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SUMMARY REPORT

# 2016 Integrated Nutrition Conference

Responding with the Private Sector  
for Greater Nutrition Impact

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# Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>INTRODUCTION .....</b>	<b>3</b>
<b>DAY 1: MONDAY, NOVEMBER 14, 2016.....</b>	<b>5</b>
Conference opening.....	5
Plenary panel 1: Collaboration across sectors for optimal nutrition: different stakeholders' perspectives.....	7
Plenary panel 2: Donor investments that facilitate private sector partnerships with civil society and government for improved nutrition.....	9
Session A: Partnership models between the private sector and other entities (government, civil society, INGOs, academia) for improved nutrition.....	10
Session B: Initiatives for ensuring safety, cost-effectiveness and quality of products, services, technology, and practices that meet the nutritional needs of vulnerable populations.....	11
Session C: Sharing experiences in building the evidence on products, services technologies, and practices that improve outcomes .....	12
Review of day 1. Collaboration among partners for optimal nutrition: what will keep us awake tonight? .....	13
<b>DAY 2: TUESDAY, NOVEMBER 15, 2016 .....</b>	<b>14</b>
Plenary panel 3: Collaboration for optimal nutrition: partnership business initiatives.....	14
Plenary panel 4: Collaboration across sectors for optimal nutrition: policies and the private sector .....	16
Plenary conversation: Collaboration across sectors for optimal nutrition: food systems and healthy diets.....	18
Session D: Private sector business models that support nutritional outcomes .....	19
Session E: Current and promising products, services, technologies, and practices for improved nutrition.....	20
<b>PARTNERSHIP EXCHANGE .....</b>	<b>21</b>
Day 1: Topics considered and outcomes.....	21
Day 2: Topics considered and outcomes.....	22
<b>CLOSING SESSION .....</b>	<b>24</b>
<b>RECOMMENDATIONS .....</b>	<b>26</b>



# Executive summary

The second Integrated Nutrition Conference (INC) aimed to shed light on the increasingly important issue of engaging the private sector in improving nutritional outcomes—an issue that arose during the first conference in 2015. In response, the second conference in 2016 focused on “Responding with the private sector for greater nutrition impact” and participants worked to identify how the private sector can contribute to ending malnutrition.

INC2016 was organized around two main objectives: (a) identify strategies for civil society, government, and academia for partnering with the private sector in addressing the nutritional needs of vulnerable populations; and (b) leveraging products, services, technologies, and practices that support the nutritional needs of vulnerable populations.

The conference highlighted the critical need for strong, diverse and creative partnerships, leveraging respective strengths and resources to scale sustainable, cost-effective solutions to eliminate malnutrition. The private sector has the means to be a key contributor to these partnerships with its innovation, reach and business processes. The opportunities for collaboration among private sector, government, donors and civil society are vast and necessary to successfully eliminate malnutrition.

The shift in food consumption from home-produced to market-sourced food offers an opportunity for the private sector to influence the food agenda. It is therefore critical to partner with the private sector to help shape this drive so that it both encourages a nutritious diet and aligns with government nutrition policies. However, the private sector does not need to be seen exclusively in terms of large international corporations—there is a large set of small and medium-size enterprises that can contribute to nutrition outcomes, as evidenced in this report in the cases of Smart Logistics, Pioneer Fish Farm, and Xikhaba. Engaging with the private sector for nutrition goes beyond access to safe, nutritious foods to include maternity leave and supporting exclusive breastfeeding at work, social marketing, water resources, and early childhood development, as with such companies as BushProof, EarthEnable and Tiny Totos. To support the whole spectrum of businesses, from small to large, an enabling environment should be created to encourage private sector involvement by removing bureaucratic barriers, offering incentives and reducing perceived risks. NGOs can help support this enabling environment by implementing “turnkey” projects that mitigate some of the risks. Innovative business models for nutrition can overcome and improve inefficient value chains and remove poverty constraints to consumer purchasing power.

Although engagement with the private sector for nutrition presents both risks and opportunities, successful models satisfy the joint objectives of achieving nutrition outcomes, meeting consumer needs, and generating income for the enterprises involved. A successful partnership recognizes the profit motive of business, ensures

staff expertise on the ground, has financial and logistical capabilities, can develop practical, innovative ideas, embraces transparency, and capitalizes on science, technology and local knowledge.

With regard to initiation of partnerships with the private sector for improving nutrition, a number of recommendations emerged from the conference:

- Understand each other's paradigms, goals, and motives before embarking on cross-sectoral collaboration
- Develop an environment of mutual respect, trust, and dialogue
- Engage with the private sector during project formulation
- Develop a partnership framework with a shared vision, a clear understanding of what needs to be accomplished and specified roles and responsibilities
- Communicate the strategy's goals using an agreed-upon terminology and hold all stakeholders accountable for achieving the strategy
- Nurture a learning, enabling environment that acts on the results that arise from monitoring activities
- Factor sustainability goals into the whole partnership process.

In responding with small and medium-sized enterprise in contributing to nutrition outcomes, some key recommendations are:

- Partner with businesses to apply a nutrition lens to their business models
- Create private sector partnerships that focus on the marketplace and mobilize entrepreneurs along the food system value chain
- Support small businesses to grow by mobilizing local capital
- Provide grants and technical assistance to entrepreneurs to help take proven nutrition-relevant innovations to scale
- Develop a roster of innovations that is a mixture of high-technology and low-technology solutions to improving nutritional outcomes.

Responding with the private sector can contribute to nutrition by taking innovations to scale and ensuring sustainability through market-based solutions. Furthermore, the private sector is willing and eager to partner with civil society and other stakeholders. The way forward is to identify and establish mutually beneficial partnerships that support nutrition outcomes.

# Introduction

Malnutrition presents significant threats to human health and economic development. Today, the world faces the double burden of malnutrition—undernutrition and obesity—in both developed and developing countries. Solving this problem is complex and cannot be achieved by any one thematic sector; therefore, multi-sectoral and integrated collaborative actions among actors is needed, with the private sector fully engaged alongside nongovernmental organizations, governments, academia, donor agencies and other actors. These partnerships offer enormous potential to innovate across sectors and leverage resources and capabilities for improving the nutrition of vulnerable populations.

The second Integrated Nutrition Conference aimed to shed light on this increasingly important issue of engaging the private sector in improving nutritional outcomes, especially for the poor and malnourished. This issue had arisen during the first Integrated Nutrition Conference, held in Nairobi in September 2015, which focused on new approaches for integrated strategies to improve children’s lives through the first 1000 days of life. In response to the growing call for greater involvement of the private sector in integrated nutrition programs, the second Integrated Nutrition Conference (INC2016) focused on “Responding with the private sector for greater nutrition impact”—the private sector is willing and eager to engage with other stakeholders. The way forward is to then identify and establish mutually beneficial partnerships that support nutrition outcomes.

INC2016 was organized around two main objectives, each with three tracks:

## **OBJECTIVE 1: IDENTIFY STRATEGIES FOR CIVIL SOCIETY, GOVERNMENT, AND ACADEMIA FOR PARTNERING WITH THE PRIVATE SECTOR IN ADDRESSING NUTRITIONAL NEEDS OF VULNERABLE POPULATIONS**

**Track 1:** Partnership models between the private sector and other entities (government, civil society, INGOs, academia) for improved nutrition

**Track 2:** Donor investments in facilitating private sector partnerships with civil society, government, and academia for improved nutrition

**Track 3:** Private sector business models that support nutritional outcomes

## **OBJECTIVE 2: LEVERAGING PRODUCTS, SERVICES, TECHNOLOGIES, AND PRACTICES THAT SUPPORT THE NUTRITIONAL NEEDS OF VULNERABLE POPULATIONS**

**Track 1:** Current and promising products, technologies, and practices for improved nutrition

**Track 2:** Sharing experiences in building the evidence on products, services, technologies, and practices that improve nutritional outcomes

**Track 3:** Initiatives for ensuring safety, cost-effectiveness and quality of products, services, technology, and practices that meet the nutritional needs of vulnerable populations.

This report of INC2016 summarizes the content of the presentations and discussions that took place over the course of the two days, and presents the key messages and recommendations emerging from the conference. Most presentations and speeches are available online and can be accessed at this link: <http://integratednutritionconference.crs.org/view-abstracts>.

# Day 1

MONDAY, NOVEMBER 14, 2016

## CONFERENCE OPENING

Bill O’Keefe (Vice President, Government Relations and Advocacy, Catholic Relief Services), in his role as conference facilitator, welcomed the participants, noting that twice as many participants as last year had gathered for this year’s conference. He raised a question that had featured prominently at the first Integrated Nutrition Conference—Where is the private sector? The answer—They are here, ready to engage and collaborate in achieving optimal, sustainable nutrition outcomes.

### WELCOME SPEECHES—IN A NUTSHELL

#### *GLADYS MUGAMBI, HEAD OF NUTRITION AND DIETETICS, KENYA MINISTRY OF HEALTH*

Welcome to this important forum, which brings together partners to share knowledge and experiences and to enhance networks. Nutrition is a key component of the development agenda in Kenya through the leadership of the Ministry of Health, supported by the National Food Security and Nutrition Policy. Kenya is on course to meet four of the five World Health Assembly maternal and child nutrition targets, though much remains to be done, with 26% of Kenya’s children under 5 years old still stunted. Kenya has joined the global movement for Scaling Up Nutrition and has established networks with partners, including the private sector, to implement its principles.

#### *MOST REVERED MARTIN KIVUVA MUSONDE, ARCHBISHOP OF MOMBASA*

The religious community, regardless of creed, is also concerned about nutrition. In June 2015, His Holiness Pope Francis spoke about hunger and nutrition to the Food and Agriculture Organization of the United Nations in Rome, reminding Member States that we all have responsibilities to those that are malnourished and hungry, including millions of children. Catholic social teaching tells us that we need to be good stewards of our resources—to help achieve this, governments, donors, researchers and implementers in the nutrition sector should work with the private sector for greater impact, particularly in reaching vulnerable, underserved populations.

#### *SCHUYLER THORUP, EXECUTIVE VICE PRESIDENT, OVERSEAS OPERATIONS, CATHOLIC RELIEF SERVICES*

We all share a fervent desire to ensure that children have access to the building blocks that enable them to fulfill their potential. The first of these building blocks is adequate

nutrition, without which children suffer cumulative impacts on their physical health and mental development that are irreversible and devastating for their families and communities. To eliminate malnutrition we will need strong, diverse and creative partnerships, leveraging our respective strengths and resources to scale sustainable, cost-effective solutions. The private sector, with its innovation, reach and business processes, will make a key contribution to those partnerships. Nutrition security can only be achieved through a convergence of evidence-based solutions and political will, building on the momentum of the Sustainable Development Goals.

#### KEYNOTE ADDRESS: IMPROVING NUTRITION IN FOOD INSECURE MARKETS

##### *CHRIS POLICINSKI, PRESIDENT AND CEO, LAND O'LAKES, INC.*

The genesis of Land O'Lakes can be traced back to 1921, when 320 dairy farmers combined to form the Minnesota Cooperative Creameries Association. Their idea was simple—to join together to effectively market and distribute members' dairy production across the country. It was a concept that could be adopted by farmers around the world. Chris Policinski, Land O'Lakes, Inc. President and CEO challenged the private sector, public sector and governments along with households to remember that together we are *feeding human progress*. The fact that 25% of children worldwide are stunted is a major deterrent to human progress and development. Although government and civil society along with some private sector are already in partnerships to improve food security “the power of the marketplace” can be used to accelerate development activities in food security and nutrition. Mr. Policinski provided three Land O'Lakes project examples of working with farmers for improved nutrition in Bangladesh, Rwanda and Ethiopia.

Mr. Policinski, encouraged a more robust engagement of the private sector with governments and NGOs. He said: *We need to fully engage the private sector to bring size and tools to the issue*. Specifically citing knowledge transfers, products and financial services as tools the private sector offers. He noted however, that the private sector is often deterred by the perception that investment in developing countries is high risk, and that returns on investment are slow to materialize. Development organizations can reduce that risk by engaging partners in creating more projects that lower risk and provide more certain, closer-end returns to “sell” to the private sector. One example is Land O'Lakes International Development partnership with Feed the Future and the private sector working with smallholder farmers to test new technologies for addressing tomato moths. This type of project serves as an example of how to engage the private sector with projects and how to continue to feed human progress.

## PLENARY PANEL 1—COLLABORATION ACROSS SECTORS FOR OPTIMAL NUTRITION: DIFFERENT STAKEHOLDERS' PERSPECTIVES

**Panelists:** Gladys Mugambi, Nutrition and Dietetics Unit, Kenya Ministry of Health; George Owuor Jr., Procter and Gamble; Mildred Irungu, Agriculture and Nutrition, USAID/Kenya; Dominic Godana, Global Alliance for Improved Nutrition (GAIN), Kenya; Betty Bugusu, International Food Technology Center, Purdue University, USA

**Moderator:** Bill O'Keefe, Catholic Relief Services

The panelists had different motivations for partnership, depending on their perspectives:

- To improve the lives of consumers by offering technological solutions to such problems as the provision of clean water;
- To achieve sustainable impact of nutrition-specific, nutrition-sensitive interventions through a multisectoral approach engaging various sectors, including health, agriculture and social protection;
- To disseminate technologies by engaging with collaborators on the ground;
- To build alliances that will catalyze further action at all levels;
- To play a governance role in enabling the private sector to engage with other sectors in a way that realizes national political objectives.

What determines if a partnership will work, and what are we looking for in partners? Again, the panelists had a range of views:

- Having people on the ground with expertise in the chosen area;
- The financial clout to provide appropriate technologies and drive the supply chain;
- The logistical capabilities to link supply and demand, avoid wastage and add value;
- The ability to fashion practical solutions from innovative ideas;
- Transparency, particularly in ensuring that business objectives are aligned with government policy to achieve national nutrition objectives, for example with regard to unhealthy foods and drinks.

Other important considerations for creating an enabling environment in which partnerships can flourish include:

- ensuring that small and medium enterprises are supported and encouraged;
- breaking down bureaucratic barriers so that innovation can flourish and long-term investments reap rewards;
- engaging the private sector right from the start, and not as an afterthought;
- empowering local actors through training, capacity building and education.

Finally, the panelists offered examples from their own experiences of successful partnerships, including in the areas of promoting breastfeeding, food fortification and food processing. In Kenya, for example, the Ministry of Health was working with maize and wheat millers to develop certification standards for fortified products.

Particularly, training at industry level helped to ensure alignment of industry and government standards. A partnership-based Feed the Future project in Kenya and Senegal aimed to reduce post-harvest losses through improved grain drying and storage, coupled with food processing innovations and dissemination mechanisms to link farmers to markets. The partnership model, whereby Feed the Future provided technological support to small and medium-sized processors while government supplied financial assistance, contributed to the success of the venture.

## PLENARY PANEL 2—DONOR INVESTMENTS THAT FACILITATE PRIVATE SECTOR PARTNERSHIPS WITH CIVIL SOCIETY AND GOVERNMENT FOR IMPROVED NUTRITION

**Panelists:** *George Bigirwa, Alliance for a Green Revolution in Africa (AGRA); Marian Odenigbo, International Fund for Agricultural Development (IFAD); Andrew Read, USAID/Kenya*

**Moderator:** *Beth Collins, Catholic Relief Services*

Different organizations have different motives for integrating nutrition into their activities, depending on their mandate or focus: (a) as an essential component of efforts to reduce poverty and increase food security; (b) as a prime consideration when improving agricultural yields and outcomes; and (c) as an approach to reduce malnutrition and improve health, particularly among children and vulnerable households. Given this variety of motives, organizations work with partners—both public and private—in various ways. The focus may be on the science and technology of nutrition, for example in reducing aflatoxins, regenerating soils, or developing improved varieties, requiring capacity building, training and knowledge transfer among partners. Or the primary partners may be small farmers, who need assistance and empowerment in marketing and accessing the value chain. Or the linkage may be with lending institutions to help them evaluate risk more accurately and encourage them to make loans more affordable for small and medium enterprises.

With regard to partnership with the private sector specifically, again there are many models, depending on the intended outcomes of interventions and on local circumstances. In Zambia, IFAD has worked with the government to identify a private sector partner to train smallholder farmers on animal nutrition in order to increase beef productivity and thus enhance income. In Uganda and Mozambique, AGRA is helping soybean and maize growers to link with manufacturers of soy milk, poultry feed and other products in order to add value to their outputs. And, as part of a wider project to reduce post-harvest losses, USAID is promoting commercial production of PICS bags—hermetically sealed bags for on-farm grain storage. Sustainability can be ensured if such initiatives are demand driven. The initiatives demonstrate how increases in food productivity, improved linkage of dietary considerations and farm output, and reduced wastage and food loss can lead to positive nutrition outcomes.

The private sector should not be seen as a “predator to be shot on sight, or a cow to milk”—rather, it is better viewed as a mobilizer of resources and a source of innovation and good practice that can contribute to nutrition. An enabling environment should thus be created to encourage private sector involvement, for example through tax incentives. Food consumption is shifting from home-produced to market-sourced food, presenting an opportunity for the private sector to drive the food agenda. Partnering with the private sector can help shape this drive so it encourages a nutritious diet. Access to capital is a key motivator at all levels—for farmers and producers, and for small and medium enterprises—and initiatives to develop appropriate financial products and to facilitate and ease the flow of capital are fundamental to the achievement of nutrition-related objectives.

## SESSION A: PARTNERSHIP MODELS BETWEEN THE PRIVATE SECTOR AND OTHER ENTITIES (GOVERNMENT, CIVIL SOCIETY, INGOS, ACADEMIA) FOR IMPROVED NUTRITION

**Presenters:** *Samantha Clark, SPRING/JSI Research and Training Institute, Inc.; Dan Haswell, GAIN; Yvonne Yuan, School of Nutrition, Ryerson University, and Le Van Chi, NIN and NINFOODS; Nick van der Velde, BoP Innovation Centre*

**Moderator:** *Sister Pauline Acayo, Catholic Relief Services*

A wide range of partnership models can be applied when developing and implementing programs for improved nutrition. Taking lessons from collaborative work (involving both public and private sectors) in various developing countries, including Guatemala, Rwanda and Bangladesh, Feed the Future's SPRING project makes recommendations at each stage of the project life cycle—(a) develop a practical strategy at the design stage; (b) communicate the strategy's goals and hold all stakeholders accountable for achieving the strategy; and (c) share and act on the results that arise from monitoring activities. GAIN's Marketplace for Nutritious Foods program works with East African small and medium enterprises along the agriculture value chain. This partnership model provides (a) an opportunity for joint learning and networking across businesses, government, investors, and donors through a community of practice; (b) business planning and technical assistance to support businesses in bringing nutritious products to the market; and (c) financial resources through grants and links to private investors. A program in rural Vietnam works with small-scale food processors to scale up fortified complementary foods made from locally grown crops. The PROOFS program in Bangladesh links the warehouse with the consumer through nutrition sales agents, who educate communities on nutrition and hygiene and gain income from the sale of goods from their nutritious product baskets. In all cases, a flexible and adaptive approach is important to ensure that the selected model takes account of and works with the actual situation on the ground.

Key messages from the session:

- Prioritize collaboration to address nutrition, and identify joint opportunities of value
- Ensure that the goals and activities in a strategy are clearly articulated and communicated; define the terminology to avoid language barriers
- Build trust and hold all stakeholders accountable for achieving the strategy
- The vetting process is important in assessing the merits of partnering
- An open and regular dialogue enables mutual learning
- Facilitate linkages along the food value chain—from field, to processing, to table
- Engage the consumer in nutrition and hygiene advocacy in order to stimulate behavior change and demand.

## **SESSION B: INITIATIVES FOR ENSURING SAFETY, COST-EFFECTIVENESS AND QUALITY OF PRODUCTS, SERVICES, TECHNOLOGY, AND PRACTICES THAT MEET THE NUTRITIONAL NEEDS OF VULNERABLE POPULATIONS**

**Presenters:** *Raphael Siwiti, SUN Business Network, Zambia; Amare Ayalew, African Union Commission; Danny Coyne, International Institute of Tropical Agriculture, United Republic of Tanzania*

**Moderator:** *Betty Bugusu, International Food Technology Center, Purdue University*

There is an increasing effort to supply nutritious foods to consumers, but they also need assurance about the safety, quality and value of those foods. The SUN Business Network engages with business within a multistakeholder, country-owned approach to scaling up nutrition—in Zambia, for example, the Good Nutrition Logo identifies foods that meet established nutrition-related standards, supported by accurate nutrient labeling on packaging. The Partnership for Aflatoxin Control in Africa aims to build knowledge on the harmful effects of aflatoxin in foods and methods of mitigation, and encourages sustainability of countermeasures through a “carrot and stick” approach (market incentives and regulatory enforcement). The International Institute of Tropical Agriculture is using a multipronged approach, including pest diagnosis, technology development and application, and capacity building and advocacy to reduce overreliance on pesticides and ensure healthy seedlings and crops.

Key messages from the session:

- Recognize the link between food safety, nutrition, food security and public health, and embed food safety in agriculture and nutrition policies and strategies
- Create incentives to enhance private sector actions for safe food, particularly in regard to aflatoxin mitigation
- Take account of private sector priorities (for example regarding aflatoxin control), including improved access to the latest technologies
- Stimulate change with tools and incentives—a “how-to” guide or an award for good practice
- Seeing is believing: demonstrate the benefit of improved techniques, such as production of healthy seedlings
- Help people to make better food choices by labeling food products with simple, credible nutrition logos.

## SESSION C: SHARING EXPERIENCES IN BUILDING THE EVIDENCE ON PRODUCTS, SERVICES, TECHNOLOGIES, AND PRACTICES THAT IMPROVE OUTCOMES

**Presenters:** Nicola Martin, ANF4W, GIZ; Juliana Kii, Kenyatta University; Vimbai Chishanu, PRIME, and Adriane Seibert, Mercy Corps; Mario G. Ferruzzi, Plants for Human Food Institute, North Carolina State University

**Moderator:** David Leege, Catholic Relief Services

It is vital to strengthen the linkage between product and message development and social behavior change in order to support uptake or adoption. The Affordable Nutritious Food for Women (ANF4W) project works with small and medium enterprises in Kenya and Tanzania to improve uptake of micronutrients through fortification of maize flour. The approach includes social marketing to increase consumer demand. As part of the Pastoral Areas Resilience Improvement through Market Expansion (PRIME) project in Ethiopia, radio soap operas have been developed with Warner Brothers, a film studio, to prompt social and behavior change for improved nutrition in pastoralist communities. Initial evidence suggests that using soap operas helped men and women to remember some of the project's promoted behaviors. Finally, a multi-organizational project aims to counteract nutrient shortfalls by promoting the conversion of indigenous African plants rich in carotenoids (vitamin A precursors) into naturally fortified instant porridge. Research showed that after information is provided to consumers, they are willing to pay a modest premium for instant flour, particularly for flour with added mango, carrot and micronutrients. Also, those with higher income and education levels had higher levels of overall willingness to pay. The take-away messages of these studies have generic application in this area: embrace science and technology and local knowledge; understand "consumers" and meet them where they are; look for opportunities for changes in products to meet nutrient needs in unique ways; and foster partnerships with key entrepreneurs.

Key messages from the session:

- When engaging the private sector, garner high-level (CEO) support from the start
- Understand each other's paradigms and goals before embarking on cross-sectoral collaboration
- NGO interaction with the private sector can raise the quality of service delivery
- Factor sustainability goals into the whole partnership process
- Nurture a learning, enabling environment
- Embrace science and technology as well as local knowledge
- Social marketing is a tool to increase behavior adoption
- Provide technical and business support to small businesses as needed

## REVIEW OF DAY 1: COLLABORATION AMONG PARTNERS FOR OPTIMAL NUTRITION: WHAT WILL KEEP US AWAKE TONIGHT?

**Presenter:** *Mary Hennigan, Catholic Relief Services*

As we identify ways of responding with the private sector for greater nutrition impact, three facts may keep us awake tonight:

- Today is World Diabetes Day—once considered a disease of affluent societies, over 80% of global deaths from diabetes now occur in low- and middle-income countries. Its expansion is linked to the increasing prevalence of overweight and obesity, contributing to a rapid rise in noncommunicable diseases.
- An estimated 150 million children are undernourished, while another 45 million are obese or overweight.
- Globally, overall poverty rates are dropping, but malnutrition can still be found in food-secure regions, as people tend to switch from traditional diets to more convenient, processed foods with low nutrition value as their incomes rise.

While these facts can give us sleepless nights, there are reasons for hope:

- We have unprecedented levels of evidence-based knowledge of human nutrition.
- A constant flow of new technologies is bringing optimal nutrition to the most vulnerable.
- Donor projects, such as the USAID Feed the Future programs, can help encourage markets to provide high-quality, nutrient-dense crops and foods.
- There is strong political will to implement national multisectoral nutrition plans as part of efforts to achieve the Sustainable Development Goals.

We will sleep better if we partner better, and to achieve that we need to share a common vision of partnership that is “nutrition centric,” with all stakeholders—private sector, researchers, government, donors, civil society and households—working in unison with improved nutrition as the focus of their shared goals.

# Day 2

TUESDAY, NOVEMBER 15, 2016

## PLENARY PANEL 3—COLLABORATION FOR OPTIMAL NUTRITION: PARTNERSHIP BUSINESS INITIATIVES

**Panelists:** *Emma Caddy, Tiny Totos; Yannick Ntirushwa, EarthEnable; Catherine Edward, Soya ni Pesa, United Republic of Tanzania; Serge Ranaivojaona, BushProof*

**Moderator:** *Jennifer Burns, Catholic Relief Services*

Opportunities exist for small and medium-sized enterprises to engage and collaborate at the local level, with major implications for household nutrition and childhood development. Tiny Totos (<http://www.icaafrica.com/tinytotoskenya>), which operates in Nairobi, Kenya, trains independent, informal micro-entrepreneurs running daycares in marginalized areas in relevant skills—including early childhood stimulation, health and nutrition, data collection, and financial and business management—needed to effectively run daycares. Through this effort, children attending these centers are healthier and achieve higher development outcomes, while the micro-entrepreneurs earn increased income. The initiative illustrates the growing demand for childcare services that support holistic child development. EarthEnable (<http://www.earthenable.org/>) has developed a system for replacing dirt floors with inexpensive, clean, solid floors made from local materials to reduce infection and diarrhea in households in Rwanda. As part of their model, EarthEnable trains local Rwandans on how to create and install the floors, enabling them to utilize their skills to become income-generating entrepreneurs. Under the CRS-led Soya ni Pesa project, small farmers are enabled to process soybeans into marketable nutritious food products for commercial sale, including soy milk and food bars. BushProof, founded in Madagascar, offers water supply solutions for remote and difficult environments at a small fee to users. Given the profit motivation behind BushProof, response times to poorly functioning or damaged infrastructure are quick, resulting in improved availability of and access to water.

Challenges faced by the various enterprises include lack of an enabling policy environment; some consumer reluctance to accept new ways of doing things; technology shortfalls; limited community and household education on nutrition and related matters; and some conflict of interest between the private and public sectors, with the former pushing for innovation and the latter often wanting to protect its own “space.” On the other hand, significant progress is achieved when government resources are mobilized at the local level to support small enterprises, for example through deployment of experts to advise and raise awareness of target communities on health and hygiene aspects of the initiative. Mutual benefits can thus

be achieved—in the case of Tiny Totos, for example, community health workers find it easier to assess the health of a large number of children gathered in one place, rather than relying on door-to-door visits.

Key messages from the panel discussion:

- Even small-scale, local initiatives can reap multiple benefits for nutrition, health and hygiene
- Successful, well-marketed business models can inspire others to engage and take advantage of entrepreneurial opportunities
- Government support and facilitation can be of considerable benefit in kick-starting local business initiatives

## PLENARY PANEL 4—COLLABORATION ACROSS SECTORS FOR OPTIMAL NUTRITION: POLICIES AND THE PRIVATE SECTOR

**Presenter:** Grainne Moloney, United Nations Children's Fund (UNICEF) Kenya

**Panelists:** Terrie Wefwafwa, International Baby Food Action Network (IBFAN); Namukolo Covic, Agriculture for Nutrition and Health (A4NH), International Food Policy Research Institute (IFPRI); Hope Kasimbazi, Early Steps Program, Private Sector Foundation Uganda

**Moderator:** Everlyn Matiri, Catholic Relief Services

An enabling policy environment is key to sustainable nutrition practices. Global policies and guidelines on engaging with the private sector for improved nutrition include the World Health Organization (WHO) International Code of Marketing of Breast-milk Substitutes; guidance on ending inappropriate promotion of food for infants and young children (May 2016); guidelines on business engagement under the Scaling Up Nutrition initiative; and the Children's Rights and Business Principles developed by UNICEF, the United Nations Global Compact and Save the Children.

Within that global context, there is a growing need for well designed, supportive policies and strategies at national level to support positive nutrition outcomes, given the critical role of a healthy, productive population in economic and social development. Monitoring and evaluation measures should also be in place to ensure that policies function effectively. Here, global efforts, such as the IFPRI Global Nutrition Report and Global Hunger Index, can help inform policy formulation at national level, as well as acting as instruments to hold governments accountable for the effective implementation of those policies. Monitoring of value addition in the agricultural sector can give an indication of the contribution of the private sector. In Uganda, private sector proposals play a significant role in governmental policy formulation, including in the health and nutrition sector, leading to successful outcomes with regard to the promotion of food fortification.

Supportive policies are also needed in the realm of mother and child nutrition, including encouragement for breastfeeding, particularly in a new economic reality where many more mothers are working and need facilities and support for breastfeeding at work. The voice of civil society has been strong in advocating such measures, and in advocating the reduction of salts, sugars, fats and other additives in processed foods. Research institutions can also provide valuable input to national policy development on nutrition—they have done a good job in providing evidence on what needed to be done to address nutrition challenges, but could do more to monitor and evaluate the effectiveness of health and nutrition interventions in order to inform policy making. One area requiring further investigation is how researchers, the private sector and policy makers interact to inform nutrition interventions. As a guiding principle, efforts by all actors should aim to ensure that nutrition policies are based on full knowledge and are implemented effectively on the ground.

Key messages from the panel discussion:

- Engagement with the private sector presents both risks and opportunities—recognizing their right to pursue the profit motive, while supporting them to engage in healthy nutrition options
- A “carrot and stick” approach, combining incentives and enforcement of regulations, is needed to align private sector production with national nutrition policies
- Maternal and child health should be given high priority, for example through policies that encourage breastfeeding
- Policy making at the national level needs to embrace input from the private sector and research institutions

## PLENARY CONVERSATION—COLLABORATION ACROSS SECTORS FOR OPTIMAL NUTRITION: FOOD SYSTEMS AND HEALTHY DIETS

**Presenter:** Agnes Kalibata, *Global Panel on Agriculture and Food Systems for Nutrition*

**Moderator:** Shaun Ferris, *Catholic Relief Services*

The Global Panel on Agriculture and Food Systems for Nutrition has produced an important new report—Food systems and diets: facing the challenges of the 21st century.<sup>1</sup> The report highlights a growing nutritional crisis, with 1 in 3 of the world's population suffering from diet-related malnutrition. Six of the top 11 risk factors driving the global burden of disease are related to diet—dietary risk, high systolic blood pressure, child and maternal malnutrition, high body mass index, high fasting plasma glucose, and high total cholesterol.<sup>2</sup> Governments and private sector actors consequently need to work together to focus on aligning food systems with the goal of attaining healthy diets and improved nutritional outcomes. The report identifies six steps to identify policy actions to achieve healthy diets:

1. Set a clear diet quality objective
2. Engage with communities to explore perceptions of causes of the diet gap
3. Review the role of food systems
4. Identify actions for food systems solutions
5. Align actions to create coherence
6. Leverage actions for sustainability

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<sup>1</sup> <http://www.glopan.org/foresight>.

<sup>2</sup> Global Burden of Disease Study 2013 Collaboration (2015), Figure 5.

## SESSION D: PRIVATE SECTOR BUSINESS MODELS THAT SUPPORT NUTRITIONAL OUTCOMES

**Presenters:** Daniel Alberts, GAIN; Otieno Okello, Pioneer Fish Farm; Rose Mutuku, Smart Logistics Solutions; Octavio Muchanga, Xikhaba Limitada; Ayodeji Ogunleye, Obafemi Awolowo University

**Moderator:** Felicien Randriamanantenasoa, Catholic Relief Services

In the private sector–nutrition nexus, the most successful models are those that satisfy the joint objectives of achieving nutrition outcomes, meeting consumer needs, and generating income for the enterprises involved. When developing a business model the entrepreneur must take into account how the company creates value for its customers in a competitive environment. Innovation and consumer education are important elements of this. Examples from Africa illustrate these principles. Pioneer Fish Farm, Lake Victoria, Kenya, breeds and produces tilapia and catfish fingerlings, inspired by the urgent need to tackle the endemic malnutrition and poverty levels in the lake region resulting from mismanaged lake resources. Smart Logistics, a Kenyan agribusiness enterprise, aims to contribute to closing the nutrition gap by producing convenient, precooked and packaged pulse products. Xikhaba produces peanut butter from local materials and distributes it through a network of 50 low-income women promoters. In Nigeria, a study demonstrated the profitability of biofortified cassava compared to white cassava, encouraging private sector investment in the former. In each case the entrepreneurs acknowledged that profitability was their prime motivation, but raising consumer awareness of the nutritional value of their products was an important marketing tool.

Key messages from the session:

- Successful, sustainable business plans will find better ways to meet customers' needs
- Effective promotion leverages trust and aspirations
- While poverty constrains consumer purchasing power, creators of innovative business models for nutrition that overcome and improve inefficient value chains can reap their reward
- The nutrition gap can create market opportunities for entrepreneurs that aim to provide affordable, accessible nutritious food
- Resolving post-harvest handling and storage issues is a key area of the supply chain
- Even for small businesses, research can help identify business opportunities

## SESSION E: CURRENT AND PROMISING PRODUCTS, SERVICES, TECHNOLOGIES, AND PRACTICES FOR IMPROVED NUTRITION

**Presenters:** *David Campbell, “Shamba Chef,” Mediae; Elizabeth Imbo, Self Help Africa; Muzafar Kaemdin, MEAL, United Republic of Tanzania, and Tumaini Bakobi, Catholic Relief Services; Jock Brandis, the Full Belly Project*

**Moderator:** *Suganya Kimbrough, Catholic Relief Services*

Innovative, outside-the-box approaches are often effective in adding value and drawing public attention to nutritious food products and good nutrition practices. For example, advocacy through the media can be a powerful tool for improved nutrition. For example, advocacy through the media can be a powerful tool for improved nutrition. In East Africa the TV programs Shamba Chef and Shamba Shape-Up have helped promote the value of homegrown foods produced in the “shamba,” or farm smallholding. Through the programs, households have increased their awareness and knowledge of improved practices for crop and livestock production, both for domestic consumption and for sale, and of hygienic food preparation, improved cookstoves, water harvesting, and maternal and child health. Self Help Africa, in response to the rising prices of wheat flour in Kenya, is working with small enterprises to produce “cassangano,” a low-cost, fortified, cassava-based wheat flour blend for household baking. In Tanzania, Catholic Relief Services promotes use of the Purdue Improved Crop Storage (PICS) hermetically sealed bag, developed by Purdue University, Indiana, to improve post-harvest storage and reduce losses of maize, beans, cowpeas, cassava and other crops. Finally, the Full Belly Project shows that a range of small-scale, easy-to-use technologies are available to test for and reduce aflatoxins in groundnuts, including Mobile Assay’s mReader, mechanical shelling, and small-scale ozone production. Such projects show that agriculture-based innovations can provide a leverage for high-impact, cost-effective strategies for poverty reduction, building resilient livelihoods, and improving food and nutrition security by promoting viable techniques and behavioral change approaches.

Key messages from the session:

- Achieving reduction in food insecurity requires an integrated, intersectoral approach for greater and more sustainable impact
- Agriculture-based innovations provide a leverage for high-impact, cost-effective strategies for poverty reduction
- Involvement of local government leadership greatly contributes to the adoption of technology by farmers
- Wider acceptance and reduced price of technologies (for example PICS bags) can be encouraged by increased competition among vendors, microfinancing for purchasers, and removal of taxes
- As shown by aflatoxin reduction, an innovative mixture of high-technology and low-technology solutions can help improve post-harvest value addition
- The media, including television, can be a highly effective tool for informing the public and generating behavior change, if the messaging is designed properly
- It is important to target women in nutrition-sensitive interventions

# Partnership exchange

Partnership exchange sessions were held on both days of the conference, by which the participants worked in groups to consider key questions and brainstorm ideas. The table discussions were moderated by the group work moderators, and the outcomes of the deliberations were presented to plenary through rapporteurs.

Room facilitators: Carmen Jaquez, Land O'Lakes; Veronica Imelda Awino, Action Against Hunger; Cecilie Kjeldsberg, Independent Consultant

## DAY 1: TOPICS CONSIDERED AND OUTCOMES

The following questions were considered during day 1 group work, which was focused on partnership formulation and engagement, and the challenges faced:

1. What experiences have you had in engaging with different stakeholders (private sector, civil society, government) within or across thematic sectors (nutrition, health, agriculture, early childhood development, WASH) for improving nutritional outcomes?
2. What is needed for successful engagement among stakeholders in responding with the private sector for improved nutrition?
3. What practical challenges exist in responding with the private sector to improve nutrition?

Key outcomes from the session were as follows:

- All partners need to reap rewards from a partnership. How those rewards are defined depends on the goals of the organization—whether reaching consumers in the case of a business or, in the case of an NGO, reaching the most vulnerable and having an exit strategy that is dependent on the sustainability of a project.
- A partnership framework should be constructed with a common vision, a clear understanding of what needs to be accomplished, and agreement on the terminology used.
- An enabling environment, with supportive policies and strategies, is needed for the partnership framework to act effectively. Political will, enduring over successive government administrations, is essential to sustain the enabling environment.
- Dialogue and communication between all stakeholders is crucial to ensure a common, intersectoral understanding of what is needed for a partnership to achieve its aims. For example, the private sector can learn from experts about malnutrition, while educating other partners on effective marketing. Accountability, transparency and monitoring along the value chain all support that process.
- Awareness should be raised of private sector intentions in the nutrition arena to dispel the preconception that nutrition goals will be compromised in the quest for greater profit.
- A key challenge is how to build a business case for private practitioners within projects that are often donor driven, time bound, and resource constrained.

## DAY 2: TOPICS CONSIDERED AND OUTCOMES

Topics considered on day 2 were more focused on solutions and the way forward, as framed in these additional questions:

1. What strengths and skills do different stakeholders (government, NGOs, private sector, donors, researchers) bring to the table that can be taken advantage of to improve nutritional outcomes?
2. Taking these successful experiences, approaches, and what we have learned so far at this conference, how do we move forward from here?

Outcomes related to question 4 were organized according to stakeholder group:

Stakeholder strengths, skills and roles: government, NGOs, private sector

STAKEHOLDER	KEY ATTRIBUTE	STRENGTHS, SKILLS AND ROLES
<b>Government</b>	Policy, legal and regulatory (enabling environment) framework in which all systems operate	<ul style="list-style-type: none"> <li>• Allocation of budget and other resources</li> <li>• Building and maintaining infrastructure</li> <li>• Coordination and leadership (prioritization) around nutrition</li> <li>• Mainstreaming messages across multiple sectors</li> <li>• Custodian of nutrition indicators, monitoring, evaluation, aggregation, synthesis and dissemination to diverse stakeholders</li> <li>• Equitable distribution of and access to resources (goods and services)</li> </ul>
<b>NGOs</b>	Extensive networks— international, regional, national	<ul style="list-style-type: none"> <li>• Technical skills and capacity building</li> <li>• Advocacy at international, national, local levels</li> <li>• Human mobilization at international, national, local levels</li> <li>• Resource mobilization</li> <li>• Holding stakeholders accountable, quality drivers</li> <li>• Testing innovations and lowering risk</li> </ul>
<b>Private sector</b>	Sustainability	<ul style="list-style-type: none"> <li>• Investment</li> <li>• Business focus on short-, medium- and long-term goals, including return on investment</li> <li>• Influence and loyalty, including brand/product consumption patterns</li> <li>• Adaptable models for distribution, communication and outreach</li> <li>• Flexibility and innovation in processes, systems and technologies</li> <li>• Diversity of technical approaches and scales</li> </ul>

Outcomes related to question 5 were organized according to three key themes:

## What we have learned and the way forward

THEME	SUBTHEMES (OUTCOMES)
<p><b>The whole is greater than the sum of its parts</b></p>	<ul style="list-style-type: none"> <li>• Identify a vision that is feasible, and the incremental steps needed to accomplish it</li> <li>• Involve all stakeholders from the outset; ensure clarity of roles and responsibilities</li> <li>• Learn each other’s language and be willing to reframe issues to meet the perspectives of others</li> <li>• Embrace the ability to transform systems and accept the need to change and adapt</li> <li>• Create private sector partnerships that focus on the marketplace and mobilize entrepreneurs along the food system value chain</li> </ul>
<p><b>We need to communicate more effectively (how, what, who)</b></p>	<ul style="list-style-type: none"> <li>• Communicate systemic challenges to the appropriate audience and engage in advocacy</li> <li>• Commit to early engagement and collaboration, and be prepared for variable timelines</li> <li>• Engage all stakeholders, including the private sector, in project formulation</li> <li>• Involve academia and the research community to guide policy, monitor activities, and assess impact</li> <li>• Protect core values</li> </ul>
<p><b>The profit motive—the need to make money—should be accepted and embraced</b></p>	<ul style="list-style-type: none"> <li>• Commit to cross-stakeholder knowledge and information sharing, and learn from successes and failures</li> <li>• Develop and test time-saving technologies and practices</li> <li>• Focus on showing progress towards integrated nutrition and interventions with sustained impact and potential for scalability and replicability</li> <li>• Catalyze investment, take opportunities to leverage private sector investment</li> </ul>

# Closing session

## TAKE-HOME MESSAGES FROM PARTICIPANTS

### MILDRED IRUNGU, USAID/KENYA

- Achieving nutrition's full impact on health and development outcomes requires a multisectoral approach utilizing the respective strengths of the partners.
- Mobilizing local capital through microcredit will help small businesses to grow.
- Grants and technical assistance to entrepreneurs can help to take proven innovations to scale.
- We can ensure sustainability of nutrition programs through inclusive, integrated resource management, sound governance and citizen participation.
- Issues to be addressed in the design of nutrition programs include appropriate environmental design, gender considerations, and long-term behavior change.
- A shared vision, mutual respect, trust and dialogue are essential components of nutrition action through partnerships.

### CLEMENTINA NGINA, FEED THE CHILDREN, KENYA

- It is important to focus on nutrition interventions that will have a sustained impact, especially for the most vulnerable groups.
- Increased engagement with academia can ensure that research outcomes will lead to breaking down implementation barriers.
- A balanced approach is needed so that both the public and private sectors are able to achieve their objectives.
- Market-based solutions can enhance sustainability along the whole value chain.
- Constant engagement is needed at country level to review implementation and monitor and evaluate outcomes.

### MERCY MWENDE, SWEET AND DRIED ENTERPRISES, LTD

- Practitioners in the nutrition sector have a common agenda to address malnutrition through sustainable enterprises.
- There is a need for broad engagement of all sectors during project design and policy formulation.
- Nutrition is an area where micro-enterprises can contribute to the global agenda.
- It would be beneficial to hold a round table for sharing private sector achievements in various nutrition undertakings.

## FINAL REMARKS

### LAURA DILLS, CATHOLIC RELIEF SERVICES

What an interactive, engaging, and thought-provoking conference! It is clear that for effective nutrition outcomes we need strong and diverse partnerships that leverage our respective strengths and resources to scale sustainable, cost-effective solutions. Two objectives are to identify strategies for civil society, government and academia to partner with the private sector in addressing the nutritional needs of vulnerable populations; and to leverage products, services, technologies and practices that satisfy those needs. Partnerships need to be mutually beneficial to all participants; have a sustainable exit strategy; and maintain clarity on roles and responsibilities throughout their lifespan. We hope that this conference has enabled you to network with different stakeholders and generated new relationships and ideas for partnering that will grow and flourish. Finally, we urge all participants to undertake one “doable” action in the coming two weeks to maintain the impetus of the nutrition agenda.

# Recommendations

Recommendations for responding with the private sector for improved nutrition outcomes include:

- Develop strong, diverse and creative partnerships, leveraging respective strengths and resources to scale sustainable, cost-effective solutions to eliminate malnutrition.
- Engage with the private sector and government to shape the food system to ensure a healthy diet.
- Partner with small, medium, and large companies, as they each can contribute to nutritional outcomes based on their goals and strengths.
- Private sector entities that can contribute to nutritional outcomes form a diverse group, including agriculture and food, water resources, social media, breastfeeding supplies, and early childhood development.
- Create an enabling environment to encourage private sector involvement by removing bureaucratic barriers, offering incentives and reducing perceived risks. NGOs can help support this enabling environment by implementing “turnkey” projects that mitigate some of the risks.
- Develop partnership models that satisfy the joint objectives of achieving nutrition outcomes, meeting consumer needs, and generating income for the enterprises involved.
- When initiating partnerships with the private sector for improving nutrition we need to:
  - understand each other’s paradigms, goals, and motives before embarking on cross-sectoral collaboration;
  - develop an environment of mutual respect, trust, and dialogue;
  - develop a partnership framework with a shared vision, a clear understanding of roles and responsibilities, and accountability;
  - nurture a learning, enabling environment that acts on the results that arise from monitoring activities;
  - factor sustainability goals into the whole partnership process.
- In responding with small and medium-sized enterprises in contributing to nutrition outcomes, some key recommendations are:
  - partner with businesses to apply a nutrition lens to their business model;
  - create private sector partnerships that focus on the marketplace and mobilize entrepreneurs along the food system value chain;
  - support small businesses for nutrition to grow by mobilizing local capital;

- provide grants and technical assistance to entrepreneurs to help take proven nutrition-relevant innovations to scale;
- develop a roster of innovations that is a mixture of high-technology and low-technology solutions to improving nutritional outcomes

Responding with the private sector can contribute to nutrition by taking innovations to scale and ensuring sustainability through market-based solutions.

### AUSTIN BEEBE

Catholic Relief Services East Africa Regional Office (EARO) would like to dedicate this conference to the life and work of the late Austin Beebe, who passed away on November 5, 2016.

Austin was our RTA/WASH from the time he joined the agency in November 2015. He was a wonderfully warm man, and a devoted father and husband, who contributed selflessly to serving the poor over 20 years. In his very short time with CRS, he traveled extensively throughout the region. Austin first assisted with the Ethiopian program and the development of two WASH proposals. He championed CRS involvement in the Neglected Tropical Diseases Coalition and was committed to the fight against trachoma.

Austin was full of energy for life, and was very easy to work with. Whether interacting with donors or colleagues in an office or working with beneficiaries and the most vulnerable in the field, Austin immediately put people at ease. He would not hesitate to travel to difficult places and provide high-quality technical assistance to anyone in need. Austin was an accomplished photographer, and had photos of his field visits in his office, at home, on his desktop—everywhere he could promote his work and that of CRS. EARO is committed to continuing Austin's work in WASH across the region. Austin, we are really going to miss you—rest in peace.



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