

# *SUN Business Network Nepal Strategy*

(2021-2023)



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## **SUN Business Network Nepal Strategy**

(2021-2023)

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## Foreword

Nutrition plays a vital role in all human beings' life and nutritious food should not be an option rather it should be the way of life to win malnutrition and achieve SDG 2 goal of zero hunger. The problems of malnutrition can be addressed only through multi-sectoral and multi-stakeholders coordinated efforts among all stakeholders. In Nepal, all the relevant sectors and stakeholders are working with multi-sector approach to achieve national nutrition goals and better nutrition outcomes at country level. Private sector has an important role to bring changes in people's life and their role around nutrition is inevitable, so, a committed contribution is desired from them.

Scaling Up Nutrition (SUN) Business Network (SBN) is a dedicated global platform under SUN movement for business/ private sectors to work for nutrition with an aim to reduce malnutrition in all its forms- through engaging and supporting business to act, invest and innovate in responsible and sustainable actions and operations to improve nutrition. It encourages private sector to dedicate their time and resources in nutrition by becoming its member and profoundly working towards achieving SDG2 goal and ending malnutrition. This SBN strategy will serve as a principal document to guide towards meaningful engagement of private sector in nutrition sector. It will also set a path on how SBN will support the SUN Movement in Nepal and highlights actions that will be taken to achieve its vision of improving and strengthening the private sector's contribution towards improving nutrition and food security in Nepal.

The Government of Nepal has given priority to improve food security and nutrition situation of the country, as evidenced by the national policies, programmes, and action plans, such as the Agriculture Development Strategy (2015-2035), Multi-sector Nutrition Plan-II (2018-2022), Zero Hunger Challenge National Action Plan (2016-2025), and Fifteenth Plan (2019/20-2023/24), as well as sectoral plans and policies. Meaningful engagement of the private sector in nutrition is envisioned to complement these government – led national initiatives in the country.

Hence, the United Nations World Food Programme with guidance from National Planning Commission engaged private sector in nutrition in Nepal through supporting stakeholders' consultations, establishment and launching of the SBN, as well as supporting the development and implementation of national SBN strategy. This SBN strategy has been developed by considering the needs and priorities of Nepal and will act as a blueprint for engaging private sector in nutrition in Nepal.

We hope SBN strategy will contribute to the government's efforts to end all forms of malnutrition through mobilizing business and private sector in Nepal.

Dr. Usha Jha  
Hon'ble Member, National Planning Commission  
Chair, National Nutrition and Food Security Coordination Committee  
Government of Nepal



Government of Nepal  
**National Planning Commission**  
Singha Durbar, Kathmandu

## Foreword

Nepal has experienced a notable decline in the prevalence of stunting from 57% in 2001 to 36% in 2016 (NDHS). However, the magnitude of the problem of malnutrition among children, mothers and adolescents in Nepal is still high. Nepal is making gradual progress in the nutrition and food security situation despite the fact that triple burden on malnutrition has become a rising concern across a globe as well as in country's context. In the present context, 31.5% of child stunting, 12% of child wasting, and 2.6% of child overweight persists in the nation (MICS, 2019). The health sector has been working for the long time to address the problem of malnutrition. There is a global realisation, however, that health sector intervention alone is not enough to address the problem. Based on the findings and recommendations of Nepal Nutrition Assessment and Gap Analysis 2009/10 and considering the global evidences and Lancet 2013, recommended framework for action to achieve nutrition as well as analysing the fact that effective engagement of multi-sector and multi-stakeholder is utmost important to improve nutrition situation. With this reference, the Government of Nepal has developed and implemented Multi-Sector Nutrition plan (MSNP) - I (2013-2017) and II (2018-2022) under the leadership of National Planning Commission (NPC) and collaboration of sectoral ministries, departments, donors, UN agencies, development partners, academia and private sector.

Nepal has made commitment at global level to improve nutrition situation of the country by achieving targets set by WHA 2025 and SDG 2030. Nepal joined Scaling Up Nutrition (SUN) movement in 2011 with a commitment to end malnutrition in all its forms, and since then it has made efforts to bring people together, developing coherent policies and legal frameworks and aligning programs with a common goal of supporting Multi Sector Nutrition Plan-I and II.

NPC as an apex body of Government of Nepal to formulate national plans and policies, is also responsible for multi-sectoral coordination and Scaling Up Nutrition (SUN) coordination at national level. With the strategic leadership and effective coordination of National Planning Commission, MSNP sectoral ministries, departments, UN agencies, donors, civil societies, private sectors and academia are actively participating in multi-stakeholder platform and collaborating to achieve better nutritional outcomes in country. As envisioned by Scaling Up Nutrition (SUN) Movement, three SUN Networks i.e., SUN Donor Network, SUN UN Network and SUN Civil Society Network have already been established and functional in Nepal. Private sector has an important role in improving nutrition status as well as contributes towards economic prosperity of a country. As a felt need of effective engagement and inclusion of private/business sector in nutrition sector and an envisioned structural component of SUN Movement, a process to establish "SUN Business Network" in Nepal has been initiated. SBN is expected to provide a platform and an opportunity for private sector and businesses to come together to act, invest and innovate in responsible and sustainable actions and operations to improve nutrition. This strategy will act as a layout to engaging private sector in the field of nutrition.

Under the convenorship of World Food Programme and guidance of National Planning Commission, SBN is envisioned to achieve its vision "To improve and strengthen the private sector's contribution towards improving nutrition in Nepal" by acting profoundly and implementing activities mentioned in the strategy.

I believe that SBN strategy will give proper direction to the network and lead it to success in future.

I wish SBN Nepal all the best for its future endeavour of supporting government of Nepal in its mission of ending malnutrition.



Dr. Kiran Rupakhetee  
Joint Secretary/ Division Chief, Good Governance and Social Development Division  
National Planning Commission, Government of Nepal  
SUN Country Coordinator



## Foreword

Undernutrition, micronutrient deficiencies, overweight and obesity as well as diet related non-communicable diseases are on the rise in both developed and developing nations. Nepal is not an exception to this, where 1 out of 3 children are affected by either form of malnutrition.

As part of its renewed global call for holistic approaches to fighting malnutrition, the World Food Programme (WFP) prioritizes multi-sector, multi-stakeholder engagement as a key area for growth and acceleration of progress in food and nutrition security. Accordingly, WFP recognizes the strategic engagement of businesses in strengthening the national food systems and addressing the triple burden of malnutrition.

Together with the Global Alliance for Improved Nutrition (GAIN), WFP co-convenes the Scaling Up Nutrition (SUN) Business Network (SBN) at the global level. The SBN, which is the only dedicated global platform for engaging business on nutrition, aims to reduce malnutrition in all its forms – through engaging and supporting businesses to act, invest and innovate in responsible and sustainable actions to improve food and nutrition security. To do this, the SBN provides a neutral platform to broker partnerships and collaborations between businesses and all actors on nutrition at the national, regional and global level in support of SUN Countries.

By strengthening the profile of SBN members, protecting consumers from consumption of unhealthy processed foods, creating an enabling policy environment for private sector engagement in the national nutrition program, and improving food safety of across the food value chain, I am confident that we will together contribute to an improved nutrition situation in the country.

I congratulate the Government of Nepal, the businesses and other development partners for embarking on the strengthening of private sector engagement in the national food security and nutrition programs, and I am delighted to reconfirm WFP's commitment to convene the SBN in Nepal together with the National Planning Commission (NPC).

A handwritten signature in black ink, appearing to read 'Jane Pearce', written over a light blue circular stamp.

Jane Pearce  
Country Director a.i.  
WFP Nepal Country Office

## ACKNOWLEDGEMENT

The development of the SBN Nepal Strategy is the result of a comprehensive consultative process with key stakeholders. The World Food Programme (WFP) would like to acknowledge the National Planning Commission for providing continuous guidance and support during the consultation process and the design and development of the strategy, Dr. Usha Jha (Member, National Planning Commission) for her direction and guidance, and Dr. Kiran Rupakhetee (Joint Secretary and SUN Government Focal Point) and the team for providing insightful knowledge and relevant resources. We would also like to express our appreciation for the valuable input shared by representatives of the Government of Nepal, the private sector, UN agencies, the donor network and international and national non-governmental organizations, as well as experts and other stakeholders who contributed to the private sector needs assessment, discussions and prioritisation exercises.

The development of this strategy would not have been possible without support from Mr. Nelson Shrestha, Mr. Sudeep Sayami, Mr. Kashyap Shakya, Ms. Sunita Nhemaphuki, Mr. Asharam Gurung, Ms. Mahalaxmi Shrestha and Mr. Chandra Thapa. We would also like to thank nutrition and food subject experts Dr. Atul Upadhyaya, Ms. Huma Bokkhim, Mr. Krishna Prasad Lamsal, Ms. Anju Acharya and Ms. Prativa A.C. for their continuous support and input, and Mr. Santosh Pandey from IFC and Dr. Dinesh Parajuli from FNCCI/AEC who shared their expert knowledge and opinions on private sector engagement. Lastly, we acknowledge the support, contribution and input provided by members of WFP and the SBN global team who have directly and/or indirectly supported and contributed to the formation of SBN Nepal Strategy.

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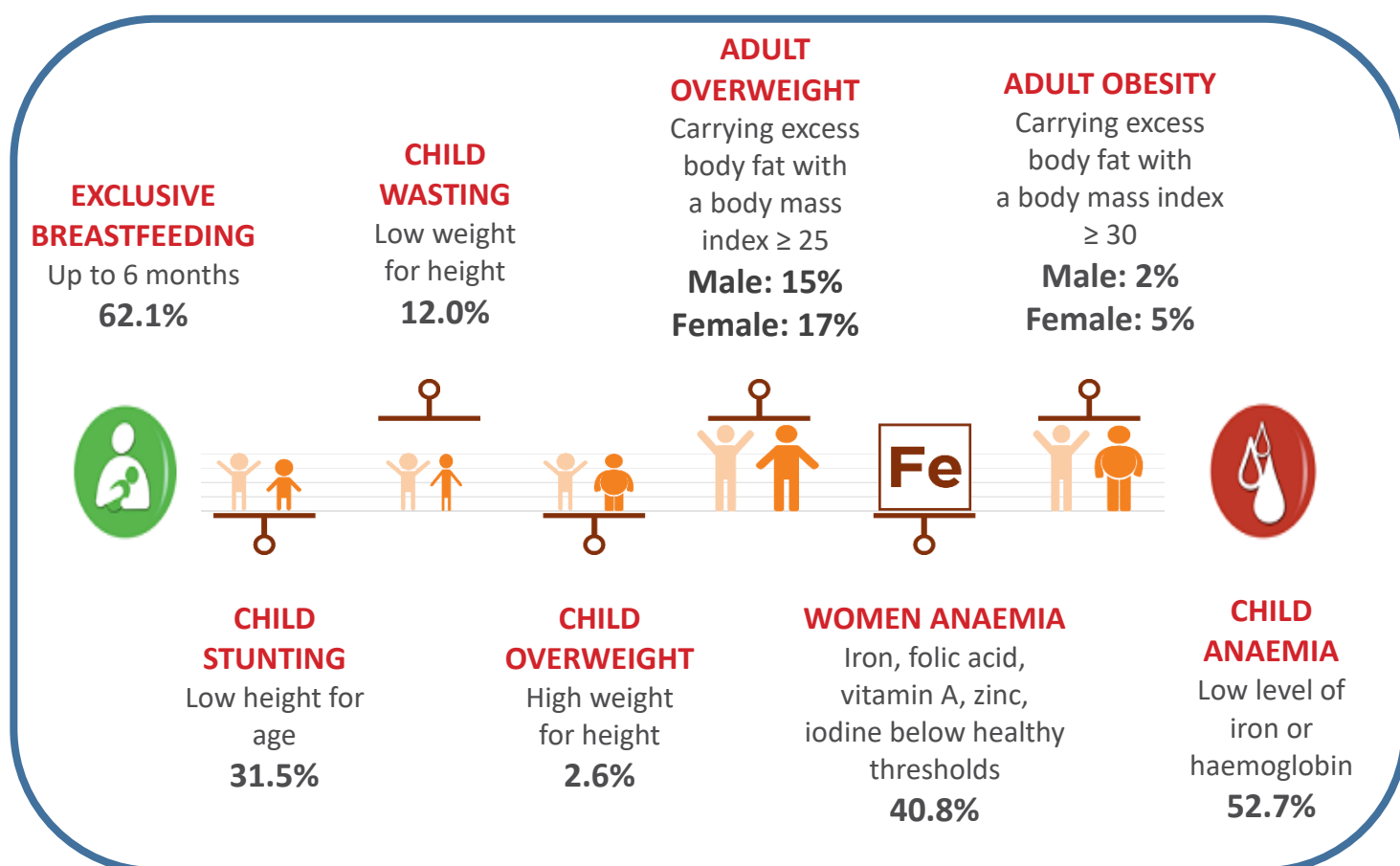
## ABBREVIATIONS

AEC	Agro Enterprise Centre
AGM	Annual General Meeting
B2B	Business-to-Business
BCC	Behaviour Change Communication
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
FNCCI	Federation of Nepalese Chambers of Commerce and Industry
GAIN	Global Alliance For Improved Nutrition
GEDSI	Gender Equality, Disability and Social Inclusion
GoN	Government of Nepal
HLNFSSC	High Level Nutrition and Food Security Steering Committee
M&E	Monitoring and Evaluation
MICS	Multiple Indicator Cluster Survey
MNCs	Multi-National Companies
MoALD	Ministry of Agriculture and Livestock Development
MoF	Ministry of Finance
MoHP	Ministry of Health and Population
MoICS	Ministry of Industry, Commerce and Supplies
MSNP	Multi Sector Nutrition Plan
mVAM	mobile Vulnerability Analysis and Mapping
NCD	Non-communicable diseases
NDHS	Nepal Demographic and Health Survey
NGO	Non-governmental organization
NNFSSC	National Nutrition and Food Security Coordination Committee
NPC	National Planning Commission
R&D	Research and Development
RDA	Recommended Dietary Allowance
RNI	Reference Nutrient Intake
SBCC	Social and Behaviour Change Communication
SBN	SUN Business Network
SDG	Sustainable Development Goal
SMEs	Small and Medium-sized Enterprises
SMS	SUN Movement Secretariat
STEPS	WHO STEPwise approach to Surveillance
SUN	Scaling Up Nutrition
TOR	Terms of Reference
UN	United Nations
WFP	World Food Programme
WHO	World Health Organization

## 1. Nepal's Nutritional status

Significant progress has been made in recent decades in reducing rates of malnutrition in Nepal. Despite this encouraging achievement, Nepal still has a high burden of malnutrition, with 31.5% of children under five years of age stunted (MICS, 2019), 40.8% of women of reproductive age (15-49 years) anaemic and a further 22% overweight or obese (NDHS 2016).<sup>1</sup> Rates of wasting among children under 5 years, a vital indicator of acute malnutrition, has remained nearly stagnant and micronutrient deficiency has remained relatively high. The country is therefore facing a triple burden of malnutrition, with undernutrition, micronutrient deficiencies, and overnutrition jeopardising the national economy, prosperity and progress towards meeting the Sustainable Development Goals (SDGs).

Overview of the current status of nutrition in Nepal<sup>2</sup>:



Source: NDHS 2016 and MICS 2019

The prevalence of non-communicable diseases (NCD) in Nepal is also high: the prevalence of raised blood pressure in women is 19.7% and 29.8% in men; raised blood sugar in women is 5.3% and 6.3% in men;

<sup>1</sup> Nepal Demographic Health Survey 2016; Nepal Nutrition Profile, March 2018, USAID: <https://www.usaid.gov/sites/default/files/documents/1864/Nepal-Nutrition-Profile-Mar2018-508.pdf> and

Multiple Indicator Cluster Survey (MICS), 2019, NPC, CBS, UNICEF

<sup>2</sup> Nepal Demographic and Health Survey, 2016, Nepal National Micronutrient Status Survey 2016 and WHA & SDG targets, revised from MSNP-II and Multiple Indicator Cluster Survey (MICS), 2019, NPC, CBS, UNICEF

raised cholesterol in women is 14% and 7.8% in men; and the prevalence of those aged 40-69 with cardiovascular risk is 3.3% in women and 3.2% in men.<sup>3 4</sup>

There are number of underlying causes for the prevailing nutrition situation in Nepal. As per the Adolescent Nutrition Survey conducted by the Nepal Health Research Council in 2014, adolescents from disadvantaged groups and those residing in remote areas with limited access to sanitation facilities and fruits and vegetables were found to be at higher risk of undernutrition and micronutrient deficiency. Only 4% of participants reported consumption of the WHO-recommended five or more servings of fruit and vegetables per day, while approximately 94% of participants reported consuming processed food<sup>5</sup>, the regular consumption of which leads to health conditions such as obesity, metabolic syndrome, diabetes, inflammatory disease, among others.

## 1.2. Impact of COVID-19 in Nepal and increased importance of nutritious food

According to the 2020 WFP survey 'The Impact of COVID-19 on Households in Nepal', 'the COVID-19 crisis triggered multidimensional social and economic impacts that stretch beyond the primary health crisis'. The survey conducted with 4,416 households (HHs) found that 23% of HHs had inadequate food consumption and 7% of HHs had poor dietary diversity. Of total HHs, 7.2% adopted at least one negative coping strategy, including reducing the amount and frequency of meals, to address food shortages. 5.7% of households reported that the food they had in stock was insufficient to meet their needs, and minimum dietary diversity was not met by around 46% of children between 6 and 23 months of age<sup>6</sup>.

Food producers, suppliers, distributors and others directly or indirectly engaged have the need, capacity, resources and technology to fill the food shortages in the market. Private actors contribute to the smooth functioning of the market through producing and supplying food and other necessary goods and services, enhancing the overall performance of the value chain. In addition, there is the potential to fulfil a vital humanitarian role; the presence of strong networks covering all or most of the country's provinces, along with a commitment to contribute towards improving the nutritional status of Nepal through Corporate Social Responsibility (CSR) funds would make them an important actor to serve during a crisis. The impact of the pandemic has highlighted the need for a higher level of contribution from the private sector on supplying and delivering affordable nutritious food throughout the country. This means more opportunities for private sectors in food industry while having to deal with costly resources in face of the pandemic.

## 2. Background and Overview of global and national nutrition programme

**2.1 Scaling Up Nutrition (SUN):** SUN is a global movement that started in 2010 which unites governments, civil society, the United Nations, donors, businesses, academia and researchers in a collective effort to improve nutrition and eliminate all forms of malnutrition. The SUN Movement Strategy 3.0 (2021-2025) states that the creation of the SUN Movement recognised that no single individual, organization, or government has a unique mandate to advance nutrition, instead it is an issue requiring multiple

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<sup>3</sup>Nepal Demographic and Health Survey, 2016, Nepal National Micronutrient Status Survey 2016 and WHA & SDG targets, revised from MSNP-II and Multiple Indicator Cluster Survey (MICS), 2019, NPC, CBS, UNICEF  
[rvey-2019-compressed.pdf?sfvrsn=807bc4c6\\_2](#)

<sup>4</sup> Nepal STEPS survey 2019 (The WHO STEP wise approach to Surveillance (STEPS))

<sup>5</sup> <http://nhrc.gov.np/wp-content/uploads/2017/07/latest-final-nutrition-book.pdf>

<sup>6</sup> [https://docs.wfp.org/api/documents/WFP-0000116728/download/?\\_ga=2.3960304.1756647703.1599647631-441652916.1599647631](https://docs.wfp.org/api/documents/WFP-0000116728/download/?_ga=2.3960304.1756647703.1599647631-441652916.1599647631)

contributors, and where multiple stakeholders benefit from improved nutrition. The SUN movement includes governments and individuals, businesses and organisations as members of the SUN Network at the country or global level. Beyond this, as SUN is a global movement, individuals involved in promoting and using nutrition as a maker and marker of sustainable development and willing to act whilst adhering to SUN principles, are also SUN. Countries sign up to the Movement recognizing that ending malnutrition is a multisectoral and multi-stakeholder effort.

By early 2021, 63 countries and four Indian States had joined the SUN Movement. A SUN Government Focal Point is usually appointed at the country level. In Nepal, the Joint Secretary and Division Chief of Good Governance and Social Development Division of the National Planning Commission (NPC) is the SUN Country Coordinator.

**2.2 SUN Business Network (SBN):** SBN is a dedicated global platform under the SUN movement for businesses to work in nutrition with the aim of reducing malnutrition in all its forms – through engaging and supporting businesses to act, invest and innovate through responsible and sustainable actions and operations to improve nutrition. As mentioned in the SUN Movement Strategy 3.0 (2021-2025), SBN aims to (a) strengthen business-to-business (B2B) linkages between national companies with investors and Multi-National Companies (MNCs), facilitating technical assistance partnerships, and enabling investment opportunities that members require to advance the nutrition agenda, (b) increase focus on gender, including dedicated support for women-led businesses and those with potential to reach women consumers, (c) build and better leverage strategic partnerships with key global and regional business associations and investors, and (d) advocate for and facilitate public-private dialogue through engaging with governments to create an enabling business environment and unlock business investment through legislation, regulation, finance instruments, and incentives that guide businesses to positively impact nutrition and public health-related goals.

At the global level, SUN is convened by the Global Alliance for Improved Nutrition (GAIN) and WFP, and the network supports SUN countries to develop national business engagement strategies for scaling up nutrition.

At a national level, SBN convenes businesses, assesses technical, financial, and other business support service needs for members, and advocates for the role of businesses in addressing nutrition at the country level. SBN is a unique platform for engaging businesses to scale-up nutrition within a multi-stakeholder, country-owned approach. In Nepal, in consultation with NPC, WFP has initiated the process of establishing SBN, which complements the Government's Multi-Sector Nutrition Plan-II (MSNP-II) and efforts to improve the nutrition status in Nepal and achieve SDG 2 target of Zero Hunger.

SUN Networks in Nepal:

1. **Network of Donors:** Donors working together to better align, mobilize and coordinate necessary resources to support countries in the expansion of nutrition-focused activities. It coordinates with its members and provides funding and technical support to the Government and stakeholders for SUN initiatives and MSNP-II implementation.
2. **Network of the United Nations System:** UN Agencies working together to coordinate the UN involvement in SUN by contributing financially and technically to enhance the nutrition activities of the Government and other stakeholders.

3. **Network of Civil Society Organizations:** Civil Society Organizations working together to align their efforts in relation to national plans to expand nutrition focused activities.
4. **Network of Academia:** A network of academic and research organizations working together to support the SUN movement does not formally exist in Nepal, however, representation from academic institutions has been included in the multi-sector platform.

### 2.3 Multi-sector Nutrition Plan (MSNP):

MSNP is a multi-sector initiative led by NPC in collaboration with sectoral ministries, development partners, Civil Society Organizations (CSOs), and private sector partners. The GoN successfully implemented MSNP-I (2013-2017), and through its successor, MSNP-II (2018-2022), activities have been scaled-up and implemented with the goal "to improve maternal, adolescent and child nutrition by scaling up essential nutrition-specific and nutrition sensitive interventions and creating an enabling environment for nutrition."<sup>7</sup>

In line with the SUN strategy, MSNP-II has outlined the roles and responsibilities of the private sector, acknowledging the significance of and need for the private sector's involvement in changing the nutritional landscape in Nepal. MSNP-II states that along with other stakeholders, the private sector will also participate in nutrition and food security related advocacy and communication, and that the cooperation of the private sector, CSOs and other stakeholder will also be sought to organize nutrition related programs and during the implementation of the MSNP-II. A Public-Private Partnerships approach will be applied for the effective implementation of MSNP-II.

**2.4 Nepal's Positioning on SBN:** Nepal joined the SUN Movement in 2011 and since then has been an active member in efforts to scale up nutrition initiatives in the country. After successful implementation of MSNP-I and the realization of the potential role that the private sector can play in supporting national nutrition priorities, WFP consulted with NPC regarding the need of establish the SBN in Nepal.

The SUN Global Gathering was held in Nepal from 4-7 November 2019 and was attended by over 1,200 participants from SUN countries. The SUN Global Gathering was an important event, where the SUN Movement took stock of progress and challenges whilst reflecting on the implementation of global nutrition initiatives. It created momentum within Nepal, encouraged multi-sectoral stakeholders to take an interest in nutrition and provided a platform for the establishment of SBN in Nepal.

## 3. Rationale behind the formation of SBN in Nepal

Despite remarkable progress in improving nutrition in the last two decades, Nepal is still facing the triple burden of malnutrition. Involvement and support from the Government, donors, civil society, and the private sector, among other stakeholders, is necessary to enable effective, significant and sustained improvement. In this context, the role of the private sector is important as private actors can play a very influential role as a producer, supplier, distributor, advocator, and supporter of nutritious products and services. The establishment of SBN will bring businesses together and support the SUN Movement by increasing the availability, accessibility, and affordability of nutritious and safe foods for low-income consumers residing in all areas of the country.

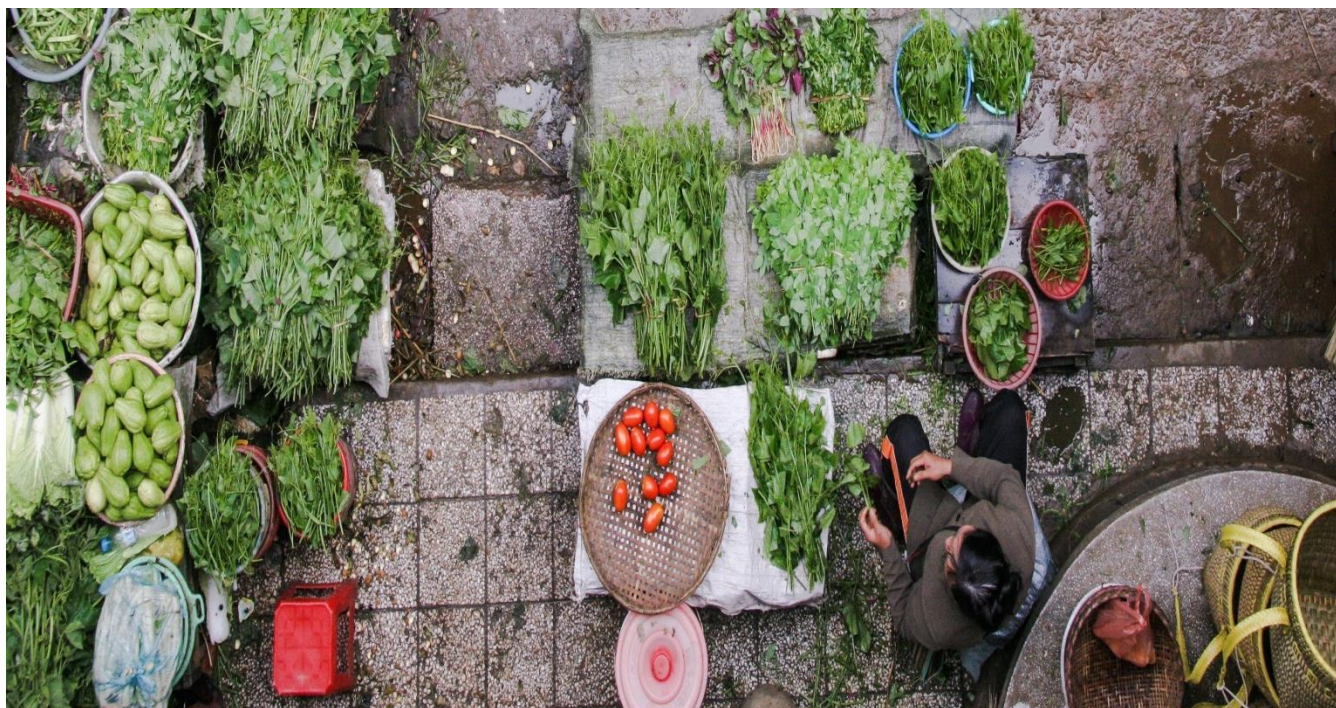
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<sup>7</sup> Nepal Multi-sector Nutrition Plan 2018-2022, 2017, Nepal Planning Commission, Government of Nepal [Nutrition Report English Final - for 10 Copies Print.indd \(nnfsp.gov.np\)](#)

## 4. The importance of engaging businesses on nutrition

Globally, the food and beverages industry is a huge and highly competitive market with a turnover of approximately USD 5 trillion per year. The lower consumption segment alone spends USD 2.3 trillion a year on food and beverages<sup>8</sup>. According to 'A Strategic Review of Food Security and Nutrition (2018)', in the year 2015/16, the average household in Nepal spent 53.8% of their income on food. Although the average household consumption of urban households (Rs 431,337) was almost 1.7 times higher than that for rural households (Rs 248,893), food was still the highest expenditure item in both urban (44.9%) and rural areas (59.8%).<sup>9</sup> Accessibility, affordability and availability of food are the main determining factors for levels of consumption, and despite the huge portion of income being spent on food, almost 2.5 million Nepalese people are undernourished<sup>10</sup>, with those in the Terai having easier access to food than those living in remote mountain areas.<sup>11</sup>

Involving businesses in the field of nutrition and creating a conducive environment for investing in it will contribute to the national agenda of enhancing the status of nutrition in the country. Businesses will also benefit from increased consumption in the long-term, which will ultimately contribute to the social and economic development of the country.







<sup>8</sup> <http://datatopics.worldbank.org/consumption/market>

<sup>9</sup> <https://docs.wfp.org/api/documents/WFP-0000102854/download/> (page no:3)

<sup>10</sup> FAO, IFAD, UNICEF, WFP and WHO. 2019. The State of Food Security and Nutrition in the World 2019. Safeguarding against economic slowdowns and downturns. Rome, FAO. e

<sup>11</sup> B. Robert, K. Yasuhiro (2019): Measuring inequality of Access: Modeling physical remoteness in Nepal; World Bank Group

There are four main reasons for engaging with the private sector on nutrition<sup>12</sup>:

<p><b><i>All sectors must play a role</i></b></p>  <ul style="list-style-type: none"> <li>• Combine resources and capabilities across the sectors and ensure effective coordination.</li> <li>• Contribute to achieving the national and global nutrition priorities and the Government's nutrition agenda: Multi-Sector Nutrition Plan (2018-2022), SDG and World Health Assembly (WHA) targets.</li> </ul>	<p><b><i>Business is important for nutrition</i></b></p>  <ul style="list-style-type: none"> <li>• Open market: source to access products and services to meet people's food and dietary needs (shops, factories).</li> <li>• Private sector: potential source of innovation of new products like fortified healthy foods, nutritious take away packs, technology, financing mechanisms e.g., easy credit facilities, smart credit/debit cards and distribution models.</li> <li>• Combining profit motive with renewed commitment for well-being of people and nutrition.</li> </ul>	<p><b><i>Nutrition is important for business</i></b></p>  <ul style="list-style-type: none"> <li>• Opportunities to develop new markets and quality products to increase sales and profits</li> <li>• Good nutrition in the workforce reduces the rate of staff turnover due to poor health and improves productivity.</li> <li>• Corporate social responsibility can lead to enhanced corporate reputation</li> </ul>	<p><b><i>Business has a comparative advantage</i></b></p>  <ul style="list-style-type: none"> <li>• Can generate demand for nutritious products and services</li> <li>• Focus on scale, efficiency and cost effectiveness</li> <li>• Focus on innovation &amp; product development, which can make nutritious food more affordable and desirable</li> <li>• Ability to embed quality management &amp; food safety systems along the food value chain</li> </ul>
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## 5. How is engagement of the Private sector in SBN beneficial?

The stakeholder consultation and private sector needs assessment<sup>13</sup> conducted in January 2020 in Nepal identified four main opportunities and challenges along the nutrition value chain which the SBN could focus on to support the GoN to improve the nutrition and food security status.

Some of the opportunities identified by the private sector consist of innovative solutions to problems, market access and linkages, and the promotion of nutritious local food, amongst others. These are listed below:

<sup>12</sup> SUN Business Network Information portfolio

<sup>13</sup> Report on Private Sector Need Assessment

1. **Innovations and technological advancements** can lead to inventive solutions on food storage, pollution control in the food production process, and disposal of perished/spoiled food.
2. **Improvements in agricultural productivity and post-harvest management system** can help address micronutrient deficiency during the off-season, even in rural areas, if supported with access to finance and technical assistance.
3. **Indigenous, organic, and local Nepali foods** have great potential and the private sector supports the idea of investing in new and innovative ideas and promoting the products.
4. With some support on the **marketing of agricultural produce** including fresh vegetables, fruits and poultry products, and the manufacturing of nutritional food products, businesses believe they can also reach out to other provincial states.

Challenges currently faced by the private sector include:

- Businesses in nutrition are **not collectively linked into rural supply chains**. Supply chains are distorted and poorly developed in rural areas.
- There is **inadequate and limited provision** to screen imported food products for acceptable food standards and ensure nutritional value is included on product labels.
- **Effective administrative procedures and integration among stakeholders and businesses** is lacking. Rules and regulations concerning the entry of edible products to the market is not effective in ensuring quality.
- There is **inadequate availability and consumer demand** for nutritious products.

### 5.1 The benefits of joining SBN for the private sector:

Prominent benefits include:

1. Opportunity to network with the companies that have an interest in nutrition and expanding the nutrition market.
2. Possibility to contribute to a collective voice and community for nutrition in Nepal's private sector by participating in a national movement, including major events, aiming to grow the market and expand business involvement in nutrition.
3. Opportunity to create enabling business environment for nutrition, provide inputs for government policy decisions and recommend for regulatory improvements for increased access to healthy food in the market and scale up business for increased profits.
4. Opportunity to advocate for and facilitate public-private dialogue engaging with government to create a conducive business environment for private sector.
5. Regularly receive updates on the food industry and relevant policy development and changes that may impact business decisions.
6. Platform that enables businesses to showcase its contributions for improving nutrition at a national and global level.



7. Gateway to receive global exposure as a supporter of improved nutrition on the network website and events.
8. Possibility to access a wide range of Corporate Social Responsibility opportunities for the business to improve nutrition in the community.
9. Prospect to explore partnership opportunities for private sector members to engage with each other, NGOs, professional associations, and other interested organizations on nutrition.
10. Potential to receive practical advice, guidance, and training, through workshops and events, to increase company's commercial engagement in nutrition.

Note: Interested potential members can complete the membership package form in Annex III and submit it to the SBN Nepal team.

## 6. SBN Nepal Strategy

Any organization willing to invest in nutrition by accommodating nutrition in their existing business practice or by introducing nutrition in new business can become a member of SUN Business Network (SBN). While signing up for SBN Network, these organizations need to adhere to SBN member principles of engagement mentioned in the membership form (Annex III). There are no limitations on the number of members who can join SBN. These members are responsible to take SBN forward by regularly taking part in meetings, organizing activities, and implementing SBN activities as planned.

### 6.1 Overview of the Strategy

The strategy lays out the vision and key objectives of the SBN Nepal from 2021 to 2023 and is aligned with the MSNP – II (2018-2022) and interlinked with SUN Movement Strategy 3.0 (2021-2025). It describes how the plan will achieve the vision and objectives. The SBN's role is to contribute to the national agenda of improving the status of nutrition in the country, supporting achieving the SDG 2 goal of 'Zero Hunger' by ending malnutrition in all its forms, and by acting and performing activities while increasing business and maintaining integrity.

### 6.2 Process of strategy development

This strategy is developed based on initial stakeholder consultations and the private sector needs assessment<sup>14</sup> conducted in January 2020. The outcomes of the consultations and assessment led to the challenges facing businesses along the nutrition value chain in Nepal and four major opportunities being identified (outlined in Section 5). These opportunities and challenges have been used as a basis for the problem statement and the 3-year strategy has been developed, in consultation with the key stakeholders under the guidance of NPC, following the below process:

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<sup>14</sup> Private sector need assessment: WFP led need assessment survey of private sectors with an objective to get a better understanding of how private sector can play a valuable role in diminishing malnutrition of the country and what are the prerequisites required to do so .



*Consultation with key stakeholders including govt., donor, CSOs & private sectors*



*Findings from Private Sector Need Assessment*



*Research & analysis on best practices in other countries*



*Input, direction & materials from the SBN global team*



*Internal workshops & collaboration*

#### **STRATEGY FINALIZATION PROCESS**

- First draft strategy was developed and shared with WFP team and NPC for feedback.
- After receiving and incorporating feedback, the draft strategy was shared with key stakeholders including the private sector, donors, and INGOs/NGOs for input and feedback.
- After incorporating the feedback, the final draft strategy was shared with NPC for further revision.
- The strategy presented in this document reflects the final version which will serve as the strategic foundation for the Network for the next 3 years.
- Updates and changes may be made after a formal review.

### **6.3 Vision and goal of SBN Nepal**

**VISION:** To improve and strengthen the private sector's contribution towards improving nutrition in Nepal.

**GOAL:** To serve as a platform for meaningful engagement of private sector in improving nutrition in Nepal.

## 7. SBN Nepal Values

### SBN Nepal core values:

- The SBN's nine core values serve as a compass for actions and describe how individual actor(s) behave within the environment in which they operate.
- These values support SBN's vision, shape its culture, and reflect what the Network sees as being important.
- As the Network grows and develops, these core values will help to define the organization's identity. The aim is that member organizations will begin to permeate the day-to-day activities of the Network and remain a consistent force as the team changes, membership grows, and initiatives are added, updated or re-prioritized.



*SBN members believe in strong leadership and support. They are guided by national rules and regulations. They coordinate, cooperate and perform lawfully.*

*SBN members believe in strong networking, cooperation, and collaboration. They are committed to their work.*

*SBN members value outcomes and results. They are action oriented. They are practical. They aim to grow and improve. They expect quality in everything they do.*

*SBN members make decisions, they are responsible for their actions and they are accountable for their outcomes. They expect the same of our stakeholders. They are proactive.*

*SBN members are focused. They minimise waste and maximise value. They don't over complicate things. They stay true to their cause.*

*SBN members share and collaborate in all that they do. They are a team.*

*SBN members communicate. They always try to be candid with each other and their stakeholders. They are honest.*

*SBN members recognise the importance of moral and social action within a competitive market. They don't lose sight of their goal. They are advocates for their cause.*

*SBN members encourage and support innovation. They aren't scared to try new things that deliver value for society.*

## 7.1. Strategy on a page

### SBN Nepal Strategy









Vision	To improve and strengthen the private sector's contribution towards improving nutrition in Nepal			
Goal	To serve as a platform for meaningful engagement of private sector in improving nutrition in Nepal			
<b>Four core objectives to achieve vision</b>				
Target area	<b>Lead</b>	<b>Support</b>		
Core objectives	<b>1. Developing a strong SUN Business Network &amp; community profile</b>	<b>2. Protecting consumers from consumption of unhealthy processed food (Nutrition awareness)</b>	<b>3. Enhance enabling environment for Private Sector engagement in national nutrition program (Enabling environment)</b>	<b>4. Improving the value chain for safe nutritional foods, from production to market access (Food safety)</b>
Strategies	To engage and promote collaboration among private sector for nutrition	To increase awareness among private sectors and consumer for informed decision	To advocate and facilitate policy dialogues for better nutrition programming	To strengthen private sector capacity to expand market of affordable nutritious food
Strategic Actions	Enrol and retain members Provide networking opportunities Maintain an active communication agenda Establish an active and accountable governance framework	Launch awareness and BCC campaigns for nutrition & nutritious foods Explore opportunities for promotion of nutritious food products and services	Initiate active and open dialogue on nutrition policies & regulations between Government bodies & SBN stakeholders - inviting subject experts from different related programs Explore gaps in the existing rules and regulations through research	Provide advice, guidance, training and tools; Improve and facilitate members to access technical assistance and networking opportunities; Encourage new product development, improve existing products and promote affordable innovation; Facilitate and grow marketing and distribution partnerships; Improve integration of members within the nutrition supply chain; Encourage increased Corporate Social Responsibility (CSR) support for nutrition
Performance metrics (Direct KPIs) for 2021- 2023	20+ members (2023) 2 Advisory Group meetings held 8 quarterly e-newsletters 3 annual nutrition commitment reports	1+ concept papers developed and shared 3+ potential partners identified and approached 1 advocacy workshop/campaign held	3+ meetings with the Government; 1 'roundtable' event with key Government decision makers (virtual/in person); 1+ assessment; 1 gap analysis research; 1 advocacy workshop; 1 private sector position paper; 1 GEDSI advocacy	1 Research on food security, safety and quality; 1+ Need based training; 1+ Training on nutrition for SMEs; 1+ Technical assistance workshop; 3+ Regular network meetings; 1+ Exposure visit/mentorship; 1 nutrition business toolkit; 5+ proposal support for project financing/assistance; 1+ affordable innovation/new product programme
What success looks like (Indirect KPIs) By the end of 2023	Satisfied, supportive and active membership base Transition to private sector led Network	1 nutrition awareness/BCC campaign funded and implemented Positive shift in public perception of the role of private sector in nutrition More consumers aware about nutritious food and increased consumption of nutritious food	Improved nutrition rules and regulations Regular & open dialogue with government Use of nutrition labelling to identify nutritious food and food outlets considering Recommended Dietary Allowance (RDA)/Reference Nutrient Intake (RNI)	Increased sales and variety of nutritious products Greater exposure and access for all consumers to affordable nutritious products

## 8. Four core objectives

Following the assessment, research, consultations, and interactions with the key stakeholders and identification of the four major opportunities and associated challenges, the following objectives have been chosen to achieve the vision and goal of SBN Nepal:









1. Developing a strong SBN and community profile
2. Protecting consumers from consumption of unhealthy processed food (Nutrition Awareness)
3. Enhance an enabling environment for Private Sector Engagement in the national nutrition program (Enabling Environment).
4. Improving the value chain for safe nutritional foods<sup>15</sup>, from production to market access<sup>16</sup> (Food Safety).

### 8.1. Objective1: Developing a strong SUN Business Network & community profile (Initiatives)

Strategy 1: To engage and promote collaboration among the private sector for nutrition				
Sn.	Strategic Actions	What	How	Impact
1	<b>Enroll and retain high profile and committed members</b>	<ul style="list-style-type: none"> <li>• Formally sign up businesses and organizations as members of the SBN Nepal on an ongoing basis – MoU between Government and Private Sector</li> <li>• Target businesses with a strong reputation and presence who will be active in the SBN               <ul style="list-style-type: none"> <li>• Develop and share/endorse the SBN strategy with SBN community and stakeholders</li> <li>• Empower private sector to ensure accessible, affordable, safe, and nutritious food</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Target existing stakeholder groups as founding members</li> <li>• Actively network with existing stakeholders</li> <li>• Seek out potential new members by regularly attending private sector events, joining mailing lists, and frequently liaising with key private sector partners</li> <li>• Regularly request feedback and input from members and ensure member interests and ideas are considered</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>
2	<b>Provide networking opportunities</b>	<ul style="list-style-type: none"> <li>• Ensure that SBN members have regular opportunities to meet and interact with each other, and with key donors and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Share information related to relevant events and meetings with common interest to members.</li> <li>• Organize networking events every quarter.</li> <li>• Organise an annual general meeting (AGM) involving all members and key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>

<sup>15</sup> The value chain for nutrition approach can be defined as the process of developing a strategy that addresses a set of nutrition problems through interventions within specific value chains. The general aim of the value chains for nutrition approach is to identify opportunities where chain actors benefit from the marketing of agricultural products with higher nutritional value, in particular focusing on those value chains that are most relevant to the poor. Source: <https://ciat.cgiar.org/what-we-do/value-chains-for-nutrition/>

<sup>16</sup> Considering the key role that value chains play in determining food availability, affordability, quality, and acceptability, they provide opportunities to promote better nutrition. Increasing access to affordable high-quality diets through value chains for nutrition is an eligible approach for dealing with the results of the “nutrition transition” taking place in low- and middle-income countries. Source: <https://ciat.cgiar.org/what-we-do/value-chains-for-nutrition/>

Strategy 1: To engage and promote collaboration among the private sector for nutrition				
Sn.	Strategic Actions	What	How	Impact
3	<b>Maintain an active communication agenda</b>	<ul style="list-style-type: none"> <li>• Ensure that members are kept up to date with SBN news, initiatives and events</li> <li>• Ensure key private sector nutrition information is shared, and members are fully aware of the latest trends of consumption and demand in the nutrition market</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a quarterly newsletter which includes (but is not limited to): <ul style="list-style-type: none"> <li>○ An update on SBN initiatives from Nepal team and global team</li> <li>○ Upcoming events (both SBN and in the community)</li> <li>○ Good news stories from members</li> <li>○ International case studies</li> <li>○ News from the Nepal nutrition market</li> </ul> </li> <li>• Establish a Facebook page titled “SUN Business Network Nepal” and post monthly updates</li> <li>• Attach a link on the SUN Business Network Nepal Gmail account</li> <li>• Actively promote the Facebook page on all newsletters and at all events</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>
4	<b>Establish an active and accountable governance framework</b>	<ul style="list-style-type: none"> <li>• Establish an SBN Advisory Group<sup>17</sup> with a one year posting to provide strategic guidance</li> <li>• Develop TOR for SBN advisors</li> <li>• Establish an accountable ‘convenor’ committee to review progress</li> </ul> <p><i>Note: More detail under ‘Coordination and implementation arrangements’</i></p>	<ul style="list-style-type: none"> <li>• Develop terms of reference for advisory group and its members</li> <li>• Identify target advisory group members. Members should be from the private sector (&gt;50%), donors, civil society organisations and/or high-profile members of the community</li> <li>• Approach target members and invite to join the advisory group. Advisory group members should/can also be members of the SUN Business Network Nepal</li> <li>• Prepare for, coordinate and convene bi-annual advisory group meetings</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>

Note: Impact: H=High, M=Medium, L= Low (Basis: as discussed with stakeholders and subject expert)









<sup>17</sup> SBN advisory group is a group comprising of members of the business community with a vested interest in developing the role of the private sector in nutrition. This group will be providing guidance and advices to SBN Nepal in all its activities and strategies.

## Direct Key Performance Indicators (*Performance metrics for the SBN team*) for Objective 1

KPIs	Description	Time
20+ members	<ul style="list-style-type: none"> <li>To have at least 20 local members of the SUN Business Network Nepal formally signed up</li> <li>All members to be on relevant mailing lists and will receive newsletters, updates, invitations etc.</li> </ul>	By 2022 (Review in 2022)
8x quarterly newsletters	<ul style="list-style-type: none"> <li>To develop and send SBN Nepal newsletters, as per the 'How' under initiative 1.3</li> <li>Newsletters to be sent 4 times per year for 2022 and 2023</li> </ul>	By end of 2023
1,000+ Facebook likes	<ul style="list-style-type: none"> <li>Build social media presence in Year 1 through active promotion to achieve at least 1,000 'likes' of the SUN Business Network Facebook page</li> <li>Target members of the SUN Business Network, donor community, civil society and other members of the community (e.g. friends, family, professional networks etc.)</li> </ul>	By end of 2023
2 advisory group meetings held	<ul style="list-style-type: none"> <li>To have the advisory group, outlined in initiatives, fully mobilised</li> <li>To have organised and facilitated 1 advisory group meeting during the second half of 2022 and other one by mid-2023, as per the long-term goal of convening the advisory group twice per year</li> </ul>	By mid-2023 ( <i>bi-annual advisory group meetings to be held</i> )

## 8.2 Objective 2: Protecting consumers from consumption of unhealthy processed food (Nutrition awareness) (Initiatives)

### Strategy 2: To increase awareness among private sectors and consumer for informed decision









Sn.	Strategic Actions	What	How	Impact
1	Launch awareness and BCC campaigns for nutrition & nutritious foods	<ul style="list-style-type: none"> <li>Roll out a broad-based awareness campaign and / or a behaviour change communication campaign</li> <li>Purpose is to increase awareness of nutrition and increase consumption of certain nutritious products</li> </ul>	<ul style="list-style-type: none"> <li>Develop generic campaign concept; including objectives, target consumers, scenarios of potential target products or subject matter (e.g. 'eat indigenous vegetable x, y and z' vs 'eat healthy'), potential private sector supporters and desired outcomes</li> <li>Identify and approach potential implementing parties with concept</li> <li>Liaise regularly with potential partners to build case for concept sponsorship, design and implementation</li> <li>If successful, support implementing partner by facilitating input from SBN Nepal members and, where required, input from relevant consumer groups and / or research</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>
2	Explore opportunities for the promotion of nutritious food products and services	<ul style="list-style-type: none"> <li>Deriving demand for nutritious food by sharing information about it.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage members for active promotion of their products / services</li> <li>Foster exchange of ideas through member meeting</li> <li>Open discussion and communication of ideas and activities from SBN global</li> <li>Regularly explore opportunities to increase demand for nutritious food like from farmer's market, trade fair and exhibitions.</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>

Note: Impact: H=High, M=Medium, L= Low (Basis: as discussed with stakeholders and subject expert)

## Direct Key Performance Indicators (*Performance metrics for the SBN team*) for Objective 2

KPIs	Description	Time Period
1+ concept papers developed and shared	<ul style="list-style-type: none"> <li>Develop at least 1 concept paper for establishing a nutrition awareness / BCC campaign</li> <li>Share with relevant stakeholders for feedback before formally approaching potential implementing partners</li> </ul>	By end of 2022
3+ potential partners identified and approached	<ul style="list-style-type: none"> <li>Formally approach at least 3 potential implementing partners with above concept papers with the aim of establishing a nutrition BCC / awareness campaign</li> <li>Target donors and NGO partners</li> </ul>	By end of 2022
1 advocacy workshop/ campaign held	<ul style="list-style-type: none"> <li>Hold at least 1 advocacy workshop on nutrition awareness / SBCC campaign</li> </ul>	By end of 2022 (to be renewed in 2022)

## 8.3 Objective 3: Enhance enabling environment for Private Sector engagement in national nutrition program (Enabling environment) (Initiatives)

Strategy 3: To advocate and facilitate policy dialogues for better nutrition programming				
Sn.	Strategic Actions	What	How	Impact
1	Initiate active and open dialogue on nutrition policies & regulations between government bodies & SBN stakeholders inviting subject experts from different related programs	<ul style="list-style-type: none"> <li>Synthesise and prioritise private sector issues, challenges, opportunities and recommendations in order to share with key government decision makers (incl. NPC)</li> <li>Advocacy for improved nutrition related regulations and standards</li> </ul>	<ul style="list-style-type: none"> <li>Through regular meetings, assessments, communication and calls for input; develop an ongoing register of major private sector issues, challenges, opportunities and recommendations for change</li> <li>Synthesize those areas appropriate for govt. attention and share with key private sector members for input</li> <li>Share with government decision makers including NPC, MoHP, MoALD, MoICS, FNCCI/AEC, MoF and others via position papers and meetings, including an annual 'roundtable' event</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>
2	Explore gaps in the existing rules and regulations through research	<ul style="list-style-type: none"> <li>Engage a consultant in research to explore on the existing food and private sector related rules and regulations to find out the gaps.</li> </ul>	<ul style="list-style-type: none"> <li>Through regular meetings, data collection, research and assessments</li> <li>Share the findings from the research with government bodies and private sectors</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>

Note: Impact: H=High, M=Medium, L= Low (Basis: as discussed with stakeholders and subject expert)













### Direct Key Performance Indicators (Performance metrics for the SBN team) for objective 3

KPIs	Description	Time Period
3+meetings	<ul style="list-style-type: none"> <li>Organize at least 3 meetings between government bodies and SBN stakeholders.</li> <li>Private sector nutrition issues, challenges and opportunities are shared and communicated openly to reflect the sentiment of the private sector</li> </ul>	By end of 2022 (to be reviewed 2022)
1 'roundtable' event with key govt. decision makers (virtual/in person)	<ul style="list-style-type: none"> <li>Facilitate an annual 'roundtable' event which brings together key private sector and government nutrition decision makers to openly discuss issues, challenges and opportunities in the nutrition market</li> <li>The aim is to ensure government stakeholders are fully aware of the changes required and potential solutions in order to improve the business environment for nutrition</li> </ul>	By end of 2022 (to be reviewed in 2022)
1+ assessments	<ul style="list-style-type: none"> <li>Conduct at least 1 private sector needs assessment to understand private sector needs and challenges</li> </ul>	By end of 2021 (to be reviewed in 2022)
1 gap analysis research	<ul style="list-style-type: none"> <li>Conduct 1 piece of research to understand the gaps in the existing rules and regulations meant to support business operations.</li> </ul>	By end of 2021 (to be reviewed in 2022)
1 advocacy workshop	<ul style="list-style-type: none"> <li>Organize 1 advocacy workshop to disseminate the gap analysis research findings with government bodies and SBN stakeholders.</li> </ul>	By end of 2022 (to be reviewed in 2022)
1 Private sector position paper	<ul style="list-style-type: none"> <li>Develop annually 1 private sector position paper to showcase the situation of private sectors in the country</li> </ul>	By end of 2022 (to be reviewed in 2022)
1 GEDSI advocacy	<ul style="list-style-type: none"> <li>Organize 1 GEDSI advocacy workshop for SBN stakeholder</li> </ul>	By end of 2023 (to be reviewed in 2023)

### 8.4 Objective 4: Improving the value chain for safe nutritional foods, from production to market access (Initiatives)

Strategy 4: To strengthen private sector capacity to expand market of affordable nutritious foods				
Sn.	Strategic Actions	What	How	Impact
1	Provide advice, guidance, training and tools	<ul style="list-style-type: none"> <li>Provide high level business development support in the form of workshops, events, business guidance papers, and practical tools</li> </ul>	<ul style="list-style-type: none"> <li>Identify major knowledge gaps within member group. Focus on nutrition knowledge gaps but also identify non-nutrition related knowledge gaps</li> <li>Determine and implement effective methods for providing advice, guidance or training on identified knowledge gaps (e.g. industry leader who could be engaged for a workshop or networking event, or key research piece to inform a business guidance paper)</li> <li>Develop and share practical business support tools and / or templates</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>
2	Improve and facilitate members to access technical assistance and networking opportunities	<ul style="list-style-type: none"> <li>Help members to secure funding and / or technical assistance from donors, civil society organisations and other partners</li> </ul>	<ul style="list-style-type: none"> <li>Identify potential funding opportunities and share with prospective members (e.g. call for proposal from a certain donor)</li> <li>Encourage members, through the SBN's communication agenda, to</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> </ul>

Strategy 4: To strengthen private sector capacity to expand market of affordable nutritious foods				
Sn.	Strategic Actions	What	How	Impact
		<ul style="list-style-type: none"> <li>• Help members in expanding their existing network</li> </ul>	<ul style="list-style-type: none"> <li>request SBN support in order to apply for finance and / or technical assistance opportunities</li> <li>• Provide guidance (basic or in-depth – depending on capacity) to develop concept papers or proposals for such opportunities</li> <li>• Provide members with opportunities to expand their network</li> </ul>	<ul style="list-style-type: none"> <li> Market</li> <li> Nutrition</li> </ul>
3	Encourage new product development, improve existing products and promote affordable innovation	<ul style="list-style-type: none"> <li>• Identify and assess opportunities to engage in innovation and new nutritious product development focusing on local production and low cost</li> </ul>	<ul style="list-style-type: none"> <li>• As part of the SBN’s regular meetings with members, donors, civil society organisations and other stakeholders; assess opportunities to engage in innovation and / or new product initiatives (e.g. Private Enterprise Programme Zambia( PEPZ) Business Plan Competition)</li> <li>• Develop proposals to engage in such opportunities in a way that will have the potential to stimulate new product development (e.g. Sponsoring a prize in a business plan competition, enabling certain members to participate in a new product development programme etc.)</li> <li>• Where relevant, share opportunities for members to participate in such opportunities</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>
4	Facilitate and grow marketing and distribution partnerships	<ul style="list-style-type: none"> <li>• Link SBN members with each other on marketing and distribution; and provide information in order to ameliorate distribution challenges for nutrition products in Nepal</li> </ul>	<ul style="list-style-type: none"> <li>• Make introductions between relevant parties who may or may not be SBN members</li> <li>• Share news and information related to the marketing and distribution of nutritious products with SBN members</li> <li>• Track and monitor any developments in distribution and promptly share with relevant SBN members</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>

Strategy 4: To strengthen private sector capacity to expand market of affordable nutritious foods				
Sn.	Strategic Actions	What	How	Impact
5	Improve integration of members within the nutrition supply chain	<ul style="list-style-type: none"> <li>Broadcast opportunities and facilitate the involvement of SBN members in the nutrition value chain</li> </ul>	<ul style="list-style-type: none"> <li>Link different players along the food value chain who may not initially have access to partners (e.g. linking an upcoming maize grower with a Maize grit producer)</li> <li>Develop relationships with major retailers and bring into the SBN fold as members and active participants</li> <li>Link retailers with new, local partners and providers (e.g. link Bhatbhateni with maize poha producer in order to establish a product trial)</li> <li>Encourage food and beverage producing companies to join in the network and support other member businesses.</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>
6	Encourage increased Corporate Social Responsibility (CSR) support for nutrition	<ul style="list-style-type: none"> <li>Encourage and promote CSR support and engagement in nutrition for existing and prospective members</li> </ul>	<ul style="list-style-type: none"> <li>Regularly meet with prospective CSR partners in order to: promote nutrition in the private sector, bring into the SBN and to encourage CSR engagement in nutrition</li> <li>Share opportunities for CSR involvement in nutrition with relevant SBN members and prospective members</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumers</li> <li> Market</li> <li> Nutrition</li> </ul>

Note: Impact: H=High, M=Medium, L= Low (Basis: as discussed with stakeholders and subject expert)

#### Direct Key Performance Indicators (*Performance metrics for the SBN team*) for Objective 4:

KPIs	Description	Time Period
1 Research on food security, safety, and quality	<ul style="list-style-type: none"> <li>Conduct 1 piece of research to understand the food security, safety and quality issues and challenges and share the findings through dissemination workshop.</li> </ul>	By end of 2022 (to be reviewed in 2022)
1+ Need based training	<ul style="list-style-type: none"> <li>Conduct at least 1 needs-based training</li> </ul>	By end of 2021 (to be reviewed in 2022)
1+ Training on nutrition for SMEs	<ul style="list-style-type: none"> <li>Conduct at least 1 training on nutrition for SMEs</li> </ul>	By end of 2021 (to be reviewed in 2022)
1+ Technical assistance workshop	<ul style="list-style-type: none"> <li>Conduct at least 1 workshop on technical assistance</li> </ul>	By end of 2022 (to be reviewed in 2022)
3+ Regular network meetings	<ul style="list-style-type: none"> <li>Conduct at least 3 regular network meetings with SBN members for them to network with each other</li> </ul>	By end of 2021 (to be reviewed in 2022)
1+ Exposure visit/ Mentorship	<ul style="list-style-type: none"> <li>Plan and coordinate 1+ exposure visits (1 field trip annually)/ mentorship for relevant member groups to broaden industry knowledge. Include site visits and stakeholder meetings in both urban and rural areas</li> </ul>	By end of 2021 (to be reviewed in 2022)

<b>1 nutrition business toolkit</b>	<ul style="list-style-type: none"> <li>• Design and develop a business nutrition toolkit to help SBN members assess their business' nutrition maturity and readiness; in order to better prepare for entering certain markets for nutritious food and drink products</li> </ul>	By end of 2022
<b>5+ proposal support for project financing / assistance</b>	<ul style="list-style-type: none"> <li>• Provide support to proposals for 5 members (basic or in-depth support) each year in order to help secure funding and / or technical assistance for a nutrition related initiative</li> </ul>	By end of 2023 (to be reviewed in 2023)
<b>1+ affordable innovation / new product programme involvement</b>	<ul style="list-style-type: none"> <li>• Engage in at least one affordable innovation, new product development, entrepreneurship and / or incubator programme related to nutrition each year</li> </ul>	By end of 2023

## 9. Coordination and implementation arrangements

Under the guidance of WFP and in consultation with NPC, the SBN Nepal strategy will be effectively implemented by its member private sector organizations, advisory body, and cooperating partners.

**9.1 SBN Coordinator** will facilitate the required coordination among the SBN members, government, private sector, and other stakeholders and assure that all the activities mentioned in the strategy are conducted, with support from the SBN Advisory Group.

**9.2 Institutional mechanism for leadership, coordination, and facilitation:** SBN Nepal will function as an independent business network that will be conveyed by WFP in consultation with NPC. Monthly, annual, and other reports will be shared with global SBN team as and when required.

**9.3 SBN Advisory Group:** The SBN Advisory Group will consist of SBN advisors voluntarily selected based on their interest to work for nutrition. The purpose of the Advisory Group is to provide strategic guidance to the SBN Nepal. The Advisory Group comprises of members of the business community who are interested in developing the role of the private sector in nutrition. In addition, there will be representation from the Government, donors, and civil society. There will be at least 8 members in the group comprising of 4 members from the private sector, 1 member from the Government, 1 member from the civil society, 1 member from the donor community, and 1 member from a UN Agency. The terms of reference to form the advisory group will be developed and circulated to potential advisors. The TOR will mention the roles of each of the SBN advisors as follows:

- Attend 2 group meetings per year
- Provide strategic guidance and advice to SBN.
- Undertake any required reading or research in preparation for group meetings.
- Answer occasional ad-hoc calls or respond to emails in relation to major decisions for the SUN Business Network when required.
- Actively promote the SUN Business Network and the role of the private sector in improving nutrition in Nepal.
- Contribute to the decision-making process by sharing knowledge and expertise and support SBN to make a mark in the nutrition field.

**9.4 Linkages and alignments:** The activities undertaken by SBN will be in alignment with MSNP-II, and High-Level Nutrition and Food Security Steering Committee (HLNFSSC), and National Nutrition and Food Security Coordination Committee (NNFSSC) will provide strategic guidance as needed. NNFSSC and National Nutrition and Food Security Secretariat (NNFSS) will provide support to the SBN team regularly and will support inter-sectoral coordination to

achieve the vision of SBN. The representative of SUN Business Network will attend the NNFSCC meetings as an invitee to ensure visibility of SBN activities within a broader multisectoral platform.

**9.5 Implementation mechanism:** The strategic actions mentioned under each of the core objectives in the strategy will be implemented by SBN members in close coordination with the SBN Advisory Group. The SBN Coordinator will facilitate the process of implementation by regularly coordinating with the private sector, public, government, civil society, donors, and other networks. SBN Nepal will coordinate and work closely with NPC/NNFSS for program and policy discussion and decisions related to SBN. Likewise, NPC/NNFSS will support SBN in coordination with different ministries and departments and SUN Networks at the national level and SUN Movement Secretariat at the global level. The implementation plan will be followed throughout the process of implementation.

In the future, depending upon the need, SBN provincial chapters may be established to focus on the needs and opportunities in each province.



## 10. Activity Plans and resource for strategy implementation

### 10.1 Cost of Implementation Plan

Sn.	Action plan	2021	2022	2023	Total estimated cost	Potential Corporating partners/sectors
1	Developing a strong SBN network & community profile	\$7,000	\$37,000	\$26,000	\$70,000	Private sector, Government, UN agencies, I/NGOs, CSO
2	Protecting consumers from consumption of unhealthy and over processed food (Nutrition awareness)	\$18,000	\$66,000	\$102,000	\$186,000	DFTQC, FMTC, MOALD, Private sector, different donor funded programs like CASA, Sahaj, KISAN-II; BNNI, CSO
3	Enhance enabling environment for Private Sector engagement in national nutrition program (Enabling environment)	\$16,000	\$21,000	\$12,000	\$49,000	NPC, NNFSS, different ministries, BNNI, private sector, CSO
4	Improving the value chain for safe nutritional foods, from production to market access (Food Safety)	\$15,000	\$78,000	\$78,000	\$171,000	Private sector, BNNI, government, CSO, Donor funded programs
	<b>Total</b>	<b>\$56,000</b>	<b>\$202,000</b>	<b>\$218,000</b>	<b>\$476,000</b>	

(Detailed plan provided in annex III)

**10.2 Monitoring and evaluation mechanism:** The activities implemented following the SBN Strategy will be monitored by WFP, in close collaboration with the SBN global level. The performance of SBN will be measured against the predefined indicators in the log frame. The SBN Coordinator will be responsible for coordinating the development of a monitoring and evaluation plan, data collection, analysis, and reporting. NPC will be guiding, supporting and suggesting the required changes in monitoring and evaluation process.

## 11. Review and revision of the strategy

The SBN strategy 2021 to 2023 will be revised as per the country's national nutrition plan at the end of the three-year period, and a new SBN strategy will be developed and implemented. Any revisions and changes made to this strategy need to be approved by WFP in consultation with NPC. As mentioned previously, in depending upon the need and budget availability in the future, SBN Nepal could have the provision to develop SBN provincial chapters that would focus on each province and their needs. A SBN provincial chapters strategy will be developed if and when required.

[Relevant Photo](#)

## ANNEXES

### ANNEX-I

#### Indirect Key Performance Indicators

##### **Objective 1: Developing a strong SBN & community profile**

##### **Indirect Key Performance Indicators (*Desired outcomes not within the control of SBN team*)**

KPIs	Description	Time Period
Satisfied, supportive and active membership base	<ul style="list-style-type: none"> <li>The majority of members see the Network as a valuable contributor to growing the market for nutritious foods</li> <li>The majority of members take an interest in the Network and respond to emails, attend events, receive and value communications shared</li> </ul>	By end of 2022
Transition to private sector led Network	<ul style="list-style-type: none"> <li>Shift in accountability and ownership from WFP / NPC convenors to the private sector</li> <li>Advisory group transitions from a body that provides strategic guidance to a body that is accountable for SBN Nepal activities and holds decision making authority</li> <li>NPC, WFP and other relevant non-private sector parties can be on advisory group, but make up should be &gt;50% private sector</li> </ul> <p><i>Note: More detail under 'Coordination and implementation arrangement'</i></p>	By end of 2023

##### **Objective 2: Protecting consumers from consumption of unhealthy and processed food (Nutrition awareness)**

##### **Indirect Key Performance Indicators (*Desired outcomes not within the control of SBN team*)**

KPIs	Description	Time Period
1 nutrition awareness / BCC campaign funded and implemented	<ul style="list-style-type: none"> <li>To have successfully rolled out (through partnerships) 1 major nutrition awareness / BCC campaign aimed at increasing the demand and consumption of nutritious foods</li> <li>Either a broad-based awareness campaign for a particular nutritious consumable or a generic BCC campaign on nutritious eating / drinking</li> </ul>	By mid of 2021
Positive shift in public perception of the role of private sector in nutrition	<ul style="list-style-type: none"> <li>Key stakeholders involved in nutrition in Nepal have shifted towards a positive attitude regarding how the private sector can contribute towards national nutrition goals, and increase the demand of nutritious products / services</li> </ul>	By end of 2023
More consumers aware about nutritious food and increased consumption of nutritious food	<ul style="list-style-type: none"> <li>Consumers become aware about the food they are consuming and their preferences for nutritious food slowly increases.</li> </ul>	By end of 2023 (to be reviewed)



**Objective 3: Enhance enabling environment for Private Sector engagement in national nutrition program (Enabling environment)**

**Indirect Key Performance Indicators (*Desired outcomes not within the control of SBN team*)**

KPIs	Description	Time Period
Improved nutrition rules and regulations	<ul style="list-style-type: none"> <li>• Rules and regulations related to the development and sale of nutritious products have been clarified and effectively communicated</li> <li>• Rules and regulations related to marketing, advertising and product placement of nutritious products have been clarified and effectively implemented.</li> </ul>	To be measured and progressed each year until the end of 2023
Regular & open dialogue with government	<ul style="list-style-type: none"> <li>• The SUN Business Network is seen as a reputable and vocal body which strongly represents the private sector in areas related to nutrition</li> </ul>	By end of 2023
Use of nutrition labelling to identify nutritious food and food outlets considering Recommended Dietary Allowance (RDA) /Reference Nutrient Intake (RNI).	<ul style="list-style-type: none"> <li>• Nutrition value of the food will be labelled properly on food items for consumers to make informed decision. Recommended Dietary Allowance (RDA) /Reference Nutrient Intake (RNI) factor will be taken into consideration in doing so.</li> </ul>	By end of 2023 (to be reviewed)

**Objective 4: Improving the value chain for safe nutritional foods, from production to market access**

**Indirect Key Performance Indicators (*Desired outcomes not within the control of SBN team*)**

KPIs	Description	Time Period
Increased sales and variety of nutritious products	<ul style="list-style-type: none"> <li>• The size of the nutrition market has nominally grown between 2020 – 2022</li> <li>• There are more players, and variety of products, in the market for nutritious foods and drinks</li> </ul>	By end of 2023
Greater exposure and access for all consumers to nutritious products	<ul style="list-style-type: none"> <li>• There are more nutritious food and drink options available for consumers in all areas of Nepal at all income levels</li> <li>• Nutritious products are more readily available and more widely distributed by the end of 2022 than in 2020</li> </ul>	By end of 2023

## ANNEX-II

### **NOTE FOR RECORD**

#### **Nepal Nutrition-Business Engagement Breakfast session, organized by WFP** **Hotel Annapurna, 6<sup>th</sup> November, 7:00 – 8:30 am**

### **1. BACKGROUND**

Business is increasingly recognised as a critical partner in achieving the Sustainable Development Goals, including nutrition targets, and in improving food systems. The Scaling Up Nutrition (SUN) Business Network (SBN), the private sector arm of the SUN Movement, globally works to support these objectives by mobilising business to contribute to national nutrition priorities. As a part of its Multi-Sectoral Nutrition Plan (2018-2022), the Government of Nepal has also articulated a need to engage local business in national efforts to end malnutrition.

However, despite Nepal being among the early adopters of the SUN movement in 2011, enough has not been done to engage the private sector in the national nutrition agenda. Hence, the National Planning Commission (NPC) together with the World Food Programme (WFP) sought to use the 2019 SUN Global Gathering organized in Kathmandu as an opportunity to catalyse the engagement of the private sector on nutrition in Nepal.

### **2. OBJECTIVES**

The objectives of the Nepal Nutrition-Breakfast session were:

- To provide public forum for National Planning Commission of Nepal to articulate its commitment to involving the private sector in nutrition,
- To provide an opportunity for local businesses and nutrition stakeholders to hear examples and best practices from countries that have success in bringing the private sector on board,
- To foster south-to-south learning on private sector nutrition engagement through discussion and question and answer session.

### **3. PROCEEDINGS**

**3.1. WELCOME AND OPENING SPEECH:** The breakfast session was officially welcomed by his excellency Dr. Dil Bahadur Gurung, from the National Planning Commission. In his speech, he stated that ‘increasing involvement of business sector in nutrition is not very easy, but it is important to solve the issue together with involvement of civil society to achieve the goal in nutrition and food security’. He also indicated the Government of Nepal’s commitment to engage in the private sector to nutrition, as indicated in the MSNP, and in the pursuit of achieving the commitments the country signed under the SDG and the World Health Assembly nutrition targets.

**3.2. PANEL DISCUSSION:** Mr Jonathan Tench, SUN Business Network Global Coordinator, GAIN; Ms Farzana Khan, Sri Lanka SUN Business Network Coordinator, WFP; Mr Ope Olanrewaju, Founder of Kennie-O Cold Chain Logistics & Winner of the SBN Pitch; and Mr Freddie Mubanga; SUN Government Focal Person, Zambia.

**Note:** Full report along with list of participants available on request from WFP.

ANNEX III

1. Cost of Implementation Plan

Cost of Implementation Plan												
SN	Action Plan	Unit	Estimated number of activities				Estimated Cost				Potential Corporating Partners/sec tors	Means of Verification
			2021	2022	2023	Target	Estimated cost (2021)	Estimated cost (2022)	Estimated cost (2023)	Total Estimated Cost		
<b>Objective 1: Developing a strong SUN Business Network &amp; community profile</b>						<b>\$7,000</b>	<b>\$37,000</b>	<b>\$26,000</b>	<b>\$70,000</b>			
1.1	SBN strategy endorsement by NPC and network launch	Event	0	1	0	1	\$0	\$11,000	-	\$11,000		Launch event report, articles and photographs
1.2	Membership drive:member enrollment and workshop	Workshop	13	17	20	50	\$1,000	\$7,500	\$7,500	\$16,000	Private sector	Membership data, forms and report
1.3	SBN advisory group formation	Advisory package	0	10	12	22	\$0	\$0	\$0	\$0		Advisors data, forms and report
1.4	SBN member meetings (quarterly)	Member package	4	4	4	12	\$1,000	\$10,000	\$10,000	\$21,000	Private sector	Attendance sheet and minutes
1.5	SBN advisory group meetings (twice a year)	Advisory package	0	2	2	4	\$0	\$3,500	\$3,500	\$7,000		Attendance sheet and minutes
1.6	Development of SBN annual position paper and other advocacy materials	Communication package	2	2	2	6	\$5,000	\$5,000	\$5,000	\$15,000		Annual position paper, materials
<b>Objective 2: Protecting consumers from consumption of unhealthy and over processed food (M)</b>						<b>\$18,000</b>	<b>\$66,000</b>	<b>\$102,000</b>	<b>\$186,000</b>			
2.1	Research and development on food security, safety and quality	Research package	0	1	1	2	\$0	\$12,000	\$15,000	\$27,000	DFTQC	Research report
2.2	SME's training on food security and nutrition	Training	2	5	5	12	\$8,000	\$12,000	\$12,000	\$32,000	DFTQC	Attendance sheet,pre/post test
2.3	Retailers and food producers training on nutritious food, its importance and marketing (including support FMTC rollout fair price shop operations)	Training	0	14	14	28	\$0	\$0	\$30,000	\$30,000	FMTC	Attendance sheet,pre/post test and report
2.4	SBCC campaign:	Awareness package				0				\$0		
	Social media/TV/radio messaging	Awareness package	1	2	2	5	\$10,000	\$20,000	\$20,000	\$50,000	MOALD,CAS A/KISAN, Sahaj, BNNI	Attendance sheet, feedbacks/report
	Street plays and demonstrations	Awareness package	0	2	2	4	\$0	\$2,000	\$2,000	\$4,000	MOALD,CAS A/KISAN, Sahaj, BNNI, Co-op	Attendance sheet, feedbacks/report
	Farmer's market exhibition (local, indigenous nutritious food promotion)	Awareness package	0	1	1	2	\$0	\$3,000	\$3,000	\$6,000	Private sector	Attendance sheet and report
	Print materials and newsletters	Communication package	0	5	5	10	\$0	\$2,000	\$2,000	\$4,000		Materials
	Community based nutrition education/awareness campaign	Awareness package	0	2	3	5	\$0	\$15,000	\$18,000	\$33,000	Nutrition Cure Nepal	Attendance sheet and report
<b>Objective 3: Enhance enabling environment for Private Sector engagement in national nutrition</b>						<b>\$16,000</b>	<b>\$21,000</b>	<b>\$12,000</b>	<b>\$49,000</b>			
3.1	Landscape analysis on private sector engagement, and regulatory system in Nepal	Research package	1	0	0	1	\$16,000	\$0	\$0	\$16,000	DFTQC, BNNI, Ministries	Report
3.2	Government round table meeting to discuss on gaps and required actions	Workshop	0	3	3	6	\$0	\$6,000	\$6,000	\$12,000	NPC, Ministries,B NNI	Attendance sheet and report
3.3	GEDSI advocacy workshop	Workshop	0	1	1	2	\$0	\$5,000	\$5,000	\$10,000	NPC, Ministries,B NNI	Attendance sheet and report
3.4	Development of nutrition centric hub with pool of resources and contact	Communication package	0	1	0	1	\$0	\$10,000	\$1,000	\$11,000	NPC, HLFNSSC, NNFSS	Online hub developed
<b>Objective 4: Improving the value chain for safe nutritional foods, from production to market a</b>						<b>\$15,000</b>	<b>\$78,000</b>	<b>\$78,000</b>	<b>\$171,000</b>			
4.1	SMEs training on poultry and livestock farming	Training	2	2	2	6	\$10,000	\$10,000	\$10,000	\$30,000	BNNI,	Attendance sheet
4.2	Capacity enhancement training of SMEs on new technological skills on food preservation and storage	Training	0	1	1	2	\$0	\$8,000	\$8,000	\$16,000	Private sector	Attendance sheet and report
4.3	Food Quality Inspection Training	Training	0	1	1	2	\$0	\$15,000	\$15,000	\$30,000	DFTQC, BNNI, Pycus Group, CG,ZEST,CQ SN	Attendance sheet and report
4.4	Training local food manufacturers on Good Manufacturing Practices	Training	0	1	1	2	\$0	\$10,000	\$10,000	\$20,000	DFTQC	Attendance sheet and report
4.5	Exposure visits to factories and market	Awareness package	2	1	1	4	\$5,000	\$5,000	\$5,000	\$15,000	Private sector	Attendance sheet and report
4.6	Mentorship programmes for private sector	Workshop	0	1	1	2	\$0	\$10,000	\$10,000	\$20,000	MOICS,MOALD,SBN Global	Attendance sheet and report
4.7	TA to produce and market safe nutritional foods	Workshop	1	1	1	3	\$0	\$15,000	\$15,000	\$30,000	MOICS,MOALD,SBN Global	Attendance sheet and report
4.8	Demonstration and Farmers Field Days	Awareness package	0	1	1	2	\$0	\$5,000	\$5,000	\$10,000	MOALD,CAS A/KISAN, Sahaj, Co-op	Attendance sheet and report
						<b>\$56,000</b>	<b>\$202,000</b>	<b>\$218,000</b>	<b>\$476,000</b>			

## 2. Membership package

Date:

Greetings,

Welcome to the SUN Business Network (SBN) Nepal. You are now part of a dynamic community that is committed to advocating and supporting improved nutrition.

As a network we are looking to collectively realize the following key objectives:

1. Developing a strong SUN Business Network & community profile
2. Protecting consumers from consumption of unhealthy and processed food (Nutrition awareness)
3. Enhance enabling environment for Private Sector engagement in national nutrition program (Enabling environment)
4. Improving the value chain for safe nutritional foods, from production to market access (Food safety)

As a member of SBN Nepal, you will enjoy many unique benefits including the following:

1. Network with other companies that have an interest in nutrition and expanding the nutrition market.
2. Contribute to a collective voice & community for nutrition in Nepal's private sector, which does not currently exist.
3. Provide input into government policy decisions and support recommendations for regulatory improvements.
4. Receive updates on the food industry & relevant policy changes that may impact your business decisions.
5. Enable your business to showcase its contributions to improving nutrition at a national and global level.
6. Receive global exposure as a supporter of improved nutrition on the Network website.
7. Access a wide range of Corporate Social Responsibility (CSR) opportunities for your business to improve nutrition in the community.
8. Explore partnership opportunities for private sector members to engage with each other, NGOs, professional associations and other interested organizations on nutrition.
9. Receive practical advice, guidance and training, through workshops and events, to increase your company's commercial engagement in nutrition.
10. Participate in a national movement, including major events, aiming to grow the market and expand business involvement in nutrition.

We look forward to your participation in our network initiatives and we look forward to supporting you in achieving your organization's commitments in improving nutrition.

Please let us know if you have any questions about your membership.

Best wishes,  
Shilu Shakya

Business Engagement Specialist

Email: [shilu.shakya@wfp.org](mailto:shilu.shakya@wfp.org)

# SUN Business Network Membership Onboarding Form

Please kindly fill in the onboarding form so we can capture basic information about your organization as well as your expectations of your membership in SBN.

1

## ORGANISATION DETAILS

i

Please complete all the sections in this part of the form fully. This section provides a general overview of your organization.

<b>Organization Name:</b>		_____
<b>Country (ies) of Operation:</b>		_____
<b>Location of company's operations (City, province):</b>		_____
<b>Gender of Owner</b>		
<input type="checkbox"/> Female	<input type="checkbox"/> Male	<input type="checkbox"/> Joint (Female and Male Co-owners)
<b>Company Management (select one)</b>		<b>Company Legal Structure (select one)</b>
<input type="checkbox"/> One director	<input type="checkbox"/> Co-directors	<input type="checkbox"/> Sole Proprietorship
<input type="checkbox"/> Family-run	<input type="checkbox"/> Board	<input type="checkbox"/> Limited Liability/ Pvt. Ltd
<input type="checkbox"/> Other:		<input type="checkbox"/> Corporation (e.g. S.A.)
		<input type="checkbox"/> Public
		<input type="checkbox"/> Community Based Organization
		<input type="checkbox"/> Association
		<input type="checkbox"/> Other (specify):
<b>Proportion of women in senior leadership (%):</b>		_____
<b>Organization Size (select one)</b>		
<input type="checkbox"/> Micro (1-9 Employees)	<input type="checkbox"/> Small (10-49 Employees)	<input type="checkbox"/> Large (250 or more Employees)
<input type="checkbox"/> Medium (50-249 Employees)		
<b>Percentage of women in workforce/supply chain:</b>		_____
<b>Annual Turnover (select one)</b>		
<input type="checkbox"/> Less than NPR Rs500,000	<input type="checkbox"/> Rs500,000 to Rs10,00,000	<input type="checkbox"/> Rs30,00,000 to Rs50,00,000
<input type="checkbox"/> Rs10,00,000 to Rs30,00,000		<input type="checkbox"/> Rs50,00,000 to Rs100,00,000
		<input type="checkbox"/> Rs100,00,000 or more

Please complete all the questions in this part of the form fully. This section provides a general overview of your organization scale and operations.

<b>Company Scale (select one)</b>		<b>Sector Focus (select one)</b>	
<input type="checkbox"/> Multinational		<input type="checkbox"/> Food and Beverage	
<input type="checkbox"/> National (countrywide)		<input type="checkbox"/> Non-Food and Beverage	
<input type="checkbox"/> Regional Local (specific location)			
<b>Value Chain Position (select all that apply)</b>			
<input type="checkbox"/> Farming suppliers		<input type="checkbox"/> Food: Promotion and Advertising	
<input type="checkbox"/> Supply and Distribution		<input type="checkbox"/> Information Technology	
<input type="checkbox"/> Farming and Agricultural production		<input type="checkbox"/> Finance and investment	
<input type="checkbox"/> Inputs: Ingredients and chemicals		<input type="checkbox"/> Services: Communication and Branding	
<input type="checkbox"/> Food: Processing		<input type="checkbox"/> Services: Business Development	
<input type="checkbox"/> Food: Production		<input type="checkbox"/> Services: Other consultancy (specify)	
<input type="checkbox"/> Food: Distribution		<input type="checkbox"/> Government or Semi Government	
<input type="checkbox"/> Food: Retail		<input type="checkbox"/> Non-Government Organization (NGO)/ Non-Profit Organization (NPO)	
<input type="checkbox"/> Development Organization		<input type="checkbox"/> Health sector	
<input type="checkbox"/> E-commerce and marketing		<input type="checkbox"/> Co-operatives/farmers group	
<input type="checkbox"/> Others (specify):		<input type="checkbox"/> Water Sanitation and Hygiene (WASH)	
		<input type="checkbox"/> Laboratory Analysis	
<b>Output (select all that apply)</b>			
<input type="checkbox"/> Behavior Change Communication (BCC)	<input type="checkbox"/> Livestock	<input type="checkbox"/> Retail	
<input type="checkbox"/> Beverage	<input type="checkbox"/> Machinery/Equipment	<input type="checkbox"/> Rice	
<input type="checkbox"/> Biscuits	<input type="checkbox"/> Maize flour	<input type="checkbox"/> Rice flour	
<input type="checkbox"/> Beans	<input type="checkbox"/> Meat (red) and meat products	<input type="checkbox"/> Salt	
<input type="checkbox"/> Bread	<input type="checkbox"/> Meat poultry and meat products	<input type="checkbox"/> Seeds	
<input type="checkbox"/> Cereal and cereal products	<input type="checkbox"/> Medium quantity lipid nutrient supplement	<input type="checkbox"/> Small quantity Lipid Nutrient Supplements	
<input type="checkbox"/> Crops	<input type="checkbox"/> Micronutrient powders	<input type="checkbox"/> Satu/lito	
<input type="checkbox"/> Dairy	<input type="checkbox"/> Micronutrient supplements	<input type="checkbox"/> Soya based food	
<input type="checkbox"/> Eggs	<input type="checkbox"/> Midday meal	<input type="checkbox"/> Pulses and legumes	
<input type="checkbox"/> Fertilizer	<input type="checkbox"/> Milk and milk products	<input type="checkbox"/> Sugar	

<input checked="" type="checkbox"/>	<b>Finance</b>	<input type="checkbox"/>	<b>Noodles/Pasta</b>	<input type="checkbox"/>	<b>Fats and edible oils</b>
<input type="checkbox"/>	Fish and fish products	<input type="checkbox"/>	Partially pre-cooked blended food	<input type="checkbox"/>	Vegetables
<input type="checkbox"/>	Dry fruits	<input type="checkbox"/>	Processed foods	<input type="checkbox"/>	WASH
<input type="checkbox"/>	Condiments and spices	<input type="checkbox"/>	Ready-to-use complementary foods	<input type="checkbox"/>	Water systems
<input type="checkbox"/>	Fruit	<input type="checkbox"/>	Ready-to-use therapeutic foods	<input type="checkbox"/>	Wheat flour
<input type="checkbox"/>	Instant cereals	<input type="checkbox"/>	Ready-to-use supplementary foods	<input type="checkbox"/>	Roots and tubers
<input type="checkbox"/>	Nuts and oil seeds	<input type="checkbox"/>	Indigenous and/or traditional foods (gundruk, achar)	<input type="checkbox"/>	Service output (specify):

**Other output:**

---

**Annual output capacity (volume & unit, e.g. 1,000 MT)** \_\_\_\_\_

**In which are your services delivered/products sold (City, province)?** \_\_\_\_\_

### 3 ORGANISATION TECHNICAL AND BUSINESS DEVELOPMENT SERVICES OFFERS

**i** *Please complete all the questions in this part of the form fully. This section provides a general overview of your organization technical and business development needs.*

**Note: Technical Assistance (TA)**= Non-financial assistance provided by local or international specialists limited to sharing information and expertise, instruction, skills training, transmission of working knowledge, and may also include consulting services depending upon the case.

**Business Development Services (BDS)**= Non-financial services offered to businesses at various stages of their business needs. These services are primarily aimed at skills transfer or business advice.

<p><b>Are you seeking technical assistance (TA)?</b></p> <p><input type="checkbox"/> Y</p> <p><input type="checkbox"/> N</p> <p><i>If seeking technical assistance, we will shortly share with you a detailed survey to better understand your technical assistance needs.</i></p> <p><b>Are looking to offer technical assistance to members?</b></p> <p><input type="checkbox"/> Y</p> <p><input type="checkbox"/> N</p>	<p><b>Do you require business development services (BDS)?</b></p> <p><input type="checkbox"/> Y</p> <p><input type="checkbox"/> N</p> <p><i>If seeking business development services, we will shortly share with you a detailed survey to better understand your needs.</i></p> <p><b>Are you looking to offer business development services (BDS) to members?</b></p> <p><input type="checkbox"/> Y</p> <p><input type="checkbox"/> N</p>
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*If you are looking to offer technical assistance to SBN members we will shortly share with you a detailed survey to better understand your offer.*

*If you are looking to offer business development services to SBN members we will shortly share with you a detailed survey to better understand your offer.*

**Expectations: (If you have any priorities that you would like SBN to engage in with you, please include them here):**

**Name**

**Signature**

**Date**



# Scaling Up Nutrition Business Network, Nepal

## Technical Assistance (TA) & Business Development Services (BDS) Offer Form

To become a member of the SUN Business Network (SBN) Nepal, please complete the following form and return it to [shilu.shakya@wfp.org](mailto:shilu.shakya@wfp.org). There is currently no membership fee.

I	<b>ORGANISATION DETAILS</b>
i	<i>Please complete all the sections in this part of the form fully. This section provides a general overview of your organization.</i>

<b>Organization Name:</b>	_____
<b>Headquarters Address</b>	_____
<b>Company phone number:</b>	_____
<b>Company email address:</b>	_____
<b>Website:</b>	_____
<b>Primary Contact Details: <i>This person will be your organization's focal point for the SBN</i></b>	
<b>Name</b>	_____
<b>Position / Title</b>	_____
<b>Email</b>	_____
<b>Phone Number</b>	_____
<b>Address</b>	_____
<b>Description of Organization:</b>	_____
	_____
	_____
	_____

## 2

## COMMITMENTS

### i

This section provides a general overview of your organization's area of commitment around nutrition. Please select a maximum of four of the following corporate goals which contribute toward improving nutrition (From A to G). Against the relevant commitment category, please formulate your organization's SMART commitment. SMART commitments are Specific (have a clear objective); Measurable; Achievable; Relevant (aligned with business plans); Timebound (over a fixed period).

### A - Corporate strategy, management and governance

	Commitment Category (select all that apply)	Company's own SMART commitment.
<b>Corporate Nutrition Strategy</b>	<input type="checkbox"/> Commitment to providing healthier foods and service with specific reference to low-income populations	

### B - Formulation of suitable products

	Commitment Category (select all that apply)	Company's own SMART commitment.
<b>Product Formulation</b>	<input type="checkbox"/> Percentage of total revenues to be spent on Research and Development (R&D)	
	<input type="checkbox"/> Set targets with respect to the amount it intends to increase its R&D effort/spending in coming years on nutrition (or the number of new, healthy products it intends to introduce)	
	<input type="checkbox"/> Approach to reformulating its existing products is aligned to national (or regional, e.g. EU, South Asia) dietary guidelines	
	<input type="checkbox"/> Set reformulation commitments	
	<input type="checkbox"/> Committed to fortifying only products of high underlying nutritional quality	
	<input type="checkbox"/> Develop and sell fortified products and products inherently high in micronutrients aimed at: (a) Women of reproductive age; (b) Children under 2 years; (c) Children between 2-5years; (d) Children over 6years (e) Adolescents (f) Other vulnerable population groups	
<b>Nutrient Profiling System (NPS)</b>	<input type="checkbox"/> Have a formal internal NPS used to guide new product development or reformulation	

### C - Supply of affordable and affordable products.

	Commitment Category (select all that apply)	Company's own SMART commitment.
<b>Product pricing</b>	<input type="checkbox"/> Commercial: commitment or objectives with respect to improving the affordability of its products that address micronutrient deficiencies.	

<b>Product distribution</b>	<input type="checkbox"/>	Make a clear and specific commitment to address the accessibility of healthy products.	
	<input type="checkbox"/>	Commercial commitment or objectives with respect to improving the distribution of its products specifically formulated or appropriate for specific undernourished groups	

<b>D - Responsible marketing</b>			
		<b>Commitment Category (select all that apply)</b>	<b>Company's own SMART commitment.</b>
<b>Responsible marketing policy: all consumers</b>	<input type="checkbox"/>	Have a responsible marketing policy that applies to all consumers, explicitly applicable to a defined media (TV, radio, website, social media, etc.)	
<b>Audit and Policy Compliance: All Consumers</b>	<input type="checkbox"/>	Audit compliance with your policy	
<b>Responsible Marketing Policy: Children</b>	<input type="checkbox"/>	Have a responsible marketing policy for children that applies explicitly to the following media (TV, radio, website, social media, etc.) against the WHO International Code of Marketing of Breast-milk Substitutes	
	<input type="checkbox"/>	Commit to represent food fairly	

<b>E - Healthy diets: consumers and workplace</b>			
		<b>Commitment Category (select all that apply)</b>	<b>Company's own SMART commitment.</b>
<b>Support team health and well-being</b>	<input type="checkbox"/>	Commit to supporting employee health and well-being through a program focused on nutrition, diet and activity	
<b>Supporting lactating mothers in the workplace</b>	<input type="checkbox"/>	Commit to provide breastfeeding mothers with appropriate working conditions and facilities at work.	
	<input type="checkbox"/>	Have a maternity policy that allows women to receive paid maternity leave that is above and beyond the minimum requirements set by law	
	<input type="checkbox"/>	Have a policy that allows men to receive paid paternity leave that is above and beyond the minimum requirements set by law	
<b>Support consumer-oriented healthy eating and active lifestyle programs</b>	<input type="checkbox"/>	Commit to supporting a) healthy eating/nutrition education programs for the company's consumers and/or local communities and/or b) active lifestyle programs for its consumers and/or local communities	
	<input type="checkbox"/>	Commit to funding programs that educate undernourished consumers about (a) Benefits of maternal micronutrient supplementation; (b) Benefits of exclusive breastfeeding (c) Benefits of	

<b>F - Product labeling and use of health and nutrition claims</b>		
	<b>Commitment Category (select all that apply)</b>	<b>Company's own SMART commitment.</b>
<b>Product Labeling</b>	<input type="checkbox"/> Disclose nutritional information on a) Back-of-pack and front-of-pack or b) Back-of-pack OR front-of-pack only of its products	
<b>Health and nutrition claims</b>	<input type="checkbox"/> Place a health claim on a product only when it complies with Codex for countries where no national regulatory system exists.	
	<input type="checkbox"/> Place a nutrition claim on a product only when it complies with national regulatory system	

<b>G - Engagement with governments, policy makers and other stakeholders</b>		
	<b>Commitment Category (select all that apply)</b>	<b>Company's own SMART commitment.</b>
<b>Use of influences and influence governments and policy makers</b>	<input type="checkbox"/> Commit to involvement with political parties, policy makers and policymakers in support of the prevention and treatment of obesity, chronic diet-related diseases and malnutrition	
<b>Stakeholder involvement</b>	<input type="checkbox"/> Commit to involve stakeholders in the development of nutrition policies / programs	

*In order to become an SBN member you must agree with and sign the following disclaimer.*

In signing up to be a SBN member, the organization commits to adhere to the following principles of engagement:

- Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.
  - Businesses should comply with UN guidance on health and nutrition and the International Code on Marketing of Breast Milk Substitutes\* and World Health Assembly resolutions related to Maternal, Infant and Young Child Nutrition.
  - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
  - Businesses should uphold the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.
  - Members of SBN and their subsidiaries cannot engage in the production of armaments, tobacco or pornography.
  - Businesses should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies.
  - Businesses should work against corruption in all its forms, including extortion and bribery.
  - Businesses should engage in national SBN surveys to assess their business development, technical assistance and finance needs (or support they can offer in these areas).
  - Businesses should support targeted actions and/or policies to address malnutrition in all its forms of (food insecurity, undernutrition and obesity/overweight) and diet-related Non-Communicable Diseases.
  - Businesses should assess the potential to introduce workplace nutrition commitments (including breastfeeding support).
  - Business should follow the prevailing national laws and policies when introducing workplace nutrition commitments.
- Please tick to confirm that your organization has read and understood the mandatory disclaimer and hereby confirm it will abide by the terms contained herein.
  - Please tick to confirm that your organization's decision to join the SBN has been approved by the relevant representative(s) of your company

### **Mandatory Disclosure**

*Please attach all required disclosures regarding production or promotion of food products or beverages for children under 36 months of age and declared compliance with the Code.*

**Name** \_\_\_\_\_

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

### **SBN Contact Details**

**Contact:** Shilu Shakya

**Email:** [shilu.shakya@wfp.org](mailto:shilu.shakya@wfp.org)

## ANNEX IV

### National SBN Results Framework of Indicators<sup>18</sup>

The purpose of the SBN results framework of indicators is to measure the performance of SBN Nepal against the global indicators that focus on the activities performed by member private sector to introduce nutrition, the changes adopted by the private sector to include nutrition in their business and the impact made by them to improve nutrition in the nation.

(16 indicators)

<b>Means of verification:</b>					
No	Indicator	Data source	Reporting Frequency	Responsible	Assumptions
<b>ACTIVITIES</b>					
<b>Evidence informed advocacy by SBN to stakeholders</b>					
1.1	Number of advocacy meetings with relevant non-business stakeholders to clarify and encourage a role of business in addressing malnutrition	Performance Tracker/Activity Tracker/ Meeting Minutes	Annual Continuous updates through the year to SBN global team	National SBN team	Assumes funds and demands for convenings
<b>SBN National Platform: Build a platform for business engagement</b>					
2.1	Number of SBN member convenings (meetings/events)	Performance Tracker Activity Tracker	Annual	National SBN team	Assumes funds and demands for member convenings
<b>Identify business needs for finance, technical assistance, business development support &amp; enabling environment/policy change</b>					
3.1	Number of business members needs assessments undertaken (Technical or Financial Assistance, Business Development Support)	Performance Tracker Activity Tracker/ NutriTool Assessment report	Continuous update of data source and annual reporting to Global SBN <b>(cumulative with possible regular updates)</b>	National SBN team	Assumes national SBN undertakes such an assessment and has capacity to conduct

<sup>18</sup> Indicators developed on 23 November 2017 (JT/LN) and updated on 20 April 2018 CND/JT/RS.

<b>Means of verification:</b>					
No	Indicator	Data source	Reporting Frequency	Responsible	Assumptions
<b>OUTPUTS</b>					
<b>Objective: Informed government agencies</b>					
1.2	Number of relevant Government departments sensitized to the role of business in addressing malnutrition through advocacy messaging	Performance Tracker/ Attendance Tracker	Continuous update of data source and annual reporting to Global SBN	National SBN team	#SBN to develop an assessment tool as part of GAIN's M4NF workstream 2 and indicators will then become identified.
<b>Objective: Increased private sector awareness of the role they can play &amp; their responsibilities in addressing malnutrition.</b>					
2.2	Number of business members of national SBN	Performance Tracker/Network Tracker/ Membership forms	Continuous update of data source and quarterly reporting to Global SBN (and <b>PMF GAIN Roll up Indicator/Business Reach</b> )	National SBN team	Assumption: environmental stability (economic, political and security) and continued interest of the private sector in addressing malnutrition. Some members will be lost with time but others will be recruited.
2.3	Number of individual businesses convened at SBN meetings/events and % of membership base attending	Performance Tracker/Attendance Tracker	Continuous update of data source and annual reporting to Global SBN (possible roll up indicator to contribute to business reach (quality))	National SBN team	
<b>Objective: Dissemination to businesses of responsible business practices</b>					
2.4	Number of tools/guidance documents/best practices disseminated to businesses	Performance Tracker/Activity Tracker/ Tool	Continuous update of data source and annual reporting to Global SBN	National SBN team	Assumes that best practices are shared among businesses and relevant workstreams generate tools or guidance documents to disseminate through SBN

<b>Means of verification:</b>					
No	Indicator	Data source	Reporting Frequency	Responsible	Assumptions
<b>Objective: Business associations become advocates and conduits for SBN</b>					
2.5	Number strategic partnerships between national SBN with business associations and other partners	Performance Tracker/Network Tracker	Continuous update of data source and annual reporting to Global SBN	National SBN team	
<b>Objective: Partners identified and linkages created, providing access to finance, technical assistance &amp; business development support</b>					
3.2	Number of business support services or providers identified	Performance Tracker/Network Tracker	Continuous update of data source and annual reporting to Global SBN	National SBN team	N/A
<b>OUTCOMES</b>					
<b>Objective: Businesses make commitments to address nutrition</b>					
2.5	Number of businesses making commitments to address nutrition.	Performance Tracker/Commitment tracker	Continuous update of data source and annual reporting to Global SBN (and <b>PMF GAIN Roll up indicator 1B/ Business Contact Coverage</b> )	National SBN team	Assumes commitment platform exists (not all SBNs have national commitment platforms) and business is willing and able to make public commitments
<b>Objective: SBN members form partnerships and capacity is built</b>					
3.4	Number of links/partnerships formed between SBN members and relevant partners (to provide support to address business needs)	Annual Survey	Continuous update of data source and annual reporting to Global SBN	National SBN team	Assumes availability of relevant partners to address SBN member
<b>Objective: Increased production of nutritious foods</b>					
4.1	Number of business members that developed a new nutritious product <i>(as a result of SBN advocacy/support)</i>	Annual Survey	Continuous update of data source and annual reporting to Global SBN (ATNI B)	National SBN team	Assumes that business access finance and technical assistance to develop new products and that the enabling environment is



Means of verification:					
No	Indicator	Data source	Reporting Frequency	Responsible	Assumptions
					supportive (political, economic) as well as the existence of consumer demand
4.2	Number of business members that changes specification of their existing product through fortification/ reformulation or resized <i>(as a result of SBN advocacy/support)</i>	Annual Survey	Continuous update of data source and annual reporting to Global SBN (ATNI B)	National SBN team	Assumes that business access finance and technical assistance to develop new products and that the enabling environment is supportive (political, economic) as well as the existence of consumer demand
<b>Objective: Businesses adopt responsible practices around nutrition (core business &amp; CSR)</b>					
5.1	Number of business members that implement workplace nutrition programmes <i>(as a result of SBN advocacy/support)</i>	Annual Survey	Continuous update of data source and annual reporting to Global SBN (ATNI E)	National SBN team	N/A
5.2	Number and type of business members implementing a responsible marketing policy <i>(as a result of SBN advocacy/support)</i>	Annual Survey	Continuous update of data source and annual reporting to Global SBN (ATNI D)	National SBN team	Assumes that such an activity is not seen as a competitive disadvantage by business
5.3	Number of businesses that have made verified improvements to their policies and practices to improve	Annual Survey	Continuous update of data source and annual reporting to Global SBN Global GAIN PMF Roll Up Indicator <b>(Business Adequate Contact Coverage)</b>	National SBN team	Only national SBNs with commitment platforms: Assumes that businesses are making specific commitments through national Networks.

Means of verification:					
No	Indicator	Data source	Reporting Frequency	Responsible	Assumptions
	access and demand to NSF <sup>19</sup>				
<b>Impact evaluations for the future</b>					
A	Assessing improved availability of nutritious foods				
B	Assessing improved affordability of nutritious foods				
C	Assessing increased regular consumption of nutritious foods				
	Reduced food insecurity??				
D	Assessing increased investment in nutritious products/services by individual company				
	Sustainable food system ?				
E	Assessing increased demand for nutritious foods				

- ✓ Aligned with GAIN PMF Roll Up indicators
- ✓ Aligned with Dutch Direct Indicators
- ✓ Aligning with SUN Monitoring, Evaluation, Accountability and Learning (MEAL) framework of indicators was referred to in order to align indicators.

Notes:

- These do not include SBN Functionality Index Indicators as suggested by MEAL/WFP for all SUN countries (reported every 2 years) i) network established or being established, ii) coordinator appointed, iii) action plan in place, iv) strategy developed and aligned to national nutrition plans, and v) funding secured for at least the first semester [of the next reporting year]
- 2.5 will need to capture the “SMART-ness” of nutrition commitments [as recommended by MEAL for all by Governments and networks/alliances (CSO, business, UN system, donors) made since the beginning of 2016] eventually but currently, most SBNS felt this was not possible.
- Currently the commitments made categories covered in these indicators are for ATNI categories B, D and E only (cannot collect specifically for A, C, F and G, eg. Pricing, governance and corporate policy, appropriate labeling)

<sup>19</sup> Improved policies and practices as per [Access to Nutrition Index](#) categories (nutrition governance, formulation in delivering appropriate, affordable and accessible products, and influencing consumer choice and behavior) includes workplace nutrition policies and programs, good marketing and labelling practices.

