

# Strategic Plan (2020 - 2021) Sri Lanka SUN Business Network

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## **EXECUTIVE SUMMARY**

Scaling up Nutrition (SUN) is a unique movement established in 2010, founded on the principle that all people have a right to food and good nutrition. It has inspired a new way of working collaboratively to end malnutrition, in all its forms. As of June 2019, a total of 61 countries, including Sri Lanka, and three Indian States had signed up to the SUN Movement. The Government of Sri Lanka recognized the critical need to address the country's malnutrition issues, as well as the need for a multi-sector, multi-stakeholder approach to end malnutrition, became a signatory to the SUN movement since 2012, and has made the highest level of commitment with a national nutritional secretariat being housed within the Presidential Secretariat.

At the core of the SUN Movement is the need for cross-functional engagement in the fight against malnutrition. The establishment of four networks with the SUN Movement (Civil Society, UN System, Donor Network and Business Network) highlights the critical role each of the different sectors play in supporting nutrition. The SUN Business Network (SBN) was established to mobilise and intensify business efforts in support of the SUN Movement and to ensure that all people realise their rights to good food and nutrition. It aims to find solutions to end malnutrition across the entire food system, engaging with private sector across the supply chain.

In Sri Lanka, the nutritional status of children under five years of age is poor. At national level, the prevalence of stunting in children under five years of age was 17%, that of wasting 15% (which is one of the highest in the world) and of underweight 20.5%. The country faces many other nutritional issues including micronutrient deficiencies; overweight and obesity hence needs all sectors to work together to prevent further deterioration

In Sri Lanka specifically, the SBN works to establish long-term partnerships among members of the Private Sector, government, development agencies, and civil society organizations that advance national efforts to improve health, reduce malnutrition and reach Sustainable Development Goal 2: Zero Hunger.

The SBN came together in 2019 and has 30 members at National Level from varying sectors such as banking; hospitality; garments; food etc. In consultation with members of the network prior to its establishment and during the launch, the Network will assist in developing and executing Private Sector-led initiatives in three key thematic areas including:

- 1) Workforce Health & Nutrition
- 2) Production Healthy Foods (e.g. food fortification) and
- 3) Promotion Healthy Foods

The private sector will lead each of these work streams and drive initiatives in the private sector with government and other members inputs and support. Each of the workstreams have developed a clear work plan (Appendix )

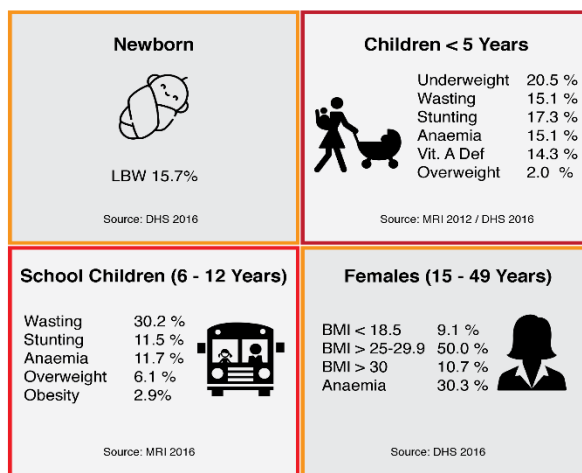
The SBN in Sri Lanka will overall play 3 key main roles. To convene; assess and advocate the private sector for nutrition and nutrition led initiatives. During the two-year strategy period, it is planned to enroll 60 members with a mix of National and sub national level members where the SME sector is also represented.

## INTRODUCTION

Sri Lanka, with a population of 21 million, graduated to a lower middle-income country status in 2010 and ranks 73rd out of 188 on the Human Development Index<sup>1</sup>, comparatively better than other South and Southeast Asian countries. Despite impressive economic development, sound health indicators and the achievement of most of the Millennium Development Goals (MDGs) in 2015, the country's nutrition situation continues to be characterized by high levels of acute malnutrition (wasting), mild to moderate levels of chronic malnutrition (stunting) in certain districts/sectors and pervasive micronutrient deficiencies.

The prevalence of wasting in Sri Lankan children under five years of age (15 percent) is among the top ten highest rates in the world<sup>2</sup> and is considered "critical" by World Health Organization (WHO) standards. In 2016, the Demographic and Health survey also reported that 17% of children under five years of age were stunted. The prevalence of stunting although considered accepted by the WHO benchmark has remained unchanged over the last decade.<sup>3</sup> Regional variation of stunting exists with 32% of children under 5 years of age in the estate sector found stunted in 2016, considered as very high by the WHO classification.

Micronutrient deficiencies (MNDs) -- especially anaemia -- remain pervasive among all demographics<sup>4</sup>. It is estimated that more than half of children and adolescents in Sri Lanka suffer from iron deficiency and 33% of pregnant women were found with anaemia in 2015<sup>5</sup>. The country's undernutrition statistics have remained stagnant over the past decade, something that can partly be attributed to unchanging intra- undernutrition is shocks. The 45% in women of issue as well, a 'double burden' income inequality and household dynamics; also exacerbated by climate prevalence of overnutrition, at reproductive age, is an emerging signifying the country now faces of malnutrition.



<sup>1</sup> UNDP (2018). Human Development Report

<sup>2</sup> Based on comparison with other countries – from the State of the World's Children report 2019

<sup>3</sup> WFP and MoH (2018). Fill the Nutrient Gap report – Sri Lanka.

<sup>4</sup> Department of Census and Statistic (2016). Demographic and Health Survey – Sri Lanka

<sup>5</sup> Medical Research Institute (2015). National Nutrition Survey among pregnant women in Sri Lanka

**Figure1 : Nutrition Statistics of Sri Lanka**

In Sri Lanka, the government is committed to achieve the Sustainable Development Goals (SDGs) at the highest levels, including ending all forms of malnutrition by 2030. In October 2012, the Sri Lankan Government signed up to the Scaling Up Nutrition (SUN) Movement, which was launched in 2010 to support national efforts to scale up evidence-based nutrition actions to address the persistently high levels of malnutrition both undernutrition and overnutrition. The Movement is based on the centrality of national governments to drive large-scale nutrition improvements within countries, with the awareness that coordinated support is also required from a broad range of other stakeholders.

In Sri Lanka, national coordination for Nutrition actions is positioned within the Presidential Secretariat, and the President of the Sri Lanka is the chair of the National Nutrition Council. In 2012, Sri Lanka developed its first Multi-Sector Action Plan for Nutrition (MSAPN) 2012 – 2016, which provided the first coordinating platform for multi-sectoral efforts to address malnutrition. Civil Society and UN networks have been active in Sri Lanka and work closely with the Government to support the implementation of the MSAPN. However, given the rapid economic growth and increasing roles of private sectors in supporting the national nutrition agenda, the SUN Business Network was identified as an important platform under the SUN Movement to engage private sector companies.

## **Box 1: SCALING UP NUTRITION MOVEMENT**

SUN is a unique movement established in 2010, founded on the principle that all people have a right to food and good nutrition. It has inspired a new way of working collaboratively to end malnutrition, in all its forms. With the governments of SUN Countries in the lead, it unites people from civil society, the United Nations, donors, businesses and researchers in a collective effort to improve nutrition. The Goal of SUN is a “World without hunger and malnutrition, bring people together to support countries”.

The SUN Movement Strategy and Roadmap (2016-2020) has helped illuminate the importance of nutrition as a universal agenda – and one which is integral to achieving the promise of the Sustainable Development Goals (SDGs).

To realise the vision of a world without hunger and malnutrition, the SUN Movement Principles of Engagement guide actors as they work in a multi-sectoral and multi-stakeholder space to effectively working together to end malnutrition, in all its forms. These principles ensure that the Movement is flexible while maintaining a common purpose and mutual accountability.

## **Box 2: The SUN BUSINESS NETWORK**

The SUN Business Network (SBN) is one of the four global networks that support SUN countries (along with UN, Civil Society and Donor Networks). It is convened by the Global Alliance for Improved Nutrition (GAIN) and the UN World Food Programme (WFP) and further supported by an Advisory Group comprised of senior business leaders.

Globally, the SUN Business Network “aims to increase the availability and affordability of safe, nutritious foods to consumers, especially low-income consumers through activities at global and national levels.” At a country level, the Network “convenes businesses, assesses technical, financial and other business support service needs for members and advocates the role of business in addressing nutrition at country level.”

The SBN aims to reduce malnutrition in all its forms through mobilising business to invest and innovate in responsible and sustainable actions and operations. To do this SBN provides a neutral platform to broker partnerships and collaboration between business and all actors on nutrition at national, regional and global level to support SUN Country plans. It is believed that when consumers demand improved nutrition, business will act, and national economies will grow.

SBN's three main objectives are:

1. Mobilising business to contribute to reduce malnutrition in all forms
2. Making nutrition more aspirational, accessible, affordable and available to the consumer
3. Building the case for greater business engagement in nutrition amongst all stakeholders



## **SUN BUSINESS NETWORK IN SRI LANKA**

In Sri Lanka specifically, the SBN works to establish long-term partnerships among members of the Private Sector, government, development agencies, and civil society organizations that advance national efforts to improve health, reduce malnutrition and reach Sustainable Development Goal 2: Zero Hunger. The launch was facilitated by WFP, within its global mandate as co-convenor of the SBN with the support of the National SUN focal point within the National Nutrition Secretariat, in March 2019 in Colombo. Over 50 multi-sectoral participants attended the launch including 20 Private Sector companies operating in a variety of fields -- such as agriculture, technology, apparel and communications. Participants' areas of interest included information/education campaigns, food fortification, national labeling standards and workplace nutrition initiatives.

In consultation with members of the network prior to its establishment and during the launch, the Network will assist in developing and executing Private Sector-led initiatives in three key thematic areas including:

- 1) Workplace nutrition and well-being;
  - 2) Nutrition in food production and consumption (e.g. food fortification); and
  - 3) Social and behaviour change communication
- (Refer SBN Framework below Figures 3)

The Network will use the food system approach to guide its strategic direction and investment. The network will work to strengthen private sector investments in nutrition across the various levels of the food system, from engaging in pre-production, food production, supply chain, and consumption of nutritious foods.

The Sri Lankan SBN provides a platform for national Private Sector collaboration in this area.

## THE FOOD SYSTEM AND THE SBN

# THE FOOD SYSTEM

DRIVERS · ACTIVITIES · ACTORS · OUTCOMES

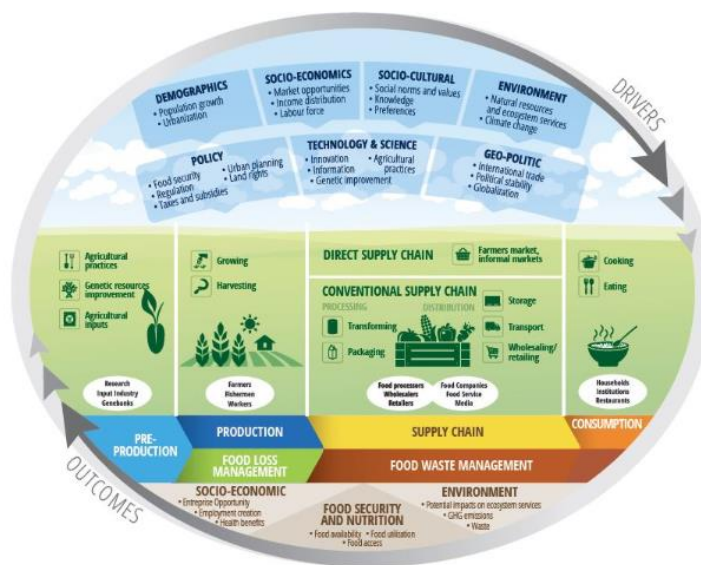
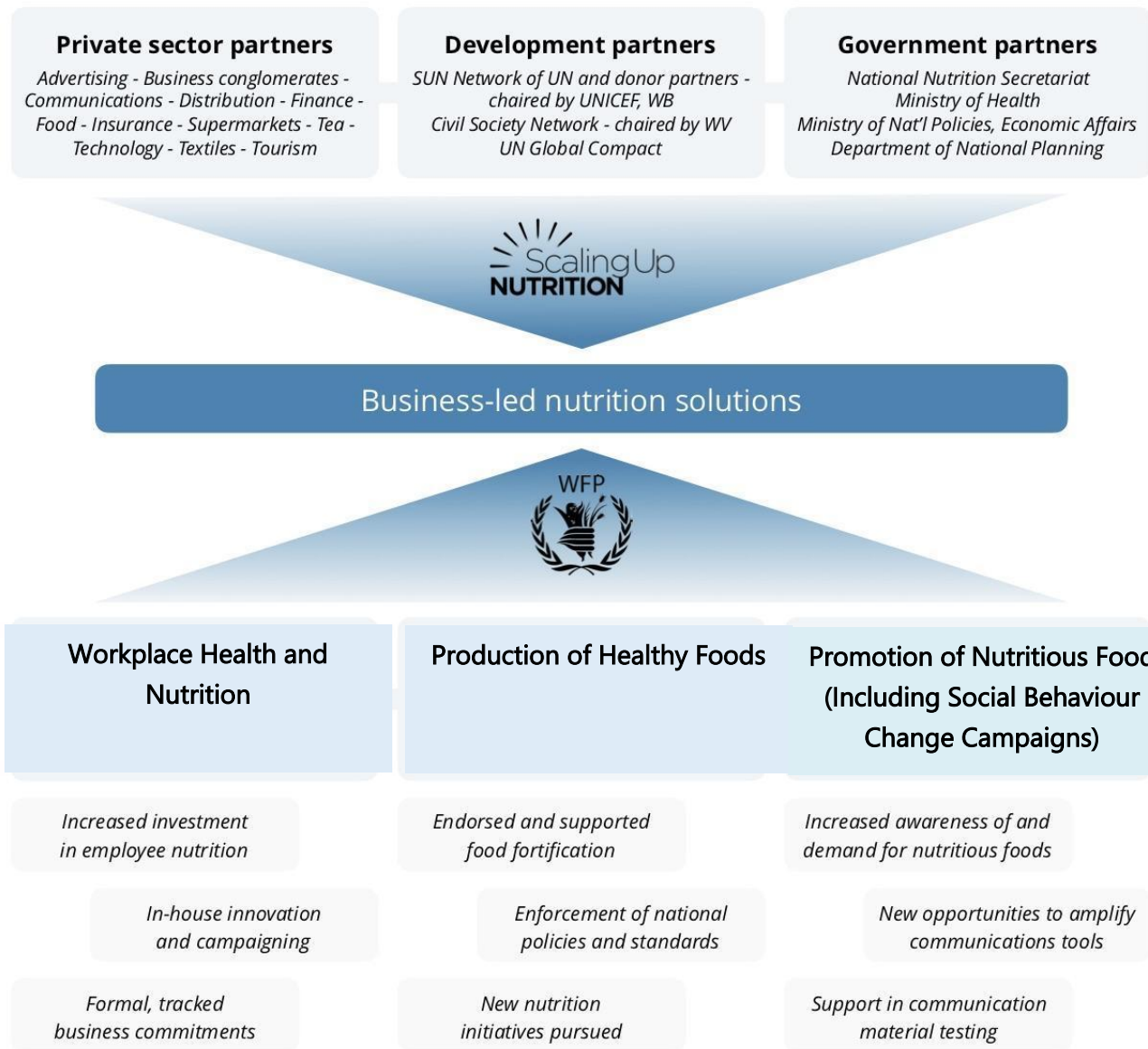


Figure 2 : The Food System (Source: [ciat.cgiar.org](http://ciat.cgiar.org))

The term food system is used frequently in discussions about nutrition, food, health, community economic development and agriculture. A food system includes all processes and infrastructure involved in feeding a population: growing, harvesting, processing, packaging, transporting, marketing, consumption, and disposal of food and food-related items (figure 2). It also includes the inputs needed and outputs generated at each of these steps. A food system operates within and is influenced by social, political, economic and environmental contexts. It also requires human resources that provide labor, research and education. With the SBN, the members can identify further areas to contribute to or obtain technical support in this area and a system approach is recommended.

## FRAMEWORK: SUN BUSINESS NETWORK SRI LANKA



Key Stakeholders

SBN Workstream

SBN Activities

**Figure 3 : SBN Framework**

Sri Lanka's national SBN platform has 3 main functions as follow :

**1.Convene**

- 1.1 Build a platform for business engagement
- 1.2 Increased private sector awareness of the role they can play & their responsibilities in addressing malnutrition.
- 1.3 Dissemination of information to businesses of responsible business practices
- 1.4 Business associations become advocates and conduits for SBN

**2.Assess**

- 2.1 Identify business needs for finance, technical assistance, business development support & enabling environment/policy change
- 2.2 Partners identified and linkages created, providing access to finance, technical assistance & business development support
- 2.3 SBN members form partnerships and capacity is built

**3.Advocate**

- 3.1 Evidence informed advocacy by SBN to stakeholders
- 3.2 Informed government agencies

This will be linked to the theory of change on which the SBN is built on (figure 4)

## SUN Business Network (SBN) 2.0: Theory of Change

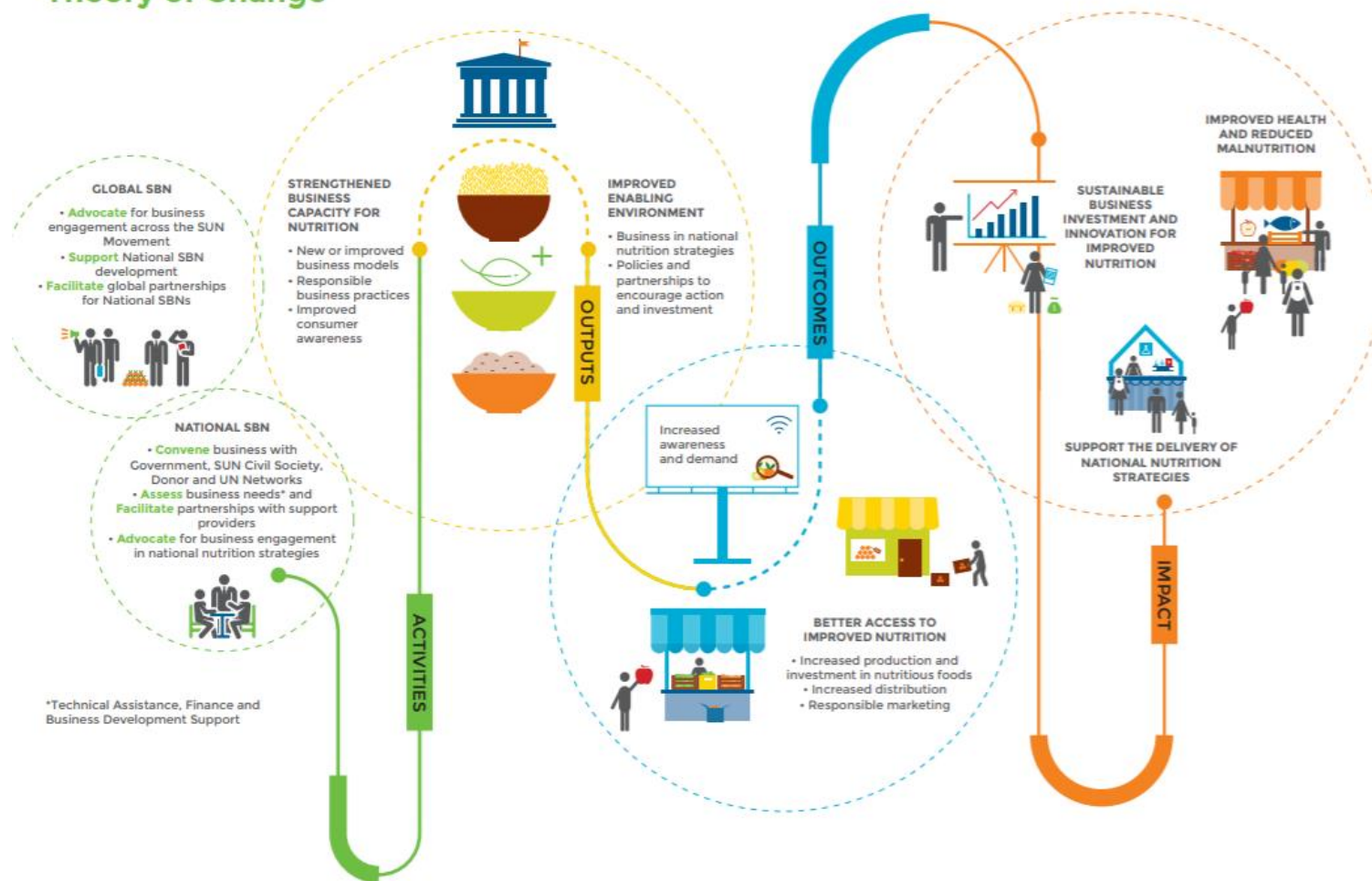


Figure 4 : Theory of Change

## **CONVENE**

### Recruit and retain Private Sector members of the SBN:

The SBN has formally enrolled 30 Private Sector organizations in 2019. Private Sector members of the Sri Lanka SBN are defined as organizations that have completed the formal Membership Form and submitted it to the SBN Coordinator hosted by the World Food Programme (WFP). There is no membership fee, but members are expected to fund their own initiatives and encouraged to sponsor relevant events and sub-group meetings.

By end 2020 we will expand the network organically to a maximum of 45 members and by 2021 it is envisioned that the network will have 60 members including large, medium and small enterprises, to ensure that quality member interactions and engagement are maintained. The Network collaborate closely with the FCCISL (Federation of Chamber of Commerce and Industry of Sri Lanka) to engage with relevant Small-Medium Enterprise. In 2020, the Network will be expanded to sub-national level to engage with SMEs working in the food industry in at least 5 Districts.

Member organizations must adhere to the Network's Principles of Engagement and the International Code of Marketing Breastfeeding Substitutes to maintain their SBN membership.<sup>6</sup> Members are also encouraged to actively pursue initiatives that advance the SBN mission and to participate in the Network's monitoring and evaluation efforts, such as surveys and biannual reports.

### Support PS commitments that align with government nutrition priorities, such as those of the Multi-Sector Action Plan for Nutrition (MSAPN) 2019 - 2025.

The SBN recognizes that effective nutrition-related programming aligns with and advances government interests. For this reason, such programmes will be prioritized in the Network's advocacy efforts and technical support. As of 2019, the government goals articulated in the MSAPN include food fortification and national standards for nutritious ingredients.

### A common platform for Nutrition

SBN provides opportunity for dialogue with Government and key stakeholders to align programme planning and Private Sector contribution to the national agenda.

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<sup>6</sup> Principles of Engagement are detailed in Annex 2: Prospective Members (p.9).

## **ASSESS**

### Coordinate investment opportunities, funding sources and programme policies.

The SBN will incentivize Private Sector membership by offering connections to technical support, networking opportunities and guidelines for internal and external policy. By enabling dialogue among Private Sector members, representatives of the government and civil society actors, model

investments and policy innovations will be identified and promoted throughout the SBN and country as necessary.

### Identify and address barriers faced by the Private Sector that require policy solutions.

To identify and implement such policies, the SBN will create a register of the systemic concerns of Private Sector members, such as market inequities, misinformation and lack of consumer demand and engage government representatives and communications agencies in executing them.

## **ADVOCATE**

### Generate positive SBN publicity.

SBN members are expected to contribute to the Network's communications efforts in a productive manner, such as by engaging with public media outlets and promoting the Network through companies' various campaigns where possible and relevant.

### Provide private sector partners with emerging research and knowledge on nutrition.

The SBN will update members on emerging research related nutrition to advocate for nutrition lens throughout the food system. The Network will prioritize knowledge management to share relevant information with members across the three workstream. There will also be opportunity to exchange and disseminate many studies done by the UN Networks locally and globally and studies done by the government.

Through the Network, members will be supported to design and plan for healthy workforce environment in partnership with experts from government and UN agencies. Those working within the food industry, will be supported to design and produce products that meets the government requirements where possible. The Network will help facilitate knowledge and dialogues between food producers along the value chains, including agri-businesses and food processors and governments particularly on the existing regulatory framework and national standard and guidelines on food products. Further, members will be guided to use and adopted reliable and coherent nutrition



messages that could be used for awareness raising within their workplace as well as for consumers.

Identify and inform members of investment deals in the existing agricultural system.

The SBN will create a register of investment opportunities along the agricultural value chain, such as in food fortification equipment, pilot programmes and SBCC campaigns that target blue-collar employees. The centralized and closely monitored database will serve to foster intra-network collaboration by compiling the initiatives of the members. Members will be notified of changes to the register quarterly.

Participate in the brokerage of investment opportunities that advance the SBN mission.

As opportunities arise, the SBN will assist in the process of arranging and monitoring investment deals to ensure that the interests of other members and external stakeholders are considered. In crafting these strategic partnerships, members will be able to identify new challenges and opportunities along the agricultural value chain; resulting insights will inform future iterations of the SBN Strategic Plan and working group priorities.

## **THEMATIC AREAS (TAs)**

As mentioned above, after several consultative meetings with the Private Sector, their needs assessment was framed into three thematic areas. Hence the SBN works on the following thematic areas:

- 1) Workplace nutrition and well-being;
- 2) Nutrition in food production and consumption (e.g. food fortification); and
- 3) Social and behaviour change communication

### **1. WORKPLACE HEALTH AND NUTRITION**

a) Advance Private Sector initiatives that address malnutrition among Private Sector employees.

SBN will assist in the design, execution and promotion of Private Sector efforts to address the health of their employees. These efforts may manifest as political advocacy, research, technical support and/or communications campaigns as necessary, and will rely on the active participation of other SBN working groups.

b) Prioritize efforts that address malnutrition among Private Sector suppliers.

Members have expressed interest in supporting nutritious lifestyles among their suppliers and factory employees. To this end, the SBN will provide technical and promotional assistance to Private Sector initiatives that target these groups, such as research into their habits and consumption patterns.

- c) Solicit and incorporate feedback from members pertaining to Technical Assistance (TA)-1.  
To ensure the interests, concerns and suggestions of all members are accounted for, the SBN will request quarterly input from members concerning the priorities and operations of the TA-1 working group: “Workplace Health and Nutrition “

## **2. PRODUCTION OF NUTRITIOUS FOOD**

- a) Increase the production of nutritious foods.

An SBN working group will be specifically dedicated to this strategic objective: “Producing Value-Added Food.”

The SBN members have been suggested to produce foods as per the food related guidelines and national standards. The SBN will help connect with Government authority to help guide the development and design of food products to ensure they comply with national regulations. Food fortification has emerged as one of the key areas in value addition of food products such as rice and flour. S

- b) Support the planning and execution of Private Sector initiatives that increase the production and consumption of nutritious foods.

SBN will actively contribute by leveraging expertise if needed from other SUN Networks such as the UN Network; Civil Society Network and national platforms to support members. SBN will then use this expertise to the development of Private Sector programmes that focus on food production as per the national guidelines and standards. Members have expressed interest in fortifying the foods they produce, adjusting their labelling to inform the public of their nutritional content.

- c) Encouraging and educating the private sector on responsible marketing of food

When creating the aspiration of nutritious products to consumers, it should not be misleading and should follow clear guidelines. Private Sector will be encouraged to have consultations with the government who are now implementing these guidelines to drive this.

- d) Solicit and incorporate feedback from members for TA-2

To ensure the interests, concerns and suggestions of all members are accounted for, the SBN will request quarterly input from members concerning the priorities and operations of the TA-2 working groups: “Producing Healthy Foods”

## **3. PROMOTION OF NUTRITIOUS FOOD**

- a) Contribute to Private Sector initiatives that accurately discuss healthy eating, cooking and lifestyle

The SBN will support members' evidence-based communications campaigns that target sub-groups of the general public, such as employees, consumers and adolescent women and girls. All SBCC campaigns may not incorporate the SBN logo or other copyrighted branding materials before being formally approved by most members.

Solicit and incorporate feedback from members pertaining to ensure the interests, concerns and suggestions of all members are accounted for, the SBN will encourage quarterly input from member organizations concerning the priorities and operations of all Communication initiatives within the Network.

b) Promote nutritious foods to all consumers.

An SBN working group will be specifically dedicated to this strategic objective: "Promoting/ Labelling Healthy Foods."

Further, learning from examples from other countries, the Network members have suggested interest in advocating to the government to develop logo and/or labeling standards that could be easily understood by consumers while ensuring that the investment made by private sector companies to enhance nutrition value of food products could be officially endorsed. This will be an area where the Network will continue to engage with the government as well as UN agencies such as the World Health Organization.

## **OVERALL IMPLEMENTATION PLAN**

- Formalize, maintain and support a network of 30+ Private Sector organizations by the end of 2019 at National Level
- By end 2021 to have 60 members including SMEs from at least 5 Districts driving clear workstreams.
- Private Sector membership of the SBN are defined on ANNEX 4
- The SBN will support the design and implementation of Private Sector initiatives through technical and communications support, networking and political advocacy.

- Monitor, evaluate and publicize the progress of SBN initiatives as per the guidelines globally and to the SUN focal point
- Engagement with our stakeholders regularly on the progress of the initiatives, mainly the donor community; civil society and the governments (Dutch/ Canada/ China/ )

## **GOVERNANCE**

As of March 2019, the SBN is currently managed by a coordinator hosted by the World Food Programme (WFP) with the facilitation of SUN Government focal point. SBN working groups are currently led by representatives of the Private Sector.

Under their leadership, the SBN will solicit formal feedback from member organizations both online and at Network-wide gatherings to ensure these stakeholders are adhering to SBN terms of memberships and/or actively advancing the SBN mission. The SBN will closely work with the SUN CSN and other SUN networks and report quarterly to the SUN focal point.

To ensure sustainability and ownership of the network, SBN coordinator will work closely with the SBN members in 2020 to establish a steering Committee as an integral part of the governance structure of the Network which will be established by end of March 2021. The Steering Committee will consist of representatives of 5 private sector organisations and be the overall driver of the SBN in the long term. The members of the Steering Committee may rotate if they wish to do so every two years. There will be no legal registration of the SBN.

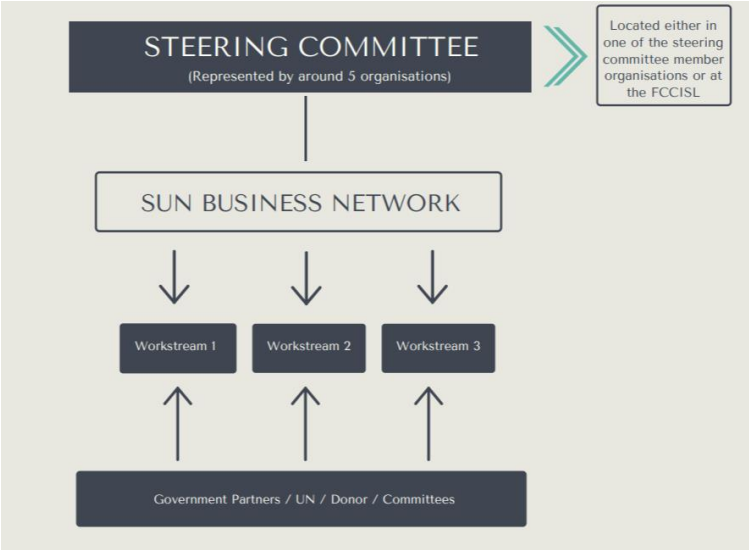
The SUN BN will not be formally registered as a company like the SUN CSN as globally this has not been the norm. The network exists as a platform for the Government and the Private sector together with UN and other networks to work toward improving nutrition in the country. In the long term, the management and ownership of the network will be handed over to the network members by advocating for the Steering Committee to operate the network with FCCISL offering the secretarial services. This is the current plan and will be reviewed in 2 years, in March 2021.

The SBN will report to the SUN Focal point on a quarterly basis of the activities of the network.

To ensure the interests, concerns and suggestions of all members are accounted for, the SBN will request quarterly input from members concerning the priorities and operations . To effectively track and assess the success of these programmes, the SBN will consistently engage with stakeholders in civil societies, the Private Sector, such as media outlets and the public sector , such as donors and representatives of international governments.

The WFP will facilitate the entire process and then the SUN BN will run the network supported by the member led Steering committee and the work groups. WFP will create the platform for private sector. The platform will formerly meet once a quarter and the workgroups will meet

informally and formally as the need maybe until we formalise and establish the Steering Committee in 2021.



**Figure 5 : Proposed long term structure of the SBN**

## **MONITORING AND EVALUATION**

WFP globally has strong, well-ingrained monitoring mechanisms that ensure project tracking and effective reporting on the various activities being implemented by the agency. Each Country Office is required to develop and report via an Annual Reporting Mechanism that captures data on both corporate/global level indicators, as well as specific country-level indicators linked to the national context and CO programme portfolio.

SBN Sri Lanka will work in collaboration with the global SBN team to leverage the existing SBN Results Framework and Theory of Change. It will then work with country level stakeholders to ensure that key objectives are represented within the log frame, and enhance it based on the local context. Links to the global SUN Monitoring, Evaluation, Accountability & Learning framework (MEAL) will also be made.

The following key items will be tracked and reported in the project Results Matrix, found in Annex 1:

### **Listing of Indicators for each of the activities with targets**

#### **SBN Objectives and activities**

##### **CONVENE**

- SBN National Platform: Build platform for business engagement
- Increased private sector awareness of the role they can play & their responsibilities in addressing malnutrition.
- Dissemination to businesses of responsible business practices
- Business associations become advocates and conduits for SBN

##### **ASSESS**

- Identify business needs for finance, technical assistance, business development support & enabling environment/policy change
- Partners identified and linkages created, providing access to finance, technical assistance & business development support
- SBN members form partnerships and capacity is built

##### **ADVOCATE**

- Evidence informed advocacy by SBN to stakeholders
- Informed government agencies

##### **TA 1: WORKPLACE HEALTH & NUTRITION**

- Businesses adopt responsible practices around nutrition (core business & CSR)

##### **TA 2: PRODUCTION OF NUTRITIOUS FOODS**

- Increased production of nutritious foods

##### **TA 2: PROMOTION OF NUTRITIOUS FOODS**

- Increased involvement of the SBN to participate in the communication of healthy practices and nutritious behaviours

## **FINANCING AND SUSTAINABILITY**

Currently the SBN is facilitated and managed by the SBN coordinator recruited with the financial assistance of WFP, under its global mandate. To ensure ownership and sustainability of the network over the longer-term, and as stipulated earlier in the document, as part of the ownership strategy, SBN coordinator will prioritize documentation and tracking progress and success of the Network to advocate for members of the network to take up increasingly active roles in the management and functions of the Network.

It is anticipated that the Steering Committee will be formed towards the end of 2020, with representation of 5-6 SBN members who are chosen by the members. The SBN will be hosted by the FCCISL as part of its portfolio and house the SBN Secretariat by end 2021 with the private sector supporting its operations. The Network Coordinator will engage members and partners to identify funding opportunity (ies) both at global and local levels. Fund-raising actions such as proposal development and engagement with traditional donors and private sector donors will be carried out under the leadership of the SBN Coordinator.

## ANNEX 1: MONITORING AND EVALUATION FRAMEWORK

	SBN Objectives and activities	Targets	SBN Indicators
<b>1</b>	<b>CONVENE</b>		
1.1	SBN National Platform: Build platform for business engagement	4 per year	Number of SBN member convenings (meetings/events)
1.2	Increased private sector awareness of the role they can play & their responsibilities in addressing malnutrition.	Year 1 : 30 Year 2: 45	Number of business members of national SBN
1.3		2 per year	Number of individual businesses convened at SBN meetings/events
1.4		at least 50%	% of membership base attending
1.5		at least 2 per year	Number of tools/guidance documents/best practices disseminated to businesses
1.6	Business associations become advocates and conduits for SBN	At least one in the first 2 years	Number strategic partnerships between national SBN with business associations and other partners
<b>2</b>	<b>ASSESS</b>		
2.1	Identify business needs for finance, technical assistance, business development support & enabling environment/policy change	at least 5 in the two years	Number of business members needs assessments undertaken (Technical or Financial Assistance, Business Development Support)
2.2	Partners identified and linkages created, providing access to finance, technical assistance & business development support	at least 5 in the two years	Number of business support services or providers identified
2.3	SBN members form partnerships and capacity is built	at least 5 in the two years	Number of links/partnerships formed between SBN members and relevant partners (to provide support to address business needs)
<b>3</b>	<b>ADVOCATE</b>		
3.1	Evidence informed advocacy by SBN to stakeholders	at least 2 in the 2 years	Number of meetings with relevant non-business stakeholders to clarify and encourage a role of business in addressing malnutrition
3.2	Informed government agencies	at least 3 in the 2 years	Number of relevant Government departments sensitised to role of business in addressing malnutrition through advocacy messaging
<b>4</b>	<b>TA 1: WORKPLACE HEALTH &amp; NUTRITION</b>		
4.1	Businesses adopt responsible practices around nutrition (core business & CSR)	at least 10 in the two years	Number of business members that implement workplace nutrition programmes (as a result of SBN advocacy/support)
4.2		at least 10 in the two years	Number and type of business members implementing a responsible marketing policy (as a result of SBN advocacy/support)
4.3		at least 10 in the two years	Number of businesses having made verified improvements to their policies and practices to improve access and demand to Nutritious food
4.4		at least 10 in the two years	Number of businesses that are meeting their targets towards their nutrition commitments
<b>5</b>	<b>TA 2: PRODUCTION OF NUTRITIOUS FOODS</b>		
5.1	Increased production of nutritious foods	At least 3 members in the two years	Number of business members that developed a new nutritious product (as a result of SBN advocacy/support)
5.2		At least 2 members in the two years	Number of business members that improved existing product through fortification/ reformulation or resized (as a result of SBN advocacy/support)
<b>6</b>	<b>TA 2: PROMOTION OF NUTRITIOUS FOODS</b>		
6.1	Increased involvement of the SBN to participate in the communication of healthy practices and nutritious behaviours	At least 5 members in the 2 years	Number of business members supporting communication of healthy practices
6.2		At least 2 members in the two years	Number of business members participating at a National Level communication campaign
6.3		At least 5 members in the 2 years	Number of business practices that have engaged the support of the SBN to develop communication



## ANNEX 2: PROPOSED TIMELINE WITH WORK PLAN

TIME PLAN		2020					2021				
Initiative	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Remarks	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Remarks	
<b>Overall Objectives</b>											
1 Developing a strong SBN Membership and community profile (National and Sub National)	X	X	X	X		X	X	X	X		
2 Improve Nutrition policies and regulations				X		X	X	X	X		
3 Increase business engagement in the nutrition sector			X	X		X	X	X	X		
4 Facilitate meaningful partnerships and investment options in nutrition						X	X	X	X		
5 Improve nutrition sensitivity along the agricultural value chain						X	X	X	X		
6 Increase the availability of fortified agricultural products and supplements			X	X		X	X	X	X		
7 Increased nutrition awareness and demand											
<b>WORKSTREAMS</b>											
<b>Workplace Health and Nutrition</b>											
Workplace Health and Nutrition Program with Health Promotion Bureau	X	X	X	X		X	X	X	X		
Develop a low cost healthy diet with the Govt partners (Estate and Urban Health Unit)			X								
Support digital platforms for work place health and nutrition with Dialog			X	X		X	X	X	X		
Support with Dietary Guidelines for employee canteens	X	X	X	X		X	X	X	X		
Improve Food quality in office canteens	X	X	X	X		X	X	X	X		
<b>Promotion of Healthy Foods</b>											
Understanding of food labelling and the government strategy		X		X			X		X		
Creating awareness on nutritious food - SBCC Campaign			X	X		X	X	X	X		
Promoting of nutritious food habits - SBCC Campaign			X	X		X	X	X	X		
Social and Behaviour change programmes at Grass Root Level			X	X		X	X	X	X		
<b>Producing Healthy Food</b>											
Develop a good understanding of rice fortification		X	X	X		X	X	X	X		
Use of fortified rice in workplace canteens		X		X			X		X		
Developing healthy food menus			X	X		X	X	X	X		
Developing a commercial product with fortified rice	X										

## **ANNEX 3: MEMBERSHIP REQUIREMENTS**

Organizations will be allowed to join the SBN once they have filled the membership form and the due diligence has been performed and WFP and where deemed important, the SBN Government Focal Point, sub-group leaders and WFP stakeholders have approved the membership.

To join the SBN, organizations which are eligible based on the criteria listed below are required to submit a Membership Form to the WFP.

The form outlines the terms and conditions of membership, including the following Principles of Engagement:

- Businesses should comply with UN and National 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
- Businesses should support targeted actions and/or policies to address overweight, obesity and diet-related Non-Communicable Diseases
- Businesses should support workforce nutrition commitments (including breastfeeding support)
  
- 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 uphold the freedom of association and the effective recognition of the right to collective bargaining
- Businesses should uphold the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation
- Members of SBN and their subsidiaries cannot engage in the production of armaments, tobacco or pornography
- 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
- Businesses should work against corruption in all its forms, including extortion and bribery
- Businesses should consider ways to support Small and Medium Enterprises (SMEs) or National SBNs through technical assistance initiatives

The form also requires prospective members to detail relevant information about their organizations, including their position in the agricultural value chain, marketing policies, and engagement with stakeholders and the government.

## **ANNEX 4 : MEMBER LIST**

### **Promoting Nutritious Food (Social Behaviour Change Campaign)**

*Workgroup leader: Saaraketha Holdings*

- Dialog
- Hayleys PLC
- Saaraketha Holdings
- Unilever
- Dilmah
- SCAN
- Mastercard
- SAGT

### **Workplace Health & Nutrition**

*Workgroup leader: Hemas Holdings PLC*

- Aitken Spence
- Brandix
- Dialog
- Hemas Holdings PLC
- MAS Holdings
- MAS Capital Ltd
- AIA Insurance Lanka PLC
- MasterCard
- Richard Pieris (Arpico) Maskeliya plantation
- Virtusa (Pvt) Ltd
- HSBC
- Standard Chartered Bank
- London Stock Exchange Group
- Dentsu Grant

### **Producing Nutritious Food**

*Workgroup leader: Dialog*

- Federation of Chamber of Commerce
- Adamjee Lukmanjee
- Ceylon Biscuits Ltd
- Cargills Ceylon Limited
- CIC Holdings PLC
- CSR Sri Lanka
- John Keells Holdings PLC
- Jetwing Hotels
- Dialog
- Prima Group
- Calorie Counter