Serendib (Al Ghurair) supply at least 90% flour. FFI Secretariat will approach both companies to start voluntary fortification based on WHO Recommendations, and will attempt to get financial support for the milling companies from the World Bank Agricultural Pool Mechanism
  - **Cambodia:** FFI Secretariat proposes one week reconnaissance mission to understand industry dynamics and supply chain
  - **Singapore:** FFI will make connections on the ground to figure out who is the best individual/organization to make the case for mandatory fortification
  - **Nepal:** Nepal recently passed mandatory fortification for roller mills (20-30% of flour), but current standard does not follow WHO Recommendations. If government requests help with changing the standard, FFI Secretariat is available to assist



- *Priority II cont'd*
  - **Maldives:** Appears that all flour is imported from a handful of India flour mills. After verifying this assumption, FFI Secretariat will work in conjunction with partners to approach the government about legislating fortification for imported flour
  - **New Zealand:** Initiation of mandatory flour fortification was abruptly postponed in 2009 with a change in government. A review of the proposed policy for mandatory fortification and recent related studies will be conducted in early 2012. FFI Secretariat will continue to support current advocacy efforts working with our network partners. Original legislation was to fortify bread at the bakery, we will continue to advocate fortifying the wheat flour at the mills
  - **China:** Unsure whether soy sauce and wheat flour fortification are complementary or competing strategies. FFI Secretariat is looking at the feasibility and financial resources required for a cost benefit analysis including both. FFI Secretariat is to assess progress of the China nutrition working group which was tasked with developing guidelines on food fortification. FFI will look for opportunities to engage government officials in a high-level meeting. UNICEF will make a presentation on potential high-impact nutrition interventions (including flour fortification) at a meeting of the China Research Foundation in November. FFI Secretariat will assist with preparations
- *Strategic Advocacy*
  - Attend regional meetings where a clear objective is identified to build grassroots support for fortification
  - Use frugal approach with very limited resources
  - Mandate trip reports and follow through on anticipated value from attendance
  - Support broad advocacy efforts with identified leaders/partners/champions across the region



# Asia-Pacific Priority Ranking: Wheat



Number on color block below indicates number of countries in that color code.

	Total Population (in millions)	Urban Population (in millions)	% of total Asian urban population
<b>1</b> Over 75% of industrial-milled flour fortified in country.	22	20	<b>1.7%</b>
<b>5</b> Confident country will move to 75% by November 2012 assuming current efforts continue.	361	155	<b>13.1%</b>
<b>8</b> Organized efforts to start or increase fortification. Without outside support to fill gaps, moving to 75% industrial-milled wheat fortified unlikely.	1,709	761	<b>64.3%</b>
<b>10</b> No industrially-based fortification activity in the country. Major support necessary to reach 75% fortification.	476	231	<b>19.5%</b>
<b>4</b> Fortification of wheat likely to have very limited health impact in that country or is not feasible.	31	17	<b>1.4%</b>
<b>Totals</b>	<b>2,599</b>	<b>1,184</b>	<b>100%</b>

*Population and Urbanization figures from United Nations Population Division.  
Includes Australia, New Zealand and Fiji-not mapped  
Percents created using non-rounded population figures.*

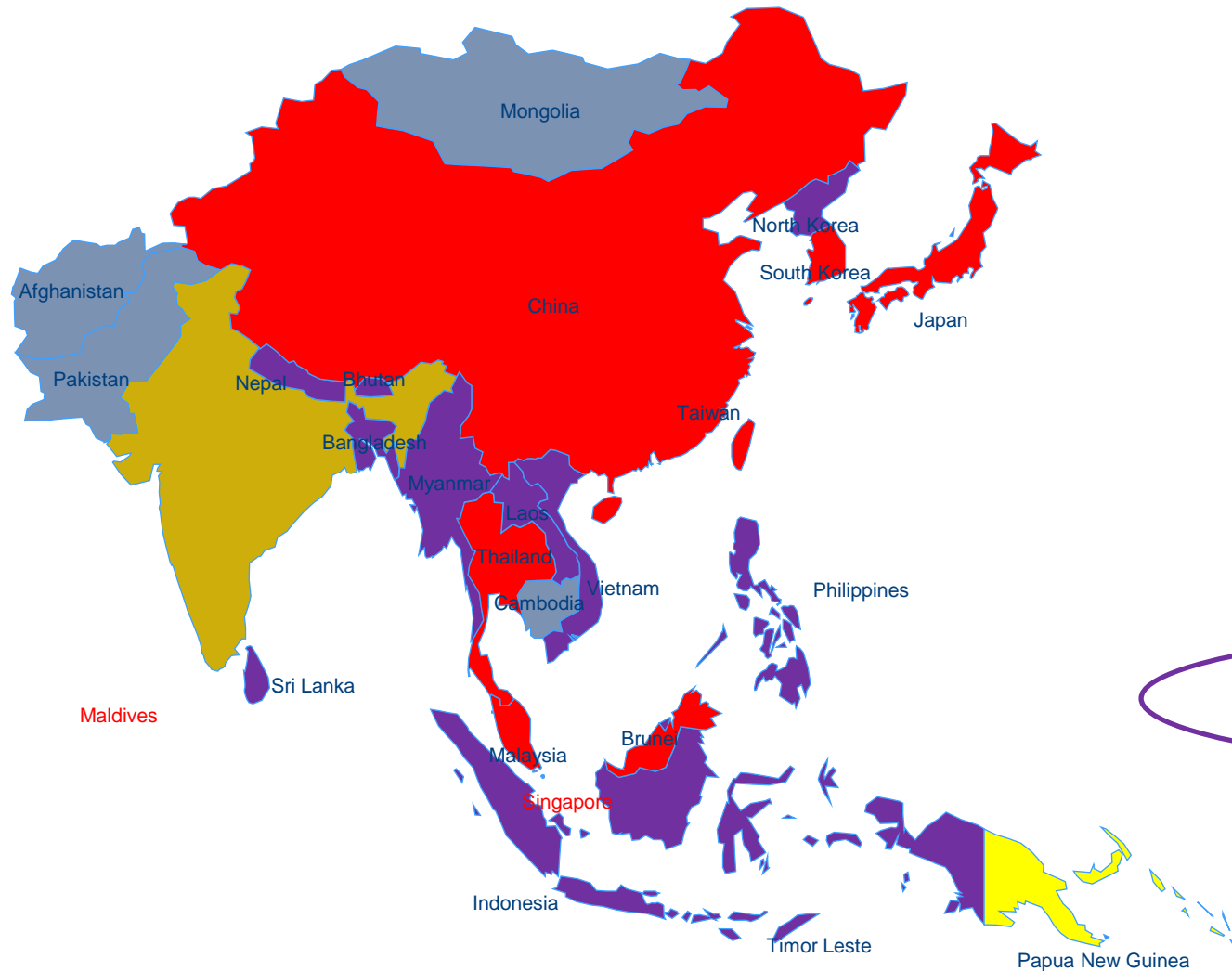
\*Countries will not be labeled blue unless they follow WHO Recommendations for Wheat Flour Fortification

Not shown:

- Australia **blue**
- New Zealand **yellow**
- Fiji **green**



# Asia-Pacific Priority Ranking: Rice



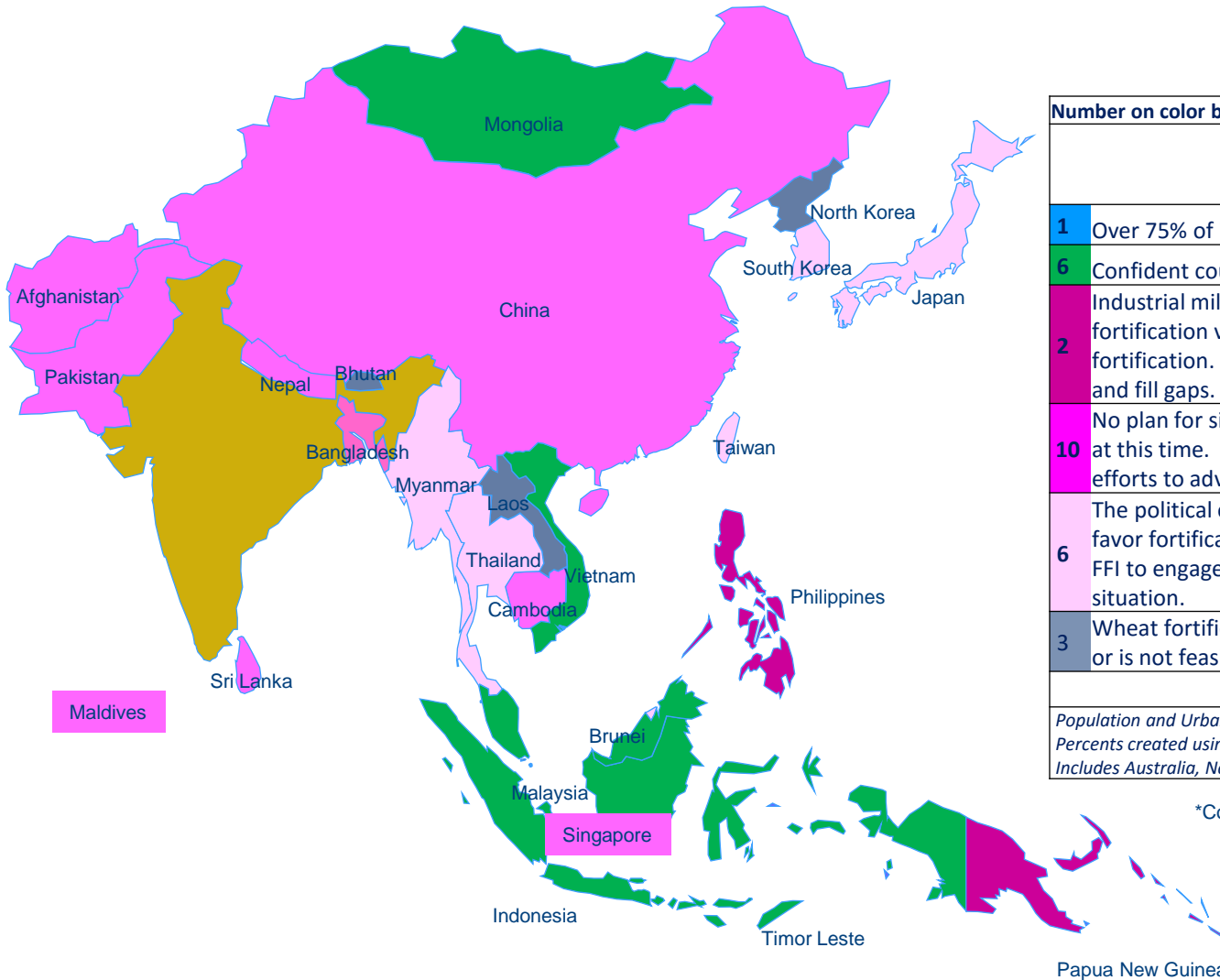
- Over 75% of industrially-milled rice fortified
- Confident country will move to 75% industrially-milled rice fortified by November 2012
- Organized efforts to start or increase fortification exist. Without outside support to fill gaps, moving to 75% industrially-milled rice fortified unlikely
- No industrially-focused rice fortification activity in the country. Major support necessary to reach 75% fortification.
- Rice fortification likely to have very limited health impact in that country or is not feasible
- Additional data regarding the milling countries can be completed industry and supply chain is necessary before proper classification of these
- Country not reviewed for this exercise

Not shown:

- Australia grey
- New Zealand grey
- Fiji yellow



# Asia-Pacific Strategic Approach



Number on color block below indicates number of countries in that color code.

	Total Population (in millions)	Urban Population (in millions)	% of total Asian urban population
<b>1</b> Over 75% of industrially-milled flour available is fortified.	<b>Priority 1</b>	20	<b>1.7%</b>
<b>6</b> Confident country will move to 75% by November 2012.		155	<b>13.1%</b>
<b>2</b> Industrial milling processes and/or advocacy networks make fortification viable. Burden of disease can be addressed by fortification. Focused efforts to support current networks and fill gaps.	<b>Priority 2</b>	46	<b>3.9%</b>
<b>10</b> No plan for significant time or finances to push fortification at this time. FFI will actively initiate and support grassroots efforts to advance fortification.		1,770	<b>64.4%</b>
<b>6</b> The political environment and/or public perception does not favor fortification. Comparatively low burden of disease. FFI to engage in strategic advocacy and monitor the situation.	<b>Strategic Advocacy</b>	184	<b>15.5%</b>
<b>3</b> Wheat fortification likely to have very limited health impact or is not feasible at this time.		31	<b>1.4%</b>
<b>Totals</b>	<b>2,599</b>	<b>1,184</b>	<b>100%</b>

*Population and Urbanization figures from United Nations Population Division.  
 Percents created using non-rounded population figures.  
 Includes Australia, New Zealand and Fiji-not mapped.*

\*Countries will not be labeled blue unless they follow WHO Recommendations for Wheat Flour Fortification

Not shown:

- Australia **blue**
- New Zealand **priority 2**
- Fiji **green**

# Europe Recommendations



- **Intense two-year focus** on all priority I and priority II countries to accelerate progress.
  - Strategic advocacy for rest of Europe
- *Priority I and II*
  - Assign an energetic, open-minded person to a two-year assignment in Geneva working side-by-side with Vilma Tyler in or near the UNICEF office
  - Concentrate primarily on pushing wheat flour fortification efforts in *priority I and priority II* countries
  - Leverage Vilma's extensive knowledge and experience in flour fortification to be a mentor, coach and advocate
  - Strengthen relationships with FFI's key partners in Europe (ie. GAIN, WHO, Bühler, and IF)
  - Develop focused work plans with clear deliverables and milestones, using the prioritization matrices and input from Vilma, the global FFI staff and other network partners
  - Track all activities and communicate progress and barriers
  - Coordinate and guide advocacy and technical support work in the region
  - At end of the assignment, evaluate progress and effectiveness of the position and propose a strategic way forward in the region
- *Strategic Advocacy*
  - Attend regional meetings where a clear objective is identified to build grass roots support for fortification
  - Use frugal approach with very limited resources
  - Trip reports mandatory and follow through on anticipated value from attendance
  - Support broad advocacy efforts with identified leaders/partners/champions across the region
  - Provide assistance requested by the FFI Geneva coordinator to fulfill goals



# Europe Priority Ranking



2	Over 75% of industrially-milled flour is fortified in the country. FFI's main role is monitoring.
2	FFI is confident the country will move to 75% industrially-milled flour by September 2012 assuming the current efforts continue. Targeted support by FFI will occur as needed.
12	Organized efforts to increase proper fortification of industrial-milled flour within the country are necessary. Without outside support to fill gaps, moving to 75% industrial-milled flour is unlikely.
33	No industrially-based fortification efforts are currently active in the country. Major support is necessary to reach 75% fortification of industrial-milled flour.

Countries with a **green** or **blue** Current Fortification Environment classification were not considered for the matrices.

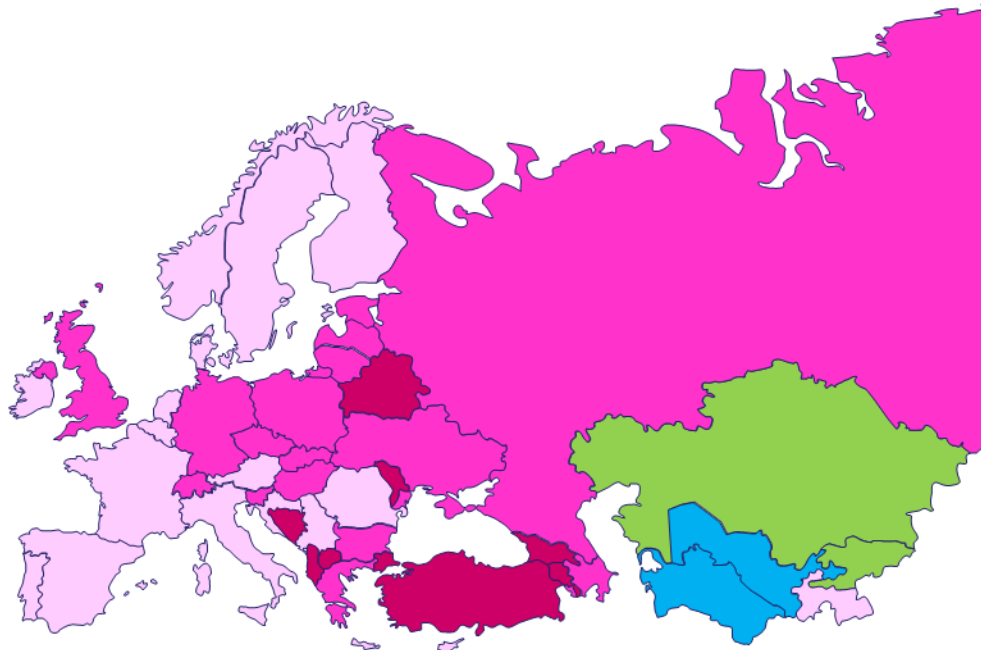
44 countries remained for analysis.

\*No grey countries in this strategy.





# Europe Strategic Approach



Number on color block below indicates number of countries in that color code.

		<i>Population (in millions)</i>	<i>% of Total European Population</i>
2	Over 75% of industrially-milled flour available in the country is fortified.	32	3.6%
2	Confident country will move to 75% by November 2012.	21	2.4%
9	Industrial milling processes and/or advocacy networks make fortification viable. Notable burden of disease that can be addressed by fortification. Efforts focused to support current networks and fill gaps.	104	11.7%
16	No plan to spend significant amounts of time or finances to push fortification at this time. FFI will actively initiate and support grassroots efforts to advance flour fortification.	442	49.6%
20	The political environment and/or public perception do not favor fortification. Comparatively low burden of disease. FFI will engage in strategic advocacy and monitor the situation.	551	32.6%
Totals		890	100%

*Population figures from United Nations Population Division.  
Percents created using non-rounded population figures.*

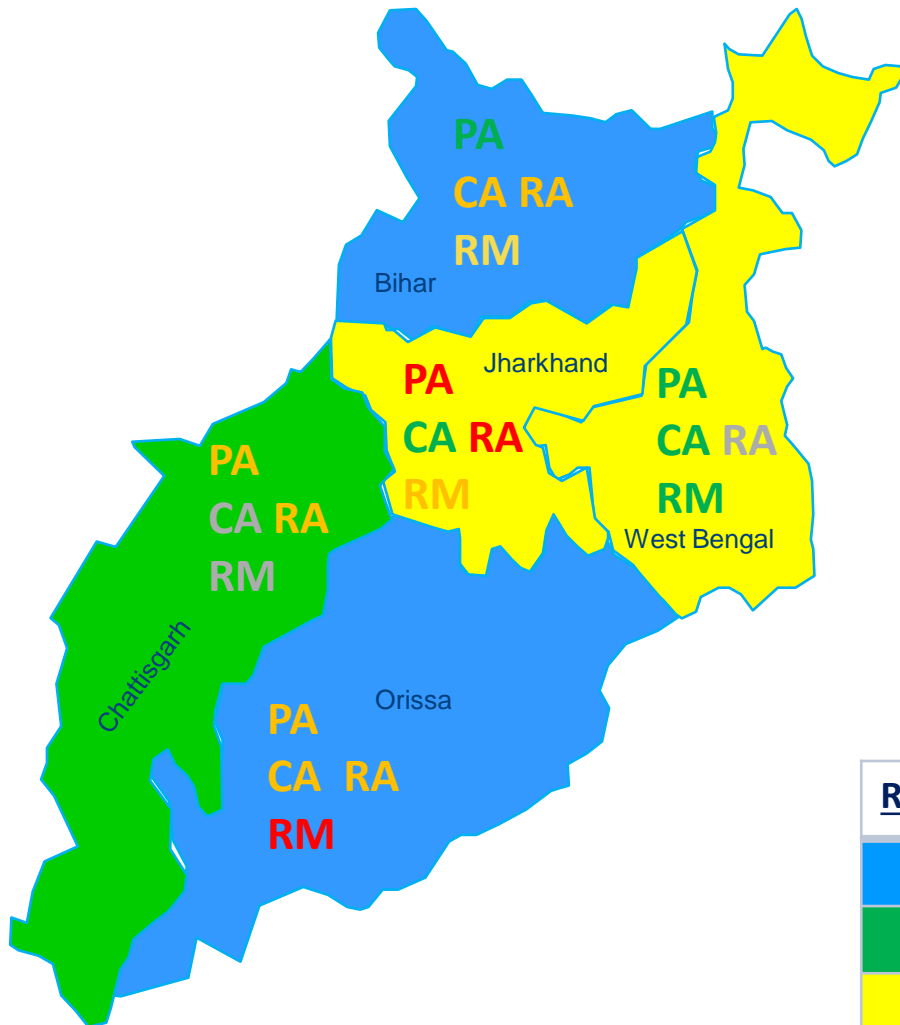
# India Recommendations



- **Goal**
  - Over the next five years, reach 300 million people with fortified rice or wheat products
- **Strategy (non-state specific)**
  - Aggressively pursue appropriate market channels in each state by priority: potential reach, political will, industry structure, identified champions across sectors
  - Pursue mandatory fortification in all open-market channels: commercial chakki atta, roller mill atta, roller mill maida, and rice
  - While pursuing market channels, make sustainability a key component of decision making
  - Balance micronutrient concerns with fortification costs
- **State market channel analysis**



# India Strategic Approach



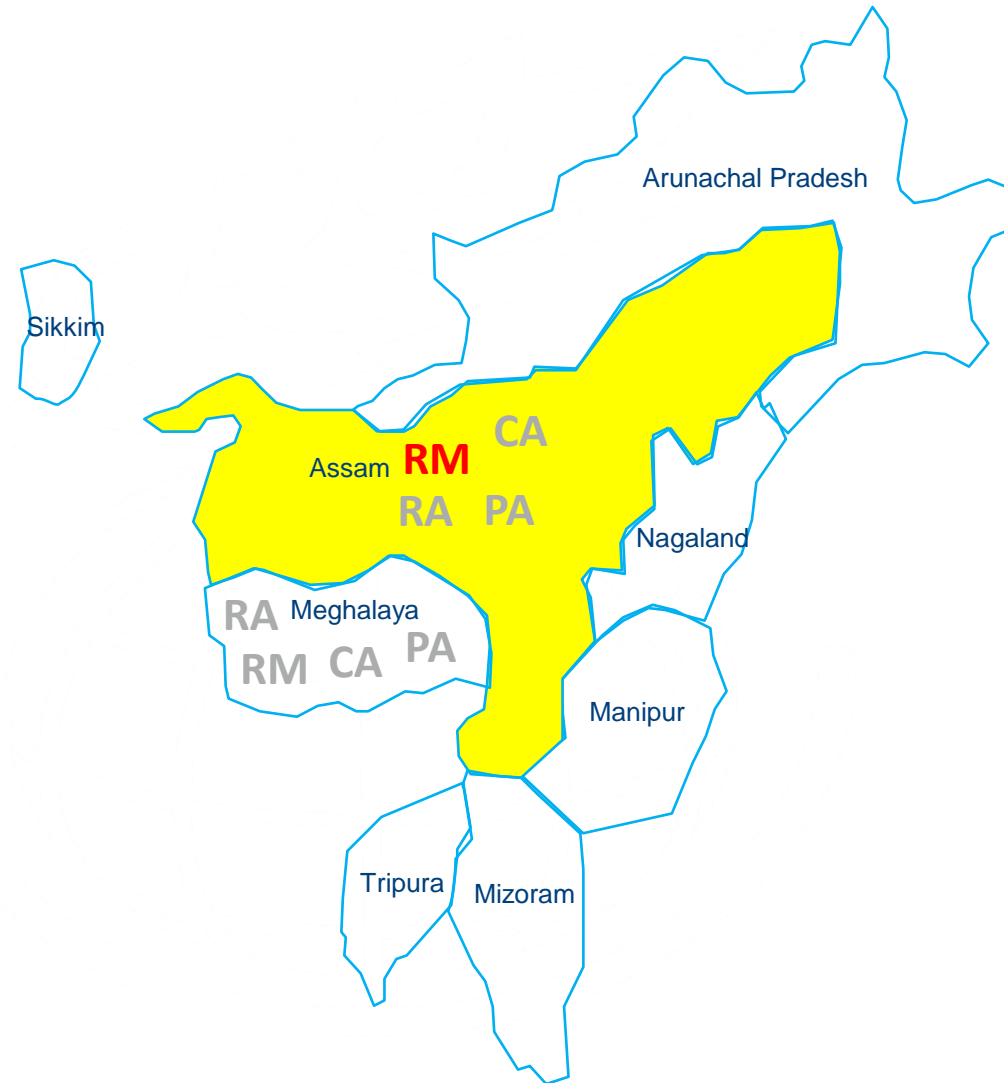
### Wheat Channel Legend

PA = PDS Atta  
 CA = CCM Atta  
 RA = RFM Atta  
 RM = RFM Maida

No reachable pop. (Yellow)  
 Low ranking (Red)  
 Low-intermediate (Orange)  
 Intermediate-high (Green)  
 High ranking (Blue)

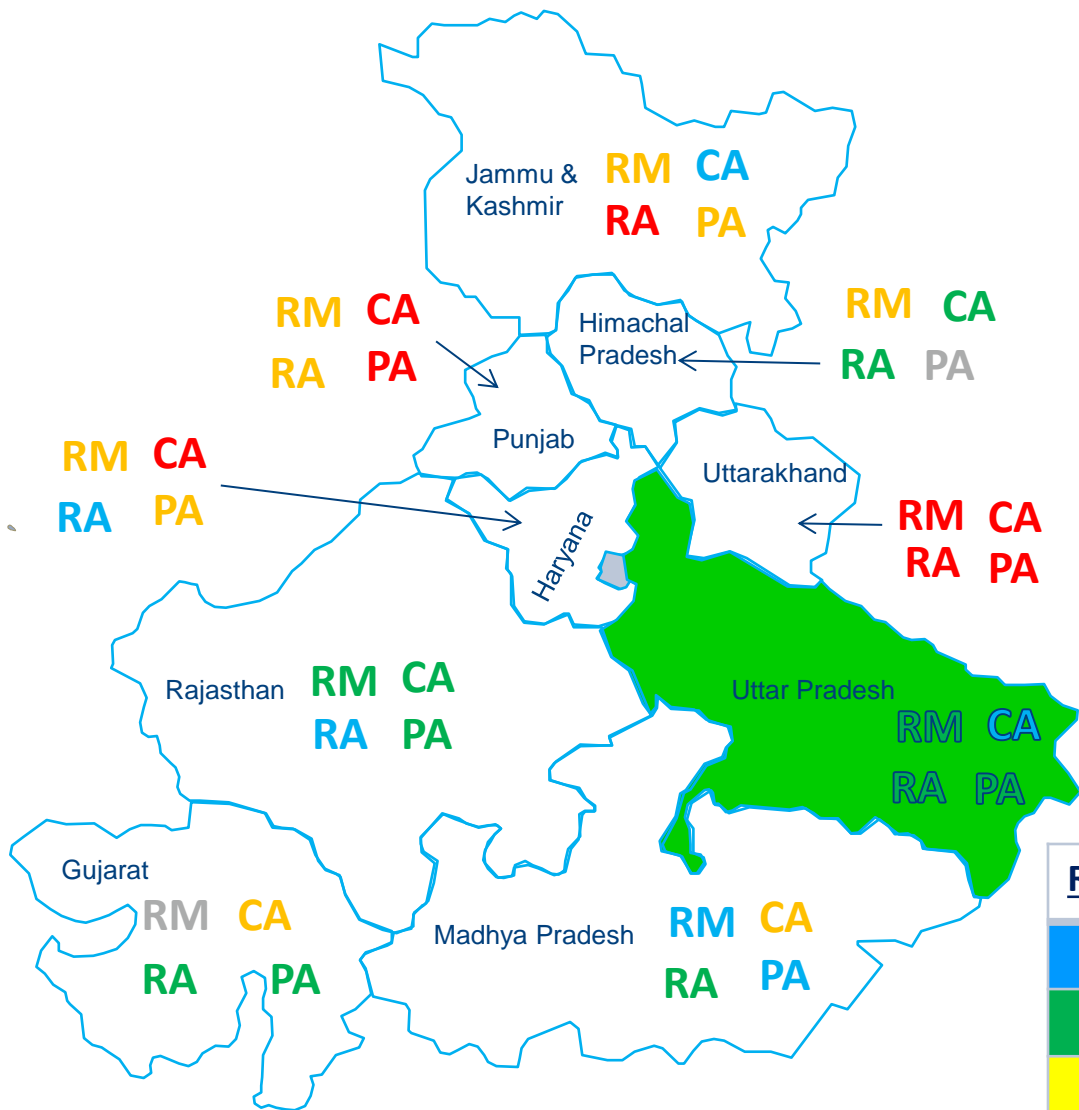
### Rice Legend

- First Priority State
- Second Priority State
- Third Priority State





# India Strategic Approach



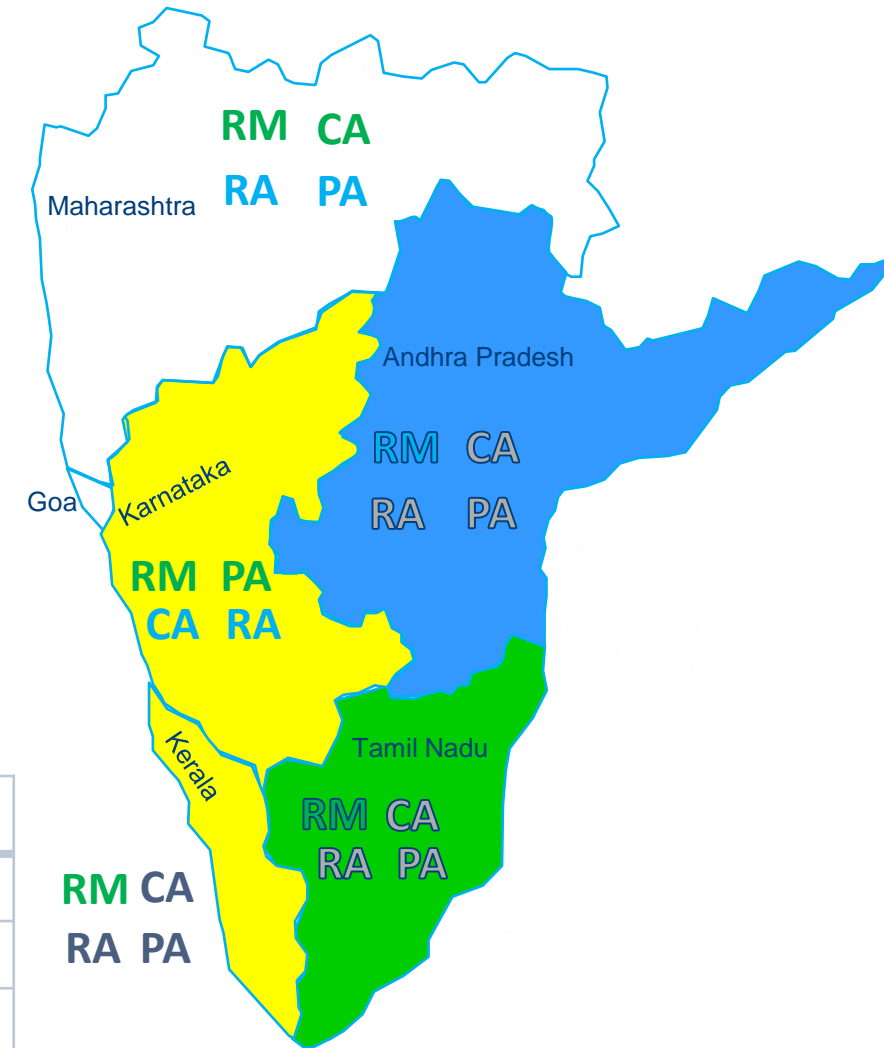
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No reachable pop. (Yellow)  
Low ranking (Red)  
Low-intermediate (Orange)  
Intermediate-high (Green)  
High ranking (Blue)

## Rice Legend

Blue	First Priority State
Green	Second Priority State
Yellow	Third Priority State





# India Opportunities

State opportunities by market channels, grain and population\*

State	Wheat Market Channel				Most # of Channels	Priority Rice State	Top 5 Reachable Population
	PDS Atta	CCM Atta	RFM Atta	RFM Maida			
Maharashtra	Blue	Green	Blue	Green	Blue		Blue
Madhya Pradesh	Green	Blue	Green	Green	Blue		Blue
Rajasthan	Blue		Green	Blue	Green		Green
Uttar Pradesh	Green	Green	Green	Green	Blue		Blue
Gujarat	Green	Green	Green		Green	Green	
West Bengal	Green			Green			Blue
Himachal Pradesh	Green	Green	Green		Green		
Bihar	Green					Blue	
Jammu & Kashmir		Green	Green				
Orissa		Green				Blue	
Andhra Pradesh				Blue		Blue	
Tamil Nadu				Green		Green	
Jharkhand			Green				
Chhattisgarh						Green	
Kerala				Green			
Karnataka				Green			
Punjab		Green					
Haryana		Blue					

\*Blue states: high priority states because of higher matrix scores; Green states: intermediate priority.



# Regional Work Activities

- Refer to Excel spreadsheet: [Regional Work Activities.xlsx](#)



# Africa Activities

## Wheat flour code

- February 2011
  - 7 blue
  - 11 green
  - 13 yellow
  - 20 red
  - 2 gray
- October 2015
  - 21 purple
  - 12 green
  - 8 yellow
  - 10 red
  - 2 gray
- From 2011 through 2015, FFI had activities in:
  - 12 purple countries\*
  - 11 green countries\*
  - 5 yellow countries\*
  - 1 red country\*
  - 0 gray country\*

### 2015 color definitions

	Over 75% of industrially milled wheat flour, maize flour or rice is fortified. Iron and folic acid are included per WHO guidelines or per observation that standard is appropriate for targeted population. FFI's main role is monitoring.
	FFI is confident country (or Indian state) will meet criteria for purple classification within one year. Targeted support as needed.
	Organized efforts to increase fortification and/or update standards to WHO guidelines. Without support to fill gaps, moving to 75% unlikely.
	No grain fortification activity in country (or Indian state). Major support necessary to reach purple classification.
	Fortification of specific grain is likely to have very limited health impact. Gray may also mean we have no data on country.

\* based on October 2015 color








# Europe Activities

## Wheat flour code

- October 2011
  - 2 blue
  - 2 green
  - 12 yellow
  - 33 red
- October 2015
  - 3 purple
  - 9 yellow
  - 36 red
- From 2011 through 2015, FFI had activities in:
  - 2 purple countries\*
  - 8 yellow countries\*
  - 5 red countries\*

### 2015 color definitions

	Over 75% of industrially milled wheat flour, maize flour or rice is fortified. Iron and folic acid are included per WHO guidelines or per observation that standard is appropriate for targeted population. FFI's main role is monitoring.
	FFI is confident country (or Indian state) will meet criteria for purple classification within one year. Targeted support as needed.
	Organized efforts to increase fortification and/or update standards to WHO guidelines. Without support to fill gaps, moving to 75% unlikely.
	No grain fortification activity in country (or Indian state). Major support necessary to reach purple classification.
	Fortification of specific grain is likely to have very limited health impact. Gray may also mean we have no data on country.

\* based on October 2015 color





# Asia-Pacific Activities

## Wheat flour code

- October 2011
  - 1 blue
  - 5 green
  - 8 yellow
  - 10 red
  - 4 grey
- October 2015
  - 3 purple
  - 1 green
  - 10 yellow
  - 10 red
  - 5 grey
- From 2011 through 2015, FFI had activities in:
  - 1 purple country\*
  - 6 yellow countries\*
  - 5 red countries\*
  - 2 grey countries\*

### 2015 color definitions

	Over 75% of industrially milled wheat flour, maize flour or rice is fortified. Iron and folic acid are included per WHO guidelines or per observation that standard is appropriate for targeted population. FFI's main role is monitoring.
	FFI is confident country (or Indian state) will meet criteria for purple classification within one year. Targeted support as needed.
	Organized efforts to increase fortification and/or update standards to WHO guidelines. Without support to fill gaps, moving to 75% unlikely.
	No grain fortification activity in country (or Indian state). Major support necessary to reach purple classification.
	Fortification of specific grain is likely to have very limited health impact. Gray may also mean we have no data on country.

\* based on October 2015 color



# India Activities

State (opportunities)	Wheat color code in 2015	From 2011 through 2015, FFI had activities that met country network objectives
Maharashtra	Red	
Madhya Pradesh	Yellow	✓
Rajasthan	Green	✓
Uttar Pradesh	Red	
Gujarat	Yellow	✓
West Bengal	Yellow	✓
Himachal Pradesh	Green	✓
Bihar	Red	
Jammu & Kashmir	Yellow	
Orissa	Yellow	✓
Andhra Pradesh	Yellow	✓
Tamil Nadu	Red	✓
Jharkhand	Red	
Chhattisgarh	Red	✓
Kerala	Yellow	
Karnataka	Red	✓
Punjab	Red	
Haryana	Green	✓



# Country Network Objectives

- All work activities 2012-2015 met one of the five country network objectives:

3. Provide **advocacy** to create awareness of the importance of fortification  
(i.e. attending or presenting at conference)

4. Promote formation and action of multi-sectorial **partnerships**  
(i.e. meeting with partners or visiting countries)

5. Encourage countries to harmonize their **standards** with international guidelines for wheat, maize, and rice fortification

6. Provide **training** to partners in topics of programmatic interest and need (i.e. QA/QC training)

7. Provide **technical support** as requested by countries

Refer to Excel spreadsheet: [Country Network Objectives.xlsx](#)



# Work Process Evolution

- Methodical creation and review of annual work plans
  - Based on regional strategies
  - Updated quarterly
  - At request of regional staff, began providing work plans reviews from Global Secretariat
- Systematic reporting to EMT with 5-year strategic plan indicators
- Color coding system of progress in addition to legislation
- Documented procedures for data collection and annual calculations of grain that is fortified
- Expanded scope of work to include rice



# Africa 2016-2017 work plan (slide 1 of 2)

- Sub-regional QA/QC training
  - One for Sierra Leone, Guinea, Cote d'Ivoire, Liberia
  - One for Niger, Benin, Togo, Ghana, Guinea Bissau, Senegal
- Regional QA/QC training countries in East, Central, and Southern Africa (ECSA)
- Maize fortification – seek country feedback on landscape analysis; offer maize fortification workshop
- Fortification Monitoring and Surveillance (FORTIMAS) training – Mozambique



# Africa 2016-2017 work plan (slide 2 of 2)

- Training of Trainers in West Africa
- Africa Network Event (fourth quarter 2016)
- Cost Benefit Analysis training for partners (third quarter 2016)
- Country visits planned to:
  - Algeria, Benin, Burkina Faso, Botswana, Burundi, Chad, Democratic Republic of Congo, Congo, Ethiopia, Ghana, Kenya, Malawi, Mauritius, Namibia, Niger, Nigeria, Rwanda, Sierra Leone, South-Africa, Sudan, Tanzania, Togo, Uganda, Zambia, Zimbabwe



# Asia-Pacific 2016-2017 work plan (slide 1 of 2)

- Bangladesh and Nepal – assist as requested by partners
- China – Develop a budget for a supply chain diagnostic
- Indonesia – Support efforts to change the standard for iron; support rice fortification
- Malaysia & Mongolia – Continued advocacy for wheat flour fortification;
- Papua New Guinea – Advocate for mandatory wheat flour fortification; support regulatory monitoring of rice fortification



# Asia-Pacific 2016-2017 work plan (slide 2 of 2)

- Philippines – Continue to advocate for adding folic acid to standard; support improved monitoring
- Solomon Islands – Continue to support mandatory rice fortification
- Sri Lanka – Identify opportunities for wheat flour and rice
- Viet Nam – Advocate for inclusion of folic acid; explore opportunities for rice; advise on technical regulations





# India 2016-2017 work plan

- **Haryana**
  - Advocate with government officials
  - Technical support in pilot project
- **Advocacy in:**
  - Rajasthan
  - Gujarat
  - Madhya Pradesh
  - Uttar Pradesh
  - West Benegal
  - Maharashtra