**Housekeeping**
To be updated as changes to this document and the SBN team occur

**Version Control** – *Summary of changes made by team members to this strategy document*

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Summary of changes made</th>
<th>Changes made by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>December 2015</td>
<td>Final version submitted</td>
<td>Jack O’Donoghue</td>
</tr>
<tr>
<td>1.1</td>
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</tbody>
</table>

**Making changes to this strategy**
- Strategy review sessions to be held twice per year where all key aspects are reviewed
- Any changes to the **Strategy on a Page** (which will have flow on changes in the document) must be made with the approval of the SBN global team
- Changes to the KPIs can only be made following a strategy review session
- Changes to milestones and delivery can only be made following a strategy review session
- The SBN global team must be notified when any changes are made to the broader strategy document, excluding the **Strategy on a Page**

**Contact details** – *SBN Team members*

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**SBN links and emails** – *Monitored by the SBN Global team*

SBN Global email: secretariat@sunbusinessnetwork.org
SBN Global website: www.sunbusinessnetwork.org
Approval and endorsement
The SBN Tanzania Strategy for 2016 – 2018 has been approved and endorsed

December 2015


The SBN Tanzania Coordinator is accountable for achieving all of the objectives and direct KPIs set out in this strategy, in line with the SBN Tanzania’s guiding values. This is contingent upon the SBN securing an additional $75k in funding to cover the costs required for 2016 activities. Updates and revisions to this strategy are to be made only in accordance with the processes set out in the ‘Housekeeping’ section above.

It is expected that, at the conclusion of the 3 year period from 2016 – 2018, a new strategy for SBN Tanzania will be developed and implemented.

SBN Tanzania 2016 – 2018 Strategy approved and endorsed by:

Signed: .......................................................... Date: ..............................................

Enock Musinguzi
GAIN Tanzania Country Representative and SBN Tanzania Coordinator
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Background & Overview
Putting the SUN Business Network into context within the broader nutrition private sector
Overview of Scaling Up Nutrition (SUN)

- SUN is a global movement which aims to eliminate all forms of malnutrition
- The SUN Business Network is one of the 5 global stakeholder networks in the SUN Movement. It aims to harness the expertise, reach and market impact of the private sector to improve nutrition for consumers
- Globally, the SUN Business Network is convened by GAIN and WFP, and further supported by an advisory group comprised of senior business leaders
- In Tanzania, the SUN Business Network is facilitated by GAIN
- Mr Obey Assery from the Prime Minister’s Office is the government’s SUN Business Network focal point

The other 4 SUN Networks are:

- **Donor Network**
  Donors working together to better align, mobilise and track the resources needed to support countries in scaling up nutrition

- **UN System Network**
  UN agencies working together to coordinate the UN’s involvement in SUN

- **Civil Society Network**
  CSOs working together to align their efforts with country plans for scaling up nutrition

- **Academic & Research Network**
  Academics and researchers working together to build the nutrition knowledge base

Who’s who in the SBN?

**Facilitated at a global level by:**
- WFP and GAIN

**Facilitated in Tanzania by:**
- GAIN

**Government focal point in Tanzania:**
- Obey Assery
  from the
  Prime Minister’s Office
Context: The nutrition problem in Tanzania

An snapshot of the nutrition issue facing Tanzania:

- **42%** stunting in children <5
- **46%** ... among boys vs girls
- **45%** ... rural vs urban areas

Obesity is increasing

- **22%** of women are considered obese

- Furthermore, stunting rates are inversely associated with mother’s educational attainment.
- This, combined with the worsening issue of obesity, will place excess pressure on the already limited healthcare system.

**Consequences of chronic malnutrition:**

- **↑** child mortality
- **↓** school performance
- **↓** income earning capacity
- **↓** productivity

- 10 – 40% of child deaths are associated with malnutrition
- Equivalent to 0.2 – 1.5 years of schooling
- 22% average reduction in earning capacity
- Up to $18bn of productivity losses from 2012 - 2025

- One of the main causes of under nutrition in young children is poor infant and young child feeding practices that do not incorporate the requisite nutrients at the various stages of an individual’s development, from the time of conception, through infancy and childhood (the First 1000 Most Critical Days)
- A significant portion of Tanzania’s population either does not have consistent access to the affordable nutritious products needed to foster proper nutrition and development, nor does it possess a knowledge of what serves as a nutritious, well balanced diet.

**1.9 – 16.5% of GDP**

estimated losses in health, education and productivity as a result of malnutrition

Unfortunately, there is little evidence to highlight what is contributing to this reduction
The importance of engaging with Business on nutrition

There are four main reasons for engaging with the private sector on nutrition:

1. **All sectors must play a role**
   - The SUN Movement will have the most impact by combining resources and capabilities across multiple sectors, and ensuring these efforts are effectively coordinated.
   - Businesses can complement the government’s nutrition agenda by supporting in areas where other stakeholders may not have the same reach or potential impact on a large consumer group.

2. **Business is important for nutrition**
   - The open market is where most people access most of the products and services to meet their foods and dietary needs, including the 4.5 billion Base of Pyramid (BoP) consumers.
   - The private sector can be the source of many of the innovations in new products and technology, financing mechanisms and distribution models that are needed to scale up nutrition sustainably.
   - It has been acknowledged in Tanzania’s National Nutrition Strategy that “While the driving force of the private sector is to make profit, with renewed commitment to the improvement of the well being of Tanzanians, this sector has a strategic role to play.”

3. **Nutrition is important for business**
   - Nutrition offers opportunities to develop new markets to increase sales and profits.
   - Good nutrition in the workforce leads to reduced sick days and accidents, and improved productivity. It is estimated that USD$18bn in economic productivity will be lost as a result of stunting in Tanzania by 2025 if there is no improvement¹.
   - Being socially responsible can enhance a business’ corporate reputation.

4. **Business has a comparative advantage**
   - The private sector can offer different nutrition capabilities than the public sector. Including:
     - Generating demand for nutritious products and services.
     - Focusing on scale, efficiency and cost effectiveness.
     - Focusing on innovation & product development, which can make nutritious food more affordable and desirable.
     - The ability to embed quality management and food safety systems along the food value chain.

¹ Estimates based on no change during the time period 2014 – 2025.

1. Background & Overview

**Why the private sector needs the SUN Business Network**

There are several recurring opportunities and challenges which businesses operating along the nutrition value chain continue to identify:

- **Businesses in nutrition need an open, honest and regular dialogue with government**
- **We need to ensure a level playing field for businesses in mandatory fortification**
- **It helps to learn about the best practices in nutrition from other countries**
- **We need to build demand for nutritious products**
- **We need to protect and promote Tanzanian owned products**
- **Let’s create a culture of nutrition in the workplace and in the community**
- **We are required to fortify our products, but we don’t know how this is helping Tanzanians**
- **Food standards & regulations need to be clarified & strengthened**
- **Consumers value a healthy diet, but they don’t know what to buy**
- **The community is sceptical about the private sector profiting from nutrition**
- **Let’s innovate! Tanzania has a wealth of nutritious, indigenous foods and an entrepreneurial spirit**
- **The production and consumption of quality nutritious local products is more beneficial and sustainable for farmers, workers and consumers**
- **Let’s create a culture of nutrition in the workplace and in the community**
- **A well nourished workforce can help to improve productivity and reduce the burden of sick leave**
- **There is a communication gap between the private sector and government at a collective and industry wide level**
- **Businesses affected by mandatory fortification rules should face fair and even competition**
- **It would be useful for Tanzanian companies to learn more about how other countries are building their businesses around nutrition**
- **There is a lack of consumer demand for nutritious products**
- **Businesses will increase their market presence as demand grows**
- **The production and consumption of quality nutritious local products is more beneficial and sustainable for farmers, workers and consumers**
- **Lack of clarity around food standards and regulations**
- **Rules for quality control, packaging, product placement etc need to be strengthened**
- **We suspect that consumers in Tanzania seek to eat more healthily, but there is a general lack of nutrition knowledge**
- **This will be validated by the Nielsen research**
- **There is a latent scepticism in the development community about the notion of the private sector profiting from nutrition**
- **There is potential for Tanzania to innovate and develop its own, unique nutrition products**
- **Investing in new Tanzanian ideas can kick start this innovation**
**Introduction of the SBN Tanzania Strategy**

**Overview of the Strategy:**
- The strategy lays out the vision and key objectives of the SUN Business Network Tanzania for the next 3 years, 2016 – 2018
- It then looks into how we plan to achieve this vision and these objectives
- Our role, as the SUN Business Network team is to coordinate the activities of the Network in order to improve nutrition among Tanzanian consumers as we support our members to grow their business

**How the strategy was developed:**
- Based on initial research and stakeholder interviews, the major recurring opportunities and challenges along the nutrition value chain in Tanzania were identified. These are outlined on the previous slide
- Using these indicators as the ‘problem statement’, the draft 3 year strategy was developed by the SBN team in 5 phases:
  - Feedback from private sector stakeholders at the 2015 strategy breakfast meeting
  - Interviews with key stakeholders incl. govt., donors, CSOs & the private sector
  - Research & analysis on best practices in other countries and markets
  - Input, direction and materials from the SBN Global team
  - Internal workshops, brainstorming sessions & collaboration

- The draft strategy was then shared with the SBN Tanzanian Advisory Group for input
- Since the Advisory Group is comprised of members from each of the SBN’s key stakeholder groups, this was seen as the final step in validating the strategy
- After some minor adjustments, the strategy presented in this document reflects the final version which will serve as the strategic foundation for the Network for the next 3 years
- Updates and changes may be made after a formal strategy review, in accordance with the process set out in the ‘Housekeeping’ section of this document
SBN Values
There are 7 core values which underpin the SBN Tanzania and everything we aim to achieve as an organisation

Overview of the core values:
• The SBN’s core values serve as a compass for our actions and describe how we behave within the environment that we operate in
• These values support the Network’s vision (which is outlined later in this document), shape its culture and reflect what the Network sees as being important
• As the Network grows and develops, these core values will help to define our identity as an organisation. The aim is that they will begin to permeate the day-to-day activities of the Network and remain a consistent force as the team changes, membership grows and initiatives are added, updated or re-prioritised

We value outcomes and results. We are action oriented. We are practical. We aim to grow and improve, always. We expect quality in everything we do.

We make decisions, we are responsible for our actions and we are accountable for their outcomes. We don’t wait for others. We expect the same of our stakeholders. We are proactive.

We are focused. We minimise waste and maximise value. We don’t over complicate things. We stay true to our cause.

We share and collaborate in all that we do. We are a team.

We communicate. We always try to be candid with each other and our stakeholders. We are honest.

We recognise the importance of moral and social action within a competitive market. We don’t lose sight of our ultimate goal. We are advocates for our cause.

We encourage and support innovation. We aren’t scared to try new things that deliver value for society.
Strategy on a Page

This is our 3 year strategy summarised on one page. After this section, we’ll go into more detail by explaining each of the objectives and priority initiatives
# SBN Tanzania Strategy (2016 – 2018)

## Purpose
To improve and strengthen the private sector’s contribution towards improving nutrition in Tanzania

## Vision
To be the focal point for private sector engagement on nutrition in Tanzania

### We will achieve our vision through 7 core objectives

<table>
<thead>
<tr>
<th>Core objectives</th>
<th>Internal</th>
<th>Government</th>
<th>External: Industry-wide initiatives</th>
<th>External: Our 3 agreed focus areas for engagement</th>
</tr>
</thead>
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<tr>
<td><strong>Purpose</strong></td>
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<tr>
<td><strong>To improve and strengthen the private sector’s contribution towards improving nutrition in Tanzania</strong></td>
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<tr>
<td><strong>Vision</strong></td>
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<tr>
<td><strong>To be the focal point for private sector engagement on nutrition in Tanzania</strong></td>
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<tr>
<td><strong>Target area</strong></td>
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<tr>
<td><strong>We will achieve our vision through 7 core objectives</strong></td>
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### Priority initiatives

**Core objectives**

1. Develop a strong SBN membership & community profile
2. Improve nutrition policies & regulations
3. Increase business engagement in the nutrition sector
4. Facilitate meaningful partnerships & investment options in nutrition
5. Improve nutrition sensitivity along the agricultural value chain
6. Increase the availability of fortified products & supplements
7. Increase nutrition awareness & demand

**Priority initiatives**

- **Internal**
  - Recruit and retain members
  - Monitor and track commitments
  - Provide networking opportunities
  - Actively generate positive SBN publicity
  - Establish an active and accountable governance framework

- **Government**
  - Act as the primary convenor & link between govt & private sector on nutrition
  - Provide input to national nutrition policy, regulations & standards

- **External: Industry-wide initiatives**
  - Advocate for improved nutrition in the workplace
  - Encourage increased CSR support for nutrition
  - Support food & nutrition companies with guidance, tools & information
  - Partnerships: Select, facilitate and grow nutrition partnerships
  - Investments: Publicise and facilitate corporate investments in nutrition

- **External: Our 3 agreed focus areas for engagement**
  - Identify nutrition opportunities in agriculture
  - Promote nutrition to smallholder families & estate workers
  - Improve nutrition awareness & BCC campaigns

### Our performance metrics (Direct KPIs) for 2016 - 2018

- **50+ members (2016)**
- **6 biannual events**
- **12 Advisory Group meetings held**
- **12 quarterly newsletters**
- **3 annual nutrition commitments reports**
- **1 nutrition fact sheet & audio-visual presentation**
- **3 annual position papers on nutrition private sector**
- **Meet with 2+ non-MoH ministries**
- **Arrange 3+ meetings between govt. and the private sector**
- **3+ linkages made for a workforce health programme**
- **3+ potential CSR partners identified & approached**
- **1 nutrition business diagnostic tool**
- **2 major research studies**
- **3+ capacity build initiatives facilitated**
- **Partnership brokering facility established**
- **1 integrated partnerships & investment plan developed**
- **3 public-private partnerships established**
- **3 corporate investments secured**
- **6+ opportunities for nutrition initiatives in ag identified**
- **1+ smallholder / estate nutrition initiative implemented**
- **6+ fortification opportunities identified**
- **3+ innovation / new product programme engaged in**
- **3+ retailers and wholesalers engaged**
- **1 review study of national fortification programme completed**

### What success looks like (Indirect KPIs)

- **Satisfied, supportive and active membership base**
- **Members actively working to honour their nutrition commitments**
- **Improved nutrition regulatory environment**
- **SBN is the main conduit for govt & private sector nutrition issues**
- **3+ workforce health initiatives**
- **3+ members with nutrition CSR initiatives**
- **Greater exposure and access for all consumers**
- **More businesses are partnering on or investing in nutrition initiatives**
- **The SBN is the focal point for nutrition investments and partnerships**
- **Improved nutrition along the agricultural value chain in rural Tanzania**
- **Improved productivity of smallholder and / or estates in target areas**
- **SBN is the focal point for the private sector on fortification**
- **Increased sales, variety & availability of fortified nutrition products**
- **Regular and open dialogue with TFNC and NFA on fortification**
- **1 major nutrition awareness / BCC campaign funded and implemented**
- **Positive shift in public perception of the role of private sector in nutrition**
**The Strategy explained**

Objectives and priority initiatives in detail

**Overview – What’s in this section?**
This section expands on the 7 core objectives identified in the ‘Strategy on a Page’ in the previous section. For each priority initiative, this section outlines ‘what’ the initiative is and ‘how’ the SUN Business Network in Tanzania plans to achieve it.

**‘Navigator’ – What is it?**
- The ‘Navigator’ shows which core objective is being explained, in relation to the other 6 initiatives.

**Key:**

<table>
<thead>
<tr>
<th>1. Level of impact</th>
<th>2. Focus of impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>H</strong> Potential positive impact of this initiative, if successful, is <strong>HIGH</strong></td>
<td><strong>Members</strong> Impact on the value and relevance of the SBN to its members</td>
</tr>
<tr>
<td><strong>M</strong> Potential positive impact of this initiative, if successful, is <strong>MEDIUM</strong></td>
<td><strong>Consumers</strong> Impact on the accessibility, affordability and availability of nutrition products for consumers</td>
</tr>
<tr>
<td><strong>L</strong> Potential positive impact of this initiative, if successful is <strong>LOW</strong></td>
<td><strong>Market</strong> Impact on the growth of the market for nutritious food and drink products</td>
</tr>
<tr>
<td></td>
<td><strong>Nutrition</strong> Impact on the overall level of nutrition in Tanzania</td>
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</table>
Overview of the core objectives

There are 7 core objectives, identified in the ‘Strategy on a page’, which form the foundation for the SBN’s priority initiatives for the next 3 years

Overview of the core objectives:

• These 7 core objectives collectively make up the SUN Business Network’s Vision
• They have been designed based on 2 main principles:
  • Relative exclusivity: Although interlinked in their aim to achieve the Network’s Vision, each objective can be isolated and worked on as a standalone project. This enables the SBN to have a level of flexibility as resources and team capacity changes over time
  • Target area: Each core objective falls within a target area. Each target area focuses on a specific stakeholder group which will play a pivotal role in the achieving the relevant objectives. Furthermore, 6 of the 7 objectives have a target area which is outside of the SBN’s core team. This means that the control the SBN has over the success of these objectives is more limited.

Key Performance Indicators (KPIs):

• Each of the 7 core objectives is complemented by a set of KPIs:
  • Direct KPIs: Performance metrics for the SBN team. These are within the direct control of the SBN team and the SBN Coordinator is accountable for achieving these targets
  • Indirect KPIs: Desired outcomes not within the direct control of the SBN team. The positive work of the SBN team will hopefully lead to these outcomes but they are beyond the control of the SBN team and, as such, the team’s work will not be discounted if they are not achieved
• KPIs should be monitored and reviewed on an annual basis, as part of the broader strategic review process, outlined in the ‘Housekeeping’ section’. They may be updated in accordingly, following due procedure

Our 7 core objectives, at a glance:

1. Develop a strong SBN membership & community profile
   Continue to increase the number of active members and become more visible in the community

2. Improve nutrition policies & regulations
   Provide input and recommendations to public policies, based on feedback from the private sector

3. Increase business engagement in the nutrition sector
   Help businesses to become more active in workplace nutrition, CSR initiatives and the broader nutrition market

4. Facilitate meaningful partnerships & investment options in nutrition
   Work with businesses to set up cooperative partnerships and investments in nutrition initiatives

5. Improve nutrition sensitivity along the agricultural value chain
   Help to increase the focus on nutrition within smallholder farming communities and estates

6. Increase the availability of fortified products & supplements
   Help to ameliorate the challenges and build on the opportunities around fortification along the whole supply chain

7. Increase nutrition awareness & demand
   Initiate and support the roll out of a major nutrition awareness / BCC campaign
# Objective 1 (Initiatives)

## Develop a strong SBN membership & community profile

<table>
<thead>
<tr>
<th>Initiative</th>
<th>What</th>
<th>How</th>
<th>Impact</th>
</tr>
</thead>
</table>
| **1.1 Recruit and retain members** | • Formally sign up businesses and organisations as members of the SBN Tanzania on an ongoing basis  
• Request they include a nutrition commitment | • Develop a comprehensive stakeholder contact list and ensure it is continuously added to and strengthened. To be checked and updated on a monthly basis  
• Identify, approach and meet with a large proportion of all businesses along the nutrition value chain  
• Target existing stakeholder group as founding members  
• Develop and implement a membership platform (including nutrition commitment tracking mechanism) as outlined in the *Nutrition Advocacy Plan*  
• Liaise regularly with existing and prospective members, private sector champions and other key stakeholders, as outlined in the *Nutrition Advocacy Plan* | **Members**  
**Consumers**  
**Market**  
**Nutrition** |
| **1.2 Monitor and track commitments** | • Record, monitor and track nutrition commitments made by SBN members when they sign up | • Develop a tracking tool to list all the nutrition commitments made by members upon joining the network. This should be a simple Excel spreadsheet, maintained regularly  
• Contact members on a quarterly basis (4 times per year) to discuss progress on meeting their commitments. Review and update commitments where necessary  
• Develop an *annual nutrition commitment report* on progress made against all commitments, with commentary, and share this with SBN global team and government | **Members**  
**Consumers**  
**Market**  
**Nutrition** |
| **1.3 Provide networking opportunities** | • Ensure that SBN members have regular opportunities to physically meet and interact with each other, government stakeholders and key partners | • Share information related to relevant events and meetings which may be of interest to members and key stakeholders (incl. government, donors and CSOs)  
• Organise biannual events for members to enable networking and to provide useful, practical information and support (presentations, workshops, focus groups or general meetings). This will also contribute to initiative 3.3 (*Support food & nutrition companies with guidance, tools & information*) | **Members**  
**Consumers**  
**Market**  
**Nutrition** |
| **1.4 Actively generate positive SBN publicity** | • Promote the role of business in improving nutrition in Tanzania, and highlight the SBN’s key role in this process  
• Maintain an active communications agenda | • Act as the spokesperson for the nutrition private sector and collectively represent members on nutrition topics in the public arena  
• Develop and share a quarterly newsletter which includes (but not limited to):  
  • Update on SBN initiatives from Tanzania team and global team  
  • Upcoming events (both SBN and in the community)  
  • Good news stories from members and international case studies  
  • News from the Tanzanian nutrition market  
• Liaise regularly with the other SUN groups in Tanzania and highlight the critical role that the private sector can play in scaling up nutrition | **Members**  
**Consumers**  
**Market**  
**Nutrition** |
| **1.5 Establish an active and accountable governance structure** | • Establish an SBN Advisory Group and project management framework to provide strategic guidance and review progress | • Establish an active Advisory Group with members from the private sector, donors, civil society organisations and / or high profile members of the community  
• Prepare for, coordinate and convene quarterly advisory group meetings  
• Develop an accountable internal project management framework to review SBN progress  
• Strengthen local SBN capacity to deliver on commitments | **Members**  
**Consumers**  
**Market**  
**Nutrition** |
## Objective 1 (KPIs)

### Develop a strong SBN Brand and Membership

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

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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</table>
| 20+ members                                      | • To have at least 20 formally registered local members which satisfy the membership criteria  
  • All members to be on relevant mailing lists and will receive newsletters, updates, invitations etc  
  **Note:** Short term objective is to achieve 10+ members by the end of 2015                                                                                                                                                                                             | By end of 2016  
  *(to be reviewed in 2017)*                        |-------------|
| 6 biannual events                                | • Plan and coordinate 6 events (2 per year) in order to provide networking opportunities for members, provide useful and practical information and support, and share up to date information on the Network and its activities  
  • Each year, 1 of these events should incorporate an Annual General Meeting (AGM) (i.e. to look at the year that was and the year ahead)  
  • This will also contribute to achieving initiative 3.3 – *Support food & nutrition companies with guidance, tools & information*                                                                                                 | By end of 2018 |  
| 12 Advisory Group meetings held                 | • To have organised and facilitated 4 advisory group meetings in 2016, as per the long term goal of convening the advisory group three times per year                                                                                                                                                     | By end of 2018  
  *(4 per year)*                                     |-------------|
| 12 quarterly newsletters                         | • To develop and send SBN Tanzania newsletters, as per the ‘How’ under initiative 1.3. This will also contribute to achieving initiative 3.3 – *Support food & nutrition companies with guidance, tools & information*                                                                                     | By end of 2018  
  *(4 per year)*                                     |-------------|
| 3 annual nutrition commitment reports            | • To develop 1 comprehensive report each year which outlines the nutrition commitments which SBN members have made and the progress achieved over the course of the year  
  • To be shared with the government SBN focal point, SBN global team and any other relevant stakeholders                                                                                                                                                      | By end of 2018  
  *(1 report each year)*                             |-------------|
| 1 nutrition fact sheet & audio-visual presentation | • To develop a fact sheet, or brief report, on the role of the private sector in scaling up nutrition. Include topics on salt iodisation, food fortification and locally produced food products  
  • This should be complemented by a brief audio-visual presentation (or a suitable alternative if agreed with the authors of the Advocacy Plan)  
  • To be shared with the government SBN focal point and any other relevant stakeholders  
  **Note:** This KPI was stipulated in the ‘Tanzania Nutrition Advocacy Plan’                                                                                                                                         | By end of 2016 |  

#### Indirect KPIs – Desired outcomes not within the direct control of the SBN team

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
</tr>
</thead>
</table>
| Satisfied, supportive and active membership base  | • The majority of members see the Network as a valuable contributor to growing the market for nutritious foods  
  • The majority of members take an interest in the Network and respond to emails, attend events, receive and value communications shared  
  • Prospective members actively reaching out to the SBN to request to join, unsolicited                                                                                                                                                                                      | By end of 2018 |  
| Members actively working to honour their commitments | • The majority of members take their commitments seriously and are actively striving to honour them as part of their broader business objectives  
  • Commitments made by members are well understood and valued by senior managers within the business                                                                                                                                          | By end of 2018 |
**Objective 2 (Initiatives)**

Improve nutrition policies & regulations

<table>
<thead>
<tr>
<th>Initiative</th>
<th>What</th>
<th>How</th>
<th>Impact</th>
</tr>
</thead>
</table>
| 2.1 Act as the primary convenor & link between govt & the private sector on nutrition | • Provide input to government on behalf of the private sector, in relation to nutrition  
• Provide updates to the private sector on policy and government initiatives  
• Build strategic relationships with key government departments | • Through SBN newsletters, events and meetings; encourage members to use the SBN as a vehicle for a meaningful and ongoing dialogue with government on nutrition  
• Develop an ongoing register of major private sector issues, challenges, opportunities and recommendations for change. This will enable the SBN to have an accurate view of the private sector’s views at all times  
• Share with government decision makers the key opportunities, challenges, issues and concerns of the private sector on nutrition. This should be done via position papers and meetings  
• Liaise with government to understand relevant nutrition policy information, news and updates and share this with the private sector  
• Support SBN members in understanding the policy and regulatory environment by taking enquiries and linking to relevant stakeholders (government or other) for input | H Members  
L Consumers  
M Market  
N Nutrition |
| 2.2 Provide input to national nutrition policy, regulations & standards | • Provide input into the national nutrition strategy on the role of business in nutrition  
• Make recommendations to government decision makers in order to create a more conducive business environment in nutrition | • Review key national nutrition and fortification documents, including government position papers and standards and develop a thorough understanding of the existing regulatory environment  
• Carry out an assessment of existing public fortification initiatives to determine their effectiveness, including the fortification logo. Make recommendations for improving or scaling up relevant initiatives  
• Synthesise challenges and opportunities identified in initiative 2.1 (above) which are appropriate for govt. attention and develop recommendations for potential improvements to national nutrition policy, regulations and standards  
• Discuss these recommendations with private sector champions and formally submit to government decision makers  
• 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 | H Members  
L Consumers  
M Market  
N Nutrition |
## Objective 2 (KPIs)

**Improve nutrition policies & regulations**

### Direct KPIs – *Performance metrics for the SBN team*

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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</table>
| 3 annual position papers on the nutrition private sector | • Using the register outlined in initiatives 2.1 and 2.2, develop an annual position paper summarising the major private sector nutrition issues, challenges, opportunities and recommendations  
• Share position paper with key government decision makers and support them in identifying practical solutions to prioritise and implement the recommendations | By end of 2018  
(1 position paper each year) |
| Meet with 2+ non-MoH ministries | • Meet with at least 2 ministries outside of the Ministry of Health to raise the profile of the private sector’s role in nutrition, and how the private sector can also benefit. Highlight the commercial opportunities in nutrition and the potential benefit to the Tanzanian economy of an improved business environment in this area  
• Develop a light touch, on going relationship with stakeholders in these relevant ministries and invite to SBN events  
• Potential ministries should have the economy, the food industry and / or business in general as a core focus. E.g. Ministry of Agriculture, Food Security and Cooperatives; Ministry of Finance and Economic Affairs; Ministry of Industry and Trade; etc | By end of 2016  
(To be reviewed in 2017) |
| Arrange 3+ meetings between govt and the private sector | • Arrange at least 1 meeting per year (3 total) between a government SBN decision maker and a member of the private sector, with a nutrition focus. This aims to demonstrate the SBN’s role as the primary link and convenor between govt and business on nutrition  
• This could take the form of a joint SUN Tanzania meeting whereby the SBN brings the SUN networks together with the relevant government SUN focal points | By end of 2018  
(1 meeting per year) |

### Indirect KPIs – *Desired outcomes not within the direct control of the SBN team*

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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</table>
| Improved nutrition regulatory environment | • Government policies, regulations and standards around nutrition more accurately considers the contribution of the private sector and are having a positive effect on the business environment  
• Rules and regulations related to the development, fortification and sale of nutritious products are being more strongly monitored and enforced  
• Rules and regulations related to marketing, advertising and product placement of nutritious products are being more strongly monitored, enforced and complied with | By end of 2018 |
| Regular & open dialogue with government | • Private sector challenges and opportunities around nutrition are shared and communicated openly to reflect the sentiment of the private sector  
• The SUN Business Network is seen as a reputable and balanced body which strongly represents the private sector in areas related to nutrition | By end of 2018 |
| SBN is the main conduit for govt & private sector nutrition issues | • From the perspective of both the government and the private sector, the SBN is seen as the primary conduit and link between the two parties on nutrition  
• The SBN is the first port of call for government on private sector nutrition matters; and the first port of call for the private sector on nutrition matters which require government attention | By end of 2018 |
### Objective 3 (Initiatives)
Increase business engagement in the nutrition sector

<table>
<thead>
<tr>
<th>Initiative</th>
<th>What</th>
<th>How</th>
<th>Impact</th>
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</table>
| **3.1** Advocate for improved nutrition in the workplace | • Provide advocacy and encouragement, as part of day-to-day SBN activities, for workplace health and nutrition programmes  
• Facilitate linkages and introductions for interested parties | • Facilitate introductions and informal recommendations between workplace health programme providers and prospective companies  
• Share information with SBN members and other stakeholders on the benefits of a healthy workforce  
• Encourage SBN members to consider suitable workplace health programmes to promote improved nutrition; such as maternity leave for new mothers, breastfeeding-friendly areas, nutrition workshops, nutritious meals for staff etc  
• Encourage more nutrition-focused food purchasing behaviour; and advocate for equal pay for men and women to improve female purchasing power  
• Encourage businesses to support community based activities that promote good nutrition; such as sponsoring local events, holding youth nutrition programmes etc (as outlined in the ‘Fact Sheet for Private Sector’) | **M** Members  
**M** Consumers  
**L** Market  
**M** Nutrition |
| **3.2** Encourage increased CSR support for nutrition | • Encourage and promote Corporate Social Responsibility (CSR) support and engagement in nutrition for existing and prospective members | • Regularly meet with prospective CSR partners in order to promote nutrition in the private sector and to encourage CSR engagement through the SBN  
• Share opportunities for CSR involvement in nutrition with relevant SBN members and prospective members | **M** Members  
**L** Consumers  
**L** Market  
**M** Nutrition |
| **3.3** Support food and nutrition companies with guidance, tools & information | • Provide high level business support in the form of workshops, events, practical tools, research and information  
• Ensure the information and business needs of members are considered when planning research  
• The focus is on businesses in the food and nutrition industry to help them grow their presence in this market and contribute more towards nutrition improvements | • Undertake or commission research in areas where existing information is required and is currently insufficient or unavailable  
• Share relevant market information with members on a regular basis and, where relevant, hold workshops to disseminate results from major research projects  
• Identify major nutrition knowledge gaps within member group  
• Determine and implement effective methods for providing advice, guidance or training on identified knowledge gaps in order to build capacity (e.g. workshop with small-scale processors on food safety & quality, workshop on post harvest loss reduction or food handling techniques, or engaging an industry leader for a networking event, or funding a key research piece to inform a business guidance paper)  
• Develop and share practical business support tools and / or templates | **H** Members  
**M** Consumers  
**H** Market  
**L** Nutrition |
**Objective 3 (KPIs)**

Increase business engagement in the nutrition sector

**Direct KPIs – Performance metrics for the SBN team**

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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</table>
| 3+ linkages made for a workplace nutrition programme | • Make at least 1 linkage per year (at least 3 total) between prospective workforce health service providers (e.g. a health company who may provide nutrition seminars to staff) and prospective client companies  
  • Facilitate an introduction and provide basic nutrition context to support the conversation | By end of 2018 (1 per year) |
| 3+ potential CSR partners identified & approached | • Identify at least 3 major companies with the potential to engage in nutrition from a CSR perspective  
  • Approach these companies and provide background to SBN, an overview of the nutrition situation in Tanzania, the benefits of improved nutrition and discuss potential CSR opportunities or areas of engagement  
  • Formally sign up these companies as members of SBN Tanzania | By end of 2018 (1 per year) |
| 1 nutrition business diagnostic tool | • Design and develop a nutrition business diagnostic tool to help SBN members assess their business’ nutrition maturity and readiness; in order to better prepare for entering certain markets for nutritious products | By end of 2016 |
| 2 major research studies | • Undertake or commission 2 major research studies into consumer food purchasing behaviour and nutrition knowledge in Tanzania  
  • Appropriately synthesise findings and share members and key stakeholders through a workshop and/or simple report | By end of 2018 |
| 3+ capacity build initiatives | • As outlined above in initiative 3.3, facilitate at least 3 capacity build initiatives for SBN members. These could be in the form of workshops, presentations, guidance brochures, seminars etc. Their aim is to improve the capacity, efficiency and effectiveness of SBN members in the production, distribution and sale of their nutritious products  
  • These could be included as part of the 6 biannual events outlined in initiative 1. Or, they could be held separately  
  • Topics should be chosen based on the needs of SBN members and the experts & resources available at the time to carry out the initiative | By end of 2018 (1 per year) |

**Indirect KPIs – Desired outcomes not within the direct control of the SBN team**

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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<tbody>
<tr>
<td>3+ workforce health initiatives</td>
<td>• To have at least 3 total workforce health initiatives successfully rolled out in at least 2 companies (e.g. nutrition workshop held, health and nutrition programme established for staff, a healthy food initiative such as company-sponsored fruit bowls etc)</td>
<td>By end of 2018</td>
</tr>
<tr>
<td>3+ members with nutrition CSR initiatives</td>
<td>• To have at least 3 SBN members undertaking (or successfully undertaken) a nutrition CSR initiative in Tanzania</td>
<td>By end of 2018</td>
</tr>
</tbody>
</table>
| Greater exposure and access for all consumers | • There are more nutritious food and drink options available for consumers in all areas of Tanzania at all income levels  
  • Nutritious products are more readily available and more widely distributed by the end of 2018 than they are at the start of 2016 | By end of 2018 |
## Objective 4 (Initiatives)
Facilitate meaningful partnerships & investment options in nutrition

<table>
<thead>
<tr>
<th>Initiative</th>
<th>What</th>
<th>How</th>
<th>Impact</th>
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</table>
| **Partnerships:** Select, facilitate and grow nutrition partnerships 4.1 | • Select partnerships and cooperative relationships which support nutrition initiatives  
• Prioritise our key focus areas of nutrition sensitive agriculture, building demand and behaviour change, and food fortification and supplementation  
• This includes public-private partnerships, purely corporate partnerships, or other partnerships with a commercial focus on nutrition  
• The SBN will help to establish and sustain such partnerships through its partnership brokering facility | • Initiatives 5.1, 6.1 and 7.1 relate to ‘identifying opportunities’ across our 3 focus areas. Here in 4.1 the SBN will build on the potential partnerships which were identified above  
• Develop a set of objectives, rules and criteria for SBN-brokered partnerships, for each of our 3 focus areas. *Note: This will contribute to the SBN’s ‘integrated partnerships and investment plan’ outlined in the KPIs*  
• Develop an ongoing register of partnerships and partnership opportunities. This can be shared with stakeholders who may be interested in participating. This is known as the **partnership brokering facility**. This facility should be built upon over time so that it also becomes a repository for key documents required to establish future partnerships (such as contracts and templates). It should also include all relevant information to effectively manage the partnership framework  
• The **partnership brokering facility** should be designed as a simple Excel document and updated on a regular basis  
• Shortlist and seek out potential partners, sharing with them the initial details of the opportunities identified. Partners could be from government, NGOs / CSOs, donors and / or the private sector  
• Work with interested parties to facilitate the partnership agreement process  
• Liaise regularly with partners to offer guidance and support, helping to sustain and grow the partnerships  

*Note: In this context, investments (below) refer to one way commercial investments and partnerships refer to bilateral agreements for non-monetary cooperation (e.g. sharing transport, sharing wholesalers, sharing storage space etc)* | H Members  
M Consumers  
L Market  
E Nutrition |
| **Investments:** Publicise and facilitate corporate investments in nutrition 4.2 | • Publicise and share potential investment opportunities across our 3 focus areas of nutrition sensitive agriculture, building demand and behaviour change, and food fortification and supplementation  
• Facilitate the implementation of these investments | • Initiatives 5.1, 6.1 and 7.1 relate to ‘identifying opportunities’. Here in 4.2 the SBN will publicise and share the commercial investment opportunities identified, in order to attract interest from investors  
• Develop a set of objectives, rules and criteria for such SBN-facilitated investments, for each of our 3 focus areas. *Note: This will contribute to the SBN’s ‘integrated partnerships and investment plan’ outlined in the KPIs*  
• Elaborate on the commercial investment opportunities identified in initiatives 5.1, 6.1 and 7.1 by selecting the most viable or marketable ideas  
• Develop basic investment models for the opportunities identified. Where possible, leverage existing materials from previous work (e.g. SAGCOT investment roadmap)  
• Share and publicise these opportunities with SBN members and the broader stakeholder group through newsletters, events or specific communications. Where possible, target specific parties who may be interested  
• For interested parties, work with stakeholders to design the investment and facilitate its implementation (e.g. support the creation of a contract, financial modelling, establish a governance framework, link with financial institutions to arrange money transfer etc) | H Members  
M Consumers  
L Market  
E Nutrition |
Objective 4 (KPIs)
Facilitate meaningful partnerships & investment options in nutrition

Direct KPIs – Performance metrics for the SBN team

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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</table>
| Partnership brokering facility established | • Design and develop the SBN’s partnership brokering facility, ready for use. This should take the form of a simple Excel spreadsheet which houses all the relevant information of existing and prospective partnerships and investments, including ideas and suggestions  
• It should be complemented by a suite of documents and templates required for establishing and maintaining partnerships and investments (e.g. contracts, templates, example MoUs etc) | By end of 2016 |
| 1 integrated partnerships & investment plan developed | • As outlined in initiatives 4.1 and 4.2 above, a plan is to be developed which outlines the SBN’s objectives, rules and criteria for establishing both partnerships and investments in nutrition initiatives  
• The plan should serve as a guiding framework for partnerships (non-monetary) and investments (monetary) across our 3 focus areas: nutrition sensitive agriculture, building demand and behaviour change, and food fortification and supplementation  
• For nutrition sensitive agriculture, it should leverage the work previously carried out for the SAGCOT investment roadmap  
• It should also set out what the conditions of a typical partnership or investment would look like (i.e. the foundations of an MoU)  
• The plan should be brief, practical and easy to use. It should be less than 10 pages long and can be updated / refined on an ongoing basis | By end of 2016 |
| 3 formal partnerships established | • At least 3 formal partnerships between private sector stakeholders established, with the SBN playing a lead role in the process (e.g. identification of the partnership, facilitation of the partnership agreement etc)  
• The partnerships are recorded and monitored through the partnership brokering facility and relate to nutrition initiatives with a commercial objective (in addition to the social objective) | By end of 2018 |
| 3 corporate investments secured | • At least 3 formal investments secured between external stakeholders, with the SBN playing a lead role in the process (e.g. identification of the investment opportunity, development of the investment model, negotiating the contract etc) | By end of 2018 |

Indirect KPIs – Desired outcomes not within the direct control of the SBN team

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<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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</table>
| More businesses are partnering on or investing in nutrition initiatives | • There are more viable investment and partnership opportunities in nutrition, from both a social and business growth perspective  
• The number and diversity of businesses participating in nutrition initiatives, through investments and / or partnerships, has grown between 2016 and 2018 | By the end of 2018 |
| The SBN is the focal point for nutrition investments and partnerships | • The SBN is seen within the nutrition community as the focal point and primary contact for corporate investments and partnerships in nutrition (incl. public-private partnerships)  
• Businesses, government, CSOs and donors will look to the SBN for investment opportunities and potential partnerships on commercial nutrition initiatives | By the end of 2018 |
**Objective 5 (Initiatives)**

Improve nutrition sensitivity along the agricultural value chain

<table>
<thead>
<tr>
<th>Initiative</th>
<th>What</th>
<th>How</th>
<th>Impact</th>
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</table>
| 5.1 Identify nutrition opportunities in agriculture | • Seek out and identify new opportunities for nutrition sensitivity initiatives along the agricultural value chain and within existing agricultural infrastructure  
• Focus on opportunities for corporate investment and partnerships, ensuring sustainability | • Here in 5.1 SBN will identify opportunities / ideas and then, in initiatives 4.1 and 4.2, these opportunities are elaborated, shared and implemented  
• Type of opportunities: As part of the SBN’s regular meetings, events, workshops, field trips, news and research; identify potential opportunities for nutrition sensitive agriculture initiatives  
• Record these ideas in the partnership brokering facility Excel spreadsheet  
• All types of ideas should be identified, since the vetting process will occur at a later stage  
• These ideas will then be fleshed out and elaborated in initiatives 4.1 and 4.2  
• Examples include ideas related to crop diversification, financing for diverse seed groups, farmer nutrition programmes, vegetable production etc  
• Work closely with SAGCOT to provide nutrition input into their programmes and agricultural initiatives | Members, Consumers, Market, Nutrition |
| 5.2 Promote nutrition to smallholder families and estate workers | • Work with regional contacts and businesses to advocate for increased integration and priority of nutrition in rural areas  
• The commercial objective is to realise improved productivity and productive capacity as a result of improved nutrition | • As part of the SBN’s regular meetings, events, workshops, field trips, news and research; highlight and promote the commercial benefits of having a well nourished workforce  
• Encourage businesses to establish workforce nutrition programmes, and offer support to find suitable implementing partners (e.g. donors and CSOs)  
• For businesses with rural estates and / or smallholder farmers, identify and support potential workforce nutrition initiatives. Link them with CSOs, donors or other businesses who may be interested in supporting such nutrition programmes  
• Engage regional contacts and nutrition champions to expand the reach of the SBN, identify nutrition opportunities for smallholder families and estate workers, and promote nutrition in rural areas | Members, Consumers, Market, Nutrition |
### Objective 5 (KPIs)

**Improve nutrition sensitivity along the agricultural value chain**

#### Direct KPIs — *Performance metrics for the SBN team*

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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</table>
| 6+ opportunities for nutrition initiatives in agriculture identified | - Identify at least 6 commercial or business related opportunities for nutrition sensitive agriculture initiatives as per initiative 5.1 above  
- Record the opportunities identified in the *partnership brokering facility* Excel spreadsheet | By end of 2018 |
| 1+ smallholder / estate nutrition initiative implemented | - To have successfully implemented 1 commercial or business related nutrition programme, as per initiative 4.2 above, within a smallholder community or estate  
- The SBN should play a key supporting role in the design, planning and implementation of the programme  
- Examples of such nutrition programmes may include a meal service provided by a large business to their estate workers and families, a local education programme sponsored through CSR on nutrition for smallholder farmers etc  
- This would be in addition to the KPI ‘3+ workforce health initiatives’ outlined in Objective 3 | By end of 2018 |

#### Indirect KPIs — *Desired outcomes not within the direct control of the SBN team*

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<tr>
<th>KPI</th>
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<th>Time Period</th>
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| Improved nutrition along the agricultural value chain in rural Tanzania | - The general level of nutrition, including nutrition knowledge, education and advocacy, has improved within the targeted rural agricultural communities as a result of the increased involvement of the private sector  
- There has been a positive shift towards more consideration of nutrition in rural agricultural business ventures and projects | By the end of 2018 |
| Improved productivity of smaller and / or estates in target areas | - In target smallholder and estate areas where there has been an increased presence of private sector involvement on nutrition, the general level of productivity of workers has increased  
- Employers who have participated in, supported or sponsored such nutrition initiatives have noticed an improvement in the productivity, health and general well being of their workers | By the end of 2018 |
# Objective 6 (Initiatives)
Increase the availability of fortified products and supplements 🌿

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<tr>
<th>Initiative</th>
<th>What</th>
<th>How</th>
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</table>
| **6.1 Identify fortification opportunities** | • Seek out and identify new opportunities for fortification initiatives in the private sector  
• Focus on opportunities for corporate investment and partnerships, ensuring sustainability | • Here in 6.1, SBN will identify opportunities / ideas and then, in initiatives 4.1 and 4.2, these opportunities are elaborated, shared and implemented  
• Type of opportunities: As part of the SBN’s regular meetings, events, workshops, field trips, news and research, identify potential opportunities related to fortification and supplementation  
• Record these ideas in the partnership brokering facility Excel spreadsheet  
• All types of ideas should be identified, since the vetting process will occur at a later stage. These ideas will then be fleshed out and elaborated in initiatives 4.1 and 4.2  
• Examples include ideas related to micronutrient fortification at hammer mills, voluntary fortification of new food products, HEPS for high priority consumers, investing in locally produced food products to target acute malnutrition, investing in low cost fortified complementary foods for children aged 6-24 months etc | Members  
Consumers  
Market  
Nutrition |
| **6.2 Stimulate innovation and new product development** | • Engage in innovation and product development programmes with the aim of supporting businesses in developing new nutritious products  
• Focus on fortified foods and supplements | • As part of the SBN’s regular meetings with members, donors, civil society organisations and other stakeholders; identify and assess opportunities to engage in innovation and / or new product initiatives around fortification  
• Develop brief concepts or proposals to engage in such opportunities in a way that will have the potential to stimulate new product development in this area. This may include examples such as establishing a fortification innovation programme, holding a product development workshop, sponsoring a prize in a business plan competition for fortification, providing pro bono support to an SBN member on their product development process around fortification, etc  
• Where relevant, share opportunities with SBN members who may be interested in participating or supporting  
• Encourage voluntary fortification of food products and supplements and guide businesses in promoting fortification & nutrition as a selling point | Members  
Consumers  
Market  
Nutrition |
| **6.3 Encourage increased retailing and sales of fortified products and supplements** | • Liaise with retailers & wholesalers to advocate for increased accessibility, availability and affordability of fortified products | • Identify and engage major retailers and wholesalers along the food value chain in Tanzania  
• Highlight the growing commercial opportunities in nutrition and encourage increased trading and retailing of fortified food products  
• Encourage new initiatives which promote the consumption of nutritious foods such as in-store promotions, sales events, free samples etc  
• Alert retailers and wholesalers about new nutritious products in the market, and new food producers | Members  
Consumers  
Market  
Nutrition |
| **6.4 Support fortification initiatives in collaboration with government** | • Support the private sector in understanding and complying with government fortification requirements | • Encourage SBN members to ask for assistance on understanding the regulatory environment. Based on requests, link SBN members with relevant government contacts or existing information to answer their queries  
• SBN global team is working on developing a ‘fortification toolkit’. Once complete, share this with relevant stakeholders in Tanzania  
• Encourage SBN members to help in the compliance process by highlighting loopholes or raising issues of potential breaches within the community. The SBN team can then raise these with government | Members  
Consumers  
Market  
Nutrition |
**Objective 6 (KPIs)**

Increase the availability of fortified products and supplements

**Direct KPIs — Performance metrics for the SBN team**

<table>
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<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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</table>
| 6+ fortification opportunities identified | • Identify at least 6 private sector related opportunities for fortification initiatives as per initiative 6.1 above  
  • These opportunities, or ideas, may be put forward by SBN team members, SBN members, external stakeholders etc  
  • Record the opportunities identified in the partnership brokering facility Excel spreadsheet | By the end of 2018 |
| 3+ innovation / new product programme engaged in | • Engage in at least one innovation, new product development, entrepreneurship and / or incubator programme related to nutrition each year | By the end of 2018 |
| 3+ retailers and wholesalers engaged | • As part of initiative 6.3 above, engage with at least 3 stakeholders from the retail or wholesale community  
  • Meet with them, outline the purpose and objectives of the SUN Business Network, establish a relationship and provide ongoing dialogue and updates to them as stakeholders of the SBN in Tanzania | By the end of 2018 |
| 1 review of national fortification programme completed | • Carry out a review of the role of the private sector in strengthening Tanzania’s public fortification programmes. Identify the major players in fortification, analyse the competitive landscape and understand the major issues, risks, opportunities and challenges  
  • This includes reviewing existing policies, research and literature and developing achievable recommendations to improve the private sector’s contribution to national fortification initiatives  
  *Note: The ToR of the ‘fortification consultant’ aims to achieve this KPI and further details are included therein* | By the end of 2016 |

**Indirect KPIs — Desired outcomes not within the direct control of the SBN team**

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<tr>
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| SBN is the focal point for the private sector on fortification | • The SBN plays a role (whether direct of indirect) in all major food fortification initiatives related to the private sector  
  • The SBN is seen as the first port of call for the private sector on fortification issues which require broader community attention | By the end of 2018 |
| Increased sales, variety & availability of fortified nutrition products | • More people are buying and more businesses are selling fortified food products. Generally, fortified foods are more accessible and readily available for consumers of all income levels than they were at the beginning of 2016  
  • There are more players, and variety of products, in the fortification market and the products are higher quality than in 2016 | By the end of 2018 |
| Regular and open dialogue with TFNC and NFA on fortification | • Meetings are held regularly with TFNC, NFA and other key government nutrition contacts  
  • Private sector food fortification issues, challenges and opportunities are shared and communicated openly to reflect the sentiment of the private sector  
  • The SUN Business Network is seen as a reputable and vocal body which strongly represents the private sector in areas related to fortification | By the end of 2018 |
# Objective 7 (Initiatives)

Increase nutrition awareness and demand

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<tr>
<th>Initiative</th>
<th>What</th>
<th>How</th>
<th>Impact</th>
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| 7.1 Identify awareness / BCC opportunities | • Seek out and identify new opportunities and ideas for partnerships and investments in nutrition awareness and BCC campaigns  
• Focus on opportunities which will build demand for nutritious products | • Here in 7.1 SBN will identify opportunities / ideas and then, in initiatives 4.1 and 4.2, these opportunities are elaborated, shared and implemented  
• Type of opportunities: As part of the SBN’s regular meetings, events, workshops, field trips, news and research; identify potential opportunities for corporate investment and / or partnerships related to BCC and nutrition awareness  
• These ideas may also form the basis of concepts developed in initiative 7.2, below  
• Record these ideas in the ‘partnership brokering facility’ Excel spreadsheet  
• All types of ideas should be identified, since the vetting process will occur at a later stage  
• These ideas will then be fleshed out and elaborated in initiatives 4.1 and 4.2 or, as mentioned above, leveraged in 7.2 below | Members  
Consumers  
Market  
Nutrition |
| 7.2 Facilitate and support awareness and BCC campaigns | • Facilitate and support the roll out of a broad based awareness campaign and / or a behaviour change communication campaign  
• Purpose is to increase awareness of nutrition and increase consumption of certain nutritious products | • Based on ideas generated in 7.1 above, and others offered by interested stakeholders, develop a generic campaign concept; including objectives, target consumers, scenarios of potential target products or subject matter (e.g. ‘eat indigenous vegetables x, y and z’ vs ‘eat healthy’), potential private sector supporters and desired outcomes  
• Identify and approach potential implementing partners with concept, including donors  
• Liaise regularly with potential partners to build case for concept sponsorship, design and implementation  
• If successful, support implementing partner by facilitating input from SBN Tanzania members and, where required, input from relevant consumer groups and / or research  
• Develop a nutrition fact sheets and audio visual presentation, as outlined in the Nutrition Advocacy Plan  
• In addition, or concurrently, conduct planning meetings and advocacy workshops with relevant associations including the Salt Producers Association, Food Producers Association and National Food Fortification Alliance, as outlined in the Nutrition Advocacy Plan | Members  
Consumers  
Market  
Nutrition |
## Objective 7 (KPIs)
### Increase nutrition awareness and demand 🍋

### Direct KPIs – *Performance metrics for the SBN team*

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
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| 6+ opportunities for awareness / BCC identified | • Identify at least 6 BCC and nutrition awareness opportunities as per initiative 7.1 above  
• Record the opportunities identified in the *partnership brokering facility* Excel spreadsheet and also use them to develop concepts for major BCC and awareness campaigns for initiative 7.2 above | By the end of 2018 |
| 1 nutrition fact sheet developed | • As per the *Nutrition Advocacy Plan*, develop a brief, high level fact sheet outlining the key nutrition facts in Tanzania and an overview of private sector engagement in nutrition | By the end of 2016 |
| 1 nutrition audio visual presentation developed and shared | • As per the *Nutrition Advocacy Plan*, design and develop, in PowerPoint, a high level presentation to accompany the fact sheet outlined above. The presentation should provide a general overview of nutrition in Tanzania and discuss the importance of engaging the private sector on nutrition | By the end of 2018 |
| 5+ potential partners identified and approached | • Formally approach at least 5 potential implementing partners with the SBN’s ideas / concepts with the aim of establishing a nutrition BCC / awareness campaign  
• Target donors and NGO partners | By the end of 2018 |

### Indirect KPIs – *Desired outcomes not within the direct control of the SBN team*

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Time Period</th>
</tr>
</thead>
</table>
| 1 major nutrition awareness / BCC campaign funded and implemented | • To have successfully rolled out (through partnerships) 1 major nutrition awareness / BCC campaign aimed at increasing the demand and consumption of nutritious foods  
• Either a broad based awareness campaign for a particular nutritious consumable or a generic BCC campaign on nutritious food consumption | By the end of 2018 |
| Positive shift in public perception about the role of private sector in nutrition | • Key stakeholders involved in nutrition in Tanzania have shifted towards a more accepting and supportive stance regarding how the private sector can contribute towards national nutrition goals | By the end of 2018 |
Appendices
Timeline and current activities
What we’ve done so far, what’s coming up, and when they’ll get done
## 2016 Timeline
Our workplan for the year ahead

<table>
<thead>
<tr>
<th>Initiative</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a strong SBN membership &amp; community profile</td>
<td>Newsletter 1 sent</td>
<td>Advisory Group Meeting 1</td>
<td>Newsletter 2 sent</td>
<td>Advisory Group Meeting 2</td>
<td>Newsletter 3 sent</td>
<td>Advisory Group Meeting 3</td>
<td>Newsletter 4 sent</td>
<td>Advisory Group Meeting 4</td>
<td>Carry out networking, member recruitment and generating publicity</td>
<td>Recruitment of analyst</td>
<td>Newsletter 4 sent</td>
<td>Advisory Group Meeting 4</td>
</tr>
<tr>
<td>2. Improve nutrition policies &amp; regulations</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Facilitate ongoing, regular meetings, support &amp; dialogue with government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Increase business engagement in the nutrition sector</td>
<td>Business diagnostic tool developed</td>
<td>Consumer study complete</td>
<td>‘Capacity Build’ initiative complete</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Facilitate ongoing, regular meetings and linkages with relevant stakeholders for workforce health initiatives</td>
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<tr>
<td>4. Facilitate meaningful partnerships &amp; investment options in nutrition</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Develop and maintain an ongoing register of partnerships and investment opportunities</td>
<td>Integrated partnerships and investment plan developed</td>
<td>Work with potential partners / investors to design &amp; establish relevant partnerships / investments</td>
<td></td>
</tr>
<tr>
<td>5. Improve nutrition sensitivity along the agriculture value chain</td>
<td>Regional field trip 1</td>
<td>Regional field trip 3</td>
<td>Regional field trip 4</td>
<td>Identify nutrition opportunities in agriculture and engage with regional contacts</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6. Increase the availability of fortified products &amp; supplements</td>
<td>Fortification review complete</td>
<td>Innovation / new product initiative engaged in</td>
<td>Retailer or wholesaler identified and engaged with</td>
<td>Identify fortification opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Increase nutrition awareness &amp; demand</td>
<td>Nutrition fact sheet developed</td>
<td></td>
<td></td>
<td>Identify awareness / BCC campaign opportunities and reach out to potential partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Key**
- ◼️ On track
- ▼ Complete
- ⚠️ Some issues / delays
- ▶️ Milestone slippage / pushed back

---

**4. Timeline & current activities**

- **Initiative:** Develop a strong SBN membership & community profile
  - **Activities:** Carry out networking, member recruitment and generating publicity, Recruitment of analyst

- **Initiative:** Improve nutrition policies & regulations
  - **Timeline:** Jan: Newsletter 1 sent
  - **Activities:** Facilitate ongoing, regular meetings, support & dialogue with government, Continue building the register of private sector issues, challenges, opportunities and recommendations

- **Initiative:** Increase business engagement in the nutrition sector
  - **Timeline:** Jan: Business diagnostic tool developed
  - **Activities:** Identify and approach potential CSR partners, and make links with other stakeholders, ‘Capacity Build’ initiative complete

- **Initiative:** Facilitate meaningful partnerships & investment options in nutrition
  - **Activities:** Carry out networking, member recruitment and generating publicity, Recruitment of analyst

- **Initiative:** Improve nutrition sensitivity along the agriculture value chain
  - **Timeline:** JAN: Regional field trip 1, FEB: Regional field trip 3, MAR: Regional field trip 4
  - **Activities:** Identify nutrition opportunities in agriculture and engage with regional contacts

- **Initiative:** Increase the availability of fortified products & supplements
  - **Timeline:** JAN: Fortification review complete
  - **Activities:** Identify fortification opportunities, Innovation / new product initiative engaged in, Retailer or wholesaler identified and engaged with

- **Initiative:** Increase nutrition awareness & demand
  - **Timeline:** JAN: Nutrition fact sheet developed
  - **Activities:** Identify awareness / BCC campaign opportunities and reach out to potential partners, Begin to scope ideas for awareness / BCC campaign
Update on current and completed activities

The SBN has been steadily increasing its engagement with the private sector since early 2014. Key activities include:

- **SBN Tanzania launch event**
  - Launch event in January 2014 in Dar es Salaam
  - First formal public announcement of the SBN in Tanzania

- **Stakeholder interviews**
  - Held numerous meetings and interviews with various members of nutrition private sector
  - Feedback on the issues, challenges and opportunities in nutrition have been used to inform the SBN strategy

- **Global fortification summit**
  - Held in Arusha in September 2015
  - Brought together key players from around the world to discuss the issues and opportunities in fortification

- **Fortification review and recommendation**
  - Review of the current fortification policy and programme landscape, and its impact on business, including recommendations

- **Strategy breakfast meeting**
  - 10+ private sector nutrition stakeholders came together to provide feedback on the SBN Tanzania strategy for 2016 – 2018
  - As a group, they validated and endorsed the strategy

- **Full time SBN Coordinator**
  - GAIN has a newly appointed full time SBN Coordinator for Tanzania dedicated to implementing this strategic agenda

- **Membership drive**
  - Ongoing identification of new businesses to become new members of the network
  - Carrying out regular meetings with prospective members, highlighting the benefits of joining
  - Aiming for 20+ members by end of 2016

- **Consumer nutrition and segmentation study**
  - Major market research study being undertaken by Nielsen
  - Looks at consumer purchasing behaviour related to food and nutrition in urban and peri urban areas
  - Will also look at the profiles of consumer segments to aid businesses in the marketing strategies
  - To be accompanied by a workshop in February / March 2016

- **Nutrition Business Diagnostic Tool**
  - Targeted questionnaire enabling food companies to identify gaps in their nutrition go-to-market strategy

- **Nutrition fact sheet**
  - High level fact sheet providing a snapshot of the role of the private sector in nutrition and general nutrition statistics on Tanzania

- **Government support**
  - The Prime Minister’s Office (PMO) and Tanzania Food and Nutrition Centre (TFNC) are supportive of and have provided input to the approach the SBN is taking
Research study overview
An overview of the market research study into consumer food purchasing behaviour and nutrition knowledge

Background:
• The SUN Business Network in Tanzania aims to support local companies with relevant and up to date information about the market for nutritious foods. With the majority of Tanzanian’s purchasing their food through private enterprises, it is important that we are aware of the opportunities to improve the affordability, accessibility and availability of nutritious foods.

Market research overview:
• With this background in mind, the SBN team has commissioned a research study into consumer behaviour and nutrition knowledge in Tanzania. Nielsen will deliver the work. We hope to form a more accurate view about the motives behind the decisions which lead consumers to purchase and consume nutritious food. Once we build this understanding, we plan to share it with our members in order to support their nutrition strategies. We also have the intention, and this is in our strategy, to support member companies in capitalising on this new information with suggestions and advice.

Objectives:
The research study has 3 main objectives:

1. To understand what consumers know about nutrition; and their perception and receptiveness towards nutritious foods
2. To understand why consumers purchase certain foods, what drives consumers to make purchase decisions; and their consumption and purchase behaviour
3. To segment the Tanzanian market and determine the groups that can be prioritised in terms of nutrition, and how they can be targeted

Nielsen Approach:
Nielsen will carry out a short qualitative module comprising of focus group discussions, followed by a more detailed quantitative module.

Qualitative Module
Aims to understand the consumer language which can be later quantified by feeding into the second module. Also aims to uncover some of the ‘whys’ to initial assumptions and hypotheses

Quantitative Module
Aims to help us gain an understanding of the level of nutrition knowledge and perception towards nutrition of consumers. Will also be designed to develop a view of different segments

The major primary research piece undertaken will be carried out as part of the quantitative module. A sample size of 1,000 will be used across Tanzania. This will cover urban and peri urban areas. A high level timeline is shown below:
The big picture
A look at the SBN in Tanzania beyond 2018
**Regional integration**

A bold vision for the SBN in Eastern and Southern Africa

**SBN Tanzania and the region – a long term venture:**

- As mentioned earlier in this document, the 3 year vision for the SBN is to ‘be the focal point for private sector engagement on nutrition’
- Beyond this, there is an opportunity to begin building the SBN in Eastern and Southern Africa as an integrated, regional network by partnering with regional blocs like ESC, SADC and ECSA
- As we have seen, however, there are nuances in the markets, political situations, diets and so on between each country where the SBN is being established. As such, a bespoke model needs to be developed for each country programme. But, where there a fewer nuances, such as in the Eastern and Southern Africa cluster, we should do our best to streamline the approach. The basic approach outlined below can form the basis of this. In addition to Tanzania, the SBN in Zambia is based on the same underlying thinking.

- Help business to learn more about the market in which they operate, or which they’re planning to enter
  - This includes in depth knowledge of the customers, the commercial opportunities, the spending patterns, the trends etc
  - Ignite demand by supporting market growth through awareness campaigns, behaviour change campaigns and advertising
- Help businesses increase their chances of success in a growing market
  - Provide them with the tools, guidance, training and knowledge needed to perform well in the market for nutritious foods and drinks
  - Encourage new players and new products
- Support the government in it’s efforts to improve the business environment for organisations playing in the nutrition space
  - Help to reduce the burden of doing business
  - Make it easier to set up an organisation which operates in the food industry
- By working closely together, these countries can streamline the roll out of their SBNs to make sure they are leveraging as many of the shared resources, ideas and know-how as possible
  - We can also work towards achieving more impact with awareness campaigns and other initiatives by rolling them out across the region

By strengthening these 3 core areas, the SBN can help to shift the consumption patterns of consumers towards a more nutritious diet. Ultimately, the success of the Network will be measured on it’s ability to contribute to a reduction in malnutrition. If more consumers are eating nutritious foods, and more businesses are selling them, then the private sector is actively contributing to reducing malnutrition in the region.
Governance & resourcing
The people involved in making things happen
**SBN Structure**

**SUN Business Network Global Board and Team**

Prime Minister’s Office (PMO) &
Tanzania Food and Nutrition Centre (TFNC)

GAIN Country Representative and
SUN Business Network Coordinator

**SUN Business Network Team** (within GAIN Tanzania)

**Global SBN Co-convenors**

- **GAIN**
  - **WFP**

**Advisory Group**

- **Provide strategic guidance to the SBN**
- **Raise awareness of nutrition in the private sector**
- **Meets quarterly**

**Members** of the SUN Business Network

- Food production & processing
- Agriculture
- Retail
- Finance
- Transport & distribution
- Construction
- Professional services
- Mobile networks & communications
- Energy, utilities & mining

**Other stakeholders** who we regularly engage with

- Government
- UN
- Donors
- Civil society organisations
- Business associations
- Research & education
- Healthcare
- Nutrition community
### Roles and responsibilities

Based on the organisational structure from the previous page, the roles and responsibilities of each group are outlined below:

<table>
<thead>
<tr>
<th>Key people / parties</th>
<th>Role</th>
<th>RACI</th>
<th>Oversight and reporting lines</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SBN Global co-facilitators</strong></td>
<td>World Food Programme (WFP) and the Global Alliance for Improved Nutrition (GAIN)</td>
<td>Provide high level support as part of the broader SUN Movement</td>
<td>I (Informed)</td>
</tr>
<tr>
<td><strong>SBN Global Advisory Group and Team</strong></td>
<td>• Advisory Group comprised of several senior business leaders, WFP &amp; GAIN directors • Jonathan Tench leads the global team, based at GAIN London</td>
<td>Determine the strategic direction of the Network at a global level and collectively coordinate the efforts of member countries</td>
<td>C (Consulted). The opinions and guidance of the global team is sought regularly</td>
</tr>
<tr>
<td><strong>Prime Minister’s Office (PMO)</strong></td>
<td>• Director of Government Business and SUN Movement, SBN focal point</td>
<td>Government body leading the efforts of SBN in Tanzania</td>
<td>C (Consulted). Input is sought on a regular basis</td>
</tr>
<tr>
<td><strong>Tanzania Food and Nutrition Centre (TFNC)</strong></td>
<td>• Joyceline Kaganda (incumbent MD)</td>
<td>Independent government body responsible for implementing major public nutrition initiatives</td>
<td>I (Informed). Kept up to date on progress</td>
</tr>
<tr>
<td><strong>SBN Tanzania Advisory Group</strong>*</td>
<td>• Various stakeholders as outlined on the following slide</td>
<td>Meet quarterly to provide strategic guidance and input</td>
<td>C (Consulted). Will transition to Accountable in future years (beyond 2018)</td>
</tr>
<tr>
<td><strong>SBN Tanzania team (within GAIN Tanzania)</strong></td>
<td>• Enoch Musinguzi (Coordinator) • Analyst (TBC) • Ongoing interns and other support roles</td>
<td>Coordinate the activities of the Network on a day-to-day basis</td>
<td>A (Accountable) and R (Responsible). Accountable for the Network’s progress and responsible for day-to-day management</td>
</tr>
</tbody>
</table>

It is planned that the SBN Tanzania will eventually transition to a predominantly private sector led Network. As such, the above framework will be modified as roles and responsibilities change.

*Further details on the proposed Advisory Group are included on the following page*
SBN Tanzania Advisory Group

Terms of reference

Purpose:
• To provide strategic guidance to the SUN Business Network in Tanzania and to champion the role of the private sector in scaling up nutrition

Scope – Collectively, the Advisory Group’s role is to:
• Mobilise business in support of the SUN Movement and support the network to:
  • Recruit new companies to the Network
  • Develop its support for members
  • Champion the role of business in a multi-stakeholder approach to scaling up nutrition at the regional and national level
  • Provide strategic advice on regional and national business and nutrition priorities

Accountability and decision making:
• At this stage, it is proposed that the Advisory Group will not be accountable for the performance of the SUN Business Network
• GAIN, WFP and the SBN Manager will retain management of the daily operations of the network, its workplan, budget and strategy. Members will not be liable for the decisions and financing of the SUN Business Network in Tanzania.

Establishing the Advisory Group:
• Term: Initial appointments will be for the period to September 2016. Governance from September 2016 will be discussed in line with governance arrangements for the SUN Movement’s 2016 – 2018 Strategy
• Meetings: The Advisory group will meet once a quarter and each meeting will last no longer than one hour. Meetings may be held virtually to save time. However, the network will seek where possible to arrange at least one face-to-face meeting each year, potentially on the margins of major SUN and other external events. Virtual participation will be accepted at every meeting
• Attendance and substitutes: Full attendance from principal members is expected. Substitutes will only be allowed at the discretion of the SBN coordinator under whose observance these meetings will be. Input and advice on key strategic issues will be sought from principal members
• Transparency: Minutes and agendas from Advisory Group meetings will be shared. SBN Tanzania also asks Members and observers to discuss their experience in public and private. All reports, including financial reports, will be made available upon request
• Admin: The Co-Chairs will be appointed by the Country SUN Movement Coordinator in consultation with SBN Coordinator, and will be selected based on their experience, ability, suitability and general acceptance. The SUN Business Network Coordinator, or his/her designate, will act as secretary to the Advisory group and will agree the agenda with the co-chairs and with input from GAIN & WFP. Minutes will be circulated and will be made available on the SBN-Tanzania and SUN-Tanzania websites. The SUN Business Network Coordinator will oversee all relevant background materials for the Group.

Composition for 2016:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tumaini Mikindo</td>
<td>National Coordinator</td>
<td>PANITA</td>
</tr>
<tr>
<td>Joyce Ngegba</td>
<td>National coordinator</td>
<td>UN REACH</td>
</tr>
<tr>
<td>Anne Temu</td>
<td>Professor Chairperson</td>
<td>Sokoune University of Agriculture, Entrepreneurs Cooperative Society</td>
</tr>
<tr>
<td>Iddi Hatibu Mvungi</td>
<td>Miller and Quality Assurance Manager</td>
<td>Bakhresa Group of Companies</td>
</tr>
<tr>
<td>Randy Chester</td>
<td>Director – Economic Growth Office</td>
<td>USAID</td>
</tr>
<tr>
<td>Kirsten Havermann</td>
<td>Counsellor – Development and Health</td>
<td>Embassy of Denmark</td>
</tr>
<tr>
<td>Godfrey Simbeye</td>
<td>Executive Director</td>
<td>Tanzania Private Sector Foundation (TPSF)</td>
</tr>
<tr>
<td>Geoffrey Kirenga</td>
<td>Chief Executive Officer</td>
<td>Southern Agricultural Growth Corridor of Tanzania (SAGCOT)</td>
</tr>
<tr>
<td>Obey Assery</td>
<td>Director</td>
<td>Government Business and SUN Movement Coordination Office</td>
</tr>
<tr>
<td>Vincent Assery</td>
<td>Assistant Director</td>
<td>Ministry of Health and Social Welfare</td>
</tr>
<tr>
<td>Joyciline Kaganda</td>
<td>Managing Director</td>
<td>Tanzania Food and Nutrition Centre</td>
</tr>
</tbody>
</table>
**Resourcing**

An overview of the staff required and expected to be available to achieve our strategy

- The strategy has been developed with the following staffing levels in mind. Obviously, the level of funding available will dictate the SBN’s ability to take on staff.
- This does not take into account potential, additional projects which go above and beyond the remit of the SBN. E.g. if the SBN was approached to support on a nutrition initiative with some major partners related to nutrition sensitive agriculture, the SBN would look to taking on additional resources to undertake this so as to not compromise the day-to-day activities of the Network.
- Below is a summary of the planned staffing arrangement for 2016, with a description of the areas of responsibility.

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SBN Coordinator</strong></td>
<td>Overall accountability for the SBN. Lead on the membership drive and meeting with stakeholders. Lead on government all interaction. Act as the spokesperson and primary contact for the SBN. Liaise with donors. Manage contracts, events, media &amp; comms.</td>
</tr>
<tr>
<td><strong>Junior Analyst</strong></td>
<td>Responsible for all document support and maintaining key forms and spreadsheets. Maintain stakeholder list. Develop newsletters and advocacy material. Monitor member commitments. Keep track of interactions with members. Develop reports for government and SBN global.</td>
</tr>
<tr>
<td><strong>Consultants</strong></td>
<td>Consultant 1: Work on Core Objective 4 ‘Facilitate meaningful partnerships and investment options’. Develop and implement the partnerships / investment model. Consultant 2: Work on Core Objective 6 ‘Increase availability of fortified products and supplements’. Underway.</td>
</tr>
<tr>
<td><strong>Intern</strong></td>
<td>Support on a variety of tasks as required. Assist with research on global best practices. Assist with document development and maintenance. Assist in building the stakeholder list of potential members through research and networking.</td>
</tr>
</tbody>
</table>
Membership platform
The lifeblood of the SBN in Tanzania
Target members of the SUN Business Network

Overview of the membership framework

• As outlined in the ‘Strategy on a page’, a priority SBN initiative is to ‘recruit and retain members, tracking their commitments’
• Below is an overview of the various groups the SBN aims to target for membership in Tanzania
• The SBN aims to formally sign up 20+ members by the end of 2016 (building on the target of 10+ members by the end of 2015)

Private sector – To be targeted as members

<table>
<thead>
<tr>
<th>Industry group</th>
<th>Rationale for SBN Membership</th>
</tr>
</thead>
</table>
| Food production & processing    | • Work together to raise awareness and generate market demand for nutritious foods and drinks  
• Advocate for an improved regulatory environment to improve the ease of doing business in food and nutrition  
• Receive training, tools and templates on building a strong business strategies around nutrition  
• Broaden the customer base and develop a better understanding of the market and the consumers |
| Agriculture                     | • Help to grow the market for a diversified food basket  
• Support Tanzanian farmers by promoting local & indigenous food products |
| Retail                          | Major food retailers:  
• Network with organisations along the food value chain  
• Support Tanzanian farmers by promoting local & indigenous food products |
| Finance                         | Banks and financial institutions:  
• Exposure to potential investment and financing opportunities in the food and nutrition industry  
• Ignite growth in nutrition by financing viable and high impact nutrition initiatives along the food value chain |
| Transport & distribution        | Networking opportunities with organisations looking to expand their supply chains in Tanzania  
• Work together to form distribution partnerships and leverage existing networks improve distribution efficiency  
• Help to make nutritious foods more accessible and affordable by helping to drive down distribution costs |
| Professional services           | • 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.  
• Discover CSR opportunities in the fight against malnutrition |

Others memberships factors:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rationale</th>
</tr>
</thead>
</table>
| Geographical location   | • Focus initial membership drive on companies in Dar es Salaam  
• As a base is established, fan out to regional hubs (Mbeya, Arusha, Musoma etc) to recruit members |
| Organisation size       | • Initially target large and medium sized organisations  
• As a base is established, begin to cast the net wider to include organisations of all sizes  
• There is no limit or set criteria related to company size |
| Tanzanian owned         | • Ensure that there is strong representation from Tanzanian owned and operated businesses |
| Women                   | • Ensure that there is a strong representation from women as we build the membership base. Encourage companies to put forward one of their senior female decision makers as the nutrition champion |
| Regional integration    | • Encourage businesses with a large regional presence to join. It is fine for a company to also be a part of another country led SBN (e.g. Kenya, Zambia, Mozambique in the region) |

More detail available on the SBN membership form:

Non-Private sector – To be targeted as stakeholders only

- Civil society organisations
- Donors
- Government
- United Nations
- Research & education
- Healthcare
- Nutrition community
- Business associations
Being a member of the SBN

Benefits of being a member of SBN Tanzania:
• Network with other companies that have an interest in nutrition and expanding the nutrition market
• Contribute to a collective voice & community for nutrition in Tanzania’s private sector, which does not currently exist
• Provide input into government policy decisions and support recommendations for regulatory improvements
• Receive updates on the food industry & relevant policy changes that may impact your business decisions
• Enable your business to showcase its contributions to improving nutrition at a national and global level
• Receive global exposure as a supporter of improved nutrition on the SBN website
• Access a wide range of Corporate Social Responsibility (CSR) opportunities for your business to improve nutrition in the community
• Explore partnership opportunities for private sector members to engage with each other, NGOs, professional associations and other interested organisations on nutrition
• Receive practical advice, guidance and training, through workshops and events, to increase your company’s commercial engagement in nutrition
• Participate in a national movement, including major events, aiming to grow the market and expand business involvement in nutrition

Your organisation’s commitments to the SUN Business Network and it’s objectives. You commit to:
• Supporting the SUN Business Network and being active in its Vision to be the focal point for private sector engagement on nutrition in Tanzania
• The Principles of Engagement of the SUN Business Network (below)
• Sharing general information about your organisation and its efforts to support nutrition
• Marketing consumables in a way that strictly follows and adheres to the established national regulatory framework

Principles of Engagement of the SUN Business Network Tanzania:
• Members should act in line with a commitment to uphold the equity and rights of all women, men and their children
• Members should recognise the importance of moral and social action within a competitive nutrition market. Be advocates for the cause of improved nutrition in Tanzania
• Members should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses
• Members 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
• Members should work against corruption in all its forms, including extortion and bribery
• Members should uphold the elimination of all forms of discrimination in respect of employment and occupation
## Frequently Asked Questions (FAQs)

FAQs and suggested answers to prepare for discussions with prospective members, donors and other stakeholders as the SBN builds its membership.

### FAQs from prospective members:

<table>
<thead>
<tr>
<th>FAQ</th>
<th>Suggested answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why should our organisation join the SUN Business Network?</td>
<td>There are many tangible commercial and social benefits to joining the SBN, as outlined on the membership form. The main benefits include the access you will get to up to date news, information and research on nutrition in Tanzania; positive publicity; access to government decision makers to provide and technical guidance and advice.</td>
</tr>
<tr>
<td>Is there any cost to join?</td>
<td>No</td>
</tr>
<tr>
<td>What is expected of us once we’re a member?</td>
<td>You can choose to be active or passive in your membership however it is expected you will adhere to the nutrition commitments you make when you sign your membership form.</td>
</tr>
<tr>
<td>Are you obliged to change anything that we do?</td>
<td>If your current business naturally adheres to the nutrition commitments outlined in the membership form then you shouldn’t need to change anything. If you want to go above and beyond your existing nutrition commitments, however, you might need to change a few things but we’re here to help you do that.</td>
</tr>
<tr>
<td>How do we get more involved?</td>
<td>Reach out to the SBN team and they will be more than happy to include you more in the network.</td>
</tr>
<tr>
<td>Won’t some of the other members be our competitors?</td>
<td>Yes, they will. But there is more business opportunity which come from growing the size of the market than there is from stealing market share from the competition. Let’s work together to increase demand and grow the market.</td>
</tr>
<tr>
<td>Can we refer other organisations to become members?</td>
<td>Absolutely! We’re always looking to grow our membership so if you know other organisations who would benefit from joining, then please put them in touch.</td>
</tr>
</tbody>
</table>

### FAQs from donors and other stakeholders:

<table>
<thead>
<tr>
<th>FAQ</th>
<th>Suggested answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>How are you measuring the success of the SBN’s activities to engage business?</td>
<td>We have ambitious membership targets, which will indicate how far reaching our campaign is to engage with as many businesses as possible. Furthermore, we monitor all nutrition commitments made by our members to track their progress and offer support in achieving them.</td>
</tr>
<tr>
<td>How is the SBN financially sustainable?</td>
<td>For at least the next 3 years, the SBN will be funded by donor contributions so it is not currently financially sustainable from a commercial perspective.</td>
</tr>
<tr>
<td>What safeguards do you have in place to discourage unethical business practices?</td>
<td>All members agree to a set of nutrition commitments, which have been adapted from the SBN global team. If members breach these then they can risk being removed from the membership.</td>
</tr>
</tbody>
</table>
Member recruitment

Our approach to recruiting more committed and active members to the SBN

- As outlined in Core Objective 1 (Develop a strong SBN membership and community profile), one of our key initiatives is to ‘Recruit and retain members’. The key points are revisited below
- This page outlined the approach to member recruitment in slightly more detail, in order to assist the SBN team in building the membership base

<table>
<thead>
<tr>
<th>Initiative</th>
<th>What</th>
<th>How</th>
<th>Impact</th>
</tr>
</thead>
</table>
| 1.1 Recruit and retain members | • Formally sign up businesses and organisations as members of the SBN Tanzania on an ongoing basis  
• Request they include a nutrition commitment | • Develop a comprehensive stakeholder contact list and ensure it is continuously added to and strengthened. To be checked and updated on a monthly basis  
• Identify, approach and meet with a large proportion of all businesses along the nutrition value chain  
• Target existing stakeholder group as founding members  
• Develop and implement a membership platform (including nutrition commitment tracking mechanism) as outlined in the Nutrition Advocacy Plan  
• Liaise regularly with existing and prospective members, private sector champions and other key stakeholders, as outlined in the Nutrition Advocacy Plan | Members  
Consumers  
Market  
Nutrition |

Member recruitment process:

1. Identify potential members
   - Build the stakeholder list of existing companies in Tanzania  
   - Determine the decision makers in the business and record their details

2. Build Network
   - Make contact with and meet newly identified private sector people  
   - Provide an overview of the network and highlight the benefits of joining up

3. Sign up new members
   - Work with new contacts to have them provide a nutrition commitment and sign the membership form  
   - Add them to the membership list

4. Support members and track commitments
   - Check in regularly with members to offer support, updates and to understand progress made on their nutrition commitments

From section 3: ‘The Strategy Explained’
Budget & funding
How we’re going to pay for everything
**Funding**

Funding requirements and sourcing efforts

**Funding overview:**
- Funding for the 2016 – 2018 strategic period will be provided exclusively by donors.
- The SBN is currently funded through the SBN global team’s budget, which expires at the end of 2016.
- Where funding is discussed in this section, it refers to the cost of covering the day-to-day activities of the Network including staff, research, events and selected projects. A key SBN design principle, however, is that there are opportunities for partners to enter the fold to fund and implement projects with coordination support from the Network. An example of this is the proposed nutrition awareness / behaviour change campaign.

**Expenses:**
- A more detailed budget is outlined on the following page, however the main costs for the SBN include: Resourcing (Staff), Meetings (incl. Advisory Group meetings, networking events and workshops), Research (incl. market research and field trips) and Media & Communications (incl. PR, newspaper advertisements etc).

**Current funding sourcing efforts:**
- The team is reaching out to major donors in Tanzania to present the 2016 – 2018 strategy and to discuss potential funding opportunities.
- There has not yet been a specific call for proposal. A generic proposal is being developed to assist in the development of a detailed proposal when this may be required.

**Funding requirements:**
- The budget on the following page outlines a funding need of $173,000 for 12 months. Note that this is based on initial estimates only and a detailed budget is yet to be developed.
- It is envisaged this funding would be used to cover the SBN’s activities for 2016 only and not beyond.
# Budget

## Estimated budget for 2016

- Below is the current funding request budget for the SBN for 2016. It should be noted that this budget is an initial estimate only and detailed financial planning will be undertaken as individual funding proposals are developed.
- There is $100,000 available to support SBN activities from the global budget for 2016. This expires 31st December 2016. This should be factored into any request for funding.

<table>
<thead>
<tr>
<th>Category</th>
<th>Role / Item</th>
<th>Cost estimate (USD)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staffing</strong></td>
<td>SBN Coordinator</td>
<td>$63,000</td>
<td>70% of time spent on SBN</td>
</tr>
<tr>
<td></td>
<td>Analyst</td>
<td>$30,000</td>
<td>100% of time for full time junior staff member (0 – 3 years experience)</td>
</tr>
<tr>
<td></td>
<td>Consultants</td>
<td>$15,000</td>
<td>Estimated cost at $400 per day. It is expected that 2 consultants will be engaged for up to 4 weeks each in 2016. One will work on core objective 2 (‘Improve nutrition policies &amp; regulations’) the second will work on core objective 4 (‘Facilitate meaningful partnerships &amp; investment options in nutrition’)</td>
</tr>
<tr>
<td></td>
<td>Consultant expenses</td>
<td>$3,000</td>
<td>Including flights, accommodation, transport etc</td>
</tr>
<tr>
<td></td>
<td>Intern</td>
<td>$16,000</td>
<td>Based on cost of intern engaged for SAGCOT initiative in 2015. To be utilised for support on day-to-day SBN activities such as organising events, developing communications material, writing newsletters etc</td>
</tr>
<tr>
<td><strong>Events</strong></td>
<td>Major events</td>
<td>$10,000</td>
<td>2 major events per year, as per core objective 1. One event to incorporate an AGM. Will be held at a hotel in Dar es Salaam, with ~100 guests for each event.</td>
</tr>
<tr>
<td></td>
<td>Travel expenses</td>
<td>$5,000</td>
<td>Travel expenses to fly in up to 1 international guest for each major event</td>
</tr>
<tr>
<td></td>
<td>Advisory Group meetings</td>
<td>$2,000</td>
<td>4 meetings per year to held at a hotel (held quarterly)</td>
</tr>
<tr>
<td><strong>Research</strong></td>
<td>Nielsen market research</td>
<td>$10,000</td>
<td>20% of the cost of the research is still to be paid in 2016</td>
</tr>
<tr>
<td></td>
<td>Workshops</td>
<td>$5,000</td>
<td>Hold workshop for the presentation of results of the research study</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>Regional travel</td>
<td>$2,000</td>
<td>3x small regional trips for Enock to meet with prospective SBN stakeholders</td>
</tr>
<tr>
<td></td>
<td>Taxis</td>
<td>$1,000</td>
<td>Taxis for meetings around Dar es Salaam</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>Printing</td>
<td>$1,000</td>
<td>General printing for events, and banners etc</td>
</tr>
<tr>
<td></td>
<td>Media &amp; Communications</td>
<td>$10,000</td>
<td>Newspaper notices, PR initiatives, advertising etc</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>$173,000</td>
<td></td>
</tr>
</tbody>
</table>
Alignment & contribution to national nutrition goals

We’ve made sure our strategy aligns with and contributes to the broader national nutrition agenda in Tanzania
# Tanzania National Nutrition Strategy (NNS)

The SBN Strategy has been designed to ensure that it aligns with and contributes to Tanzania’s national nutrition goals, spearheaded by the NNS.

## Core objectives of the SBN:

These are the 7 core objectives of the SBN strategy outlined in previous sections.

1. Develop a strong SBN membership & community profile
2. Improve nutrition policies & regulations
3. Increase business engagement in the nutrition sector
4. Facilitate meaningful partnerships & investment options in nutrition
5. Improve nutrition sensitivity along the agricultural value chain
6. Increase the availability of fortified products & supplements
7. Increase nutrition awareness & demand

## Contribution to the National Nutrition Strategy

These are the initiatives, from the National Nutrition Strategy*, which are directly contributed to by the corresponding SBN core objective. SO = Strategic Objective

<table>
<thead>
<tr>
<th>Core Objective</th>
<th>Contribution to the National Nutrition Strategy</th>
</tr>
</thead>
</table>
| 1. Develop a strong SBN membership & community profile | • SO 4.1: All govt development policies adequately incorporate nutrition as a priority area of achieving economic growth, stability & prosperity  
• SO 6.1: Establish & maintain nutrition high on the development agenda  
• SO 7.1: Develop framework/plans for M&E and research for nutrition |
| 2. Improve nutrition policies & regulations | • SO 3.1: Strengthen implementation, monitoring & enforcement of legislation  
• SO 5.1: Build strategic and operational capacity for nutrition  
• SO 8.1: Enhance coherence & synergy in the delivery of nutrition interventions through coordination at all levels |
| 3. Increase business engagement in the nutrition sector | • SO 1.1: Increase access to nutrition services at the community & facility level  
• SO 2.1: Enhance the nutrition behaviours of women, community members etc  
• SO 7.3: Strengthen the evidence base for nutrition policy and programming |
| 4. Facilitate meaningful partnerships & investment options in nutrition | • SO 1.1: Increase access to nutrition services at the community & facility level  
• SO 8.2: Strengthen partnerships for nutrition |
| 5. Improve nutrition sensitivity along the agricultural value chain | • SO 1.1: Increase access to nutrition services at the community & facility level  
• SO 2.1: Enhance the nutrition behaviours of women, community members etc |
| 6. Increase the availability of fortified products & supplements | • SO 5.1: Build strategic and operational capacity for nutrition |
| 7. Increase nutrition awareness & demand | • SO 1.1: Increase access to nutrition services at the community & facility level  
• SO 2.1: Enhance the nutrition behaviours of women, community members etc |

## Overview of the contribution

Short description / rationale of how SBN’s core objectives aligns with and contributes to the relevant National Nutrition Strategy initiative

<table>
<thead>
<tr>
<th>Core Objective</th>
<th>Contribution to the National Nutrition Strategy</th>
</tr>
</thead>
</table>
| 1. Develop a strong SBN membership & community profile | • The advocacy agenda of the SBN will help to make noise around nutrition, elevating it’s priority on the national agenda  
• Monitoring business nutrition commitments can help to measure nutrition impact and success |
| 2. Improve nutrition policies & regulations | • SBN aims to support the government in making sure policies and regulations are creating an enabling business environment  
• Interaction with govt. will help to streamline nutrition initiatives since the SBN will represent the entire business community on nutrition |
| 3. Increase business engagement in the nutrition sector | • Advocacy and marketing will improve nutrition behaviours (part of 1.1)  
• Targeting decision makers in the family home with new, nutritious food products will help the whole family  
• SBN is carrying out ongoing research to strengthen the evidence base |
| 4. Facilitate meaningful partnerships & investment options in nutrition | • Partnerships and investments aim to link together disparate sectors (part of 1.1)  
• The partnerships initiative will drive non-monetary cooperation with public initiatives, CSOs, donors and other businesses |
| 5. Improve nutrition sensitivity along the agricultural value chain | • Targeting agricultural communities, particularly smallholder families and estate workers, will help to improve nutrition behaviour in the community |
| 6. Increase the availability of fortified products & supplements | • The fortification workstream helps to support companies in complying with the national fortification guidelines and directives  
• It does not include initiatives related to innovative fortification ideas, distribution, marketing or sales |
| 7. Increase nutrition awareness & demand | • The focus of this SBN objective is on building awareness around nutrition and changing consumer behaviour in order to lift demand. This contributes directly to national initiatives which aim to improve nutrition behaviours |

*Refers to National Nutrition Strategy July 2011/12 – June 2015/16
**Nutrition Advocacy Plan (NAP)**

The NAP is a key national document which lays out the foundation for a comprehensive social and behavioural change approach to nutrition.

Barriers: The NAP identifies 5 major barriers to the private sector increasing its engagement in nutrition:

- Cost of food production
- Limited awareness of consumers regarding the importance of buying higher quality food products and what that means
- Poor infrastructure within many companies (i.e. limited electricity etc)
- Inadequate skills on how to increase profits while making higher quality products
- Limited interaction between private and public sector

Outlined below are the 7 key activities proposed by the NAP to overcome these barriers. The SBN’s planned contributions to these activities are shown on the right, highlighting the core objective (CO) that aligns to the corresponding NAP activity:

<table>
<thead>
<tr>
<th>Activity</th>
<th>CO 1: The membership drive involves building a large business list and meeting with them</th>
<th>CO 7: Engaging these stakeholders will occur as part of the goal to roll out a BCC campaign</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop inventory of private sector partners involved in food production and processing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct planning meetings with associations including SPA, FPA and NFFA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct planning meetings with potential private sector champions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct advocacy workshops on salt iodisation, food fortification and locally-produced food products</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct capacity building workshops with private sector companies (small-scale processors) on food safety and quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct follow up one-on-one meetings with private sector champions including food industry and other private sector companies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work with government of Tanzania to increase consumer awareness and demand of nutrient-dense, protein rich food</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Document due diligence**

The following documents have been cross checked and reconciled with this strategy. As it stands, this strategy brings together all previous planning documents related to the SBN in Tanzania.

<table>
<thead>
<tr>
<th>Document</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Nutrition Report 2014</td>
<td></td>
</tr>
<tr>
<td>SUN Business Network Guide to Business Engagement</td>
<td></td>
</tr>
<tr>
<td>Leveraging private sector investment in agriculture to improve nutrition in Tanzania – SAGCOT &amp; SBN investment roadmap</td>
<td></td>
</tr>
<tr>
<td>SUN Business Network Tanzania Launch Event – Summary report, from January 2014</td>
<td></td>
</tr>
<tr>
<td>SBN Proposal Tanzania – September 2015</td>
<td></td>
</tr>
<tr>
<td>Concept note for the Second Tanzania Joint Multi-Sectoral Nutrition Review</td>
<td></td>
</tr>
<tr>
<td>Tanzania Nutrition Advocacy Plan – October 2014</td>
<td></td>
</tr>
<tr>
<td>SBN Tanzania PPT for Nutrition Development Partners</td>
<td></td>
</tr>
<tr>
<td>Foods, Markets and Nutrition: Maximizing the Impacts of Private Sector Engagement in Tanzania – IDS Study</td>
<td></td>
</tr>
<tr>
<td>Working together for the future of Tanzania: A call to action on nutrition for the private sector – Fact Sheet for Private Sector</td>
<td></td>
</tr>
<tr>
<td>National Nutrition Strategy July 2011/12 – June 2015/16</td>
<td></td>
</tr>
<tr>
<td>Member information pack and draft strategy on a page – August 2015</td>
<td></td>
</tr>
</tbody>
</table>
The nutrition private sector
Where we fit into the broader nutrition private sector
## SWOT Analysis
Strengths, Weaknesses, Opportunities & Threats of the SBN venture in Tanzania

- Listed below are the key internal and external factors seen as important in the journey towards achieving our Vision and Objectives

### INTERNAL

#### Strengths
- Good relationship with the Prime Minister’s Office and the SUN focal point
- Strong momentum within nutrition circles, coming from the fortification summit and membership drive
- GAIN has a strong reputation in the nutrition community
- Good working relationship with existing members
- Robust strategic foundation and long term plan

### EXTERNAL

#### Opportunities
- Nutrition is a topical issue at the moment with strong commercial and social appeal
- The nutrition agenda has strong support from government and is a national priority
- Key private sector stakeholders see the SBN as being able to their lives easier in nutrition / fortification
- Tanzania is a big market with significant commercial growth opportunities in nutrition
- Positive sentiment among donor and NGO groups about the need to engage the private sector on nutrition
- Potential growth of network through partners (e.g. TPSF, SAGCOT etc)

#### Weaknesses
- Network of prospective SBN members and stakeholders is very small
- No established relationship with retailers/distributors
- Poor integration within national nutrition decision making groups & committees
- Geographically sparse & decentralised private sector
- Very long and slow road to impact realisation
- Unproven formula. Based on research and analysis rather than sound market testing

#### Threats
- Members and prospective members may lose interest if we lose momentum
- Our unproven model and the difficulty in measuring impact may limit future ability to raise funding
- Existing nutrition development space is crowded and complex, making it difficult to streamline projects nationally