



Terms of reference



Global Nutrition Report Independent Expert Group

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Section 1: About the Global Nutrition Report

Overview

The [Global Nutrition Report](#) (GNR) is the world's leading independent assessment of the state of global nutrition and leads the Nutrition Accountability Framework (NAF).¹ The GNR was established in 2014 following the first [Nutrition for Growth](#) (N4G) Summit as an accountability mechanism to track progress against global nutrition targets and the commitments made to reach them. It acts as a stocktake on the world's nutrition – globally, regionally and country by country – and on efforts to improve it.

The GNR is a multi-stakeholder initiative, consisting of a Stakeholder Group (SG), an Independent Expert Group (IEG) and the GNR Host (the current Host is Development Initiatives (DI)) (see [GNR governance structure](#)). The GNR aims to provide a single authoritative source on progress towards addressing poor diets and malnutrition on a global scale, with high standards of quality and independence. The GNR is led by the [IEG Chair and other experts in the field of nutrition](#) and provides the best available data, in-depth analysis and expert opinion rooted in evidence to help drive action on nutrition where it is urgently needed. Through a comprehensive [Report](#), interactive [Country Nutrition Profiles](#) and [Nutrition Commitment Tracking](#), the GNR sheds light on poor diets and the burden of malnutrition, from undernutrition to diet-related non-communicable diseases (NCDs), tracks progress on global nutrition targets and highlights working solutions to improve nutrition around the world.

Strategic vision

The strategic vision for the GNR is set out by the SG (see [Annex 1](#) for the 2021–2025 Strategic Vision).

The GNR's vision: A world free from malnutrition in all its forms.

The GNR's mission: To drive greater action to end malnutrition in all its forms.

The GNR informs, shapes and inspires action with data and evidence on policy, practice and financing which results in greater accountability and progress in tackling poor diets and malnutrition globally.

The GNR **synthesises the best available data and evidence** on nutrition into high-quality, actionable content. Through its role as an independent, highly credible and respected 'go to' global resource and the accountability mechanism for nutrition commitments, the GNR aims to:

- **Inform and inspire action** by all stakeholders, including governments, donors, philanthropic organisations, civil society organisations (CSOs), UN agencies and the private sector;
- **Shape debate and discussions**, within both nutrition and other sectors, on how to tackle poor diets and malnutrition in all its forms;
- **Improve** the quantity, quality and equitable distribution of **financing for nutrition**;
- **Be the primary accountability mechanism** for tracking progress against nutrition commitments and lead the Nutrition Accountability Framework.

GNR products

The GNR currently comprises three key products:

The [Global Nutrition Report](#), which provides data, evidence and analysis on the state of global nutrition, as well as accountability and actions.

[Country Nutrition Profiles](#), presenting global, regional, subregional and country-level data on dietary intakes and burden of malnutrition and progress towards meeting global nutrition targets.

[Nutrition Commitment Tracking](#), providing a current, robust and trusted accountability mechanism for the nutrition commitments.

¹ The N4G Accountability Working Group, formed under the auspices of the Government of Japan, has called for “an independent, coherent, streamlined, unified, well financed and cost-effective accountability framework to hold all stakeholders, including governments, businesses, civil society organizations (CSOs) and philanthropic organizations accountable”. The Working Group has recommended that, as the key accountability mechanism for N4G commitment tracking, the GNR should be the natural choice for coordinating the overall nutrition accountability framework, thus extending N4G commitments aimed at coordinating nutrition accountability as a whole in the long term. See: https://nutritionforgrowth.org/wp-content/uploads/2020/10/Accountability-WG-Final-report-designed-VF_Compressed.pdf

The GNR's accountability role has evolved to provide guidance and support for formulating and registering nutrition commitments (to ensure that commitments are SMART,² follow specific criteria and can be tracked as specified in the [GNR Nutrition Commitment Registration Guide](#)),³ setting the basis for how nutrition commitments should be made and assessed.

Recognising the need to promote the dissemination and uptake of the GNR, each of these publications is actively supported by an **Outreach Strategy** and a **Communication Strategy**.

- **Outreach strategy**, identifying when and where GNR should engage, including potential strategic partnerships that could help GNR reach not only its target audiences but also expand its reach to new audiences. It carefully takes into account the global nutrition landscape.
- **Communication strategy**, aiming to drive uptake of the data, evidence, analysis and recommendations in GNR products. This is achieved through identifying communications objectives based on an understanding of the global nutrition landscape and ongoing analysis of key themes driving conversations within this landscape.

In 2021, the GNR is strengthening its accountability role to include new activities relating to the formulation and registration of nutrition commitments and the formation and coordination of a Nutrition Accountability Framework, while continuing to deliver expert evidence through its publications and products and strategic engagements aimed at informing action on nutrition.

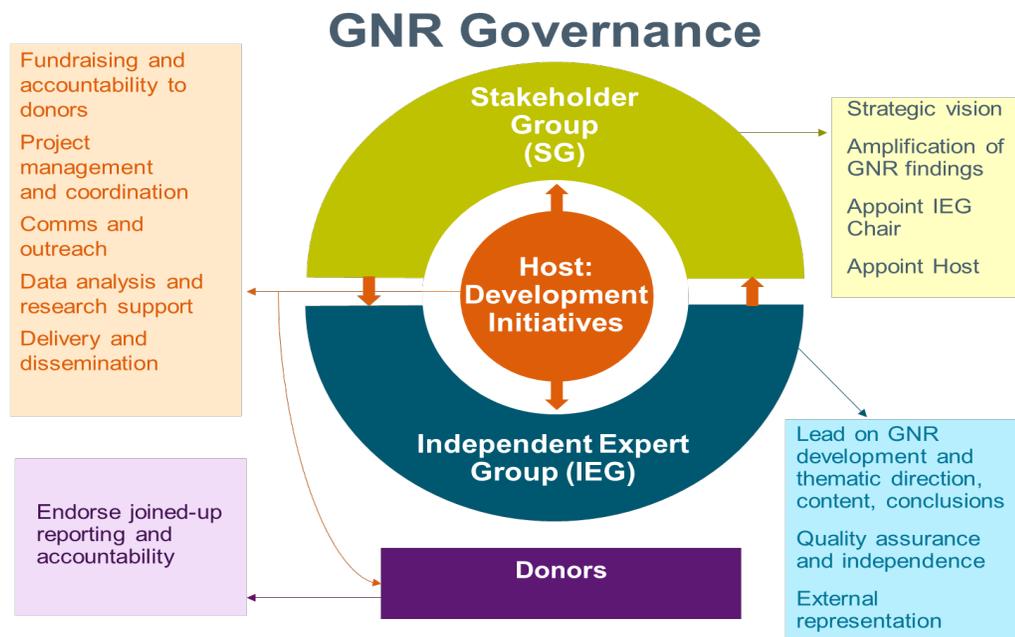
² Making SMART commitments ensures that each commitment put forward is Specific, Measurable, Achievable, Relevant and Time-bound, and that it can be tracked and reported on annually.

³ <https://nutritionforgrowth.org/make-a-commitment/>

Section 2: Governance of the Global Nutrition Report

Structure

The diagram below outlines the structure of the GNR; this will be updated in early 2021.



Stakeholder Group

The Stakeholder Group (SG), headed up by two Co-chairs, provides strategic oversight and direction to the GNR, setting its strategic vision (see [Annex 1](#)). It is responsible for the appointment of the IEG Chair and the Host organisation. It meets quarterly to oversee the delivery of the GNR (meeting minutes are available [online](#)), with the IEG Chair and Host reporting on progress against delivery and seeking advice as required, to ensure that the GNR delivers on its mandate, but without interfering with its independence. The current SG Terms of Reference (ToR) are available on the GNR website, and will be updated in 2021. The group comprises high-level members of government, donor organisations, civil society, multilateral organisations and the business sector (see the [GNR SG webpage](#) for a list of current SG members). The SG also champions and builds support for the GNR, promoting its findings through its members' institutions to drive action to tackle poor diets and malnutrition.

Independent Expert Group

The Chair of the Independent Expert Group (IEG) leads the development of the GNR and its content, including data, analysis, synthesis of evidence and conclusions and recommendations, and is accountable for the quality and independence of the GNR. The IEG Chair is the ambassador for the GNR, representing it and the IEG externally, and is the ultimate decision-maker on all matters related to the GNR and the IEG. The Chair appoints IEG members through an open competitive process and sets their terms of reference. IEG members have an advisory role but can take on additional roles (see [Membership status](#)), and they support the IEG Chair in developing an independent and high-quality GNR. In their capacity as IEG members, they accept the responsibility of being collectively accountable for the quality and independence of the GNR.

Host

The Host organisation supports the IEG in developing the GNR, providing the IEG with data analysis and research support as well as coordinating and managing functions. The Host leads on fundraising and the production, communication and dissemination of the report, as well as maintaining the website and managing all digital assets of the GNR. [Development Initiatives](#) was awarded this role in 2018, and its hosting was extended in 2020 for a further three years, from March 2021 to March 2024.

Donors

The GNR is funded by a range of donors, including government aid agencies, multilateral agencies and philanthropic foundations (see [GNR Donor webpage](#) for a list of current donors). Funding agencies have no involvement in the development of GNR content, including its conception, design, analysis, conclusions, recommendations or messages.

Section 3: IEG Chair

Appointment

The Stakeholder Group appoints the IEG Chair, through an open competitive recruitment process, and determines the ToR for the role. The IEG Chair is accountable for the direction and development of the GNR, including all related outputs/publications (mainly the Report, Country Nutrition Profiles and the Nutrition Commitment Tracker). If the IEG Chair steps down for any reason, the SG Co-chairs are responsible for recruiting his/her replacement.

The IEG Chair is appointed on a personal basis, as an individual recognised for his/her expertise and independent of his/her institution. He/she is not a representative of his/her particular profession, employer or interest group, and has a duty to act in the interests of the GNR alone. The Chair must put the interests of the GNR and ensure that their advice, guidance and work are independent from any other body they might represent. The IEG is comprised of the Chair and its members; the IEG Chair appoints members and manages the IEG (see [Section 4](#)).

The IEG Chair works closely with Development Initiatives, which is the Host organisation and publisher of the GNR and provides all necessary support to the Chair to fulfil his/her role, such as project management, data collection, analysis and presentation, synthesis of evidence and content writing, as well as the production and publication of the GNR itself. The Host leads on the dissemination and uptake of the GNR, by means of a communications and outreach strategy, including digital communications, with appropriate mechanisms in place to ensure that messaging⁴ is developed with and approved by the IEG Chair.

Expectations

The IEG Chair is ultimately accountable to the Stakeholder Group for the quality and independence of the GNR. The Chair is the final decision-maker on all matters related to the IEG and the development, content and messaging of the GNR.

The Chair, supported by the Host, is expected to lead the development of content, commission research, support outreach and serve as the ambassador for the GNR.

The Chair is responsible for the appointment and management of IEG members. These members are responsible for supporting the Chair to maintain the independence of the GNR and for the scientific rigour and quality of the content developed and its messages, as well as ensuring that it is of relevance to the policy audience it is intended for.

The IEG Chair is expected to work in close partnership with a core team of DI staff, normally a programme/project manager, a senior nutrition scientist and a lead data analyst, along with the communications and publications team, to deliver on his/her role. These personnel are responsible for ensuring that the development of the GNR remains on track and that it is sufficiently resourced.

Role and responsibilities

The IEG Chair, supported by the Host, has the following responsibilities:

- Lead the IEG, chair meetings and be the ultimate decision-maker on all matters related to the IEG and the GNR;
- Be able to synthesise and reflect the expert views and perspectives of the IEG and make a final decision on any conflicting views;
- Be accountable for the development, independence and quality of the GNR through a strategic leadership role;
- In alignment with the overarching strategic vision set by the SG, develop the content strategy and thematic direction for the GNR;
- Serve as the IEG focal point for the SG and translate the strategic vision provided by the SG to the IEG;
- Engage with donors through DI to understand donor funding requirements for the GNR and to ensure that donors are kept up to date on the content of the GNR and key issues/activities to be tackled through it;
- Identify research and analysis to be commissioned from IEG members or external individuals/organisations for the content of the GNR;

⁴ Messaging (or messages) refers to the messaging framework (communication actions) that, once approved, is adapted by the communications team to meet the needs of various actors/audiences, providing they do not change the original message or intent.

- Identify and invite external experts with specific and relevant scientific/content knowledge to contribute to the work of the IEG, on an ad hoc basis.

The role of the IEG Chair, supported by the Host, also specifically involves the following responsibilities:

1. Define the governance and ToR of the IEG, based on best practice, including rules and procedures related to excellence, independence, integrity, confidentiality, commitment and transparency;
2. Monitor that the IEG's activities conform with all relevant procedural, methodological and substantive requirements, principles and established standards, and take necessary measures as appropriate;
3. Plan the work of the IEG, including being involved in the development of the GNR, physical and remote meetings, communication and outreach;
4. Chair, steer and moderate IEG discussions and meetings and draw conclusions;
5. Represent the IEG;
6. Act as Editor-in-Chief of the *Global Nutrition Report*. In this capacity, the Chair is responsible for overseeing and approving the content developed for the GNR, and has oversight of all GNR editorial content policies that are developed, managed and implemented by the Host's managing editor and publications team. Specifically, the IEG Chair:
 - a. Enforces parameters and policies regarding all GNR publications and their content, treating quality, independence, originality and publication ethics as the most important aspects. This includes:
 - b. A clear statement of the GNR's policy on authorship and acknowledgement criteria;
 - c. Guidelines for authors on preparing and submitting content, in a format most suitable for key audiences;
 - d. Determines the structure, narrative and tone of the GNR, aiming to maximise its reputation and brand;
 - e. Oversees the development of both written and visual content to be featured in print and online media;
 - f. Delegates and assigns content development and commissions background work, case studies or further analytical work (from IEG members, external/ad hoc experts, Host staff);
 - g. Approves layouts and designs;
 - h. Oversees response to peer review processes with an external body, if such processes are put in place;
 - i. Rejects content that appears to have been plagiarised, ghost-written or published elsewhere or is of little interest to GNR audiences, or recommends ways to improve it;
 - j. Reads and approves content in a timely manner;
 - k. Approves the final versions submitted and the publication of each piece;
 - l. Contributes to editorial pieces.
7. Ensure that any potential deviations from agreed timelines related to IEG areas of responsibility are acceptable to the SG;
8. Codify the principles of interaction with the Host, SG and donors to ensure the independence of the IEG and of any GNR-related content, conclusions, recommendations and messaging, including managing conflicts of interest, in alignment with global best practices;
9. Report to the SG on the work of the IEG to deliver the vision of the GNR, including verbal and written updates and the opportunity to provide input into its main messages, without interfering with the content and with the understanding that all final decisions concerning the conception, development, implementation, interpretation and presentation of content, conclusions, recommendations and messaging are made by the IEG Chair;
10. Work closely with the Host, Development Initiatives, to deliver high-quality, robust and data-led GNR publications, products and outputs that are published to the quality standards required by the IEG, the Host and the SG;
11. Build a working environment that is trusting, supportive and empowering for the IEG and for DI staff, through an empowering leadership style that sets a vision and direction, gives confidence and encourages an environment built on trust;
12. Provide mentoring, guidance and oversight to key DI staff involved in the GNR to ensure that they can fulfil their roles and responsibilities;
13. Critically review all GNR outputs and respond to external engagement on the content, explaining decisions about how the methodology has been developed;
14. Promote coherence and collaboration among stakeholders in engaging with the GNR;
15. Promote the GNR through available communication networks and present the findings at events, roundtables and launches;
16. Act as the main Ambassador for the GNR and undertake press interviews and requests to present the GNR at meetings;
17. Delegate/empower IEG members to act as key spokespersons and undertake press interviews and requests to present the GNR at meetings.

The SG and the Host should provide the IEG Chair with the induction required, "GNR IEG Chair Induction". The Host should also provide the IEG Chair with media training when needed.

Expertise

The IEG Chair is an expert in key areas required to develop and present the GNR: nutrition science; nutritional epidemiology; nutrition policy; evidence synthesis; data quality, analysis, interpretation and presentation; narrative and scientific writing; and public outreach.

Essential attributes

1. Demonstrable leadership in the field of nutrition and recognised for their expertise and leadership in tackling poor diets and malnutrition in all its forms;
2. Experience in chairing and organising groups relating to scientific matters;
3. Strong management skills and experience in leading high-profile projects;
4. Deep and broad experience in international development, nutrition science, public health nutrition and nutrition policy;
5. A strong publication record in high-impact scientific journals and flagship publications;
6. A sound understanding of how to undertake research and monitor the impact of research;
7. A track record of successfully communicating and championing complex issues to a range of audiences (public speaking);
8. A track record of mastering complex data landscapes, generating credible analysis out of complex and imperfect data and developing a data-based, action-oriented agenda;
9. A track record of effectively managing collaborative relationships with stakeholders and donors;
10. A good understanding of the nutrition environment and stakeholders of importance to the GNR;
11. Experience of effective advocacy with governments and donors;
12. Able to commit the time required for full collaboration in the work of the IEG, acknowledging deadlines and the need for responsiveness.

Desirable attributes

1. Expertise in multiple areas of nutrition: undernutrition including micronutrient deficiencies, obesity, non-communicable diseases (NCDs), nutrition in emergencies/conflict settings, gender equality, agriculture, food systems, infant and young child feeding;
2. Fluency in issues relating to political economy, financing and private sector actions that influence nutrition;
3. Experience living and working for extended periods of time in countries with a high burden of different forms of malnutrition, both developing and developed;
4. Strong numeracy and data analysis skills and demonstrated in-depth understanding of data relevant to nutrition, such as dietary intakes, nutritional status and outcomes, financing, economics, policies, programmes and underlying drivers of malnutrition;
5. Experience of working on projects monitoring commitments and holding stakeholders to account.

Term

The term of office of the IEG Chair will be three years, renewable based on merit, ensuring continuity and alignment with the GNR production cycle. The current IEG Chair, Dr. Renata Micha, was appointed on 1 September 2020 and is profiled on the [Global Nutrition Report website](#).

The Chair serving for a period beyond three terms of three years each (nine years in total) will be considered only under exceptional circumstances.

Time commitment

The Chair will be expected to contribute 60% of their effort (0.6 FTE) to GNR-related activities, and is not entitled to benefits. The Chair is not required to forego existing employment for this role. They are instead expected to continue to be hosted by their home institution or to work independently. They are affiliated directly to the GNR as the IEG Chair. They are not considered to be a staff member of the Host institution, but a contractor who is obliged to work to the terms of their contract with the Host based on the ToR determined by the Stakeholder Group.

Remuneration

The Chair will be compensated as an independent consultant for an annual payment of £120,000 for 60% effort. The Chair's contract will be established and maintained by the Host. Travel and subsistence expenses incurred by the Chair in carrying out their role and responsibilities will be reimbursed in accordance with the travel and subsistence policy of the Host ([Annex 2](#)).

Leave of absence

The Chair is not entitled to any benefits as they are a contractor with the Host and not an employee. The Chair is contracted by the Host to deliver on their ToR within the timelines stipulated. They are required to agree leave patterns with the Host to ensure that leave does not compromise the deliverables under the Chair's leadership. If the Chair is taken ill or has a family emergency, they must hand over responsibilities to the Vice-Chair or other designated member of the IEG who can ensure that delivery is not compromised in their absence.

In the event of an unplanned leave of absence, the IEG Chair should appoint an IEG member to serve as Acting Chair to cover for their period of absence, based on merit and performance, and following mutual agreement. If a [Vice-Chair](#) has been appointed, then they would take over as Acting Chair; if no Vice-Chair has been appointed, then the IEG Chair should consider the [Working Group Leads](#) (if any); and if no Vice-Chair or working group lead is able to take on the role then the Acting Chair could be any of the IEG members, as determined by the IEG Chair. The Acting Chair will be responsible for convening IEG meetings and decision-making processes, in consultation with the Host and the SG if the Chair is not available at all during his/her leave of absence. When the Chair resumes his/her role, the Acting Chair should provide him/her with a report on their work and activities during the leave of absence.

Section 4: IEG members

Appointment

The IEG is led by its Chair, who is the ultimate decision-maker on all matters related to the GNR and the IEG. The IEG Chair appoints the IEG members through an open competitive recruitment process.

IEG members are appointed as individuals recognised for their expertise and independent of their institutions to fulfil the role as part of the Independent Expert Group. They are not representatives of their particular profession, employer or interest group, and have a duty to act in the interest of the GNR alone. Members are appointed on a personal basis, even when they may be members of other stakeholder groups or entities (see the [GNR IEG webpage](#) for a list of current IEG members). They will put the interests of the GNR first and ensure that their advice, guidance and work are independent of any other body they may represent.

The term of the current IEG ends in March 2021 and an open call for expressions of interest will be published in February 2021.

Membership status

The IEG as a whole is accountable for the quality and independence of the GNR, which must be maintained at all times. All IEG members have an advisory role to the Chair, and can assume additional roles based on their membership status. **Serving on the IEG will be acknowledged in GNR publications and on the GNR website; however, this does not automatically merit authorship in GNR publications. Authorship will be established according to globally accepted practice for academic publications.**

There are two types of membership within the IEG:

- Core Membership
- Extended Membership.

Role	Remuneration for role	IEG Core Member	IEG Extended Member
Advising	No	Yes	Yes
Contributing to communications and outreach	Travel expenses	Yes	Yes
Overall authorship	Yes	Yes	No
Select authorship	Yes	n/a	Yes
Can serve as <u>Vice-Chair</u>	Yes	Yes	No
Can serve as <u>Working-Group Lead</u>	Yes	Yes	No

The **IEG Core Members** in addition to their advisory role, will function as the core content development group for the GNR, and will be authors on GNR publications (order of authorship will be determined according to expertise and level of contribution). In their role as core authors of GNR publications, they will be overseen by the Chair and supported by the Host's staff and external/ad hoc experts, for whom the same authorship and acknowledgement criteria will be applied. Though there is no compensation for the advisory role, IEG core members will be compensated for additional services proportionate to the extra workload requested from them on top of regular IEG activities (see [Remuneration](#)). IEG Core Members can serve as Vice-Chair or as a Working Group Lead.

IEG Extended Members are expected to have only an advisory role, but they can assume additional roles for specific parts of content development, depending on expertise, interests and available resources. In these cases, they will be listed as authors only in select GNR outputs (e.g. a chapter in the Report, a policy brief) and provided they satisfy the authorship criteria. IEG Extended Members cannot serve as Vice-Chair or as a Working Group Lead.

It is the responsibility of every person listed as an author on a GNR publication to have contributed in a meaningful and identifiable way to the design, performance, analysis and reporting of the work, and to agree to be accountable for all aspects of it.

As stated in the International Committee of Medical Journal Editors (ICMJE) Recommendations,⁵ credit for authorship requires:

- Substantial contributions to the conception and design, or acquisition, analysis or interpretation of data; AND
- Drafting of the content or critical revision for important intellectual content; AND
- Final approval of the version to be submitted to the Chair; AND
- Agreement to be accountable for all aspects of the work in ensuring that questions related to the accuracy or integrity of any part of the content are appropriately investigated and resolved.

Before publication, each author must sign a statement attesting that he/she fulfils the authorship criteria of the ICMJE Recommendations. Authors must also indicate whether any writing assistance other than copy-editing was provided to them.

Composition and balance of expertise

The IEG represents wide-ranging expertise from across the nutrition community. Membership is based on suitability for the role, assessed against criteria specified at the time of recruitment of new members. New appointments are made through an open recruitment process (see [Selection and appointment process](#)) following advertisement on the GNR website and promotion through social media.

The IEG Chair determines the areas of expertise required in advance of appointments, sets the assessment criteria and runs the recruitment process. The GNR Host provides administrative support to set up interviews and manage the IEG. These areas of expertise should be reflected in a call for expressions of interest that is produced and checked to ensure consistency with the IEG's ToR. As part of the appointment process, the Chair should prepare a description of the role (see [Role and responsibilities](#)), setting out the personal qualities, skills, competencies and, where applicable, the professional qualifications sought. Additionally, the Chair should consider the diversity of membership of the IEG, including gender, age, ethnicity and geographical location.

IEG members should have diverse and synergistic skills, expertise and portfolios contributing to the strength of the group. The IEG comprises a maximum of 15 members – plus the IEG Chair – with experience and skills needed in the following areas and by membership type:

GNR IEG member areas of expertise	Core Member quota	Extended Member quota
Nutritional epidemiology/public health nutrition: overweight, obesity and/or NCDs	1	1
Nutritional epidemiology/public health nutrition: maternal and child malnutrition and/or micronutrient deficiencies	1	1
Nutrition financing and/or economics	1	1
Nutrition policy and/or political science	1	1
Diet assessment and/or diet quality	1	0
Nutritional disparities/inequalities	0	1
Nutrition and biostatistics	0	1
Nutritional knowledge and/or consumer behaviour	0	1
Nutrition programming and implementation	0	1
Nutrition and sustainability/environmental impact	0	1
Food/agricultural food systems	0	1
Total	Max. 5	Max. 10

⁵ International Committee of Medical Journal Editors: Defining the Role of Authors and Contributors. See: <http://www.icmje.org/recommendations/browse/roles-and-responsibilities/defining-the-role-of-authors-and-contributors.html>

Individual IEG members may have experience and skills in more than one of these areas and should identify their primary area of expertise. IEG members must have:

- A university degree in their relevant scientific area at postgraduate level;
- At least eight years of professional experience in their area of expertise (following the award of their PhD or equivalent professional training);
- Ability to work in English: members must be proficient in English, in writing and orally.

IEG members are expected to be experts in their fields and to have the key attributes required to develop and present the GNR and its products. These include:

Essential attributes

1. Recognised expertise in one or more of the required GNR IEG areas of expertise;
2. Scientific excellence and a sound understanding of how to undertake research and monitor its impact;
3. Strong publication record in high-impact scientific journals and flagship publications;
4. Sound organisational skills and experience in leading research projects;
5. Strong methodological and analytical skills, and ability to analyse and present complex information and to prepare evidence synthesis documents;
6. Experience in a multi-disciplinary environment, preferably in an international or global context;
7. Exceptional communication skills, including the capacity to explain complicated issues in terms that are understandable to the general public and the ability to participate in public debate, in both written and oral form;
8. Able to commit the time required for full collaboration in the work of the IEG, respecting deadlines and the need for responsiveness.

Desirable attributes

1. Expertise in multiple areas of nutrition: undernutrition, obesity, NCDs, diet quality, gender equality, agriculture, food systems;
2. Understanding of issues relating to political economy, financing and private sector actions that influence nutrition;
3. Experience of effective advocacy with governments and donors;
4. Experience living and working for extended periods of time in countries with a high burden of different forms of malnutrition, both developing and developed;
5. Strong numeracy and data analysis skills and demonstrated in-depth understanding of data relevant to nutrition, such as dietary intakes, nutritional status and outcomes, financing, economics, policies, programmes and underlying drivers of malnutrition;
6. Experience of working on projects monitoring commitments and holding stakeholders to account.

Maintenance of expertise and future need

The balance of skills, expertise and experience represented by, and required of, IEG members should be regularly reviewed by the IEG Chair, in light of both current and anticipated future work (once members commence their roles and at least annually).

To support this, the GNR Host, under the guidance of the Chair, will maintain a membership template that sets out the core skills, expertise and experience required to help deliver the work of the IEG. The purpose of the template should be to ensure a balance of expertise without circumscribing members' roles or their freedom to question any aspects of the IEG's work. The range of expertise may not become obvious until the IEG has begun its work, and it may change over time. In such cases, the IEG Chair should inform the Host of any gaps identified and discuss how best to deal with them, amending the membership template accordingly.

Assessment of future work requirements and skills audits should be used by the IEG Chair in the proactive management of succession planning. The Chair, supported by the Host, should aim to develop a rolling 3–5-year plan, or projection, of anticipated skills requirements.

It is important that all IEG members remain in contact with professional bodies, academic institutions and research/scientific communities to ensure the retention and relevance of their specialist skills and expertise as well as ongoing developments in their field. These networks may also help to identify and nominate suitable contacts to be considered for work as external experts or on an ad hoc basis.

Expectations

Appointed individuals are expected to exercise autonomous, professional judgement. Individuals do not serve as representatives of their respective organisations but in an independent capacity representing the GNR and with responsibility for maintaining its independence and high quality.

The IEG must accept the responsibility of being collectively accountable for the quality and independence of the GNR, must be prepared to answer publicly when designated to do so⁶ for decisions made on content, data presentation and interpretation, and engage in intellectual debate on the conclusions given.

It is expected that all IEG members will leverage their professional networks and capitalise on opportunities to promote the GNR. Each member of the IEG will act as an individual spokesperson for the GNR (when designated), and play an active part in communicating and disseminating its content through available communication channels, events and presentations.

IEG members are expected to engage actively in the work of the group and to adhere to the [IEG code of conduct](#) by performing their activities in compliance with the principles of excellence, independence, integrity, confidentiality, commitment and transparency. Any member unable to fulfil this responsibility will be asked to step down and a replacement will be appointed by the IEG Chair.

Members will be asked to declare publicly their affiliations and interests and to confirm a declaration of commitment and a declaration of impartiality and confidentiality once appointed. Affiliations and interests will be reviewed annually and updated. Any conflicts of interest must be declared at each meeting.

Role and responsibilities

Individual IEG members are expected to:

1. Abide by the IEG code of conduct (see [Section 5](#)) and working practice (see [Section 6](#));
2. Ensure that they understand why they are being appointed and in what capacity, and the role they are expected to play within the group (Core Member vs Extended Member), including the nature of any expertise they are being asked to contribute. If additional clarification on members' roles is required, this can most usefully be done after they are appointed. Any changes necessary must be agreed by the member and the Chair;
3. Ensure that the IEG Chair and other members are aware of the full range of expertise and skillsets within their discipline;
4. Act independently of their respective organisations and particular professional, employer or interest group, putting the mission of the GNR foremost in their responsibilities while part of the IEG. When members express the view of an organisation rather than a personal view, they should make this clear at the time;
5. Not be circumscribed by the expertise that they were asked to bring to the IEG. Members should feel free to question and comment on the information provided or the views expressed by any other member, even if such views or information do not relate directly to their own area of expertise;
6. Engage actively in the work of the group and maintain its standards of quality and independence. Any member unable to fulfil this responsibility will be asked to step down and a replacement will be appointed by the IEG Chair. Appointed individuals will be expected to exercise autonomous, professional judgment;
7. Accept the responsibility of being collectively accountable for the quality and independence of the GNR, be prepared to answer publicly (when asked) on decisions made concerning methods/approach, analysis, presentation and interpretation, evidence synthesis, conclusions and recommendations, and engage in intellectual debate on the conclusions given;
8. Leverage their professional networks and capitalise on opportunities to promote the GNR. Each member of the IEG will act as an individual spokesperson (when asked) for the GNR and will play an active part in communicating and disseminating its content through available communication channels, events and presentations;
9. Declare publicly any interests, and confirm a declaration of commitment and a declaration of impartiality and confidentiality (see [IEG code of conduct](#));
10. Scrutinise/improve the quality of the methods, data, analysis, interpretation, presentation and narrative of the GNR;
11. Engage appropriately and professionally with any processes of internal and external validation developed for the GNR;
12. Participate in IEG meetings (face-to-face and via conference calls);
13. Maximise efficiency and seek to avoid duplication with other processes, and any fragmentation in the use and presentation of data and the development of the GNR.

⁶ IEG Members should not speak on behalf of the IEG or the GNR unless designated to do so. The spokesperson will normally be the Chair of the IEG.

The first meeting of the new IEG will be an induction meeting that will set out the project, areas of responsibilities, process for the development of the GNR and what is expected of the IEG. This will be chaired by the IEG Chair and will cover the following areas (even though some of these areas might have been dealt with by the Chair during the appointment process):

- Explanation of GNR governance (role of the IEG, SG, Host) and strategic vision;
- The funding structure of the GNR;
- Presentation of the GNR and the GNR website;
- Organogram of the GNR team;
- The role of the IEG Chair;
- Explanation of the official scope and remit of the IEG;
- Members' role within the IEG;
- How the Chair works with the IEG and establishes the agenda;
- The basis on which decisions are made;
- The IEG's current work and its future agenda;
- Conflicts of interest;
- The commitment required for IEG business, meetings and preparation for meetings;
- Confidentiality of material;
- How members should deal with media contacts;
- Terms of appointment of the Chair and members; and
- Remuneration and reimbursement of expenses.

Selection and appointment process

The selection and appointment process of IEG members is open and transparent and involves the following steps:

1. The expression of interest period will remain open for a period of three weeks from 12 February 2021 to 5 March 2021.
2. Following the closure of the application process, the IEG Chair will review all applications that meet the set criteria and will shortlist for first interviews. Up to 30 candidates will be shortlisted.
3. Interviews will take place between 22 March and 31 March 2021 with the IEG Chair. The IEG Chair may opt to form an interview panel to assess the suitability of potential IEG members; this will normally consist of the IEG Chair and other senior GNR members (SG, IEG, DI) as appropriate.
4. Second interviews will be undertaken if required, up to two weeks after the first interviews.
5. Up to two references will be sought.
6. Candidates will be evaluated based on their application, interview and references.
7. All successful and unsuccessful applicants will be notified. Successful candidates will be asked to complete a declaration of commitment (specifying any additional roles to be assumed) and a declaration of impartiality and confidentiality.
8. If the representation quotas are not met, then the IEG Chair can opt to extend the call for expressions of interest in order to satisfy the minimum representation of expertise, with members already identified commencing the work of the IEG.
9. The first meeting of the IEG will be on 21 April 2020 when IEG members will be inducted.

Term

The Chair and members are usually appointed for terms of three years, ensuring to the extent possible continuity and alignment with the GNR production cycle. Members cannot serve for more than three terms of three years each (nine years in total). Members can reapply to serve on the IEG for another term through open competition. Members may be offered reappointment by the Chair without the post being advertised, up to the maximum nine-year term. This is desirable in order to retain expertise and experience on the IEG. However, reappointment of members is not automatic but is subject to conditions, including satisfactory appraisal (undertaken annually, and in the year before their term

ends) and regular attendance of meetings. The Chair, supported by the Host, should actively plan for succession, with members' input as appropriate.

Time commitment

It is envisaged that individual members will need to allocate approximately 10 days per year for their advisory role, on a voluntary basis. Some travel may be needed for in-person IEG meetings (one per year) and for outreach events (1–2 events per year), and related travel expenses will be covered, where necessary (as set out below). Members who assume additional roles as determined by the Chair, depending on priorities and the Chair's vision and following mutual agreement, will be compensated for their time (see [Remuneration](#)).

Individual members are not required to forego their existing employment for this role. They are instead expected to continue to be hosted by their home institution or to work independently. They are affiliated directly to the GNR as IEG members, but are not considered to be staff of the Host institution.

Remuneration

No remuneration is offered for the advisory role; it is a voluntary role requiring up to 10 days of commitment annually (see [IEG membership status](#)).

The Chair, in consultation with the GNR Host, is responsible for determining the level at which remuneration should be set for IEG members based on the level of their additional contributions; this should be proportionate to the extra workload requested from them on top of their regular (advisory) IEG activities. The amount of compensation paid to IEG members will be published.

Travel and subsistence expenses incurred by members in carrying out their roles and responsibilities will be reimbursed in accordance with the travel and subsistence policy of the Host (see [Annex 2](#)). Members are entitled to fair and prompt repayment of legitimate expenses, provided that they follow the rules governing the submission of claims and their timing. In most cases, DI will book travel and accommodation for all IEG members attending a meeting. The Chair and Host should discuss and formally agree what can legitimately be claimed for reimbursement beyond travel, overnight accommodation and subsistence.

Appraisals

Members are subject to a regular performance appraisal, to be carried out by the Chair, supported by the Host. The Host, under the guidance of the Chair, will develop a registry of committee attendance and activity of IEG members to ensure that they meet their commitments.

The Chair will conduct an annual appraisal of IEG members in September/October each year. The IEG Chair will assess whether the contributions of individual members are of sufficient merit and value to the GNR and the IEG. Appraisals completed within the six-month period prior to consideration for reappointment at the conclusion of a term will include third-party feedback.

Members' performance (including conduct and conflicts of interest) is monitored continuously between appraisals, and normally after the publication of a key GNR product.

The Host will develop, in agreement with the Chair, the annual IEG member appraisal form. Completed forms will be kept confidential.

Termination of appointment

All IEG members are expected to fulfil their obligations and comply with expectations on commitment, conduct and management of conflicts of interest. The Chair is tasked with reviewing members' compliance and, if necessary, can suspend or terminate members, without compensation, at any time.

An IEG member wishing to withdraw from the group can do so following the publication of that year's key publication, unless there is a specific need (e.g., illness, family emergency, change of circumstances) to do so outside of that timeframe. A notice period of at least four weeks is required.

Section 5: IEG code of conduct

Principles

The IEG Chair and Members are expected to adhere to the principles of **excellence, independence, integrity, confidentiality, commitment and transparency** while performing their duties (adapted from the European Commission rules of procedure for scientific committees⁷ and the UK Code of Practice for Scientific Advisory Committees).⁸ **Members of the IEG are expected to promote and support these principles through leadership and by example.** Members are required to review this code of conduct annually and, if they require guidance, should consult with the Chair.

Excellence

The principle of excellence applies to the performance and outcome of all GNR processes and publications, products and outputs. In particular, it applies to the intrinsic scientific quality and rigour of all content produced, including in terms of its adequacy, clarity, completeness and transparency. It also applies to the effective communication of content and conclusions drawn and to the actual and perceived credibility of the GNR.

The content of GNR publications, products and outputs must represent the best scientifically based information available at the time, taking into account conditions, resources and deadlines. All GNR outputs should be based on the best data, evidence and methodology available at the time of their preparation.

Independence

The principle of independence applies to the governance, processes, content and messaging of the GNR, including in particular its criteria of independence, conditions and arrangements for the participation of members and experts and the development of the GNR itself.

It is essential that the content, conclusions and recommendations that emerge from GNR analysis are not influenced by any consideration other than relevant scientific assessment. In particular, this principle requires members to be independent from any external economic or political interest, and also from any bias arising from political, economic, social or any other non-scientific consideration. This independence should be maintained and preserved at all times. The Host and the SG should respect and uphold the independence of the IEG. Specifically, the SG should have no involvement in the development of GNR content or conclusions or in recommendations made by the IEG following analysis or final approval to publish.

Integrity

The principle of integrity applies to the observance and promotion of good research practices in all GNR processes, including data practices, research procedures, conduct relating to publications (including practices of authorship), reviewing and editing, and external communication.

Members are expected to abide by the eight principles of research integrity:⁹ honesty in communication; reliability in performing research; objectivity; impartiality and independence; openness and accessibility; duty of care; fairness in providing references and giving credit; and responsibility for scientists and researchers of the future.

Confidentiality

The work delivered by the IEG is sometimes based on confidential information, and also involves generating confidential information (until such time as this information becomes public). IEG members, including any external or ad hoc experts, participants and observers, must respect the principles of confidentiality and professional secrecy, and must take care not to divulge confidential information acquired as a result of work done by the IEG or its working groups or other activities related to GNR governance, processes, content and emerging conclusions or recommendations.

Commitment

Members and experts must commit themselves to act independently and in the GNR's interest, and to contribute actively to the work of the IEG. They are expected to conduct themselves in an exemplary fashion in all activities relating to the IEG.

⁷ EC Rules of Procedure 2016: The Scientific Committees on Consumer Safety (SCCS) and Health, Environmental and Emerging Risks (SCHEER). See:

https://ec.europa.eu/health/sites/health/files/scientific_committees/docs/rules_procedure_2016_en.pdf

⁸ Government Office for Science 2011, Code of Practice for Scientific Advisory Committees. See:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/278498/11-1382-code-of-practice-scientific-advisory-committees.pdf.

⁹ European Science Federation and All European Academies. The European Code of Conduct for Research Integrity, 2011.

<https://allea.org/code-of-conduct/>

Transparency

The meaning of scientific content, the manner in which conclusions and recommendations are drawn, the limits of their validity and any relevant uncertainties must be made clear and understandable for users, stakeholders and the public. Equally, the process leading up to a GNR publication or other output, including its rationale and organisation, must be presented in a clear and understandable manner. Transparency should also extend to openness, dialogue and engagement and collaboration with other relevant bodies and third parties.

Rules and procedures relating to excellence

The rules of procedure will be applied in such a way as to ensure compliance with principles and standards for the evaluation of evidence, based on established and agreed standards for assessing research excellence and on parameters and policies for all GNR publications and their content. The application of these principles and standards will be monitored by the IEG Chair with support from the Host and, as appropriate, with support from the Vice-Chair and Working Group Lead(s), and any necessary action is taken by the Chair to ensure conformity with them.

Rules and procedures relating to independence

Members and experts will undertake to act independently from any external influence. They will ensure that they do not delegate their responsibilities, directly or indirectly, to any other person or allow themselves to be influenced in any way while executing their duties. Appointments should be based on a candidate matching the personal specification and the expertise agreed. Those appointed are members in their own right and should not serve as a representative of any stakeholder organisation. While it is acknowledged that suitably qualified professionals are unlikely to be entirely free of connections or interest in the areas covered by the IEG, they should perform their duties as a member in a professionally impartial manner.

Members and experts will be expected to demonstrate beyond question that they can act independently. They will be under a continuing duty, before being involved in any activity, situation, circumstance or other fact that potentially involves an interest, to declare that interest, so that the IEG Chair can identify any interests that might be deemed prejudicial to their independence (see Declaration of interests below).

The Chair, with support from the Host, will ensure that members and experts comply with the principles of independence at all times. The Host will draw the attention of the Chair to any case where it appears that a member or expert might have failed to act independently of an external influence. The Chair will then decide on the appropriate measures to be taken, which can include the termination of the member's appointment.

Any member or expert who, according to their Declaration of Interests or in the judgement of the IEG or a working group, may not be able to act independently, will be excluded from specific activities or may be permitted to participate only to a limited extent and in a way compatible with safeguarding the process from any undue influence. In cases of this nature, the member or expert will not have voting rights, and the extent of their participation in the work of the IEG will be decided by the Chair. Measures may include the member physically withdrawal from a meeting while the point in question is being discussed, limited participation or termination of their appointment. When any of these situations occur, it should be documented in the official record of the meeting.

If contacted by a third party in connection with their participation in the IEG, a working group or any other IEG activity, members or experts must inform the Host and refer the third party to them; the Host will subsequently inform the Chair. Members and experts must also inform the Host of any relevant contacts they might have with petitioners, special interest groups, other international bodies or other stakeholders in relation to the work undertaken by the IEG (including by working groups). The Host will advise the Chair on any action to be taken should there be any potential conflict of interest.

Declaration of interests

The GNR places a high value on the integrity of its content and on scientific freedom. It is critical to the IEG's values to ensure objectivity in analysing, interpreting and disseminating ideas via publication of the report and other GNR outputs, to maintain public trust and to ensure that the IEG's responsibility to GNR audiences is not compromised.

The GNR expects IEG members to perform their professional responsibilities with the highest standards of personal integrity; however, it is necessary to acknowledge the potential for situations where a secondary interest could reasonably be expected by others to influence decision-making, and to avoid or manage such situations.

For this purpose, at the beginning of their mandate and then annually thereafter, members and experts must make in writing a Declaration of Interests ([Annex 3](#)), and must promptly notify the Chair of any changes. Ad hoc experts are expected make in writing a Declaration of Interests before any meeting to which they are invited. Observers will not be required to provide a Declaration of Interests, as they do

not have voting rights and do not participate in formulating GNR content, conclusions, recommendations, advice or messaging.

Members and experts are required to declare any current or non-current (i.e. completed within the past three years) financial or non-financial professional or other interest that could potentially influence their ability to conduct themselves impartially while serving on the IEG. Interests should be also declared for close family members, including spouse/domestic partner and dependent children. For example, if a member (or a close family member) works for or consults for an organisation, this may be perceived to affect their partiality given the existence of a financial relationship. The same may apply if an individual (or close family member) serves as a member of an advisory board or has financial or non-financial relationships with the private sector, even if only short-term.

Declarations should be relevant to the work of the GNR and should include the time period of the activity concerned, whether or not it involves a financial relationship (e.g. honorarium/payment received) and details of the activity (e.g. the name and type of the organisation concerned and the member's role in acting for it). Members should generate the Declaration of Interests form ([Annex 3](#)) using the relevant guidance ([Annex 4](#)).

Publication of declared interests

The interests declared by members and experts will be made public in accordance with the transparency provisions set out by the GNR. The Host will maintain a register of IEG members' interests and will review this register annually, publishing details as part of the GNR annual report or other routine update on progress. In addition to this annual publication, the Host is charged with maintaining a 'live' published register of interests, which will be updated as soon as possible when an interest is declared. A snapshot of this 'live' register of interests will be included in the annual report and will act as a permanent record. Interests declared by members and experts will also be disclosed in GNR publications.

Failure to promptly declare interests

Failure to provide a declaration of interests in a complete and timely manner, including prompt notification of any changes, will be considered a *prima facie* breach of trust towards the GNR. In such cases, the Chair will take any actions deemed necessary, including dismissing the individual concerned from the IEG.

In any instance where the Host identifies an interest that has not been disclosed in the proper fashion by a member or, for whatever reason, an interest has not been reviewed, the Chair will, within 60 days, review the interest and determine whether it is related to the work of the IEG. If the Chair judges this to be the case, a management plan will be implemented specifying the actions that have been (or will be) taken to manage the conflict of interest, at least on an interim basis.

In addition, in any case where a conflict of interest is not identified or is not managed in a timely manner, the Host will, within 120 days of non-compliance being determined, conduct a review of the member's work within the IEG for the Chair to determine, retrospectively, whether any activity conducted by the member during the period of non-compliance was biased. Such cases may include where a member fails to disclose an interest that is subsequently determined by the Chair to constitute a conflict of interest; where the Chair fails to review or manage such a conflict of interest; or the member fails to comply with a management plan for a conflict of interest.

Recognising potential conflicts of interest

It is unlikely that suitably qualified professionals will be entirely without connection or interest in their area of expertise. Contributing to the work done by the GNR and the IEG should not preclude members from presenting on their own areas of expertise or restrict their ability to practise. The GNR should encourage IEG members to be actively involved in discussions of the wider community, scientific or otherwise. Conflicts may arise where an interest could be regarded as influencing a member's opinion or the advice they give, and it is the responsibility of the Chair to consider the potential for conflict in the interests declared by members.

Some organisations have extensive portfolios, not all of which will be of relevance to the GNR, and a conflict of interest should not be inferred from name association alone. Rather, the Chair should consider potential conflicts in the context of a member's role within the IEG and the substance of their involvement with an organisation or other body. An interest is generally considered to involve potential for conflict when the subject matter is relevant to a current GNR discussion item or to its content development, conclusions, recommendations and/or messaging. Members will not therefore be excluded from discussions relating to the GNR work programme solely on the basis of their involvement with e.g. a food company, a particular industry or other interested party, but only if an actual conflict of interest exists.

In addition to this, the IEG Chair must consider whether a member's role means that they might be influenced by any organisation seeking, for example, to use the GNR as a platform to promote their own interests, agenda or business. For instance, it is likely that talks and presentations given by members will relate to a current area of their work for the GNR; however, it is unlikely that a member would be influenced while presenting their own scientific opinion in an open forum, for which they would

receive minimal compensation. The nature of potential involvement varies greatly, from employment within, or ownership of, an organisation, the endorsement of publications and products, and collaboration to reach scientific conclusions with organisations where a conflict of interest might potentially exist.

An IEG member with an 'industry' background is likely to have a clear and direct involvement with a company or other organisation whose business is relevant to the work of the GNR. Such a member would be appointed on the basis of the technical industry expertise they would bring to the GNR. Therefore, they would need to refrain from participating in discussions and from drawing up final conclusions only in cases where it is judged that there would be an actual conflict of interest relating to a specific item under discussion.

There are other interests, apart from direct interaction with commercial organisations, which may have potential for conflict. Academics, like the scientific community in general, depend for the majority of their research funds on public and non-government organisation (NGO) sources and have an interest in attracting work for their group. There may be a potential for conflict here if content, conclusions and/or recommendations developed by the IEG contradict previous research findings or attach less importance to the relevance of the research focus of their particular group, as this might have an adverse impact on the research funding they are able to attract.

A potential conflict may also arise if an expert has previously been vocal in expressing an opinion within the scientific community or in wider media, and GNR content (including its conclusions and recommendations) might contradict this view and potentially affect the member's scientific credibility. This provision refers to previously held opinions, and the intention is not to inhibit a member's ability to practise and offer their professional opinion outside of the GNR framework but to ensure that strong opinions do not affect the balance of the GNR's content. The IEG welcomes diversity of opinion, and it is particularly important to follow the GNR procedures for ensuring that the conclusions and recommendations it reaches reflect, to the extent possible, the thinking of the entire membership.

Determining conflicts of interest

The IEG Chair will determine whether any interests disclosed by a member are potentially relevant to the work of the GNR in any way and, if so, whether the interest(s) represents a conflict. A member's interests are considered relevant to the work of the GNR when the IEG Chair reasonably determines that they:

- Could affect or be affected by the work of the GNR; or
- Involve an entity whose interests could affect or be affected by the work of the GNR.

Where an interest raises the possibility of conflict with the duty of a member, to such an extent that a member of the public might reasonably question whether their behaviour or judgement could be or has been influenced by that association, the matter will be explored in discussion with the IEG Chair, the member and perhaps other knowledgeable third parties (as appropriate). A conflict of interest is deemed to exist when the Chair reasonably determines that the interest could directly and significantly have an impact on the design, conduct, reporting, conclusions, recommendations or messaging of work done by the GNR. Any conclusions and any decisions taken in relation to a member's Declaration of Interests, as well as the rationale for these, will be recorded by the Host.

Avoiding or resolving conflicts of interest

In the period before any GNR product, review, advice or any other publication or output is finalised, the Chair, in consultation with the Host, should define an 'embargo' period, during which no IEG member or expert should discuss, disseminate or present on the content of any of these outputs. The Chair should also consider a period during which members refrain from giving talks, presentations or interviews on any content that is closely related to that of GNR outputs. It would be preferable for such discussions to include the GNR's findings and advice, when published, and as members could unconsciously be influenced by draft findings, conclusions or recommendations, invitations should be declined while such content is being drafted, until the point when it has been finalised and made public. This time period should be considered on a case-by-case basis but the Chair must ensure that it is not so long that it restricts a member's ability to practise. If draft or final conclusions/recommendations are due to be published, and it is practical for all involved, it is preferable for any talks or interviews to be delayed until after publication, to ensure that such conclusions are included in discussion and debate. Members should discuss such cases with the Chair, who will seek the advice and support of the Host's communications team.

If an interest is considered to have potential for conflict, the Chair should discuss the matter with the member in question to gather more information to enable them to decide whether a conflict exists. When a declared interest has been considered, this should be recorded in the 'live' register of interests, along with the decision reached.

When it is determined that there is a conflict, the member will be asked either to step down from their commitment or to refrain from participating in discussions and contributing to the drawing up of final conclusions on related agenda items. It may be the case that a conflict makes it impractical for a

member to continue to work on the GNR, if it would oblige them to withdraw from a substantial amount of its routine work. In such cases, a member may be asked to stand down from their role on the IEG.

Members should also withdraw from any discussion of matters where they feel they cannot act impartially. When taking part in meetings of the IEG or of a working group, or in any other activity, members should declare at the beginning of each meeting any activity, situation or circumstance potentially involving a conflict of interest, so that the Chair can identify interests that might be considered prejudicial to the member's independence regarding items on the agenda. Declarations will be made verbally, at the request of the Chair, and will be noted in the minutes of the meetings. The Chair will then decide whether or not a member should take part in any discussion or decision on an issue. Where no clear conflict is apparent, the Chair must bear interests in mind and take steps to ensure that there is no bias in any discussions relating to the GNR or in the formulation of findings, conclusions or recommendations. All decisions taken in relation to Declarations of Interests at GNR meetings should be recorded in the minutes.

Members are appointed based on their scientific expertise on topics related to the work of the GNR, and so it is expected that papers they author or co-author will be used to inform IEG review processes. Members are not required to include a list of publications in the register of interests, but if a paper by a member is considered as part of a review, then this should be highlighted in the relevant minutes.

Where members are involved in research projects funded by organisations that have an interest in the work of the GNR, the Chair will seek further information and discussion to establish whether a conflict exists. In addition, the GNR requires that evidence considered for inclusion in GNR outputs should be, or should be based on, published literature in peer-reviewed journals. The reason for this is to ensure that scientific research papers are subjected to independent scrutiny from other qualified scientific experts, so that any concerns about impartiality or bias will have been considered by reviewers or editors before they are considered by the IEG. Therefore, current research projects by members will only be considered under this proviso, and all scientific opinion and conclusions need to be supported by peer-reviewed literature. If the GNR considers a paper authored or co-authored by a member, these requirements should be borne in mind throughout deliberations and should be recorded in the minutes. Ultimately, decisions will be made by the IEG Chair, as appropriate.

Compliance with provisions on personal data protection

The GNR takes very seriously the protection of the privacy and security of personal information, in accordance with the General Data Protection Regulation (GDPR). Members of the IEG will receive and are required to acknowledge in writing the [Host's GDPR Privacy Notice](#).

Rules and procedures relating to integrity

The Host, in common with all agencies and organisations employing and/or engaging with researchers and experts, has a duty to maintain a culture of research integrity. Such a culture requires clear policies and procedures and robust management methods that ensure awareness and application of high standards and the early identification and, wherever possible, prevention of any transgression.

The definition of misconduct in research and the specification of proper scientific and research practice are both based upon principles of research integrity.¹⁰ All members should observe these principles individually, amongst themselves and in relation to the outside world. All IEG members are expected to provide proof of current Collaborative Institutional Training Initiative (CITI) certification¹¹ or an equivalent research, ethics and compliance training certificate.

Fabrication, falsification and deliberate omission of unwelcome data are all considered serious violations of the ethos of research. Plagiarism is a violation of the rules of responsible conduct vis-à-vis other researchers and, indirectly, is harmful for science more generally. Credible allegations of any such misconduct will always be investigated, and even minor misdemeanors will always be reprimanded and corrected. Confidentiality will be observed where possible and, where necessary, proportionate action will be taken. Investigations will be carried through to a conclusion, even if an alleged defaulter has left the IEG.

Other types of misbehaviour, such as intimidation of staff or peers, misuse of funds and actions that are already subject to universal legal and social penalties, are also unacceptable but do not constitute 'research misconduct', since such behaviour does not affect the integrity of the research record itself. IEG members are required to review and sign the Host's safeguarding policy. They are expected to act according to the code of conduct when representing the GNR in any capacity or when interacting with the Host's staff members or with peers or partners. There will be no toleration of bullying, intimidation or sexual harassment, and any such behaviour will lead to the IEG Chair suspending the member until a full investigation has been completed.

¹⁰ European Science Federation and All European Academies. The European Code of Conduct for Research Integrity, 2011. <https://allea.org/code-of-conduct/>

¹¹ <https://about.citiprogram.org/en/homepage/>.

Rules and procedures relating to confidentiality

Members, experts and observers must not divulge confidential information acquired in the course of their work for the GNR or in other activities to which these rules of procedure apply. This includes, in particular, any documents and materials generated in connection with GNR or IEG activities, up to the point that these are made publicly available, and documents provided by third parties for which confidentiality has been requested and has been agreed by the Host in accordance with the applicable provisions.

Members and external experts are expected to make in writing a Declaration of Impartiality and Confidentiality at the beginning of their term. The obligation not to disclose confidential information will continue to apply even after members' involvement in the work of the GNR has ended.

Ad hoc experts and observers must make a Declaration of Confidentiality and Impartiality in writing before the meeting to which they are invited.

The individual views of members and experts, whether expressed orally or in writing during deliberations within the IEG or a working group, will remain confidential.

In the final stages before the finalisation and dissemination of any GNR outputs, all members must observe an 'embargo' period (as described above), during which no member will discuss, disseminate or present on the content of these outputs.

Personal identifiers and contact details of individual members will be removed from any GNR outputs or deliverables that are placed in the public domain.

Rules and procedures relating to commitment

Members and experts are expected to make in writing a Declaration of Commitment at the beginning of their mandate. Ad hoc experts are expected to make in writing a Declaration of Commitment before any meeting to which they are invited.

Members and experts are expected to contribute actively to the discussion of subjects within their field of expertise or competence during meetings of the IEG and the working groups and, when requested, to provide written input. They should take into account that, in general, meetings will involve preparatory work and that requested contributions (e.g. studies, reports or drafting of content) should be provided in good time.

Members are expected to participate in a fair share of working groups, according to their expertise, on a basis that fairly shares tasks and workload among members. They are also expected to represent the IEG in external meetings, such as with stakeholders, and in conferences and press interviews, at the invitation of the IEG Chair.

In each calendar year, it is expected that members and experts will attend at least 70% of the IEG and working group meetings to which they have been invited. The extent to which members and experts have been able to participate in the work of the IEG related to the particular area of work to which they have been assigned will be assessed by the Chair on an annual basis. Potentially, if they do not meet the requirements, they could be dismissed from a working group and/or from the IEG if the IEG Chair so decides.

When invited to represent the IEG, members and experts must ensure that they convey its views, and do not express personal views or interpret any opinions adopted beyond the established position of the IEG. Before undertaking such responsibilities, they should inform and consult with the Chair. They should also use GNR formats, templates and logos in order to make visible the contributions of their presentations. Finally, they must report to the Chair in writing and orally at the relevant IEG meeting(s).

Members and experts should not speak on behalf of the IEG and/or the GNR, unless formally requested to do so by the Chair. Members and experts should inform the Host promptly on all issues concerning any external activities directly related to the work of the IEG, such as relations with the media (e.g. interviews, articles, letters), presentations or speeches, and any other communication regarding the work of the IEG.

Rules and procedures relating to transparency

The IEG will operate with a high level of transparency, without prejudice to legitimate requests for confidentiality or the need to safeguard the freedom and scientific integrity of debate and the independence of members and experts from external influence.

The following documents of the IEG will be published on the GNR website in a timely manner by the Host, while respecting confidentiality requirements and the protection of personal data:

- IEG terms of reference;
- The name of the IEG Chair together with brief biographical details;

- The names of IEG members by membership status, together with brief biographical details;
- Names of the members and experts appointed to working groups;
- Agendas of plenary IEG meetings and related working group meetings;
- Summaries of the minutes of plenary IEG meetings and related working group meetings, without attribution to individual members of the IEG and with confidential information removed;
- Declarations of interest of members and experts. Declarations of interest relating to items on the agendas of plenary meetings and working group meetings will be recorded in the minutes;
- Activities relating to dialogue with stakeholders, if any (e.g. consultations on mandates, calls for information, calls for experts, public consultations, etc.).

The Chair, in consultation with the Host, will decide on the publication and dissemination of any other document, on a case-by-case basis.

The availability of preparatory and draft working documents will be restricted on a need-to-know basis to members, experts and the Host. Such documents will not be given to third parties unless a different decision is made by the Chair, in consultation with the Host, in specific cases where there is a need to involve or inform urgently a third party in order to complete the relevant work.

The Chair will be responsible for determining the appropriate level of publicity that a GNR publication or other product should be given and may request assistance from members and experts to ensure the scientific validity of press releases or other communications (messaging).

Section 6: IEG working practice

Procedures for arriving at conclusions

The IEG Chair, supported by the Host, is responsible for planning and managing the IEG's work. The Chair is also responsible for representing the IEG and for chairing, steering and moderating discussions during meetings and drawing conclusions from these discussions. The IEG Chair is able to synthesise and reflect the expert views and perspectives of the IEG and to make the final decision on any conflicting views.

In his/her capacity of ultimate decision-maker, the IEG Chair should ensure that:

- The full range of expert opinion is taken into account in an appropriate fashion;
- Every member has the opportunity to have their voice heard and no view is ignored or overlooked, using, where appropriate, a structured process to ensure that all views are acknowledged and explored;
- Any significant divergence of opinion between members is fully explored and discussed;
- Members understand when they are expected to reach a consensus or to vote on particular issues;
- The Host accurately documents the proceedings of meetings so that a clear audit trail is created to show how a decision has been reached.

Open and frank discussion should at all times be encouraged, and differences of interpretation and opinion should be recorded impartially and attributed accordingly in minutes of meetings (see [Meetings](#)). It is recognised that opinion will include expert judgement as well as objective or factual information, and wherever possible the degree of certainty of judgements, and the rationale for them, should also be recorded.

The IEG should have processes in place to enable relevant expertise and research available within its remit to be identified.

Voting rules

When decisions are particularly important – as determined by the IEG Chair – and a consensus is needed but none can be reached, the Chair can implement a voting procedure whereby the record includes majority and minority positions, attributed accordingly, and explains the differences and the reasons for them. Once a decision has been reached, based on an absolute majority of the members present, all members should support that decision and recognise their responsibility not to undermine the authority of the IEG in any way.

Members who have resigned or whose membership has been terminated will not be considered when calculating the majority required.

Reporting of findings and uncertainty

The IEG should aim to have in place a transparent and structured framework to examine, debate and communicate its data and evidence-driven findings and recommendations.

It is important that recommendations are based on all the data and evidence available, though sometimes a decision needs to be taken when there are serious gaps in the knowledge base and a considerable degree of uncertainty exists. When this is the case, the IEG should use its collective judgement to decide on the best course of action to recommend, if any, based on expert knowledge and experience of similar issues in the past, and should ensure that gaps in data and knowledge are accurately recorded.

It is inevitable that others might reach different conclusions or judgements based on the same data and that on occasions the opinion of the IEG will be proved with the benefit of hindsight to be wrong. The IEG should be open about both of these possible outcomes, and its public outputs should make clear any limitations in the data or evidence used and any judgements or recommendations that have had to be made in a situation of uncertainty.

The IEG should use the most appropriate method for reporting data that takes account of the level and type of uncertainty involved. Data sources should be quoted and the extent of uncertainty in scientific analysis and any degree of auditing should be described. Where the IEG has considered a range of options, it should report the reasons for selecting the preferred option.

Appointment and role of the Vice-Chair

The IEG Chair, depending on priorities and on his/her vision, may appoint a core member of the IEG to serve as Vice-Chair, based on their merit and performance and with mutual agreement. The role of the Vice-Chair is to support the Chair and, if the Chair is unavailable, to take responsibility for convening

IEG meetings and for decision-making processes. The Chair should consult the Vice-Chair on a regular basis and as appropriate on emerging issues that require urgent decisions that cannot be postponed for discussion at regular meetings. The Vice-Chair's responsibilities will be defined in their Declaration of Commitment and they will be compensated for their time for the additional responsibilities they take on beyond the duties of a core member of the IEG.

Establishment and role of working groups and Working Group Leads

The IEG Chair may establish working groups to undertake specific tasks; these should be clearly defined and should be linked directly to the work of the GNR. Each working group is chaired by an IEG core member – the Working Group Lead – who is appointed by and reports to the IEG Chair. Each working group will include at least one IEG member and may also include external or ad hoc experts. Members and experts participating in a working group will be designated by the group Lead in agreement with the IEG Chair. The responsibilities of the Working Group Lead will be defined in their Declaration of Commitment and they will be compensated for their time for the additional responsibilities they take on.

The lead of the working group will be responsible for organising and steering the group's work and for reporting to the IEG Chair, as well as informing the wider IEG of the group's activities. The lead will work in close cooperation with DI staff involved in the tasks in question.

A working group will endeavour to reach a consensus on any decision. If a consensus cannot be reached, the decision will be made by the IEG Chair.

The names of those participating in working groups will be made available on the GNR website for the purposes of transparency and accountability.

External and ad hoc experts and observers

If the IEG is lacking in relevant expertise for a specific project or task, the Chair can co-opt experts or establish sub-groups to include such experts on an ad hoc, time-limited basis. In such cases, the appointment process can be simplified to reflect the fact that the roles are temporary in nature. The Host should make an internal record detailing the selection process for such roles.

The IEG may invite external and ad hoc experts who have particular and relevant scientific knowledge to contribute to its work and to that of its working groups. This can include, for example, the preparation, compilation and presentation of data and evidence that serves as a basis for the IEG's work. Experts appointed in this way will be compensated for their time.

External experts may participate in working groups. They can contribute to content generation such as preparing, drafting, editing and revising material for submission to the IEG, but they have no voting rights. Authorship will be determined based on the level of contribution.

The role of ad hoc experts is limited to testifying and offering specialist advice on specific issues, by providing information and replying to questions only (in written and oral form). Such experts can be invited to take part in IEG or working group meetings on an ad hoc basis for a limited time. They cannot draft material for the IEG and have no voting rights.

The IEG Chair may grant observer status to other expert individuals by directly inviting them to take part in discussions and to provide expertise, but such individuals do not have voting rights and may not participate in the development of opinions, decisions, conclusions or recommendations.

Selection of external experts to participate in working groups

External experts invited to participate in working groups may be selected from a reserve list of suitable candidates. A list/database of a pool of experts will be created and maintained by the Host following nominations by IEG members and/or open calls for expressions of interest. The Host will establish a shortlist of suitable candidates based on the fields of expertise required to complete the tasks assigned, as defined by the IEG Chair and the working group lead.

The IEG Chair and the working group lead, in collaboration with the participants in the working group, as appropriate, will select candidate from the shortlist. The selection process should be properly documented by the Host in order to ensure transparency. The final decision on appointments rests with the IEG Chair, based on an assessment of the independence and expertise of the experts concerned.

External representation

The IEG Chair is the main ambassador for the GNR and also represents the IEG in public forums. The Host, with guidance from and on behalf of the Chair, may invite IEG members to represent the GNR and the IEG in external events or meetings and to undertake press interviews as appropriate.

Public consultation

Where matters are deemed to be of importance or of interest to the public, the IEG Chair may opt to conduct a public consultation. Consultations of this nature will generally be designed to enable the IEG to reach a decision on the type of output it should offer. The Host will be responsible for developing and managing public consultations, and will ensure that all relevant parties and stakeholders are made aware of the exercise. Records should be made of responses.

Peer review

Draft findings of the IEG may benefit from peer review by a wider range of experts than those involved in the group. In addition, the final publication of findings should contain sufficient detail to allow other experts to evaluate the IEG's work.

Information exchange

The Host should ensure that the IEG is informed of any other relevant committees or groups that exist, and should arrange opportunities to exchange information with them. This might mean providing other committees with advance notice of significant announcements by the IEG, copying relevant documents or sharing best practice through joint meetings.

If the GNR as a body is invited to participate in other groups or committees, the IEG Chair can determine which individual is best suited to represent the GNR in those discussions, if not themselves.

Communication

Channels of communication for the IEG include:

- **Email:** Normally, the majority of IEG interactions take place via email. Members are expected to respond to emails requesting information within five working days. Email coding guidance may be used as appropriate.
- **In-person whole-group meetings:** Where circumstances allow, all members of the IEG will meet face-to-face once or twice a year (for up to a two-day period) for detailed discussions on developing GNR content and to contribute to outreach planning. Preferably, one of these meetings should take place once new members of the IEG have taken up their roles to further facilitate the induction process. The GNR will provide travel, accommodation and subsistence for these meetings. If travel is restricted (e.g. due to Covid), in-person meetings will be replaced by online meetings.
- **Online whole-group meetings:** Group meetings are organised every quarter (more frequently at the beginning, when the IEG first resumes its role), and generally last for 60–90 minutes. The Host will share a schedule for IEG meetings at the beginning of each year.
- **Online working group meetings:** Working group meetings are held as and when required; groups should aim to establish a schedule for each year.
- **Online select IEG meetings:** One-to-one meetings will be held between the Chair and IEG members as and when required; for example, a meeting may be required to discuss declared interests or for an appraisal.

Meetings

The IEG will convene for meetings as described above. Members are expected to attend at least 70% of these meetings over the course of the year or, if absent, to contribute their ideas in writing before and after the meeting.

Before each calendar year begins, the IEG Chair, with support from the Host, will establish a schedule for plenary meetings of the IEG in the forthcoming year and, where relevant, a provisional schedule for meetings of working groups.

As a general rule, the dates, locations and logistical arrangements for all plenary meetings of the IEG will be confirmed with members at least 10 working days in advance. Exceptions can be made for meetings called at short notice, based on a matter of urgency. Urgent meetings of both the IEG and of working groups may be called at short notice.

If a meeting has to be cancelled, the Host will provide written notification of this (e.g. via email) no less than two working days before the planned date of the meeting.

The Chair sets the agenda for meetings and guides the Host in the preparation of any supporting materials. The Host will circulate a draft agenda for the meeting no later than 10 working days before

the date scheduled; this provides an opportunity for IEG members to request clarification of agenda items, or the addition of new ones if deemed necessary from the Chair.

The Host will circulate any reports or other deliverables prepared by the Chair, the Host or designated IEG members at least five working days before the date of the meeting at which these will be discussed.

Meetings of the IEG and its working groups are not open to the public.

Commissioned services (e.g. specialist consultants, external communication agency) concerned with the topics on the agenda will be entitled to present in the meeting, at the invitation of the IEG Chair. They may assist by providing information or clarification, but may not take part in any discussions or seek to influence their outcome.

The Host will prepare draft minutes of plenary meetings; these will contain at a minimum:

- The list of participants and apologies for absence;
- Declarations of interest made by participants concerning their independence, including the relevant details, any action taken and the rationale for this. Information recorded in the minutes must be adequate for the purpose of managing any conflict of interest;
- The agenda of the meeting;
- A summary of discussions, including significant minority standpoints and actions agreed;
- A record of decisions made and opinions adopted;
- Any votes against or abstentions during voting, and the reasons for them;
- A record of members' individual positions during the deliberations of the IEG.

The draft minutes of plenary meetings will be circulated to the IEG Chair, and to Vice-Chair and working group lead as appropriate, for comment within five working days. The minutes should be finalised by the Host and circulated to all members of the IEG within 10 working days from the date of an IEG meeting.

A summary of the minutes will be made publicly available. Given the proprietary nature of discussions and findings, confidential information and attribution to individual IEG members will be removed before publication.

Section 7: Stakeholder Group

Role of the Stakeholder Group

The SG provides overall strategic direction for the GNR and ensures that it serves the needs of its stakeholders. The SG appoints the IEG Chair, who then develops the content strategy and thematic direction of the GNR. The SG meets quarterly, and in person at least once each year. The Co-chairs of the SG represent the interests of the group's members.

Specific objectives of the SG are to:

- Develop the strategic vision of the GNR;
- Appoint the IEG Chair and the hosting agency, and assess their performance;
- Determine the production cycle of the GNR Report;
- Review and advise on the GNR's messaging from a positioning standpoint, while avoiding any interference with its content;
- Act as a champion, build support and ensure that the report maximises its impact on accountability for greater progress against poor diets and malnutrition.

Principles of interaction between the IEG and the SG

The SG only interacts directly with the Chair on the GNR, and does not contact individual members of the IEG. IEG members should not contact SG members with regards to the GNR. These boundaries must be maintained at all times.

Section 8: GNR Host and hosting arrangements

Role of the GNR Host

The GNR Host organisation supports the IEG in leading the development of the GNR through functions such as financial, project and publication management, communications and administration. It also provides support with research, data curation and analysis. The Host exercises professional discretion in making decisions on the everyday project management operations supporting the GNR, with appropriate mechanisms in place to ensure that it is aligned with the vision and priorities of the IEG Chair. Programme management of the GNR is led by the Host and responds to the requirements of the IEG Chair.

Specific objectives of the Host are to:

- Act as the legal entity for receiving, processing and managing all aspects of the GNR's funding, expenditure and reporting;
- Manage the full project cycle, from planning and scoping to implementation, monitoring and evaluation and reporting;
- Fundraise to ensure adequate financial resources to support the project;
- Manage all aspects of the publication/production process;
- Lead on communications and outreach for the report;
- Provide the IEG and SG with administrative support;
- Provide data, research and analysis support.

Hosting arrangements

Development Initiatives (DI) has been the Host of the GNR since April 2017, initially in a temporary capacity and then taking on this role formally in April 2018, enabling effective management, delivery and dissemination of the multi-stakeholder initiative. The appointment of DI as GNR host has been extended until March 2024. As part of its role, DI coordinates:

- Programme management and coordination – this includes stakeholder management, governance support, donor engagement and fundraising, as well as the administration of workplans, contracts, logistics, compliance, risk management, capacity planning and budgeting, etc;
- Publication and digital content management – DI coordinates the production of GNR publications, products and outputs, manages its website and leads on the development of visualisations and digital assets to increase the uptake of the report's findings;
- Outreach, engagement and communications – DI leads on the communication and dissemination of the GNR's findings via strategic events, targeted engagements, creative assets, social media and media content;
- Data analysis and research support – DI provides data processing, research and analysis support for the IEG.

Principles of interaction between the IEG and the Host

The IEG Chair, in consultation with the Host and the SG, is responsible for defining the principles of interaction with the Host to ensure effective management of the GNR and to preserve the independence of the IEG and of any GNR-related content, including managing conflict.

Section 9: Donors

Role of the Donors

The Donors fund the delivery of the GNR's objectives according to the GNR logframe provided to them. The Donor Group also champions the GNR and works to generate support from new donors. The Donors are convened on a quarterly basis by the Host organisation, which is responsible for leading calls, setting agendas and communicating with the Donors. The IEG Chair will join donor calls to provide an update on the development of the GNR and the direction being taken, and to answer questions from the Donors on its content.

Specific objectives of the Donor Group are to:

- Identify, review and endorse joined-up donor reporting and accountability for the GNR;
- Identify funding streams to ensure that the GNR is sufficiently resourced;
- Help enlarge the donor base to ensure that project funding is sufficient for driving best impact;
- Act as champions for the report to help maximise its uptake and its contribution towards progress to tackle poor diets and malnutrition in all its forms.

Principles of interaction between the IEG and the Donors

IEG members are not expected to fundraise on behalf of the GNR. If they have good donor connections, they will be encouraged to make introductions between the Host and potential donors and then allow the Host to pick up discussions on funding and take them forward. Only the Chair or the Vice-Chair will communicate with the Donors as part of the quarterly check-in meetings. No other IEG member is expected or required to participate in these meetings.

Annex 1: GNR strategic vision 2021–2025

Purpose

This document outlines the strategic vision for the GNR from 2021 through 2025 as set forth by the Stakeholder Group (SG). The Independent Expert Group (IEG) Chair and the Host (Development Initiatives) were involved in the development of the strategic vision. The IEG Chair, with the IEG, develop the content strategy and priorities for the GNR under this overarching strategic vision, supported by the Host. The present strategic vision draws on the previous one (2018-2021), the current context and global expectations for the GNR in the coming years. It describes GNR's vision, mission, goals, objectives, actions, target audience, and monitoring and evaluation framework.

Strategic Vision for the Global Nutrition Report 2021 to 2025

Developed January 2021

The ultimate vision is: A world free from malnutrition in all its forms.

The mission is: GNR drives greater action to end malnutrition in all its forms.

GNR's goal

To inform, shape and inspire action with data and evidence on policy, practice and financing which result in greater accountability and progress in tackling poor diets and malnutrition globally.

Objectives

The GNR **synthesise the best available data and evidence** on nutrition into high quality, actionable content.

Through its role as an independent, credible, and respected 'go-to' global resource and the accountability mechanism for nutrition commitments, the GNR aims to:

- **Inform and inspire action** by all stakeholders such as governments, donors, philanthropic organisations, Civil society organisations, UN agencies, the private sector.
- **Shape debate and discussions**, within both nutrition and other sectors, on how to tackle poor diets and malnutrition in all its forms.
- Improve the quantity, quality and equitable distribution of **financing** for nutrition
- **Be the primary accountability mechanism** for tracking progress against nutrition commitments and lead the Nutrition Accountability Framework.¹

The Global Nutrition Report (GNR) is the world's leading independent assessment on the state of global nutrition. Through comprehensive [Reports](#), interactive [Country Nutrition Profiles](#) and [Nutrition Commitment Tracking](#), the GNR sheds light on the burden of malnutrition, and highlights progress and identifies solutions to tackle poor diets and malnutrition around the world.

¹ The Nutrition Accountability Framework is an independent, coherent, streamlined, unified, well-financed and cost-effective framework, formed by the Global Nutrition Report and other key existing 'Accountability Mechanisms.' See: [Nutrition for Growth Accountability working group paper](#)

Actions

To achieve these objectives by 2025, the GNR will:

1. **Be the 'go-to' resource for data, analyses and evidence on nutrition** – disaggregate, visualise, tell evidence-based stories to make the case for action.
2. **Be inclusive** – diets and all forms of malnutrition in all locations -low, middle and high income countries- and marginalised and affected communities.
3. **Empower all stakeholders to take action** by providing them with high-quality, comprehensive and credible recommendations, data and information.
4. **Present how poor diets and resulting malnutrition can be addressed** based on high quality data, research and evidence.
5. **Demonstrate the impact of more effective, inclusive and sustained financing** by quantifying nutrition financing, including how it is targeted and to what, whom and where.
6. The GNR will use a strong and clear tone of voice for calls for actions to improve nutrition and end malnutrition in all its forms based on data, analyses and evidence.
7. **Inspire stakeholder action** through highlighting how change happens, how barriers are overcome, what enables action, translating evidence that has implication for policy.
8. **Set the nutrition agenda** by identifying 'best-buys', evidence-based strategies and policies designed to improve nutrition.
9. **Go beyond the nutrition sector** by identifying synergies (relevance of data, evidence, actions, accountability) with other sectors.
10. **Set out and lead a strong case for action** to end malnutrition in all its forms.
11. **Contribute to the global nutrition dialogue**, on improving diets and tackling malnutrition in all its forms, and building links with other sectors.
12. **Drive accountability and transparency**, by tracking progress against global nutrition targets and monitoring nutrition commitments – show who is delivering and where progress is being made or is too slow.
13. **Lead and coordinate the Nutrition Accountability Framework** to strengthen nutrition commitment making and tracking, and realign existing other accountability mechanisms to deliver an independent, streamlined, and unified accountability framework.
14. The GNR will provide the tools to hold **all stakeholders to account** through the work of the strengthened Nutrition Accountability Framework.
15. **Drive stronger nutrition commitments** through the work of the Nutrition Accountability Framework, and by highlighting gaps in and opportunities for nutrition policy and financing.
16. **Develop strategic partnerships**, which need to respect GNR's independence and will strengthen GNR's data, evidence-base, accountability, engagement, outreach and communication.

Target Audience

Who the GNR will reach

The GNR aims to **inform, empower and/or influence** a wide audience – primarily targeting policy and advocacy community at the global, regional and national level. Specifically:

- Officials in governments at all levels working to support improved nutrition and the end to malnutrition.
- Decision makers in governments and multilateral organisations (e.g., UN agencies), and parliamentarians.
- Nutrition/ food policy implementers.
- Nutrition donors (bilateral, multilateral and private).
- Think tanks, academics and researchers working to make the case to address poor diets and end malnutrition.
- Private sector organisations including in the food systems/ production and agri-food industry.
- Civil society organisations.

The GNR will aim to indirectly influence and benefit – Secondary audience:

- Media outlets that reach policy makers.
- General public interested in nutrition and development issues.
- Policy-makers and advocates working in sectors that have a role to support improved nutrition, including agriculture, health, humanitarian, education, social protection, climate change sectors.

Monitoring and Evaluation

How the GNR will monitor and evaluate its impact

Monitoring and evaluation will be done to enable a continuous feedback loop that empowers the GNR to refine, adjust and strengthen its approach in real-time and to inform specific evaluation and learning moments. Based on this strategic vision, a results framework will be developed to monitor and evaluate GNR's work. As part of this process, the strategic vision will also be periodically reviewed (at least annually) to enable appropriate adaptations.

The GNR will also undertake research to understand *how* its content and products are being used by key stakeholders and target audiences. This will enable the GNR to gain a more detailed understanding of the objectives it is driving, and to capture important insights about how the GNR can be improved to best meet needs, and to most effectively contribute to efforts to end malnutrition in all its forms.

Annex 2: Travel and subsistence policy

Global Nutrition Report Independent Expert Group

Travel arrangements

The Host, Development Initiatives (DI), is responsible for facilitating travel arrangements for the IEG. DI has commissioned Flight Centre, which provides one-to-one support for travellers. Working directly with Flight Centre will make booking travel faster and simpler for you because there will be one contact who looks after your travel needs, rather than multiple contacts at DI. DI staff will always be on hand to help if you have questions, comments or concerns.

Booking your travel

DI has commissioned Flight Centre, which will provide individual support to IEG members who are required to travel. If you are in any doubt about the procedure, do get in touch with the appropriate DI contact.

IEG member	Development Initiatives
Confirm your attendance at an event with the appropriate DI contact, and agree when you will be arriving and leaving.	Communicate dates and times of the event to the IEG.
Research and apply for a visa, if applicable. Request a supporting letter from DI if required.	Provide supporting letter for visa applications.
Contact Flight Centre to obtain quotes, or obtain quotes yourself if you are booking your own journey and invoicing DI.	Commission Flight Centre to provide individual support to IEG members; troubleshoot if there are any problems using the service.
Select an appropriate quote and request a purchase order from the appropriate DI staff member: Amy Cox for outreach events, Nick Williams for face-to-face meetings and visits to the DI office. Please forward the quotes and your selection (and any justification for choosing a more expensive option) to the DI staff member.	Provide the purchase order upon request.
Share the purchase order with Flight Centre if applicable, so that they can book the journey/hotel. If booking independently, once you have a purchase order you can ask them to make the booking.	
Once booked, notify the appropriate DI staff member.	
Ensure that transfers have been addressed or arranged by Flight Centre if needed.	

Contact details for Flight Centre

Please contact: +44 (0) 01273 315 440

Office hours: Monday–Friday, 8.30 am–6.00 pm GMT

Frequently asked questions

What costs are covered?

The GNR will cover reasonable costs as outlined below, all subject to accessibility requirements – please let us know what we can do to be considerate of additional needs you may have.

Reasonable costs include economy class tickets, unless you have further requirements for health reasons. Please travel by the cheapest means possible, without compromising your well-being. We will provide overnight accommodation if you are travelling from a distance of approximately three hours or more and/or would not otherwise be reasonably able to make the start of the meeting or make your way home after the end of the meeting comfortably.

Please obtain several quotes before choosing the most reasonable. For some flights, depending on the cost and/or donor covering the flights, we will retrieve records of quotes from yourselves or Flight Centre in order to keep an audit trail.

We will cover the cost of public transport, unless you are travelling during the hours of darkness, when a taxi may be safer or more appropriate, or when public transport is not available or suitable.

We will also cover the costs of changing a journey when the GNR has caused a need for this, or when the change is due to an accident or illness.

We will be unable to cover the cost of changes/cancellations to journeys for personal reasons, such as changes to plans, because we are required to justify all of our expenditure to our donors.

If you book your own hotel or transport, we will cover the value of what we would have been able to book through our agent.

Regarding subsistence, please be considerate by refraining from charging excessive alcohol or expensive meals to the project, because the GNR receives public funding.

Annex 3: Declaration of interests form

Global Nutrition Report Independent Expert Group

Declaration of interests

All members of the Independent Expert Group (IEG) are required to declare any current or non-current (going back three years prior to this date) financial or non-financial professional or other interest that may influence their ability to be impartial when serving on the IEG. This includes any interest that may affect, or may reasonably be perceived to affect, your objectivity and independence. For example, the organisation you work for, or organisations for whom you consult, may be perceived to affect your partiality, since you have a financial relationship with them. Being a member of an advisory group or board may have the same affect. Since these interests may, even if unconsciously, influence your perspectives when serving on the IEG, they should be declared. Please note that high quality of scientific expertise is by nature based on prior experience and that, therefore, having an interest does not necessarily mean having a conflict of interest.

Please note the following before completing this form:

- Candidates must read the detailed guidance ([Annex 4](#)) in the IEG Terms of Reference.
- Candidates must complete this form and submit it along with their application.
- Any disclosures will be reviewed in accordance with established policies on conflict of interest by the IEG Chair.
- Approval will not be granted until a decision is rendered for each declared interest.
- Missing information may delay the review of your application and/or affect your consideration for the position.

First name: _____ Last name: _____

Please indicate whether you are involved (or were involved within the past three years prior to this date) in each of the interest types listed below.

Type of interest	Nature of relationship	Period of activity, MM/YYYY – MM/YYYY	Please provide details on the activity, including organisation name and type (private, public), as well as your role in this
A. Employment	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000 <input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		
B. Consultancy/ advice/honoraria and legal representation	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000 <input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		
C. Research	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000		

Type of interest	Nature of relationship	Period of activity, MM/YYYY – MM/YYYY	Please provide details on the activity, including organisation name and type (private, public), as well as your role in this
	<input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		
D. Membership of a managing body or equivalent structure	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000 <input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		
E. Membership of a scientific advisory body	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000 <input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		
F. Ownership or other investments, including shares	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000 <input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		
G. Intellectual property rights	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000 <input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		
H. Public statements and opinions	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000 <input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		
I. Other membership or affiliation	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000		

Type of interest	Nature of relationship	Period of activity, MM/YYYY – MM/YYYY	Please provide details on the activity, including organisation name and type (private, public), as well as your role in this
	<input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		
J. Other	Financial <input type="checkbox"/> Yes, <£5,000 <input type="checkbox"/> Yes, ≥£5,000 <input type="checkbox"/> No		
	Non-financial <input type="checkbox"/> Yes <input type="checkbox"/> No		

Please indicate whether there are any financial or non-financial interests that you need to declare for your spouse/domestic partner and/or dependent children. If yes, please provide the relevant information for each activity as per the table above.

NA – I have no spouse/domestic partner and/or dependent children.

No – I have no interest to declare for my spouse/domestic partner and/or dependent children.

Yes – I have the following interests to declare for my spouse/domestic partner and/or dependent children:

By signing this form, you confirm the following:

1. I have read both the Guidance on Declarations of Interests and the Code of Conduct.
2. I have completed this form with all my current financial and non-financial interests that may affect or may reasonably be perceived to affect the work of the IEG.
3. The information I have presented here is complete and accurate to the best of my knowledge.
4. If new interests arise during my term which may affect my participation in the IEG, it is my duty to disclose them to the IEG Chair in the first instance and to update this form as required.
5. Duality of interests frequently exists and, while not always conflicting, interests should be declared for the purpose of transparency. However, should the IEG Chair determine an interest of an IEG member to be counter to those of the GNR, you will be requested to stand down from the IEG.

Signature: _____

Date: _____

The registry of IEG members' interests and affiliations will be made publicly available and will be disclosed in GNR publications.

Annex 4: Guidance to declaration of interests

Candidates must complete the Declaration of Interests form and submit it along with their application. Candidates are required to declare any current activities, as well as any non-current activities that have been completed in the previous three years, that may influence their ability to be impartial when serving on the IEG.

What to declare

A. Employment

Any form of employment, whether part-time or full-time, paid or unpaid, with any organisation that has activities with an interest in the fields of activity of the IEG. Members should declare the source of funding of their salaries, should it be derived from an organisation other than their main employer and if this connection could be perceived to have the potential to influence their judgement while exercising their duties.

B. Consultancy/advice/honoraria and legal representation

Any paid (e.g. honoraria) or unpaid activity – past, present or future – where the candidate provides technical or scientific advice or services in domains that have relevance to the work of the IEG. Also, any case where the candidate has received expenses or hospitality to attend conferences, workshops or similar meetings related to the field of work of the IEG, from any organisation other than their employer.

C. Research

Any past, present or future influence on the definition of the candidate's research priorities, the drafting of research programmes or the selection of research projects and/or on the current funding of research (including funding to the research entity to which the expert belongs) in relation to matter or work financed by a private or public entity with an interest in the field of activity of the IEG. This includes grants, rents, sponsorships and fellowships.

D. Membership of a management body or equivalent structure

Any involvement (e.g. board membership, directorship) in the internal decision-making of a company, trade association or other private entity, such as a non-profit organisation, dealing with issues related to the field of activity of the IEG.

E. Membership of a scientific advisory body

Any participation in the work of a scientific advisory body with an interest in the field of activity of the IEG, and having a right to vote on the outputs of that entity.

F. Ownership or other investments, including shares

Any financial or non-financial interests in a company or other entity operating in a field of business that could be directly affected by the opinions of the IEG. This includes holding any form of equity, bonds, shares or partnership interest in the capital of a company or being entitled to voting rights in such an entity. The holding of financial interests connected with a pension scheme or other complex investment funds will not be considered a financial interest, provided that the individual has no influence on the financial management of such an interest.

G. Intellectual property rights

Rights granted to creators and owners of works that result from human intellectual creativity, and which bring personal financial benefit to the expert. Only intellectual property rights – such as copyrights, patents and trademarks – that fall within the remit of the areas of work of the IEG need to be considered.

H. Public statements and opinions

Any expert opinion or testimony in the field of activity of the IEG delivered for a legal entity or other body as part of a regulatory, legislative or judicial process. Any office or other position, paid or unpaid, where the expert has represented an interest or has defended an opinion in the IEG's field of activity. Any active advocacy on behalf of an organisation with a strong opinion on any matter under consideration by the IEG; any other public or published statements expressing a clear opinion about a matter under consideration by the IEG; and any authorship or co-authorship of a document used as evidence in a matter under consideration by the IEG.

I. Other membership or affiliation

Any membership or affiliation other than those stated above that could be perceived as having an interest in the field of activity of the IEG.

J. Other

Any interest other than the above that could be perceived as a potential source of conflict in an activity that falls within the remit of the IEG (e.g. receiving any gift with a value greater than £25 from an organisation related to the work of GNR).

How to declare your interests

1. Use the Declaration of Interests form in [Annex 3](#) of the IEG ToR.
2. Read this guidance carefully and also the text at the top of the Declaration of Interests form.
3. Include your name. The names of family members and their relationship to the candidate (e.g. spouse/domestic partner and/or dependent children), where applicable, do not need to be specified.
4. For each type of interest specified in the table:
 - Indicate in the second column whether or not you have an interest (financial or non-financial) to declare. **Please provide an answer for all types of interest.**
 - For financial interests, you will need to specify further whether the value of the relationship is below £5,000 or equal to or above £5,000. Where the value is likely to fluctuate (e.g. in the case of shares), you should declare your interest based on the situation as at 1 January each year. If you have more than one financial activity to declare for a particular type of interest (e.g. you consult for three different projects for which you receive compensation), please select the amount based on the cumulative value of all activities declared.
 - Specify the period for which you are involved in this activity. For current activities, you may enter the start date and "Now" as the end date (e.g. "11/2014–Now"). Please remember that you also need to declare interests that are no longer current but which have been completed in the previous three years.
 - Include all relevant details, such as the names of organisations and whether they are public or private, the scope/purpose of the activity and what your role is within this context.
5. Indicate whether you need to declare any interests for your spouse/domestic partner and/or dependent children. If yes, please provide all relevant information for each declared interest as you have done for your own (see point 4 above).
6. Sign the form.