



Private Sector Engagement

Toolkit

08 September 2011

WORK IN PROGRESS

This is a living document

Content

1. Context: What is SUN?
2. Introduction: Why, what, for whom?
3. Core Capabilities of Private Sector
4. Overcoming Challenges in PPP
5. Recommendations: Working in PPP at country level
6. Examples and best practices
7. Resources



CONTEXT

1.1 Context: What is SUN?

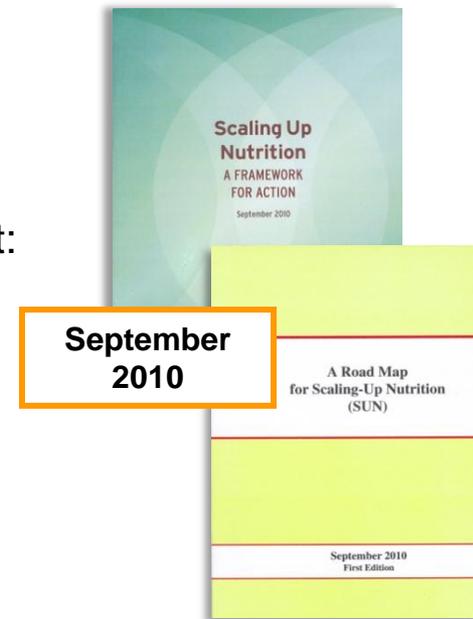
Scaling up Nutrition (SUN)

Global, United Nations led, multi-stakeholder movement in response to the continued high levels of undernutrition in the world and uneven progress towards Millennium Development Goals (MDGs) to halve poverty and hunger by 2015.

SUN Milestones

In 2010, two major achievements marked the start of the SUN movement:

- **Framework for Action** was developed that outlines key priorities for action to address global child undernutrition.
- **Roadmap for Scaling Up Nutrition** was developed that provides concrete recommendations on how to scale up nutritional outcomes relevant to the realization of the (MDGs).



1,000 Days Partnership

1,000 Days Partnership and advocacy effort, launched by the United States and Irish governments, supports the SUN movement to encourage investment and strengthen policies to improve early nutrition.



1.2 Context: Where is SUN today?

Translating the SUN roadmap into action in countries committed to nutrition

SUN Transition Team

- A temporary, multi-stakeholder advisory group to advance the SUN initiative.
- Draws on six inter-linked Task Forces to ensure sustained and focused support for SUN actions in-country:
 - (A) Country capability development;
 - (B) Communication for Scaling Up Nutrition;
 - (C) Civil society participation;
 - (D) Engagement of development partners;
 - (E) Engagement of the business community;
 - (F) Monitoring & reporting on in-country progress.



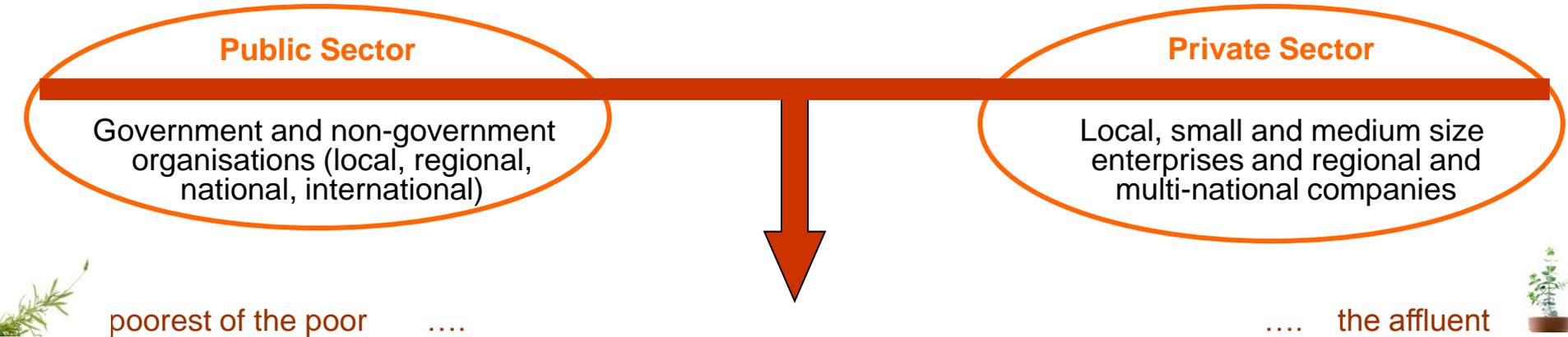
This toolkit is an output of Task Force E that aims to:

“To identify sustainable ways and practices in which local and international business community can be better engaged in the effort to scale up nutrition at the country and global levels.”



INTRODUCTION

2.1 Why private sector?



Together providing a continuum of access to products and services either through free distribution or through purchase

- The public sector is responsible for targeted provision of supplements and services to the poorest-of-the-poor.
- The private sector is where most people access most products and services to meet most of their needs. Including private sector in the SUN efforts acknowledges how people live and offers major opportunities to improve nutrition sustainably and at scale.
- Private sector engagement in Scaling Up Nutrition will bring specific capabilities and expertise and innovative approaches and technologies to nutrition efforts.
- Responsible market-based approaches are needed to provide sustained access to effective and affordable nutritious products and services at scale to entire populations. Appropriate consumer education and promotion of nutritious products will help caretakers make informed choices when providing nutrition, hygiene, and health to their families.

“Today we have the opportunity to ensure that both the public and private sectors do things radically different.”

We would like to share with you the vision of our Task Force members on what private-public sector collaboration could mean for Scaling Up Nutrition.

“This is the first time that private sector is invited to the table to be part of the solution for countries as they scale up their efforts to reduce undernutrition.”

“Market-based solutions must be part of the overall approach to fight undernutrition.”

“A profound level of engagement between these different actors is essential to avoid everybody taking the path of least resistance and reverting to “business as usual” wherein the public sector / civil society wash their hands of the nitty gritty of actually selling products and generating revenue and profit and the private sector reverts to targeting the more affluent populations thereby minimizing dilution of their margin and fall out with their shareholders.”

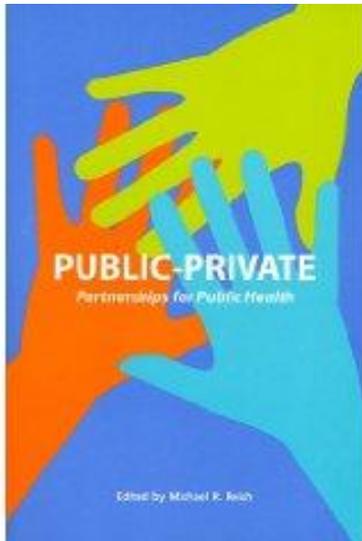
“The public sector / civil society should seriously consider to endorse and promote nutritional products that meet certain standards of safety, efficacy, cost and ethics.”

“The private sector should be willing to forgo margin on selected brands aimed at the poor and work with the public sector / civil society to develop a framework for safety, efficacy, cost and ethics that provides them with sufficient reassurance to allow them to engage.”

2.3 Public-Private Partnerships

Partnerships between sectors committed to the creation of social value

We use the following definition of Public-Private Partnerships:

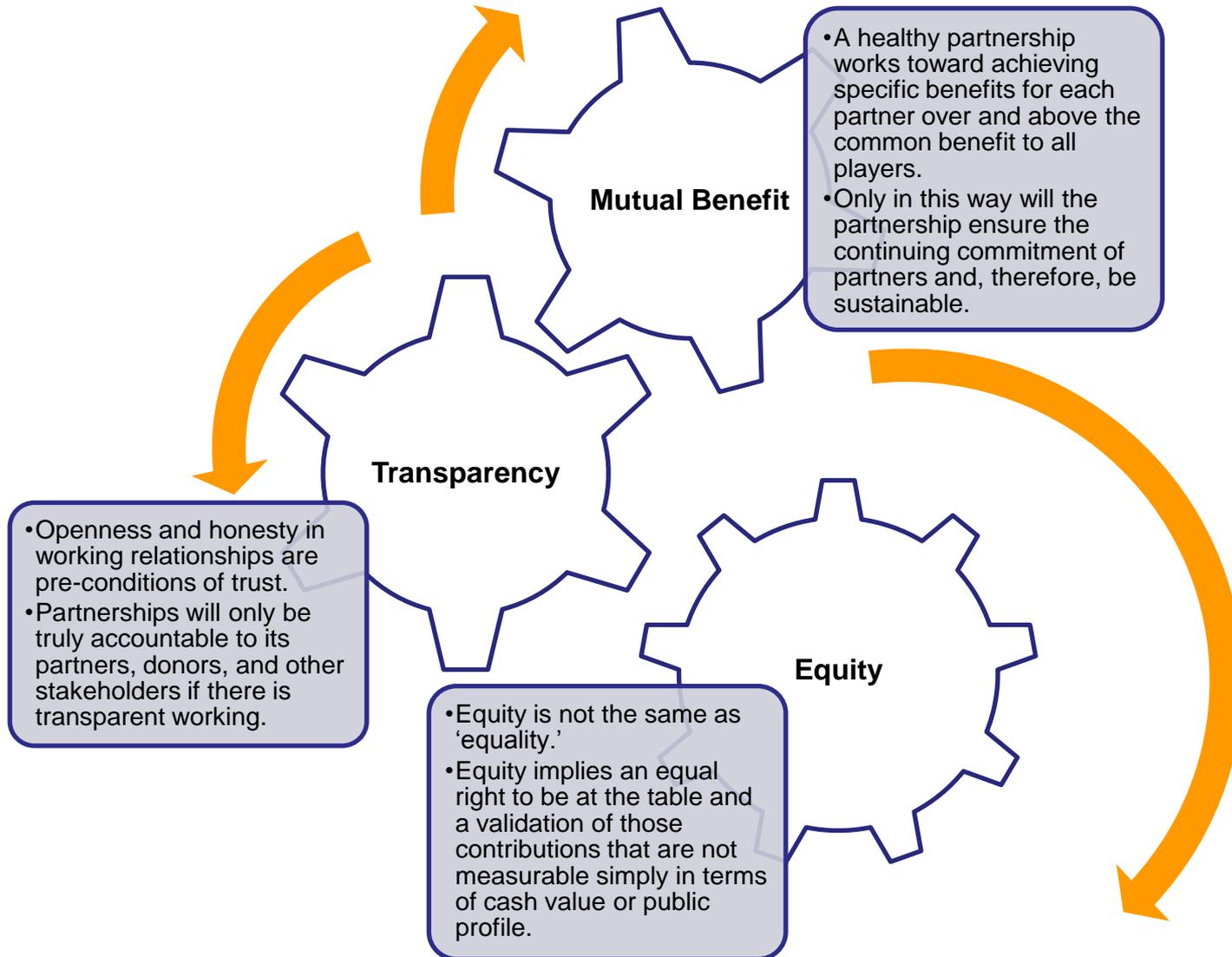


“Public-Private partnerships involve at least one private for-profit organization with at least one not-for-profit organization, who provide a joint sharing of efforts and of benefits, and are committed to the creation of social value (improved nutrition and health), especially for disadvantaged populations.”¹

¹Source: Michael Reich (editor), *Public-Private Partnerships for Public Health*. Harvard University Press: 2002.C

2.4 Three Partnering Principles

Fundamental to healthy partnerships: Mutual Benefit, Equity, & Transparency



2.5 What is this Toolkit, for whom?

Provides a foundation for countries to engage with the private sector

Purpose

- Summarises **capabilities and potential opportunities** for the private sector to link to nutrition priority interventions;
- Highlights **learnings and challenges** of Public-Private Partnerships (PPP);
- Provides **recommendations** for equitable nutrition partnerships in an easily digestible format;
- Documents **best practice** examples of public-private sector partnerships in direct nutrition interventions and nutrition sensitive approaches.

Audience

- To be used as a **guide for dialogue*** between country-level private and public sector stakeholders in Scaling Up Nutrition
- Intended **for professionals** working in areas related to nutrition, from governments, NGOs, UN agencies, donors, and others;
- **Disseminated** to the SUN Country Reference group and “Early Riser” country focal points first.

*The SUN Task Force on Private Sector Engagement might facilitate this dialogue.

GOAL

Facilitate constructive, cross-sector dialogues to encourage private sector engagement in process of scaling up nutrition at country-level

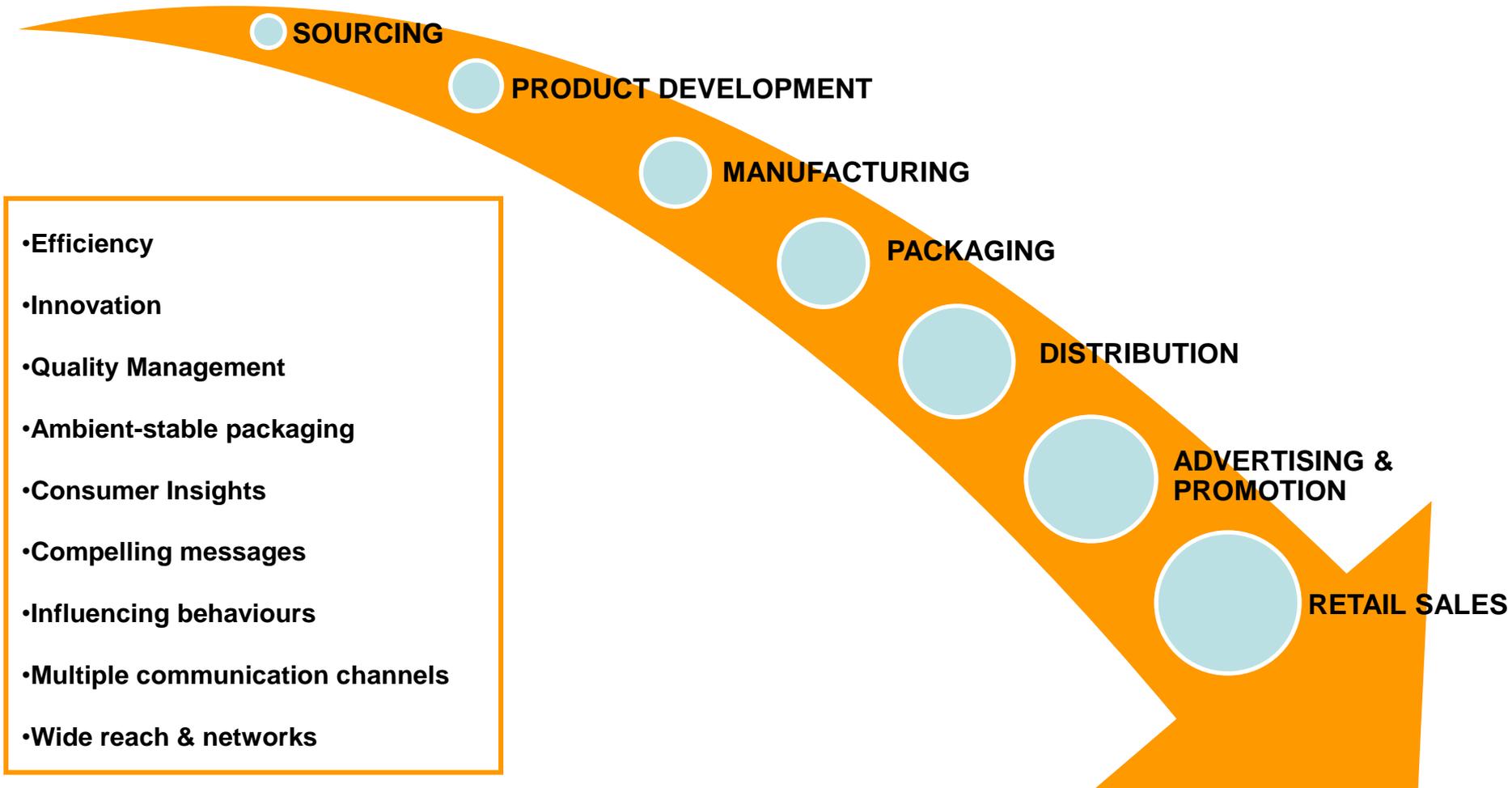


CORE CAPABILITIES OF THE PRIVATE SECTOR

3.1 Private Sector Strengths

Private sector has different capabilities than the public sector

With its action- and output-oriented approaches, the business community adds value to the entire food/ product chain.



3.2 Private Sector Core Capabilities

Many of the private sector capabilities that are being used to put commercial products and services into the market are also useful for cost- efficient and effective implementation of

- 1) Direct nutrition interventions (e.g. food fortification, breastfeeding promotion) as well as
- 2) Nutrition-sensitive interventions (food security: sustainable farming, microcredit for enterprise development).

[Table 1](#) and [Table 2](#) show how and where capabilities of the private sector could contribute to (1) direct nutrition and (2) nutrition-sensitive interventions, respectively.

[Table 3](#) provides similar information, but begins with the private sector capabilities lens.

Table 1—Direct Nutrition Interventions to Prevent & Treat Undernutrition

Direct Interventions	Potential contribution with private sector capabilities and competencies	Examples (Work in progress)
<p>Provision of micro-nutrients through food fortification for all</p>	<ul style="list-style-type: none"> • Share expertise in quality assurance and management systems • Reduce ingredients costs through efficient supply chain • Conduct joint efficacy and effectiveness research (by independent 3rd partner) • Share consumer insights & research • Develop appealing & effective behavioural change campaigns to raise public awareness and create demand • Use communication channels to communicate public sector messages • Use branding to identify quality assured fortified products • Develop and produce affordable and cost-effective fortified foods, lipid-based nutrient supplements micronutrient powders or ready-to use therapeutic/supplementary foods • Deliver Ready-to-Use-Foods (RUF), therapeutic or supplementary, through franchised networks of private providers • Use of distribution networks to increase availability and affordability of nutritious products • Develop innovative conditional cash transfer mechanisms to increase access of low-income groups to products and services • Use IT/ Telecom for communication of key messages on good nutritional practices 	<ul style="list-style-type: none"> • Fortified soy sauce (China) • Fortified fish sauce (Vietnam) • WFP-Kemin • GAIN Premix Fund
<p>Increasing intake of vitamins and minerals.</p> <p>Provision of micro-nutrients for young children and their mothers</p>		<ul style="list-style-type: none"> • Project Laser Beam • Umbrella brand of fortified food products are promoted by PSI • WFP-DSM Micronutrient Powders • PKLSoja in Côte d'Ivoire • Pushtikona Distribution Renata Ltd and BRAC (Bangladesh)
<p>Promoting good nutritional practices for infants and young children</p>		<ul style="list-style-type: none"> • Handwashing Campaigns • The consumer wants...
<p>Therapeutic feeding for malnourished children with special foods</p>		<ul style="list-style-type: none"> • Valid Nutrition (Malawi) • PSI delivers a range of health products/services in social franchises

Table 2-Nutrition-sensitive Interventions to Prevent & Treat Undernutrition

Sensitive Interventions	Potential contribution with private sector capabilities and competencies	Example
Health	Develop purification tablets, filters, jugs, low cost hand sanitizer, hygienic & affordable latrines, tests to detect worm infection	<ul style="list-style-type: none"> • P&G Pur • PSI: developing umbrella brand • Global Handwashing Day • HarvestPlus
	Use social marketing to improve accessibility & affordability of ORS, impregnated bed-nets, condoms etc.	
	Develop innovative low-barrier community based health insurances	
	Improve access to health information – e-diagnostics (at distance) with Information Technology/Telecom	
	Promote hygiene, water and sanitation behavioural changes in collaboration with soap or household cleaning brands	
Agriculture	Develop and make seeds available of bio-fortified crops	<ul style="list-style-type: none"> • African Agricultural Technology Foundation • Pepsico in Peru • WEF, Business Alliance Against Chronic Hunger, 2008
	Provide training in efficient, sustainable farming, organization of small-holder farmers, purchasing agreements	
	Improve food value chains	
	Promote nutrition-focus in food security and agriculture programming	
Education	Provide micronutrient fortified food commodities to children and adolescent girls who attend school	<ul style="list-style-type: none"> • Naandi- GAIN model • EPODE Programme against obesity; municipal approach
	Develop & include nutrition, health , hygiene education modules for schools	
Economic development	Develop labour market programmes to increase household income tied to increases in purchasing power for nutritious foods	<ul style="list-style-type: none"> • Shakti programme Unilever • Vitagoat; Malnutrition Matters
	Create distribution channels in rural communities by training local women and offering micro-credits	
	Develop and support SMEs for production, processing and distribution of food and agricultural products	
Disaster preparedness/ mitigation efforts	Product development (therapeutic, supplementary foods), distribution, storage and in particular local producers	<ul style="list-style-type: none"> • WFP-DSM Micronutrient Powders • TNT WFP logistics assistance
	Services related to distribution (food, health, etc)	
	Make use of logistics expertise	

Table 3—Private Sector core capabilities & link to nutrition interventions

Core Capability	Possible Linkage
Sourcing	<ul style="list-style-type: none"> • Improved farming practices to produce high-quality nutrient rich foods • Training in efficient and sustainable farming • Training in business management • Organisation of small-holder farmers • Provide access to market information • Purchasing agreement with farmer groups
Research & Product development/ innovation	<ul style="list-style-type: none"> • Development of high-yield, nutrient-rich, input-low varieties • Locally process raw inputs into nutrient-dense foods • Food technology to ensure product stability, taste, and appearance • Optimize nutritional composition and bioavailability • Clinical proof of product impact • Balance quality and cost of micronutrient premixes, and other essential ingredients
Manufacturing & Packaging	<ul style="list-style-type: none"> • Quality assurance and management • Supply chain – capital investment • Affordable and ambient-stable packaging, allowing storage under difficult circumstances.
Distribution & storage	<ul style="list-style-type: none"> • Wide, reliable and efficient distribution networks • Transportation and logistics expertise • Sometimes reach into remote areas • Sustainable practices to reduce waste and loss
Food Safety and Quality	<ul style="list-style-type: none"> • Sustainable practices to reduce waste and loss • Enhanced food safety and quality systems and mechanisms
Advertisement and Promotion (including Brand Building and Creating value)	<ul style="list-style-type: none"> • Consumer and Marketing Insights • Deep understanding of changing / influencing behaviours • Use and access to multiple communication channels from mass to social media • Work with networks of creative agencies to make communication compelling, attractive and inspirational • Network of retailers and other points of sales
Information Technology	<ul style="list-style-type: none"> • Access to information through technology (including market prices, health information, access to credit, etc), e-learning, (sms, mobile, internet, etc)
Financial / business management	<ul style="list-style-type: none"> • Microcredit programmes to support women enterprise development • Vouchers / mobile phone usage for conditional cash transfer • Social marketing / business model, sharing risks and investments to create demand for products and services with a strong public health benefit



OVERCOMING CHALLENGES

4.1 Challenges in PPP

Multiple challenges may exist on the road towards a PPP

Some obstacles are linked to preconceived attitudes with respect to the partner. Others are based on inflated expectations of what is possible or disappointment based on past experiences. It is important to address these obstacles upfront and overcome them.

Challenges may take many forms...

Attitude of scepticism and preconceived attitudes about each other

- *“Bureaucratic, slow and inflexible public sector”*
- *“Single-minded and competitive private sector”*
- *“Combative and territorial civil society”*
- *“Weak public sector capacity”*
- *“Making profits off the poor”*
- *“Alterior industry motives”*

Inflated expectations of what is possible / limitations of the partner organisation

- *Conflicting priorities*
- *Competitiveness in the sector*
- *Intolerance of the other sector / partner*

Limitations of the partner’s spokesperson

- *Inadequate partnering skills*
- *Lack of authority or decision-making power*
- *Too narrowly focused role / objective*

YOUR PARTNER IS YOUR ALLY

4.2 Overcoming challenges in PPP

There are several ways to alleviate challenges in forging a partnership

Create Common Understanding

- **Clarify** roles, responsibilities & resources
- Acknowledge **differences in culture**, organizational setup and language explicitly
- Check always what the **partner's understanding** is, as different (opposite) organisational cultures may lead to different expectations and interpretations of objectives and approach.
- Invest in **face-to-face** meetings to build a relationship and mutual understanding because “trust comes by foot and leaves by horse”
- Ensure that partners are ready to be **equal partners**, i.e. sharing goals and impacts, as well as sharing risks and investments
- Ensure full **transparency** on roles & funding
- Address the **public sector role** in setting policies and norms

Ensure Leadership and Organisational Engagement

- Talks and negotiations are done between a handful of people – but be aware that the remainder of the **organization needs to follow**
- Provide continuous **stakeholder management** —people change positions constantly, new ones need to be brought on board
- Ensure that all involved **adhere to** the globally agreed action plan and communication guidelines, whilst leaving room for pursuing local objectives
- Agree upfront on external **communication guidelines** about the partnership

**KEY TO SUCCESS:
CLARITY &
FULL AGREEMENT ON
COMMON OBJECTIVES**

Demystify profit-making market-based solutions

- PPP partners that wish to engage in a partnership should at a minimum **acknowledge & accept** that:
 - Populations below a certain minimum (poverty-line) cannot be served by this market, but **need special programs** by public sector;
 - **Market-based approaches** have the potential to increase access to nutritious products and services;
 - **Profit is needed to sustain** the delivery of private sector products and services.
- Both sectors have a **shared responsibility** to provide access to nutritious products and services, for those population groups just above the poverty line, with some (limited) purchasing power, that are also facing the same nutrition issues.

4.3 Creating Common Understanding

Example of a missed opportunity for a partnership...

A Non-Governmental Organisation goes to a regional company to ask whether they can put HIV/AIDS messages on their drink bottles. The reasoning of the NGO is that the drinks are widely used by all groups in the population and this offers a great reach for their message. The company however has carefully built their brand with a positive positioning of young people enjoying life. A message about a dreadful disease would harm the positive atmosphere the brand stands for. Moreover, due to labelling regulations, there are already several compulsory messages on-pack (composition, sugar levels, environmental impact of packaging) and there is no room left for additional messages.

The NGO is disappointed by the refusal of the company, and the CEO of the company is frustrated that his time is wasted with this inappropriate proposal.

What if the NGO had asked the CEO of the company how most effectively to reach the target audiences with their HIV/AIDS message, as the company has invested heavily and gained solid insights in understanding this target group? What if the CEO had overcome his frustration and offered to think about an appropriate contribution of his company?

The CEO could have asked his marketing, supply chain and customer development teams to come with a plan: they might have come up with many feasible ideas, such as offering some free bill board space, or using their network of suppliers, distributors and retailers to spread the messages, or a free condom with each drink bottle....

BE OPEN TO DIALOGUE, RATHER THAN PRECONCEIVED SOLUTIONS



RECOMMENDATIONS FOR WORKING IN PPP

5.1 Guidance for working in PPP

If you are considering working with a public or private sector partner, start by asking the following questions:

What is my (social) objective?

Why do I need a partner to achieve this objective?

What strengths should the partner have to help me?

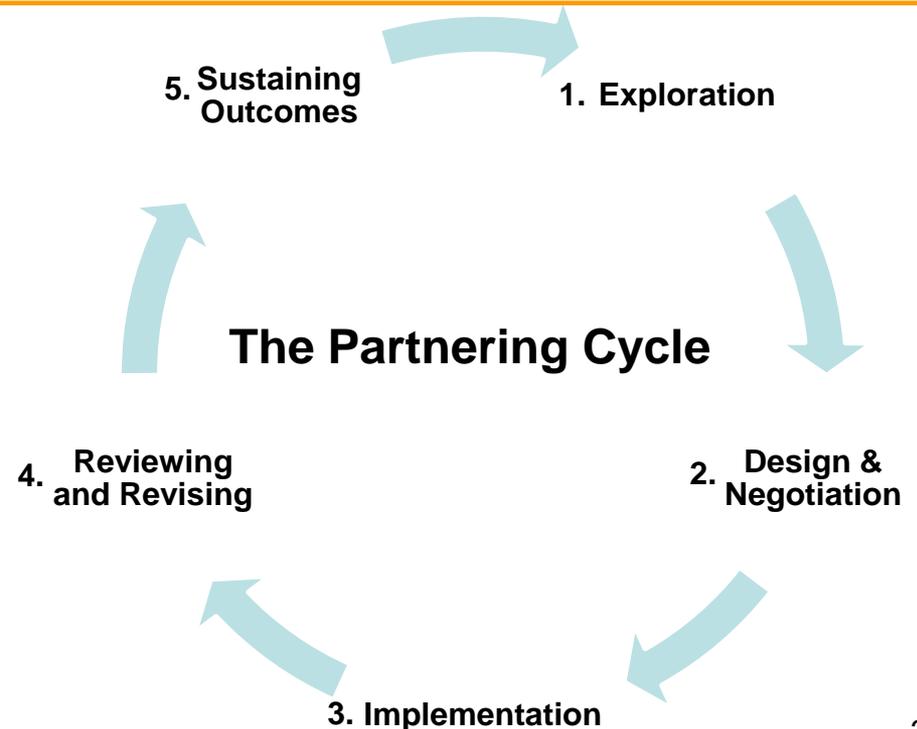
Who has these strengths?

**Methodologies and Frameworks
to id partner and
develop partnerships**

This toolkit just touches the surface of these methodologies.

For more in-depth information:

- *Partnership fundamentals: A 10-step guide for creating effective UN-Business partnerships – in preparation, to be published soon (Sept 2011)*
- [Partnering Toolbook](#) (IBLF and GAIN, 2003)
- [The Partnership Protocol](#) (ParticipACTION, 2010)



5.2 Steps towards Partnerships

10 steps to explore, design and negotiate new partnerships

Exploration

1. Identify your need (gap analysis): expertise, finance, access, ...
2. Select a potential partner that might be able to respond to your need or help you to fill the gap (based on the questions in 5.1).
3. Research the partner (mission, strategy, existing programs, geographies) and identify where commonalities may exist.
4. In first encounter, clarify starting points and needs of both partners and elaborate on common grounds.
5. Have several face-to-face meetings to get to know each other and build trust. Developing a relationship takes time. Be open and transparent.
6. Define common and individual objectives and strategies to achieve them.

Design & Negotiation

7. When agreeing on those objectives, continue to agree on resources (human and financial), roles and responsibilities, deliverables, and milestones.
8. Define ways-of-working: identify the focal contact point, hold weekly or monthly meetings (by phone) and regular face-to-face meetings.
9. Agree specifically on external communications : what can be said and what cannot be said. Agree on conditions for use of partner's logo.
10. Formalize agreements and commitments in an official (legal) document: shared objectives, action plans, roles and responsibilities and resources.

A professional, neutral broker can support this process

5.3 Implementing a Partnership

Implementation

1. Invest continuously in the relationship: plan regular and frequent interactions.
2. Keep multiple internal and external stakeholders at all levels on board through frequent communication and sharing of information.
3. Be sensitive to the 'Not invented Here Syndrome': Local teams often have their reasons not to adopt global solutions – do not ignore this attitude; address it right away.
4. Monitor input, outcome and impact for both partners to ensure objective evaluation of the partnership.
5. Share lessons learned across countries and teams to celebrate successes as well as avoid repetition of mistakes.

**Key to overcome any challenge:
Be transparent, open-minded and solution-oriented**

5.4 A stress test for PPP

Align objectives, agree on processes and adapt your language

To get past initial discussions with your partner...

1. **Abide** by government policies and laws (tax- paying, labor contracts, human rights,..)
2. Partners should **be aware of each others mandates, norms & values and act accordingly** (eg, NGO compliancy with International Code of marketing of breast milk substitutes or private sector goals for business growth)
3. **Align common PPP objectives** with company core business priorities and with public sector mission
4. **Be accountable**: Agree on criteria for decision-taking, process mapping, roles and responsibilities
5. Agree on **common language** or understand each other's jargon, for example:
 - Consumers vs. Beneficiaries
 - Creating demand vs. Changing behaviour
 - Market development vs. Access to products and services
 - Marketing or promotion vs. Communication and awareness raising
 - Deliverables, key performance indicators and milestones vs. activities, monitoring & evaluation

Be open to different perspectives.

5.5 An Example of taking a PPP to scale

“EPODE,” addressing childhood obesity in Europe



- EPODE is a **coordinated, public-private, capacity-building approach** for communities (towns) to implement effective and sustainable strategies to reduce childhood obesity.
- It all started with a **pilot programme** conducted between 1992 and 2004 in two cities in the north of France, showing a significant **decrease of 9.12%** of the prevalence of **childhood obesity**.
- **To date** the EPODE methodology is used on **3 continents**, in **8 countries**, concerns **20 Million persons**.
- EPODE is based on **4 pillars**: political commitment, social marketing and support services, scientific evaluation, and **public private partnerships**.
- In each community, a local project manager is nominated by the local authorities. The local project manager is provided with tools to mobilize local stakeholders through a local steering committee and local networks to implement **actions in the field**.
- EPODE mobilises public and private stakeholders across levels (community, country, and international) who are committed to the issue:
 - In each community, PPP involves the **local authorities** (committed to the programme for several years) and **diverse local actors** including retailers, sports associations, health professionals, restaurants, bakers etc. bringing the same messages, actions and opportunities to the families at the same time
 - In each country, a central coordination gathers a PPP involving **scientific groups, academics, members of parliaments, institutions and industries**, bringing all together technical and financial resources
 - At international level, EPODE PPP involves an **NGO, universities, the European Commission, private partners**, to support the dissemination of the methodology and create links between programmes at all levels



EXAMPLES AND BEST PRACTICES

6.1 Fortified Soy Sauce in China

PPP requires a combination of efforts and sustained support

The aim of the China Fortified Soy Sauce (FSS, 2003-2007) project was to mobilize FFS producers and to develop the FSS market aggressively. It was a cooperative approach between China Disease Center, Ministry of Health, and FSS producers supported by GAIN with US\$ 3 million.

Although initially successful (annual output of FSS 90,000 MT in 2006, covering over 32 million people), the production of SFF steadily declined between 2007 and 2009 (without GAIN support), and the market share of FSS shrank.

Results seemed difficult to sustain because lack of:

1. political commitment,
2. supportive policy,
3. well defined business strategy,
4. well established distribution network,
5. adequate consumer education, advocacy and social marketing for FSS.



To overcome these challenges, strategies employed were

1. enlarging geographic coverage,
2. developing policy framework of food fortification,
3. enhancing social marketing and advocacy,
4. expanding distribution channels and increasing the market share.
5. concentrate all resources in one intensified province and eight focused provinces but not all provinces in China.

6.2 Project IDEA in Vietnam

Multiple public and private partners co-develop iron-fortified fish sauce

OBJECTIVE & CONTEXT

ILSI Center for Health Promotion (ILSI CHP) initiated **Project IDEA** (Iron Deficiency Elimination Action) in 1998 to **improve IDA** (Iron Deficiency Anemia) by **introducing iron-fortified fish sauce** (IFFS) to Vietnamese consumers with support from GAIN, the government, and the private sector;

- Fish sauce is consumed by more than 80 percent of the total Vietnamese population;
- Partners included the National Institute of Nutrition in Vietnam (NIN); Ministry of Health; Ministry of Fishery; CatHai Service-Processive Sea Product Company, a leading fish sauce manufacturer; and Akzo Novel Function Chemicals, a private sector chemical company.

SUPPORT

- ILSI Japan CHP provided professional support in production, quality assurance and surveillance and built scientific evidence to support fortification programme;
- NIN coordinated the implementation and national launch of project;
- MOH held responsibility for policy decisions, legal framework development, and ethics committee
- MOF coordinated the project with the fish sauce industry and developed strategic plan for commercial launch;
- CatHai Service-Processive Sea Product Company introduced IFFS from pilot phase to commercial launch;
- Akzo Novel Function Chemicals provided scientific technical support for fortification

IMPACT

- In 2009, more than 10 large manufactures launched fortified fish sauce production (making 2.4 million liters);
- Effective model created for the development (efficacy studies, technology transfers) and marketing of fortified products, adopted by the government to expand fortification programme to all condiments.



**Key to success—
Effective coordination
with cross-sectional &
vertical communication
among partners.**

6.3 WFP-Kemin Partnership

Leveraging industry expertise in food safety and quality management for food assistance programmes

CONTEXT

- The **World Food Programme** provides over 4.5 million metric tons of food assistance to more than 100 million vulnerable people in more than 75 countries each year.
- **Kemin Industries, Inc.** is a global company which provides health and nutritional solutions to the agrifoods, food ingredients, pet food, human health and pharmaceutical industries.
- Partnership aims to improve the quality of WFP food commodities, aiding WFP to provide consistent, safe, nutritious products that utilize local staple foods.
- Since 2005, Kemin has provided services to WFP in the areas of: assessing shelf life, microbiological quality, and vitamin and mineral content as well as training and monetary resources to increase the capacity of WFP in food technology.

RESULTS

- Kemin has provided access to their laboratory facilities in Belgium, supporting WFP with scientific studies on the shelf life of WFP's food basket.
- WFP is currently adapting Kemin's extensive experience of training to create E-learning classroom training on WFP's new Food Safety and Quality Management System (FSQMS) that aims to ensure that safe, good quality and nutritious products are supplied to WFP's beneficiaries.



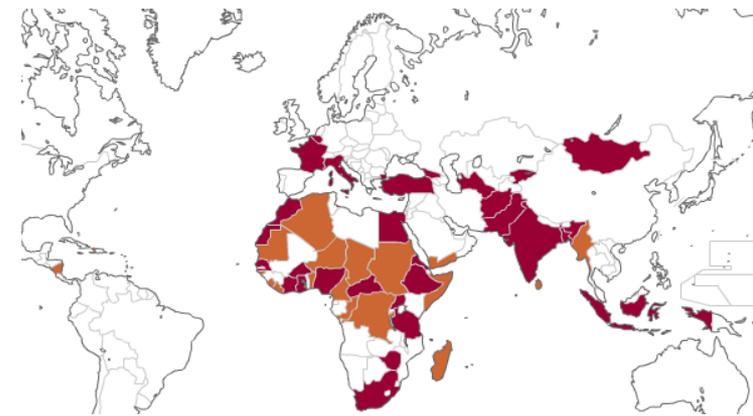
“ *The goals of the World Food Programme are very much in alignment with our vision and our values. The work that they do is extremely important and we are very pleased to be able to offer our expertise to help improve the quality of life of the beneficiaries around the world.* ”

–Dr. Chris Nelson, Kemin President

6.4 GAIN Premix Facility (GPF)

Improving access to affordable fortified foods by competitively sourcing micronutrient premixes

- The GPF offers a centralised procurement and certification platform for micronutrient premix and straight micronutrients used in food fortification;
- The GPF sources premix across a certified pool of leading suppliers who have been assessed against strict quality criteria, balancing competitive pricing with the need for stringent quality control;
- The GPF works across the public and private sector, serving direct institutional demand from GAIN programmes, UNICEF and WFP, as well as private sector companies who are producing fortified food aid and food staples for retail demand;
- To date, the GPF has competitively sourced (i.e. lower priced) premix orders worth > US\$ 12m with an estimated reach of 100 million consumers across 27 developing countries.



- Locations of GPF direct customers (food producers and programmes)
- Locations of consumers reached by GPF via WFP programmes

6.5 Project Laser Beam

Multiple private & public partners develop holistic approach to combat child malnutrition

CONTEXT

PLB is a **5-year, US\$50 Million** commitment, of **5 key partners**: World Food Programme (WFP), Unilever, Kraft Foods, DSM, and the Global Alliance for Improved Nutrition (GAIN).

PLB seeks to eradicate child malnutrition in three main ways: by embracing a **multi-stakeholder** model to ensure activities are the most appropriate for the local situation; by encompassing a **holistic approach to nutrition** by including food, health and hygiene; and by creating a new model for public-private partnerships that is **scalable, replicable and sustainable** for use in other countries around the world.

SUPPORT AREAS

The programme centres around four main pillars: Food, Hygiene, Water and Income Security. Projects include:

- Food fortification with micronutrients,
- Nutritious supplements for 6-24 months old children
- Sanitation and hand-washing
- Access to clean water,
- Job creation / income generating activities
- Therapeutic feeding for the severely malnourished
- Breastfeeding and complementary feeding promotion
- Behavioural Change Campaigns on nutrition, hygiene etc



PLB approach

- Tackling two countries with the highest rates of child malnutrition—Indonesia & Bangladesh.
- Laser Beam approach is piloted in two specific regions and aim at reaching 500,000 children.
- When proven successful, PLB model will be replicated nationwide and in other countries, paving the way for generations of children to enjoy the benefits of this concerted, co-ordinated action.

6.6 Population Services International

Social marketing builds demand and franchising provides access to fortified foods



• Umbrella Brand of Fortified Food Products Promotion

PSI is the largest social marketing organization in the world with programs targeting malaria, child survival, HIV, reproductive health and non-communicable disease in more than 65 countries.

- PSI Kenya is currently working with private and public sector stakeholders to promote consumer awareness and demand for fortified foods to seriously address micronutrient deficiency at population level.
- PSI Kenya will use a targeted multi media marketing campaign to reach consumers and increase informed demand for fortified foods.
- The marketing campaign will be informed by consumer research that identifies current knowledge and attitudes as well as consumer connection points.
- Maize and wheat flour, Edible oils and Sugar are being fortified with essential micronutrients Zinc, Vitamin A, Iron, Folic Acid.



• Delivery of Nutritional Products and Services Through Franchised Health Providers

PSI operates 22 private health provider franchises in Asia, Africa, and Latin America with a combined estimated total of 16,620 franchisees.

- The role of the private sector in delivering health service is increasingly being recognized. PSI has played a role in bringing about this recognition.
- PSI trains and works closely with franchise private providers to ensure minimum standards are met.
- PSI is undertaking work at the moment to include nutrition interventions into the services offered by franchise providers. This will include services such as promoting exclusive breast feeding and products such as Ready-to-Use Therapeutic Foods (RUTF) and Micronutrient Sprinkles.

6.7 WFP & DSM—Right Food, Right Time

Combining technical expertise of industry with humanitarian food delivery expertise

CONTEXT

- WFP is the world's largest humanitarian organization – reaching nearly 100 million beneficiaries with food assistance per year world wide.
- WFP and DSM—a global life sciences company and one of the world's largest producers of micronutrients—established a partnership in 2007 to develop cost-effective and sustainable nutritious food solutions for the hungry poor.
- Given irrefutable evidence on the importance of micronutrients and food quality on health, WFP and DSM are working together to develop products and strategies to ensure that 80% of WFP's food basket includes micronutrients.
- The partnership leverages the logistics reach and food delivery expertise of a global organization with the industry expertise of a global science company to better combat global malnutrition.



RESULTS

- Development of Micronutrient Powders (MNP) that can be used in humanitarian contexts and helping build WFP's capacity to provide more targeted and nutritious interventions to beneficiaries.
- Overall, supporting WFP's Right Foods at the Right Time approach to ensure that every food intervention provides the maximum nutrition benefit.
- DSM experts in nutrition and food technology, economics, and marketing and communications have volunteered to support WFP projects in Zambia, Mozambique, Kenya and Nepal amongst others.

6.8 Pushtikona Distribution in Bangladesh

Leveraging production and distribution strengths of different stakeholders

A Holistic Approach to Fighting Child Malnutrition in Bangladesh: the Story of Renata Ltd.

- Renata Ltd, a producer of human and animal health products in Bangladesh, BRAC, a non-governmental organization, and GAIN, joined forces to sustainably provide an affordable and effective means for poor households to provide required nutrients to children aged 6 to 24 months. The aim is to build enough product volume and consumer demand so Pushtikona can be sustained entirely through the expanded commercial market.
- Renata produces, markets and distributes a locally adapted vitamin and mineral powder product called Pushtikona, (US\$ 0.02 or 2.50 taka per sachet). Distribution via 1,100 medical representatives ensures contact with 50,000 doctors every day.
- BRAC supports the marketing and distribution of the product throughout the country via their large community-based network of health workers. With GAIN funding, BRAC community health workers are being trained in selling and marketing the product in villages.
- In its first three years, the scaled up project aims to reach close to 7 million infants 6 to 24 months old.
- The project began in March 2010 and is funded through February 2014.



6.9 Fortified Complementary Foods, Côte d'Ivoire

Local company and international NGO's develop Code- compliant business model FCFs

Protein Kissée La (PKL), an Ivorian company, and **Helen Keller International (HKI)**, with support of **GAIN**, are working together to promote the consumption of Farinor®, a fortified complementary food by making the product more affordable to underprivileged populations and redesigning a smaller size packaging.

The production of Farinor® should grow from current 200 MT per year to 3,200 MT in five years. Helen Keller International (HKI) is developing a social marketing plan to create demand for fortified complementary food and will advocate for appropriate regulatory policies.

Specific attention has been put into the redesign the Farinor® packaging and its marketing strategy, to ensure that they comply with the International Code of Marketing of Breast-Milk Substitutes.

The project targets more than 90% of 6-24 months old children in the country (1,461,900 children).



Old Package Design

New Package Design



6.10 Valid Nutrition – farm to mouth model

Linking community-based malnutrition treatment with support to small holder farmers

Establishing demand driven programming in nutritional relief & development

- Valid developed a radically new “demand driven” approach to treat severely malnourished children in their communities, and not through traditional channels such as in-patient centres & hospitals, which had high mortality, high costs, and limited access.
- Developing a strong evidence base, VN advocated for the introduction of this new model into international policy. The approach that creates understanding and demand, thereby changing community attitudes and behaviour, has fuelled rapid scale up to over 50 countries with more than 1 million severely malnourished children treated in 2010 alone.



Collaboration with farmer associations & research to link small farmers with production facilities



Developing recipes to encourage local crop diversity & enhance food security



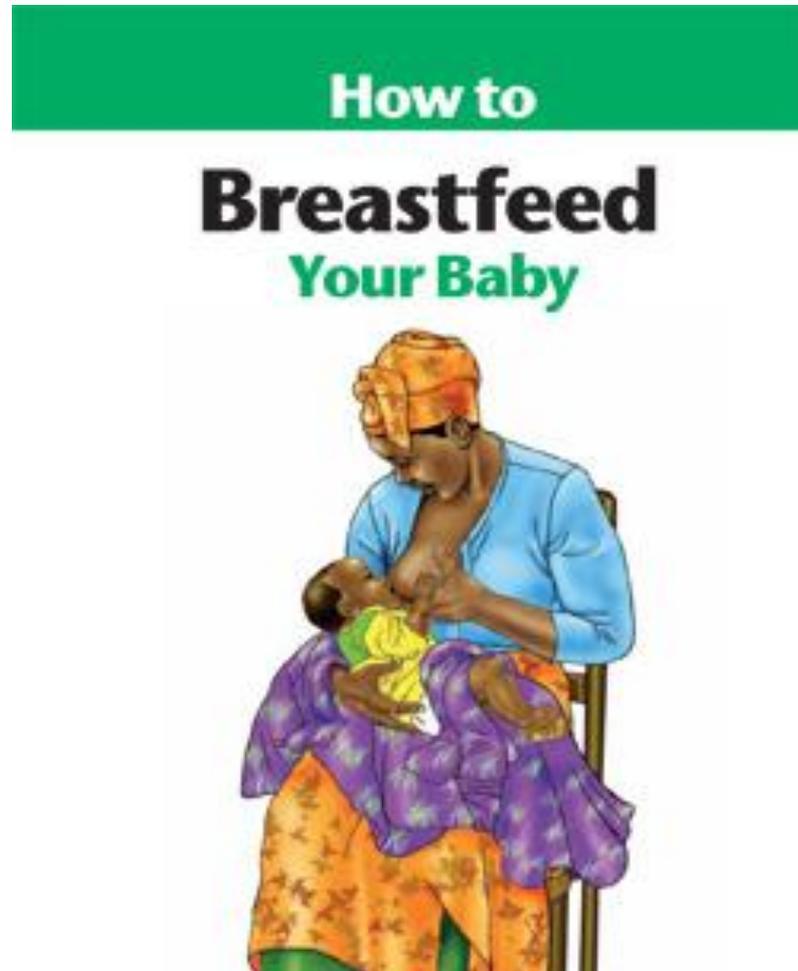
Establishing appropriate technology for quality assured cost efficient production in developing countries

Developing innovative routes to poor consumers



6.11 Communication Capability

Private sector understanding can shape more effective nutrition messaging



Communication is not only about getting the message across and addressing the needs. It is more effective when it addresses the wants of the recipient, including emotional triggers and underlying aspirations.

6.12 Handwashing promotion by a soap brand

Consumer understanding on how to influence behaviours can support public health outcomes

Understanding what triggers consumers to change their daily habits lies at the heart of making sustainable improvements to hygiene. Lifebuoy soap (a Unilever brand) has developed a four-step process to encouraging consumer behaviour change based on experience gained through its programmes in Asia and Africa .



In 2010 Lifebuoy launched a new mass behaviour-change programme aiming to reach 1 billion people . This program is based on experiences such as in India, where the Swasthya Chetna programme has reached more than 120 million people since it began. Mass-media, school and mother programmes are part of this.



Through the In Safe Hands program, Lifebuoy has been helping to build expertise in the public sector on effective behaviour change campaigns. Continuing these efforts, in November 2010, a group of trade organisation and public sector representatives from the Ministries of Health and Education in Brazil, Kenya, and Uganda joined Lifebuoy employees on a study tour in Vietnam which aimed to inspire the creation of public-private partnerships.



Launched in 2008, Global Handwashing Day is an annual event backed by the Public-Private Partnership for Handwashing with Soap, of which Unilever is a founding partner. Lifebuoy co-ordinates efforts with more than 50 organisations in 19 countries. Millions of school children take part in awareness-raising activities and are encouraged to make handwashing pledges.

6.13 African Agricultural Technology Foundation

PPP supports technology transfers and knowledge sharing for agriculture

The African Agricultural Technology Foundation is a not-for-profit organisation that facilitates and promotes public/private partnerships for the access and delivery of appropriate proprietary agricultural technologies for use by resource-poor smallholder farmers in Sub-Saharan Africa .

One of the projects is Water Efficient Maize for Africa (WEMA)

- AATF is leading a public-private partnership called Water Efficient Maize for Africa (WEMA) to develop drought-tolerant African maize using conventional breeding, marker-assisted breeding, and biotechnology. The benefits and safety of the maize varieties will be assessed by national authorities according to the regulatory requirements in the partner countries: Kenya, Mozambique, South Africa, Tanzania and Uganda.
- Africa is a drought-prone continent, making farming risky for millions of small-scale farmers who rely on rainfall to water their crops. Maize is the most widely grown staple crop in Africa – more than 300 million Africans depend on it as their main food source – and it is severely affected by frequent drought. Drought leads to crop failure, hunger, and poverty. Climate change will only worsen the problem.
- Drought tolerance has been recognised as one of the most important targets of crop improvement programs, and biotechnology has been identified as a powerful tool to achieve significant drought tolerance by the United Nation's Food and Agriculture Organization. Identifying ways to mitigate drought risk, stabilise yields, and encourage small-scale farmers to adopt best management practices is fundamental to realising food security and improved livelihoods for the continent.
- Partner institutions are the National Agricultural Research systems in Kenya, Mozambique, South Africa, Tanzania and Uganda, the International Maize and Wheat Improvement Center (CIMMYT), Monsanto. Funding is provided by the Bill & Melinda Gates Foundation and the Howard G. Buffett Foundation



Other projects address cowpea and banana improvement.

6.14 Lays Andinas

PPP supporting R&D of more nutritious potato cultivation techniques in Peru

CONTEXT

- For more than 75 years, **PepsiCo's Frito Lay** has enjoyed growing the best snacks on earth starting with simple, farm-grown ingredients.
- The **International Potato Center (CIP)** is a root and tuber research-for-development institution delivering sustainable solutions to the pressing world problems of hunger, poverty, and the degradation of natural resources.
- In 2008, PepsiCo and CIP entered into a collaboration with 6,000 farmers in the Andean highlands to launch **Lays Andinas**.



SUPPORT AREAS

- PepsiCo works with smallholder farmers to develop optimal cultivation techniques for native varieties of potatoes.
- Farmers receive 25 percent premium over the market price for supplying top quality potatoes for Pepsico and receive relevant technical assistance and genetic improvement of seeds.

RESULTS

- Programme systematically expands knowledge of genebank materials in CIP's collection to identify additional varieties with:
 - Desired nutritional content (high concentrations of vitamin C, iron and zinc than those founds in white potato varieties) and environmental characteristics.
 - Selects cultivars with low sugar and high dry matter content, which reduce oil absorption and total fat content.
 - Revival and commercialization of these native varieties contribute to biodiversity and long-term sustainability.

6.15 Business Alliance Against Chronic Hunger

Increase synergies by connecting partners across the agriculture value chain

- **BAACH is a business led PPP** consisting of a wide range of companies, organizations and public institutions. Businesses across various sectors (agricultural inputs, agriculture technologies, financial services, ICT, fuel, consumer products) are leveraging expertise and models of the public and business sectors to generate innovative and sustainable solutions to improve value chains from production, processing, supply chain/ route to market to retailing and marketing.
- **Expanding the pilot results to 7 more districts**, BAACH has recently formed a partnership with UNDP and the Kenyan Government, cooperating with the Ministries of Agriculture, Water & Irrigation, Trade and Youth. Aims to develop Agri-business and Small and Mediums size Enterprises (SME) for better food security, increased economic growth, and increased access of consumers to affordable goods and services.

Summary Results in Siaya district, Kenya 2008 to 2010 *

- **Agri-business and Livestock (honey production) development household reach:** 1.000 farming households (5.000 people), increasing the income of a poverty household by 30% to 50% per annum.
- **Retail & Services Expansion:** over 200 SMEs, employing 300 people, reaching more than 10.000 households creating an incremental net income of \$ 1,140,560 in 3 years in the district.
- **Enablers:** Through Equity Bank and Safaricom, M—Pesa access to financial and cash transfer services. Commercially viable loan products for participants in the value chain have been developed and accessible.
- **Other benefits:** Income generation, employment generation and capacity building. Access to financing, new technologies and access to basic consumer goods at fair prices.

Key Performance Indicators achievements:*

- Access to financing increased from 17% to 41%.
- Fertilizer use increased from 20% to 70%, use of improved seeds from 30% to 90%.



* Tegemeo Baseline studies 2007/ 2009

6.16 VITAGoat

NGO supports local micro-enterprises to create high-value food products

Malnutrition Matters (MM), a non-profit organization, is dedicated to providing sustainable low cost food technology solutions for malnutrition, primarily by using soya, but also cereals, grains, fruits and vegetables. MM primarily supports NGOs and small to medium-sized entrepreneurs to develop and expand nutrition and employment programs in developing countries. Technology transfers that allow the fabrication, training and service to be done in developing countries are a principal goal of MM.

VitaGoat is a food processing system that can be used to create value-added products from cereals, grains, nuts, fruits and vegetables, enabling local groups to increase food security, improve health and create micro-businesses and employment. MM has installed over 150 VitaGoat systems in Africa, Asia, and the Americas since December 2010.



SolarFlex “Small Farm” Dryer

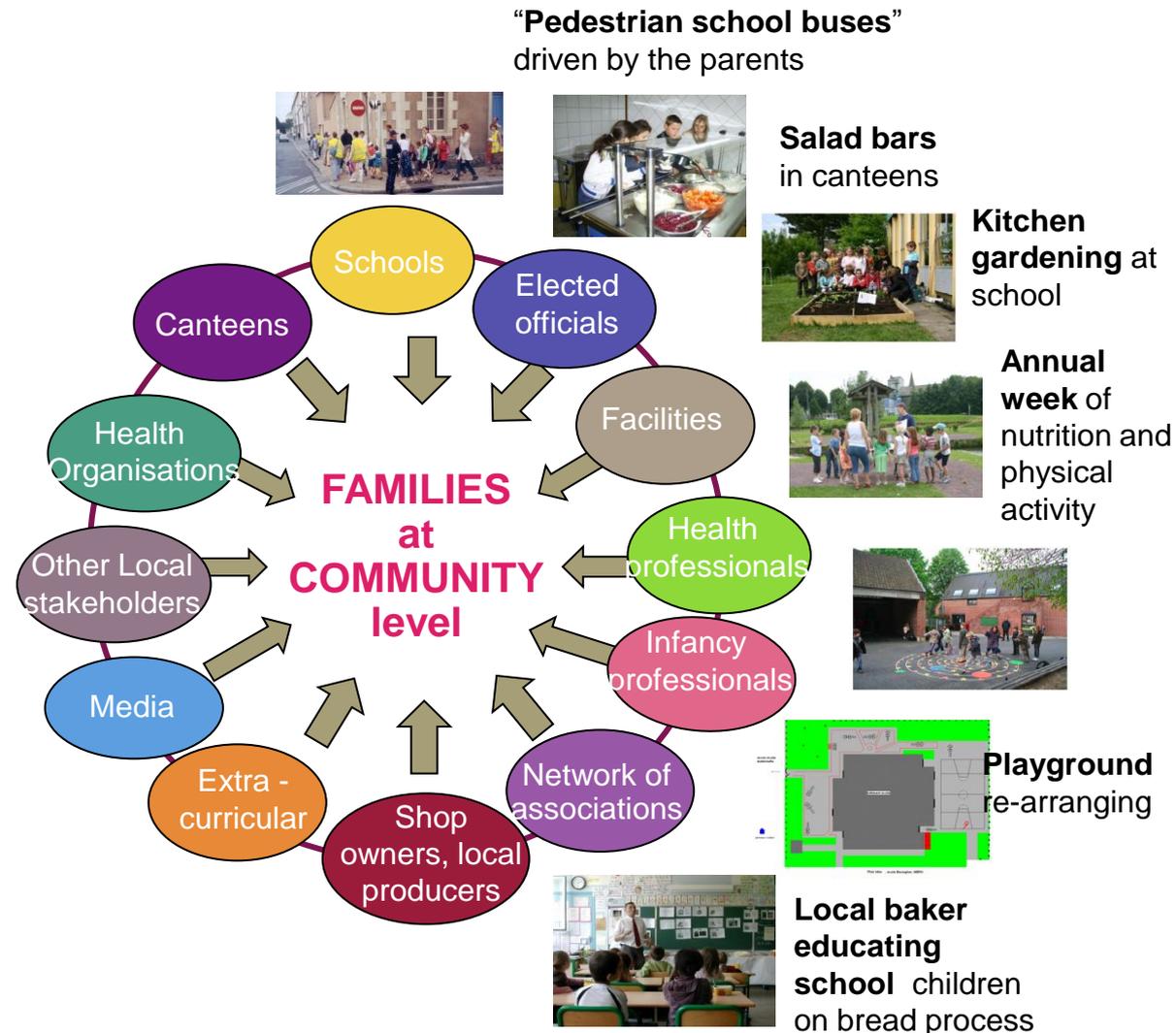
Drying fruits and vegetables with this flexible and inexpensive system is a cost-effective long-term food storage solution that requires no external electricity to operate, and eliminates the need for chemical preservatives.

For more information, visit [Malnutrition Matters](http://MalnutritionMatters.org).

6.17 EPODE

A PPP approach for communities to effectively reduce child obesity

- In each community, PPP involves **local authorities** (committed to the programme for several years) and diverse **local actors** bringing the same messages, actions and opportunities to the families at the same time.
- **Local producers and actors** (supermarkets, local companies, producers, retailers etc.) can be involved, via financial means, by providing specific skills and “in kind” resources (e.g. equipment). Communication can occur at local level only, and no brand or product promotion is permitted.





RESOURCES

- The Partnering Toolkit, Ross Tennyson . International Business Leadership Forum (IBLF) and Global Alliance for Improved Nutrition (GAIN). 2003
- Exploring the links between international business and poverty reduction: A case study of Unilever in Indonesia. Oxfam, 2005, <http://www.oxfam.org.uk/resources/policy/trade/downloads/unilever.pdf>
- Business as a Partner in Overcoming Malnutrition. An Agenda for Action. J. Nelson, Harvard University, IBLF and the Conference Board, 2006.
- Business as a partner in strengthening public health systems in developing countries. An agenda for action. J. Nelson, Harvard University, IBLF and the Conference Board, 2006.
- Harnessing Private Sector Capabilities to Meet Public Needs: The potential of Partnerships to Advance Progress on Hunger, Malaria and Basic Education. WEF, 2006.
- The role of the Food and Beverage Sector in Expanding Economic Opportunity. M. Pfizer and R Krishnaswamy, Harvard University and FSG, 2007.
- Procter and Gamble: Fighting Malnutrition. Cases A and B Case Study Series Business Innovation to Combat Malnutrition, GAIN and WBI, 2007.
- The Business Role in Achieving a Green Revolution in Africa. A report on the experience to date of the World Economic Forum's Business Alliance Against Chronic Hunger, 2008.
- Britannia, Naandi and GAIN: A Public-Private Partnership for Delivering Nutrition through Fortification in India. Case Study Series Business Innovation to Combat Malnutrition, GAIN and WBI, 2008.
- Measuring Unilever's economic footprint. The case of South Africa. E. Kapstein, INSEAD 2008. http://www.unilever.com/images/sd_INSEAD_report_executive_summary220208_tcm13-212712.pdf
- Two Wheels Turning: Partnership in China's Soy Sauce Fortification Program. Cases A and B Case Study Series Business Innovation to Combat Malnutrition, GAIN and WBI, 2008.
- Cultivating Multi-sectoral Partnerships to Alleviate Undernutrition in India: Lessons from Naandi Foundation's School Feeding Program. Lessons from Business, GAIN, 2010.
- Agricultural Growth and poverty reduction in Africa – The case for patient capital. Briefing Paper AgDevCo, 2010
- Cargill India Private Limited: leading by example in fortifying edible oil. Lessons from Business, GAIN, 2010.
- Pulling Agricultural Innovation and the Market together. K.A. Elliott. Working Paper 215- Center for Global Development, 2010
- Creating rural female entrepreneurs in India, http://www.unilever.com/images/es_Project_Shakti_tcm13-13297.pdf. <http://www.unilever.com/sustainability/casestudies/economic-development/creating-rural-entrepreneurs.aspx>
- Food Sustainability. A Guide to Private Sector Action. UN agencies and Bretton Woods Institutions.