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*SBN Mozambique  
Strategic Plan  
2018 – 2020*



# Preliminary Notes

Document to be updated as the changes arising during the implementation of the strategy

## Control of Versions – Summary changes made to the strategy document

Version	Date	Summary changes made	Changes made by:
1.0	24/02/2017	Initial Version	
1.1	18/04/2018	Final Version	

### Changes to this document

- will be held two sessions per year, where all key aspects will be reviewed
- any change to the Strategy (with significant impact) should be made with the approval of SBN global team
- changes in KPIs may only be made after a session of strategy review
- changes in milestones and results may only be made after a session of strategy review
- the overall SBN team should be notified when any change is made to the wider strategy document, excluding a summarized strategy (the strategy in one page)

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## ***Approval and endorsement***

The SBN Mozambique strategy was approved and endorsed

### ***February 2018***

The SUN Business Network Mozambique Strategy for 2018 - 2020 is approved and endorsed by the Representatives of the World Food Program (WFP) and the Global Alliance for Improved Nutrition (GAIN) in the country, under a proposal from the network manager of SUN Mozambique companies.

The SBN Mozambique manager is responsible for achieving all the objectives and direct KPIs set out in this strategy, in accordance with the guiding values of the SBN Mozambique. The updates and revisions of this strategy must be carried out only in accordance with the procedures established in the previous section.

It is expected that, at the conclusion of 3 years period from 2018 to 2020, a new strategy for SBN Mozambique will be developed and implemented.

SBN Mozambique Strategy 2018 - 2020 approved and endorsed by:

Katia Santos Dias  
GAIN Mozambique  
Country Director

Karin Manente  
WFP Representative, Mozambique

# *Structure of the Document*

<b>Section</b>	<b>1</b>	<b><i>Background and Overview</i></b>
	<b>2</b>	<b><i>The Strategy in one page</i></b>
<b>Appendices</b>	<b>A1</b>	<b><i>Structure of Governance</i></b>
	<b>A2</b>	<b><i>Alignment and contribution to the national nutritional goals</i></b>
	<b>A3</b>	<b><i>Resources</i></b>
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# *Background and Overview*

Engaging the private sector in the wider context of nutrition via the SUN companies network

**1**

# General vision of the movement *Scaling Up Nutrition (SUN)*

- SUN is a global movement that seeks to eliminate all forms of malnutrition
- The SUN companies network is one of the 5 global networks of stakeholders in the SUN Movement. It wishes to take advantage of the experience, the scope and impact of private sector in the market, to contribute to the access to safe and nutritious diets by consumers
- Globally, and in Mozambique SUN Business Network is co-facilitated by GAIN and by the WFP , under the guidance of an advisory committee comprising senior business leaders

## The other SUN networks are:



### Network of Donors

*Donors Working together to better align, mobilize and coordinate the necessary resources to support the countries in the expansion of nutrition*



### Network of the United Nations System

*UN Agencies working together to coordinate the UN involvement in SUN*



### Network of Civil Society Organizations

*Civil Society Organizations working together to align their efforts in relation to national plans to expand nutrition*



### Academy & Research

*Academics and researchers who work together to build the knowledge base in nutrition*

## Who is who at the SBN?

Facilitated by:  
**GAIN and WFP**



Focal Point of SUN Movement in Mozambique:  
**SETSAN**



# *The importance of involving companies in nutrition*

There are five main reasons for the involvement of the private sector in nutrition:



## Scale

The private sector processes and systems that sustain the operations allow contributions from the private sector are efficiently carried out, economically and in scale, even for low-income consumers



## Sustainability

As market operators, private-sector companies, through the development, sale and distribution of nutritious products and services, contribute to the creation of markets of nutritious food



## Innovation of products and services

The private sector companies have capacities and resources to develop products and service innovations that can make nutritious foods more available, accessible and desirable



## Quality management and food security systems

The private sector can implement quality and security management systems along the value chain of foods, particularly in premises of food storage and packaging



## Creation of demand for products related to nutrition

The private sector is well positioned to create demand for products related to nutrition, leveraging their supplies chains to develop an understanding about nutrition, and help to change the habits and behaviors among workers and consumers

# Why the private sector needs the SUN Companies Network

There are several opportunities and challenges identified by companies that operate throughout the value chain of nutrition:

*The companies in the field of nutrition need greater collaboration of the governments in identifying technical solutions to improve the quality of products*

- **The companies affected by rules of mandatory fortification should face a fair and uniform competition**

*We are obliged to fortify our products, but we do not know how this is helping the Mozambicans*

- The companies are not aware of the impact that the fortification of oils, corn, salts, etc. , has on the Mozambican population in general

*We need to ensure favorable conditions for companies to implement the mandatory fortification*

- It would be useful for the Mozambican companies to learn more about how companies in other countries develop their business around nutrition

*The standards and regulations on foods need to be widely disseminated*

- Lack of clarity in relation to food standards and regulations. The rules for quality control, packaging, product placement, etc. need to be upgraded

*Help to learn about the best practices in the area of nutrition, adopted in other countries*

- **Weak demand of nutritional products on the part of consumers**
- **The companies have increased the offer but without response of markets**

*Consumers increasingly value a healthy diet, but they do not have a guidance on what to buy in the context of nutrition*

- **We need to strengthen ourselves to be able to compete in the institutional/corporate markets because they demand requirements and quality standards which we are not prepared to respond**

*We need to develop the demand for nutritional products*

- **We need to relaunch the seal Made in Mozambique and the campaigns of consumption of domestic products, to expand the demand**

*The community is septic about the fact that the private sector to generate profits with the nutrition*

- **With all the productive capacity and experience, sometimes the failure and the logistics of distribution of products for the placing on the markets**

*We need to protect and promote the products locally produced in Mozambique.*

- A well nourished work force can help improve productivity and reduce the burden of disease

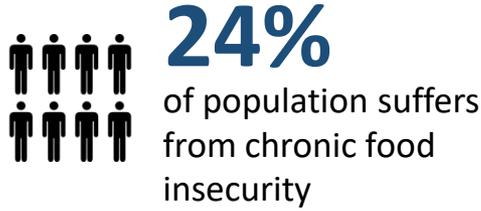
*The funding cost is unaffordable for the private sector. We need funds to invest more in nutrition*

- There is a potential for Mozambique innovate and develop its own and unique products to nutrition.

*We will create a culture of nutrition in the workplace and in the Community*

## Context: the nutrition problem in Mozambique

A brief analysis on the current stage of nutrition in Mozambique:



Deficiencies  
of vitamin A  
in children  
aged less  
than 5  
years

**69%**



Deficiencies  
of Iron in  
children  
aged less  
than 5 years

**74%**



Less than **1/3** of children consume  
more than four food groups per day

Only **13%** of children from 6 to 23  
months shall be supplied in accordance  
with the infant feeding practices and  
children - juvenile (IYCF)

**1/2**



of children under 5 years  
do not reach their  
potential physical growth  
and mental cognitive  
development

### Consequences of chronic malnutrition:



**10 - 40%**

of child deaths are  
associated with  
malnutrition

Equivalent to

**0.2 – 1.2**

Years of Schooling



**22%**

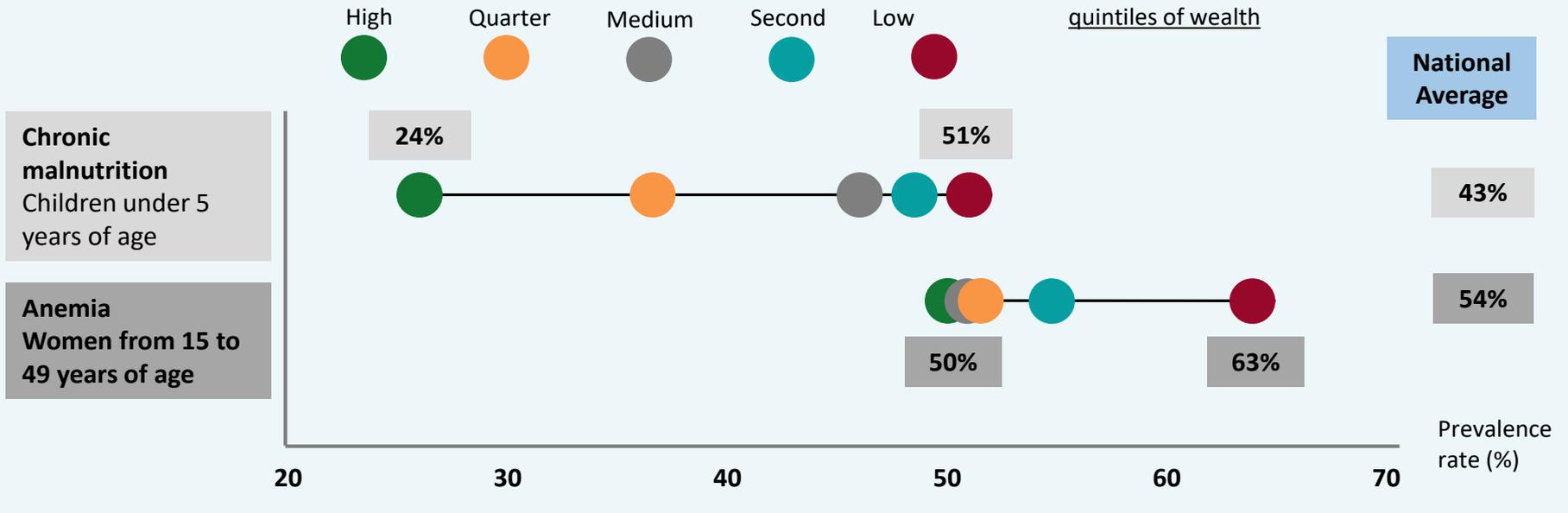
Average reduction in  
income generation  
capacity



# Context: the nutrition problem in Mozambique

Malnutrition disproportionately affects poor population:

## Chronic malnutrition and anemia by quintiles of wealth in Mozambique, DHS 2011<sup>1</sup>



**There are nutrition problems in even greater wealth quintiles <sup>1</sup>.**

**It is estimated that well-nourished children contribute to the wealth of the country, increasing the GDP by up to 11%<sup>2</sup>.**

Sources: (1) Ministry of Health (Inquérito Demográfico e de Saúde - IDS / Demographic Health Survey - DHS 2011)

(2) UNICEF - <http://www.unicef.org/mz/en/ourwork/whatwedo/Nutricao/>

# *Presentation of the Strategy of SBN Mozambique network*

## **Overview of the Strategy:**

- The strategy sets out the vision and the objectives of SUN Mozambique Companies network for the next 3 years, 2018 - 2020
- Then, we analyze how we plan to achieve this vision and objectives
- Our role, as a team of SUN companies network is to coordinate the activities of the network, with the aim of improving nutrition among Mozambican consumers, supporting SBN members in the expansion of their business

## **How the strategy was developed:**

- On the basis of an initial survey and in interviews with stakeholders were identified key opportunities and recurrent challenges along the chain of nutritional value in Mozambique. These are outlined on the previous slide.
- Using these indicators as the "central problem", this 3 years strategy was developed by the SBN team in 5 phases:



*Comments by stakeholders from the private sector in meeting "Breakfast for business", oriented for strategy*



*Interviews with key stakeholders, including. Gov., donors, CSOs and the private sector*



*Research and Analysis on best practices in other countries and markets*



*Contributions and orientation of the SBN Global Team*



*Internal workshops, brainstorming sessions with stakeholders*

- After some minor adjustments, the strategy presented in this document reflects the final version that will serve as a strategic base for the network in the next 3 years.
- The updates and changes may be made after a formal review of the strategy, in accordance with the procedure set out in section "Preliminary Notes" section of this document.

# SBN -Values

There are 7 fundamental values which support the SBN Mozambique and everything we want to achieve as a platform

## Overview of core values:

- The fundamental SBN values serve as a compass for our actions and describe how we behave within the environment in which we operate.
- These values support the vision of the network (which is described later in this document), shapes its culture and reflects what the network considers important.
- As the network grows and develops, these fundamental values will help to define our identity as an organization. The objective is that they will begin to permeate the day-to-day activities of the network and will continue to be a consistent force as the team changes, the membership grows and initiatives are added, updated or re-prioritized

 <b>Strive to grow</b>	 <b>Take the lead</b>	 <b>Keep it simple</b>	 <b>Collaboration</b>	 <b>Transparency</b>	 <b>Understand and educate</b>	 <b>Think outside the box</b>
<i>We value results and goals. We are action-oriented. We are practical. We want to grow and improve, always. We expect quality in everything we do.</i>	<i>We make decisions, we are responsible for our actions and we are responsible for their results. We do not expect for others. We expect the same from our stakeholders. We are proactive.</i>	<i>We are concentrated. We minimize the waste and maximize the value. We do not complicate more the things.</i>	<i>We share and collaborate in everything that we do. We are a team.</i>	<i>We communicate. We always try to be sincere among ourselves and with our partners. We are honest.</i>	<i>We recognize the importance of moral and social action within a competitive market. Do not lose sight of our ultimate goal. We advocates of our cause.</i>	<i>We encourage and support innovation. We are not afraid to try new things that offer value to society.</i>

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# *The strategic plan*

Summary of the Strategy in one page



# Strategy of SBN Mozambique network (2018 – 2020)

Vision	Be the Focal Point for the involvement of the private sector in the promotion of nutrition in Mozambique, thus contributing to increase access to healthier and secure diets.			
Mission	To improve and strengthen the contribution of the private sector in improving nutrition in Mozambique, by increasing the supply and marketing of nutritious and safe food products.			
Goal	<b>Demonstrate the economic, financial and social contribution of the private sector in the promotion of nutrition in Mozambique</b>			
Key area	<b>At the level of network</b>	<b>Business environment</b>		
Specific Objectives	<b>1. Develop a strong affiliation (Empowerment and sustainability)</b>	<b>2. Contribute to improving the nutritional policies and regulations (Advocacy)</b>	<b>3. Contribute to improving the nutritional sensitivity along the food systems (Investments)</b>	<b>4. Contribute to increase the knowledge and the demand for nutritional and safe products (Market)</b>
Priority Activities	<ul style="list-style-type: none"> <li>Recruit and retain members</li> <li>Monitor and check the commitments</li> <li>Train PS in several areas of production/business related to nutrition</li> <li>Establish an active governance system</li> <li>Promote actively the SBN visibility</li> <li>Sensitize CTA to accommodate the SBN as cross-pillar</li> </ul>	<ul style="list-style-type: none"> <li>SBN positioned as a partner in the private sector</li> <li>Disseminate the policies, laws and regulations (which impact the nutrition) close to private sector.</li> <li>Support the Private Sector and Gov. in the identification of barriers that limit investment in nutrition</li> <li>Contribute to the improvement of national indicators of nutrition</li> </ul>	<ul style="list-style-type: none"> <li>Catalog existing investment funds and resources</li> <li>Promote links between PS and the Gov./investors in searching of investments</li> <li>Encourage the PS to invest in nutrition of the labor force</li> <li>Stimulate fortification practices and food safety</li> </ul>	<ul style="list-style-type: none"> <li>Conduct studies and surveys to identify needs and demands of consumers</li> <li>Promote the design and/or dissemination of campaigns for consumers awareness in relation to nutritional products (BCC)</li> <li>Identify opportunities to accomplish more market linkages</li> </ul>
Our performance metrics (Direct KPIs) for 2018 - 2020	<ul style="list-style-type: none"> <li>50 members in the 1st year, aiming for the goal of 100 active members until 2019</li> <li>Monitoring system of commitments of active nutritional nature</li> <li>2 annual events of vocational and technical training for the PS</li> <li>Active tools of Electronic Communication</li> <li>Active Committee of advisers</li> </ul>	<ul style="list-style-type: none"> <li>1 Positioning document of PS in relation to nutrition</li> <li>3 representatives of the private sector appointed members of CONSAN</li> <li>1 specific session on nutrition in CASPs (meeting between the Private Sector and the Gov)</li> <li>2 annual meetings of the SBN provincial level with a focus on the legal framework of nutrition</li> </ul>	<ul style="list-style-type: none"> <li>10% of SBN members with sensitive policies to nutrition of their work force</li> <li>4 partnerships established between the PS for investment in nutrition</li> <li>1 study on funds and financial resources for investment</li> </ul>	<ul style="list-style-type: none"> <li>1 workshop with various stakeholders in nutrition/BCC</li> <li>3 + campaigns coordinated between the stakeholders in nutrition/BCC</li> <li>2 + trade events</li> <li>2 + social events linked to nutrition</li> <li>1 MoU - Consumer Protection</li> </ul>
How you will notice our success (Indirect KPIs)	<ul style="list-style-type: none"> <li>Happy, active and committed members</li> <li>Members working actively to honor their commitments</li> <li>SBN accommodated at CTA with metric of sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Developed at the level of the CASP an specifies matrix on nutrition</li> <li>Positive appreciation on the role of the Private Sector in nutrition</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the volume of investments in the sector of nutrition</li> <li>Improvement of perception on nutritional quality of products</li> </ul>	<ul style="list-style-type: none"> <li>Increased consumption of nutritional products</li> <li>Increase in the volume of business and level of income from private sector</li> </ul>

# The Strategy Explained

## Objectives and Initiatives in details

### Overview – What is in this section?

This section expands the four main goals identified in the "Strategy in one page" in the previous section. For each priority initiative, this section describes the "what" is the initiative and "how" the business network in the SUN in Mozambique plans to achieve it.

### 'Navigator' – What is?

- The 'Navigator' indicates what specific objective is to be detailed in relation to the other 3 Objectives

### Legend:

1. Level of impact	
<b>H</b>	The positive potential impact of this initiative, if successful, is HIGH
<b>M</b>	The positive potential impact of this initiative, if successful, is MEDIUM
<b>L</b>	The positive potential impact of this initiative, if successful, is LOW

2. Focus of impact	
Members	Impact on the value and relevance of SBN for its members
Consumers	Impact on the accessibility and availability of nutritional products for consumers
Market	Impact on the growth of the market of nutritious foods and drinks
Nutrition	Impact on the overall level of nutrition in Mozambique

## Objective 1 (Initiatives)

Develop a strong affiliation (Empowerment and sustainability)

Initiative		What?	How	Impact
1.1	Recruit and retain members	<ul style="list-style-type: none"> <li>Record continuously companies and organizations as SBN members</li> <li>Require members that select and indicate which nutritional commitments assume</li> </ul>	<ul style="list-style-type: none"> <li>Creating a comprehensive list of contacts of stakeholders and make sure that is continuously updated on a monthly basis</li> <li>Developing and implementing an online platform for interaction with members</li> <li>Meeting regularly with existing and potential members, champions of the private sector and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>H Members</li> <li>L Consumer</li> <li>L Market</li> <li>L Nutrition</li> </ul>
1.2	Monitor and track the commitments	<ul style="list-style-type: none"> <li>Record, monitor and track the nutritional commitments undertaken by SBN members when their subscription</li> </ul>	<ul style="list-style-type: none"> <li>Developing a tool to list and monitor all nutritional commitments assumed by members when they joined the network. This should be a simple Excel spreadsheet, maintained regularly</li> <li>Maintaining contact with members on a quarterly basis (4 times per year) to discuss progress in fulfilling of their commitments. Review and update appointments when necessary</li> <li>Designing an annual report of nutritional commitment on achieved progress in relation to all commitments, with comments and share this with the team and the Committee of advisors of the SBN global</li> </ul>	<ul style="list-style-type: none"> <li>H Members</li> <li>L Consumer</li> <li>L Market</li> <li>L Nutrition</li> </ul>
1.3	Training the PS in several areas of production/business connected to nutrition	<ul style="list-style-type: none"> <li>Create conditions so that the SBN members are technically trained to better take advantage of the business opportunities in the context of nutrition</li> </ul>	<ul style="list-style-type: none"> <li>Organizing quarterly training workshops for members of the Community type of business practices, with a focus for production areas, food safety, labelling and food conservation</li> </ul>	<ul style="list-style-type: none"> <li>H Members</li> <li>M Consumer</li> <li>M Market</li> <li>L Nutrition</li> </ul>
1.4	Promote events to stimulate partnerships	<p>Encourage and promote events so that members may have regular opportunities to meet and physically interact among themselves, with the government and with other stakeholders</p>	<ul style="list-style-type: none"> <li>Sharing information related to relevant meetings and events that may be of interest to the members and key stakeholders (including government, donors and CSOs)</li> <li>Organizing half-yearly events for the members to allow the creation of networks and provide useful information and support, practices (presentations, workshops, focal groups or general meetings)</li> </ul>	<ul style="list-style-type: none"> <li>H Members</li> <li>M Consumer</li> <li>M Market</li> <li>L Nutrition</li> </ul>

# Objective 1 (Initiatives)

Develop a strong affiliation (Empowerment and sustainability)

Initiative		What?	How	Impact
1.5	Establish an active governance system	<ul style="list-style-type: none"> <li>• Create a committee of advisors of SBN with a mandate to guide implementation of the network from the strategic, tactical and operational point of view</li> </ul>	<ul style="list-style-type: none"> <li>• Developing terms of reference for the Committee of advisers, for Co-facilitators and for the champion of the network</li> <li>• Identifying potential individuals who may be members of the Committee of advisers</li> <li>• Selecting and electing the members of the Committee of advisers of SBN network in a transparent way</li> <li>• Sharing with the members of SBN network annual and progress reports that have been validated by the committee of advisers.</li> </ul>	<ul style="list-style-type: none"> <li>● Members</li> <li>● Consumer</li> <li>● Market</li> <li>● Nutrition</li> </ul>
1.6	Sensitize CTA to accommodate the SBN as cross-pillar	<ul style="list-style-type: none"> <li>• Celebrate a MOU between Co-Facilitators of SBN network and the CTA to accommodate the SBN as a cross-sectional area of the CTA, guaranteeing in this way the sustainability of the actions of the network in the long term</li> </ul>	<ul style="list-style-type: none"> <li>• Holding Regular meetings of contact with CTA to explore the possibility of accommodating SBN as area/pillar of the organization representing the private sector</li> <li>• Designing a MoU between the co-facilitators and CTA with specific terms of the transition plan of management of the network for CTA.</li> </ul>	<ul style="list-style-type: none"> <li>● Members</li> <li>● Consumer</li> <li>● Market</li> <li>● Nutrition</li> </ul>

# Objective 1 (KPIs)

Develop a strong affiliation (Empowerment and sustainability)

*Direct KPIs - Performance metrics for the SBN team*

KPI	Description	Deadline
More than 50 members	<ul style="list-style-type: none"> <li>• Sensitized at least 50 companies that meet the criteria of the network to register formally as members</li> <li>• shared relevant information on business opportunities, via newsletters, updates of electronic tools and or mail addressed.</li> <li>• Shared updated information on network and its activities</li> </ul>	Until Dec 2018
18 half-yearly events	<ul style="list-style-type: none"> <li>• Organized annual events, in order to provide training and networking opportunities for members</li> <li>• organized and facilitated one ( 1) annual meeting of the network members to analyze the performance of the previous year</li> </ul>	Until Dec 2020
4 meetings of advisory committee	<ul style="list-style-type: none"> <li>• Organized and facilitated annually two (2) meetings of the Committee of advisers</li> </ul>	Until Dec 2019
18 boletins informativos	<ul style="list-style-type: none"> <li>• Designed and shared SBN network newsletters on a monthly basis</li> </ul>	Until Dec 2020
3 annual reports of nutritional commitment	<ul style="list-style-type: none"> <li>• Designed one (1) comprehensive report each year, that describes the nutritional commitments that SBN members made and the progress achieved over the year (to be shared with the focal point of the government for the SBN, the global team of SBN and any other relevant stakeholders)</li> </ul>	Until Dec 2020
1 Factsheet on nutrition and visual presentation	<ul style="list-style-type: none"> <li>• Designed and developed an information sheet, or brief report, about the role of the private sector in the expansion of nutrition ( to be shared with the focal point of the government SBN and any other relevant stakeholders)</li> </ul>	Until Dec 2019

**Indirect KPIs** *Expected results, but out of SBN team control*

KPI	Description	Deadline
Satisfied, solidarity and active members	<ul style="list-style-type: none"> <li>• The majority of members see the Network as a valuable contribution to the growth of the market of nutritious foods</li> <li>• The majority of the members are interested in Network, participates in events organized by the network, receives and appreciates the shared communications, and acts to spread of the network values</li> <li>• Potential network members proactively approach to SBN to request membership</li> </ul>	Until Dec 2020
Members who actively work to honor their commitments	<ul style="list-style-type: none"> <li>• The majority of members takes their commitments seriously and strives actively to honor them as part of their more extensive business objectives</li> <li>• commitments made by Members are well understood, operated and evaluated by senior managers of companies</li> </ul>	Until Dec 2020

## Objective 2 (Initiatives)

### Contribute to improving the nutritional policies and regulations (Advocacy)

Initiative		What?	How?	Impact
2.1	SBN positioned as the voice of the private sector for nutrition matters	<ul style="list-style-type: none"> <li>Contribute on behalf of the private sector for the government's policies and agenda for nutrition</li> <li>Update the private sector on government policies and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Developing a current matrix on the most relevant issues for the private sector in the field of food and nutrition, in which are well identified the challenges, opportunities and the respective recommendations for change.</li> <li>Sharing with the government the most relevant issues for the private sector, challenges, opportunities and concerns in relation to nutrition (through meetings and notes for positioning and advocacy).</li> <li>Working with the government to understand the information on relevant policies to nutrition for subsequent dissemination to the private sector.</li> <li>Contributing to dissemination of nutritional policies and regulations at all levels within the country, as well as internationally.</li> </ul>	<ul style="list-style-type: none"> <li>H Members</li> <li>L Consumer</li> <li>M Market</li> <li>L Nutrition</li> </ul>
2.2	Contribute to the national nutrition policy, regulations and norms	<ul style="list-style-type: none"> <li>Demonstrate the role and contribution of the private sector for the national strategy for food security and nutrition</li> <li>Give recommendations to government policy makers to create a business environment more conducive to food security and nutritional</li> <li>Support the Private Sector and the Gov. in the identification of barriers that limit investment in nutrition and, in the conception of the respective answers</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing the main national documents on nutrition and food fortification, as well as all other relevant ones to understand the current regulatory environment and, suggesting concrete actions that aim to improve the impact of the Instruments</li> <li>Designing advocacy notes that are used by the champions to advocate changes or improvements to the government.</li> <li>Looking for experiences from other countries and proposing to the Government the improvement of nutrition policies and regulations</li> </ul>	<ul style="list-style-type: none"> <li>H Members</li> <li>M Consumer</li> <li>H Market</li> <li>L Nutrition</li> </ul>

## Objective 2 (KPIs)

### Contribute to improving the nutritional policies and regulations (Advocacy)

#### Direct KPIs - Performance metrics for the SBN team

KPI	Description	Deadline
1 Positioning document (advocacy) of the private sector in relation to nutrition	<ul style="list-style-type: none"> <li>Designed a positioning document summarizing the key issues, challenges, opportunities and recommendations of private sector nutrition .</li> <li>Shared the positioning document (note of advocacy) with key governmental decision makers and provided support in the identification of practical solutions to prioritize and implement recommendations</li> </ul>	Until Dec 2018
3 Representatives of the private sector appointed members of CONSAN	<ul style="list-style-type: none"> <li>Facilitation on designing terms of reference for member nomination and election of the private sector for CONSAN</li> <li>facilitated the process of election of private sector representatives for the CONSAN</li> </ul>	Until May 2018
1 Specific session on nutrition in CASPs (meeting between the Private Sector and the Gov)	<ul style="list-style-type: none"> <li>Negotiated with CTA so that there will be an specific matrix for the area of food and nutritional security, to be monitored in the context of CASP (between the private sector and the Government).</li> <li>Given support in the implementation of analyzes processes, studies and researches to develop positioning documents that advocate improvements to the business environment in the context of food and nutritional security</li> </ul>	Until Dec 2018
2 Annual meetings of SBN at provincial level with a focus on the legal nutrition framework	<ul style="list-style-type: none"> <li>Collaborated with the CTA/CEPs for organization of events that are aligned with the other matrices of the private sector for monitoring of business environment in the context of food and nutritional security . These meetings may be useful to seek the local sensitivity on challenges and opportunities face by the private sector in the context of nutrition.</li> </ul>	Until Dec 2019

#### Indirect KPIs Expected results, but out of SBN team control

KPI	Description	Deadline
Improved business environment framework for nutrition	<ul style="list-style-type: none"> <li>The government policies and regulations on nutrition consider the contribution of the private sector and have a positive effect on business environment</li> <li>Rules and regulations related to development, fortification and sale of nutritional products more strictly monitored and enforced</li> <li>Rules and regulations related to Merchandising, advertising and marketing of nutritional products monitored, applied and complied</li> </ul>	Until Dec 2019
Regular and open dialog with the government	<ul style="list-style-type: none"> <li>The private sector challenges and opportunities on nutrition are shared and openly communicated to reflect the feeling of the public sector</li> <li>The SUN companies network is recognized as a platform representing the private sector in areas related to nutrition</li> </ul>	Until Dec 2019

## Objective 3 (Initiatives)

Contribute to improving the nutritional sensitivity along the food systems (Investment)

Initiative		What?	How?	Impact
5.1	Identify existing resources and funding and available to private sector	<ul style="list-style-type: none"> <li>Identify funds and resources for investment in nutrition</li> </ul>	<ul style="list-style-type: none"> <li>Cataloging funds and resources from existing investments, through studies and researches</li> <li>Disseminating the studies results so that the private sector in general, and SBN members in particular, may use in their favor the information that offer investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumer</li> </ul>
		<ul style="list-style-type: none"> <li>Promote links between the Private Sector and the Government/investors searching for investments</li> </ul>	<ul style="list-style-type: none"> <li>Collaborating with relevant ministries to coordinate the plans design to mobilize investors and funds for investment in nutrition</li> <li>Working with the cooperation and development agencies to map the available funds for investment in the private sector</li> <li>Interacting with the commercial banking sector for more disclosure of financial and investment products available for the nutrition sector</li> </ul>	<ul style="list-style-type: none"> <li> Market</li> <li> Nutrition</li> </ul>
5.2	Encourage the private sector to invest in nutrition	<ul style="list-style-type: none"> <li>Stimulate companies to adopt practices of fortification and food safety</li> </ul>	<ul style="list-style-type: none"> <li>Informing and sensitizing the private sector to adopt the Regulation guidelines on the fortification of foods and other complementary instruments</li> <li>Encouraging partnerships between companies and between companies and other actors (academies, etc.) for the development of techniques and practices that contribute to ensure that the products keep the nutrients after fortification (packaging, storage techniques, etc.).</li> </ul>	<ul style="list-style-type: none"> <li> Members</li> <li> Consumer</li> <li> Market</li> </ul>
		<ul style="list-style-type: none"> <li>Encourage the private sector to invest in the nutrition of the labor force</li> </ul>	<ul style="list-style-type: none"> <li>Informing and sensitizing the private sector about the importance of their contribution to the improvement of nutrition, through the role they play in the national economy</li> <li>Demonstrating to the private sector, the benefits and gains that are generated with the investment in labor force</li> </ul>	<ul style="list-style-type: none"> <li> Nutrition</li> </ul>

## Objective 3 (KPIs)

Contribute to improving the nutritional sensitivity along the food systems (Investment)

*Direct KPIs - Performance metrics for the SBN team*

KPI	Description	Deadline
10% of SBN members with sensitive policies to nutrition of their work force	<ul style="list-style-type: none"> <li>Have at least 20% of members that adopt corporate policies that demonstrate sensitivity to nutrition aspects of the labor force, and what concrete plans are in implementation</li> </ul>	Until Dec 2020
4 Partnerships between the private sector for investment	<ul style="list-style-type: none"> <li>At least 4 partnerships between private sector companies have been celebrated for investing in the interconnection of their businesses, with a view to meet the market opportunities generated by Nutrition.</li> </ul>	Until Dec 2020
1 Study on funds and financial resources for investment	<ul style="list-style-type: none"> <li>The study should relate to what institutions exist and which are dedicated to funding at the local level, types of funds, access conditions and respective rates .</li> </ul>	Until Dec 2018

### *KPIs Expected indirect results, but out of SBN team control*

KPI	Description	Deadline
Increased the volume of investments in the nutrition sector	<ul style="list-style-type: none"> <li>The private sector will reach more financial resources to invest in its business with a view to some extent related to nutrition</li> </ul>	Until Dec 2020
Improved perception about nutritional quality of products	<ul style="list-style-type: none"> <li>The perception of the market in relation to the quality of nutritional products for its health have increased as a result of investments made at the level of content (formulas) and packaging, attested by certifications under food standards (ISO, HACCP, among others).</li> </ul>	Until Dec 2020

## Objective 4 (Initiatives)

Contribute to increase the knowledge and the demand for nutritional and safe products (Market)

Initiative		What?	How?	Impact
4.1	Study the behavior of consumers	<ul style="list-style-type: none"> <li>Identify the profile and understand the needs and demands of consumers</li> </ul>	<ul style="list-style-type: none"> <li>Conducting specialized studies and researches</li> <li>Evaluating the existing relevant documentation (directories and statistics, and other studies)</li> <li>Analyzing the business behavior directed to commercial operators</li> <li>Formulating profiles that can inform the Private Sector on the needs, demands and, through that way guide the provision of nutritional and safe products.</li> </ul>	<ul style="list-style-type: none"> <li>M Members</li> <li>M Consumer</li> <li>H Market</li> <li>L Nutrition</li> </ul>
4.2	Consumer awareness campaigns/SBCC	<ul style="list-style-type: none"> <li>Promote partnerships and contribute to the design and/or dissemination of awareness campaigns for consumers in relation to nutritional products (SBCC)</li> </ul>	<ul style="list-style-type: none"> <li>Identifying and listing the plans and campaigns in implementation by other stakeholders in nutrition, with the aim of identifying points that need strengthening to better stimulate the oriented consumption of nutritional and safe products</li> <li>Encouraging the private sector to join efforts to invest in sectoral campaigns that stimulate the consumption of nutritional and safe products</li> <li>Celebrating MoU's with associations for consumer protection for capitalization of relevant information that may assist the private sector to meet the expectations of consumers</li> <li>Celebrating partnerships with media groups to develop campaigns in the form of advertisement</li> <li>Establishing partnerships with companies in the area of mobile telephony to exploit platforms to inform and educate consumers</li> </ul>	<ul style="list-style-type: none"> <li>H Members</li> <li>H Consumer</li> <li>M Market</li> <li>M Nutrition</li> </ul>
4.3	Identify opportunities to accomplish more market linkages	<ul style="list-style-type: none"> <li>Encourage participation of the private sector in events with the potential to inform the consumer audience</li> </ul>	<ul style="list-style-type: none"> <li>Identifying relevant business events for the private sector show and give the consumer the opportunity to know the products by means of tests or explanations of experts</li> <li>supporting visits and trade missions that aim to explore areas of investment in nutrition</li> <li>Establishing a permanent link with the mechanisms and government institutions that operate in the area of commercialization, sensitizing and guiding to commercialization of products of high nutritional and safe value.</li> </ul>	<ul style="list-style-type: none"> <li>M Members</li> <li>H Consumer</li> <li>H Market</li> <li>M Nutrition</li> </ul>

## Objective 4 (KPIs)

Contribute to increase the knowledge and the demand for nutritional and safe products ( Market)

KPI	Description	Deadline
1+ Workshop with various stakeholders in nutrition /SBCC	<ul style="list-style-type: none"> <li>Organized at least 1 annual workshop with the nutrition sector of stakeholders, with a focus for the area of behavioral change of habits</li> <li>Set a mechanism of cooperation between stakeholders, to ensure that the messages are homogeneous,</li> <li>Sensitizing the adoption of elements that stimulate and guide the consumption of nutritional products, in advertising messages of companies</li> </ul>	Until Dec 2018
3 + Campaigns coordinated between the stakeholders in nutrition and the Private Sector	<ul style="list-style-type: none"> <li>At least 2 mobile phone companies investing actively in communication platforms for nutrition</li> <li>at least 1 annual campaign of behavioral change of food habits annually co-financed by the private sector</li> <li>3 + groups of media contributing to disclose the campaigns of behavioral change of food habits as part of their corporate social responsibility</li> </ul>	Until Dec 2019
2+ Commercial events	<ul style="list-style-type: none"> <li>The Private Sector will have participated in at least 2 annual events to display their products and give the test to consumers, to generate demand (type FACIM, and other specialized)</li> </ul>	Until Oct 2020
2+ Social events linked to nutrition	<ul style="list-style-type: none"> <li>The Private Sector will have participated in at least 2 social events linked to nutrition (opening of the school year, etc.)</li> </ul>	Until April 2020
1 MoU – Consumers protection	<ul style="list-style-type: none"> <li>Signed 1 MoU with associations for consumers protection to seek information that will help the private sector to prepare answers to needs and expectations of consumers</li> </ul>	Until Dec 2018

### Indirect KPIs *Expected indirect results, but out of SBN team control*

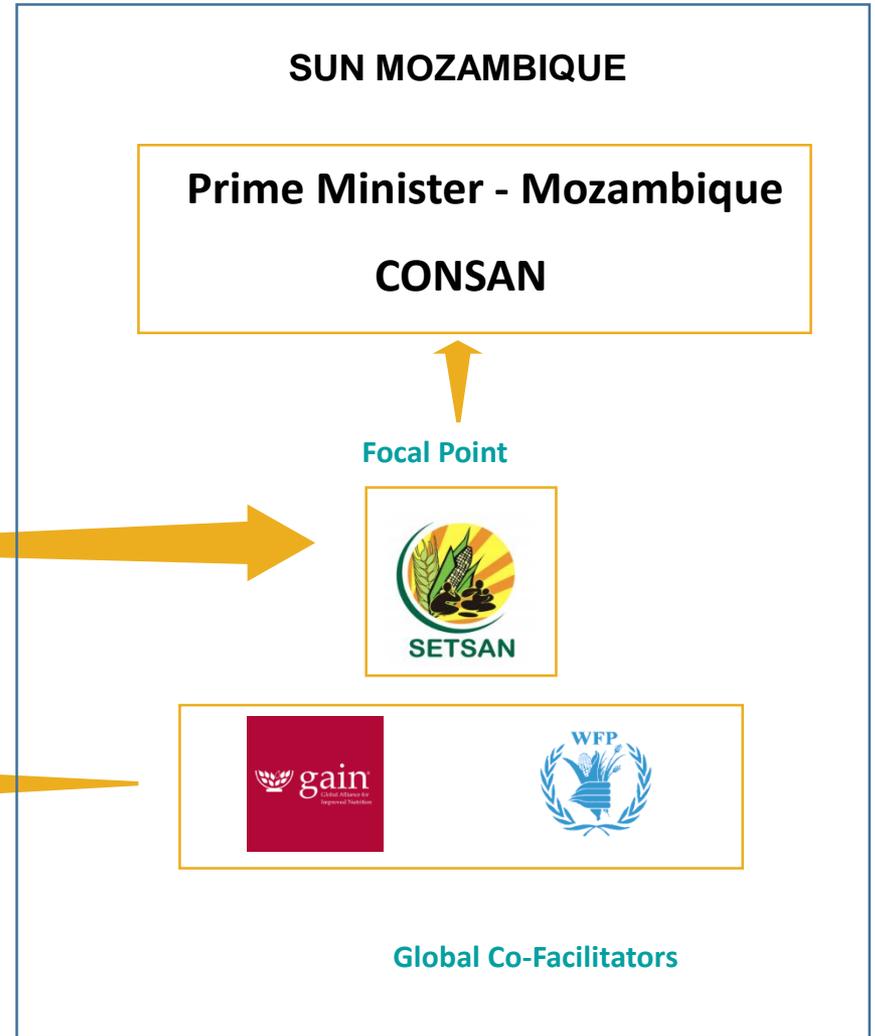
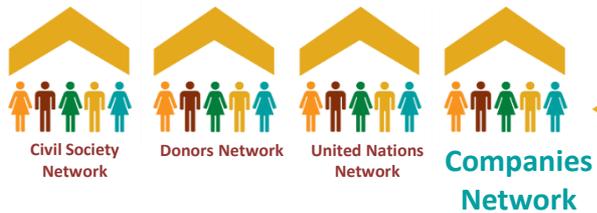
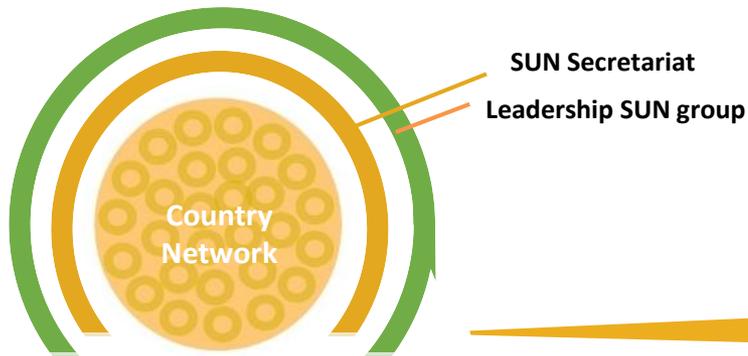
KPI	Description	Deadline
Increased consumption of food and nutritious products	<ul style="list-style-type: none"> <li>The campaigns of behavioral change of food habits should help to encourage consumers to make better choices, and therefore generate an estimate of consumption of nutritional products, given the impact of appealing messages</li> </ul>	Until Dec 2020
Increased the volume of business and level of income from private sector	<ul style="list-style-type: none"> <li>The turnover should increase as a result of the investment at the consumer in order to consume more nutritious and safe products. In this way, it is expected that there are businesses of scale allowing the private sector to generate greater income and profit.</li> </ul>	Until Dec 2020

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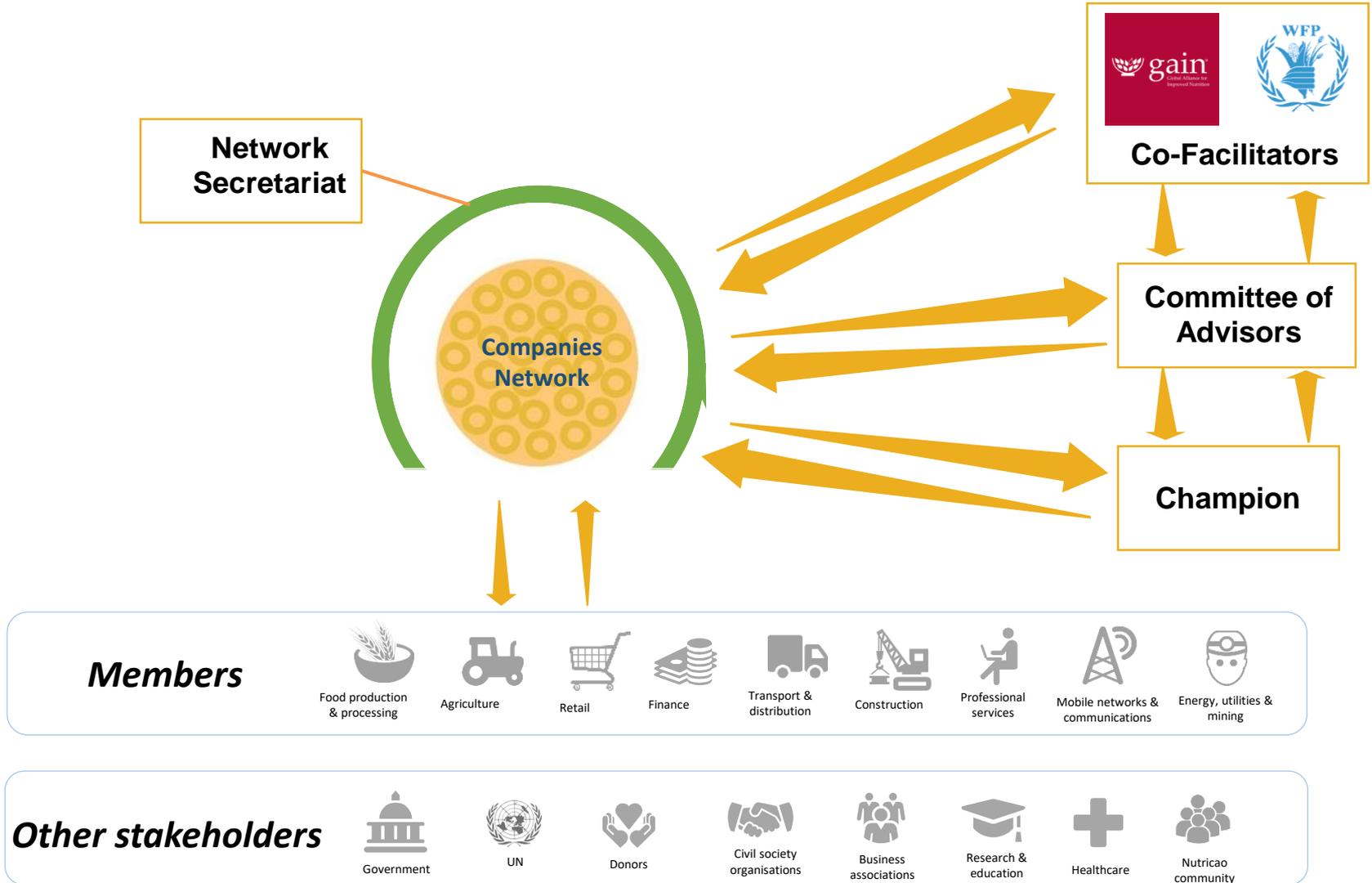
# *Appendices*

# SUN Governance Structure

## SUN GLOBAL MOVEMENT



# SBN Governance Structure in Mozambique



# Alignment of the SBN Strategy with the National Strategy for Food Security and Nutrition

## Key SBN objectives:

## Overview of the contribution

These are 4 key SBN objectives

Brief description/ Reasoning as the essential goals of the SBN align and contribute to the National Strategy of nutrition in Mozambique

### 1. Develop a strong affiliation

- The advocacy agenda of SBN will contribute to improving the business environment, stimulating the development, production and trade of nutritional and safe foods lifting and positioning the nutrition as a priority on the national agenda.
- The monitoring of nutritional commitments of companies will contribute to measure and demonstrate nutritional impact, as well as the economic success of business initiatives with a focus on nutrition

### 2. Contribute to improve the nutritional policies and regulations

- The SBN network intends to contribute to government initiatives to ensure that policies and regulations create a favorable business environment, with special focus on encouraging and supporting the business to comply with the regulatory frameworks
- Interaction with the government will contribute to rationalize the nutrition initiatives, once SBN will defend the interests of companies that operate in the area of nutrition

### 3. Contribute to improve the nutritional sensitivity along the food systems

- Through the technical resources of the network, the platform aims to encourage businesses to develop formal strategies of nutrition with clear objectives, and the integration of these strategies both in business practices, such as the drafting of reports on achieved results - effective contribution to nutrition.
- The SBN network will sustain its actions based on research (identifying and analyzing the needs of companies and consumers) to strengthen the evidence base, and to better inform policymakers of companies, anticipating them about the developments of product segments and markets

- The partnership initiative will contribute to boost the monetary and non-monetary investments in nutrition initiatives of the companies
- Smart business links with the development sector can contribute to make lines of investment available for initiatives of nutritional development

### 4 Contribute to increase the knowledge and the demand for nutritional and safe products

- The SBN actions combined aiming to allow the business environment and the involvement of companies in nutrition, led the research in different subjects, as well as for advocacy and Merchandising in nutritious foods, will sensitize the actors to play better their roles along the food systems, with expected impacts on supply and demand

- The focus of this SBN objective is to raise awareness about the importance of nutrition, thus contributing to the change in consumer behavior in relation to the balanced food diversity, while stimulating the increase of supply and demand for nutritious and safe foods
- With a focus on households and the labor force of companies, will help to improve the nutritional behavior of consumers

## Resources

### Overview of human resources needed and expected to reach our vision

- The strategy was developed taking into account the structure of minimum personnel to perform the roles of coordination of activities. Below is a summary of the staffing plan planned, with a description of the areas of responsibility



#### **SBN (GAIN) Manager**

- Overall responsibility for management of SBN network
- Leads the mobilization of members
- Leads all interactions with the Government
- Acts as the spokesperson and the primary contact of the SBN network
- Coordinates the activities of the network with donors
- Manages contracts
- Conceives reports to the Government, donors and SBN Global



#### **Communications Manager (GAIN)**

- Manages the operational implementation of advocacy and communication plan
- Manages the SBN electronic platforms and social networks
- Develops newsletters and advocacy materials



#### **Communications Officer**

- Responsible for every file and the maintenance of forms  
Manages a list of members and stakeholders
- Keeps records of interactions with members
- Monitors the commitments of members

# Funding

## Funding sources

### Overview of funding:

- The funding for the strategic period 2018-2020 will be provided exclusively by DFID
- The funding discussed in this section refers to the cost to cover the day-to-day activities of the network, including staff, research, events and selected projects

### Expenditures:

The main SBN network costs include: **human resources, meetings** (including meetings of the Committee of Advisers and Co-facilitators, networking events and seminars) and **advocacy and communication** (promotional material and tools for communication management)

Funded by:  
**DFID**  
**GAIN Projecto CPS**  
  
+/- \$ 500 k

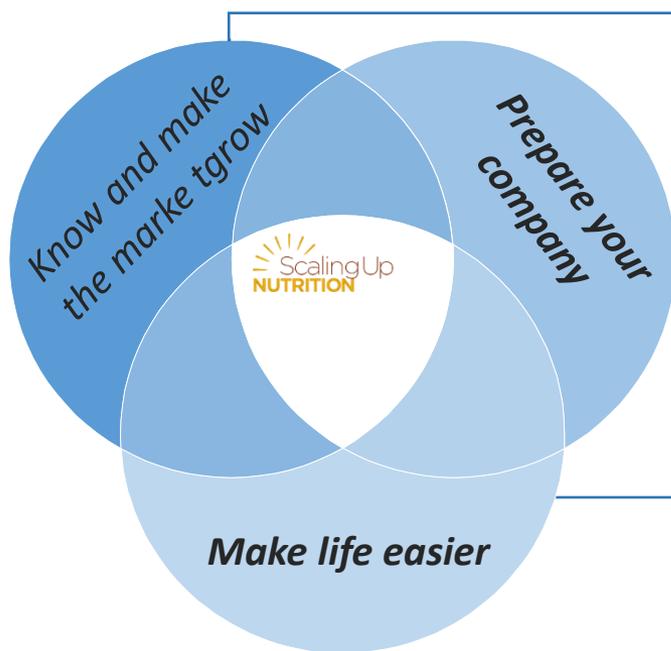
Funding Period:  
2018-2020  
**Expires on Dec 2020**

# Regional Integration

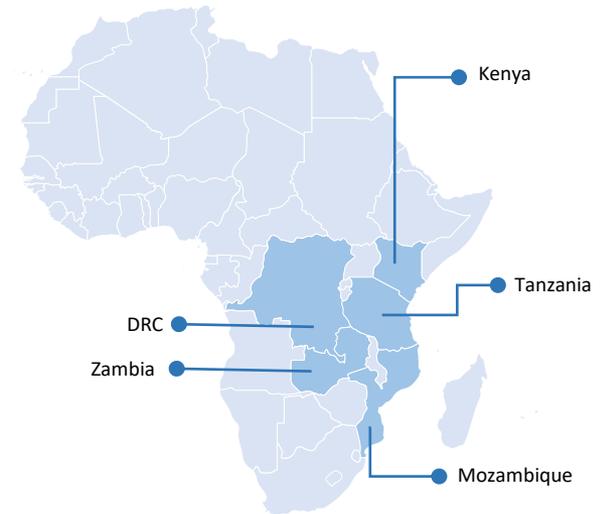
## A bold vision for the SBN in Eastern and Southern Africa

### SBN Mozambique and the region – a long term initiative:

- As mentioned earlier in this document, the vision of 3 years for SBN is "to be the focal point for the engagement of the private sector in nutrition"
- In addition, there is an opportunity to begin to build the SBN in Eastern and Southern Africa as an integrated regional network, in partnership with regional blocs such as ESC, SADC and ECSA
- As we have seen, however, there are nuances in the markets, political situations, diets and so forth between each country where the SBN is being established. As such, a model under measure needs to be developed for each program in the country. But, where there are fewer nuances, such as in the cluster of Eastern and Southern Africa, we should do our best to simplify the approach. The basic approach described below can form the basis of this. In addition to Tanzania, the SBN in Zambia is based on the same underlying thinking in:



- Help companies to learn more about the market in which they operate, or that they are planning to enter
- This includes a deep knowledge of customers, business opportunities, spending patterns, trends, etc.
- Develop the demand, supporting the market growth through awareness and behavior change campaigns
- Help companies increase their chances of success in growing markets
- Offer necessary tools, guidance, training and knowledge to act well in the market of nutritious foods and beverages
- Encourage the entry of new actors and new products in the market
- Support the government in its efforts to improve the business environment for companies that operate in the area of nutrition
- Help to reduce the difficulties of doing business,
- Facilitate the creation of an organization that operates in the food industry.



- When working in close collaboration, these countries can simplify the deployment of their SBNs to ensure that they are leveraging both shared resources, as well as ideas and know-how when possible
- We also work to achieve more impact with the awareness campaigns and other initiatives, developing them throughout the region

To strengthen these 3 main areas, SBN may help to change consumption patterns of consumers for a more nutritious diet. In the final analysis, the success of the Network shall be measured on the basis of the ability to contribute to a reduction of malnutrition. If more consumers eat nutritious foods, companies will sell more, and the private sector will contribute actively to reduce malnutrition in the region.

# Update on activities already carried out

## The main activities include:

### SBN Mozambique Launch Event

- Launch Event in Mozambique conducted in February 2016
- First formal public announcement of the SBN in Mozambique

### Interviews with stakeholders

- Held several meetings on nutrition and interviews with members of the private sector
- Held two round tables with 10 members on food distribution and nutrition, and on nutrition in the Workplace

### Governmental Support

- Meetings with SETSAN and the Ministry of Industry and Trade

### Workshop for formulation of the strategy

- More than 10 representative of the private sector joined to contribute to designing of the strategy of SBN Mozambique network for 2018 - 2020

### SBN staff

- GAIN has :
- 1 Manager of SBN platform
- 1 Communication Manager and Officer
- 1 Administrative Assistant (part-time)

### Guidance for the Affiliation

- Continuous identification of new companies to become new network members
- Hold regular meetings with potential members, highlighting the benefits of joining the network
- 55 members by the end of 2017

### Oriented Studies for the assessment of demand and supply

- Market assessment
- Consider the consumer buying behavior related to food and nutrition in urban and rural areas
- Look who is producing nutritious foods
- Awe will also analyze the profiles of consumers segments to help companies in strategies of "Mercadoing"

### Diagnostic tool of Business Nutrition

- A questionnaire directed that allows food companies identify gaps in their strategy of "Mercadoing" face nutrition

### Nutrition information sheet

- Factsheet on the role of the private sector in nutrition and statistics of general nutrition in Mozambique

### Breakfast for business

- Multi-sectoral event revealing the initiative to support the private sector to increase its contribution to Nutrition