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Strategic Roadmap for the SUN Business Network in Asia

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Introduction

In 2010, the Scaling Up Nutrition (SUN) Movement was launched to support national leadership and collective action to scale up nutrition¹. As of October 2021, a total of 65 countries and four Indian States had signed up to the SUN Movement. The SUN Business Network (SBN) that grew out of the Movement is one of the four global networks that supports SUN countries (along with the UN, Civil Society and Donor Networks)². The SBN is co-convened by the Global Alliance for Improved Nutrition (GAIN) and the UN World Food Programme (WFP)³. It is further supported by a global secretariat based in London.

The SBN aims to reduce malnutrition in all its forms through engaging and mobilizing businesses to act, invest and innovate in responsible and sustainable actions and operations to improve nutrition. The SBN provides a neutral platform to broker partnerships and collaboration between businesses and all actors on nutrition via the SUN Movement at a national, regional and global level. Since its inception, the SBN has helped small- and medium-sized enterprises (SMEs) in Kenya's food system improve their positions across the agri-value chain, launched an urban food system innovation challenge in Bangladesh, and supported the food industry in addressing gender-based inequality in Nigeria, among many other successes.

Over the past six years, 13 national SBNs have evolved in the Asia region to harness the power of business to improve nutrition, and four additional countries are assessing the potential to establish a Network. Within this region, the private sector is the engine behind many fast-growing national economies.

In December 2020, the Scaling Up Nutrition Movement Strategy 3.0 (2021-2025) was approved by the SUN Movement

Lead Group and is currently being operationalized by SUN countries at a national level⁴. An SBN 3.0 Strategy has been also developed; this Roadmap is aligned to the Strategy.

The purpose of this document is to provide a Strategic Roadmap to support the advancement of SUN Business Networks in the Asia region, with the overall aim of increasing engagement of the private sector in nutrition⁵.

The Roadmap articulates the way forward to engage the private sector and grow SBNs in Asia at country and regional levels, including through the establishment of a regional platform/ coordination mechanism to support national SBNs and identify opportunities with key regional players. It outlines how nutrition trends and evolving markets create opportunities for more effective engagement with the private sector, through SBN, in the region.

This document provides a brief overview of key findings obtained during extensive consultations with various SBN coordinators and members, including insights on the challenges and opportunities SBNs face and potential actions that can support their growth and deepen their engagement with the private sector. It also describes additional opportunities for private sector engagement at the regional level, including strategic alignment with existing private sector-led coalitions and consortia such as the UN Global Compact⁶. Although national SBNs are autonomous networks with agendas driven by national nutrition priorities, this document recommends the establishment of a regional platform to help facilitate implementation of the Roadmap and support national SBNs more effectively.

Context for Engaging Businesses on Nutrition in Asia

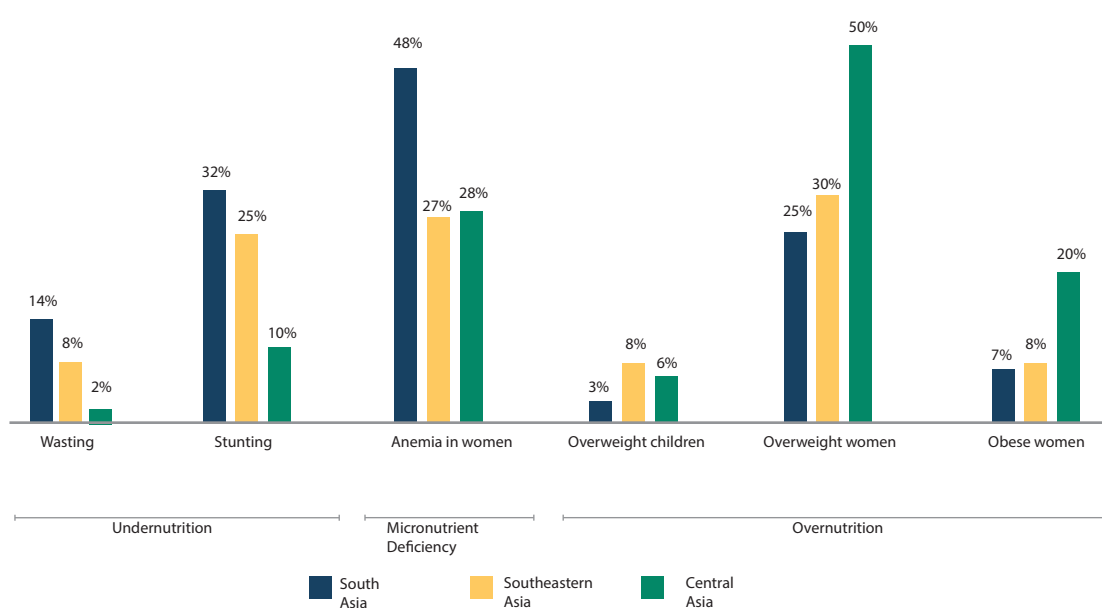
Globally, nutrition receives less than one percent of official development assistance (ODA). The percentage is even less in Asia, where many countries are moving from low- to middle-income status, but huge nutritional challenges persist. Despite socioeconomic gains, malnutrition remains a significant barrier to further progress in many countries. The approach to addressing malnutrition in these contexts requires stronger Private Sector engagement to move the needle.

The triple burden of malnutrition, undernutrition, overweight/obesity, and micronutrient deficiencies, is an increasingly complex issue across countries in Asia. A joint report published by UNICEF, WHO, and the World Bank in 2021 estimates that about 33 million children under five-years-old are wasted (low weight), 79 million are stunted (low height), and 19 million are overweight⁷. Estimates of prevalence rates by subregion of Asia are displayed in Figure 1.

There are a range of factors that drive malnutrition in Asia, including:

- A large proportion of people lack access to nutritious, safe and affordable food: 1.9 billion people are unable to afford a healthy diet⁸. In addition, poor water, sanitation and hygiene (WASH) infrastructure persists which increases the risk of consuming contaminated food.
- Unhealthy foods are increasingly available, affordable and preferred. Processed foods, especially 'ultra-processed foods', such as savory or sweet snacks and sugar-sweetened beverages, now comprise a significant share of many diets in the region. The region's food landscape is rapidly changing, with roughly 20% of food systems in South Asia and 45% in Southeast Asia being dominated by large processing firms and supermarkets. This shift is driven and sustained by the surge in the urban population

Figure 1. Overview of nutrition indicators for Asia¹⁰



and the subsequent emergence of online grocery shopping and meal delivery services, which has had a direct impact on consumer choices and food preferences. As such, the fast food and ultra-processed food industries are thriving in Asia, driven by the demand for greater convenience and high purchasing power. These changes in dietary habits are being fueled by advertising and marketing that promotes unhealthy foods, snacks, and soft drinks.

- Livelihoods in Asia are frequently disrupted by shocks such as natural hazards, political crises or health emergencies. The whole food value chain from food production, processing, storage, and distribution can be negatively impacted by shocks. Markets may be interrupted and access to public food distributions and services may be impeded. In addition, the home environment which supports food preparation, feeding and childcare can also change. Shocks frequently result in a steep rise in consumer prices and excessive spoilage of seasonal perishable nutritious foods due to supply chain breaks where goods cannot be transported.

WHAT IS THE SUN BUSINESS NETWORK?

The SUN Business Network (SBN) aims to engage and mobilise businesses to invest responsibly in improving nutrition. The SUN and SBN 3.0 Strategies both recognize the need for a shift from a globally-driven SUN Movement and SBN to one that is centered at the national level, with strengthened support at regional level. See Figure 2 for a current map of SBN progress in the Asia region.

Figure 2. Map of SUN Business Network progress in Asia

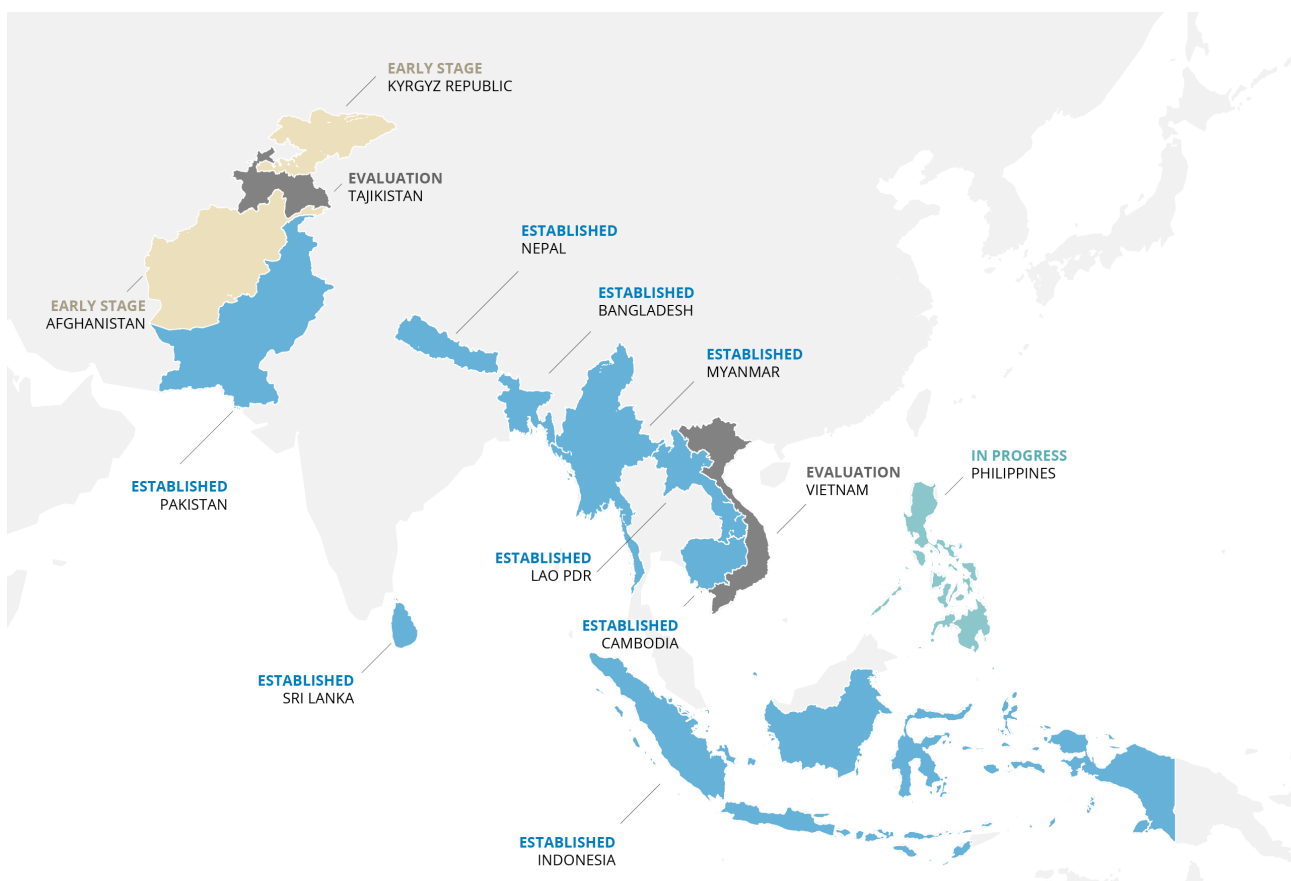
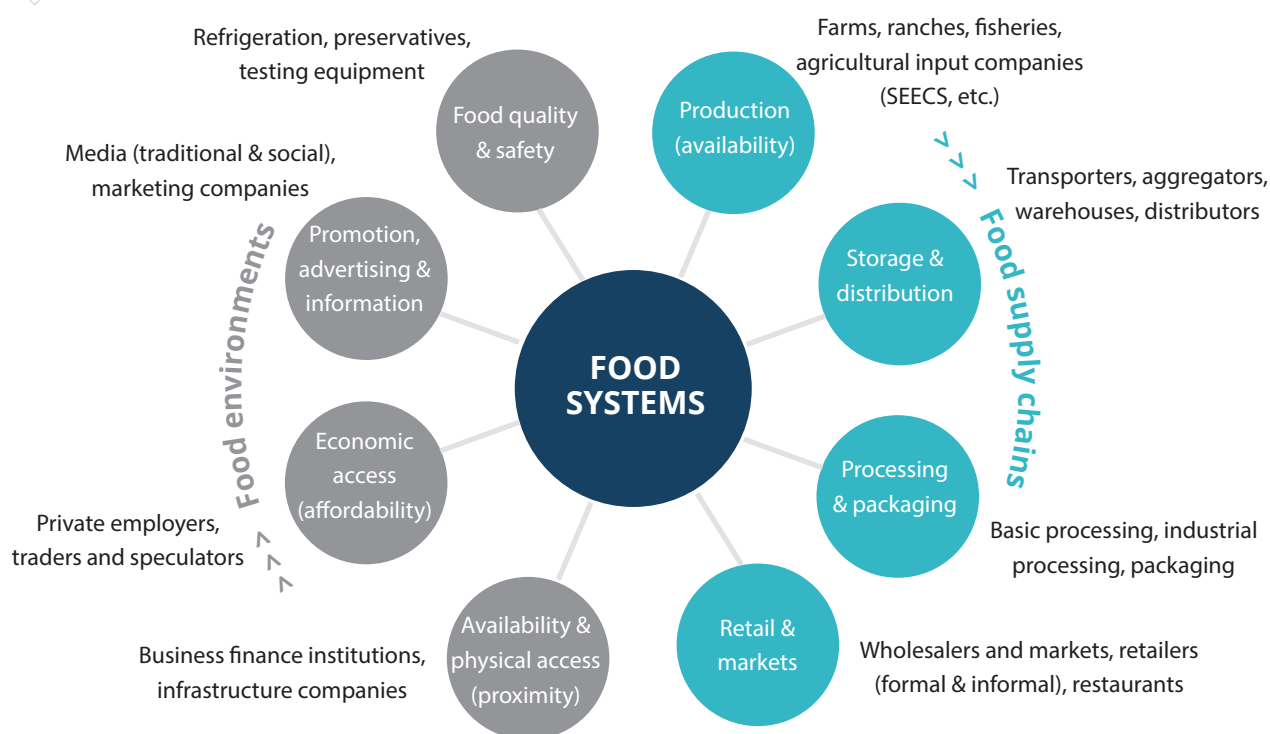


Figure 3. Food and non-food private sector engagement across food systems¹¹



Source: Adapted from HLPE (2017) and L. Haddad and S. Morris, GAIN

The Private Sector is a key partner in addressing malnutrition

To address these issues within our food systems, there is a need for increased engagement of businesses in nutrition-related topics at all levels (see Figure 3). As food is being grown, farmers and small-scale producer organizations have a critical role to play in producing nutritious crops and keeping the produce fresh, clean and safe. Once the food begins its journey to the consumer, companies of all sizes along the entire food value chain, including retail, food services, logistics, media, and finance, among others, are able to support improved nutrition. To provide some examples, food businesses can generate demand for healthy and nutritious foods through:

- their understanding of consumer behaviour and knowledge for how to communicate to consumers;
- their ability to invest in product development and innovation to create new nutritious products and reformulate current products to have lower content of salt, sugar and fats and more micronutrients;
- their knowledge about quality management, packaging and food safety and ability to operate their supply chains

efficiently to ensure that consumers have access to safe and affordable food.

Global multi-national companies with a presence in Asia have many incentives in producing and marketing more healthy food items due to changing consumer demand, stricter food and nutrition policies and regulations, the growing importance of Corporate Social Responsibility (CSR) and sustainability reporting that impact companies' corporate images, and the positive impact that nutrition can have on workforce productivity and reducing absenteeism. Many companies in Asia are demonstrating a growing commitment to aligning their business strategies, practices and investments with the Sustainable Development Goals (SDGs), as well. All this creates a fertile environment for the increased engagement of businesses in nutrition.

Further, global shifts from standalone businesses towards regional economic integration and regionalization of businesses and other organizations provide new ways for collective business engagement in nutrition. Regionalization of global companies and interest from international finance institutions (IFIs) and donors to support regional development agendas have emerged, with a recognition that social and economic development must move in tandem for countries to sustainably

develop. Established regional institutions include the Association of Southeast Asian Nations (ASEAN), the South Asian Association of Regional Cooperation (SAARC), the Economic and Social Commission for Asia Pacific (ESCAP), and private sector platforms such as the UN Global Compact and World Business Council for Sustainable Development (WBCSD) and Food Industry Asia (FIA). These bodies represent the voices of many stakeholders across the region and strengthened cooperation will be critical moving forward.

Top engagement priorities identified by national SBNs

Six priority areas of engagement were identified by national SBNs: Food quality and safety (SMEs); rice/wheat fortification; technical assistance to SMEs in product (re)formulation, packaging, healthy food standards, labeling, marketing, etc.; access to finance for SMEs and innovative start-ups; workforce nutrition programmes; and advocacy and communication approaches (such as Social and Behaviour Change Communication). These will be referenced further in the next section, but can be understood as key entry points, where a regional platform would support national SBNs with knowledge exchange, technical assistance, and partnership, to deepen engagement of the private sector in nutrition.



Food quality and safety (SMEs)

It is critical that all businesses – small, medium or large – understand the basics of food safety along with regulatory and customer requirements and build the cost of these and the needed resources into the business from the start. Traceability and supply-chain management can be particularly important. Regional companies can share best practices and offer technical assistance to SMEs.



Rice/wheat fortification

Rice and wheat are staple foods for the majority of the population in Asia, while Asia is the also largest rice producer. Staple food fortification is a cost-effective approach to boost the micronutrient intake of millions of people in Asia vulnerable to micronutrient deficiencies. Twelve countries in the region have engaged in scaling up rice fortification, both through national social safety nets and the commercial market. SBNs have played a key role in engaging the private sector in the value chain of fortified rice and wheat and in engaging the private sector through both a supplier and buyer perspective. In terms of the supply, the rice millers play a key role in the supply of kernels. The supply chain of fortified rice provides an excellent opportunity for the private sector, with large retail chains playing a major distribution role. SBN members with a large workforce have shown interest in including fortified rice in their canteens to improve workplace health and nutrition.



Technical assistance to SMEs in product (re)formulation, packaging, healthy food standards, labelling, marketing, etc.

National SBNs place specific emphasis on supporting food or other product development and improving the formulations by SMEs and women-led businesses and linking them to academia for product development and research, with the goal of healthier foods being put into the market. In addition, regional SBNs can support transitions to sustainable packaging and improvements to branding and market access.



Access to finance for SMEs and innovative start-ups

This includes initiatives to support the local startup ecosystem (startup centers, incubators, accelerators, bootcamps), champion local entrepreneurs and conduct national business pitch competitions, as well as stimulate new product development for affordable nutritious and fortified food products by local companies.



Workforce nutrition programmes

Workforce nutrition programmes encourage companies to commit to providing their employees with healthy food at work, nutrition education, nutrition-focused health checks and breastfeeding support. There is a clear value added for the private sector to invest in their workforce as it results in direct benefits to both the employees and the company⁹.



Advocacy and communication approaches (such as Social and Behaviour Change Communication)

Creating awareness about good nutrition and healthy diets among businesses and consumers is a core strategic area of engagement for the SBN. To achieve the vision of the SUN Movement, it is imperative that the private sector is sensitized to the national nutrition challenges, priorities of the Government, and the role that the private sector can play in ending all forms of malnutrition. Likewise, raising consumer awareness about the importance of healthy diets and practices through nutrition education and social behaviour change communication (SBCC) campaigns is another area where the SBN can engage in a significant way.



The Roadmap: Taking the SUN Business Network (SBN) forward in Asia

To assess progress of the SBNs in the region to date, a series of multi-stakeholder Country Consultations were conducted by two consultants engaged by the WFP Regional Bureau for Asia and the Pacific during March and April 2021. Through research and direct interviews, the consultants worked to understand challenges, compile lessons learnt and identify opportunities to enhance the networks and areas of growth (see Annex 1).

As of July 2021, a total of 415 companies and organizations had joined national SBNs (see Annex 2) across the Asia region. Most networks have a broad representation of various business sizes and industries, including large national companies, small and medium enterprises (SMEs), business associations and chambers of commerce. On average, food companies account for about 60% of SBN members, with non-food companies accounting for 30%, and Associations, Federations, Chambers of Commerce and Business Clubs accounting for another 10%. SBN Country Consultations identified the six strategic areas (described on page 10) that are aligned with and contribute to national nutrition priorities: i) food quality and safety; ii) rice/ wheat fortification; iii) technical assistance to SMEs on product (re)formulation, fortification, packaging, healthy food standards, labelling, marketing, etc.; iv) access to finance (for SMEs and

innovative startups); v) workforce nutrition; and vi) advocacy and communications approaches (such as Social and Behaviour Change Communication (SBCC)).

There is strong recognition that a wide range of **additional opportunities** must be harnessed as the SBN works to expand its impact on nutrition in the future, highlighted in the box below.

ADDITIONAL OPPORTUNITIES

- i) further engaging with the private sector on emergency preparedness and response**
- ii) a specific focus on youth- and women-owned and managed businesses**
- iii) building resilience in light of the COVID-19 pandemic and other natural hazards**
- iv) school health and nutrition**
- v) food labelling (nutritional values)**

Other areas of forward-looking technical assistance include innovative technologies and machinery; supply chain traceability, distribution and logistics; business model innovation; market linkages, export certification requirements, and trade agreements; and smallholder farmer assistance relating to on-farm and post-harvest technologies, as well as improved market access through cooperatives and retailers.

The SBN Roadmap forward

The roadmap articulates the way forward to engage the private sector and grow SBN in Asia at a country and regional level. A key recommendation is the establishment of a regional platform as a mechanism to facilitate support to countries and engage with regional businesses.

Consultations with an increasing number of national SBNs in the region, as well as with national SBN coordinators and members, indicate a need for intensified regional support provided via a regional platform.

This section envisions a transformational pathway for the establishment of a regional platform to support national SBNs in Asia and outlines a possible way forward over the next three

to five years. It envisions a process that strengthens the capacity of national SBNs, leverages additional financial and technical resources available at the regional level, and builds upon existing multi-stakeholder platforms with the objective of implementing effective solutions that deliver nutrition results at national and subnational levels.

Building on the successful engagement of the private sector through existing national SBNs in Asia, the Roadmap (see Figure 4) identifies increased regional coordination, knowledge sharing and capacity strengthening, and partnerships as key areas to increase business attention to and investment in nutrition in support of national priorities, using SBN as a catalyst to do so. This Roadmap aims to position SBN as a critical driving force behind private sector engagement around nutrition in the region.

In support of these objectives, four Strategic Thrusts have been identified to guide specific actions to advance SBN in Asia and unleash untapped opportunities to support national SBNs in the years ahead, which can be seen in Figure 5, along with the potential value added for engagement in the corresponding column.

Figure 4. The SBN Roadmap: A Transformational Pathway for SBNs in Asia

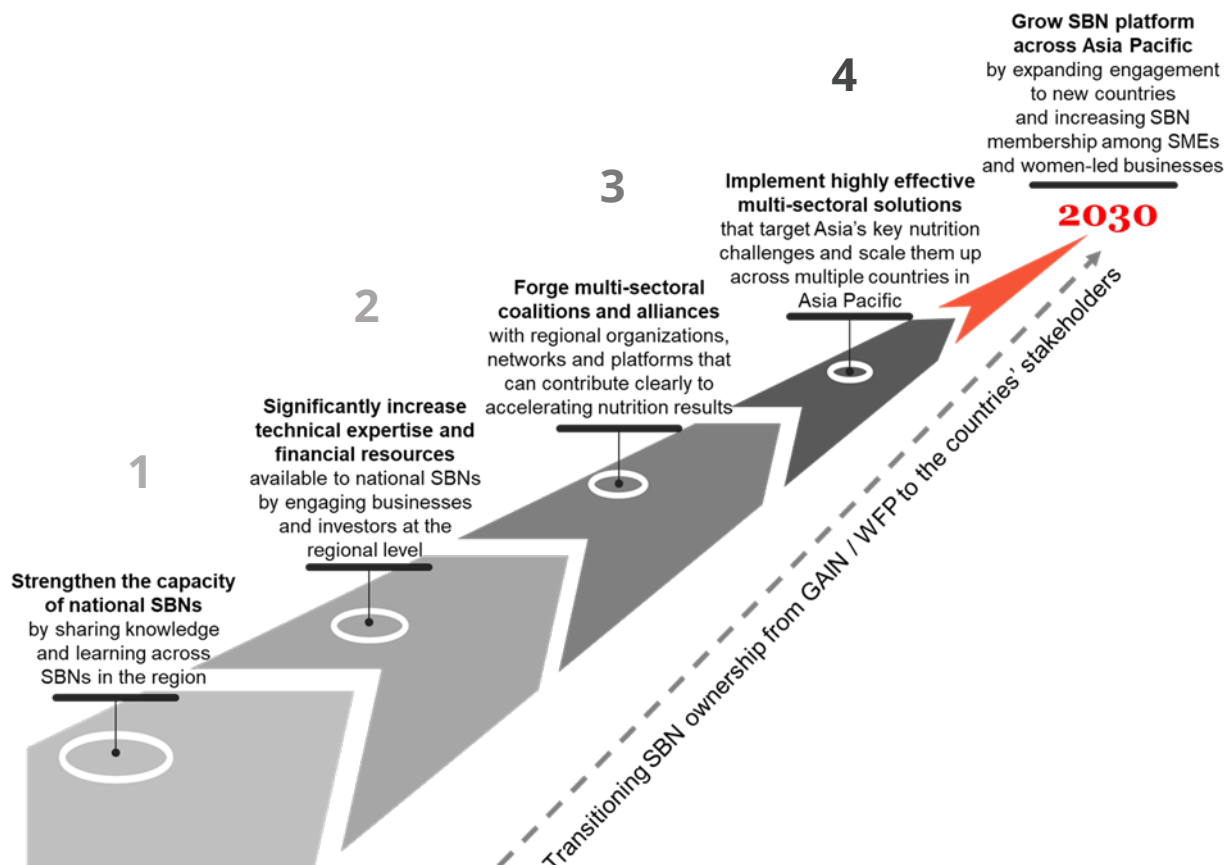


Figure 5. Strategic Thrusts

The four Strategic Thrusts correspond to each of the gray steps in the Roadmap in Figure 4.

STRATEGIC THRUSTS		VALUE ADD/ROLE OF REGIONAL PLATFORM
1	Strengthening capacity of national SBNs through better knowledge sharing and learning	Accelerate knowledge sharing and learning among multiple stakeholders from different countries in Asia
2	Accelerating private sector contribution to the strategic engagement areas of national SBNs in areas of Fortification, Workforce Nutrition, Communication and Innovation	Mobilize additional financial resources and technical expertise in support of national SBNs
3	Engaging regional businesses, investors and regional HQ of multi-national companies to mobilize additional financial resources and technical expertise to support national SBNs	
4	Facilitating strategic engagement with regional organizations, networks and platforms to harness multi-sectoral and multi-stakeholder collaboration	Maximize engagement with the private sector in collaboration with inter-government bodies and other regional organizations, networks and platforms



The following pages provide more details on the four Strategic Thrusts of this Roadmap, including rationale, the desired outcomes they are designed to create in the coming years, and the recommended areas of investment both in the shorter and medium terms.

Strategic Thrust #1: Strengthening capacity of national SBNs through better knowledge sharing, learning, and enhancing technical expertise



Rationale

As the number and footprint of national SBNs grow, so increases the number of challenges and the demand for support required from a dedicated global team or hub. Better knowledge sharing and learning among different national SBNs—and especially among more established networks and those that are just starting—was identified during the consultation process as a key success factor for strengthening capacity of national SBNs¹². In addition, as many countries in Asia share a similar nutrition situation and economic structures and will follow a similar path of agri-food and modern food retail sector development, there is a great benefit in learning from each other and using these lessons to inform the way forward.



As it was pointed out by interviewees, such cross-country knowledge sharing is critical for national SBN platforms, SBN member companies and other national stakeholders involved in nutrition, including government and civil society representatives across countries. A regional SBN platform or coordination mechanism would assist in facilitating this critical exchange. Figure 6 illustrates how an SBN platform could help achieve Strategic Thrust outcomes through foundational actions (shorter-term) and areas of further engagement (medium- or longer-term) actions.



Desired outcomes for Strategic Thrust #1

Knowledge needs of national SBNs are constantly and consistently met and their capacity is strengthened

Regular cross-country/inter-SBN/regional knowledge exchanges and forums take place among national SBN members, national governments, SBN partners, SUN networks and other regional stakeholders

National SBNs are viewed by governments as key advocates and go-to knowledge repositories for strengthening the enabling environment and suggesting different public-private partnership modalities for business engagement in nutrition, in support of national nutrition goals and priorities

National SBNs and their members know how to access technical knowledge and capital, and are active users of services and resources available at the regional level to drive transformation of food systems in their home markets

Figure 6. Recommended areas of investment for Strategic Thrust #1

Foundational Actions (short-term investment actions)	Areas of Future Engagement (further areas of investment)
<p>Strengthen foundations of national SBNs, and ensuring that every SBN:</p> <ul style="list-style-type: none"> Has a formal strategy document with SBN focus areas aligned with national nutrition priorities and a cost-based Action Plan Has a proper governance structure, including Steering Committee or Advisory Board Adopts Results Measurement Framework Establishes concrete plans to collaborate with SUN CSA network Develops the SBN database as per the available format <p>Improve quality and diversity of national SBN membership:</p> <ul style="list-style-type: none"> All SBNs engage with SMEs¹³ and women-and youth-led businesses, including active outreach to recruit them All SBNs have multinational companies, large national agri-food companies and non-food companies as their members Ensure any members in SBN activities commit time and resources to the network, as well as stay engaged via formal structures such as Working Groups or Communities of Practice 	<p>Expand SBN in the Asia Pacific and actively supporting organizations, networks and individuals driving engagement with businesses on nutrition in:</p> <ul style="list-style-type: none"> New markets: Papua New Guinea, Tajikistan, Timor-Leste, Vietnam Non-SUN countries: India, Singapore, Thailand <p>Create linkages with the WFP Center Of Excellence in China and SBN Japan to mobilize technological innovation, financial resources and the technical expertise of China/Japan's private sector in support of national SBNs in the Asia Pacific</p> <p>Leverage the South-South support mechanism to enhance cooperation and knowledge exchanges between SBNs in different regions</p> <p>Create linkages with WFP's Innovation Hubs to support and scale-up innovation at the national SBN level</p> <p>Develop concrete plans for transitioning SBN ownership from GAIN or WFP co-convenors to the country's stakeholders (e.g. embedding the work of SBN into a national business association, or another private sector entity(ies), network, etc.) with a clear Governance Structure and oversight from GAIN/WFP</p>

Strategic Thrust #2: Accelerating private sector contributions to the strategic engagement areas of national SBNs

Rationale

A range of potential opportunities can be harnessed to help ramp up contributions from the private sector across the regions, with specific focus areas identified in Figure 7, which reflects the top priorities for engagement of business within the region, or the key building blocks needed to facilitate investment. Figure 8 provides more specific actions for how to achieve the desired outcome for Strategic Thrust #2.

Figure 7. Top engagement priorities and complementary private sector partner categories

Top engagement priorities identified by national SBNs		Private sector partner categories	
1	Food quality and safety (SMEs)	»	Regional companies that can provide B2B support/TA to local food producers (agri-food businesses)
2	Rice fortification	»	Leading agri-businesses supplying rice or rice fortification technologies
3	TA to SMEs on product (re)formulation, fortification, packaging, healthy food standards, labelling, marketing, etc.	»	Regional HQ of SBN Global Members'
		»	Regional HQ of agri-food MNC
		»	Regional HQ of global ingredients manufacturers
		»	Regional HQ of global packaging companies
4	Access to finance (for SMEs and innovative startups)	»	Multi-lateral banks and other blended finance providers
		»	Regional companies with Corporate Venture Capital funds (CVC) and Innovation Hubs
5	Workforce Nutrition	»	Large regional companies involved in health- or nutrition-related initiatives for their workforce and underprivileged communities as part of their CSR efforts (non-food & food businesses)
		»	Regional HQ of insurance companies
6	Nutrition Education/SBCC (consumer awareness and demand)	»	Retailers
		»	Online retailers
		»	Regional HQ of MNCs
		»	Online food delivery platforms
		»	Market research firms
		»	Online media platforms
		»	Content providers
		»	Mass media: TV, radio, food channels
		»	Telco
		»	Creative, advertising and PR agencies
		»	Insurance companies

Desired outcome for Strategic Thrust #2

National SBNs are able to solicit stronger engagement of diverse types of businesses to contribute to national nutrition initiatives

Figure 8. Recommended areas of investment for Strategic Thrust #2

Foundational Actions (short-term investment actions)	Areas of Future Engagement (further areas of investment)
<p>Expand workforce nutrition programmes to different sectors and types of companies to reach more people, with the focus on the most vulnerable groups (e.g. female garment workers)</p> <p>Broaden food fortification from rice to other types of staple foods (e.g., wheat flour, salt, milk, oil) and complementary foods, where in line with government priorities and where relevant</p> <p>Provide technical assistance to food SMEs and smallholder farmers on food quality and safety</p> <p>Engage with retailers on consumer education and nutritious food availability</p> <p>Scale up existing CSR programs implemented by the private sector—e.g., CP Food's Student's Lunch Project in Thailand, a home-grown school feeding project—nationwide and across multiple countries in the region</p> <p>Implement nutrition-sensitive initiatives with non-food companies, e.g., WASH</p> <p>Identify regional and national companies that can provide technical assistance to SMEs and build SME capacity to expand their services nationwide and inter-SBN</p>	<p>Expand focus from addressing undernutrition and micronutrient deficiencies (e.g. through fortification programmes) to championing initiatives addressing overweight, obesity and diet-related NCDs (e.g. product reformulation, advocating regulatory changes)</p> <p>Expand Nutrition Education and SBCC programs to promote healthy diets to wider audiences</p> <p>Provide technical assistance to food SMEs on product (re)formulation and fortification</p> <p>Broaden engagement with non-food companies on consumer education (e.g., insurance providers, food delivery platforms, telco co.) to promote healthy diets and nutrition related information, improve consumer understanding of benefits of fortified food, nutrition labels, etc.</p> <p>Scale up use of school platforms, including improving food environment around schools, engaging with smallholder farmers to provide school meals, and ensuring food quality and safety within school feeding)</p> <p>Introduce new programmatic areas, e.g., circular economy in the agri-food sector, environmentally sustainable agriculture, and proactively pursuing PPPs</p> <p>Provide technical assistance and capacity building to smallholder farmers (nutrition-smart agriculture, post-harvest waste reduction technology, sustainable livelihoods, market connectivity)</p> <p>Engage with the private sector on emergency preparedness and response (COVID-19-related and future preparedness, as well)</p> <p>Step up advocacy to create an enabling environment for good nutrition – e.g. providing technical input on regulatory frameworks and incentives for businesses (e.g., front-of-pack labelling, sugar, salt and fat taxes, marketing to children, etc.)</p>

Strategic Thrust #3: Engaging multi-national and regional businesses to mobilize additional financing and technical expertise

Rationale

There is a global trend of regionalization of businesses. Global companies develop regional strategies and establish regional organizational structures, set up regional supply chains and source innovation regionally. Singapore has emerged as the location of choice for many global multinational companies (MNCs) to establish their Regional Headquarters (HQ) for the Asia region. These regional HQ are given significant independence in making their own management decisions, including defining their sustainability strategies and CSR priorities, which are often the main funding source for these companies' engagement in nutrition.

At the same time, home-grown Asian conglomerates are rapidly expanding across the region. As such, they have a great deal of influence on agri-food markets across Asia. However, the largest regional agri-businesses and food manufacturers are based in countries which are not part of the SUN movement, namely China, India and Thailand. These three countries are the top food exporters in Asia, and home to some of Asia's largest

agri-business conglomerates, meaning they also have outsized influence on the food and agricultural sectors of many Asian countries.

Some of these regional conglomerates are among the world's leading corporate investors in new food technologies and food start-ups, sourcing deals globally via in-house corporate venture capital (CVC) funds and through linkages within the global venture capital (VC) community, including investments into Silicon Valley's funding mechanisms. Thailand is also a springboard for business expansion and product export into the neighboring countries of Myanmar, Cambodia and Lao PDR, with many companies managing their operations in those countries out of their Thailand offices. A similar situation is faced in South Asia, where Indian companies have a dominant footprint in the agricultural, food processing and retail sub-sectors in countries outside of India. There is no meaningful way to influence the food sector in those countries unless engaging with regional conglomerates, which has led a number of National SBNs to attempt engagement with these companies, with little success so far.

As a result, the contributions of relevant multi-national and regional companies (see Annex 3), especially those which have significant market presence across multiple SBN countries, have so far been limited. Leveraging both MNC regional operations and regional conglomerates for SBN and nutrition could increase the impact of SBN's initiatives (e.g. via the priority engagement areas listed in Strategic Thrust #2) across countries while providing these businesses an opportunity to roll out multi-country initiatives which are inherently more impactful on nutrition, along with being visible and cost effective.

A regional platform would serve as a critical coordination mechanism, identifying regional and national partnership opportunities and facilitating financial/technical assistance connections to national SBNs and their members. Figure 9 describes how an SBN platform can help achieve the desired outcome for Strategic Thrust #3.



Desired outcome for Strategic Thrust #3

Asia's leading conglomerates and regional offices of global MNCs become active contributors of financial and technical assistance to national SBNs and their member companies. This will support national SBNs to be more independent of donor funding and build a more sustainable partnership with the private sector.

Figure 9. Recommended areas of investment for Strategic Thrust #3

Foundational Actions (short-term investment actions)	Areas of Future Engagement (further areas of investment)
<p>Initiate dialogue with regional level companies and cooperations to raise interest and get commitment on SBNs</p> <p>Identify specific technical support areas required by national SBNs, then engaging companies (SBN technical partners) that have technical expertise in those areas and are capable and willing to provide technical assistance to national SBN members</p> <p>Identify technical experts/consultants regionally to link them with national SBN members</p>	<p>Establish regional-level cooperation with companies in the following categories:</p> <ul style="list-style-type: none">o Regional HQ of SBN global members (for technical assistance and financing);o Regional agri-food conglomerates (for technical assistance and financing);o Regional food or non-food companies aligned with SBN areas of focus;o Other categories identified during mapping exercise (see Figure 7) <p>Create a streamlined process for technical assistance provision by SBN technical partners (SBN global members and regional conglomerates) and making technical support easily accessible by all national SBNs</p> <p>Foster innovation by creating linkages to regional incubators/accelerators, to help food start-ups and SMEs to do business model innovation, develop scale-up strategy, receive technical assistance and access financing</p>



Strategic Thrust #4: Facilitating strategic engagement with regional organizations, networks, platforms and investment mechanisms

Rationale

A number of private sector-focused regional platforms exist which can be leveraged for strategic engagement, such as the UN Global Compact Regional Network Council for Asia Pacific, Asia Pacific Office of the World Business Council for Sustainable Development (WBCSD), and Food Industry Asia. As with regional business hubs, most of these organizations have established their offices outside of SUN countries, preferring locations like Thailand and Singapore.

However, the private sector is not alone in its move to regionalize. The development sector has also increasingly turned over operations to regional levels, with many global NGOs, development assistance organizations, donors and development finance providers having a presence at the regional level through developing regional strategies, establishing regional organizations, and rolling out coordinating mechanisms and programming, including technical assistance. The Association of Southeast Asian Nations (ASEAN) is a regional grouping that promotes economic, political, and security

cooperation among its ten members. The ASEAN Leaders' Declaration on Ending All Forms of Malnutrition confirms the critical importance of addressing malnutrition, particularly stunting, immediately and strategically. Increasingly, nutrition is seen as a maker and marker of development – essential to the attainment of the SDGs.

At the same time, smaller national Civil Society Organizations (CSOs) are organized regionally with the help of larger platforms and regional networks. Numerous regional dialogues have occurred in recent years, and platforms have been established with objectives around sustainable agriculture, e.g., Evolve or Grow Asia.

Asia's multilateral development banks (such as the Asian Development Bank (ADB), institutional investors and private philanthropies also have the potential to be further leveraged for nutrition, as do regional philanthropy and social investment platforms such as the Aspen Network of Development Entrepreneurs (ANDE). This engagement would be best supported by a regional SBN mechanism to strategically engage with these networks (refer to Annex 4), helping to incorporate nutrition elements into health, agriculture and food initiatives and to harness the financial and technical support resources and technical support resources they provide. Figure 10 provides short-term and longer-term actions to help reach the desired outcome for Strategic Thrust #4 through an SBN platform.



Desired outcomes for Strategic Thrust #4

National SBNs can leverage the collective power of global and regional organizations, inter-government bodies, UN agencies, private sector led coalitions, sustainability networks and multi-stakeholder platforms to make nutrition central to national development agenda

There is a strong strategic alignment and coordination among all SUN Networks at the national and regional (where applicable) levels, as well as coordination with various UN agencies, donors and development partners

Figure 10. Recommended areas of investment for Strategic Thrust #4

Foundational Actions (short-term investment actions)	Areas of Future Engagement (further areas of investment)
<p>Establish entry points with regional inter-government bodies: ASEAN, SAARC, CAREC, PIF</p> <p>Further engagement and alignment with regional UN entities to develop an understanding of current private sector engagement strategies: ESCAP, UNEP, UNICEF, FAO, WHO</p> <p>Establish entry points for the private sector engagement in nutrition with regional business organizations and multi-stakeholder platforms, e.g., ASEAN Business Advisory Council, ESCAP Sustainable Business Network (ESBN), Grow Asia, etc.</p> <p>Establish linkages with other SUN Networks which are organized at the regional level: SUN CSA, UN Network and SUN Donor Network</p> <p>Establish strategic engagement with the regional representation of the global private sector-led consortia, such as UN Global Compact Regional Network Council for Asia Pacific, Asia Pacific office of World Business Council for Sustainable Development (WBCSD), etc.</p> <p>Initiate strategic engagement with the regional offices of global organizations (NGOs, academia), e.g., Nutrition International, International Life Science Institute (ILSI) Southeast Asia Region. Establishing entry-points for investment and TA in nutrition at the regional offices of multilateral banks (World Bank, IFC, ADB), blended finance providers, corporate and institutional investors, and private foundations</p>	<p>Advocate for strengthening the enabling environment for business engagement in nutrition at the regional inter-government level: organizing regional knowledge exchanges</p> <p>Engage national SBNs in programmes and projects promoted by leading global initiatives and networks, such as the FReSH project of WBCSD, and actively using tools, guidance and best practices provided by these initiatives and networks to support company and food systems transformation at a national SBN level</p> <p>Implement strategic alignment and regional coordination with other SUN Networks such as the SUN Civil Society Network, UN Network and expanding multi-sectoral collaboration at a national SBN level</p> <p>Leverage strategic engagement with regional organizations and platforms and regional offices of global organizations and platforms to support national SBNs</p> <p>Develop a pilot technical assistance programme with ADB/IFC/World Bank or other finance providers (e.g., private foundation)</p> <p>Establish a regional/subregional network of investors, including start-up incubators/accelerators/pitch competitions, that is easily accessible by all national SBNs</p> <p>Develop partnerships with other technical assistance platforms, mechanisms and development partners providing assistance to SMEs, e.g., USAID Green Invest Asia that supports mid-size agriculture and forestry companies</p>

Regionalization of SBNs to support coordination and country-level initiatives

Recommendations on the establishment of a Regional SBN Platform

Based upon the analysis of regional trends, consultation with national SBNs, and mapping of regional stakeholders, four areas for regional SBN support were identified that have a clear value addition to national SBNs:

- i) Strengthen the capacity of National SBNs;
- (ii) Significantly increase technical expertise and financial resources;
- (iii) Forge multi-sectoral coalitions and alliances with regional inter-government bodies, organizations, networks and platforms, and;
- (iv) Implement highly effective multi-sectoral solutions that target Asia's key nutrition challenges.

As the list of activities to operationalize this Roadmap is expansive, additional resources will be required at the regional level. The need and desire for regional support was strongly emphasized during the process of in-country consultations. The form of a regional SBN platform or coordination mechanism

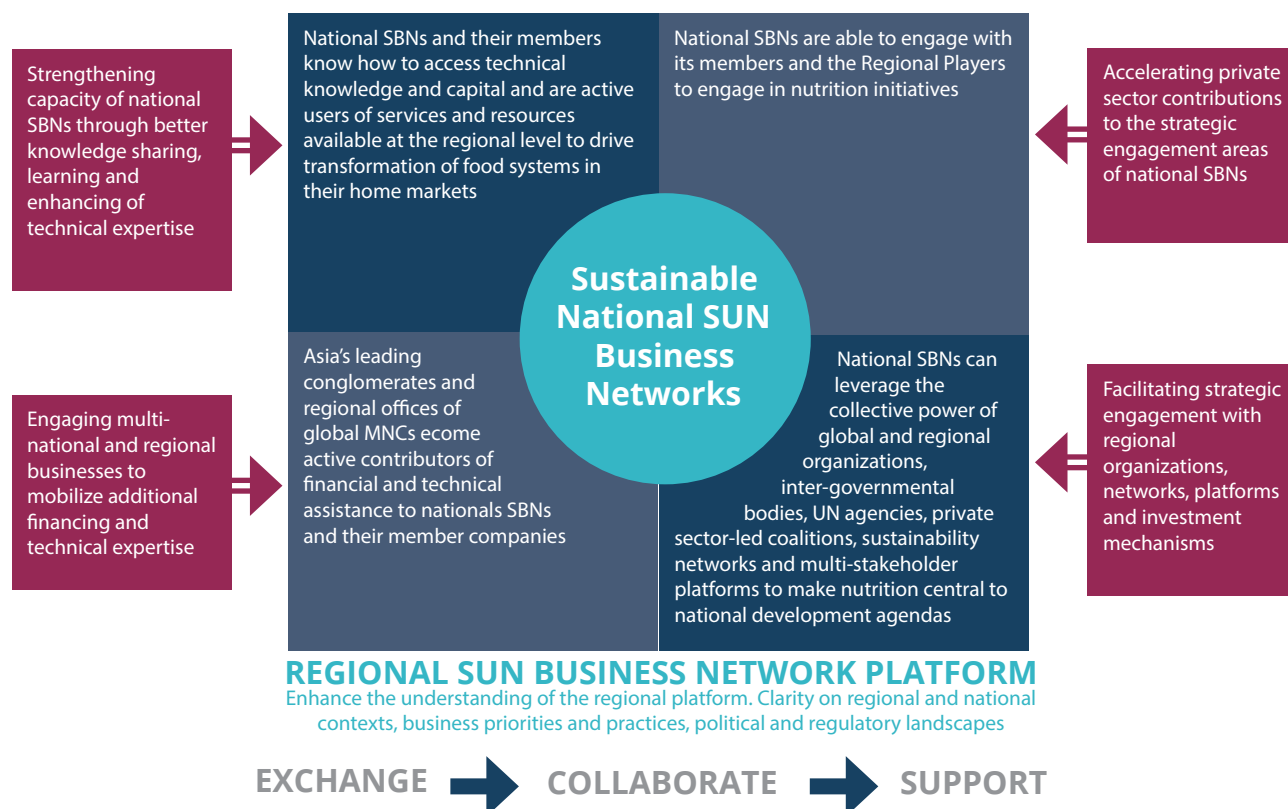
must be further defined and could be similar to regional SBN structures being put in place in Africa, where regional coordinator roles were created.

At a minimum, and as a precondition for any regional efforts, it is necessary to get resources to continue having a regional SBN coordinator for Asia in 2022/23. However, preferably, the funding should be longer-term (3 to 5 years) and for two coordinators covering both sub-regions: South and Central Asia and Southeast Asia— in recognition of the specifics of these two regions and markets from economic and political perspectives.

The overall purpose of the Asia Pacific SBN coordination mechanism is to more effectively support national SBNs and their strategic engagement areas at the country and regional level, as well as enhance engagement with regional businesses and other entities. This would include those within the Regional SUN Business Network Framework (see Figure 11).

The regional SBN platform will also facilitate communicating ideas, feedback and recommendations to the SBN global team to enhance the quality and relevance of the global focus and how to adapt them to regional and national contexts. The decentralization of a SUN advisor to regional level which is currently in progress will also support this.

Figure 11. Regional SBN Framework





Suggested Approach – SBN Advisory Council

In order to effectively engage regional businesses and other regional stakeholders to support national SBNs, it is recommended to establish an informal Regional SBN Advisory Council/Board, comprising a diverse range of private sector entities and potentially including representatives of inter-government organizations, as well as regional coordinators of other SUN networks, e.g., SUN CSA. It will not be a decision-making body, but will offer WFP and GAIN opportunities for dialogue at the regional level and a forum to solicit advice and reaction on proposed areas and methods of engagement.

This suggested approach would require the resources to continue having a regional coordinator and would follow three essential steps of action:

Engagement with regional businesses and other organizations toward establishing a Regional Advisory Council/Board

This step would involve conducting preliminary consultations with short-listed companies to gain further insights into how regional engagement could be established and/or enhanced. These consultations would help to clarify the engagement approach, selection criteria, and targeted companies, with a focus on balancing between members already known to WFP and GAIN and potential new partners whose influence on food systems

and enabling environment in the Asia Pacific is significant, but who are currently not engaged in an SBN. A Regional Advisory Council/Board would be established.

Establishment of a regional SBN platform/coordination mechanism

The Advisory Council/Board would then draft Terms of Reference for a regional SBN platform/coordination mechanism and work to secure multi-year funding to support its ongoing success. The Board would help to recruit Regional Coordinators, develop an action plan and budget, align the Roadmap with the new SBN Strategy 3.0, support national SBNs in strengthening their capacity and membership, and proactively assist County Offices that are evaluating the establishment of SBNs.

SME Engagement

The Advisory Council/Board would help to create linkages between SMEs and regional and national companies, government agencies, Industry Associations and other groups to identify capacity gaps and provide technical assistance, as well as to help recruit SMEs into SBN membership.

For further details on the suggested approach, see Annex 5.

Annexes

Annex 1: Methodology

A series of multi-stakeholder consultations were conducted by two consultants engaged by the WFP Regional Bureau for the Asia-Pacific during March and April 2021. The objective of the consultation was to assess progress of SBNs in the region to date, understand challenges and compile lessons learnt and identify opportunities to enhance the networks and areas of growth. These consultations supported the development of this document.

In addition, documents pertaining to the status of SBNs in each country were reviewed, including national SBN Strategies and Action Plans, membership lists, national nutrition plans and initiatives, examples of private sector programs in nutrition, mapping studies, evaluation reports, SUN country joint assessments, country briefs, donor reports, among others.

Based on this, the key strategic priorities for engagement were consolidated across all SBNs in the Asia Pacific and a list of private sector actor categories was developed that could support these priorities. Within each category, large regional and multinational companies with headquarters in Asia were identified that matched specific selection criteria represented in Figure 7.

Based on that, a list of companies, investors, IFIs and regional organizations, platforms and networks for potential engagement was developed, using various data sources and additional consultations.

Key Steps

1) Multistakeholder consultations

A total of 31 consultations with 56 participants took place across 13 countries in the Asia Pacific during March and April 2021: Afghanistan, Bangladesh, Cambodia, Indonesia, Japan, the Kyrgyz Republic, Lao PDR, Myanmar, Nepal, Pakistan, the Philippines, Sri Lanka, and Tajikistan. Interviewees included SBN coordinators, SUN government focal points, those from private sector companies, WFP country teams and representatives from other SUN networks, i.e. Civil Society, UN and Donor Networks.

2) Mapping and screening of regional entities

This step led to the development of a priority list of regional companies, other regional organizations, networks and platforms, and regional offices of multinational companies and global organizations with whom to engage. Additional consultations with regional stakeholders such as ASEAN, ESCAP, FAO, UNICEF and selected businesses, NGOs and regional platforms were conducted.

3) Roadmap development

Based on the findings during stakeholder consultations and prioritization of regional entities, a Strategic Roadmap for SBN in the Asia Pacific was developed, validated and endorsed by national SBNs.

Figure 12. Selection criteria for regional businesses

Required:	Excluded:
Large regional conglomerates and regional HQ of global MNCs with a presence in several countries with national SBNs	Companies in potentially contentious industry sectors (e.g., sugary beverages, fast-food, palm oil)
Companies and investors with significant financial resources and technical know-how to provide TA and financial assistance in support of national SBN's priority engagement areas	Violators of Code on Marketing of Breast Milk Substitutes and World Health Assembly resolutions related to Maternal, Infant and Young Child Nutrition
Companies involved in nutrition-specific and nutrition-sensitive programs via their current sustainability and CSR programs and foundations	Violators of SBN Principals of Engagement
Preferred:	
Companies with experience in working with the UN agencies, multi-lateral banks, inter-government bodies and other organizations and NGOs involved in nutrition	

Annex 2: Status of national SBNs in Asia

In the Asia region, there are currently 13 SUN Business Networks, in different stages of maturity out of a total of 16 SUN Countries in the region. Figure 13 shows the Functionality Index Score for each national SBN; this score is calculated based on whether the network has formally launched, has a full-time coordinator, Strategy, Action Plan, and funding in place, as well as ongoing activities.

Figure 13. Status of SBNs in Asia by country

SUN Countries in Asia	Date Established	Functionality Index Score	Formal SBN	Coordinator Appointed	SBN Action Plan in place	SBN strategy developed/ aligned nationally	Short-term funding secured	Who leads SBN (WFP/ GAIN/ Private Sector)	SUN-Donor convenor	Number of members
Afghanistan	Early stage	1.0		X				AFSEN		
Bangladesh	August 2019	4.0	X	X	X		X	GAIN	USAID, DFID	146
Cambodia	July 2021	2.0	X	X	X	X	X	WFP	GIZ	20
Indonesia	September 2015	5.0	X	X	X	X	X	PS	UNICEF	40
Japan	In progress	0.0						WFP		
Kyrgyzstan	May 2021	2.0	X	X				PS	UNICEF, World Bank	10
Lao PDR	May 2018	5.0	X	X	X	X	X	WFP	EU	34
Myanmar	January 2021	4.0		X	X	X	X	WFP	DFID	16
Nepal	May 2022	2.0		X		X		WFP		6
Pakistan	March 2019	5.0	X	X	X	X	X	GAIN & WFP	World Bank	50
Philippines	February 2020	4.0	X	X	X		X	WFP	TBD	30
Papua New Guinea	None	0.0						N/A		
Sri Lanka	March 2019	5.0	X	X	X	X	X	WFP	UNICEF	38
Tajikistan	Evaluation stage	0.0						WFP	GIZ	
Vietnam	Evaluation stage	0.0						GAIN		

Annex 3: Mapping of global and regional companies to support SBN priority engagement areas

A structured approach was used to generate a list of companies across partner categories identified in Figure 14. Several sources were used, including the UN and other global and regional sustainability initiatives such as the UN Global Compact and the World Business Council for Sustainable Development.¹⁴

Figure 14. Prospective list of potential companies with whom to engage based on different partner categories

UN Global Compact members	Dow Jones Sustainability Index (DJSI) members	FTSE4Good Index – companies demonstrating strong ESG practices	ESBN (ESCAP Sustainable Business Network) & The Asia Pacific Business Forum	World Business Council for Sustainable Development (WBCSD)
70 companies in Thailand; 50 in Singapore and 33 in Malaysia are members	21 Thai companies, 5 in Singapore, one in the Philippines	114 companies listed on five ASEAN stock exchanges (out of 829)	126 companies organized in 6 Business Networks	CEO-led organization of over 200 companies; 34 members of the Fresh project, including 16 Asia-Pacific members
<p>Singapore agri-business: Olam International Wilmar International</p> <p>Thailand agri-business: Charoen Pokphand Foods (CP Foods) CP ALL Thai Wah Co.</p> <p>Non-food: Siam Cement Group PTTEP & PTT Global Chemical Thai Oil Public Co. True Digital Group Indorama Ventures</p> <p>Hong Kong non-food: Li & Fung Group</p>	<p>Thailand agri-business & retail: CP Foods Thai Union Group Central Pattana CP All</p> <p>Non-food: PTTEP, oil & gas PTTGC, chemicals Siam Cement Group Thai Oil True Corporation Electricity Generating (EGCO) Home Product Center</p> <p>Singapore (non-food): DBS, DBS Foundation Sembcorp</p>	<p>Top 10 include: CP All, retail PTT, oil & gas Siam Cement Group Singapore Telecom DBS Group</p> <p>The rest are banks</p>	<p>Non-food: Li & Fung Group and Foundation, HK ASEAN CSR Network Ltd, Singapore</p> <p>The Asia Pacific Business Forum (APBF) 2020 participants: Unilever (Thailand, Myanmar, Cambodia, Lao PDR, Singapore and Malaysia) DSM Asia-Pacific ADB Small Enterprise Assistance Fund (SEAF)</p>	<p>Fresh project (under Food & Nature programme): Buhler Cargill CP Group Danone DSM Dupont Givaudan Google IFF Kellogg's Olam Syngenta Unilever</p> <p>Asia-Pacific members (16 companies): CP Group PTT PTT Global Chemical SCG</p> <p>Other companies are in sectors not relevant to SBN priorities</p>

Annex 3 (continued): Mapping of global and regional companies to support SBN priority engagement areas

Figure 15. Global and regional companies to support SBN strategic engagement areas through financing and technical expertise

Global SBN members with regional presence	Multinational companies with regional HQ	Regional food and non-food companies aligned with SBN areas of focus
<p>Food companies: Unilever Kellogg's Mars Ajinomoto</p> <p>Fortification and nutrition solutions: BASF DSM Cargill Hexagon</p> <p>Non-food companies: GALLUP, research Tetra Laval, packaging</p>	<p>Food Companies: Reckitt Benckiser Barilla, Barilla Center for Food and Nutrition Danone</p> <p>Complementary food manufacturers: Gerber Milna</p> <p>Fortification and nutrition solutions: Beneo Dupont Frutarom Kerry Group Symrise Givaudan CHR Hansen IFF Fortitech by DSM (premixes) Thai Instant Products (TIP), rice fortification Prinova Buhler Thailand, systems for wheat flour, rice, noodles & coffee 45Rice</p> <p>Agri-food businesses: De Heus, Netherlands, animal nutrition East-West Seeds (EWS), vegetable seeds</p> <p>Non-food businesses: Tetra Laval, packaging Amcor, packaging Google</p>	<p>Regional agri-food conglomerates: Olam International Wilmar International CP Food (agri-food, retail) Thai Union Group (food fortification) Berli Jucker (food, retail and packaging) Betagro Group (agri-business) Thai Wah (starch and noodles)</p> <p>Regional non-food companies: PTT Siam Cement Group Thai Oil True Digital Indorama Li & Fung</p> <p>Regional retailers (Southeast Asia): Central Retail Big C/Berli Jucker AEON Metro Siam Makro CP ALL Jiffy (owned by PTT)</p> <p>Regional online food delivery platforms: FoodPanda GrabFood GoJek/GoFood</p> <p>Regional online retailers: Lazada</p>

Annex 4: Mapping of regional organizations, networks and platforms related to food and nutrition

The following organizations, including global NGOs with regional offices, as well as regional networks and platforms that are involved in nutrition were identified for potential engagement in SBN.

Figure 16. Organizations with potential to engage in SBNs

INGOs	Private foundations & networks active in the Asia Pacific	Academia
Food Industry Asia (FIA) Nutrition International (NI) Helen Keller International (HKI) Sight & Life Save the Children PATH World Vision International FHI 360 World Resources Institute The Good Food Institute (GFI), alternative proteins Bopinc ibn360 Investing for better nutrition Hystra consulting	Bill & Melinda Gates Foundation The Rockefeller Foundation The Stone Foundation Cartier Philanthropy H&M Foundation IKEA Foundation Li and Fung Foundation Zeullig Foundation ASEAN Foundation (in Jakarta) Japan - ASEAN Solidarity Fund Lee Foundation EAT Foundation Tata Trusts Decimal Foundation, India The Power of Nutrition Foundation Global Alliance for the Future of Food (28 private foundations) Asian Venture Philanthropy Network (AVPN) Aspen Network of Development Entrepreneurs (ANDE) Global Impact Investment Network Access to Nutrition Foundation	International Life Science Institute (ILSI) International Rice Research Institute (IRRI) International Food Policy Research Institute (IFPRI) Tata-Cornell Agriculture and Nutrition Initiative Philippines: Food and Nutrition Research Institute (FNRI) Vietnam: Cuu Long Delta Rice Research Institute Bangladesh: Bangladesh Rice Research Institute Indonesia: Agency for Agricultural Research & Development, Jakarta Thailand: Mahidol University

Networks and Platforms	
Workforce Nutrition Alliance Food Fortification Initiative (FFI) Iodine Global Network (IGN) Grow Asia Golden Rice Network The Asia Roundtable on Food Innovation for Improved Nutrition (ARoFIIN)/Evolve, Collaboration for a Healthy Asia The Indonesia Nutrition Foundation for Food Fortification (KFI)	Food and Land Use Coalition (FOLU) Food System Dialogues (4SD) Global Panel on Agriculture and Food Systems for Nutrition (GLOPLAN) World Benchmarking Alliance (WBA) Asia-Pacific Regional Network for Early Childhood (ARNEC)

Annex 5: Early action plan for implementing the Strategic Roadmap for SBN in the Asia Pacific by a regional SBN coordinator and lead agency

This plan would require the resources to continue having a regional coordinator in 2022.

Action

Engagement with regional businesses and other organizations

- o Conduct **initial consultations** with 10-15 short-listed companies to gain further insights on how regional engagement could be established and/or enhanced

Define a **mechanism to engage with regional businesses**, e.g. a Regional SBN Advisory Council/Board. Develop TOR and the detailed selection criteria for its members and identify 20 companies/organizations to be invited to join

It is suggested that a **Regional SBN Advisory Council/Board will include representatives from different types of businesses and financial institutions** (to be further defined), e.g.:

- o Global SBN members with strong regional presence
- o Large regional businesses in the agri-food sector headquartered outside of SBN countries
- o Regional international finance institutions (IFIs)
- o Chairs of regional offices of private sector-led coalitions and platforms, such as the UN Global Compact and the World Business Council for Sustainable Development (WBCSD)
- o Representatives of inter-government bodies involved in private sector engagement in nutrition
- o Regional coordinators of other SUN networks which are organized regionally, e.g., SUN CSA Network

Develop a **presentation with overview of SBN in the Asia Pacific** and strategic engagement areas requiring private sector support to be shared during meetings with targeted companies. The presentation should be tailored to each company and outline potential areas of cooperation based on their business focus, technical expertise, stated Sustainability/CSR strategies and current activities in the areas of SBN engagement

Conduct **face-to-face meetings with target companies** to invite them to the Regional Advisory Board/Council

Develop a separate **list of global/regional companies headquartered in South Asia** to engage with SBN

Follow-up on initial consultations with ASEAN to identify opportunities for engaging with the private sector on areas prioritized in the ASEAN Nutrition Sector Action Plan

Conduct **consultations with SAARC, CAREC and PIF**, and any business organizations/platforms/networks/councils under them and follow up with ASEAN on the meeting already conducted

Continue **consultations, outreach, and coordination with other UN Agencies** (WHO, FAO, etc.) on private sector engagement in nutrition

Establish and **deepen relationships with regional finance providers:**

- o Identify key contacts at multilateral banks, institutional investors (VC/PE funds, blended finance providers) and private foundations aligned with strategic engagement areas of national SBNs
- o Establish relationships with relevant contacts and identify areas for collaboration

In consultation with RBB technical/programme units and national SBNs, create a **roster of regional TA providers/consultants** in the strategic engagement areas of national SBNs and establish a process of how this assistance could be delivered to national SBN members. Service providers should cover the following categories, but are not limited to them:

- o Capacity development of SMEs, smallholder farmers, farmer cooperatives and producer organizations
- o Food fortification technical standards developers
- o Food quality and safety trainings

Establishment of a regional SBN platform/coordination mechanism

Circulate results of in-country consultations and Strategic Roadmap back to national SBN for final validation and endorsement

Draft TOR for a **regional SBN platform/coordination mechanism**

Secure multi-year funding required to support a regional SBN platform from 2022 onwards. Hiring two Regional Coordinators should be considered: one for South Asia, and one for Southeast Asia and the Pacific to mobilize private sector engagement at sub-regional level

Develop TORs and **recruit Regional Coordinators**

Develop an **action plan and budget** for regional SBN coordination and inter-SBN knowledge sharing and learning

Develop **SBN specific guidance on engagement with the private sector** that will facilitate the formulation and implementation of private sector partnerships

Align the Roadmap with the new SBN Strategy 3.0 when finalized

Provide **assistance to national SBNs** to strengthen their capacity and membership:

- o Ensure that every SBN has a formal strategy document
- o Better align SBN engagement areas with national nutrition priorities
- o Improve quality and diversity of SBN members:
 - Ensure each member actively participates in SBN and commits capital and resources towards nutrition activities
 - Ensure engagement of SMEs and/or their industry associations
 - Ensure diverse membership including food and non-food companies
- o Adopt Results Measurement Framework
- o Improve collaboration with other SUN networks at the national level

Provide **proactive assistance to Country Offices** which are in the process of evaluating establishment of SBNs:

- o Papua New Guinea, Timor-Leste, Tajikistan, Vietnam

SME engagement

Identify **regional and national companies that can provide direct assistance to SMEs** (based on companies' previous engagements) and conduct consultations to solicit commitments

Establish **working relationships with government agencies** providing assistance to SMEs and create linkages with SBN members

Engage with **SME Industry Associations** to identify capacity gaps, help SMEs to articulate what technical assistance is needed

Develop a proactive **outreach programme to recruit SMEs** and/or their Industry Associations into SBN membership

Acronyms

AEC	ASEAN Economic Community
ADB	Asian Development Bank
AFSEN	Afghanistan Food Security and Nutrition Agenda
AP	Asia Pacific
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
CAREC	Central Asia Regional Economic Cooperation
CSA	Civil Society Alliance
CSR	Corporate Social Responsibility
CVC	Corporate Venture Capital
ESCAP	Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization
FTA	Free Trade Agreement
GAIN	Global Alliance for Improved Nutrition
GMS	Greater Mekong Subregion
HQ	Head Quarters
IFC	International Finance Corporation
IFI	International Finance Institution
ILO	International Labour Organization
INGO	International Non-Government Organization
MAD	Minimum Acceptable Diet
MDB	Multilateral Development Bank
M&E	Monitoring and Evaluation
MNC	Multinational Corporation
NCD	Non-Communicable Disease
NGO	Non-Governmental Organization
PIF	Pacific Islands Forum
R&D	Research and Development
ROI	Return on Investment
SAARC	South Asian Association of Regional Cooperation
SBCC	Social and Behaviour Change Communication
SBN	SUN Business Network
SME	Small and Medium Enterprises
SOFI	State of Food Security and Nutrition
SUN	Scaling Up Nutrition
TA	Technical Assistance
UN	United Nations
UNEP	United Nations Environment Programme
UNICEF	United Nations Children's Emergency Fund
USAID	United States Agency for International Development
VC	Venture Capital
WASH	Water, Sanitation, and Hygiene
WBCSD	World Business Council for Sustainable Development
WFP	World Food Programme
WHO	World Health Organization

Endnotes

- 1 Scalingupnutrition.org
- 2 Sunbusinessnetwork.org
- 3 www.gainhealth.org; www.wfp.org
- 4 scalingupnutrition.org/wp-content/uploads/2021/01/SUN-Strategy-2021-2025_ENG_web1.pdf
- 5 This Roadmap is a dynamic “living-document” meant to serve as a guide on the way forward and is subject to changes as it goes through a validation process by national SBNs.
- 6 www.unglobalcompact.org
- 7 UNICEF/WHO/The World Bank group. Levels and trends in child malnutrition. 2021.
- 8 SOFI AP 2020
- 9 sunbusinessnetwork.org/wp-content/uploads/2019/09/SUN_Workforce_Nut_black_white_pr7_screenfriendly_largefile.pdf
- 10 globalnutritionreport.org
- 11 www.gainhealth.org/sites/default/files/publications/documents/gain-discussion-paper-series-6-food-systems-yppps-can-they-advance-public-health-and-business-goal-at-the-same-time.pdf
- 12 Further details on the consultation process are available via SBN country-level coordinators or by emailing WFP.Bangkok@wfp.org
- 13 As part of SBN commitments under N4G, each national SBN will have 100 SME members on average by 2025.
- 14 Due to time constraints the mapping exercise focused on the Southeast Asia region only. A similar effort should be undertaken to cover South Asia and the Pacific region.

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