

Scaling Up
NUTRITION

Business Network

ENGAGE • INSPIRE • INVEST

SUN Business Network Cambodia
Strategy 2021 – 2025

Supported by



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

Version	Date	Summary of changes made	Changes made by:
1.1	June 2021	Initial version	

Changes to this document:

- ✔ Review the Strategy once a year with key stakeholders and members
- ✔ Any change to the Strategy, with significant impact, should be made with the agreement from the key stakeholders at the country level and SBN global team
- ✔ Changes in KPIs may only be made after a session of strategy review

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Approval and Endorsement

Approval and endorsement of the SBN Cambodia strategy

The SUN Business Network Cambodia Strategy for 2021 – 2025 was developed, approved and endorsed by a team of SUN Business Network stakeholders and co-convenors, including representatives of the World Food Programme and the Council for Agricultural and Rural Development (CARD).

These key stakeholders are responsible for providing strategic guidance and input into SBN Cambodia strategy, while SBN Cambodia Team is responsible for Key Performance Indicators (KPIs) set out in this strategy, following the guiding values of the SBN Cambodia.

The updates and revisions of this strategy must be carried out only under the procedures established in the Housekeeping note. The SBN Cambodia Strategy 2021 – 2025 was approved and endorsed by:

The Council for Agricultural and Rural Development (CARD)

H.E. Sok Silo

Secretary General and Country SUN Coordinator

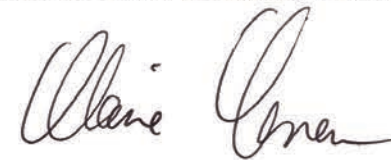


Date: 27/12/2021

World Food Programme (WFP)

Claire Conan

Representative and Country Director, Cambodia



Date: 27/12/21

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Background & Overview

Putting the SUN Business Network within the broader nutrition context of Cambodia



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 4 global stakeholder networks in the SUN Movement: SUN Business Network (SBN), SUN Civil Society Network, SUN Donor Network, and UN Nutrition.
- ✔ SBN aims to harness the expertise, reach, and market impact of the private sector to improve nutrition.
- ✔ Globally, the SUN Business Network is convened by GAIN and WFP, and further supported by global SBN Advisory Group comprised of senior leaders from the public and private sectors.
- ✔ In Cambodia, SBN is co-convened by the Council for Agricultural and Rural Development (CARD) & WFP and coordinated by WFP.
- ✔ H.E. Sok Silo, Secretary General, CARD, is the Government SUN Country Coordinator.

The 3 other SUN Networks in Cambodia are:

UN Nutrition



UN agencies working together to coordinate the UN's involvement in the SUN movement
– Chaired by WFP

Civil Society Network



CSOs working together to align their efforts with country plans for scaling up nutrition
– Chaired by Helen Keller Int.

Donor Network



Donors working together to better align, mobilise and track the resources needed to support countries in scaling up nutrition
– Chaired by the Embassy of Germany

Who's who in the SBN?

Facilitated at a global level by: WFP and GAIN

Facilitated in Cambodia by: WFP

SUN Country Coordinator in Cambodia: Council for Agricultural and Rural Development

The Importance of Engaging with Business on Nutrition

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



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



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 the 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



Nutrition is important for business

- ✓ Nutrition offers opportunities to develop new markets to increase sales and profits
- ✓ Good nutrition in the workplace leads to reduced sick days and accidents, and improved productivity
- ✓ The economic costs of undernutrition early in a child's life are significant: ~11% of Africa and Asia's GDP is lost to under nutrition each year
- ✓ Being socially responsible can enhance a business' corporate reputation



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

Why Businesses in Cambodia Need SBN

Our research, studies as well as multistakeholder workshops and bilateral interviews identified the following challenges faced by businesses in Cambodia related to national nutrition situation

Key challenges related to low awareness of good nutrition and market demand

- ✘ Awareness and knowledge about national nutrition issues and importance of good nutrition is still limited among the private sector
- ✘ Demand for safe and nutritious food is still low as consumers are not educated about importance of healthy diets
- ✘ Lack of affordable locally produced nutritious food products
- ✘ Healthy nutritious foods are not widely available in the retail channel, and especially upcountry
- ✘ COVID-19 had huge impact on food security and nutrition, disrupting food supply chains and putting food out of reach for many due to lower incomes and higher prices of some foods

Key Challenges related to Food Fortification

- ✘ Demand for fortified food is low
- ✘ The government's efforts for food fortification thus far have been conducted in piecemeal fashion
- ✘ Major challenges faced by companies to produce fortified food include high cost and difficulties of importing ingredients and equipment as well as limited technical capacity
- ✘ Some manufacturers of fortified foods have specific technical issues during manufacturing process
- ✘ There is limited collaboration between research institutions and the private sector to improve nutritious content of foods
- ✘ Other challenges include quality assurance and quality control, demand creation, regulatory monitoring and enforcement

Why Government and Development Partners (DP) Need SBN

We identified the following potential synergies* between SBN and programs/ projects being implemented by Cambodia's government and development partners

Key Opportunities - supporting Cambodia's government initiatives in nutrition

- ✔ Supporting CARD's efforts to develop a market-based approach to expand rice and food fortification initiatives in Cambodia
- ✔ Supporting development and implementation of logos that promote nutritious and fortified food
- ✔ Supporting government's WASH initiatives, led by the Ministry of Industry, Science, Technology and Innovation (MISTI) and the Ministry of Rural Development (MRD)
- ✔ Supporting One Village One Product (OVOP) initiative championed by the Ministry of Commerce
- ✔ Assisting with advancing food safety standards in Cambodia

Key Opportunities - potential synergies between SBN and existing programs/projects implemented by DPs

- ✔ Better Factory Cambodia, that works with 500+ garment factories, is interested in the workforce nutrition programs
- ✔ UNIDO has several projects supporting the Small and Medium Enterprises and Industry
- ✔ UNIDO's CAPFish CAPTURE: improving quality and safety in fisheries value chain
- ✔ OXFAM: Responsible business program
- ✔ GIZ's Multi-sectoral Food and Nutrition Security (MUSEFO) program: possible partnership with private sector to produce safe and nutrition food
- ✔ Opportunities to collaborate with universities and research centers on product development and services that improve nutrition
- ✔ Coordinate with SUN Civil Society Alliance and SUN Donor Network members to identify/map out initiatives with private sector participation

* Note: This is not an exhaustive list of opportunities

Introduction of the SBN Cambodia Strategy

Overview of the strategy:

- ✔ The strategy lays out the vision and key objectives of the SUN Business Network Cambodia for the next 5 years, 2021-2025, that is aligned with the Second National Strategy for Food Security and Nutrition (NSFSN), SUN Movement Strategy 3.0 and SBN Strategy 3.0
- ✔ 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 support you, its members, in growing your business and improving nutrition among consumers

How the strategy was developed:

- ✔ A workshop on SBN was conducted on 4 February 2021 with 48 representatives from private sector, business associations, government institutions, developing partners, UN agencies, civil society and university/research center to introduce SBN

Cambodia, gather inputs for the network's official establishment, and development of the SBN Cambodia Strategy

- ✔ Bilateral interviews with key stakeholders representing private sector, development partners, business associations and academia
- ✔ A series of national and sub-national Food Systems Summit Dialogues (FSS) was coordinated by CARD from January to June 2021



Feedback from industry participants at the SBN Workshop in February 2021



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 and Regional teams



Internal workshops, brainstorming sessions & collaboration

- ✔ Once the first draft was developed, the SBN team held additional one-on-one interviews with the key nutrition stakeholders including CARD
- ✔ The strategy was presented to CARD and WFP for final endorsement and this document reflects the final version which will serve as the strategic foundation for the Network for the next 5 years



SBN Cambodia Values

There are 7 core values which underpin the SBN Cambodia and everything we aim to achieve

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, 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. 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



Strive for growth

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.



Take the lead

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.



Keep it simple

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



Think outside the box

We encourage and support innovation. We aren't scared to try new things that deliver value for society.



Work together

We share and collaborate in all that we do. We are a team working together to improve nutrition for Cambodian people.



Understand & educate

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



Be open & authentic

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



SBN Cambodia Strategy (2021-2025)

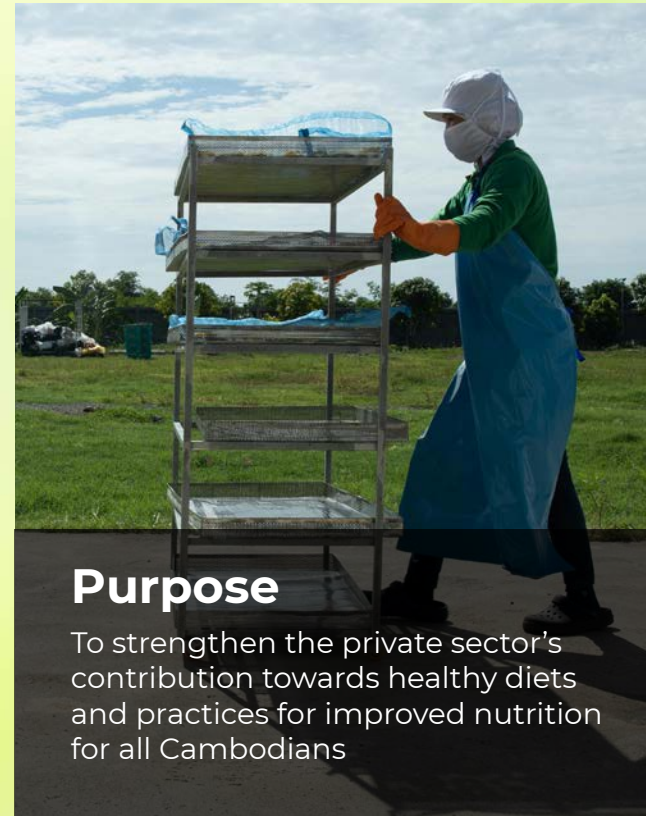
Vision

To serve as the key coordination platform that enables private sector to sustainably contribute to improving nutrition





Purpose

To strengthen the private sector's contribution towards healthy diets and practices for improved nutrition for all Cambodians



We will achieve our vision through 5 strategic pillars

Our focus	Lead “SBN team solely owns and drives”	Support “SBN team coordinates these initiatives; with various levels of support from donors, partners and members”			
					
Strategic pillars	Develop a strong SBN brand and membership	Increase nutrition awareness and demand	Increase supply of nutritious foods and fortified products	Strengthen enabling environment for improved nutrition	Promote health and nutrition in the communities and the workplace
Priority initiatives	<ul style="list-style-type: none"> Recruit and retain high profile and committed members, including SMEs and youth- and women-led businesses Provide networking opportunities Maintain an active comms agenda Establish an active and accountable governance framework 	<ul style="list-style-type: none"> Support logos that promote optimal nutrition Implement awareness and Social Behavior Change Communications (SBCC) campaigns to promote healthy diets and practices for improved nutrition 	<ul style="list-style-type: none"> Provide advice, guidance, training and tools to increase commercial engagement in nutrition, incl. by SMEs and women-led businesses Stimulate innovation and new product development of nutritious and fortified food products Promote availability of nutritious foods / fortified products in retail Improve and facilitate member access to finance and technical assistance with specific focus on SMEs and women-led businesses 	<ul style="list-style-type: none"> Advocate for food fortification standards, regulation, law, policy and strategies Provide inputs and recommendations to both govt. and private sector on fortification Focus on policy and advocacy related to the double burden of malnutrition and NDCs 	<ul style="list-style-type: none"> Support health and nutrition initiatives in the workplace Provide trainings, guidance, tools and information, and share best practices and knowledge Increase supply of products and solutions to improve nutrition in the communities Encourage increased CSR support for nutrition

<p>Our performance metrics by the end of 2025 (Direct KPIs)</p>	<ul style="list-style-type: none"> • 50+ members by end of 2022 • 100+ members by 2025, including 20+ women-led businesses • Quarterly newsletters • 6+ annual events • 1,000+ Facebook likes • Quarterly advisory group meetings held 	<ul style="list-style-type: none"> • 1+ concept paper developed and shared annually • 5+ potential partners identified and approached annually • 1 nutritional product logo supported • 2 nutrition awareness / SBCC campaign funded and implemented 	<ul style="list-style-type: none"> • 2+ innovation / new product development / fortification/ (re)formulation initiative involvement per year • 1 best practice sharing workshop per year • 6+ annual events • 1+ retailer engaged on nutrition annually • 5+ proposals support for TA/ funding 	<ul style="list-style-type: none"> • 1 annual position paper on private sector in nutrition • 2 annual 'roundtable' events with key government decision makers • Rice fortification standards established 	<ul style="list-style-type: none"> • 10+ companies implement workforce health and nutrition programs • 1+ Workforce Nutrition guidance/ tool developed • 5+ linkages made for products and solutions to improve nutrition p.a. • 5+ SBN members engaged in nutrition CSR initiatives
<p>What success looks like by the end of 2025 (Indirect KPIs)</p>	<ul style="list-style-type: none"> • Satisfied, supportive and active membership base, incl. SMEs and women-led businesses • Members assume leadership and ownership of key initiatives by joining Communities of Practice • Transition SBN ownership to the country stakeholders 	<ul style="list-style-type: none"> • Increased consumer awareness of the importance of healthy diets and practices for improved nutrition • Nutritious food becomes more visible and aspirational • Commercial demand for nutritious food increases 	<ul style="list-style-type: none"> • Increased sales and variety of nutritious products • Greater exposure and access for all consumers to nutritious food and fortified products • SMEs and women-led businesses are contributing to improving nutrition 	<ul style="list-style-type: none"> • Improved nutrition rules and regulations • Regular and open dialogue with government • Fortification re-prioritised on government nutrition agenda • Promotion of healthy diets through legislative agenda 	<ul style="list-style-type: none"> • Greater exposure and access for workforce to nutritious products and health and nutrition services at their workplace • Improved water, sanitation and hygiene for communities • Better access to safe, nutritious and affordable food



The Strategy Explained

Objectives and priority initiatives in detail

Overview – What’s in this section?

This section expands on the 5 strategic pillars identified in the ‘Summary of Strategy’ in the previous section. For each priority initiative, this section outlines ‘what’ the initiative is and ‘how’ the SUN Business Network plans to achieve it

‘Navigator’ and ‘Our focus here’ – What are they?

- ✔ The ‘Navigator’ shows which initiative is being explained, in relation to the other 5 initiatives
- ✔ The ‘Our focus here’ outlines the proposed level of involvement of the SUN Business Network team in achieving the initiative



Key:

1. Level of impact

H	Potential positive impact of this initiative, if successful, is HIGH
M	Potential positive impact of this initiative, if successful, is MEDIUM
L	Potential positive impact of this initiative, if successful is LOW

2. Focus of impact

Members	Impact on the value and relevance of the SBN to its members
Consumers	Impact on the accessibility, affordability and availability of nutrition products for consumers
Market	Impact on the growth of the market for nutritious food and drink products
Nutrition	Impact on the overall level of nutrition in Cambodia

Overview of the Strategic Pillars

There are 5 strategic pillars, identified in the ‘Summary of Strategy’, which form the foundation for the SBN’s priority initiatives for the next 5 years

Overview of the strategic pillars:

- ✔ These 5 strategic pillars also serve as the SBN’s key objectives which, together, specify how it will achieve its Vision
- ✔ They have been designed based on 2 main principles:
 - Relative exclusivity: Although interlinked in their aim to achieve the Network’s Vision, each pillar 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
 - Level of focus: Due to the nature of the SBN being member driven, the impact which the SBN team can have on certain outcomes is limited. As such, the pillars have been designed to enable the SBN team to dedicate

different levels of focus to each one. This level of focus is identified as either ‘Lead’ or ‘Support’. These are explained below

Lead, Support:

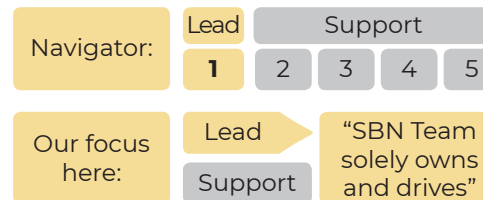
- ✔ ‘Lead’ – SBN team solely owns and drives: This means that the SBN team, is tasked with executing these initiatives and is directly responsible for the outcomes
- ✔ ‘Support’ – SBN team coordinates these initiatives with various levels of support from donors, partners and members: This means that the SBN team plays an active role in coordinating these initiatives, however there is a level of dependency on other stakeholders to bring them to realisation

The 5 pillars, at a glance:









Strategic Pillars	1. Develop a strong SBN brand and membership	2. Increase nutrition awareness and demand	3. Increase supply of nutritious foods and fortified products	4. Strengthen enabling environment for improved nutrition	6. Promote health and nutrition in the communities and the workplace
What is it?	Helping SBN Cambodia to become a valuable & relevant Network for a growing and high profile membership base	Actively generating market demand so that there is a more viable opportunities for businesses in nutrition	Equipping businesses with knowledge and technical capacity to support them in entering the nutritious and fortified food market	Helping to create a better legal, policy & regulatory environment to promote food fortification and development of nutritious products	Encouraging a healthier workforce for large organisations and promoting products and solutions to improve nutrition in the communities as well as sharing opportunities for more CSR engagement

Strategic Pillar 1 – Initiatives

Develop a strong SBN brand and membership



Initiative	What	How	Impact
1.1 Recruit and retain high profile and committed members, including SMEs and youth- and woman-led business	<ul style="list-style-type: none"> Formally sign up businesses and organisations as members of the SBN Cambodia on an ongoing basis Target businesses that are willing to commit their time and resources to implement SBN initiatives Ensure diverse membership, incl. food and non-food companies, large firms and SMEs (small-scale farmers, fishers and foresters, producer organizations and cooperatives and rural non-farm enterprises and start-ups) with specific emphasis on youth- and women-led businesses 	<ul style="list-style-type: none"> Target existing stakeholder group as founding members Continue bilateral engagement with targeted businesses, including large national and multinational companies (MNCs) in agri-food sectors, retailers, restaurants, non-food companies, service providers to SMEs, Industry Associations and Chambers of Commerce Continue engagement with government agencies, financial institutions (World Bank, IFC, ADB, ARDB, SME Bank Cambodia, Khmer Enterprises), academia and research centers, UN Agencies, SUN CSA and SUN Donor Networks to get involved in SBN and join its Advisory Board Develop an active outreach program to recruit SMEs in collaboration with business association and federation (i.e., Federation of Associations for Small and Medium Enterprises of Cambodia (FASMEC), Cambodia Food Manufacturer Association (CFMA) etc. Target SME sub-sectors: select a key target group of SMEs linked to Cambodia’s nutrition priorities for initial targeting Develop an outreach program to recruit women-led businesses into SBN Regularly request feedback and input from members and ensure member interests and ideas are considered, e.g., conduct national SBN survey to identify SME’s TA and finance needs 	<ul style="list-style-type: none"> Members Consumers Market Nutrition
1.2 Provide networking opportunities	<ul style="list-style-type: none"> Ensure that SBN members have regular opportunities to physically meet and interact with each other, and with key donors and partners Conduct knowledge sharing events 	<ul style="list-style-type: none"> Connect SBN members with other UN agencies and development partners as well as government agencies for technical assistance under their programs/projects Organised bi-monthly events, including trainings, talks, business forums, round tables Invite government to sensitize businesses on national nutrition priorities and nutrition related regulations Share valuable content: industry research, guides, tools Share information related to relevant events and meetings organized by other organizations which may be of interest to members Establish communities of practice related to key thematic areas of interest to SBN members 	<ul style="list-style-type: none"> Members Consumers Market Nutrition

Initiative	What	How	Impact
1.3 Maintain an active communications agenda	<ul style="list-style-type: none"> Ensure that members are kept up to date with SBN and other SUN networks news, initiatives and events Ensure key public and private sector nutrition information is shared, and members are fully aware of the national nutrition challenges and priorities, latest trends in the nutrition market and current and upcoming regulations Advocate on how the private sector can support national nutrition priorities 	<ul style="list-style-type: none"> Develop a quarterly newsletter which includes (but is not limited to): <ul style="list-style-type: none"> Update on SBN initiatives from Cambodia team and global team Upcoming events (both SBN and in the community) Stories from SBN members on their nutrition-related initiatives Profiles of women-led and owned businesses contributing to nutrition priorities International case studies News from the Cambodia nutrition market Government's national nutrition priorities and regulatory updates Establish a Facebook page titled "SUN Business Network Cambodia" and post monthly updates Attach a link on the SUN Business Network Cambodia mail account Actively promote the Facebook page on all newsletters and at all events 	<ul style="list-style-type: none">  Members  Consumers  Market  Nutrition
1.4 Establish an active and accountable governance framework	<ul style="list-style-type: none"> Establish an SBN Advisory Group appointed for at least three year term to provide strategic guidance Establish an accountable Convening Committee, comprised of CARD and WFP, to review progress <p><i>Note: More detail under 'Governance Structure'</i></p>	<ul style="list-style-type: none"> Develop terms of reference for the Advisory Group and its members Identify target advisory group members. Members should be from the private sector (>50%), government, donors, financial institutions, civil society organisations, UN agencies and high profile members of the community. SMEs should have representation on the Advisory Group. Approach target members and invite to join the Advisory Group. The Advisory Group members should also be members of the SUN Business Network Cambodia Prepare for, coordinate and convene quarterly Advisory Group meetings 	<ul style="list-style-type: none">  Members  Consumers  Market  Nutrition

Strategic Pillar I – KPIs

Develop a strong SBN Brand and Membership

Direct KPIs – Performance metrics for the SBN team

Navigator: Lead Support

1 2 3 4 5

Our focus here: Lead Support

“SBN Team solely owns and drives”

KPI	Description	Time Period
50+ members	<ul style="list-style-type: none"> To have at least 50 members of the SUN Business Network Cambodia formally signed up All members to be on relevant mailing lists and will receive newsletters, updates, invitations etc 	By end of 2023 (to be reviewed in 2024)
100 SMEs, including 20+ women-led businesses	<ul style="list-style-type: none"> To recruit 100 SMEs either directly as SBN members or through FASMEC or other industry associations, organizations, programmes or producer organizations and cooperatives. Of this, at least 20 SMEs should be women-led businesses. To engage the right type of SMEs: identify the specific SMEs linked to Cambodia’s nutrition priorities and prioritize the engagement and support to these specific SMEs 	By end of 2025
Semesterly newsletters	<ul style="list-style-type: none"> To develop and send SBN Cambodia newsletters, as per the ‘How’ under initiative 1.3 Newsletters to be sent 2 times per year for 2022 and 2025 	By end of 2025
6+ annual events	<ul style="list-style-type: none"> To organize at least 6 events per year, as per the ‘How’ under initiative 1.2 	By end of 2025
1,000+ Facebook likes	<ul style="list-style-type: none"> Build social media presence in Year 1 through active promotion to achieve at least 1,000 ‘likes’ of the SUN Business Network Facebook page Target members of the SUN Business Network, donor community, civil society, UN agencies, government organizations, industry associations, chambers of commerce and other members of the community (e.g. friends, family, professional networks, etc.) 	By end of 2022 (to be reviewed in 2023)
Semesterly advisory group meetings held	<ul style="list-style-type: none"> To have the advisory group, outlined in initiative 1.4, fully mobilised To have organised and facilitated semesterly advisory group meetings 	By end of 2025 (semesterly advisory group meetings to be held)

Indirect KPIs – Desired outcomes or benefits that priority initiatives are designed to deliver

KPI	Description	Time Period
Satisfied, supportive and active membership base, incl. SMEs and women-led businesses	<ul style="list-style-type: none"> • The majority of members see the Network as a key coordination and capacity building platform behind the private sector investments in nutrition-related activities • The majority of members actively participate in SBN’s initiatives and commit their time and organisational resources to promote SBN and its activities • Members assume leadership and ownership of key initiatives by joining Communities of Practice 	By end of 2025
Transition SBN ownership to the country’s stakeholders	<ul style="list-style-type: none"> • Shift in accountability and ownership from WFP / CARD convenors to the country’s stakeholders (this could be a national business association, or another private sector entity(es), etc.) • The Advisory Group transitions from a body that provides strategic guidance to a body that is accountable for SBN Cambodia activities and holds decision making authority • CARD, WFP and other relevant non-private sector parties can sit on the Advisory Group, but make up should be >50% private sector <p><i>Note: More detail under ‘Governance Structure’</i></p>	By end of 2025

Strategic Pillar 2 – Initiatives

Increase nutrition awareness and demand

Navigator: Lead Support

1 **2** 3 4 5

Our focus here: Lead Support

"SBN Team coordinates these initiatives, with various levels of support from donors, partners and members"

Initiative	What	How	Impact
2.1 Support logos that promote optimal nutrition	<ul style="list-style-type: none"> Support implementation of Fortified Food logo and other Healthy Food and nutrition logos and labels Purpose is to promote consumption of nutritious foods and build consumer trust and industry compliance 	<ul style="list-style-type: none"> Explore collaboration with UNIDO on Cambodia Quality Seal Support MISTI with development and promotion of Front-of-Pack nutrition label Develop Fortified Food branding concept; including objectives, target consumers, target products, compliance process, endorsing parties and desired outcomes Undertake formative market research, analysis and stakeholder interviews Design a full nutritional logo awareness campaign including detailed costings and timeline Coordinate and implement nutritional logo awareness campaign with the government, with relevant support from third parties such as graphic designers, nutrition experts, certification bodies etc 	<ul style="list-style-type: none"> H Members H Consumers H Market M Nutrition
2.2 Implement awareness and SBCC campaigns to promote healthy diets and practices for improved nutrition	<ul style="list-style-type: none"> Roll out a broad based awareness campaign and / or a social behaviour change communication campaign Purpose is to increase awareness of good nutrition and healthy diets and increase consumption of nutritious products 	<ul style="list-style-type: none"> Support CARD in implementing a harmonized SBCC campaign for food security and nutrition Identify celebrity/ social media influencer to become SBN Champion for nutrition Find private sector partners (e.g., local broadcasters, telcos) to sponsor a media campaign (could be in broadcast media (TV/cooking show, radio), in social media, online or via app and text messages) Develop campaign concept (incl. objectives, target audience, desired outcomes), write a creative brief Identify and approach potential implementing parties with campaign concept (e.g., approach a creative agency to develop campaign/ commercial at cost) Implement campaign and measure outcomes and return on investment (ROI) Produce and promote "Nutrient Dense Local Foods" book (similar to SBN Laos) Integrate nutrition education into core school curriculum and teacher training programs Create a competition and prize for the most persuasive and engaging campaigns to shift consumer demand (could be done in collaboration with potential sponsor) Raise consumer awareness of food waste, e.g., meal planning 	<ul style="list-style-type: none"> H Members H Consumers H Market H Nutrition

Strategic Pillar 2 – KPIs

Increase nutrition awareness and demand

Direct KPIs – Performance metrics for the SBN team

Navigator: Lead Support

1 **2** 3 4 5

Our focus here: Lead Support

"SBN Team coordinates these initiatives, with various levels of support from donors, partners and members"

KPI	Description	Time Period
1+ concept paper developed and shared annually	<ul style="list-style-type: none"> Develop at least 1 concept paper for establishing a nutrition awareness / SBCC campaign Share with relevant stakeholders for feedback before formally approaching potential implementing partners 	By end of 2022 (to be reviewed in 2022)
5+ potential partners identified and approached annually	<ul style="list-style-type: none"> Formally approach at least 5 potential corporate sponsors / implementing partners with above concept papers with the aim of establishing a nutrition SBCC / awareness campaign Target private sector companies, donors and NGO partners 	By end of 2022
1 nutrition product logo supported	<ul style="list-style-type: none"> To have supported a roll out of logo(s) that promote optimal nutrition 	By end of 2025
2 nutrition awareness / SBCC campaign funded and implemented	<ul style="list-style-type: none"> To have successfully rolled out (through partnerships) 2 major nutrition awareness / SBCC campaign aimed at increasing the demand and consumption of nutritious foods 	By end of 2025

Indirect KPIs – Desired outcomes or benefits that priority initiatives are designed to deliver

KPI	Description	Time Period
Increased consumer awareness of the importance of healthy diets and practices for improved nutrition	<ul style="list-style-type: none"> Shift in consumer eating habits towards more nutritious foods and products 	By end of 2025
Nutritious food becomes more visible and aspirational	<ul style="list-style-type: none"> Shift in consumer perceptions of fortified products Locally produced nutritious food and products become more visible and aspirational 	By end of 2025
Commercial demand for nutritious food increases	<ul style="list-style-type: none"> As more consumers demand nutritious food, the market size for commercially produced nutritious food grows attracting more companies to participate in its production 	By end of 2025

Strategic Pillar 3 – Initiatives

Navigator: Lead Support

1 2 **3** 4 5









Our focus here: Lead Support

"SBN Team coordinates these initiatives, with various levels of support from donors, partners and members"

Increase supply of nutritious foods and fortified products

Initiative	What	How	Impact
3.1 Provide advice, guidance, training and tools to increase commercial engagement in nutrition, including by SMEs and women-led businesses	<ul style="list-style-type: none"> Provide high level business development support in the form of workshops, events, business forums, trainings, business guidance papers and practical tools Insure the information and knowledge needs of members are considered 	<ul style="list-style-type: none"> Identify major knowledge gaps among SBN members and technical support they need. This could be related to product development/ formulation, food quality and safety, etc., but also include general business support (e.g., accounting) Determine and implement effective methods for providing advice, guidance or training on identified knowledge gaps (e.g., inviting an industry leader or a technical expert who could be engaged for a workshop or networking event, or key research piece to inform a business guidance paper, linking with a service provider, field trips, etc.) Identify specific financial and technical assistance required by targeted SME groups and women entrepreneurs Develop and share practical business support tools and / or templates In collaboration with other partners, provide capacity building, TA and financial solutions to SMEs Leverage knowledge and best practices from other SBNs in Asia Pacific by organizing inter-SBN or regional multi-stakeholder learning events 	<ul style="list-style-type: none"> H Members L Consumers M Market L Nutrition
3.2 Stimulate innovation and new product development of nutritious and fortified food products	<ul style="list-style-type: none"> Engaging in innovation and product development programmes with the aim of supporting businesses in developing new nutritious products, producing fortified products and reformulating products to reduce sugar, salt and fat content 	<ul style="list-style-type: none"> As part of the SBN's regular meetings with members, development partners, civil society organisations, private sector, and other stakeholders; assess opportunities to engage in innovation and new product development / food fortification/ product (re)formulation Support fortification initiatives in collaboration with the government: promote SBN members understanding of the need of food fortification and the regulatory environment, share knowledge and best industry practices, establish open dialogue with government Work with relevant stakeholders in Innovation and/or technology incubation center to promote development of low-cost local nutritious products and technology solutions for food systems transformation (e.g., holding Pitch Competitions, sponsoring a prize, enabling winners to participate in boot camps, linking businesses to academia, etc.) 	<ul style="list-style-type: none"> M Members M Consumers M Market L Nutrition

Increase supply of nutritious foods and fortified products

Initiative	What	How	Impact
3.3 Promote availability of nutritious foods/ fortified products in retail incl. online	<ul style="list-style-type: none"> Encourage increased retailing and sales of local nutritious foods, fortified products and complementary food 	<ul style="list-style-type: none"> Liaise with retailers to promote local nutritious foods and fortified products: in-store promotions, “healthy talks”, displays, sales events, free samples, coupons, etc. Liaise with online grocery retailers to include locally produced nutritious and fortified food products on their platforms and promote them Work with IT companies to create market linkages: use existing online platforms to transport food from farmers to consumers Cooperate with food delivery platforms to promote nutritious food 	<ul style="list-style-type: none">  Members  Consumers  Market  Nutrition
3.4 Improve and facilitate member access to finance and technical assistance, with specific focus on SMEs and women-led businesses	<ul style="list-style-type: none"> Help members to secure funding and / or technical assistance from SBN Global Members, multilateral and national banks, donors, global NGOs, philanthropic foundations and other partners 	<ul style="list-style-type: none"> Identify potential TA and financing opportunities and share with prospective members, including from multilateral banks, national banks, private foundations, blended finance providers, development partners, etc. Provide guidance and linkages to SBN Global Members to take advantage of their TA offers Encourage members, through the SBN’s comms agenda, to request SBN support in order to apply for finance and / or technical assistance opportunities, and assist with proposals development for such opportunities 	<ul style="list-style-type: none">  Members  Consumers  Market  Nutrition

Strategic Pillar 3 – KPIs

Increase supply of nutritious foods and fortified products

Direct KPIs – Performance metrics for the SBN team

Navigator: Lead Support

1 2 **3** 4 5

Our focus here: Lead Support

"SBN Team coordinates these initiatives; with various levels of support from donors, partners and members"

KPI	Description	Time Period
2+ innovation / new product development / fortification / (re)formulation initiative involvement annually	<ul style="list-style-type: none"> Engage in at least one innovation, new product development, entrepreneurship and / or incubator programme related to nutrition each year Engage in at least one food fortification and product (re) formulation initiative each year 	By end of 2023 (to be review in 2024)
1 annual best practice sharing workshop annually	<ul style="list-style-type: none"> Conduct a workshop with other SBN(s) in the region to share knowledge and learnings among different stakeholders on implementation of various nutrition initiatives (e.g. food fortification, workforce nutrition in garment factories, etc.) 	By end of 2025
6+ annual events	<ul style="list-style-type: none"> As per initiative 1.2 and 3.1; plan and coordinate 6+ events per year in order to address identified knowledge gaps within the member group, provide networking opportunities for members, and share up to date information on the Network and its activities Conduct at least one SME specific event per year 	By end of 2025
1+ retailer engaged on nutrition annually	<ul style="list-style-type: none"> To have successfully engaged at least 1 major retailer in promoting locally produced nutritious foods and fortified products, and healthy diets in general 	By end of 2022 (to be reviewed in 2023)
5+ proposal support for project financing / assistance per year	<ul style="list-style-type: none"> Provide support to 5 member proposals (basic or in-depth support) each year in order to help secure funding and / or technical assistance for a nutrition related initiative. Of this, at least 3 proposals should be for SMEs and one for a women-led business 	By end of 2023 (to be reviewed in 2024)

Indirect KPIs – Desired outcomes or benefits that priority initiatives are designed to deliver

KPI	Description	Time Period
Increased sales and variety of nutritious products	<ul style="list-style-type: none"> • The size of the nutrition market expanded • There are more players, and variety of products, in the market for nutritious foods and drinks 	By end of 2025
Greater exposure and access for all consumers to nutritious food and fortified products	<ul style="list-style-type: none"> • There are more nutritious food and fortified products available for consumers in all areas of Cambodia at all income levels • Nutritious products are more readily available, more widely distributed and more visible in retail (in stores and online) 	By end of 2025
SMEs and women-led businesses are contributing to improving nutrition	<ul style="list-style-type: none"> • SMEs and women led and owned businesses are linked with investors, providers of technical assistance (including multinational companies) and financial institutions, and their capacity to deliver safe, nutritious food is significantly improved 	By end of 2025

Strategic Pillar 4 – Initiatives

Strengthen enabling environment for improved nutrition





Navigator: Lead Support

1 2 3 **4** 5

Our focus here: Lead Support

"SBN Team coordinates these initiatives, with various levels of support from donors, partners and members"

Initiative	What	How	Impact
4.1 Advocate for improved nutrition related regulations and standards	<ul style="list-style-type: none"> Synthesise and prioritise private sector issues, challenges, opportunities and recommendations in order to share with key government decision makers 	<ul style="list-style-type: none"> Through regular meetings, communication and calls for input; develop an ongoing register of major private sector issues, challenges, opportunities and recommendations for change Synthesise those areas appropriate for government attention and share with key private sector members for input Share with government decision makers via position papers and meetings, including an annual 'roundtable' event Support the passage of the food safety law and regulations Provide updates on the relevant policy changes to SBN members 	<ul style="list-style-type: none"> H Members M Consumers M Market L Nutrition
4.2 Provide input and recommendations to both government and private sector on fortification	<ul style="list-style-type: none"> Clarify government stance on mandatory, voluntary and social safety nets (targeted facility-based approach) fortification of rice Advocate for expanding rice and food fortification Develop and present Food Fortification Roadmap, Standards and cohesive policy on food fortification 	<ul style="list-style-type: none"> Synthesise private sector view on mandatory and voluntary fortification and share with CARD Participate in NSCFF and attend meetings in order to define private sector role in rice fortification and represent its interests. Share strategic vision for rice fortification in Cambodia and its value add as a strategy to address micronutrient deficiencies Working with relevant industry groups, ministerial counterparts and UN partners, support the formulation of technical guidance and supportive food policy, regulatory and legal frameworks for fortified foods, and promoting the effective enforcement of existing laws and regulations In collaboration with Ministry of Industry, Science, Technology and innovation and Ministry of Commerce, support establishment of standards for fortified kernels, fortified rice, fortified rice producer inspection mechanisms, product registration system, inspection and oversight mechanisms for imported and exported fortified kernels and fortified rice 	<ul style="list-style-type: none"> M Members M Consumers M Market H Nutrition

Initiative	What	How	Impact
4.3 Focus on policy and advocacy related to the double burden of malnutrition and NDCs	Advocate for evidence-based policy and regulations to reduce consumption of unhealthy foods and drinks	<ul style="list-style-type: none"> • Synthesize existing research and share other country experiences in an annual 'roundtable' event to inspire policy makers to i) enact legislation to reduce high sugar, fat, salt in processed foods and drinks, ii) introduce controls on marketing and advertising of unhealthy foods to children, iii) incentivize R&D for businesses to provide healthier formulations, iv) incentivize food outlets to provide healthy menu options, v) adopt food or nutrient based standards in public institutions (e.g., hospitals, etc.), vi) ensure health workers are sufficiently trained to prevent, detect and treat malnutrition in all its forms. • Promote public-private partnerships to support the formulation of healthy and desirable convenient foods 	<ul style="list-style-type: none">  Members  Consumers  Market  Nutrition

Strategic Pillar 4 – KPIs

Strengthen enabling environment for improved nutrition

Direct KPIs – Performance metrics for the SBN team

Navigator: Lead Support

1 2 3 **4** 5

Our focus here: Lead Support

"SBN Team coordinates these initiatives; with various levels of support from donors, partners and members"

KPI	Description	Time Period
1 annual position paper on private sector in nutrition	<ul style="list-style-type: none"> Using the register outlined in initiative 4.1, develop an annual position paper summarising the major private sector nutrition issues, challenges, opportunities and recommendations Share position paper with key government decision makers as outlined in 4.1 above 	By end of 2023 (to be reviewed in 2024)
2 annual 'roundtable' events with key government decision makers	<ul style="list-style-type: none"> Facilitate two annual 'roundtable' events which brings together key private sector and government nutrition decision makers to openly discuss issues, challenges and opportunities in the nutrition market The aim is to ensure government stakeholders are fully aware of the changes required and potential solutions in order to improve the business environment for nutrition Advocate for an enabling environment to incentivise SMEs action and investment in nutrition 	By end of 2023 (to be reviewed in 2024)
Rice fortification standards established	<ul style="list-style-type: none"> Establish standards for rice fortification in Cambodia that specify the required quality and the nutrient content Establish specifications for rice fortification including the type of rice, technologies used, the blending ratio of fortified kernels to rice grains, the required packaging, the limits for foreign matter and heavy metals, the shelf life, etc. 	By end of 2025

Indirect KPIs – Desired outcomes or benefits that priority initiatives are designed to deliver

KPI	Description	Time Period
Improved nutrition rules and regulations	<ul style="list-style-type: none"> Rules and regulations related to the development, fortification and sale of safe and nutritious products have been clarified and effectively communicated Rules and regulations related to marketing, advertising and product placement of nutritious products have been clarified and effectively communicated 	By end of 2025
Regular and open dialogue with government	<ul style="list-style-type: none"> Meetings are held regularly with key government nutrition bodies and contacts Private sector nutrition 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 nutrition and advocates for improved public policy incentives to catalyse SMEs to improve nutrition Government uses SBN to incorporate private sector views and concerns at the planning stage of any regulatory changes 	By end of 2025
Fortification re-prioritized on government nutrition agenda	<ul style="list-style-type: none"> The topic of food fortification is elevated as a key strategic initiative for government nutrition decision makers 	By end of 2025
Promotion of healthy diets through legislative agenda	<ul style="list-style-type: none"> A dialogue started between the government and the private sector on implementation of policy and regulations to promote healthy diets and reduce consumption of unhealthy foods and drinks 	By end of 2025

Strategic Pillar 5 – Initiatives

Promote health and nutrition in the communities and the workplace









Navigator: Lead Support

1 2 3 4 **5**

Our focus here: Lead Support

"SBN Team coordinates these initiatives, with various levels of support from donors, partners and members"

Initiative	What	How	Impact
5.1 Support health and nutrition initiatives in the workplace	Provide advocacy and encouragement, as part of day-to-day SBN activities, for workplace health and nutrition programmes	<ul style="list-style-type: none"> In collaboration with the Garment Manufacturing Association in Cambodia (GMAC), Cambodia Chamber of Commerce, the China Textile Association and Better Factories Cambodia, facilitate introductions of workplace health and nutrition programmes to prospective companies in the garments, footwear and textile industry Expand advocacy for workplace health and nutrition program to other factories and large organizations in other sectors Formally share information with the SBN members on the benefits of a healthy workforce through newsletters and Facebook group, and during regular meetings with private sector stakeholders and events 	<ul style="list-style-type: none"> M Members L Consumers L Market M Nutrition
5.2 Provide training, guidance, tools and information, and share best practices and knowledge	Determine and implement effective methods for providing advice, guidance or training through workshops, events, practical tools, research and information; share tools and templates with members	<ul style="list-style-type: none"> In collaboration with CARD and leveraging tools and guidance developed by other SBNs, produce comprehensive training and advocacy tools to implement four modules of workforce nutrition programme (healthy food at work, nutrition education, health check and breastfeeding support) Pilot the program with selected SBN members Support national roll out in the form of Training-of-Trainers (ToT) workshops to district health centers and SBN members in the garment and factory sectors Exchange knowledge, expertise and lessons learnt with other SBNs in Asia 	<ul style="list-style-type: none"> M Members L Consumers L Market M Nutrition

Initiative	What	How	Impact
5.3 Increase supply of products and solutions to improve nutrition in the communities	Promote WASH-related products and food value chain solutions and their implementation, and particularly in rural and vulnerable communities	<ul style="list-style-type: none"> • In coordination with other UN agencies and development partners, identify private sector providers of sanitation, hand-washing and other drinking water-related products and solutions • Provide capacity building and market linkages to the above companies • Broker optimized food value chain solutions for agricultural products, healthy foods and fortified rice 	<ul style="list-style-type: none">  Members  Consumers  Market  Nutrition
5.4 Encourage increased CSR support for nutrition	Encourage and promote CSR support and engagement in nutrition for existing and prospective SBN members	<ul style="list-style-type: none"> • Regularly meet with SUN CSA Network to identify opportunities for CSR initiatives in nutrition • Promote CSR initiatives in nutrition to non-food companies with large CSR budgets, share success stories • Share opportunities for CSR involvement in nutrition with relevant current and prospective SBN members, link SBN members with opportunities 	<ul style="list-style-type: none">  Members  Consumers  Market  Nutrition

Strategic Pillar 5 – KPIs

Promote health and nutrition in the communities and the workplace

Direct KPIs – Performance metrics for the SBN team

Navigator: Lead Support

1 2 3 4 **5**

Our focus here: Lead Support

"SBN Team coordinates these initiatives; with various levels of support from donors, partners and members"

KPI	Description	Time Period
10+ companies implement workforce health and nutrition programs	<ul style="list-style-type: none"> To have at least 10 companies successfully implement workforce health and nutrition initiatives (e.g. nutrition workshop held, health and nutrition programme established for staff, implementation of a direct healthy food initiative such as company-sponsored fruit bowls, breastfeeding support, etc.) 	By end of 2025
1+ Workforce Nutrition guidance/ tool developed	<ul style="list-style-type: none"> To have at least one Workforce Nutrition Manual/ Guidance Book/ Tool developed and tailored to the local Cambodia context in collaboration with CARD 	By end of 2022
5+ linkages made for products and solutions to improve nutrition	<ul style="list-style-type: none"> Identify sanitation, water or any other nutrition-improving products and solutions that could be provided by the private sector, and assist in bringing those to the market by providing capacity building to their producers and creating market linkages to the users/ buyers of the products 	By end of 2025
5+ members with nutrition CSR initiatives	<ul style="list-style-type: none"> Identify at least 5 major companies with the potential to engage in nutrition from a CSR perspective Approach these companies and provide background on SBN, an overview of the nutrition situation in Cambodia, benefits of improved nutrition and a summary of existing opportunities or areas of engagement Formally sign up these companies to the SBN Cambodia 	By end of 2025 (1 per year)

Indirect KPIs – Desired outcomes or benefits that priority initiatives are designed to deliver

KPI	Description	Time Period
Greater exposure and access for workforce to nutritious products and health and nutrition services at their workplace	More nutritious food and drink options available for workforce at a company, as well as health and nutrition services (nutrition and health seminars for workforce, cooking lessons, nutrition workshops, health checks and breastfeeding support, etc.)	By end of 2025
Improved water, sanitation and hygiene for communities	Basic sanitation and hygiene facilities established at homes, schools and health centers, supported by education about the importance of using proper WASH practices	By end of 2025
Better access to safe, nutritious and affordable food	Optimized supply chain results in enhanced availability of safe, nutritious and affordable food and fortified rice	By end of 2025



Dehydrator

Stainless steel



ITEM

HERBS

RAISING BREAD

YOGURT

VEGETABLES

FRUIT&FRUIT ROLLS

MEATS,FISH&JERKY



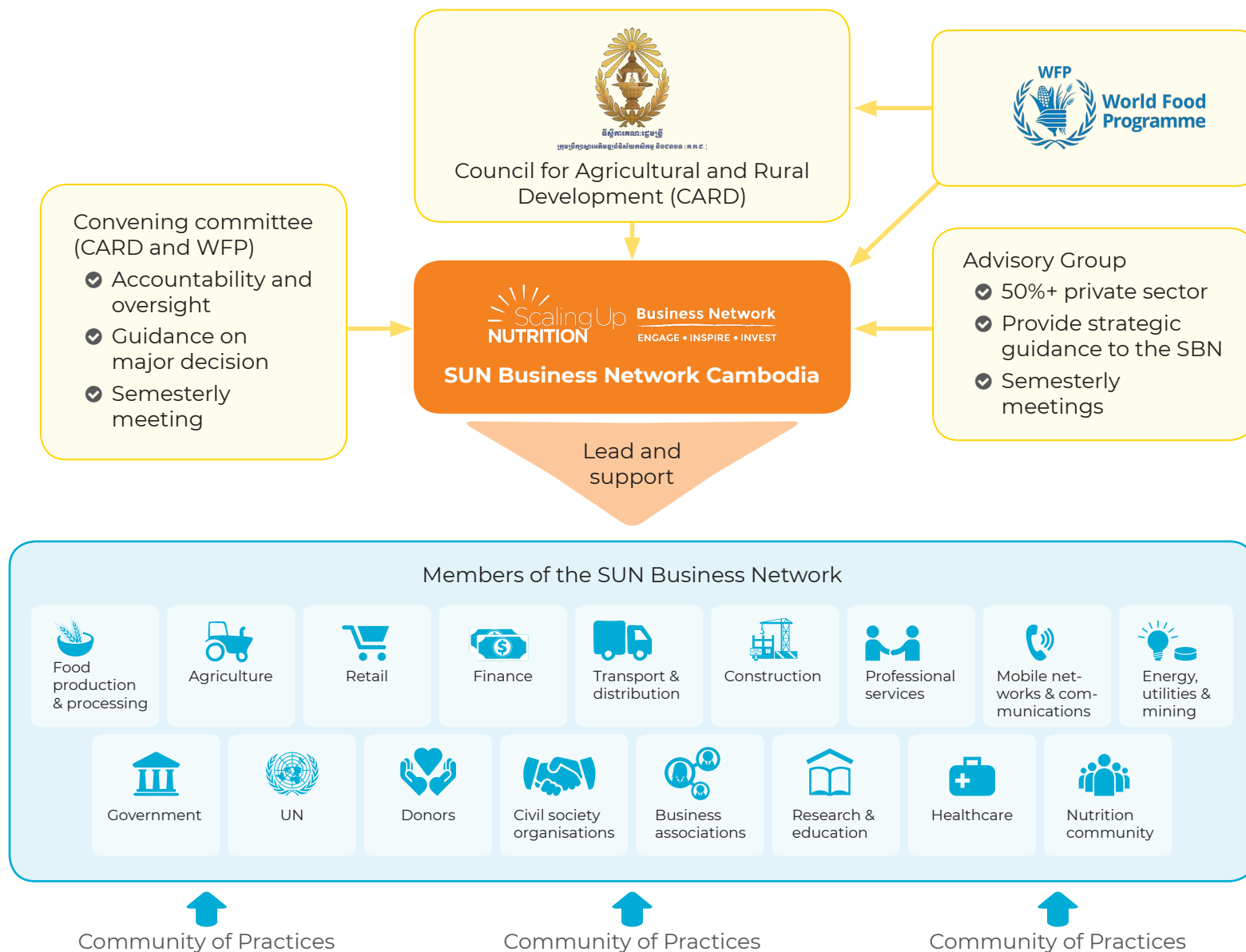
°F	°C
95-125	35-52
110-115	43-46
115	46
120-135	49-57
135-145	57-63
145-155	63-68

Governance

The people involved in making things happen



SBN Organisational Structure



Roles and Responsibilities

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

	Key people / parties	Role	RACI	Oversight and reporting lines
	Who makes up this group	What is their role in the SBN Cambodia	What is their level of responsibility for the SBN's progress in Cambodia?	Who do they report to and / or provide oversight for?
Council for Agricultural and Rural Development (CARD)	<ul style="list-style-type: none"> Secretary General of CARD and SUN Country Coordinator 	Government body leading the efforts of SUN in Cambodia. Delegated coordination role to WFP & SBN Team	I (Informed). Kept up to date on progress. Input is provided through the convening committee	Oversees the activities of all SUN initiatives in Cambodia. Delegated coordination of SBN to WFP
Convening Committee	<ul style="list-style-type: none"> Secretary General, CARD WFP Representative and Country Director 	Meet semesterly to assess progress. Provides oversight and accountability	A (Accountable). Accountable for the Network's progress	Oversees the activities of SUN Business Network in Cambodia. Delegated implementation of SBN to the SBN team
SBN Cambodia Advisory Group	<ul style="list-style-type: none"> Members are not yet confirmed (as of June 2021). A Chair from CARD and a Co-Chair from PS will be elected by Advisory Group Members 	Meet semesterly to provide strategic guidance and input	C (Consulted). Will transition to Accountable in future years	No formal reporting lines. These will be established as the Advisory Group takes on more accountability
SBN Cambodia team (within WFP Cambodia)	<ul style="list-style-type: none"> SBN Cambodia Coordinator Administrative Assistant Ongoing secondments, volunteers and other support roles 	Coordinate the activities of the Network on a day-to-day basis	R (Responsible)	Reports directly to the Convening Committee

	Key people / parties	Role	RACI	Oversight and reporting lines
	Who makes up this group	What is their role in the SBN Cambodia	What is their level of responsibility for the SBN's progress in Cambodia?	Who do they report to and / or provide oversight for?
SBN Global co-facilitators	World Food Programme (WFP) and the Global Alliance for Improved Nutrition (GAIN)	Provide high level support as part of the broader SUN Movement	I (Informed)	WFP & GAIN are represented in the global SBN Advisory Group by David Beasley, ED WFP & Lawrence Haddad, ED GAIN
SBN Global Advisory Group and Team	Advisory Group comprised of several senior business leaders and WFP & GAIN Executive Directors Jonathan Tench leads the global team, based at GAIN London	Determine the strategic direction of the Network at a global level and collectively coordinate the efforts of member countries	C (Consulted). The opinions and guidance of the global team is sought regularly	SBN Global team reports directly to the Advisory Group and relevant stakeholders within GAIN and WFP

* As SBN Cambodia matures, with the private sector assuming increased responsibilities for leading SBN initiatives, the above framework will be modified as roles and responsibilities change

* RACI (R: responsible; A: Accountable; C: Consulted; I: Informed)



















Target Members of the SUN Business Network

Overview of the membership framework

- ✓ As outlined in the 'Summary of Strategy', a priority SBN initiative is to 'recruit and retain high profile and committed members'
- ✓ Below is an overview of the various groups the SBN aims to target for membership
- ✓ The SBN aims to formally sign up 50+ members by the end of 2025
- ✓ Private sector

Industry group	Rationale for SBN membership
 Food production & processing	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Help to grow the market for a diversified food basket • Support Cambodian farmers by promoting local & indigenous food products
  Retail Restaurants	<ul style="list-style-type: none"> • Network with organisations along the food value chain • Discover new food and drink products, advocate for growing the market for nutritious foods; raise awareness of healthy diets and nutritious foods • Introduce new healthy, nutritious recipes, introduce plant-base recipes
 Finance	Banks and financial institutions: <ul style="list-style-type: none"> • 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

Industry group	Rationale for SBN membership
 Transport & distribution	<ul style="list-style-type: none"> • Networking opportunities with organisations looking to expand their supply chains in Cambodia • 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	<ul style="list-style-type: none"> • 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 • Provide services to SBN members (e.g., certification services, technical assistance) • Create consumer awareness and demand for improved nutrition
 Factories	
 Textile and Garments	
 Energy, utilities & mining, construction	
 Mobile networks & comms	
 Government	<ul style="list-style-type: none"> • Join and support the dialogue for increased engagement with the private sector on nutrition • Hear the collective voice of the private sector and understand the issues and opportunities in order to enhance the policy and regulatory environment
 United Nations	<ul style="list-style-type: none"> • Stay up to date with the latest trends, developments and research on nutrition in the private sector • Ensure a consolidated unified effort to engage with business on nutrition
 Donors	<ul style="list-style-type: none"> • Receive regular updates and network on potential funding opportunities in the nutrition private sector • Stay up to date with the latest news and information related to the involvement of businesses in improving nutrition
 Civil society organisations	<ul style="list-style-type: none"> • Network with potential private sector partners for technical support on commercial nutrition initiatives • Learn about best practice commercial nutrition initiatives and trends which can then be applied in the CSO space
 Research & education	<ul style="list-style-type: none"> • Provide input and feedback based on the latest local and international nutrition research and experiments • Potential career and training opportunities for students and graduates in nutrition
 Healthcare	<ul style="list-style-type: none"> • Be exposed to the latest market trends and products on nutrition which can then be shared with clients and stakeholders • Participate in the broader dialogue of improved nutrition and help to grow consumer demand for nutritious foods • Network with other organisations with a common interest in the food value chain
 Nutrition community	
 Business associations	

Being a Member of the SBN

Benefits of being a member of SBN Cambodia:

- ✔ Network with other companies (local & global), civil society groups, UN agencies, Donors that have an interest in nutrition and expanding the nutrition market
- ✔ Contribute to a collective voice & community for nutrition in Cambodia's private sector
- ✔ Learn and share best practices for investing in nutrition
- ✔ Explore partnership opportunities to engage with each other, NGOs, professional associations and other interested organizations on nutrition
- ✔ Receive support to design workplace nutrition policies and access best practice advice and tools at global and national level
- ✔ Receive practical advice, guidance and training, through workshops and events, to increase company's commercial engagement in nutrition
- ✔ Receive updates on the food industry & relevant policy changes that may impact your business decisions
- ✔ Build the business case for further investment in nutrition
- ✔ Contribute to the global discussion on promoting Healthy Diets
- ✔ Receive global exposure/Participate in a national movement, including major events
- ✔ Enable business to showcase its contributions to improving nutrition at a national and global level

Membership responsibility:

- ✔ Supporting the SUN Business Network and being active in its Vision
- ✔ Promoting action by business towards improving nutrition for public health impact in their country.
- ✔ Adhering to the Principles of Engagement of the SUN Movement and the SUN Business Network
- ✔ Sharing general information about the organization and its efforts to support nutrition
- ✔ Marketing consumables in a way that strictly adheres to the established national regulatory Framework

Flip over for Khmer version

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