



Scaling Up Nutrition Business Network Kenya Strategy 2019-2023



**SCALING UP NUTRITION BUSINESS NETWORK
KENYA STRATEGY: 2019-2023**

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LIST OF ABBREVIATIONS AND ACRONYMS

ABC	Activity Based Costing
BMOs	Business Member Organizations
BMS	Breast Milk Substitutes
KEPROBA	Kenya Export Promotion and Branding Agency
CBK	Central Bank of Kenya
CNAP	County Nutrition Action Plan
CIDPs	County Integrated Development Plans
CRAF	Common Results and Accountability Framework
CRF	Common Results Framework
CSO's	Civil Society Organizations
DFID	Department for International Development
FAO	Food and Agricultural Organization
FCT	Food Composition Tables
FOP	Front of Pack
GAIN	Global Alliance for Improved Nutrition
GDP	Gross Domestic Product
HACCP	Hazard Analysis and Critical Control Points
ICN2	The Second International Conference on Nutrition
IDA	International Development Association
IEC	Information Education and Communication
ILO	International Labor Office
ISO	International Standards Organization
KABP	Knowledge Attitude Behavior and Practice
KAM	Kenya Association of Manufactures
KDHS	Kenya Demographic Health Survey
KEBS	Kenya Bureau of Standards
KEPSA	Kenya Private Sector Alliance
KHP	Kenya Health Policy
KIEP	Kenya Industry and Entrepreneurship Project
KNAP	Kenya Nutrition Action Plan

KNCCI	Kenya National Chambers of Commerce and Industry
KNMS	Kenya National Micronutrient Survey
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MIYCN	Maternal Infant and Young Child Nutrition
MoAL&E	Ministry of Agriculture, Livestock and Fisheries
MoH	Ministry of Health
MoITE	Ministry of Industrialization, Trade and Enterprise Development
MSEA	Micro and Small Enterprises Authority
MSI	Micro and Small Industries
MSMEs	Micro Small and Medium Enterprises
MSPs	Multi Stakeholder Platforms
NCD's	Non Communicable Diseases
NFNSP	National Food and Nutrition Security Policy (Kenya)
NNAP	National Nutrition Action Plan
PSDS	Kenya Private Sector Development Strategy
SACCOs	Savings and Credit Co-operatives
SBN (Kenya)	Sun Business Network (Kenya)
SDGs	Sustainable Development Goals
SDG PP	Sustainable Development Goals Partnership Platform
SMEs	Small and Medium Enterprises
SUN	Scaling Up Nutrition
TAN	Technical Assistance for Nutrition
UKAID	United Kingdom Aid
UN	United Nations
UNICEF	United Nations Children's Fund
USD	United States Dollar
WFN	Work Force Nutrition
WFP	World Food Programme
WHA	World Health Assembly
WHO	World Health Organization

FOREWORD

The SUN Business Network (SBN) Strategy has been informed by a number of policies and strategies; the Kenya Health Policy 2012-2030, the Kenyan Constitution specifically article 43 (1) (C) which explicitly recognizes the right to ‘adequate food of acceptable quality’ as an integral part of the right of citizens, Vision 2030, the National Food and Nutrition Security Policy (NFSNP) 2012 and the Implementation Framework 2017-2022. The latter gives guidance on multi-sectoral coordination including Public-Private Partnership (PPPs) and the Kenya Nutrition Action Plan (2018-2022). The SBN Strategy has also been informed by the Big 4 Agenda where the strategic area on Food and Nutrition Security focuses on initiatives that guarantee 100 percent Food and Nutrition Security to all Kenyans through expansion of food production and supply, reduction of food prices to ensure affordability, and support to value addition in the food processing value chain and raising the manufacturing sector’s share of GDP to 15 percent by 2022. This will accelerate economic growth and create jobs and reduce poverty. In the recent past, the Government of Kenya, with the concerted effort of key stakeholders, has made commendable progress to arrest the problem of hunger and malnutrition. However, chronic food insecurity and poor nutrition persists, with Kenya facing the triple burden of malnutrition: undernutrition, micronutrient deficiency, overweight and obesity. In undernutrition, 26 percent of under-fives are stunted, 11 percent underweight and 4 percent wasted. About 1 in 10 children are obese/ overweight. Micronutrient deficiencies (iron, vitamin A, zinc and iodine) are widespread, with re-emerging rise in rickets (KDHS 2014). The country also increasingly faces the emergence of diet-related non-communicable diseases, compounding the issues.

Today, across the world we see inspiring examples of innovative individuals, entrepreneurs and businesses that dare to think in new ways and take bold decisions to invest in solutions that can improve the food and nutrition situation thus improving lives of millions of people. Never before, have we had the capacity, the knowledge and the resources that the business community can bring within the paradigm of food systems. Yet, despite the enormous potential, we face unprecedented challenges in having a more sustainable supply chain for safe and nutritious foods in Kenya. The SUN Business Network provides this much needed opportunity. If we continue relying on traditional supply chain systems, with the burden of malnutrition increasing we not only threaten future prosperity of our country but risk clawing back the progress in human development that we have attained so far. The SBN is the only dedicated global platform for business and nutrition, with the aim to reduce malnutrition in all its forms, by engaging and supporting business to act, invest and innovate in a responsible and sustainable manner. The strategy charts a clear path for the involvement of private sector and businesses in addressing malnutrition in Kenya. We hope you will find this strategy both inspiring and useful, and that you will join us as we work to address the problem of malnutrition in all its forms, and consequently create the Kenya we all want. The Vision 2030 will not be met if businesses do not take up their course. We urgently need the new technologies, innovations and partnerships that offer the much-needed solution which only private sector can deliver to address malnutrition.



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PREFACE

The Scaling Up Nutrition Business Network (SBN) Kenya Strategy (2019-2023) recognizes the role of private sector in making Safe and Nutritious Food available, aspirational and affordable. It has been developed to define the needs of the private sector (micro, small, medium and large businesses) across the food value chain and the support needed by these businesses to make available Safe and Nutritious Food. The strategy abides by broad national goals stipulated in the country's Vision 2030 and in line with the Kenyan Constitution (2010). It supports the implementation of various national policies and plans, such as the National Policy on Gender and Development 2019, Kenya Nutrition Action Plan (2018-2022), Agri-Nutrition Strategy (2020-2025), National Gender and Equality Commission Strategic Plan (2019-2024), among others.

The development of this strategy was characterized by extensive stakeholder consultation and analytical work by a multi sectoral team. The strategy aims to create partnerships that support business operations and facilitate creation of an enabling business environment (focusing on women owned businesses) across 5 Strategic Pillars: Access to Finance, Technical Assistance, Work Force Nutrition, Policy and Advocacy and Market and Demand. It envisages a robust, nationally owned, sustainable set of initiatives under each of the Strategic Pillars that will enhance the capacity of private sector across various food value chains, from farm to fork.

The Strategy is a progressive document that will be subject to revisions and improvements as the need arises. The Strategy articulates roles and responsibilities of all partners involved. We therefore call upon all stakeholders and development partners to adopt this strategy as the basis for all interventions planned for the private sector to achieve the expected multisector approach towards Scaling Up Nutrition in Kenya.



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The Global Alliance for Improved Nutrition (GAIN) and the World Food Programme (WFP) share a common commitment to end all forms of malnutrition. Towards this goal, since 2014, the two agencies have collaborated in Kenya to convene the SUN Business Network. We believe that the elaboration of this SUN Business Network Strategy (2019–2023) will provide a new impetus to the efforts of all partners in our support to the Government of Kenya’s efforts to end malnutrition going forward.

We acknowledge the valuable contributions of various stakeholders in the development of this SUN Business Network Strategy. We express our sincere gratitude to the SBN secretariat members for their immense technical contribution during the development of this strategy. These members are: Food and Agriculture Organization Kenya (FAO), United Nations Children’s Fund (UNICEF) Sustainable Development Goals Partnership Platform (SDG Partnership Platform), Kenya Private Sector Alliance (KEPSA), Kenya National Chamber of Commerce and Industry (KNCCI), Kenya Association of Manufacturers (KAM), Ministry of Health, Ministry of Agriculture, Livestock, Fisheries and Cooperatives, Ministry of Industrialization, Trade and Enterprise Development and Kenya Bureau of Standards (KEBS). We recognize the contribution by various SUN movement networks in Kenya namely Civil Society Organization, Academia and Research Network, United Nations Network and The Government Network. The contribution of the SBN members across Kenya in the review and validation of the strategy is highly appreciated.

Special appreciation goes to the SUN Focal Person in Kenya Gladys Mugambi for her commitment and guidance throughout various stages of the strategy development. Other individual contributors that we wish to acknowledge include; Redempta Oyeyo (Ministry of Industrialization, Trade and Enterprise Development), Jacqueline Kiio and Jane Wambugu (Ministry of Agriculture, Livestock and Fisheries), Veronica Kirogo, Leila Akinyi, Florence Mugo and Immaculate Nyaugo (Ministry of Health), Joyce Owigar, Josephine Mwema and Judy Ndungu (WFP), Leah Kagwara, Navneet Mittal and Harold Mate (GAIN), Jackline Sigu (KNCCI), Patrick Codjia, Sicily Matu and Janet Ntwiga (UNICEF), Tito Arunga (FAO), Edgar Okoth (SUN CSA) and Alex Nene (KEPSA).

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EXECUTIVE SUMMARY

The Scaling up Nutrition (SUN) movement aims to ensure a world free from malnutrition in all its forms, while promoting gender equality and women's and girls' empowerment by 2030. This movement brings together multi stakeholder platforms - governments, civil society, the United Nations, donors, businesses and academia to synergize efforts towards elimination of malnutrition. Kenya signed up to this movement in 2012 in light of the fact that nationally 35 percent of children under 5 years were stunted, 16 percent were underweight and 7 percent were wasted. The SUN Business Network (SBN) is the world's leading private sector focused nutrition initiative: a neutral platform to foster partnerships and collaborations. It aims to engage and mobilize business at a global and national level to act and invest responsibly and to innovate in responsible and sustainable actions in emerging markets to improve the consumption of safe food and to make good nutrition more aspirational, accessible, affordable and available for all people. The SUN Business Network (SBN) works alongside partners from Government, civil society, United Nations, scientists and donors thus building the case for greater business engagement in nutrition amongst all stakeholders.

In Kenya, the network initiated the membership drive in early 2019 and signed up micro, small, medium and large enterprise businesses, across food value chain, across counties including businesses owned by women only, both men and women and men only. It aims to empower businesses to contribute to the reduction of malnutrition in Kenya by supplying safe and nutritious foods to consumers especially the most vulnerable.

The SBN strategy (2019-2023) is aligned with the Kenya Nutrition Action Plan (KNAP 2018-2022), the National Policy on Gender and Development 2019, the Kenyan Constitution specifically article 43 (1) (C) which explicitly recognizes the right to 'adequate food of acceptable quality' as an integral part of the right of citizens to seek the highest attainable standard of health, Vision 2030 as the overall national long-term development blueprint that aims to transform the country into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030. It has been developed through extensive multi stakeholder consultations with businesses including women owned business and other SUN networks in Kenya.

The strategy aims to create partnerships that support business operations and facilitate creation of an enabling business environment (focusing on women owned businesses) with specific intervention areas and key activities across 5 Strategic Pillars: Finance for MSMEs, Technical Assistance, Work Force Nutrition, Policy and Advocacy and Market and Demand. Starting time frame of key activities under each strategic pillar has been classified as short term (within one year), medium term (within 1-3years) and long term (after 3years).

The strategy is also informed by the impacts of COVID-19 on MSMEs, and on the need to support their recovery in the coming years given their key role in sustaining food systems and consequently, nutrition. Co-convened by the Global Alliance for Improved Nutrition (GAIN) and World Food Programme (WFP), the network is supported by an independent secretariat (with representations from the government, United Nations and private sector) and Global SBN. The network has a robust governance mechanism and is underpinned by a detailed monitoring, evaluation, accountability and learning framework. Implementation of the strategy (2019-2023) will require ~ US Dollars 4.2 million in addition to multi sectoral support from partners across business, academia, government, UN, academia and donors. Implementation of SBN Kenya Strategy will engage the private sector to actively contribute towards making Kenya malnutrition free a reality.

CHAPTER I: INTRODUCTION

1.1 Scaling Up Nutrition Movement (SUN)

1.1.1 What is SUN?

SUN movement launched in 2010 operating under the auspices of the UN Secretary-General, is a renewed effort to eliminate malnutrition in all its forms, promoting gender equality and women's and girls' empowerment in line with the UN SDG 2030 Agenda. The movement is unique by bringing different groups of people together - governments, civil society, the United Nations, donors, businesses and scientists. It is transforming the way in which people work together by empowering them to put in place effective systems and to increase investments in nutrition. Kenya is one of the SUN member countries (61 countries and 4 states in India) who are working towards the World Health Assembly (2025) targets on maternal, infant, and young child nutrition, in addition to targets for preventing and controlling non-communicable diseases [1].

1.1.2 Why SUN and how it works?

Scaling Up Nutrition (SUN) movement is inspiring a new way of working collaboratively to end malnutrition, in all its forms. It focuses on multi-stakeholder and multi-sectoral efforts: i). ENGAGEs governments, civil society, the UN system, donors, business and scientists, ii). INSPIREs each other to discover new ways of working collectively and iii). INVESTs in priority actions for everyone's right to good nutrition. The SUN Movement Strategy and Roadmap (2016-2020) aims to illuminate the importance of nutrition as a universal agenda which is integral to achieving the promise of the Sustainable Development Goals (SDGs). The SUN Movement's unique value is its emphasis on building an enabling social, economic and political environment, which is fit to ensure that children everywhere reach their full potential.

This is done through four strategic objectives: i). expanding and sustaining an enabling political environment; ii). prioritizing and institutionalizing effective actions that contribute to good nutrition; iii). implementing effective actions aligned with Common Results Frameworks; and iv). effectively using and significantly increasing financial resources for nutrition. As members of SUN, Countries strive towards achieving these four strategic objectives. In addition, each country is expected to nominate a SUN focal point and develop the following six networks: i). Government, ii). United Nations, iii). Donors, iv). Civil Society, v). Academia and vi). Business to collaborate to scale up nutrition in the country. The SUN focal point along with the networks are driven by the needs of their countries and their primary objective is to mobilize and align efforts globally and regionally to scale up their efforts [1].

1.1.3 Why Nutrition and Why focus on Women?

Globally, malnutrition is a cause for concern, according to the State of Worlds Children 2019 report. At least 33 percent of children under 5 are undernourished or overweight and 50 percent suffer from hidden hunger, undermining the capacity of millions of children to grow and develop their full potential [2]. There is strong evidence to show that eliminating malnutrition in young children has multiple benefits. It can i). Boost Gross National Product by 11 percent in Africa and Asia; ii). Prevent more than 1/3 of child deaths per year; iii). Improve school attainment by at least one year; iv). Increase wages by 5-50 percent; v). Reduce poverty as well-nourished children are 33 percent more likely to escape poverty as adults; vi). Empower women to be 10 percent more likely to run their own business; and vii). Break the inter-generational cycle of poverty [3].



In Africa, World Health Organization 2017 reported that 25 regions in 47 countries have high (>30 percent) or very high (>40 percent) rates of stunting. Along with persistent undernutrition, the prevalence of overweight among children under 5 years is rising [4].

In Kenya as per Kenya Demographic Health Survey (KDHS) 2014, of 7.22 million children <5 years, nearly 26 percent are stunted; 4 percent are wasted; and 11 percent are underweight. However, there are gender, geographical and social demographic variations in severity of malnutrition. For example, the prevalence of stunting is higher among boys (30 percent) than girls (22 percent), The percentage underweight is slightly higher among boys (12 percent) than girls (10 percent) [5]. According to the Kenya National Micronutrient Survey 2011, prevalence of anemia is highest in pregnant women (41.6 percent), followed by children 6-59 months (26.3 percent) and school age children (5-14 years) at 16.5 percent [6].

Kenya has signed up to the Scaling Up Nutrition (SUN) Movement, the World Health Assembly (WHA) 2025 nutrition targets, the Sustainable Development Goals (SDGs), the United Nations (UN) Decade of Action on Nutrition (2016–2025), and the Second International Conference on Nutrition (ICN2) Declaration and Plan of Action. These agreements lay down the foundation for addressing the immediate, underlying and basic causes of malnutrition (political, economic, social and technological space). The Constitution of Kenya article 43 (1) (c) gives every person the right to: the highest attainable standard of health and freedom from hunger and access to adequate food of acceptable quality and Article 53 (I) (c) provides for every child the right to basic nutrition, shelter and health care. Article 27 focusses on equality and freedom from discrimination stating that women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres and that not more than two-

thirds of the members of elective or appointive bodies shall be of the same gender.

The Government is committed to creating an enabling environment for the citizens to realize these rights as evidenced in the Vision 2030, Kenya Health Policy (KHP 2014-2030), the National Food and Nutrition Security Policy 2012 (NFNSP 2012) and National Policy on Gender and Development (2019). The Government's commitment to providing a high quality of life to all its citizen was affirmed in the Big Four Agenda of 100 percent Food and National Food and Nutrition Security policy (NFSNP) of 2012 and the Implementation Framework 2017-2022, Strategic Plan (2018-2022), State Department of Gender Affairs, Ministry of Public Service, Youth and Gender Affairs and in the Strategic Plan of National Gender and Equality Commission (2019-2024). Furthermore, several legislations covering key aspects of nutrition interventions have been enacted, for example, Breast Milk Substitutes (Regulation and Control Act) 2012, Health Act 2017. The National Nutrition Action Plan (NNAP) 2012-2017 was developed to guide coordinated implementation of Nutrition and Dietetics intervention by government and nutrition stakeholders at all levels. Presently, at national level the coordination of nutrition actions is guided by The Kenya Nutrition Action Plan (KNAP) 2018-2022 which focusses on global and regional targets on nutrition [7], The Agricultural Sector Transformation and Growth Strategy (ASTGS) 2019-2029 which prioritizes critical anchors such as; increasing household food resilience, grow contribution of agro-processing to GDP by about 130 billion Kenya shillings (50 percent) over 5 years, raising the annual small holder farmer incomes by 40 percent which directly benefit 3.3 million Kenyan farming households [35]. Counties have contextualized KNAP and developed county specific nutrition actions plans (CNAP) to guide coordination and implementation of nutrition actions [8].

1 Kenya Health Policy 2014-2030

2 Kenya Vision 2030

3 Strategic Plan (2018-2022),

4 State Department of Gender Affairs, Ministry of Public Service, Youth and Gender Affairs

5 Strategic Plan of National Gender and Equality Commission (2019-2024)

1.1.4 What is the impact of COVID-19 on MSMEs?

The impact of COVID-19 in Kenya is far reaching with the country having recorded a case load of over 30,000 confirmed cases and over 400 fatalities by mid-August 2020. The virus continues to pose a burden to not only an already weakened health system in Kenya but also presents adverse effects on businesses with most MSMEs struggling to stay afloat. With high COVID-19 caseloads, resources could become easily depleted in a short-while with increased needs for PPEs, drugs and other supplies. Poor diets are already responsible for the increased burden of disease; the COVID-19 virus and the control responses to it threaten secondary effects of increased food prices, food shortages, civil unrest and exacerbate existing inequalities. This strategy provides a framework for mitigating the collapse of food systems by supporting food businesses and the value chain companies while at the same time strengthening equitable policy responses that can be delivered in short and long term to support continuity and protect key players in food systems in Kenya.

1.2 Sun Business Network (SBN)

1.2.1 What is SUN Business Network (SBN)?

Globally, SBN is one of the six SUN networks and is the world's leading private sector focused nutrition initiative: a neutral platform to foster partnerships and collaborations. It aims to engage and mobilize business at a global and national level to act and invest responsibly and innovate in responsible and sustainable actions in emerging markets to improve the consumption of safe food and to make good nutrition more aspirational, accessible, affordable and available for all people. SBN is committed to work towards overcoming gender-related barriers or challenge existing negative gender norms in the business environment through various means e.g. convening's, trainings and events, pitch competitions, profiling women-led

enterprises, building agency and voice for women within the business sector, facilitating access to supporting services and partnerships and advocacy & commitments, monitoring the progress regularly. SBN works alongside partners from Government, Civil society, United Nations, Scientists and Donors, thus building the case for greater business engagement in nutrition amongst all stakeholders. Currently (2020), Global SBN has 23 large business as members, reaching more than 1.1 million employees worldwide, with the combined annual revenues of over 560 billion USD in 2017-18. These members have committed to: *i*). Provide technical assistance: finance and business development services to SBN country networks and their members (MSMEs and national companies), *ii*). Implement workforce nutrition policies and *iii*). Improve actions to address malnutrition in all its forms, including addressing overweight and obesity [9].

In Kenya under the stewardship of SUN focal point, SBN was first conceptualized in 2014 with Global Alliance for Improved Nutrition (GAIN) as the convener and World Food Programme (WFP) as the co-convener with private sector being encouraged to take the lead, set up and organize the network. National policies, strategies and guidelines developed ever since, emphasised on the role of private sector in improving nutrition in the country (e.g. Kenya Nutrition Capacity Development Framework 2014-19, Kenya Health Policy 2014-2030, National School Meals and Nutrition Strategy 2017-22, National Guidelines for Healthy Diets and Physical Activity 2017, Kenya Nutrition Action Plan 2018-22, Agriculture Sector Growth and Transformational Strategy (2019-29), Kenya Vision 2030 etc). Presently, SBN Kenya is led by a multi stakeholder secretariat which has representations from GAIN, Business Member Organizations (BMOs), Government (including the SUN focal point) and United Nations (UN) Organizations. The secretariat members (comprised of 12 women and 8 men) provide overall strategic guidance



and advice to SBN Kenya. Businesses (large, micro, small and/or medium enterprises, led by women or men or jointly) in Kenya can become members of the network including those engaged in farm inputs, premix manufacturing and supplying, food production, processing, packaging, storage, transportation, distribution, and retail, food services like restaurants, communications, market and consumer research, consultancy, health provision, finance (banks, insurance) or any other businesses involved along the food value chain.

Before businesses formally join the SBN in Kenya to become advocates and supporters of improved nutrition, they commit to the following Principles of Engagement [10]:

- Support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.
- Comply with government standards and regulations, such as the Standards Act CAP 496, the Breast Milk Substitutes and regulations Act 2012 and the Health Act 2017, Food Drugs and Chemical Substance Act, Employment Act among others. All prospective SBN members are asked to disclose any production or promotion of food products or beverages for children under 24 months of age, and declared compliance with the provisions of the BMS Code and appropriate promotion of complementary foods as defined by the World Health Assembly Those who do not comply and would like to be supported to do so can indicate in the registration form.
- 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
- Support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies
- Work against corruption in all its forms, including extortion and bribery
- Willingness to support other growing businesses through technical assistance initiatives
- Support targeted actions and/or policies to address undernutrition, overweight, obesity and diet-related Non-Communicable Diseases
- Support workforce nutrition interventions such as improvement to access to healthy diets and promotion of appropriate infant and young child protection and care such as setting up lactation stations and consumption of healthy foods at the workplace.

Vision and Mission Statement

Vision

The **Vision** of the network is to “Contribute to Reduction of Malnutrition in Kenya”

Mission

To “Enable businesses to supply consistent, safe and nutritious foods to consumers in Kenya”

**In Kenya, a larger proportion of employed females than males are engaged in self-employment (or individual/family enterprises), most female wage employees were employed in the services, and agriculture or agricultural-related activities and the largest share is employed in the education sector, followed by agriculture, forestry and fishing (13 percent of total female employment), SBN Kenya provides an excellent platform to engage with women led businesses.

1. Kenya Nutrition Capacity Development Framework 2014-19
2. National School Meals and Nutrition Strategy 2017-22
3. National Guidelines for Healthy Diets and Physical Activity 2017
4. Agriculture Sector Growth and Transformational Strategy (2019-29)

CHAPTER II: STRATEGIC APPROACH

SBN Kenya Strategy has been developed with extensive consultations and validations with varied stakeholders and businesses through 2018-2019 as described in Figure 1 below:

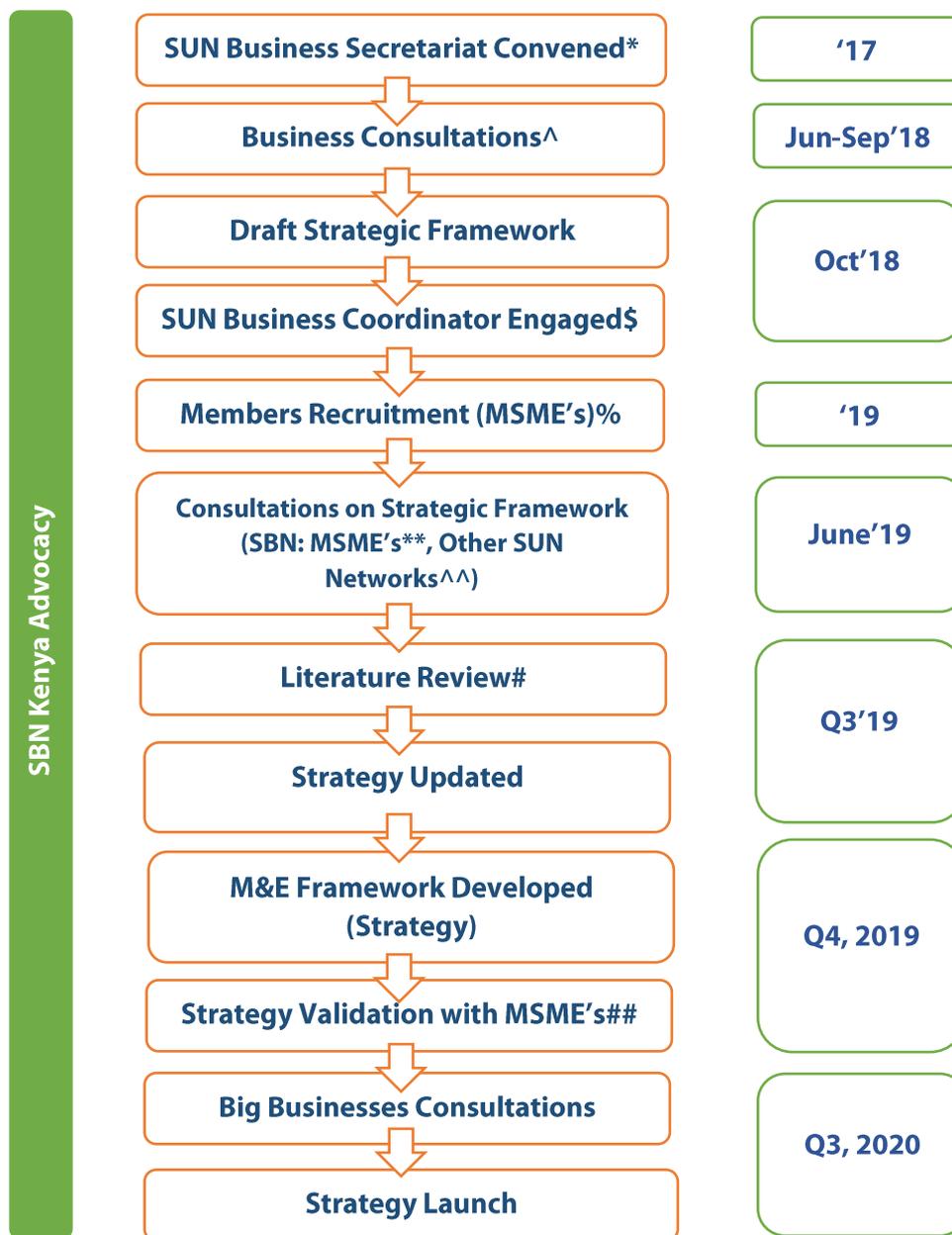


Figure 1: Development process of SBN Kenya Strategy

*12 women and 8 men,

^including women led businesses, \$women coordinator, % 26 owned by women and 42 jointly owned by women and men,

**5 businesses only owned by women and 21 businesses jointly owned by women and men,

^^including civil society, # including National policies and strategies on gender,

###14 women owned businesses and 19 jointly owned by women and men



This chapter aims to provide details of the proposed Strategy which aims to guide the activities of the network from 2019-2023 (financial years).

The strategy includes 5 strategic pillars:

- i) Finance for micro, small and medium enterprises,
- ii) Technical Assistance,
- iii) Work Force Nutrition,
- iv) Policies and Advocacy and
- v) Market and Demand.

Specific objective, intervention areas and key activities for individual pillars have been defined based on inputs from network members and members of the secretariat.

The start time of key activities has been defined as short term (started in 2019), medium term (started between 2020-2021) and long term (started after 2021). Key potential partners for strategy implementation have also been identified:

Strategic Pillar 1: Financing for Micro, Small and Medium Enterprises (MSME's)

Objective: To enhance the financial capacity of micro, small and medium enterprises.

Situation Analysis: In 2016-17, Micro, Small and Medium Enterprises (MSMEs) constituted 98 percent of all business in Kenya, created 30 percent of the jobs annually and contributed to 3 percent of the GDP. However, approximately 400,000 micro, small and medium enterprises did not celebrate their second birthday while a few reached their fifth birthday, leading to concerns of sustainability of this critical sector [11]. MSMEs finance survey 2018 cited “access to finance” as a biggest challenge in starting and running a business followed by aspects like

pricing of products/services, obtaining payment for outstanding invoices etc [11]. SMEs find it difficult to access loans as the cost of credit still remains high, they lack collateral to support the loan applications, loans are considered too much trouble not worth going through or that SMEs do not know any lender [12,13]. Access to finance/credit is very important for women because once their business have become operational, further finance is required for upgrading technology. However, the profits generated by most women micro-entrepreneurs are only just enough to maintain their families with little left for reinvestment. Women are unable to access credit i.e existing sources of business finance are not always readily available to women micro-entrepreneurs because many lack information/knowledge about them, while others may lack collaterals due to unfavorable land ownership policies in Kenya. Unfavorable credit conditions, such as long meeting hours, short repayment periods, smallness of loans and length of time taken to obtain credit were some of the other challenges to access finance cited by women [13a]. When MSMEs collapse because of lack of access to sustainable capital it poses the risk of economic collapse of food systems which in turn has adverse effect on the availability and affordability of nutritious and safe foods, which ordinarily contribute to lowering the burden of ill-health, particularly for the most vulnerable in Kenya [36].

The analysis of the obstacles faced by financial institutions to SME financing indicates macroeconomic factors such as inflation and foreign exchange risk as most significant obstacles, followed by SME specific factors.

In this category, the large majority of banks highlighted three main issues: poor quality of financial records, inadequate (or complete lack of) collateral, and informality. Some banks also mentioned that SMEs tend to suffer from poor managerial practices and an inability to manage risk. Overall, the SME segment is seen by most banks as particularly risky, both because dealing with SMEs implies high operating costs and because banks often lack proper risk appraisal and management processes for SME's [14,15]. The strategy shall endeavor to plug in these gaps to make the SMEs competitive and attractive to potential funders.

Introduction of an interest rate cap in September 2016 was initially intended to lower the cost of credit and increase access for both businesses and individuals. However, there is evidence that access to credit by SMEs has been constrained for the period when the interest cap had been in operation. Of the business financing options available in Kenya, a majority of SMEs prefer using family, friends or self-financing before approaching commercial

banks and/or SACCO's, Mobile money, Loans sharks, etc. [11].

The COVID-19 pandemic has exacerbated this situation. During the COVID-19 pandemic, MSMEs in Kenya are struggling for survival amid a significant reduction in income. 87 percent of enterprises reported a decline in household income. Post COVID-19, only 45 percent MSMEs reported having one or more staff members compared to 69 percent before the outbreak of the pandemic 35 percent of entrepreneurs have been borrowing money. More women have turned to borrowing, while more men reported selling non-productive assets to meet the current crisis; the Central Bank of Kenya warns that significant number of businesses will collapse by end of June, 2020 as these businesses do not have the liquidity needed to continue operations.

Citation: Microsave Consulting: Impact of the COVID-19 pandemic on micro, small and medium enterprise (MSMEs) Kenya Report July, 2020.

Given the situation on “access to finance”, the following intervention areas and the activities have been proposed (Table 1):

Table 1: Intervention areas and the activities proposed for Strategic Pillar 1: Financing for Micro, Small and Medium Enterprises (MSME's)

Intervention area/s	Key Activities	Start Time Short/Medium/Long
Access to Finance	Assess financial needs and gaps of the SME's	S
	Organize a profile of investable SME's	S
	Convene a profile of financial service providers and investors (landscaping/mapping) who offer services with terms and conditions suitable for SME's in rural and urban areas	S
	Organize capacity building on financial management (book-keeping, checks and controls for payments, pricing, invoices, internal control procedures/policies etc.)	M
	Facilitate partnerships and linkages of SME's to financial service providers (e.g. banks, investors, civil society organizations, government, donors, etc.) (including pitch competitions)	M

Strategic Pillar 2: Technical Assistance

Objective: To enhance the technical capability of micro, small and medium enterprises in product development, production, quality and safety, business planning, innovation and technology.

Situation Analysis: Kenya ranks 77 out of 129 countries in the 2019 Global Innovation Index [16]. MSMEs, which are key drivers of the economy, face difficulties in improving their productivity due to limited access to information, skills and technology, inadequate business training, technological backwardness and limited control and knowledge in issues pertaining to taxation, licensing and legal requirements. Only 3 percent of employees in licensed MSMEs have a degree as the highest educational qualification, 76.7 percent of the businesses do not receive any technological advice and 78.9 percent do not have records. The major types of trainings received by the licensed businesses are technical advice (33.7 percent), marketing training (15.6 percent) and management (12.7 percent). Process and marketing innovations are largely not common features among MSMEs [12, 17]. From a gender perspective, some of the challenges to the advancement of women-owned enterprises include limited access to appropriate training and technological barriers. e.g. In one of the studies on gender inequalities in Kenya it was reported that only 18.6 percent of the women micro-entrepreneurs had formal training in dairy enterprise operations before starting their businesses. The rest (63.9 percent) learnt skills from friends and relatives or from previous employment (17.6 percent). The ability to build properly upon competencies already acquired is critical to technological development. However, upgrading competencies did not come without

its difficulties like lack of knowledge of sources, lack of time to look for information and the high costs of acquiring this information. From technology perspective the study reported that though various types of equipment were readily available in the market, women micro-entrepreneurs had limited access to them (due to lack of knowledge or limited access to finance). They were therefore inclined to use very simple technologies [13a]. Studies have shown that businesses which have embraced innovation and technology paradigms tend to have the following characteristics; improved resource management, more accurate business planning, risk management, improved customer support, increased sales as a result of improved marketing, use of real time monitoring for better decision making [36].

In Kenya the Micro and Small Enterprise Authority (MSEA), a state corporation established under the Micro and Small Enterprise Act No. 55 of 2012 and domiciled in the Ministry of Industry, Trade and Co-operatives has a mandate to support product development and patenting, promote innovation and development of products, formulate capacity building programmes and facilitate technology development, acquisition and transfer [12]. Additionally, within the State Department of Industrialization, the Department of Micro and Small Industries (MSI) is mandated to facilitate productivity and competitiveness of MSIs, facilitate linkages of MSIs with sources technology and provide business development services [18]. In June 2018, World Bank approved a US \$50 million International Development Association (IDA) credit to scale up innovation and productivity amongst Kenya's enterprises through Kenya Industry and Entrepreneurship Project (KIEP) [19].

Given the situation on “technical assistance” the following intervention areas and the activities have been proposed (Table 2):

Table 2: Intervention areas and the activities proposed for Strategic Pillar 2: Technical Assistance

Intervention area/s	Key Activities	Start Time Short/Medium/Long
Product development, labelling and packaging	Convene nutrition awareness sessions for product development	S
	Organize development and dissemination of a guideline of food composition tables (FCT) for business	S
	Facilitate development of tool kits on product labelling and packaging	M
	Convene capacity building trainings for SMEs on product development (desirability, palatability, nutrient content), labelling, branding and packaging	M
Production, Quality and Safety, Risk assessment, Storage, Waste Management	Capacity build on production, processing/value addition, packaging, energy management, retail, storage, risk assessment and waste management	S
	Conduct Training on food safety (HACCP) and other standards (ISO)	M
Business Planning and Growth (finance management, compliance, HR, Gender policies, Security etc)	Conduct capacity needs assessment on business planning and growth	S
	Develop capacity on business planning and growth	M
Innovation and Technology	Map, profile and create a database of organizations offering technical assistance	S
	Create partnerships and linkages with institutions to support SME's	S
	Training SMEs on digitalization of business	M

Strategic Pillar 3: Work Force Nutrition

Objective: To improve nutritional outcomes of the work force (formal and informal sector).

Situation Analysis: In Kenya ~50 percent of the population constitutes the economic productive workforce [20] and is guided by weekly working limits of >48 hours [21]. Of the total people engaged in workforce, 83.1 percent are engaged in the informal sector [22]. The majority of women work in the informal sector, with only 34 percent working in the formal sector due to limited formal education [22a].

In Kenya, 27 percent adults (18-69 years) are either overweight or obese and 23.8 percent have raised blood pressure. Some of the key reasons being inadequate dietary diversity, low energy and micronutrient intake, overconsumption of fats, sugars and salt, etc., one of the reasons being poor access to nutrition information [23]. Only 61 percent of mothers exclusively breastfeed their children under 6 months of age [5]. It is estimated that from 2010-30 undernutrition will cost Kenya approximately US\$38.3 billion in GDP due to losses in workforce productivity [24], and child mortality associated with undernutrition will reduce Kenya's work force by 3.8 percent [25]. National guidelines for "Healthy diets and physical activity" and "Securing a breast-feeding friendly environment at workplace" exist. However, none of the aforementioned policies, guidelines, etc. specifically focus on work force nutrition and are limited with respect to the number of interventions areas (aspects) recommended (e.g. exclusive breast feeding only).

The recent Kenya Nutrition Action Plan (KNAP 2018-22) aims that "All Kenyans achieve optimal nutrition and improved productivity for the country's accelerated social and economic growth". It adopts specific NFNSP policy objectives and emphasises on specific interventions areas and/or activities for work force nutrition: *i*). strengthen infant care practices like establishment of lactation stations in workplaces (maternal, infant, young child nutrition), *ii*). strengthen routine nutrition assessments and dietary counselling for adults and support implementation of integrated services through workplace programmes (adult nutrition), *iii*). disseminate micronutrient policies and guidelines to health workers, producers, processors, marketers and consumers for improving dietary diversity (management of micronutrient deficiencies), *iv*). promote consumption of healthy foods and screen for diet related non-communicable diseases (NCD's) (management of NCD's), *v*). enhance communities' ability to access, demand and consume nutritious foods (capacity for nutrition) [7].

Work force nutrition interventions such as "Nutrition education", "Healthy food at work", "Breast feeding support" and "Nutrition focused health checks" are beneficial at both individual and business level [26,27]

Given the situation on “work force nutrition”, the following intervention areas and the activities have been proposed (Table 3):

Table 3: Intervention areas and the activities proposed for Strategic Pillar 3: Work Force Nutrition

Intervention area/s	Key Activities	Start Time Short/Medium/Long
Nutrition Education/Awareness	Dissemination of relevant nutrition guidelines to SBN members (e.g. healthy diets guidelines, etc.)	S
	Identify and capacity build nutrition champions at company level	S
	Sensitize SBN members on importance of work force nutrition	M
	Conduct nutrition awareness via promotional campaigns	M
Healthy diets at work	Assess current situation of work force nutrition in Kenya	S
	Sensitize business on different models (including simple healthy/snacks) of providing nutritious foods at work place	S
	Investment case for healthy food at work	L
Work Place Support on Health	Disseminate the work place support guideline and the health act	S
	Disseminate IEC material on breast feeding, maternal and child nutrition	S
	Advocate to set up lactation rooms and child care facilities in public and private work places	M
Nutrition focused Health Checks	Advocate and build awareness for overall wellness including nutrition focused health checks	M
	Sensitize SME's on imp of health insurance and advocate for enrolment	M

¹Securing a breast-feeding friendly environment at work place

Strategic Pillar 4: Policies and Advocacy

Objective: To create a conducive business environment and enhance compliance to existing laws and regulations for micro, small and medium enterprises.

Situation Analysis: In Kenya, there are about 1.6 million licensed MSMEs while 5.9 million are unlicensed. All these MSME's encounter constraints like limited access to information on licensing, legal requirements, taxation, trade and labor laws, forward and backward linkages, etc. Additional constraints emanate from regulatory environment characterized by requirement of multiple licenses for the same business from the same or different government agencies, which are expensive and cumbersome to acquire. Multiple procedures in applying for business registration and high taxation rates are hectic and restrictive for business [12]. Additionally, there are gaps which exist in the implementation of food policies in Kenya [28].

MSME's have been identified and prioritized as key growth drivers for achievement of Kenya's Vision 2030 [12]. Micro and Small Enterprise Act (2012) sets up rules and institutions to support micro and small enterprise development in Kenya. The law establishes the Micro and Small Enterprises Authority (MSEA) with the mandate to formulate and review policies and programmes for micro and small enterprises and monitor and evaluate the implementation of existing policies and programmes related to micro and small enterprises and advise the government on appropriate policies and course of actions. It also mandates mainstreaming of gender in all micro and small enterprise activities and

programmes [29]. Kenya Private Sector Development Strategy (PSDS) also aims to facilitate competitiveness of MSMEs by promoting broader MSME representation in business associations [12]. The declining trends in flows of development assistance to developing countries has led to increased interest and urgency on domestic revenue mobilization as a reliable and sustainable mechanism through which countries such as Kenya can finance their development and keep SMEs vibrant. Measures should be put in place to ensure that tax regimes and tax policies do not disadvantage SMEs especially those run by underprivileged and the marginalized which would exacerbate already chronic inequalities in Kenya. Further, since women are considered more vulnerable – to poverty, inequality and other shocks resulting from the internal and external political economy it is prudent to consider the implications of tax regimes and policies on women. Therefore, underscoring a gender perspective of taxation on women-led enterprises. This can also aid advocacy and action towards ensuring a fair and progressive tax system which facilitates equitable redistribution of public resources and public goods/services, reduce inequality and promote inclusive development [37].

During the COVID-19 pandemic, SBN globally is committed to supporting its membership respond to the food systems challenges related to COVID-19. Supporting the MSME sector in Low- and Middle-Income Countries (LMICs) will be critical to keeping local food systems moving and ensuring access to safe, nutritious food for low income consumers. SMEs are responsible for most of the food that reaches consumers in LMICs. In Africa, 64 percent of food consumed is handled by MSMEs.

Citation: Impacts of COVID-19 on SMEs in the Food System: Survey Results, May 2020, SUN Business Network

Kenya Nutrition Action Plan (KNAP 2018-22) focuses on specific interventions areas and/or activities on policy for nutritious foods:

- i) Strengthen enabling policy, legal and regulatory framework for the multisector response to maternal infant and young child nutrition (MIYCN) (maternal, newborn, infant and young child nutrition),
- ii) Develop and disseminate relevant nutrition policies and guidelines, e.g., regulation of marketing of unhealthy foods around the school environment (nutrition for older children and adolescents),
- iii) Increase dietary diversity, fortification and bio-fortification of foods by formulating legislations on blending of flours and increasing compliance to fortification standards (Prevention, control and management of micronutrient deficiencies) [7].

Given the situation on “policies”, the following intervention areas and the activities have been proposed (Table 4):

Table 4: Intervention areas and the activities proposed for Strategic Pillar 4: Policies and Advocacy

Intervention area/s	Key Activities	Start Time Short/Medium/Long
Enabling Business Environment	Identify existing policies, laws and regulations relevant for food business and consolidate them in one place (One-stop shop) (including those relevant for gender mainstreaming)	S
	Enhance awareness of existing and/or future policies (dissemination, sensitization forums including media, value chain specific, not well known, e.g. commodities exchange) (making them user-friendly)	S
	Evaluate and analyze implementation effectiveness (to identify gaps, duplications, contradictions and compliance challenges) and develop a policy brief	M
	Advocate and support for review and/or development of policies to address existing gaps (lobby for harmonization of county levies and taxes, claims regulations, labelling for nutritious products (FOP), traceability, marketing of unhealthy foods to children, gender mainstreaming) Advocate for progressive domestic resource allocation and/or tax concessions by government for SMEs to cushion them against various natural calamities and/or disasters, including tax concessions where necessary.	M

Enabling Business Environment	Assess women led enterprises and advocate for policies and tax systems which are responsive to the unique needs of such businesses. Build agency of women to meaningfully engage in policy advocacy processes.	M
Compliance to policies/laws/regulations	Support business to comply with relevant laws and regulations and self-regulate (including gender policies, laws and regulations)	M
SBN Inclusion in relevant nutrition platforms (ensuring gender equality)	Link business to nutrition multi-stakeholder platforms (MSPs) at national and county level	S
	Ensure business representations at SUN meetings/forums	S
	Support national and county SBN chapter meetings and facilitate multi-stakeholder round table discussions/forums	M
	Encourage businesses to contribute to development of and/or roll out of defined actions for business in common result framework (CRF)	M

Strategic Pillar 5: Market and Demand

Objective: To improve access to markets and increase demand for nutritious foods.

Situation Analysis: In Kenya, a high proportion of the population does not have access to food in the right amounts and quality. Official estimates indicate >10 million people are food insecure. Households are incurring huge food bills due to the high food prices and have limited choices of other food stuffs [30]. People are turning to healthier foods, as they become increasingly aware of the nutritional benefits of what they eat and are more selective in what they buy [31]. However, these consumers are also vulnerable to food price spikes, which affects their access to food [32] and there is limited consumer awareness which leads to availability and utilization of products of substandard hygiene and quality [33].

Constraints encountered by micro, small and medium food enterprises (MSME's) in Kenya include obtaining required licenses, lack of capacity and competence to compete at national, regional and global levels, lack of market/s and marketing innovations, poor market infrastructure, limited advertising and consumer reach, stiff local competition, and insecurity (from burglary etc). Other constraints include seasonality of supply, perishability and wholesale price fluctuation, lack of cold storage in marketplaces, inappropriate pre- and post-harvest handling practices and packaging and inadequate appropriate fresh produce transportation [12,33].

Women led enterprises find it harder to find and keep clients, market products and source for inputs because of their poor access to conventional business networks and support services. The effect of running the enterprise upon the entrepreneur was especially hard to deal with because of role expectations and poor family support. Further marketing problem was the inability to estimate customer numbers, thus affecting the ability to develop strategic market plans and resulting in a high incidence of unsold products [13a].

Micro and Small Enterprises Authority (MSEA) has a mandate to promote access to markets by micro and small enterprises [12]. The Made in Kenya initiative has developed a "Made in Kenya Brand Mark" which combines both excellence and identity to encourage local production of goods for the local, regional and global markets [34].

Kenya Nutrition Action Plan (KNAP 2018-22) also focusses on specific intervention areas and/or activities for increasing market and demand of nutritious foods: i). Sensitize communities on healthy diets using context-specific communication channels in both rural and urban areas and promote availability of sufficient, safe and nutritious foods in schools (Nutrition for older children and adolescents), ii). Increase demand and consumption of adequately fortified foods (Prevention, control and management of micronutrient deficiencies), iii). Enhance food processing, preservation and storage technologies and strengthen agri-nutrition capacities (Nutrition in Agriculture and Food Security) [7].

Given the situation on “market and demand”, the following intervention areas and the activities have been proposed (Table 5):

Table 5: Intervention areas and the activities proposed for Strategic Pillar 5: Market and Demand:

Intervention area/s	Key Activities	Start Time Short/Medium/Long
Mainstream nutrition in the food supply chain	Conduct consumer awareness on nutrition and behavior change campaigns	S
Market Growth (Expansion and penetration)	Consolidate existing market information, market research and other relevant research done in Kenya	S
	Sensitize businesses on Kenya Mark of Identity (Brand K) to promote utilization of local produce	S
	Participate and/or Organize Exhibitions/networking forums for information sharing, learning and linkages	S
	Conduct Market Research for specific value chains	M
	Support businesses to develop/improve marketing strategy based on results of market feasibility studies	M
	Facilitate businesses to acquire necessary food certifications/licenses	M
Supply chain management (including during calamities and/or disasters)	Train and support businesses on the supply chain aspects (pricing, promotion, people, place, etc.)	M
	Sensitize businesses on production loss management (including post-harvest losses)	M
	Facilitate businesses to supply nutritious foods to food deficit areas e.g. link businesses with storage facilities, cold storages, etc. (Food access)	M



Strategic Partners for the implementation of the strategy:

The following partners are key for the implementation of the proposed SBN Kenya Strategy:

- i) Business: All businesses linked to the food value chain (directly or indirectly), micro, small, medium and/or large enterprises operating in Kenya (at a county level or national), owned by women, men and jointly owned

- ii) Strategic Partners providing services in the 5 Pillars defined above: Finance (banks, micro finance institutions, funds e.g. women enterprise fund, investment authorities and training institutions), Technical Assistance (academia, government, donors, civil societies, private sector and United Nations Organizations), Work Force Nutrition (civil society organizations that work or propose to work with businesses), Policy and Advocacy (civil society organizations, advocacy funds, government including State Department of Gender Affairs, National Gender and Equality Commission, business member organizations and media) and Market and Demand (civil society organizations, government, media, logistic partners, County governments and State Department of Devolution).

CHAPTER III: GOVERNANCE STRUCTURE

Globally, the stewardship of the SUN Movement is enabled by the United Nations Secretary General nominations of a SUN Movement Coordinator, Lead Group, Executive Group and Secretariat. The SUN Business Network is co-convened by GAIN and WFP.

In Kenya, the SUN Focal point in Ministry of Health guides the formation and functioning of 6 country networks including the SBN. At the national level the network is co-convened by GAIN and WFP and is supported by an independent secretariat with representations from business member organizations (Kenya Private Sector Alliance, Kenya National Chambers of Commerce and Industry and Kenya Association of Manufactures), the Government (Ministry of Health, Ministry of Agriculture, Livestock and Fisheries, Ministry of Industrialization, Trade and Enterprise Development, Kenya Bureau of Standards), United Nation Organizations (Food and Agriculture Organization, Sustainable Development Goals Partnership Platform, United Nations Children Fund (UNICEF)).

The secretariat members meet once in a quarter and are responsible to for providing overall collective strategic guidance and advice (and oversight) including identification of opportunities for gender mainstreaming, support SBN in the development and implementation of projects, proposals, business models and partnerships that can deliver private sector sustainable nutrition impact, champion the role of business in multi-stakeholder approaches to scaling up nutrition at both the national and sub national level within the country, coordinate SBN activities, advocate for business engagement in scaling-up nutrition, identify new opportunities for business contributions to nutrition, recruit new members to the network, resource mobilize and fund management, advocate and communicate for the SBN and develop and manage the partnerships with the network stakeholders, including government, donors and others.

SUN Business Network Global provides insights and inputs to the country network based on learning's from other established business networks. The functioning of the network is supported by ex-officio members to the secretariat: a network coordinator and a SUN officer seconded by United Nations Children Fund (UNICEF). As the network matures it is proposed that 5 working committees be formed led by business member/s in partnership with a member from the secretariat. Individual teams are proposed to be set up for communication and advocacy, driving membership and providing organizational support.

The national level governance structure is summarized in Figure 2 below:

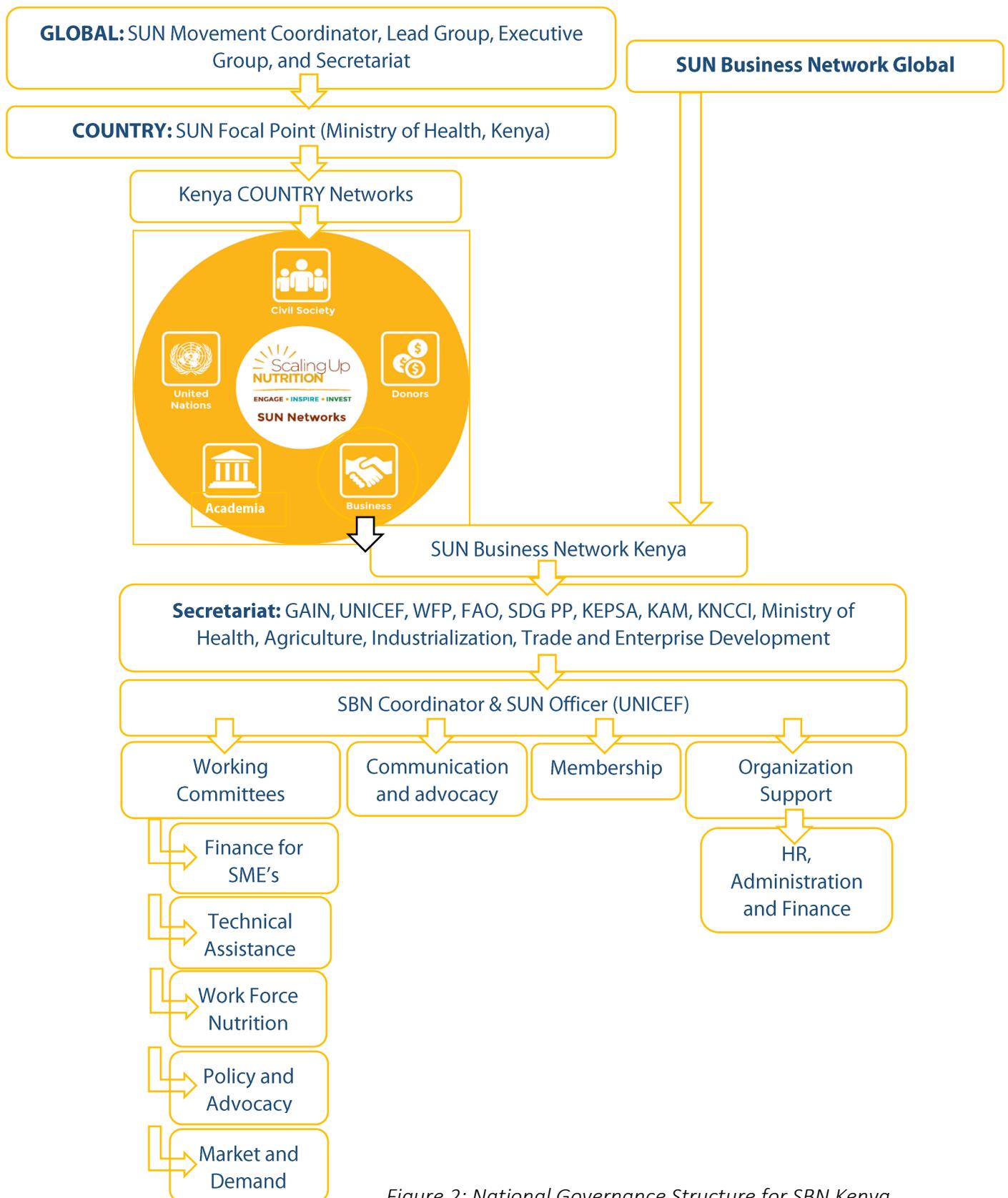


Figure 2: National Governance Structure for SBN Kenya



CHAPTER IV: MONITORING AND EVALUATION FRAMEWORK

This chapter provides guidance on the monitoring, evaluation, accountability and learning (MEAL) process. While SBN Kenya Strategic Approach defines the current situation (situation analysis), strategic pillars, intervention areas and activities, the MEAL framework of the proposed SBN Kenya Strategy aims to provide strategic information needed for evidence-based decisions through development of a common results and accountability framework (CRAF). CRAF entails systematically tracking the progress of suggested intervention areas and key activities and assess their effectiveness, efficiency, relevance and sustainability.

The task will involve routine collection of information on defined key performance indicators to measure progress towards outcomes envisioned in this strategy. The CRAF outlines what indicators to track, when, how and by whom data will be collected and suggests the frequency and the timeline for collective strategy performance review with relevant stakeholders. To ensure women and youth integration at all levels, all data collected and reported will be disaggregated by gender and age and disability. In all the activities proposed under all the 5 strategic pillars the guidance of no more than 2/3rd participants from the same gender will be used.

Table 6: Common Results and Accountability Framework for 5 Strategic Pillars (2019-2023)

Strategic Pillar 1: Financing for Small and Medium Enterprises

Intervention area/s	Output	Key Performance Indicators (KPI)	Baseline	Overall Target	Data Source	Frequency of data collection	
Access to finance	Financial needs and gaps of the SME's assessed	Financial needs assessment report	No report	One report on financial needs assessment by Dec 2020	Survey	Once in year 1 and updated annually	
	Pipeline of investable SME's built	Profile of investable SME's	No profile	1 profile of investable SME's by Dec 2020	Financial needs assessment report	Once in year 1 and updated annually	
	Pipeline of financial service providers and investors developed	Electronic Data Base	No data base	1 electronic data base by Dec 2020	Desk top review	Once in year 1 and updated annually	
	Financial management capacity of SBN members built	Number of SBN members trained	Number of trainings	Nil	1000 SBN members trained by June 2024	Trainings records	Semi annually
			Number of trainings	Nil	Twice in a year		
	SME's linked to financial service providers and investors	Number of meetings organized for linkage purposes		Nil	Once in a year	Meeting records	Annually
Proportion of investable SME's accessing finance			Nil	50 percent of investable SME's access finance by June 2024	SBN members survey	Annually	

Strategic Pillar 2: Technical Assistance

Intervention area/s	Output	Key Performance Indicators (KPI)	Baseline	Overall Target	Data Source	Frequency of data collection
Product development, labelling and packaging	Nutrition awareness created on product development	Number of awareness meetings	Nil	1 meeting per year	Sensitization meeting report	Annually
		Proportion of SBN members sensitized	Nil	100 percent SBN members sensitized		
	Simplified version of Food composition tables (FCT) developed	Simplified version of FCT	Nil	1 Simplified version of Food composition tables FCT	SBN Central Repository	Once
		Number of dissemination meetings		1 dissemination meeting per year	Dissemination meeting report	Annually
	Simplified version of FCT disseminated to SBN members	Proportion of SBN members sensitized		100 percent SBN members sensitized		Annually
Tool kit on product labelling and packaging developed	Tool Kit on product labelling and packaging	Nil	1 tool kit	SBN Central Repository	Once	
Capacity of SMEs on product development, labelling, branding and packaging built	Number of trainings	Nil	2 trainings per year	Training report	Annually	
	Proportion of SBN members trained		100 percent SBN members trained			

Production, Quality and Safety, Storage, Waste Management	SBN members capacity built on production, processing/ value addition, packaging, retail, storage and waste management	Number of trainings Proportion of SBN members trained	Nil	2 trainings per year 100 percent SBN members trained	Training report	Annually
	SBN members trained on food safety (HACCP) and other standards (ISO)	Number of trainings Proportion of SBN members trained	Nil	2 trainings per year 100 percent SBN members trained	Training report	Annually
Business Planning and Growth	SBN members capacity need assessed	Assessment report on capacity needs	Nil	1 capacity needs assessment	Assessment report	Once in year 1 and update annually
	SBN members capacity on business planning & growth developed	Number of trainings Proportion of SBN members trained	Nil	2 trainings per year 100 percent SBN members trained	Training report	Annually
Innovation and Technology	Database of organizations offering TA created	Data Base	Nil	1 data base created	Data base	Once in year 1 and update annually
	Partnerships and linkages with institutions to support SME's created	Partnership agreements	Nil	At least 1 partnership agreement	Partnership agreements	Annually
	SMEs trained on digitalization of business	Number of SBN members trained Number of training sessions	Nil Nil	At least 50 percent of SBN members trained Atleast one annually	Training Report	Annually

Strategic Pillar 3: Work Force Nutrition

Intervention area/s	Output	Key Performance Indicators (KPI)	Baseline	Overall Target	Means for verification	Frequency of data collection
Nutrition Education/Awareness	Relevant nutrition guidelines disseminated	Number of dissemination forums Proportion of SBN members sensitized Number and type of media involved in dissemination of guidelines	Nil	2 dissemination forums per year 100 percent SBN members sensitized	Dissemination forum report	Annually
	Capacity of Nutrition champions (company level) enhanced	Number of Nutrition champions trained Number of capacity building sessions	Nil	8 Nutrition champions trained 1 capacity building session per year	SBN annual report Capacity building session report	Annually
	SBN members sensitized on importance of work force nutrition	Number of sensitization forums Proportion of SBN members sensitized	Nil	2 sensitization forums per year 100 percent SBN members sensitized	Sensitization forum report	Annually
	Nutrition awareness via Promotional campaigns conducted	Number of awareness and promotional campaigns conducted Type of mediums used for awareness and promotions	Nil	Twice in a year 3 types of mediums used	SBN annual report	Annually

Healthy diets at work	Current situation of work force nutrition in Kenya assessed	Situation of work force nutrition in Kenya assessment report	Nil	1 assessment report on situation of WFN	Assessment Reports	Once
	SBN members sensitized on different models of providing nutritious foods at work place	Number of sensitization forums Proportion of SBN members sensitized	Nil	1 sensitization forums per year 50 percent SBN members sensitized	Sensitization forum report	Annually
	Investment case for healthy food at work developed	Investment case	Nil	1 Investment case developed	Investment case	Once
Work Place Support on health	Work place support guideline/health act disseminated	Number of dissemination forums Proportion of SBN members sensitized	Nil	1 dissemination forum per year 100 percent SBN members sensitized	Dissemination forum report	Annually
	IEC material on breast feeding, maternal and child nutrition disseminated	Number of dissemination forums Types of IEC materials distributed Proportion of SBN members sensitized	Nil	1 dissemination forum per year At least 3 types of IEC materials distributed 100 percent SBN members sensitized	Dissemination forum report	Annually
	Set up of lactation rooms in public and private work places promoted	Number of advocacy forums	Nil	At least 1 advocacy forum per year	Advocacy forum report	Annual

Nutrition focused Health Checks	Awareness for nutrition focused health checks created	Number of sensitization forums Proportion of SBN members sensitized	Nil	1 sensitization forums per year 100 percent SBN members sensitized	Sensitization forum report	Annually
	SME's sensitized on importance of health insurance and enrolment	Number of sensitization forums Proportion of SBN members sensitized Number of SBN members enrolled on insurance	Nil	1 sensitization forums per year 100 percent SBN members sensitized	Sensitization forum report	Annually

Strategic Pillar 4: Policies and Advocacy

Intervention area/s	Output	Key Performance Indicator	Baseline	Overall Target (2019-2023)	Data Source/s	Frequency of data collection
Enabling Business Environment	Central repository for existing policies, laws and regulations relevant for businesses created	Electronic central repository Annual update of the central repository	No central repository existing	One central repository Annual central repository update	Desk top review on policies and regulations Repository update report	Once in year 1 and updated twice in 5 years Once in year 1 and updated annually
	SBN members aware of existing policies	Number of SBN members trained Number of sensitization forums conducted	Nil Nil	1000 SBN members sensitized on existing policies Two sensitization forums per year	Meeting agenda attendance and report	Bi-annually
	Bottlenecks of policies, laws and regulations uptake identified, including gender dimensions of the policies	Policies, laws and regulations review report	Nil	One report	Desk top review and Survey	Once in year 1
	Policies, laws and regulations review report disseminated to relevant stakeholders	Number of advocacy forums conducted	Nil	One advocacy forum conducted annually	SBN annual report	Once in a year for 5 years

Compliance to policies/laws/regulations	SBN members supported to comply with policies, laws and regulations	Proportion of SBN members compliant to laid out policies, laws and regulations	Nil	80 percent SBN members compliant	SBN annual report	Once in a year for 5 years
SBN inclusion in relevant nutrition platforms	Business linked to Nutrition MSP's at national and county level	Proportion of MSP meetings attended by SBN representatives	Nil	50 percent of MSP meetings attended by SBN representatives	MSP meeting minutes	Annually
	SBN business represented at SUN meetings/forums	Proportion of SUN meeting with SBN representations	Nil	100 percent SUN meeting with SBN representations	SUN meeting minutes	Annually
	National and county SBN chapter meetings and multi-stakeholder round table discussions/forums coordinated	Number of county chapter meetings	Nil	16 SBN chapter meetings	Chapter meeting minutes	Annually
		Number of round table discussions	Nil	Once in a year	Round table meeting minutes	
Businesses contribute to development of defined actions for business in CRF	Proportion of CRFs incorporating inputs from SBN members	Nil	80 percent of CRFs incorporating inputs from SBN members	CRF development meeting minutes	Annually	

Strategic Pillar 5: Market and Demand

Intervention area/s	Output	Key Performance Indicator	Baseline	Overall Target (2019-2023)	Means of verification	Frequency of data collection
Mainstream nutrition in the food supply chain	Consumer awareness created	Number of sensitization forums	Nil	Once in a quarter	Sensitization forum report	Annually
		Proportion of children <5 years consuming >5 food groups Minimum Acceptable Diets (MAD)	22 percent	50 percent of children <5 years consuming >5 food groups (MAD)	Survey Report (KABP)	Once
Market Growth (Expansion and penetration)	Existing market information, research consolidated	Existing market information and market research report	Nil	1 - Existing market information and market research report	Existing market information and market research report	Once in year 1 and update annually
	Businesses sensitized on Kenya Mark of Identity	Number of sensitization forums	Nil	1 sensitization forum/year	Sensitization report	Annually
		Proportion of SBN members sensitized		100 percent SBN members sensitized	SBN Annual report	
Exhibitions/networking forums facilitated	Number of networking forums attended	Nil	5 networking forums attended	SBN annual report	Annually	
	Number of networking forums organized		2 forums organized			

	Market Research for specific value chains (for nutritious foods) conducted	Market research report	Nil	Market research conducted on at least 2 value chains	Market research reports on two value chains	Annual
	Businesses facilitated to develop/improve marketing strategy	Proportion of SBN members supported to develop/improve marketing strategies	Nil	50 percent SBN members supported to develop/improve marketing strategies	Developed/improved marketing strategies	Annually
	Businesses facilitated to acquire necessary Food Certifications	Proportion of SBN members linked to relevant food certification providers Number of SBN members acquiring necessary Food Certifications	Nil	100 percent of SBN members in need of certifications linked to necessary food certification providers 50 percent SBN members acquire necessary Food Certifications	SBN annual report Food certificates acquired	Annually
Supply chain management (including during calamities and/or disasters)	Businesses trained on various supply chain aspects	Number of training Proportion of SBN members trained	Nil	Once in a year 50 percent of SBN members trained	Training records	Annually
	Businesses Sensitized on production loss management	Number of sensitization forums Proportion of SBN members sensitized	Nil	Once in a year 100 percent of SBN members trained	Sensitization forum report	Annually
	Businesses facilitated to supply nutritious foods to food deficit areas (Food access)	Proportion of SBN members linked to improved storage facilities	Nil	50 percent of SBN members linked to improved storage facilities	SBN annual report	Annually

CHAPTER V: RESOURCE REQUIREMENTS (BUDGET)

Financial resources needed for implementation of the proposed strategy were estimated by using the activity-based costing (ABC) approach. The ABC uses a bottom up, input based approach, indicating the cost of all inputs required to achieve strategic plan targets. The costing estimates total resources needed to implement the strategy for the next 5 years (2019-2023).

Table 7a: Resources (Budget in USD) needed for implementation of the proposed strategy

Strategic Pillar	2019	2020	2021	2022	2023	Total/ pillar
Finance	39,000	111,700	111,700	111,700	111,700	485,800
Technical Assistance	115,525	292,025	281,025	281,025	281,025	1,250,625
Work Force Nutrition	314,506	162,656	138,556	238,556	238,556	1,092,830
Policies and Advocacy	43,800	124,550	89,550	84,550	89,550	432,000
Market and Demand	102,000	201,600	201,600	201,600	201,600	908,400
Total/year	614,831	892,531	822,431	917,431	922,431	4,169,655 (GRAND TOTAL)

Table 7b: Resources (Budget in KSH, 1 USD = 108 KSH) needed for implementation of the proposed strategy

Strategic Pillar	2019	2020	2021	2022	2023	Total/ pillar
Finance	4,212,000	12,063,600	12,063,600	12,063,600	12,063,600	52,466,400
Technical Assistance	12,476,700	31,538,700	30,350,700	30,350,700	30,350,700	135,067,500
Work Force Nutrition	33,966,648	17,566,848	14,964,048	25,764,048	25,764,048	118,025,640
Policies and Advocacy	4,730,400	13,451,400	9,671,400	9,131,400	9,671,400	46,656,000
Market and Demand	11,016,000	21,772,800	21,772,800	21,772,800	21,772,800	98,107,200
Total/year	66,401,748	96,393,348	88,822,548	99,082,548	99,622,548	450,322,740 (GRAND TOTAL)

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APPENDICES

A. Detailed Budget

Strategic Pillar 1: Financing for Small and Medium Enterprises (Budget breakdown is in USD)								
INTERVENTION AREAS	Key Activities	Start time	Overall target	2019	2020	2021	2022	2023
Access to finance	Assess financial needs and gaps of the SME's	s - Q2	Once in Y1 and updated annually	10,000	10,000	10,000	10,000	10,000
	Organize a profile of investable SME's	s - Q3		5,000	5,000	5,000	5,000	5,000
	Convene a profile of financial service providers and investors	s - Q3/Q4		5,000	5,000	5,000	5,000	5,000
	Organize capacity building on financial management	M	Two trainings/year	0	72,700	72,700	72,700	72,700
	Facilitate partnerships and linkages of SME's to financial service providers (Pitch)	M	1 pitch competition/year	19,000	19,000	19,000	19,000	19,000
	TOTAL/Y (USD)				39,000	111,700	111,700	111,700
TOTAL/Y (KSH)				4,212,000	12,063,600	12,063,600	12,063,600	12,063,600
TOTAL/Pillar (KSH)			52,466,400					

Strategic Pillar 2: Technical Assistance
(Budget breakdown is in USD)

INTERVENTION AREAS	Key Activities	Start time	Overall target	2019	2020	2021	2022	2023
Product development, labelling and packaging	Convene nutrition awareness sessions for product development	s - Q2	1 session/year	15,550	15,550	15,550	15,550	15,550
	Organize development and dissemination of a guideline of food composition tables (FCT)for business	s - Q4	1 meeting/year	21,725	21,725	21,725	21,725	21,725
	Facilitate development of tool kits on product labelling and packaging	m	Developed once and updated yearly	0	38,750	27,750	27,750	27,750
	Convene capacity building trainings for SMEs on product development (desirability, palatability, nutrient content), labelling, branding and packaging	m	2 trainings/year	0	68,750	68,750	68,750	68,750
Production, Quality and Safety, Risk assesement, Storage, Waste Management	Capacity build on production, processing/value addition, packaging, energy management, retail, storage, risk assesement and waste management	s - Q3	2 trainings/year	40,050	40,050	40,050	40,050	40,050
	Conduct Training on food safety (HACCAP) and other standards (ISO)	m	2 trainings/year	0	27,750	27,750	27,750	27,750

INTERVENTION AREAS	Key Activities	Start time	Overall target	2019	2020	2021	2022	2023
Business Planning and Growth (finance management, compliance, HR, Security etc)	Conduct capacity needs assessment on business planning and growth	s - Q3	Once in Y1 and updated annually	15,000	15,000	15,000	15,000	15,000
	Develop capacity on business planning and growth	m	2 trainings/year	0	48,750	48,750	48,750	48,750
Innovation and Technology	Map, profile and create a database of organizations offering technical assistance	s - Q1	Once in Y1 and updated annually	10,000	2,500	2,500	2,500	2,500
	Create partnerships and linkages with institutions to support SME's	s - Q1	One partnership meeting/year	13,200	13,200	13,200	13,200	13,200
TOTAL/Y (USD)				115,525	292,025	281,025	281,025	281,025
TOTAL/Y (KSH)				12,476,700	31,538,700	30,350,700	30,350,700	30,350,700
TOTAL/Pillar (KSH)			135,067,500					

Strategic Pillar 3: Work Force Nutrition
(Budget breakdown is in USD)

INTERVENTION AREAS	Key Activities	Start time	Overall target	2019	2020	2021	2022	2023
Nutrition Education/Awareness	Dissemination of relevant nutrition guidelines to SBN members (e.g healthy diets guidelines etc)	s - Q2	2 disseminations/y	11,700	11,700	11,700	11,700	11,700
	Identify and capacity build nutrition champions at company level	s - Q2	8 champions and 1 capacity building session/y	3,656	3,656	3,656	3,656	3,656
	Sensitize SBN members on importance of work force nutrition	M	2 sensitizations/year	0	26,400	16,700	16,700	16,700
	Conduct nutrition awareness via promotional campaigns	M	2 times/year, 3 types of mediums	0	36,000	36,000	36,000	36,000
Healthy diets at work	Assess current situation of work force nutrition in Kenya	s - Q3	Once	100,000	0	0	0	0
	Sensitize business on different models (including simple healthy/snacks) of providing nutritious foods at work place	s - Q4	1 sensitizations/year, 50 percent members sensitized	8,350	8,350	8,350	8,350	8,350
	Investment case for healthy food at work	L	1 case	0	0	0	100,000	100,000

Work Place Support on Health	Disseminate the Work place support guideline and the health act	s - Q4	1 dissemination/year, 100 percent members	20,400	13,200	13,200	13,200	13,200
	Disseminate IEC material on breast feeding, maternal and child nutrition	s - Q4	1 dissemination/year, 100 percent members, 3 types of IEC material	170,400	13,200	13,200	13,200	13,200
	Advocate to set up lactation rooms in public and private work places	M	1 advocacy/year	0	9,350	9,350	9,350	9,350
Nutrition focused Health Checks	Advocate and build awareness for overall wellness including nutrition focused health checks	M	1 sensitization forum and 100 percent members	0	20,400	13,200	13,200	13,200
	Sensitize SME's on imp of health insurance and advocate for enrolment	M	1 sensitization forum and 100 percent members	0	20,400	13,200	13,200	13,200
TOTAL/Y (USD)				314,506	162,656	138,556	238,556	238,556
TOTAL/Y (KSH)				33,966,648	17,566,848	14,964,048	25,764,048	25,764,048
TOTAL/Pillar (KSH)			118,025,640					

Strategic Pillar 4: Policies and Advocacy
(Budget Detail in USD)

INTERVENTION AREAS	Key Activities	Start time	Overall target	2019	2020	2021	2022	2023
Enabling Business Environment	Identify policies, laws and regulations which exists relevant for food business and put them in one place (One stop shop)	s - Q2	Once in Y1 and 2 times in 4 years	10,000	0	5,000	0	5,000
	Enhance awareness of existing and/or future policies	s - Q4	2 awareness forums/y, all members sensitized (1000)	21,400	21,400	21,400	21,400	21,400
	Evaluate and analyze implementation effectiveness (to identify gaps, duplications, contradictions and compliance challenges) and develop a policy brief	m	Desk top review and Survey once in year 1	0	30,000	0	0	0
	Advocate and Support for Review and/or development of policies to address existing gaps	m	1 advocacy forum/year, all 5 years	0	8,350	8,350	8,350	8,350
Compliance to policies/laws/regulations	Support business to comply with relevant laws and regulations and self-regulate	m	1 survey/year	0	20,000	15,000	15,000	15,000

SBN Inclusion in relevant nutrition platforms	Link business to nutrition multi stakeholder platforms (MSP's) at national and county level	s - Q1	50 percent of MSP meetings attended by SBN	2,400	2,400	2,400	2,400	2,400
	Ensure business representations at SUN meetings/forums	s - Q1	100 percent of SUN meetings attended by SBN	10000	10,000	10,000	10,000	10,000
	Support national and county SBN chapter meetings and facilitate multi-stakeholder round table discussions/forums	m	4-chapter meetings/year	0	12,400	12,400	12,400	12,400
	Encourage businesses to contribute to development of and/or roll out of defined actions for business in common result framework (CRF)	m	1 survey/year	0	20,000	15,000	15,000	15,000
	TOTAL/Y (USD)			43,800	124,550	89,550	84,550	89,550
TOTAL/Y (KSH)			4,730,400	13,451,400	9,671,400	9,131,400	9,671,400	
TOTAL/Pillar (KSH)	46,656,000							

Strategic Pillar 5: Market and Demand
(Budget breakdown is in USD)

INTERVENTION AREAS	Key Activities	Start time	Overall target	2019	2020	2021	2022	2023
Mainstream nutrition in the food supply chain	Conduct consumer awareness on nutrition and behavior change campaigns	s - Q1	Sensitization forum, 4 times/year	51,600	51,600	51,600	51,600	51,600
	Consolidate existing market information, market research and other relevant researches done in Kenya	s - Q2	1/year and updated annually	20,000	10,000	10,000	10,000	10,000
Market Growth (Expansion and penetration)	Sensitize businesses on Kenya Mark of Identity	s - Q1	1 sensitization forum/year, 100 percent members sensitized	20,400	13,200	13,200	13,200	13,200
	Participate and/or Organize Exhibitions/ networking forums for information sharing, learning and linkages	s- Q2	5 networking forums attended by 2 SBN Secretariat members	10,000	10,000	10,000	10,000	10,000
	Conduct Market Research for specific value chains	m	2 value chains/year	0	50,000	50,000	50,000	50,000
	Support businesses to develop/improve marketing strategy based on results of market feasibility studies	m	1 training/year, 50 percent members	0	13,200	13,200	13,200	13,200
	Facilitate businesses to acquire necessary Food Certifications	m	1 linkage forum/year	0	14,000	14,000	14,000	14,000

Supply chain management	Train and support businesses on the supply chain aspects	m	1 training/year, 50 percent members	0	13,200	13,200	13,200	13,200
	Sensitize businesses on production loss management	m	1 sensitization/year, 100 percent members	0	13,200	13,200	13,200	13,200
	Facilitate businesses to supply nutritious foods to food deficit areas	m	1 linkage forum/year	0	13,200	13,200	13,200	13,200
TOTAL/Y (USD)				102,000	201,600	201,600	201,600	201,600
TOTAL/Y (KSH)				11,016,000	21,772,800	21,772,800	21,772,800	21,772,800
TOTAL/Pillar (KSH)				98,107,200				

	TOTAL/YEAR (USD)	614,831	892,531	822,431	917,431	922,431
	TOTAL/YEAR (KSH)	66,401,748	96,393,348	88,822,548	99,082,548	99,622,548
	OVERALL TOTAL			4,169,655	4.2 MILLION USD	
				450,322,740	KSH	

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