

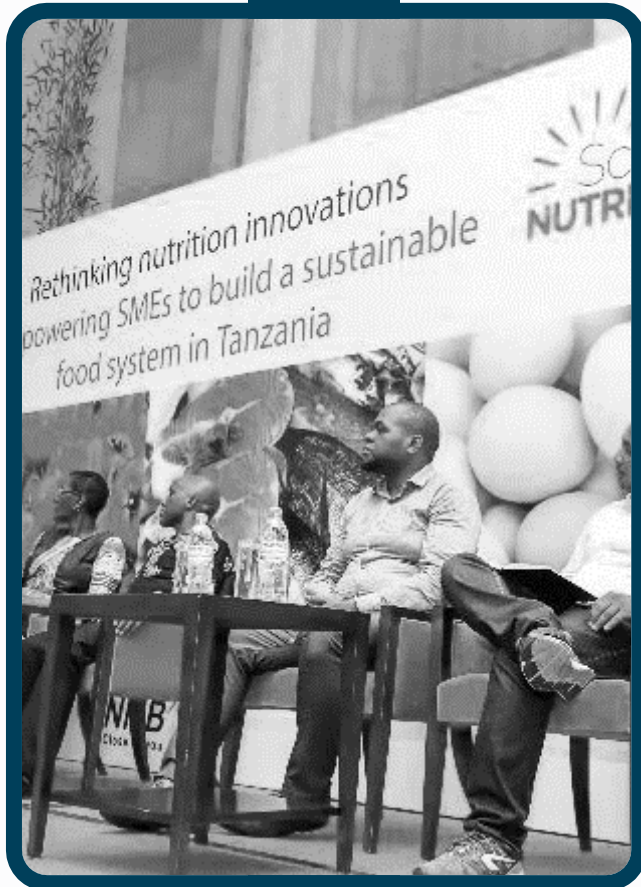


# Africa Insight Advisors

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## SUMMARY OF THE REPORT

This report is created for the Global Alliance for Improved Nutrition (GAIN) as part of their survey to assess nutrition-oriented commitments made by the SUN Business Network (SBN) members. The program is part of a strategy to contribute to the nutrition agenda in Tanzania.



# Assessment of Nutrition-Oriented Business Commitments Made by SBN Members in Tanzania





# Executive Summary (1/2)

## **Background:**

The Global Alliance for Improved Nutrition (GAIN) is a worldwide network of 1400+ businesses, donors, civil societies, collaborating with the United Nations (UN) to increase access to healthier food. GAIN works to solve market constraints to make healthy food more available, desirable, and affordable. The SUN Business Network (SBN) is one of the four Scaling Up Nutrition (SUN) movement's global networks (Business, Donor, Civil Society, and the UN). The SBN is co-convened at the global level by GAIN and the UN World Food Program (WFP) to support SUN countries to engage with businesses using a multi-stakeholder, country-owned approach to scale up nutrition.

SBN Tanzania was established in 2015 with the aim to engage and increase private sector contribution in addressing malnutrition in Tanzania. Since its inception, SBN Tanzania has been recruiting companies to become members. SBN now boasts a strong portfolio of Small and Medium Enterprises (SMEs) in the food and nutrition value chain within its network.

## **Purpose of the Report:**

At the enrollment phase, each business voluntarily chooses a set of nutrition-oriented commitments to implement as part of the company strategy to contribute to the national nutrition agenda. This report assesses the progress made by the members in implementing and attaining those commitments. The report assesses the scale and level of nutrition commitments to understand status, challenges, and opportunities. Based on input from companies, the report also generates SMART action plans for members to implement in the next 12 months.



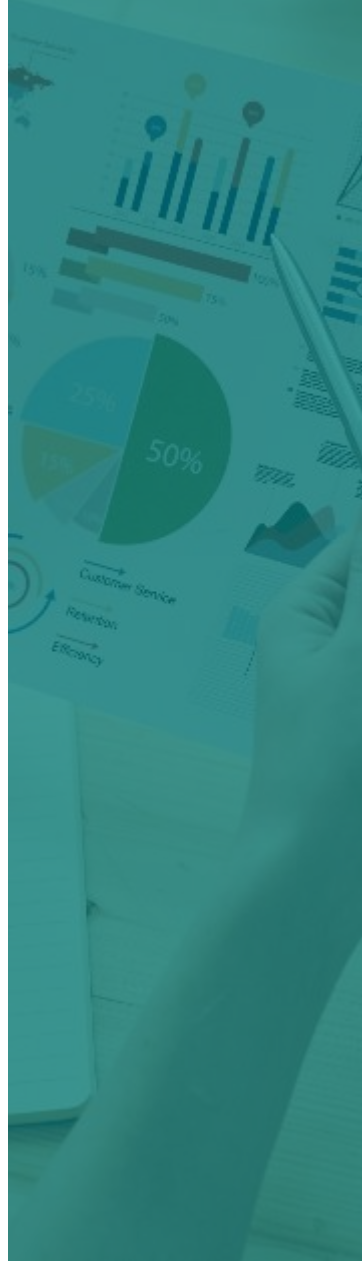
## Executive Summary (2/2)

### Main Findings:

- 1) Several milestones were noted from the interviewed companies, with varying degrees of success in implementing the nutrition commitments. Notable milestones include reduced product prices, increased product distribution, effective stakeholder engagement, and formulation of new products.
- 2) The level of progress and knowledge of commitments varied amongst companies. The assessment revealed that about 54% of the businesses demonstrated progress in implementing their nutrition commitments. However, about 63% of the companies lacked a basic understanding of the role of SBN, signaling a general misalignment of roles, responsibilities, and expectations.
- 3) Despite the registered progress, challenges still abound. All companies faced financial difficulties, partly caused by COVID-19 disrupting cash flows and revenues. Other notable challenges include limited technical knowledge, high cost of raw materials, limited consumer awareness, inadequate raw materials, and high product distribution costs, amongst the few.
- 4) Post assessment, SMART action plans were developed together with the companies to identify and refine future milestones and opportunities that can help companies reach their commitment goals. Product distribution, product formulation, and product pricing were the most popular commitments.

### Key Recommendation:

Based on the report findings, SBN should streamline member participation by aligning roles, responsibilities and expectations, while striving to provide necessary support, including business assessment, monitoring & evaluation, as well as financial and technical assistance, where applicable. Further, SBN should foster implementation readiness via modernizing business practices as well as building capacities for businesses i.e., accelerator programs. Ultimately, the combination of increased knowledge and implementation readiness will bolster company's ability to successfully undertake commitments





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# Introduction



# Background



## Role of SMEs in the Economy

The role and importance of SMEs can be classified in four different dimensions

- ❑ Creating jobs
- ❑ Enhancing competitiveness
- ❑ Economic diversification, innovation, and creativity, and
- ❑ Mobilization of social and economic resources

While the importance of SMEs is widely recognized, many challenges face the development of SMEs in Tanzania, inhibiting this segment's growth.

## How SBN Assists SMEs

The role of SBN is to implement holistic actions through assessing, advocating for, and convening of SMEs aimed at improving the business environment Tanzania. SBN performs this function within the framework of its mandate to demonstrate the economic, financial, and social contribution of the private sector to the national nutrition agenda. To achieve this goal, SBN has been recruiting companies to become members since 2016.

## PURPOSE OF THIS ASSESSMENT

The objective of this report is to assess the progress made by SBN members in Tanzania in implementing and attaining their nutrition-oriented commitments. Assessment is based on a set of preselected nutrition-oriented commitments by businesses as part of their strategy to contribute to the National Multisectoral Nutrition Action Plan (NMNAP). The report assesses the scale and level of nutrition commitments to understand status, challenges, and opportunities.

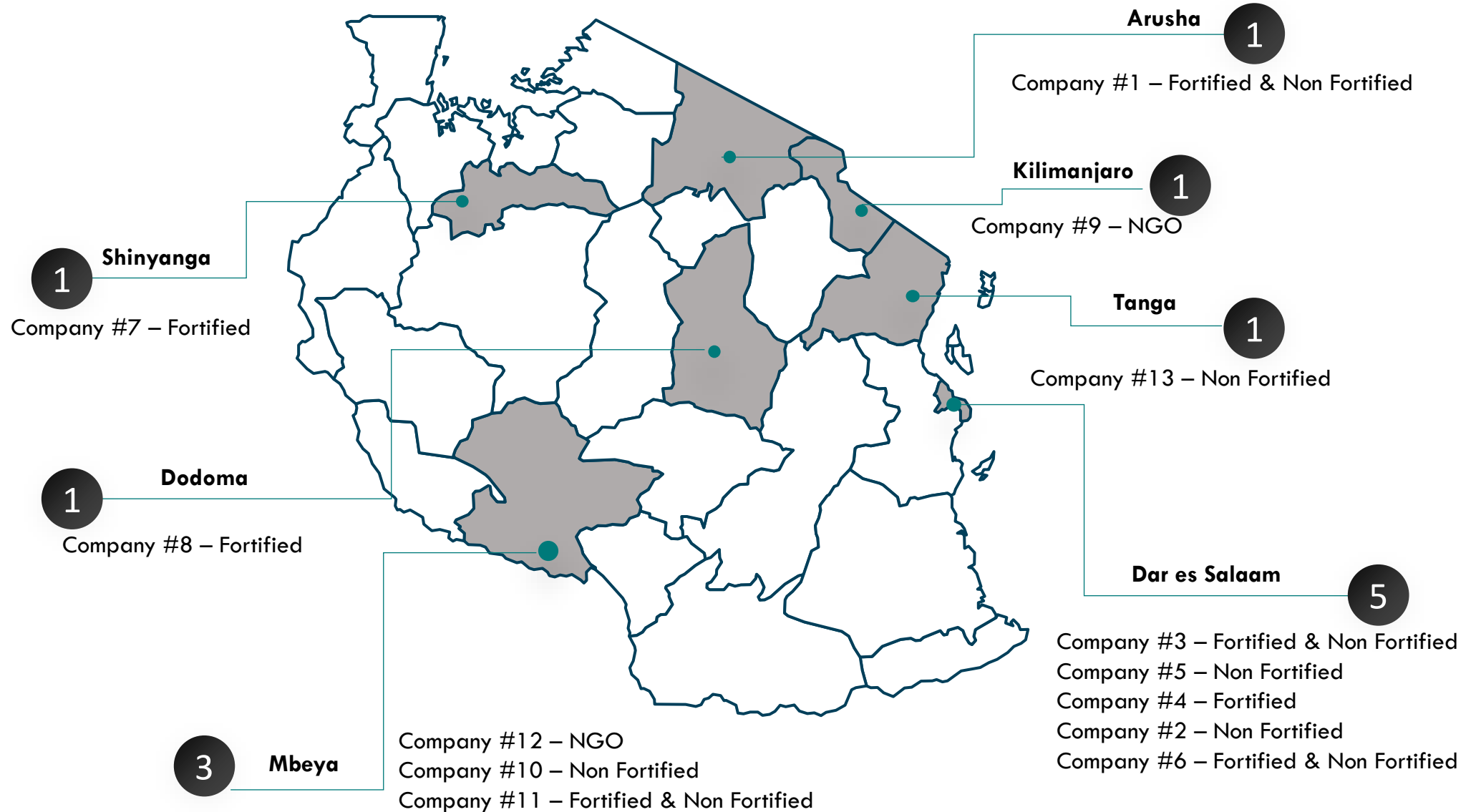
# Objectives of the Assignment

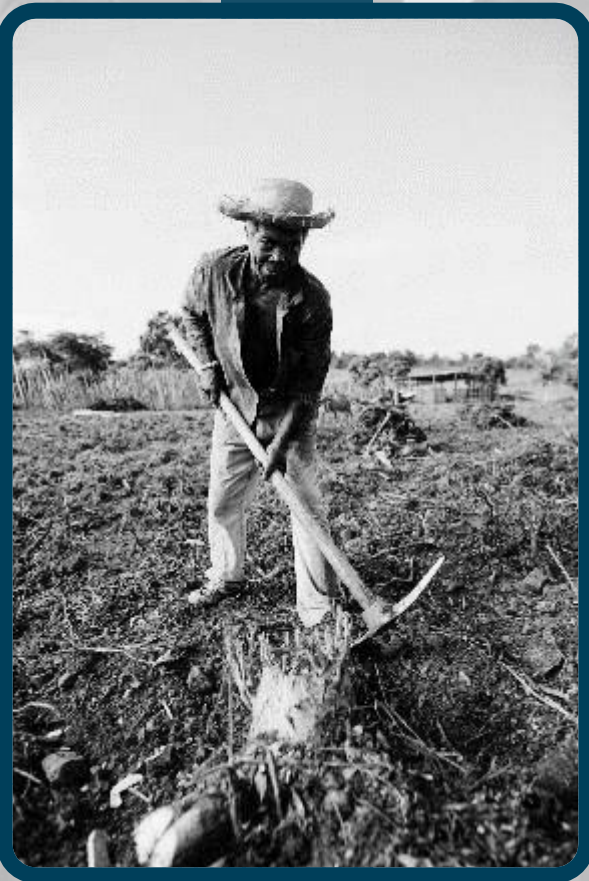
- + Work with GAIN to create a questionnaire to assess the progress made in achieving the nutrition-oriented commitments made by selected SBN members in Tanzania
- + Organize meetings and interviews with the representatives of SBN selected members.
- + Conduct fieldwork related to the assessment on:
  - Assessing progress in implementing and attaining nutrition commitments selected at enrolment or another phase;
  - Understanding the challenges, needs and opportunities in implementing commitments.
  - elaborate an action plan together with the SBN member
- + Compile a report on commitments progress; based on the commitments progress findings, propose specific actions to support the members to improve or scale-up the attainment of commitments.





# Interviewed Companies





# Methodology





# Approach

The objective of the assignment is to conduct the assessment of nutrition commitments by SBN members, and their progress operating along food systems. AIA conducted the assessment in three phases as follows:



## DATA GATHERING

Collect and assess key information to determine the progress of current commitments and any additional contributions made by the business.



## ACTION PLANS

Develop SMART action plans alongside member companies, including key performance indicators and recommendations



## REPORT WRITING

Create a comprehensive report on member commitments progress and action plans, including key recommendations, insights, and learnings



# Tools and Processes

During the engagement, the methodology applied the following elements



**Sampling:** GAIN provided a list of 18 companies that had committed one or more nutrition-oriented commitments during their enrollment into the network. 13 out of 18 companies were active and participated in the assignment. These companies were from Dar es Salaam (5), Mbeya (3), Kilimanjaro (1), Tanga (1), Dodoma (1), Arusha (1), and Shinyanga (1). The remaining five companies were inactive due to changing ownership (1), closed operations (1), and unavailable via phone or email (3)



**Tools:** The main analytical tools in this engagement were comprehensive questionnaires created by the research team and approved by GAIN; and key informant interviews capturing the following details: understanding of SBN role, scope and level of progress on nutrition commitments, challenges, opportunities, and action plans for the next 12 months.



**Scope:** From the sampling process, a final shortlist included 13 companies. This report includes main findings, an assessment of nutrition-oriented commitments and proposed SMART action plans for each company.



# Interview Optics

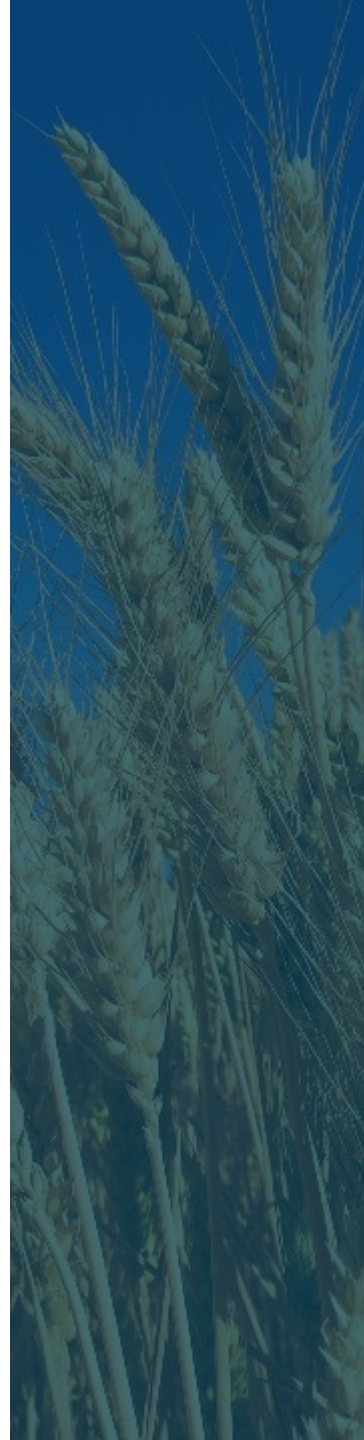
Company	Location	Value Chain	Informant Role	Assessment Method
Company #1	Arusha	Food processing and production	CEO	Phone interview
Company #2	Dar es Salaam	Food processing	CEO	Phone interview
Company #3	Dar es Salaam	Food processing	CEO	Phone interview
Company #4	Dar es Salaam	Food processing	CEO	Phone interview
Company #5	Dar es Salaam	Food processing	CEO	Phone interview
Company #6	Dar es Salaam	Food packaging and distribution	CEO	Phone interview
Company #7	Shinyanga	Dairy processing	CEO	Phone interview
Company #8	Dodoma	Maize milling and processing	MD	Phone interview
Company #9	Kilimanjaro	NGO	Partner	Phone interview
Company #10	Mbeya	Food processing	CEO	Phone interview
Company #11	Mbeya	Food processing and production	CEO	Phone interview
Company #12	Mbeya	NGO	MD	Phone interview
Company #13	Tanga	Food processing	CEO	Phone interview



# Assessment Questionnaire

The questionnaire consisted of four sections as follows:

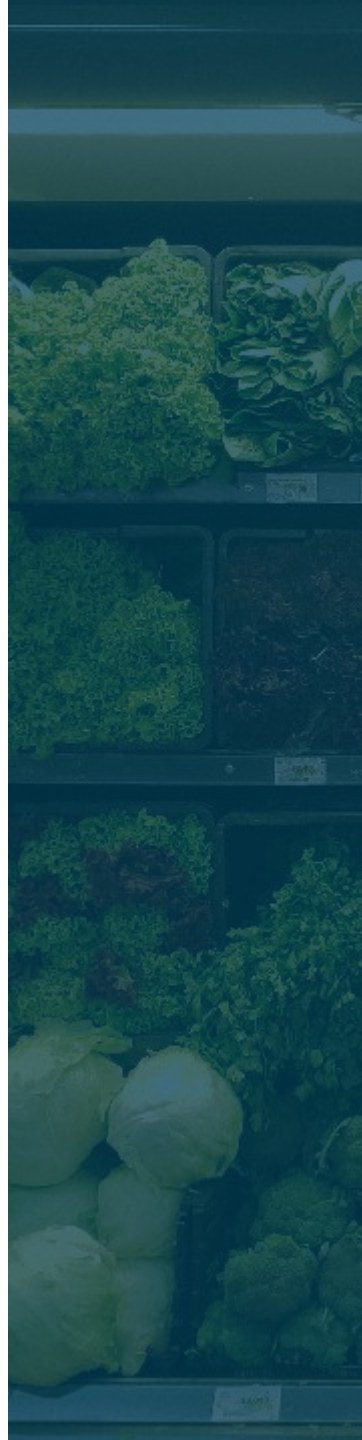
- Company Profile:** The questionnaire started by getting a comprehensive yet brief look of the companies. This included the business description, products sold, points of sale locations, channels of distribution, target market, a breakdown of employees based on gender, revenues & profits for the last 3 years, and the impact of COVID-19 on company revenues.
- Organization Structure:** This section assessed the business ownership and whether the SBN members had a board of directors or not.
- Nutrition Commitments:** This section gauged the interviewee's/company's understanding of the SBN network, commitments the companies signed up for at enrollment, the person responsible for ensuring the commitments are implemented, and additional commitments implemented that were not committed at enrollment.
- Nutrition Commitments (Detailed):** This section focused on the specific commitments, assessing why they were selected, how far the implementation was, KPIs and whether they were met in time and what happens when they are not met, presence of an M&E plan, challenges in implementing commitments, and opportunities noticed during implementation.

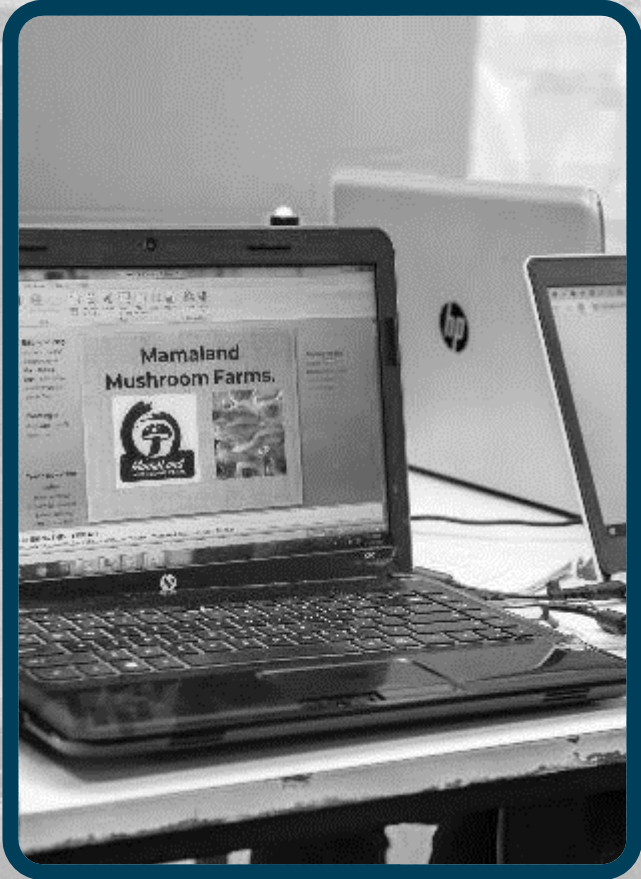




# Study Limitations

- ❑ **Poor Knowledge of Commitments:** Company representatives showed little to no knowledge of the nutrition commitments that they made, which affected the quality of information and insights in the assignment
- ❑ **Inadequate Implementation Controls:** Small companies lack the required formalized business processes and procedures, informing the business's health and performance. As such, it was challenging to collect insights on the company operations, let alone implementation of commitments.
- ❑ **Company Size:** The interviewed companies are small-sized companies with employees ranging from 2 – 50. Given the nature and size, the companies were not able to effectively implement the nutritional commitments mainly due to limited financial constraints. Whereas GAIN did not promise funding and/or technical assistance, some companies went in with the expectation that they were guaranteed.
- ❑ **Resistance from Interviewees:** Some company representatives expressed hesitation to cooperate with the assessment, citing concerns over their participation benefits.
- ❑ **Business Closure:** Due to changes in management and business closures, nutrition-oriented commitments were ultimately abandoned by some companies.





# Main Findings







# Commitments and Progress

This section captures the overview of commitments, the number of commitments undertaken by the respective companies as well as the overall progress in implementation.



## Level of Commitments (1/2)

### **Product Pricing (6)**

Improving affordability of products that address micronutrient deficiencies. 6 out of the 13 interviewed members implemented this commitment.

### **Product Formulation (6)**

Developing and selling fortified products and products inherently high in micro-nutrients. 6 out of 13 of the interviewed members implemented this commitment.

### **Nutrition Governance and Management Systems (0)**

Supporting the government and policymakers in ensuring effective implementation of nutrition commitments in the country. None of the 13 interviewed members implemented this commitment.

### **Product Distribution (8)**

Improving distribution and accessibility of products specifically formulated for specific undernourished groups. 8 out of 13 of the interviewed members implemented this commitment.

### **Supporting Consumer-oriented Health and Active Lifestyle (4)**

Supporting healthy eating/nutrition education and active lifestyle programs for consumers and local communities. 4 out of the 13 interviewed members implemented this commitment.

### **Lobbying and Influencing Governments & Policymakers (4)**

Engaging with the government and policymakers in support of measures to prevent and address diet-related diseases. 4 out of the 13 interviewed members implemented this commitment.



## Level of Commitments (2/2)

### **Supporting Staff Health and Wellness (2)**

Supporting employees' health and wellness through programs focused on nutrition, diet, and physical activities. 2 out of the 13 interviewed members implemented this commitment.

### **Supporting Breastfeeding Mothers in the Workplace (0)**

Providing breastfeeding mothers with appropriate working conditions and facilities at work. None of the 13 interviewed members implemented this commitment.

### **Product Labeling (3)**

Disclosing nutritional information on the pack of the product. 3 out of the 13 interviewed members implemented this commitment.

### **Stakeholder Engagement (4)**

Engaging with stakeholders in developing nutrition policies/programs. 4 out of the 13 interviewed members implemented this commitment.

### **Corporate Nutrition Strategy (3)**

Delivering more healthy foods and making a specific reference to low-income populations. 3 out of the 13 interviewed members implemented this commitment.

### **Responsible Marketing Policy: All Consumers (0)**

Developing and delivering marketing strategies appropriate to reaching undernourished populations in the country. None of the 13 interviewed members implemented this commitment.

# Snapshot of Progress



## Business Operations

54%

7 out of 13 companies are involved in the processing and selling of fortified products, while 6 out of 13 deal with lobbying and consumer education and nutrition awareness programs.



## Location

38%

5 out of 13 companies are in Dar es Salaam, with the remaining ones in Mbeya, Dodoma, Tanga, Kilimanjaro, Shinyanga, and Arusha.



## Most Implemented Commitments

75%

9 out of 12 nutrition commitments were selected and implemented by at least 1 company. The most progressive commitments were Product Distribution, Product Formulation, and Product Pricing.



## Understanding of SBN

62%

8 out of 13 businesses lacked a basic understanding of the role of SBN, signaling a general misalignment of roles, responsibilities, and expectations.



## Level of Progress

54%

7 out of 13 businesses demonstrated progress in implementing their nutrition commitments. The remaining companies achieved less due to limited funding and technical expertise.



## Least Implemented Commitments

25%

3 out of 12 nutrition commitments were not selected by any of the interviewed companies. These are Nutrition governance and management systems, Supporting breastfeeding mothers in the workplace, and Responsible marketing policy: all consumers



## Key Milestones

This section highlights various achievements by companies in implementing the nutrition-oriented commitments. Further, the section notes various initiatives that companies undertook to fulfil their commitments vis a vis their impact on company performance and strategic objectives.



# Key Milestones (1/3)

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## Product Formulation

- ❑ **New Products:** Company #2 (food processing) and Company #5 (food processing) introduced new products in their portfolios i.e., pumpkin, millet and Orange Flesh Sweet Potatoes (OFSP) flour for people with diet concerns, which has boosted visibility and driven company sales.
- ❑ **Increased Product Quality:** Company #7 (dairy processing) has introduced the use of machinery in the production process. Company #2 (food processing) uses high-quality fortificants to ensure high-quality products without compromising on the nutrition benefits.



## Lobbying And Influencing Governments & Policymakers

- ❑ **Influencing Policy Makers by Joining Regional Nutrition Committee:** Company #10 (organic food processing), Company #12 (NGO promoting awareness on organic foods) and Company #11 (organic food production and processing) were selected to be part of the nutrition committee in the Mbeya region, giving the companies a better opportunity to engage with policy making bodies. These companies have demonstrated that lobbying is more efficient when done collaboratively than individually.





## Key Milestones (2/3)

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### Product Distribution

- ❑ **Increased Points of Sale (POS):** Company #3 (food processing) and Company #8 (maize milling and processing) reported an increase in outlets and expanded operations to nearby regions. Company #3 increased outlets from 20 shops to 150 shops while Company #8 (maize milling and processing) expanded operations to 2 regions (Singida and Morogoro), effectively widening product distribution and reach.
- ❑ **Increased Production:** Company #7 (dairy processing) increased farm production from 200L to 500L of milk per day. As distribution capacity is enhanced, so too does the demand and supply for nutritious products. The company was able to avail their milk products to previously underserved markets and new markets.
- ❑ **Out-growers Scheme:** Company #3 (food processing) and Company #8 (maize milling and processing) launched out-grower schemes with local farmers to foster a reliable supply of raw materials.





# Key Milestones (3/3)

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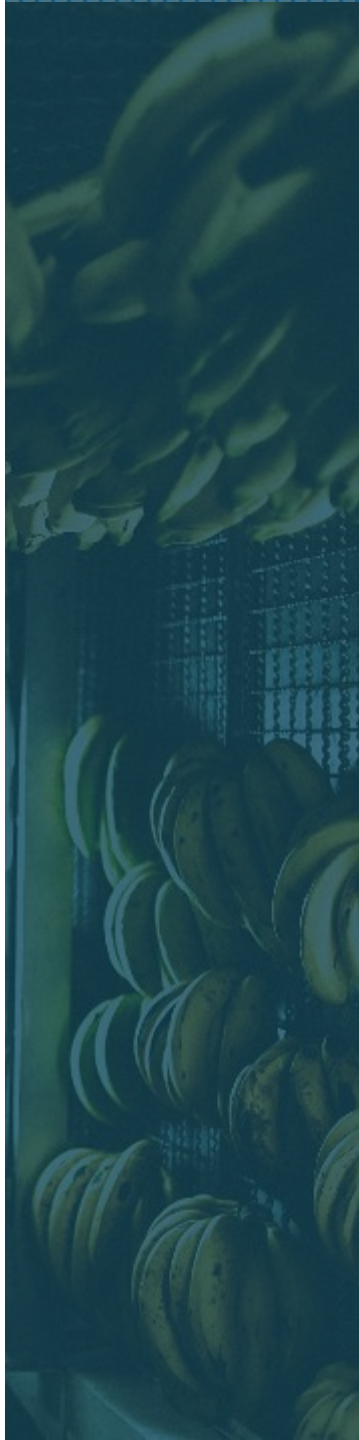
## Stakeholders Engagement

- ❑ **Business Branding and Expansion:** Working with stakeholders has stimulated consumer education and brand awareness, resulting into more demand for the products. For instance, Company #7 (dairy processing) conducts workshops with dairy farmers, visits agents, and maintains good communication with suppliers and customers, promoting a business ecosystem based on good client relations. Similar initiatives have been adopted by other companies to varying degrees to foster stakeholder engagement.
- ❑ **Partnerships with Care Taking Facilities:** Company #10 (organic food processing), Company #12 (NGO promoting awareness on organic foods) and Company #11 (organic food production and processing) worked with the Mbeya Referral Hospital (MRH) to increase awareness on organic foods and supply products to patients with special dietary needs, boosting their product reach and consumer education.



## Product Pricing

- ❑ **Price Reduction:** Company #3 (food processing), Company #7 (dairy processing) and Company #8 (maize milling and processing) reduced product package sizes, making products more affordable to consumers. With an untapped demand for smaller packages, SBN members can reduce the products size to meet pricing commitments and increase the accessibility of the products to low-income populations.







## Key Insights

This section captures key study considerations , including the impact of COVID-19 on businesses, the role of SBN in promoting nutritional commitments, the level of commitment and progress, as well as challenges that companies faced during the implementation phase.



# Key Insights (1/4)

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## The Impact of COVID-19 Pandemic on Businesses

### *Findings*

- ❑ **Disrupted Cash Flow:** the pandemic prompted bulk purchasing; however, businesses had to wait longer to receive payments, straining their liquidity. The cash flow shortage forced companies to reduce production, downsize, or close.
- ❑ **Reduced Product Demand:** tourist hotels, supermarkets, and schools are amongst the most widely served markets. Following the outbreak, measures such as border and school closures reduced economic activities, squeezed business profit margins, and increased income instability.
- ❑ **The Volatility of Input Costs:** the pandemic heavily disrupted supply chains, significantly hiking the cost of raw materials such as cooking oil. For instance, Company #5 (food processing) purchased cooking oil for twice the price.

### *Insights*

The COVID-19 pandemic caused unprecedented disruptions in business operations, liquidity, and revenues, forcing companies to prioritize business decisions and adopt a lean model operational strategy. Despite the lack of visibility on lost revenues, the pandemic diminished businesses' capacity to implement nutrition commitments.





## Key Insights (2/4)

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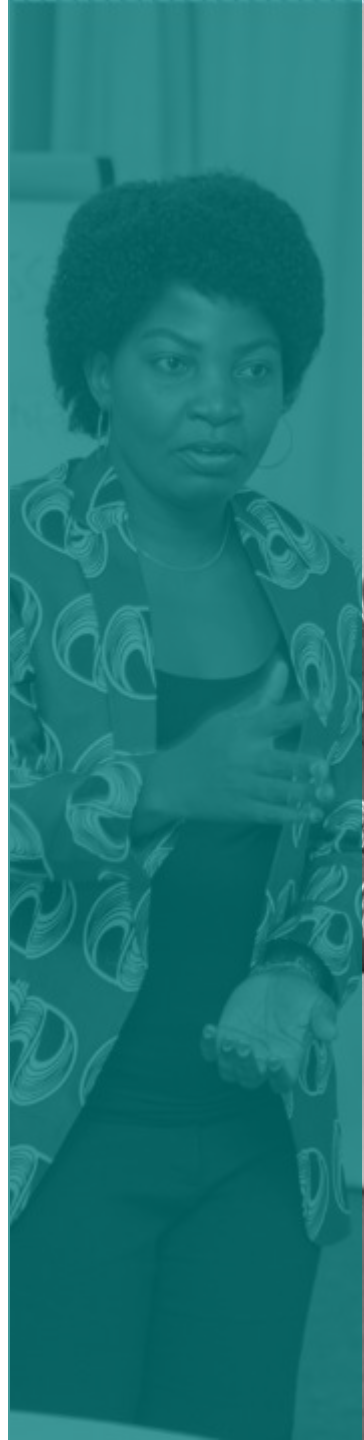
### The Role of SBN in Promoting Nutrition Commitments

#### *Findings*

- ❑ **Level of Understanding:** 8 out of 13 businesses lacked a basic understanding of the role of SBN in promoting nutrition commitments. For instance, some business representatives did not even recall what they had signed up for, stating that they only undertook the obligation for the sake of enrollment into the SBN network.
- ❑ **The Expected Level of Support:** there is no clear delineation of roles, responsibilities, and expectations between SMEs and SBN, which complicates the implementation of nutrition obligations. For instance, businesses expected different degrees of both financial and technical assistance from SBN to implement commitments.

#### *Insights*

An unclear understanding of SME and SBN role limits knowledge dissemination, support systems, and delineation of roles and responsibilities, ultimately complicating the ability of businesses and SBN to execute nutrition-oriented commitments effectively. For instance, funding predictability remains a major challenge for many companies. Further, technical aspects such as product formulation require expertise, such as laboratory tests, which can be expensive or unavailable in-country.





## Key Insights (3/4)

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### **SME's Commitment and Progress on Nutrition Commitments**

#### *Findings*

- ❑ **Reason for Commitment:** All businesses adopted nutrition-oriented commitments that aligned with their strategic objectives. Specifically, nutrition commitments are intertwined within companies' operational strategy in labeling, marketing, product formulation, and even distribution. The research identified no additional voluntary commitments undertaken by businesses.
- ❑ **Level of Progress:** 7 out of 13 businesses demonstrated measurable progress in implementing their nutrition commitments mainly because they aligned with the businesses' strategic objectives. The remaining companies achieved low levels of success due to a lack of funding, limited knowledge of the obligations, and insufficient technical expertise.

#### *Insights*

The overall progress of implementing nutrition commitments has been uneven, especially at a company level. Several challenges continue to face SBN members, such as insufficient guidance and tools, adequate feedback mechanisms, and systematic progress tracking mechanisms.



# Key Insights (4/4)

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## The Effect of Poor Business Practices and Insufficient SME Mobilization

### *Findings*

- ❑ **Level of Implementation Readiness:** A high level of informality in crucial business procedures and processes affected the progress on nutrition commitments. For instance, businesses lacked regular business health assessments, including key performance indicators, monitoring, evaluation plans, and implementation controls.
- ❑ **Insufficient SME Mobilization:** the absence of regular check-ins and oversight on implementing nutrition commitments crippled its effectiveness. Since the enrollment of businesses in the past two years, there have been limited follow-ups from SBN to track progress, provide advisory support, and assist strategic execution of commitments.

### *Insights*

Businesses lack systems and structures that drive the company's mission and vision, complicating the effective translation of initiatives into results. Additionally, SBN's lack of adequate mobilization, including providing businesses with a repository of tools and guidelines, significantly hampers implementation quality.





# SMART Action Plans

This section captures an overview of SMART action plans suggested by and developed alongside company executives to create a roadmap of implementing commitments in the next 12 months.



# Action Plans (1/3)

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## **Product Pricing**

Companies conveyed actions that aimed to reduce product prices. For example, companies are anticipating to improve operations (3), eliminate middlemen (2), attain economies of scale by mass production & mass procurement (2), produce and sell at target market locations (1), and add new package sizes (1). These initiatives would aid the companies in making products more affordable to target consumers.



## **Lobbying and Influencing Governments & Policymakers**

The companies aim at advocating for nutritious foods to the government and other policymakers. Members are following up on the admission to regional nutrition committees (3), engaging in school feeding programs (1), creating awareness of organic foods (1), finding donors (1), and establishing outreach programs for disabled children (1). These initiatives improve member's ability to implement advocacy initiatives.



## **Supporting Consumer-oriented Healthy Eating and Active Lifestyle Program**

The members' actions are geared to help support consumers to have healthy eating habits and active lifestyles. Members focused on creating awareness (2) and collecting feedback (1). This will aid the members to influence the consumers to a better and healthy lifestyle.



## Action Plans (2/3)

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### **Product Distribution**

Companies reported several initiatives to improve distribution capacity and widen products' reach to underserved markets. For instance, companies intend to purchase distribution vehicles (6), increase outlets (3), improve product awareness (3), and introduce out-grower models (2), amongst others. These initiatives will serve to boost companies' visibility and supply, potentially driving up sales for company products.



### **Product Formulation**

Companies reported initiatives geared to making products more nutritious to consumers. For instance, companies are looking to improve the production process and formula (5), obtain TBS certifications (3), create awareness of newly formulated products (2), conduct further product research (1), source from better suppliers (1), and make efforts in maintaining current product quality (1). These initiatives will assist companies in improving the current products and introduce new nutritious products.







## Action Plans (3/3)

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### **Stakeholder Engagement**

The initiatives made by the companies involve engaging with stakeholders in developing nutrition policies/programs. For instance, companies and organizations have directed the action towards attending events & searching for new agents (1), hosting workshops for farmers (1), and creating more partnerships (1). These would help the companies better engage stakeholders and develop nutrition programs.



### **Product Labeling**

The initiatives of the companies are geared to improving and maintaining disclosure of nutritional information on product packages. Companies are planning to maintain the standard of the labels (1), purchase more packages (1) and obtain TBS certifications and stamps (1). These actions would help companies to better communicate the nutritional values of their products to their consumers.





in  
Alliance for  
and Nutrition

Rethinking nutrition innovations  
Empowering SMEs to build a sustainable  
food system in Tanzania

Scaling Up  
NUTRITION

# Recommendations

LFDGER  
PLAZA





# Recommendations (1/2)

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## The Role of SBN in Promoting Nutrition Commitments

### *Issue*

Misalignment of SME and SBN's understanding of roles, responsibilities, and expectations.

### *Action Items*

- Clarity of Roles and Responsibilities:** SBN should articulate a clear roadmap specifying roles, responsibilities, and expectations of SMEs' nutrition-oriented commitment program.
- Knowledge Management:** SBN should provide sufficient and regular training on nutrition-oriented commitments, strategic implementation, and business health assessments to widen the reach and impact. Further, SBN and SME should create and maintain feedback loops to ensure that implementation is a constant and iterative process.
- Communication and Oversight:** SBN should communicate and engage members about relevant information on nutrition commitments, including key milestones, monitoring, evaluation, supporting tools, technical or financial assistance, and implementation controls.

### *Value Addition*

The alignment of roles, responsibilities, and expectations will bolster an understanding of the importance of nutrition commitments, streamline the implementation process, and boost member companies' affirmations. Additionally, SBN can revise the commitments to align more with the prevalent business environment in Tanzania whilst still focusing on nutrition.

## Recommendations (2/2)



### The Role of SBN in Fostering Implementation Readiness for SMEs

#### *Issue*

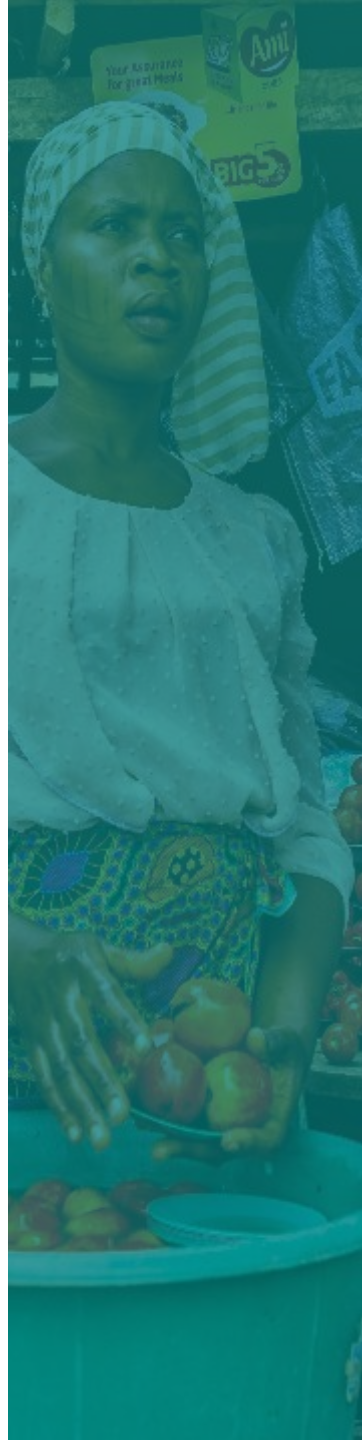
Insufficient knowledge, poor business practices, and limited technical expertise hinder the effective implementation of nutrition-oriented commitments.

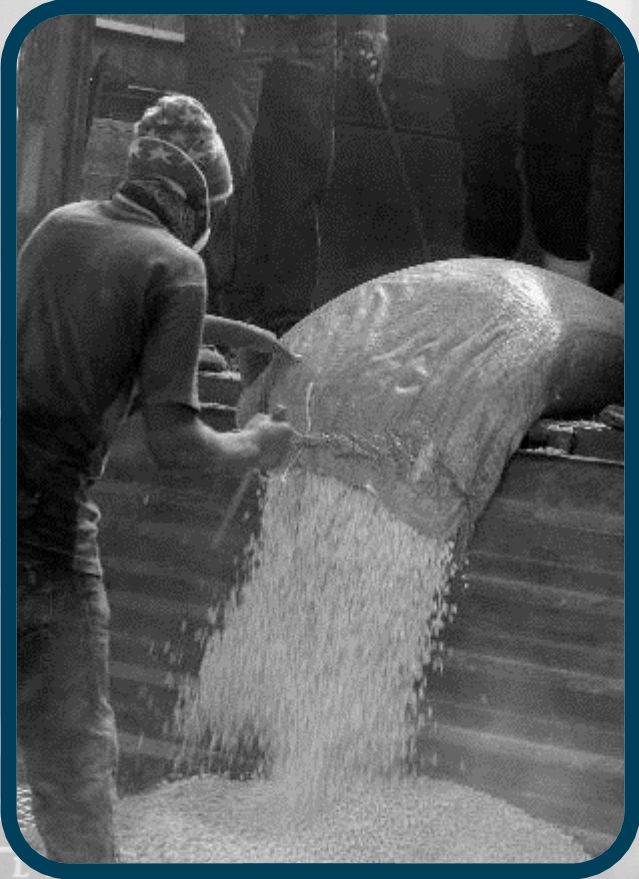
#### *Action Items*

- ❑ **Modernizing Business Practices:** the absence of proper implementation guidelines arises from poor business operational practices. SBN should provide training to businesses geared towards streamlining and formalizing business operational processes, including business planning and strategy implementation.
- ❑ **Business Capacity Building:** SBN should create accelerator programs to train investor readiness to SMEs. Investor readiness will help businesses unlock various funding sources, including grants, loans, and private funding. Further, as a mobilization tool, SBN may provide technical or financial incentives for companies to promote uptake of nutrition-oriented commitments. This can be attained through forming partnerships with various technical assistance providers to facilitate the required workshops and services.

#### *Value Addition*

SBN should identify business needs for finance, technical assistance, business development support, and enabling environment/policy change. Based on this, SBN can customize relevant programs for its members on nutrition commitment and others. SBN should conduct a readiness assessment check to determine the capacity and capabilities of SBN members, including whether such commitments have demonstrable business case to align their positioning and ease of implementing.





Rethinking nutrition innovations  
empowering SMEs to build a sustainable  
food system in Tanzania



## Company Overviews



# Key Assessment Areas



The following overviews involve an assessment of commitments progress for individual companies as well as a plan of their SMART Action plans



## BUSINESS REVIEW

The assessment of businesses, revenues, and their nutrition commitments



## SMART ACTION PLANS

Goals have been developed alongside companies to determine action items in the coming 12 months



**Company #1**



# Company Snapshot



**Overview:** Food processing and production



**Location:** Arusha

**Products:**

*Fortified* – Orange Fleshed Sweet Potatoes flour.

*Non-fortified* – Orange Fleshed Sweet Potatoes, sweet potato chips, and cross-pollinated seeds.



**Primary Target Market:** Children, pregnant and breastfeeding women, patients and the general population.



**Revenue:** A total of \$54,118 between 2018 and 2020.



**Impact of COVID-19:** Beyond its shops and agencies, the company's main markets are tourist hotels and supermarkets. COVID-19 economic disruptions in the tourism sector shrunk demand for its products, causing a decline in revenues.







# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative does not have a clear understanding of the purpose of the SUN Business Network.



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Product Formulation
- ✓ Product Labeling
- ✓ Product Distribution
- ✓ Supporting Consumer-oriented Healthy Eating & Active Lifestyle Program
- ✓ Supporting Staff Health & Wellness



### BUSINESS OWNERSHIP

The company is incorporated as a sole proprietorship



### COMMITMENT LEAD

CEO



### BOARD OF DIRECTORS

The company has no board of directors



### NO. OF EMPLOYEES

5 employees, of which 3 are women and 2 are men

# Commitment #1: Product Formulation

## OVERVIEW



### PRODUCT FORMULATION

The commitment involves developing and selling fortified products and products inherently high in micro-nutrients. The company carefully monitors factors such as ingredient ratios, moisture, and packaging to ensure quality products.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective of promoting nutrition through the production, processing, and selling of fortified and nutritious products.

## COMMITMENT PROGRESS



### KEY MILESTONES

- The use of high-quality raw materials to ensure the products formulated are excellent.



### COMMITMENT INDICATORS

- Customer feedback
- Quality assurance

Above are KPIs that the company could use in tracking the commitment, but company representatives stated none.

## CHALLENGES

- **Unfavorable Weather:** The cold weather in Arusha makes it hard to dry the Orange Fleshed Sweet Potatoes during the production process. Thus, the owner has to find alternative drying methods like the use of an electric dryer.

## OPPORTUNITIES

- **Customer Acquisition:** The company can capitalize on positive product reviews generated by its existing customers to expand its customer base and enhance product awareness.
- **Product Awareness:** Orange Fleshed Sweet Potato is an unpopular nutritious food that requires customer education to drive up sales.

# Commitment #2: Product Labeling

## OVERVIEW



### PRODUCT LABELING

The commitment involves disclosing nutritional information on the pack of the product. The company labels its products on the side of its packaging and clearly states the ingredients used to formulate the product.



### REASON FOR COMMITMENT

This commitment aligns with company's strategic objective of advocating nutrition awareness by promoting the products' nutritional value.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Labeling the products with ingredients on the side of the package.
- Following up with TBS to obtain the approval for fortified products.



### COMMITMENT INDICATORS

- Increase in number of labeled products.

Above is the KPI that the company could use in tracking the commitment, but company representatives stated none.

## CHALLENGES

- **Financial Constraints:** Measuring the nutritional content in the products is costly, such that the company hired a laboratory in Nairobi, Kenya for the service.

## OPPORTUNITIES

- **Product Awareness:** The nutritional information on the labels creates awareness to customers. This may potentially assist with driving sales, especially to customers with special dietary needs.

# Commitment #3: Product Distribution

## OVERVIEW



### PRODUCT DISTRIBUTION

The commitment involves improving the distribution and accessibility of products. The company has a physical outlet in Arusha but supplies, through agents, to Kilimanjaro, Mwanza, Dodoma and Dar-es-Salaam.



### REASON FOR COMMITMENT

This commitment aligns with the company's strategic objective of increasing its product visibility and reach by expanding distribution channels beyond its outlet in Arusha.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Employing a network of agents to distribute the products in Dar-es-Salaam, Dodoma, Kilimanjaro, and Mwanza.
- Established an outlet in Arusha.



### COMMITMENT INDICATORS

- Increase in sales
- Increase in agents
- Increase in outlets

Above are KPIs that the company could use in tracking the commitment, but company representatives stated none.

## CHALLENGES

- **Agent Acquisition:** Obtaining reliable agents requires a significant time investment, as the owner has to visit the targeted regions to recruit potential candidates physically.
- **High Distribution Costs:** Repeat customers prefer buying directly from the company instead of agents. However, distributing individual orders is relatively more expensive than transporting in bulk.
- **Agents' Negligence:** The company has worked with agents that don't handle the products with care during delivery to customers, which may distort the packaging.

## OPPORTUNITIES

- **Market Expansion:** The company currently distributes to only 5 regions in the country; this leaves room for the company to attract new customers across the remaining regions and even international markets.

# Commitment #4: Supporting Staff Health & Wellness

## OVERVIEW



### COMMITMENT #5

The commitment involves supporting employees' health and wellness through programs focused on nutrition, diet, and physical activities.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective of advocating nutrition awareness through nutritional education initiatives for the local communities.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Conducted a vegetable gardening program to source meals for staff, which also serves to teach staff how to plant vegetables in their homes.



### COMMITMENT INDICATORS

- Employee's participation
- Employee's feedback

Above are KPIs that the company could use in tracking the commitment, but company representatives stated none.

## CHALLENGES

- Time Constraint:** The owner could not allocate a consistent time to conduct the gardening lessons regularly.

## OPPORTUNITIES

- Increased Employee Productivity:** Physical activity & nutrition programs promote a robust workforce that can potentially boost the company's productivity.

# Commitment #5: Supporting Consumer-oriented Healthy Eating & Active Lifestyle Program

## OVERVIEW



### COMMITMENT #4

The commitment involves supporting healthy eating/nutrition education and active lifestyle programs for consumers and local communities.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective of advocating nutrition awareness through nutritional education initiatives for local communities.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Conducted classes on vegetable gardening at the office premises for staff and customers to replicate at home. This included the use of plastic bags to plant vegetables for those with limited home space.



### COMMITMENT INDICATORS

- Increase in lifestyle and nutrition educational programs
- Feedback on programs

Above are KPIs that the company could use in tracking the commitment, but company representatives stated none.

## CHALLENGES

- Lack of Nutrition Awareness:** It is difficult for the company to encourage people to participate in activities that promote healthy eating and an active lifestyle due to the public's limited knowledge of nutrition benefits.

## OPPORTUNITIES

- Create Awareness:** The company can use customer and staff feedback on the gardening program to attract more people to participate in the company's future programs that promote healthy eating & active lifestyles.
- Regional Outreach:** The company can extend its nutrition education programs to local communities across the Arusha region.



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





**Increase nutrition awareness to the public by targeting 0 - 2% of the population in Arusha, Dar-es-Salaam, Dodoma, Kilimanjaro & Mwanza through radio stations and social media outlets and conducting visits and talks on nutrition benefits by 2023.**

	<b>Employ radio stations and social media outlets to post and share nutrition content</b>	<b>Conduct school and hospital visits and talks on nutrition benefits</b>
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product formulation	Product formulation
<b>Period</b>	January 2021 – December 2023	January 2021 – December 2023
<b>Stakeholders</b>	Radio stations and general population	Schools with feeding programs and hospitals
<b>Resources</b>	Funds and mobile devices	Funds and transport facilities
<b>Constraints</b>	Lack of funds	Administrative bureaucracy in schools and hospitals





**Increase nutrition awareness to the public by targeting 0 - 2% of the population in Arusha, Dar-es-Salaam, Dodoma, Kilimanjaro & Mwanza through exhibitions attendance and conducting nutrition programs by 2023.**

	<b>Attending and participating in nutrition-related exhibitions</b>	<b>Conduct 10 Lishe Program initiatives to 10,000 households by 2023</b>
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product formulation	Product formulation & Supporting consumer-oriented healthy eating and active lifestyle program
<b>Period</b>	January 2021 – December 2023	January 2021 – December 2023
<b>Stakeholders</b>	Private event planners	Nutrition and agronomy experts, village groups and associations, women and youth
<b>Resources</b>	Funds and staff	Funds and staff
<b>Constraints</b>	Lack of funds	Lack of funds and lack of support from village associations



## Increase product visibility in the market by hiring 1 promotional van and 1 distribution vehicle

	Hire 1 promotional van for awareness and increase sales in Arusha	Hire 1 distribution vehicle for supply in different regions
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product distribution	Product distribution
<b>Period</b>	TBD	TBD
<b>Stakeholders</b>	Customers	Sales agents and wholesale stores
<b>Resources</b>	Funds and drivers	Funds and drivers
<b>Constraints</b>	Lack of funds	Lack of funds



## Maintain consistent nutritional content by promoting efficient drying methods by 2021



## Obtain a TBS fortification approval stamp by 2021

	Migrate raw materials processing from Arusha to Manyara	Continuous follow-up with TBS for stamp approval
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product formulation	Product labeling
<b>Period</b>	January 2021 – December 2021	January 2018 – December 2021
<b>Stakeholders</b>	Factory laborers	Tanzania Bureau of Standards (TBS)
<b>Resources</b>	Slicing machines, staff and transport facilities	Tanzania Food & Drugs Association (TFDA) approval and product samples for testing
<b>Constraints</b>	Lack of funds	TBS regulations



## Increase product visibility in the market by engaging with at least 3 tourist companies by 2021

Work alongside tourist companies with accommodation placements as points of sale

**Responsible**

CEO

**Commitment**

Product formulation

**Period**

January 2021 – December 2021

**Stakeholders**

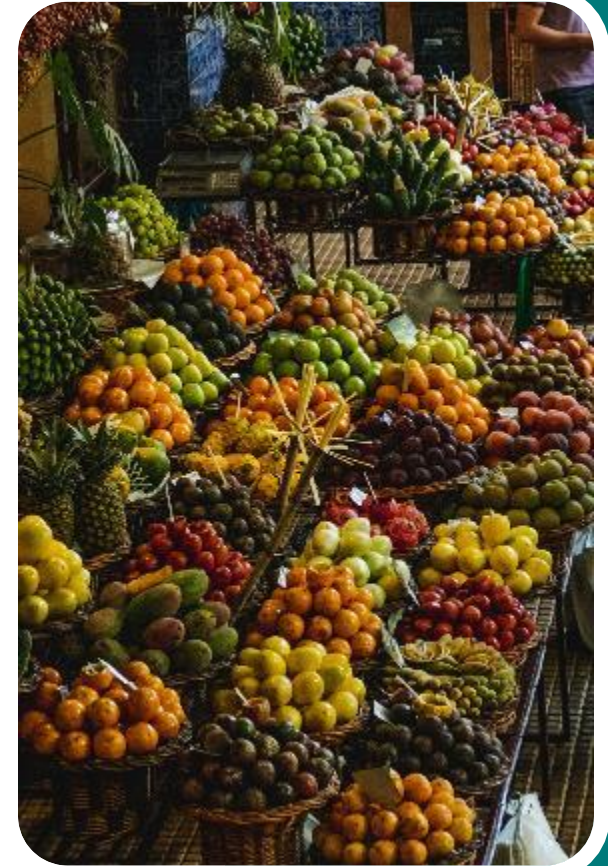
Customers and tour agencies with accommodation facilities

**Resources**

None

**Constraints**

Lack of tourists due to COVID-19





**Company #2**



# Company Snapshot



**Overview:** Food processing



**Location:** Dar-es-Salaam



**Products:**

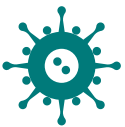
*Non-fortified* – Pumpkin flour, millet flour, and pumpkin seeds.



**Primary Target Market:** Infants, children, old people, and the general population.



**Revenue:** An average of \$6,037 between 2018 and 2020.



**Impact of COVID-19:** With the overall negative impact that COVID-19 had on the economy, the company experienced a decline in their revenues.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative has a clear understanding of the purpose of the SUN Business Network



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitment; there are no additional voluntary commitments



Product Formulation



### BUSINESS OWNERSHIP

The company is incorporated as a sole proprietorship



### COMMITMENT LEAD

CEO



### BOARD OF DIRECTORS

The company has no board of directors



### NO. OF EMPLOYEES

2 employees, of which all are women

# Commitment #1: Product Formulation

## OVERVIEW



### PRODUCT FORMULATION

The commitment involves developing and selling fortified products and products inherently high in micronutrients.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective of promoting nutrition by processing and selling fortified and nutritious products.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Sourcing high-quality raw materials to formulate the products.
- Adhering to the Tanzania Food & Nutrition Center (TFNC) ratios throughout product formulation.



### COMMITMENT INDICATORS

- Quality assurance.

Above is the KPI that the company used in tracking the commitment.

## CHALLENGES

- **Seasonal Availability of Raw Materials:** The company lacks an adequate supply of raw materials during the low harvest seasons for maize and wheat.
- **Quality of Raw Materials:** Maize and wheat are highly susceptible to pest attacks, which eventually compromises the quality of the raw materials.

## OPPORTUNITIES

- **Personal Production:** With steady funds, the company can produce its raw materials (maize and wheat) to ensure a constant supply of raw materials for product formulation.





**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





## Identify a unique organic flour and purchase 1 grinder machine to assist with product diversification by 2021

	Identify a unique organic flour	Purchase 1 grinder machine for peanut and pumpkin seeds
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product formulation	Product formulation
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	General population	Suppliers and machine expert for inspection
<b>Resources</b>	Funds and processing machines	Storage facility, staff and funds
<b>Constraints</b>	Lack of funds	Lack of funds



## Ensure constant availability of wheat and maize by 2021

Partner with at least 2 reliable suppliers to ensure maize and wheat availability

**Responsible**

CEO

**Commitment**

Product formulation

**Period**

January 2021 – December 2021

**Stakeholders**

Suppliers and quality assurance officer

**Resources**

Funds and storage facility

**Constraints**

Lack of funds



## Purchase 1 drying machine for processing in rainy seasons by 2021

Purchase 1 drying machine for processing in rainy seasons

CEO

Product formulation

January 2021 – December 2021

Suppliers and machine expert for inspection

Staff, storage facility, and funds

Lack of funds



**Company #3**



# Company Snapshot



**Overview:** Food processing



**Location:** Dar-es-Salaam

**Products:**

*Fortified* — Biofortified maize flour

*Non-fortified* — Orange Fleshed Sweet Potato flour, whole sorghum flour, and composite flour with mixed grain, pumpkin seeds, and soya.



**Primary Target Market:** Children above six months, breastfeeding mothers, and people suffering from diabetes.



**Revenue:** An average of \$40,000 between 2018 and 2020.



**Impact of COVID-19:** Although COVID-19 caused bulk buying of the products, retailers could not pay in time. This problem caused low cash flow and halted further production.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative has a clear understanding of the purpose of the SUN Business Network



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Product Pricing
- ✓ Product Distribution



### BUSINESS OWNERSHIP

The company is incorporated as a limited liability company.



### COMMITMENT LEAD

CEO



### BOARD OF DIRECTORS

The company has no board of directors.



### NO. OF EMPLOYEES

12 employees, of which 7 are women and 5 are men

# Commitment #1: Product Pricing

## OVERVIEW



### PRODUCT PRICING

The commitment involves improving product affordability which addresses micronutrients. The company aimed to make products affordable by introducing smaller packaged products and launching an out-growers scheme.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective of producing affordable products for low and middle-income earners.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Production of smaller packages that resulted in affordable prices.
- Introduced an out-growers scheme.



### COMMITMENT INDICATORS

- Increase in sales

Above is the KPI that the company used in tracking the commitment.

## CHALLENGES

- **Delayed Receivables:** The company could not collect cash from credit customers on time. This caused a lag in company operations due to low cash flows.
- **Lack of Awareness:** Consumers are not well aware of the health benefits of biofortified maize; hence, product demand is relatively low.
- **Unfair Competition:** The company is at a price disadvantage due to other small producers selling falsely labeled fortified products at lower prices.

## OPPORTUNITIES

- **Reduce Production Costs:** The company can partner with reliable raw materials suppliers to purchase at a relatively lower cost, potentially reducing overall production costs and enabling the company to set better prices for the customers.

# Commitment #2: Product Distribution

## OVERVIEW



### PRODUCT DISTRIBUTION

The commitment involves improving the distribution and accessibility of products specifically formulated for specific undernourished groups. The company aimed to make sure customers can easily access products by selling across five regions in Tanzania.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to increase the points of sales.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Increased the number of retail shops from an estimated 12 shops to an estimated 150 shops.



### COMMITMENT INDICATORS

- Increase points of sales

Above is the KPI that the company used in tracking the commitment.

## CHALLENGES

- **Long Distance to Markets:** The company incurs high costs on transporting the products to distant regions.
- **Unfair Competition:** Demand for the company's products is affected by small sellers who falsely label products as fortified and sell them at lower prices.

## OPPORTUNITIES

- **School Feeding Programs:** The company has started reaching out to NGOs involved with school feeding programs to source them as potential customers.





**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





## Creating a reliable supply of raw materials by having 100 farmers under the out-growers scheme within 2021



## Bulk printing of product packages and stickers within 2021

	Commencing an out-growers scheme with 100 farmers	Printing product packages and stickers in bulk, worth \$6,468
<b>Responsible</b>	Farm Manager/Production Manager	Managing Director
<b>Commitment</b>	Product distribution	Product pricing
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	Local farmers	Financial providers (SACCOSS) and packaging suppliers
<b>Resources</b>	Funds and storage facility	Funds
<b>Constraints</b>	Low storage capacity	Lack of funds



## Increase distribution by buying 2 motorcycles and 1 van and reaching 2 schools for school feeding programs within 2021

	Buy 2 motorcycles and 1 van to increase distribution	Reaching 2 schools for school feeding program
<b>Responsible</b>	Managing Director	Marketing Officer
<b>Commitment</b>	Product distribution	Product distribution
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	Automobile suppliers	NGOs (dealing with school feeding programs)
<b>Resources</b>	Funds and drivers	Funds, project proposal, project permit from TBS and TFNC
<b>Constraints</b>	Lack of funds	Strict requirements on food analysis by TBS and TFNC



## Increase 100 point of sales within 2021

Expand distribution by increasing 100 points of sales

**Responsible**

Managing Director

**Commitment**

Product distribution

**Period**

January 2021 – December 2021

**Stakeholders**

Agents and customers

**Resources**

Funds and sales agents

**Constraints**

Lack of funds



## Create awareness by making social media ads worth \$30 – \$40 every month within 2021

Posting social media ads worth \$30 – \$40 per month

Marketing Officer

Product distribution

January 2021 – December 2021

Customers

Funds

Lack of funds



**Company #4**



# Company Snapshot



**Overview:** Food processing



**Location:** Dar-es-Salaam



**Products:**

*Fortified* – Sembe flour, whole maize flour, and corn soy blend (CSB).



**Primary Target Market:** Low-income consumers.



**Revenue:** A total of \$160,090 between 2018 and 2020.



**Impact of COVID-19:** The company's primary distribution channel, the school feeding program, was suspended in the first half of 2020 due to COVID-19. As a result, their sales dropped by 44% in 2020.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative has a clear understanding of the purpose of the SUN Business Network.



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Product Pricing
- ✓ Product Formulation



### BUSINESS OWNERSHIP

The company is incorporated as a limited liability company



### COMMITMENT LEAD

CEO



### BOARD OF DIRECTORS

The company has a board consisting of 3 members.



### NO. OF EMPLOYEES

11 employees, of which women are 6 and male are 5.

# Commitment #1: Product Pricing

## OVERVIEW



### PRODUCT PRICING

The commitment involves improving product affordability.

The company could not implement this commitment but aims to deliver affordable fortified maize flour products to low-income consumers.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to make products more affordable to low-income consumers.

## COMMITMENT PROGRESS



### KEY MILESTONES

The following are the plans to implement the commitment:

- Distribute 225MT of fortified maize flour annually.
- Reduce the price of fortified maize flour to a range of \$0.37 – \$0.39.



### COMMITMENT INDICATORS

- Increased number of products distributed.
- Decreased product prices.

Above are the KPIs that the company plan to use in tracking the commitment.

## CHALLENGES

- **Lack of Investment Capital:** The company requires additional capital to cover the high production costs and facilitate further operations.
- **Difficult Business Environment:** The government has not set a friendly environment for companies to operate in. For instance, the price of maize has been fluctuating based on government decisions and the company has faced delays in obtaining permits from the Tanzania Bureau of Standard (TBS) due to administrative bureaucracy.

## OPPORTUNITIES

- **Distributing Different Sized Product Packages:** The company can create smaller-sized packages which will fetch a relatively lower price to reach more low-income population.



# Commitment #2: Product Formulation

## OVERVIEW



### PRODUCT FORMULATION

The commitment involves developing and selling fortified products to specific undernourished groups.

The company could not implement the commitment due to a lack of capital to purchase machines.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective of producing fortified corn-soy blend for children.

## COMMITMENT PROGRESS



### KEY MILESTONES

The following are the plans to implement the commitment:

- Improve infant porridge by formulating a corn-soy blend (CSB) fortified with vitamins and minerals ideal for children.
- Distribute 65MT of the corn-soy blend to 30 primary schools in Kisarawe district.



### COMMITMENT INDICATORS

- Quality assurance

Above is the KPI that the company plans to use in tracking the commitment.

## CHALLENGES

- **Inability to Access Investment Capital:** Local commercial banks have strict requirements in offering investment capital to small companies.

## OPPORTUNITIES

- **Partner with Nutrition-Based Organizations:** The company can collaborate with stakeholders in the nutrition field to ensure the production of quality products and have a reliable network of nutrition experts.



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





**Eliminating intermediaries by directly buying 305 tonnes of maize from farmers to reduce costs in 2021 – 2022**



**Ensure reliable supply by contracting 10 - 15 farmers for an out-grower scheme within 2021**

Procuring 305 tones of maize directly from farmers

Commence an out-grower scheme with 10 – 15 farmers

**Responsible**

CEO and Quality Assurance Officer

Rukwa Supervisor

**Commitment**

Product pricing

Product pricing

**Period**

January 2021 – March 2022

January 2020 – December 2021

**Stakeholders**

Local farmers

Local farmers

**Resources**

Staff and funds

Funds (\$21,500) and silos

**Constraints**

Lack of funds

Difficulty in farmers' management and communication



## Constructing a kiosk and a factory at a location of target customers within July 2021 – July 2022

Constructing a kiosk and a factory at a location of target customers to reduce distribution costs

**Responsible**

CEO

**Commitment**

Product pricing

**Period**

July 2020 – July 2021

**Stakeholders**

Customers and contractors

**Resources**

Funds, staff, building materials, and machines

**Constraints**

Lack of funds



## Purchasing a motorcycle for deliveries within July 2021 – July 2022

Purchasing a motorcycle for deliveries

CEO

Product pricing

July 2020 – July 2021

Automobile dealers

Funds and drivers

Lack of funds



## Formulating an improved corn-soy blend flour and create product awareness by using 100 wall posters per month.

	Formulating an improved corn-soy blend flour	Create product awareness using 100 wall posters per month
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product formulation	Product formulation
<b>Period</b>	2019 – Continuous	2020 – Continuous
<b>Stakeholders</b>	Insta-Pro International (machinery suppliers) and Feed the Children (potential customers)	General population
<b>Resources</b>	Funds, processing equipment, TBS certification	Funds (\$2,370), printer, staff
<b>Constraints</b>	Lack of funds and administrative bureaucracy to obtain TBS certification	Lack of funds



**Company #5**



# Company Snapshot



**Overview:** Food processing



**Location:** Dar-es-Salaam



**Products:**

*Non-fortified* – Bread and cake.



**Primary Target Market:** Lower-income earners, middle-income earners, and schools.



**Revenue:** A total of \$ 552,200 between 2018 and 2020.



**Impact of COVID-19:** The revenue dropped by an estimate of 80% due to the closure of schools. The company also had to reduce the number of employees and restructure retail shops to enable social distancing.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative does not have a clear understanding of the purpose of the SUN Business Network



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Product Pricing
- ✓ Product Formulation
- ✓ Product Distribution



### BUSINESS OWNERSHIP

The company is incorporated as a partnership



### COMMITMENT LEAD

CEO



### BOARD OF DIRECTORS

The company has no board of directors.



### NO. OF EMPLOYEES

16 employees, of which women are 7 and male are 9.



# Commitment #1: Product Pricing

## OVERVIEW



### PRODUCT PRICING

The commitment involves improving product affordability which addresses micronutrients. The company had initially planned to reduce the production cost. However, it was able to maintain its current prices due to the price increase of raw materials.



### REASON FOR COMMITMENT

The commitment would help reach more customers.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Maintained the product prices despite the increased cost of raw materials.



### COMMITMENT INDICATORS

- Increase in sales

Above is the KPI that the company used in tracking the commitment.

## CHALLENGES

- **High Production Costs:** There was an increase in the cost of raw materials. For instance, twenty liters of cooking oil almost doubled in price from \$19 to \$35.8.

## OPPORTUNITIES

- **Eliminating Intermediaries:** The company can reduce costs by buying directly from primary sources instead of retailers. This will potentially reduce the cost of production and enable the company to set lower product prices.

# Commitment #2: Product Formulation

## OVERVIEW



### PRODUCT FORMULATION

The commitment involves developing and selling fortified products and products inherently high in micronutrients aimed at specific undernourished groups. The company plans to produce bread made from Orange Flesh Sweet Potatoes on a large scale once the TBS permit has been obtained.



### REASON FOR COMMITMENT

The commitment will help meet the required product standard concerning nutritional content.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Small-scale production of bread made from Orange Flesh Sweet Potatoes.



### COMMITMENT INDICATORS

- Increase in production

Above is the KPI that the company used in tracking the commitment.

## CHALLENGES

- **Insufficient Raw Materials:** Due to COVID-19, there was a shortage of resources such as sugar, which slowed down production.
- **High Cost of Raw Materials:** Raw material prices increased in the past year. For instance, 20 liters of cooking oil almost doubled in price from \$19 to \$35.8.
- **Lack of Staff:** Current number of staff does not adequately meet the company's desired production capacity.

## OPPORTUNITIES

- **Potential for New Products:** Bread made from Orange Fleshed Sweet Potatoes is not popular, the company can research recipe variations and adopt the best possible ingredients to make it more desirable without compromising on its nutritional quality.

# Commitment #3: Product Distribution

## OVERVIEW



### PRODUCT DISTRIBUTION

The commitment involves improving the distribution and accessibility of the products specifically formulated or appropriate for specific undernourished groups. The company aims at increasing the product distribution to customers and has been able to reach women and children.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to reach more low-income individuals.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Reached children under five years, children above five years, and women.



### COMMITMENT INDICATORS

- Increase in sales

Above is the KPI that the company used in tracking the commitment.

## CHALLENGES

- **High Distribution Costs:** The company currently delivers bread to the customers through a rental van, whose charges are relatively high.

## OPPORTUNITIES

- **Buying a Van for Distribution:** The company can effectively reach more customers by having its distribution van(s).



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





## Eliminating intermediaries by directly selling to customers and increasing operational efficiency through setting up an internal controls software system by 2022

	Selling 1 500 – 2000 loaves of bread directly to customers per day	Setting up an internal controls software system to improve efficiency.
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product pricing	Product pricing
<b>Period</b>	January 2021 – June 2021	January 2021 – January 2022
<b>Stakeholders</b>	Middlemen and staff	Software developers
<b>Resources</b>	Funds, staff, and machinery	Funds (\$5,300) and staff
<b>Constraints</b>	Lack of funds	Lack of funds



## Obtain TBS approval stamp on the Orange Fleshed Sweet Potatoes bread



## Establishing an association (Tanzania Bread Association) that would increase product awareness within 2021

	Register the bread made with Orange Fleshed Sweet Potatoes with TBS	Establishing an association (Tanzania Bread Association)
<b>Responsible</b>	Managing Director	Managing Director
<b>Commitment</b>	Product formulation	Product distribution
<b>Period</b>	TBD	January 2021 – December 2021
<b>Stakeholders</b>	Tanzania Bureau of Standards (TBS)	Bread manufacturers
<b>Resources</b>	Funds	Funds and members
<b>Constraints</b>	Lack of funds	Bureaucracy in obtaining the necessary permits



## Increasing distribution by delivering 200 loaves of bread using motorcycles and buying 2 vans for delivery by 2022

	Delivering 200 loaves of bread using motorcycles	Buying 2 delivery vans
<b>Responsible</b>	Production Manager	Managing Director
<b>Commitment</b>	Product distribution	Product distribution
<b>Period</b>	September 2020 – June 2021	January 2021 – November 2022
<b>Stakeholders</b>	Customers	Automobile suppliers
<b>Resources</b>	Motorcycles drivers	Drivers and funds
<b>Constraints</b>	Dishonest suppliers	Lack of funds



**Company #6**





# Company Snapshot



**Overview:** Food packaging and distribution



**Location:** Dar-es-Salaam



**Products:** Provides delivery of maize flour and vegetables and offers food catering.



**Primary Target Market:** Working-class individuals



**Revenue:** An average of \$7,330 between 2019 and 2020.



**Impact of COVID-19:** COVID-19 has caused fewer purchases, which reduced the company's revenue by an estimated 45%.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative does not have a clear understanding of the purpose of the SUN Business Network.



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Product Pricing
- ✓ Stakeholders Engagement
- ✓ Product Distribution



### BUSINESS OWNERSHIP

The company is incorporated as a sole proprietorship



### COMMITMENT LEAD

CEO



### BOARD OF DIRECTORS

The company has no board of directors.



### NO. OF EMPLOYEES

5 employees, of which women are 3 and male are 2.

# Commitment #1: Product Pricing

## OVERVIEW



### PRODUCT PRICING

The commitment involves improving product affordability which addresses micronutrients. The company aims at cutting down intermediaries and buy directly from local farmers to reduce costs.



### REASON FOR COMMITMENT

The commitment will help attract more customers by making services affordable.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Started a company farm to source various vegetables from.



### COMMITMENT INDICATORS

- Increase in sales

Above is the KPI that the company used in tracking the commitment.

## CHALLENGES

- Decline in Revenues:** Demand for the company's products declined due to COVID-19, which affected consumers' purchasing power.
- High Cost of Raw Materials:** Prices of different raw materials have increased in the past year, leading to an overall increase in production costs.

## OPPORTUNITIES

- Out-grower Scheme:** The company can partner with local farmers to ensure raw materials and product availability at a relatively lower cost.

# Commitment #2: Stakeholders Engagement

## OVERVIEW



### COMMITMENT #2

The commitment involves engaging with stakeholders in developing nutrition policies/programs. The company engages different stakeholders who can support the company and help gain a bigger market.



### REASON FOR COMMITMENT

The commitment would help expand the product market.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Reached out and sent product samples to potential stakeholders in the USA.



### COMMITMENT INDICATORS

- Increase in stakeholders.

Above is the KPI that could be used in tracking the commitment but company representatives stated none.

## CHALLENGES

- Acquiring Stakeholders:** The process can be tedious and time-consuming because the company has to ensure that the potential partner has similar objectives with those of the company and can be reliable.

## OPPORTUNITIES

- Networking:** By attending various nutrition and health events, the company can meet various potential stakeholders for collaborations.

# Commitment #3: Product Distribution

## OVERVIEW



### PRODUCT DISTRIBUTION

The commitment involves improving the distribution and accessibility of the products specifically formulated or appropriate for specific undernourished groups.

Delivery is the core of the company's service, and it is done using motorcycles. The company plans to purchase more motorcycles to improve distribution capacity.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to expand the customer base.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Outsourcing delivery to small logistic companies that use motorcycles for doorstep delivery.



### COMMITMENT INDICATORS

- Increase in delivery agents
- Increase in number of deliveries

Above are the KPIs that the company used in tracking the commitment.

## CHALLENGES

- **Lack of Funds:** Revenue declines have reduced the company's capacity to improve product distribution.

## OPPORTUNITIES

- **Buying a Distribution Vehicle:** The company can effectively reach more customers by purchasing motorcycles for delivery.



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





## Reduce costs by buying directly from 2 farmers within 2021 and start greenhouse farming on the company's land to produce vegetables in the next 2 years

	Buying directly from 2 farmers	Start greenhouse farming to produce vegetables in the next 2 years.
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product pricing	Product pricing
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2023
<b>Stakeholders</b>	Farmers	Agro-equipment suppliers
<b>Resources</b>	Funds (\$4,300)	Funds (\$5,000), 1-hectare farmland, farming equipment, and staff
<b>Constraints</b>	Difficulty in farmers management and communication	Lack of funds



## Reduce cost by empowering production from youth and women groups of 5-10 members by 2022.

Empowering production from youth and women groups of 5 - 10 members

**Responsible**

CEO

**Commitment**

Product pricing

**Period**

September 2020 – February 2022

**Stakeholders**

Women and youth community groups

**Resources**

Funds, agricultural equipment, and mentors

**Constraints**

Lack of skills among the target groups







## Expanding the products' market by attending at least 1 event per month and searching for agents 2-3 times per week within 2021

	Attending at least 1 event per month	Searching for agents 2-3 times per week
<b>Responsible</b>	Marketing Officer	CEO
<b>Commitment</b>	Stakeholders engagement	Stakeholders engagement
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	Customers and event planners	Sales agents
<b>Resources</b>	Funds and time	Funds
<b>Constraints</b>	Lack of funds	Unreliable agents



## Increase distribution by purchasing 2-3 motorcycles and launch an app within 2021

	Purchasing 2 or 3 motorcycles	Launching a delivery app
<b>Responsible</b>	Marketing Officer	CEO
<b>Commitment</b>	Product distribution	Product distribution
<b>Period</b>	March 2021 – June 2021	2020 – May 2021
<b>Stakeholders</b>	Automobile dealers	IT Personnel/App developers
<b>Resources</b>	Funds and drivers	Funds and staff
<b>Constraints</b>	Lack of funds	Lack of funds



**Company #7**



# Company Snapshot



**Overview:** Dairy processing



**Location:** Shinyanga



**Products:**

*Fortified* – Cultured milk enriched with vitamin A & D+, plain yogurt, and low-fat yogurt. .



**Primary Target Market:** General population.



**Revenue:** An average of \$27,000 between 2018 and 2020.



**Impact of COVID-19:** Due to the COVID-19 pandemic, the company's product demand dropped significantly, causing a decline in revenue.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative has a clear understanding of the purpose of the SUN Business Network



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Product Pricing
- ✓ Product Formulation
- ✓ Product Labeling
- ✓ Stakeholders Engagement
- ✓ Product Distribution



### BUSINESS OWNERSHIP

The company is incorporated as a sole proprietorship



### COMMITMENT LEAD

CEO



### NO. OF EMPLOYEES

6 employees, of which  
3 are men and 3 are  
women



### BOARD OF DIRECTORS

The company has no  
board of directors.

# Commitment #1: Product Pricing

## OVERVIEW



### PRODUCT PRICING

The commitment involves improving the availability of the product, which addresses micronutrients. The company sells its products in different volume sizes to make them accessible to the general population.



### REASON FOR COMMITMENT

The commitment aligns with the company's objective to improve product affordability to the general population.

## COMMITMENT PROGRESS



### KEY MILESTONES

- The products are packed in different volume sizes of 5L, 3L, 1L, 500ml and 250ml to make them affordable to all income groups.



### COMMITMENT INDICATORS

- Increase in sales
- Increase in demand

Above are the KPIs the company used in tracking the commitment.

## CHALLENGES

- **High Cost of Fortification Materials:** The high-quality imported fortificants required by the company are expensive.

## OPPORTUNITIES

- **Collaborating with Suppliers:** The company can partner with different raw materials suppliers to ensure a consistent supply of high-quality resources at a relatively low price to reduce overall production costs.

# Commitment #2: Product Formulation

## OVERVIEW



### PRODUCT FORMULATION

The commitment involves developing and selling fortified products and products inherently high in micronutrients. The company produces cultured milk fortified with vitamin A and D+, plain yogurt, and low-fat yogurt.



### REASON FOR COMMITMENT

The commitment aligns with the company's objective that aims at making healthy products.

## COMMITMENT PROGRESS



### KEY MILESTONES

- The use of quality materials for fortification and machinery production to improve the quality.
- Maximum supervision on the production process to ensure the products are of high quality and preserve nutrients.



### COMMITMENT INDICATORS

- Customer feedback
- Quality assurance

Above are the KPIs the company used in tracking the commitment.

## CHALLENGES

- **Quality of Raw Material:** The company lacks a reliable source of raw milk, which affects the nutritional content of the final products.
- **Limited Personnel:** Due to insufficient staff, much time is required in the supervision process to ensure that products are fortified and nutrients are preserved.

## OPPORTUNITIES

- **Partnership with Suppliers:** The company can collaborate with reliable suppliers of raw materials such as raw milk and fortificants to ensure a consistent supply of high-quality materials.

# Commitment #3: Product Labeling

## OVERVIEW



### PRODUCT LABELING

The commitment involves disclosing nutritional information on the pack of a product. The company discloses the nutrition information on cultured milk, plain and low-fat yogurt.



### REASON FOR COMMITMENT

The commitment aligns with the company's objective to increase customer awareness of nutrition information by labeling the product.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Ensuring all the ingredients and nutrition information used in formulating the product are reflected on the labels.
- Maintaining supervision of the labeling process.



### COMMITMENT INDICATORS

- Customer feedback

Above is the KPI the company used in tracking the commitment.

## CHALLENGES

- **High Cost of Packaging Materials:** The company uses quality materials imported from Kenya, which are expensive.

## OPPORTUNITIES

- **Product Awareness:** The nutritional information on the labels creates awareness to customers on the product content, which can potentially increase product visibility to different groups with special dietary needs.



# Commitment #4: Stakeholders Engagement

## OVERVIEW



### COMMITMENT #4

The commitment involves engaging with stakeholders in developing nutrition policies/programs. The company works with dairy farmers, suppliers, agents, and customers to expand the dairy sector.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to expand the dairy farm sectors by engaging different stakeholders.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Conducted workshops with dairy farmers once every two months.
- Visited agents and maintained communication with suppliers, customers, and other dairy farm stakeholders.



### COMMITMENT INDICATORS

- Customer feedback
- Number of workshops
- Number of stakeholder contacted.

Above are the KPIs the company used in tracking the commitment.

## CHALLENGES

- **Lack of Funds:** The company could not financially sustain itself to facilitate workshops, visits, and regular communication with farmers, agents, and customers.
- **Time Constraints:** The process of acquiring a stakeholder to collaborate with can be time consuming. Due to the shortage of staff at the company, this is not a top priority.

## OPPORTUNITIES

- **Business Branding and Expansion:** Effective engagement with stakeholders paves the way for product branding, which will help the company expand its market and expose it to other stakeholders in the dairy farm business.

# Commitment #5: Product Distribution

## OVERVIEW



### PRODUCT DISTRIBUTION

The commitment involves improving the distribution and accessibility of the products. The company distributes the products to 7 lake zone regions and the focus is expanding to Shinyanga and Dodoma through agents.



### REASON FOR COMMITMENT

The commitment aligns with the company's objective to be the country's biggest supplier of dairy products.

## COMMITMENT PROGRESS



### KEY MILESTONES

- The use of agents in the distribution of the products to the seven regions.
- Expanding the company farm to produce 300 litres per day.



### COMMITMENT INDICATORS

- Increase in sales
- Increase in demand

Above are the KPIs the company used in tracking the commitment.

## CHALLENGES

- **Insufficient Funds:** The company lacks funds to improve the level of efficiency in product distribution.
- **Unreliable Agents:** Majority of the agents the company has worked with were not trustworthy.

## OPPORTUNITIES

- **In-House Distribution Channel:** The company can create an in-house team of salesmen placed at different points of sale to increase product availability to the general population.



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





## Selling products in different volume sizes to ensure affordability to all income-earning groups

Selling products in different volume sizes (5L,3L,1L, 500ml and 250ml) to make it affordable to all income-earning groups

**Responsible**

CEO

**Commitment**

Product pricing

**Period**

January 2020 – January 2021

**Stakeholders**

Packaging suppliers and customers

**Resources**

Packaging materials, staff and machinery

**Constraints**

Lack of funds



## Expanding company's farm to produce 300 litres per day by 2022.

Farm expansion aiming to produce 300L per day

CEO

Product distribution

September 2021 – September 2022

Vets and customers

Funds, farmland, machines and staff

Lack of funds



## Ensure nutrients are well preserved by maintaining maximum supervision and increase the use of technology in production.

	Supervise and ensure quality production is maintained and nutrients are well preserved	Increase use of machines rather than human labor to improve products quality
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product formulation	Product formulation
<b>Period</b>	January 2020 – January 2021	September 2021 – September 2022
<b>Stakeholders</b>	Laborers	Laborers
<b>Resources</b>	Laborers, fortificants and machines	Machines, funds and storage facility
<b>Constraints</b>	Inadequate time for supervision	Lack of funds



**To ensure the nutrition information on the labels is well disclosed by supervising the process of labeling while cutting down the cost of the packages by buying in bulk.**

	Supervision to ensures the labels meet the standard set by the company	Buying packages in bulk about 50,000 pieces
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product labeling	Product labeling
<b>Period</b>	January 2020 – January 2021	September 2021 – September 2022
<b>Stakeholders</b>	Laborers and packaging suppliers	Packaging suppliers
<b>Resources</b>	Labor and time	Funds
<b>Constraints</b>	Inadequate time for supervision	Lack of funds



## To increase product distribution to 2 regions (Dodoma & Singida) by 2022.

	Increase number of agents to 20 agents	Acquire 1 refrigerated van for distribution
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product distribution	Product distribution.
<b>Period</b>	January 2021 – January 2022	September 2021 – September 2022
<b>Stakeholders</b>	Agents and customer	Automobile dealers
<b>Resources</b>	Funds	Funds
<b>Constraints</b>	Dishonest agents	Lack of funds



**Expanding the dairy farm sector by conducting 4 workshops to farmers, regular communication with suppliers, and frequent visits to agents & customers (once in every 2 months) by 2022.**

	Conduct 4 workshops with dairy farmers	Frequent communication with suppliers, and visits to agents and customers at least once in every 2 months
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Stakeholders engagement	Stakeholders engagement
<b>Period</b>	January 2021 – January 2022	January 2021 – January 2022
<b>Stakeholders</b>	Local dairy farmers	Customers and suppliers
<b>Resources</b>	Funds and time	Funds and time
<b>Constraints</b>	Lack of funds and time	Lack of funds and time





**Company #8**



# Company Snapshot



**Overview:** Maize milling and processing



**Location:** Dodoma



**Products:**

*Fortified* — Maize Flour: Super Sembe (Maize flour) and Dona (Cassava flour).



**Primary Target Market:** General population.



**Revenue:** An average of \$2.19M between 2018 and 2020.



**Impact of COVID-19:** Beyond its retail outlets, the company supplies products to schools. Due to the COVID-19 pandemic, the company's revenue declined due to schools being closed.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative has no clear understanding of the purpose of the SUN Business Network since the company representative is new to the business.



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Product Pricing
- ✓ Product Labeling
- ✓ Product Distribution
- ✓ Supporting Staff Health & Wellness



### BUSINESS OWNERSHIP

The company is a family-owned business.



### COMMITMENT LEAD

Managing Director



### BOARD OF DIRECTORS

The company has no board of directors.



### NO. OF EMPLOYEES

50 employees, of which  
40 are men and 10  
are women.

# Commitment #1: Product Pricing

## OVERVIEW



### PRODUCT PRICING

The commitment involves improving product availability. The company agreed with farmers (contract farming) to have a reliable supply of raw materials and cut down production costs.



### REASON FOR COMMITMENT

The commitment aligns with the company's objective to sell the products at affordable prices and ensure accessibility to the general population.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Out grower scheme was introduced to have a reliable supply of raw materials.
- Sourced the pre-mix directly from suppliers to cut down costs.
- Created smaller and affordable packages.



### COMMITMENT INDICATORS

- Increase in turnover
- Increase in profitability
- Customer feedback.

Above are the KPIs the company used in tracking the commitment.

## CHALLENGES

- **Limited Storage Facilities:** In the harvesting period, the company needs to purchase raw materials in larger quantities to offset the post-harvesting period when the prices are high, and raw materials are scarce.

## OPPORTUNITIES

- **Increase in Supply of Raw Materials:** The company will have an advantage over the supply and price of maize by starting an out-grower scheme.

# Commitment #2: Product Labeling

## OVERVIEW



### PRODUCT LABELING

The commitment involves disclosing nutritional information on the pack of a product. The company indicates the fortification of the products with vitamin B12 and zinc.



### REASON FOR COMMITMENT

The commitment aligns with the company's objective of ensuring the customers know the products' nutritional composition.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Indicated the fortification of the products with vitamin B12 and zinc.
- Close supervision of the labeling process.
- Educating customers on the importance of nutritional information on the products.



### COMMITMENT INDICATORS

- Inspection report
- Customer feedback

Above are the KPIs the company used in tracking the commitment.

## CHALLENGES

- **High Cost of Packaging Materials:** The fortificants, Vitamin B12 and zinc, are expensive.

## OPPORTUNITIES

- **Product Awareness:** The nutritional information on the labels creates awareness to customers on the product contents, potentially attracting customers with special dietary needs.

# Commitment #3: Product Distribution

## OVERVIEW



### PRODUCT DISTRIBUTION

The commitment involves improving the distribution and accessibility of the products. The company distributes its products to wholesalers and its retail outlets in Dodoma.



### REASON FOR COMMITMENT

The commitment aligns with the company's objective to expand its market to 4 regions (Dodoma, Singida, Manyara, and Morogoro) by 2022.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Door to door delivery to wholesalers.
- Increased the number of retail outlets in Dodoma.



### COMMITMENT INDICATORS

- Increase in sales
- Increase in turnover
- Increase in number of retail outlets

Above are the KPIs the company used in tracking the commitment.

## CHALLENGES

- **Vehicle Failure:** The company faces regular van breakdowns, which deters the distribution process.

## OPPORTUNITIES

- **Market Expansion:** When effectively done, product distribution will enable the company to expand its product outreach to new markets within and outside the Dodoma region.

# Commitment #4: Supporting Staff Health & Wellness

## OVERVIEW



### COMMITMENT #4

The commitment involves supporting employee's health and wellness through a program focused on nutrition, diet, and activity. The company conducts routine checkups, nutrition programs and covers medical costs for its workers.



### REASON FOR COMMITMENT

The commitment aligns with the company's objective to maintain efficient and effective production by ensuring that workers are healthy.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Routine checkups are done on all workers.
- Conducted nutrition programs.
- Covering the workers' medical costs.



### COMMITMENT INDICATORS

- Increase in production
- Number of nutrition programs
- A robust, healthy, and well-rounded worker

Above are the KPIs the company used in tracking the commitment.

## CHALLENGES

- **Workers' Negligence:** Some workers do not take good care of their health and safety when they are out of the working environment.

## OPPORTUNITIES

- **Increased Employee Productivity:** Introduction of diet programs and physical exercise sessions can promote a robust workforce that can potentially boost the company's productivity.



**Company #9**





# Company Snapshot



**Overview:** Non-Governmental Organization



**Location:** Kilimanjaro



**Products:** Increasing general awareness of the importance of dieting at a family, community, and nation level.



**Primary Target Market:** Children below 5 years, adolescents, and pregnant and breastfeeding mothers.



**Revenue:** Amount not specified.



**Impact of COVID-19:** The organization temporarily stopped conducting its nutrition programs in schools and hospitals due to school closures and social distancing mandates.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The organization representative has no clear understanding of the purpose of the SUN Business Network since the company representative is new to the business.



## NUTRITION COMMITMENTS

The organization enrolled to undertake the following commitment; there are no additional voluntary commitments

- ✓ Supporting Consumer-oriented Healthy Eating & Active Lifestyle Program



### BUSINESS OWNERSHIP

The NGO is a partnership



### COMMITMENT LEAD

Partner



### BOARD OF DIRECTORS

The organization has no board of directors.



### NO. OF EMPLOYEES

3 founder, all are women.

# Commitment #1: Supporting Consumer-oriented Healthy Eating & Active Lifestyle Program

## OVERVIEW



### COMMITMENT #1

The commitment involves supporting healthy eating, nutrition education, and active lifestyle programs for its consumers and local communities.

The organization conducts nutrition education to the targeted population groups.



### REASON FOR COMMITMENT

The commitment aligns with the organization's general objective to increase awareness of the importance of dieting in families.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Conducted over 25 programs across various groups within the targeted population, which were hosted both physically and virtually via WhatsApp.



### COMMITMENT INDICATORS

- Number of nutrition programs conducted
- Customer feedback

Above are the KPIs the company used in tracking the commitment.

## CHALLENGES

- Lack of Funds:** The organization does not have a reliable funding source to facilitate different programs and projects effectively.

## OPPORTUNITIES

- Increase Awareness on Importance of Dieting:** The general population is not well informed on the benefits of healthy diets and lifestyle. Therefore, the organization can expand the program outreach to more community groups across the country.



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





**To provide nutrition knowledge to children and adolescents through nutrition clubs in schools and education on solid foods for infants by July 2022.**

	Start nutrition clubs to influence young children and adolescents	Providing education on introduction of solid foods to infants
<b>Responsible</b>	Partner	Partner
<b>Commitment</b>	Supporting consumer-oriented healthy eating & active lifestyle program	Supporting consumer-oriented healthy eating & active lifestyle program
<b>Period</b>	July 2021 – July 2022	July 2021 – July 2022
<b>Stakeholders</b>	Primary and Secondary school students, TAHA and TFNC	Pregnant and nursing mothers, TAHA and TFNC
<b>Resources</b>	Funds and staff	Funds and staff
<b>Constraints</b>	Lack of funds and expertise	Lack of funds and expertise



**Company #10**



# Company Snapshot



**Overview:** Organic food processing



**Location:** Mbeya



**Products:**

*Non-fortified* — Sweet banana crisps, green plantain banana crisps, organic mixed-fruits juice, and organic porridge.



**Primary Target Market:** General population



**Revenue:** An average of \$8,600 between 2018 and 2020.



**Impact of COVID-19:** Upon the first wave, all 20 hawkers and 4 (out of 8) full-time staff stopped showing up at work due to fear of being infected.





# Overview Of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative did not have a clear understanding of the purpose of the SUN Business Network



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Lobbying And Influencing Governments & Policymakers
- ✓ Product Distribution
- ✓ Supporting Consumer-oriented Healthy Eating & Active Lifestyle Program
- ✓ Corporate Nutrition Strategy



### BUSINESS OWNERSHIP

The company is incorporated as a sole proprietorship



### COMMITMENT LEAD

CEO



### BOARD OF DIRECTORS

The company has no board of directors.



### NO. OF EMPLOYEES

4 employees, of which all are women.



# Commitment #1: Lobbying and Influencing Governments & Policymakers

## OVERVIEW



### COMMITMENT #1

The commitment involves engaging with the government and policymaking bodies to support measures to prevent and address diet-related chronic diseases.

The company works alongside Company #12 to involve various government institutions in increasing mass awareness of nutrition.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to cooperate with the government in spreading awareness on nutrition and healthy living across the country.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Conducted training on nutrition at different regional government offices in Mbeya.
- Working with healthcare providers to help patients suffering from diabetes, malnutrition, sickle cell, and blood pressure.



### COMMITMENT INDICATORS

- Increase in referrals
- Increase in attendance at the outreach centers

Above are the stated KPIs, but the company did not actively track the progress.

## CHALLENGES

- Insufficient Funds:** The company had to temporarily stop one of its outreach activities in Mbeya due to high program costs.
- Staff Shortage:** All hawkers and 4 out of 8 employees resigned, leaving only 4 full-time employees. This has slowed down the company's performance and goals.

## OPPORTUNITIES

- Membership in the Regional Nutrition Committee:** The owner has prospects of being made a member of the regional nutrition committee. This platform will potentially increase the company's influence on the government and policymakers in the region of Mbeya.

# Commitment #2: Product Distribution

## OVERVIEW



### PRODUCT DISTRIBUTION

The commitment involves improving the distribution and accessibility of products specifically formulated for specific undernourished groups.

Currently, the company is the primary distributor of its products. However, it has two other distributors in Mwanza.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to diversify its reach across national and international markets.

## COMMITMENT PROGRESS



### KEY MILESTONES

- District visits across the Mbeya region to increase mass awareness on nutrition and organic foods.



### COMMITMENT INDICATORS

- Increase in points of sale across the Mbeya region
- Increase in agents across the country

Above are the KPIs the company could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- **Insufficient Funds:** The company lacks sufficient capital to distribute products across Mbeya and other markets effectively.
- **Staff Shortage:** The company needs to have more sales agents placed at different points of sale within the Mbeya region and other areas across the country.
- **Packaging and Preservative Needs:** Currently, the products do not contain any preservatives; hence, they are highly perishable. Additionally, the current packaging can easily be damaged in transit.

## OPPORTUNITIES

- **Market Expansion:** Before COVID-19, the company had received orders from few customers in Zambia and Malawi. But due to the pandemic, no further orders have been placed since December 2020. However, the owner still maintains contact with the customers for future reference.

# Commitment #3: Supporting Consumer-oriented Healthy Eating & Active Lifestyle Program

## OVERVIEW



### COMMITMENT #3

The commitment involves supporting nutrition education programs for the local communities and consumers. The company works alongside Company #12 and Company #11 to provide training and increase awareness on nutrition and organic foods.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to influence the general public's healthier lifestyles by spreading nutrition awareness.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Conducted training sessions on nutrition and healthy living in collaboration with Company #12.
- The use of radio shows to increase awareness on nutrition and organic foods.



### COMMITMENT INDICATORS

- Increase in referral training invitations
- Decline in malnutrition-related cases across the communities trained

Above are the KPIs the company could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- Insufficient Funds:** The company lacks sufficient capital to conduct continuous outreach and cover radio advert fees.
- Staff Shortage:** The company does not have enough staff qualified to help the owner conduct training and outreach programs.
- Limited Control Over People's Lifestyles:** It is not easy to follow up on the consumers to ensure that they apply what the company representatives teach during the training sessions

## OPPORTUNITIES

- Host Events to Promote Healthy Living:** The company can partner with other organizations in the health and nutrition-related fields to organize a recurring event. The event would bring together key players in those fields and the general population, aiming to promote nutrition and healthy living.
- Start a Healthy Living Campaign:** The company can use social media platforms to create a campaign geared toward influencing the general population to make better health and nutrition choices.

# Commitment #4: Corporate Nutrition Strategy

## OVERVIEW



### COMMITMENT #4

The commitment involves delivering more healthy foods to staff. The company occasionally provides free vegetables to staff and makes the products available to them on credit basis.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to ensure that staff lead a healthy lifestyle.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Providing products to staff with sick relatives on credit or for free.
- Conducting training to staff on nutrition and does routine checkups of staff health.



### COMMITMENT INDICATORS

- Decline in malnutrition-related cases among the staff and their immediate family

Above is the KPI the company could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- **High Raw Materials Costs:** Key ingredients to the company's products are organically produced and expensive compared to non-organic materials. Eventually, the final product prices are made relatively high to at least break even.

## OPPORTUNITIES

- **Economies of Scale:** The owner believes that the overall production cost per output will be relatively lower if the company can produce at a larger scale. This will enable the company to set relatively lower prices to reach more low-income populations.



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





## Increase influence in the government and policymakers by following up on the admission to the regional nutrition committee and recruiting more staff before the end of 2021

	Follow up on admission to the regional nutrition committee	Recruit at least 20 staff
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Lobbying and influencing governments & policymakers	All commitments
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	Mbeya's regional government office and other nominated organization owners	General population
<b>Resources</b>	None	Funds
<b>Constraints</b>	Administrative bureaucracy in the regional government office	Lack of funds



## Ensure consistent product quality by acquiring appropriate product packages and preservatives before the end of 2021

	Research on appropriate product packaging	Research on effective preservatives that will increase the products' shelf-life to 1 month
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product distribution	Product distribution
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	Packaging suppliers/manufacturers and graphic designer	Nutrition experts
<b>Resources</b>	Funds	Funds, juicing machine(s) and staff
<b>Constraints</b>	Lack of funds	Lack of funds



## Ensure consistent product quality by using juice processing and crisps cutting machines in 2021

	Purchase a crisps cutting and frying machine	Purchase a juicing machine
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product distribution	Product distribution
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	Processing machine suppliers	Processing machine suppliers
<b>Resources</b>	Funds, storage/factory space and staff	Funds, storage/factory space and staff
<b>Constraints</b>	Lack of funds and insufficient staff	Lack of funds and insufficient staff





## Increase product outreach by opening 5 sales stalls and buying 10 bicycles for product distribution across the Mbeya region before end of 2021

	Open 5 sales stalls in public areas such as bus stops and hospitals	Purchase 10 bicycles for product distribution across the Mbeya region
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product distribution	Product distribution
<b>Period</b>	June 2021	January 2021 – December 2021
<b>Stakeholders</b>	General population	General population
<b>Resources</b>	Funds and staff	Funds and staff
<b>Constraints</b>	Lack of funds and insufficient staff	Lack of funds and insufficient staff



**Increase influence in the general public through mass awareness by recording feedback from, at most, 2000 customers in 2021**

Record testimonials and feedback from at most 2,000 consumers

**Responsible**

CEO

**Commitment**

Supporting consumer-oriented healthy eating & active lifestyle program

**Period**

January 2021 – December 2021

**Stakeholders**

General population

**Resources**

Staff

**Constraints**

Consumers' consent





**Company #11**



# Company Snapshot



**Overview:** Organic food production and processing



**Location:** Mbeya



**Products:**

*Fortified* — Kitarasa Banana Flour and Raw pumpkin flour

*Non-fortified* — Organic mixed fruits juice



**Primary Target Market:** People suffering from diabetes and blood pressure.



**Revenue:** A total of \$2,100 – \$3,000 between 2018 and 2020.



**Impact of COVID-19:** Revenue declined due to a decrease in cash collection from credit customers. Additionally, production decreased due to staff shortage and lack of funds.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative did not have a clear understanding of the purpose of the SUN Business Network



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Lobbying And Influencing Governments & Policymakers
- ✓ Product Distribution
- ✓ Product Formulation
- ✓ Corporate Nutrition Strategy



### BUSINESS OWNERSHIP

The company is incorporated as a limited liability company.



### COMMITMENT LEAD

CEO



### BOARD OF DIRECTORS

The company has a board consisting of 5 members.



### NO. OF EMPLOYEES

5 employees, of which 3 are men and 2 are women.

# Commitment #1: Lobbying and Influencing Governments & Policymakers

## OVERVIEW



### COMMITMENT #1

The commitment involves engaging with the government and policymaking bodies to support measures to prevent and address diet-related chronic diseases. Through its products with medicinal properties for improving and maintaining body immunity, the company actively seeks opportunities to work with the government through exhibitions and office visits.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to cooperate with the government in promoting organic foods and nutrition.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Working with the Ministry of Health to promote awareness of organic foods through training.
- Working with healthcare providers to help patients suffering from diabetes, malnutrition, sickle cell, and blood pressure.



### COMMITMENT INDICATORS

- Increase in referrals and training invitations
- Increase in partnerships with healthcare providers

Above are the KPIs the company could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- **Limited Public Awareness:** The general public is not well informed on the benefit of organic foods.

## OPPORTUNITIES

- **Membership in the Regional Nutrition Committee:** The owner and other related companies in Mbeya have been nominated to join the regional nutrition committee. This opportunity will potentially increase the company's influence in policymaking.

# Commitment #2: Product Distribution

## OVERVIEW



### PRODUCT DISTRIBUTION

The commitment involves improving the distribution and accessibility of products specifically formulated for specific undernourished groups. The company had not officially commenced selling its products due to not having acquired the TBS approval. However, the company is currently in search of distributors to grow its product outreach.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to promote organic foods and their benefits across national and international markets.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Targeting children, the elderly, women, and people suffering from diabetes, malnutrition, and blood pressure.



### COMMITMENT INDICATORS

- Increase in points of sale

Above is the KPI the company could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- **Low Demand:** Due to limited public awareness of the benefits of organic foods, consumers prefer non-organic and junk foods to organic foods.

## OPPORTUNITIES

- **Market Expansion:** The company plans on supplying to international markets such as the neighboring African countries and the United States.

# Commitment #3: Product Formulation

## OVERVIEW



### PRODUCT FORMULATION

The commitment involves developing and selling products inherently high in micronutrients aimed at specific undernourished groups. To meet its objective of promoting and producing organic foods, the company ensures all production procedures fully meet the desired output standard.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective of promoting organic foods and nutrition by producing and selling organic products.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Testing the soil before planting to determine if the ground will be feasible for organic farming.
- Strict use of non-GMO seeds.



### COMMITMENT INDICATORS

- Customer feedback
- Quality assurance

Above are the KPIs the company could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- **Insufficient Capital:** The company lacks adequate funds to commence sustainable farming through greenhouse and drip irrigation.
- **High Operational Costs:** The company uses solar dryers for drying foods and seeds, which are expensive to obtain and maintain.
- **Unfair Competition from Other Farmers:** Non-organic seeds and farming methods are preferred more as they have a faster yield.
- **Standard Product Packaging:** The company lacks proper graded packaging materials that can meet international market standards.

## OPPORTUNITIES

- **Automate Production Process:** The company can ensure consistency in product quality by increasing the use of machines at the critical production stages.



# Commitment #4: Corporate Nutrition Strategy

## OVERVIEW



### COMMITMENT #4

The commitment involves delivering more healthy foods to staff. The company always makes the products readily available to the staff and their families as they are the company's first point of contact and impact.



### REASON FOR COMMITMENT

The commitment aligns with the company's strategic objective to promote and improve access to organic food for low-income populations across the Mbeya region.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Providing the company products to staff without charge.
- Conducting healthy eating/nutrition education programs for the staff and the general public.



### COMMITMENT INDICATORS

- Decline in malnutrition-related cases among the staff and their immediate family

Above is the KPI the company could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- **Limited Production Capacity:**  
The company's ability to provide products to the staff is limited since production is still small due to limited capital.

## OPPORTUNITIES

- **Downsizing Product Packages:**  
The company can place the products in smaller sized packages, which will be made relatively cheaper, to enable more low-income populations to afford the products.



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans





## Commence sustainable farming through greenhouse farming and drip irrigation by 2021

	Conduct land survey for greenhouse farming and drip irrigation preparation	Revise budget for greenhouse farming and drip irrigation
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product formulation	Product formulation
<b>Period</b>	June 2021 – December 2021	June 2021 – December 2021
<b>Stakeholders</b>	Land surveyor and local government	Suppliers of farming equipment
<b>Resources</b>	Funds, land, and staff	Funds
<b>Constraints</b>	Lack of funds	Lack of funds



## Raise capital of \$770,000 to facilitate organic food processing factory setup by obtaining a formal land title deed as loan collateral and sending out grant proposals by 2021

	Obtain a formal land title deed for loan processing	Scout for potential grant donors
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product formulation	Product formulation
<b>Period</b>	June 2021 – December 2021	June 2021 – December 2021
<b>Stakeholders</b>	Lending bank (TFDB) and Mbeya's regional government office	Grant donors
<b>Resources</b>	315 hectares of land, traditional title deed, and funds (\$15,500 for formal title deed)	Grant proposals
<b>Constraints</b>	Lack of funds	Lack of grant proposal writing skills



## Ensure consistent product quality by using solar dryers in food processing and meeting statutory requirements as per TBS during the year 2021

	Purchase two solar dryers	Obtain TBS approval
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Product formulation	Product formulation & Product distribution
<b>Period</b>	June 2021 – December 2021	January 2021 – March 2021
<b>Stakeholders</b>	Processing machine suppliers	Tanzania Bureau of Standards (TBS)
<b>Resources</b>	Funds, storage/factory space and staff	Funds
<b>Constraints</b>	Lack of funds	None



## Increase awareness on nutrition and company products by following up on the admission to the regional nutrition committee and the school feeding program by 2021

	Follow up on the regional school feeding program	Follow up on the admission to the regional nutrition committee
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Lobbying and influencing governments & policymakers	Lobbying and influencing governments & policymakers
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	Mbeya's regional government office and heads of schools	Mbeya's regional government office and other nominated organization owners
<b>Resources</b>	Project proposal and staff	None
<b>Constraints</b>	Regional government office budget and insufficient staff	Administrative bureaucracy in the regional government office



**Increase awareness on nutrition and company products by conducting training and working with at least 3 radio stations in Mbeya to educate the general public in 2021**

	Facilitate community training on nutrition	Using radio programs to promote awareness on nutrition and the company's products
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Lobbying and influencing governments & policymakers and Product distribution	Lobbying and influencing governments & policymakers and Product distribution
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	General population	General population and radio stations
<b>Resources</b>	Funds and staff	Funds
<b>Constraints</b>	Lack of funds and insufficient staff	Lack of funds



## Increase product visibility in the market by obtaining product trademark by June 2021

Follow up on product patent for Kitarasa flour

**Responsible**

CEO

**Commitment**

Product distribution

**Period**

January 2021 – June 2021

**Stakeholders**

Business Registrations and Licensing Agency (BRELA)

**Resources**

Funds

**Constraints**

Administrative bureaucracy at BRELA offices







**Company #12**



# Company Snapshot



**Overview:** Non-Governmental Organization



**Location:** Mbeya



**Products:** Training and awareness on nutrition and organic foods.



**Primary Target Market:** General population.



**Revenue:** Amount not specified.



**Impact of COVID-19:** The organization had to temporarily stop conducting outreach programs and training due to social distancing and insufficient funding.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The organization's representative did not have a clear understanding of the purpose of the SUN Business Network



## NUTRITION COMMITMENTS

The organization enrolled to undertake the following commitments; there are no additional voluntary commitments

- ✓ Lobbying And Influencing Governments & Policymakers
- ✓ Stakeholders Engagement
- ✓ Supporting Consumer-oriented Healthy Eating & Active Lifestyle Program
- ✓ Corporate Nutrition Strategy



### BUSINESS OWNERSHIP

Non-Governmental Organization (NGO)



### COMMITMENT LEAD

Managing Director



### BOARD OF DIRECTORS

The organization has a board consisting of 7 members



### NO. OF EMPLOYEES

5 employees, of which 4 are men and 1 is a woman

# Commitment #1: Lobbying and Influencing Governments & Policymakers

## OVERVIEW



### COMMITMENT #1

The commitment involves engaging with the government and policymaking bodies to support measures to prevent and address diet-related chronic diseases. The organization works alongside Company #10 to involve governmental institutions in increasing mass awareness of nutrition.



### REASON FOR COMMITMENT

The commitment aligns with the organization's strategic objective to cooperate with the government in spreading awareness on nutrition and healthy living.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Conducting training on nutrition.
- Working with healthcare providers and Company #10 to help patients suffering from diabetes, malnutrition, sickle cell, and blood pressure.



### COMMITMENT INDICATORS

- Increase in referrals from the government

Above is the stated KPI, but the organization did not actively track the progress.

## CHALLENGES

- **Insufficient Funds:** The director is the sole source of funding for the organization. Therefore, there is no reliable financial support to facilitate the effective execution of the organization's activities.
- **Staff Shortage:** The organization requires more staff to conduct outreach programs effectively.

## OPPORTUNITIES

- **Membership in the Regional Nutrition Committee:** The director has prospects of being made a member of the regional nutrition committee, potentially increasing the organization's influence in policymaking.

# Commitment #2: Stakeholders Engagement

## OVERVIEW



### COMMITMENT #2

The commitment involves improving engagement with stakeholders in developing nutrition policies/programs. Currently, the organization works with Company #11 in providing training on organic farming and organic foods. Also, with Company #10 to promote nutrition.



### REASON FOR COMMITMENT

The commitment aligns with the organization's strategic objective to cooperate with other similar organizations in spreading awareness on nutrition and organic foods.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Partnered with two companies based in Mbeya.



### COMMITMENT INDICATORS

- Increase in collaborations with other stakeholders

Above is the stated KPI, but the organization did not actively track the progress.

## CHALLENGES

- **Insufficient Funds:** Other organizations often require that the proposed collaborative projects be fully funded before commencement. Due to a lack of reliable source funding, the organization fails to meet this requirement.
- **Stakeholders' Reluctance to Cooperate:** The organizations the company has approached have not been responsive and require frequent follow-ups to give feedback.

## OPPORTUNITIES

- **Partner with Donors:** The organization can seek partnerships with organizations and companies that will provide funding for specific projects instead of the organization as a whole. This will enable the organization to optimally operate individual projects and collaborate with other stakeholders in execution.

# Commitment #3: Supporting Consumer-oriented Healthy Eating & Active Lifestyle Program

## OVERVIEW



### COMMITMENT #3

The commitment involves supporting nutrition education programs for the local communities. The organization works with Company #10 and Company #11 to promote awareness and conduct training on nutrition and healthy living.



### REASON FOR COMMITMENT

The commitment aligns with the organization's strategic objective to influence the general public's healthier lifestyles by spreading nutrition awareness. Additionally, the commitment is easy to implement.

## COMMITMENT PROGRESS



### KEY MILESTONES

- The use of radio programs to promote awareness on nutrition.
- Providing food and nutrition education to mothers with malnourished children.



### COMMITMENT INDICATORS

- Increase in the number of trainees.
- Decline in malnutrition-related cases across the communities trained

Above are the KPIs the organization could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- **Insufficient Funds:** The organization lacks a reliable funding source; hence, it cannot effectively implement this commitment.
- **Staff Shortage:** The organization requires more staff assigned to different areas to reach more consumers.
- **Limited Control Over People's Lifestyles:** The organization has no control over the choices individuals make; therefore, it is difficult to ensure the people they train will maintain healthy lifestyle choices.

## OPPORTUNITIES

- **Food Processing Center:** The organization plans to open a center for processing organic foods and providing a business opportunity to the locals (target being youth and women) by selling the processed foods.
- **Research Facility:** The organization plans to open an independent research facility. The research will focus on organic solutions for healthy living, which will help the organization provide more learned and proven solutions to the general public.

# Commitment #4: Corporate Nutrition Strategy

## OVERVIEW



### COMMITMENT #4

The commitment involves delivering more healthy foods to staff. The organization ensures staff lead a healthy lifestyle and uses organic products by providing knowledge on the benefits of organic foods.



### REASON FOR COMMITMENT

The commitment aligns with the organization's strategic objective to impact the general population through promoting nutrition and healthy living.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Training staff on nutrition
- Conducting routine checkups of staff health and constantly seeking feedback on the partner company's products.



### COMMITMENT INDICATORS

- Decline in malnutrition-related cases among the staff and their immediate family

Above is the KPI the organization could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- **Limited Time:** Currently, the director performs most of the organization's activities, which leaves less room to organize a formal training session with the staff.

## OPPORTUNITIES

- **Community Outreach:** Instead of targeting individuals, the organization can work with community groups in delivering training on specific knowledge relating to nutrition as per group needs. This will enable the organization to reach a larger population within a shorter timeframe.



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans







## Increase influence in the government and policy making by following up on the admission to the regional nutrition committee and recruiting more staff by 2021

	Recruitment of at least 8 staff	Follow up on the admission to the regional nutrition committee
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Lobbying and influencing governments & policymakers	Lobbying and influencing governments & policymakers
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	General population	Mbeya's regional government office and other nominated organization owners
<b>Resources</b>	Funds	None
<b>Constraints</b>	Lack of funds	Administrative bureaucracy in the regional government office



## Increase community outreach by forming partnerships with at least 2 similar organizations and recording feedback from people impacted by the organization during the year 2021

	Form partnerships with other similar organizations	Record testimonials and feedback from stakeholders
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Stakeholders engagement	Stakeholders engagement
<b>Period</b>	January 2021 – December 2021	January 2021 – December 2021
<b>Stakeholders</b>	Other organizations with similar objectives	General population
<b>Resources</b>	Funds and project proposals	None
<b>Constraints</b>	Lack of funds	Stakeholders' consent



**Company #13**



# Company Snapshot



**Overview:** Food processing



**Location:** Tanga



**Products:**

*Non-fortified* — Rosella wine, coconut oil, and cooking spices



**Primary Target Market:** General population.



**Revenue:** An average of \$860 between 2018 and 2020.



**Impact of COVID-19:** The company temporarily stopped operations from March to September 2020 due to a significant decrease in demand.





# Overview of Commitments



## THE LEVEL OF UNDERSTANDING OF SBN

The company representative did not have a clear understanding of the purpose of the SUN Business Network



## NUTRITION COMMITMENTS

The company enrolled to undertake the following commitments; there was one additional voluntary commitment (Health and Nutrition Claims), but it was not implemented due to lack of funds.

- ✓ Lobbying And Influencing Governments & Policymakers
- ✓ Stakeholders Engagement
- ✓ Supporting Staff Health & Wellness
- ✓ Health and Nutrition Claims



### BUSINESS OWNERSHIP

The company was incorporated as a sole proprietorship



### COMMITMENT LEAD

CEO



### BOARD OF DIRECTORS

The company has no board of directors.



### NO. OF EMPLOYEES

The company has no full-time employees, only casual laborers employed as required

# Commitment #1: Lobbying and Influencing Governments & Policymakers

## OVERVIEW



### COMMITMENT #1

The commitment involves engaging with the government and policymaking bodies to support measures to prevent and address diet-related chronic diseases. The company engages local government officers as they have a better understanding of their constituencies' needs, and they tend to have a higher level of influence.



### REASON FOR COMMITMENT

The commitment is easy to implement.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Engaged the community development officer to increase community awareness on nutrition.
- Formed two community groups to promote nutrition awareness through various activities such as food catering at events.



### COMMITMENT INDICATORS

- Increase in project partnerships with the local government

Above is the KPI the company could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- Administrative Bureaucracy in Government Offices:** Government offices have many internal administrative procedures. This can be very time-consuming and makes follow-ups tedious.
- Reluctant Government Officials:** Inadequate and late response from the government officials further delays the company's goals.

## OPPORTUNITIES

- Partnering with Other Stakeholders:** Collaborating with influential people and other companies can help leverage the company's chances to engage with government leaders and policymakers.

# Commitment #2: Stakeholders Engagement

## OVERVIEW



### COMMITMENT #2

The commitment involves improving engagement with stakeholders in developing nutrition policies/programs.

The company looks to engage with companies and organizations with similar objectives to maximize its reach and meet the goal of spreading awareness on nutrition and organic foods.



### REASON FOR COMMITMENT

The commitment aligns with the company's objective to cooperate with other similar organizations in conducting outreach programs addressing various undernourished groups.

## COMMITMENT PROGRESS



### KEY MILESTONES

- Initiated a program on food and nutrition for people living with HIV/AIDS.



### COMMITMENT INDICATORS

- Increase in partnerships with other stakeholders

Above is the KPI the company could use to track the commitment progress, but the company representative stated none.

## CHALLENGES

- **Insufficient Funds:** The company cannot financially sustain the current collaborative projects due to a lack of reliable funding
- **Stakeholders' Reluctance to Cooperate:** The stakeholders approached have been reluctant to partner with the company; thus, the owner has to make frequent follow-ups.

## OPPORTUNITIES

- **Business Branding:** Stakeholders are likely to engage more with well-known brands. Therefore, the company can focus on increasing brand visibility to attract potential partners.



**SPECIFIC**  
**MEASURABLE**  
**ACHIEVABLE**  
**REALISTIC**  
**TIMELY**



# SMART Action Plans







## Increase community outreach by conducting an outreach program targeting families with disabled children by the end of 2021

	Scout for potential grant donors	Commence an outreach program targeting disabled children
<b>Responsible</b>	CEO	CEO
<b>Commitment</b>	Lobbying and influencing governments & policymakers	Lobbying and influencing governments & policymakers
<b>Period</b>	June 2021 – March 2022	June 2021 – March 2022
<b>Stakeholders</b>	Grant donors	Parents and guardians of disabled children
<b>Resources</b>	Grant proposals and budget	Funds, permit to conduct the program, and staff
<b>Constraints</b>	Lack of proposal writing skills	Lack of funds and insufficient staff



## Increase community outreach by conducting an outreach program targeting families with disabled children by the end of 2021

Commence an outreach program targeting disabled children

**Responsible**

CEO

**Commitment**

Lobbying and influencing governments & policymakers

**Period**

June 2021 – March 2022

**Stakeholders**

Parents and guardians of disabled children

**Resources**

Funds, permit to conduct the program, and staff

**Constraints**

Lack of funds and insufficient staff





# Our Contact

This report was made for the Global Alliance for Improved Nutrition (GAIN) by Africa Insight Advisors.



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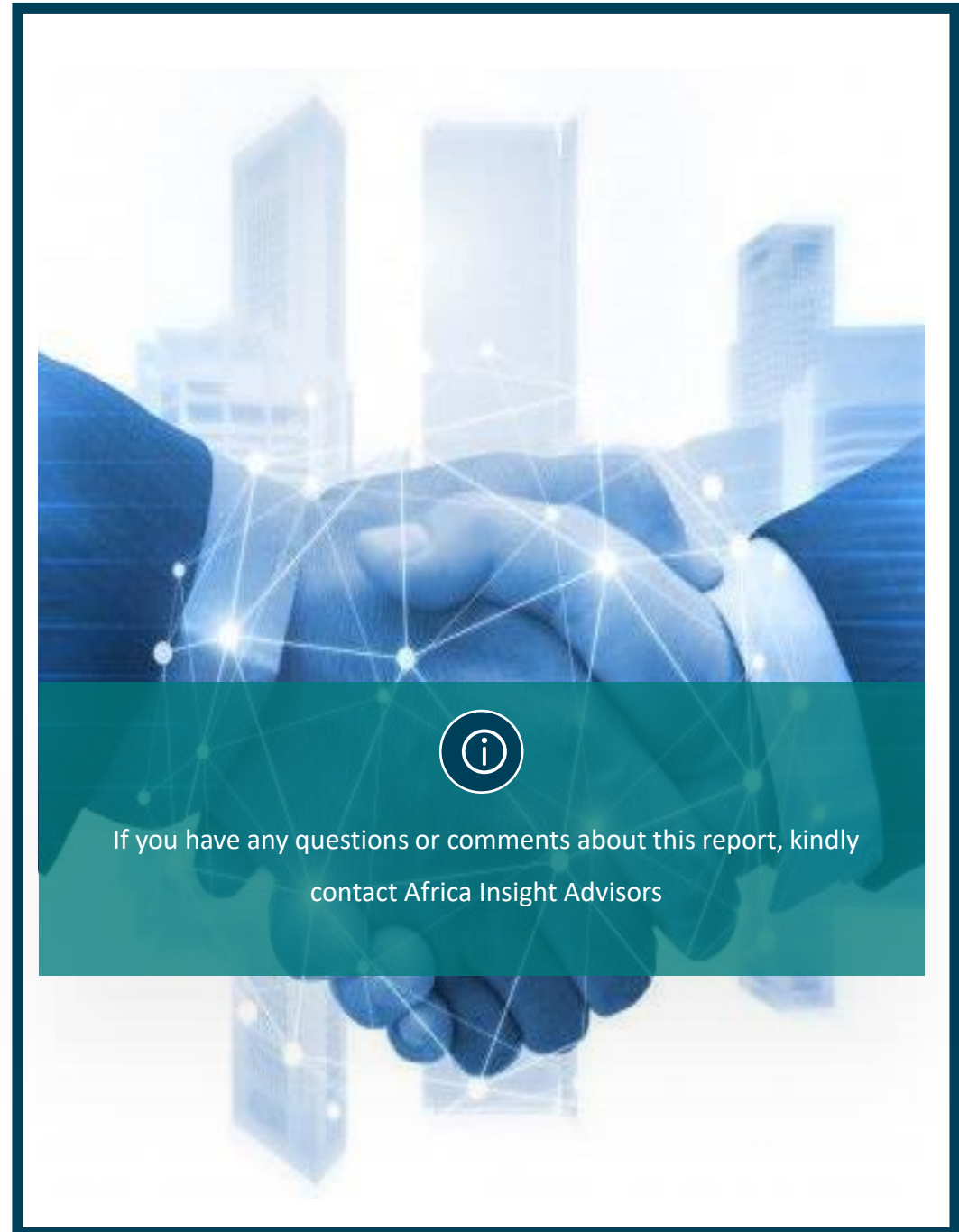
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