



MINISTRY OF TRADE, INDUSTRY &  
COOPERATIVES  
THE REPUBLIC OF UGANDA

Scaling Up  
NUTRITION

Business Network  
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# Scaling Up Nutrition (SUN) Business Uganda Strategy 2022/23-2029/30

Co-Conveners:



transforming  
Ugandan Society  
from a Peasant  
to a Modern  
and Prosperous  
Country within  
30years



# Table of contents

Table of contents	ii
List of abbreviations	iv
Foreword	v
Acknowledgements	vi
<b>Executive summary</b>	<b>1</b>
<b>Section 1: Introduction</b>	<b>03</b>
1.1 Purpose of the SBN Strategy	03
1.2 SBN Strategy Document Flow	03
1.3 The SUN Movement: Global and in Uganda	03
1.4 The SUN Business Network	04
1.5 The Uganda SUN Business Network	04
1.6 Why is the SUN Business Network needed	05
1.7 The role of business in nutrition	06
1.8 How SBN strategy was developed	08
<b>Section 2: The nutrition and food system context in Uganda</b>	<b>09</b>
2.1 The Nutrition Situation in Uganda	09
2.2 Business actors and food systems in Uganda	10
2.3 Implications of context analysis for the SBN strategy	13
2.4 Legal, Policy and Planning frameworks relevant to SBN	13
<b>Section 3: Uganda SBN Strategy 2022/23–2029/30</b>	<b>14</b>
3.1 Vision, Purpose, Goal and Theory of Change	14
3.2 Objectives of the Uganda SBN Strategy	15
3.3 Priority Actions and Activities	16
3.4 Cross-cutting areas for driving business action in nutrition	16
<b>Section 4: Governance</b>	<b>19</b>
4.1 Governance Structure	19
4.2 Partnerships	22
<b>Section 5: SBN Roadmap, Funding, Results and Communication</b>	<b>23</b>
5.1 SBN Implementation Roadmap for 2022/23–2024/25	23
5.2 SBN Implementation Budget for 2022/23–2024/25	23
5.3 Monitoring, Evaluation and Communication	24

<b>Annex 1:</b> Nutrition and food security situation in Uganda	26
<b>Annex 2:</b> Business systems in Uganda	30
<b>Annex 3:</b> Terms of Reference for Scaling Up Nutrition Business Network (SBN) in Uganda	35
<b>Annex 4:</b> SBN Membership & Onboarding Form	37
<b>Annex 5:</b> SBN Commitments Form	41
<b>Annex 6:</b> SBN Technical Assistance & Finance Needs Self-Assessment Form	45
<b>Annex 7:</b> SBN Uganda Implementation Roadmap for FY 2022/23 –2024/2025 aligned with UNAPII and NDP III	48
<b>Annex 8:</b> Budget Estimates for the SBN Strategy Implementation Roadmap 2022/23-2024/25	54
<b>Annex 9:</b> SBN Results Matrix for the Implementation period 2022/23-2024/25	56
<b>Annex 10:</b> SBN Communication Matrix for the Implementation period 2022/23-2024/25	58

## List of abbreviations

<b>BTVET</b>	Business, technical, vocational education and training
<b>FDI</b>	Foreign direct investment
<b>GAIN</b>	The Global Alliance for Improved Nutrition
<b>MAAIF</b>	Ministry of Agriculture, Animal Industry and Fisheries
<b>MDAs</b>	Ministries, Departments and Agencies
<b>MOH</b>	Ministry of Health
<b>MSMEs</b>	Micro, small and medium enterprises
<b>MTIC</b>	Ministry of Trade Industry and Cooperatives
<b>NCD</b>	Non-communicable disease
<b>OPM</b>	Office of the Prime Minister
<b>PWDs</b>	Persons with disabilities
<b>RDI</b>	Required dietary intake
<b>SBN</b>	SUN Business Network
<b>SDGs</b>	Sustainable Development Goals
<b>SUN</b>	Scaling Up Nutrition
<b>TA</b>	Technical assistance
<b>UDHS</b>	Uganda Demographic and Health Survey
<b>UNAP</b>	Uganda Nutrition Action Plan

## Foreword



Since 2011, Uganda has made progress in the fight against hunger and malnutrition, with the concerted effort of multiple stakeholders. However, chronic food insecurity and poor nutrition persist, with Uganda facing the triple burden of malnutrition, undernutrition and micronutrient deficiency. Of the 15 sub-regions in Uganda as per Uganda Demographic and Health Survey (UDHS) 2016, Teso and Kampala are the only regions with stunting prevalence below 20%. The country also increasingly faces the emergence of diet-related non-communicable diseases (NCDs) which are compounding the issues.

There are promising examples where businesses are thinking in new ways and taking bold decisions to invest in solutions that can improve the food and nutrition situation. However, lack of collective action, capacity, knowledge and resources mean that we are not yet transforming food systems at the scale required to ensure good nutrition for all our people. Despite the enormous potential, we face unprecedented challenges in having a more sustainable supply chain for safe and nutritious foods in Uganda.

The SUN Business Network (SBN) therefore provides a much-needed opportunity. 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 businesses to act, invest and innovate in a responsible and sustainable manner.

If Uganda continues to rely on traditional supply chain systems, with the burden of malnutrition increasing, we will not realize our national vision of **“transforming Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”**. The nutrition target for the Vision 2040 is to have zero prevalence of stunting.

The development of this SBN strategy for Uganda 2022–2030 has been informed by a number of policies and strategies at global, regional and national level. The strategy recognizes the role of the private sector in making safe and nutritious foods 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.

The strategy has also been informed by the Uganda Vision 2040, 3rd National Development Plan 2020–2025, the second Uganda Nutrition Action Plan 2020–2025 and the Parish Development Model. In addition, the Global SBN Strategy 2022–2025 has been very useful in defining the objectives. The development of this strategy involved extensive stakeholder consultations at national and subnational levels coupled with extensive desk review and a national validation.

All stakeholders and development partners are encouraged to use this strategy to guide private sector actions and contributions to the multisector approach towards Scaling Up Nutrition in Uganda. The strategy charts a clear path for the involvement of the private sector in addressing malnutrition. I hope you will find this strategy both inspiring and useful, and that you will join the MTIC and other government bodies as we work to address the problem of malnutrition in all its forms, and consequently create the Uganda we all want. We urgently need the new technologies, innovations and partnerships that offer much-needed solutions which only the private sector can deliver to address malnutrition.

A handwritten signature in black ink, appearing to read 'Francis Mwebesa'. The signature is written in a cursive, flowing style.

Hon Francis Mwebesa

**Minister of Trade, Industry and Cooperatives**

## Acknowledgements



As a country, we acknowledge the role played by the Global Alliance for Improved Nutrition (GAIN) and the World Food Programme (WFP) in supporting the processes of establishment of the SUN Business Network in Uganda and development of this SUN Business Network (SBN) Strategy 2022–2030. This strategy will provide a great stimulus to the efforts of all private sector and government actors working in food and nutrition systems to support the Government of Uganda’s efforts to end malnutrition in all its forms by 2030.

We acknowledge the valuable contributions of various stakeholders in the development of this SBN Strategy including; United States Agency for International Development (USAID), United Nations Children’s Fund (UNICEF), Catalyzing Strengthened Policy Action for Healthy Diets and Resilience (CASCADE, The Consortium of Care International Uganda, the contributions by other civil society organizations and the Government Network in Uganda. As a Ministry, we express our sincere gratitude to the WFP Global SBN Team and WFP Uganda Nutrition Team, SBN secretariat members and members of the Office of the Prime Minister’s Advisory Committee for their technical contribution during the strategy development. The contributions of the regional business members from the cities, Municipalities and Local Government in the review and validation of the strategy are highly appreciated.

Special appreciation goes to the SUN Focal Office in Uganda for the commitment and guidance in establishment of the SBN and guiding efforts throughout various stages of the strategy development. Our thanks also go to Development Initiatives and a team of consultants especially Mr Asiimwe Charles for their role in driving the development of this strategy with expert technical support, guidance and coordination. Without the joint effort of all these stakeholders this SBN Strategy would not exist.

A handwritten signature in black ink, appearing to read 'G. Ssali'.

Geraldine Ssali

**Permanent Secretary**  
**Ministry of Trade, Industry and Cooperatives**

## Executive Summary

Uganda joined the global Scaling Up Nutrition (SUN) Movement in 2011. The SUN Movement, led by country governments, brings together civil society, the United Nations, donors, businesses and researchers in collective efforts to improve nutrition. The SUN Business Network in Uganda (SBN Uganda) was established in September 2022. The SBN's purpose is to mobilise and strengthen the private sector to invest in improved business practices that contribute to better nutrition. There is a particular focus on strengthening the role of micro, small and medium enterprises (MSMEs) given the high proportion of food that is produced and sold locally by these business actors. SBN Uganda is part of a multi-stakeholder, government-led effort to implement the Uganda Nutrition Action Plan 2020/21-2024/25. This SBN Strategy will support the implementation of strategy 2.7 of the UNAPII which is to increase the participation of trade, industry and investment actors in scaling up nutrition. This SBN strategy recognises that businesses have comparative advantages in promoting good nutrition for all and also that nutrition provides opportunities for businesses to expand sales and profits.

The vision of the strategy is aligned to Scaling Up Nutrition (SUN) Movement vision: 'A country free of all forms of malnutrition by 2030.' The purpose of the SBN strategy is to contribute to the reduction of malnutrition in all its forms by mobilizing the private sector in Uganda to commit to and invest in improved business practices that contribute to national nutrition priorities as reflected in the second Uganda Nutrition Action Plan (UNAPII) and the 3rd National Development Plan (NDPIII). This will be done bringing together the Private Sector, Government, and relevant stakeholders to work with and support businesses, in particular, small and medium enterprises, to take joint, practical actions that shape sustainable local food systems and accelerate contributions to improved nutrition. The SBN strategy goal is: 'empowered private sector becomes a long-term sustainable development partner in nutrition, accelerating investments in products and practices that contribute to ending malnutrition.'

**Objective 1:** To drive businesses action to sustainably enhance and scale up capacity and contributions to nutrition with a focus on safe, quality, nutritious and affordable diets.

**Objective 2:** To strengthen business accountability through national, collaborative mechanisms to connect and support businesses in defining and tracking nutrition actions, together with all relevant business and non-business stakeholders, including other SUN Networks.

**Objective 3:** To sustainably engage with government actors enable them recognize the positive role of business in reaching nutrition goals by creating a supportive policy and regulatory environment for business action.

The following priority actions will be implemented to realize the three strategic objectives of the SBN Strategy:

- a) Enhance the technical capacity of Micro, Small and Medium Enterprises to produce and process safe, quality and nutritious foods
- b) Improve access to finance and technical assistance by MSMEs to enable them invest in production, processing, transport, and consumption of safe, quality priority nutritious foods
- c) Increase Consumer awareness and demand for priority foods required for improved dietary diversity for children aged 6-23 months and Women of reproductive Age (15-49 Years) to be promoted by SBN Uganda
- d) Convene the wider business community to strengthen nutrition action
- e) Implement Food Security and Nutrition relevant Legal, Policy and Planning framework

In order to implement the 5 priority actions of the SBN strategy, the following 5 key activities will be implemented undertaken:

- 1) Promote awareness campaigns aimed at increasing demand and consumption of safe, quality, nutritious and affordable foods for all.
- 2) Work with financial institutions to develop products for MSMEs involved in production, processing, transportation, and consumption of safe, quality and priority nutritious foods
- 3) Operationalize the SBN network in Uganda



- 4) Develop a strong SBN brand and membership at National and Local Government Level
- 5) Participate in policy reviews/ policy development process to address bottlenecks that affect effective business action in nutrition.

During development of the SBN strategy, the following cross-cutting issues have been taken into account: strengthening MSMEs through financial and technical assistance; increasing the participation of youth and women entrepreneurs; increasing consumer demand for nutritious foods and leveraging big business to advance nutrition. The implementation of the strategy will be in two phases: the pilot and consolidation phase (2022/23–2024/25), and the scale-up phase (2025/26–2029/30). The pilot phase will strengthen the functioning of the SBN and test actions aimed at increasing business accountability and contributions to nutrition. The goal of the first phase is to develop a number of successful models and approaches to showcase to other businesses how to integrate nutritional objectives into commercial operations. Once this has been demonstrated to the business community, these commercially-nutrition sensitive viable business actions will be scaled-up during the subsequent phase in order to impact more businesses and the country overall. Towards the end of FY 2024/25, subject a review of the pilot phase will be undertaken to inform the roadmap for the scale up period (2025/26–2029/30).

Coordination of implementation of the SBN Strategy at National and Local Government will be within the coordination arrangements provided for under the UNAPII. During SBN strategy implementation, the SBN leadership will specifically perform the following three key roles:

- a) Advance practical business solutions and support, to improve business practices for nutrition including the following: Facilitating access to finance; technologies; technical assistance, innovation, business partnerships, and strategic knowledge- exchange opportunities;

- b) Convene business via fit-for-purpose mechanisms that facilitate dialogue, collaboration, and learning among business in support of UNAPII Objectives, strategies and priority actions;

- c) Amplify MSME voice, channelling collective perspectives, ideas, and potential opportunities to government and other relevant stakeholders to help recognize and enable the positive role of business in nutrition, and strengthen overall mutual accountability.

The total indicative budget required for implementation of the strategy during the first three years (FYs 2022/23-2024/25) is approximately **4.4 billion** Uganda Shillings which is **0.13%** of the total cost for the entire UNAPII implementation period. Financing for this strategy will be a collaboration between the Government of Uganda, Development Partners, Global SBN, the private sector and Civil Society Organizations. The Strategy implementation is expected to lead into improved business practices for nutrition; increased regular consumption of safe and nutritious foods through improved access and demand for nutritious foods which will ultimately result into improved nutrition for all in Uganda.

## Section 1: Introduction

### 1.1 Purpose of the SBN Strategy

This strategy document presents an overview of the Scaling Up Nutrition Business Network (SBN) Uganda, the context in which it is operating, its strategic priorities, governance arrangements and budget. This first version of the Uganda SBN strategy serves as a working document to help guide national SBN and business action in the country. As such, this strategy is not a static document and will continue to evolve as more stakeholders get involved and the SBN's knowledge and evidence base grows. SBN Uganda will regularly 'test' its strategic approach and underpinning programme logical framework to ensure continuous improvement.

### 1.2 SBN Strategy Document Flow

Primary Pages contain: Table of content List of abbreviations; Foreword; Acknowledgement and Executive summary.

**Section 1:** Introduction has the following: Purpose of the SBN Strategy; The SUN Movement: Global and in Uganda; The SUN Business Network; The Uganda SUN Business Network; Why is the SUN Business Network needed; The role of business in nutrition and How SBN strategy was developed.

**Section 2:** The nutrition and food system context in Uganda has the following content: The Nutrition Situation in Uganda; Business actors and food systems in Uganda; Implications of context analysis for the SBN strategy; Legal, Policy and Planning frameworks relevant to SBN

**Section 3:** Uganda SBN Strategy 2022/23–2029/30 has the following information: Vision, Purpose, Goal and Theory of Change; Objectives of the Uganda SBN Strategy; Priority Actions and Activities; Cross-cutting areas for driving business action in nutrition

**Section 4:** Governance describes the Governance Structure and Partnership

**Section 5:** SBN Roadmap, Funding, Results and Communication describes the SBN Implementation Roadmap for 2022/23–

2024/25 32; SBN Implementation Budget for 2022/23–2024/25 and Monitoring, Evaluation and Communication

**Annexes:** The SBN Strategy has the following 10 Annexes: Annex 1: Nutrition and food security situation in Uganda; Annex 2: Business systems in Uganda; Annex 3: Terms of Reference for Scaling Up Nutrition Business Network (SBN) in Uganda; Annex 4: SBN Membership & Onboarding Form; Annex 5: SBN Commitments Form; Annex 6: SBN Technical Assistance & Finance Needs Self-Assessment Form; Annex 7: SBN Uganda Implementation Roadmap for FY 2022/23 –2024/2025 aligned with UNAPII and NDPIII; Annex 8: Budget Estimates for the SBN Strategy Implementation Roadmap 2022/23–2024/25; Annex 9: SBN Results Matrix for the Implementation period 2022/23–2024/25 and Annex 10: SBN Communication Matrix for the Implementation period 2022/23–2024/25.

### 1.3 The SUN Movement: Global and in Uganda

The Scaling Up Nutrition (SUN) Movement, established in 2010, promotes a country-led, multi-stakeholder, multi-sectoral approach to ending hunger and malnutrition. To date, 65 countries and four Indian states are members of the SUN Movement. The SUN Movement is a renewed effort to eliminate all forms of malnutrition, based on the principle that everyone has a right to food and good nutrition. The Movement is unique by bringing different groups of people together – governments, civil society, the United Nations, donors, businesses and academia – in a collective action to improve nutrition. The SUN Movement is working to achieve sustainable and equitable reductions in malnutrition and ensure nutrition justice for all.

Uganda joined the SUN Movement in 2011 and the first Uganda Nutrition Action Plan (UNAP I) 2011–2016 was developed and implemented. Drawing on experience from this first phase of scaling up multi-sectoral, multi-stakeholder actions for nutrition, the second and current Uganda Nutrition Action Plan (UNAP II

2020/21–2024/25) was developed. These plans, together with technical input from the global SUN Movement, have guided national efforts to tackle malnutrition.

The SUN Movement in Uganda is complemented by the recent UN's Food Systems national dialogues held in 2021 in Uganda. This mobilized a number of multi-sector stakeholders to determine the benefits of a food systems approach to achieve the Sustainable Development Goals (SDGs) by 2030. The Food Systems Summit process concluded that the varying agro-ecological zones in Uganda can be harnessed further through increased investment in research, science, technology and innovation and highlighted the critical role of the private sector.

#### **1.4 The SUN Business Network**

Because most food is produced, processed, distributed, exchanged, and marketed by and through the private sector, changing the way food systems are designed, organised and run is necessary to obtain the scale that is required to end malnutrition. Business involvement is critical to this.

Nutrition programmes aimed at ending malnutrition have not had the greatest impact where business has not been actively involved. While governments and other development actors increasingly recognise the fundamental role of business, private sector engagement has still been very low. This is based on different objectives and incentives between the private sector and non-business stakeholders, leading to a lack of engagement and common ground.

To close this gap, the SBN was created. At a global level, the SBN exists to advocate for and support business engagement in nutrition across global, regional, and national levels through a Global Secretariat. Its primary responsibility is to ensure that country networks are equipped to mobilise business on nutrition in the ways defined within their national SBN strategies and in alignment with national nutrition plans. SBN is co-convened by GAIN and the WFP, which also engage with other parts of the SUN Movement. SBN adopts a multi-stakeholder platform approach and works on enabling business environment and services, inspiring businesses to adopt responsible practices. SBN also brokers partnerships between businesses and other stakeholders including government to advance country nutrition objectives.

#### **1.5 The Uganda SUN Business Network**

SBN Uganda was established in September 2022 and currently consists of 11 members drawn from the following sectors: meat, dairy, poultry, fish, cereals, fortification (salt, wheat, cooking oil), horticulture, and consumer bodies. The SBN was formed after a series of engagements and consultations with the private sector which prompted the 11 members to subscribe to the network. To ensure guidance and alignment to the government nutrition priorities, direction and reporting, Nutrition Focal Persons from the Office of the Prime Minister (OPM); Ministry of Trade, Industry and Cooperatives (MTIC); Ministry of Health (MOH); Ministry of Local Government; Ministry of Gender, Labour and Social Development; Ministry of Education and Sports; Private Sector Foundation Uganda; and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) will support the network. The SBN Uganda is one of the stakeholder networks forming the SUN Movement in Uganda as required by the UNAP II 2020–2025.

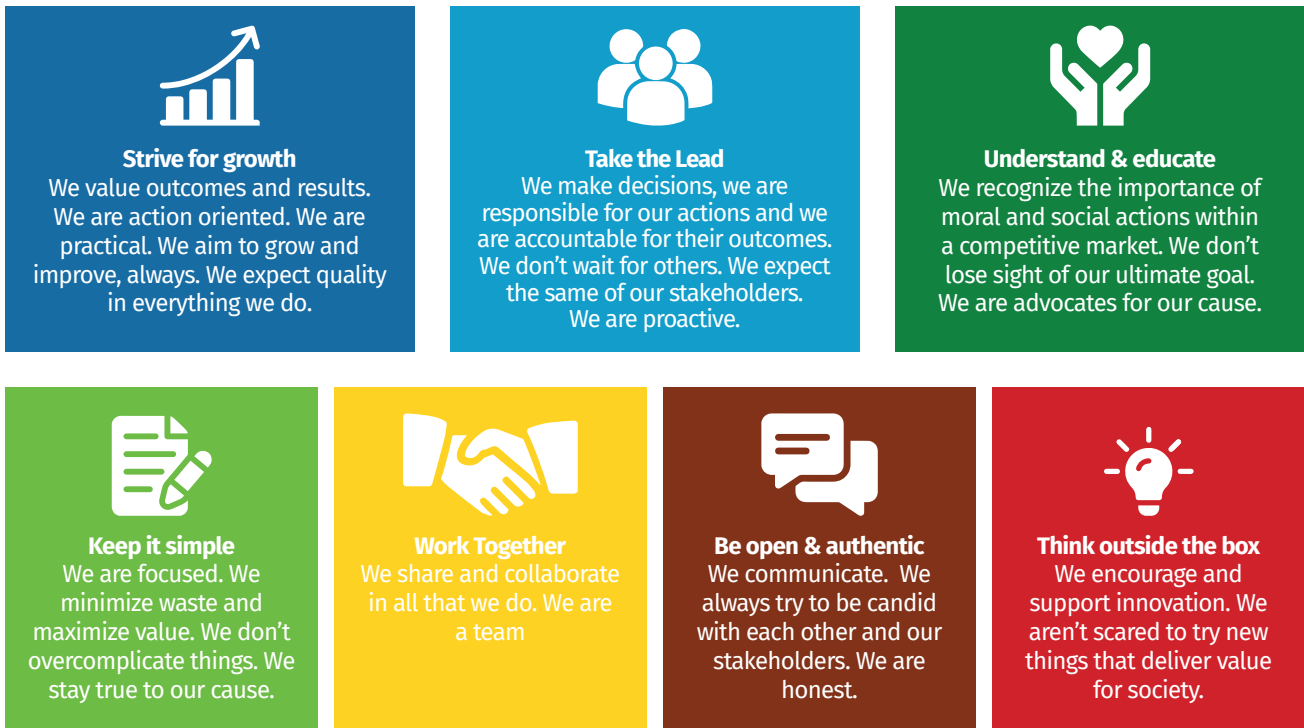


Figure 1: SBN core values

The aim of the SBN is to engage business and increase the private sector's contribution in addressing malnutrition in Uganda. There are seven core values which underpin the SBN Uganda and everything it aims to achieve as a platform (Figure 1). The SBN's core values serve as a compass for its actions and describe how the network will interact within the environment that it operates in. As the network grows and develops, these core values will help to define the organisation. The aim is that the values will begin to permeate the day-to-day activities of the network and remain a consistent force as the team changes, membership grows and initiatives are added, updated or re-prioritised.

### 1.6 Why is the SUN Business Network needed

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

For businesses across SUN countries, the SBN offers a platform for national businesses to distinguish their company from others, as a company which prioritises good health and nutrition for all people in the country. SBN offers the following to businesses in the network:

- Delivers practical advice, guidance and training, through workshops and events led by SBN or its partners that support commercial engagement in nutrition.
- Provides links to relevant technical assistance to strengthen investment readiness/access to finance, and access to tools that support responsible marketing, workforce nutrition programming, and other topics.
- Develops links with national nutrition behaviour change initiatives that drive consumer demand for better nutrition and healthy diets, and ultimately increase sales of products.
- Networks with other companies that have an interest in expanding nutritional products and services in the market.
- Provides inputs that strengthen or help adapt regulations that contribute to nutrition, based on the needs of SMEs.

- Receives and disseminates updates on the food industry and relevant policy changes that may impact business decisions.
- Provides a platform that enables businesses to showcase its contributions to improving nutrition at a national, regional and global level and to contribute to a collective voice for nutrition in the country
- Participates in national movements, including major events, aiming to grow the market and expand business involvement in nutrition.
- Explores partnership opportunities for private sector members to engage with each other, non-governmental organisations (NGOs), professional associations and other interested organisations on nutrition at national, regional and global level.

### 1.7 The role of business in nutrition

There are four main reasons for engaging with the private sector on nutrition. These are summarised in the figure 2 below and detailed in the subsequent sections.



Figure 2: The role of business in nutrition



### 1. All sectors must play a role

The complex nature of malnutrition dictates that a range of sectors and stakeholders be engaged to combat the drivers of malnutrition, including undernutrition, overweight and obesity, as well as micronutrient deficiencies. Businesses can complement both national and global public sector nutrition efforts by supporting in areas where other stakeholders may not have the same reach or potential impact on a large population group.

The SUN Movement will have the most impact by combining resources and capabilities across multiple sectors, and ensuring these efforts are effectively coordinated.

### 2. Business is important for nutrition

A large portion of people worldwide – including many low-income and other vulnerable people – access the foods and services required to meet their dietary needs through open markets and the private sector. The private sector produces many of the foods that contribute to rising rates of overweight and obesity and can therefore be a source of innovation in new products and technology, marketing, distribution models, and partnerships that are needed to scale up nutrition sustainably.

### 3. Nutrition is important for business

Nutrition offers opportunities to expand production and develop new markets to increase sales and profits. Nutrition is an entry point for business to contribute constructively to national and global nutrition priorities, helping to create consumers who prioritise health and nutrition. Good nutrition in the workplace leads to reduced sick days and accidents, improved productivity, and can also play a role in improved breastfeeding practices.

### 4. Business has a comparative advantage

The private sector can offer different nutrition capabilities than the public sector, including:

- Generating demand for nutritious products and services
- Focusing on scale, efficiency and cost effectiveness
- Focusing on innovation and product development, which can make nutritious food more affordable and desirable for consumers
- The ability to embed quality management and food safety systems along the food value chain



Where business has not been constructively engaged in nutrition as a part of a coordinated effort, nutrition efforts targeting all forms of malnutrition have not seen maximum impact. Active engagement of a resilient private sector is needed to responsibly invest in national nutrition priorities as we ‘build back better’. When businesses and markets are strengthened, businesses have great potential to improve nutrition. The SBN was conceived to play this critical role. Without SBN, it is highly unlikely that businesses including the MSME sector would be organised around nutrition.

### 1.8 How SBN strategy was developed

The Uganda SBN strategy was developed during 2022 based on initial document review of the to prepare the first draft with reference to global and national level legal, policy and planning frameworks. The 1st draft was subjected to a number of consultations in

four regions of Uganda specifically northern, western, central and eastern Uganda. These consultations involved business men and women involved in micro, small and medium business in the various food value chains. Figure 3 gives a snapshot of the process. One national level validation workshop was held in Kampala. The validated strategy was then shared with the SBN Uganda Steering Committee for input.

Since the SBN Steering Committee is comprised of members from each of the SBN’s key stakeholder groups, this was seen as a key step in validating the strategy. Updates and changes were made during the finalisation workshop. During this finalisation workshop, the monitoring and evaluation framework; the budget and communication plan for the SBN Strategy for the period 2022/23 -2024/25 aligned to the UNAPII and NDPIII were included.



Figure 3: Strategy development: 5 steps

## Section 2: The nutrition and food system context in Uganda

This section describes the nutrition situation in Uganda, including an overview of the trends and causes of different forms of malnutrition; the food system and business actors; opportunities and challenges for strengthening business contributions to reductions in malnutrition; and implications for the SBN Uganda strategy.

### 2.1 The Nutrition Situation in Uganda

The infographic below (Figure 4) identifies key trends, causes and consequences of malnutrition in Uganda. More detailed data and analysis is presented in Annex 1.

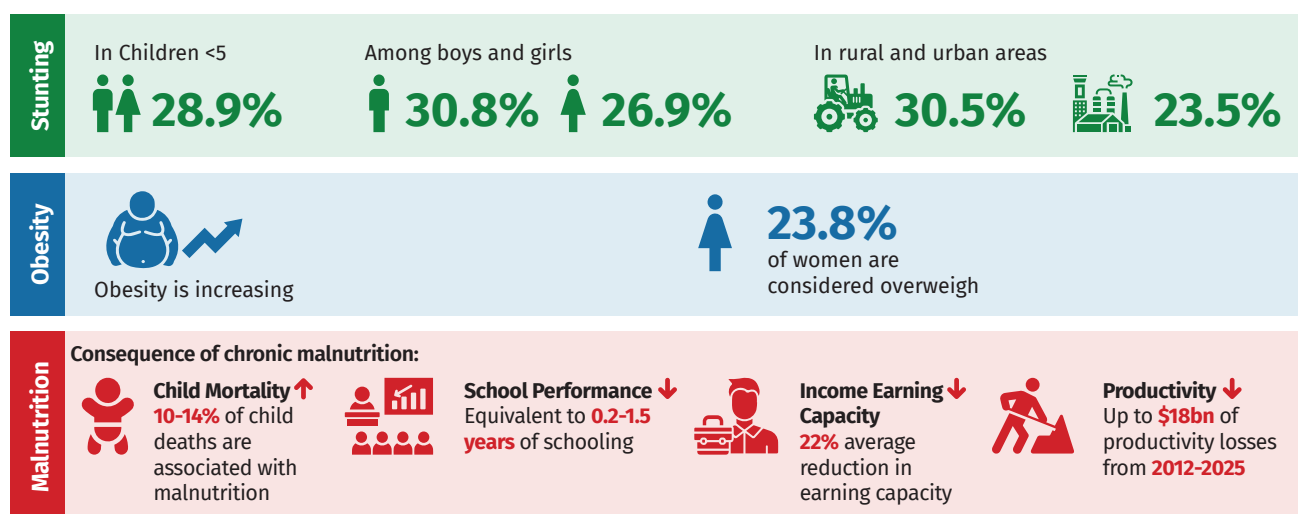


Figure 4: A snapshot of the nutrition situation in Uganda

#### Malnutrition: a snapshot

- Child malnutrition is associated with 15% of all mortalities in children under 5. The total losses in productivity attributed to childhood malnutrition is approximately UGX 1.9 trillion, which is 5.7% of GDP<sup>1</sup>.
- One of the main causes of undernutrition in young children is poor infant and young child feeding practices that do not incorporate the requisite nutrients at the various stages of an individual's development, from the time of conception, through infancy and childhood (the critical first 1,000 days)
- A significant portion of the population either does not know what serves as a nutritious, well-balanced diet, or knows but does not have consistent access to the affordable nutritious products needed to foster proper nutrition and development.
- The prevalence of stunting among children has declined over the past 16 years, from 45% in 2000–01 to 38% in 2006, 33% in 2011 and 29% in 2016. The stunting target for the second national development plan was a prevalence of 25% by 2020, and the Nutrition Situation Report (UBOS, 2020) indicates that this target has been met.
- Children in rural areas are more likely to be stunted than children in urban areas. Stunting levels among children decrease as the mother's level of education increases.
- The prevalence of stunting among children increases in the first year of age and peaks at 37% among children aged 18–35 months.
- Only 46% of school-going children receive meals at schools (UBOS, 2020).
- 85% of the children aged 6–23 months do not access a minimum acceptable diet (UDHS, 2016)

<sup>1</sup> The Cost of Hunger in Africa: Uganda 2013. Available online at: <https://www.wfp.org/publications/cost-hunger-uganda>



Malnutrition is a result of a complex set of multiple and interacting factors at different levels and across various actors. Uganda has identified immediate, underlying and basic causes of malnutrition that must be tackled simultaneously in order to achieve sustained improvements in nutrition outcomes. Immediate causes identified are:

- Poor dietary intake
- Disease burden
- Physical inactivity.

These immediate causes are majorly driven by underlying causes at the household and community level. These include:

- Poor water
- Sanitation
- Hygiene and food safety
- Inadequate health services
- Inadequate care, feeding practices and behaviour
- Insufficient supply of and access to healthy foods
- Sedentary lifestyle and behaviours.

Basic causes revolve around the enabling environment. They comprise of sociocultural, economic, political and contextual factors which negatively influence communities and households' access to adequate resources, legislation and regulatory factors, rapid urbanisation, climate change and gender inequity among others<sup>2</sup>.

There are societal and contextual issues that continue to inhibit good nutrition in Uganda. They include the following<sup>3</sup>:

- Poverty, low household income and limited access to social protection programmes and support networks.

- Entrenched cultural and social norms and economic conditions which negatively affect feeding practices and lifestyle choices.
- Low literacy levels and lack of knowledge leading to low utilisation of nutrition-specific and nutrition-sensitive services by communities.
- Inadequate participation of women in development and income-generating activities.
- Frequent climatic shocks in regions such as Karamoja limits agricultural productivity leading to low household income.
- The increasing trend of urbanisation and changes to diets and lifestyles is a risk factor for overweight and obesity.
- Infrastructural, technological, trade and marketing barriers that negatively affect the production and consumption of nutrient-dense foods.
- Unguided commercialization of agriculture in the region, with increased focus on cash crops at the cost of food production.

## 2.2 Business actors and food systems in Uganda

Food systems in Uganda are complex and involve entities and stakeholders that affect the way food is produced, stored, processed, distributed and utilized in the diet for optimal nutrition, health, and sustainable development in all its forms. Therefore, food systems are central to ensuring optimal nutrition and overall wellbeing of Ugandans.

<sup>2</sup> Taken from The SUN Network (2016) Checklist on Criteria and Characteristics of Good National Nutrition Plans

<sup>3</sup> From Uganda Nutrition Action Plan II (UNAP II) (2020/21-2024/25)

The food systems in Uganda involve value chain actors including input dealers, farmers, producers, industrialists, technologists, aggregators, transporters, processors, traders, distributors, consumers, and scientists/researchers, among others. This is illustrated in the figure 5 below:

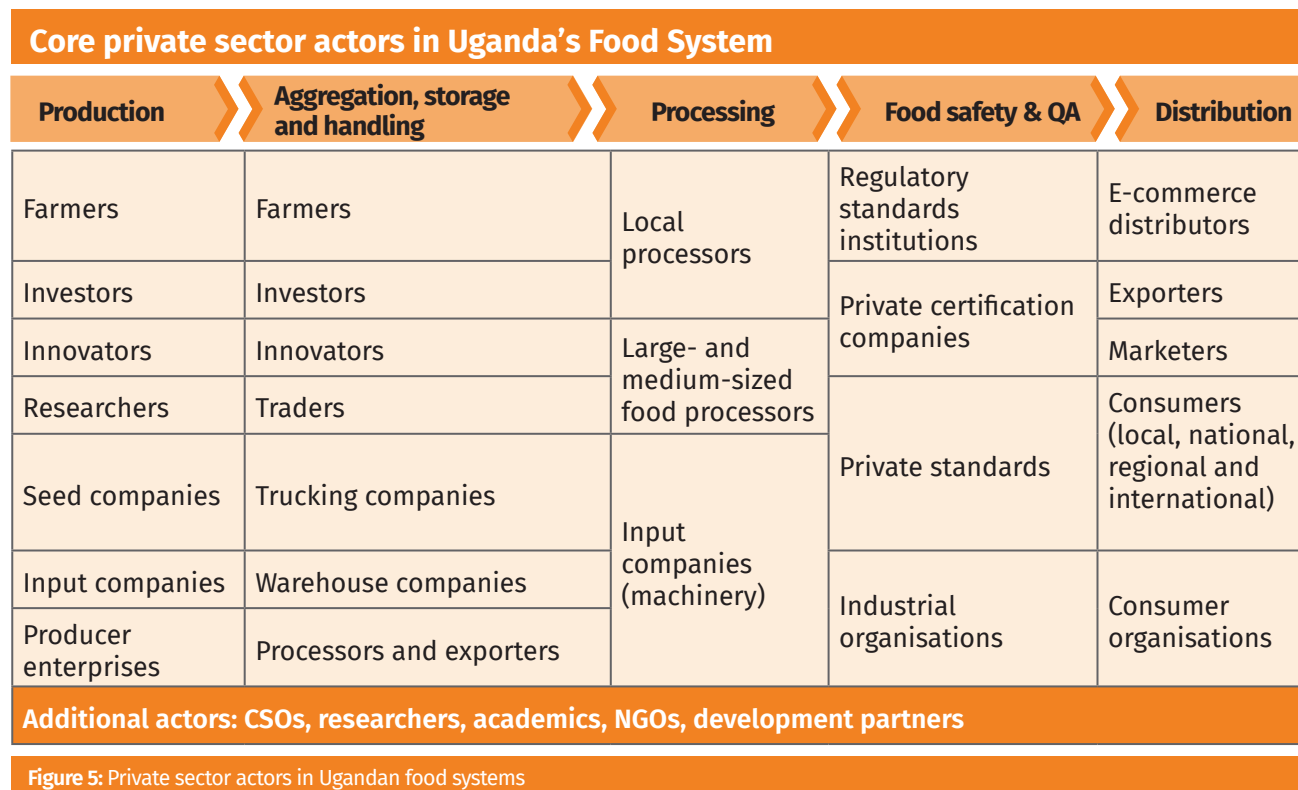


Figure 5: Private sector actors in Ugandan food systems



There are several recurring opportunities and challenges which businesses operating along the nutrition value chain continue to identify. These are summarised in the table below (see Annex for a more detailed analysis).

Opportunities	Challenges
Uganda has a strong and stable macroeconomic environment	Limited access to affordable finance
Government has established support institutions, e.g., the Directorate of MSMEs under the Ministry of Trade, Industry and Cooperatives (MTIC)	The informality of the food and nutrition sector
Improving educational environment	Inadequate technical and business skills
Uganda has significant crop and fish resources	Limited access to appropriate technology
Liberalised economy, open to foreign direct investment	Limited access to quality assurance and affordable product certification services
Improving communications infrastructure	Limited infrastructural facilities
Labour availability	Limited access to markets and business information services
	Uncoordinated structure of the MSME sector
	Climate change affecting production cycles
	Lack of access to information on nutrition programmes, poor road network, high and numerous taxes, different cultural and religious beliefs
	The terrain and poor infrastructure, including electricity
	Lack of sensitisation and outreach programmes about nutrition
	Poor financial status

**Table 1:** Opportunities and challenges faced by businesses in the nutrition value chain

### 2.3 Implications of context analysis for the SBN strategy

There are a number of key drivers of malnutrition that the private sector is well placed to address. The private sector is best placed to be involved in the following:

- Implementing nutrition-sensitive interventions in areas of fortification, preservation and enterprise diversification amongst MSMEs.
- Enhancing sustainable agronomic practices that are climate smart to maximise productivity and resilience along targeted value chains and ensure that processors obtain the volumes and quality of products required to become viable.
- Working with private sector actors to help farmers – including those from vulnerable groups such as women, youth and persons with disabilities – to benefit from opportunities to produce nutritional products and sell to assured markets.
- Improving consumer awareness of nutrition and quality.
- Ensuring improvements in food system infrastructure, for instance efficient transport networks, e-technology, energy supply and agro-industrialisation machinery supporting food system value chains.
- Developing improved post-harvest handling knowledge and practices for enhanced value addition, competitiveness, quality improvement and minimization of food loss and food waste.
- Improving trade and marketing of safe and nutritious food to local, regional and international markets so that there is increased commercial value along these supply chains, which benefits all actors.
- Strengthening compliance of MSMEs to standards and helping them achieve certification to access improved markets.
- Enhancing private sector participation and investment in food systems.
- Working with the Government of Uganda (GoU) to strengthen policy and legal frameworks, partnerships, collaborations and coordination of key stakeholders in key food systems value chains.

It is these key activities that SBN Uganda will incorporate into this strategy. These are detailed in the subsequent sections.

### 2.4 Legal, Policy and Planning frameworks relevant to SBN

At the global level, SBN strategy considered the following frameworks:

- 2030 Agenda for Sustainable Development and the Sustainable Development Goals
- Scaling Up Nutrition (SUN) Movement Strategy and Roadmap (2016–2020)
- United Nations Decade of Action on Nutrition 2016–2025
- Global Nutrition Targets 2025 (World Health Organization)

At the national level, the SBN strategy is formed by:

- Constitution of the Republic of Uganda (1995)
- The National Trade Policy, 2007
- National Co-operative Policy
- The National Competition and Consumer Protection Policy, 2014
- The Buy Uganda Build Uganda Policy, 2014
- The National Grain Trade Policy, 2015
- The Uganda Micro, Small and Medium Enterprise (MSME) Policy, 2015
- National Industrial Policy 2020
- National Standards and Quality Policy, 2012
- The National Standards and Quality Policy Implementation Plan (NSQPIP)
- EAC Industrialization Policy
- EAC Industrialization Strategy
- The Uganda Vision 2040
- The 3rd National Development Plan 2020–2025
- The Parish Development Model Approach Implementation Guidelines
- The NRM Manifesto 2021–2026

These and other policy and planning frameworks were considered, and relevant objectives and areas of focus were incorporated into SBN's strategic objectives.

## Section 3: Uganda SBN strategy 2022–2030

### 3.1 Vision, Purpose, Goal and Theory of Change

The vision of the strategy is aligned to Scaling Up Nutrition (SUN) Movement vision: 'A country free of all forms of malnutrition by 2030.' The purpose of the SBN strategy is contribute to the reduction of malnutrition in all its forms by mobilizing the private sector in Uganda to commit to and invest in improved business practices that contribute to national nutrition priorities as reflected in the second Uganda Nutrition Action Plan (UNAPII) and the 3rd National Development Plan (NDPIII). This will be done bringing together the private sector, government, and relevant stakeholders to work with and support businesses, in particular, small and medium enterprises, to take joint, practical actions that shape sustainable local food systems and accelerate contributions to improved nutrition. The SBN

strategy goal is: 'empowered private sector becomes a long-term sustainable development partner in nutrition, accelerating investments in products and practices that contribute to ending malnutrition.'

During the implementation period of this strategy, the SBN's efforts will focus on enabling businesses to make informed commitments to address malnutrition and develop ways to effectively implement and track progress towards these commitments as most food is produced, processed, distributed, traded, and marketed by the private sector. It is assumed that, if more safe and nutritious foods are produced and made available at affordable prices to people with the highest need, this will contribute to healthier diets and ultimately reduce malnutrition and improve population health among all people.

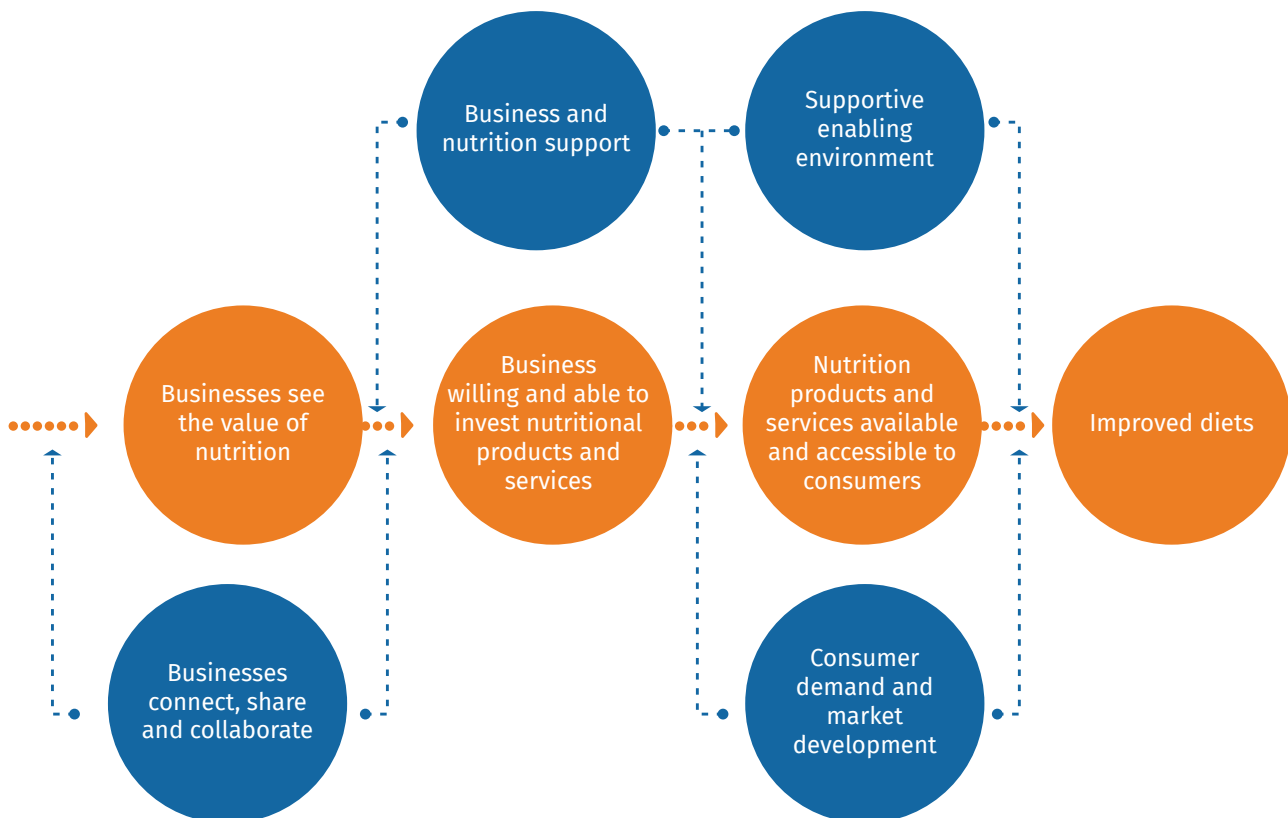


Figure 6: SUN Business Network Impact Rationale

The SUN Business Network Impact Rationale (Figure 6) outlines how, when businesses see the value of nutrition and are willing and able to invest in nutritional products and services, these products and services will be available and accessible to consumers, leading to improved diets. For the impact to be achieved, the following should be guaranteed:

- Businesses connect, share and collaborate
- Business and nutrition support
- Consumer demand and market development
- Supportive enabling environment.

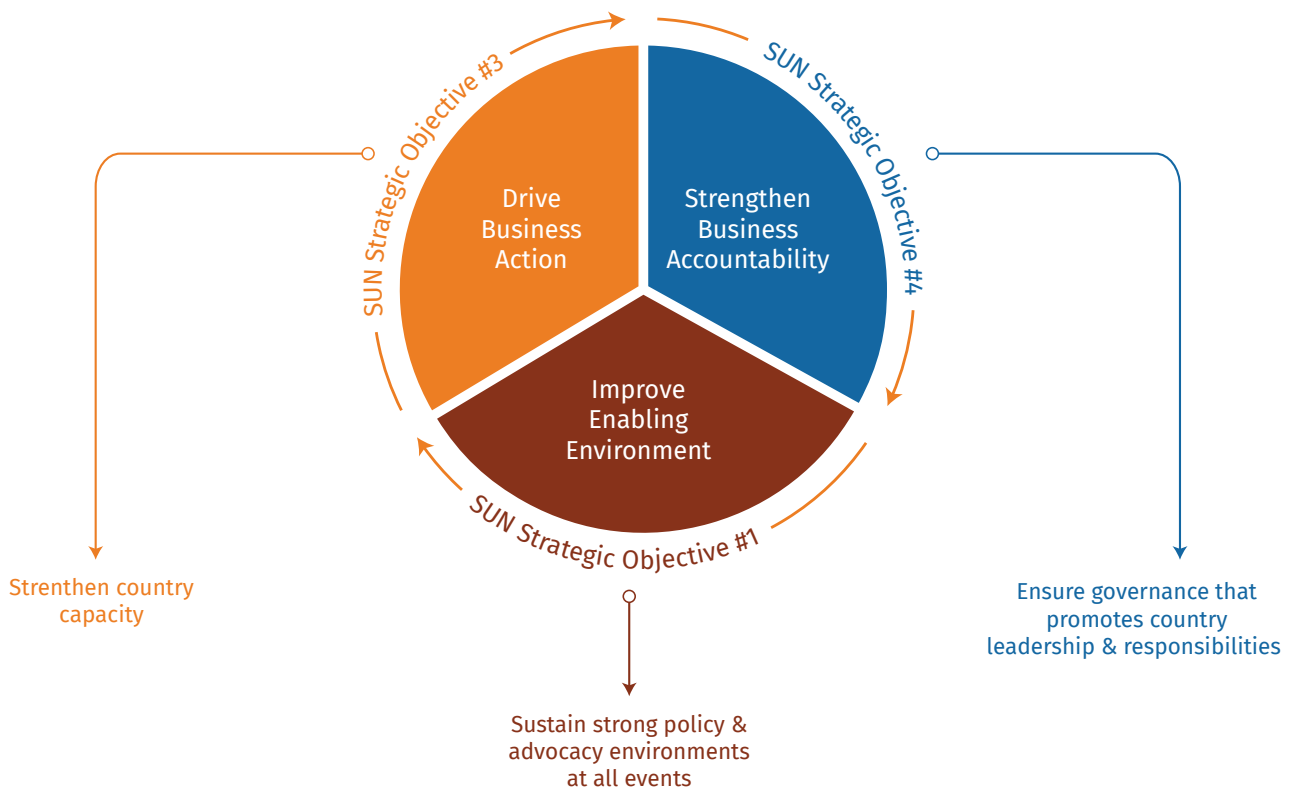
This strategy will promote a number of nutrition-business practices:

- Production and supply of safe, nutritious food products to consumers
- New product development reformulation
- Correct labelling and promotion including responsible marketing practices
- Implementation of workforce nutrition programmes
- Building sustainable commercial linkages to social safety nets so this can be used to improve nutrition.

Improved Business Practices for Nutrition: Delivering nutritious and safe products; Workforce nutrition; Food Safety; Product re-formulation; Appropriate labelling and promotion; Responsible marketing practices; Corporate governance pro-nutrition and other commitments that strengthen foods systems/ nutrition. Businesses form strategic partnerships that help them build capacity to meet their nutrition commitments

### 3.2 Objectives of the Uganda SBN Strategy

SBN Uganda will embrace the set of three objectives that are aligned with those of the third phase of the global SUN Business Network. All the three SBN high-level outcomes contribute to developing, implementing, and measuring Uganda nutrition priorities, working to maximise the private sector’s role in and impact on nutrition in the country. The three objectives are strongly interlinked and mutually reinforcing, and interventions linked to all three will catalyse sustainable, nationally driven, private sector investment in nutrition (see Figure 7).



**Figure 7:** The three strategic objectives for Uganda’s SBN strategy 2022/23–2029/30

The three objectives of the SBN Strategy are:

**Objective 1:** To drive businesses action to sustainably enhance and scale up capacity and contributions to nutrition with a focus on safe, quality, nutritious and affordable diets.

**Objective 2:** To strengthen business accountability through national, collaborative mechanisms to connect and support businesses in defining and tracking nutrition actions, together with all relevant business and non-business stakeholders, including other SUN Networks.

**Objective 3:** To sustainably engage with government actors enable them recognize the positive role of business in reaching nutrition goals by creating a supportive policy and regulatory environment for business action.

### 3.3 Priority Actions and Activities

The implementation of the strategy will be in two phases: the pilot and consolidation phase (2022/23–2024/25), and the scale-up phase (2025/26–2029/30). The pilot phase will strengthen the functioning of the SBN and test actions aimed at increasing business accountability and contributions to nutrition. The goal of the first phase is to develop a number of successful models and approaches to showcase to other businesses how to integrate nutritional objectives into commercial operations. Once this has been demonstrated to the business community, these commercially-nutrition sensitive viable business actions will be scaled-up during the subsequent phase in order to impact more businesses and the country overall. Towards the end of FY 2024/25, subject a review of the pilot phase will be undertaken to inform the roadmap for the scale up period (2025/26–2029/30).

Details of other activities and sub activities are provided for in the implementation roadmap. The following priority actions will be implemented to realize the three strategic objectives of the SBN Strategy:

- a) Enhance the technical capacity of Micro, Small and Medium Enterprises to produce and process safe, quality and nutritious foods
  - b) Improve access to finance and technical assistance by MSMEs to enable them invest in production, processing, transport, and consumption of safe, quality priority nutritious foods
  - c) Increase Consumer awareness and demand for priority foods required for improved dietary diversity for children aged 6-23 months and Women of reproductive Age (15-49 Years) to be promoted by SBN Uganda
  - d) Convene the wider business community to strengthen nutrition action
  - e) Implement Food Security and Nutrition relevant Legal, Policy and Planning framework
- In order to implement the 5 priority actions of the SBN strategy, the following 5 key activities will be implemented undertaken:

- 1) Promote awareness campaigns aimed at increasing demand and consumption of safe, quality, nutritious and affordable foods for all.
- 2) Work with financial institutions to develop products for MSMEs involved in production, processing, transportation, and consumption of safe, quality and priority nutritious foods
- 3) Operationalize the SBN network in Uganda
- 4) Develop a strong SBN brand and membership at National and Local Government Level
- 5) Participate in policy reviews/ policy development process to address bottlenecks that affect effective business action in nutrition.

### 3.4 Cross-cutting areas for driving business action in nutrition

During development of the SBN strategy, the following cross-cutting issues have been taken into account: strengthening MSMEs through financial and technical assistance; increasing the participation of youth and women entrepreneurs; increasing consumer demand for nutritious foods and leveraging big business to advance nutrition. Details about the 5 cross-cutting issues are described below:

### 3.4.1 Improve access to finance and technical assistance by SMEs

SMEs are the backbone of food systems for people at risk of malnutrition, providing approximately 80% of food purchased. They are the producers, small scale processors and market traders on whom the evolution of food systems depends. SMEs are a huge but often neglected sector and face challenges to grow, largely because they lack reliable access to finance and have limited managerial skills which are key to expanding their operations and enhancing the nutritional value of their products. SMEs represent an essential constituency whose support is needed to improve national food and nutrition security.

Equally, investors often struggle to find viable investment opportunities or have limited knowledge in financing food-producing SMEs. SBN will bridge this gap by brokering strategic partnerships with investors and technical assistance providers that can facilitate the provision of technical and financial support at scale.

### 3.4.2 Increase the participation of women entrepreneurs in food systems

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





### **3.4.3 Increase youth engagement**

The latest National Labour Force Survey (2016/17) found that the majority of Ugandan youth aged 18–30 years are either unemployed or employed in the informal sector. The need to create viable economic opportunities to engage youth is urgent. Increasing meaningful employment and entrepreneurial opportunities along nutritious food value chains would offer youth the chance to engage in productive work and overcome these challenges. At the same time, the current growth of the youth population offers an unprecedented opportunity to harness the energy, motivation, and innovation of these young people to address pressing food system issues. Through this strategy the SBN will build partnerships with organisations working within the innovation and youth entrepreneurship space and organise specific networking events that support young entrepreneurs to promote their enterprises and access financial technical assistance to develop innovative and viable businesses.

### **3.4.4 Increase consumer awareness and demand**

The private sector plays a major role in shaping both the food environment and consumer preferences, with an in-depth understanding of consumer behaviour, decision-making and demand generation. However, profit often lies in convenient, tasty, and ultra-processed food products which do not contribute to healthy dietary choices. Policymakers find it difficult to resolve persistent undernutrition and

micronutrient deficiencies, while also trying to prevent a future health crisis caused by rising levels of overweight and obesity. These forms of malnutrition are both driven and compounded by limited nutrition knowledge and awareness, low consumer demand for nutritious food, inadequate availability of affordable nutritious products, and the increasing presence of cheap and convenient junk food within the retail environment.

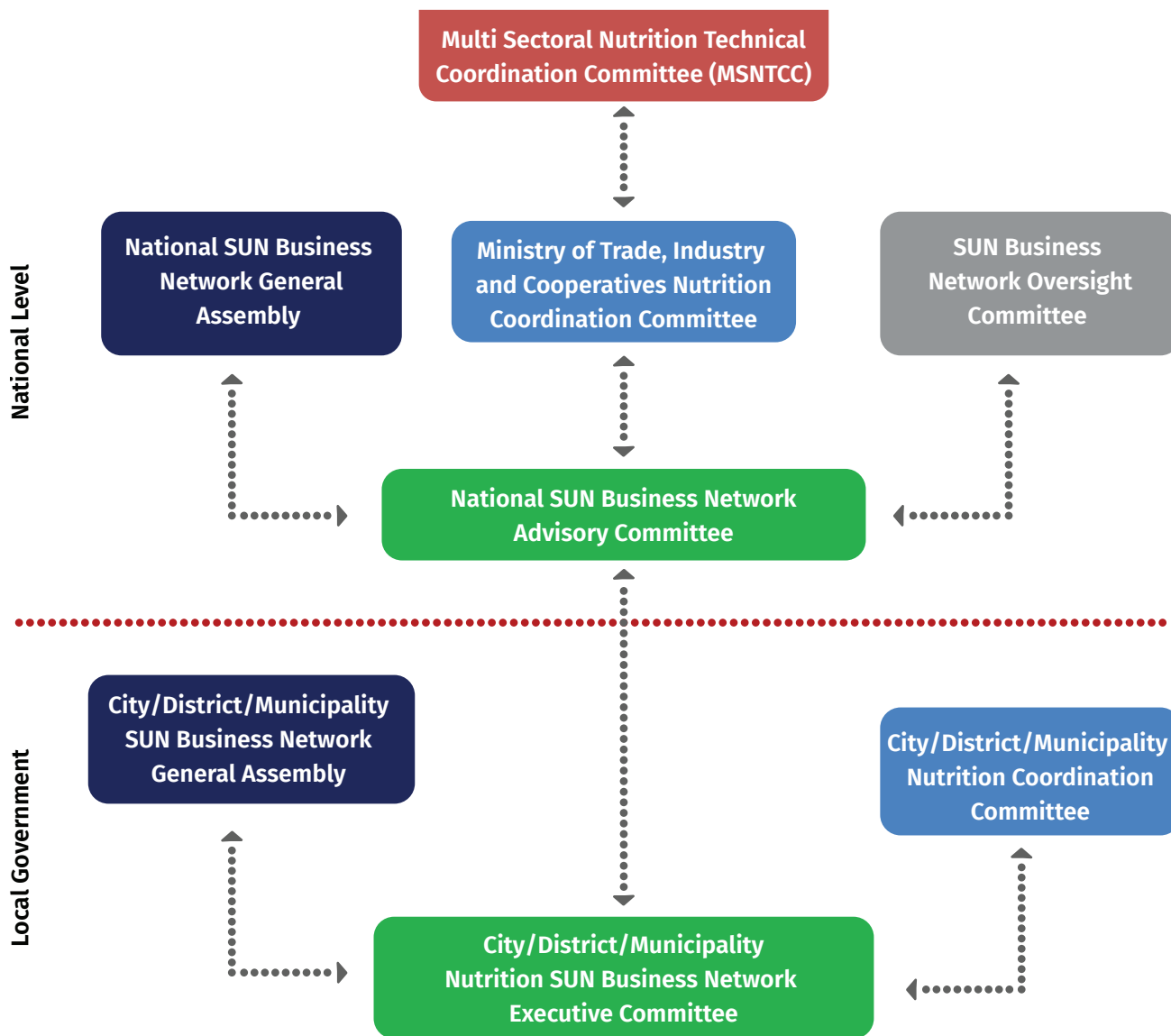
SBN can play a key role in changing consumer behaviour patterns, making nutrition more aspirational to consumers, and supporting businesses to reformulate their products so they have a healthier composition. Specifically, SBN works with both the private sector and policymakers/government to encourage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

### **3.4.5 Large businesses leveraged for nutrition action**

Large multinational companies have the potential and capacity to steer their operations and resources behind advancing national nutritional priorities. SBN will leverage their resources and commitment to improving nutrition by engaging these businesses on a number of activities detailed in the annex.

## Section 4: Governance

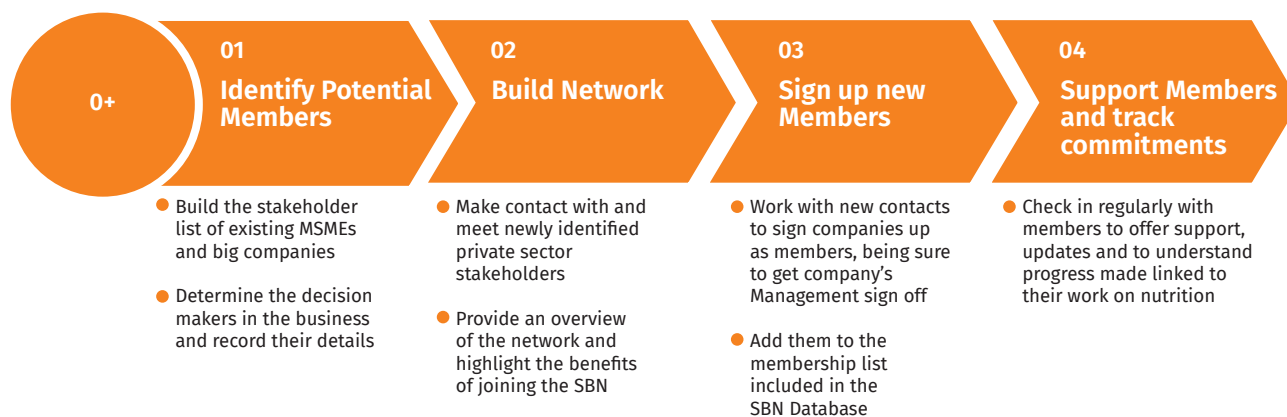
### 4.1 Governance Structure



**Figure 8:** Coordination of implementation of the SBN Strategy at National and Local Government

The UNAP II coordination structure provides for establishment of four SUN Networks: SUN Business Network (SBN); Nutrition Development Partners Group (NDPG); SUN Civil Society Organizations (CSO) Network and SUN Academia and Research Institutions Network. Coordination of implementation of the SBN Strategy at National and Local Government will be within the coordination arrangements provided for under the UNAPII (Figure 8).

At all levels, membership to the SBN is guided the SBN TORs provided as per UNAPII (Annex 4) and the organization will sign up a an SBN membership & onboarding form confirming (Annex 5). The membership recruitment is a continuous process following the steps identified in Figure 9. On a regular basis each SBN member will conduct a self-assessment of its Technical and Financial Assistance needs using the SBN Technical Assistance & Finance Needs Self-Assessment Form (Annex 6).



**Figure 9: Member Recruitment Process**

Each on boarding SBN member organization will fill a commitment from (Annex4) which provides a general overview of the organization's area of commitment around nutrition. From the seven focus areas which contribute toward improving nutrition a member SBN company will select a maximum of four. Against the relevant commitment category, the organization will formulate its SMART commitments. SMART commitments are Specific (have a clear objective); Measurable; Achievable; Relevant (aligned with business plans); Timebound (over a fixed period).

#### 4.1.1 Roles of the Advisory Committee

The roles of the advisory committee are the following:

- Enhance business engagement in the private sector through the establishment of effective coordination mechanisms among stakeholders
- Liaise with global and regional SBNS to harmonise global and in-country strategies, developments and resource mobilisation
- Collaborate and coordinate with the national SUN Secretariat and other SUN networks to ensure strategic alignment and identify opportunities for enhancing complementarities.

#### 4.1.2 The Convener Role

WFP and GAIN provide high-level support as part of the broader SUN Movement. These convenors are represented in the Global SBN Advisory Group. Details of roles are in Table 2.

#### 4.1.3 The SBN Secretariat and its Roles

Currently housed at the Ministry of Trade, Industry and Cooperatives, the SBN Secretariat will support the SBN by providing secretarial and operational support. The SBN Secretariat roles are:

- To coordinate and provide an oversight role to all private sector players relevant to nutrition
- Facilitate the operational linkages with all the other relevant institutions and stakeholders within the private sector
- Provide technical assistance to the OPM on private sector nutrition related engagements
- Identify opportunities to improve the enabling environment for businesses to increase action and investments in nutrition (in line with the strategic plan)
- Support development and implementation of annual business network workplan aligned to the strategic plan objectives
- Support periodic (quarterly) private sector performance reviews on nutrition
- Support annual private sector forum on nutrition
- Develop and periodically maintain a database of business network members
- Identifying corporate social responsibility opportunities that can be leveraged to support the network and its members.
- Advocate and mobilise resources to support nutrition implementation (nutrition research, internships, capacity development, etc).

#### 4.1.4 Roles and responsibilities of SBN stakeholders

The following table highlights the roles of responsibilities of all SBN stakeholders:

	<b>Key people/parties</b> <i>Who makes up this group?</i>	<b>Role</b> <i>What is their role in the SBN?</i>	<b>RACI</b> <i>What is their level of responsibility for the SBN's progress?</i>	<b>Oversight and reporting lines</b> <i>Who do they report to and / or provide oversight for?</i>
SBN Global co-facilitators and convenors	World Food Programme (WFP) and the Global Alliance for Improved Nutrition (GAIN)	Provide high level support as part of the broader SUN Movement	I ( <i>Informed</i> )	WFP & GAIN are represented in the global SBN Advisory Group WFP & GAIN
SBN Global Advisory Group and Team	Advisory Group: Senior business leaders, WFP & GAIN, additional global staff from WFP	Determine the strategic direction of the Network at a global level	C ( <i>Consulted</i> ). The opinions and guidance of the global team is sought regularly	SBN Global Team reports directly to the Advisory Group and relevant stakeholders within GAIN and WFP
Government Coordination Agency	Office of the Prime Minister (OPM)	Overall oversight	C ( <i>Consulted</i> ). Input is sought on a regular basis	Report to OPM through the Multisectoral Nutrition Technical Coordination Committee (MSNTCC) <sup>4</sup> under the UNAP Secretariat
Government Nutrition Coordination Agency	The SBN Secretariat sits under the Ministry of Trade, Industry and Cooperatives (MTIC), in the department of Small and Medium Enterprises	Secretariat	I ( <i>Informed</i> ). Kept up to date on progress	SBN Secretariat reports to the MSNTCC, who then reports to OPM
SBN Uganda Advisory Group	Various stakeholders	Meet quarterly to provide strategic guidance and input	C ( <i>Consulted</i> ). Will transition to Accountable in future years (beyond 2025)	Reports directly to the MSNTCC at OPM
SBN Uganda Team (within WFP)	WFP Staff	Coordinate the activities of the Network on a day-to-day basis	A ( <i>Accountable</i> ) and R ( <i>Responsible</i> ). Accountable for the Network Responsible for day-to-day management	Reports directly to the SBN Global team and Country Office Leadership  Locally SBN will report to the Nutrition Development Partners Group. This group reports to the MSNTCC at OPM

**Table 2: Roles and Responsibilities**

<sup>4</sup> The MSNTCC is represented by 17 different ministries, departments and agencies which are signatories of UNAP. This also includes the Private Sector Foundation Uganda. Development partners are also represented here individually. Civil society and academia also are represented through their chairpersons.

#### 4.2 Partnerships

The need for strategic partnerships is critical to the success of this strategy. SBN Uganda will identify and leverage partners working within the economic/private sector development space or other areas that complement the SBN's work via the key SBN functions or its cross-cutting priority areas, or other highly relevant focus areas that the SBN is not working within, such as climate. These partners can then support national SBN members or activities, and/or work with national SBN teams to make their own operations more nutrition smart. At the global and regional levels, complementary partners will also be engaged to operationalise multi-country support to cross-cutting priority areas.



## Section 5: SBN Roadmap, Funding, Results and Communication

### 5.1 SBN Implementation Roadmap for 2022/23-2029/30

The implementation of the strategy is in two phases. The pilot and consolidation phase will be implemented from FY 2022/23 -2024/25, and scale-up phase will occur subsequently from FY 2025/26– 2029/30. The initial phase will establish and strengthen the functioning of the SBN, as well as develop and pilot actions aimed at increasing business contributions to nutrition and accountability. The SBN will develop a number of successful models and approaches to showcase to other businesses how to integrate nutritional objectives into business. The period 2025/26– 2029/2030 will be a phase of scaling-up the actions that have proven to be successful during this initial phase. The period 2022/23–2024/25 is within the 3rd National Development Plan and the second Uganda Nutrition Action Plan (2020/21–20 24/25) while the scale-up phase will coincide with the 4th National Development Plan 2025/26–2029/30, UNAPII 2025/26–2029/30 and the end period for the SDG Agenda 2030.

### 5.2 SBN Implementation Budget for 2022/23-2029/30

The total indicative budget required for implementation of the strategy during the first three years (FYs 2022/23-2024/25) is approximately **4.4 billion** Uganda Shillings which is **0.13%** of the total cost for the entire UNAPII implementation period. Financing for this strategy will be a collaboration between the Government of Uganda, Objective of 1 which is to drive businesses action to sustainably enhance and scale up capacity and contributions to nutrition with a focus on safe, quality, nutritious and affordable diets will cost **UGX 1,353,871,000** during the first phase of implementation. The priority cost canters under this activity are listed below: Development of the SBN Strategy 2022-2030 including its Launching; Roundtable Meetings on policy issues relevant to SBN; Development of Annual Private Sector Position Paper; Evidence-informed advocacy by SBN to

stakeholders to help strengthen the enabling environment for private sector investment in nutrition and review the 1st phase of SBN Strategy implementation and development of scale up phase roadmap.

Objective which is aimed at strengthening business accountability through national, collaborative mechanisms to connect and support businesses in defining and tracking nutrition actions, together with all relevant business and non-business stakeholders, including other SUN Networks will cost **UGX 1,440,414,080** during the first phase of implementation. The priority cost canters under this activity are listed below: Build a platform for business engagement -SBN Membership Recruitment Process through Identification of potential members, Network building and boarding) ; Support to Institutionalization SBN; Private sector awareness of the role they can play & their responsibilities in addressing malnutrition/External Public Relations/SBN Brand Promotion; Regular Network Meetings & Events-SUN multi-stakeholder platform meetings include private sector; SBN Steering Committee Meetings; Member workshops; Formation of Strategic Businesses partnerships that help them build capacity to meet their nutrition commitments; Development of Businesses; Informed SMART commitments to address nutrition and progress monitoring among Businesses SMART commitments to address nutrition.

Lastly, objective three which is to sustainably engage with government actors enable them recognize the positive role of business in reaching nutrition goals by creating a supportive policy and regulatory environment for business action will cost **UGX 1,566,403,520** during the first phase of implementation. The priority cost canters under this activity are listed below: Undertake Consumer studies for key foods to be promoted by SBN members; Identification of business needs for finance, technical assistance, business development support & enabling environment/policy

change; Provide Technical Assistance to member companies based on Identified TA areas and support implementation of workplace nutrition.

### 5.3 Monitoring, Evaluation and Communication

A monitoring and Evaluation Framework has been developed based the Global SBN Logical Framework that has been customised for Uganda (Figure 10).

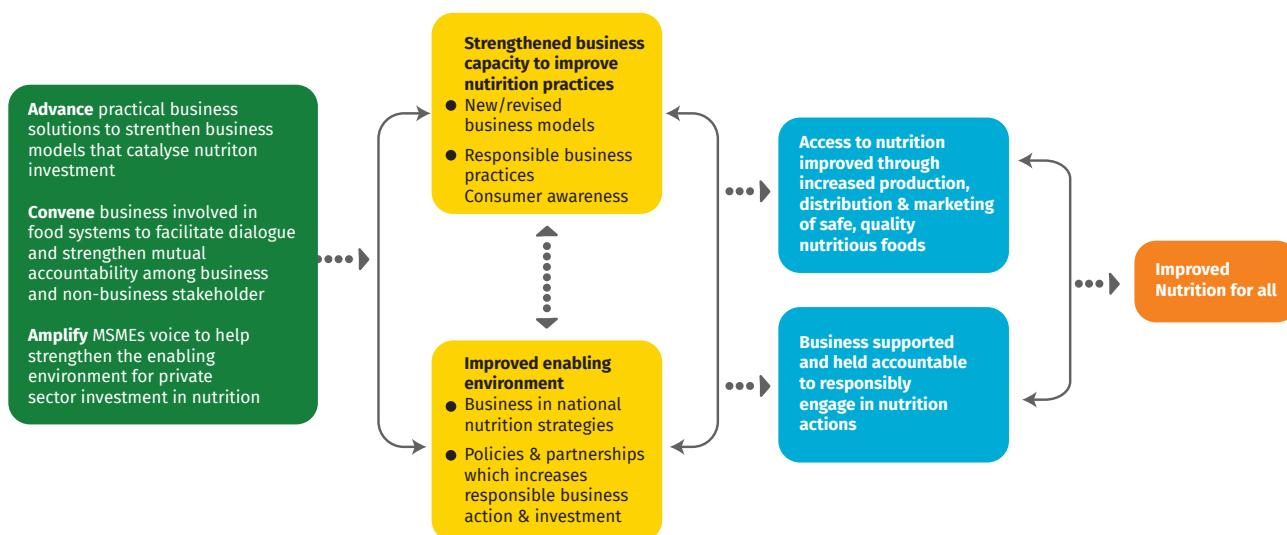


Figure 10: Customized SBN Logical Framework for SBN Uganda Strategy

Details of outcomes and indicators, data sources and frequency of reporting has been provided under Annexes 7 and 9. Specifically, the following indicators will be monitored at various levels i.e. outcome, objective and output levels.

- 1) Current functionality score of National SBN Network
- 2) Number of businesses making verified progress against SMART commitments based on timelines/milestones established (disaggregated by type of commitment and gender ownership)
- 3) Number of businesses making self-reported progress against SMART commitments based on timelines/milestones established (disaggregated by type of commitment and gender ownership)
- 4) Number of links/partnerships formed between SBN members and relevant partners (to provide support to address business needs) (cumulative); disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)

- 5) Number of businesses making SMART commitments to address nutrition (cumulative); disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)
- 6) Role of business outlined in the national nutrition strategy/policy or similar document
- 7) Number of meetings with relevant non-business stakeholders to clarify and encourage a role of business in addressing malnutrition
- 8) Private sector or SBN has a seat in all relevant regular joint SUN MSP events or initiatives throughout the year
- 9) Number of relevant Government departments sensitized to role of business in addressing malnutrition through advocacy messaging
- 10) Number of SBN member convenings (meetings/events)
- 11) Number of businesses signed up as national SBN members; disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)
- 12) Number of individual businesses convened at SBN meetings/events; disaggregated by

gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)

13) % of membership base attending; disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)

14) Number of business members needs assessments undertaken (Technical or Financial Assistance, Business Development Support); disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)

15) Number of tools/guidance documents/ best practices disseminated to businesses

16) Number of strategic partnerships between National SBN with business associations and other partners

17) Number of business support services or providers identified

The following six key Performance Indicators that apply to all SBN networks globally will be reported a bi-annual basis.

1) Number of members convenings and % membership base attending

2) Number of businesses with needs assessed

3) Number of business members

4) Number of businesses making commitments

5) Number of partnerships B2B or with other networks made

6) Progress on nutrition commitments

The communication actions for the Implementation period 2022/23-2024/25 is detailed in annex 10.



## Annex 1: Nutrition and food security situation in Uganda

### Trends in and causes of different forms of malnutrition

#### Undernutrition

Undernutrition majorly affects children below five years, culminating in high rates of stunting, underweight, wasting. It makes children vulnerable to diseases and results into high child mortality rates<sup>5</sup>. While stunting decreased from 32% in 2009/10 to 29% in 2016, underweight from 22% to 11% and wasting from 7% to 4% (UDHS, 2016), the reduction is slow. Currently, about 1.8 million children aged under 5 years are stunted and by 2030, approximately 11% of the population under 5 years will be stunted<sup>6</sup>. Geographically, variations in stunting rates exist, the highest being in the regions of Bunyoro, Tooro, West Nile, Karamoja and Bugishu, while the lowest are in Teso. The poorest are more prone to stunting, however the stunting level among the rich is also a cause of concern. The poorest 20% have the highest stunting rate of 29%, while the richest 20% have a stunting rate of 19%.

#### Micronutrient deficiencies

One in three women (32%) have some degree of anaemia and the trend has been on the rise since 2011. Vitamin A deficiency affects one in five young children and women of reproductive age, resulting in impaired resistance to infection and consequently higher levels of illness and mortality, as well as potentially severe eye problems. The prevalence of zinc deficiency ranges from 20% to 70% in young children and 20% to 30% in adults. Zinc deficiency results in poor growth, reduced resistance to infectious diseases, and increased incidence of stillbirths. Pregnant (38%) and breastfeeding women (34%) are more likely to be anaemic and there are regional variations with Acholi region being most affected. Generally, diets of women of reproductive age lack micronutrients found in animal source foods.

### Overweight, obesity and other diet-related NCDs

The proportion of women who are overweight or obese has increased in the same period, from 17% in 2006 to 19% in 2011 and 24% in 2016. The proportion of women of normal weight declines with age, from 76% among those aged 15–19 years to 58% among those aged 40–49 years. Women aged 15–19 years are more likely (13%) to be thin compared to older women (7–8%). The proportion of women who are overweight or obese increases with age, from 11% among those aged 15–19 to 34% among those aged 40–49 years. One in three (34%) urban women are overweight or obese compared with one in five (20%) rural women. The proportion of women who are overweight or obese increases with increasing education and wealth. For example, 8% of women in the lowest wealth quintile are overweight or obese, compared with 42% of women in the highest wealth quintile.

9% of adult men aged 18+ years are overweight or obese. Similar proportions of urban (76%) and rural (78%) men have a normal BMI. However, more rural (16%) than urban (7%) men are thin and more urban (16%) than rural (6%) men are overweight or obese. One in five men who have more than secondary education (19%) and who are in the highest wealth quintile (21%) are overweight or obese.

The adolescence stage is the second-fastest development stage of the human body after infancy. The development during this stage requires increases the nutrient requirements of the body. However, overnutrition in adolescents has the same implication on NCDs in adolescence as in childhood. The Uganda National Panel Survey (UNPS) 2019/2020 provide information on the body mass index (BMI) for adolescents (10–19 years). BMI in adolescents helps in the assessment of the future risk of some poor health conditions such as high blood pressure, diabetes, and hypertension. Overall, the survey revealed

<sup>5</sup> Infant mortality is 43%, under 5 mortality is 64%. UDHS, 2016

<sup>6</sup> Assuming that all factors remain constant.



that 2.9% of adolescents are overweight. Among adolescent girls, obesity was at 0.5%. The UDHS 2021 will provide a clear picture once conducted.

The age-standardised prevalence of raised blood glucose/diabetes among persons aged 18+ years was at 3.3% in 2014. The age-standardised prevalence of raised blood pressure among persons aged 18+ years was 24% in 2014. Obesity and excessive energy intake are known major causes of hypertension. Consequently, hypertension/raised blood pressure can partly be an indirect measure of the population's nutrition status or secondary consequences of malnutrition. The UNPS data showed that 6.5% of the adult women affecting all regions of the country. The proportion of women with a raised blood pressure in the central region was 7.2% while the northern region had the highest proportion of women with raised blood pressure despite having the lowest proportion of women that were obese.

Available data from the UNPS 2020 indicate that raised blood pressure among men was at 8% with the northern region having the highest proportion of men with a raised blood pressure. The report indicated that the proportion of raised blood pressure was consistently higher in men compared to women. This is despite the proportions of obesity and overweight being much higher among men than women. The proportion of men with raised blood pressure was higher than the national proportion of both men and women with raised blood pressure. Raised blood pressure was much higher in men aged 60 years and above.

### **Causes of malnutrition**

There are societal and contextual issues that continue to inhibit good nutrition in Uganda. They include the following, among others:

- Poverty, low household income and limited access to social protection programmes and support networks.
- Entrenched cultural and social norm and economic conditions which negatively affect feeding practices and lifestyle choices.
- Low literacy levels and ignorance leading to low utilisation of nutrition-specific and nutrition-sensitive services by communities
- Inadequate participation of women in development and income-generating activities.
- Frequent climatic shocks in regions such as Karamoja limits agricultural productivity leading to low household income.
- The increasing trend of urbanisation and change in diets and lifestyle is a risk factor for overweight and obesity.
- Infrastructural, technological, trade and marketing barriers that negatively affect the production and consumption of nutrient-dense foods.
- Unguided commercialization of agriculture in the region, with increased focus on cash crops at the cost of food production.

### **The Food Security Situation Undernourishment**

The prevalence of undernourishment (reflecting the share of the population with insufficient caloric intake below 2,200 kcal) remains high with nearly 40% of individuals in Uganda classified as undernourished and 16% of households chronically undernourished with only 4% being

food secure for the period 2009/10–2015/2016. Over 64% of Ugandans cannot afford the desired 3 meals per day (UBOS & ICF, 2018). This implies that Ugandans are unable to consume the minimum required dietary intake (RDI) for light physical activity (2,200 kcal) and are consuming only an average of 1,860 kcal per day.

The intake is lower in the rural areas with an average of 1,814 kcal in 2009/10 to 1,841 kcal in 2015/16, compared to the urban areas at 1,956 kcal in 2009/10 to 2,030 kcal in the same year. The prevalence of undernourishment is highest in the western region and lowest in the northern region. There was a drastic decline in caloric intake per person per day in the eastern region between 2009/10 and 2015/16, from 1,913 kcal to 1,692 kcal,

and caloric deficiency increased from 33.2% to 45.8% in the same period. The richest 20% of the population can meet the RDI while the poorest 20% have the highest levels of undernourishment.

### Diets

Figure 1 reveals that key protein foods such as meat, fish, and poultry, eggs, milk and milk products constitute a low proportion of children's diets. There is notably low consumption of dairy products since 2006, with only 3% of children 6–23 months consuming milk and milk products in 2016. The consumption of fortified foods was less than 1% in 2016. Therefore, a lot needs to be done to improve children's diets, especially with nutrient-rich foods.

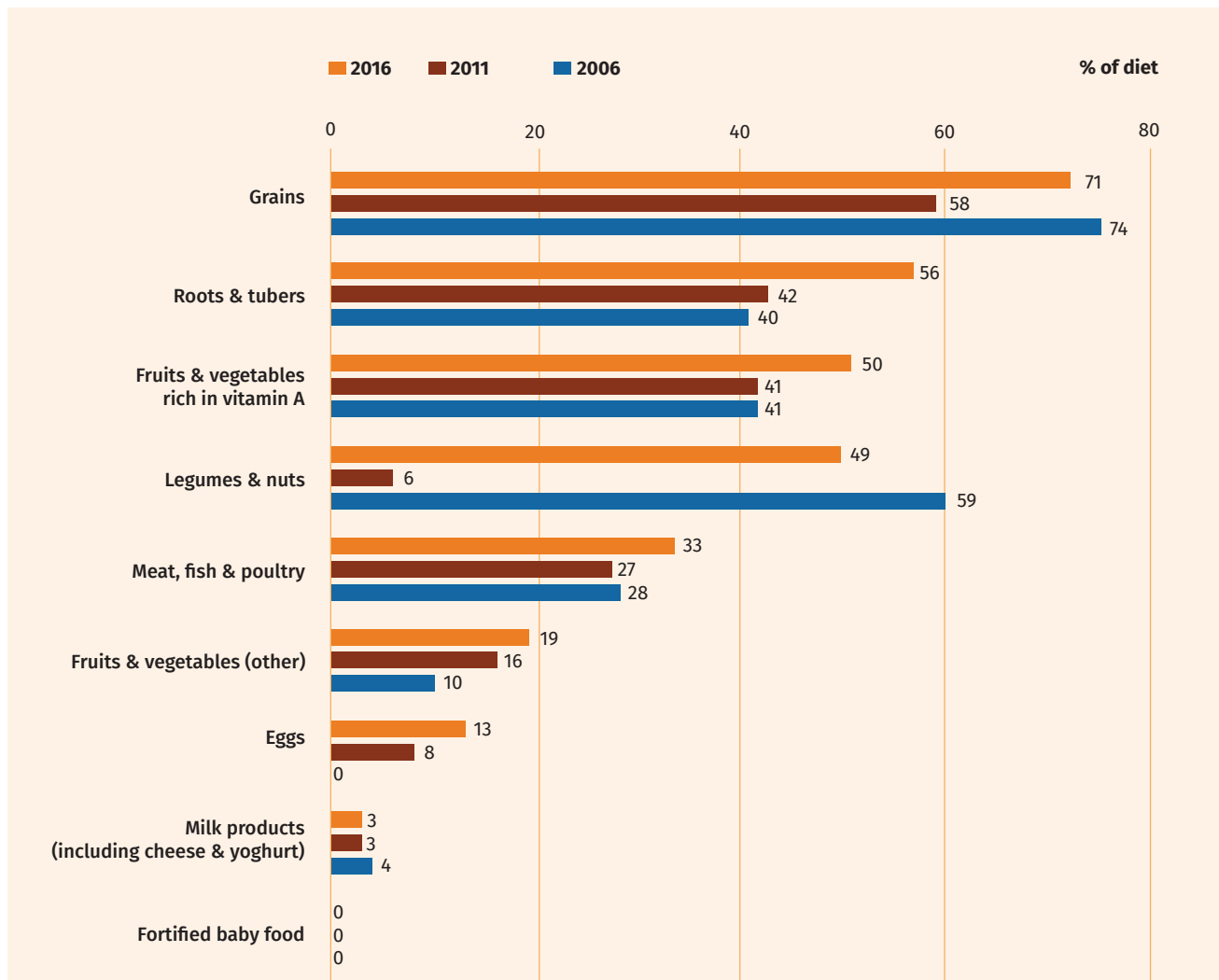


Figure 11: Food consumption patterns of children 6-23 months

Source: UDHS, 2016

### Current public policy responses

The annual cost associated with undernutrition is estimated at UGX 1.8 trillion, which is an equivalent of 5.6% of GDP (cost of hunger in Uganda Report 2013). The current allocation of about 1% of the health budget (FY 2017/2018) to nutrition is insufficient to meet the investment needed to address malnutrition in Uganda.

Uganda identified reducing micronutrient deficiencies as a priority and adopted fortified staple foods as an approach in the Uganda Nutrition Action Plan, with the private sector

fortifying the products and the public sector guaranteeing the quality and coverage of the fortified foods. However, several factors still need to be addressed for efficient implementation of fortification activities including regulatory system challenges and inadequacies, poor surveillance and monitoring systems, poor compliance to standards and regulations, and lack of coordination by participating program sectors as well as policy-related challenges such as exclusion of food fortification activities from sector work plans and budgets, and low demand for fortified foods.

Commodity	Baseline (2018/19)	2025	2030	Source
Maize (thousand tonnes)	3,173.32	4,501.42	6023.91	UBOS, MAAIF
Beans (thousand tonnes)	1,218.66	1,728.69	2,313.38	UBOS, MAAIF
Ground nuts (thousand tonnes)	615.85	873.59	1,169.07	UBOS, MAAIF
Rice (thousand tonnes)	246.53	349.71	467.99	UBOS, MAAIF
Cassava (thousand tonnes)	3,449.20	4,892.76	6,547.61	UBOS, MAAIF
Milk (million litres)	2,500	3,546.29	4,745.75	UBOS, MAAIF
Fish (thousand tonnes)	511,22	725,181	970,455.8	UBOS, MAAIF
Sweet potatoes (thousand tonnes)	2,491.67	3,534.48	4,729.93	UBOS, MAAIF
Bananas (thousand tonnes)	5,263.80	7,466.80	9,992.26	UBOS, MAAIF
Millet (thousand tonnes)	286.62	406.58	544.09	UBOS, MAAIF
Sorghum (thousand tonnes)	542.88	770.09	1,030.55	UBOS, MAAIF
Irish potatoes (thousand tonnes)	214.53	304.31	407.24	UBOS, MAAIF
Meat (thousand tonnes)	282.6	400.88	536.46	UBOS, MAAIF

**Table A1:** Targeted growth in production volumes of key agricultural commodities

## Annex 2: Food Systems Businesses in Uganda



### Grain milling and bakery

The grain milling sector has grown extensively in Uganda over the last 10 years, following the changes in consumption habits as urbanisation continues. Although bananas and other tubers including cassava continue to be part of the diet in the country, the growth in consumption of maize (locally called posho), rice and wheat flour continues to increase as young urban consumers dictate more of the consumption habits in the country. According to the United States Department of Agriculture (USDA), in the latest available estimates, Uganda produced about 2.8 million tonnes of maize, with consumption of just above 2 million tonnes, while rice production stood at 238,000 metric tonnes, compared to 346,309 metric tonnes consumed in the country. Wheat consumption stands at 500,000 metric tonnes compared to 20,000 metric tonnes produced locally.

From the above figures, Uganda fails to meet its demand for rice and wheat from local production, key commodities where local demand is forecast

to rise substantially. Furthermore, while local processing of maize is increasing, the country is a critical supplier of the commodity to the East African market, especially to Kenya, South Sudan, the DRC and Rwanda. The grain milling industry in Uganda is in developing, even as regional giants Bakhresa and Pembe continue to lead the sector, having invested more than a decade in milling operations in the country.

The recent entry of Mandela Millers, with a new 300 tonnes per day wheat and a 48 tonnes per day maize milling plant, is an indication that the country's milling sector has many untapped opportunities. Another recent investment in the sector is Master Grain Millers, based in the second city of Jinja, with a 300 tonnes per day plant. Uganda also has many small-scale millers, which are increasingly visible in the retail trade across the country and which continue to establish operations in order to meet the rising demand for maize meal and rice.

The sector has also witnessed some exits, with Unga Millers closing its loss-making maize milling plant in the country in 2017. In the rice sector, one of the largest rice growing and processing plants in East Africa, the Kibimba Rice Factory, which packages the popular Tilda Rice, has been in operation for nearly 20 years.

The rising demand for wheat flour in Uganda is largely driven by the surging demand for baked goods, including bread, biscuits, cakes and cookies, as home consumption of wheat flour lags behind other East African countries like Kenya and Tanzania. Some of the most popular bakery brands are owned by Ugandan entrepreneurs, including Hot Loaf, Ntake and many others. Specialty bakeries and cake shops, mainly located within high-end malls in Kampala, are also growing in prominence.

The abundance of grains is helping to drive the growth of the animal feed manufacturing industry in Uganda. This sector is still at the development stage, however has huge potential considering the country is the leading supplier of animal feed stock, and oilseed cake (soybean and sunflower) to the region. A 120 tonne per day chicken feed plant recently established by HRM-Rainbow indicates the high demand for grains in the country for the livestock sector in Uganda.

### **Fruit and vegetable processing**

According to the Uganda Investment Authority, Uganda is the leading producer of fruit in Africa, with pineapple the most widely developed and grown product in the country, and mango not far behind. Uganda has unmatched advantage for growing fruit and vegetables due to its warm, less humid tropical climate, plentiful rainfall and opportunities for irrigation. Soils of pH 5 to 6.5 are most ideal for fruit (such as oranges, mangoes and pineapples) and there are many areas with these soils in Uganda.

There are about four main fruit processing companies in Uganda, led by Britania Allied Industries and House of Eden, while about 15 companies export fruit to the European market regularly, leaving huge potential for investments in the fruits and vegetables value chain in the country. Opportunities exist in the production and processing of fruit and vegetables in the country, including banana, avocado, macadamia,

tomato, onions and hot pepper. The government has been a keen player in the development of the fruit processing sector, recently commissioning a US\$12.88 million pineapple processing plant in Soroti and another one in Nyakihanga worth US\$380,000 to improve the fruit supply chain in the country.

### **Meat, poultry and fish**

The meat, poultry and fish value chains in Uganda are very vibrant as the country takes advantage of its vast land and water resources, abundant feed stock from grain value chains and a population that consumes such products in many forms. Uganda is a regional leader in the production of fish, chicken, eggs, pork and other products, while the livestock sector is thriving again after many decades of low production. Opportunities exist to produce and process poultry and meat products for the growing local market, as well as regional and export markets, especially those that are seeking organic products.



However, apart from fish and some poultry processors that have grown accustomed to the strict requirements for the export market, there are many barriers in the poultry and meat value chain in Uganda to enter the export market. Some of the leading companies in this sector include HMM-Rainbow, Fresh Cuts, Ugachick, Biyinzika, Uganda Meat, Sokoni Africa, Lake Bounty, Greenfields Uganda, Fresh Perch, Infra Uganda and Nyanza Perch among others. The entry of RCL Foods, South Africa's largest chicken producer and marketer into the Uganda poultry industry has changed the landscape, with the firm's products currently being sold into the regional markets in East Africa. These barriers will need to be addressed in order for the private sector to access these more lucrative markets and drive growth of these sectors downstream.

### Dairy processing

The dairy industry in Uganda has made great strides in less than 15 years to be the fastest growing and second largest in Eastern Africa. With the production of about 2.4 billion litres per year, Uganda is performing way below the 10 billion litres the Dairy Development Authority says is its true potential. This is due to a myriad of challenges, chief of which is the lack of adoption of the latest practices and technologies at farm level.

However, on the processing side, Uganda has made extremely good progress, with the leading player in the country, Pearl Dairy, having an installed capacity of 800,000 litres per day and producing an array of products including fresh and long-life milk, milk powder, butter, yoghurt, flavoured milk and ghee for local, regional and export markets. US-based Rise Fund managed by TPG Capital recently took a 34% equity investment in the company, joining another investment by Kenyan-based Brookside Dairy that took over the operations of Sameer Agriculture and Livestock.

Danone, the French dairy giant, owns a 40% share in Brookside Dairy. Other players in the dairy sector include Amos Dairy, that processes anhydrous milk fat, ghee, casein, and whey for the export market; Jesa Dairy; Rainbow dairy and many others. The dairy industry in Uganda continues to offer stiff competition to other dairies in the region, with its milk products popular with consumers across Eastern Africa.

### Opportunities for the private sector system in Uganda

Uganda has enjoyed a strong and stable macroeconomic environment over the last two decades characterised by low inflation rates of 4–5%, stable foreign exchange rate, reserves averaging five months of import cover and an average GDP growth rate maintained at 6–8% per annum. This outlook provides a strong foundation for MSMEs to flourish.

The government has established support institutions, particularly the Directorate of MSMEs under the Ministry of Trade, Industry and Cooperatives (MTIC) with its affiliated institutions, departments and agencies, for example Investment and Private Sector Development in the Ministry of Finance, Planning and Economic Development (MFPED); Uganda Investment Authority (UIA); Research Institutions and Makerere University Entrepreneurship Centre among others. Other private institutions include Private Sector Foundation Uganda (PSFU) and Enterprise Uganda (EUG). These continue to design and implement the necessary policies and programmes that support the development of the MSME sector. Significant success has been achieved in skills development, entrepreneurship promotion, and research and business incubation for MSMEs.



There are over 35 public and private universities and several business, technical, vocational education and training institutions (BTVET) in Uganda offering **quality education**. This offers a steady supply of trained and flexible labour force as well as potential entrepreneurs in the food system.

Uganda is gifted with **expanses of arable land and fertile soils** that support agro-based enterprises and a number of freshwater bodies including the world's second largest lake that is home to various fish species.

The economy is **fully liberalised and open to foreign direct investment** (FDI), with no restrictions on remittance of dividends and with fully functional legal systems. This is clearly demonstrated in the ICT sector by the improved communication system comprising over 9.9 million mobile subscribers, and the increased number of private radio stations from 222 to 253 according to the Uganda Communications Commission (UCC). This augurs well for dissemination and access to information required by businesses in the food systems for their operations

### Challenges in leveraging the private sector for nutritional goals in Uganda

**Limited access to affordable finance.** The major constraints for businesses often cited are limited access to affordable finance needed to meet their diverse needs, access to wider capital due to nature of their establishment, and access and high cost of obtaining credit risk collateral. This mainly affects enterprises established by women, youth and PWDs as well as agriculture-based enterprises whose businesses are perceived to be risky. Where these financial products exist, interest rates charged are still very high and most MSMEs cannot afford.

**The dominant informality of the food and nutrition sector.** The majority of enterprises within the micro, small and medium sector operate informally. This is a major challenge for growth and expansion of the enterprises, enterprise productivity, and working conditions and has a negative impact on the development of sustainable enterprises, public revenues and government's scope of action, particularly with regard to economic, social and environmental policies, the soundness of institutions and

fair competition in national and international markets.

**Inadequate technical and business skills.** Although the country has an increasing number of academic and training institutions, there is still a gap in entrepreneurship, technical and management skills. Developing these skills will engender enterprising persons who should be equipped to fulfil their potential and create their own businesses.

**Limited access to appropriate technology.** Enhanced value-added production and service technology needed by MSMEs are extremely diverse, reflecting the wide range of products and services. In order for the MSMEs to ensure the competitiveness of the manufacturing and production activities of their business, the need to access, adopt and/or adapt appropriate technologies is vital. Ugandan MSMEs must have access to appropriate technologies to facilitate and improve productivity and efficiency.





**Limited access to quality assurance & affordable product certification services.** MSMEs face the costly process for their product certification and standardisation. This puts MSMEs at a disadvantage within local, regional and export markets. Many cannot comply with the present minimum requirements due to limited capital.

**Limited infrastructural facilities.** Limited infrastructural facilities such as modern village markets, industrial parks, business premises, clusters, and access to land for operation, common testing facility centres and business incubators hinder the innovations and creativity of the MSMEs. The existing infrastructural facilities related to transportation (roads, railways), power generation, transmission and distribution, water supply, telecommunication are not inadequate and expensive, rendering the cost of doing business high.

**Limited access to markets and business information services.** MSMEs are faced with a number of challenges in accessing markets for their goods and services that are directly related to the actual disposal of the product or service on the local or export market. The limited access to market information such as strict international standards, fluctuating foreign exchange rates, free trade areas and competition from similar products makes MSMEs less aware of opportunities in the market. Limited services to provide entrepreneurs with business development skills and industrial knowledge to raise MSMEs' productivity are still fragmented and not demand driven.

**Uncoordinated structure of MSME sector.** Presently, the MSME sector is highly fragmented which undermines competitiveness, growth and sustainability of the sector. As a result, the MSMEs do not have a single common voice and forum for effective policy dialogue, influencing policy or lobbying government support. This can be attributed to weak internal capacities of associations representing MSMEs and the liberal policies that lack industry supplier linkages and development. A strong and coordinated apex body to strengthen and enable MSMEs to cope successfully within globalisation for increased flows of foreign direct investments (FDI) is needed including facilitation of linkages between larger enterprises and MSMEs.

**HIV/AIDS.** The recent survey of the National HIV/AIDS indicator show the prevalence rates of Ugandans aged 15-49 has risen to 7.3%. These affects directly on the labour force and efficiency in the MSME sector and increase the dependency ratio occasioned by high orphanhood and increased absenteeism from work as a result of the epidemic. There is a need to support workplace related guidelines to address HIV/AIDS.

**Environmental issues and climate change.** The increased rate of global warming, compounded by limited awareness of environmental issues such as laws and regulation, non-compliance and the resultant unpredictability of seasons is one of the greatest issues for MSMEs in Uganda today.

## Annex 3: Terms of Reference for Scaling Up Nutrition Business Network (SBN) in Uganda

<p><b>Purpose of SBN:</b> Contribute to improved nutrition by mobilizing the Business Community to commit to and invest in improved business practices that contribute to the National Nutrition targets as reflected in the second Uganda Nutrition Action Plan (UNAPII) 2020/21-2024/25. SBN does this by bringing together the private sector, government, and relevant stakeholders to work with and support businesses, in particular, small and medium enterprises, to take joint, practical actions that shape sustainable local food systems and accelerate contributions to improved nutrition.</p>	
<p><b>SBN Goal:</b> Empowered private sector becomes a long-term sustainable development partner in nutrition, accelerating investments in products and practices that contribute to ending malnutrition, aligned to the second Uganda Nutrition Action Plan (UNAPII) 2020/21-2024/25.</p>	
<p><b>Strategic Objectives for SBN</b></p>	<p>Drive Business Action: Enhance and scale capacity and contributions to nutrition with a focus on safe, quality, diversified and affordable diets</p>
	<p>Strengthen Business Accountability: Build collaborative mechanisms that connect and support businesses to define and track nutrition actions, together with all relevant business and non-business stakeholders</p>
	<p>Improve Enabling Environment: Engage government actors recognize and enable the positive role of business in reaching nutrition goals ultimately contributing to creating a supportive policy and regulatory environment for business action</p>
<p><b>Cross cutting priority areas for SBN</b></p>	<p>Supporting Small and Medium Enterprises (SMEs); Empowering women entrepreneurs; Youth engagement; Access to finance and technical assistance at scale; consumer awareness and demand; enabling policy environment for SME investment in nutrition; leveraging large businesses</p>
<p><b>SBN key roles and responsibilities</b></p>	<p>Advance practical business solutions and support, to improve business practices for nutrition including the following: Facilitating access to finance; technologies; technical assistance, innovation, business partnerships, and strategic knowledge- exchange opportunities</p>
	<p>Convene business via fit-for-purpose mechanisms that facilitate dialogue, collaboration, and learning among business in support of UNAPII Objectives, strategies and priority actions</p>
	<p>Amplify MSME voice, channeling collective perspectives, ideas, and potential opportunities to government and other relevant stakeholders to help recognize and enable the positive role of business in nutrition, and strengthen overall mutual accountability</p>

<b>Membership and boarding requirements</b>	<p>Membership of SBN is drawn from registered business associations, corporate bodies, and Public-sector agencies involved in food trade, food transportation, food processing and the Food and Nutrition Advisory services for nutrition specific and sensitive actions with the URBS at national level or with the District/City/Municipal TIL-LED departments.</p> <p>Specially for the purpose of this TORs SBN members will be drawn from the following Food system actors; Supply/ Distribution; Farming/ Agricultural production; Inputs: Ingredients/chemicals; Food Processing; Food Production; Food Distribution; Food Retail; Food Promotion/ Advertising; Information Technology; Finance and investment; Communication &amp; Branding; Business Development; Other consultancy service; Government; NGO; WASH and Development Organization</p> <p>Membership to SBN is based on institutional representation by the ED/ Director of the Business entity as per the TORs SBN members</p>
<b>SBN Membership &amp; Onboarding Form and SBN Commitments Form.</b>	SBN Membership & Onboarding Form and SBN Commitments Form. In signing up to be a SBN member, the organization commits to adhere to the 10 principles of engagement: The commitment form is filled and signed to confirm organization's commitment to a maximum of 4 out of 7 commitments which contribute toward improving nutrition
<b>Chairperson</b>	The chairperson will be selected from among the Business network members on a rotational of three years
<b>SBN Secretariat</b>	The chair of the network will host the Secretariat.
<b>Frequency of Steering Committee meetings and Manner of call</b>	<p>SBN Steering Committee Meetings shall be held quarterly</p> <p>Extraordinary meetings shall be called by the chair as and when need arises but the calls shall be made five days prior to the meeting date.</p> <p>A member who absents him/herself from meetings for three consecutive meetings without giving justifiable reason(s), appropriate actions will be taken by the network members</p>
<b>Quorum</b>	The quorum for a meeting shall be 2/3 of the members; but where a member declares an interest in an agenda item or in the matter before the discussion, that member shall not be counted for the purposes of forming a quorum in relation to the item or matter in question.
<b>Collaboration and information sharing</b>	Business Network Coordination Committee reports quarterly to the Multisectoral Nutrition Coordination Committee.
<b>Functionality of the SBN</b>	The Global SUN Business Network developed a functionality index which is comprised of five indicators (i) Network established (ii) Coordinator appointed (iii) SBN strategy developed and aligned to national nutrition plans (iv) Annual Workplan in Place and (v) Funding secured for at least one quarter. This functionality index should be monitored regularly to assess progress made.
<b>Reporting</b>	Reports to the Nutrition Coordination Committee

## Annex 4: SBN Membership & Onboarding Form

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

1. Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.
  2. Businesses should comply with UN guidance on health and nutrition and the International Code on Marketing of Breast Milk Substitutes and World Health Assembly resolutions related to Maternal, Infant and Young Child Nutrition.
  3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
  4. 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.
  5. Members of SBN and their subsidiaries cannot engage in the production of armaments, tobacco or pornography.
  6. Businesses should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies.
  7. Businesses should work against corruption in all its forms, including extortion and bribery.
  8. Businesses should engage in national SBN surveys to assess their business development, technical assistance and finance needs (or support they can offer in these areas).
  9. Businesses should support targeted actions and/or policies to address malnutrition in all its forms of (food insecurity, undernutrition and obesity/overweight) and diet-related Non-Communicable Diseases.
  10. Businesses should assess the potential to introduce workplace nutrition commitments (including breastfeeding support).
- Please tick to confirm that your organization has read and understood the mandatory disclaimer and hereby confirm it will abide by the terms contained herein.
- Please tick to confirm that your organization's decision to join the SBN has been approved by the relevant representative(s) of your company

### Mandatory Disclosure

Please attach all required disclosures regarding production or promotion of food products or beverages for children under 24 months of age and declared compliance with the Code.

Name

Signature

Date

### SBN Membership & Onboarding Form

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

<b>Section 1: Company Overview</b>			
This section provides a general overview of your organization			
Organization Name			
Organization Description			
Head Quarters Physical Address			
Location of Company Operations			
(if different from HQ Address)			
Primary Contact Name			
Primary Contact Position in Company			
Email		Contact Phone	
Website			
Company Operations			
Organization Size		Annual Turnover	
Company Management			
Company Legal Structure			
Company Scale			
Gender of Owner		% of Women in Senior Leadership	
Expectations			
Are you seeking finance &/ technical assistance support?			
<i>If seeking technical/ or financial assistance, a brief survey questionnaire to better understand your technical assistance needs is available as form 3</i>			
<b>Are looking to offer finance services and/ technical assistance to members?</b>			

<i>If you are looking to offer financial services to SBN members we will shortly share with you a brief survey to better understand your offer</i>			
<b>Expectations:</b> (If you have any priorities that you would like SBN to engage in with you, please include them here):			

<b>Section 2: Nutritional Overview</b>				
This section will provide some information on the potential nutritional impact of your business				
Value Chain of Focus	Choose an item which applies			
<input type="checkbox"/> Farming suppliers	<input type="checkbox"/> Supply/Distribution	<input type="checkbox"/> Farming/Agricultural production	<input type="checkbox"/> Inputs: Ingredients/chemicals	<input type="checkbox"/> Food Processing
<input type="checkbox"/> Food Production	<input type="checkbox"/> Food Distribution	<input type="checkbox"/> Food Retail	<input type="checkbox"/> Food Promotion/Advertising	<input type="checkbox"/> Information Technology
Finance and investment	<input type="checkbox"/> Communication & Branding	<input type="checkbox"/> Business Development	<input type="checkbox"/> Other consultancy service	<input type="checkbox"/> Government
<input type="checkbox"/> NGO	<input type="checkbox"/> WASH	<input type="checkbox"/> Development Organization		
<b>Output: Tell us what Products are you producing?</b>				
<input type="checkbox"/> BCC	<input type="checkbox"/> Bouillon cubes	<input type="checkbox"/> Beverage	<input type="checkbox"/> Biscuits	<input type="checkbox"/> Bread
<input type="checkbox"/> Crops	<input type="checkbox"/> Cereals	<input type="checkbox"/> Dairy	<input type="checkbox"/> Eggs	<input type="checkbox"/> Fertilizer
<input type="checkbox"/> Finance	<input type="checkbox"/> Fish sauce	<input type="checkbox"/> Flavouring powder	<input type="checkbox"/> Fruit	<input type="checkbox"/> Instant cereals
<input type="checkbox"/> Livestock	<input type="checkbox"/> Machinery/Equipment	Maize flour	<input type="checkbox"/> Meat (red)	<input type="checkbox"/> Meat poultry
<input type="checkbox"/> Medium quantity lipid nutrient supplement	<input type="checkbox"/> Micronutrient powders	<input type="checkbox"/> Micronutrient supplements	<input type="checkbox"/> Midday meal	<input type="checkbox"/> Milk
<input type="checkbox"/> Noodles/Pasta	<input type="checkbox"/> Partially pre-cooked blended food	<input type="checkbox"/> Processed foods	<input type="checkbox"/> Ready-to-use complementary foods	<input type="checkbox"/> Ready-to-use therapeutic foods
<input type="checkbox"/> Ready-to-use supplementary foods	<input type="checkbox"/> Retail	<input type="checkbox"/> Rice	<input type="checkbox"/> Rice flour	<input type="checkbox"/> Salt

<input type="checkbox"/> Seeds	<input type="checkbox"/> Small quantity Lipid Nutrient Supplements	<input type="checkbox"/> Soya	<input type="checkbox"/> Soya Sauce	<input type="checkbox"/> Soya dal
<input type="checkbox"/> Sugar	<input type="checkbox"/> Vegetable oil	<input type="checkbox"/> Vegetables	<input type="checkbox"/> WASH	<input type="checkbox"/> Water systems
<input type="checkbox"/> Wheat flour	Other (specify):			
Which areas (districts, countries etc ) are you distributing your products to?				
Annual output (volume & unit, e.g. 500 MT)				
Does your business strategy focus specifically on the nutritional need's children under five years, school-age children, adolescents, pregnant and lactating women and other vulnerable groups				
Are you producing and/distributing nutritious products/ services that target children under five years,				
If any, what nutritious products /services are you producing/distributing to children under five years of age				
Are you producing and/distributing nutritious products/ services that target school-age children, and adolescents,				
If any, what nutritious products /services are you producing/distributing to school-age children and adolescents				
Are you producing and/distributing nutritious products/ services that target pregnant and lactating women				
If any, what nutritious products /services are you producing/distributing to pregnant and lactating women				

## Annex 5: SBN Commitments Form

This form provides a general overview of your organization's area of commitment around nutrition. Please select a maximum of four of the following corporate goals which contribute toward improving nutrition (From 1 to 7). Against the relevant commitment category, please formulate your organization's SMART commitment. SMART commitments are Specific (have a clear objective); Measurable; Achievable; Relevant (aligned with business plans); Timebound (over a fixed period).

Company Name

Date:

1 - Corporate strategy, management and governance		
	Commitment Category (select all that apply)	Company's own SMART commitment.
Corporate Nutrition Strategies	Commit to provide safe, quality nutritious foods	
Nutrition Governance & Management Systems	Formally establish intentional actions to deal with malnutrition through the commercial strategy	
Reporting Quality	Provide regular reports on approaches to tackling nutrition issues	

2 - Formulation of suitable products		
	Commitment Category (select all that apply)	Company's own SMART commitment.
Product Formulation	Spent on R&D	
	Set targets with respect to the amount to increase R&D effort/spending in coming years on nutrition	
	Approach to reformulating its existing products is aligned to national (or regional, dietary guidelines	
	Set reformulation commitments	
	Commit to fortifying only products of high underlying nutritional quality	
	Develop and sell fortified products and products inherently high in micronutrients aimed at: (a) Women of childbearing age; (b) Children under 2; (c) Children between 2-5; (d) Children over 6 (e) Other vulnerable population groups	



Nutrient Profiling System (NPS)	Have a formal internal NPS used to guide new product development or reformulation	
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### 3 - Supply of affordable and affordable products.

SN	Commitment Category (select all that apply)	Company's own SMART commitment.
Product pricing	Commercial: commitment or objectives with respect to improving the affordability of its products that address micronutrient deficiencies.	
Product distribution	Make a clear and specific commitment to address the accessibility of healthy products.	
	Commercial commitment or objectives with respect to improving the distribution of its products specifically formulated or appropriate for specific undernourished groups	

### 4- Responsible marketing

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

<b>5 - Healthy diets: consumers and workplace</b>		
<b>SN</b>	<b>Commitment Category (select all that apply)</b>	<b>Company's own SMART commitment.</b>
Support team health and well-being	Commit to supporting employee health and well-being through a program focused on nutrition, diet and activity	
Supporting lactating mothers in the workplace	Commit to provide breastfeeding mothers with appropriate working conditions and facilities at work.	
	Have a maternity policy that allows women to receive paid maternity leave that is above and beyond the minimum requirements set by law	
Support consumer-oriented healthy eating and active lifestyle programs	Commit to supporting a) healthy eating/nutrition education programs for the company's consumers and/or local communities and/or b) active lifestyle programs for its consumers and/or local communities	
	Commit to funding programs that educate undernourished consumers about (a) Benefits of maternal micronutrient supplementation; (b) Benefits of exclusive breastfeeding (c) Benefits of safe, timely and adequate complementary feeding for infants and young children.	

<b>6 - Product labeling and use of health and nutrition claims</b>		
<b>SN</b>	<b>Commitment Category (select all that apply)</b>	<b>Company's own SMART commitment.</b>
Product Labeling	Disclose nutritional information on a) Back-of-pack and front-of-pack or b) Back-of-pack OR front-of-pack only of its products	
Health and nutrition claims	Place a health claim on a product only when it complies with Codex for countries where no national regulatory system exists.	

<b>7 - Engagement with governments, policy makers and other stakeholders</b>		
<b>SN</b>	<b>Commitment Category (select all that apply)</b>	<b>Company's own SMART commitment.</b>
Use of influences and influence governments and policy makers	Commit to work with political leadership, policy makers and policymakers in support of the prevention and treatment of obesity, chronic diet-related diseases and malnutrition	
Stakeholder involvement	Commit to participate with stakeholders in the development/ implementation of nutrition relevant legal, policy and legal frameworks / programs	

## Annex 6: SBN Technical Assistance & Finance Needs Self-Assessment Form

This company self-assessment form will be used to provide a quick overview of the current status of your business operations and capture your technical assistance and financing needs. This information will be used to help the SBN team understand your current needs and the type of support that will be useful to your company. Once completed, this form should be saved as a PDF document and then be submitted by email to the SBN coordinator.

### Confidentiality Statement

The information provided on this form is acknowledged to be unique and confidential. Other than what is already in the public domain, the information shall be held in strict confidence and used solely by SBN and its advisors for the purposes of evaluating your application. No other use or disclosure of the information shall occur without your prior written permission

Company Name:

Date:

### Section 1: Technical Assistance Needs Assessment

This section aims to highlight potential areas of technical support for your business. This will allow for SBN to match make your businesses to technical support providers.	
<b>1.1. Business Stage: Stewardship and Basic Organization</b>	
Does your company have inventory management records for the supplies you purchase, or for finished goods?	<input type="text"/>
Does your company have production control records?	<input type="text"/>
Does your company maintain an asset register?	<input type="text"/>
Does your company have insurance to cover the loss or damage of all major assets?	<input type="text"/>
Are all land and buildings owned or managed by the company registered with the proper authorities?	<input type="text"/>
Does your company keep records of employees' hours and productivity?	<input type="text"/>
Does your company have formalized staff contracts?	<input type="text"/>
Does your company use electronic accounting systems?	<input type="text"/>
<b>1.2 Business Stage: Solid Business Management and Financial Literacy</b>	
Does your company have documented procedures (for production or other activities) for example, to explain to employees how to perform certain tasks?	<input type="text"/>
Does your company have documented procurement processes?	<input type="text"/>
Does your company have up-to-date and financial statements?	<input type="text"/>
Are your company's financial statements audited?	<input type="text"/>
Has your company documented the Business Model for your proposed product / service?	<input type="text"/>

Does your company have a documented Business Plan for the company as a whole, or for the proposed product / service?	
Are you aware of the nutrition content of the foods your company produces?	
Is your company committed to the production of nutritious foods?	
<b>1.4 Business Stage: Quality and Safety</b>	
Does your company have a Hazard Analysis Critical. Control Point (HAACP) plan?	
Are your products registered with the National Bureau of Standards?	
Do your employees have food and hygiene certificates?	
Does your company have documented product recall / withdraw procedures?	
<b>1.5 Business Stage: Product development, formulation, and production</b>	
Has this product formulation been tested by an independent laboratory to verify the nutritional values of the proposed product? (this question relates to processed foods only. If your product is not processed respond to the question with N/A and move to the next question).	
<b>1.6 Business Stage: Market development</b>	
Has your company carried out market research around the proposed product / service?	
Does your company have a documented marketing strategy and advertising plan?	
<b>1.7 Business Stage: Leveraging Investment</b>	
Does your company have any history of borrowing from Microfinance institutions?	
Does your company have any history of borrowing from Banks?	
Does your company have any history of borrowing or attracting other types of investment from Impact investors?	
Does your company have any history of borrowing or attracting other types of investment from other types of investors not mentioned above?	
Is your company currently involved in any discussions around financing for the proposed product / service?	

## Section 2: Financial Assessment

This section provides a snapshot of your financial position and an overview of the kind of financial support you require. This will allow for SBN to match make your businesses to financial support providers

Current Financials			
Sources of Initial Capital			
<input type="checkbox"/> Family & friends	<input type="checkbox"/> International investors	<input type="checkbox"/> Local investors	
<input type="checkbox"/> Impact investors	<input type="checkbox"/> Local bank	<input type="checkbox"/> Self-funded	
<b>Operating Currency</b>		<b>Annual Turnover</b>	
<b>Stage of Profitability</b>		<b>Profit Margin</b>	
<b>Total Assets</b>		<b>Total Liabilities</b>	
Current Funding Sources			
Current Capital Provider(s)			
<input type="checkbox"/> Friends & family	<input type="checkbox"/> Loan Shark	<input type="checkbox"/> Local Bank	
<input type="checkbox"/> Cash/Profits	<input type="checkbox"/> Investment Fund	<input type="checkbox"/> Government	
<input type="checkbox"/> Donor	<input type="checkbox"/> Development Institution	<input type="checkbox"/> Self	
<b>Current Funding Amount</b>		<b>Current Funding Currency</b>	
<b>Current blended interest rate (average)</b>		<b>Collateral/guarantee available?</b>	
Prospective Funding			
Are you seeking financing?			
Type of financing preferred (select one)			
<input type="checkbox"/> Debt - short-term (less than 1 year)	<input type="checkbox"/> Debt - medium-term (1 year - 3 years)	<input type="checkbox"/> Debt - long-term (greater than 3 years)	
<input type="checkbox"/> Convertible loan or quasi equity	<input type="checkbox"/> Equity	<input type="checkbox"/> Grant	
Purpose of Funding			
<input type="checkbox"/> Working capital	<input type="checkbox"/> Technology development	<input type="checkbox"/> Inventory purchase	
<input type="checkbox"/> Distribution	<input type="checkbox"/> Equipment financing	<input type="checkbox"/> Marketing campaign	
<input type="checkbox"/> Construction	<input type="checkbox"/> Staff training	<input type="checkbox"/> Capital intensive asset purchase	
<input type="checkbox"/> Refinancing	<input type="checkbox"/> Research & development	<input type="checkbox"/> Technical assistance / advisory services	
<input type="checkbox"/> Business development	<input type="checkbox"/> Other:		
Prospective Funding Amount			
Collateral / Guarantee Available to secure new funding?		Timing of Investment	

# Annex 7: SBN Uganda Implementation Roadmap for FY 2022/23 –2024/2025 aligned with UNAPII and NDPVIII

SN	Activity	Output	Output indicator	Baseline	Annual Targets			Data Source
					Jun-23	Jun-24	Jun-25	
<b>Objective 1: Drive Business Action in Nutrition</b>								
<b>Strategy 1.1 Enhance the technical capacity of Micro, Small and Medium Enterprises to produce and process safe, quality and nutritious foods</b>								
<b>Priority Action1.1: Promote production and processing of safe, quality and priority nutritious foods</b>								
1	Identify businesses and associations that are committed to promoting production, processing and marketing of safe, quality and nutritious foods	Businesses and associations that are committed to promoting production, processing and marketing of safe, quality and nutritious food	# committed to promoting production, processing and marketing of safe, quality and nutritious food	0	0	200	600	Commitment Forms report
<b>Strategy 1.2 Improve access to finance and technical assistance by MSMEs to enable them invest in production, processing, transport, and consumption of safe, quality priority nutritious foods</b>								
<b>Priority Action 1.2 Work with financial institutions to develop products for MSMEs involved in food production, processing, transportation, and consumption</b>								
2	Identify business needs for finance, technical assistance, business development support & enabling environment/policy change	Business needs for finance, technical assistance, business development support & enabling environment/policy change identified	# of business members needs assessments undertaken (Technical or Financial Assistance, Business Development Support) (cumulative); disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)	0	0	200	300	Finance and Technical Assessment reports
3	Disseminate tools/guidance documents/best practices to businesses	Dissemination to businesses of responsible business practices	# of tools/guidance documents/ best practices disseminated to businesses	0	0	3	3	Documentation reports

SN	Activity	Output	Output indicator	Baseline	Annual Targets			Data Source
					Jun-23	Jun-24	Jun-25	
4	Strategic partnerships between national SBN with business associations and other partners	SBN teams/members connected to partners that may provide supportive technical assistance, access to finance or business development support	# of strategic partnerships between national SBN with business associations and other partners	0	0	50	100	SBN Report
	Identify business support services or providers willing to support MSMEs involved in food production, processing, transportation, and consumption with financial services				# of business support services or providers identified	0	50	
<b>Strategy 1.3 Increase Consumer awareness and demand for priority foods required for improved dietary diversity for children aged 6-23 months and Women of reproductive Age (15-49 Years) to be promoted by SBN Uganda</b>								
<b>Priority Action 1.3.1 Promote awareness campaigns aimed at increasing demand and consumption of safe, healthy and nutritious foods for all.</b>								
5	build platform for business platform for business engagement	business platform for business engagement built	# of SBN member convenings	0	0	4	4	Workshop reports
6	Undertake Formative Research on consumption patterns of priority foods to be promoted by SBN Uganda for creating the SBN Nutrition Brand	Formative Research on consumption patterns of priority foods to be promoted by SBN Uganda undertaken for creating the SBN Nutrition Brand	# of Formative Research reports	0	0	1	1	Research reports
<b>Priority Action 1.3.2 Avail affordable nutritious products within the whole sale and retail environment</b>								
7	Hold regular commercial engagements with whole sale and retailers (Women and Youth) Food Loss, Loss and safety issues	Increased private sector awareness of the role they can play & their responsibilities in addressing malnutrition.	# of business signed up as SBN members (cumulative); disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)	0	0	200	600	Data base for membership
			# of individual businesses convened at SBN meetings/events; disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)	0	0	200	300	Data base



SN	Activity	Output	Output indicator	Baseline	Annual Targets			Data Source
					Jun-23	Jun-24	Jun-25	
8	Hold Technical Assistance sessions to SBN member companies in Business Action for Nutrition  Under take consumer study for the priority foods to be promoted by SBN	Technical Assistance sessions to SBN member companies in Business Action for Nutrition held  Consumer study for the priority foods to be promoted by SBN undertaken	% of membership base attending (average); disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)  # of Technical Assistance sessions to SBN member companies in Business Action for Nutrition held  #Consumer study for the priority foods to be promoted by SBN undertaken	0	200	300	Data base for meetings	
9	Develop BCC materials on for use by SBN for demand creation and consumption of safe, healthy and nutritious foods	BCC materials on for use by SBN for demand creation and consumption of safe, quality and nutritious foods developed	# BCC materials on for use by SBN for demand creation and consumption of safe, quality and nutritious foods developed	0	3	3	Communication plan implementation progress report	
<b>Objective 2: Strengthen Business Accountability in Nutrition Action</b>								
<b>Strategy 2.1 Convene the wider business community to strengthen nutrition action</b>								
<b>Priority Action 2.1: Operationalize the SBN network in Uganda</b>								
10	Develop Articles of Association and MOU for the SBN Uganda	Articles of Association and MOU for the SBN Uganda developed	Copy of Articles of Association and MOU for the SBN Uganda in place	0	1	-	SBN Secretariat Records	
11	Register SBN Uganda with URSB	SBN Uganda registered with URSB	Copy of the SBN Uganda registration certificate	0	1	-	SBN Secretariat Records	
12	Develop SBN Uganda Operational manuals and Standard Operating Procedures organizing 2023	SBN Uganda Operational manuals and Standard Operating Procedures developed	SBN Uganda Operational manuals and Standard Operating Procedures in place	0	0	1	SBN Secretariat Records	

SN	Activity	Output	Output indicator	Baseline	Annual Targets			Data Source
					Jun-23	Jun-24	Jun-25	
13	Hold annual General Assembly for SBN members at all levels,	Annual General Assembly for SBN members at all levels held	# Annual General Assembly for SBN members at all levels held	0	1	1	1	SBN Secretariat Records
14	Mobilize financial and human to support day to day operations of SBN Uganda	Financial and human to support day to day operations of SBN Uganda mobilized	Financial and human to support day to day operations of SBN Uganda mobilized	0	0	1	-	SBN Secretariat records
15	Open an SBN Uganda Bank Account	SBN Uganda Bank Account opened	SBN Uganda Bank Account details	0	1	-	-	SBN Secretariat records
16	Process a Trading License for SBN Uganda	Trading License for SBN Uganda processed	Annual Trading License for SBN Uganda processed	0	1	1	1	SBN Secretariat records
17	Establish SBN Uganda Administrative Office	SBN Uganda Administrative Office in place	SBN Uganda Administrative Office location details	0	0	1	1	SBN Secretariat records
18	Hold Quarterly SBN Executive Committee Meetings	Quarterly SBN Executive Committee Meetings held	# of Quarterly SBN Executive Committee Meetings held	0	1	4	4	SBN Secretariat records
19	Hold Quarterly SBN Review meetings	Quarterly SBN Review meetings held	Quarterly SBN Review meetings held	0	1	4	4	SBN Secretariat records
<b>Priority Action 2.2: Develop a strong SBN brand and membership at National and Local Government Level</b>								
20	Establish SBN at National as per UNAPII SBN TORs	SBN at National established as per UNAPII SBN TORs	# of member MSMEs forming the SBN at National level	0	40	300	600	Membership
21	Establish SBNs at Local Government Levels	SBNs at Local Government Levels established as per UNAPII TORs for SBN	# of SBNs established at Local Government Levels	0	0	60	100	Data base for SBNs at LG level
22	Orient SBN Members at National levels on their Terms of Reference (TORs)	SBN Members at National levels oriented on their Terms of Reference (TORs)	# of SBN Members at National levels oriented on their Terms of Reference (TORs)	0	0	300	600	Workshop reports
23	Orient SBN Members at Local Government levels on their Terms of Reference (TORs)	Orient SBN Members at Local Government levels on their Terms of Reference (TORs)	# of SBN Members at Local Government levels oriented on their Terms of Reference (TORs)	0	0	300	600	Workshop reports
24	Hold SUN MSP platform meetings include private sector	SUN MSP platform meetings include private sector	# of events where SBN has a seat in all relevant regular joint SUN MSP events or initiatives throughout the year	0	1	4	4	UNAP Secretariat records

SN	Activity	Output	Output indicator	Baseline	Annual Targets			Data Source
					Jun-23	Jun-24	Jun-25	
25	Build platform for business engagement	SBN National Platform: Build platform for business engagement	# of SBN member convenings (meetings/events)	0	1	4	4	SBN Secretariat records
26	Hold National level Meetings & Events with SBN members	National level Meetings & Events with SBN members held	# of National level Meetings & Events with SBN members held	0	0	4	4	SBN Secretariat records
27	Hold Local Government Level Meetings & Events with SBN members	Local Government Level Meetings & Events with SBN members held	# of Local Government Level Meetings & Events with SBN members held	0	0	60	100	SBN Secretariat records
28	Conduct Quarterly SBN Functionality Assessment	Quarterly SBN Functionality Assessment conducted	# of Quarterly SBN Functionality Assessment conducted	0	0	4	4	SBN Secretariat records
29	Hold External Public Relations/SBN Brand Promotion events	External Public Relations/SBN Brand Promotion events conducted	# of External Public Relations/SBN Brand Promotion events conducted		1	4	4	SBN Secretariat records
30	Hold Business Case engagement for the private sector to invest in nutrition,	Business Case engagement for the private sector to invest in nutrition held	# of Business Case engagement for the private sector to invest in nutrition held	0	0	2	2	SBN Secretariat records
31	Engage SBN Members to specifically commit to nutrition at the time of member sign-up.	SBN Members engaged to specifically commit to nutrition at the time of member sign-up.	# of SBN Members engaged to specifically commit to nutrition at the time of member sign-up.	0	0	300	600	SBN Secretariat records
32	Support SBN members to develop and realize SMART commitments that drive greater action towards meeting national nutrition priorities whilst holding businesses accountable	SBN members supported to develop and realize SMART commitments that drive greater action towards meeting national nutrition priorities whilst holding businesses accountable	# of SBN members supported to develop and realize SMART commitments that drive greater action towards meeting national nutrition priorities whilst holding businesses accountable	0	0	300	600	SBN Secretariat records
<b>Objective 3: Improve the Enabling Environment for Business Action in Nutrition</b>								
<b>Strategy 3.1 Implement Food Security and Nutrition relevant Legal, Policy and Planning framework</b>								
<b>Priority Action 3.1: Participate in policy reviews/ policy development process to address bottlenecks that affect effective business action in nutrition.</b>								
33	Develop SBN strategy 2022/2030	SBN strategy 2022/2030 developed	Copy of approved SBN strategy 2022/2030	0	1	-	-	SBN Secretariat records
34	Launch of SBN strategy	SBN strategy for the period 2022 /23-2029/30	SBN strategy for the period 2022 /23-2029/30	0	1	-	-	SBN Secretariat records

SN	Activity	Output	Output indicator	Baseline	Annual Targets			Data Source
					Jun-23	Jun-24	Jun-25	
35	Undertake review of the pilot phase of the implementation period (2022-2025).	Pilot phase of the implementation period (2022-2025) reviewed	Pilot phase of the implementation period (2022-2025) review report in place	0	-	1	SBN Secretariat records	
36	Based on the review findings for the pilot period of then SBN strategy update to cater for the scale up period 2025/26 -2029/2030	SBN strategy updated to cater for scale up period of 2025/26 -2029/2030	Roadmap for scale up period of 2025/26 -2029/2030 incorporated in the SBN Strategy	0	0	1	SBN Secretariat records	
37	Hold strategic engagement meetings with SBN supporting MDAs	Strategic engagement meetings with SBN supporting MDAs held	# of Strategic engagement meetings with SBN supporting MDAs held	0	4	4	SBN Secretariat records	
38	Develop regular SBN Position Paper on food and nutrition relevant legal, policy and planning frameworks	Regular SBN Position Paper on food and nutrition relevant legal, policy and planning frameworks developed	# SBN Position Paper on food and nutrition relevant legal, policy and planning frameworks developed	0	1	1	SBN Secretariat records	
39	Promote Workplace Nutrition with on women of reproductive and Children under age of five years	Workplace Nutrition with on women of reproductive and Children under age of five years promoted	# of SBN members implementing Workplace Nutrition with on women of reproductive and Children under age of five years	0	50	200	SBN Secretariat records	
40	Prepare reporting for MTIC SBN Secretariat and MSNTCC at OPM, Regional and global SBN	Data sent twice yearly basis to the SBN Secretariat at MTIC	# of data sets shared with the SBN Secretariat at MTIC	0	0	2	SBN Secretariat records	
41	Hold Evidence-informed advocacy by SBN to stakeholders to help strengthen the enabling environment for private sector investment in nutrition	Evidence-informed advocacy by SBN to stakeholders to help strengthen the enabling environment for private sector investment in nutrition	# of meetings with relevant non-business stakeholders to clarify and encourage a role of business in addressing malnutrition	0	0	2	SBN Secretariat records	
42	Hold sensitization meetings with relevant Government departments on the role of business in addressing malnutrition through advocacy messaging	Informed and capable government agencies	# of relevant Government departments sensitized to role of business in addressing malnutrition through advocacy messaging	0	0	6	SBN Secretariat records	

## Annex 8: Budget Estimates for the SBN Strategy Implementation Roadmap 2022/23-2024/25

Priority Budget Areas	FY 2022/23	FY 2023/24	FY 2024/25	Total
<b>Objective 1: To drive businesses action to sustainably enhance and scale up capacity and contributions to nutrition with a focus on safe, quality, nutritious and affordable diets</b>				
1.1: Development of the SBN Strategy 2022-2030 including its Launching	130,000,000			130,000,000
1.2: Hold Roundtable Meetings with (MOH, MoLG, MTIC, MAAIF, OPM) on policy issues relevant to SBN		93,850,000	46,925,000	140,775,000
1.3: Development of Annual Private Sector Position Paper		159,016,000	175,080,000	334,096,000
1.4: Evidence-informed advocacy by SBN to stakeholders to help strengthen the enabling environment for private sector investment in nutrition		187,000,000	450,000,000	637,000,000
1.5: Review the 1st phase of SBN Strategy implementation and development of scale up phase roadmap			112,000,000	112,000,000
<b>Sub Total</b>	<b>130,000,000</b>	<b>439866000</b>	<b>784,005,000</b>	<b>1,353,871,000</b>
<b>Objective 2: To strengthen business accountability through national, collaborative mechanisms to connect and support businesses in defining and tracking nutrition actions, together with all relevant business and non-business stakeholders, including other SUN Networks.</b>				
2.1: Build a platform for business engagement -SBN Membership Recruitment Process through Identification of potential members, Network building and boarding)	30,000,000	60,000,000	100,000,000	190,000,000
2.2: Support to Institutionalization SBN	1,000,000	10,000,000	100,000,000	111,000,000
2.3: Private sector awareness of the role they can play & their responsibilities in addressing malnutrition/External Public Relations/SBN Brand Promotion		80,635,920	53,456,960	134,092,880
2.4: Regular Network Meetings & Events-SUN multi-stakeholder platform meetings include private sector		41,294,000	37,540,000	78,834,000
2.5: SBN Steering Committee Meetings		5,631,000	1877000	7,508,000
2.6: Member workshops		65,319,600	40,543,200	105,862,800
2.7: Formation of Strategic Businesses partnerships that help them build capacity to meet their nutrition commitments		177,939,600	177,939,600	355,879,200
2.8: Development of Business Informed SMART Commitments to address Nutrition		50,679,000	50,679,000	101,358,000

Priority Budget Areas	FY 2022/23	FY 2023/24	FY 2024/25	Total
2.10: Progress monitoring among Businesses SMART commitments to address nutrition		50,603,920	55,859,520	355,879,200
<b>Sub Total</b>	<b>31,000,000</b>	<b>542,103,040</b>	<b>617,895,280</b>	<b>1,440,414,080</b>
<b>Objective 3: To sustainably engage with government actors enable them recognize the positive role of business in reaching nutrition goals by creating a supportive policy and regulatory environment for business action</b>				
3.1: Undertake Consumer studies for key foods to be promoted by SBN members		332,966,680	319,564,900	652,531,580
3.2: Identification of business needs for finance, technical assistance, business development support & enabling environment/policy change		34,311,560	20,909,780	55,221,340
3.3: Provide Technical Assistance to member companies based on Identified TA areas		91,785,300	91,785,300	183,570,600
3.4: Support implementation of workplace nutrition		337,540,000	337,540,000	675,080,000
<b>Sub Total</b>		<b>796,603,540</b>	<b>769,799,980</b>	<b>1,566,403,520</b>
<b>Grand Total</b>				<b>4,360,688,600</b>

## Annex 9: SBN Results Matrix for the Implementation period 2022/23-2024/25

SN	Outcome	Outcome indicator	Baseline		Annual Targets			Data Source	Assumptions
			Jun-22	Jun-23	Jun-24	Jun-25			
<b>Objective 1: Businesses sustainably enhance and scale capacity and contributions to nutrition with a focus on safe, healthy, and affordable diets</b>									
1	1.1 Government takes steps to improve the enabling environment to support business action in nutrition	1.1.1 Current functionality score of national SBN network	1	1	3	4	Functionality Assessment reports	Governments willing to consider changes to policy frameworks in support of improved nutrition	
<b>Objective 2: National, collaborative mechanisms connect and support businesses to define and track nutrition actions, together with relevant business and non-business stakeholders, including other SUN Networks</b>									
2	2.1 Businesses make informed SMART commitments to address nutrition	2.1.1.# of businesses making verified progress against SMART commitments based on timelines/milestones established (disaggregated by type of commitment and gender ownership) [consolidated data]	0	0	300	600	SBN data base	Businesses growing at adequate rate to afford to invest in nutrition Potential partners in place and willing to collaborate in support objectives of SBN Partners/mechanisms in place to track business commitments Type of partners will include global member (or national subsidiary) vs other	
		2.1.2 # of businesses making self-reported progress against SMART commitments based on timelines/milestones established (disaggregated by type of commitment and gender ownership) [consolidated data]	0	0	300	600	SBN data base		
3	2.2 Businesses form strategic partnerships that help them build capacity to meet their nutrition commitments	2.2.1 # of links/partnerships formed between SBN members and relevant partners (to provide support to address business needs) (cumulative); disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known	0	0	300	600	SBN Secretariat		

SN	Outcome	Outcome indicator	Baseline		Annual Targets			Data Source	Assumptions
			Jun-22	Jun-23	Jun-24	Jun-25			
4	2.3 Businesses make progress against SMART commitments to address nutrition	2.3.1 # of businesses making SMART commitments to address nutrition (cumulative); disaggregated by gender of business owner (# of female owned, # of male owned, # of joint female male owned, # of businesses with gender of owner not known)	0	0	300	600	SBN Secretariat		
<b>Objective 3: Uganda government recognize and enable the positive role of business in reaching nutrition goals, particularly in national nutrition plans, policies, and regulations. Ultimately this contributes to creating a supportive policy and regulatory environment for business action</b>									
4	3.1 Role of business is identified tangibly in strategic documents	3.1.1 Role of business outlined in the national nutrition strategy/policy or similar document	0	0	1	1	NDPIV	Government willing to consider inputs from business within National Nutrition Plan framework. Role of the private sector in nutrition beyond private corporate responsibility; SUN Joint Annual Assessment structure includes network functionality as measure within JAA under SUN 3.0; National SBNs/ teams funded/ in place to execute country strategies; National SBNs space within national multi-stakeholder platforms to present key enabling environment recommendations; Full implementation of workplans	



## Annex 10: SBN Communication Matrix for the Implementation period 2022/23-2024/25

Communication tool	Activity	Key message	Target audience	When	Responsibility/ Partnership
SBN Strategy 2022/23-2029/30 Document	Hold a half day event to launch SBN Strategy 2022/23-2029/30	The SBN Strategy builds upon the UNAPII and require support to implement	Political and Technical Leadership of MTIC; Business community	22nd June 2023	Permanent Secretary MTIC with support from SBN Advisory Committee and Development Partners
	SBN Strategy 2022/23-2029/30 Document dissemination at regional level	The SBN Strategy builds upon the UNAPII and require support to implement	Political and Technical Leadership of department of Trade, Industry and Local Economic Development; Business community at regional level	July 2 - December 2023	MTIC Nutrition Coordination Committee with support from SBN Advisory Committee and Development Partners
Annual Member Meetings	Hold annual General meetings at national, and Local Government levels	SBN provides a platform for members to keep abreast with nutrition issues, learn about opportunities and share challenges	All SBN members at each level	Annually	SBN Advisory Committees at all levels
SBN members Workshops	Delivering training or conducting roundtable discussion with stakeholders	SBN organizes relevant technical and business training to businesses and relevant stakeholders to equip members to further the nutrition agenda	All SBN members at each level	Regularly depending on technical assistance needs identified	MTIC, Development partners -Service Providers' Advisory Committees at all levels
Publications	Annual Reports, Newsletters	Knowledge sharing	All SBN members at each level	Annually, quarterly	MTIC, Development partners -Service Providers' Advisory Committees at all levels

Communication tool	Activity	Key message	Target audience	When	Responsibility/ Partnership
Print and Digital Media	Posters	Key facts/event in the form of text or infographic with a clear call to action	Public	Biannually -targeting international days	MTIC, Development partners -Service Providers' Advisory Committees at all levels
	Audio	A clear call to action	Public	Biannually - targeting international days	MTIC -SBN staff -Voice actor -Media Consultant
	Video	A clear call to action	Public	Biannually - targeting international days	MTIC -SBN Staff -Animator/Graphic Designer -Videographer -Media Consultant
Social Media	The nutrition space in Uganda	SBN exists to support businesses make tangible contributions to improve nutrition	Public	Weekly/Bimonthly	MTIC -SBN Staff -Social media consultant
Website		SBN exists to support businesses make tangible contributions to improve nutrition	SBN Members - Government -Donors -Partners -Public	Ongoing Updates, ideally every quarter	MTIC-SBN staff
Internal Communications	Contributions newsletters, annual report and other reports	Updates on activities	All SBN stakeholders	Ongoing	MTIC -SBN staff, SBN Members, Relevant Stakeholders
	Staff updates	Daily communications	SBN Staff	Ongoing	SBN Staff

## Donor Acknowledgements





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Improved Nutrition



**WFP**  
World Food  
Programme

<https://www.sunbusinessnetwork.org/>