

Project Implementation Plan: SBN Global Team 2018-2020

The SBN will scaling up its existing SBN global programme, which to date has developed an active global platform for engaging multinational companies in the SUN Movement and has supported SUN Countries to establish their own National SBNs. Ultimately the SBN seeks to support SUN Countries to build networks with business which will increase the availability and affordability of safe, nutritious foods to low income consumers. However to do this the SBN must first address two challenges : 1) businesses require sensitisation to, and support for, their role in addressing malnutrition; 2) SUN Country governments, national SUN multi-stakeholder platforms and SUN Civil Society, Donor and UN networks require support to understand how to leverage business actions and investments for national nutrition goals.

Through the SBN global programme the SBN global team will:

- Establish partnerships with multinational companies and global business fora to support the technical assistance (TA), finance and business development services (BDS) needs of National SBNs in the areas of demand creation, access and the enabling environment. Under these partnerships the SBN's role is to facilitate increased access to support for national businesses and not to provide this support itself.
- Ensure multinational members of the SBN and National SBN members develop workforce nutrition policy commitments by 2020
- Support 19 SUN Countries to establish their own National SBNs, this will include support in fundraising and strategy development, including the development of SBN Bangladesh

Examples of key potential partnerships would include : 1) for Technical Assistance - developing guidelines around product reformulation, responsible marketing or nutrition profiling with the World Business Council for Sustainable Development (WBSCD) or the Consumer Goods Forum (CGF); 2) for Business Development Services, partnering with Ashoka Changemakers to provide business planning and mentoring support to SMEs 3) for finance, a range of investors have indicated their interest in supporting a longer term pipeline of nutrition investments in SBN members from Development Finance Institutions (African Development Bank), Multinational Venture Funds (DSM) to Impact Investors (Third Way Africa).

The SBN global team's main activities will include 1.1 meetings, quarterly calls and workshops with : Multinational companies and global business fora; SUN Countries and National SBNs to support strategy development and fundraising efforts; SUN Movement Secretariat (SMS), Civil Society, SUN Donor, and UN networks

Following requests from the SBN's Advisory Group and SUN Executive Committee, membership of the SBN will be revised to ensure businesses address nutrition through their own workforce. In addition, the SBN will design a mechanism to strengthen members' compliance with the SBN's Principles of Engagement.

Project overview

Country / Specific geography

There are 60 countries within the SUN Movement from Africa, Asia and Latin America. The SBN global team will support 35 SUN Countries in establishing National SBNs by the end of 2020. This includes support to the existing 16 National SBNs and the 19 SUN Countries which have requested support from the SBN global team for the development of National SBNs. This support will largely be achieved through mobilising the country offices of GAIN and the WFP, as the global convenors of the SBN.

Rationale & key lessons that were used for the design of the approach

National SBN members report poor access to TA, BDS, finance and demand creation as key barriers to investing and acting to address malnutrition. At the same time, multinationals, global business accelerators and global providers of finance are increasingly seeking a pipeline of investment or business partnership opportunities with national companies, particular SMEs. This project will build linkages to address these gaps, ensuring the SBN global team tracks its performance related to

- 1) facilitating greater links between global companies and business fora with National SBNs;
- 2) ensuring multi-national members develop workforce nutrition policies. The SBN global team has agreed with its global Advisory Group, including the SMS Coordinator, to ensure members of the SBN at global and national level have developed workforce nutrition policy commitments by 2020.

The SBN has worked closely knowledge management partners to design an improved impact pathway, logic model and performance indicators for National SBNs, which will be implemented in this new phase.

Expected coverage

By December 2020, the SBN will:

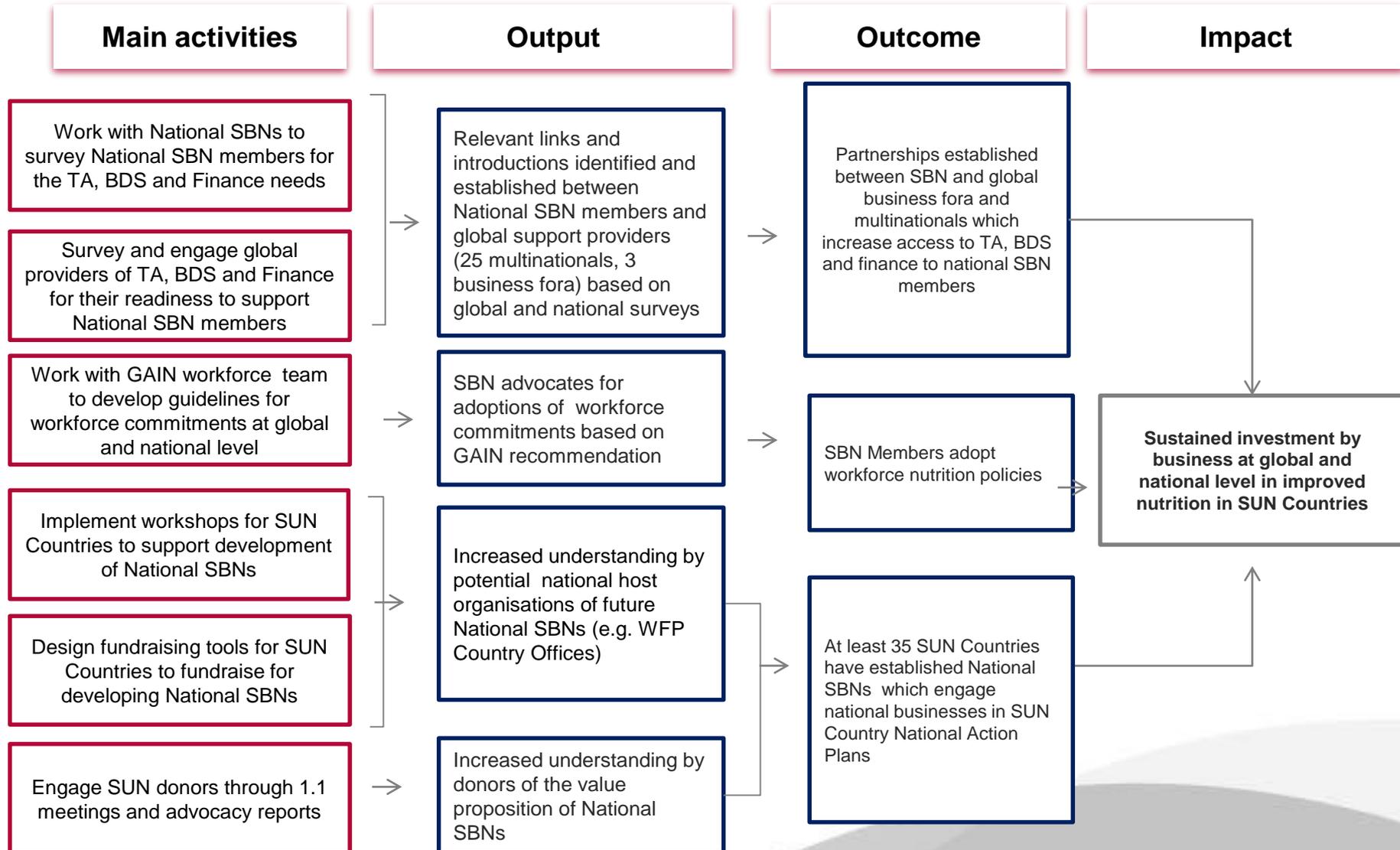
- 1) Support over 500 national companies with increased access to providers of technical assistance, finance and business development services
- 2) Partner with 25 multinational companies and 3 global business fora to facilitate their support to SUN Countries and national businesses
- 3) Support 35 SUN Countries to establish National SBNs

Key project components

Project component	Activities	Key outputs
1 Establish partnerships with multinational companies and global business fora	<p>Present TA, BDS and finance needs of National SBN members to global partners</p> <p>Survey TA, BDS and finance provision of multinational members and business fora</p> <p>Establish workshops and introductions for partners</p> <p>Design guidance to mobilise business action on obesity & NCDs and design mechanisms to ensure strengthened tracking of business members' compliance with SBN Principles of Engagement</p>	<ul style="list-style-type: none"> • At least 3 global partnership MoUs drafted to support potential partnerships with global business fora • Multinationals assessed and invited to support National SBNs • Links/introductions developed between multinationals and SMEs • Guidance developed for SBN members to address obesity & NCDs
2 Develop workforce commitments for SBN members by 2020	<p>Work with Global Nutrition Report to assess progress of 2013 Nutrition for Growth (N4G) workforce commitments</p> <p>Develop guidelines for multinational company commitments and design SME workforce toolkit with GAIN's Workforce programme</p>	<ul style="list-style-type: none"> • Guidelines for workforce programmes presented to SBN members • SBN Membership criteria revised to incorporate workforce commitments
3 Support establishment of new National SBNs	<p>Assess readiness of SUN Countries and potential hosts of National SBNs for establishment of National SBNs</p> <p>Design tools to support SUN Countries in fundraising and strategy development</p> <p>Support countries through 1.1 engagement and regional workshops</p> <p>One of these countries will include Bangladesh,</p>	<ul style="list-style-type: none"> • TA and fundraising support provided to 35 SUN Countries in order for them to establish National SBNs
4 Monitoring	<p>Implement the SBN's revised impact pathway, logic model and performance indicators, including tracking effectiveness of global –national linkages</p> <p>Design a performance tool to track these indicators in combination with a database of members at national and global level</p> <p>Assess progress annually using these new tools</p>	<ul style="list-style-type: none"> • Design of new performance tracking tool for National SBNs and the SBN global team
5 Research and/or evaluation (optional)	<p>Working closely with MLR, the SBN will evaluate its global and national progress using its revised performance indicators in 2018. The SBN will develop ideas for potential research and evaluation projects of the SBN which will support GAIN's overall approach to assessing GAIN and SBN's impact on the availability and affordability of nutrition through its programmes</p>	<ul style="list-style-type: none"> • An evaluation of the SBN in 2018 and proposals for future evaluations and research projects to be developed with KL

Logic Model

The SBN global team's activities will support National SBNs and members across the areas of enabling environment , demand and access



Pathway to sustainability

The pathway to sustainability for the SBN will take on a global and national form. At global level this project will ensure an improved value proposition from the SBN for multinational members and global investors or business development agencies, through developing a more deliberate strategy to ensure B2B links and dealflow with national businesses. This will allow the network to assess in 2019 how it could introduce membership fees to the network for multinationals or diversity its funding base through financial support from a wider range of investors.

At national level, the SBN has succeeded in its first phase to diversity its funding base from two to five donors. By bringing this experience to a wider range of SUN countries and supporting the WFP in particular to develop more national SBNs, the SBN will continue to increase the number of national donors investing in the SBN at national level. In turn this will generate more national SBN member businesses – and therefore an increased dealflow and B2B links for the SBN's global programme.

The trend in the global food industry is moving to increased investment in local, sustainable brands in developed and developing markets. Through aligning to, and supporting this trend, the SBN will ensure its continued relevance to the key private sector actors in nutrition beyond 2020.