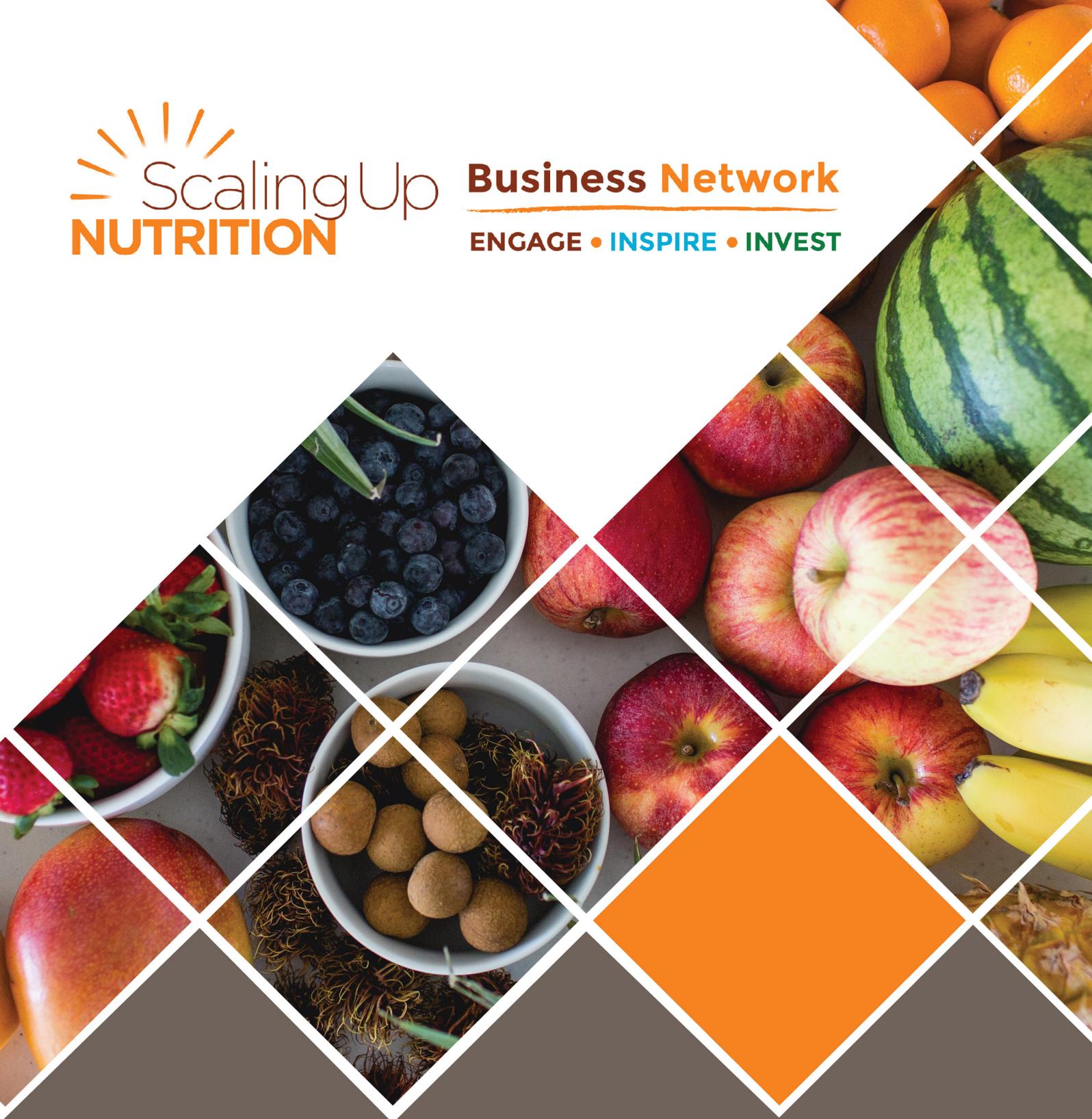




Scaling Up
NUTRITION

Business Network

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SUN BUSINESS NETWORK

STRATEGY 3.0

2022-2025





PURPOSE OF THIS DOCUMENT

This strategy document intends to complement, support, and enhance the growing number of country strategies for SBNs operating at the national level including the SBN regional roadmaps that have been developed or are under development. Those strategies and roadmaps contain detailed contextual information about the SBN landscape, regional and country challenges and priorities, and concrete action plans. This strategy together with a Theory of Change narrative and results framework (both under development), form the global SBN 3.0 strategy and implementation framework.

It is paramount to note that SBN success lies in its unique operating context that include global, regional and national; multistakeholder; and multi-sector levels. Therefore, SBN implementation calls for agility and adaptability beyond the Theory of Change. Therefore, innovative flexibility in approach is essential.

This first version of the SBN 3.0 strategy, including its programme logical framework, serves as a working document to help guide national SBN and business action across SUN countries. As such, this strategy is not a static document and will continue to evolve as additional countries initiate business networks, more stakeholders get involved, and the program's knowledge and evidence base grows.

SBN will regularly 'test' its strategic approach and underpinning programme logical framework to ensure continuous improvement.



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SUN BUSINESS NETWORK VISION

ALIGNED TO SUN MOVEMENT VISION: A WORLD FREE OF ALL FORMS OF MALNUTRITION

SBN PURPOSE



Reduce malnutrition in all its forms by mobilizing the private sector in SUN countries to commit to and invest in improved business practices that contribute to national nutrition priorities

SBN DOES THIS BY



Bringing together the private sector, government, and relevant stakeholders to work with and support businesses, in particular, small and medium enterprises, to take joint, practical actions that shape sustainable local food systems and accelerate contributions to improved nutrition

SBN GOAL



Empowered private sector becomes a long-term sustainable development partner in nutrition, accelerating investments in products and practices that contribute to ending malnutrition, aligned to national nutrition priorities

STRATEGIC PRIORITY AREAS



Drive Business Action

Businesses in SUN countries sustainably enhance and scale capacity and contributions to nutrition with a focus on safe, healthy, and affordable diets.

Strengthen Business Accountability

National, collaborative mechanisms connect and support businesses to define and track nutrition actions, together with all relevant business and non-business stakeholders, including other SUN Networks.

Improve Enabling Environment

SUN country governments recognize and enable the positive role of business in reaching nutrition goals, particularly in national nutrition plans, policies, and regulations. Ultimately, this contributes to creating a supportive policy and regulatory environment for business action.

CROSS CUTTING PRIORITY AREAS



- ➔ Support Small and Medium Enterprises (SMEs);
- ➔ empower women entrepreneurs;
- ➔ youth engagement;
- ➔ access to finance and technical assistance at scale;
- ➔ consumer awareness and demand;
- ➔ enabling policy environment for SME investment in nutrition;
- ➔ leveraging large businesses



COUNTRY-LEVEL SBN ROLES



Advance

Advance practical business solutions and support, to improve their business practices for nutrition. This includes facilitating access to finance, technologies, technical assistance, innovation, business partnerships, and strategic knowledge- exchange opportunities

Convene

Convene business via fit-for-purpose mechanisms that facilitate dialogue, collaboration, and learning among business in support of national nutrition priorities.

Amplify

Amplify SME voice, channeling collective perspectives, ideas, and potential opportunities to government and other relevant stakeholders to help recognize and enable the positive role of business in nutrition, and strengthen overall mutual accountability



GLOBAL LEVEL ROLES



Support to national SBN Networks by global and regional SBN team members

Engage & Leverage global and regional partners and platforms to strengthen contributions to nutrition



Context

INTRODUCTION

Critical role of the Private Sector in improving nutrition

A third of the world's population suffers from some type of malnutrition. Despite some notable country successes in reducing malnutrition, the world is off track in meeting Sustainable Development Goal 2 of ending malnutrition in all its forms by 2030. The COVID-19 pandemic worsened the global incidences of malnutrition, but also provided an extraordinary opportunity to rebuild food systems so that they enhance nutrition, as the inequalities of current systems are highlighted, and ongoing vulnerabilities worsened. This transformation requires the full and active engagement of the private sector. **Where business has not been constructively engaged in nutrition as a part of a coordinated effort, nutrition efforts targeting all forms of malnutrition have not seen maximum impact.**

Companies working within the food system include a vast array of entrepreneurs, Small and Medium-Sized Enterprises (SMEs), large national, regional, and multi-national companies (MNCs). These companies are among the most influential actors in the food system. Most food is produced, processed, distributed, and traded by the private sector, across all levels of our food systems, and businesses of all sizes can serve as market actors that increase the affordability and accessibility of safe and nutritious foods to consumers. Therefore, businesses can play a critical role in tackling all forms of malnutrition, from underweight and stunting, to overweight and obesity, to vitamin and mineral deficiencies. Businesses can also provide direct support and investment into specific programmatic areas as varied as school feeding, social protection, workforce nutrition, the production of complementary foods for young children, and correct promotion of foods that contribute to good nutrition and a healthy diet. As such, **the active engagement of a resilient private sector is needed to responsibly invest in national nutrition priorities as we 'build back better'.**

When businesses and markets are strengthened, businesses have great potential to improve nutrition. Yet, the potential of these businesses to scale up market-based solutions that improve the consumption of safe and nutritious food remains largely untapped due to constraints businesses, especially SMEs, face accessing finance, technical support, and an enabling business environment.

Improving relationships and cooperation among businesses, and between business and the public sector will catalyze opportunities for business to help improve nutrition among consumers and increase accountability for nutrition action. Expanding the involvement of national companies in improving nutrition takes time. Facilitation is required to achieve a common vision and to help

broker partnerships that orient critical resources towards unlocking the potential of businesses to make positive nutritional impact. **The Scaling Up Nutrition Business Network (SBN) was conceived to play this critical role.**

The private sector platform of SUN

The SBN was established in 2012 and convened by the World Food Program (WFP) and the Global Alliance for Improved Nutrition (GAIN). It is the private sector platform of the Scaling Up Nutrition (SUN) Movement and aims to support businesses to integrate and improve nutrition within the context of their country's national nutrition priorities. The work of SBN is focused on national level activities across many of the SUN Movement's 60+ Countries. The development of national SBNs is demand-driven, which gives the SBN a 'bottom-up' focus and national ownership. SBN works to improve the practices of businesses, and to improve relationships among businesses and between businesses and government. These businesses can then be harnessed and deployed to improve food systems. This includes balancing planetary health with human health and ending hunger to ensure the sustainable production of affordable, tasty, safe, and nutritious foods for all people, including the most vulnerable. See Annex 1 for more information on SBN within the SUN Movement.

PROGRESS UNDER SBN 2.0 (2015-2020)

Under Phase 2 of the SUN Movement—from 2015 through 2020—the number of national SBNs rapidly expanded. In 2015, there were just three (3) fully established and operational SUN Business Networks. By the end of 2020, 18 country networks were fully established⁰¹, and more than 26 others were in development. Over 1,000 national businesses have signed up as members across these national SBNs, with members coming from a range of business sizes and industries.



⁰¹ SBN to uses the national SBN Functionality Index, to determine whether a network is established or under development. The Functionality Index provides a score between 0 and 5 and is aligned to and feeds into the SUN Joint Annual Assessment functionality index.

These platforms were established to support national nutrition priorities with three key objectives:

1. Work with business to **increase the supply** of safe, nutritious foods, non-food products and services that support improved nutrition that are accessible, in particular to vulnerable populations.
2. Leverage business and non-business stakeholders to **drive demand** for healthy diets and improved nutrition among consumers
3. Advocate to governments to **strengthen the enabling environment** for business engagement in nutrition.

Each national SBN's membership and priorities vary based on national context, as malnutrition challenges, the political economy, and the overall operating environment differs for each country. However, consistent trends can be seen as a result of SBN engagement. Businesses across SBN countries have made commitments to nutrition based on where they have seen profitable and sustainable business opportunities. Investments have been made by business leaders to learn more about nutrition, how it relates to them and their business, and the potential role of their business in the fight against malnutrition. Businesses have taken steps to develop new nutritious products and reformulate existing products to make them healthier. They have also prioritized improving nutrition among their employees through workforce nutrition programmes .



SNAPSHOT OF NATIONAL SBNS

GLOBAL SBN PLATFORM

At global level, a multi-national SBN membership platform is in place to mobilize nutrition investments among larger, global players that have strong potential to contribute to nutrition across countries. 25 MNCs have joined as members, with a total of 1.1 million employees worldwide. These companies have made commitments to strengthen actions that address malnutrition in all its forms, including addressing overweight and obesity. They implement workforce nutrition programmes and also leverage SBN mechanisms to channel their in-house technical expertise in support of national SBN members, expanding the reach of their nutrition work both within and outside their own companies.



ASIA

60% (On average consists of food
30% of non-food
10% are Business Federations, and

Non-food sector companies contribute to nutrition through various programs, nutrition-sensitive communication messages, and other avenues.



YEMEN

SBN action plan developed by government in consultation with business, defines roles and responsibilities of private sector, government, and donors, providing a basis for a sustainable network.

NIGERIA

SBN uses member data to inform activities and effectively link them to the broader nutrition agenda.

ZA

SBN
gov
and

(ge) of SBN membership companies, and companies and Associations, Chambers of Commerce.



AFRICA

In **Kenya, Mozambique, and Nigeria** over **2/3** of members are either small or micro-enterprises.

...ute in many ways, including via workforce nutrition community initiatives, dissemination of correct nutrition

PAKISTAN:

SBN has developed the country's first-ever nutrition-focused free-of-cost learning platform for SMEs. SBN members have access to advanced courses while non-members can take basic courses.

BANGLADESH:

SBN is led under the Ministry of Industry and Commerce with joint support from GAIN and WFP. Close linkages exist between government-led business development initiatives and complementary initiatives that help catalyze nutrition investment.

SRI LANKA:

SBN has focused on cultivating large national companies and letting them take the lead to deliver on collective SBN priorities.

INDONESIA:

SBN is led by Indofood, a large national company. All members are large companies, and their focus areas are workforce nutrition and messaging campaigns aligned to the national stunting reduction campaign.

MBIA

...l has worked in partnership with government to roll out healthy eating logo broad-based healthy diets campaign.

MOZAMBIQUE

SBN has established sub-national platforms to support SMEs with tailored information and technical assistance

SBN 3.0 STRATEGY JUSTIFICATION

Building on a comprehensive consultative process during May – October 2021, the SBN 3.0 Strategy has been developed to define key areas of focus for SBN, provide strategic guidance to national SBN teams, and outline ways of working by global and regional SBN teams, in support of national SBNs. Focus groups were conducted, engaging representatives from 22 SUN countries and 3 regional offices. Prior to the development of this document there was no overarching written narrative to describe the global SBN's strategic approach; this is the first formalized SBN Strategy since SBN was established in 2012. With this strategy document SBN responds to the following developments, trends and lessons learned:

Global nutrition situation

Globally, the prevalence of all forms of malnutrition – undernutrition, micronutrient deficiencies, overweight, obesity and associated non-communicable diseases (NCDs) – remains high. The global COVID-19 pandemic not only worsened global malnutrition and caused millions of people to go hungry due to loss of employment or restrictions on movement, but it also disrupted the food supply chain. In 2021 alone, an increase of 118 million people⁰² suffered from undernutrition compared to 2019, and a corresponding increase in overweight and obesity among both adults and children was reported. The COVID-19 pandemic showed the fragility of food systems and their ability to meet the food needs of all people; COVID-associated lockdowns, restrictions, and workforce illness had a significant negative impact on the private sector, especially in medium and low-income countries.

SUN Movement Considerations

Optimizing the value of being part of the SUN Movement calls for support to national nutrition priorities coming from all stakeholder groups. In SUN countries, this should be channeled through the government's SUN Focal Point, in collaboration with other national SUN Networks, operating within the framework of the [SUN 3.0 Strategy](#). The Strategy promotes the following strategic shifts: 1) country-driven, country-led and country-owned nutrition action, 2) empowered country coordination for nutrition, 3) a focus on all forms of malnutrition, and 4) a food systems approach that increases access to safe and healthy diets. Operating within this harmonized nutrition ecosystem, including by 'delivering as one' SUN Networks support system, is paramount to overall success of the SBN and SUN Movement.

02 The State of Food Security and Nutrition in the World, UN 2021

An independent evaluation of the SBN (2019) and SUN Mid Term Review (2018) found SBN's core focus on organizing SMEs at country level to act and invest in nutrition represents a robust value-add to the SUN Movement. Further, the SBN evaluation found that, **without the ongoing presence of SBN, it is 'highly unlikely that businesses including the SME sector would be organized around nutrition.'** National SBNs are a critical part of SUN Movement at country level as they provide a framework for organizing private sector to align with national nutrition priorities.

SBN Considerations

Incorporating the findings and recommendations of the [SBN independent evaluation \(2019\)](#) and the [SUN Strategic Review](#) process is critical for SBN, especially those related to articulating SBN's strategic purpose, the strengthening of linkages between global, regional and national level strategic plans and prioritizing work that only SBN can do specifically within each context. This entails the following:

- ➔ Continued SBN support of SMEs. SMEs are responsible for most of the food that reaches low-income consumers in SUN Countries and have the most potential within the private sector to innovate to improve nutrition.
- ➔ Increasing effectiveness and impact of SBN, especially within SUN countries. During the first two phases of its operation (2011-2020), the focus was on supporting SUN countries to establish national networks and bring national business of all sizes to the table around nutrition, spurring engagement as possible. Many national networks have co-created country strategies, setting a framework for collaboration around country priority actions.
- ➔ Improved engagement of MNCs in support of national SBN members and objectives.
- ➔ Fit-for-purpose governance structures that support a growing and decentralized network.

Overall, the SBN Strategy 3.0 will work to ensure that national SBNs are adding maximum value within SUN countries and provide mechanisms that catalyze and support efforts by business in nutrition. In the next five years, a range of opportunities will be capitalized upon per the below table; further details can be found in an SBN SWOT analysis in Annex 2 (p.26).

SBN OPPORTUNITIES AND HOW THEY WILL BE ATTAINED UNDER SBN 3.0

SCALING ENGAGEMENT AND IMPACT AT COUNTRY LEVEL



National SBNs will take steps to become more **diverse, inclusive, and large enough** to contribute more fully to nutritional goals and outcomes. SBNs will more broadly frame opportunities for business investment in nutrition through flexible network platforms that meet the needs of different types of businesses, with the potential to create change across sectors, value chains, and even regions.

MORE EFFECTIVE AND STREAMLINED SUPPORT TO A GROWING NUMBER OF NATIONAL SBNS THAT FURTHERS COUNTRY OWNERSHIP



SBN strategies and governance structures, both at global and country levels, will reflect the **leading role of country networks** and national businesses in accelerating and implementing country action. SBN global and regional mechanisms will increase focus on **strategic knowledge management**, sharing knowledge, evidence and insights between members, across networks, with the broader SUN Movement and non-business stakeholders.

MAKE OPTIMAL USE OF BEING PART OF THE SUN MOVEMENT

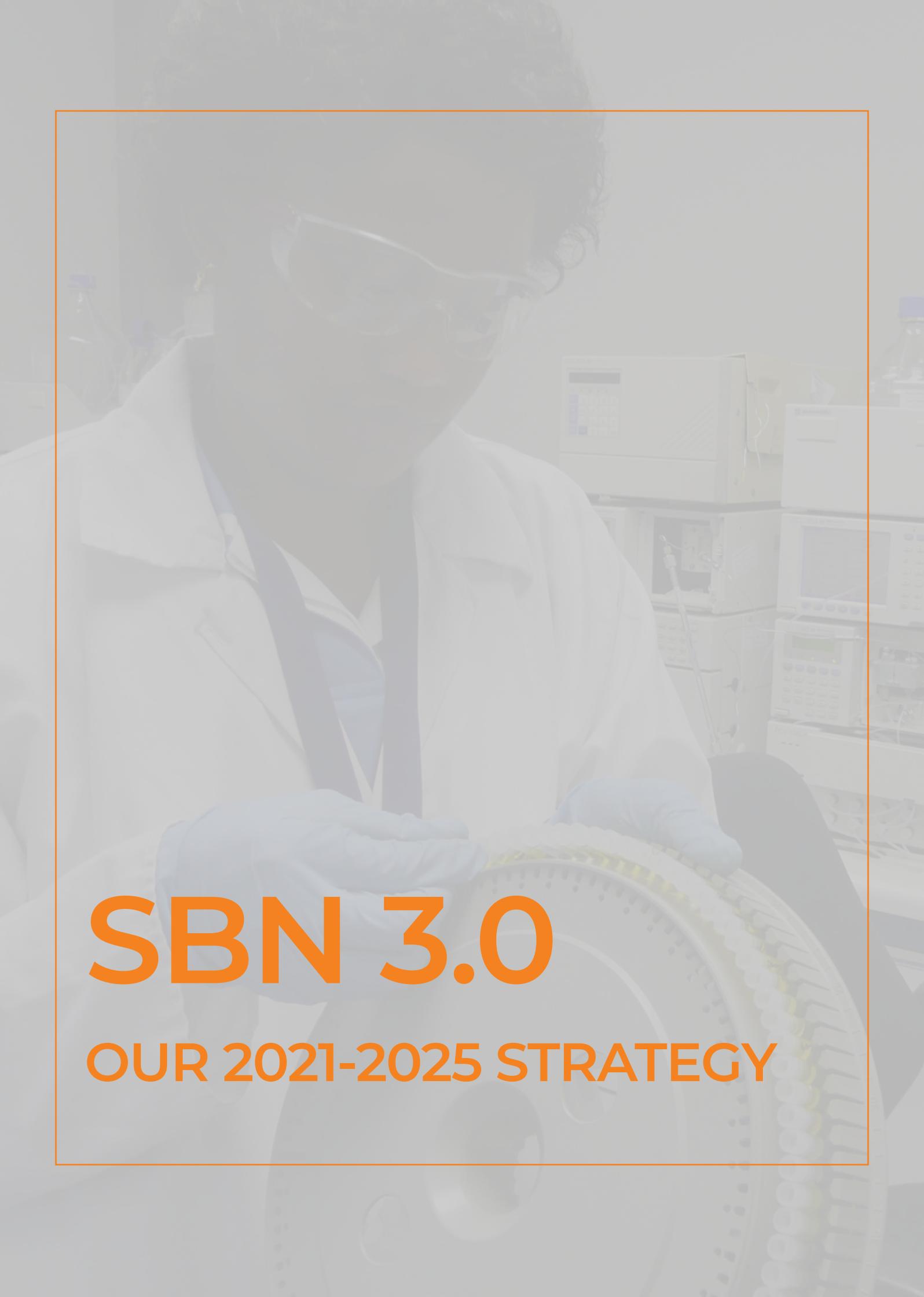


SBN will work to identify entry points for collaboration with other SUN networks at global, regional, and national levels as a means of leveraging the complementarities of networks towards joint action in addressing national nutrition priorities. National SBN strategies will explicitly align with and contribute to National Nutrition Plans, just as the global SBN Strategy is aligned to the SUN 3.0 Strategy.

SUPPORTING NEW SBNS BY STRENGTHENING STRATEGIC LINKAGES WITH RESOURCES OUTSIDE SBN



SBN will implement a strategic and coherent partnering approach with all relevant stakeholders at national and regional levels. SBN will increase effectiveness and reduce duplication by engaging and partnering more closely with existing platforms, initiatives and institutions that support reaching SBN goals, building individual and organizational capacity of non-business stakeholders to better coordinate, align and act with business on nutrition.

A scientist wearing a white lab coat, safety glasses, and blue gloves is working in a laboratory. They are holding a multi-well plate, likely a 96-well plate, which is filled with small vials or samples. The background shows various pieces of laboratory equipment, including a computer monitor and other instruments. The entire image is overlaid with a semi-transparent orange border.

SBN 3.0

OUR 2021-2025 STRATEGY

VISION AND MISSION



SBN Vision

SBN shares its vision with the overall SUN Movement: By 2030, a world free of all forms of malnutrition.



SBN Purpose

SBN purpose is mobilizing the private sector in SUN countries to commit to and invest in improved business practices that contribute to national nutrition priorities.

SBN does this by bringing together the private sector, government, and relevant stakeholders to work with and support businesses, to take joint, practical actions that shape sustainable local food systems and accelerate contributions to improved nutrition



SBN Goal

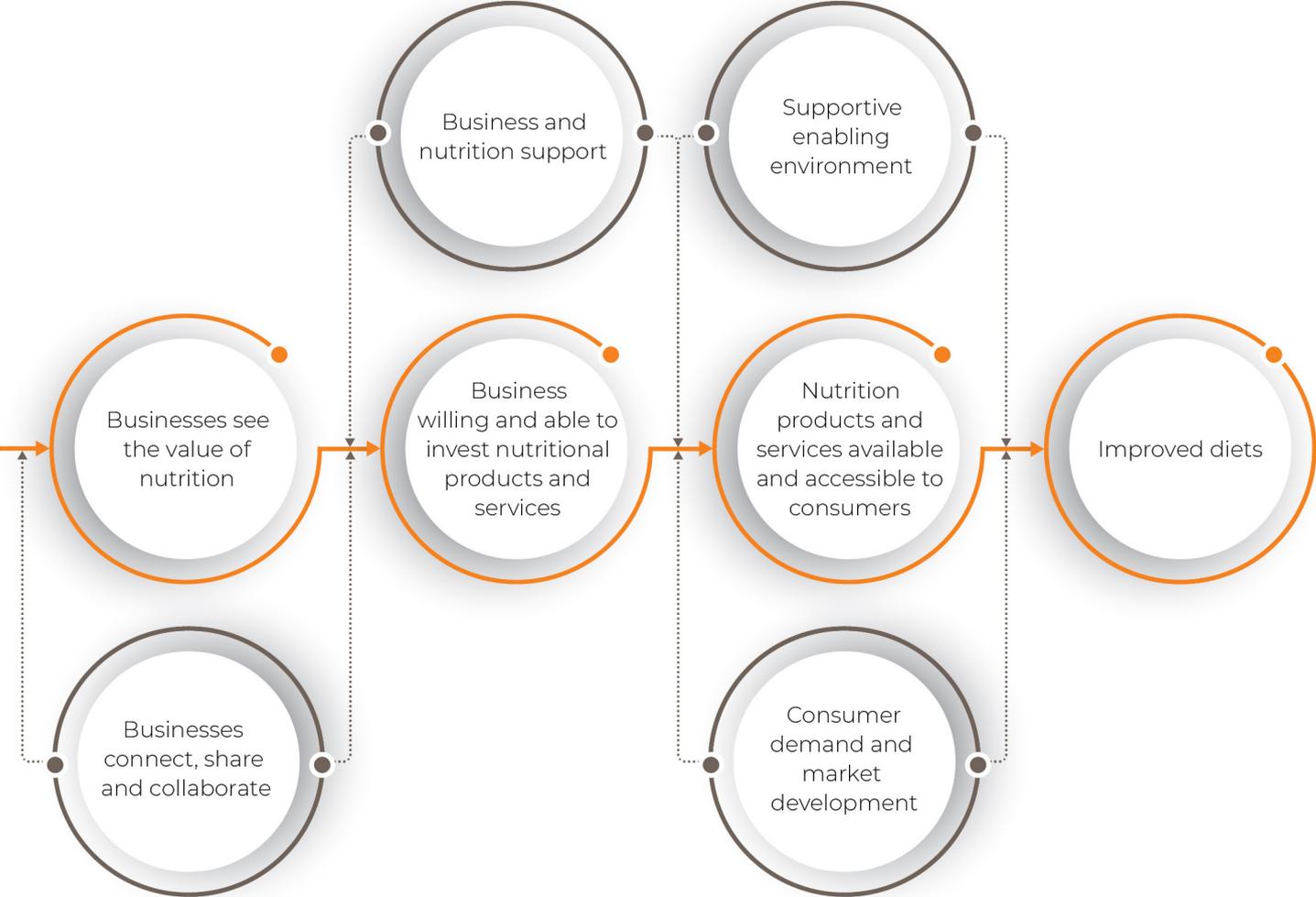
Central to the SBN approach is its aim to stimulate **improved business practices** for nutrition, maximizing the contribution of businesses operating in SUN countries, especially (but not limited to) SMEs, towards safe, healthy, and affordable diets.

As most food is produced, processed, distributed, traded, and marketed by the private sector SBN efforts should enable businesses **making informed commitments to address nutrition** and develop ways to effectively implement and **track progress** towards these commitments.

It is assumed that, if more safe and nutritious foods are produced and made available at affordable prices to people with the highest need, this will contribute to healthier diets and ultimately reduce malnutrition and improve population health among all people. Examples of nutrition-smart business practices include producing and supplying safe, nutritious food products to consumers, new product development reformulation, correct labelling and promotion (including responsible marketing practices), implementation of workforce nutrition programs, and building sustainable commercial linkages to social safety nets that can be used to improve nutrition.

FIGURE 1:

SUN Business Network Impact Rationale



SBN 3.0 STRATEGIC OBJECTIVES

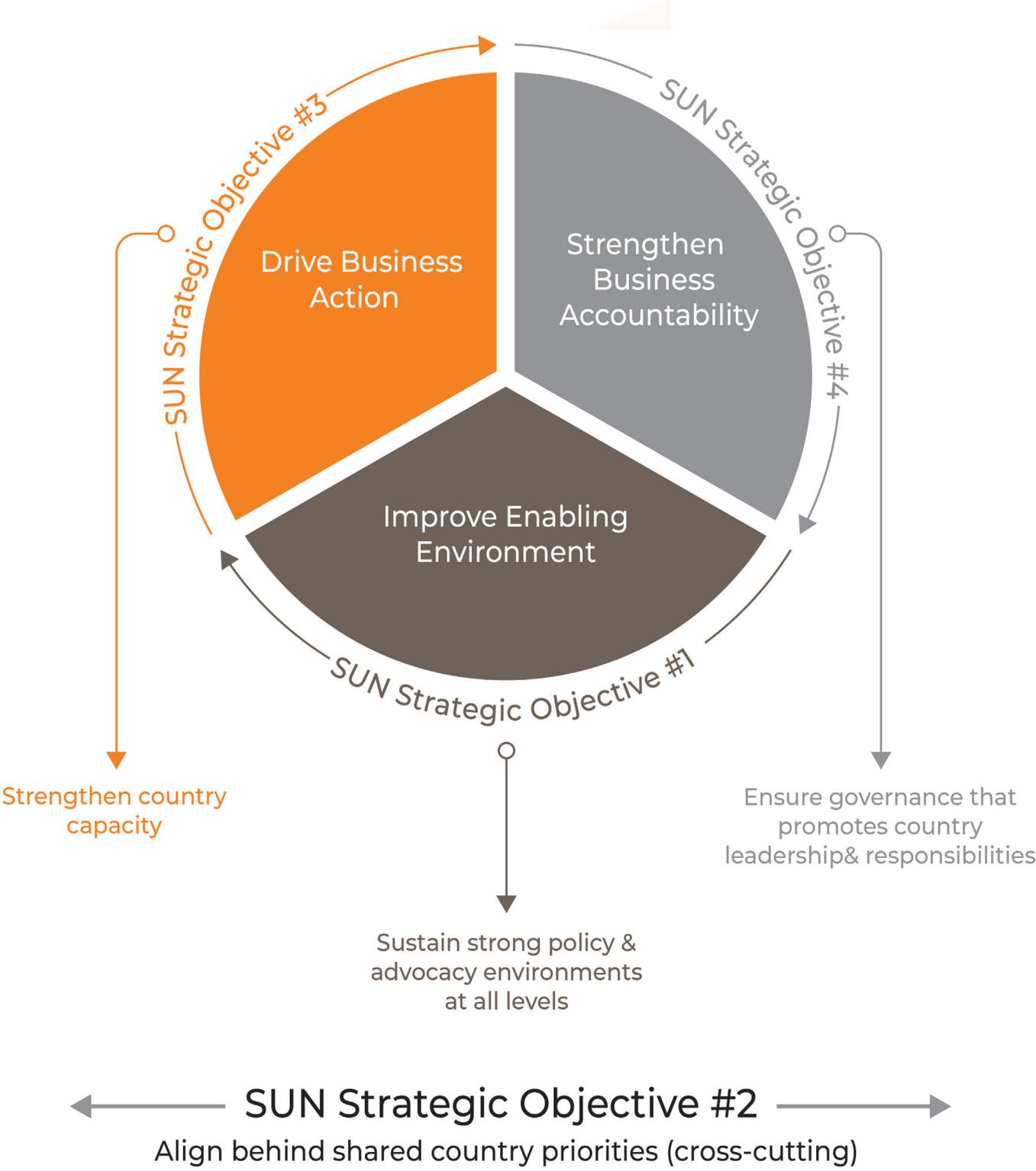
Under SUN 3.0, the SBN will embrace a new set of three high-level strategic objectives that are aligned with those of the third phase of the SUN Movement. These strategic objectives (see table below), developed together with national SBNs, put country priorities and realities at the forefront. SBN will work to equip country networks, whether or not an SBN platform is already in place, to achieve these objectives, coordinating and collaborating with other SUN/nutrition actors.

All three SBN high-level outcomes contribute to developing, implementing, and measuring (accountability) country priorities, working to maximize the private sector's role and impact in nutrition. Reaching these three strategic objectives is considered the 'gold standard' for any SUN country to follow, stressing that action is required from all stakeholders to fully realize the contribution of businesses to nutrition. They are strongly interlinked and mutually reinforcing, and interventions linked to all three will generally be required to catalyze sustainable, nationally driven, private sector investment in nutrition.



FIGURE 2:

Alignment of SBN Strategic Objectives with SUN 3.0 Strategic Objectives



I. STRATEGIC OBJECTIVE 1: DRIVE BUSINESS ACTION

Businesses in SUN countries sustainably enhance and scale capacity and contributions to nutrition with a focus on safe, healthy, and affordable diets

SBN 3.0 is creating **a more robust business case** for the private sector to invest in nutrition, including reformulation and product development and innovation, consumer demand creation and raising investor awareness. Stimulating improved business practices for nutrition can only be successful if those improved practices lead to commercially viable solutions in the middle or longer-term. Only a broad, systemic approach at the country level will ultimately create the right incentives and ensure that investing in nutrition is seen as good for society, communities, and business. SBN will further its gradual but deliberate shift of emphasis from a blanket approach to all relevant companies, towards becoming more inclusive to SMEs, especially those led by women and youth. They will not, however, leave out large national, regional, or multi-national companies, which also have a substantial role to play in ending malnutrition, and can support nutrition action in SUN countries in a range of ways.

II. STRATEGIC OBJECTIVE 2: IMPROVE ENABLING ENVIRONMENT



SUN country governments recognize and enable the positive role of business in reaching nutrition goals, particularly in national nutrition plans, policies, and regulations. Ultimately this contributes to creating a supportive policy and regulatory environment for business action.

SBN will leverage its platform to facilitate dialogue between the private and the public sector in a way that builds mutual understanding around opportunities to engage private sector investment in national nutrition priorities. This will be underpinned by efforts towards unblocking policy barriers that may hinder positive action by business on nutrition and fostering an enabling environment that incentivize private sector investment in good nutrition.

III. STRATEGIC OBJECTIVE 3: STRENGTHEN BUSINESS ACCOUNTABILITY



National, collaborative mechanisms connect and support businesses to define and track nutrition actions, together with relevant business and non-business stakeholders, including other SUN Networks.

SBN's accountability framework hinges on business adherence to the [SBN Principles of Engagement](#), which have been agreed upon by the broader SUN Movement⁰³, and all businesses must commit to when joining the SBN. These principles operate in tandem with the SUN Movement Principles of Engagement, in addition to any other requirements, including specific commitments to nutrition, that Country Networks apply at the time of member sign-up. Under SBN 3.0, SBN will further strengthen business accountability through two main pathways, (1) scaling up member commitments and (2) bolstering the enforcement of SBN's Conflict of Interest (COI) framework:

SBN will leverage the momentum made during the Nutrition Year of Action (2021) at The UN Food Systems Summit (UNFSS) and Nutrition for Growth Summit (N4G), to energize and support members to develop and realize SMART commitments that drive greater action towards meeting national nutrition priorities whilst holding businesses accountable. This will be part of SBN's global commitment to support members to [sign up to the N4G Responsible Business Pledge](#).

To reduce Conflict of Interest (CoI) among SBN members, SBN will implement its CoI policy framework⁰⁴ to provide guidance on how to prevent, identify, manage, and monitor conflicts of interest in SBN⁰⁵ in order to:

- a. increase accountability at country level on business engagement
- b. address ongoing concerns regarding business commitment and demonstrable action to reduce their negative impact on infant and young child feeding, healthy diets, and overweight/obesity.
- c. offer specific techniques for identifying possible conflicts of interest in advance, preventing their emergence and, when they do arise, managing them.
- d. be clear that SBN is a neutral body that does not represent the interests of any one business or industry--- SBN is not a lobby group, nor will it provide a forum for businesses to inappropriately influence government policy making processes

03 The SBN Principles of Engagement were updated in 2018.

04 INSERT COI Link once posted on website

05 In the context of SBN, 'a Conflict of Interest is a circumstance where there is potential for a secondary interest (vested interest in the outcome of an SBN member's work in nutrition) to unduly influence, or where it may be reasonably perceived to unduly influence either the independence or objectivity of professional judgment or actions regarding SBN's interest.'

HOW WILL THE SBN MEET THESE OBJECTIVES?

While a whole-of-society response that brings all stakeholders to the table is needed to combat all forms of malnutrition, the success of SBN, and ultimately of the SUN Movement, depends on its ability to effectively combine better nutrition with increased value for businesses at the global, regional, and national levels. Generally, for business, value is equated with increased profit, which helps drive long-term sustainability for investment.

Ultimately, SBN must present the value proposition of investing in nutrition, in combination with the right incentives to businesses.



“

“In the food and agriculture sector alone, net annual investments of US \$320 billion by the private sector could result in business opportunities across the food system totaling US \$2.3 trillion a year by 2030 in areas from food production, all the way to processing and sales.”

**VALUING THE SDG PRIZE
IN FOOD & AGRICULTURE**



SBN VALUE PROPOSITION—WHY SHOULD BUSINESSES PARTICIPATE IN SBN?

For businesses across SUN countries, the SBN offers a platform for national businesses to:



Distinguish your company from others, as a company who cares about good health and nutrition for all people in your country.



Receive practical advice, guidance and trainings, through workshops and events led by SBN or its partners, that support your company's commercial engagement in nutrition. Potentially including links to relevant TA, support to strengthen investment-readiness/access to finance, and access to tools that support responsible marketing, workforce nutrition programming, and other topics.



Link with national nutrition behaviour change initiatives that drive consumer demand for better nutrition and healthy diets, and ultimately increase sales of your products.



Network with other companies that have an interest in nutrition and expanding the nutrition market.



Provide inputs that strengthen or help adapt regulations that contribute to nutrition, based on the needs of SMEs.



Receive updates on the food industry & relevant policy changes that may impact your business decisions.



Enable your business to showcase its contributions to improving nutrition at a national, regional and global level.



Participate in a national movement, including major events, aiming to grow the market and expand business involvement in nutrition.



Explore partnership opportunities for private sector members to engage with each other, NGOs, professional associations and other interested organizations on nutrition.



Contribute to a collective voice & community for nutrition in your country's private

The SBN works to improve the skills of businesses, especially SMEs (which face the most significant barriers to engagement), and to improve relationships among businesses and between businesses and government. These skills can be harnessed and then deployed to increase nutrition impact.

THE CRITICAL ROLES OF SBN

This section lays out the five critical roles played by SBN to catalyze business support to nutrition; three country level roles and two enabling roles, supported from regional and global levels. These are informed by the needs surfaced at country level over the years spent implementing national SBNs, as well as lessons learned.

At country level

National level action and progress is the focus of SBN. SBN teams will work to:

1. Convene business to strengthen nutrition action

National SBNs will **convene** business via fit-for-purpose mechanisms that facilitate dialogue, collaboration, and learning among business in support of national nutrition priorities. They will be the key organizing platform for mobilizing, connecting, and stimulating business to enhance business practices in nutrition.

*Convene relates to **businesses to business** networking, learning, exchange and collaboration.*

2. Advance support to business for improved business practices

National SBNs will **advance** practical business solutions via technical assistance, innovation, business partnerships, and strategic knowledge exchange opportunities that strengthen business ability to contribute to national nutrition priorities. They will reflect the needs of business, especially SMEs, and the broader nutrition landscape to support initiatives that cultivate and leverage business investments in nutrition.

*Advance relates to **practical business solutions and support** t, individually and collectively, to local businesses.*

3. Amplify SME voice and potential for contributions

National SBNs will channel collective business/SME perspectives, ideas, and potential opportunities to government and other relevant stakeholders helping to recognize and enable the positive role of businesses in nutrition and strengthen overall mutual accountability. They will support execution of policy and regulatory strengthening that better enables business investment and engagement.

*Amplify relates to representing the interests of SME towards **governments and other non-business stakeholders**.*

The following graphic lays out the rationale for these three roles, and how they are critical to address the unique challenges facing business in the countries where SBN operates.

RATIONALE FOR SBN CORE ROLES AND RELATED BUSINESS BENEFITS



RATIONALE



RATIONALE FOR SBN CORE ROLES AND RELATED BUSINESS BENEFITS

Convene business to strengthen nutrition action

Businesses, in particular SMEs, have few platforms for networking or collaboration around common priorities, in particular social development objectives such as nutrition

SMEs require support from both business and non-business stakeholders, including other SUN networks.

Access to networking opportunities with other businesses (locally and globally) to share experiences and identify partnerships that can facilitate business growth

Create linkages between business and non-business stakeholders to catalyze collaboration and partnerships

Advance support to business for improved business practices

Most SMEs active in the food systems in low and lower-middle-income countries do not immediately recognize that they have a potential role in reaching national nutrition goals.

Where SMEs see their potential contribution, they often don't know how to progress and develop the business case. This varies from SMEs already doing good for nutrition but struggling to stay in business and those that have the potential to contribute to nutrition by adjusting their way of operating.

Limited availability of in country technical experts in food and nutrition

limited nutrition knowledge and awareness, low consumer demand for nutritious food,

Some large businesses, especially those not in the food and beverage space, may not have an understand of how they can contribute to nutrition.

Opportunities to access technical assistance and mentorship to improve the investment readiness and nutritional impact of businesses, both from global SBN members via B2B support, and other strategic partners

Promotion of business members to investors and linkages to investment opportunities

Dedicated support/engagement opportunities for women and youth entrepreneurs

Support to initiate or enhance workforce nutrition programs to improve health and well-being of employees

Access to Information on fortification standards, Breast Milk Substitute Marketing Code, food standards and labelling requirements, and food safety, transfer elimination, testing and certification

Potential links to national consumer demand efforts within the nutrition space

Provide large businesses from a range of sectors with resources/insights on how they can contribute to improved nutrition

RATIONALE FOR SBN CORE ROLES AND RELATED BUSINESS BENEFITS

Amplify SME voice and potential for contributions to nutrition

Most nutrition-focused (multi stakeholder) structures and networks that exist, do not explicitly consider the role of business.

Most national nutrition plans, where they exist, often do not define an actionable role for the private sector

Government and other public sector stakeholders have limited understanding of the positive role of businesses in nutrition

Governments are often not aware that there are many barriers for businesses operating in the food system, both start-ups as established companies

Provide space for consultation private sector and non-private sector stakeholders to understand opportunities for engagement and ensure that expectations for business in nutrition are actionable, in particular for SMEs

Support businesses to develop and report on SMART nutrition commitments that strengthen their business model in ways that improve nutritional impact

Provide a channel that elevates SME voices in collective national/global advocacy efforts for strengthened enabling environment that better supports business investment in nutrition

At Global & Regional levels

At a global and regional level, the SUN Business Network advocates for and supports business nutrition action in SUN countries and expands nutrition investment across global and regional actors. This is done through:

4. Support to national SBN Networks

Ensure national teams are equipped to mobilize business on nutrition in the ways defined within their national SBN strategies, in alignment with national nutrition plans, including:

- ➔ Organization of overarching, multi-country SBN initiatives that can be adopted and adapted by national SBN teams to catalyze private sector investment in nutrition; these will be designed around the SBN 3.0 Strategic Priority Areas
- ➔ Facilitation of south-to-south knowledge exchange by synthesizing and disseminating key learnings and best practices within and between countries
- ➔ Support to general national SBN operations, including establishment and/or execution of national SBN strategies

5. Engage & leverage global and regional partners and platforms

This includes:

- ➔ Global SBN members, both in support of national SBNs and members, make and execute against their own corporate nutrition commitments, including through provision of business-to-business (B2B) technical assistance from global SBN members to national SBN members (available to SMEs only)
- ➔ Global and regional organizations and platforms that may provide additional or complementary support/advocacy towards business engagement on nutrition and national SBNs. This includes inter-governmental bodies, and global or regional non-government or private sector-led coalitions and platforms (e.g., Consumer Goods Forum, World Business Council for Sustainable Development, Asian/African Development Bank, etc.)

SBN CROSS CUTTING PRIORITY AREAS 2021-2025

The following section offers a set of six overarching cross cutting priority areas for the SBN networks up to 2025. These are informed by the SUN 3.0 strategy and the experience and learning within SBN since its establishment in 2012. However, for many reasons that range from locally available capacity, food market development through to existing relationships between business and government in a particular country context, national SBNs may choose to focus activities (and report on progress against) for only one or two of these cross-cutting priority areas. The specific combinations will be context-specific and depend on the business environment, ongoing activities and the drivers for malnutrition in the country and region.



1. UNLOCKING AND IMPROVING ACCESS TO FINANCE AND TECHNICAL ASSISTANCE TO SMES AT SCALE



Many (though not all) of SBN's country networks focus on strengthening SME capacity to invest in nutrition. This is because most of the world's private sector, including in SUN countries, is largely comprised of SMEs– not the relatively small handful of well-known multinational companies. SMEs are the backbone of food systems for people at risk of malnutrition, providing approximately 80% of the food that people buy⁰⁶ across Low to Middle Income Countries (LMICs). They are the producers, small scale processors and market traders who form a vast tapestry of entrepreneurs – often women - on whom the evolution of food systems depends. But they are a huge and often neglected sector and face challenges to access investment, technology, and markets to grow, adapt, and help governments reform food markets.

SMEs represent an essential constituency whose support is needed to improve national food and nutrition security. Added to that, SMEs can grow and evolve depending how they focus their business models: towards unsafe or ultra-high processed foods high in salt, sugars and trans and saturated fats, or towards safe and nutritious foods.

Despite their vital role within food systems, many SMEs in LMICs face significant challenges to grow, largely because they lack reliable access to finance and have limited managerial skills which are key to expanding their operations and enhancing the nutritional value of their products. On the other hand, investors often struggle to find viable investment opportunities or have limited knowledge in financing nutritious food-producing SMEs⁰⁷. SBN aims to bridge this gap by brokering strategic partnerships with investors and technical assistance providers that can facilitate the provision of technical and financial support to members at scale.

06 Reardon, Thomas, Ruben Echeverria, Julio Berdegué, Bart Minten, Saweda Liverpool-Tasie, David Tschirley, and David Zilberman. 2019. "Rapid transformation of food systems in developing regions: Highlighting the role of agricultural research & innovations." *Agricultural Systems* 172: 47-59.

07 Nordhagen S, Condes S, and Garret GS. Blended finance: A promising approach to unleash private investments in nutritious food value chains in frontier markets. Global Alliance for Improved Nutrition (GAIN). Discussion Paper Series #1. Geneva, Switzerland, 2019. DOI: <https://doi.org/10.36072/dp.1>

2. WOMEN ENTREPRENEURS IN FOOD SYSTEMS



Operating a business in the agriculture and food sector in LMICs can be difficult, especially for women, as they are disproportionately affected by entrepreneurs' challenges in starting and running a business in these sectors. This includes limitations on mobility, high burden of unpaid care work, lack of access to finance, inadequate premises, lack of access to mentors, limited leadership experience, lower literacy and numeracy, and discriminatory gender norms and stereotypes⁰⁸. Business networks, including the SBN, serve as a powerful tool to support women in navigating these challenges⁰⁹. In SBN 3.0 gender will be mainstreamed in national, regional and global activities which will be anchored by a strong emphasis on creating peer-to-peer and mentorship support mechanisms for women owned/led food system businesses. This will be underpinned by strategic partnerships that can crowd in additional resources and technical support that can address the unique needs of women entrepreneurs operating in nutritious food value chains,



08 Nordhagen S. Supporting Gender Equity through Food System Businesses in Lower-Income Countries. Global Alliance for Improved Nutrition (GAIN). Working Paper#11. Geneva, Switzerland, 2020. DOI: <https://doi.org/10.36072/wp.11>

09 Nordhagen S. Integrating Gender Equity into Business Networks for Nutrition. Global Alliance for Improved Nutrition (GAIN). Working Paper#12. Geneva, Switzerland, 2020. DOI: <https://doi.org/10.36072/wp.12>

3. YOUTH ENGAGEMENT



The global population is growing and getting ‘younger’ by the day. More than 1 billion people today are between 15 and 25 years of age, and nearly 33 per cent of the world’s population is below the age of 20.¹⁰ Eighty-five per cent of these young people live in developing countries where many are especially vulnerable to extreme poverty. The need to create viable economic opportunities to engage youth is urgent. Increasing meaningful employment and entrepreneurial opportunities along nutritious food value chains offer youth the chance to engage in productive work and overcome these challenges. At the same time, the current growth of youth offers an unprecedented opportunity to harness the energy, motivation, and innovation of these young people to address pressing food system issues. National SBN networks will build partnerships with organizations working within the innovation and youth entrepreneurship space and organize specific networking events that support young entrepreneurs to promote their enterprises and access technical assistance to develop innovative and bankable businesses

4. CONSUMER AWARENESS AND DEMAND



Despite a growing demand for healthier, great tasting food products, diets are rapidly changing worldwide with rising levels of overweight, obesity, and non-communicable diseases. The private sector plays a major role in shaping both the food environment and consumer preferences, with an in-depth understanding of consumer behaviour, decision making and demand generation. Yet, profit often lies in convenient, tasty, and ultra-processed food products which do not contribute to healthy dietary choices. In many LMICs, policymakers are struggling to resolve persistent undernutrition and micronutrient deficiencies, while also trying to prevent a future health crisis caused by rising levels of overweight and obesity. These forms of malnutrition are both driven and compounded by limited nutrition knowledge and awareness, low consumer demand for nutritious food, inadequate availability of affordable nutritious products, and the increasing presence of cheap and convenient junk food within the retail environment.

SBN can play a key role in changing consumption behaviour patterns, making nutrition more aspirational to consumers, and supporting businesses to reformulate their products so they have a healthier composition. Specifically, SBN works with both the private sector and policymakers/government to encourage and enable the private sector to improve consumer knowledge, shape demand, adopt healthy food labelling (such as the Zambia Good Food Logo) and market their products responsibly. Ultimately, SBN aims to support the private sector to shift their business models in favor of food products which are more nutritious, affordable, and accessible for all.

10 World Population Prospects, 2019. United Nations Department of Economic & Social Affairs. <https://population.un.org/wpp/Download/Standard/Population/>

5. ENABLING POLICY ENVIRONMENT FOR SME INVESTMENT IN NUTRITION



Often, SME voices are unheard in discussions that determine how policies will be operationalized. SBN will help aggregate these voices to articulate and advocate for improved policy and legislative environments through various mechanisms, including major national and global food systems and nutrition dialogues, and other related research on global best practices e.g., Enabling Business to Access Nutrition Index (EBANI)¹¹ to initiate focused multi-stakeholder dialogues on the current situation across different policy indicators. Policy gains and the development of good practices will be shared with other national networks.

6. LEVERAGING BIG BUSINESS



Large national, regional, and multinational companies have the potential and capacity to steer their operations and resources behind advancing national nutritional priorities in the countries they operate in. SBN will leverage their resources and commitment to improving nutrition by engaging these businesses on the following activities:

- ➔ Communicate the importance of nutrition within their business model to national subsidiaries and support them to prioritize nutrition in operations
- ➔ Initiate or enhance workforce nutrition programs
- ➔ Provide technical assistance to SMEs in national networks and beyond
- ➔ Explore opportunities to link SMEs including those in national SBN networks within their supply chain
- ➔ Formulate and reporting on progress on meeting nutrition commitments

SBN will further ramp up efforts at regional levels to strengthen strategic linkages and partnerships with regional businesses, organization, and platforms that have substantial reach across multiple countries within the region. This includes entities with operations based outside of SUN countries, such as Thailand, South Africa, Brazil, and others, as these potential partners also have roots that go deep within food systems across SUN countries.

¹¹ EBANI is an advocacy tool that measures the policy and legislative enablers for increasing private sector investment in safe, nutritious diets across 30 countries.

SBN OPERATIONS IN SUPPORT OF PRIORITY AREAS

These strategic priority areas are intended to help focus the work of and increase the impact of national SBNs which can be adapted as relevant to the national operating context. To support execution of these priority areas, national SBNs are strongly encouraged to:

- ➔ Become more strategic and proactive in mobilizing private sector resources for improved nutrition; operate according to a formal strategy and action plan; and align their approaches with national nutrition priorities.
- ➔ Start with a limited number of priority engagement areas of SBN, identified based on national nutrition situation and context.
- ➔ Focus on identifying and strengthening existing 'ecosystems' of SMEs across the food system; identify and collaborate with critical business nutrition-sensitive support providers and bring in relevant business associations as network members.
- ➔ As early as possible develop and implement an approach to gradually transition ownership of the SBN to national stakeholders. This is sensitive and context-specific and requires a different approach in each country.
- ➔ Draw on lessons learned within their national context and from other countries with a similar context and/or challenges.
- ➔ Carefully manage power balances in the growing national networks, preventing agendas from being dominated by larger companies or governments.

To do this, national SBN teams must understand how business operates and their objectives and speak the language of business (for example, around concepts such as return on investment, cost-benefit analysis etc.). National SBNs have demonstrated the most success when led by a dedicated national SBN Coordinator, which may also be supported by additional team members. These individuals should possess solid private sector backgrounds, coupled with a general understanding of national social development priorities and stakeholders. These competencies are often unique within the nutrition and social development space and are critical to mobilizing business around nutrition.

However, national SBN teams must go beyond business, to also understand government and other stakeholder perspectives, and 'translate' information and data from business engagement into language, messages and evidence that makes sense to these non-business audiences. This is critical to ensure alignment of priorities, as well as buy-in from key players within countries.

Further, the need for strategic partnerships cannot be understated, as SBN cannot do it all. Through their knowledge and assessments of the local business landscape, national SBN Coordinators must work with their teams to identify and leverage partners working within the economic/private sector development space or other areas that complement the SBN's work via the key SBN functions or its cross-cutting priority areas, or other highly relevant focus areas that the SBN is not working within, such as climate. These partners can then support national SBN members or activities, and/or work with national SBN teams to make their own operations more nutrition smart. At global and regional levels, complementary partners will also be engaged to operationalize multi-country support to cross-cutting priority areas.



SBN GOVERNANCE

This SBN Strategy 3.0 seeks to support national SBNs to add maximum value within their countries of operation and provide mechanisms that help maximize efforts to catalyze business engagement in nutrition, both by business and SUN country governments. To facilitate implementation of the strategy and execution of SBN objectives, governance structures are in place at global and national levels. A regional support function has also been added in SBN 3.0.¹²

SBN global governance includes a high-level **Advisory Group**, which has traditionally been comprised of global business leaders and the SUN Global Coordinator. This body provides strategic guidance in the execution of the SBN Strategic Objectives, and a strong private sector perspective on the realities and potential for bringing business to the table around nutrition. An **Operations Committee** is also in place to provide more regular support, including operational guidance around annual SBN Secretariat workplans. The Operations Committee is comprised of Senior Management from GAIN and WFP, one representative from a multi-national company, and one national SBN Coordinator.

In SBN 3.0, the Advisory Group will shift to be more inclusive of business representatives coming from SUN Countries and the global South to ensure deep understanding of the emerging markets where they operate. The Operations Committee will expand slightly to include more regional and country colleagues. The mandates of each will largely remain the same, with strategic and operational advisory functions, respectively. The refreshed SBN governance structure is shown in figure X below.

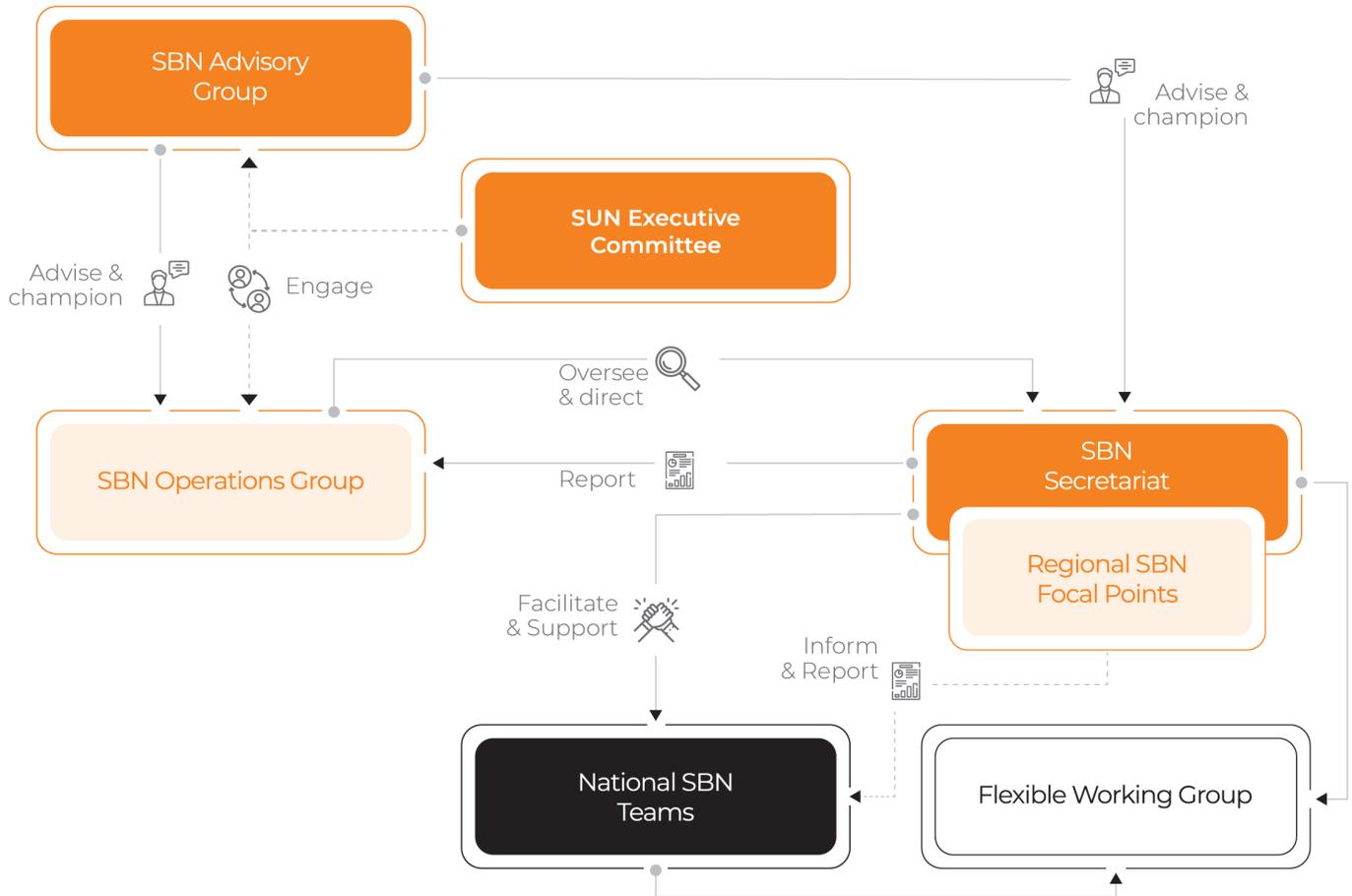
The SBN Secretariat has historically been comprised of staff sitting at global level in GAIN's London office and WFP's Headquarters in Rome. In SUN 3.0, support functions and team member locations will be split, with a focus on **technical support** coming through experts placed across SUN regions.

A handful of staff will remain at global level to ensure delivery of priority SBN global initiatives, coordination across countries and regions, and consistency in the execution of SBN objectives. To strengthen engagement of country stakeholders and overall country leadership of SBN, ad-hoc working groups will be comprised as needed to support delivery of SBN objectives.

¹² More details on SBN governance can be found in the SBN Governance Guidance Portfolio

Figure 3:

SBN Global Governance Structure



In SUN 3.0, the stronger focus on country leadership and ownership of the national nutrition agenda requires closer coordination and collaboration between **National Networks**, in support of the SUN Country Coordinator/Focal Point and national nutrition plans. **National SBN teams** must play a key role in facilitating this collaboration and support. To complement and support the national Network, a light touch **SBN governance structure** will be put in place. Generally, this governance body will serve in an advisory and/or oversight role and help guide the work of national SBNs. This could be an Advisory Group, Steering Committee, Technical Committee, or given another name as appropriate; specific roles and responsibilities, as well as stakeholder participation will vary based on the local context.

More information on the SBN Governance structure can be found on the [SBN website](#).

STRATEGIC EVOLUTION OF SBN

As the SBN moves into its next phase, it is critical that success is defined and monitored, in line with the objectives and targets of the broader SUN Movement.

Anticipated expansion of the SBN includes

- ➔ Doubling the number of SUN countries with business networks/where business is organized around nutrition (links to SBN Functionality Index; functionality of 4 out of 5 is considered 'established' and will be used as the cutoff/criteria)
- ➔ Develop **business networks that are diverse** (owner/leadership), **inclusive** (types of industry/size of business), **and large enough** (member numbers) to have weight as a convener and contribute comprehensively to national nutrition priorities
- ➔ An increased number of institutional hosts (outside of GAIN/WFP) committing to lead a private sector support mechanism that includes nutrition KPIs and objectives, or incorporate nutrition KPIs and objectives into an existing platform.
- ➔ Strategic partnerships established and operationalized for each of the SBN cross-cutting priority areas that support multiple countries to implement activities.

In countries with an 'established' SBN, the role of private sector clearly articulated in all new national nutrition plans, with inputs provided by national SBNs/members.

TOWARDS AN 'OPEN-SOURCE APPROACH' FOR COUNTRY NETWORKS

Where in the past SBN has focused its work on building networks from scratch, largely under the direct control of GAIN and WFP, it is envisioned that **by 2030 there will be a fully 'open source' approach**. This builds on the suggested 'strategic evolution of SBN' sketched out in the findings of the independent evaluation of SBN in 2019.

In practice, this means that by 2030, the SBN 'approach' can be applied by any organization that:

1. recognizes the critical role of **business** and particularly SMEs in nutrition,
2. has (or would like to build) the **capacity** to make stronger connections between business and non-business stakeholders on nutrition, and
3. understands the need to massively increase the '**dialogue space**' between business and non-business stakeholders on nutrition

'Capacity' includes **individuals** with the right skill set and mindset to speak the language of both business and nutrition (and to act as a facilitator or bridge between the two worlds); and **institutions** with the right internal systems, processes and ways of working to enable these individuals to strengthen connections between business and nutrition.

The unique role of the SBN Secretariat (team members placed at global & regional levels) will be to define and continuously strengthen the individual and organizational capacities for businesses to improve nutrition, focusing most efforts on strengthening opportunities and content related to the SBN strategic priorities. This work can most efficiently be undertaken at global and regional levels, enabling countries to contextualize their specific activities and approaches. This is assumed to be an effective way to achieve impact at scale, in line with the increasingly rare donor support for dedicated global secretariat functions.

This strategic ambition is in line with the wish of SUN 3.0 for countries to take a 'food systems approach' and, moreover, the individual-institutional-systems hierarchy is aligned with the latest thinking on systems leadership¹³.

What this looks like will vary from country to country. In some cases, the work can continue to be hosted by GAIN or WFP and where SBN networks are already established and well-functioning, this can continue. In other cases, the work of SBN might be fully integrated into an existing country body, such as a business association or a chamber of commerce (or other representative body). Other approaches are possible, as is the case in Indonesia, where a government ministry together with an individual company hosts the national Networks.

Over time, this will require a shift in the ways of working of the SBN Secretariat to drive long-term sustainability of this work. In some cases, as possible, the Secretariat may continue to identify funding support for short-term national SBN coordinator posts. However, the focus should no longer be on creating new networks, with 'members' that require servicing, but it will be much more around identifying and working with *existing* individuals, networks and organizations with an interest or stake in better connecting business and nutrition and supporting *them* to better play this bridge-building role.

The decision around how 'business and nutrition' bridges can be built, has to be driven by the country's context. Pathways to achieving this are sketched out in annex 3.

13 See page 4 of <https://www.hks.harvard.edu/sites/default/files/centers/mrcbg/files/Systems%20Leadership.pdf>

ANNEX 1: SBN WITHIN THE SUN MOVEMENT

As the SUN Movement's platform for convening business around nutrition, the SBN must both serve as an engagement point for the private sector and be that critical link to broader multi-sectoral nutrition coordination structures both at global level, and in the countries where it operates.

At global level, the SUN Business Network is co-convened by GAIN and the World Food Programme. These two agencies co-host the global Secretariat, which is comprised of staff at both global and regional levels to ensure that support is comprehensive, but also relevant and easily accessed by national SBNs. The SBN Secretariat works closely with other global Network Secretariats and the SUN Movement Secretariat; all entities together comprise the SUN Global Support System (GSS). During SUN 3.0, the GSS will strengthen collaboration across all of its components to ensure more streamlined, coordinated support is provided to SUN countries.

Across countries, a majority of national SBNs are housed within a GAIN or WFP country office, with the agencies either leading or supporting government or a business association to execute the Network's mandate. For those housed outside of GAIN or WFP, the network may be convened by a local business leader or a business association. It is anticipated that a more flexible convening and support model is critical within a number of countries, including countries where there is no formal SBN in place.

To ensure overall relevance of SBN to business and within the SUN Movement, National SBN teams must work within national multi stakeholder nutrition platforms to support identification and inclusion of feasible, actionable roles and responsibilities for the business within National Nutrition Plans (or the strengthening of how business's role is articulated within NNPs), to ensure alignment of business actions to national priorities in a way that also speaks to sustainable business opportunities. Without inputs from national SBNs, plans may be developed that assign roles to business that may, in practice, be difficult for them to implement.

Additionally, coordination and collaboration across SUN Networks at country level is critical to enhance effectiveness of programming by leveraging the core competencies of each group, to limit duplication of efforts, and strengthen transparency among all stakeholders. Networks are encouraged to develop joint workplans if core individual and joint activities have not been defined within a national NNP, or are not adequately defined. Implementation of joint and/or complementary activities may also serve as a basis for joint fundraising efforts between Networks.

ANNEX 2: SBN SWOT ANALYSIS



STRENGTHS

Unique to the program, what we do well, what has gone well



WEAKNESSES

What knowledge and skill do we lack, barriers internal to success

INTERNAL

Attributes of organization

- ➔ *Active Country Networks in place in 20+ SUN countries (scale)*
- ➔ *Only platform that convenes business around nutrition*
- ➔ *Decentralized support structure in place (country teams led by national coordinators)*
- ➔ *1000+ national network members, largely SMEs*
- ➔ *Strong track record/ability of facilitating south-to-south learning*
- ➔ *Core competence in linking SMEs to financial and technical assistance*
- ➔ *Helped to shift global / agency dialogue around acceptability of PS within nutrition*
- ➔ *Positioned as leading entity in global advocacy on PS engagement in nutrition*
- ➔ *Part of the bigger SUN Movement; close links with other Networks & SMS (mainly at global level)*
- ➔ *Importance of convening role often difficult to sell*
- ➔ *Ability to measure overall private sector contribution to nutrition--Difficulties in generating / showing results overall / via specific projects*
- ➔ *Limited understanding among SMEs on public health issues and nutrition, including identification of investment opportunities for nutrition*
- ➔ *Limited understanding of public sector colleagues on feasible role / opportunities for business in nutrition*
- ➔ *Limited resources at all levels (staff, funding of activities)*
- ➔ *Finding and retaining skilled SBN staff*
- ➔ *Few/weak strategic partnerships*
- ➔ *Not enough global advocacy for PS in nutrition outside of SUN Movement*



OPPORTUNITIES

Key success enablers, what additional services could be delivered



THREATS

Barriers to progress

EXTERNAL

Attributes of the environment

- ➔ *Growth of SBN across SUN countries in particular in Asia, Latin America, and West Africa*
- ➔ *More clearly spell out business case for nutrition*
- ➔ *Strengthen SBN offerings to business members, including women and youth*
- ➔ *Strengthen SBN delivery through investments in priority areas*
- ➔ *Regionalized expansion of SBN*
- ➔ *Engage businesses outside of food and beverage space*
- ➔ *Enhanced strategic partnerships*
- ➔ *Harness skills/expertise of PS to drive consumer demand for improved nutrition, couple with public sector behavior change initiatives as relevant*
- ➔ *Improved engagement with MNCs and large national businesses, including for resource mobilization*
- ➔ *Stronger collaboration with other SUN actors at country, regional and global levels*
- ➔ *More clearly articulate opportunities for improving policies/enabling environment for business investment in nutrition*
- ➔ *Cross-country knowledge exchange*
- ➔ *Unable to force business action in nutrition, can only support but SBN has little control on the end result/decision by business*
- ➔ *Unclear overall view on positive contributions by PS to nutrition*
- ➔ *Changes in political/economic climate can have major negative impact on PS and SBN ability to operate*
- ➔ *Ensuring relevance to business in the long term to maintain engagement*
- ➔ *Challenges in tangible collaboration within SUN movement*
- ➔ *Lack of resources to carry out SBN mandate effectively*
- ➔ *Limited engagement/support from national governments/SUN FPs*
- ➔ *Challenges in finding/cultivating appropriate partners for long term sustainability/handover of platform mandate*
- ➔ *Ineffectiveness / challenges within the broader SUN Movement that have knock-on effects with Networks*

ANNEX 3: SHORT-TERM ACTIONS SUPPORTING OPEN-SOURCE APPROACH¹⁴

- ➔ Working closely with existing SBN organizational stakeholders to articulate the capacities needed by an organization that is most effectively supporting business and nutrition: including, what is an effective strategy; what is its leadership style; what are its internal structures, policies and processes; and what is its internal operating culture - and defining a 'continuous improvement' approach to reach this ideal.

The SBN Secretariat can draw on the institutional examples of GAIN, WFP and SBN more broadly, its most active global SBN members, other global partners (such as the Consumer Goods Forum) and other SBN organizational hosts at country and regional level, to best articulate and define this set of institutional capacities.

- ➔ Working closely with existing SBN national coordinators to identify the ideal competency set of a 'business and nutrition' facilitator, based on the direct experience of national coordinators, and codifying this competency set into an ongoing professional development programme.

The SBN Secretariat has already developed Terms of Reference for SBN coordinators that could assist with the development of such a professional development programme.

- ➔ Working with other non-business stakeholders to strengthen the enabling environment for business and nutrition, based on the experience of other SUN-branded networks as well as non-SUN branded networks.

The SBN Secretariat has already consolidated and shared many valuable experiences (both successful, and less successful) of the dialogue between business and non-business stakeholders in relation to nutrition.

- ➔ Publish open-source toolkits and how-to guides for any institutions wanting to enhance the role of business in nutrition, including tools, sample job descriptions, sample mapping templates and case studies. Explore the creation of professional development programmes and organizational change frameworks which can accelerate the 'SBN approach' in far more institutions than is currently the case.

- ➔ Identify and create more dialogue spaces for productive conversations between business and non-business stakeholders on nutrition, going beyond discussions on conflict of interest or financial contribution, towards shared interests and collaborative opportunities.

¹⁴ Depending on resource availability, and assuming alignment with the evolution of the SUN movement.



In an effort to consolidate the gains made by SUN Movement, all SUN countries that are open to a business network can continue to be branded as SBN, but the creation of *new* SBNs is deprioritized, in favor of working with and through existing networks and platforms. An 'engage - adapt - build' hierarchy can be applied: by preference, engage with (and share knowledge with) individuals, organizations and networks that already do similar work. If no such individuals, organizations and networks exist, interested business or organization are advised to find the most closely aligned network and work with them to make adaptations in favor of nutrition. Only if there are no suitable pre-existing individuals, organizations and networks, should the time and effort be made to create brand new networks from scratch.



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