

SUN Business Network Malawi  
Strategic Plan  
2019 - 2023



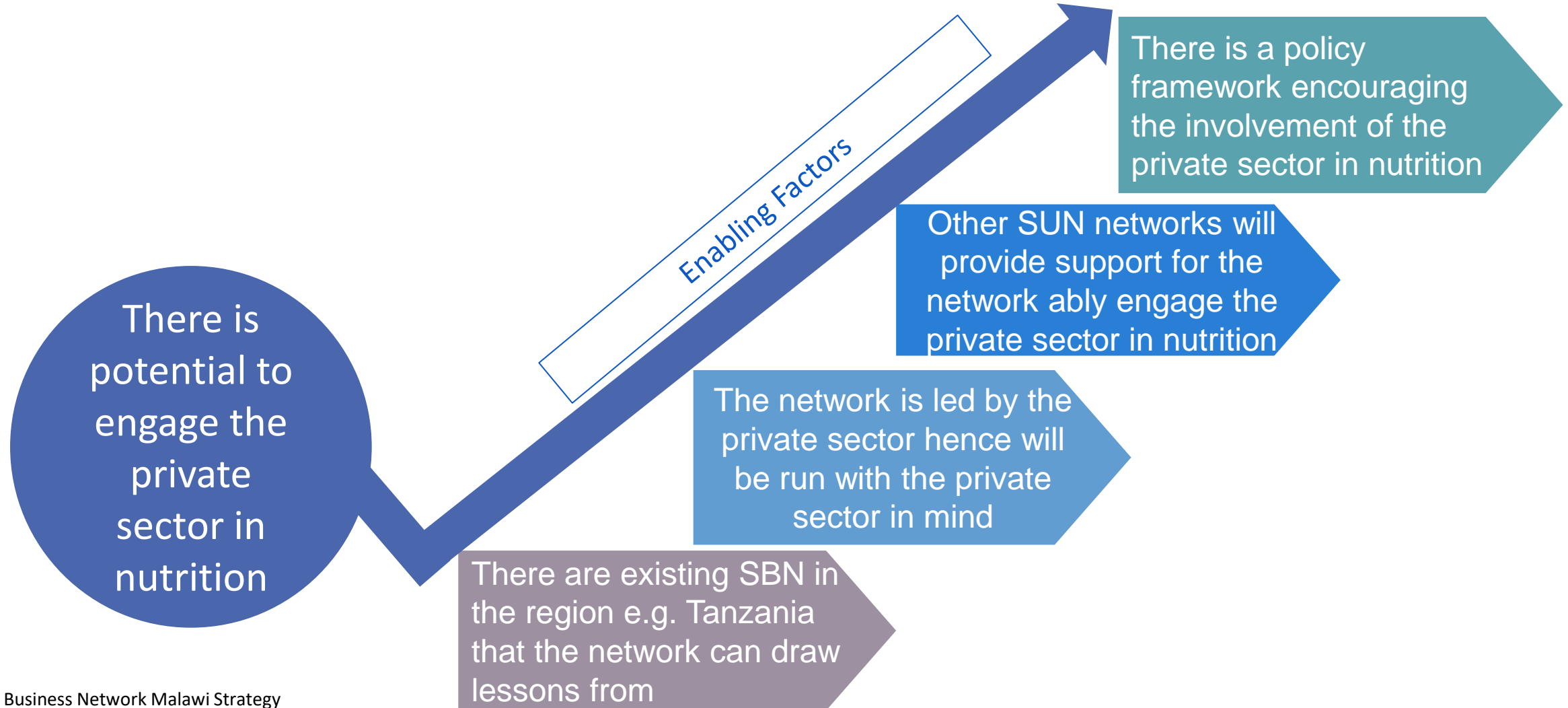
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# Executive Summary

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# Study Structure & Key Findings

This section explains the approach taken to develop the strategy and includes the key findings that have informed the strategy. Key documents reviewed include Malawi Growth and Development Strategy III (MGDS III), National Multisectoral Nutrition Policy (NMNP), National Agriculture Policy (NAP), National Nutrition Strategic Plan (NNSP). The field research involved Key Informant Interviews (KII) with multi-sectoral players including government, donors, civil society, private sector (food & non food businesses)

## Desk Research

Regional SBN strategies  
MGDS III  
NMSNP  
NAP  
NNSP  
Food and Nutrition Bill  
Land scape analysis

## Field Research

Public Sector  
Private Sector  
SBN Task force team  
SBN Secretariat  
SUN Donor Chair  
SUN UN  
CSONA

## Analysis & Synthesis

Drill down issues  
Identify key themes  
Provide big picture  
Structure way forward

## Key Findings

There is a supporting framework

There are opportunities for private sector to engage in nutrition

Malawi is taking a new approach

# Private Sector Policy Underpinnings

Malawi has a very supportive policy environment for private sector engagement in nutrition. As shown below, the MGDS III, NMNP and the NNSP all provide entry points for the private sector's involvement in nutrition.

## MGDS III Nutrition Strategies

- .Fostering adequate market supply of diverse and nutritious foods;
- .Promote technologies that reduce post-harvest losses in storage, preservation and food processing;
- .Promoting private sector investments in production, processing and marketing of high-quality nutritious foods; including complementary food;
- .Promoting bio-fortification and fortification of major staple food
- .Promoting food and nutrition education for all; and Promoting education and research into use, propagation and conservation of indigenous Malawian food.
- .Promoting Public-Private Partnerships in food production, processing, fortification, and consumption.

## NMNP Private Sector Expectations

- . Ensure that the standards in the production and marketing of high nutritive-value foods are upheld;
- .Follow mandatory fortification requirements and adhere to recommended fortification standards in all the centrally-processed foods
- .Ensure that the provisions of the Nutrition and the Right to Food and Food Safety Acts are adhered to and meet their social corporate obligation in promoting good nutrition for their employees and the nation.

## NNSP Private Sector Involvement

- .The private sector can Train frontline workers and managers on monitoring the quality of fortified foods.








## Private Sector Key Entry Points

This section presents the potential areas in Malawi where businesses can engage in improving nutrition. The areas highlighted below also present opportunities for adding value to business through reduced staff cost, increased sales, innovation, etc.

<b>Market Supply</b>	Operate at each stage of agriculture food chain to increase supply	<b>Support Nutrition Sensitive Interventions</b>	Use already set platforms to support nutrition e.g. Mobile Phone Operators providing information
<b>Innovation</b>	Technology to scale up initiative like reducing post harvest losses	<b>Public – Private Partnerships</b>	Explore partnerships with govt for special formulated food and targeted groups
<b>Investment</b>	Make investment in the nutrition space, ideal for impact investors	<b>Workplace Nutrition</b>	Education to promote employees make healthy decisions/healthy lifestyles
<b>Fortification</b>	Fortify staples and condiments cost effectively and at scale	<b>Generate demand for Nutritious Food</b>	Increase nutrition awareness on the market place to increase demand

# High Impact Sectors & Approach

This section highlights the sectors in which SBN can register high impact and outlines how each sector should be approached to contribute to improving nutrition

Industry group	Rationale for SBN Membership
 <b>Food production &amp; processing</b>	<ul style="list-style-type: none"> <li>• Work together to raise awareness and generate market demand for nutritious foods and drinks</li> <li>• Advocate for an improved regulatory environment to improve the ease of doing business in food and nutrition</li> <li>• Receive training, tools and templates on building a strong business strategies around nutrition</li> <li>• Broaden the customer base and develop a better understanding of the market and the consumers</li> </ul>
 <b>Agriculture</b>	<ul style="list-style-type: none"> <li>• Help to grow the market for a diversified food basket</li> <li>• Support Malawian farmers by promoting local &amp; indigenous food products</li> <li>• Workplace nutrition policy</li> </ul>
 <b>Retail</b>	<p>Major food retailers:</p> <ul style="list-style-type: none"> <li>• Network with organisations along the food value chain</li> <li>• Discover new food and drink products, advocate for growing the market for nutritious foods</li> </ul>
 <b>Finance</b>	<p>Banks and financial institutions:</p> <ul style="list-style-type: none"> <li>• Exposure to potential investment and financing opportunities in the food and nutrition industry</li> <li>• Ignite growth in nutrition by financing viable and high impact nutrition initiatives along the food value chain</li> <li>• Workplace nutrition policy</li> </ul>
 <b>Transport &amp; distribution</b>	<ul style="list-style-type: none"> <li>• Networking opportunities with organisations looking to expand their supply chains in Malawi</li> <li>• Work together to form distribution partnerships and leverage existing networks improve distribution efficiency</li> <li>• Help to make nutritious foods more accessible and affordable by helping to drive down distribution costs</li> </ul>
 <b>ICT</b>	<ul style="list-style-type: none"> <li>• Innovations</li> <li>• Workplace nutrition policy</li> </ul>
<b>Accommodation &amp; Food Services</b>	<ul style="list-style-type: none"> <li>• Nutritious food training</li> <li>• Workplace nutrition policy</li> </ul>
 <b>Professionals, Construction , security, mining ,</b>	<ul style="list-style-type: none"> <li>• Establish workforce initiatives to improve nutrition. These can help to increase staff productivity, reduce the burden of sick leave and encourage better nutrition in families and communities of workers.</li> <li>• Discover CSR opportunities in the fight against malnutrition</li> </ul>

**Non-Private sector** – To be targeted as stakeholders only



## Key Considerations



# Business Environment

In general, the business environment is unfavorable, as a result most businesses are cost conscious. In order to attract businesses to join the network, SBN must strive to add value towards achieving business objectives

## Economic slow down

- Slow GDP growth to 4% in 2018 from 5.2%
- Agriculture sector decelerating
- Dry spell and army worms
- Lower business volumes

## High Interest Rates

- Monetary policy rate at 16%
- Base lending rates at 24.8%
- Difficult to borrow and expand business
- Limited investment due to high cost of capital

## Inflationary Pressure

- Double digit inflation at 10%
- Driven by scarcity of food (maize)
- Pressure from energy and fuel tariff hikes
- Increased operational costs

## Erratic Power Supply

- Generation at below 50% of capacity
- Increased tariffs Ever increasing demand
- Expensive alternative energy sources

## Foreign Currency Scarcity

- Anticipated depreciation in the short term
- More imports than exports
- Increased costs for imported raw materials
- Operational hiccups when forex is scarce

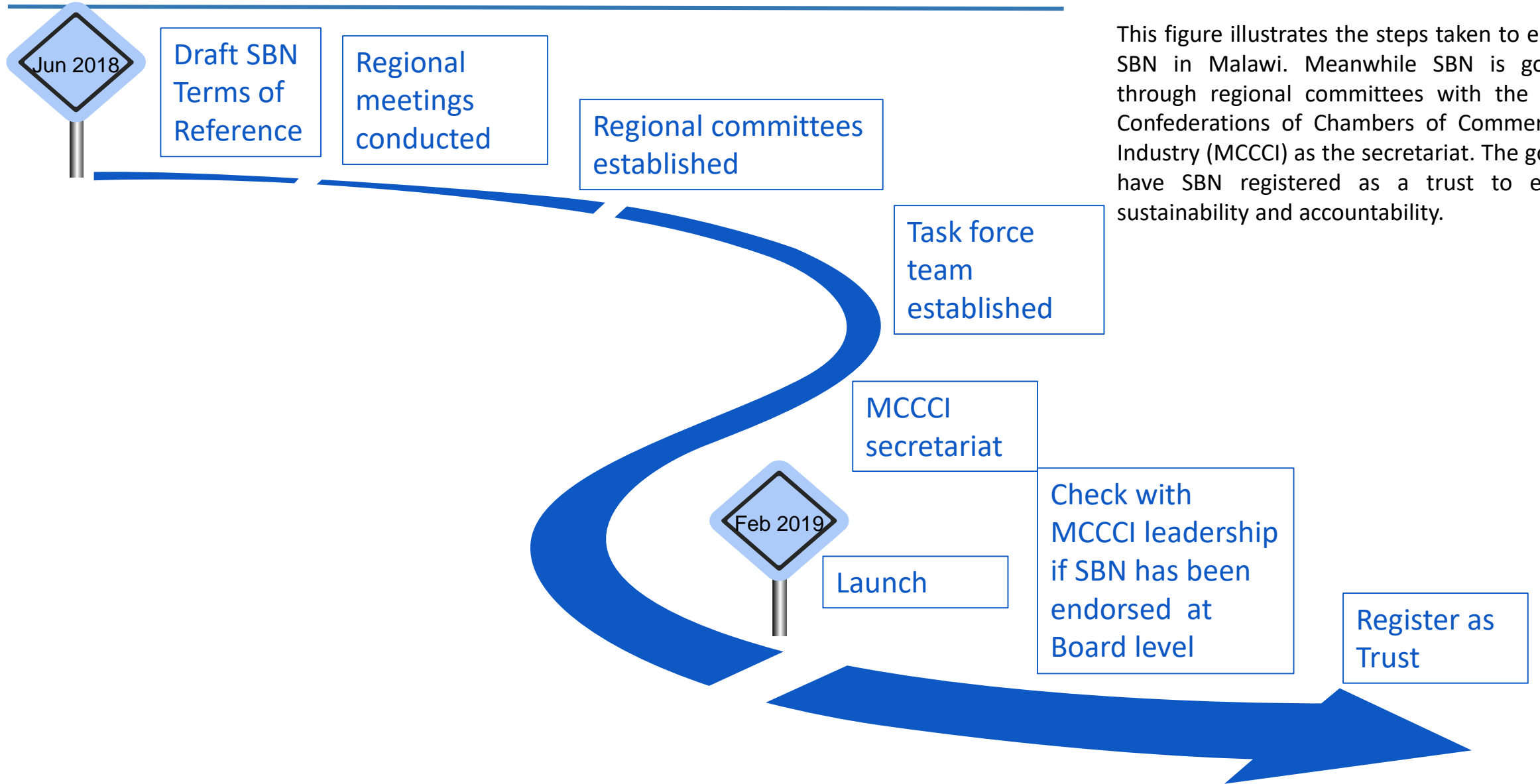
Generally Unfavorable Business Environment

Companies are cost conscious  
hence they only engage in  
activities providing the best  
return on investment

Structure the network in a way that provides  
a return on investment for the private sector



# SBN Establishment Road Map



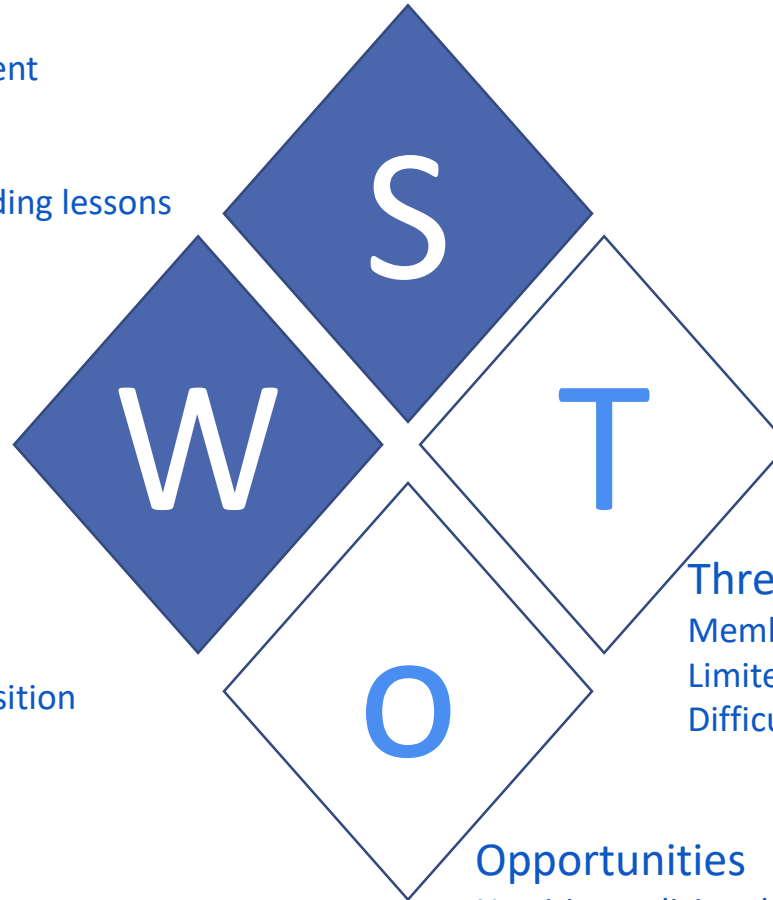
This figure illustrates the steps taken to establish SBN in Malawi. Meanwhile SBN is governed through regional committees with the Malawi Confederations of Chambers of Commerce and Industry (MCCCI) as the secretariat. The goal is to have SBN registered as a trust to enhance sustainability and accountability.

# SWOT Analysis

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## Strengths

- SBN well recognised by the government
- Private Sector driven
- Existing SUN networks
- National Fortification Alliance providing lessons



## Weaknesses

- No separate secretariat
- No targeted approach to member acquisition
- May be viewed as a duplication

## Threats

- Members and prospective members may lose interest if momentum is lost
- Limited foreseeable funding sources
- Difficulty to measure impact may derail funding plan

## Opportunities

- Nutrition policies clearly indicating the need for private sector involvement
- Private sector players showing interest as long as there is business sense
- Several potential partnering organisations
- Potential to deliver value to private sector
- Interest from impact investors in nutrition
- Nutrition is on national development agenda
- Investment funding on high development impact business models

# SBN Vision & Mission Statement

**Vision** Build best business models for scaling up nutrition in Malawi

**Mission** Develop new programs, innovations, technologies and affordable nutritious products to contribute towards a well-nourished population for social and economic development

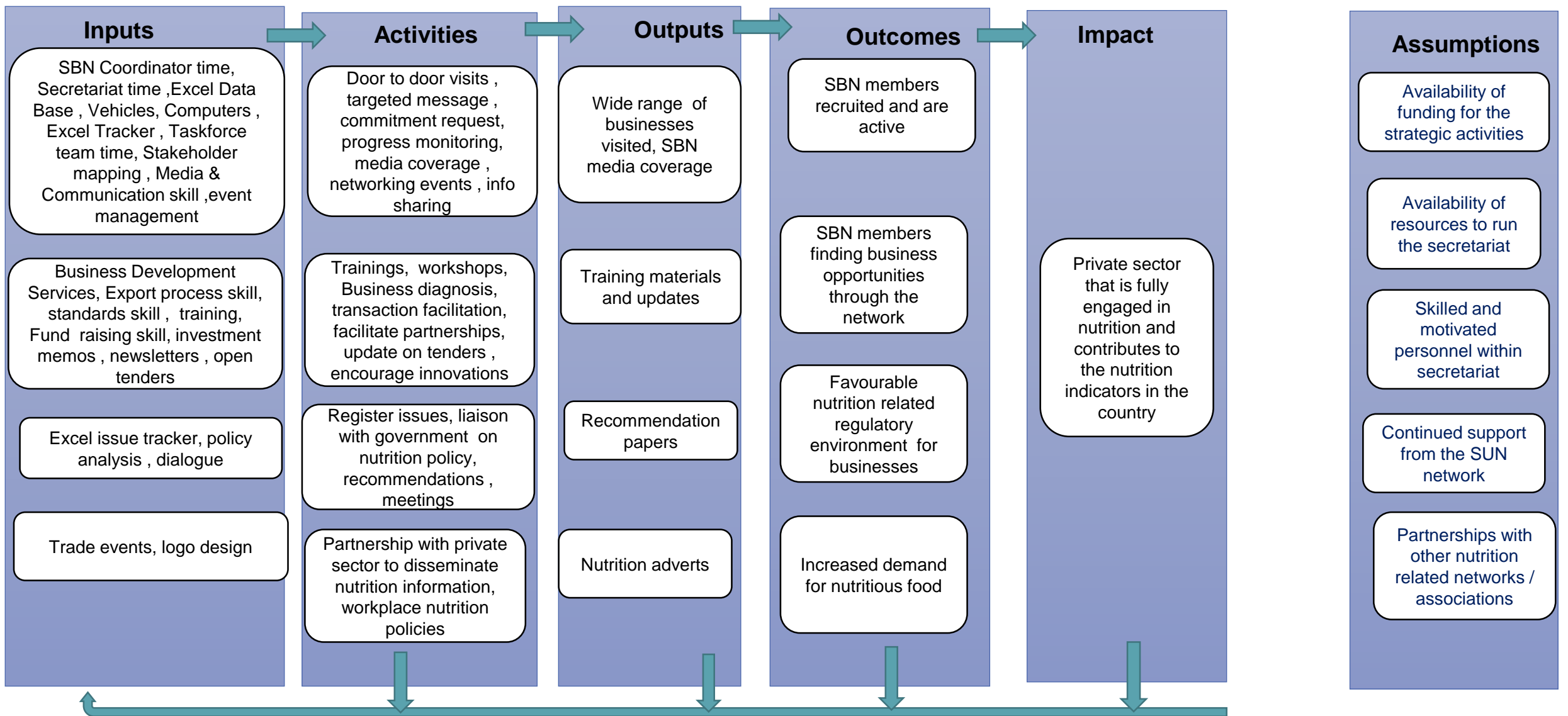
## Core Values



For SBN to achieve its mission and attain its vision, the following factors should be considered

1. Recognition of mutual benefits from working with the private sector in SUN
2. Include all SUN stakeholders to support SBN
3. Business to support government nutrition agenda
4. Engagement at senior leadership level

# Theory of Change Map



# Strategy on a Page

Strategic Pillars	1. Develop a strong membership base and network platform among members	2. Increased scope for business opportunities	3. Contribute to Improving nutrition regulatory environment	4. Increase knowledge and demand for nutritious products
Priority Objectives	<ul style="list-style-type: none"> <li>Establish an active governance system</li> <li>Promote actively the SBN visibility &amp; engage media in promoting SBN</li> <li>Recruit and retain members</li> <li>Monitor and check the commitments</li> <li>Link with other nutrition related associations e.g. NFA</li> <li>Promote networking both national and international</li> </ul>	<ul style="list-style-type: none"> <li>Support members with guidance, tools &amp; information</li> <li>Provide tender information from all the major players</li> <li>Generate investment pipelines</li> <li>Foster partnerships</li> <li>Encourage innovation</li> </ul>	<ul style="list-style-type: none"> <li>Create a dialogue forum on national nutrition policy issues with relevant government ministries</li> <li>Provide linkage between government and private sector on nutrition</li> <li>Provide input to national nutrition policy, regulations &amp; standards especially around fortification working with NFA</li> </ul>	<ul style="list-style-type: none"> <li>Identify awareness opportunities</li> <li>Advocate for improved nutrition in the workplace</li> <li>Encourage CSR support nutrition</li> <li>Disseminate information on nutritious food</li> <li>Champion national nutrition day commemoration</li> </ul>
Our performance metrics (Direct KPIs) for 2020 - 2024	<ul style="list-style-type: none"> <li>60 members by the close of 2019</li> <li>10 Networking events</li> <li>Active tools of Electronic Communication</li> <li>10 Commitment monitor tracker</li> <li>SBN recognized in the nutrition space</li> <li>Set up a Board of trustees elected from the members</li> </ul>	<ul style="list-style-type: none"> <li>10 Trainings</li> <li>20 Information repository periodic updates</li> <li>20 quarterly newsletter</li> <li>Business opportunities</li> <li>10 Investment deals</li> <li>15 SMEs getting certified</li> <li>5 innovative products</li> <li>SME pitch competition &amp; recognition award to be conducted at trade events</li> </ul>	<ul style="list-style-type: none"> <li>10 Meetings of the SBN representatives with Govt focused on the legal framework of nutrition</li> <li>5 Workshops on the regulation</li> <li>All members understand the regulatory framework of the sector</li> <li>15 Partnership meetings with NFA</li> </ul>	<ul style="list-style-type: none"> <li>Nutrition awareness campaigns</li> <li>20 workplace nutrition policies</li> <li>15 Nutrition CSR partners</li> <li>5 Trade events (Nutrition Day)</li> <li>5 partnership meetings with CAMA</li> </ul>
How you will notice our success (Indirect KPIs)	<ul style="list-style-type: none"> <li>Active and committed members</li> <li>Minimal member attrition</li> <li>Members working actively to honor their commitments</li> <li>SBN invited for nutrition related meetings</li> </ul>	<ul style="list-style-type: none"> <li>SBN relevant for business</li> <li>Increased nutrition investment</li> <li>More available and affordable nutritious products.</li> </ul>	<ul style="list-style-type: none"> <li>Regulations in line with private sector views</li> <li>Enhanced compliance on fortification</li> <li>Standardization of regulation</li> </ul>	<ul style="list-style-type: none"> <li>Increased consumption of nutritional products</li> <li>Nutrition CSR</li> <li>Increased Nutrition sensitivity</li> </ul>

# 1. Develop a strong membership base and network platform Implementation Plan

Objective		Activities	Time Frame	Key Resources
1.1	Recruit and retain members	<ul style="list-style-type: none"> <li>• Create a potential membership database and segment by sector</li> <li>• Create specific messaging for each sector for example business opportunities for banks, workplace nutrition policy for construction companies (labour intensive), for well performing companies especially those listed on the Malawi Stock Exchange include an appeal on Corporate Social Responsibility. (CSR)</li> <li>• Conduct door to door visitations on a recruitment drive</li> <li>• Request they include a nutrition commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Jan 2019</li> <li>• Quarter 1, 2019</li> <li>• May 2019 to Dec 2019</li> </ul>	SBN Coordinator, Secretariat, Excel Database
1.2	Monitor and track commitments	<ul style="list-style-type: none"> <li>• Monitor progress on commitments</li> <li>• Conduct meetings on progress of the commitments</li> <li>• Provide technical support on commitments if needed</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>	SBN Coordinator, Excel tracker
1.3	Establish an active governance system	<ul style="list-style-type: none"> <li>• Launch the network</li> <li>• Register SBN as a trust</li> <li>• Establish an active internal communication plan</li> </ul>	<ul style="list-style-type: none"> <li>• Feb 2019</li> <li>• Quarter 1, 2019</li> </ul>	Task force team, Secretariat
1.4	Promote actively SBN visibility	<ul style="list-style-type: none"> <li>• Maintain an active external communications agenda</li> <li>• Ensure media coverage on all SBN events</li> <li>• Position SBN as a spokesperson for the nutrition private sector and properly represent members in the public arena</li> </ul>	<ul style="list-style-type: none"> <li>• Quarter 1, 2019</li> <li>• Quarter 1, 2019</li> <li>• Quarter 2, 2019</li> </ul>	Task force team, Secretariat
1.5	Link with other nutrition related associations	<ul style="list-style-type: none"> <li>• Conduct a stakeholder mapping exercise of related associations in the country</li> <li>• Endeavour to understand their mandates and see where there can be partnerships to avoid duplication of efforts</li> <li>• Consider pursuing joint work plans</li> <li>• Liaise regularly with the other SUN groups in Malawi and highlight the critical role that the private sector can play in scaling up nutrition</li> </ul>	<ul style="list-style-type: none"> <li>• Feb, 2019</li> <li>• March 2019</li> <li>• June 2019</li> <li>• Quarterly</li> </ul>	Task force team, Secretariat, Stakeholder Mapping
1.6	Promote networking	<ul style="list-style-type: none"> <li>• Ensure that SBN members have regular opportunities to physically meet and interact with each other, government stakeholders and key partners</li> <li>• Share information of relevant nutrition events</li> </ul>	<ul style="list-style-type: none"> <li>• Bi- annually</li> </ul>	Task force team, Secretariat
1.7	Engage the media	<ul style="list-style-type: none"> <li>• Identify media personnel to work with</li> <li>• Incentives the media personnel to see the need to cover SBN and an nutrition related stories</li> </ul>	<ul style="list-style-type: none"> <li>• Jan 2019</li> <li>• Quarter 1, 2019</li> </ul>	Task force team, Secretariat

## 2. Increased scope for business opportunities Implementation Plan

Objective		Activities	Time Frame	Key Resources
1.1	Support members with guidance , tools & information	<ul style="list-style-type: none"> <li>Capacity building for SMEs to be certified by Malawi Bureau of Standards</li> <li>Conduct business diagnostic</li> <li>Provide Business Development Services especially targeting women run SMEs</li> <li>Conduct training around menu compilation for the food and accommodation sector</li> <li>Training around expert process</li> </ul>	<ul style="list-style-type: none"> <li><i>Bi annually</i></li> </ul>	SBN Coordinator,, BDS, standards, export process, menu compilation, expertise
1.2	Provide tender information from all the major players	<ul style="list-style-type: none"> <li>Work with donors and nutritious food large scale off takers to channel tender alerts through the network</li> <li>Send an update to members on Request for Bids</li> <li>Training on how members can structure winning bids</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Annually</li> </ul>	SBN Coordinator, Secretariat, Newsletter, Bidding expertise
1.3	Generate investment pipelines	<ul style="list-style-type: none"> <li>Source high impact viable ventures</li> <li>Document investment memos and pitch to commercial banks in the network</li> <li>Facilitate transaction process</li> <li>Fund raising training</li> <li>Share investment teasers with impact investors</li> <li>Help close investment deals</li> </ul>	<ul style="list-style-type: none"> <li><i>Ongoing</i></li> <li><i>Bi annually</i></li> <li><i>Bi annually</i></li> <li><i>Annually</i></li> <li><i>Ongoing</i></li> <li><i>Bi annually</i></li> </ul>	Task force team, Secretariat, Investment expertise, Fund raising expertise
1.4	Foster partnerships	<ul style="list-style-type: none"> <li>Identify needs from all members from different sectors</li> <li>Craft solutions that can be found within the SBN</li> <li>Link the entities to ensure partnerships</li> </ul>	<ul style="list-style-type: none"> <li><i>Ongoing</i></li> <li><i>Ongoing</i></li> <li><i>Ongoing</i></li> </ul>	Task force team, Secretariat
1.5	Encourage innovation	<ul style="list-style-type: none"> <li>Source nutrition related challenges that stakeholders are dealing with</li> <li>Circulate such problems to members and call for innovative solutions</li> <li>Work with donors to provide funding to pilot such innovative products/ solutions</li> <li>Launch innovative products in the market</li> </ul>	<ul style="list-style-type: none"> <li><i>Ongoing</i></li> <li><i>Ongoing</i></li> <li><i>Ongoing</i></li> <li><i>Annually</i></li> </ul>	Task force team, Secretariat,

### 3. Contribute to improved nutrition regulatory environment Implementation Plan

Objective		Activities	Time Frame	Key Resources
1.1	Provide linkage between government and private sector on nutrition	<ul style="list-style-type: none"> <li>• Encourage members to use the SBN as a vehicle for a meaningful and ongoing dialogue with government on nutrition</li> <li>• Develop an ongoing register of major private sector issues, challenges, opportunities and recommendations for change</li> <li>• Share with government decision makers the key opportunities, challenges, issues and concerns of the private sector on nutrition through meetings</li> <li>• Liaise with government to understand relevant nutrition policy information, news and updates and share this with the private sector</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ongoing</i></li> <li>• <i>Ongoing</i></li> <li>• <i>Bi-annually</i></li> <li>• <i>Ongoing</i></li> </ul>	Secretariat , Issue tracker
1.2	Provide input to national nutrition policy, regulations & standards especially around fortification working with NFA	<ul style="list-style-type: none"> <li>• Reviewing the main national documents on nutrition and food fortification, as well as all other relevant ones to understand the current regulatory environment and, suggesting concrete actions that aim to improve the impact of the Instruments</li> <li>• Looking for experiences from other countries and proposing to the Government the improvement of nutrition policies and regulations</li> <li>• Consult with government decision makers to understand the market opportunities and challenges inhibiting the production and distribution of high priority, nutrient-rich foods (incl. fortified foods) and offer practical solutions</li> <li>• Work with the NFA to promote fortification through meetings</li> <li>• Give recommendations to government policy makers to create a business environment more conducive to food security and nutritional</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ongoing</i></li> <li>• <i>Ongoing</i></li> <li>• <i>Ongoing</i></li> <li>• <i>Quarterly</i></li> <li>• <i>Ongoing</i></li> </ul>	Secretariat



## 4. Increase knowledge and demand for nutritious food implementation plan

Objective		Activities	Time Frame	Key Resources
1.1	Identify awareness opportunities	<ul style="list-style-type: none"> <li>Identify opportunities and ideas for promoting awareness on nutritious food to consumers</li> <li>Focus on opportunities that will foster demand for nutritious food</li> <li>Identifying and listing the plans and campaigns in implementation by other stakeholders in nutrition, with the aim of identifying points that need strengthening to better stimulate the oriented consumption of nutritional and safe products</li> <li>Encouraging the private sector to join efforts to invest in sectoral campaigns that stimulate the consumption of nutritional and safe products</li> <li>Celebrating MoU's with associations for consumer protection for capitalization of relevant information that may assist the private sector to meet the expectations of consumers</li> <li>Celebrating partnerships with media groups to develop campaigns in the form of advertisement</li> <li>Establishing partnerships with companies in the area of mobile telephony to exploit platforms to inform and educate consumers</li> </ul>	<ul style="list-style-type: none"> <li><i>On going</i></li> <li><i>On going</i></li> <li><i>On going</i></li> <li><i>On going</i></li> <li><i>On going</i></li> <li><i>Annually</i></li> <li><i>On going</i></li> <li><i>On going</i></li> </ul>	Secretariat
1.2	Advocate for improved nutrition in the workplace	<ul style="list-style-type: none"> <li>Work with companies to have workforce nutrition policies within their employee wellness plans</li> <li>Target Non-food labor intensive businesses</li> </ul>	<ul style="list-style-type: none"> <li><i>Quarterly</i></li> <li><i>On going</i></li> </ul>	Secretariat
1.3	Encourage CSR support nutrition	<ul style="list-style-type: none"> <li>Companies should consider CSR activities that has improved nutrition in mind in their communities</li> </ul>	<ul style="list-style-type: none"> <li><i>On going</i></li> </ul>	Secretariat
1.4	Endorse nutritious food	<ul style="list-style-type: none"> <li>Consider designing a logo that would endorse nutritious food products in the country</li> <li>Organize trade events that member food producers can exhibit products and explain the nutrition content and impact</li> </ul>	<ul style="list-style-type: none"> <li><i>Quarter 4, 2019</i></li> <li><i>Annually</i></li> </ul>	Secretariat

# Membership Value Proposition

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Both food and non-food businesses stand to benefit from SBN. Below are some of the value added to the business for registering with SBN:

## Membership Benefits

### Food Sector

- .Platform to increase business volume
- .Nutrition market information
- .Knowledge to operate responsibly
- .Product diversification
- .More business along the food value chain
- .Better business models
- .More demand for nutritious food
- .Voice concerns on regulations or business environment

### Non-Food Sector

- .Network with companies & source business deals
- .Productive workforce & sustainable supply chain
- .Ensure more sustainable communities and supply chains
- .Reduction of sick-days and accidents & increased productivity
- .Collective voice & community for nutrition in Malawi's private sector.
- .National movement, including major events, aiming to grow the market and expand business involvement in nutrition
- .Access a wide range of high impact Corporate Social Responsibility (CSR) opportunities
- .Partner with NGOs and the donor community & receive funding for innovation piloting

# 2019 Action Plan

This action plan presents a roadmap that will guide the operations of SBN in 2019.

Strategic Pillar	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
1. Develop a strong membership base and network platform	Identify media personnel	Launch	Trust Registration	Segmented target list	Door to door membership acquisition campaign								Commitment tracker
					Networking event	Commitment tracker				Networking event		Commitment tracker	
2. Increased scope for business opportunities	Collate business opportunity related information from the SUN network												
			Update +Newsletter	Training		Update +Newsletter		Training	Update +Newsletter		Structure deal	Update +Newsletter	
3. Improve nutrition regulatory environment				Meeting with NFA		Meeting with Govt	Meeting with NFA		Regulation workshop	Meeting with NFA		Meeting with Govt	
										Certification			
4. Increase knowledge and demand for nutritious products	Pitch Workplace policy & Nutrion CSR initiative to relevant businesses												
				Meeting with CAMA				Trade event					
Administration												Strategy Review	



# Budgeting & Funding

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## Funding Sources

SBN has been funded by Donors largely. Expected to continue in the short run until the network is sustainable

## Key Expenditures

Bulk of the expenses in the budget are strategic activities as SBN does not have stand alone staffing

## Sourcing Strategies

- .SBN should develop funding proposals to donors
- .CSONA & other SUN networks should support proposal drafting
- .SBN should develop detailed budget
- .The SBN strategy is key for fund raising
- .SBN should engage in joint work plans with other nutrition related organizations

2019 Funding Needs  
~\$70k

# Conclusion

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Private sector engagement in nutrition in Malawi is attainable because the SBN is driven by the private sector, enjoys multi-sectoral support and has a clear value proposition for businesses, both food and non-food

