



BUSINESS ENGAGEMENT STRATEGY

A vibrant, stylized illustration of a rural landscape with various elements representing different sectors of the economy. The scene includes a sun, clouds, birds, and a variety of buildings and infrastructure. On the left, there are green hills with a small town, a school, and a bus. In the center, there are fields with farmers, a tractor, and a wind turbine. On the right, there are industrial buildings, a factory, and a large blue building with a white 'H' (hospital). The bottom of the image shows a green field and a blue body of water.



**World Food
Programme**



**Micronutrient
Initiative**



gain
Global Alliance for
Improved Nutrition

WHAT IS THE PURPOSE OF BUSINESS ENGAGEMENT STRATEGY?

Business Engagement Strategy has been formulated for the development of local strategies to address the issue of malnutrition. It is a road-map for engaging businesses in improving nutritional outcomes in Pakistan involving all relevant stakeholders. It will also provide guidance on policy and strategic environments and outlining strategic development & recommendations in key thematic areas. Drawing on a wide range of insights and experiences, the guide aims to:

- Summaries the capabilities and potential opportunities for business to support local nutrition priorities and plans;
- Identify wide range of ways that business can contribute to nutrition and can foster multi-stakeholder partnership;
- Summaries the opportunity for governments, UN agencies, Donors and Civil Society Organizations to work with business to support local nutrition priorities.

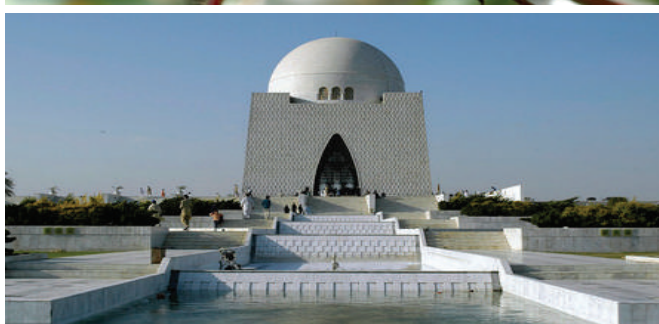
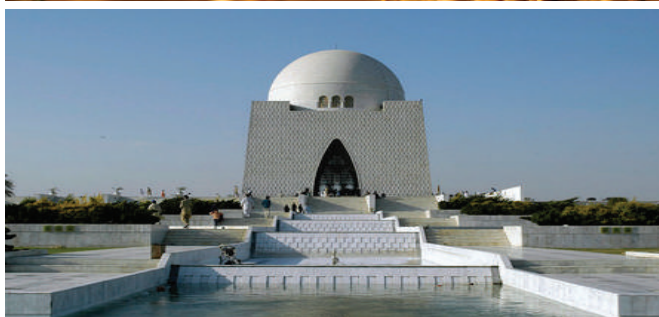
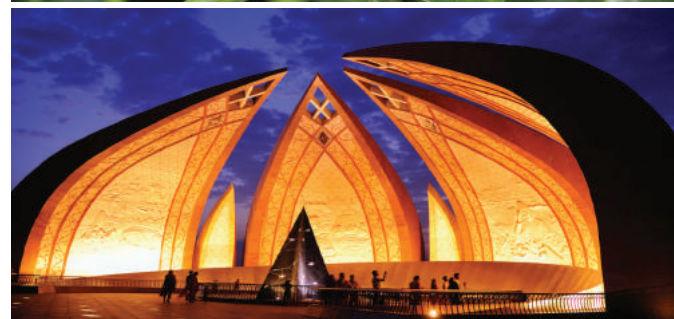
WHO IS THE GUIDE FOR?

The intended readers for this guide are businesses involved in the supply chain of consumer products (food and hygienic products) in particular and governments, UN agencies, donors and civil society organizations in general working to improve nutritional status in the country.

HOW TO USE THE GUIDE?

The guide can be used as a resource to stimulate ideas and dialogue about the potential role of business in local nutrition plans, in addition to supporting the development of local strategies and programmes through suggested processes and tools.

We would welcome feedback on the guide and suggestions on how we can continue to develop and enhance the content.



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MALNUTRITION IN PAKISTAN

Pakistan continues to suffer from high rates of chronic and acute malnutrition. The National Nutrition Survey¹ (NNS 2011) shows persistently high levels of stunting (low height for age) at 44%, Wasting (low weight for height) 15% and Underweight (low weight for age) 32%. Micronutrient deficiencies for iron, zinc and vitamins A and D deficiency are widespread among preschool children and women of reproductive age; particularly in pregnant women 50.5% of the non-pregnant and 51% of pregnant women are haemoglobin deficient. 19.9% of the total non-pregnant women and 25.9% of the total pregnant women are suffering from iron deficiency anemia. 43.1% of the non-pregnant and 48.8 % of pregnant women have Vitamin A deficiency while 41.6% of the non-pregnant and 48.3 % of pregnant women are zinc deficient. Deficiency of Vitamin D in Pakistan is widespread with 85.1% of non-pregnant and 86.1% of pregnant women being vitamin D deficient.



86%
of pregnant woman
have Vitamin D
deficiency

49%
of pregnant woman
have Vitamin A
deficiency

48%
of pregnant woman
have Zinc deficiency

26%
of the total of
pregnant woman
have Iron deficiency



85%
of non-pregnant
woman have
Vitamin D
deficiency

43%
of non-pregnant
woman have
Vitamin A
deficiency

42%
of non-pregnant
woman have Zinc
deficiency

20%
of the total of
non-pregnant woman
have Iron deficiency

¹ National Nutrition Survey Pakistan (NNS) 2011

Children also are not faring well. Nationally, 62.1% of children under 5 years of age are anemic with one third (33.4%) suffering from iron deficiency anemia. 56% are vitamin A deficient, 36.5% are zinc deficient while the national prevalence of vitamin D deficiency stands at 41.1%. However, a significant reduction has been seen in the prevalence of iodine deficiency. Severe iodine deficiency has decreased from 23.4% (NNS 2001) to 2.2% in 2011. This success is largely attributed to the Universal Salt Iodization (USI) Program supported by Government of Pakistan (GoP), provincial governments, World Food Program (WFP), United Nation Children's Fund (UNICEF) Global Alliance for Improved Nutrition (GAIN) and the Micronutrient Initiative (MI).



Causative factors of under nutrition include a combination of food insecurity mainly due to limited access to food, dietary deficiencies, poor maternal and child health, low women education, high fertility rates, poor infant feeding practices and lack of access to complementary foods, high rates of infections and worm infestations, and low micronutrient content in the soil, especially iodine and zinc. Poor quality and quantity of complementary foods and inadequate breastfeeding and weaning practices are the key determinants of under nutrition in children under 5 years of age. The cost is huge. Globally, malnutrition accounts for 45% of all under 5 deaths². Evidence suggests that eliminating anaemia results in a 15%-17% increase in adult productivity while a 1% loss in adult height causes a 1.4% decrease in adult productivity³. Losses to Pakistan's Gross Domestic Product (GDP) are estimated at 2%-3 % of GDP which is greater than the public sector expenditure of health⁴.

² Lancet Series 2013

³ Copenhagen Consensus, Assessment Paper 2011 "Malnutrition Global Economic Losses due to malnutrition"

⁴ World Bank Site Sources 2010/11

THE SCALING UP NUTRITION MOVEMENT AND BUSINESS ENGAGEMENT

The Scaling Up Nutrition Movement (SUN) founded in 2010 works on the principle that all people have a right to food and good nutrition. It aims to unite a wide range of stakeholders across governments, civil society, the United Nations, donors, businesses and researchers in a collective effort towards improving nutrition⁵.

Considering the predominant role of market, where population access most products and services to meet their food and dietary needs, SUN recognises that businesses have a key role to play in upscaling nutrition interventions and improving nutritional outcomes. It highlights engaging business due to its comparative advantage in taking interventions to scale through development of cost efficient production and delivery systems, making food more nutritious, affordable and desirable through product and service innovations; and its ability and leverage to improve quality in supply and value chains particularly in production, storage and packaging. In addition to food fortification, businesses can promote healthy behaviours through appropriate nutrition communication strategies and creating mother/child friendly work environments, supporting nutrition sensitive market based research and building nutrition related business capacity in terms of technology and knowledge transfer.



⁵ scalingupnutrition.org

Pakistan joined the SUN Movement in December 2013. The event to mark the occasion was co-hosted by the Government of Pakistan's (GoP) Ministry of Planning, Development & Reforms (MPDR), the National Ministry of National Health Services, Coordination & Regulations (MNHSRC) and the Ministry of National Food Security & Research (MNFSR). Participation included representatives from provincial governments, donors, United Nation (UN) agencies, businesses, Non-governmental Organizations (NGOs) and academia. A Declaration of Commitment⁶ was signed by all stakeholders pledging to:



This guide presents a Strategy for Engaging Businesses in Improving Nutritional Outcomes in Pakistan. It draws on GoPs policies and plans, international and country specific literature review and discussions with key stakeholders including government, donors, UN agencies, NGOs and multinational and national businesses. It also builds on the draft Pakistan Country Model prepared with support from the Global SUN Business Network (SBN) Secretariat.

SECTION 1

Review the overall policy and strategic environment for business engagement in improving nutritional outcomes.

SECTION 2

Outlines strategic recommendations on key thematic areas and entry points for business engagement.

It also lays out an approach to engaging businesses and the processes and mechanisms through which the engagement will be further developed and progressed. This section also outlines an approach to inform the development of a Monitoring & Evaluation (M & E) framework and defines the key aspects that need to be tracked.

⁶ scalingupnutrition.org/wp-content/uploads/2014/02/Pakistan-SUN-Launch-Declaration.pdf



SECTION 01

POLICY AND STRATEGIC
ENVIRONMENT FOR
BUSINESS ENGAGEMENT
IN NUTRITION

1.1 GOVERNMENT OF PAKISTAN POLICIES AND STRATEGIES

The overall policy and strategic environment is conducive. While, nutrition in Pakistan has not received due attention overtime, the 2010 floods and the NNS 2011 served to highlight the severity of the situation to key stakeholders. The resulting high level interest by federal and provincial governments and increasing donors and other nutrition development partners (UN, Civil Society Organizations (CSOs), Academia) attention has since then driven the development of health, nutrition and food security policies and strategies across levels of government.

After 18th Amendment in constitution of Pakistan, devolution of legislative and executive authority in many sectors including health, education, food and agriculture has transferred to provinces. The Federal Government, however, retains functions in terms of an overarching vision and policies for national development, setting of national standards and benchmarks, research, taxation on business incomes, taxes on sales and import and export tax regimes. Along with the over-arching role, the Federal Government also has direct role in the provinces and areas of Pakistan. The enforcement of health, nutrition and food related laws rest with the provinces, however, for the interprovincial and international trade and the international health regulations compliance, the Federal Government has a role to

support the policy frame work and legislations whereas implementation and enforcement is a provincial subject.

GoPs' Vision 2025 document serves as the overarching national guiding document for Pakistan economic and social progress⁷. There is no post devolution national policy on health specific nutrition aspects, however, a National Food Security and Nutrition Policy focussing predominantly on food security and agriculture has been developed by the MNFSR but is yet to be approved. Major progress has been achieved in developing provincial policy guidance notes and provincial nutrition strategies which have now been approved. The Vision 2025 and the strategies across government levels recognise that nutrition responses need to address both acute and chronic under nutrition and prioritise food fortification and bio-fortification of staple crops with micronutrients and food supplementation for vulnerable groups as major intervention areas. positive to note that all documents envisage private sector engagement as an important vehicle towards improving nutritional outcomes, however, details on translating this intent into practice are sketchy and need to be worked on for a substantive and effective engagement to develop.

⁷ pakistan2025.org/.../2014/08/Pakistan-Vision-2025.pdf

1.2 COORDINATION AND IMPLEMENTATION

For overall development, coordination and implementation of at scale nutrition responses, the Federal Government needs further support from the partners. GoPs' Ministry of Planning, Development & Reforms (MPDR) is leading the current movement in nutrition and coordinates with other concerned ministries like the MNHSRC and the NMFSR, provincial governments and other stakeholders. However, Nutrition Section of the MPDR itself needs further strengthening keeping in view the herculean task.

Chief Nutrition, Planning Commission Pakistan, has been nominated as the SUN focal point and a national SUN Secretariat has been established in the Nutrition Section of Ministry of Planning, Development and Reforms.

Coordination with other stakeholders has improved since the SUN Secretariat has functionalized and other SUN networks, i.e., Donors, the UN and Civil Society have become operational. SUN Business Network and SUN Academia and Research Network once fully established and operationalized would further improve the environment for coordinated efforts for scaling up nutrition in the country. SUN Secretariat has also been able to form a SUN

Core group which included UN (WFP, UNICEF, FAO, WHO), Donors (World Bank, DFID, DFAT etc.) and Civil Society (MI, GAIN, ACF, Save the Children, local NGOs etc.) An overall roadmap for SUN in Pakistan would be developed by the national SUN Secretariat in consensus with all the relevant stakeholder, however, individual networks work on specific work plans and contribute to the overall SUN Movement in the country.

While developments at the federal level are encouraging, more work is required on developing effective coordination with the provincial governments to effect strategic alignment, guide investments and create a conducive environment for business engagement vis-à-vis legislative and regulatory frameworks related to the production and processing of nutrition products and services. To address this gap, SUN Focal point, National SUN Secretariat along with its partners have commenced advocacy efforts for establishment of Provincial SUN units in the Provincial Planning and Development (P&D) Departments. Chief Health of P&D Department of respective provinces has been nominated as the provincial SUN Focal points. These provincial SUN Focal points have been working closely with the National SUN Focal point and have been able to take concrete steps towards formation of provincial SUN Units and also the

allocation of funds for nutrition specific and sensitive interventions in the provincial Annual Development Plans (ADPs). Also the National Fortification Alliance (NFA) which served as the multi stakeholder platform for fortification/ supplementation coordination in the past has been reconstituted. The NFA Secretariat has been established with technical support from WFP; a national technical coordinator has been appointed within the MNHSRC. The NFA comprises representation from key stakeholders across the nutrition engagement spectrum. Membership includes representatives from the MNHSRC, provincial health departments, Ministries of Industry & Production, Planning and Development, Food Security and Research, the Pakistan Atomic Energy Commission, the Pakistan Standard & Quality Control Authority (PSQCA); nutrition related UN and other international agencies (World Health Organization (WHO), UNICEF, WFP, World Bank (WB), MI, and GAIN), consumer organizations (The Network for Consumer Protection) and business interests groups (Flour millers, Vanaspati producers and Salt processors and other stakeholders in the nutrition supply chain). The NFA, because of government ownership and relevant representation offers a useful mechanism for improving fortification / supplementation coordination which would contribute to the overall SUN Movement objectives in Pakistan; however, establishing a similar mechanism at the provincial levels needs to be considered for further improvements in coordination and development of province specific responses. Establishment of the Provincial Fortification Alliances (PFA) is underway; however, PFA notifications for Baluchistan and Punjab

are completed and WFP is supporting the process of their establishment and operationalization.

Overall, regulatory frameworks, laws and enforcement mechanisms for ensuring food quality, and food fortification in particular, are weak and need to be worked on. The (PSQCA) sets national standards and benchmarks related to production, processing and sale of food, however, these need a revision in relation to the latest global guidance provided by WHO and other agencies concerned with nutrition and production of fortified and complimentary foods for children. To date, there is no mandatory requirement for food fortification in general and despite efforts for specific priority areas like salt iodisation and fortification of wheat flour and edible oils, which are the main staple food and primary medium used by households for cooking, no headway has been made. Although devolution provides an opportunity to engage provinces for development of specific coordinated responses, it is important to note that availability of food and businesses involved in food production and distribution, by their very nature, transcend provincial borders. Businesses strongly voice the need for uniform standards as meeting different sets of standards across regions and provinces would not be tenable.

On a positive note, all the provinces and the areas of Pakistan have approved the Breast Milk Laws in their respective assemblies and these laws provide the ground work on which future legislative efforts can be built upon, however strong cooperation is required for the implementation of these laws.

1.3 DONORS AND OTHER KEY DRIVERS

Donors and other key partners including WFP, UNICEF, MI and GAIN while supporting nutrition up scaling have paid limited attention to the role of the private sector, with exception of few, e.g., WFP and MI has successful experience of working with the private sector by managing most of the procurement locally as all its food basket is fortified, supporting fortification of salt and wheat flour (with MI) and development of specialized nutritious foods/lipid based nutrient supplement type (WawaMum and AchaMum) for prevention and treatment of under nutrition in children 6-23 months, 6-59 months respectively. Drivers of the current movement in nutrition other than GoP include the UN agencies and major national and international civil society organizations along with World Bank (WB), Department for International Development (DFID), UK and the Department of Foreign Affairs & Trade (DFAT), Australia. Significant financing is being made available through a WB managed Multi Donor Trust Fund (MDTF) with DFID UK (GBP 22 million) and Australia (AUD 39 million) as the major contributors. Major interventions envisaged from the MDTF are for up scaling food fortification, food supplementation, awareness and advocacy for nutrition, water, sanitation and development of monitoring frameworks. DFID UK, has solicited bids for a 5 year GBP 48 million, Supporting Nutrition in Pakistan

(SNIP) project encompassing supplementary feeding, food fortification, improving regulatory systems and advocacy and demand creation. The current interest in nutrition and availability of substantive financing provides a window of opportunity to mainstream business engagement. However, interest and capacity of businesses to upscale and issues in the legislative and regulatory environment will need to be addressed to avail this opportunity. Furthermore, prioritising areas for business engagement and investment required help from stakeholders, including GoP, donors and businesses, to position accordingly. Coordination within donors and nutrition focussed organisations has improved over the last 2-3 years with the establishment of the Nutrition Partners Forum convened by the WB. The SUN Donor Network will provide further opportunity by bringing together key donors.

UN agencies primarily the WFP, the Food & Agriculture Organisation (FAO), WHO and UNICEF engage in nutrition as per mandates. Of these, WFP focuses on food supplementation and nutrition and FAO is working on food security, agriculture and livestock related aspects of nutrition while UNICEF maintains an interest in nutrition related advocacy and communication.

World Food Programme, international NGOs and nutrition focussed organisations like Global Alliance for Improved Nutrition and Micronutrient Initiative are major drivers of food fortification and business engagement in Pakistan.

WFP, MI and GAIN are engaged in salt iodisation and wheat flour fortification. These agencies have considerable international and national experience, particularly in design and implementation of food fortification programs in Pakistan. WFP is the only agency which maintains an interest in food supplementation and has helped local production of supplementary foods and fortified biscuits for children. However, this engagement has been with selected producers and the products are mostly procured and distributed by WFP itself. Similarly, WFP has been involved in edible oil fortification. The Universal Salt Iodisation (USI) Program supported by WFP, UNICEF, MI and GAIN is an exception as it worked extensively with the private sector. It has been largely successful because of government ownership, continued technical support and effective advocacy over time; however, issues persist in GoP/businesses sustaining its interventions without external support.

Despite the engagement to date, gaps remain in terms of coverage, scale and sustainability of interventions and programs. On a positive note, work of these key partners has helped to develop relationships, try out

activities at scale and develop models for implementation. It is important to build on this experience and capacity within these organisations that have engaged, however, strategic coherence between government and partners and between partners themselves has started to develop and it is expected to improve. Discussions with stakeholders during the strategy development process revealed that overlaps in interests and competition for donor financing prevents effective coordination between these organisations and with government and donors. These factors contribute to weakening their collective leverage and constrain their potential to drive a coordinated and scaled up engagement with businesses. Development of coordination mechanisms to bring these interests together is imperative, considering their strengths and business specific focus towards upscaling nutrition interventions.

Coordination and capacity within the private sector is also weak, however, experience to date suggests that involvement of relevant business associations like the Salt Producers, Wheat Millers and Edible Oil Producers has helped to generate interest and improve coordination. Continued involvement of these associations will be critical to strengthening and deepening the engagement as it progresses.

1.4 ISSUES TO CONSIDER

Poverty and food insecurity contribute and add to the high burden of under nutrition. More than 21% of Pakistan's population lives below the poverty line⁸. While Pakistan's economy is largely agricultural based and employs the bulk of the country's workforce, 58.1% of households are food insecure. The Institute of Development Studies (IDS) Bulletin on nutrition in Pakistan (IDS 2013) shows that income levels have a strong impact on children's accessibility to food and affordability predicates consumptions patterns with primary recourse to accessing staple foods in times of constraint. Global evidence shows that poverty and high food prices are major causes of under nutrition globally⁹.



A leading national business engaged in production of iodised salt has not been able to reach the poorest segment of the population because of being slightly costlier than the normal salt. Considering these elements and patterns of chronic under nutrition, large scale fortification of staple foods would be the mainstay of a nutrition response. Bio-Fortification of key crops is another area for intervention; however, further evidence is required to take it to the scale. Similarly, reducing post-harvest losses in key crops and improving value chains for agricultural products would enhance overall availability and quality of food while at the same time adding to incomes across the value chains.



21%
of Pakistan's
population lives
below the poverty
line.

58%
of households
are food insecure.

⁸ Seeing the Unseen – Breaking the Logjam of Under nutrition in Pakistan www.ids.ac.uk » Publications

⁹ UNICEF Facts of Life 2010

Pakistan is also prone to natural disasters and increasing conflict. Natural disasters and conflict are among the major causes of acute malnutrition. These factors further destroy capital of the poor and increase the vulnerability of the poorest to sudden changes in food availability. GoP and partners response strategies have focused on food supplementation, ensuring market availability for wheat, the main staple food and supporting poor households through cash transfers. Considering the rates of acute malnutrition, poverty and other factors vulnerable groups like women and children, the current response strategy will have to be maintained, however, it needs improvements in terms of awareness of appropriate dietary practices, coverage, targeting and production and availability of supplementary foods in country. Currently predominant recourse is to importing prepared supplementary foods. GoP's Benazir Income Support Program (BISP) has been used for cash transfers and provides a good mechanism for targeting the poorest, however, overall, there is a need to make such mechanisms and poverty reduction efforts more nutrition sensitive. Similarly, it is important to create linkages between production, marketing and distribution of supplementary food and this could be designed using community outreach health programs like the Lady Health Worker (LHW) and Community Midwives (CMW) Programs. This can help increase awareness of nutrition practices, improving coverage of food supplements, reduce the costs of distribution and incentivise health care workers to engage.

Low levels of literacy and a general lack of awareness about nutrition, health and hygiene issues adversely impact nutritional outcomes and result in weaknesses on the demand side. Nutrition and food quality issues remain neglected and consumer protection networks are in their infancy. This limits their ability to push for nutrition and food improvements and influence commercial interest. Businesses also cite lack of awareness of food quality and nutrition as a major constraint. Creating overall awareness through public service campaigns and development of nutrition sensitive business communication strategies will be essential to an effective business engagement. The recently established SUN Civil Society Alliance (CSA) has potential to fill this gap on the demand side; however, on the supply side, business capacity to develop nutrition specific marketing strategies is weak and will need to be strengthened.



Analytical work on dietary food consumption patterns is limited with analyses to date focussed on aggregate food availability and caloric consumption. However, recent studies (IDS Bulletin on Nutrition) show that consumption patterns are changing even in rural areas. Figures for Sindh province which has high levels of poverty and food insecurity showed that 70% of the food basket for rural households is being procured from markets. While this presents an opportunity for businesses, however, high levels of poverty, particularly in the rural areas indicate a clear need for government subsidies and innovation by business in developing new products and developing pricing strategies to improve access to nutritious food and increase their market share. Diversity and quality of food is increasingly perceived as an important element of decision making by middle class households while choosing their food baskets. This trend has been used by businesses to adopt marketing strategies and labelling to highlight the quality aspects of food and presents further opportunity, however, most of the fortified product ranges of multinational and national food products are not designed or priced for the rural/poorer segments of the market. Considering that poverty and affordability compromise food choices in terms of quantity and quality reaching rural and poor populations needs to remain on large scale fortification of staple foods. Changing consumption patterns, however, present an opportunity for businesses to look at developing new products, production and pricing

strategies including improvements in efficiency of value chains to connect actors in food production and reduce costs. Recently, National SUN Secretariat with the support of FAO is working on formulation of Food Composition Table and Dietary Guidelines that can contribute to the overall planning and implementation.

1.5

BUSINESS ENGAGEMENT & SUN BUSINESS NETWORK PAKISTAN

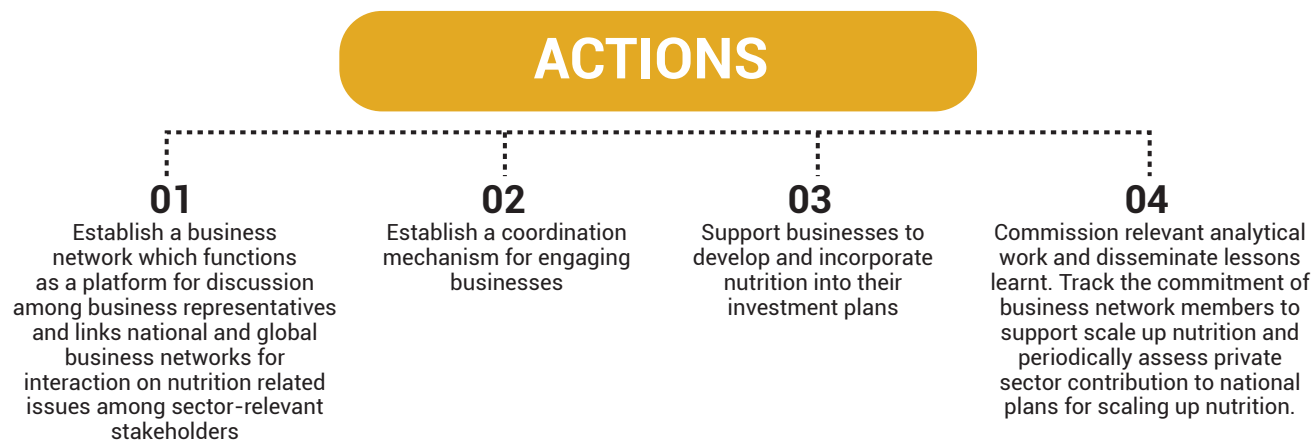
A key mechanism of the SUN Movement towards achieving better coordination between key stakeholders is the establishment of global and in country networks and multi stakeholder platforms (MSPs). The SUN Business Network (SBN) is one of four global networks¹⁰. It primarily focuses on informing ongoing policy, advocacy and knowledge sharing agenda, and in tracking the commitments and program investments of businesses in support of SUN and national nutrition strategies. Major activity focuses on addressing malnutrition through establishing a dialogue between businesses and other development actors in nutrition, developing partnerships and encouraging innovation. In country, the SBN specifically aims at providing a platform to engage businesses in supporting and scaling up nutrition efforts in line with national priorities and plans.

The World Food Program (WFP) and the Global Alliance for Improved Nutrition (GAIN) are designated global conveners. In Pakistan, WFP, GAIN and Micronutrient Initiative (MI) are country conveners of the SBN.

¹⁰ The other three are the UN, Donors and the Civil Society Networks

Pakistan is one of the priority countries selected by the global SUN Business Network Secretariat for establishing a country level business network.

The SBN establishment process kicked off in April 2014 with development of a draft Country Model for Pakistan through technical support provided by the Global SBN Secretariat. A SUN self-assessment workshop held in May 2014 under the leadership of the SUN Focal Point (Planning Commission), with the support of SUN UN Network, also noted that business engagement in improving nutritional outcomes was not well developed or coordinated and recommended the following actions:



The first meeting of key stakeholders towards formulation of the SBN was held in October 2014 with support from WFP, GAIN and MI. Business leaders, representatives of multinational and national industry and other key stakeholders including government, donors, UN agencies and academia participated. A key outcome of the meeting was a collective consensus that the “time for action is now” and a strategy be articulated to engage businesses and the private sector.

After the first meeting, SUN Business Network Pakistan started the engagement coordination with a wide range of the private sector businesses covering all stakeholders in supply chain. Thirty Three (33) private sector companies have joined the SUN Business Network Pakistan (December 2015). These companies are from fast moving consumer group, pharmaceutical, salt, confectionary, rice, flour, food commodities, plastics, packaging, agriculture, telecommunication, consumer services and logistics. Geographically, these partners are from different cities of Pakistan. There are more than 50 companies which are in process of decision making to join the SUN business network.

POLICY AND STRATEGIC ENVIRONMENT FOR BUSINESS MANAGEMENT IN NUTRITION



The draft of 'Business Engagement Strategy' was presented to SBN members and other potential companies involving all relevant stakeholders in a one day consultative meeting held on August 2015. SUN Business Network's members and private sector businesses have participated and shared their valuable knowledge and inputs in this important meeting. The stakeholders appreciated the proposed engagement strategy and supported to work with SBN.

The first step in the Business Engagement Strategy is the formation of an 'Executive Committee (EC)' with the strength of eleven members. Members of EC comprises of SUN Business Network members from private sector and Advisory Group (SUN Focal Point/Chief Nutrition, WFP, MI and GAIN). Members from private sector will lead it and provide strategic direction. Executive Committee will be elected/selected through an inclusive, coordinated and phased process which build ownership and allows time to learn and deepen engagement over time. While the ultimate aim is for businesses to lead and sustain the engagement, the key drivers of nutrition engagement with the private sector i.e. WFP, MI and GAIN will collectively undertake the responsibility to guide, support and transition the engagement over time under the overall supervision of National SUN Secretariat. The process of formation of EC will start in February 2016.





55 SUN COUNTRIES
ARE DRIVING THE
SUN MOVEMENT



SECTION 02

RECOMMENDATIONS AND STRATEGIC ACTIONS

HOW CAN BUSINESS CONTRIBUTE TO NUTRITION?

1. Agriculture and nutrition

At each stage of the food value chain, businesses can provide investment, technological innovation and commercial capabilities to increase the supply of nutritious, safe and diverse foods.

2. Large-scale food fortification

Food businesses can fortify staples and condiments with essential vitamins and minerals to reach local populations cost effectively and at scale.

3. Innovation and local solutions

Market based approaches can increase the availability of specifically formulated foods, with a particular focus on pregnant and lactating women and infants, complementing public delivery systems.

4. Workplace

Businesses across all sectors can educate employees about the importance of nutrition and provide diverse and nutritious foods in workplace.

Businesses can also introduce workplace policies that facilitate access to breast-feeding facilities, childcare and maternity benefits.

5. Supporting nutrition sensitive interventions

Businesses can play a key role in strengthening underlying health systems, for example providing health and hygiene products and health services, supporting women economic empowerment and access to education.

Along with food value chain and in the workplace and communities, businesses are uniquely positioned not only to increase the supply of nutritious foods but also to increase demand. These contributions can be enhanced and scaled up through greater collaboration with governments, development agencies and civil society.



EXECUTIVE COMMITTEE FORMATION

BACKGROUND

Pakistan joined SUN Movement in 2013. The SUN Movement (consisting of six networks namely Government, Donor, UN, Civil Society Organizations, Academia & Research and Business) in Pakistan is led by Chief Nutrition/SUN Focal Point, M/o Planning, Development & Reform/ Planning Commission of Pakistan.

SUN Movement recognizes that combining the assets, resources and capabilities of organizations across multiple sectors is the only realistic way to address the causes of malnutrition at sufficient scale.

SUN Business Network is the key SUN network at global as well as country level which aims to harness business expertise and apply its strengths and comparative advantages to improve nutrition in the country. It will support and encourage private sector businesses to develop and incorporate combination of nutrition specific and nutrition sensitive interventions in their business operations. It is also expected that SUN Business Network would be the principal vehicle for business engagement, both in informing the ongoing policy, advocacy and knowledge sharing agenda and in tracking the commitments program investments of businesses in support of SUN and national nutrition strategies.

In today's business environment, more and more businesses are recognizing that food and nutrition security is intrinsically linked to business growth, performance and sustainability. Identifying ways to align the core commercial priorities and investments of a wide spectrum of businesses across many different sectors with national nutrition goals is increasingly important for SUN countries. Major activity focuses on addressing malnutrition through establishing a dialogue between businesses and other development actors in nutrition, developing partnerships and encouraging innovation. **Pakistan is one of the priority countries selected by the global SUN Business Network Secretariat for a country level business network.**

As part of process, SUN Business Network Pakistan has presented a '**Business Engagement Strategy**' to the members of SBN in August 2015. It is a road-map for engaging businesses in improving nutritional outcomes in Pakistan by involving all relevant stakeholders. It also provided guidance to the businesses on policy and strategic environments and outlining strategic development & recommendations in key thematic areas.

The first step in the Business Engagement Strategy is the formation of an 'Executive Committee'¹. EC comprises of Eleven SUN Business Network members from private sector and representatives from Advisory Group (SUN Focal Point/Chief Nutrition, WFP, MI and GAIN). Members from private sector will lead the EC and provide strategic direction. EC will be selected/elected through an inclusive, coordinated and phased process. While the ultimate aim is for businesses to lead and sustain the engagement, WFP, GAIN and MI will collectively undertake the responsibility to guide, support and transition the engagement over time under the overall supervision of National SUN Secretariat.

The approach thus focuses on creating opportunities for dialogue and building consensus between the key stakeholders of businesses through establishment of coordination mechanisms and multi stakeholder platforms for different supply chains stakeholders. Development of thematic investment plans will serve to create synergies between investments by the public sector, donors and businesses.

SBN Secretariat will support the Executive Committee in carrying out the business engagement activities and operation by providing secretarial and operational support. Following are terms of reference, basic membership requirement and process for formation of Executive Committee for SBN Pakistan.

TERMS OF REFERENCE FOR EXECUTIVE COMMITTEE

Roles and responsibilities of the Executive Committee members:

1. Enhancing Business Engagement in private sector through the establishment of effective coordination mechanisms among stakeholders;
2. Liaison with global and regional SBNs to harmonize global and in country strategies, developments and resource mobilization;
3. Collaboration and coordination with National SUN Secretariat and other SUN networks to ensure strategic alignment and identifying opportunities for enhancing complementarities;
4. Build the engagement in business community by guiding on the basis of following drivers:
 - a. Improving workforce and supply chain productivity by providing guidelines on investing in workplace nutrition programmes;
 - b. Developing products/markets to increase sales of nutrition oriented products, services and business model innovations in value chains;
 - c. Promotion of 'good ethical practices by acting responsibly' and by recognizing that access to food and nutrition security is a fundamental human right.
 - d. Propagate that businesses will thrive when they operate in healthy communities and ensure a sustainable supply chain.

5. Provide direction for adding value for new business investment, strengthening of ongoing investments and identifying gaps and improvements required in policies, infrastructure, technical capacity and financial resources related to businesses;
6. Provide guidance by focusing on a combination of Nutrition Specific Interventions and Nutrition Sensitive Approaches under different thematic areas recommended in the Business Engagement Strategy. These are:
 - a. Theme 01 – Food Fortification
 - b. Theme 02 – Food Supplementation
 - c. Theme 03 – Nutritious Agricultural Crops Livestock and Fisheries & Dairy Products
 - d. Theme 04 – Dietary Diversity and Children’s Feeding Practices
 - e. Theme 05 – Improving Standards and Behaviours in Water, Sanitation and Hygiene
 - f. Theme 06 – Cross Cutting Areas (advocacy, telecommunication & information technology, financial services, packaging, warehousing, transportation, trade etc.)
07. Maintain collective responsibility for providing strategic guidance, management oversight and generate resources for SBN activities;
08. Serve as a platform for guiding dialogue between nutrition related businesses and other stakeholders including government on key issues constraining business engagement;
09. Advise SBN Secretariat in maintaining the register of commitments, assignment of analytical work and capacity building of private sector businesses in different areas.
10. Provide guidance in developing a behavior change communication and advocacy strategy to carry forward policy advocacy for creating enabling legislative and operational environment for investment in nutrition.
11. Explore more thematic areas based on the potential of SUN efforts and in line with priorities and plans of Government of Pakistan.
12. Provide support to the National Fortification Alliance (NFA) through National SUN Secretariat by synchronization of activities and progress of thematic groups;
13. The Executive Committee will work with the SBN Secretariat on developing and agreeing on a specific monitoring framework and mechanism for business engagement;
14. Approval of budgets and work plans of the SBN Secretariat;
15. Select Chair, Co – Chair and other appointments of the Executive Committee;

BASIC MEMBERSHIP REQUIREMENT:

- a. Must be a member of SUN Business Network Pakistan (SBN);
- b. Prepare to serve (without remuneration) for the good of the SBN Movement;
- c. Available to serve for at least two years by committing time as and when required;

FORMATION OF EXECUTIVE COMMITTEE (PROCESS)



2.1 THEMATIC AREAS & ENTRY POINTS FOR BUSINESS ENGAGEMENT

Overall and considering the determinants and causative factors of under nutrition in Pakistan, national nutrition priorities and comparative advantage of business, engagement will focus on a combination of **Nutrition Specific**¹¹ and **Nutrition Sensitive**¹² interventions. Different thematic areas recommended for engagement are as follows, however, more thematic areas would be explored on recommendation of Executive Committee.

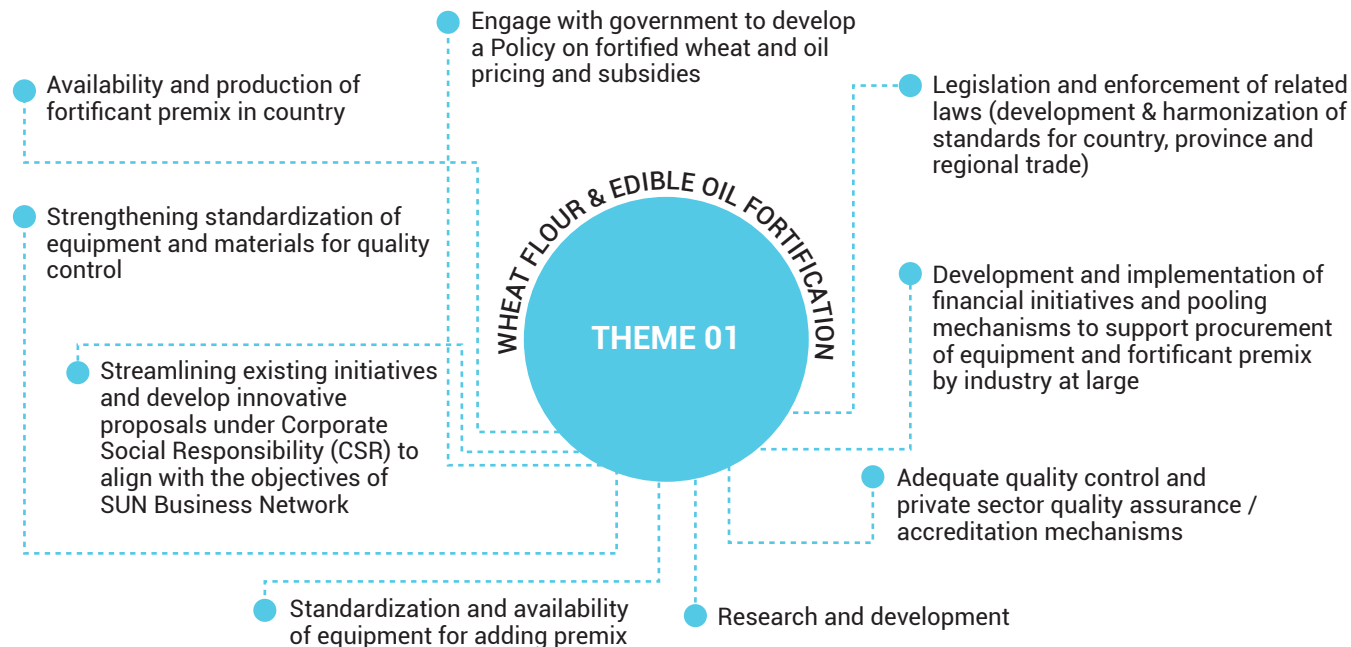
THEME 01	THEME 02	THEME 03
Food fortification at scale	Improving availability, targeting and affordability of food supplementation for vulnerable groups in community and facility based settings	Improving production, storage and marketing of nutritious agricultural crops and livestock, fisheries and dairy products
THEME 04	THEME 05	
Dietary Diversity and Children's feeding practices	Improving Standards and Behaviours in Water, Sanitation and Hygiene	
THEME 06		
Cross cutting areas also include but not limited to: 1. Advocacy and Communication 2. Telecommunication & Information Technology 3. Finance & Professional Services 4. Packaging, Warehousing, Transportation, & Distribution 5. Whole Sale and Retail Trade 6. Others (Airlines, Hotels, and Education Institutes)		

In order to operationalize the engagement in the respective thematic areas, the selective entry points have been identified, however, Executive Committee and thematic groups will expand the entry points and initiatives based on the need and demands. This will provide the opportunity for theme specific planning and investments.

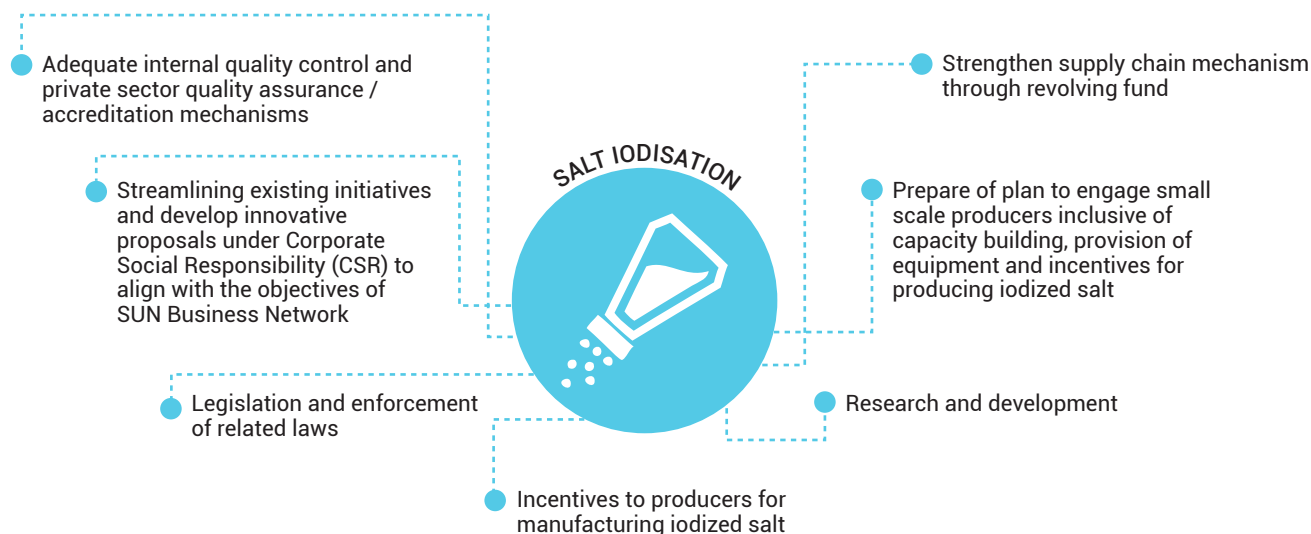
11 Nutrition specific interventions include support for appropriate breastfeeding and weaning practices, micronutrient supplementation, fortification of foods with micronutrients and treatment of severe and moderate acute malnutrition through supplementary feeding
12 Nutrition sensitive interventions include those related to Agriculture, Clean Water and Sanitation, Education and Employment. Health Care, support for Resilience and Women's Empowerment

FOOD FORTIFICATION

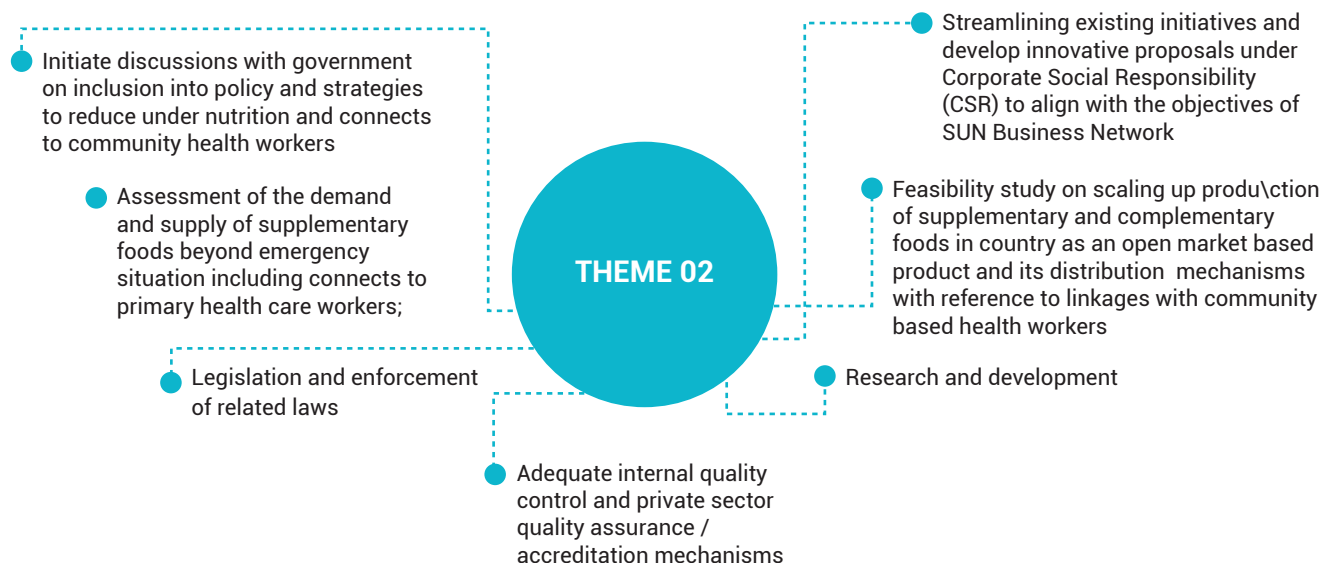
International evidence, national policies and strategies and the Pakistan Food Fortification Scoping Study supported by DFID identified wheat flour fortification with iron, edible oil/ghee fortification with Vitamin A & D and salt iodisation as the major areas for action based on impact on micronutrient status and prospects for implementation and scale up. Food fortification includes sub-themes i.e. Wheat Flour Fortification, Edible Oil fortification and Salt Iodisation.



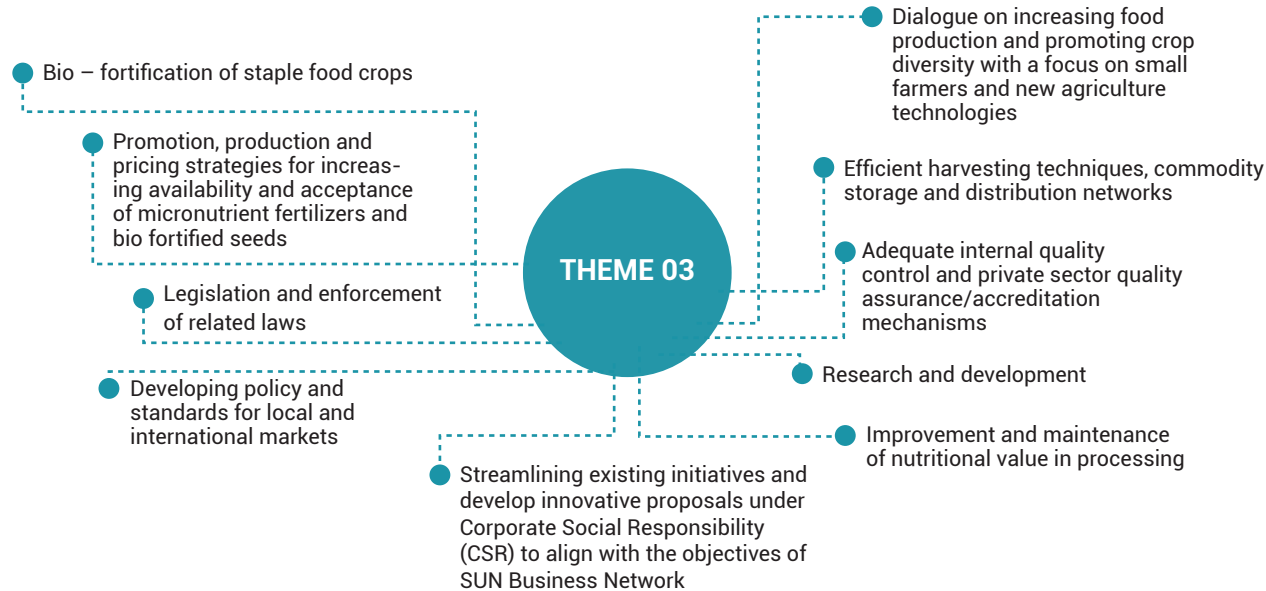
RECOMMENDATIONS AND STRATEGIC ACTIONS



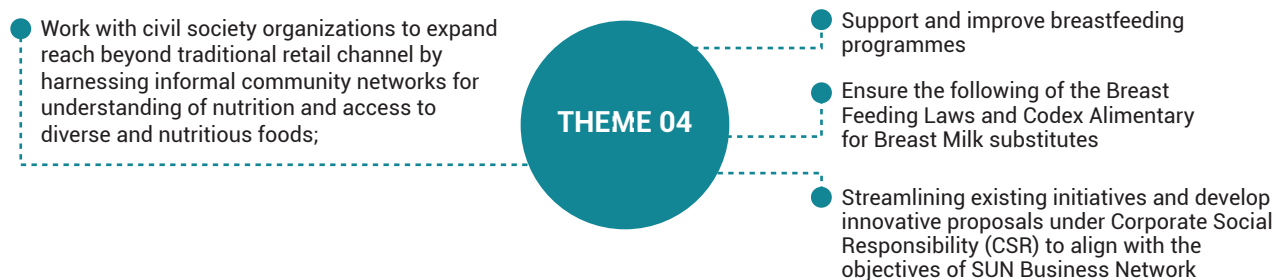
FOOD SUPPLEMENTATION



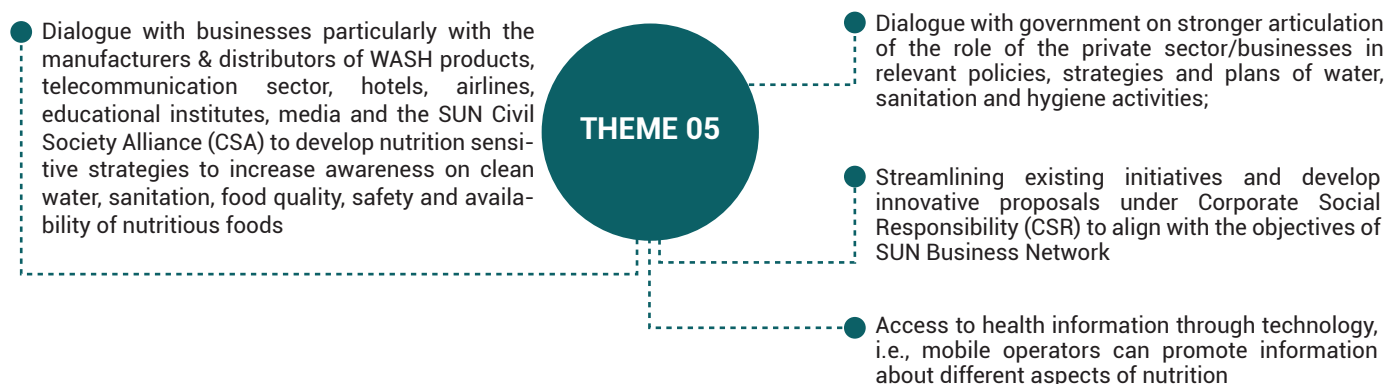
IMPROVING PRODUCTION, WAREHOUSING AND MARKETING OF NUTRITIOUS AGRICULTURAL CROPS AND LIVESTOCK, FISHERIES & DAIRY PRODUCTS



DIETARY DIVERSITY AND CHILDREN'S FEEDING PRACTICES



IMPROVING STANDARDS AND BEHAVIOURS IN WATER, SANITATION AND HYGIENE



THEME 06 | CROSS CUTTING

Apart from focused themes, there are cross cutting themes for business engagements which are equally important for strategic actions. These are but not limited to Advocacy and Communication, Telecommunication & Information Technology, Finance & Professional Services, Packaging, warehousing, Transportation, & Distribution, Whole Sale and Retail Trade and Airlines, Hotels, and Education Institutes.

CORPORATE SOCIAL RESPONSIBILITY

Majority of the multinational and national business corporations are focusing on Corporate Social Responsibility (CSR) as a 'creative window of opportunity' to support and strengthen their operations while contributing toward their social welfare in particular and society in general. CSR has now taken a central role in the business operation to deal with issues related to their daily business operation.

SBN Secretariat with guidance from private sector businesses and global secretariat would help to develop projects and proposals that can deliver with innovative approaches, long term partnership and create value for businesses. These CSR activities would focus on key areas of impact and create solutions to address the major challenges. However, a details CSR scoping plan would need to be developed to streamline existing projects and to develop new innovative projects under different themes as envisaged above.

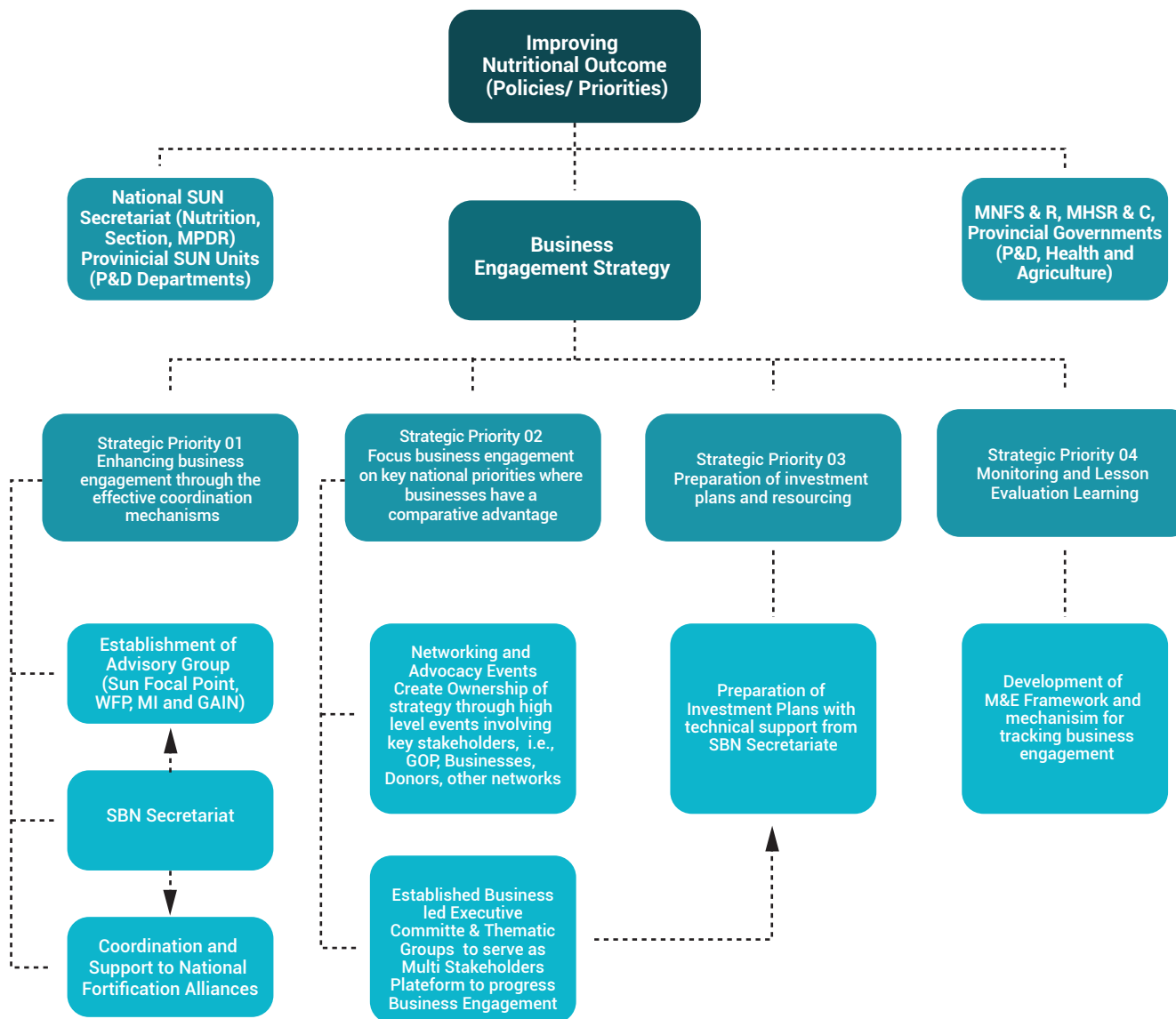
2.2 THE ENGAGEMENT APPROACH

The engagement approach consists of putting businesses in the lead through an inclusive, coordinated and phased process which build ownership and allows time to learn and deepen engagement over time. While the ultimate aim is for businesses to lead and sustain the engagement, the key drivers of nutrition engagement with the private sector i.e. WFP, MI and GAIN will collectively undertake the responsibility to kick start, guide, support and transition the engagement over time. The approach thus focuses on creating opportunities for dialogue and building consensus between the key drivers of business engagement through activation and where required establishment of coordination mechanisms and multi stakeholder platforms. Development of thematic investment plans alongside the dialogue process will serve to create synergies between investments by the public sector, donors and businesses themselves. Accordingly, strategic actions and recommendations focus on the following four priority areas:



A diagrammatic representation of the engagement approach is presented on the next page. Details are mentioned in Section 2.3.

REPRESENTATION OF THE ENGAGEMENT APPROACH



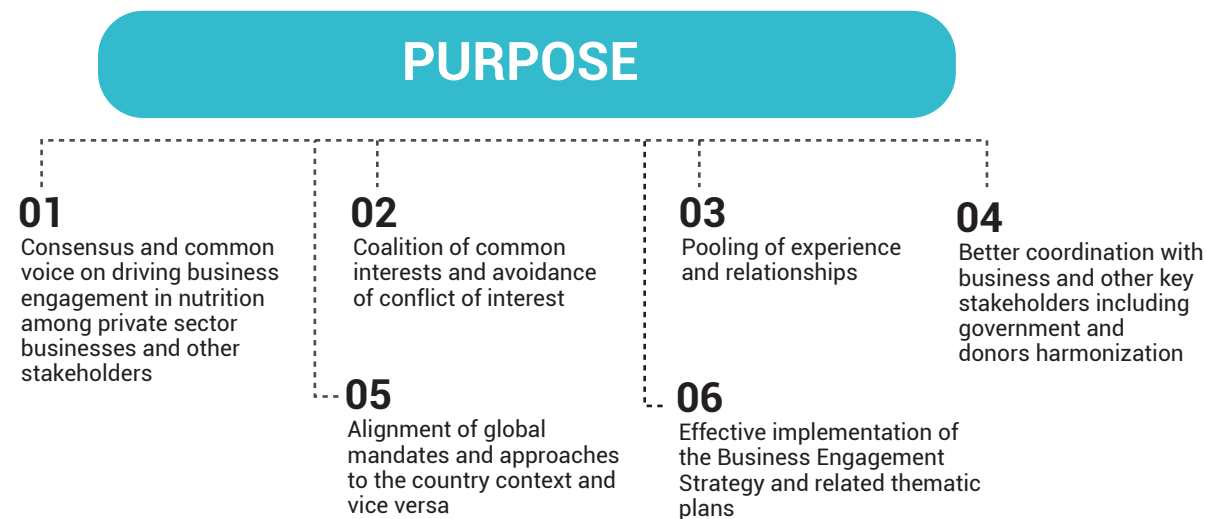
2.3 STRATEGIC ACTIONS

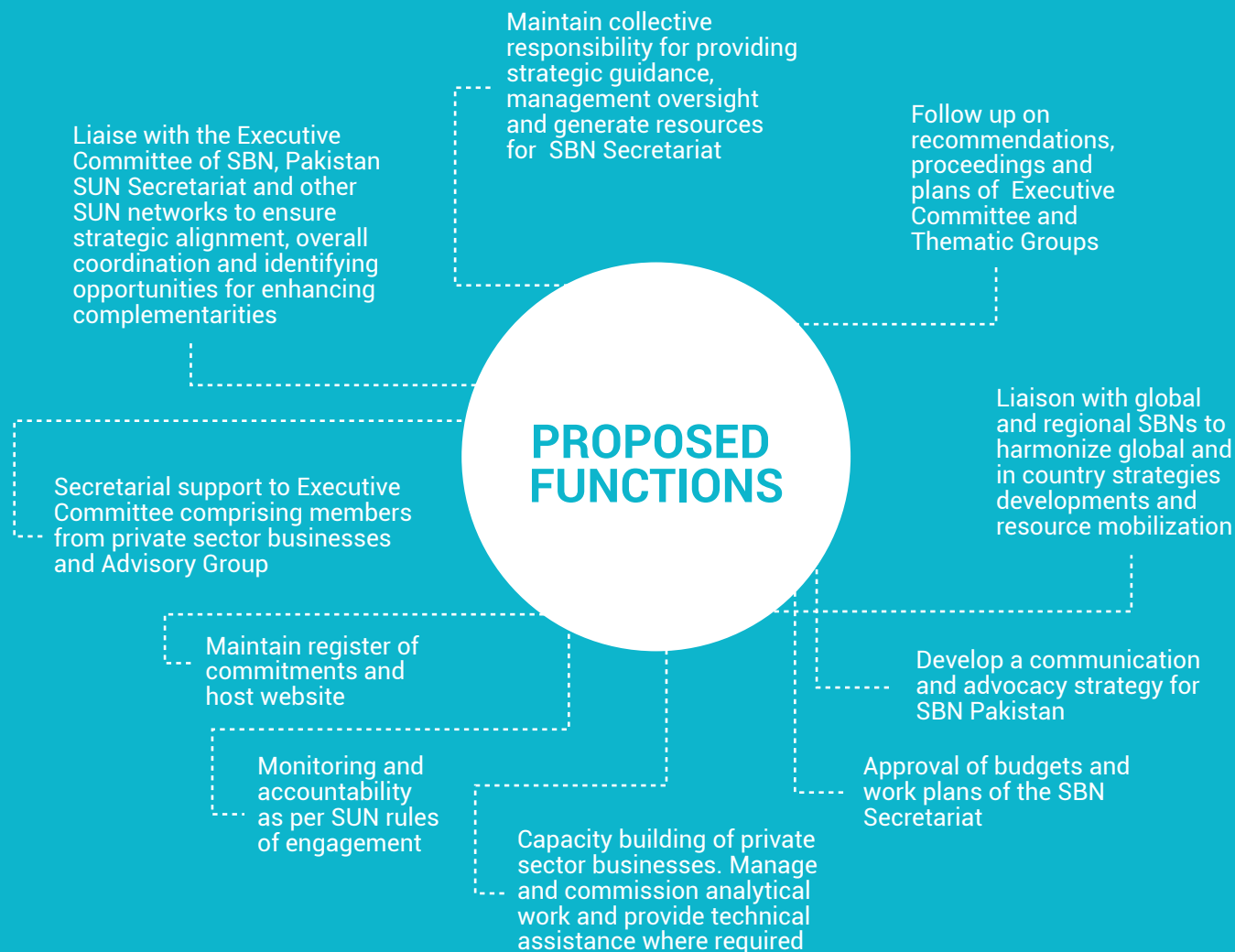
The following text identifies and details the key strategic actions required to progress against the four priority areas of engagement.

STRATEGIC PRIORITY 01 ENHANCING BUSINESS ENGAGEMENT THROUGH THE ESTABLISHMENT OF EFFECTIVE COORDINATION MECHANISMS

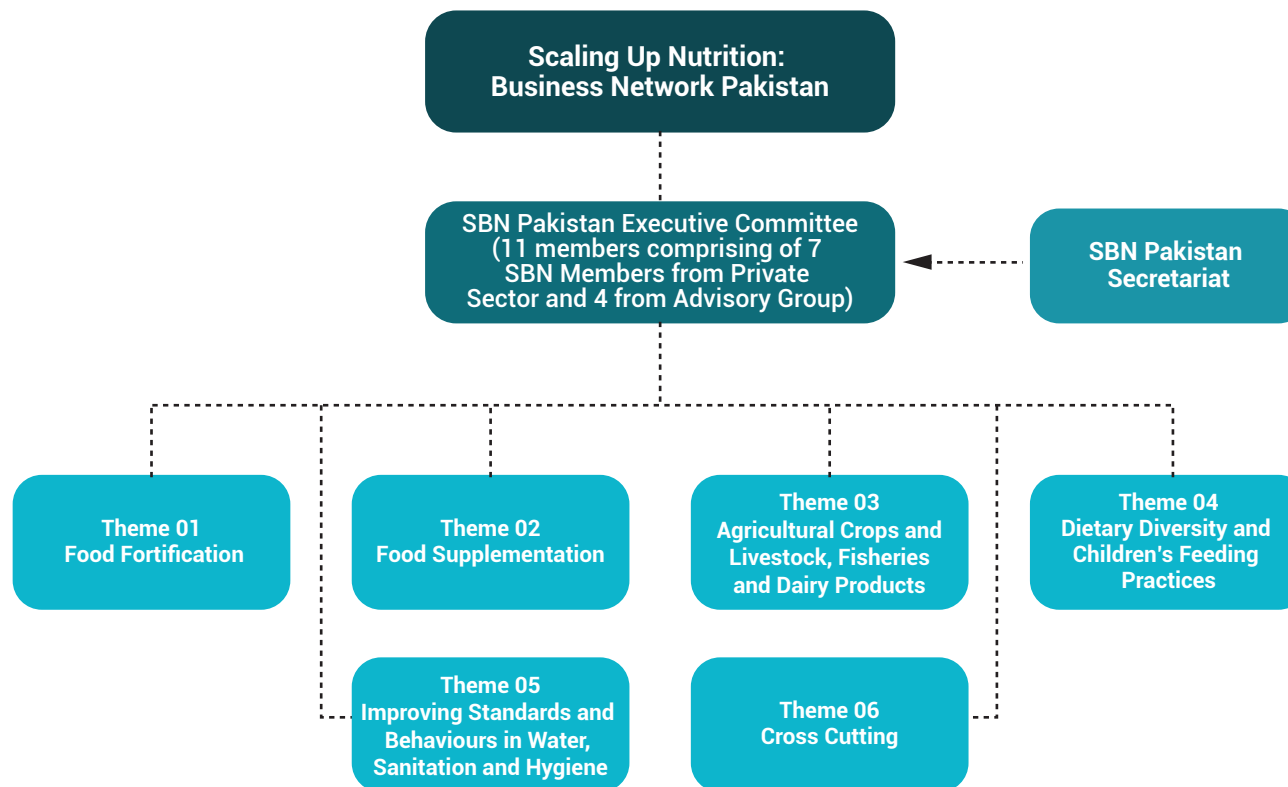
Action 1.1

Establishment of an Advisory Group (comprising of SUN Focal Point and representation from WFP, MI and GAIN) and SBN Secretariat for Business Engagement.



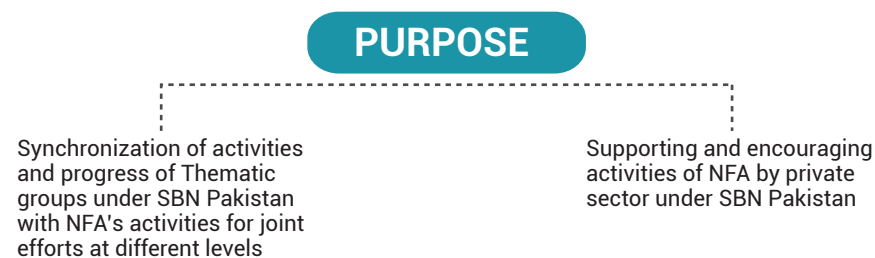


STRUCTURE OF SBN PAKISTAN (PROPOSED)



Action 1.2

Coordinate and Support the National Fortification Alliance (NFA)



STRATEGIC PRIORITY 02 FOCUS BUSINESS ENGAGEMENT ON KEY NATIONAL PRIORITIES AND THEMATIC AREAS

The key national priorities and thematic areas are those where businesses have a comparative advantage and can cause maximum benefit to the poor and vulnerable groups in the population.

Action 2.1

Business Engagement Strategy

Key Actions/Activities.

Action 2.1.1

Advisory Group in consultation with the National SUN Secretariat convene a meeting with key business leaders to share and refine the draft engagement strategy.

Purpose

Creating ownership of the engagement strategy within the primary stakeholders i.e. businesses and refinement of the strategy based on inputs received from private sector businesses.

Participants

Members of the Advisory Group, SUN Focal Point (Chief Nutrition), SBN Pakistan members, potential SBN members from private sector businesses and other stakeholders.

Action 2.1.2

Advisory Group to convene a meeting to share engagement strategy with key stakeholders including government and donors after the endorsement of business engagement strategy by SBN members.

Purpose

Present the final draft of engagement strategy finalized by the SBN Pakistan members as mentioned in strategic priority # 2, action # 2.1.1.

Participants

Federal and provincial planning, health and agriculture ministries and departments, conveners of SUN networks, technical representatives from key donors (WB, DFID UK and DFAT Australia) and Nutritional Development Partners.

Action 2.1.3

Convene a high level event to launch the Business Engagement Strategy and announce formation of SBN Pakistan Executive Committee.

Purpose

- Focus attention of wider group of stakeholders on nutrition.
- Increase awareness and ownership of the process detailed in the engagement strategy
- Use it as opportunity to seek formal commitments from key businesses

Participants

High level representation from federal and provincial governments (Ministers and Administrative Secretaries of relevant government departments and ministries), Heads of donor agencies; CEOs of national and multinational businesses, heads of relevant business associations, SBN Pakistan members and potential SBN Pakistan members, heads of international and national civil society organisations and the representatives from national media.

Action 2.1.4

Establish thematic working groups to serve as a multi stakeholder platform for guiding and progressing business engagement.

Purpose

- Provide a thematic forum for dialogue between nutrition related businesses and other stakeholders including government.
- Ensure strategic alignment with national priorities
- Seek broader input to inform and mainstream business engagement into nutrition and guide the development of related policies, strategies and plans.

Membership

- Lead by businesses who are enrolled on the SUN Register of Commitments and private sector companies with experience and interest in the specific thematic areas.
- Representatives of Advisory Group
- Specialist organizations/entities
- Technical experts

Proposed Functions

- Forum for dialogue on key issues constraining business engagement and identification of opportunities for enhancing engagement.
- Advise SBN Secretariat for commission of analytical work
- Guidance and support to specific thematic groups and overall monitoring of the engagement
- Guide and input development of roadmaps for investment with business streams, identifying entry points in the value chains for new business investment which is nutrition specific or nutrition sensitive.

- Offer leadership to carry forward policy advocacy for creating enabling legislative and operational environment for investment in nutrition.
- Secretarial and technical support through the SBN Secretariat.

STRATEGIC PRIORITY 03 DEVELOP PRIORITIZED ROADMAPS/ INVESTMENT PLANS AND ADVOCATE FOR ADEQUATE RESOURCING

Based on the refined strategy and for each thematic area agreed with government develop time bound roadmaps and investments plans for action articulating:

New investment opportunities and opportunities to strengthen ongoing investments and gaps and improvements required in policies, infrastructure, technical capacity and financial resources research requirements.

Purpose

- Guide investment by government, donors and businesses
- Create synergies between available resources.
- Serve as the basis for more detailed thematic and business specific planning and financing

Actions

- SBN Secretariat to work with Lead Group to provide technical support for development of thematic investment plans.
- Share draft plans with thematic groups and seek input from stakeholders.
- Finalize and present the plans to key stakeholders.
- Advocate with donors through Lead Group, thematic groups and SUN Secretariat and networks resources mobilization

STRATEGIC PRIORITY 04 MONITORING THE ENGAGEMENT

Monitoring will be critical to progress the business engagement and refining it overtime. To create alignment, the framework should be developed in line with national and global monitoring frameworks and internationally agreed indicators for assessing business engagement in Nutrition. Each country is encouraged to set targets for nutritional goals in their respective areas focusing on following factors:

- Universal access to affordable nutritious food, clean water, sanitation, healthcare and social protection
- Increased adoption of practices that contribute to good nutrition (such as exclusive breastfeeding in the first six months of life)
- Optimal growth of children, demonstrated as reduced levels of stunting (low height for age) and wasting (low weight for height)
- Improved micronutrient status, especially in women and children, demonstrated as reduced levels of micronutrient deficiency.

The Executive Committee will work with the SBN Secretariat to start discussions on developing and agreeing on a specific monitoring framework and mechanism for tracking the business engagement. The SBN Secretariat will lead on this process with support from the SBN Executive Committee and inputs from the Thematic Groups.

This framework should focus not only on contributing to the overarching goals mentioned above but more importantly track the process of engagement and commitments of business over time. The Global Nutrition Index¹³ is currently being used to track business engagement and provides useful guidance on the range of aspects to be monitored as well as the methodology for measurement. It entails tracking of the key indicators related to governance (business strategies & investment plans of businesses), products, accessibility (affordability), labeling and engagement in nutrition related policy and dialogue.

¹³ <http://www.accesstonutrition.org/global-index-2013>

THE SUN BUSINESS NETWORK'S APPROACH TO PRIVATE SECTOR ENGAGEMENT

This section recaps our approach to private sector engagement and three key principles for building trusting relationships with business. It outlines a suggested framework and process for engaging local businesses in local nutrition priorities, alongside an example of engagement in action in Pakistan. It also provides guidance on managing conflict of interest that may arise during the processes of engaging business.

SUN BUSINESS NETWORK'S PATHWAY TO ENGAGING BUSINESS IN NUTRITION:

To recap, SUN Business Network's rationale for and approach to engaging business can best be summarized through the diagram provided on the next page which explains our theory of change and building blocks required to achieve long-term impact.



Engaging business in national strategies can lead to improving access and demand for nutritious food, which can help achieve country strategies to improve nutrition.

SUN PRINCIPLES OF ENGAGEMENT

There are ten SUN principles of engagement for the SUN Movement's guidance and practice on conflicts of interest.

- 1. BE TRANSPARENT ABOUT INTENTIONS AND IMPACT**
All stakeholders will engage in transparent behaviour, and commit to establishing rigorous evaluations of the impacts of collective action and the contributions of individual stakeholders.
- 2. BE INCLUSIVE**
The SUN movement is open to all stakeholders that demonstrate their commitment to its goals and principles. Violators of the International Code of Marketing of Breast milk substitutes undermine efforts to improve nutrition.
- 3. BE RIGHTS BASED**
Act in accordance with a commitment to uphold the equity and rights of all woman, men and children.
- 4. BE WILLING TO NEGOTIATE**
Stakeholders will seek to resolve divergences in approached or interest whenever they arise.
- 5. BE PREDICTABLE AND MUTUALLY ACCOUNTABLE**
Support collective responsibility of towards shared outcomes, but uphold and strengthen accountability of individual actors vis-à-vis their commitments and actions.
- 6. BE COST EFFECTIVE**
Pursue and support evidence-based priorities that will achieve the greatest sustainable impact for the cost.
- 7. BE CONTINUOUSLY COMMUNICATIVE**
Learn and adapt through regular sharing of relevant lessons on what works and what does not, across countries, sectors and stakeholders.

8. ACT WITH INTEGRITY AND IN AN ETHICAL MANNER

Manage personal and institutional conflicts of interest with integrity.

9. BE MUTUALLY RESPECTFUL

Collaborate in a way that builds trust and respects the contributions and perspectives of other stakeholders

10. DO NO HARM

Act in a way that contributes to improving the nutrition and the well being of people, with careful consideration about negative consequences and clear strategies to mitigate them.

ADDITIONAL SUN BUSINESS NETWORK PRINCIPLES OF ENGAGEMENT

In addition the SUN Business Network (SB) requires members to adhere to the following principles. SBN underlines these principles through its membership process for the global network, and encourages SUN country business networks to underline these principles through their own recruitment plans.

- ▶ Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.
- ▶ Businesses should comply with UN guidance on health and nutrition, with a specific mention of the International Code on Marketing of Breast milk substitutes and World Health Assembly resolutions related to Maternal, Infant and Young Child Nutrition.
- ▶ Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- ▶ Businesses should uphold the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.
- ▶ Business should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies.
- ▶ Businesses should work against corruption in all its forms, including extortion and bribery.

CONCLUSION

The successful implementation of Business Engagement Strategy is vital as nutrition is crucial to economic development and therefore to all businesses. Our aim is to have a wide range of businesses as part of SBN Pakistan so that they can play a direct role in supporting the goals of national nutrition strategies, from food companies through to the non-food sector, such as technology and communications sectors.

The strategy has identified sectors and areas for effective engagement of businesses. These are equally important for national nutrition strategy and would be aligned in the areas where government requires most support for its national nutrition goals.

The business leadership's involvement is key and essential to the successful partnerships, best practices and demonstrating the contribution of businesses in supporting national nutrition strategies. They will play a role of catalyst in advocacy opportunities and in reaching out to other business leaders to communicate potential opportunities for scaling up nutrition.

Engaging business, under SBN, in national nutrition strategies would lead to improving access and demand for nutritious food, which can help achieve country strategies to improve nutrition and create value for all partners. Government has recognized the value of private sector contributions, while understanding motives and ensuring the proper incentives and risk-management strategies are in place to ensure sustainable, effective partnerships.



GLOBAL SCALING UP NUTRITION

BUSINESS NETWORK

The scaling up nutrition business network (SBN) is convened by the Global Alliance for improved Nutrition (GAIN) and the UN World Food Programme (WFP). SBN aims to mobilize and intensify business efforts in support of the SUN Movement's mission all people realize their right to good food and nutrition through:

1. Building a global platform of business commitments to scaling up nutrition.
2. Working in partnership with governments, civil society, donors and UN agencies, to support SUN countries to develop their own country-led approach to engaging business in national nutrition strategies.

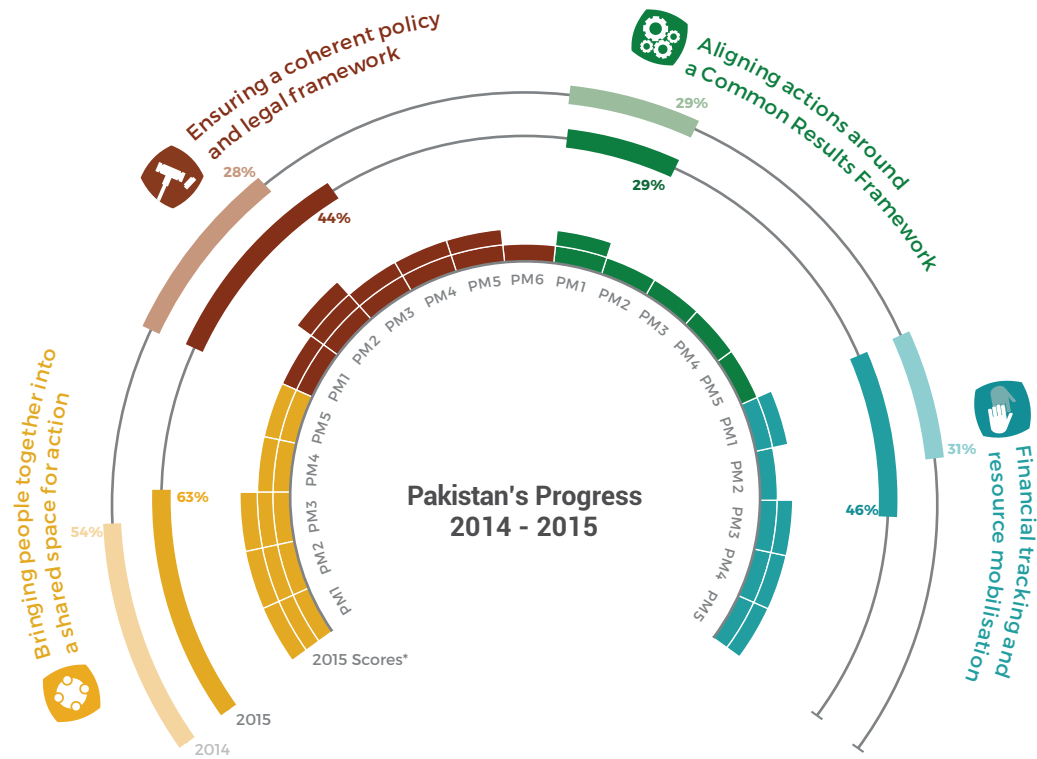
SBN is drafting its new strategy for 2016-2020.

Further information

www.sunbusinessnetwork.org

Visit the SUN business Network website, which features up-to-date information on our progress and activities, as well as materials on the role of business in scaling up nutrition, including:

- The full list of business commitments to the SUN Business Network.
- A range of best practice case studies on partnering with business for nutrition
- Useful resources for business on how they can scale up nutrition
- Updates from SBN countries and member companies





ENGAGE • INSPIRE • INVEST

TO FIND OUT MORE

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 www.scalingupnutrition.org

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