

## **Trip Report**

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Annex A:	Those present
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## **TRIP REPORT**

### **1. Purpose of Travel**

The purposes of the travel included:

- (i) Attending the Network for Salt Iodization for Sustainable Elimination of the Iodine Deficiency Disorders (IDD) meeting which had two purposes:
- (ii) The Board Meeting to consider the report of an evaluation of the working of the network

- (iii) A routine Board Meeting for on-going and prospective business

The persons met during both activities are attached, including the list of attendees.

## **2. Background**

'The Network' is more properly known as the network for the Sustainable Elimination of the Iodine Deficiency Disorders. It is a network, largely a Board and Secretariat at this point, originating in The Hague in 2000 as a way of moving forward the elimination of IDD by 2005 and sustained thereafter by a public/private partnership. The Salt Industry had originally taken on the iodization of salt as a responsibility they should address. The Assessment Report of the first 3 years has recently been completed and is available (limited) from the chair.

## **3. Activities**

The chairman of the Board (Dr Rainer Gross) opened the meeting, welcomed people and answered a couple of procedural questions. The authors of the report (Mestor Associates) then presented their findings.

Basically it included the terms of reference, as follows:

- The main achievements of the Network
- Effectiveness of Board
- Expansion of the Board/expansion of the Network
- Effectiveness of Secretariat
- Examination of governance, financial and administrative arrangements

The specific points to be examined included: (i) development of a Network Strategy; (ii) Regional ID Working Groups; (iii) Board composition and procedures (including criteria for Board membership); (iv) location of Secretariat: and (v) appointment of a Secretary

The broad findings of the consultants included:

- Main achievements (international advocacy and mobilization; assessing global progress; country assessments)
- Secretariat (support to Board; communication and outreach; reports on progress; technical support to UNICEF)
- Key tasks of Board (coordination between members; monitoring of global progress; strategic planning- as based on progress reviews, priority countries, where there will be follow-up; advocacy; and, information- especially comparative)
- Regional Working Groups need to be clarified

The criteria for selection of the secretariat's host institution were suggested by the consultants in their report. (Emory University had earlier stated they would not be available to do this again- while stating their position of rigorous and correct procedures and carrying-out of the host institution responsibilities up until this point). The consultants also noted the need for clarification on role of secretary, and collated comments from the respondents they had interviewed. A firm conclusion was that the Board should be aware of contractual arrangements regarding the secretariat. The legal status of the Board itself needed clarification, but the conclusion, taking into account respondents' views was that it should not be formalized as a Legal Board, for a variety of reasons. Another source of strongly stated concern of several respondents was the need for more transparency concerning the funds available for IDD prevention and control, especially by UNICEF who was the gate-holder of Gates Foundation funds. They also identified as a need to start finding new resources. The other findings, ruminations and conclusions of the consultants are available (limited) in their report.

Actions arising from the report, and the subsequent discussion included:

- Board needs to have frank and open discussions and these should be within the Board meetings rather than some groups being isolated in informal discussions (and sometimes apparent decisions)

- Arrangements for hosting secretariat need to be made, again in a transparent manner and with criteria adhered to
- Financial planning post-2005 needs to be seriously addressed, as soon as possible
- Role of Regional IDD working groups needs to be clarified (Ling to do short position paper on this)

The representative from Emory University felt that some of the comments in the report did not appear to be a positive reflection of Emory's U's role as secretariat and indicated he was willing to provide written comments to the Chair. As noted above, Emory U was not interested to continue to host as secretariat. He (Prof. Maberly) also noted that the Report omits reference to the extensive spade-work on bringing the Network to fruition done by Emory U with support from the Dutch Government through UNICEF. The part Dr Frits vander Haar had played as secretary to the Network was noted with acclaim and later a presentation was made.

Other questions related to: (i) a need to agree on goals and objectives of the Network before discussing structure (at present the Network does not exist beyond the Board); and (ii) the Deputy Chair asked if the Board (from the report) thought that the Network had effectively communicated back to our donors (who were originally part of the network at the Paris meeting)?

After some discussion, comments to be added should be done through the Chair as some seem personal opinion and while some are actual emendments. The Chairman said to send comments to him then to authors and they use as they decided and then document re-circulated. After this put to bed with all documentation but Emory wants another round, which was agreed to.

The Chairman thanked reviewers.

#### Network strategy

First need to clarify what the network stands for its purpose and what is the relationship between its partners. The goal of the international community and national governments is to eliminate ID by 2005 and sustain it thereafter. The goal of the network is to harmonize activities and provide services to governments to achieve this goal. There is a need to develop a strategy document that can be agreed upon by all partners:

- what can be achieved by 2005 (short-term strategy)
- what can be done beyond 2005 (long-term strategy)

UNICEF and WHO already have strategies and these can be used along with other documents to develop a network strategy that is consistent with partner strategies.

UNICEF strategy presentation followed by small group (ICCIDD, MI, Salt Industry, UNICEF, WHO) to develop TORs for a consultant to develop a larger strategy. TORs within 2 weeks and strategy to be developed by end of June 2004. Needs to be very collaborative and should incorporate different partner's internal strategies. Clarification that strategy must cover industrialized world as well as developing world.

On the second day a 'Network Strategy' outline was presented by Marc van Ameringen of MI and suggested:

Opening statement on philosophy which is service to countries  
National coalitions  
Salt producer-client data base  
Communication strategy

Consultant to be identified (expertise in strategic planning and IDD) and hired to develop strategy (10-15 days) and submit report by April 15, 2004.

#### Regional ID Working Groups

There already exist regional IDD Task Forces, Regional ICCIDD coordinators, etc. that could be regrouped as regional ID Working Groups. Consider using ICCIDD regional meetings or WHO regional meetings. In these regional working groups the salt industry from the region should play a more central role. Concerning the regional operations (and stimulated by fact South American follow-up to Miami did not happen. Build on ICCIDD Regional people. IDD Task Forces at regional level need to include regional Salt Industry. Some discussion continued on needs at country level also, not least the small salt producers, and was continued in country assessments discussion. Currently, the salt producers on the Network do not represent small salt producers. Consultant may be useful to identify capacities in regions and countries and role of Network. ICCIDD already has Regional meetings but must be inclusive. Options on how to decentralize need to be presented with either a partner offering some tangible suggestions, or a consultant might offer some suggestions.

Following the ICCIDD meeting May 1-2, in Lima, Peru, a coordinating committee PAHO, UNICEF and ICCIDD, with salt industry (Salt Institute would provide the services of a salt person in the region) and Network to be added to the group. Kiwanis Latin American coordinator in Bogota would join the organizing team. Meeting could form the opportunity for formation of a Latin American network on ID.

#### Expansion of the Board

Currently no criteria but there was clear agreement that future Board composition should be related to strategy. Mostly consensus on consumers, less so on UNESCO. Advantage of UNESCO is that they liaise with Ministers of Education. Global Consumer organization (Working Group on Board composition to come up with names for consideration at the next Board Meeting). A small task force had worked on this but did not report back- should now do so at next meeting. Mandate from Board to approach and find out interest in working with Network. Also concern about gender imbalance and poorer country representation and should be addressed by smaller group: chairman asked for recommendations. Need to add PR people perhaps (c.f. Fleishman Heller pro bono with FFI). There was a felt need to get more professional in communication.

The issue of salt producers, and also traders, were briefly addressed, including the need to include Salt Producer Associations from developing countries. (Associations from countries like India could perhaps be invited to nominate a representative for the Network Board). It was suggested the Board also needs representatives from the small salt industry sector. An immediate step was the building of a salt producers database and to start providing Justus de Jong with information.

There was also discussion of expansion at regional level, but this was tabled until strategy and regional decentralization small task forces had been able to discuss. If not dealt with by them, then the issues will come back to the Board to reconsider.

#### Location of secretariat

A set of criteria were circulated. Agreement that there should be at least 1 full-time person. One offer from WHO to examine. UNICEF declined as potential problems having chair and secretary in same organization. ICCIDD would like it and intend to in the future, but do not satisfy criteria, at the moment, especially financial. Members to go back to Board and have offer by March 1 back to chairman who will then go back to Board for final decision. MI then put in definite offer which was accepted by the Board. The chairman thanked Emory who responded by assuring of their continued commitment. The chairman will discuss separately with MI how to move forward on operationalizing this.

#### Appointment of secretary

The current secretary (Dr Frits vander Haar) had indicated that he would not be applying to continue in the role of secretary. Consequently, a replacement must be found and the chairman circulated a job description for the network secretary. Added bullet in job summary 'to support and monitor the strategy'. If a request from a Board Member that takes more than a day or so, then should go through chairman. He/she should be able to direct Board members to appropriate resources. Need to make clearer the reporting lines. The

secretary is accountable to the Network Chair for Network-related matters and to the head of the host institution on administrative matters. If going to take the lead, may need a different title e.g. executive secretary, technical secretary etc. But must service the Board. Suggested Executive Secretary as name (this was initially agreed to, but then reversed largely because of perceived level required of P4). Suggested that it be seen as service position to the Board, but without stifling creativity. Acting chairman suggested job description be reduced to one page, and criteria (education and experience) agreed to. International experience, so to capture aspects of the strategy that involves industrialized countries. The position would be advertised as secretary for 2 years. Applicants to go to host institution (MI) and then jointly interviewed by chairman and host institution. Target date might be April 1 for someone to accept the position as current secretary's contract ends May 1, 2004. If Board members have names should be submitted to Marc van Ameringen (MI).

#### Other issues

##### (i) Collaboration with GAIN

VM and Bruno de Benoist to make a presentation and have a discussion at next GAIN Board meeting on areas of engagement between ID Network and GAIN. Items to be discuss might include:

- Lessons learned from iodine
- Education
- National coalitions – harmonize salt coalitions with NFAs
- Food Quality issues/Quality assurance
- Regulation and enforcement
- Multiple fortification? (although a question as to whether the Network has a current focus on research issues like this)
- Multiple supplementation?

##### (ii) Inventory of National Committees

Follow up on what we could do with GAIN on national coalitions. On a parallel track proceed with collection of information on existing national salt coalitions – but also need to work at the regional level (WHO willing to take the lead on this).

##### (iii) Follow up to Beijing Meeting

Jack Ling (ICCIDD) made recent presentations at the UNICEF Executive Board and WHO (possibly will present to WHA in May). A draft report of the Beijing meeting sent to MOH in China in January. Once the report is ready a request could go the UNICEF Executive Director, Carol Bellamy to send it out to countries, especially those identified as having an IDD problem.

##### (iii) Use of Iodized salt in processed foods and preservatives

Publication of Chinese experience in a peer-reviewed journal was suggested. Walter Becky said that the issue of use of iodized salt in foods would be placed before a Trade Association meeting in June but did not expect much progress. Review article on use of iodized salt in foods. Glen Maberly (Emory University) to coordinate

##### (v) Situation assessment in Pakistan and Ethiopia

Venkatesh Mannar (MI) presented situation in Pakistan and suggested that next step included a situation analysis and strategic plan to be prepared and presented at a national workshop in June. In Ethiopia there is a new UNICEF rep (Bjorn Lundquist). Need for a situation analysis. New nutrition officer. (check with Jonathan re status in Eritrea). Network to consider sending a multi-disciplinary team Rainer to suggest Bjorn for a joint mission in April. Need to have the report from the Child Survival Mission in December.

##### (vi) Salt Producers Meeting in Sub-Saharan Africa

Senegalese salt company seemingly uninterested, but critical to West Africa elimination success as major salt exporter. Suggested to work through Bernard Monier of Salins du Midi.

##### (vii) Reporting Matrix

Data feeding this would be part of the off-line discussion between WHO, UNICEF and ICCIDD, but seen as a critical gap analysis for informing strategic directions and which issues countries need to address.

(viii) Assessments of national progress

It was agreed that the existing process had been cumbersome and long drawn out (as well as very expensive). In future, it was suggested that these be done on a regional basis, with ICCIDD Regional person with WHO and UNICEF, organizing the small team and get them into the countries as soon as possible. Priority countries would be indicated by the Strategy document(s). Immediate ones include: Meeting in Lima in November re composition of team and proposed dates (12-18 April) with Dr Pretell to take the lead; Thailand (seems to be coming together); Iran, where a request for assessment has been received by the WHO office in Teheran.

It was suggested that future focus should not be on certification of those countries close to achieving the goals, unless the country asks for this. Iran e.g. has asked for assessment/certification. Future requests will be handled in an ad hoc manner and will not be encouraged, unless, as noted, government wishes this. Also noted that UNICEF will require an assessment of countries that have reached the UNGASS WFFC 2005 goal. After 2005, sustainability will be the main focus. It will be more assist countries with specific problems

(ix) Iodine initiatives in Europe: IDD status updates Proceedings of First Symposium on ICCIDD West-Central Europe held in Goteburg, Sweden Sep 7, 2002 published in journal of Endocrinological Investigation (vol. 26, Suppl to No 9, 2003) (Summary presented in last board meeting and published IDD newsletter). A summary of the data published in the Lancet.

EU Salt: Meeting to develop and endorse a plan to harmonize national/legislation/regulation for salt iodization and improve consumer awareness. It was suggested to tap the UNICEF national committees (if they agree e.g. as successfully happened in Spain) to influence their governments and then the EU. Send Justus the name of the EU person dealing with Food Fortification. WHO had previously been planning a separate meeting to gain political support for universal salt iodization. The Industry and WHO meetings need to be harmonized to ensure that they complement each other. The Europe Meeting will be assisted by the Secretary. Tentative dates following IGC Meeting London (16-17 Jun). A Network Board meeting could possibly be tagged along with this.

(x) WYD Iodine checker (Chinese)

An interesting presentation was made by CDC on this with estimates of \$1/sample for the checker vs. \$1.50 for titration. Can detect very low levels of iodine and correlation with titration very high. Easy to operate by a non-technical person. Network may wish to communicate this to the general public.

#### 4. Conclusions

- Consultants Report: General agreement with presentation although Emory University formally disagreed with some points and submitted their comments. The chairman thanked Emory and promised continued cooperation with them such as FFI. Conclusion- all comments on the Report should go to chair who will communicate to evaluators. Factual errors will be corrected. Other comments will be taken into account to extent possible in the view of evaluators. The report will then be taken as final and retained as a confidential document.
- Strategy: Tasks: one group to address TORs of consultant to develop strategy; one group (ICCIDD-led) to identify regionalization possibilities e.g. building on existing ICCIDD Regional meetings in a greatly increased inclusivity as appropriate for the region/countries; and, chairman to develop a tighter job description.

- Assessments: Country assessments procedure considered cumbersome and time-consuming. With further delays from putting the team together. The larger issue of assessments should be viewed as part of the overall strategy being developed to accelerate progress towards the goals.
- Regionalization: to be encouraged but further discussed at next meeting on basis of task force headed by ICCIDD. There should a clear role of what will be done at the regional and global level. Some options need to be scoped out.
- Composition of possibly expanded Board (including exploration of possible role of consumer organization at global, regional or country) - to report at next board.
- Action: MI offered to host the secretariat. The offer was accepted by the Board. The Board authorized the Chair to negotiate with MI the terms of the arrangement.

## 5. Recommendations

The consultants had 18 recommendations on the Network, a further 12 on the Board and 7 on the Secretariat i.e. a total of 37. Not all discussed as either already discussed or no disagreement. Felt that many would be addressed after agreement on strategy. As not able to be discussed cannot be adopted. Therefore only burning issues with recommendations were discussed at this meeting of the Board. Board did not adopt the full list of recommendations. Board disagreed with some of the recommendations.

## 6. Next steps and follow-up needed

Action: Prepare a common framework by Jun 2004 to get to

- Needs assessment and common strategy
- Business plan and resources required.

Maybe a 2-stage process by which the Board agrees on the first before proceeding to the second. Prepare TOR (small group to prepare this- MI to take lead).

Action: Board deferred the development of criteria for Board composition until the strategy and work plan (including the regional Network strategy) are finalized.

Action: Working Group on Board composition (Bob Baldwin chair) to continue to take the lead on identifying Board representatives from consumer groups and identify the role of consumer organizations at global, regional and national levels.

Action: Equivalent to UN P4/P5. Recruitment procedure: host organization (MI) to do the advertising and initial screening and interviewing done by host organization and Network Board Chair. Start date should be asap or before May 1. Min 2 year term position renewable based on performance. Seen as someone to serve the Board and run the secretariat. For the moment it was recommended that the responsibility of 3 organizations to discuss and come up with a proposal (CDC, MI, UNICEF) for funding the Secretariat.

Action: Board chair- one recommendation was to have only one face-to-face meeting a year. A counter suggestion was at least 2 times and per year and that Board meetings should even be longer given the critical period. Seemed to be general agreement to this but try to be attached to a regional or country event.

## Annexes

### Annex 1

#### Persons met

*CDC*

Dr Robert Baldwin

*Chinese Salt Institute*

Dr Dong Zhihua  
Ms Zhang Yanmei

*Emory University*

Professor Glen Maberly  
Dr Frits vander Haar

*ICCIDD*

Dr Jack Ling  
Dr Gerald N Burrow

*Kiwanis*

Mr Eddie Sigurdsson  
Mrs Jennefer Pursifull

*Mestor Associates*

Robert Auger  
Anne Whyte

*MI (Micronutrient Initiative)*

Mr Venkatesh Mannar  
Mr Marc Van Ameringen  
Ms Helene Torchette

*Salt Industry*

Mr Walter Becky  
Justus de Jong  
Mr Dick Hanneman

*UNICEF*

Dr Rainer Gross  
Dr Ian Darnton-Hill

*WHO*

Dr Bruno de Benoist

*Consultant*

Mr David Haxton

# Network for Sustained Elimination of Iodine Deficiency

Office 20 February 2004

## Agenda Iodine Nutrition Board Meeting

### 1. Actions following the previous Board meeting in Beijing

The following list may help as memory aid (see matrix of decisions/agreements)

#### a. For information

Ideas on joint work with GAIN

Inventory of existing National Committees

Follow-up of high-level meeting in Beijing, China

- Global advocacy
- Report preparation
- Next steps in countries attending/not attending

Experience in using iodized salt in pickling and soy sauce industries in China

Situation assessment in Pakistan and Ethiopia

Lobby for iodized salt in food aid in Iraq

Experience of using iodized salt in food processing industries in USA

Salt producers meeting in Sub-Sahara Africa

Unified Reporting Matrix

#### **b. For Board decision**

Assessment of National Progress in Peru, Thailand and Iran

Preparations for high-level meeting in Lima, Peru

### 2. Iodine nutrition initiatives in Europe

Reports on IDD situation in Europe

Note and letter by EuSalt

Proposed meeting in June 2004

Approach to harmonized EU legislation

### 3. UNICEF strategy and road map towards meeting the 2005 goal

### 4. Other business

WYD Iodine Checker – CDC evaluation

VMD report and damage assessments

Any other business

**Network for the Sustained Elimination of Iodine Deficiency  
Board of Directors Executive Meeting  
February 19<sup>th</sup>, 2004  
Chateau Montebello, Quebec  
(Manitoba and Saskatchewan Rooms)**

**Agenda and Minutes of Discussions**

- |          |  |
|----------|--|
| 9.00 am  | Introductory Remarks<br>Chair Dr. Rainer Gross                                   |
| 9.30 am  | Presentation of the Network Evaluation Report<br>Robert Auger and Dr. Anne Whyte |
| 10.00 am | Comments, Clarifications and Discussion with Evaluators                          |
| 11.00 am | Coffee/Tea   |
| 11.30 am | Board Discussion   |
| 1.00 pm  | Lunch Break<br>Restaurant Aux Chantignoles                                       |
| 2.00 pm  | Resume Board Discussion  |
| 3.30 pm  | Coffee/Tea   |
| 4.00 pm  | Continue Board Discussion  |
| 5.30 pm  | Closing of the Executive Meeting   |
| 7.00 pm  | Board Dinner<br>Restaurant Aux Chantignoles                                      |