



# SUN Business Network Evaluation 2019

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## **Acronyms and Abbreviations**

AVPN	Asian Venture Philanthropy Network
B2B	Business-to-business
BCI	Banco Comercial e de Investimentos
BDS	Business Development Services
BMGF	Bill and Melinda Gates Foundation
CEO	Chief Executive Officer
CoP	Communities of Practice
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
CTA	Confederation of Economic Associations of Mozambique
DFID	UK Department for International Development
DSM	Dutch State Mines
EC	European Commission
EQ	Evaluation Question
EUR	Euro
GAIN	Global Alliance for Improved Nutrition
ICE	Independent Comprehensive Evaluation
IFPRI	International Food Policy Research Institute
IR	Inception Report
iTFA	industrial Trans-fatty Acids
KEPSA	Kenya Private Sector Alliance
KL	Knowledge Leadership
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MDF	Management for Development Foundation
MEAL	Monitoring, Evaluation, Accountability and Learning
MQSUN	Maximising the Quality of Scaling Up Nutrition project
MSC	Most Significant Change
MTR	Mid-Term Review
NGO	Non-Governmental Organisation
PEP	Private Enterprise Programme
RFP	Request for Proposals
SBN	SUN Business Network

SDG	Sustainable Development Goal
SDN	SUN donor network
SETSAN	Secretariado Técnico de Segurança Alimentar e Nutricional (Secretariat for Food and Nutrition Security, Mozambique)
SME	Small and medium enterprises
SMS	SUN Movement Secretariat
SUN	Scaling Up Nutrition (Movement)
TA	Technical Assistance
TOC	Theory of Change
UN	United Nations
UNICEF	United Nations Children's Fund
UNN	UN Network for SUN
USAID	United States Agency for International Development
USD	United States Dollar
UVP	Unique value proposition
WASH	Water, sanitation and hygiene
WBCSD	World Business Council for Sustainable Development
WFP	World Food Programme
WPN	Workplace Nutrition

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Full responsibility for the Evaluation Report remains with the authors, and the views it contains should not be attributed to GAIN or any other stakeholder.

## **Executive Summary**

### **Overview**

E1. This Evaluation Report is for the Scaling Up Nutrition (SUN) Business Network (SBN) Evaluation, 2019, commissioned by the Global Alliance for Improved Nutrition (GAIN) funded under the Making Markets Work programme<sup>1</sup>. The Scaling Up Nutrition Business Network is a global platform for business and nutrition – with a wide membership of over 600 multinational and national companies across its networks. The SBN is one of four networks integral to the SUN Movement (along with the United Nations, Civil Society and Donor Networks).

E2. The evaluation was conducted between April and October 2019, with data collection undertaken at both the global and the country levels between June and end-September 2019. The evaluation was managed by the Knowledge Leadership Unit at GAIN and undertaken by an independent evaluation team from Mokoro Ltd and The Partnering Initiative (TPI).

### **Objectives**

E3. As per the Terms of Reference, the evaluation aimed to serve two main objectives, namely to:

- assess the relevance, internal consistency, and feasibility of SBN's theory of change at the global and national levels;
- assess progress across the impact pathway, from output through to impact level.

### **Approach**

E4. The full evaluation approach and tools, as agreed with SBN and GAIN, are outlined in the Inception Report (IR) (July 2019). Accordingly, this is a theory-based mixed-methods evaluation, which included an extensive review of relevant documentation and in-depth interviews with key role-players (more than 100 were consulted).

E5. Seven desk study reviews were conducted of SBN, in Sri Lanka, Bangladesh, Kenya, Malawi, Tanzania, Nigeria, and Pakistan. Three Case Studies of SBN were conducted in country in Zambia, Indonesia, and Mozambique.

E6. As identified in the IR and the terms of reference (TOR, see Annex 1 of the main report), there is a paucity of comprehensive information on outcome level data, and certainly insufficient data across the full length of the impact pathway. Moreover, in many instances the networks at country level are not sufficiently far along the impact pathway, so the issue of parsing contributions to noticeable achievements at outcome level or beyond did not fully arise.

E7. Whilst the evaluation team were provided with information against each of the key performance indicators associated with the global logic model's results framework, this was

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<sup>1</sup> The Making Markets Work programme is funded by the Bill and Melinda Gates Foundation, the Federal Ministry of Economic Cooperation and Development (BMZ), the International Development Research Centre (IDRC), Irish Aid, the Ministry of Foreign Affairs of the Netherlands, the Swiss Agency for Development and Cooperation (SDC).

not the case with respect to the national logic model’s results framework. As Table 18 below illustrates, most national SBNs have yet to capture data, even those platforms which have been in existence prior to 2019<sup>2</sup>.

**Table E1 SBN database compilation**

Country	Reporting date	Total No of business members	Total no. of businesses making commitments
Bangladesh	2019-June	6	6
Burundi	2019-June	No data	No data
Cambodia	2018-Dec	11	0
Cote d’Ivoire	2019-June	No data	No data
DRC	2019-June	No data	No data
El Salvador	2019-June	No data	No data
Ethiopia	2019-June	No data	No data
Gambia	2019-June	No data	No data
Guinea	2019-June	No data	No data
Indonesia	2019-June	32	No data
Kenya	2019-June	72	23
Lao PDR	2019-June	10	No data
Lesotho	2019-June	No data	No data
Madagascar	2019-June	12	No data
Malawi	2019-June	18	No data
Mauritania	2019-June	No data	No data
Mozambique	2019-June	98	55
Myanmar	2019-June	No data	No data
Nepal	2019-June	No data	No data
Nigeria	2019-June	95	95
Pakistan	2019-June	35	4
Peru	2019-June	No data	No data
Philippines	2019-June	No data	No data
Rwanda	2019-June	No data	No data
Senegal	2019-June	No data	No data
Sri Lanka	2019-June	30	No data
Tanzania	2019-June	141	14
Uganda	2019-June	No data	No data
Vietnam	2019-June	No data	No data
Yemen	2019-June	No data	No data
Zambia	2019-June	83	0
Afghanistan	2019-June	No data	No data
Lesotho	2019-June	No data	No data
Global Members		23	23
<b>Total</b>		<b>666</b>	<b>220</b>

Source: SUN Global Team

<sup>2</sup> The information contained in this table was provided by the KL team on 15 November 2019.

E8. Nevertheless, and as we demonstrate in the discussion of findings below, there are instances where we were able to glean data on changes being influenced by SBN which allow us to interrogate the credibility and robustness of the SBN strategy at both global and national levels in line with the TOR.

### Key Findings

E9. The evaluation set out to answer three critical questions, which we answer in turn as follows.

E10. **How appropriate is SBN's purpose?** The evaluation found that the purpose of SBN, as outlined in the theory of change, appears generally appropriate, though with some caveats. Without the proactive and expert engagement of the global SBN team, it seems fair to state that there would not be national networks organising business around the specific topic of nutrition at national level, and that the global team is instrumental in making this happen. As an indication of the health and perceived value of the SBN by business, in early 2019 20 global companies recently reconfirmed their engagement.

E11. However, there are some differences in emphasis around SBN's strategic purpose, and in the absence of an overarching single document or strategic purpose statement it was sometimes difficult to pin down a consensus view. Some interviewees emphasised the key role of the SBN in providing a 'neutral platform' to bring multiple stakeholders together around recognising and supporting the role of the private sector in nutrition. This is a *politically* complex role for national SBNs requiring, among other things, ongoing engagement with multiple non business stakeholders, in order to generate buy-in, raise awareness and sensitise others to the fundamental role of food producers and other companies in improving nutrition. Other interviewees focused more on SBN's key role in meeting the needs of member companies at both global and national level. This is a *technically* complex role for national SBNs involving issues such as increasing access to finance and match-making supply and demand on technical assistance and business development support.

E12. SBN's theory of change in part reflects this strategic tension. There are pathways to impact around increasing the supply and demand for nutritious food, both of which emphasise technical functions. The pathway to impact around strengthening the enabling environment for the private sector role in nutrition speaks more to the political economy of SBN's operating environment, including engagement of and alignment with non-business stakeholders such as the other SUN Networks (i.e. collective effort by multiple stakeholders is more likely to bring about change in the enabling environment than efforts driven by a single network). In practice most of the activities and efforts of SBN, at least as identified through the evaluation, appear to focus more on technical elements – particularly at national level.

E13. SBN's theory of change is outlined in more detail in a national and a global level logic model. The logic model at the national level is sufficiently adaptable and flexible to apply to different contexts and is considered reasonably feasible. The approach to the national and global systems, as outlined in their logic models, do align to each other, and it is clear how

what is depicted in the causal pathways<sup>3</sup> of the global model underpin the pathways spelt out in the national logic model. Our analysis of the application of SBN's theory of change found it to be relevant to the needs of country context, national SBN's have been consistent in application of the theory of change, and the key components of the Theory of Change have been consistently applied at the national level.

E14. There was consistency among the global team about the unique value proposition (UVP) offered by SBN. At national level, however, the UVP was not as clear. The assumption that SBN provides a 'neutral platform that is not organised by the private sector' makes sense globally, but at national level many interviewees felt that unless the network was owned and driven by the business community, it would create limited value and sustainability for its member companies and the path to sustainability was unclear.

E15. Based on publicly available information, no other similar entity at global level appears to have done so much work to think through impact pathways and present them in such robust logic models linked to private sector engagement in nutrition. Nor does any other entity have the same organic connection to the SUN Movement and other government accountability structures. The evaluation briefly considered two organisations doing not dissimilar work to SBN (the World Business Council for Sustainable Development and Partners for Food Solutions). Our comparison with these two organisations reflects the changing landscape, and also highlights that the challenges being tackled by SBN to address the enabling environment are highly significant and complex. However, as new entrants arrive in the space, it underscores the need to optimise and strengthen SBN's strategic focus and UVP in order to reduce the risk of duplication of effort, identify alignment and strategic partnership opportunities with new entrants, and increase the likelihood of collective impact.

**E16. How effectively has the SBN Strategy, global and national, been implemented and what progress has there been along the intended impact pathways?** At the global level the implementation of the strategy has been relatively successful. Along the three key impact pathways of the global logic model progress has been solid albeit some challenges remain (as highlighted in Table E2 below). Nevertheless, successful interventions (such as restructuring the approach to global membership, leveraging finance, the Pitch Competitions, and promoting meaningful linkages for nutrition-related technical assistance (TA) and Business Development Services (BDS)) are all likely to contribute to impact.

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<sup>3</sup> Impact and causal pathways outline plausible pathways of how inputs and activities will contribute to development outcomes and ultimately the expected impact of an intervention.

**Table E2 Extent of the progress along the causal pathways of the global logic model.**

Logic Model Level	Action	Indicator	Assessment
Activities	<b>Develop tools for national SBNs to survey the nutrition-related TA, BDS and Finance needs of their members.</b>	Number of national SBNs using tools designed by global SBN team to survey their members' needs	<ul style="list-style-type: none"> <li>Global team have developed/are developing more than 70 different tools (see Annex 7 of the main report for the full list).</li> </ul>
	<b>Survey and engage global providers of nutrition related TA, BDS and Finance for their readiness to support national SBNs</b>	Number of global support providers identified (disaggregated by business or non-business partner)	<ul style="list-style-type: none"> <li>Rigorous global membership renewal process introduced by SBN.</li> <li>22 Global companies agree to offer TA to national SBNs.</li> <li>20 investors join the Nutrition Africa Investor Forum to meet national SBN members.</li> <li>Range of other investment opportunities introduced (Financial collaborations currently being explored between SBN global and 12 investment/ financial companies.</li> </ul>
	<b>Provide support and guidance for the establishment of new national SBNs aligned with relevant SUN Country National Action Plans.</b>	Number of emerging national SBNs which have received guidance documents from the SBN global team to establish their national SBN	<ul style="list-style-type: none"> <li>As we note, there has been mixed success – where support has been strong (e.g. Mozambique) guidance has been followed effectively, others such as Malawi and Pakistan expressed interest in using the tools but admitted they had not had an opportunity to familiarise themselves with any of them.</li> <li>It is also worth noting that the older SBNs such as Zambia, Tanzania and Nigeria have been operating for several years before the tools were developed, but their experience was part of the basis for the learnings which have helped in the development of the tools.</li> <li>Kenya has been using the modified version of the membership form and the data base template to strategically drive the network membership.</li> </ul>
Outputs	<b>Relevant links and introductions established between national SBNs and global support providers based on</b>	Number of introductions established between global partners which have the potential to address	<ul style="list-style-type: none"> <li>TA mapping has only been recently completed, nevertheless links have been made already to at least 12 national SBNs.</li> </ul>

Logic Model Level	Action	Indicator	Assessment
	<b>global and national TA, BDS, Finance surveys.</b>	BDS/TA needs of national SBNs disaggregated by business and non-business partners	
	<b>SBN advocates for adoption of workplace nutrition commitments based on SBN recommendations.</b>	Number of SBN global members which have workplace nutrition programmes	<ul style="list-style-type: none"> <li>• All global members, in order to meet membership requirements, have workforce nutrition programmes.</li> </ul>
	<b>SUN stakeholders have enhanced recognition of the value proposition of national SBNs.</b>	Number of global SUN stakeholders (CSO, UNN, SDN, SMS) that have provided technical assistance or funding support to national SBNs	<ul style="list-style-type: none"> <li>• A wide range of donors and other members of the SUN movement have provided support (including Irish Aid, DFID, EC, BMGF, Government of Netherlands) albeit we note at the national level the in-country relationship between SBN and SUN movement is not always very strong.</li> </ul>
Outcomes	<b>Partnerships established with global partners which increase access to nutrition related TA, BDS and finance to national SBN members.</b>	Number of national SBNs that benefit from TA, BDS or finance from global partners (disaggregated by business and non-business partners)	<ul style="list-style-type: none"> <li>• Still in its infancy, but global companies such as DSM and BASF have been providing support to initiatives in, for instance, Mozambique (not initiated yet), and Zambia.</li> <li>• See also below the discussion of the trans-fat pilot projects being conducted in both Pakistan and Nigeria.</li> </ul>
	<b>SBN Members adopt workplace nutrition policies.</b>	Number of employees of SBN members reached through workplace nutrition policies	<ul style="list-style-type: none"> <li>• SBN estimates that more than a million employees now benefit from improved workplace nutrition policies of its global members, albeit all these companies had to have a workforce nutrition policy in place before joining/re-joining SBN so it is not accurate for SBN to claim this has come about as a result of SBN membership.</li> </ul>
	<b>Potential national SBN host organisations (e.g. GAIN, WFP, businesses) develop a national SBN strategy or establish and fund a national SBN.</b>	Number of SBNs functionality index with a score of 5 (meaning fully functioning network) Percentage of SUN countries that have increased their SBN functionality score	<ul style="list-style-type: none"> <li>• We note below that whilst it is true that there are networks with a functionality index score of 5 this is a very basic tool; it does facilitate comparisons across countries, but it does not really capture how vibrant a network is or how durable it is likely to be.</li> </ul>

E17. Along the key impact pathways of the national level progress there have been some noticeable positive changes to which SBN has contributed. These achievements included platforms being created; engagement happening between the private sector and relevant government agencies and business associations; Business-to Business partnerships and linkages being created to address TA, BDS and financial needs of businesses; and businesses making commitments to address nutrition (albeit it is not known how many businesses at the national level have met these commitments). Other outcomes such as increasing production of nutritious foods and adopting responsible practices around nutrition have had limited uptake across the 10 countries we examined, albeit a small group of countries (such as the pilot studies with small and medium-sized enterprise (SME) producers on trans-fat replacement in Nigeria and Pakistan, an example of Business-to network support) have started activities that could lead to these expected outcomes.

**Table E3 Extent of the progress along the causal pathways of the national logic model.**

Logic Model	Action	Indicator	Assessment
Activities	<b>Evidence informed advocacy by SBN to stakeholders</b>	Number of meetings with relevant non-business stakeholders to clarify and encourage a role of business in addressing malnutrition	<ul style="list-style-type: none"> <li>• Very little data recorded in databases, Mozambique reported one instance for example.</li> </ul>
	<b>SBN National Platform: Build platform for business engagement</b>	Number of SBN member convenings (meetings/events)	<ul style="list-style-type: none"> <li>• On average networks were convening 4 meetings per annum (albeit the Mozambique network convened 13 meetings in 2018, another 7 in 2019, plus an additional 5 Community of Practice meetings<sup>4</sup>).</li> <li>• Kenya had 2 business engagement meetings in 2019 and 8 trainings and CoP meetings for SBN members (through market place for nutrition project)</li> </ul>
	<b>Identify business needs for finance, technical assistance, business development support &amp; enabling environment/policy change</b>	Number of business members needs assessments undertaken (Technical or Financial Assistance, Business Development Support)	<ul style="list-style-type: none"> <li>• All of the platforms have undertaken assessments of needs, but not necessarily of all members (e.g. in Nigeria about 25% of its members specified their needs, in Mozambique 50% of members' needs assessments undertaken, in Bangladesh about 60% of members' needs have been verified, and in Zambia all members were surveyed).</li> <li>• Links between global companies and SMEs at national level have</li> </ul>

<sup>4</sup> Community of Practice sessions showcase how other members of a network are providing training and technical expertise to SMEs. These sessions often also include some specific training (e.g. learning more about how to run businesses that help transform agricultural potential into safe and nutritious food throughout the food system).

Logic Model	Action	Indicator	Assessment
			been made already in at least 12 countries, this includes for instance global companies such as DSM and BASF providing support to initiatives in Mozambique, and Zambia.
Outputs	<b>Informed government agencies</b>	Number of relevant government departments sensitised to role of business in addressing malnutrition through advocacy messaging	<ul style="list-style-type: none"> <li>In every platform SBN is working with at least one government department such as the Zambian National Food and Nutrition Commission, the Ministry of National Development Planning of the Republic of Indonesia (Bappenas) in Indonesia, Mozambique's the Technical Secretariat for Food and Nutrition Security (SETSAN), and the National Fortification Unit in the Ministry of Industry in Bangladesh. SBN Kenya is working closely with SUN focal point, Ministry of Health, Agriculture, Industry, Trade and Cooperatives. In Nigeria, SBN facilitated the involvement of Private Sector in the development of the Action Plan and M&amp;E framework for the National Food and Nutrition Policy.</li> </ul>
	<b>Increased private sector awareness of the role they can play &amp; their responsibilities in addressing malnutrition.</b>	Number of business members of national SBN	<ul style="list-style-type: none"> <li>At the recent SUN Global Gathering in Nepal SBN announced membership had now exceeded 650 members (we do however discuss below the extent to which this figure should be approached with caution).</li> </ul>
		Number of individual businesses convened at SBN meetings/ events	<ul style="list-style-type: none"> <li>The number attending such meetings is not always known across the different networks, but as we note below, where there is evidence. at least 50% of members (albeit not necessarily individual businesses) attend meetings.</li> </ul>
		% of membership base attending	<ul style="list-style-type: none"> <li>On average at least 50% of members attend each meeting (albeit Zambia reports a higher average of 60%, and Kenya reports an average of 65% of members attending their meetings).</li> </ul>
<b>Dissemination to businesses of responsible business practices</b>	Number of tools/guidance documents/best	<ul style="list-style-type: none"> <li>National SBNs are using a selection of tools (see Annex 7 in the main report for a full list of the tools).</li> </ul>	

Logic Model	Action	Indicator	Assessment
		practices disseminated to businesses	<ul style="list-style-type: none"> <li>• In some instances, tools were not known and hence not used (see discussion below with regards to use of these tools).</li> </ul>
	<b>Business associations become advocates and conduits for SBN</b>	Number of strategic partnerships between national SBN with business associations and other partners	<ul style="list-style-type: none"> <li>• Whilst the number is typically small per country (e.g. Mozambique report two such partnerships), as we discuss below the significance of these partnerships has been critical to building a successful network. Examples include respective platforms partnering with the Confederation of Economic Associations (CTA) in Mozambique, the Malawi Confederation of Chambers of Commerce and Industry, and with the with the Southern Agricultural Growth Corridor of Tanzania (SAGCOT.)</li> <li>• SBN Kenya has partnerships with Kenya Private Sector Alliance (KEPSA), Kenya Association of Manufactures (KAM) and Kenya National Chambers of Commerce and Industries (KNCCI).</li> </ul>
	<b>Partners identified and linkages created, providing access to finance, technical assistance &amp; business development support</b>	Number of business support services or providers identified	<ul style="list-style-type: none"> <li>• Examples are few, but in countries such as Mozambique and Zambia several BDS providers have been identified. In Zambia this includes Musika and Technoserve. In the case of Mozambique SBN is working through CTA to identify prospective BDS providers. In the case of Nigeria the network has hired a TA specialist who has been assisting with this process.</li> </ul>
Outcomes	<b>Businesses make commitments to address nutrition</b>	Number of businesses making commitments to address nutrition	<ul style="list-style-type: none"> <li>• As noted in Table 18 below six countries reported on the commitments made by members, but as we discuss in the main report these commitments have not yet been verified.</li> <li>• Case Studies found that networks have struggled to verify members to date as they have no process to do the verification (i.e. how will these commitments be assessed, and who will do the assessment?), they do not want to alienate members by enforcing commitments, and in many instances members have neither the resources nor appropriate</li> </ul>

Logic Model	Action	Indicator	Assessment
			action plans to mobilize around nutrition initiatives.
	<b>SBN members form partnerships and capacity is built</b>	Number of links/partnerships formed between SBN members and relevant partners (to provide support to address business needs)	<ul style="list-style-type: none"> <li>As noted, at the global level this is at a very early stage, but a number of partnerships have just begun, these include                             <ul style="list-style-type: none"> <li>9 Technical Assistance offers made to 12 National SBNs.</li> <li>The work being done by companies such as BASF, DSM and AFI to support members of SBNs.</li> </ul> </li> </ul>
	<b>Increased production of nutritious foods</b>	Number of business members that developed a new nutritious product (as a result of SBN advocacy/support)	<ul style="list-style-type: none"> <li>Still in its infancy, but see below the discussion of the trans-fat pilot projects being conducted in both Pakistan and Nigeria.</li> </ul>
	<b>Businesses adopt responsible practices around nutrition (core business &amp; CSR)</b>	Number of business members that improved existing product through fortification/reformulation or resized (as a result of SBN advocacy/support)	<ul style="list-style-type: none"> <li>As above, see below the discussion of the trans-fat pilot projects being conducted in both Pakistan and Nigeria.</li> <li>There is also work that has begun on this in Zambia (e.g. work being done by Java Foods), Tanzania and Indonesia.</li> </ul>
		Number of business members that implement workplace nutrition programmes (as a result of SBN advocacy/support)	<ul style="list-style-type: none"> <li>Whilst no quantitative data exists against this indicator, our qualitative work found, for instance (and discussed with regards to commitments below) that work is being done in this area in Indonesia (see Case Study for more details).</li> </ul>
		Number and type of business members implementing a responsible marketing policy (as a result of SBN advocacy/support)	<ul style="list-style-type: none"> <li>No information to date.</li> </ul>
		Number of businesses having made verified improvements to their policies and practices to improve access and demand to NSF	<ul style="list-style-type: none"> <li>No information to date.</li> </ul>
		Number of businesses that are meeting their targets towards their nutrition commitments	<ul style="list-style-type: none"> <li>No information to date.</li> </ul>

**E18. What factors explain the performance of SBN to date, at global and national levels?** Factors that enhance success include being under the broader SUN movement (at both global and national level), the effectiveness and quality of the global team in providing tailored support to the country networks, the governance of SBN (at the global level through the advisory group and the operations committee, and through advisory boards established at national level), the presence of a full-time coordinator at national level, leveraging off GAIN and WFP presence in country, and predictable funding (especially at National level).

**Table E4 Summary of enabling factors**

Factor	Comment
Being part of the SUN Movement	<ul style="list-style-type: none"> <li>• Convening powers important, but varies widely and dependent on the effectiveness of the focal point.</li> <li>• In-country SBN has benefited from relationships with other SUN networks.</li> </ul>
Global Team	<ul style="list-style-type: none"> <li>• Strong team, well linked to countries.</li> <li>• Nascent networks have benefitted from direct involvement of SBN global team.</li> </ul>
Coordinators	<ul style="list-style-type: none"> <li>• Presence of a full-time coordinator.</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• There is benefit to be had in an advisory group, with strong private sector involvement, but only if the advisory group is used effectively (e.g. asked to provide advice on strategic matters).</li> </ul>
Hosting arrangements	<ul style="list-style-type: none"> <li>• Globally, GAIN and WFP were seen to be effective co-hosts for SBN.</li> <li>• Nationally, a case can be made for GAIN and WFP to provide catalytic support for the set-up of SBN (though as Indonesia demonstrates, their role is not essential). It is harder to make the case for GAIN and WFP to act as hosts for SBN on an ongoing basis since it limits the degree of private sector ownership.</li> </ul>
Monitoring, Evaluation and Learning	<ul style="list-style-type: none"> <li>• A strong M&amp;E system ensures evidence-based decision making (including effective course correction), but only if the system collects valid data routinely and it is actually seen to be useful in helping to improve performance<sup>5</sup>.</li> </ul>
Funding	<ul style="list-style-type: none"> <li>• Funding predictability is critical in ensuring lasting impact.</li> </ul>

**E19.** Factors that have undermined progress across the causal pathways include the absence of factors listed above (e.g. weak SUN Movement focal point in-country, or the absence of an advisory board in country), erratic funding at national level, and significant staff turnover within host institutions (notably WFP in Zambia).

## Conclusion

**E20.** As a result of the evaluation, we conclude that SBN’s purpose largely makes sense, but that its purpose is not always clearly spelt out at the national level. Moreover, despite a number of challenges at both the global and the national level SBN has achieved notable successes in delivering against expected outputs. Where there has been more progress,

<sup>5</sup> In our detailed assessment of eight functional areas of the SBN M&E system (Annex 5) we noted that that whilst the system has been structured in a logical manner, the current system is not being used optimally. There appears to be little training provided to coordinators on the use of the national databases, there does not appear to be any attempt to verify whether information submitted by coordinators is accurate, and ultimately much of the good work being done at country level is not being routinely captured and reported upon.

there have been strong two-way linkages between global and national levels, as expressed for example through the pitch competitions and through the relatively strong performance along causal pathways in Mozambique.

E21. However, further along the causal pathways progress has been uneven, especially at the national level. Several challenges continue to face SBN such as ineffective coordination with other SUN movement networks in-country, not systematically tracking and reporting progress in country, and ongoing debates about the level of ownership of country networks by the private sector. In addition, funding predictability remains a major challenge for many of the networks at country level.

E22. The SUN Movement as a whole, within which SBN is nested, is currently reflecting on what it can do to make a meaningful contribution to the Sustainable Development Goals (SDGs) and the six interim World Health Assembly approved 2025 interim SDG targets. Moreover, SBN itself is giving consideration to its next iteration (SBN 3.0, for the period 2021 – 2025). The next period for all the networks is critical. In thinking about SBN's role in this critical reflection process under way in the SUN Movement, thought will need to be given to how SBN can continue to improve performance at the national level. Whilst not a recommendation per se SBN could consider developing a five-year strategy with a focus on making national SBNs more effective, on the back of which and to facilitate this process a more ambitious resource mobilization strategy may help to ensure national networks are not operating on a restricted budget and have reasonable tenure.

E23. The evaluation did identify issues worthy of further attention which should be considered as part of the current critical reflection process SBN will be engaged in. These issues are linked to a set of recommendations:

- Revisit SBN's strategic purpose:
  - a. Resolve or balance the tension between 'offering a neutral platform' that is sometimes 'led by the private sector', further unpack the complex mix of political and technical functions that this implies, and be clearer about how to balance these functions at global versus national level.
  - b. Explore whether greater impact (and political acceptability) might flow from more effectively recognizing and embracing the needs of SMEs rather than large companies at the national level.
  - c. Work more collaboratively and coherently with existing partners at national level (such as those within the SUN Movement and the nutrition sector more broadly) who might be better placed to undertake certain functions (e.g. enabling environment issues) and focus more on the work only SBN can do.
- Document the intention behind both logic models, and have some have some clear guidance associated with how, where and when they are best used, for what purpose, and the extent to which they can be adapted. In addition, address the gaps in the logic models, such as:
  - a. Defining 'partnerships' and 'enabling environment' elements more clearly, and possibly more narrowly.

- b. Emphasising the pitch competition and the work around building investment pipelines.
- National SBNs should consider establishing an advisory group, with strong private sector involvement, but only if the advisory group is empowered to challenge and provide strategic guidance and to engage with broader SUN network and government policy makers.
  - Despite significant, growing demands on the global SBN team, we encourage regular check-ins with SBN coordinators individually and to ensure that all work is as focused as possible. Possibly an informal indicator and simple checklist could be developed to enable the team to quickly turn down global-level opportunities that are not likely to add value to nutrition-focused SMEs in-country, and to focus efforts most strongly in the most promising areas.
  - Clearer articulation of goals and targets at country level is needed, and preferably as part of a clear and concise country strategy. Ensure an (annual) action plan is developed to effectively implement the strategy and drive impact forward.
  - It could be helpful for the global team to diagnose where, when, how and why tools and guidance are or are not being used; and to ensure there is awareness at the national level of what exists and how the global team might benefit the networks by showcasing at events, regional calls, and via on-line updates.
  - Before establishing new SBNs, ensure that the SUN focal point is supportive and aware of the strengths and benefits of the business network, and co-develop an awareness and integration plan for coordination among all existing networks. If the SUN focal point is weak, then SBN, including the Global SBN team, should make more effort to emphasize collaboration from the outset and potentially to get clearance for direct, cross-network coordination.

## **1. Introduction**

### **1.1. Evaluation objectives, purpose and scope**

1. The Scaling Up Nutrition (SUN) Business Network (SBN) is a global platform for business and nutrition with a wide membership of over 600 multinational and national companies across its networks. This is the report of an evaluation which has two overall objectives (full Terms of Reference as in the Request for Proposals (RFP) are set out at Annex 1):

- 1) assess the relevance, internal consistency, and feasibility of SBN's theory of change at the global and national levels;
- 2) assess progress across the impact pathway, from output through to impact level.

2. Whilst previous evaluations have taken account of the SBN (including the recent Mid-Term Review (MTR) of the SUN Movement, an earlier Independent Comprehensive Evaluation (ICE) of the SUN Movement, and GAIN self-assessment and independent evaluations), this evaluation is the first to consider the SBN from the perspective of seeking to understand progress towards impacts at a global and country level. As such, it provides evidence to feed into upcoming activities (notably, the Strategic Review of the SUN Movement scheduled for 2019/2020), as well as to inform future activities of the SBN.

3. The evaluation was conducted between April and October 2019, with data collection undertaken at both global and country levels between June and end-September 2019. The evaluation was managed by the Knowledge Leadership (KL) Unit at GAIN (The Global Alliance for Improved Nutrition) and undertaken by an independent evaluation team from Mokoro Ltd and The Partnering Initiative (TPI).

### **1.2. Overview of report structure**

4. Based on the objectives of the evaluation, the team developed three main evaluation questions (EQs), alongside a series of sub-questions,<sup>6</sup> which are the focus of this report:

EQ1: How appropriate is SBN's Strategic purpose, as reflected in global and national level Logic Models?

EQ2: How effectively has the SBN Strategy, global and national, been implemented and what progress has there been along the intended impact pathways?

EQ3: What factors explain the performance of SBN to date, at global and national levels?

5. The report structure reflects the EQs, Thus:

- Chapter 2 describes the SBN and the context in which it operates.
- Chapter 3 explains the evaluation's methodology.
- Chapter 4 presents findings, following the sequence of the EQs.
- Chapter 5 presents conclusions and recommendations.

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<sup>6</sup> The full set of evaluation questions is presented in Annex 3.

- Various annexes provide supporting information.
- A separate **Volume II** has been produced, within which the reader can find the three case studies – namely Zambia, Indonesia and Mozambique.

## 2. Subject of the evaluation and context analysis

### 2.1 The SUN Business Network

6. The evaluation was commissioned by the Global Alliance for Improved Nutrition (GAIN) funded under the Making Markets Work programme. The Making Markets Work programme is funded by the Bill and Melinda Gates Foundation, the Federal Ministry of Economic Cooperation and Development (BMZ), the International Development Research Centre (IDRC), Irish Aid, the Ministry of Foreign Affairs of the Netherlands, the Swiss Agency for Development and Cooperation (SDC). One of the programme's aims is to fill the important gap of evidence in approaches to engaging business for nutrition. A further key purpose of the evaluation was to support broader GAIN learning, as well as specifically learning and evidence generation around business and nutrition

7. This evaluation has focused on the development and implementation of the SBN's logic models (developed between 2018 and early 2019<sup>7</sup>). However, in order to fully understand the context for the development of the logic models, and to be able to fully understand the difference they may be making, it was necessary to look further back into the origins of the SUN Movement.

8. The SBN is one of four networks integral to the SUN Movement, and its efforts are intended to dovetail, complement and reinforce the activities of the other three networks. It is led jointly at global level by GAIN and the World Food Programme (WFP), with a governance framework that reflects its membership of the SUN Movement as a whole and its aspirations to operate and be effective both at global and at national levels. As described in its 2018 Implementation Plan: *"Ultimately the SBN seeks to support SUN countries to build networks with business which will increase the availability and affordability of safe, nutritious foods to low income consumers"* (SBN, 2018a). SBN global members (mostly multinational companies) commit to providing technical assistance to national SBNs and their members. Although not overt in the logic models (and as discussed in the Case Studies, Volume II) country platforms such as Mozambique and Zambia are working more and more with small and medium enterprises (SMEs) as opposed to big national companies.

9. From the outset, the SUN Movement has been based on the principle of inclusiveness, which extended to the private sector and has more recently seen an increased focus on SMEs. The idea of including the private sector can be traced back to the early days of the movement when business representatives participated in the SUN Movement's *Framework for Action* in 2009/10 (SUN, 2010a).

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<sup>7</sup> As noted in Annex 2, SBN uses the terms theory of change (TOC) and logic models interchangeably; whilst it does also distinguish between them they do portray the same strategic purpose behind SBN. Within SBN it is generally understood that the TOC is a simplified version of the logic model which is used by SBN for external advocacy/explanatory purposes, whilst the logic models reflect the detailed design and implementation. As agreed during the Inception Workshop the focus of the evaluation is on the substantive logic models rather than the simplified TOC.

10. Introducing the policy brief on *Framework for Action* in April 2010, the first coordinator of the SUN Movement, David Nabarro, wrote:

*There is also an opportunity for more engagement from the international and national private sector, contributing to supplementation and fortification initiatives all over the world, and moving on to the social marketing of practices that will lead to better nutrition, improving the nutritional content of processed foods and committing to the creation of shared value through concerted action. (SUN, 2010b: 4)*

These sentiments of Nabarro are also reflected in the fact that GAIN and WFP have been joint coordinators of the Movement's private sector efforts from the outset; GAIN was established in 2002 with a specific purpose of improving the consumption of nutritious and safe foods for all in order to tackle malnutrition and WFP, which has had close collaboration with the private sector for many years through its humanitarian portfolio, and has its own active private sector partnership strategy.

11. In 2010, the SUN Movement was launched to support national leadership and collective action to scale up nutrition. There are now 61 SUN member countries<sup>8</sup> across Africa, Asia and Latin America. The SBN was formally launched in 2012 and is one of the four global networks that support SUN countries (along with the United Nations (UN), Civil Society and Donor Networks). It is convened by GAIN and WFP and further supported by an Advisory Group which includes senior business leaders. It also includes heads of WFP, GAIN and SUN. At the global level SBN has been supported with funding from the Bill and Melinda Gates Foundation (BMGF) and the Government of the Netherlands, in addition to the support provided by its hosts GAIN and WFP. SBN employs a secretariat to support the actions of the network. At national level each platform draws on a diverse range of funding sources (including businesses, donors and so on).

12. The Global Secretariat, managed by the co-conveners from GAIN and WFP, provide support to national SBNs by facilitating links for business needs in addition to a range of other support (such as helping the start-up of networks, providing a vast array of tools to help with implementation - see Annex 7 for a full list of the tools, and helping to coordinate the networks). Moreover, as discussed below under EQ1 in Chapter 4, the Global Secretariat also play a role in ensuring a standardized approach to the creation of national networks via having a common vision elaborated through the national logic Model. The SBN global team manages the SBN Global members and engages these members around three priorities: the delivery of technical assistance to national SBNs and their members, workforce nutrition and addressing overweight/obesity.

13. At the time of the creation of the SUN Movement, the relationship between the global health (and nutrition) community and the private sector, particularly large multinational producers of food and beverages, was characterised by a range of tensions and perceived or actual conflicts of interest. Various difficulties in this politically complex relationship continue to this day and SBN continues to grapple with the challenge of bridging the relationship between the global health and nutrition community and the private sector. They are referenced in the SBN's own 'consolidated learning' document (SBN, n.d. (a)) as

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<sup>8</sup> And Indian States.

well as in the ongoing discussion across the SUN Movement around 'conflicts of interest' and ongoing discussions about whom within the private sector should be engaged.

14. Whereas other not dissimilar business networks<sup>9</sup> often originate from within the private sector itself (for example, the World Business Council for Sustainable Development (WBCSD), the International Chamber for Commerce (ICC), and the Consumer Goods Forum), the SBN originated from the 'development community' with assistance from both WFP and GAIN in bringing the private sector into the Movement.

15. The SBN aims to reduce malnutrition in all its forms through mobilising business to invest and innovate in responsible and sustainable actions and operations. To do this, SBN self identifies as providing a neutral platform to broker partnerships and collaboration between business and all actors on nutrition at national and global levels to support SUN Country plans.

16. At a high level, the SBN summarises its strategic purpose as follows: "*The SUN Business Network (SBN) aims to increase the availability and affordability of safe, nutritious foods to consumers, especially low-income consumers through activities at global and national levels. At a national level, the SBN convenes businesses, assesses technical, financial and other business support service needs for members, and advocates the role of business in addressing nutrition at country level. At a global level, the SBN acts as a focal point for engaging multinational businesses in nutrition activities such as implementing workforce nutrition programmes*" (SBN, n.d. (b)). Through its programme SBN is also explicit in that the role of the global companies is to support national SBN platforms and also support members via the Business-to-Business (B2B) programme. .

## **2.2 Evolution within the SUN Movement and current status of SBN (globally and in countries)**

17. SBN seeks to support SUN countries to build networks with business which will increase the availability and affordability of safe, nutritious foods to low-income consumers. However, to do this the SBN must address two critical challenges:

- businesses require sensitisation to, and support for, their role in addressing malnutrition; and
- SUN Country governments, national SUN multi-stakeholder platforms and SUN Civil Society, Donor and UN networks require support to understand how to leverage business actions and investments for national nutrition goals.

18. To address these challenges through the SBN global programme, the SBN global team is working towards:

- Supporting SUN Countries to establish their own national SBNs, this will include support in fundraising and strategy development.
- Identifying possibilities for B2B technical assistance between SBN global members (individually or through global business fora) and national SBN members. The offer is

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<sup>9</sup> All of these networks have expressed some in interest in sustainability related issues, albeit it is not necessarily their main focus.

designed to respond to the needs of national SBN and their members. The SBN global team support the design, implementation and fundraising of B2B initiatives but the technical expertise is not delivered by the SBN team.

- Ensuring multinational members of the SBN have workforce nutrition policy commitments (including breastfeeding support), and encouraging national SBN members to make similar commitments.

19. The RFP (see Annex 1) indicated that the SBN currently comprises 25 national networks, operating at varying levels of functionality. However, the SBN website indicates a total of 12 'established' networks and 9 'emerging' networks,<sup>10</sup> which does not reflect the inconsistencies in the manner in which SBN reports its progress (an issue discussed further under Limitations in section 3.2 below and also under EQ2).

20. An index of SBN functionality was developed and is now included as part of the SUN Monitoring, Evaluation, Accountability and Learning (MEAL) framework (SUN, 2016b). The index scores functionality against five milestones (1) a formal launch, (2) an appointed coordinator, (3) an action plan, (4) a strategy aligned with the national plan, and (5) funding secured for the next year. Progress is assessed by the SBN Secretariat in collaboration with national networks and confirmed by the SBN Secretariat.

21. As of now, nine SUN countries have 'advanced' SBN national networks, seven networks are 'in progress' and 44 are in 'early to very early stages' – based on the MEAL functionality index scores from June 2019.<sup>11</sup> Other SUN countries have requested further long-term support from the business network via the SUN Movement Secretariat. It is clear, however, that the status of different networks as 'advanced', 'in progress', and so on, is not a static designation since circumstances can change rapidly for the networks. The withdrawal of a national SBN coordinator, changes in funding, or major external events such as natural disasters as well as the general political context, can impact the status of national SBNs. This means that the status of different networks should be taken as a guide only, and underscores the complex and rapidly evolving nature of the environment within which SBN is operating.

22. The four SUN Networks, and the SUN Movement Secretariat, are all separately funded. This has created a complex set of accountabilities to multiple donors across the multiple networks, albeit ultimately the SUN Movement is intended to proceed on the basis of mutual accountability at all levels.

23. The SUN Movement itself has a high-level theory of change (TOC), setting out six main steps along a pathway from input to impacts on poor nutrition. That TOC is nominally underpinned by the MEAL system, though in the MTR it became clear that the linkages between the TOC and the MEAL system were not always fully clear, and in particular that the notion of 'behaviour change' of various stakeholders was not always fully spelled out (MQSUN, 2018).

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<sup>10</sup> See: <https://sunbusinessnetwork.org/emerging-networks/>

<sup>11</sup> The most recent scores are self-reported by the country networks, and the evaluation team were not in a position to validate the extent to which these scores are accurate. Under EQ3 we do however reflect on the value of these functionality scores.

## 2.3 SBN theory of change / logic model

24. Until recently, SBN did not have a clear theory of change. Therefore, early progress under the SBN was assessed against targets set within individual grants provided by BMGF and the Dutch government. More recently, leveraging significant experience from GAIN in the development of impact pathways, logic models and performance tracking (as discussed below under EQ1, countries tailor their performance metrics to align with their respective national context), SBN developed its own TOC in 2017 (see Annex 2 for more details). Logic models that flow out of these TOC have been used by SBN to assess performance and contribution to overall SUN Movement objectives.

25. During the SUN MTR conducted in 2018 it became clear that the SBN was unique among SUN Networks in having developed these logic models as an approach to organizing activities, workplans and data systems (MQSUN, 2018). As well as providing the basis – at least in theory – for more effective internal functioning of the SBN both globally and nationally, these logic models also appeared to provide useful ways for assessing potential entry points and alignment opportunities with other SUN Networks, for example in discussions with the SUN Donor Network. The utility of the logic models is further discussed in section 4.1 below (findings against EQ1).

## 2.4 Current strategy

26. The impact pathway developed by SBN in 2017 was used as the basis for the development of the national logic model but not the global one. The global logic model was developed in 2018 with the global team. The national impact pathway was developed as part of a workshop with the global team and the coordinators (see Annex 2). Since 2017, SBN has sought to use these logic models to underpin activities, workplans and data systems, both at global and national levels.

27. The process of developing these logic models was intended to reduce ongoing confusion in country offices as to the nature of the network and also to distinguish it from other programmes working with business to reduce malnutrition. SBN now has a set of strategic models (impact pathway, logic model, results framework and TOC) in which it aims to:

- **Demonstrate a pathway** for national SBNs to contribute to healthier businesses and societies;
- **Bring consistency** to the SBN approach to support country exchanges and improve the SBN model;
- **Support engagement** with Governments, Funders and other SUN Networks<sup>12</sup>.

28. The primary focus of this evaluation is the national and global logic models (see Annex 2). As noted in Annex 2, SBN uses the terms theory of change (TOC) and logic models interchangeably, albeit whilst it does also distinguish between them they do portray the same strategic purpose behind SBN. As explained to the evaluation team by SBN during

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<sup>12</sup> Information taken from Slide #2, presentation entitled *SUN Business Network: Metrics – How are we measuring our progress?* Prepared by GAIN KL team, 2019 shared with the Evaluation Team during the Inception Workshop, 21-22 May, 2019.

the Inception Workshop the TOC is a simplified version of the logic model which is used by SBN for external advocacy/explanatory purposes, whilst the logic models reflect the detailed design and implementation. As agreed during the Inception Workshop the focus of the evaluation is on the substantive logic models as a depiction of what the SBN's approach is theorized to lead to rather than the simplified TOC.

29. The impact pathways of the TOC at national level are four distinct pathways that the SBN has mapped out as necessary to achieve the desired change. These four pathways are:

- 1) Strengthened enabling environment for business;
- 2) Increasing accessibility to nutritious and safe food;
- 3) Increasing the demand for nutritious and safe foods; and
- 4) Corporate Social Responsibility / Community and workforce activities.

30. In order to guide implementation in country and also to align with the associated results framework, the results framework at national level contains 16 key performance indicators (listed in Annex 2) against which progress can be measured); the logic model not only provides causal pathways to impact but also highlights the main steps in the process sequentially.

31. At the global level, the SBN has developed a less complex logic model, which depicts the main impact pathways from activity to impact (see Table 14 in Annex 2). This model emphasises the supportive role of the SBN Secretariat (such as developing tools and guidelines, supporting the establishment of networks at the national level, and sharing evidence), facilitating linkages between national and global providers, and ultimately creating effective partnerships and advocating improved nutrition policies and strategies to improve nutritional outcomes.

## **2.5 SBN and the SDGs**

32. At the recent SUN Lead Group meeting in New York on 24 September 2019 a decision was made confirming the continuation of the SUN Movement in to its third phase, 2021-2025. This in turn renews the tenure of SBN, reconfirming that its important work will continue into the next five years, a vital period in the lead up to the Sustainable Development Goals (SDGs).

33. The SDGs adopted an ambitious target (2.2) to "end malnutrition in all its forms" by 2030 including achieving, by 2025, internationally agreed interim targets.<sup>13</sup>

34. However, the Global Nutrition Report 2018,<sup>14</sup> based on an extrapolation of current progress, found the world is off course and will be less than halfway to ending stunting, wasting and undernourishment by the 2030 deadline. It reports that on stunting, for example, the world will have alleviated only 44% of the burden; overweight among children is growing in the vast majority of countries.

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<sup>13</sup> Interim 2025 target on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons

<sup>14</sup> <https://globalnutritionreport.org/reports/global-nutrition-report-2018/introduction/>

35. The Global Nutrition Report projects that more than 660 million people will still be undernourished in 2030, more than 100 million children under five years of age will be stunted, more than 40 million wasted, and more than 90 million children aged two to four years will be overweight.

36. This underscores the importance of the next five-year phase and the lead up to the SDG sanctioned interim targets to 2025 if the world is to get even close to the ambition of leaving no one behind on hunger and malnutrition. SBN and the wider SUN movement will need to step up to this challenge in order to make meaningful and substantial contributions.

37. We expect that at the forthcoming SUN Global Gathering in Nepal in early November 2019 an important focus will be how SUN and its constituent elements can be most impactful as the countdown to the SDG targets and more immediately the interim 2025 targets gathers pace. This will influence the ambitions of the next five-year strategy of SBN (i.e. SBN 3.0, for the period 2021-2025).

### **3. Evaluation methodology and limitations**

#### **3.1 Methodology**

38. The full evaluation approach and tools, as agreed with SBN, are outlined in the Inception Report (Mokoro, 2019a, July 2019). The evaluation followed a theory-based approach (as advocated in the RFP), with a theory of change (TOC) underpinning all components of the evaluation, including the evaluation matrix. In line with this, the evaluation was based on a number of key elements: (a) conducting a stakeholder analysis; (b) assessing the SBN national and global logic models (including an assessment of the (implicit) assumptions that underpin the models); and (c) developing an evaluation matrix to reflect the questions that the evaluation seeks to answer and identifying the likely sources of evidence for each one.

39. The evaluation was global in scope. It draws from a number of in-country case studies, as well as desk studies, alongside iterative and systematic engagement with the SBN Global Secretariat and GAIN, to understand how SBN global and national actions fit together to provide responses that address the key challenges and contribute to the goals that are outlined in the implementation pathway.

40. As explained in the Inception Report (July 2019), the evaluation team undertook an initial mapping of both the status and available documentation for the different SBN networks. This was then discussed during the Inception Workshop with the GAIN KL team and the SBN global team to clarify the status of the different networks. Thereafter agreement was reached on which countries should be examined for desk studies, and which should be explored in more detail and written up as case studies (see **Volume II** for the full write up of each of the three case studies).

41. Selection of countries for desk review, as well as for the three in-country case studies (Table 1 below), reflected a range of operating contexts and dynamics whilst ensuring that the country networks were sufficiently advanced to be evaluable.

**Table 1 Overview of SBN countries selected for desk studies**

Country	SUN MEAL Functionality Score (2018)	Date established	Hosting arrangement	Number of members
Bangladesh	3-4	Full-time coordinator appointed in August 2018	GAIN	6
Indonesia	5	2015	Private-sector	32
Kenya	3-4	First iteration in 2015, 2 <sup>nd</sup> iteration since 2018	Country-led	72 <sup>15</sup>
Malawi	3-4	2019 launched	WFP	18
Mozambique	5	2015	GAIN	57
Nigeria	5	2015	GAIN	95
Pakistan	3-4	2015	GAIN	35
Sri Lanka	0-2	2019	WFP	30
Tanzania	5	2015	GAIN	141
Zambia	5	2015	WFP	83

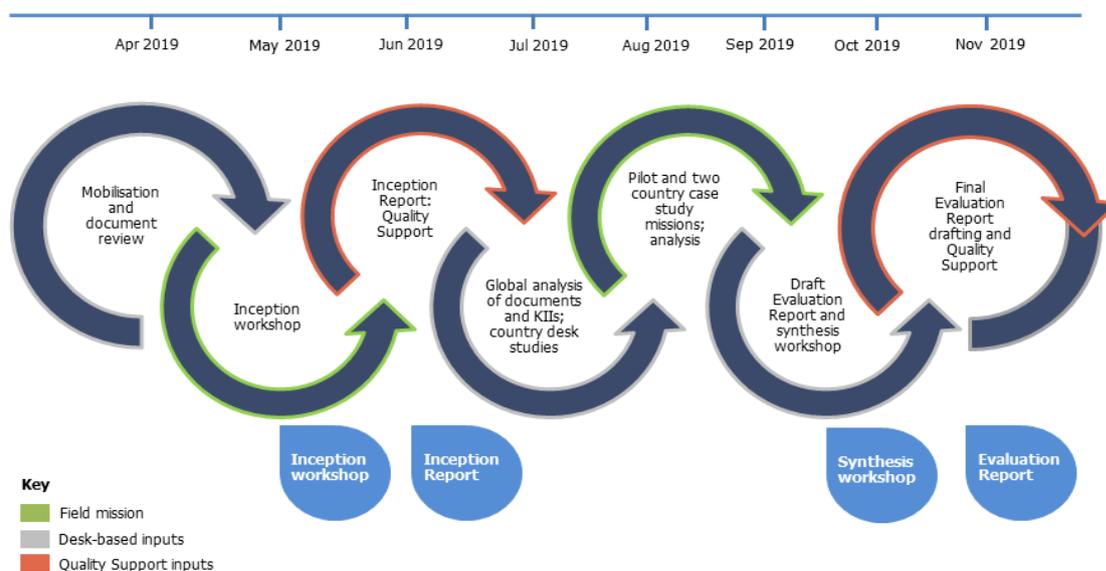
42. The three case study countries were selected to reflect diversity in the hosting arrangements of the network as well as to reflect regional variation across Africa and Asia, and dynamics of particular interest. Indonesia, Mozambique and Zambia were the countries selected as case study countries.

43. The evaluation focused on maximizing the utility of the evaluation by looking at practical issues, engaging closely with GAIN and SBN (without compromising the evaluation's independence) and ensuring, where appropriate, specific recommendations for improvement have been included.

44. The evaluation followed the steps outlined in the IR and summarised in Figure 1.

<sup>15</sup> Figure taken from SBN Country Database (December 2018). Consolidated global level data across SBNs will be captured in July 2019 (with data collected up until end June 2019).

**Figure 1 SBN evaluation process**



45. The key highlights of the fieldwork include (see Annex 4 for list of those interviewed):

- 8 global level interviews (incl. SBN secretariat, Advisory Group, & multinational corporations)
- Seven desk study reviews:
  - Sri Lanka, Bangladesh, Kenya, Malawi, Tanzania, Nigeria, and Pakistan.
  - Document review + 32 individuals consulted across the desk review countries.
  - Desk review of Sri Lanka included a number of face-to-face, in-country interviews.
- Three in-country case study reviews in Zambia, Indonesia, and Mozambique (see Volume II Country Case Study Reports):
  - 65 different organisations interviewed across the three in-country case studies
- Extensive review of relevant literature (see bibliography)

46. As part of the validation of findings process and in order to fulfil our commitment to adopting an iterative and consultative process (as outlined in the IR, and linked to the 'Bookend' approach to evaluation), the evaluation team:

- Provided debriefings to coordinators at the end of each Case Study Visit;
- Shared the draft Case Study report with the relevant coordinators (current versions can be found in Volume II);
- Presented a synthesis of emerging findings to the Global Team as part of the Sense Check/Validation workshop;
- Prepared a Preliminary Draft Report in order to receive consolidated written feedback from the Global Team; and

- Presented key findings to SBN coordinators at the SUN Global Gathering in Nepal (4 – 8 November, 2019).
- Following receipt of feedback on the Preliminary Draft Report, prepared this revised Draft Report to allow the Global Team to garner consolidated feedback from a wider audience.
- The Final Report will be submitted on **22 December**, taking into account all feedback received on the Draft Report.

### **3.2 Limitations**

47. Annex 6 (Reflections on Methodology and Process) describes the challenges faced in gathering evidence for this evaluation. The two major risks faced were

- a. Having insufficient documentation which has led to partial answers to the evaluation – this was especially true at country level where many platforms have yet to comprehensively report against the results framework aligned to the national logic model. Where feasible and practical (see for instance the detailed Case Studies in Volume II) we have generated new evidence through interviews and field observations. In addition, the paucity of quantitative information across the national level results framework (as captured in the respective databases) also makes it extremely difficult to consider the SBN’s contribution to these results. Whilst the evaluation team were provided with information against each of the Key Performance Indicators (KPIs) associated with the global logic model’s results framework, this was not the case with respect to the national logic model’s results framework. As Annex 6 illustrates, whilst as of June 2019 there are reliable numbers of members from networks and numbers of members making commitment, we only found evidence of four SBNs having completed the database). With so much data missing it was difficult even to do basic descriptive statistics (e.g. provide an aggregated total of membership, number of convenings, membership attendance rates, percentage of members making commitments, and so on).
- b. Difficulty in accessing informants – Whilst those to be interviewed were identified early on in the process, the evaluation team were unable to reach many at the global level. In particular, despite chasing global members over a three-month period (during which repeated attempts were made to invite respondents to an interview) only one company eventually agreed to be interviewed. This meant that in our analysis we relied heavily on existing secondary data. This was not the case, though, at country level where all planned interviews took place. As discussed in the Inception Report triangulation was a key principle of our evaluation data collection strategy. Thus although the number of respondents at the global level was disappointingly low we were able to cross-verify perspectives from documentation, and a rigorous validation process followed in sharing and debating our findings with SBN. In addition, all members of the evaluation team remained in contact to support further analysis and triangulation of evidence (for instance, internally we went through three rounds of debate and discussion over

the key findings before agreeing on the main points of this evaluation report). By intensely interrogating the findings gathered, and debating differences of opinion, the team were able to piece together defensible, credible and robust findings.

48. Annex 6 also explains the extent to which our planned approach was to use Contribution analysis, complemented by the Most Significant Change (MSC) technique, was limited by the fact that in many instances there has been limited progress across the causal pathways of the national logic model. Our intended approach was predicated on the need to explore complex scenarios where final results are joint products by many partners and activities and the evaluation needs to assess, as persuasively as possible, the contribution of one partner (or activity/set of activities/inputs). The fact that in a number of instances most deliverables are not yet the products of multiple partners (i.e. they are activities either being delivered by SBN or having been commissioned by SBN), it is too early to demonstrate that a result/outcome (such as change in behaviour) has been achieved and external factors/other development interventions are unlikely to affect the internal workings of the different platforms.

49. Nevertheless, where feasible we have indeed tracked performance from inputs to outputs as much as possible. See for instance the most exhaustive review of SBN performance in the three country case studies (Volume II). In addition, EQ2 (section 4.2) identifies under each of the causal pathways where promising looking outcomes are being generated to which SBN is contributing and which are likely to generate change in the future.

## 4. Evaluation findings

50. Chapter 4 sets out the evaluation findings following the sequence in the evaluation matrix (see Annex 3). Subsequently overall conclusions and recommendations are presented in Chapter 5.

### 4.1 EQ1: How appropriate is SBN's strategic purpose, as reflected in global and national level logic models?

*The SBN aims to reduce malnutrition in all its forms through mobilising business to invest and innovate in responsible and sustainable actions and operations. To do this, SBN provides a neutral platform to broker partnerships and collaboration between business and all actors on nutrition at national, regional and global level, to support SUN country plans... SBN is the only known dedicated platform for business in nutrition. (GAIN, 2019)*

51. The above paragraph articulates the strategic purpose of the SBN. This articulation was used as the conceptual basis against which to assess the logic models which is the visualization of its programme pathway (depicted below). During the desk review and interview process, this strategic purpose was further articulated, with certain elements emphasised differently depending on the respondent. For example, the SBN Global Implementation Plan 2018 states that: *"ultimately the SBN seeks to support SUN Countries to build networks with business which will increase the availability and affordability of safe, nutritious foods to low income consumers"*. This articulation does not mention the 'neutral

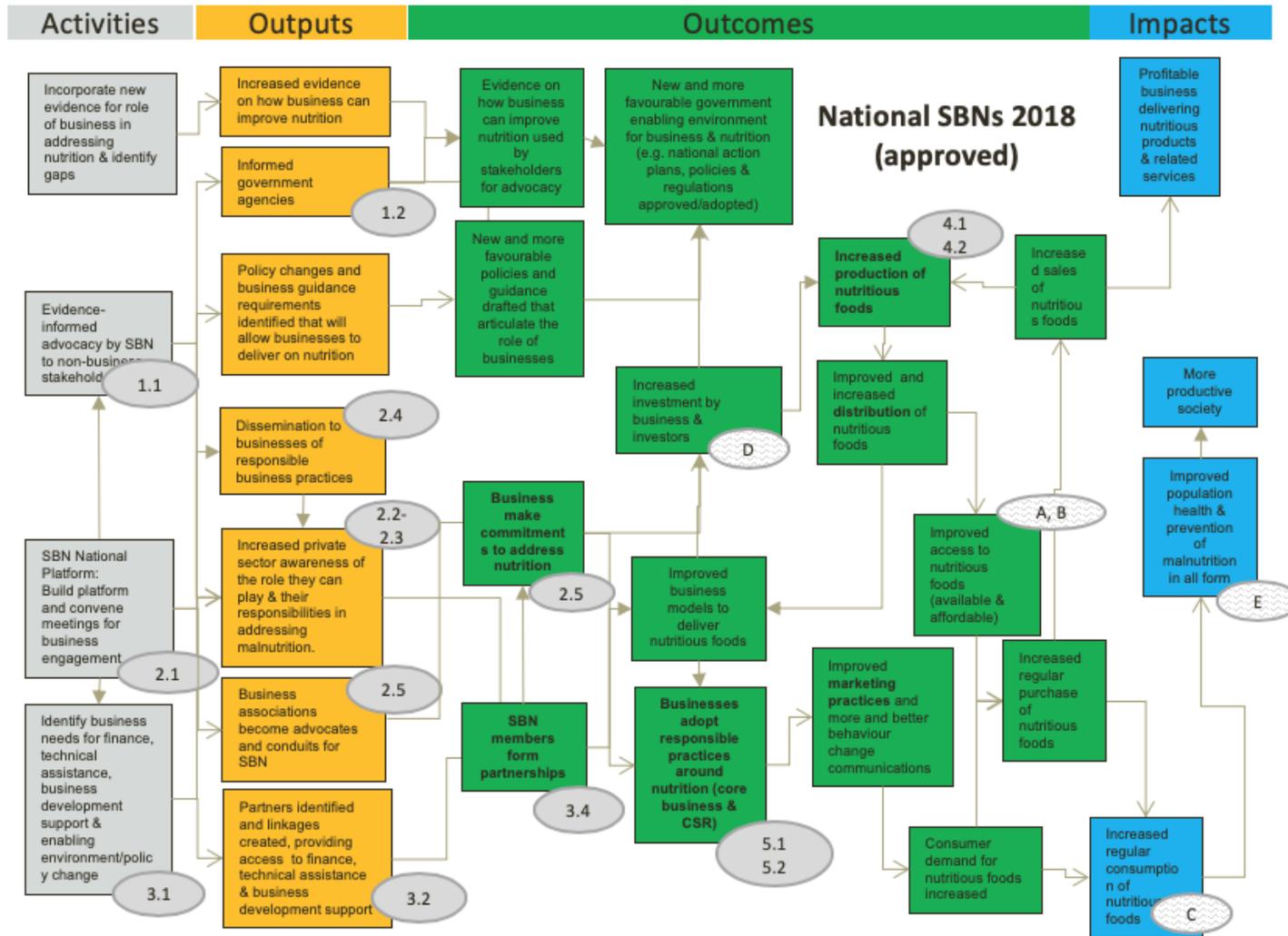
platform' element, and instead emphasises the building of networks. The implementation plan also distinguishes between the need to sensitise other SUN networks to the potentially positive role of business in nutrition and work required to build the capacity of businesses to address malnutrition.

52. Other interviewees described SBN not as a 'neutral platform' but as an 'advocacy platform': "*[SBN is] a platform which plays an important role in advocating the role of business in funding the solutions [to nutrition] and getting businesses to where they need to be to ensure nutritious products*". Perhaps the simplest and clearest summary of SBN was as follows, which placed national action front and centre: "*We organise business around nutrition. That doesn't happen at the country level until SBN comes along...*"

53. Although there is plenty of alignment between these different articulations, the emphasis shifted according to respondent, including between those responsible for implementation and those responsible for knowledge management.

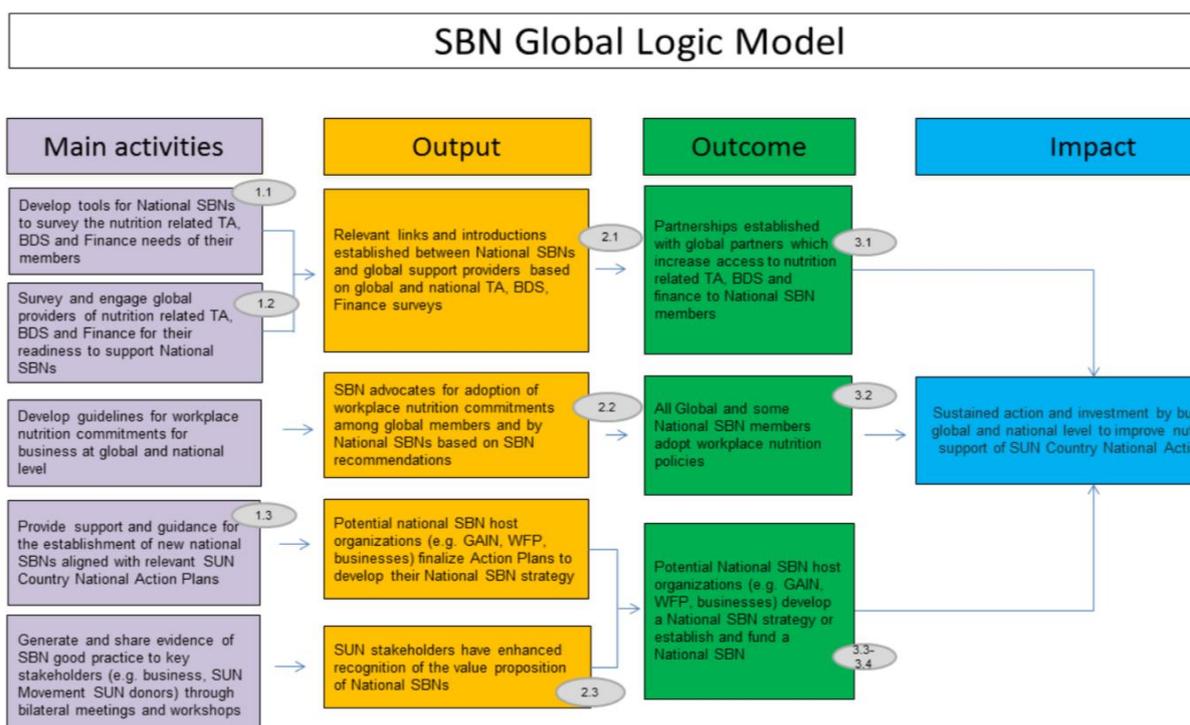
54. The two logic models were developed at the request of the Knowledge Leadership unit of GAIN, following the initial period of the SBN's development, in which different national networks were evolving in inconsistent and *ad hoc* ways. The logic models were developed to provide greater consistency to the approach at both global and national levels.

Figure 2 National SBN logic model



Source: presented in SBN, 2019

**Figure 3 SBN global logic model, v2018**



Global Logic Model v2018 with Indicators (see Results Framework)

Source: presented in SBN, 2019

55. SBN went through an exhaustive process to develop logic models to support implementation of SBN 2.0,<sup>16</sup> translating learnings from early SBNs and strategies to inform more feasible, consistent and relevant logic models. Uses of the logic models are multi-faceted and include:

- Helping to better define scope, design activities and to link global with national efforts;
- Ensuring a degree of consistency of application across the different networks;
- Facilitating alignment with multiple sets of indicators and facilitating reporting requirements;<sup>17</sup>
- Helping to facilitate fundraising<sup>18</sup>; and
- Providing a template for newer SBNs to follow.

56. In what follows, and in line with the sub-questions in the evaluation matrix, we explore the extent to which both models reflect the strategic intent, before examining to what extent the models make sense and are feasible, identifying gaps in logic, considering plausibility of assumptions, and examining how they are being adapted to different contexts. We conclude this section with observations pertaining to SBN’s Unique Value Proposition (UVP).

<sup>16</sup> Details can be found in our Inception Report, in addition to inputs from members of SBN Secretariat who outlined the participatory process taken to revise SBN’s impact pathway.

<sup>17</sup> Alignment with other indicators, as stated in the logic models themselves, includes the GAIN PMF Roll Up indicators; ‘Dutch Direct Indicators’; SUN Monitoring, Evaluation, Accountability and Learning (MEAL) framework of indicators.

<sup>18</sup> EC, DFID and the Dutch have all endorsed the logic models presented as part of the funding proposals.

## Has SBN's strategic intent been clearly articulated and translated into its global and national logic models?

57. The **global logic model** depicts a far less complex model when compared with the national logic model, and in so doing succinctly summarises actions across three distinct impact pathways at the global level, namely i) the supportive role of the global SBN secretariat (such as developing tools and guidelines, supporting the establishment of networks at the national level, and sharing evidence), ii) facilitating linkages between national and global providers of technical assistance and guidance, and iii) ultimately creating effective partnerships and advocating improved nutrition policies and strategies to improve nutrition. Moreover, as noted in the IR, our analysis of the two logic models found that they did align with each other, and that it was clear how the causal pathways of the global model underpin the pathways spelt out in the national logic model.

58. The slight ambiguity noted earlier around the strategic purpose of the SBN makes the logic models somewhat open to interpretation. Also, as further discussed under EQ2, this model does not reflect the full set of actions undertaken at global level. For instance, there is no mention of the work being done to convene sustainability-focused business associations at the global level, nor of the work being done to increase investment opportunities for businesses, notably SMEs, to help amplify production of nutritious foods, nor the pitch competitions.

### Box 1 SUN's pitch competitions

One pitch competition was conducted in 2018, the second will be for the period 2019/20.<sup>19</sup> The SUN Pitch Competition aims to support innovative solutions for improved nutrition by connecting Small and Medium Enterprises (SMEs) in emerging markets with technical assistance and investment opportunities through a series of National SUN Pitch Competitions leading up to the Global SUN Pitch Competition.

The Pitch Competition aims to showcase a deal flow of nutrition-related investments from SMEs that can catalyse innovation in local food systems and improve the affordability and accessibility of nutritious and safe foods for low-income consumers across Africa and Asia. The current competition (2019/2020) will focus on food innovation to challenge and support SMEs to identify and scale up disruptive, appropriate and commercially viable innovations that can improve the availability of affordable nutritious foods under four categories (Food design, Post-harvest loss reduction, Market connectivity, and Food safety).

A key feature of the Pitch Competition is to attract investment in the scaling-up of transformative innovations in food systems that can spark a fundamental shift in the way food is grown and supplied to consumers by SMEs. The SUN Pitch Competition also aims to crowd in technical assistance partners that can support SMEs to develop and integrate new innovations into existing business models and effectively manage the associated risks and challenges in the adoption of food system innovations.

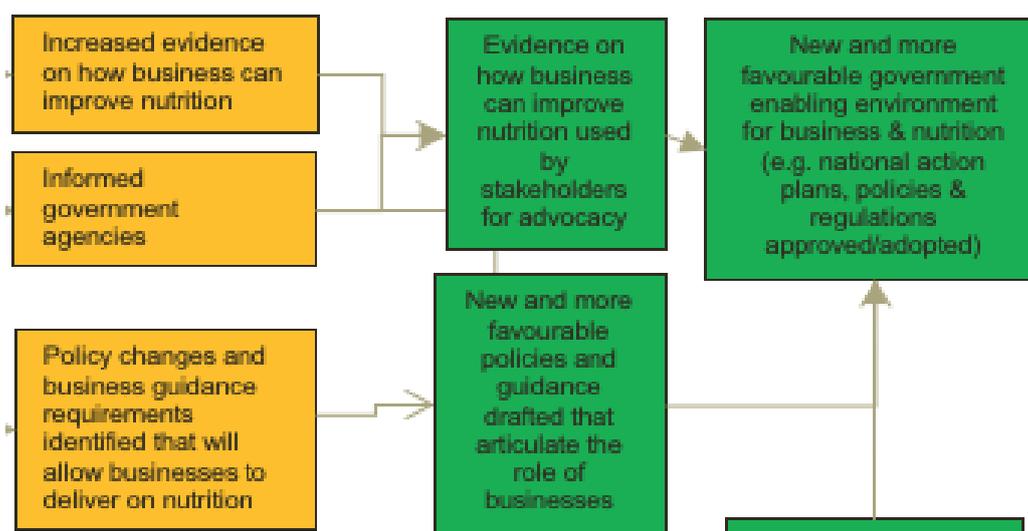
59. The **national logic model** presents a far more complex set of impact pathways, nevertheless emphasising four key areas of focus for SBN, namely i) strengthening the enabling environment, ii) increasing accessibility to nutritious and safe foods, iii) increasing the demand for nutritious and safe foods, and iv) adoption of responsible practices around

<sup>19</sup> For more details see <https://sunbusinessnetwork.org/launch-of-the-2019-2020-sun-pitch-competition/> , and <https://sunpitchcompetition.com/wp-content/uploads/2019/06/Theme-Guidance-Note-1.pdf> .

nutrition (including workforce activities and Corporate Social Responsibility). In EQ2 we record the progress to date being made along these pathways, but nevertheless our review of this model did raise issues both at the level of content and in terms of utility.

60. Whilst a stronger **enabling environment** is raised as one of the key impact pathways, there is little guidance provided in the national logic model (see Figure 4).

**Figure 4 Pathway to improving the enabling environment, national logic model**



61. And the associated indicator for this step in the pathway is vague.<sup>20</sup> As we note under EQ2, to date there is little happening in this area. Reasons for this are undoubtedly complex and the challenges are noticeable. For instance, in Mozambique a recent strategic review (Carrilho et al., 2016) identified the following strategic gaps in the nutrition landscape:

- insufficient implementation capacity in government institutions, limited availability of qualified staff and limited resources affect nutrition and food security programmes, particularly at the provincial and district levels;
- national emergency preparedness and response capacities are insufficient to address frequent climate shocks, despite progress over recent years; and
- fragmented multi-sectoral coordination between the Government and partners on food security and nutrition prevents consistency in programming and limits consideration of regional differences.

62. 'Strengthening the enabling environment' is a huge area of work, potentially contains multiple elements which vary from country to country, and there are likely to already be many different players already focussing on different aspects of the enabling environment.

<sup>20</sup> The associated indicator for this large activity area is 3.1: "Number of business members needs assessments undertaken (Technical or Financial Assistance, Business Development Support)". The indicator does not refer to the enabling environment, but to direct support to business.

These include<sup>21</sup> ease of doing business (including access to finance); transparency of government policy processes; advocacy to reduce perverse incentives (such as taxes on fortificants, or food safety laws that make it harder for SMEs to enter the market); providing regulatory or legislative support for multi-stakeholder approaches to nutrition, which reflect the role of business; building political will to act in this way; or harnessing foreign direct investment and other finance flows to strengthen nutrition.<sup>22</sup>

63. Strengthening the enabling environment is one of the areas that makes absolute sense on paper but in practice is difficult to influence. In principle the multi-stakeholder nature of the SUN Movement means that the SBN can collaborate with donors, the United Nations system and civil society to collectively strengthen the enabling environment. One promising example of this comes from Tanzania where the government has identified the role of the private sector in its National Multisectoral Nutrition Action Plan (NMNAP), and recently some MQSUN funds (available through the SUN Movement) supported activities to integrate contributions of the private sector into the monitoring framework of the NMNAP.

64. In terms of **creating demand, strengthening supply, and advocating for more responsible business practices**, our assessment found (as discussed in more detail below) that these steps within the national logic model are relatively feasible, albeit (and as noted in EQ2) the number of national businesses embracing responsible business practices is a small percentage of businesses in the respective targeted countries. At global level, the refresh of members from 45 to 22, and the reinvigoration of their technical assistance contributions, has helped to create stronger focus and more efficient business engagement. The more mature National SBNs do not appear to have undertaken a similar 'member rationalisation' exercise, albeit the emerging networks have learned to onboard businesses more deliberately to avoid such challenges. Such a process merits consideration, acknowledging that it would not be a 'one-size-fits-all' approach because national circumstances differ widely.

65. Although the stated strategic purpose of SBN, shown above, makes strong reference to **building partnerships** between business and 'all actors' at global, regional and national levels, it is only partially referenced in the logic models. The global logic model indicator 3.1 measures business-to-business (B2B) partnerships, not multi-stakeholder ones. The relevant indicator in the national logic model (indicator 3.4) is more in the direction of multi-stakeholder partnerships; however, where partnerships are referenced there is little guidance on the pathway to be followed (see Figure 5 below).

66. There was limited evidence of active partnership brokering taking place in the case study countries. The considerable convening power demonstrated by SBN at both global level, and in some cases at national level, provides the foundation for partnerships to be

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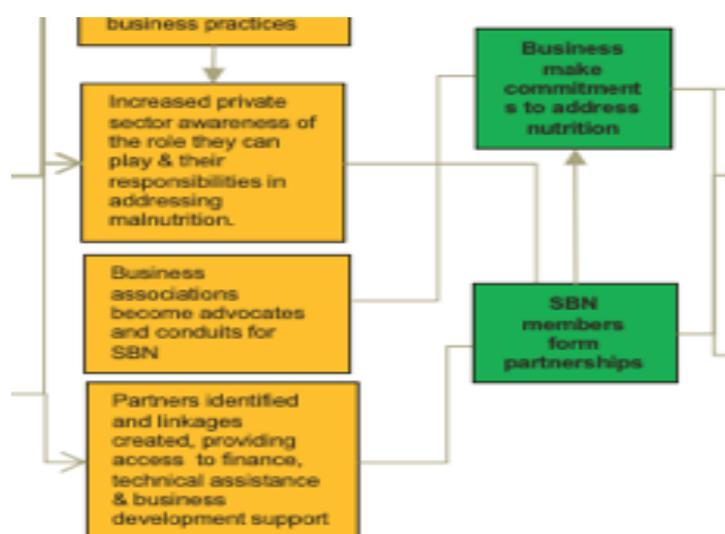
<sup>21</sup> We understand that, at the time of writing (November 2019), SBN is undertaking work in collaboration with Dalberg to illuminate some government actions which can enable businesses to act favourably for nutrition. See also the fact that the Enabling Business to Advance Nutrition (EBAN) tool is now being developed by ThirdWayAfrica and will be piloted in Nigeria and Pakistan.

<sup>22</sup> One interviewee mentioned a conversation with a senior government official who was asked whether foreign investors were required to align their investments with national nutrition plans. The minister indicated that he would like to do this, but did not do so through fear that companies would simply invest elsewhere if they felt that there were barriers to investment. One 'litmus test' of a strong enabling environment could be the willingness of governments to challenge foreign investors on their nutrition 'credentials'.

formed. However, experience shows that partnerships don't happen without a rigorous framework and approach and unless those leading partnerships have the required skillset, mindset and institutional support<sup>23</sup> This makes it difficult for national SBNs to deliver against indicator 2.5 in the national logic model, which tracks the number of 'strategic partnerships' between the national SBN and business associations and other partners.

67. Further defining key terms such as 'strategic partnerships' would be important here. Either national SBN coordinators are supported to become partnership brokers, or this is dropped as a strategic intention and the focus becomes purely around technical assistance and matchmaking between large companies (and other stakeholders) and SMEs.

**Figure 5 Pathway to partnership formation, SBN national logic model**



**Do the logic models, at global and national level, reflect feasible sets of activities, based on plausible assumptions?**

68. In providing an assessment of the logic models, a three-point test is used, namely i) do the logic models make sense and are they feasible?<sup>24</sup> ii) are there any gaps in the logic? and iii) are the assumptions plausible?<sup>25</sup> For the sake of brevity our full response to these three questions is spelt out in Annex 2.

***i) Do the logic models make sense and are they feasible?***

69. In examining the extent to which the logic models make sense and are feasible we found that the **global logic model** provides a clear description of a sequence of results (Outputs) needed to achieve the intended Outcome and Impact, illustrates the causal pathway needed for the Impact to be achieved, builds on early work done by SBN

<sup>23</sup> See for example *The need for cross sector collaboration*, SSIR, Winter 2018. "Experience and research shows that to effectively grow [cross-sector] leadership capacities and to shift leadership habits requires a framework, practice, and awareness of our default habits."

<sup>24</sup> As noted in the Inception Report (July 2019), feasibility refers to whether what has been spelt out is practicable, the extent to which the planned actions are appropriate and can be implemented in the different contexts, and whether or not the sequence of events is practicable.

<sup>25</sup> As noted in the Inception Report (July 2019), plausibility refers to whether the logic of the outcomes pathway make sense and are in the right order, and whether the preconditions are each necessary and collectively sufficient to reach the long-term outcomes and intended impact.

successfully implemented over previous years (and underpins, for example, successful advocacy and convening work done from the outset by SBN).

70. In terms of its feasibility, it has helped to provide a useful pathway to ensure sustainable leveraging of solutions and finance instruments to drive this, so for instance it has been pivotal in making the case to donors (Dutch, EC, DFID, BMGF, Ireland) who have bought into the logic and vision depicted in the logic model.

71. Whilst the national logic model provides a set of key actions, logically spelt out, to be taken along the impact pathways, with 30 or more actions proposed, those who were not directly involved in SBN (such as SMEs and government officials) when interviewed found this confusing.<sup>26</sup> Application of the logic model in the design of strategy for national SBNs suggests varying degrees of feasibility. Moreover, our three case studies found that when designing their approach, most national SBNs have understandably tended to emphasise aspects of the logic model according to national priorities, rather than embracing the full strategic intent. Zambia for instance, has applied a focus on issues related to food standards (Good Food Logo being an example of this), but is planning a shift to also provide BDS to SMEs. In Mozambique, SBN has provided technical support and business advice and helped businesses access funding. In Indonesia, SBN has been pivotal in building a platform to convene meetings for business engagement and in working towards establishing a business community that champions and aligns behind the National Nutrition Strategy through mobilising commitments to scale up nutrition.

72. Our assessment is therefore that the global logic model is largely fit for purpose, and that the national logic model is more complex, somewhat confusing for many but is nevertheless essentially being adapted to make sense at country level. For instance, in Nigeria, the strategic plan (2017-2020) is aligned with the SBN Impact Pathways and contextualised by an analysis of the current state of nutrition in the country; expectations from internal and external stakeholders; SBN intervention areas; regional geopolitics; nutritional value chain; and alignment with nutrition relevant SDGs (see also Nigeria's PIP outlined in the EC funding proposal of June 2019).

### ***ii) Are there any gaps in the logic?***

73. With regards to gaps in the logic models, three noticeable ones were noted. Firstly, issues around dialogue/building relationships are under-emphasised (at both global and national levels) – not only across other SUN Networks but also at global level (e.g. see long list of actions taken by SBN Secretariat to drive the nutrition agenda at global meetings) and at national level (see for instance work being done in Indonesia to support government's nutrition agenda).

74. Secondly, in both the global and the national models, intermediate outcomes have not been sufficiently described. Intermediate outcomes are needed to bridge the gap between the intended impact and the activities, and should be as strong and robust as

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<sup>26</sup> The recently prepared EC proposal has a more pictorial and simplified representation of the combined global and national logic models (see Table 14 in Annex 2). Whilst not tested in the field (we only received this proposal after fieldwork had been completed), this depiction provides a much better depiction of the impact pathways and importantly also illustrates the links between global and national.

possible. At present, in both logic models, there is a jump from activities and outputs to long-term outcomes, with no 'intermediate outcomes' which can often be found in comparable logic models or theories of change.<sup>27</sup>

75. Thirdly, assumptions are not described or referred to in the logic models. Both logic models require the articulation of underlying assumptions about how change might happen which can be tested and measured by SBN.

### ***iii) Are the assumptions plausible?***

76. Beyond the analysis of the pathways, the evaluation team used the assembled evidence to assess the extent to which the assumptions that underpin the SBN logic model are supported at this stage. Failure of these assumptions to hold true may reduce the extent to which the model can be implemented and the outcomes achieved. As was noted in the Inception Report (July, 2019) assumptions are not typically presented in either logic model (for instance SBN documents that depict the logic models do not mention assumptions), and are only provided in the Results Framework. It was also noted that assumptions provided in the Results Framework were too vague for the purpose expected of them. Therefore we developed a more specific set of assumptions (see Table 2 in the Inception Report).<sup>28</sup>

77. At the global level the smaller set of assumptions than those found at the national level were largely true, albeit at the outcome and impact level there is insufficient evidence to determine whether all assumptions will hold (see Table 16 in Annex 2).

*'Assumptions act as a set of 'rules of thumb' that influence our choices, as individuals and organisations. The central idea of theory of change thinking is that these 'rules of thumb' need to be checked to see if they are guiding us to act in ways that are optimal for the context, people and changes that we seek.'* (Vogel, 2012, p.26).

78. At country level (and as discussed in Volume II) a slightly longer set of assumptions were tested. As can be seen in Table 17 in Annex 2 most of these assumptions were held to be true. In Indonesia, which is unique amongst the different SBN platforms (and is discussed in depth in the case study in Volume II) as it is run by the private sector from its host Indofood, it was found that nearly all the assumptions hold true, albeit SBN currently does not appear to undertake any formal collection and review of data to improve operations or to guide the strategic planning process. As noted in the case study, whilst the results framework for the global SBN was known, it was not utilized in Indonesia. In sharing the 'Dashboard' tool and reviewing other guidance documentation on measuring and evaluating impact, SBN Indonesia acknowledged the benefit of tracking such information but did not see the practical or feasible application of collecting this on their network at the present time.

79. In the case of Zambia and Mozambique, which have both developed strategies which align neatly with the national logic model, we nevertheless found that not all assumptions

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<sup>27</sup> Albeit the national SBN logic model does provide a hierarchy of outcomes, which could be taken as including both intermediate and long-term outcomes. However, without an accompanying narrative it is left to the reader to determine the hierarchy.

<sup>28</sup> Note that the logic model in the EC proposal (Annex 2, Figure 14) has a far more nuanced set of assumptions than provided in the Results Framework, albeit that the assumptions are simply listed and it is unclear how they align to different steps along the impact pathway.

hold true at present. Our analysis in Mozambique suggests there are considerable challenges related to the political, economic and business environment, in spite of good progress in terms of resourcing of SBN and generating interest, commitment and awareness of nutrition. With regards to Zambia our analysis found that human resourcing issues within the network, capacity issues within key government agencies, and lack of a clear UVP for SBN Zambia have undermined progress along the causal pathways of the Zambian logic model.

80. Our overarching assessment is that assumptions in both the global and national logic models are generally plausible. Assumptions were found to hold at global level, but there was a mixed picture of the validity of assumptions at national level. In general, the following assumptions appear to underpin the success of national networks:

- predictability of funding;
- a proactive full-time coordinator;
- an institutional host at country level supports the SBN to evolve as it needs to;
- local companies feeling some sense of 'ownership' for SBN; and
- continuity of staff presence and development of institutional memory.

81. The first two assumptions appear to be generally reflected in the strategies and workplans of national SBNs, but the latter three assumptions appear to receive less explicit attention in the strategies and workplans. There was no single narrative document identified by the evaluation team that brought together the assumptions behind the national logic model.

**Are the global and national logic models adaptable to different contexts? Has SBN shown sufficient flexibility to adapt to different contexts?**

82. Our assessment in terms of utility of the model is that countries have adapted the national model to different contexts, albeit at the strategic/theoretical level the logic models echo the key causal pathways of the national logic model as Table 2 illustrates.

**Table 2 Comparison of alignment between key causal pathways in generic national logic model and select country logic models<sup>29</sup>**

Generic National Logic Model	Zambia’s Strategy <sup>30</sup>	Mozambique’s Strategy <sup>31</sup>	Indonesia Strategic Plan <sup>32</sup>	Nigeria’s Strategy
Convening	Serve as the key coordinating platform that enables private sector to sustainability contribute to improving nutrition.	Develop a strong affiliation (empowerment and sustainability).	Convene and prepare members for added exposure through joint convenings of all stakeholders in the nutrition space.	Continuing to convene business, providing a forum to sensitise business to their role in addressing malnutrition – and providing a

<sup>29</sup> Note that we were only able to compare these strategies as these were the ones shared with the evaluation team, despite repeated requests for other strategies.

<sup>30</sup> No indicators accompany SBN Zambia’s Strategy (2018-2020).

<sup>31</sup> Strategy is accompanied by 17 performance metrics, targets identified for the period 2018-2020.

<sup>32</sup> As Case Study notes, no targets were identified and therefore proper tracking mechanisms are not in place to qualify specific successes, other than the impact and progress noted by each member company through their promotional annual report delivered to SBN/Bappenas.

Generic National Logic Model	Zambia's Strategy <sup>30</sup>	Mozambique's Strategy <sup>31</sup>	Indonesia Strategic Plan <sup>32</sup>	Nigeria's Strategy
				platform for business.
Assessing and then addressing Business needs (TA, BDS & Finance)	Provide guidance, training and tools to increase commercial engagement in nutrition. Conduct targeted research based on member needs including market information.	Train private sector in several areas of production/ business related to nutrition.		Assessing and then addressing Business needs (TA, BDS & Finance). <sup>33</sup>
Identifying and addressing challenges in the enabling environment for business	Create a more enabling environment for improved nutrition.	Contribute to improving nutritional policies and regulations.	Take direction from Bappenas (Indonesia's planning ministry). Prioritized support for Government's three Nutrition priorities. <sup>34</sup>	Identifying and addressing challenges in the enabling environment for business. <sup>35</sup>
Changing Business practices		Planning to monitor and check commitments.	Internal Commitment amongst members on Workforce Nutrition.	
Improved supply of nutritious foods	Increase supply of nutritious foods.	Contribute to improving the nutritional sensitivity along the food systems.	External Commitment by members to provide healthy and nutritious foods such as fortifications, nutritious products and balanced nutrition.	

<sup>33</sup> This also includes SBN Nigeria leveraging partnerships with multinationals and partners via the SBN's global programme.

<sup>34</sup> 1) First 1000 Days + Adolescence, 2) Balanced Nutritious Foods, and 3) Sanitation, Health and Hygiene.

<sup>35</sup> SBN Nigeria will be further supported to address enabling environment challenges through the enabling environment work-stream of GAIN's Markets For Nutrition programme.

Generic National Logic Model	Zambia’s Strategy <sup>30</sup>	Mozambique’s Strategy <sup>31</sup>	Indonesia Strategic Plan <sup>32</sup>	Nigeria’s Strategy
Increased demand	Drive demand of nutritious foods	Contribute to increase the knowledge and demand for nutritional and safe products	Work with Bappenas <sup>36</sup>	

Source: own analysis of existing and cited strategies

83. In Indonesia SBN has most effectively (and almost exclusively) built upon the national SBN logic model’s activity to ‘build a platform and convene meetings for business engagement’. Through its well-known strategic purpose, SBN in Indonesia is able to effectively use its platform to align and connect member companies on how best to mobilize their commitments to scale up nutrition. Despite the creation of the SBN global/national theory of change, impact pathways, and logic models, SBN Indonesia appears to have taken its strategic direction mostly from the National Nutrition Agenda directed by Bappenas. Contextual factors are more fully explored in the attached case study for Indonesia.

84. Although there is clear alignment as both roadmaps are extensions of the SUN Movement, the global SBN theoretical frameworks were viewed by local respondents as too complex and over-engineered to have been directly applicable to the situation in Indonesia. This does not mean that SBN Indonesia is not positioned to create impact, but it makes it hard to use the logic models to assess its potential impact, as well as pointing to the need for greater clarity about the purpose and audience of the different logic models.

**Figure 6 Example of marketing campaign, supported by SBN members, to address stunting.**



85. Many of the SBNs (such as Nigeria illustrated above, and Malawi which launched earlier this year) have adapted their logic model to reflect their own national nutritional

<sup>36</sup> SBN work with Bappenas to promote companies marketing messaging in line with government’s nutrition messaging, which has already included private sector funding for large public service campaign against stunting.

strategy (see for instance the alignment between SBN Malawi’s logic model and Malawi’s National Nutrition Strategic Plan 2018-2022<sup>37</sup>).

86. In Mozambique, as noted in our case study, from inception, the SBN global team has been heavily engaged in creating and launching this ‘textbook’ network based on the national SBN logic model. Nevertheless, as we discuss further under EQ3, by going wider and shallower’ vs. ‘narrower and deeper’, SBN has spread itself very thin on the ground. The case study notes that it might have been more prudent to have focused on only two of the causal pathways in order to achieve greater likelihood of impact in a very tough operating environment.

87. Interviews with SBN Secretariats echo the point that logic models must reflect the realities in country. For instance,

*“The process of adapting logic models is nationally focused - part of the learning is coming from the national level to influence how we reflect on this...The activities are not imposed on countries. The national come up with the ideas and knowledge... when we have those discussions, it is always done in close collaboration with the country. It is the country that has the knowledge and understanding of the local conditions and enabling environment.”*[Global level Interview]

88. Building on the sub-section above, we explored the extent to which SBN has, to date, shown flexibility in structure, practices, and interventions in response to evolving needs at the national level. Our findings suggest that has in fact been the case, albeit interviews in Mozambique found that the national SBN team felt they had to follow the prescribed national logic model in setting their strategy rather than adapting it. As noted elsewhere, the national logic model appears to work well when national coordinators are encouraged to contextualise it and use it as the basis for local prioritisation rather than using it as a blueprint.

89. The global SBN team has developed some consistent approaches to recruiting staff in-country and supporting national SBNs, underpinned by the logic model and associated results framework. The global team’s approach is rapidly evolving in response to the situation at country level. There is also a recognition at the global level that the logic model has to provide sufficient flexibility to adapt to local needs, and that it cannot be too rigid, especially as the design of the logic model in-country may face pressure from different interest groups including donors, members, and host organisation.

90. Generally speaking, the SBN Global Team provides a good balance between flexibility and consistency in its support. Three examples:

- The Global Team has recently been providing support to Yemen, at the request of the SUN Focal Point, even though there is not yet an SBN there and the local WFP office has not been heavily involved (GAIN does not have a presence in Yemen).

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<sup>37</sup> The National Multi-Sector Nutrition Policy provides several entry points for the private sector including within the fortification agenda and the role more generally of the private sector in nutrition.

- SBN has worked with the Government of Vietnam to develop an SBN Action Plan and mobilize resources through MQSUN to initiate a SUN Business Network (no GAIN or WFP offices in the country).
- In Nigeria, the SBN global team has facilitated a partnership between the Government and Food Industry Asia (FIA) to support the development of mandatory nutrition labelling legislation for all processed foods.

91. In a further indication of responsiveness, the SBN Global Team recognised that national coordinators needed support to track and manage information about local member companies. In response, an onboarding toolkit, revised membership form and a basic template were all developed, albeit it is very early days for implementation and roll-out. These are examples of a large range of resources that national coordinators have (or in some cases, will soon have) at their disposal to help with the significant knowledge management challenge. However, the uptake of the tools and resources varied according to the coordinators, as discussed below.

92. It was noted on several occasions that national SBN coordinators found the monthly check-in calls with the Global Team to be very useful, as well as the calls with peer coordinators from across the region. However, generally speaking, these calls were undocumented, so we are unable to comment their content or the follow-up actions that took place as a result.

93. The national logic model also, in principle, should align with the SUN Movement’s global theory of change. However, there was limited evidence of how SBN contributes to, and is supported by, the broader SUN Movement despite the fact that the connection to the movement is fundamental and is not optional. For example, neither the global logic model nor the national logic model refer to the broader SUN Movement, although indicators in the supporting results frameworks refer to the support of other networks, as an indicator for wider stakeholder engagement. Depending on how the phrase ‘wider stakeholder engagement’ is interpreted, this could include other SUN Networks.

94. At country level, the relationship between SBN and the broader SUN Movement varies considerably. For example, in Zambia, where the civil society network has spun off from its host and set up as an independent entity, one of the most vocal advocates for the role of business in nutrition appears to be the CSO-SUN Alliance.<sup>38</sup>

95. In general, newer networks have a fairly consistent approach to creating SBNs, with sufficient flexibility to respond to local dynamics (Table 3).

**Table 3 Examples of country specific actions influencing the nature of the network established**

Country	Finding
Bangladesh	A structure engaging a key Ministry (the Ministry of Industries) as the convener of the Secretariat has been proposed to help embed the network in the government system and facilitate navigation of government complexities/ bureaucracy/rivalry etc.

<sup>38</sup> See for instance, ‘The Role of the Private Sector in Nutrition’, *Zambia Daily Mail*, available at <http://www.daily-mail.co.zm/private-sector-role-nutrition/>

Country	Finding
Kenya	Following learning from an earlier iteration of the network, the team restructured the Steering Committee to include more 'neutral' organisations (e.g. business associations and representative bodies). Under the previous version, the Steering Committee was chaired by a single (large) business and it was perceived by members that it was their agenda that was driving the engagement.
Pakistan	The SBN in Pakistan has been flexible to country needs, as evidenced by its strategy refresh that is grounded on a sound analysis of the local context, and extensive multi-sector consultation.
Tanzania	Evidence of country-specific actions have included developing an agriculture nutrition roadmap with SAGCOT (Southern Agricultural Growth Corridor of Tanzania); and the development of a high-profile advisory group to support the SBN and facilitating the pitch competition to encourage multinationals to engage with SMEs that can work on nutrition in Tanzania.

Source: own analysis

### Is the UVP of SBN clearly articulated and understood, internally and externally?

96. Generally speaking, there was consistency among the Global Team about the unique value proposition offered by SBN. The ability to 'pitch' SBN to donors is well established, as demonstrated by the successful recent bid to the EC to support the strengthening of nine existing networks and creation of three additional national SBNs. The logic model is understood and supported by major donors, the Dutch, DFID and EC.

97. The assumption that SBN provides a 'neutral platform that is not organised by the private sector' makes sense globally; however, at national level many interviewees felt that unless the network was owned and driven by the business community, it would create limited value and sustainability for its member companies in the longer term. There is a possible tension here between being seen to be neutral and being business-led. This tension, and a possible resolution, will be discussed further in the conclusion of this report.

98. The idea that SBN is the 'only known dedicated platform for business in nutrition' is a strong statement which is open to interpretation: it is true, but depends on what is meant by the key words 'platform' (neutral or business led?), 'business' (large companies, SMEs or both?) and 'nutrition' (emergency food aid; fortified foods; diversified diets; or nutritious food systems? Or all of them?).

99. Globally, the SBN has a reasonable claim to bring together an unusual, if not unique, set of attributes, because:

- it has presence in-country;
- it focuses exclusively on nutrition;
- it is part of the broader SUN Movement with strong links to civil society, donors, governments and the UN system; and
- it has developed logic models to underpin strategic planning.

100. This evaluation did not include a full mapping of similar organisations. However, brief, high-level comparison with two similar organisations ('similar' defined in terms of intended impact, rather than in terms of secretariat budgets) can be made, to test how far

the attributes of SBN can be said to be unique.<sup>39</sup> One comparator organisation is the World Business Council for Sustainable Development (WBCSD), a long-established entity which describes itself as ‘a global, CEO-led organisation of over 200 leading businesses and partners working together to accelerate the transition to a sustainable world’. Recently, WBCSD has begun to focus on food systems, which partly focus on nutrition, though this is only one of a number of focus areas. It also has presence in-country, through ‘an alliance of more than 60 CEO-led business organisations worldwide’. It has links to the United Nations system, as demonstrated by regular presence at high-level meetings. Its impact reporting appears to be undertaken through project-level KPIs, rather than looking across the whole WBCSD system.<sup>40</sup>

101. Another interesting comparator is the Partners for Food Solutions,<sup>41</sup> a group of global food processing companies which offer technical assistance to SMEs in a range of areas in 10 African countries – a similar offer to that of SBN, and with some overlapping member companies including DSM. Unlike SBN, however, PFS is clearly business-led and business-owned and does not bring the additional accountability structures that SBN offers. Moreover, PFS focus more on capacity strengthening with companies that have links to nutrition rather than because it is focussed on nutrition. In most African countries, implementation goes through Technoserve, so for instance Technoserve partners with WFP on SBN in Zambia. This suggests that, in the Zambian instance at least, complementarity between the work PFS is doing and what SBN is doing in Zambia. Thus avoiding duplication of efforts, which is precisely the type of strategic partnerships that SBN wants to promote.

102. Based on this brief analysis, there are others who do similar work to SBN, particularly in terms of having in-country presence, having connections with other stakeholders, and at least some focus on nutrition (see also examples cited in the Indonesia case study). This may not have been the case when SBN was first established<sup>42</sup> and reflects a rapidly changing landscape. The fact that other entities are beginning to focus on nutrition-related issues is a positive development, but establishing any causality between this emerging trend and the presence of SBN is impossible, beyond the fact that SBN predates either of these cited examples.

103. Based on publicly available information, no other similar entity at global level appears to have done so much work to think through impact pathways and present them in such robust logic models. Nor does any other entity have the same organic connection to the SUN Movement and other government accountability structures.

104. The presence of others is to be welcomed, since the challenges being tackled by SBN are so significant and complex. However, as new entrants arrive in the space, it underscores the need to optimise and strengthen SBN’s strategic focus and UVP, in order to reduce the

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<sup>39</sup> This does not pretend to be anything more than a sketch of a couple of similar organisations, intended to illustrate the underlying point about the need for clarity of strategic focus in a complex, changing context.

<sup>40</sup> Information gleaned from conversations with WBCSD.

<sup>41</sup> During our visit to Zambia, the global support from PFS was referenced on several occasions, whereas interviews with local stakeholders – including SBN’s main donor in Zambia – were at the time of the interviews unaware of the global support available from the SBN member companies.

<sup>42</sup> Noting that this period has been relatively short – the concept was there in 2012, the global team only was in place starting from 2013, and the first country networks established after that. As indicated at the outset of the report networks only really began operating from 2015 onwards, and most have only emerged within the last 12 months.

risk of duplication of effort, identify alignment and strategic partnership opportunities with new entrants, and increase the likelihood of collective impact.

105. When it comes to the 'unique value' of the SBN at country level, the picture is more complex. See for instance the example of Mozambique. While there was almost universal acknowledgement among interviewees that the SBNMoz was filling a gap by drawing the private sector into the nutrition conversation, its UVP appears to be stronger among the SMEs than among the bigger companies. GAIN and the SBN coordinators are aware of the challenges that they face in terms of identifying and promoting a value proposition for larger companies. For SMEs, the value proposition appears to lie in the energy of the platform which attracts businesses and promotes joint dialogue. In addition, the provision of services that smaller companies can get access to such as information and training provides added value for SMEs. Such services are otherwise difficult to find in the Mozambique context and would be very expensive for smaller companies, which is why a high number of SMEs are attracted to SBNMoz via the Community of Practice rural sessions.

106. However, for large national and multinational companies, there is more limited UVP in Mozambique. Mainly it is the external visibility and being associated with an agenda. Whilst this might indeed initially attract large companies, the evaluation found a number of companies that subsequently disengage because of a variety of factors: perceived limited benefits; insufficiently strong communication internally within the company (e.g. the senior management signs up but without follow-up); and insufficient follow-through on commitments and goals, either due to lack of capacity on the part of the company or lack of support from the SBN (or both).

107. In Zambia, there was a strong value proposition described in the documentation,<sup>43</sup> but interviewees were not generally able to articulate it, especially when compared to the value propositions of some of the other organisations interviewed. Nor did interviews with company representatives suggest that companies were actually receiving any of the specified benefits in SBN's value proposition.

108. It was also clear that companies in Zambia had a range of different expectations from SBN when they joined, and in some cases when these expectations were not met, their commitment levels began to diminish. "We saw SBN as a link into the procurement power of WFP – as producers, we hoped they would assist. Nothing materialised." It is clear that access to finance is the single biggest issue facing all SMEs in Zambia, not just those who are engaged in some way in nutrition. Some companies appeared to join on the basis that they would gain access to finance through SBN. Others joined because they felt that SBN could be a strong voice for the private sector in terms of lobbying and advocacy. One respondent we spoke to no longer considers itself to be a member of SBN: "We have stopped going to meetings. They were initially interesting, but they have not developed or gone to a different level."

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<sup>43</sup> SBN Zambia's membership form lists 8 benefits of joining the company. These include: networking with other companies who have an interest in nutrition and in expanding the nutrition market; contributing to a collective voice for nutrition in Zambia's private sector; advocating for improved nutrition standards and regulations; accessing a wide range of CSR opportunities; receiving regular updates on the nutrition market; receiving advice and guidance on how to increase one's company's commercial engagement in nutrition; receiving support in developing proposals to access finance and technical assistance; and receiving global exposure as a supporter of improved nutrition on the SBN website.

109. In Indonesia, SBN's value proposition varied according to the type of business or organisation interviewed but there appeared to be general agreement in the belief that the network offers a valuable platform for the private sector to learn and share initiatives related to nutrition among businesses in all sectors as well as providing a coordinated voice and linkage to the governments' nutrition agenda through Bappenas. Other specific member benefits cited include promoting key business case elements for members, improved productivity of employees, and a reduction in absenteeism as a result of implementing nutrition programmes. Numerous member companies noted that through SBN the dialogue between the private sector and Bappenas has become more open, built upon more trust. Because of the Presidential Decrees and the interest of government in stunting as a priority, most businesses want to be seen as supporting this initiative in one way or another.

110. Nevertheless, in Indonesia neither in reports/promotional literature nor according to companies interviewed was it evident what SBN believes its unique value proposition to be. However, this did not negate the perception that SBN clearly offers value by networking and convening the private sector around nutrition. According to an SBN member, "SBN's primary purpose, as demonstrated by their actions, is to convene and prepare members for added exposure through joint convenings of all stakeholders in the nutrition space." This sentiment appeared consistent among most members who feel that by providing a platform where they can share learnings, SBN gives them a voice to strengthen their own programmes internally as well as be recognized and aligned with external actors and the national nutrition agenda. As noted above, the lack of adherence to the national logic model in Indonesia, while understandable, makes it impossible for this evaluation to assess progress towards any particular impact or outcome. SBN is viewed as a two-way linkage to the government (through Bappenas) for businesses to learn about and align with the SUN movement agenda as well as showcase and advocate for their commitments as they relate to the three strategic priority areas of SBN.

111. Just as global companies assess whether or not to join SBN on the basis of other offers in the marketplace (from WBCSD, PFS, and so on), so local companies – which tend to be smaller companies, with the exception of Indonesia – compare the value of 'membership' with what they receive from other local business associations. This speaks to a central strategic challenge identified in the SBN Global Implementation Plan 2018 as follows: "[In order to achieve its strategy], SBN must first address two challenges: 1) businesses require sensitisation to, and support for, their role in addressing malnutrition; 2) SUN Country governments, national SUN multi-stakeholder platforms and SUN Civil Society, Donor and UN networks require support to understand how to leverage business actions and investments for national nutrition goals."

112. From the perspective of a small business owner who has multiple demands on their time just to stay in business, there has to be a clear sense of benefit, linked to long-term profit, from participating in the SBN – as opposed to dealing with multiple other priority tasks. And where SBN is seeking to perform different functions to a standard business membership organisation (for example, by requiring companies to make and deliver on certain commitments to nutrition), it is essential to explain these differences, so that they are fully understood by companies.

113. At the same time, a more development-oriented individual or institution may bring a perspective on the role and functioning of the private sector that lacks nuance, raising questions over why SBN is not focusing exclusively on nutrition outcomes. Balancing these multiple stakeholder perspectives is a complex juggling act, requiring a dynamic mixture of entirely context-dependent technical, political and strategic judgements. This skills mix is rare and counter-cultural, and explains some of the challenges faced by national SBN coordinators in particular in implementing the global strategic vision.

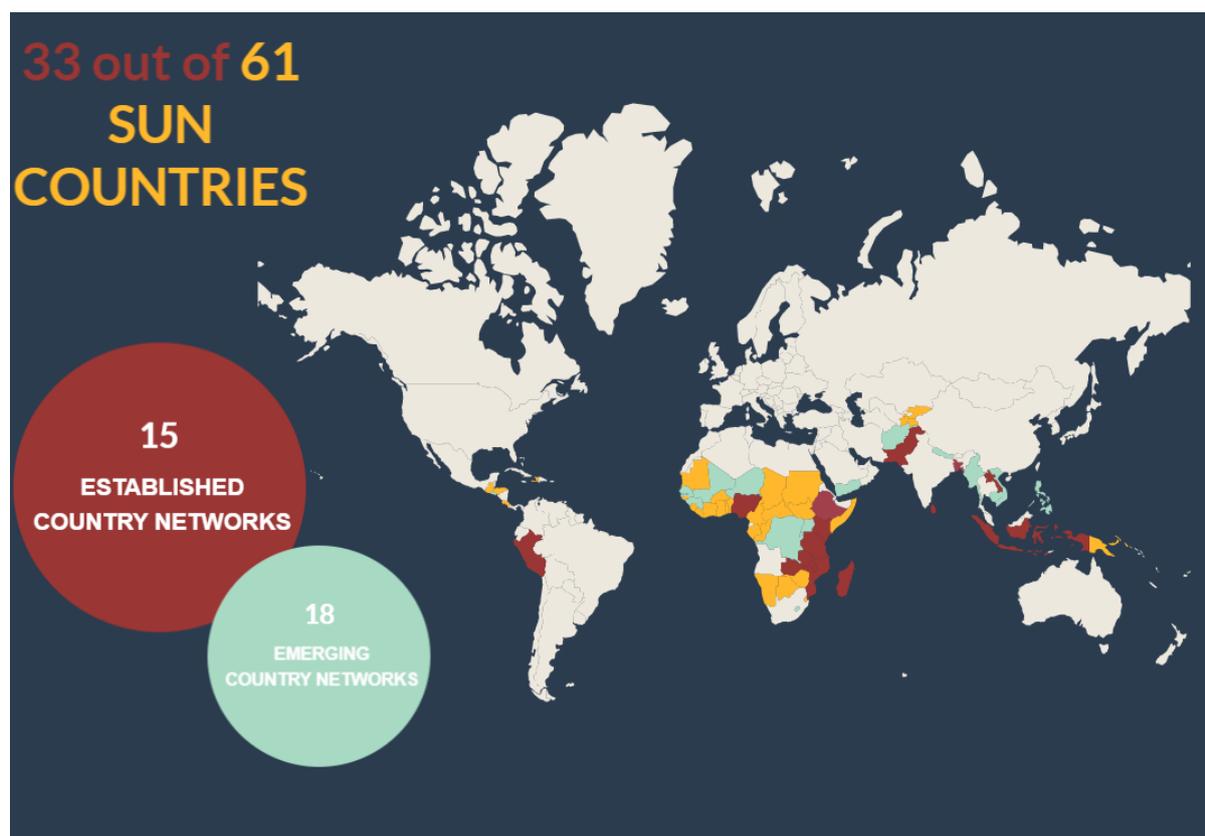
#### 4.2 EQ2: How effectively has the SBN strategy, global and national, been implemented and what progress has there been along the intended impact pathways ?

114. In this section we begin by examining the extent to which SBN has been effective in its implementation, and we then report on progress to date along both the global and the national intended impact pathways.

##### Were country SBNs established as planned?

115. SBN has established a presence in 33 of 61 SUN countries, 15 of which are established and 18 of which are emerging (as depicted in the map below).

Figure 7 SBN network



Source: Presentation to SBN Advisory Group Meeting, 25 September 2019, New York

116. At the global level there is energy and momentum behind SBN, and it is attracting attention from donors.<sup>44</sup> Globally, SBN is making a good case for its ongoing operations, as one interview at global level noted:

*SBN has done good work, very professional – we would have liked to have been in 30 countries by now, but it's a long-term process and we need to be patient in moving the agenda forward.*

117. From the global perspective progress has been steady but there is a necessity for this. The SBN Global Team have pursued a fairly cautious strategy, at a somewhat different pace from the broader SUN movement and the other networks. The focus for SBN has been to focus on the quality of the networks (i.e. getting them established and operating) rather than focusing on reaching too many, albeit, as one respondent noted: "would love to see more networks, but we would be doing a disservice if we are not doing it well in each country" [Global Level Interview]. We note below the extent to which SBN global has achieved solid progress against the expected impact pathway of the global logic model.

118. At national level, SBN has been on a sharp learning curve, and there have been at least two examples of where networks have had to be relaunched. For instance, **Pakistan** (which is on its second iteration of an SBN, after the first SBN collapsed as a result of seed funding ending in 2017 and no further funding being immediately available) has, this time round, ensured a solid foundation is developed before rushing into implementation. Since its re-activation, the network has been focusing on understanding the current context, updating and fine-tuning its proposition to business, re-engaging and rebuilding momentum and trust with the private sector, and updating its governance structure for implementation. In October 2018, a multi-stakeholder executive committee meeting in Pakistan was held to sign off the amendments and the 2018-2020 action plan. The SBN team in Pakistan has also just commissioned a study to Dalberg to look at the enabling environment to increase the ease of doing business.

119. In **Kenya** the SBN was established initially in 2015, but it ran into challenges as businesses became disengaged because of a perception that the network was about one company's agenda/business objectives. Interviewees spoke of 'too many vested interests', which highlights the complexities of ensuring the platform remains neutral but also provides a sense of ownership for the private sector. The experience in Kenya was a chastening experience, according to one interviewee:

*'We did everything wrong in [one country] – our worst example of stop start approach. We thought government and then business would just take it on (twice!). We learned that unless you have a well-honed strategy and a dedicated full-time coordinator/consultant, you can't achieve anything – this message is made very clear in on-boarding any new networks and indeed has now paid off in Kenya where we've now got a strategy, coordinator and future funding in place'* [Global interview].

120. A clear indication that SBNs have been established (and SBN measures this fact in both the global and the national results framework) is that the networks are attracting members and that members are actively engaged with SBN in order for the network to be

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<sup>44</sup> See for instance the new proposal funded by the EC, and recent 'top-ups' by other funders such as Irish Aid and DFID.

effective. Globally, a refresh was undertaken which reduced the number of large companies, and this ensured that those companies who remained were fully committed to SBN and supported it in delivering on their commitments, and those companies who were not committed did not renew their membership at the global level.

121. However, at national level the number of stated members was sometimes at odds with the number of companies that self-identified as members. In **Zambia**, for example, a reference was made to a membership of 90 organisations in 2019 (up from 14 in 2014), but in practice the actual number of companies that self-identified as members was much lower. As we note below, emerging networks (such as in Bangladesh and Sri Lanka) have been more cautious in their recruitment of members, by placing emphasis on the quality rather than the quantity of their membership. Whilst there are also historical reasons for this caution (Sri Lanka for instance has had to lobby a sceptical government extensively to ensure the voice of the private sector is heard), it has to date helped ensure a more engaged membership.

122. This was also found to be the case in **Mozambique** where the level of engagement of companies varies quite considerably (for instance, one of the big multinational companies listed as the first SBN member stated that they did not think they were a member). Our case study noted significant increase in engagement from the private sector, with 99 members enrolled in SBN by July 2019, and 27 companies reporting they had started to implement commitments. However, many do not have an action plan which makes it difficult to assess concrete progress towards commitments.

123. Another key feature of the engagement by companies with country platforms is the gradual shift away from large companies to SMEs. The proportion of SMEs as members is growing as the result of a deliberate shift in focus by networks<sup>45</sup> (see for instance the recently funded strategy in Zambia by Irish Aid which has a strong focus on moving the focus of SBN from Lusaka to working with SMEs in targeted rural provinces). In **Mozambique** small and micro enterprises make up about 84% of the current membership, in **Kenya** 95% of the members are either small or micro enterprises, and in **Nigeria** 62% of the members are either small or micro enterprises.

124. In the case of **Indonesia**, however, whilst the membership remains primarily corporate (which has given the network impetus and momentum around issues such as workplace nutrition – programmes implemented by these companies inevitably reach a substantial number of employees and their families) there is a recognition that this only provides a limited reach. So although the significant base of small and medium-sized enterprises is not adequately accessed by SBN currently, in-country interviews noted this as an important target for future inclusion.

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<sup>45</sup> The concept paper 'SBN3.0' presented by the SBN global team at the SUN Global Gathering, Kathmandu, Nepal (4-7 November, 2019) notes that in local food systems 90% of businesses are SMEs, that 64% of food produced/consumed in Africa is handled by SMEs, and that SMEs are best positioned to serve low-income consumers and support global value chains seeking last mile distribution.

## Were the logic models implemented as planned at global and national levels?

125. As noted in our discussion of EQ1 our sense is that many national SBNs are using the logic models as they design their workplans, especially the emerging SBNs. In this sub-section we explore the extent to which implementation is occurring as planned.

126. A key feature of implementing national SBNs has been the participatory nature of the process. In **Sri Lanka** a launch event was held with over 50 participants. Getting this far can be considered an achievement given the past failed attempts to establish an SBN. The immediate aspirations of SBN were to have 25 members join the newly established SBN Sri Lanka (wishing to limit membership to a manageable number), develop an Engagement Strategy and identify key entry points for network members to support the nutrition agenda of the country. In **Kenya**, in order to overcome failed start-up attempts previously, in June 2019 more than 130 members and potential members were convened following stakeholder consultations and a draft strategy (outlining the focus areas and the priority activities) was shared, with feedback invited on whether the emphasis made sense to members. The facilitation process undertaken by the Kenya SBN coordinator was highly inclusive and appears to have helped engender buy-in from company members for the strategy. While it is too early to say how successful the strategy is likely to be, the strategy development process at least offered a very solid foundation on which to build.

127. Strong government involvement has also helped the implementation process in some countries. In **Indonesia**, for instance, the government has actively been encouraging the establishment of the network. According to the key coordinating ministry for SUN and SBN (Bappenas), the government is expected to seek more collaboration with the private sector as it rolls out its next five-year National Nutrition Plan for 2020-2024. Recognizing that the government alone cannot meet funding needs, the private sector (and indeed other sectors, including the religious sector) will be expected to play a role in addressing health and nutrition needs of the neediest prioritised districts and villages in the 2020-2024 timeframe.<sup>46</sup> Whilst Bappenas was sensitive to the role of the private sector well before SBN was established, respondents were of the view that SBN has helped crystallise government thinking on the role the private sector can play, and has helped ensure a more nuanced approach in seeking private sector support.

128. As the case study (in Volume II) illustrates, Bappenas has indicated that it sees SBN as a critical organisation helping to sensitize businesses for upcoming regulation changes but also as an advisor on how best to work with the private sector in improving fortification and nutrition (reformulation) for healthier food. Moreover, stakeholders interviewed also acknowledged the critical role that the private sector plays in relation to curbing infant formula violations and addressing the rapidly increasing 'nutrition double burden' faced by Indonesia.

129. Similarly in **Malawi**, the network is working closely with government to enhance communication on nutrition, as one interviewee noted:

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<sup>46</sup> This is promising, though experience elsewhere suggests that engaging business on the expectation of further funding, rather than starting with a process of understanding shared interests, can lead to problems further down the line.

*"We want the private sector to move at the same level of understanding as the rest of the sectors in terms of solving malnutrition. We want to say, as a country, these are our problems and we encourage the private sector to contribute in these areas. Having a platform where the government can convey its messages to support it. In radios, newspapers, government can engage. As SBN, we are trying to work with government to create demand for nutritional products; to create messages that would advise the general public to improve nutrition. We want to tap into the private sector expertise but jointly with government."*

**What desired results (at input, activity, output and outcome levels) are apparent (at global and country levels)? What further results seem likely to be achieved?**

***Progress along the key impact pathways at global level***

130. Table 4 below summarises the extent of the progress along the causal pathways of the global logic model (see Figure 3 in section 4.1). Progress has been relatively strong, albeit we do highlight some areas where progress to date has been limited.

**Table 4 Extent of the progress along the causal pathways of the global logic model**

Logic Model	Action	Indicator	Assessment
Activities	<b>Develop tools for National SBNs to survey the nutrition related TA, BDS and Finance needs of their members</b>	Number of National SBNs using tools designed by global SBN team to survey their members' needs	<ul style="list-style-type: none"> <li>Global team have developed/are developing more than 70 different tools.<sup>47</sup></li> </ul>
	<b>Survey and engage global providers of nutrition-related TA, BDS and Finance for their readiness to support National SBNs</b>	Number of global support providers identified (disaggregated by business or non-business partner)	<ul style="list-style-type: none"> <li>Rigorous global membership renewal process introduced by SBN.</li> <li>22 Global companies agree to offer TA to National SBNs.</li> <li>20 investors join the Nutrition Africa Investor Forum to meet National SBN members.</li> <li>Range of other investment opportunities introduced.<sup>48</sup></li> <li>Non business opportunities have also been identified.<sup>49</sup></li> <li>(See discussion below about links between global TA / BDS and national SBNs).</li> </ul>
	<b>Provide support and guidance for the establishment of new national SBNs aligned with relevant SUN Country National Action Plans</b>	Number of emerging National SBNs which have received guidance documents from the SBN Global Team to establish their National SBN	<ul style="list-style-type: none"> <li>As we note there has been mixed success – where support has been strong (e.g. Mozambique) guidance has been followed effectively, others such as Tanzania, Malawi and Pakistan expressed interest in using the tools but admitted they had not had an opportunity to familiarise themselves with any of them.</li> <li>It is also worth noting that the older SBNs such as Zambia, Tanzania and Nigeria have been operating for several years before the tools were developed but their experience was part of the basis for the learnings which have helped in the development of the tools.</li> <li>Kenya has been using the modified version of the membership form and the data base template to strategically</li> </ul>

<sup>47</sup> Full list can be found in Annex 7 – topics covered include induction, strategy development and fundraising, membership and governance, M&E tools, communication, global engagement, pitch competition toolbox, SME training, and workforce nutrition resources.

<sup>48</sup> Financial collaborations currently being explored between SBN Global and 12 investment/financial companies.

<sup>49</sup> For example, Dalberg have developed an Ease of Doing Business for Nutrition Diagnostic tools for National SBNs.

Logic Model	Action	Indicator	Assessment
Outputs	<b>Relevant links and introductions established between National SBNs and global support providers based on global and national TA, BDS, Finance surveys</b>	Number of introductions established between global partners which have the potential to address BDS/TA needs of National SBNs disaggregated by business and non-business partners)	<ul style="list-style-type: none"> <li>• TA mapping has only been recently completed,<sup>50</sup> and as noted below has yet to be used effectively at the national level.</li> <li>• Nevertheless, links have been made already to at least 12 National SBNs.</li> </ul>
	<b>SBN advocates for adoption of workplace nutrition commitments based on SBN recommendations</b>	Number of SBN global members which have workplace nutrition programmes	<ul style="list-style-type: none"> <li>• All global members, in order to meet membership requirements, have workforce nutrition programmes.</li> <li>• As one respondent noted: 'It is important to note that focus with SBN global members is not to assess progress on workforce nutrition programmes globally (we don't have the resources to do it meaningfully) but to promote global members' implementation of workforce nutrition programmes for all their staff (peer learning exchange facilitated through report published with updated versions expected every 1 or 2 year(s) + objective to pilot GAIN workforce nutrition handbook in emerging markets with several SBN Global Members' [Comment from Global Level].</li> <li>• The global team will, however, a year after the re-set, send a survey around to members to track progress against these commitments. It will be self-reported unless they are ATNI (Access to Nutrition Initiative) assessed companies.</li> </ul>
	<b>SUN stakeholders have enhanced recognition of the value proposition of National SBNs</b>	Number of global SUN stakeholders (CSO, UNN, SDN, SMS) that have provided technical assistance or funding support to National SBNs	<ul style="list-style-type: none"> <li>• A wide range of donors and other members of the SUN movement have provided support,<sup>51</sup> albeit we note at the national level the in-country relationship between SBN and SUN movement is not always very strong</li> </ul>

<sup>50</sup> The evaluation team saw proof of an extensive mapping exercise conducted with Arla Foods, BASF, DSM, Edesia and Kellog. Potential TA is extensive and includes support with issues such as fortification, product reformulation, food safety, marketing, affordability, and financial inclusion.

<sup>51</sup> Donors include Irish Aid, DFID, EC, BMGF, Government of Netherlands. UNICEF and WHO have also supported specific initiatives at the national level (e.g. Trans Fat initiative in Nigeria).

Logic Model	Action	Indicator	Assessment
Outcomes	<b>Partnerships established with global partners which increase access to nutrition related TA, BDS and finance to National SBN members</b>	Number of National SBNs that benefit from TA, BDS or finance from global partners (disaggregated by business and non-business partners)	<ul style="list-style-type: none"> <li>• Still in its infancy, but global companies such as DSM and BASF have been providing support to initiatives in, for instance, Mozambique (not initiated yet) and Zambia.</li> <li>• Albeit global companies are giving careful thought to how and what they can support. As one respondent noted, 'we recognise SBN is doing things differently to other business networks such as providing a formal process for TA support to smaller companies in-country. We want to be responsive to TA requests, but we have to balance it with the capacity we have on the ground to support this initiative' [Global level interview].</li> <li>• See also below the discussion of the trans-fat pilot projects being conducted in both Pakistan and Nigeria.</li> </ul>
	<b>SBN Members adopt workplace nutrition policies</b>	Number of employees of SBN members reached through workplace nutrition policies	<ul style="list-style-type: none"> <li>• SBN estimates that more than a million employees now benefit from improved workplace nutrition policies of its global members.<sup>52</sup> albeit all these companies had to have a workforce nutrition policy in place before joining/re-joining SBN so it is not accurate for SBN to claim this has come about as a result of SBN membership.</li> </ul>
	<b>Potential National SBN host organisations (e.g. GAIN, WFP, businesses) develop a National SBN strategy or establish and fund a National SBN</b>	Number of SBNs functionality index with a score of 5 (meaning fully functioning network) Percentage of SUN countries that have increased their SBN functionality score	<ul style="list-style-type: none"> <li>• We note below that whilst it is true that there are networks with a functionality index score of 5 this is a very basic tool; it does facilitate comparisons across countries, but it does not really capture how vibrant a network is or how durable it is likely to be.</li> </ul>

<sup>52</sup> As only one global company volunteered to participate in the interviews, despite multiple invitations being sent out to a sample of global members, it was not feasible or realistic to verify this claim. Nevertheless, at the global level SBN has been exploring a number of options to ensure that the commitments made by global companies are being met, and that the numbers reported are accurate. SBN is currently reviewing various existing and credible accountability mechanisms in order to assess the compliance of its members, SBN relies on a similar approach that is aligned to tracking the UN global compact, and in addition is working with the George Institute to establish a system to track specific commitments (e.g. establishing a process to track how global companies will meet their commitment to 'improve actions to address malnutrition in all its forms'. Once this process is in place, it may be feasible to use something similar at country level to validate and verify the extent commitments are being met by members of SBNs. See also *Addressing Workforce Nutrition Commitments: Guidance for Global Members of the SUN Business Network* (SBN) 2019.

131. One of the key interventions introduced by the Global Team over the past 18 months has been the **restructuring of the global membership**, which has been a notable success according to interviews. As one respondent noted at the global level:

*We totally understood why it was needed, especially as the new set of principles reflect the changing focus of the SUN Movement – i.e. looking more broadly at Nutrition, which was different from when we first joined SBN. But we signed up for this, even though .it required the company to go through a comprehensive internal review. A much more formal process than before – previously we just had to commit to meeting the principles, now we had to demonstrate that we actually met them. Which was a good thing as it did get us to reflect a bit more on what we were doing, and is likely to lead to some changes in how we work in the future. [Global Level Interview]*

132. The restructuring process is both a reflection of the new principles of engagement introduced by SBN, and has created a group of global companies committed to reaching out to companies at the National level. During the restructuring process around 45 members were 'pruned' to 22, with all of them having their HQ outside 'SUN countries' – which is a requirement for being an SBN global member – with members being required to specify a clear articulation of their priorities to address the double burden of malnutrition and undernutrition, as well as helping SBN members with TA and providing BDS.

## Box 2 Nutripitch (Nigeria)

*The Nutripitch competition has been very successful and is driving interest in the SBN – as it allows entrepreneurs to become investment and pitch ready. Even if you haven't won the competition, you will know how to pitch to financiers. SMEs will then feel confident to pitch to the likes of USAID – and can make the link with nutrition. It's also provided more comfort with development actors working with the private sector. For example, USAID will now ask us to help link them to businesses. It makes our members engaged and it also allows for members themselves to link up. For example, in one meeting, a partnership was developed where one business was able to contribute egg powder to strengthen the nutritional value of school meals that another was providing. There is also the opportunity to participate in events such as the Nutritious Food Fair. For the Micronutrient conference, spearheaded by UNICEF, we provided visibility for the SMEs and access to distributors. [National interview]*

133. Another significant part of the SBN Global Team's work relates to increasing access to finance for SMEs engaged in nutrition. This work is arguably captured in the global logic model at the output level under the following item:

*Relevant links and introductions established between National SBNs and global support providers based on global and national TA, BDS, Finance surveys*

134. Indicator 2.1 is associated with this item, although the nuance and quality of this work is perhaps not fully reflected in the accompanying indicator, which does not track financial 'introductions' made. Elsewhere SBN claims to have created an 'investment pipeline' of USD 110m,<sup>53</sup> which in principle begins to reflect action at the significant scale. However, this figure is not reflected in the global results framework which instead focuses on the number of SMEs that participated in pitch competitions. It is also unclear what percentage of this pipeline will, or is likely to, translate into actual investments.

<sup>53</sup> Figure presented to SBN Advisory Group Meeting, 25 September 2019.

135. Key global achievements include the work the global team has done in introducing the Pitch Competition and accelerating investor flow into the sector through its convening of 'deal forums'. The **Pitch Competition** aims to showcase the potential of nutrition-related investments from SMEs that can catalyse innovation in local food systems and improve the affordability and accessibility of nutritious and safe foods for low-income consumers across Africa and Asia. During the first competition, conducted in 2018, 450 SMEs applied to participate from seven countries (Nigeria, Tanzania, Mozambique, Malawi, Ethiopia, Kenya and Zambia). 21 SMEs were selected, with Ope Olanrewaju, founder of Kennie-O Cold Chain Logistics, crowned as the first ever SUN Business Network Nutrition Champion<sup>54</sup> in October 2018, at the **Nutrition Africa Investor Forum**. For the next round of the competition (2019/2020) SMEs from at least 13 African and South East Asian countries will enter.

136. The Pitch Competition is seen to be of value for a number of different reasons:

- It connects global companies to enterprises at the national level, with an emphasis on SMEs.
- It generates widespread interest amongst business (as noted above, 450 applications from SMEs were received from across Africa in 2018; this is likely to be exceeded in this year's competition).
- It provides a showcase for the UVP of SBN – including around financing issues, investment opportunities and BDS – and for how support to SMEs can be innovatively used to promote the scaling up of their respective businesses to grow their footprint.
- SME companies reported finding value in the networking opportunities with other participants, and also in learning from their peers.

137. The **Nutrition Africa Investment Forum** is an example of the work SBN is doing at the global level to showcase SBN to the investment community, investors, and accelerators. Working with national networks in a range of African countries, including Mozambique, Nigeria, and Tanzania, SBN helped companies to come up with better pitches and linked them to support partners.

138. It should be noted in passing that, while there is a strong case to be made for increasing access to finance for SMEs, and this work is at least in principle reflected in the logic model, there appears to be some scepticism among interviewees in other parts of the SUN Movement about why the SBN is engaged in this particular work. One global interviewee phrased this as follows: "*If what SBNs are doing is increasing access to finance, how is that in keeping with the overall SUN Movement approach?*" [Global interview] Another respondent noted that "*it might devalue all else SBN has to offer when many companies only engage with SBN in order to access finance*" [Global interview].

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<sup>54</sup> As the winner of the 2018 SUN Pitch Competition, Ope received a technical assistance and mentorship prize at the end of April in Utrecht, the Netherlands. The extensive week-long business development training was provided by [BoP Innovation Center](#) (BoP Inc), a business accelerator supporting entrepreneurs around three core pillars of expertise: Marketing & Distribution, Inclusive Innovation and Inclusive Business Empowerment. For more details see <https://sunbusinessnetwork.org/sun-pitch-competition-winner-receives-business-training-prize/>.

139. With regards to TA mapping, early results are promising albeit it is too early to determine how widespread the take-up will be (a point we come to below when we discuss the trans-fat elimination in the food chain pilot projects in Pakistan and Nigeria).

140. Our general observation about the global support is that it was generally seen as very valuable; there were examples (such as in Nigeria, Mozambique, Malawi and so on) where it is being applied. The global support and guidance to national networks forms a key part of the SBN value proposition. This has been demonstrated through the work around pitch competitions and building investor pipelines. That work underscores the significant value that can be created when the connection between providers of support and SME needs is made successfully.

141. In principle, there is a lot of valuable experience beyond access to finance that has been effectively processed into actionable tools (see Annex 7 for a full list of the tools) and support offers by the global SBN team. At the same time, the tools and guidance were not always used at national level, albeit they have only recently being developed and made available for national SBNs and their members (the Global team have planned instruments that go beyond TA and BDS from global companies, and have also prepared guidelines that focus on strategy development, resource mobilization, and other areas of support). When it comes to the linkage between the global SBN team and national coordinators, there are several possible explanations for this limited uptake:

- More time is needed for national/local appropriation and understanding of how best to use the information.
- The local coordinator doesn't know about it and/or the tools are not yet easily available (there were no records of the monthly calls between the global and national teams so we could not check this albeit we were informed the information was shared with coordinators in their regular call with the SBN Global Team).
- The local coordinator can see why it might be relevant in principle, but they haven't got around to using it (perhaps because they are so busy) or they haven't yet asked members if they are interested.
- Some of the national coordinators thought that more information was needed (flyers, and PowerPoint presentations) to explain the initiatives to their members (SBN Global Team will provide by end of year) and they were some concerns that considering the balance of national SBN members and global members, the TA requests would most likely be rejected.
- The local coordinator has spoken to companies and decided the TA / BSD is not appropriate because they can get the support from somewhere else.<sup>55</sup>

142. The Global Team needs to know which of these possibilities most closely resembles the situation in each SBN country. This is crucial because the support being offered by global companies (such as TA and BDS) is a critical component of SBN's strategy in helping

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<sup>55</sup> In **Indonesia**, there was a sense that there was better or more relevant expertise in country, compared with what was on offer from the global SBN team. In **Zambia** there was no conscious process to offer the TA and BDS support to members, but most of the companies we spoke to were already receiving TA or BDS from Partners in Food Solutions.

SMEs to meet the commitments that they made as part of the membership sign-up process at national level.

143. As part of the process of securing the support, global companies were made aware that the purpose was to support members of national SBNs, and in some cases the offers made by global companies were not accepted because they did not appear relevant to the needs of SMEs.

144. However, the global team notes that the TA / BDS offers were generated based on estimated needs of members, since there was limited data available about national SME needs.<sup>56</sup> Whilst a few databases do now reflect the needs of members of national SBNs, it is important to note that when the mapping exercise began this information was not available, albeit there was a sense from coordinators that key needs included support around marketing, finance, fortification and food safety. All of these categories were included in the initial potential offerings by companies. It is encouraging that the next step intended with the TA / BDS is to work closely with national coordinators to ensure a strong link between the support offers available and the specific needs required by SBN members in country as discussed further below.

145. The examples of Mozambique, and the pitch competitions, show what can happen when strong linkages are made between global tools and support, and the needs of national SMEs. The discussion under EQ3 (section 4.3 below) provides our findings on the factors that explain the performance of SBN at global and national levels.

146. There were a few global activities not captured by the results framework which also illustrate the effectiveness of the Global Team. Activities missing from the results framework include a) generating a 'safe space for dialogue' and b) the global team's effectiveness in convening global platforms. Interviewees suggest that creating this space has been a significant achievement, given the fact there are considered to be a lot of closed doors to SBN, and "*despite a lot of bias against the private sector being involved in government programmes...SBN is making gains*" [Global level interview].<sup>57</sup> In support of this view, another interviewee noted that:

*"there has always been a bit of a disconnect with the private sector...SBN has helped to legitimise this space, especially in terms of finding ways for the public and private sectors to work together...SBN followed a certain structure/process that in turn gave confidence to the public sector to engage in a constructive manner..."* [Global level interview]

147. SBN is considered to have constructed the space to normalise discussion with food companies and other companies (such as the nascent focus on workforce nutrition amongst non-food companies by the Asian SBNs). Previously, other stakeholders were seen to only seek private sector assistance when money and resources were required; *now the*

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<sup>56</sup> We note that there was very good data available about SME needs in Tanzania through the GAIN-commissioned report produced by Africa Insights Advisors, but this report is undated and must have been produced after the work done to secure TA / BDS from the global companies.

<sup>57</sup> The persistent lack of trust in the private sector continues to make the work of the SBN highly politically challenging, as discussed further under EQ3 in section 4.3.

conversations have changed, private sector is being brought in in a creative way to do innovative things within the sector’ [Global level interview].

148. Strong progress can also be seen in convening activities conducted by the global SBN team. One interviewee spoke of SBN as being ‘a flag bearer for new thinking on nutrition strategy....quietly uses its money and partnerships to host a number of these events’ [Global interview]. Several convening activities are not fully reflected in the logic model, with examples given in Box 3.

**Box 3 Examples of SBN global team’s convening powers**

- SBN event at World Health Assembly (May 2018 – 50 SUN stakeholders briefed on how to engage business for nutrition).
- Organisation of the Nutrition Africa Investor Forum, October 2018 (200+ participants, two days, over 50+ SMEs and 20+ Investors or accelerators join).
- Organise Business & Tokyo 2020 Meeting with Ajinomoto convening – 100 participants.
- BMGF and Government of Japan ask SBN to support mobilisation of business for Global nutrition Summit 2020.
- Invited to speak at plenary of Food Industry Asia (500 participants) and invited to make a private presentation on nutrition to the 20 members of the FIA Board – April 2019.
- SBN SMEs invited to speak on SMEs and nutrition at Business 2020 event in the Hague (200 participants), AVPN and EAT Forums (June 2019).

149. The discussion above shows an impressive range of activities undertaken by SBN; there is no doubt that the Global Team is working hard on a number of fronts and has invested heavily in tracking tools to make sure that as much work as possible is documented and is not (as noted in previous evaluations) solely in the heads of key people. What can be inferred from the above list of activities is that there is energy and momentum around the work being undertaken by the global SBN team, and that they are being invited to attend increasingly influential global gatherings. A sense of energy and momentum is a crucial part of the value of any network. What it is more difficult to discern is the difference that this activity is making, or why the activity is ‘mission critical’ – even where it is nominally linked to the logic model.

150. To explore this further we focused on a couple of specific data points within the global results framework, which is based on the global logic model, to better understand the pathway from activity to results. We used the extract set out in Table 5.

**Table 5 Extract from global results framework**

Outputs	Baseline 2017	Targets 2018	Targets 2019	Results 2018
2.1 Number of links established by the SBN Global Team to match global partners with National SBNs or members of National SBNs (disaggregated by business and non-business partners)	0	4	10	13  <b>Business Members to National SBNs</b> <ul style="list-style-type: none"> <li>• BASF linked to SBN Kenya (1)</li> <li>• EveryOne Mobile linked to SBN Nigeria and Kenya (2)</li> </ul>

Outputs	Baseline 2017	Targets 2018	Targets 2019	Results 2018
<p>which have the potential to address BDS/TA needs of National SBNs and their members)</p> <p><b>Cumulative</b></p>				<ul style="list-style-type: none"> <li>• DSM linked to National SBNs Malawi, Zimbabwe, Zambia (3)</li> <li>• Choices supports SBN Zambia Consumer Logo (1)</li> <li>• AFI, Tetra and BASF linked to SBN Zambia (3)</li> </ul> <p><b>Business Members direct to SMEs (0)</b></p> <p><b>Non-Business support to National SBN</b></p> <ul style="list-style-type: none"> <li>• IFPRI invites two National SBN SMEs to Bangkok Summit (2)</li> <li>• Dalberg pilot initiative in SBN Nigeria (1)</li> </ul> <p><b>Non-Business support to SMEs</b></p> <p>- None</p>

151. We looked at the highlighted data points from the right-hand column, focusing in particular in Zambia where we could compare the findings from our field visit. None of our interviewees knew of any linkages between global companies and the SBN. None of the interviewees, including those with long connection to the SBN, spoke of any connection to DSM, Choices, AFI, Tetra or BASF (as indicated in Table 5 above). We followed up with the global SBN manager who had the 'institutional memory' of the situation in Zambia and provided the additional details about these linkages, as follows (SBN response in italics):

- DSM linked to National SBNs Malawi, Zimbabwe, Zambia (3). *DSM supported national SBNs in the three countries in 2018; this was facilitated via the WFP/DSM partnership, but looking specifically at SBN. Support to Zambia also from 2014-2017.*
- Choices supports SBN Zambia Consumer Logo (1). *Choices support to the development of Good Food Logo starting from 2015; Choices in-kind support to Logo development process, review of technical specifications. Light-touch support continued into 2018.*
- AFI, Tetra and BASF linked to SBN Zambia (3). *Not sure about BASF here, but Arla Food Ingredients and Tetra working together on DFID-funded programme that also included SBN Zambia as a local partner. Support to SBN included strengthening capacity of Zambia Bureau of Standards to operate Good Food Logo programme, and for retail establishments to roll out of Good Food Logo.*

152. What this brief exercise indicates is that the information provided in the global results framework can be justified, and that work is indeed proceeding in line with the logic model. However the link is a little indirect as it sometimes appears to relate to work undertaken by WFP or GAIN as institutions, rather than the SBN team specifically. Also, at

least based on this sample, the detail behind the numbers remains in the heads of key people, and the substance of the engagement may be invisible to those at country level.

153. The pitfalls of reducing a complex situation to a single numerical figure are also reflected in some of the broader approaches to reporting used by the SUN Movement. For example, it appears that the whole of the activity of each national network is reduced on the MEAL dashboard to a single figure under the 'network functionality index', but experience for this evaluation shows that this is not even a particularly robust figure. Where illustrative narrative detail or 'contribution stories' are used to provide further context, a richer picture emerges of the true situation of the extent to which the platform is functioning at country level, as we note below in our discussion of progress along the causal pathways of the national logic model.

### ***Progress along the key impact pathways at national level***

154. In this section we look at progress along the key impact pathways at national level. We first provide an assessment against the indicators of the results framework against which each country platform reports, and then we look at each causal pathway in more detail.

155. As already discussed, most SBNs at country level have yet to report on progress against the indicators of the results framework using the database they have been provided with. Nevertheless, we were able to glean some data from the databases which Bangladesh, Kenya, Mozambique and Nigeria have completed, as set out in Table 6 below. In summary, the table notes that there has been plenty of activity with regards to:

- Building platforms for business engagement,
- Identifying business for finance, technical assistance and business development,
- Working with relevant government agencies,
- Growing their membership,
- Using the tools provided by the global team,
- Building alliances with business associations,
- Getting members to make commitments to address nutrition, and
- Starting to link up SBN members with global companies to provide support to address business needs.

156. Table 6 also notes that to date very little activity has been conducted, with regards to increasing the production and supply of nutritious foods, encouraging businesses to adopt responsible practices around nutrition, and stimulating the demand for nutritious foods amongst communities.

**Table 6 Extent of the progress along the causal pathways of the national logic model**

Logic Model	Action	Indicator	Assessment
Activities	<b>Evidence informed advocacy by SBN to stakeholders</b>	Number of meetings with relevant non-business stakeholders to clarify and encourage a role of business in addressing malnutrition	<ul style="list-style-type: none"> <li>• Very little data recorded in databases, Mozambique reported one instance.</li> </ul>
	<b>SBN National Platform: Build platform for business engagement</b>	Number of SBN member convenings (meetings/events)	<ul style="list-style-type: none"> <li>• On average networks were convening 4 meetings per annum (albeit the Mozambique network convened 13 meetings in 2018, another 7 in 2019, plus an additional 5 Community of Practice meetings<sup>58</sup>).</li> <li>• Kenya had 2 business engagement meetings in 2019 and 8 trainings and CoP meetings for SBN members (through market place for nutrition project)</li> </ul>
	<b>Identify business needs for finance, technical assistance, business development support &amp; enabling environment/policy change</b>	Number of business members' needs assessments undertaken (Technical or Financial Assistance, Business Development Support)	<ul style="list-style-type: none"> <li>• All of the platforms have undertaken assessments of needs, but not necessarily of all members (e.g. in Nigeria about 25% of its members specified their needs, in Mozambique 50% of members' needs assessments undertaken, in Bangladesh about 60% of members' needs have been verified, and in Zambia all members were surveyed).</li> <li>• Links between global companies and SMEs at national level have been made already in at least 12 countries, this includes for instance global companies such as DSM and BASF providing support to initiatives in Mozambique, Kenya and Zambia.</li> <li>• Trans Fat pilots in Pakistan and Nigeria.</li> </ul>
Outputs	<b>Informed government agencies</b>	Number of relevant Government departments sensitised to role of	<ul style="list-style-type: none"> <li>• In every platform SBN is working with at least one government department such as the Zambian National Food and Nutrition Commission, Bappenas</li> </ul>

<sup>58</sup> Community of Practice (CoP) sessions showcase how other members of a network are providing training and technical expertise to SMEs. These sessions often also include some specific training (e.g. learning more about how to run businesses that help transform agricultural potential into safe and nutritious food throughout the food system).

Logic Model	Action	Indicator	Assessment
		business in addressing malnutrition through advocacy messaging	in Indonesia, Mozambique’s Technical Secretariat for Food and Nutrition Security (SETSAN), and the National Fortification Unit in the Ministry of Industry in Bangladesh. SBN Kenya is working closely with SUN focal point, Ministry of Health, Agriculture, Industry, Trade and Cooperatives. In Nigeria, SBN facilitated the involvement of Private Sector in the development of the Action Plan and M&E framework for the National Food and Nutrition Policy.
	<b>Increased private sector awareness of the role they can play &amp; their responsibilities in addressing malnutrition.</b>	Number of business members of national SBN	<ul style="list-style-type: none"> <li>At the recent SUN Global Gathering in Nepal SBN announced membership had now exceeded 650 members (we do however discuss below the extent to which this figure should be approached with caution).</li> </ul>
		Number of individual businesses convened at SBN meetings/events	<ul style="list-style-type: none"> <li>The number attending such meetings is not always known across the different networks, but as we note below where there is evidence at least 50% of members (albeit not necessarily individual businesses) attend meetings.</li> </ul>
		% of membership base attending	<ul style="list-style-type: none"> <li>On average at least 50% of members attend each meeting (albeit Zambia reports a higher average of 60%, and Kenya reports an average of 65% of members attending their meetings).</li> </ul>
	<b>Dissemination to businesses of responsible business practices</b>	Number of tools/guidance documents/best practices disseminated to businesses	<ul style="list-style-type: none"> <li>National SBNs are using a selection of tools.<sup>59</sup></li> <li>In some instances, tools were not known and hence not used (see discussion below with regards to use of these tools).</li> </ul>
	<b>Business associations become advocates and conduits for SBN</b>	Number of strategic partnerships between national SBN with business associations and other partners	<ul style="list-style-type: none"> <li>Whilst the number is typically small per country (e.g. Mozambique report two such partnerships), as we discuss below the significance of these partnerships has been critical to building a successful network. Examples include respective platforms partnering with the Confederation of</li> </ul>

<sup>59</sup> For example: 12 SBN countries using database and membership tools and Pitch Competition tools.

Logic Model	Action	Indicator	Assessment
			<p>Economic Associations (CTA) in Mozambique, the Malawi Confederation of Chambers of Commerce and Industry, and with the Southern Agricultural Growth Corridor of Tanzania (SAGCOT).</p> <ul style="list-style-type: none"> <li>• SBN Kenya has partnerships with Kenya Private Sector Alliance (KEPSA), Kenya Association of Manufactures (KAM) and Kenya National Chambers of Commerce and Industries (KNCCI).</li> </ul>
	<b>Partners identified and linkages created, providing access to finance, technical assistance &amp; business development support</b>	Number of business support services or providers identified	<ul style="list-style-type: none"> <li>• Examples are few, but in countries such as Mozambique and Zambia several BDS providers have been identified. In Zambia this includes Musika and Technoserve. In the case of Mozambique SBN is working through CTA to identify prospective BDS providers. In the case of Nigeria the network has hired a TA specialist who has been assisting with this process.</li> </ul>
Outcomes	<b>Businesses make commitments to address nutrition</b>	Number of businesses making commitments to address nutrition	<ul style="list-style-type: none"> <li>• As we discuss below we identified six countries that had reported on the commitments made by members (Bangladesh, Kenya, Mozambique, Nigeria, Pakistan, and Tanzania), but we note below that these commitments have not yet been verified.</li> <li>• Case Studies found that networks have struggled to verify members to date as they have no process to do the verification (i.e. how will these commitments be assessed, and who will do the assessment?), they do not want to alienate members by enforcing commitments, and in many instances members have neither the resources nor appropriate action plans to mobilize around nutrition initiatives.</li> </ul>
	<b>SBN members form partnerships and capacity is built</b>	Number of links/partnerships formed between SBN members and relevant partners (to provide support to address business needs)	<ul style="list-style-type: none"> <li>• As noted at the global level this is at a very early stage, but a number of partnerships have just begun; these include                             <ul style="list-style-type: none"> <li>○ 9 Technical Assistance offers made to 12 National SBNs;</li> </ul> </li> </ul>

Logic Model	Action	Indicator	Assessment
			<ul style="list-style-type: none"> <li>○ The work being done by companies such as BASF, DSM, and AFI to support members of SBNs.</li> </ul>
	<b>Increased production of nutritious foods</b>	Number of business members that developed a new nutritious product (as a result of SBN advocacy/support)	<ul style="list-style-type: none"> <li>• Still in its infancy, but see below the discussion of the trans-fat pilot projects being conducted in both Pakistan and Nigeria.</li> </ul>
	<b>Businesses adopt responsible practices around nutrition (core business &amp; CSR)</b>	Number of business members that improved existing product through fortification/ reformulation or resized (as a result of SBN advocacy/support)	<ul style="list-style-type: none"> <li>• As above, see below the discussion of the trans-fat pilot projects being conducted in both Pakistan and Nigeria.</li> <li>• There is also work that has begun on this in Zambia (e.g. work being done by Java Foods), Tanzania and Indonesia.</li> </ul>
		Number of business members that implement workplace nutrition programmes (as a result of SBN advocacy/support)	<ul style="list-style-type: none"> <li>• Whilst no quantitative data exists against this indicator, our qualitative work found, for instance, (and discussed with regards to commitments below and in the Case Study) that work is being done in this area in Indonesia.</li> </ul>
		Number and type of business members implementing a responsible marketing policy (as a result of SBN advocacy/support)	<ul style="list-style-type: none"> <li>• No information to date.</li> </ul>
		Number of businesses having made verified improvements to their policies and practices to improve access and demand to NSF	<ul style="list-style-type: none"> <li>• No information to date.</li> </ul>
		Number of businesses that are meeting their targets towards their nutrition commitments	<ul style="list-style-type: none"> <li>• No information to date</li> </ul>

157. In what follows we look at more detail along the different causal pathways, drawing on our own research in order to supplement the limited data recorded by SBN at present (as illustrated in Table 6 above). As we highlight in what follows, there has been some noticeable progress along the different causal pathways. In brief this includes:

- Platforms are being created, within which businesses are being engaged through evidence-informed advocacy.
- There has been engagement not only with the private sector but also with relevant government agencies and business associations.
- Emerging partnerships and linkages are being created to address TA, BDS and financial needs of businesses.
- Businesses are making commitments to address nutrition (albeit as we note below it is not known how many businesses at the national level have met these commitments).
- Nascent national nutrition strategies in a few countries (such as Tanzania and Malawi) make specific reference to the roles and responsibilities of the private sector.

158. We now examine in more detail the success achieved at national level along specific causal pathways.

### Advocacy

**Table 7** <sup>60</sup>Progress with respect to Advocacy, by networks in select countries

SBN Objectives and activities	Tanzania	Zambia	Mozambique	Nigeria	Indonesia	Pakistan	Bangladesh	Kenya	Malawi	Sri Lanka
<b>Date Established</b>	'15	'15	'15	'15	'15	'15	'18	'18	'19	'19
Evidence informed advocacy by SBN to stakeholders	✓	✓	✓	✓	✓	✓	✓	✓		✓
Informed government agencies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Source: own assessment

159. With regards to advocacy all the networks at country level have made good progress, and all have initiated activities to inform stakeholders about the purpose of SBN. A number of examples were identified demonstrating the contribution that SBN is making in advocating the role of the private sector in nutrition. For instance, the creation of a high profile advisory committee in both Mozambique (see case study in Volume II) and Tanzania

<sup>60</sup> Each table provides the date of when the platform was established, which indicate that some platforms that started at a similar time have not progressed as quickly as others. There are multiple factors that influence progress and these are explored in more depth in EQ3, albeit this does reflect the level of the investment in time to get there. It is also worth noting that the 'ticks' were validated with coordinators, albeit not all coordinators responded to our multiple requests for help with completing these tables. In some instances coordinators have provided two ticks in order to signal the strength of the progress being made.

has created opportunities for SBN to leverage committee members to advocate on behalf of the private sector in meetings with government. Moreover, for example, Tanzania’s 2016-2018 strategy identifies a key priority to address initial distrust between the private sector and government and has initiated activities to achieve this aim. SBN in Tanzania has also been engaging with the Tanzania National Business Council to ensure their help in advocating the involvement of the private sector in nutrition.

160. Another example is the work that has been undertaken in Sri Lanka with the aim of successfully launching the SBN. Extensive consultations were required with government agencies and other key stakeholders to launch SBN. Past tensions between the food industry and government institutions have prevented the establishment of a SUN business network despite previous attempts. Interviewees noted that these initiatives were resisted by government institutions; however, extensive advocacy work by SBN has contributed to government engaging more positively with the private sector. Interviews in Sri Lanka confirmed tacit support for the new network and a new-found acknowledgment of its potential to add value.

### Convening

**Table 8 Progress with respect to Convening, by networks in select countries**

SBN Objectives and activities	Tanzania	Zambia	Mozambique	Nigeria	Indonesia	Pakistan	Bangladesh	Kenya	Malawi	Sri Lanka
<b>Date Established</b>	'15	'15	'15	'15	'15	'15	'18	'18	'19	'19
SBN National Platform: Build platform for business engagement	✓	✓	✓	✓	✓	✓	✓	✓		✓
Increased private sector awareness of the role they can play & their responsibilities in addressing malnutrition.	✓	✓	✓	✓	✓	✓	✓	✓		✓
Dissemination to businesses of responsible business practices		✓	✓	✓	✓	✓		✓		
Business associations become advocates and conduits for SBN	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Source: own assessment

161. There has been good progress across all the countries in terms of national-level convening activity, in particular in helping provide a forum for dialogue with government, and engaging with other key stakeholders. An analysis of those national SBNs who submitted data on attendance rates found that on average networks were convening at least 4 meetings per annum (albeit the Mozambique network convened 7 meetings plus an additional 5 Community of Practice meetings) and typically on average at least 50% of the members attended each meeting.

#### Box 4 Learning from experience: an earlier iteration of SBN in Kenya

The earlier effort to establish the SUN Business Network in Kenya involved a Secretariat co-chaired by Unilever. This followed a meeting of CEOs from major businesses working to support food production in Kenya, as well as the Kenya Association of Manufacturers (KAM), in 2013. By early 2015, an interim Steering Committee for the Nutrition Private Sector was formed comprising 10 business representatives, including INSTA foods, Unilever and Philipps ( National level interviews). At the time, there was no dedicated coordinator for the network, with oversight being undertaken by GAIN staff on top of their normal responsibilities. Interview data highlights a number of challenges which were experienced with the early network structure, including that the Steering Committee was “left to its own devices”, with meetings that took place being unstructured and often lacking a clear objective.

There was a perception amongst members that, since the Steering Committee was chaired by big businesses, it was their agenda driving the network, with other businesses convened to advance their objectives.

As such, and following a review of the network in 2018, the decision was made by members of the SUN Movement coordination and GAIN to reform the business network, with a secretariat established from non-business organisations but supporting business activities. The intention in doing this was to take away any potential “vested interest”. A secretariat has been formed comprising KAM, Kenya Private Sector Alliance (KEPSA), the Kenya Bureau of Standards (KEBS), as well as a number of ministry representatives (including the Ministry of Industry and Trade), and UN representatives. GAIN arranged an event in June 2018 bringing together members of the government, civil society and the Secretariat, as well as undertaking consultations with SMEs to determine the issues faced by businesses, using the event to gather information.

A decision was also taken to focus on small and medium enterprises, rather than large businesses, given their stage of development, that they are delivering food to a large swathe of the population, and that there was potential for their engagement in the SBN platform to strengthen compliance with food and nutrition standards. Alongside this, the intention is to engage larger businesses as Strategic Members/Partners (i.e. taking a different role to facilitate the activities of the network and to establish links with SMEs for mutual benefit).

162. Nevertheless, emerging networks are learning from the experiences of the established networks in convening. For example, in **Bangladesh** membership has been selective, with SBN carrying out due diligence to ensure the right members are on board, to avoid conflict of interest and to safeguard the image of the network: *“we have been pedantic about signing up members...we need to look at their products and, with the increasing obesity problem in Bangladesh, we need to be aware of the product line”*. There are currently six business members in Bangladesh, all of whom are companies that GAIN or WFP have previously worked with: *“we know they have a good financial record, as well as product responsibility”*. Going forward, specific criteria for membership will be developed by the SBN Committee as part of their mandate.

163. In addition, the networks have convened meetings and other events with very specific purposes. For instance, in **Zambia**, SBN was seen to have offered a number of useful initiatives to companies particularly in the first couple of years of operation. One was the development of a ‘how-to’ guide for companies looking to engage with the country’s certification body, the Zambia Bureau of Standards. Another was the Nyamuka Zambia Business Plan Competition, through which SBN awarded a prize on an annual basis in 2015-

2017 to SMEs whose products or services promoted good nutrition<sup>61</sup>, albeit the support now seems to have ended.

164. In **Kenya**, interviews suggest that moments which have brought together different stakeholders have been used simultaneously to share information. For example, during the Business Forum in June 2018, information was shared about food safety policies and compliance. Another reference suggested that there have been activities by KEPSA and UNICEF to promote workplace nutrition: *"70 organisations have committed to have spaces for mothers that are breastfeeding and for milk storage"*. It is unclear whether these sorts of initiatives can be considered as 'SBN activities', and as indicated by the interviewee, they also raise a challenge in terms of the way the network operates: *"it's a fine balance between us the business network influencing and the members doing...it's hard to say what is done 'by the network'. We are providing the ideas and some will go and do it, but we are also trying to get the money for them to implement. It's difficult to draw the line between what's under the umbrella of the network."*

165. According to interviewees, the SBN in **Indonesia** appears to have established a solid foundation and is showing positive signs of progress towards achieving its stated purpose and vision: *Establish a business community that champions and aligns behind the National Nutrition Strategy through mobilising commitments to scale up nutrition*. These efforts have been achieved in three priority areas: First 1000 days + Adolescence, Balanced Nutrition Foods, and Inadequate access to Health & Sanitation, although with a modest membership SBN has some way to go before it makes a noticeable contribution in the challenges facing Indonesia. Those interviewed in Indonesia noted that while there is clear evidence on movement and awareness around nutrition within the private sector, SBN (and others) did not appear to credit the network as a driving force of change, but saw it rather as a means to amplify individual efforts and align programmes and knowledge sharing with the National Nutrition Plan. However, as Bappenas develops the new 2020-2024 Nutrition Action Plan, their expressed desire to integrate the role and resources of the private sector more intentionally offers SBN the opportunity to influence this thinking and to support businesses in delivering on this expectation.

### **Assessing members needs**

166. Eight out of ten of the countries claim to have set about surveying members to identify their business needs, albeit not all have completed the process and are still verifying the responses from members. However, where this has happened one gets a sense of the challenges being faced by members. In Nigeria, for instance, the main needs identified amongst members were access to finance (23% of members surveyed), policy or regulatory hurdles (21% of members), business support or stronger business know-how (20% of members), and weak infrastructure (17% of members).

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<sup>61</sup> Further details in 'Report to SUN Business Network: Sponsor of the Nyamuka Good Nutrition Prize' (DFID – PEP, undated).

**Table 9 Progress with respect to assessing members needs, by networks in select countries**

SBN Objectives and activities	Tanzania	Zambia	Mozambique	Nigeria	Indonesia	Pakistan	Bangladesh	Kenya	Malawi	Sri Lanka
<b>Date Established</b>	'15	'15	'15	'15	'15	'15	'18	'18	'19	'19
Identify business needs for finance, technical assistance, business development support & enabling environment/policy change	✓	✓	✓	✓	✓	✓	✓	✓		
Partners identified and linkages created, providing access to finance, technical assistance & business development support	✓	✓	✓	✓	✓	✓	✓	✓		
SBN members form partnerships and capacity is built	✓	✓		✓		✓				

Source: own assessment

167. Interviews in **Kenya** found that businesses perceive clear benefits from being part of the network, with one member stating they had joined for *"three main reasons. The first is networking with other farmers, secondly to benefit from training on various topics such as standards, and finally to get funding for venture development"*. From membership sign-ups, financial support is regarded as a key need, and potentially therefore a perceived benefit of being part of the network. Only five businesses indicated that they were not currently seeking financing, with a total of 52 businesses seeking equity, 36 seeking grants, and 14 seeking medium-term debt.<sup>62</sup>

168. In turn this information has helped shape follow-on activities, for instance in **Nigeria (and also in Pakistan)** a partnership has been created with International Food and Beverage Alliance to promote trans-fat elimination in SME food chains. A concept note was developed by SBN to secure external funding to explore how to address this issue. SBN then *"looked within our network to leverage existing technical expertise to help SMEs. We have now been running the pilot project since May/June 2019 and will end April 2020"* [Global interview].

169. The multi-stakeholder pilot project is currently exploring options for industrial trans-fatty acids (iTFA) replacement solutions in Nigeria and Pakistan. The purpose of the pilot is to test how best to support SMEs who are manufacturers of food products that introduce iTFA into the food supply chain in both Nigeria and Pakistan. Work to date reflects the challenges faced with regards to iTFA, including low levels of awareness and limited access to alternatives, albeit in Nigeria and Pakistan recent and upcoming changes in local and

<sup>62</sup> In some instances businesses were seeking more than one type of financial assistance).

national regulations have created a better enabling environment for addressing iTFA replacement.<sup>63</sup>

170. With respect to finance – another key need – the evaluation finds little evidence of improved access to funds for some companies by way of SBN (outside of the Pitch Competition and the Investor Forums discussed earlier). Nevertheless, there are some examples where the work SBN is doing may contribute in this area. For instance, the SBN platform in Mozambique now includes various banks (e.g. BCI), which is perceived as being a potentially powerful way of ensuring access to funding and investment by companies. Concrete outcomes of this membership are not yet in evidence. The new funding proposal for **Zambia** and the work it will be doing re business development services, including strengthening the business case for SMEs, may lead to success in the future. And of course the ongoing work by the global team to link global companies to specific SMEs may also bear fruit in the future.

171. In addition, in **Zambia**, Hivos<sup>64</sup> was invited to make a presentation at a recent SBN meeting. On the basis of this presentation, one female-owned company is at an advanced stage of receiving a EUR 600,000 investment from one of Hivos's two impact investment funds. This investment would not have happened without SBN's convening efforts.

### Strengthening the enabling environment

172. As noted above, this is arguably the most challenging and ill-defined part of the logic model. Nevertheless, some country networks have conducted activities in this area, and thus provide a sense of the contribution being made by SBN. In **Mozambique**, for instance, a number of stakeholders interviewed cited the improved enabling environment to support nutrition as a result primarily of efforts from SETSAN, the Ministry of Industry and GAIN. Although SETSAN is currently struggling in its role as the SUN Movement coordinator, one of its former Directors played an important role in giving the private sector a stronger role, making it clear that the private sector needed to participate and that the (SBN) network was necessary.

173. However, those interviewed also pointed out that this was largely the result of GAIN efforts as opposed to SBN. GAIN has been credited with sensitizing the private sector on nutrition since its arrival in Mozambique in 2013. Through support of USAID (and subsequently support from DFID), GAIN launched its worldwide initiative, Marketplace for Nutritious Food (MPNF), which acted as an accelerator (and grants challenge fund) for ideas and companies supporting the production and distribution of nutritious foods. This included the purchasing of micronutrients and supplements for key manufacturers who took the lead in fortifying their products in Mozambique. This suggests that Mozambique was ripe for SBN, and also illustrates the role for a host/co-convenor (such as WFP or GAIN) can play in helping to lay the groundwork prior to a platform being established, including facilitating a viable funding proposal.

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<sup>63</sup> For more details see Anjorin, O.M. (2019) *A report on sources and replacement solutions for iTFA in Nigeria*, submitted to GAIN; and GAIN (2019) *Replacement Solutions for Industrial Trans Fatty Acids by Small and Medium Enterprises in Pakistan*.

<sup>64</sup> For more information on Hivos, which is a private sector-facing social enterprise that manages two impact investment funds (among other activities) see <https://www.hivos.org/>

174. In **Indonesia**, SBN is viewed as a two-way linkage to the government (through Bappenas) for businesses to learn about and align with the SUN movement agenda as well as showcase and advocate for their commitments as they relate to the three strategic priority areas of SBN. SBN was also used by Bappenas as a key link to facilitating a productive public-private dialogue with food processors before the introduction of mandatory regulated compliance for fortification (i.e. flour, salt, oil, etc.). Through these channels of communication and open feedback loops, trust between the public and private sectors appears to have been strengthened, at least for now.

175. In **Tanzania**, country-specific actions that are likely to contribute to the enabling environment include SBN developing an agriculture nutrition roadmap with SAGCOT (Southern Agricultural Growth Corridor of Tanzania); becoming a conduit for private sector input into the National Multi-Sectoral Nutrition Action Plan, 2016-2021; commissioning two studies to identify opportunities for private-sector strengthening in the nutrition sector; and the development of a high profile advisory group to support the SBN and facilitate the pitch competition to encourage multinationals to engage with SMEs that can work on nutrition in Tanzania.

176. Unsurprisingly, not all efforts to make a difference in the enabling environment have been successful. For example, the launch of the Good Food Logo in **Zambia** a labelling initiative designed to increase demand for nutritious food that has been under development for several years, at the time of this evaluation it has still not been implemented. Negotiating regulatory approval from multiple ministries has been extremely time-consuming and resource intensive. Whilst SBN in Zambia has managed to pilot the initiative, in addition to working with the national bureau of standards to develop a protocol for testing and certifying foods, final Ministerial approval has yet to be given. Nevertheless, several interviewees have felt confident that the logo would shortly be implemented, on the basis of a directive from the Permanent Secretary of the Ministry of Health and it is likely the logo will be formally launched in early 2020.

### Changing business practices

177. Table 10 below reflects that nearly all the country networks acknowledge that they have to date achieved very little along this causal pathway. However, where networks have recorded the commitments made by members (emerging networks such as Bangladesh and Kenya require members to signal their commitments in increasing production of nutritious foods and adopting responsible business practices), there is a likelihood that provided members meet their commitments a noticeable contribution by members of certain country networks will begin to emerge. Table 11 below records commitments made by members,<sup>65</sup> showing high levels of commitments with regards to production formulation, product pricing, product distribution, responsible marketing, workforce nutrition, supporting consumer-orientated healthy eating and active lifestyle programmes.

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<sup>65</sup> Commitments by companies at national level are voluntary and at this stage self-reported. Those interviewed in country argued that as commitments were relatively new it was too early to verify whether commitments were being met albeit within the next year they intended to follow up with their members to see to what extent commitments were being met.

178. However, to date no process exists on how best to assess whether or not members have met commitments. In part this is because of the technical issues relating to monitoring accountability and in part this is because of the voluntary nature of the commitment process. For instance, how will these commitments be assessed, and who would do it? In Mozambique our case study reports that although companies have listed their commitments, the level of engagement with these companies varies, and so there in some instances the relationship with the company prevents any form of scrutiny. In addition many members in Mozambique do not have an action plan, which makes it difficult to assess concrete progress towards commitments. Companies also face considerable challenges in terms of mobilizing funding internally for nutrition initiatives.

179. Assessing commitments of those who have made voluntary commitments also poses other challenges. Any verification process would need to be conducted in an extremely cooperative and suitably ethical manner, and so the whole process of verifying commitments will need to be given serious thought so as not to alienate any members. In Indonesia, SBN has found an effective way of doing this by linking the commitments to the network’s strategic purpose, thus members when they join are signing up to meet the commitments of the National Nutrition Strategy in Indonesia (i.e. commitments related to the three priority areas - First 1000 days + Adolescence, Balanced Nutrition Foods, and Inadequate access to Health & Sanitation).

**Table 10 Progress with respect to improving the supply and demand of nutritious foods, by networks in select countries**

SBN Objectives and activities		Tanzania	Zambia	Mozambique	Nigeria	Indonesia	Pakistan	Bangladesh	Kenya	Malawi	Sri Lanka
<b>Date Established</b>			'15	'15	'15	'15	'15	'18	'18	'19	'19
Increased production of Nutritious Foods	Number of business members that developed a new nutritious product (as a result of SBN advocacy/support)				✓		✓				
	Number of business members that improved existing product through fortification/ reformulation or resized (as a result of SBN advocacy/support)	✓	✓		✓	✓					
Businesses adopt responsible practices around nutrition (core business & CSR)	Number of business members that implement workplace nutrition programmes (as a result of SBN advocacy/support)				✓	✓					
	Number and type of business members implementing a responsible marketing										

SBN Objectives and activities	Tanzania	Zambia	Mozambique	Nigeria	Indonesia	Pakistan	Bangladesh	Kenya	Malawi	Sri Lanka
policy (as a result of SBN advocacy/support)										
Number of businesses having made verified improvements to their policies and practices to improve access and demand to NSF				✓						
Number of businesses that are meeting their targets towards their nutrition commitments										

Source: own assessment

**Table 11 Commitments made by members, in select countries**

Commitment Areas		Bangladesh	Kenya	Mozambique	Nigeria
A. Corporate Strategy, Management and Governance	A1. Corporate Nutrition Strategy	4	8		
	A2. Nutrition governance and management strategy	1	13		
	A3. Quality of reporting	1	7		
B. Formulating appropriate products	B1. Product formulation	3	8	29	26
	B2 Nutrient profiling system		7	1	10
	B3. Product arrangement			3	
C. Delivering affordable, accessible products	C1. Product Pricing	6	11	16	
	C2 Product distribution	2	16	26	12
D. Responsible marketing policies, compliance and spending	D1 Responsible marketing policy - all consumers	2	10		18
	D2. Auditing and compliance with policy - all consumers	2	5		
	D3. Responsible marketing policy - children	1	7		

Commitment Areas		Bangladesh	Kenya	Mozambique	Nigeria
	D4. Auditing and compliance with policy - children		3		
	D5. Spending advertising focus - all consumers				
	D6. Spending advertising focus - children and policy impact				
E. Supporting healthy diets and active lifestyles	E1. Supporting staff health and wellness		8	17	5
	E2. Supporting breastfeeding mothers in the workplace		6	3	
	E3. Supporting consumer-orientated healthy eating and active lifestyle programs	2	11	17	
F. Product labelling and use of health and nutrition claims	F1. Product labelling	1	7	7	
	F2. Health and nutrition claims	2	12		
G. Engagement with governments, policymakers and other stakeholders	G1. Lobbying and influencing governments and policy makers	1	5	3	
	G2. Stakeholder engagement	2	11	6	

Source: national SBN databases<sup>66</sup>

180. Our case studies and desk-top reviews also provide a sense of the contribution being made by country networks, especially in terms of workforce nutrition issues, and also in helping to increase the demand for nutrition foods. In **Mozambique**, for instance, there has been some engagement with companies on Workplace Nutrition (WPN). The evaluation found a mixed situation in this respect with one major company interviewed not being at all aware of the WPN agenda, another smaller company indicating that it had been approached but had opted not to engage with WPN as it was considered economically not feasible for this company which was going through restructuring, and a number of very small companies indicating they had taken steps. A landscape analysis conducted by SBN in Mozambique highlighted that this is a very new issue and that companies are not receptive to sharing data, partly due to concerns this might lead to new legislation requirements. Generally, it is clear that moving forward in this area will still require further work and that the scale of WPN initiatives that have been started (and are limited to SMEs) remains extremely small compared to the needs of the country. It was also felt that the lack of progress on consumer awareness<sup>67</sup> hampers the effectiveness of such interventions.

<sup>66</sup> Please note that the figures listed in the table are unlikely to tally with SBN's final reported figures. We have only reported on the figures detailed in the databases shared with the evaluation team at the time of the fieldwork.

<sup>67</sup> Apparently also highlighted in a recent GAIN commission report.

181. Nevertheless, networking opportunities provided by SBN in **Mozambique** are likely to have an influence on changing business practices. Our case study notes that Annual Conferences have made a difference to the visibility and awareness of nutrition and are reported to have visibly progressed during the period in term of levels of participation by the private sector, the level of engagement, and the keynote speakers. In addition, 469 companies have received technical support and business development advice from SBN in Mozambique and *"The technical assistance provided to SMEs and the Communities of Practice (CoP) seems to be working well and is valued by businesses participating in the CoPs and round table meetings"*. This was also clear to the evaluation with the CoP being much appreciated by participants, and in particular the follow-up technical assistance and the networking.

182. In **Nigeria**, SBN has led a number of activities that are beginning to help shape business practices with respect to supplying nutritious foods; examples include:

- Supporting HarvestPlus convene an annual nutritious food fair, whereby SBN use it as a platform to advocate and publicise efforts to facilitate the registration of businesses.
- Convening networking opportunities whereby entrepreneurs can meet with regulatory agencies to ask questions and ultimately register nutritious products.
- Convening packaging workshops where entrepreneurs are trained on what makes packaging appealing.
- Hosting workshops where SBN works with SMEs to improve nutrition retention of products.

183. Efforts to contribute to increase in knowledge and demand for nutritious foods is largely nascent in countries reviewed, albeit preliminary research has been undertaken in countries such as Zambia and Mozambique to understand the challenges better. SBN in **Mozambique**, for instance, has drawn on GAIN's consumer awareness study on nutrition which revealed very low recall/knowledge of the food fortification logo. Moreover, most of the demand for better nutrition comes from households with reasonable levels of income which are the least vulnerable in Mozambique.

184. In **Zambia** the research findings were very similar to those of the work done in Mozambique, albeit in Zambia there was also a strong focus on the barriers for consumption of a healthier diet. This research underpinned the design of SBN's Healthy Diet Campaign. The campaign will include a multi-media approach to messaging about healthy diets in order to create demand for nutritious foods in Zambia.

### **What has SBN contributed to these results (and likely results)?**

185. Progress along the pathways of change is in very early stages (mostly at the output level of the theory of change). Nevertheless, as noted throughout this section, we identify progress (or likely progress) in terms of SBN's contribution to expected changes, in addition to providing an assessment of progress against Key Performance Indicators embedded respectively in the global and national logic models.

186. Part of the explanation for success at global level is that the hosting of SBN by GAIN/WFP brings weight and credibility. In addition, the presence of the global support structure,

including SBN's participation in the broader SUN Movement, is important in supporting country networks to engage in difficult conversations:

*It is essential to have this global operation as back-up/support to national operations, otherwise conversations are very difficult. For example, in Pakistan, sometimes in Kenya, there is some scepticism / suspicion around private sector engagement in nutrition. With the weight of global organisations backing up the argument, it becomes much easier to have these conversations, especially because SBN globally works with non-business stakeholders. [Global interview]*

187. At country level, the contribution story is mixed, as the following example from our **Indonesia** case study illustrates. In Indonesia, whilst there is clear evidence on movement and awareness around nutrition within the private sector, SBN (and others) did not appear to credit the network as a driving force of change, but rather as a means to amplify individual efforts and align programmes and knowledge sharing with the National Nutrition Plan.

188. Through in-depth interviews of SBN business members in Indonesia, it became evident that almost all corporate initiatives addressing various components of nutrition (healthy food production, diet, lifestyle, WASH, etc.) were initiated independent of (and prior to) their membership of SBN. These initiatives were described as their social obligations towards customers, employees and communities and were often led by Corporate Social Responsibility (CSR), Foundation, Human Resources or dedicated Sustainability teams.

189. Prior to the creation of SBN in Indonesia, a number of nutrition-oriented Associations existed to share information and expand the reach and coordination of nutrition activities among the private sector. Subsequently, each group has become an affiliate member of SBN, cross-promoting membership and aligning agendas.

Indonesia has benefitted from senior representation on the governing bodies of the SUN network. Axton Salim (CEO of Indofood), in addition to Chairing SBN Indonesia, is also Co-Chair of the global SBN Advisory Board. Nina Sarjunani (Deputy Minister of Development Planning Bappenas Indonesia), the Team Leader of the SDGs National Secretariat, was formerly on the SUN Lead Group. These connections inevitably have infused greater commitment to the SUN movement and in turn SBN as these key founders served in both the global and Government of Indonesia capacity. With a detailed understanding of the operations and the benefits of SBN, they have supported its adaptation to the Indonesian context for a successful launch and growth.

190. Importantly, and as referenced several times above, the role of the global team has been instrumental in supporting Indonesia. The SBN global team actively engages with Axton Salim especially given that he has a global role as co-chair of the network's overall governance body, the Global Advisory Board. However, as the network in Indonesia is led by a private sector company and neither WFP nor GAIN, the interactions with the global team are fewer with less standardisation and greater independence. Nevertheless, there is regular dialogue with the SBN Global Secretariat and participation in regional meetings and initiatives (e.g. the January 2019 SBN Asia Workshop in Tokyo). The 'Pitch Competition' in addition, is an area where SBN Global has guided and supported the country SBN which

adapted the model for an Indofood-sponsored competition during its first year of implementation.

191. According to SBN, they credit the creation of the SUN Movement and the government's full support to address stunting as paving the way for engaging with the private sector and, subsequently, the creation of SBN. However, their modesty must be tempered by remarks made by other donor, non-government and government organisations interviewed in Indonesia which described the SBN as the most effective of the SUN networks and an effective mobilizer of the private sector to contribute more towards the nutrition agenda of the Government of Indonesia.

#### **Were there any unintended results?**

192. Whilst the evaluation team were on the look-out for significant (positive or negative) unintended results, it did not encounter anything substantial. A partial exception are the activities at both global and national level that were not planned at the outset and are not captured in the logic model (as discussed under EQ1 in section 4.1).

### **4.3 EQ3: What factors explain the performance of SBN to date, at global and national levels?**

193. In this section of the report we explore a range of factors that contribute to the performance of SBN. These factors are multi-faceted, they have varying influence, and they interact with each other differently depending on the context. In many instances, these factors have a positive effect on progress, but not always. Where applicable we make these distinctions in the text that follows.

#### ***Being part of the SUN Movement***

194. The establishment of SBN under the broader SUN Movement – based on a commitment to drive things forward (“because of the legitimacy and robust links to government and donors that it would provide”) – is considered amongst global level interviewees to be a significant factor in enabling the successes at the country level. *“It provides an automatic entry-point with governments supporting the SBN from the outset”* [Global interview]. The case of **Indonesia** provides one of the best examples of the power of where being part of the SUN Movement benefits SBN. In Indonesia, the focal point is well positioned in a powerful ministry<sup>68</sup> that has real convening power across the government, and understands the essential role of business as a partner in nutrition.

195. The benefits emerging from being part of the SUN Movement were echoed in a number of interviews, for instance in *“legitimising what we do...being under SUN has helped to address the mistrust”* [Global interview]. Another respondent described the link to the SUN Movement as being *“quite symbiotic”*. For SBN, it helps *“crowd-in non-business stakeholders”*[Global interview].

196. In-country, the relationship with other SUN Movement networks has also reaped benefit, when there is a good relationship. For instance, in **Zambia** the CSO-SUN Alliance is an active SUN network and its coordinator attends SBN meetings, and both it and SBN have

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<sup>68</sup> The SUN Focal point in Indonesia is based in the ministry of planning, rather than the ministry of health which is often the case in SUN countries. This gives the focal point more political ‘clout’.

collaborated since the outset. Partly as a result of intelligence gathered from SBN meetings, the CSO coordinator was able to use their considerable influence with government to advocate for changes to a proposed Food Safety Bill, which as written would have had the unintended result of deterring private sector investment in nutrition by placing unrealistic and expensive requirements on SMEs. In **Sri Lanka** the SBN network, launched in March 2019, will, for the first time, participate in SUN Government Coordinator-called meetings of the entire SUN Movement.

197. There are also challenges being part of the SUN Movement. The link between the SUN Movement Secretariat (SMS) and the SBN Global Team is not especially strong. One interviewee phrased it in the following way: *"The SMS – which should be the glue between the different networks – is not facilitating coordination... we need a 'big brother' to ensure that those connections are made because the networks often operate in silos"* [Global interview].

198. The convening power of the SUN Movement at country level varies widely. Whereas Indonesia has a strong focal point, several countries do not. If the focal point is located in a weaker part of the government, or is not familiar with working with the private sector (a challenge not faced by other networks - UN agencies, CSOs, and donors - which are the 'usual' partners with government), the SBN is likely to struggle from the outset. SUN focal points are often based in nutrition institutes within the ministry of health and these institutes can lack the convening power of other parts of the government (this is the challenge in Zambia for instance working under the National Food and Nutrition Commission, albeit in this instance the WFP as host is helping to drive the nutrition agenda and thus keep SBN in the loop).

### **Global Team**

199. There was consistent praise for the work of the global SBN team, especially from national coordinators and also from those connected to the team in advisory or supervisory roles. According to interviews with in-country respondents (including from **Tanzania, Sri Lanka, Bangladesh** and **Kenya**) the provision of support by SBN secretariat is seen as very helpful, primarily as it is seen to be tailored to country context.

200. In **Kenya**, for example, one respondent, in appreciation of the support received, noted that the team had *"been advisory and supportive of actions, providing insights into what we should/should not do...The engagement has been strong and active."* In **Bangladesh** interviews found that the support from the Global SBN team has been well-received, and has included quarterly calls and feedback on the work plan, as well as other activities being undertaken (such as the mapping of the nutrition/private sector landscape). SBN Bangladesh also reported that the SBN global team provide support in promoting the network, which can be shared with their partners.

201. In **Pakistan**, for instance, an interviewee noted that SBN support was valued in Pakistan: *"The Global Team is tremendous in helping us clarify how global/local engagement is shifting. We identify local needs and see what global can bring."* Support includes sending members of the SBN secretariat to build local capacity (as stated in country-level interviews). In **Malawi** the joint proposal preparation between Malawi Chamber of

Commerce and Industry, the global SBN Secretariat, and SBN Malawi's regional taskforces successfully led to the raising of funds for the launch of SBN in Malawi.

202. We generally agree with the assessment that: "*SBN has not cost much, done with little resources, it's a good example of a well-run initiative, with brains, a good structure, strategy and values, and sound operating principles*" [Global interview]. The quality of the tools, support and guidance developed by the global team was in clear evidence throughout the evaluation process, together with responsiveness to information requests and a willingness to engage in critical self-reflection.

203. The SBN Global Team were credited for driving the work and for "*getting down on the ground and persuading people*" [Global interview] and have been instrumental in assisting country networks. For instance, from inception the SBN Global Team has been heavily engaged in creating and launching a 'textbook' SBN in **Mozambique**. Initial catalytic funding from SBN Global supported a consultant to work with GAIN to develop the strategy and secure donor funding. The portfolio of activities, with the exception of the Communities of Practice<sup>69</sup> (CoP) (which are specific to Mozambique), are in line with the global impact pathways.

204. **Mozambique** joins the bi-monthly Coordinator calls with the Global Team and has been very involved in supporting the various regional and global initiatives including attending/hosting regional SUN/SBN conferences, company/network exchanges, supporting private sector members to attend both the 2017 SUN Global Gathering in Côte d'Ivoire and the Kenya Nutrition Africa Investor Forum (October 2018). From both appearance and personal testimony, the relationship between SBN Mozambique and Global SBN appears very strong, beneficial and consistent in strengthening the local network's ability to deliver on its Mission.

205. As noted under EQ2, the Global Team have been engaged in a vast range of support activities, with an emphasis on efforts to improve coordination across the SBN networks. As was also discussed previously, the SBN Global Team has developed numerous guidelines and tools to assist businesses in furthering the SUN movement goals. The evaluation found that the guidelines for strategic planning have been closely followed in the case of **Mozambique**, as has the format for monitoring (Dashboard) and the registration forms that have been developed, albeit for the monitoring framework there is a sense that this is, at present, too complex (see further below).

206. The quality of the support provided by the Global Team is not in question. However, as noted earlier in our report, the next step is to ensure greater visibility of the range of support available to countries to ensure that it actually leads to implementation wherever possible. Most of the communication channels are between (part of) the SBN Global Team and the national SBN coordinators. There is a lot of pressure placed on this relatively narrow communication channel and it means that the quality and richness of the global support available to countries was not always fully visible.

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<sup>69</sup> CoP sessions allow members of SBN in Mozambique to showcase to other members (mostly SMEs located in the six provinces where SBN Mozambique is operating) what they are doing, and also to provide training and technical assistance opportunities for members.

207. There also appears to be a relative lack of visibility of the quality of the work of SBN at global level, as evidenced in global interviews, and there remains an inherent suspicion of business which appears to prevent productive engagement. A perceived shift among the development community in favour of the private sector as a critical partner – if not the entire underpinning – of functioning food systems has still not led to full engagement in the many collaborative opportunities that are available. As one interviewee put it: *"In meetings with governments, with the UN, with donors, they all get it, they are convinced that working with the private sector is necessary, but dealing with business is always considered to be risky. The UN and civil society are holding back because they think that even talking with business is already a conflict of interest."*

208. This ongoing blockage to genuine multi-stakeholder engagement means that the SUN Movement is not capitalising on the work of the Global SBN team, which should be one of its strongest assets.

209. While there is much to praise about the Global SBN team, it is also clear that the Global Team is working at (if not beyond) full capacity. The logic model enables a good focus, and the ability to say 'no' to opportunities that are not 'mission critical'. We heard of the logic model being used as the basis to withdraw from certain global forums and gatherings because of the lack of direct link to countries and the lack of connection to SMEs. We discussed above the pruning of the global membership. These examples of greater focus are promising, and should be applied elsewhere to ensure that the team does not become overstretched.

### ***Governance at the global level***

210. The governance structure for SBN is both accountable and transparent, and the two key committees meet as planned, albeit not always in person. The architecture of SBN comprises an advisory group and an operations group, and in keeping with SBN's 'lean philosophy', both committees are relatively small. With SBN placing strong emphasis on its accountability to the private sector, both committees have representation from the business world.

- The Advisory Board is a small group of representatives – two co-chairs, WFP, GAIN, SUN Movement, and five business members. It typically meets twice a year.
- The Operations committee is smaller, comprising a few business representatives (one global north, one global south), WFP and GAIN. It typically meets quarterly. Its purpose is primarily a check-in on priorities, planning, and new opportunities

211. In terms of process, issues are first referred to the Operations committee, and if the decision has strategic or political implications it will be referred to the Advisory group. Decision making within the Operations committee often tends to happen via email (respondents suggested that this was to ensure efficient decision making).

212. The perception from participants in the different structures is that the system broadly works. As one respondent noted, [the governance structure] *"ensures that the Secretariat does not come up with everything, i.e. it provides a private sector accountability mechanism for planning/strategic direction, so it's not simply all coming out of the SUN Movement"* [Global interview]. However, there was also the view that the structure could work better.

One respondent went as far as to say that the meetings are *"a bit too passive"*, adding that *"there is probably a need within the Operations committee to give it a bit more status/interrogate decisions more"* [Global interview]. In a similar vein another respondent noted *"we are there to give advice, so ask for it"* [Global interview].

213. The institutional support from both GAIN and WFP as global co-hosts was seen to be beneficial, on a number of levels. From GAIN, a range of support is provided including senior leadership buy-in, human resources and legal support, access to other private-sector programme leads and access to fundraising support. From WFP, senior leadership support for the creation of new SBNs was seen to be essential for the new generation of SBNs that are emerging. WFP also has a longstanding relationship with DSM, a company that is represented on the SBN Advisory Group. DSM also provides direct support to national SBNs. This is a good example of strong alignment between the co-host, a global member company, and national SBNs.

### ***Governance at the national level***

214. Advisory groups at the country level were seen by respondents to be beneficial. In **Tanzania**, for instance, the development of a high-profile advisory group was seen to be critical to supporting the SBN, facilitating the reach of the pitch competition, and encouraging multinationals to engage with SMEs that can work on nutrition in Tanzania. In **Mozambique**, the Advisory board is chaired by President Agostinho Vuma from the Confederation of Economic Associations (CTA – a major Business Association, and SBN's key partner in Mozambique) and supported by four other key stakeholders from the business, academic and advocacy sectors. The advisory group is expected to meet twice a year to support the network growth and strengthening of its activities, and to deliberate and support efforts at sustainability. This can already be seen in actions taken by the advisory group in representing SBN in high-level meetings with government officials.

215. Where an advisory group was not present, such as in **Indonesia**, our case study argues that an advisory group would help strengthen SBN's appeal to other businesses by more assertively highlighting the platform's benefits and evolving the strategic plan to better support private sector initiatives. This view, however, can be tempered from the experience of **Zambia** where attempts to set up an advisory group did not work out, and one interviewee suggested that the in-country multi-stakeholder platform for the SUN Movement provided the best forum to help the SBN create most value.

### ***Structure of SBN in-country and hosting arrangements***

216. The presence of a full-time coordinator has been pivotal to progress at the national level. At the time of the fieldwork in **Zambia**, for instance, there was no full-time coordinator, which highlighted to the evaluation team the critical importance of an active full-time coordinator. As well as leading to a loss of energy/momentum in the network, this also meant that it was difficult to get a full picture of the network: there was no advocate or champion to make the case. The absence presents a risk to the network, despite the fact that there is goodwill to the SBN, itself a tribute to much of the early work prior to 2018.

217. In **Indonesia** there is no full-time dedicated coordinator and currently SBN secretarial activities must co-exist with the primary responsibilities of the relevant Indofood

staff. Consequently, it appeared that the network was only able to operate as an organiser/convenor of businesses investing in nutrition rather than a driver of initiatives. At present, costs of operating SBN Indonesia are borne by Indofood alone. Our case study nevertheless suggests that success in Indonesia has come about as the result of multiple in-country factors including:

- Axton Salim, Chair of the Indonesia SBN, sitting on the SBN Global Advisory Board and therefore being instilled with a commitment to and enthusiasm for the private sector's role in nutrition;
- Indofood being trusted by Bappenas (the Indonesian planning ministry) as evidenced by being requested to lead the network;
- the general high regard in which Indofood is held by the private sector;
- the nature of the membership (large corporates both local and multinational) which gives the network impetus and momentum;<sup>70</sup> and
- to date, access to resources (discussed separately below).

218. Our desk reviews noted the importance of the hosting arrangements. Leveraging of GAIN (and WFP) to broker introductions and provide links with key stakeholders was often critical at the outset. For example, in **Bangladesh**, the Ministry of Industries was brought on board under an existing agreement and now hosts the SBN. In **Kenya** there was no dedicated coordinator at the outset, with indications that the responsibilities were undertaken by GAIN staff on top of their existing project workload.

219. SBN has clearly capitalized on the momentum (and goodwill) generated by GAIN's work in **Mozambique** around nutrition and their engagement with the private sector. This includes access to GAIN's nationwide database of businesses interested in / related to nutrition, building upon their Community of Practice activities embedded in the provinces, linking companies to direct technical assistance and funds supporting nutritious food-related investments, and strengthening relationships with key donors and government agencies interested in supporting a business network. However, with only one full-time SBNMoz employee complemented by part-time support from other GAIN staff, **the network's growth has been limited to the ability of what one very capable Manager can do**, who is already working almost seven days/week.

220. The supportive / catalytic role of the co-convenors WFP and GAIN was also in evidence in both **Tanzania** and **Zambia**. In Tanzania, a report<sup>71</sup> was commissioned on access to finance (and other technical needs) for SMEs within the country, providing a level of detail about SME requirements that is unlikely to have been provided by the SBN coordinator acting alone. In Zambia, a project plan<sup>72</sup> was developed to strengthen linkages between Arla Food Ingredients and Tetra Laval, in partnership with GAIN Nordic and the national WFP-facilitated SBN. If these resources are indicative of the level and quality of

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<sup>70</sup> Whilst workforce nutrition programmes implemented by these companies in Indonesia inevitably reach a substantial number of employees and their families, country-wide, this still only provides a limited reach in the context of overall population and geographic distribution.

<sup>71</sup> An assessment of financial and technical assistance needs of small and medium enterprises in the food and nutrition value chain in Tanzania, by Africa Insight Advisors.

<sup>72</sup> GAIN Nordic Partnership Application: Inclusive business model to increased consumption of safe and nutritious diets in Zambia. (Confidential project plan, provided to the evaluation team)

market insight and project planning support available to national SBNs from GAIN, WFP and the global SBN team, they are an important explanatory factor in the network's performance.

221. The relationship between an in-country network and its host does have its challenges. In **Zambia**, there appears to be a tension between the priorities defined in the national SBN Strategy and the direction defined within the WFP country office's new Country Strategic Plan. It is worth noting that the Zambia Strategy has been revised to ensure alignment with the Country Strategic Plan within the last 12 months, but it is too early to say whether SBN members will find that these new priorities align with their business priorities and needs.

222. In Mozambique, SBN's very close relationship with GAIN (and its registration as a sub-component of a GAIN project) has potentially limited receiving full support and strategic guidance from its other co-convenor, WFP. Although these tensions were noted by all organisations, including a number of donors/government agencies, it appears that the status quo is acceptable and manageable. However, the evaluation team believes that SBNMoz's objectives, especially Advocacy, could be more effectively achieved with more technical assistance and regular interaction with WFP.

### ***Quality of Monitoring, Evaluation and Learning***

223. Since the outset, SBN has promoted a strong culture of learning, and course correction based on experience. It has participated in a number of evaluations, actively engaged with the findings, and reshaped its approach based on these findings. The extensive steps taken to revise and redesign the global and national logic models is a case in point; as is the fact that there have been multiple re-launches of the Network in certain countries, and testing innovation through pilots and learning from it (see discussion under EQ2 – section 4.2 above – with regards to the work being done in Nigeria on trans-fat replacements).

224. Reviews that influenced SBN thinking<sup>73</sup> include:

- 2015 ICE Evaluation (2012-2015)
- 2017 GAIN self-assessment evaluation (2012-2017)
- 2017 MDF independent evaluation of GAIN SBN (2012-2017)
- 2017 GAIN Final Report of Dutch Direct 1.0
- 2017 WFP SBN Zambia membership survey
- 2018 SUN Movement Mid-Term Review

225. At the national level, the evaluation team identified examples of good practice with respect to learning. In Mozambique, for instance, during the annual meeting an opportunity is provided to assess progress with the participation of the membership. SBNMoz has also extended invitations to the other SUN platforms to participate and this has brought about a reciprocal process (with SBN now also being invited to meetings of other networks). Feedback to the evaluation by persons interviewed highlights that these events have

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<sup>73</sup> Although not for public consumption, the Evaluation Team have seen an SBN Internal document that lists and describes more than 40 actions taken by SBN in response to findings from the evaluations listed.

underscored a growing number of members and a growing awareness of nutrition priorities among private sector companies. However, specific areas of learning were not mentioned. Some comments suggested that the annual meetings may be too formal and too high-level to allow for meaningful interaction between members.

226. Global interviews, the case studies and the desk top studies all highlight that within SBN there is an effective **Monitoring and Evaluation** (M&E) system, albeit we do note some challenges with the system below. Of concern is that M&E is not systematically applied, coordinators do not seem to be using the system to help improve performance, and at present the system is largely focused on inputs and activities. Our assessment is that the M&E system is ambitious and well-intentioned, but perhaps too optimistic both about available data and about the amount of time SBN coordinators and others have available to use the system. Moreover, as we also note below, it is unclear how far the data captured by the M&E system is validated.

227. Annex 5 provides a detailed assessment of eight functional areas of the SBN M&E system. In doing the assessment we noted a number of strengths of the system including:

- M&E responsibilities at the global level have been identified and assigned.
- Databases, including standardised templates, have been well designed, albeit they require considerable time to populate.
- Interviews found that the Global Team are responsive to any challenges identified during the report back process.

Annex 5 also highlights the following weaknesses:

- There appears to be little training provided to coordinators on the use of the national databases, albeit we did observe written instructions/guidelines pertaining to the database.<sup>74</sup>
- It does not appear that there is any attempt to verify whether information submitted by coordinators is accurate.
- Data needs to be systematically collected to lend itself to statistical manipulation<sup>75</sup> – as it stands at present, despite all the different activities that have been rolled out, we simply do not know which members are participating in the activities (for example, is it the same members every time, different members, new members?).

228. The national M&E database template being used in country has been developed through an iterative process with assistance from the GAIN KL team, albeit it is not mandatory for countries to use this template (which does unfortunately negate any ability to aggregate data as many have yet to complete the database). The Global Team have attempted to encourage coordinators by prioritising 'must have' data points versus 'nice-to-have' data points within the database to ensure some consistency of collection, but this has

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<sup>74</sup> Important to realise that 'databases are not mandatory for SBN countries as a tool to use. Some networks began using the template (Nigeria, Tanzania, Mozambique) and saw the value of the tool. Process of developing the template has been iterative and involved the national SBNs. Provides a database to pull information from as needed when discussing with donors/the secretariat [Global interview].

<sup>75</sup> As was noted in EQ2 (section 4.2), for example, networks report the number of members who have signed up, but it is unclear as to what signing up actually means, nor is it clear how up to date membership lists are.

yet to materialise judging by how few of the coordinators have managed to submit their returns to date.

229. The national SBN database was developed as a standard template to capture information about members and stakeholders. The database is integrally linked to the logic model and results framework and provides mechanism to track activity. The intention is to collect annual survey data to update the database in order to track outcome data at the level of commitment progress and partnership formation.

230. In theory, the system makes reporting on metrics easier. According to interviews, the database was developed in response to requests from national members for a place to store data, and from the Global Team for information about who the members were and what they were doing. As one respondent noted, *"We had this estimate of 400 members globally – but who are they? And what are they doing to drive forward SBN's mission?"* [Global interview]. To date seven countries are using the database (including **Bangladesh** and **Kenya**), and in **Pakistan** the nascent network has as one of its immediate priorities to develop an M&E framework.

231. Case studies found a mixed picture with regards to utility of the M&E system. In **Zambia**, for instance, there is some monitoring activity under way and we were able to see progress reports from both the acting coordinator and the donor,<sup>76</sup> though these reports mostly focused on inputs and activities rather than outputs or outcomes. Moreover, the reports were either directly prepared to account for initiatives funded by Irish Aid, or they were reports prepared by the Nutrition Unit within WFP.

232. In **Indonesia**, where the logic model approach has not been used, the network is not an active participant in the SBN M&E system. Generally speaking, data collection and target setting are not used by SBN Indonesia, except for their participation in the Joint Annual Assessment, on behalf of Bappenas. It is SBN's belief that since this is seen as a voluntary commitment by members, no accountability or tracking can be required for reporting purposes. However, individual companies interviewed in Indonesia reported conducting pre/post assessments to analyse success and impact of pilot nutrition programmes for their own learning agenda.<sup>77</sup>

233. Previously, members recorded information on beneficiaries targeted and impact delivered according to the three strategic activity areas in an Excel spreadsheet that was collected annually by SBN for Bappenas. However, it was believed that this tedious process did not benefit any of the companies, so instead an annual Member PowerPoint report on results achieved is submitted by some member companies to the government. This report is also used to promote SBN member activities at nutrition events and among stakeholders. These reports do not indicate any targets or dedicated budget or investments for programmes.

234. Whilst the results framework for the global SBN was known but not utilized in **Indonesia**, this is not to imply that they cannot see the benefit of the system. In sharing

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<sup>76</sup> See for instance WFP (2018) 3<sup>rd</sup> and 4<sup>th</sup> Quarter Report 2018 prepared by the Nutrition Unit, or the most recent presentation by the SBN to the Multi stakeholder Meeting, Government Complex (16 July, 2019).

<sup>77</sup> The results of these assessments were not shared with the fieldwork team, albeit references to them were made in several of the interviews.

the database tool and reviewing other guidance documentation on measuring and evaluating impact, SBN Indonesia acknowledged the benefit of tracking such information but did not see the practical or feasible application of collecting this on their network at the present time.

235. In **Mozambique**, SBN has just started to collect and populate data in the National Database. Although in-country respondents claim it is too early to tell, the perception is that the dashboard might be overly complex and has a considerable disadvantage of not allowing for disaggregation by province, which is important in a large country like Mozambique with significant regional and local variations. It was noted that this tool appears good at tracking activities but might be limited at indicating impact. In addition, Mozambique has struggled to get certain financial information out of companies because of concerns about confidentiality of the information and lack of clarity on the added value of the information provided (and the membership of the platform).<sup>78</sup>

### ***SBN Funding and Sustainability***

236. Predictable funding for SBN has not always been the case, and this has affected SBN's progress in several countries. Over the period under review, SBN has not been able to secure predictable funding in several of the countries reviewed as part of desktop studies, including:

- Bangladesh – initial funding was inadequate. Initial funding received for a year only.
- Kenya – funding secured for a year and a half of implementation. No certainty beyond.
- Pakistan – GAIN funded start up. Expected fund raising from business did not eventuate. From 2016 to 2018 the network lay dormant. A second tranche of funding has now been secured and the network is restarting, including recruiting a new coordinator.
- Malawi – initial funding from WFP to develop a strategy. Now awaiting further funding. In meantime the network implementation is on hold.
- Sri Lanka – initial funding for up to two years from WFP from own resources. No clarity or assurance on subsequent funding.
- Nigeria - funding has also come through from UNICEF and UNICEF has included in their 5-year plan that they will support the implementation of SUN activities in Nigeria including the SBN.

237. By contrast, in Zambia several donors have funded the network. Irish Aid – which sees potential in SBN Zambia – is to provide significant funding over the next five years, and BMGF is providing resources to support the Good Food Logo.

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<sup>78</sup> A condition of official membership is to share financial and company data so SBNMoz can track progress of nutrition impact for GAIN, SBN Global, and the Government of Mozambique and thus prove the business case. Enrolment in the SUN business network thus comes with the request to fill out a set of seven forms of which SBNMoz has required three in practice. Because these forms were not required initially, SBN is now returning to the companies that initially signed up to request that the forms be completed.

238. Moreover, the prospects for the network as a whole look more promising, despite the perception that donors are likely to be more willing to fund a civil society network than one associated with the business sector. As one respondent noted:

*"Just about to receive funding from EC [European Commission], has been a complicated process, but they are funding SBN through SUN Pooled Fund. EC had to have confidence in SBN's model and had to get buy-in from other donors in pooled fund. The other week, it was all nodded through, zero comments or clarifications required from other donors. SBN is seen as a secure investment. Thinking about five years ago, only the Dutch supported it. There were too many Qs around role of business in nutrition. SBN is seen as a safe pair of hands in donor community, in a complicated world."* [Global interview]

239. Several donors have however supported SBN through funding for global coordination as well as for individual country programmes. Funding has been pledged from the European Commission<sup>79</sup> and already received from the Netherlands.<sup>80</sup> Funding has also been secured at country level through DFID and Irish Aid.

240. From the EC, SBN has received EUR 3m, which will provide support to 12 countries for the two years 2019 and 2020 (albeit it might be extended until mid – 2021). The Dutch government have provided USD 2.1m for global support and USD 584K for Nigeria for period July 2017 to December 2020, in addition the Dutch will also be supporting platforms in Tanzania and Pakistan.<sup>81</sup>

241. The challenge for SBN, as the Global Team are well aware, is that without steady, dependable, predictable resources especially to the country SBNs, the network will not realise its potential. It will also be harder to convince business of the SBN unique value proposition if its activities are stop-start while awaiting the securing of ongoing and sufficient funding. Moreover, the absence of assured ongoing resources into country SBNs is likely to impede efforts to secure and keep good country coordinators.

242. SBN's global secretariat estimates that a national SBN programme costs around USD 50k per year. There are currently around 25 active and nascent SBNs with "2-3 requests for new countries every quarter". SBN will also soon plan for a new strategy for the five-year term 2021-2025. An illustrative resource need – reflecting some degree of future predictability – covering, say, 35 countries and spanning three years of the five-year strategy term would amount to USD 15.75m (USD 150 x 35 (countries) x 3 (years)) plus global coordination costs, plus strategy development investments.<sup>82</sup>

243. It is not inconceivable that funding of the order of USD 20m will be required for three years to establish SBN on a firmer footing rather than to have it surviving on a hand-to-mouth existence. To some extent SBN has already taken steps to help raise part of this amount (a figure of USD 4.5 million was shared with the evaluation team). It is understood that GAIN and WFP are committed to joint fundraising. This is to be lauded. This collaboration should be channelled towards an effective multi-pronged resource mobilization

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<sup>79</sup> EC Proposal – EC Top Line Budget v.6 26.06.2019

<sup>80</sup> Dutch Proposal – Dutch 2.0 Total Budget for SUN-GL and SUN-NG

<sup>81</sup> Dutch Proposal SUN Global Team Project PIP 2017-2020

<sup>82</sup> Email from SBN global team, 02.10.19

strategy. It is beyond the remit of this evaluation to provide specific recommendations on how this might be fashioned. However, it may encompass a full resource needs assessment across countries to be supported covering the next strategic period 2021-2025, an 'Investment Case' (which articulates the unique value proposition) and an accompanying strategic plan to secure resources (for example, from major donors, domestic resources including major corporates, private foundations). Resource mobilization needs to be strategic rather than opportunistic.

244. We also recognize that this view is already inherent in SBN thinking. For instance, the EC draft proposal notes "In the short term, throughout operation of national SBNs and engagement of the local private sector, these national platforms will explore means to shift to a longer-term funding structure. Models might include but not be limited to a membership paid system, in country sponsorship or local donor funding, or after establishment, alignment with an existing chamber of commerce or business association structure."<sup>83</sup>

245. Nevertheless, further effort will be required for effective resource mobilization at global and national level and a diversification of sources (blended finance; commercial investments, foreign direct investments, official development assistance, philanthropic funding and so on), especially to tap the private sector itself. As one respondent noted, there is a need for SBN "to fundraise more and differently. Maybe if we had more private sector leadership in the planning process earlier, this may have helped with fundraising" [Global interview].

246. However, as already indicated above, there has been some degree of inefficiency arising from funding interruptions. Mothballing of a network once established is an extreme example of inefficiency. Examples include the mistakes made in Kenya and in Pakistan – resulting in stop-start roll out – which are acknowledged by SBN management, and strategies being developed in both Malawi and Bangladesh without a clear sense of ongoing funding.

247. Funding uncertainty, including short-term or insufficient resources, will inevitably lead to inefficient operations, even after a country network has been established. We would certainly concur with respondents who noted that without a good country strategy and a dedicated full-time coordinator, it will be difficult to achieve results on a sustainable basis. We would add to this, predictable multi-year funding. We discuss this further below, when looking at possible alternative models to achieve scale and sustainability.

### **Summary of enabling factors**

**Table 12 Summary of enabling factors**

<b>Factor</b>	<b>Comment</b>
Being part of the SUN Movement	<ul style="list-style-type: none"> <li>• Convening powers important, but varies widely and dependent on the effectiveness of the focal point</li> <li>• In-country SBN has benefitted from relationships with other SUN networks</li> </ul>
Global Team	<ul style="list-style-type: none"> <li>• Strong team, well linked to countries</li> </ul>

<sup>83</sup> Excerpt from EC draft proposal – Annex 1 – SBN Description of the Action 2019-2021 26.06.19f

Factor	Comment
	<ul style="list-style-type: none"> <li>Nascent networks have benefitted from direct involvement of SBN Global Team</li> </ul>
Governance	<ul style="list-style-type: none"> <li>There is benefit to be had in an advisory group, with strong private sector involvement, but only if the advisory group is used effectively (e.g. asked to provide advice on strategic matters)</li> </ul>
Hosting arrangements	<ul style="list-style-type: none"> <li>Globally, GAIN and WFP were seen to be effective co-hosts for SBN.</li> <li>Nationally, a case can be made for GAIN and WFP to provide catalytic support for the set-up of SBN (though as Indonesia demonstrates, their role is not essential). It is harder to make the case for GAIN and WFP to act as hosts for SBN on an ongoing basis since it limits the degree of private sector ownership.</li> </ul>
Monitoring, Evaluation and Learning	<ul style="list-style-type: none"> <li>A strong M&amp;E system ensures evidence-based decision making (including effective course correction), but only if the system collects valid data routinely and it is actually seen to be useful in helping to improve performance</li> </ul>
Funding	<ul style="list-style-type: none"> <li>Funding predictability is critical in ensuring lasting impact</li> </ul>

## 5. Conclusions and recommendations

248. The structure of this chapter is as follows:

- The first section ("Conclusions and issues for SBN") draws wider conclusions from the findings and gives the evaluation team's perspective on the key issues SBN faces going forward;
- Secondly, we give a set of practical recommendations for the global team to consider; and
- Thirdly, we provide a reflection on the strategic options for an evolution of SBN over the next five years.

### 5.1 Conclusions and issues for SBN

249. The critical questions the evaluation set out to answer were to i) 'assess the relevance, internal consistency, and feasibility of the theory of change at the global and national levels', and then to ii) 'assess progress across the impact pathway, from output through impact level'.

250. With respect to the first question, the evaluation found that the purpose of SBN appears generally appropriate, though with some caveats. Without the proactive and expert engagement of the global SBN team, it seems fair to state that there would not be national networks organising business around the specific topic of nutrition at national level, and that the global team is instrumental in making this happen. As an indication of the health and perceived value of the SBN by business, in early 2019 20 global companies reconfirmed their engagement.

251. However, there are some differences in emphasis around SBN's strategic purpose, and in the absence of an overarching single document or strategic purpose statement it was sometimes difficult to pin down a consensus view. Some interviewees emphasised the key role of the SBN in providing a 'neutral platform' to bring multiple stakeholders together around recognising and supporting the role of the private sector in nutrition. This is a *politically* complex role for national SBNs requiring, among other things, ongoing engagement with multiple non business stakeholders, in order to generate buy-in, raise awareness and sensitise others to the fundamental role of food producers and other companies in improving nutrition. Other interviewees focused more on SBN's key role in meeting the needs of member companies at both global and national level. This is a *technically* complex role for national SBNs involving issues such as increasing access to finance and match-making supply and demand on technical assistance and business development support.

252. Our reflection on the UVP of SBN found that whilst at global level it is mostly robust, it is less coherent at the national level. We found that whilst this does not undermine the strategic purpose of SBN, there is need for better clarity at the national level to help it work more collaboratively with others who might be better placed to undertake certain functions and allow SBN to focus on in-country work only it can do.

253. With regards to the second question, we found that at the global level the implementation of the strategy has been relatively successful. Along the three key impact pathways of the global logic model progress has been solid. Successful interventions (such as restructuring the approach to global membership, leveraging finance, the pitch competitions, and promoting meaningful linkages for nutrition-related TA and business development services (BDS)) are all likely to contribute to impact.

254. Along the key impact pathways of the national level progress there have been some noticeable positive changes to which SBN has contributed. These achievements included platforms being created; engagement happening between the private sector and relevant government agencies and business associations; partnerships and linkages being created to address TA, BDS and financial needs of businesses; and businesses are making commitments to address nutrition (albeit it is not known how many businesses at the national level have met these commitments). Other outcomes such as increasing production of nutritious foods and adopting responsible practices around nutrition have had limited uptake across the 10 countries we examined, albeit a small group of countries (such as the pilot studies with SME producers on trans-fat replacement in Nigeria and Pakistan) have started activities that could lead to these expected outcomes.

255. A range of multi-faceted factors contribute to the performance of SBN, albeit not all have a positive effect. Factors that enhance success include being under the broader SUN movement (at both global and national level), the effectiveness and quality of the Global Team in providing tailored support to the country networks, the governance of SBN (at the global level through the advisory group and the operations committee, and through advisory boards established at national level), the presence of a full-time coordinator at national level, leveraging off GAIN and WFP presence in-country, and predictable funding (especially at national level).

256. Factors that have undermined progress across the causal pathways include the absence of factors listed above (e.g. weak SUN Movement focal point in-country, or the absence of an advisory board in-country), erratic funding at national level, and staff turnover within host institutions (notably WFP in Zambia).

257. We note that limited resources are available at national level to execute highly ambitious strategies. In considering the scale and urgency of the global nutrition challenge, the work of SBN is a strong step in the right direction and it can be seen as a pivotal player in helping the private sector understand their role. We saw evidence of companies beginning to take this role seriously. The challenge is for these few examples to become the new norm, otherwise the work of SBN may ultimately only be scratching the surface of nutrition challenges. SBN's long-term success and impact depend on the creation of a 'virtuous circle' whereby success, and the reasons for success, spread among national networks and have a chance of moving from the capital cities out to the most marginalised and remote rural areas.

258. The SUN Movement as a whole, within which SBN is nested, is currently reflecting on what it can do to make a meaningful contribution to the SDGs and the six interim World Health Assembly approved 2025 interim SDG targets. Moreover, SBN itself is giving consideration to its next iteration (SBN 3.0, for the period 2021-2025). The next period for all the networks is critical. In thinking about SBN's role in this critical reflection process under way in the SUN Movement, thought will need to be given to how SBN can continue to improve performance at the national level. Whilst not a recommendation per se (and linked to our discussion of potential models of SBN as it evolves in the future in section 5.3 below) SBN needs to consider developing a five-year strategy with a focus on making national SBNs more effective, on the back of which and to facilitate this process a more ambitious resource mobilization strategy is needed to ensure national networks are not operating on a restricted budget and have reasonable tenure.

## 5.2 Recommendations

259. Please note that the following recommendations are ultimately open to further interpretation and clarification. We suggest that they are primarily for SBN’s Global Team (the case studies each provide a set of recommendations for the respective SBN coordinators to reflect upon) and should be considered as part of the critical reflection process SBN is currently engaged in. We have synthesised the recommendations based on a wide range of information; however, we recognise the complexity of the operating context for SBN at global and national levels. There may be good reasons, for example relating to political economy considerations or past experience, why it may not be feasible to implement all of the recommendations.

#	Issue	Findings	Recommendation & Specific Actions
1.	<b>Strategy</b>	<p>The core strategic purpose of SBN generally remains strong but it might need to be revisited, not least in the light of new entrants at global level.</p> <p>The review also noted tension about the extent to which SBN can be a neutral platform, but at the same time be led by the private sector.</p>	<p>Revisit SBN’s strategic purpose, including:</p> <ul style="list-style-type: none"> <li>a) Resolve or balance the tension between ‘offering a neutral platform’ that is sometimes ‘led by the private sector’, further unpack the complex mix of political and technical functions that this implies, and be clearer about how to balance these functions at global versus national level.</li> <li>b) Explore whether greater impact (and political acceptability) might flow from more effectively recognizing and embracing the needs of SMEs rather than large companies at the national level.</li> <li>c) Working more collaboratively and coherently with existing partners at national level (such as those within the SUN Movement and the nutrition sector more broadly) who might be better placed to undertake certain functions (e.g. enabling environment issues) and focus more on the work only SBN can do.</li> </ul>

#	Issue	Findings	Recommendation & Specific Actions
2.	<b>Logic Models</b>	<p>Both the global and national logic models make sense and are being used in creative ways. However, the review identified several missing steps in the causal pathways, not all the work being conducted by SBN is reflected in the models, and neither of the two models is accompanied by an explanatory narrative. Additionally, they do not align with each other and it is unclear how the causal pathways of the global model underpin the pathways spelt out in the national logic model.</p>	<p>a) Document the intention behind both logic models, and have some clear guidance associated with how, where and when they are best used, for what purpose, and the extent to which they can be adapted. Coordinators should be reminded to use the national logic model as a guide, and where applicable work with the Global team to identify which pathways make better sense, which pathways will be prioritised, and which pathways may be followed at a later date.</p> <p>b) In addition, address the gaps in the logic models, such as.</p> <ul style="list-style-type: none"> <li>i. Defining 'partnerships' and 'enabling environment' elements more clearly, and possibly more narrowly.</li> <li>ii. Emphasising the pitch competition and the work around building investment pipelines.</li> </ul>
3.	<b>Governance</b>	<p>There were several examples of strong national-level advisory boards, and other countries should certainly consider them, but the experience of some of those involved in the global advisory group, and in Zambia, suggests that some care needs to be taken in the set-up, staffing and management of these groups if they are to be most valuable.</p>	<p>a) National SBNs should each establish an advisory group, with strong private sector involvement, but only if the advisory group is to be used effectively (e.g. empowered to challenge, to provide strategic guidance and to engage with broader SUN network and government policy makers).</p> <p>b) Advisor selection should represent key implementing partners and strong, reputable organisations that could provide further credibility and reach for the SBN.</p> <p>c) And in some cases, a more informal structure or another structure may be more appropriate for ensuring mutual accountability, such as the SUN multi-stakeholder platform.</p>

#	Issue	Findings	Recommendation & Specific Actions
4.	<b>Implementation</b>	<p>Where national strategic plans have not been clear (or in some cases have been absent), this has led to only partial delivery of SBN's strategic intent.</p> <p>A good example of the implementation of the national logic model has been in Mozambique. It is adapted and aligned to a strategic plan that speaks to the specific needs in Mozambique, and is being delivered in an unfavourable enabling environment.</p>	<ul style="list-style-type: none"> <li>a) Despite significant, growing demands on the global SBN team, we encourage regular check-ins with SBN coordinators individually and to ensure that all work is as focused as possible. Possibly an informal indicator and simple checklist could be developed to enable the team to quickly turn down global-level opportunities that are not likely to add value to nutrition-focused SMEs in-country, and to focus efforts most strongly in the most promising areas.</li> <li>b) Clearer articulation of goals and targets at country level is needed, and preferably as part of a clear and concise country strategy.</li> <li>c) Ensure an (annual) action plan is developed to effectively implement the strategy and drive impact forward. This plan MUST be practical, prioritized and narrower in scope to ensure limited resources can make measurable impact versus national networks trying to mirror (and getting overwhelmed by) the overarching global strategy.</li> <li>d) Learning from Mozambique experience, and their use of global tools and guidance, should inform the creation of other networks.</li> </ul>
5.	<b>Support Tools and Guidance</b>	<p>Where the global tools, support and guidance have been implemented at national level, there has been good progress along the logic model, perhaps most notably in Mozambique, and in respect to the pitch competitions.</p> <p>Understandably, most of the communication channels are between (part of) the SBN global team and the national SBN coordinators, but when coordinators change at national level sometimes the 'institutional memory' is lost.</p>	<ul style="list-style-type: none"> <li>a) Global Team to ensure that the tools are all available and SBN stakeholders know where and how to access them, and who to follow up with on questions.</li> <li>b) Where applicable for Global Team to diagnose where, when, how and why tools and guidance are not being used.</li> <li>c) Ensure there is awareness at the national level of what exists and how it might benefit the networks by showcasing at events, regional calls, and via on-line updates.</li> <li>d) Ensure each network has a repository of all tools and guidelines, and that appropriate 'handover'/induction happens with new/acting coordinators.</li> <li>e) Regularly survey networks to determine what additional tools/adaptations of current ones would best serve their needs.</li> </ul>

#	Issue	Findings	Recommendation & Specific Actions
6.	<b>Partnership and Networking</b>	<p>SBN is, in principle, an integral part of the SUN Movement, but in practice, it is not always fully connected. Where strong connections with the SUN Movement have been made, such as in the case of Indonesia, there are clear benefits. Where connections are weaker, such as at the global level, or in countries where the focal point does not support business engagement in nutrition, there are clear challenges.</p>	<p>a) Before establishing new SBNs, ensure that the SUN focal point is fully supportive and aware of the strengths and benefits of the business network, and co-develop an awareness and integration plan for coordination among all existing networks. If the SUN focal point is weak (or not aware of the potential role of business), then SBN, including the global SBN team, should make more effort to emphasize collaboration from the outset and potentially to get clearance for direct, cross-network coordination.</p> <p>b) <b>Either</b> SBN coordinators should be supported to become partnership brokers in order to identify, develop and manage strategic partnerships, <b>or</b> this should be dropped as a strategic intention and the focus should become purely around technical assistance and matchmaking between large companies (and other stakeholders) and SMEs.</p>
7.	<b>Monitoring, Evaluation and Learning</b>	<p>While reporting is effective at the global level, there are noticeable gaps in reporting at national level. For instance, whilst coordinators have monthly calls with the SBN global teams the calls are not documented. This suggests that at national level the decision-making is not always evidence-based and the fact that it is often unvalidated makes it difficult to draw firm conclusions from it.</p> <p>The approach to reporting and tracking of activity by SBN, using mostly numerical summaries that sometimes lack qualitative context – while understandable – makes it difficult to assess progress or results, and risks not doing justice to the considerable range of activity and work under way.</p> <p>There appear to be seven different in-take data forms members are supposed to complete. This process seems overly complicated and is not being implemented at country level.</p>	<p>a) Monthly calls with coordinators should be documented to support lesson learning and to track whether or not follow-up actions identified during the calls have been implemented.</p> <p>b) Coordinators need to be provided with better training on how to use the system, provided with an explanation on why the system is useful (i.e. because it helps to improve decision-making), and also given an indication of the indicators that are critical vs. 'nice to have'.</p> <p>c) A process needs to be established to validate data captured at national level to ensure it accurately reflects the current situation.</p> <p>d) Developing more narrative text or 'contribution stories' to explain the data in results frameworks indicators may help to provide a more meaningful picture of how activity is leading to results.</p> <p>e) Data needs to be systematically collected to lend itself to statistical manipulation. Consider whether there is a way to streamline data collecting efforts, and whether the right data is being collected at the right level.</p>

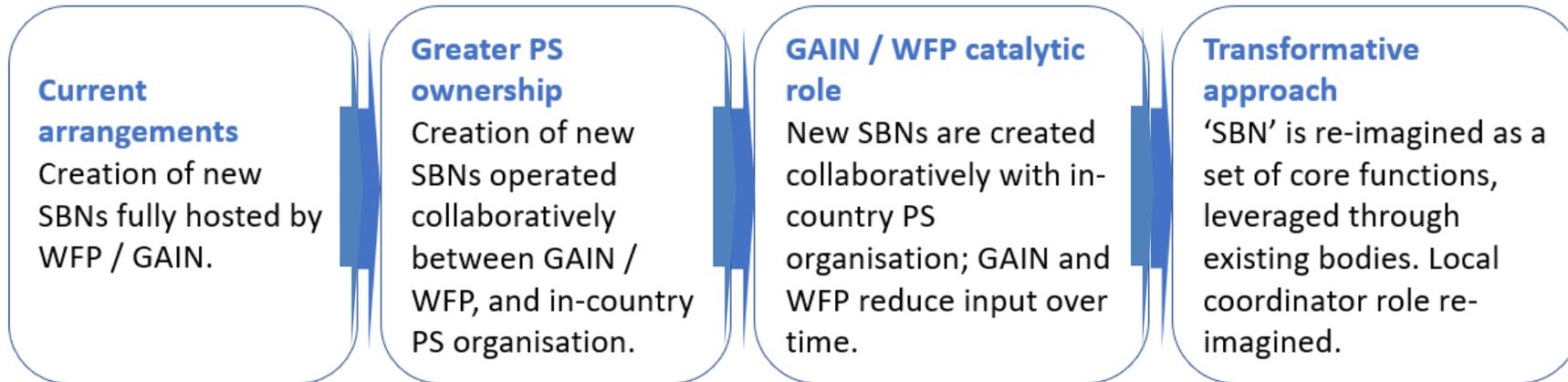
#	Issue	Findings	Recommendation & Specific Actions
8.	<b>Funding</b>	<p>Given the vital contribution to addressing nutrition challenges, the need to engage the private sector is not in question. However, SBN will limit its impact unless the resources available to it to back up its ambitions are sufficient, predictable and sustainable to operate in multiple countries at scale.</p> <p>There appears to be growing interest in SBN among donors.</p>	<p>a) As we approach the 2021-2025 strategy period, this is an opportune time to plan for more secure long-term funding. There is therefore a need for an effective multi-pronged resource mobilization strategy to ensure predictable multi-year funding. SBN may wish to establish a resource mobilization committee to drive this effort. It should include (be jointly led by) private sector representation.</p> <p>b) We would encourage donors to provide at least some core funding for SBNs for up to five years, since realistically this is the time that it takes to establish a mature SBN under the current model. If multi-year funding of this nature under the current model is not possible, it may be necessary to diversify funding sources (including from large companies) and / or explore an evolution of the SBN approach.</p> <p>c) SBN should not be afraid to propose models whereby the private sector helps fund the operations of the secretariat. In both Indonesia and Mozambique, some of the larger key corporate members said they would be willing to pay fees, second staff or assume some of the responsibilities.</p>
9.	<b>Supporting national SBNs</b>	<p>The work of the global SBN team is in many ways exemplary. The quality of thought behind the work is not always visible at country level (beyond the national coordinators), which limits the opportunities for implementation.</p> <p>Several SBNs' flexibility for implementation appeared limited by their physical hosting arrangements.</p> <p><i>Additionally, the three case studies attached to this report contain a detailed set of country-specific recommendations.</i></p>	<p>a) Create more communications channels, for example between SBN members in different countries; between national SBN member companies and the global team; between global SBN members and local SMEs; and between global SBN members and other parts of the SUN Movement.</p> <p>b) We also encourage stronger connections between national coordinators wherever possible, for example to share reports and guidance available from the global team directly with each other, if this does not already happen. Continue/increase convening coordinators at regional and global events.</p> <p>c) Explore possibility for housing SBN in a non-funding host location (ideally one that provides better access to the private sector or other key implementing partners).</p> <p><i>d) Work closely with the three national SBNs profiled in Volume II of this report to implement recommendations as appropriate.</i></p>

#	Issue	Findings	Recommendation & Specific Actions
10.	<b>Linking TA and BDS more strongly to SME needs</b>	There was good evidence of SBN creating better access to finance for SMEs, for example through pitch competitions or Mozambique’s COPs. There was less evidence of SBN providing TA and BDS directly to SMEs, though there were some very promising signs such as the market intelligence provided for Tanzania and the trans-fats projects in Nigeria and Pakistan.	<ul style="list-style-type: none"> <li>a) Continue to explore the options for increasing access to finance for SMEs, but make a stronger case to other SUN networks for why this work should be done through the SUN Movement.</li> <li>b) Ensure a clear linkage between the commitments made by SMEs when they sign up to become SBN members and the range of TA and BDS available from global companies.</li> <li>c) Continue to finalize TA commitments from global members and add new ones according to specific national needs.</li> </ul>
11.	<b>Value proposition</b>	Generally speaking, there was consistency among the global team about the value proposition offered by SBN, though this may benefit from further reflection on the basis of recent ‘new entrants’ at global level. The good relationship between the global SBN team and others working in this area is a good basis to continue to refine focus and value proposition. At national level, however, the UVP was not as clear.	<ul style="list-style-type: none"> <li>a) Keep the global SBN’s strategic purpose under regular review in light of the rapidly evolving global context.</li> <li>b) A clear, concise and flexible UVP is needed at national level, which articulates the core purpose of SBN in-country, specific to each context.</li> </ul>

### 5.3 Strategic options for an evolution of SBN

Figure 8 Strategic options for an evolution of SBN

...by 2025?



*Increasing potential impact; increasing private sector ownership; increasing complexity; increasing connection to marginalised groups; decreasing control by GAIN / WFP*



260. Given what we know about progress, context, what works and what doesn't, we can take a step back and consider whether SBN is doing everything it can to maximise chances of contributing to the SDGs. On the basis of this evaluation, we consider that it is possible for SBN to evolve in ways that enable it to create more impact. Figure 8 above summarises what this evolution might look like, and each stage is discussed in more detail below.

261. With each of these stages we see potential for greater impact because the SBN becomes more embedded in national structures, it looks for opportunities beyond capital cities to other areas, particularly rural; it increases the chance of connection with the most marginalised groups with least access to nutrition at the moment. But each stage also involves greater complexity and less control for GAIN and WFP.

### ***Current arrangements***

262. New SBNs are created from the ground up, supported by the global SBN team. Over time, once the value of the SBN has been established, a private sector organisation may be approached to assume greater ownership of the national network.

#### ***Pros***

263. Currently SBN's core strategy is based on creating new in-country networks and strengthening existing SBNs. This is underpinned by a coherent, established methodology; funding has been secured for this approach from multiple donors, and the global team is set up to deliver this model. The logic models broadly reflect and support this strategic approach, with the caveats noted in the table in section 5.2 above.

#### ***Cons***

264. Establishing new networks is time- and labour-intensive. The incubation process takes at least five years, and only Mozambique is moving close to the 'outcome' end of the logic model. Funding is only secured for three years, whereas it appears to take around five years for a network to approach self-sufficiency and funding sustainability.

#### ***Likely outcomes***

265. Continuing with this phased approach, 2025 may result in a few more mature networks at the most advanced level seen during this current evaluation, with several other networks only just getting up and running.

### ***Greater private sector ownership***

266. The next possible stage on this evolutionary spectrum is to move to greater ownership by the private sector, but GAIN and WFP remain as co-hosts on an ongoing basis. When new networks are set up, there would be some informal agreement with a suitable local private sector organisation (business association, incubator, company, etc.) from the outset.

#### ***Pros***

267. This would extend the existing methodology and might draw on the experience of either Mozambique (which is forming a partnership with a local business association) or Indonesia (where a large company has agreed to host the SBN). This could potentially increase the perceived value of the SBN by companies and again would require only small

adjustments to the logic model. It would reduce the risk of duplication of effort and the risk of 'yet another platform' being created at country level.

### ***Cons***

268. This approach is quite similar to the first option: it is time- and labour-intensive, the incubation process still takes several years, and results take a long time to materialise. It also depends on the presence and identification of a suitable private sector organisation with potential for a strong strategic alignment to SBN.

### ***Likely outcomes***

269. By 2025 there may be a few more networks at the most advanced level of the present day than would otherwise be the case.

### ***GAIN / WFP catalytic role***

270. The next stage of evolution from current arrangements would be where GAIN or WFP are playing much more of a catalytic initial role, with a stated intention to step back after a defined time (potentially 18 months to two years). A local private sector organisation is identified from the outset, on the specific understanding that WFP and GAIN will take a step back after the agreed period.

### ***Pros***

271. This helps to make best use of the core competencies of GAIN and WFP, and it also uses existing in-country private sector structures. This gives the networks a better chance of sustainability from the outset.

### ***Cons***

272. The challenges with this approach are that it requires significant adjustment to both the logic models and the global team approach. It would require a revision of the existing strategic plan and donor support; and it would depend on a private sector organisation agreeing to 'own' the SBN, which has not been done before (with the possible exception of Indonesia). Where a private sector organisation assumes ownership of the SBN, it would become more difficult to attract direct donor support, though GAIN and WFP might be able to play an ongoing intermediary role.

### ***Likely outcomes***

273. By 2025, some networks have gone beyond where Mozambique has reached now. Mozambique itself may be starting to achieve significant impacts.

### ***Transformative approach***

274. The final stage of evolution gives the strongest chance for transformation. With this approach, we see a re-imagining of what an SBN looks like, as a set of core functions that are delivered wherever possible through existing bodies in-country. The local coordinator would play much more of a 'systems leadership' role to strengthen connections between all of these bodies, and only provide additional functions that can't already be found locally. This approach fulfils the promise of the SBN by reflecting a truly multi-stakeholder approach. Depending on the national context it might include working with private sector-facing civil

society organisations or social enterprises who are 'closest to the needs' of those with least access to nutrition and already work in rural areas (Technoserve in Zambia was a great example). It might involve working with SUN civil society networks who have greater influence over government decision makers via their role as advocates (this was also the case in Zambia). It might draw on the business membership communications and tracking infrastructure of an existing business association. It would draw fully on the core competencies of the global hosts, for example market creation capacity of GAIN or the humanitarian contextual understanding of WFP. The national coordinator would become part of a global leadership network who strongly support each other, and are in turn supported by the global team.

### ***Pros***

275. In principle this scenario creates the most potential for transformative action by 2025 because least time and effort would be spent on building up the infrastructure of a membership organisation, and most time and effort would be spent on doing what only SBN can do, which will vary with the context but might include convening multiple stakeholders; close matching of *supply* of finance, TA and BDS from global companies to the *demands* and needs of SMEs; partnership brokering; market creation; and global experience exchange.

### ***Cons***

276. This approach requires significant adjustment to the logic model and global team approach. It would also require a robust discussion with donors, and lots of flexibility and high tolerance for risk and innovation at multiple levels of GAIN and WFP (which may or may not be physically present in-country). It requires a clear strategic focus and a clear understanding of the functions that underpin an effective SBN; strong stakeholder mapping at country level to identify other organisations to collaborate with; and a compelling case for others to engage through this fully networked approach.

### ***Likely outcomes***

277. This approach may result in a few networks creating 'transformational' impact, for example, through significant investment flows channelled to nutrition-sensitive SMEs; the growth of a significant number of female- or minority-owned SMEs focused on nutrition; the creation of new markets for affordable, nutritious foods; clear improvements in regulatory or legal frameworks supporting the private sector role in nutrition; or some contribution to better nutrition among marginalised consumers.

## Annex 1 Terms of Reference (Request for Proposals)

### Request for Proposals:

### SUN Business Network Evaluation 2019

December 2018



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### Background

#### Scaling Up Nutrition's Business Network

In 2010, the Scaling Up Nutrition (SUN) Movement was launched to support national leadership and collective action to scale up nutrition. The SUN Business Network (SBN) is one of the four global networks that support SUN countries (along with UN, Civil Society and Donor Networks). It is convened by the Global Alliance for Improved Nutrition (GAIN) and the UN World Food Programme (WFP) and further supported by an Advisory Group comprised of senior business leaders.

The SBN aims to reduce malnutrition in all its forms through mobilising business to invest and innovate in responsible and sustainable actions and operations. To do this SBN provides a neutral platform to broker partnerships and collaboration between business and all actors on nutrition at national, regional and global level to support SUN Country plans.

The SBN has developed a programme impact pathway, which provides an articulation of how the SBN seeks to achieve its objectives, and the way it tracks its progress and results is detailed in the logic model and results framework.

#### Extent of the Network as of 2018

The SUN Business Network is the only known dedicated global platform for business and nutrition, currently with over 300 members, including both multinational and national companies across its networks. Currently, the SBN is comprised of 25 national networks, operating at varying levels of functionality. An index of SBN functionality was developed and is now included as part of the SUN Monitoring, Evaluation, Accountability and Learning (MEAL) framework<sup>1</sup>. The index scores functionality against five milestones (1) a formal launch, (2) an appointed coordinator, (3) an action plan, (4) a strategy aligned with the national plan and (5) funding secured for the next year. Progress towards these criteria is assessed by the SBN secretariat in collaboration with national networks.

According to the most recent available review, completed in November 2018, national networks are classified as follows:

**Advanced (score of 5):** Indonesia, Mozambique, Nigeria, Tanzania, Zambia

**In progress (score of 3-4):** Bangladesh, Kenya, Lao PDR, Malawi, Pakistan

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<sup>1</sup> SUN MEAL 2018 Baseline Report on Key Indicators

**Early stages (score >0 and <=2):** Madagascar, Ethiopia, Vietnam, Sri Lanka, Sudan, Uganda, Zimbabwe, Cote d'Ivoire, Burundi, Guinea, Niger, Mali, Myanmar, Philippines, South Sudan

At the national level, SBN activities varying including convening businesses, assessing technical, financial and other business support service needs for members, and advocating for the role of business in addressing nutrition.

The Global secretariat, managed by the co-conveners from GAIN and WFP, provide support to national SBNs by facilitating links for business needs. The Global SBN secretariat is also the focal point for engaging multinational businesses, or global members, in activities such as making workplace nutrition commitments.

### Progress and learning thus far

Early progress under the SBN, has been evaluated within various larger evaluations and/or under donor-specific funding streams, as follows:

- 2015 Independent Comprehensive Evaluation of SUN (2012-2015)
- 2017 GAIN self-assessment evaluation (2012-2017) which covered the period of 2016-2018 (with an extension)
- 2017 Independent evaluation of GAIN programmes including SBN (2012-2017)

Although SBN has been part of various evaluations and there has been a good amount of learning and progress tracked, there has been no evaluation to begin to understand the initial intermediate outcomes – towards impact- of the network, globally or at country levels.

## Objective of the Evaluation

GAIN proposes to commission an independent evaluation of the SUN Business Network in order to (1) assess the relevance, internal consistency, and feasibility of its theory of change at the global and national levels, 2) assess progress across the impact pathway, from output through impact level.

As part of the evaluation it is expected that the following pathways will be examined:

- The National SBN pathway (see Annex A for the logic model)
  - A sample of country networks would be selected to be part of the evaluation, to represent a range of geographical areas, network maturity levels and co-convener support.
- The Global SBN pathway (against both its own logic model (Annex B) and the SUN MEAL Theory of Change<sup>2</sup>)

### Theory based evaluation and contribution analysis

The SBN evaluation should be theory based, that is seeking to explain how the actions of SBN influence their results, in addition to reporting any progress on results. The impact pathway will form the basis of the

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<sup>2</sup> <https://scalingupnutrition.org/progress-impact/monitoring-evaluation-accountability-learning-meal/>

evaluation, but itself will be reviewed as part of this process. The evaluation therefore, should begin by reviewing the theory of change (as expressed in the impact pathway), and should evaluate this for:

- Its relevance to current challenges and good practice, aligned with the stated SBN objectives
- Consistency of terminology and approach across all SBN documentation (on line and in print format),
- Its feasibility as a set of activities, considering both globally and national SBN approaches, and the diversity of contexts in which national SBNs have been implemented.

Specific recommendations for improvement should be included as appropriate.

Given the nature of the network, any progress/ results cannot be directly attributed to SBN activities. The evaluation should therefore, use contribution analyses approach to assess the extent to which SBN have made progress to advance towards outputs and outcomes.

The exact design of the evaluation should be proposed by bidders, but it is anticipated that the evaluation will include mixed methods, and must include at minimum:

- Exhaustive review of SBN print and on-line documents,
- Interviews with stakeholders (both public and private sector) at global level,
- 2-3 national SBN case studies, including extensive review of national progress reports, dashboards, documents, and including interviews with public and private sector stakeholders.

Data collection, analysis, and report preparation will be completed independently by the evaluators. However, to ensure programmatic relevance of the evaluation findings for programme improvement objectives, GAIN's Knowledge Leadership team, the SBN global Secretariat, and national SBN staff will be key partners in finalizing the methodology and compiling the list of individuals to be interviewed.

### Additional considerations

Being part of the larger SUN movement, the SBN will be undergoing reviews and evaluations under the Mid Term Evaluation of the SUN Roadmap 2016-2020, currently underway and to be completed by Dec 2018, and the upcoming 2<sup>nd</sup> Independent Comprehensive Evaluation of SUN in 2019. It is therefore expected that as part of the proposal, bidders will review public SUN evaluation documents and provide a robust justification of how the proposed evaluation complements and will not duplicate these efforts.

## Proposal Requirements

### Content

The proposal should include:

- A detailed methodological approach:
  - Review of the current theory of change to assess the relevance, internal consistency, and feasibility of the SUN Business Network's theory of change at global and national level
    - This should include the study design, methods and approach to conduct this work, data to be collected, and a brief data analysis plan. Suggestions of additional/complementary methods that can be applied to review the current theory of change are strongly encouraged.
  - Contribution analysis
    - This should include the definition of the attribution problem to be assessed; the approach to develop a theory of change of plausible associations between the activities and the outcomes sought; the methods and approach to gather data and evidence on the links in the proposed theory of change; the approach and method to assemble data and evidence to challenge the proposed theory of change; the presentation of the selected approach (new data from surveys, field visits, administrative data, focus groups, national statistical data) to seek additional evidence; and the approach to revise the conclusions and strengthen it with additional evidence.
- Detailed profiles (qualification, expertise, relevant experience etc.) of the agencies and individuals who will be completing the work including their full names, their expertise and publications in relevant research. As the impact pathway includes simultaneous business and nutrition endpoints it is expected that the evaluators will have the diversity of skill sets within key staff to be able to propose appropriate methodologies and indicators for the full pathway, including both of these endpoints.
- Past experience (previous research conducted over the last five years which are relevant for this evaluation) and references
- A budget for the full proposal shall be in US Dollars, in a separate document. This should include (i) justification of overall value for money, (ii) a comprehensive budget justification should be presented for each category of costs includes: personnel, cost of travel, including subsistence allowances, consultants, meeting/workshop, overhead if applicable, and miscellaneous expenses. All prices/rates quoted must be inclusive of all taxes/VAT as required.

### Expertise required

- Qualitative and quantitative research methodologies
- Evaluation of projects, programmes and policies, development of M&E systems, policy design support, and impact assessments, especially of complex interventions.
- Theory-based evaluation approaches, the evaluation-specific logic model and small-n methods
- Ethnographic methods of qualitative interviewing
- IRB protocols and field research

### Scoring criteria

Elements of the proposal will be weighted equally based on:

- Clear articulation and understanding of the task
- Demonstrated ability of team
- Competency and track record to conduct proposed research

The full proposal evaluation criteria and weights presented below. All proposals and budget will be evaluated separately.

- **Technical quality of proposal 50%**
  - Clear articulation of methods to meet stated research objectives, including elaboration of the application of a contribution analysis
  - Suggested method to assess the logic model pathway
  - Limitations of methodological approaches taken
- **Team profiles and experience 30%**
  - Experience working in relevant topical areas
  - Organisational capacity to conduct research outlined in RFP
  - Organisational capacity to conduct additional methodology
  - Demonstrated ability to produce work in a timely fashion
  - Experience working in SBN countries
  - Knowledge of the Scaling up Nutrition movement
- **Budget 20%**
  - Total budget
  - Value for money

As part of the selection process, GAIN reserves the option to request clarifications regarding bids that substantially qualify. Final award is subject to the terms and conditions included in this solicitation, as well as successful final negotiation of all applicable terms and conditions related to the awarded contract.

### Instructions for responding

Please submit technical proposals and budgets as two separate documents. Proposals should be submitted in English in electronic copy. The electronic copy should be sent to the GAIN email address: [SBNevaluation@gainhealth.org](mailto:SBNevaluation@gainhealth.org). The e-mail subject line should include the name of the company submitting the proposal and "SBN Evaluation" in the subject line. Completed proposals should be submitted to GAIN by 5:00 pm EST on January 31st, 2019. The final award will be made by February 18th, 2019. Final award is subject to other terms and conditions included in this solicitation, as well as successful final negotiation of all applicable terms and conditions related to the awarded contract.

Staff will be available to respond to clarifications on this solicitation. Please direct all inquiries and other communications to the GAIN email address: [SBNevaluation@gainhealth.org](mailto:SBNevaluation@gainhealth.org). Queries sent by January 11th, 2019 at 5:00pm EST will be responded to via an [online post on the website](#) one week later. Responses will not be confidential except in cases where the applicant clearly indicates that proprietary information is involved.

### Summary of deadlines

- Queries to the RFP: January 11th, 2019
- Responses to queries: Posted by January 18th, 2019
- Proposals: January 31st, 2019 by 17:00 EST
- Response from GAIN on acceptance or rejection of proposal: February 28th, 2019
- Award of contract: by March 30th, 2019
- Initiation of evaluation activities: April 1st, 2019
- Final Deliverable: December 2019

## Annex 2 Treatment of theory of change and logic models (global and national)

### Overview

1. The global and national logic models and their associated results frameworks lie at the heart of this evaluation and provide focus and cohesion for the mixed-methods approach. The strategic intent reflected in these logic models underpins the evaluation matrix which provides an organising framework throughout the evaluation. As the Request for Proposals (RFP, Annex 1) makes clear, the expectation is that the evaluation will use a theory-based approach, and thus the TOC approach underpins all components of the evaluation:

*The SBN evaluation should be theory based, that is seeking to explain how the actions of SBN influence their results, in addition to reporting any progress on results. The impact pathway will form the basis of the evaluation, but itself will be reviewed as part of this process. The evaluation therefore, should begin by reviewing the theory of change (as expressed in the impact pathway), and should evaluate this for:*

- *Its **relevance** to current challenges and good practice, aligned with the stated SBN objectives*
- ***Consistency** of terminology and approach across all SBN documentation (on line and in print format)*
- *Its **feasibility** as a set of activities, considering both globally and national SBN approaches, and the diversity of contexts in which national SBNs have been implemented. [RFP, Annex 1]*

2. Moreover, it needs to be recognised that whilst the SBN models have been developed as a planning tool by SBN for its own purposes, the models could also provide an analytical tool for evaluation. However, as already noted in the main body of this report, the logic models by themselves are not a complete enough statement of the SBN theory of change (TOC) for our evaluation purposes. In order for the logic models to serve our purpose we have drawn out the underlying assumptions as an input to our formulation of evaluation questions and sub-questions. Testing the assumptions behind the logic models is critical to ensuring our evaluation is theory-based. Moreover, this is further amplified in the Evaluation Matrix, in which the first Key Evaluation Question reads: *How appropriate is SBN's strategic purpose, as reflected in global and national level logic models?*

3. In response to the RFP, the evaluation team will embark on a two-fold approach to assessing the TOC:

1) Interrogating the TOC and logic models from our perspective as evaluators conducting a theory-based evaluation. This has already been done, and our analysis is reflected in the main body of the inception report, culminating in the table of assumptions and in the precise formulations used in the evaluation matrix.

(2) In the course of the main evaluation (i.e. post inception) we will answer the applicable questions in the evaluation matrix, in order to determine the logic models:

- a) **Plausibility:** this refers to the logic of the outcomes pathway. Does it make sense? Are the outcomes in the right order? Are the preconditions each necessary and collectively sufficient to reach the long-term outcomes and ultimate impact? Are there gaps in the logic? Do the models align with each other, and also with the SUN Monitoring, Evaluation, Accountability and Learning (MEAL) system.
- b) **Feasibility:** this refers to whether what has been spelt out is practicable, and the extent to which the planned actions are appropriate and can be implemented in the different contexts. Is the sequence of events feasible? Does the scope, expectations, or timeline of the theory need adjustment?
- c) **Clarity and consistency:** this refers to whether the models are understandable. Do different people interpret them in the same way? Is the terminology consistent across the different models? Do the different models give consistent representations of SBN's strategic intent?
- d) **Testability:** this refers chiefly to the indicators: Are they solid and measurable? Will they yield sufficient information to make course corrections, and to evaluate the success of the SBN initiatives? Will they be convincing to necessary audiences?

### Theory of change and logic models

4. When looking at the different strategic models prepared by SBN, it is important to note that whilst the terms "TOC" and "logic models" are sometimes used interchangeably, SBN does distinguish between them, and has defined each of these terms. As part of this evaluation we will need to assess whether in fact they fulfil the purposes stated by SBN, namely:

- **Project theory (of change):** a simplified version of the logic model which is used by SBN for external advocacy/ explanatory purposes.
- **Logic model:** The detailed design and planning tool to finalize what SBN's goals are and how it will accomplish them at both the national and the global level. Logic models are based on the impact pathways, describing activity, output, outcome and impact levels, together with results frameworks, intended for use in SBN programme design and implementation. In the RFP, these logic models are referred to as 'theories of change'.
- **Results framework (aka Logframe):** The detailed table describing indicators (16 key performance indicators in the national SBN results framework, and 10 in the global SBN results framework), data sources and frequency of reporting for project monitoring and evaluation.
- **Impact pathway:** The detailed contextualization of SBN's project logic that will guide the decisions of how to measure progress and impacts. SBN uses this as an internal tool developed to describe the pathways to national-level impact (access, demand, enabling environment), and it has been used for internal evaluation purposes.

5. Until recently, SBN did not have a clear TOC. Therefore, early progress under the SBN was against targets set within individual grants provided by BMGF and the Dutch government. Leveraging significant experience from GAIN in the development of impact pathways, logic models and performance tracking, SBN developed its own TOC in 2017. The expressed purpose behind this process was to illustrate the nature of SBN’s work, who the SBN is trying to influence, and by what mechanisms. The process was also driven by the need within SBN to reduce ongoing confusion in country offices as to the nature of the network and also to distinguish it from other programmes working with business to reduce malnutrition.

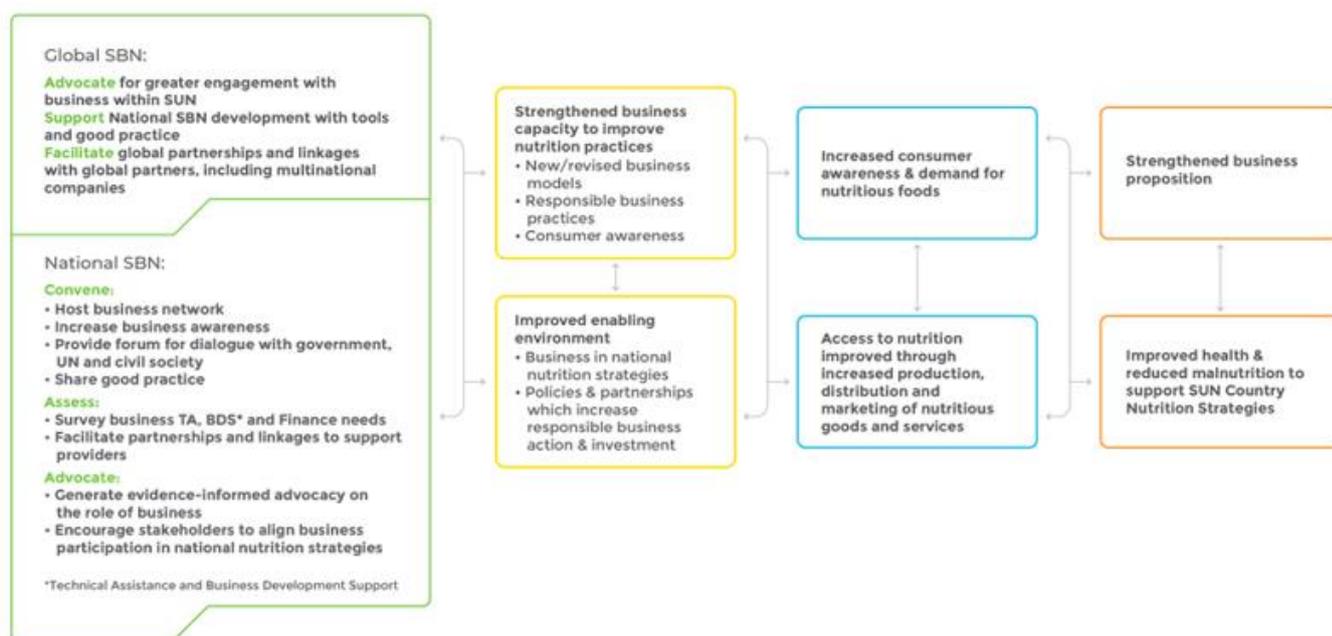
6. The National SBN logic model was re-approved with minor edits by the African SBN networks at the Tanzania regional meeting in June 2018, and a similar process was recently completed in early 2019 with Asian networks.

7. SBN now has a set of strategic models (impact pathway, logic model, results framework and theory of change) for which SBN claims, and which the evaluation will need to test, that they:

- **Demonstrate a pathway** for national SBNs to contribute to healthier businesses and societies;
- **Bring consistency** to the SBN approach to support country exchanges and improve the SBN model;
- **Support engagement** with governments, funders and other SUN networks

8. SBN’s impact pathway is summarised in Figure 9, which illustrates how the different activities at global and national level complement and ultimately converge along the impact pathway. At the global level activities cluster around advocacy, support and facilitation, whereas at the national level the activities focus on convening, assessing and also advocacy.

**Figure 9 SBN’s impact pathway**



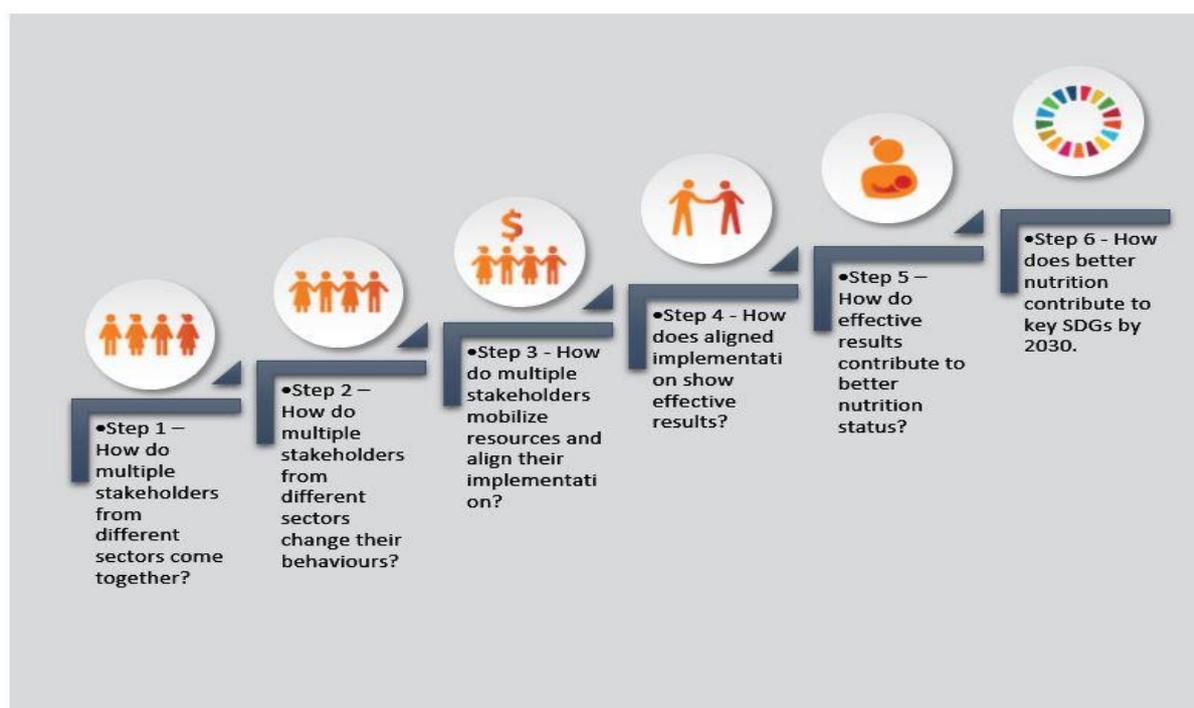
Source: SBN, n.d. (b)

9. Whilst the SBN impact pathway is tailored to the purpose of the network, it is predicated on the SUN Movement’s TOC (Figure 10) which signals the six steps/pathways that underpin the Movement’s ultimate goal. As can be seen, the TOC emphasises reaching out and bringing stakeholders together, building capacity to change behaviour, and ensuring effective resource mobilization and coordinated actions to bring about the desired change.

10. Nominally, the SBN logic models discussed below are conceptually aligned with the SUN Movement’s six-stage TOC. The MEAL TOC incorporates all the SUN networks and government into one unified pathway towards nutrition impact, albeit the pathway does not separate out the contributions of specific networks or actors. SBN networks contribute to regular MEAL activities including the Joint Annual Assessment processes in country, and any deep dives, where SBNs are established, under the auspices of multistakeholder platforms.

11. In practice, alignment between the logic models and the SUN TOC is not necessarily substantive, a point that will need to be further explored during the evaluation. Furthermore, the linkages between the SBN’s data systems, and the SUN MEAL system, while nominally aligned, will also need to be explored during the evaluation process.

**Figure 10 SUN Movement’s theory of change**



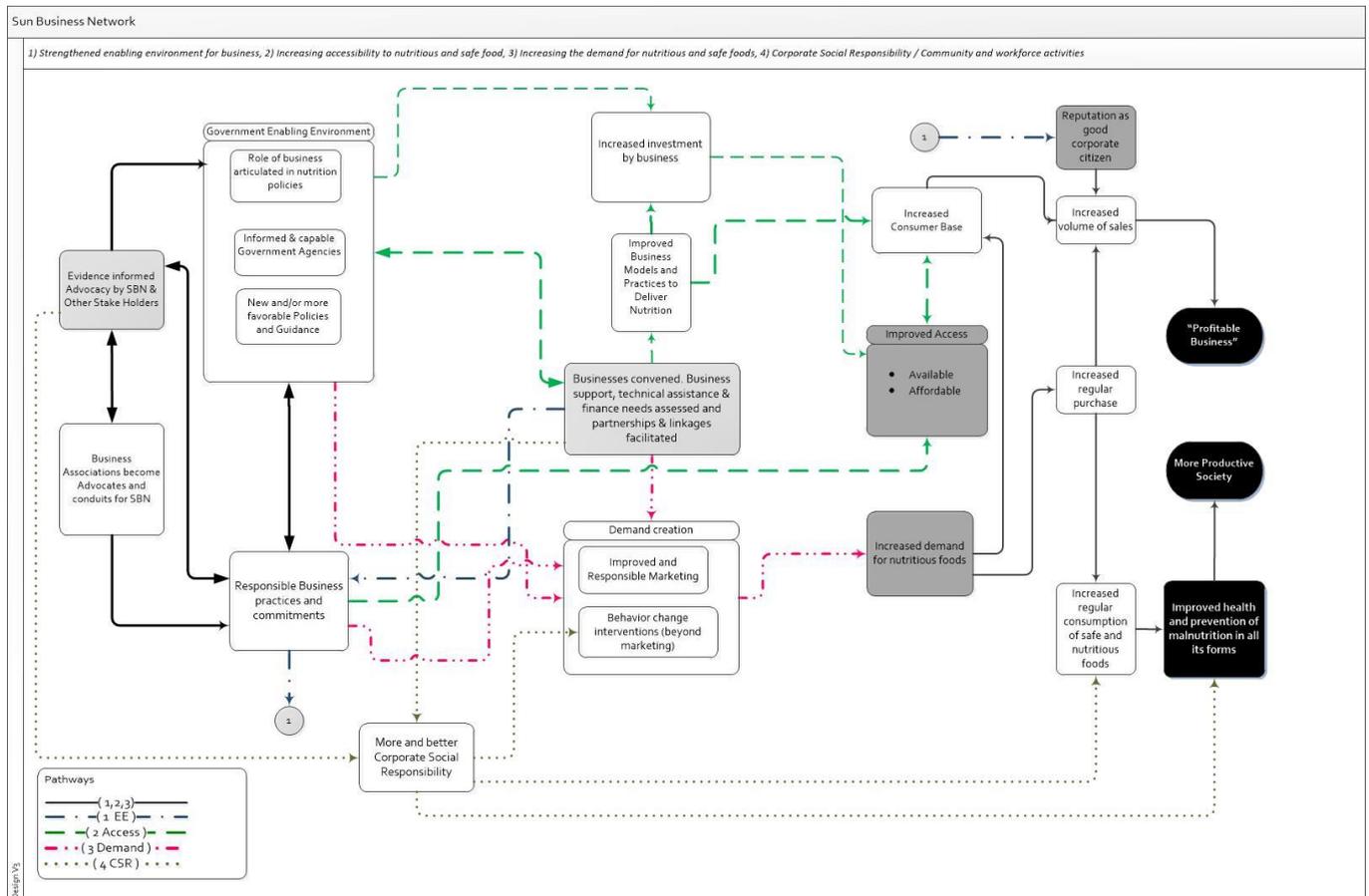
Source: SUN, n.d. (a)

12. SBN has developed a more complex SBN impact pathway, which provides a more nuanced understanding of the different causal pathways to impact at the national level (Figure 11 below). A key feature of this impact pathway is that it illustrates the four distinct pathways that SBN have mapped out as necessary to achieve the desired change. These pathways are:

- (1) Strengthened enabling environment for business (EE in Figure 11)
- (2) Increasing accessibility to nutritious and safe food (Access in Figure 11)

- (3) Increasing the demand for nutritious and safe foods (Demand in Figure 11)
- (4) Corporate Social Responsibility/ Community and workforce activities (CSR in Figure 11).

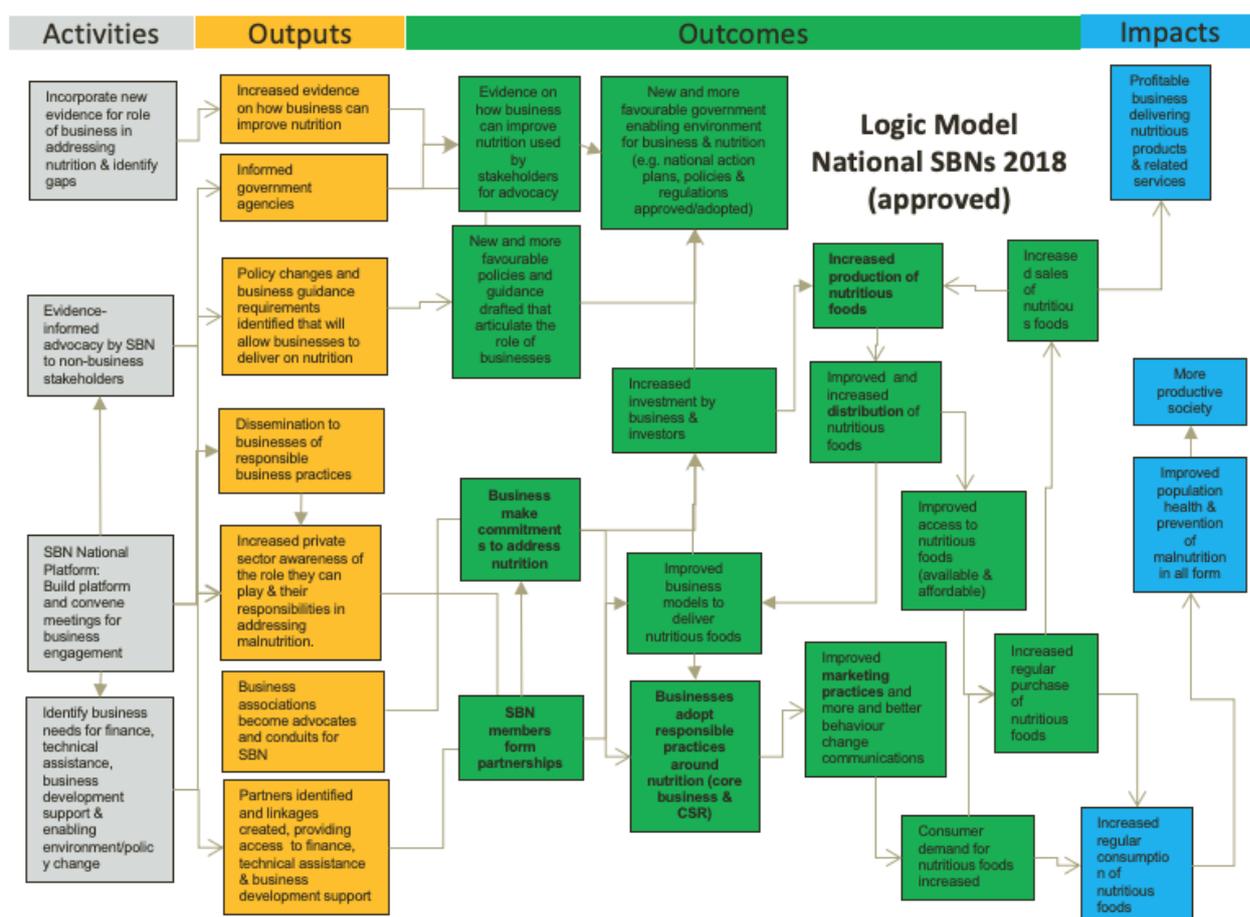
**Figure 11 SBN impact pathway at national level**



Source: presented in SBN, 2019

13. The SBN impact pathway at national level (Figure 12) has also been replicated as a logic model for the national level, in order to guide implementation in-country and also to align with the associated results framework (as noted above, the results framework at national level contains 16 key performance indicators against which progress can be measured). The key feature of the logic model is that it distinguishes between activities, outputs, outcomes and impact, in addition to providing the causal pathways to impact.

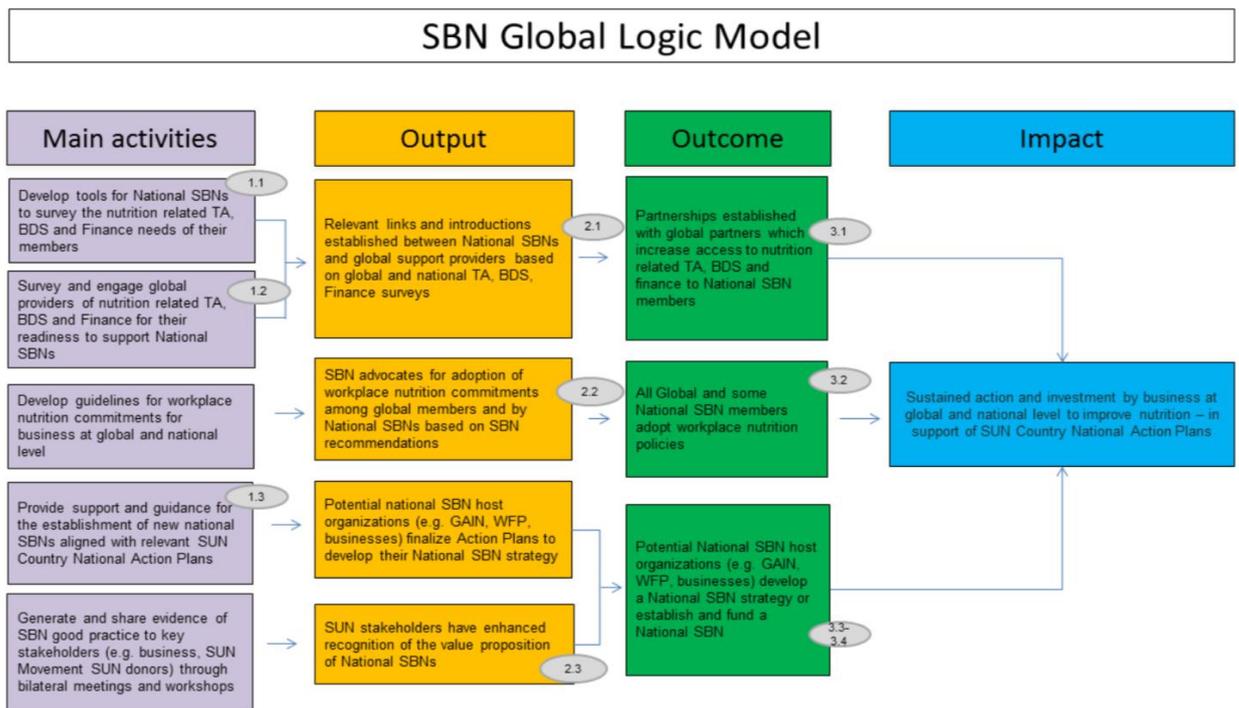
**Figure 12 National SBN logic model**



Source: presented in SBN, 2019

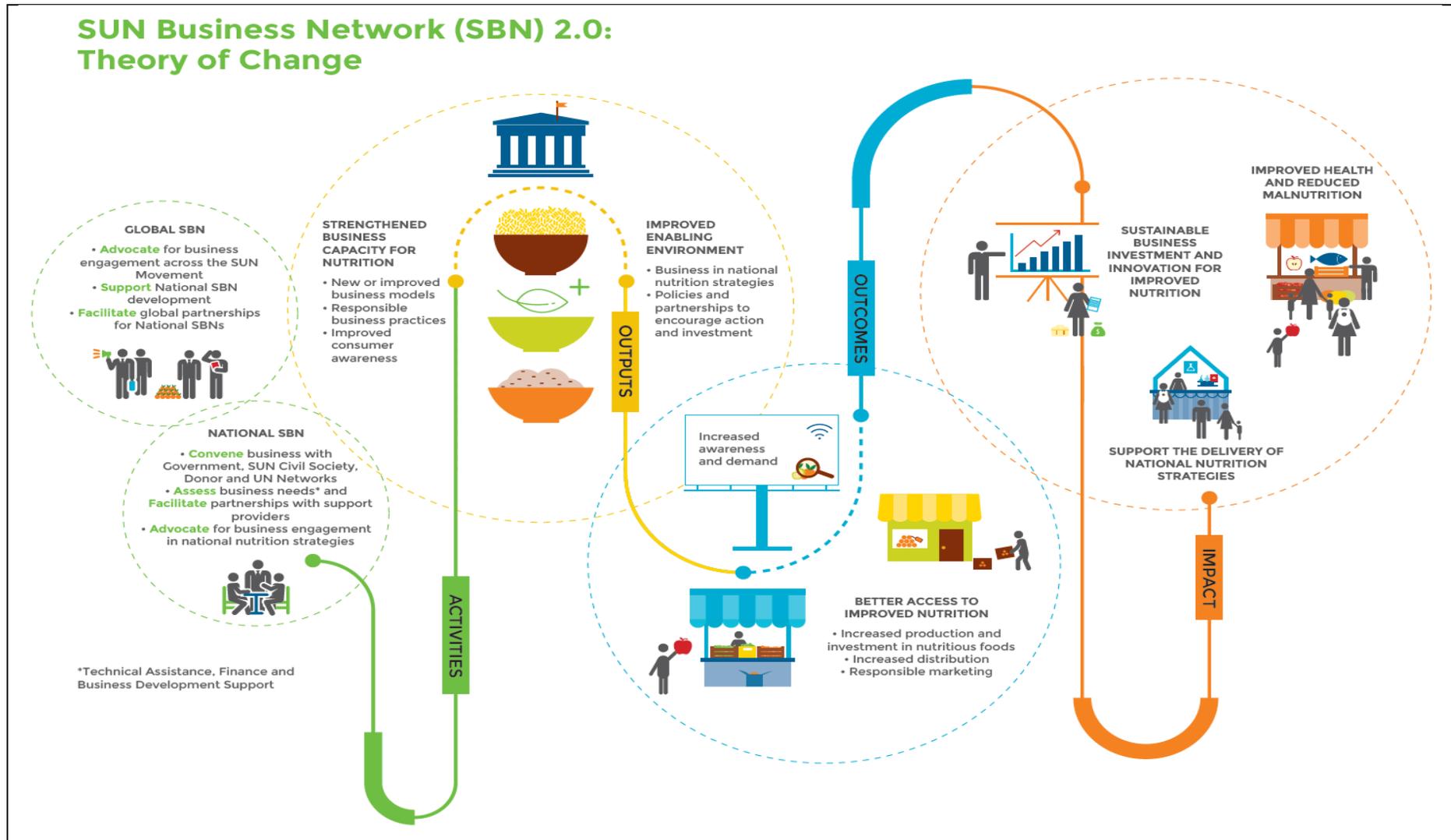
14. At the global level, SBN has developed a less complex logic model (Figure 13), which depicts the main impact pathways from activity to impact. This model emphasises the supportive role of the SBN Global Team (such as developing tools and guidelines, supporting the establishment of networks at the national level, and sharing evidence), facilitating linkages between national and global providers, and ultimately creating effective partnerships and advocating improved nutrition policies and strategies to improve nutrition.

**Figure 13 SBN Global Logic Model, v2018**



Source: presented in SBN, 2019

Figure 14 SBN theory of change



Source: EC Proposal, June 2019

## Results Framework

15. Both the national and the global logic models have accompanying results frameworks of indicators. These frameworks have different names and are laid out slightly differently. At the global level the results framework is known as the 'Global SBN Results Framework'. It provides a set of 13 indicators (see Table 13 below), with accompanying information on data sources, reporting frequency, and assumptions. In addition, the results framework signals 'Milestones and Targets', distinguishing between a Baseline Target (December 2017) and Annual Targets (December 2018, December 2019, and December 2020). As noted in the case of the results framework for the national logic model, the indicators at the global level are also primarily quantitative (e.g. number of members, number of stakeholders, percentage of SBNs and so on). No indicators are specified at the impact level.

16. At the national level, the framework is referred to as the 'national SBN framework of indicators', and as the name signals it is a set of indicators for the different levels within the national logic model. Information is also provided within the framework on data sources, reporting frequency, responsibility, and the assumptions. The indicators (see Table 13 below) are primarily quantitative in nature and typically reflect the counting of an output (e.g. number of businesses, number of business members, number of links and so on).

17. Indicators at the impact level are not yet fully defined. Nor does the framework include SBN Functionality Index Indicators as suggested by MEAL/WFP for all SUN countries (reported every 2 years): i) network established or being established, ii) coordinator appointed, iii) action plan in place, iv) strategy developed and aligned to national nutrition plans, and v) funding secured for at least the first semester [of the next reporting year].

18. As noted above, and in response to the RFP, we will be assessing the indicators in terms of their testability (i.e. the extent to their "SMART-ness" and measurability) and the progress being made against the indicators in order to evaluate the success of SBN initiative.

**Table 13 Global logic model indicators**

<b>Indicator</b>	
<b>Activities</b>	
1.1	Number of National SBNs using tools designed by global SBN team to survey their members' needs
<b>Cumulative</b>	
1.2	Number of global support providers identified (disaggregated by business or non-business partner)
<b>Cumulative</b>	
1.3	1.3 Number of emerging National SBNs which have received guidance documents from the SBN Global Team to establish their National SBN
<b>Not cumulative</b>	
<b>Outputs</b>	
2.1	Number of links established by the SBN global team to match global partners with National SBNs or members of National SBNs (disaggregated by business and non-business partners which have the potential to address BDS/TA needs of National SBNs and their members)
<b>Cumulative</b>	
2.2	Number of SBN global members which have workplace nutrition programs

2.3 Number of global SUN stakeholders (CSO, UNN, SDN, SMS) that have provided technical assistance or funding support to National SBNs
<b>Cumulative</b>
<b>Outcomes</b>
3.1 Number of global partners (business and non-business) which have entered into partnerships with SBNs or SBN members
<b>Cumulative</b>
3.2 Number of employees of SBN members reached through workforce nutrition policies
<b>Cumulative</b>
3.3 Number of SBNs functionality index with a score of 5 (meaning fully functioning network)
<b>Cumulative</b>
3.4 Percentage of SUN countries that have increased their SBN functionality score
Additional data for tracking
Number of business members across all networks
Number of business members making commitments

**Table 14 National logic model Indicators**

SBN No	SBN Objectives and activities	SBN Global Indicators
<b>Activity Indicators</b>		
<b>1.1</b>	Evidence informed advocacy by SBN to stakeholders	Number of meetings with relevant non-business stakeholders to clarify and encourage a role of business in addressing malnutrition
<b>2.1</b>	SBN National Platform: Build platform for business engagement	Number of SBN member convenings (meetings/events)
<b>3.1</b>	Identify business needs for finance, technical assistance, business development support & enabling environment/policy change	Number of business members needs assessments undertaken (Technical or Financial Assistance, Business Development Support)
<b>Output Indicators</b>		
<b>1.2</b>	Informed government agencies	Number of relevant Government departments sensitised to role of business in addressing malnutrition through advocacy messaging
<b>2.2</b>	Increased private sector awareness of the role they can play & their responsibilities in addressing malnutrition.	Number of business members of national SBN
<b>2.3</b>		Number of individual businesses convened at SBN meetings/events
<b>2.3</b>		% of membership base attending
<b>2.4</b>	Dissemination to businesses of responsible business practices	Number of tools/guidance documents/best practices disseminated to businesses
<b>2.5</b>	Business associations become advocates and conduits for SBN	Number strategic partnerships between national SBN with business associations and other partners
<b>3.2</b>	Partners identified and linkages created, providing access to finance, technical assistance & business development support	Number of business support services or providers identified

SBN No	SBN Objectives and activities	SBN Global Indicators
<b>Outcome Indicators</b>		
<b>2.5</b>	Businesses make commitments to address nutrition	Number of businesses making commitments to address nutrition
<b>3.4</b>	SBN members form partnerships and capacity is built	Number of links/partnerships formed between SBN members and relevant partners (to provide support to address business needs)
<b>4.1</b>	Increased production of nutritious foods	Number of business members that developed a new nutritious product (as a result of SBN advocacy/support)
<b>4.2</b>	Businesses adopt responsible practices around nutrition (core business & CSR)	Number of business members that improved existing product through fortification/ reformulation or resized (as a result of SBN advocacy/support)
<b>5.1</b>		Number of business members that implement workplace nutrition programmes (as a result of SBN advocacy/support)
<b>5.2</b>		Number and type of business members implementing a responsible marketing policy (as a result of SBN advocacy/support)
<b>5.3</b>		Number of businesses having made verified improvements to their policies and practices to improve access and demand to NSF
<b>6.2</b>		Number of businesses that are meeting their targets towards their nutrition commitments

**Do the logic models, at global and national level, reflect feasible sets of activities, based on plausible assumptions?**

19. In providing an assessment of the logic models, a three-point test is used, namely i) do the logic models make sense and are they feasible?<sup>84</sup> ii) are there any gaps in the logic? and iii) are the assumptions plausible?<sup>85</sup>

***i) Do the logic models make sense and are they feasible?***

20. In examining the extent to which the logic models make sense and are feasible we found that the **global logic model** provides a clear description of a sequence of results (Outputs) needed to achieve the intended Outcome and Impact, illustrates the causal pathway needed for the Impact to be achieved, builds on early work done by SBN successfully implemented over previous years (and underpins, for example, successful advocacy and convening work done from the outset by SBN).

<sup>84</sup> As noted in the Inception Report (July 2019), feasibility refers to whether what has been spelt out is practicable, the extent to which the planned actions are appropriate and can be implemented in the different contexts, and whether or not the sequence of events is practicable.

<sup>85</sup> As noted in the Inception Report (July 2019), plausibility refers to whether the logic of the outcomes pathway make sense and are in the right order, and whether the preconditions are each necessary and collectively sufficient to reach the long-term outcomes and intended impact.

21. In terms of its feasibility, it has helped to provide a useful pathway to ensure sustainable leveraging of solutions and finance instruments to drive this, so for instance it has been pivotal in making the case to donors (Dutch, EC, DFID, BMGF, Ireland) who have bought into the logic and vision depicted in the logic model.

22. Whilst the national logic model provides a set of key actions, logically spelt out, to be taken along the impact pathways, with 30 or more actions proposed, those who were not directly involved in SBN (such as SMEs and government officials) when interviewed found this confusing.<sup>86</sup> Application of the logic model in the design of strategy for national SBNs suggests varying degrees of feasibility, as summarised in Table 15, albeit a fair degree of compliance with the national logic model.

**Table 15 Application of the generic national logic model**

Country	Application
Indonesia*	Unaware of logic model and appear not to have found it applicable.
Sri Lanka	Nascent network but nevertheless the strategic focus has not been directly influenced by logic model.
Kenya	Draft strategy aligned to logic model and extensive buy-in to strategic plan from member companies through inclusive facilitation process undertaken by coordinator.
Tanzania	Logic model adapted in designing strategic purpose
Bangladesh and Mozambique*	Influence of SBN secretariat has seen country plans developed that align strongly with the generic national logic model.
Zambia*	SBN Zambia’s current strategy clearly aligns with the three impact pathways of the national logic model: increase supply of nutritious foods; drive demand for nutritious foods; create a more enabling environment for improved nutrition.

Source: own analysis

\* Case study countries

23. Moreover, our three case studies found that when designing their approach, most national SBNs have understandably tended to emphasise aspects of the logic model according to national priorities, rather than embracing the full strategic intent. Zambia for instance, has applied a focus on issues related to food standards (Good Food Logo being an example of this), but is planning a shift to also provide BDS to SMEs. In Mozambique, SBN has provided technical support and business advice and helped businesses access funding. In Indonesia, SBN has been pivotal in building a platform to convene meetings for business engagement and in working towards establishing a business community that champions and aligns behind the National Nutrition Strategy through mobilising commitments to scale up nutrition.

<sup>86</sup> The recently prepared EC proposal has a more pictorial and simplified representation of the combined global and national logic models (see Table 14 in Annex 2). Whilst not tested in the field (we only received this proposal after fieldwork had been completed), this depiction provides a much better depiction of the impact pathways and importantly also illustrates the links between global and national.

### Box 5 **Zambian logic model**

The Zambian logic model is well designed – it's the right set of things to do – and the three areas of increasing consumer demand, improving supply, and strengthening the enabling environment form the three foundations of the current five-year funding from Irish Aid. All three areas of focus (supply, demand, and the enabling environment) resonate and align neatly with both the generic national SBN logic model and SBN's global logic model. These areas have clearly come from the early work of SBN Zambia, which started in 2014. SBN Zambia was instrumental in the early formulation of the generic national logic model. Much of the generic national logic model reflects similar impact pathways to those that can be found in the Zambian model.

24. Nevertheless, our fieldwork did suggest that on one hand there were those in country who felt obligated to set up SBNs in full compliance with the complexities of the national logic model, rather than using it as a guide to customize their own plan to areas that make sense nationally and which those in country believed would generate better results. However, on the other hand, there are national networks, particularly those countries who have recently revisited their strategic plans, that have taken steps to ensure closer alignment to the national logic model.

25. Our assessment is therefore that the global logic model is largely fit for purpose, and that the national logic model is more complex, somewhat confusing for many but is nevertheless essentially being adapted to make sense at country level. For instance, in Nigeria, the strategic plan (2017-2020) is aligned with the SBN Impact Pathways and contextualised by an analysis of the current state of nutrition in the country; expectations from internal and external stakeholders; SBN intervention areas; regional geopolitics; nutritional value chain; and alignment with nutrition relevant SDGs (see also Nigeria's PIP outlined in the EC funding proposal of June 2019).

#### *iv) Are there any gaps in the logic?*

26. With regards to gaps in the logic models, three noticeable ones were noted. Firstly, issues around dialogue/building relationships are under-emphasised (at both global and national levels) – not only across other SUN Networks but also at global level (e.g. see long list of actions taken by SBN Global Team to drive the nutrition agenda at global meetings) and at national level (see for instance work being done in Indonesia to support government's nutrition agenda).

27. Secondly, in both the global and the national models, intermediate outcomes have not been sufficiently described. Intermediate outcomes are needed to bridge the gap between the intended impact and the activities, and should be as strong and robust as possible. At present, in both logic models, there is a jump from activities and outputs to long-term outcomes, with no 'intermediate outcomes' which can often be found in comparable logic models or theories of change.<sup>87</sup>

28. Thirdly, assumptions are not described or referred to in the logic models. The evaluation team therefore inferred a set of implicit assumptions (and checked them with the

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<sup>87</sup> Albeit the national SBN logic model does provide a hierarchy of outcomes, which could be taken as including both intermediate and long-term outcomes. However, without an accompanying narrative it is left to the reader to determine the hierarchy.

global team), before proceeding to consider whether the assumptions were plausible and/or valid (see Table 16 below for the set of assumptions we identified). Both logic models require the articulation of underlying assumptions about how change might happen which can be tested and measured by SBN. Assumptions are essential for clarifying the logic of the impact pathway, and are necessary in order to provide possible reasons why causal links may or may not hold true in practice. Assumptions can also play an important role in helping to formulate specific interventions that need to be implemented to ensure the success of an intervention. Typically, assumptions should focus on the most contestable causal links (and are usually framed with respect to the necessary and sufficient conditions needed to achieve success).

**v) Are the assumptions plausible?**

29. Beyond the analysis of the pathways, the evaluation team used the assembled evidence to assess the extent to which the assumptions that underpin the SBN logic model are supported at this stage. Failure of these assumptions to hold true may reduce the extent to which the model can be implemented and the outcomes achieved. As was noted in the Inception Report (July, 2019) assumptions are not typically presented in either logic model (for instance SBN documents that depict the logic models do not mention assumptions), and are only provided in the Results Framework. It was also noted that assumptions provided in the Results Framework were too vague for the purpose expected of them. Therefore we developed a more specific set of assumptions (see Table 2 in the Inception Report).<sup>88</sup>

30. At the global level the smaller set of assumptions than those found at the national level were largely true, albeit at the outcome and impact level there is insufficient evidence to determine whether all assumptions will hold (see Table 16).

*'Assumptions act as a set of 'rules of thumb' that influence our choices, as individuals and organisations. The central idea of theory of change thinking is that these 'rules of thumb' need to be checked to see if they are guiding us to act in ways that are optimal for the context, people and changes that we seek.'* (Vogel, 2012, p.26).

**Table 16 Assumptions underpinning the global logic model**

TOC level	Assumptions	Assessment
<b>Inputs to activities</b>		
1.	SBN has a feasible and consistent role (through its advocacy, convening, facilitating, consolidating, disseminating and other activities) to play in increasing the availability and affordability of safe, nutritious foods to consumers.	At the global level (as discussed in EQ1) SBN's strategic intent has been clearly articulated and underpins the global logic model. The success in achieving the activities set out in the global logic model demonstrates the feasibility of these activities.

<sup>88</sup> Note that the logic model in the EC proposal (Annex 2, Figure 14) has a far more nuanced set of assumptions than provided in the Results Framework, albeit that the assumptions are simply listed and it is unclear how they align to different steps along the impact pathway.

TOC level	Assumptions	Assessment
3.	SBN has the ability to recruit personnel who have the capacity and expertise to participate effectively in and/or coordinate activities at global and national levels.	Personnel at the global level have been effective in leading the network, and also in supporting nascent networks develop in-country and promoting links between the global and the national level.
4.	SBN secretariat has the human resources, the capacity and expertise to support national offices.	Largely true, albeit the SBN secretariat is thinly stretched and there are questions about whether all key causal pathways in the logic model can be delivered without increasing human resources.
5.	SBN programming and policy/strategy formulation is informed by lessons learned, new evidence and good practice through reviews and evaluations, at global, regional and national levels. The views of stakeholders are taken into account through existing feedback mechanisms and channels to engage.	True at the global level, as one interviewee noted: 'Appreciate the good relationship we have with SBN. We often have pretty candid conversations with them, and we definitely feel they are listening to us' [Global level interview].
<b>Activities &amp; outputs</b>		
11.	Sufficient technical assistance and business development support exists to support national businesses.	This was found to be true and as explained there are a number of promising initiatives already in place to ensure global companies provide support in-country.
12.	A critical mass of awareness and networking amongst business fosters advocacy and lobbying for nutritious foods.	An extensive membership renewal process at the global level, whereby members made extensive commitments with respect to their behaviour suggests that this is true at the global level.
<b>Outputs to outcomes</b>		
14.	Business express a commitment to change re knowledge of, and attitudes to, increasing production of nutritious foods.	SBN now rigorously monitors commitments at the global level, albeit the 'reboot' only happened last year so it is too early to tell to what extent these commitments will bring about the desired change
15.	Changes in business commitments to workforce nutrition enhance the credibility of SBN activities with other stakeholders.	Too early to tell.
<b>Outcomes to impact</b>		
22.	SUN Movement activities are sufficiently aligned and coordinated to be supportive of SBN activities (and vice versa).	As noted in our discussion of results (and also in EQ3) the relationship with other networks in the SUN Movement is complex and multi-faceted, and it has both supported and hindered the efficacy of SBN at national level.

31. At country level (and as discussed in Volume II) a slightly longer set of assumptions were tested. As can be seen in Table 17 below most of these assumptions were held to be true. In Indonesia, which is unique amongst the different SBN platforms (and is discussed in depth in the case study in Volume II) as it is run by the private sector from its host Indofood, it was found that nearly all the assumptions hold true, albeit SBN currently does not appear to undertake any formal collection and review of data to improve operations or to guide the strategic planning process. As noted in the case study, whilst the results framework for the global SBN was known, it was not utilized in Indonesia. In sharing the 'Dashboard' tool and reviewing other guidance documentation on measuring and evaluating impact, SBN Indonesia acknowledged the benefit of tracking such information but did not see the practical or feasible application of collecting this on their network at the present time.

32. In the case of Zambia and Mozambique, which have both developed strategies which align neatly with the national logic model, we nevertheless found that not all assumptions hold true at present. Our analysis in Mozambique suggests there are considerable challenges related to the political, economic and business environment, in spite of good progress in terms of resourcing of SBN and generating interest, commitment and awareness of nutrition. With regards to Zambia our analysis found that human resourcing issues within the network, capacity issues within key government agencies, and lack of a clear UVP for SBN Zambia have undermined progress along the causal pathways of the Zambian logic model.

**Table 17 Degree to which assumptions were found to be plausible at country level (case studies only)**

TOC level	Assumptions	Zambia	Indonesia <sup>89</sup>	Mozambique
<b>Inputs to activities</b>				
1.	SBN has the ability to raise adequate financial resources to fund interventions and to manage these resources well.	Zambia SBN has been very successful in raising financial support from donors, Irish Aid and BMGF specifically. Research done amongst members signalled a strong reluctance to pay membership fees.	Although Indofood is currently, and for the foreseeable future, planning to fund the SBN, it appears to be only enough funding to keep the network operational, but not to grow or expand. They have noted longer-term plans to establish an NGO status which would allow more financial contributions from others. Meanwhile numerous member companies noted they	SBNMoz has received funding for the implementation of activities under its strategic plan. Funds are not currently a limitation for implementation.

<sup>89</sup> Although Indonesia does not use the national logic model, it is part of SBN and it was important to test to what extent the assumptions behind the strategic intent of SBN in Indonesia are valid. It is for this reason we have provided an assessment of the assumptions.

TOC level	Assumptions	Zambia	Indonesia <sup>89</sup>	Mozambique
			were willing to help off-set costs.	
2.	SBN has the ability to recruit personnel who have the capacity and expertise to participate effectively in and/or coordinate activities at global and national levels.	At the time of preparing this report SBN did not have a full-time coordinator as the previous incumbent had resigned earlier in the year, albeit steps have been taken to recruit a replacement.	All current personnel resources are Indofood employees, contributing part-time. It appears SBN could bring in outside resources, would need to fund it themselves. They are very well networked so locating expertise should not be a problem.	After an initial failed recruitment SBN is now run by a very capable coordinator who liaises with the global SUN structures as well as at national and provincial levels.
3.	SBN secretariat has the human resources, the capacity and expertise to support national offices.	As noted above there was an acting coordinator at the time of the fieldwork for this case study. SBN sits under the Nutrition Unit within WFP and support is normally from team members of the unit.	There are 3-4 persons with up to 20% of time allocated to support SBN. There is no full time Coordinator which limits the ability to strengthen the network.	SBNMoz secretariat is housed in GAIN and can draw on some GAIN resources. Nonetheless, the task of coordination and support ideally would require a 2-3 person full-time team.
4.	SBN programming and policy/strategy formulation is informed by lessons learned through reviews and evaluations, at global, regional and national levels. The views of stakeholders are taken into account through existing feedback mechanisms and channels to engage.	Lessons learnt from the Zambian experience have informed the national logic model used by SBN in other countries.	None. There does not appear to be any formal collection and review of data to improve operations or to guide the strategic planning process. SBN Indonesia follows the government's Nutrition plan as it relates to the private sector.	Work with the private sector on nutrition is a new area in Mozambique so there is relatively little documentation. SBNMoz has commissioned studies to fill gaps which assist discussion with stakeholders. This process is ongoing.
5.	Targeted businesses (and government) are interested in joining the platforms to address malnutrition.	Initially there seems to have been a keen interest and growth of the network among larger	There seems to be keen interest and growth of the network among some of the larger Indo businesses. This	Businesses have enthusiastically signed up to SBNMoz and membership as well as participation

TOC level	Assumptions	Zambia	Indonesia <sup>89</sup>	Mozambique
		businesses in Zambia, in Lusaka in particular. This momentum appears to have waned, as a result of the challenges faced in launching the Good Food Logo.	momentum could continue through more concerted outreach efforts and implementation of a member acquisition plan.	in events has grown over time.
<b>Activities &amp; outputs</b>				
6.	Targeted business (and governments) are reached.	SBN Zambia is an active participant in the annual multi-stakeholder National and Nutrition Summit, and does work with the National Food and Nutrition Commission in Zambia. The new programme funded by Irish Aid will see SBN promoting initiatives outside Lusaka, with a particular emphasis on targeting rural SMEs.	As this process has been a bit ad-hoc with initial focus on the food industry, many of these key players have been reached. SBN is aware of the needs and challenges to expand to many more key industries and SMEs.	SBNMoz has been successful in reaching SMEs at provincial level. Several large companies have also signed up to the network. SBNMoz engages with Government at national and provincial level. However, engagement does not extend to some of the critical advocacy areas that could make a difference to the business environment.
7.	There is increased awareness and capacity amongst business for partnership and collaboration, in line with strengthening efforts to address malnutrition.	Does not appear to hold true at present.	The President's Decrees and national campaigns to address stunting have created much more awareness of the benefit and role the private sector can play in addressing malnutrition. Additionally, CSR is quite strong in Indo so it is easier to get some of the larger, non-food related businesses involved.	There is evidence of increased awareness of nutrition among business leaders who participate in the SBNMoz events. However, there is as yet limited progress in terms of transforming the willingness into concrete actions.

TOC level	Assumptions	Zambia	Indonesia <sup>89</sup>	Mozambique
8.	There is willingness and capacity in government agencies for partnership and collaboration, in line with strengthening efforts to address malnutrition.	There is a wide range of different structures addressing nutrition in Zambia, in which government agencies are supported by major donors civil society and so on. However, the Government's internal capacity to coordinate all the other Ministries on nutrition action, as well as between the various networks, appears limited.	The key SUN Movement Coordinator Ministry, Bappenas, is very involved in the nutrition agenda. However, their internal capacity to coordinate all the other Ministries on nutrition action as well as between the Networks appears limited.	The policy and political environment in Mozambique is acknowledged to be complex and challenging. The SBN network is considered important by government but government is not executing its role in terms of legislation, enforcement and facilitation of the business environment. The national structure for nutrition coordination is still relatively weak but may progress once CONSAN becomes more established.
9.	The enabling regulatory environment permits SBN and its partners to implement its programmes/support.	Whilst the enabling environment does not hinder the effectiveness of SBN in Zambia, businesses interviewed believe SBN is doing relatively little to improve the enabling environment for businesses promoting nutritious foods (e.g. no actions being taken to reduce taxation of fortificants).	Presidential decrees and Bappenas role and interactions with SBN encourage SBN members to pursue nutrition-focused actions. Legislation to address fat, salt and sugar content (contributors to obesity) has however been delayed.	Food fortification regulations exist but are not enforced. The regulatory environment does not at present favour or provide incentives for companies to engage in activities that advance the nutrition agenda.
10.	Sufficient technical assistance and business development support exists to support national businesses.	A major component of the new programme supported by Irish Aid identifies how	As a middle-income country, Indonesia has plenty of BDS and TA to support other businesses.	SBNMoz is providing technical assistance, however companies express challenges in terms of being able to

TOC level	Assumptions	Zambia	Indonesia <sup>89</sup>	Mozambique
		Musika will provide BDS and TA to support other businesses.		access the full suite of support needed to invest in nutrition activities.
11.	A critical mass of awareness and networking amongst business fosters advocacy and lobbying for nutritious foods.	Does appear to hold true at present.	Awareness has been gaining with the existence of three other business-related Associations that have been addressing nutrition. And with SBN gaining momentum, collective advocacy efforts could strengthen improving the enabling environment.	While there is awareness and progress in terms of networking, there is not yet a substantive agenda or progress on lobbying for nutritious foods.
<b>Outputs to outcomes</b>				
12.	Business are using the SBN activities and outputs (evidence, lessons learned, etc.) in decision making related to new/ revised business models.	Indirectly companies may apply lessons learned they heard from other members related to nutrition programmes, but it did not appear any SBN published tools or guidance are in use. A result no doubt of SBN focusing much of its early efforts on networking and establishing the platform.	Indirectly companies may apply lessons learned they heard from other members related to nutrition programmes, but it did not appear that any SBN published tools or guidance are in wide use.	There has been transfer of knowledge from training into business practices by some SMEs, but the scale is limited, and companies report challenges in terms of making changes because of the regulatory environment, insufficient access to financing, etc.
13.	Business express a commitment to change re knowledge of, and attitudes to, increasing production of nutritious foods.	At this point there appears to be an interest, but companies still have to see a business case before fully concerted reformulation	At this point there appears to be an interest, but companies still have to see a business case before fully concerted reformulation efforts may be noted. Trends are pointing in the	Businesses express a commitment to the nutrition agenda but remain on the fence in terms of making changes that will increase the availability of nutritious foods on the market.

TOC level	Assumptions	Zambia	Indonesia <sup>89</sup>	Mozambique
		efforts may be noted.	right direction, but further regulation or consumer demands will be required before seeing full commitment to action.	
14.	Changes in business commitments to workforce nutrition, enhances the credibility of SBN activities with other stakeholders.	There does not appear to have been any work to date for members to make commitments when signing up to join the network in Zambia.	This appears to be an area of strong progress for the SBN as it is a requirement for membership. However, overall numbers reached through workforce nutrition are still modest.	Too early to assess as there has been insufficient progress to date on workforce nutrition and business commitments.
15.	Sufficient investment is available for business to invest in nutritious foods.	Companies report considerable challenges in terms of accessing funding. The current drought and economic downturn has had a crippling effect on SMEs in particular.	Access to capital did not appear to be a constraint but rather understanding the full business case to make such investments.	Companies report considerable challenges in terms of accessing funding. The economic downturn has also had implications for banks.
16.	Consumers more engaged in, and demand, better nutrition.	Does not appear to hold true at present.	Much more progress is needed in this area, especially in the rural areas.	Research underscores extremely low consumer knowledge and understanding of nutrition.
<b>Outcomes to impact</b>				
17.	There is sufficient political and economic stability within targeted countries that is conducive to the fostering and operating of a network. There is political will to make regulatory changes that ensure an effective operating environment for business.	As noted in regards to #15 above there is substantial economic instability in Zambia at present, albeit it is politically stable.	Holds true to the extent evaluators could assess. The President has explicitly emphasized the need to reduce stunting.	Mozambique's economic situation has taken a nose-dive over the past years. The political situation has been volatile with sporadic violence. The outcome of the presidential elections will be critical for the next period. Corruption contributes to a challenging business

TOC level	Assumptions	Zambia	Indonesia <sup>89</sup>	Mozambique
				environment. The regulatory environment is weak, and the government does not appear committed to enforcing existing food fortification regulation.
18.	Access to nutritious foods improves. SBN is working to incentivize such changes.	No evidence to suggest that this assumption holds true.	It appears this may be slowly happening in the market but no attribution to SBN.	Too early to assess.
19.	SBN is able to demonstrate how better nutrition improves productivity.	Anecdotal evidence suggests that a few companies in Zambia have come to this conclusion, but it is unclear to what extent SBN has contributed to this realisation.	Within a workforce nutrition context, the SBN has been showcasing and connecting businesses (e.g. Panasonic) that are quantifying these savings and improved productivity.	Too early to assess.
20.	Changes in businesses practices can be shown by SBN to enhance profitability of these businesses.	Businesses we interacted with were of the view that SBN has yet to demonstrate how changes in business practices would enhance their profitability.	Too early to assess but SBN platform appears to be a good vehicle to promote successes among private sector.	Too early to assess. 27 companies have self-reported that they are implementing some nutrition-related practices.
21.	Global and national SUN activities are sufficiently linked supportive to SBN (assumption about the interaction between SBN and SUN, especially on national level).	SBN in Zambia is an active participant in National SUN activities, and has received welcome support from other SUN networks in Zambia, in particular from the Civil Society Organisation (CSO) network.	There appears to be general inclusivity and communication but much more coordination and alignment of initiatives could be done through Bappenas.	There has been strong collaboration between SBN Global and SBNMoz.

Source: own assessment

33. Our overarching assessment is that assumptions in both the global and national logic models are generally plausible. Assumptions were found to hold at global level, but there was a mixed picture of the validity of assumptions at national level. In general, the following assumptions appear to underpin the success of national networks:

- predictability of funding;
- a proactive full-time coordinator;
- an institutional host at country level supports the SBN to evolve as it needs to;
- local companies feeling some sense of 'ownership' for SBN; and
- continuity of staff presence and development of institutional memory.

34. The first two assumptions appear to be generally reflected in the strategies and workplans of national SBNs, but the latter three assumptions appear to receive less explicit attention in the strategies and workplans. There was no single narrative document identified by the evaluation team that brought together the assumptions behind the national logic model.

### Annex 3 Evaluation matrix

Sub-questions	Considerations/Approach	Main Sources of Information
<p>1. How appropriate is SBN's Strategic purpose, as reflected in global and national level Logic Models? <sup>90</sup></p> <p><i>This Evaluation Question responds mainly to question 1 of the RFP, assessing the relevance, internal consistency and feasibility of the SBN Theory of Change, at the global and national levels. Lines of enquiry are more strategic / conceptual in nature</i></p>		
<p>1.1 Has SBN's strategic intent been clearly articulated and translated into its global and national logic models?</p>	<ul style="list-style-type: none"> <li>• Whether there is an acknowledged and clear strategic direction and how well this is reflected at country/global level</li> <li>• Direction provided by Governance bodies, Advisory Group and Operations Committee</li> <li>• Communication of strategic intent, policies and principles to membership</li> <li>• Consistency of terminology/messaging over time and across countries</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant SUN documents</li> <li>• SBN Documents including website</li> <li>• National SBN Results Frameworks</li> <li>• Interviews: SBN Global Coordinator and National SBN Coordinators of country visit and desk study countries, Coordinators of other SUN networks</li> <li>• Minutes of SBN Governance instruments: Advisory Group, Operations Committee and SBN Secretariat</li> </ul>
<p>1.2 Do the Logic Models, at global and national level, reflect feasible sets of activities, based on plausible assumptions?</p>	<ul style="list-style-type: none"> <li>• Understanding underlying assumptions</li> <li>• Extent to which Logic models capture TOC assumptions</li> <li>• Extent to which activities (number and nature) are planned, documented and analysed as to expected outputs/outcomes</li> <li>• Getting the balance right between investing effort in national versus global Logic Models</li> <li>• Translating learnings from early SBNs and strategies to inform more feasible and relevant Logic Models (2.0)</li> </ul>	<ul style="list-style-type: none"> <li>• SBN Documents</li> <li>• National SBN Results Frameworks</li> <li>• Interviews: National SBN Coordinators of country visit and desk study countries</li> <li>• Interviews: national stakeholders</li> <li>• Outputs from Regional Meetings</li> </ul>

<sup>90</sup> [Reference to the Logic Models}

Sub-questions	Considerations/Approach	Main Sources of Information
<p>1.3 Are the global and national Logic Models adaptable to different contexts?</p>	<ul style="list-style-type: none"> <li>• Extent to which SBN Secretariat support is tailored to country context.</li> <li>• Extent to which National Logic Models reflect the realities in-country (e.g. the national nutrition strategy and the country-specific SBN strategy) and are not simply an adoption of the generic country model</li> </ul>	<ul style="list-style-type: none"> <li>• SBN Documents</li> <li>• Bespoke Logic Model designs adapted to national context</li> <li>• Interviews: SBN Secretariat, SBN National Coordinators, other country stakeholders</li> </ul>
<p>1.4 Has SBN shown sufficient flexibility to adapt to different contexts?</p>	<ul style="list-style-type: none"> <li>• Building on 1.3, have National SBN networks been sufficiently flexible in structure, practices and interventions responsive to evolving national needs/policies/tensions</li> <li>• Extent to which trust issues (between business, Government) have been successfully navigated</li> <li>• Extent to which support is extended to SUN countries, on request, even if a SBN has not been established in country</li> <li>• Tools and guides available in multiple languages</li> <li>• Has flexibility hindered or helped overall nutrition goals</li> </ul>	<ul style="list-style-type: none"> <li>• SBN country documents</li> <li>• National SBN Results Frameworks with indicators</li> <li>• Interviews: SBN Secretariat, SBN Country Teams</li> <li>• Interviews – SBN national stakeholders</li> </ul>
<p>1.5 Is the UVP of SBN clearly articulated and understood, internally and externally?</p>	<ul style="list-style-type: none"> <li>• Extent to which SBN insiders agree what SBN's UVP is?</li> <li>• Whether external stakeholders (including businesses) are aware of the UVP</li> <li>• Extent to which National SBN Results Frameworks have been populated with country specific indicators</li> <li>• Extent to which longer term Impact and pathways to impact have been communicated and understood.</li> </ul>	<ul style="list-style-type: none"> <li>• SBN country documents</li> <li>• Interviews: SBN Secretariat, SBN Country</li> <li>• Interviews – SBN national stakeholders; businesses food companies and others</li> </ul>

Sub-questions	Considerations/Approach	Main Sources of Information
<p>2. How effectively has the SBN Strategy, global and national, been implemented and what progress has there been along the intended impact pathways?</p> <p><i>This Evaluation Question (and 3 below) respond to question 2 of the RFP, assessing progress along the impact pathway. Lines of enquiry are around implementation efficiency and effectiveness, and coherence and sustainability of approach.</i></p>		
<p>2.1 Were country SBNs established as planned?</p>	<ul style="list-style-type: none"> <li>• Planned and realised progress in establishing SBN networks</li> <li>• Number of SBN networks relative to SUN countries and related scale-up plan recognizing unmet need</li> <li>• Extent to which businesses have been engaged by SBN as members – level of traction especially given slow start</li> <li>• Availability of tools and field guides (e.g. Company Nutrition Scorecards, Ease of doing Business for Nutrition)</li> <li>• An enabling regulatory environment</li> <li>• If delays/obstacles experienced in establishing and implementing national SBNs understanding the reasons</li> </ul>	<ul style="list-style-type: none"> <li>• SBN documents on assessing levels of functionality (early, in-progress, advanced)</li> <li>• Interviews with SBN Secretariat and national SBN staff</li> <li>• Previous evaluations, reviews, reports<sup>91</sup></li> <li>• Country case studies</li> </ul>
<p>2.2 Were the Logic Models implemented as planned at global and national levels?</p>	<ul style="list-style-type: none"> <li>• Progress across global Results Framework indicators</li> <li>• Whether Logic Models were adopted at national level with an agreed set of indicators</li> <li>• Progress across National Framework indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Previous evaluations, reviews, reports</li> <li>• SBN documents at national/global level evidencing levels of activities</li> <li>• Desk and country case study learnings</li> </ul>

<sup>91</sup> Including 2015 ICE, 2017 GAIN self-assessment, 2017 MDF independent evaluation of GAIN SBN, 2017 GAIN Final Report of Dutch Direct 1.0, 2019 SUN Mid Term Review.

Sub-questions	Considerations/Approach	Main Sources of Information
<p>2.3 What desired results (at input, activity, output and outcome levels) are apparent (at global and country levels)? What further results seem likely to be achieved?</p>	<ul style="list-style-type: none"> <li>• Progress across National/Global Framework indicators</li> <li>• Number of companies signed up to SBN - planned and achieved, food and non-food, Chambers of commerce, momentum</li> <li>• Extent to which a role for business in national nutrition strategies is evident</li> <li>• Extent to which Government agencies are sensitised to role of business in relation to nutrition</li> <li>• Key events planned and conducted (convening consultations etc.)</li> <li>• Several national networks are still at 'early' or 'in-progress' stages. For these, and more broadly, importance of assessing potential for results, not just results achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant national indicators on nutrition</li> <li>• SBN Secretariat information on consolidated global progress along Results Framework indicators</li> <li>• SBN country information (country visit and desk study) on progress along National Results Framework indicators</li> <li>• Interviews across country stakeholders</li> <li>• Previous evaluations, reviews, reports</li> </ul>
<p>2.4 What has SBN contributed to these results (and likely results)?</p>	<ul style="list-style-type: none"> <li>• Reviewing key links in results chain, along the impact pathway, to assess whether, and under what circumstances, SBN has helped to secure positive developments.</li> <li>• Most Significant Change considerations</li> <li>• Funding and technical assistance sourced by SBN</li> <li>• Assessing what other factors contributed to results and relative importance of SBN contribution</li> <li>• Extent to which business sector, Government and other observers credit SBN for progress along impact pathway</li> </ul>	<ul style="list-style-type: none"> <li>• SBN tools designed, communicated and disseminated</li> <li>• SBN country information (country visit and desk study) on progress along National Results Framework indicators</li> <li>• Interviews with business sector – to gauge their perspective of SBN Contribution</li> <li>• Interviews with Government sector – to gauge their perspective of SBN Contribution</li> </ul>

Sub-questions	Considerations/Approach	Main Sources of Information
<p>2.5 Were there any unintended results?</p>	<ul style="list-style-type: none"> <li>• Trust issues that might have been surfaced or ignited by SBN actions</li> <li>• Possible tensions between SBN as a 'neutral broker' convening platforms and also implementing activities</li> <li>• Negative reactions from business and others</li> <li>• Levels of enthusiasm versus disinterest in business joining SBN membership</li> <li>• Greater than expected private sector leadership within SBN</li> <li>• Positive initiatives catalysed by private sector triggered by SBN participation</li> <li>• Political sensitivities/scepticism</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with SBN staff</li> <li>• Interviews with business sector</li> <li>• Interviews with Government sector</li> <li>• Interviews with other stakeholders</li> <li>• Previous evaluations, reviews, reports</li> </ul>
<p><b>3. What factors explain the performance of SBN to date, at global and national levels?</b></p> <p><i>This Evaluation Question (and 2 above) respond to question 2 of the RFP, assessing progress along the impact pathway. Lines of enquiry are around the sustainability of results and how the actions of SBN influence results</i></p>		
<p>3.1 What are the key building blocks (e.g. leadership, relationships, networks, partnerships etc.) that contribute to success?</p>	<ul style="list-style-type: none"> <li>• Existence of appropriate, full-time country SBN coordinators to ensure deep engagement with business</li> <li>• Size and diversity of membership</li> <li>• Enabling environment including Government and business relationship</li> <li>• Extent of Coordination across other SUN networks in country and inter country and regional SBN-SBN learning</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews – SBN Secretariat/Global Coordinator</li> <li>• Interviews with SBN Coordinators in case study and desk study countries</li> <li>• Progress against Results Frameworks</li> <li>• Previous evaluations, reviews, reports and learning outcomes from regional meetings</li> </ul>

Sub-questions	Considerations/Approach	Main Sources of Information
<p>3.2 How has SBN's fund-raising (considering quality as well as quantity of funds) affected its performance?</p>	<ul style="list-style-type: none"> <li>• Extent to which level of staffing and funds constrain ability to meet SUN country demand</li> <li>• Extent to which ambitions may have been curtailed and/or SBN country networks deferred</li> <li>• Quality may be gauged on factors such as timing, predictability, earmarking, reporting requirements.</li> <li>• Quantity of funds relative to needs, year-on-year</li> </ul>	<ul style="list-style-type: none"> <li>• SBN data on funding availability c/w needs</li> <li>• Guide on national financing for national SBNs</li> <li>• Funding documents from Dutch, BMGF, WFP, local donors</li> <li>• Evaluations and reviews by donors</li> <li>• Interviews with SBN Secretariat</li> <li>• Lessons from US\$10m Mozambique fund supporting SMEs</li> </ul>
<p>3.3 How efficiently has SBN, at global and national level, deployed its resources (funds, people, know-how)?</p>	<ul style="list-style-type: none"> <li>• Recognizing limited (and slower than expected) national roll out, what criteria (e.g. country receptiveness, nutrition indicators, country income level) influenced SBN Secretariat in deciding countries of focus</li> <li>• Process by which national SBNs prioritise actions and related allocation of resources (funds, people, TA etc.)</li> <li>• Levels of people and expertise available, Secretariat and national settings (given funding and other constraints)</li> </ul>	<ul style="list-style-type: none"> <li>• Operating budgets of SBN Secretariat and accompanying plans and narrative</li> <li>• Operating budgets of National SBNs and accompanying plans and narrative – case study countries</li> <li>• Targets/expectations set within donor grant funding documents</li> <li>• Interviews with donors</li> <li>• Interviews with SBN Secretariat staff</li> <li>• Interviews with SBN National coordinators</li> </ul>
<p>3.4 How well has SBN monitored, and evaluated its activities globally and nationally?</p>	<ul style="list-style-type: none"> <li>• Quality and relevance of Results Framework indicators</li> <li>• How diligently are Results Framework indicators monitored and appropriate action taken</li> <li>• What lessons were learned from evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Previous evaluations, reviews, reports</li> <li>• Evidence of indicator monitoring at national level</li> <li>• Evaluation of national indicator data submitted to SBN Secretariat and resulting actions</li> </ul>

Sub-questions	Considerations/Approach	Main Sources of Information
3.5 What other indicators are being seen, which are not currently captured in the logic models?	<ul style="list-style-type: none"> <li>• Are there/should there be indicators that dovetail with SDG related targets of the country</li> <li>• Given early stage of SBNs in most countries, are outcome related indicators (as distinct from measuring of processes) being measured</li> </ul>	<ul style="list-style-type: none"> <li>• SBN document review</li> <li>• Nutrition document review</li> <li>• Interviews</li> </ul>
3.6 How well is SBN learning from experience?	<ul style="list-style-type: none"> <li>• Understanding how SBN translated learnings into SBN 2.0 and the revised Logic Models</li> <li>• Other evidence that M&amp;E findings are being acted upon (e.g. outcome of recommendations from the various evaluations and reviews cited)</li> </ul>	<ul style="list-style-type: none"> <li>• Previous evaluations, reviews, reports</li> <li>• Outcomes from regional meetings</li> <li>• Follow up actions to prior evaluations</li> </ul>
3.7 To what extent have SBN objectives been coherent and harmonised with those of other actors and stakeholders (within and beyond the SUN movement)	<ul style="list-style-type: none"> <li>• Extent of SBN engagement in multi-sector-platforms (including SUN)</li> <li>• Extent of SBN engagement or participation in national nutrition related strategies</li> <li>• Extent of SBN engagement and input to relevant UN organisations such as WFP, FAO, IFAD, UNICEF, UNDP, WHO, WASH sector in country and coherence with their strategies/UNDAF</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with other actors and stakeholders</li> <li>• Interview with SUN coordinators and participants from other networks</li> </ul>
3.8 How sustainable are SBN's activities and results?	<ul style="list-style-type: none"> <li>• Extent to which more sustainable domestic funding has been sourced for SBN activities</li> <li>• Extent of growing versus reducing active membership</li> <li>• Trends and frequency of SBN activities/conventions/interventions; is momentum being maintained/increased rather than fading</li> </ul>	<ul style="list-style-type: none"> <li>• Country data on funding and related predictability</li> <li>• Country data on frequency of and trends related to SBN activities</li> <li>• Country data on outputs and outcomes</li> </ul>

## Annex 4 List of people interviewed

Role and organisation	Date/s
<b>Global level interviews</b>	
Senior Technical Specialist, Knowledge Leadership Unit, GAIN	21 June 2019
Global SBN Coordinator, Global SBN	30 June 2019; 10 September 2019
Deputy Manager, Global SBN	26 June 2019
Senior Associate for Global Partnerships, Global SBN	01 July 2019
Director, Policy and External Relations, GAIN	03 July 2019
SUN Movement Coordinator / Assistant Secretary General of UN	13 September 2019
Senior Director, Strategic Partnerships & Stakeholder Engagement, Corporate Affairs, multinational company	19 October 2019
Partnerships and CSR representative, multinational company	19 October 2019
Deputy Director, World Food Programme	29 November 2019
<b>Country Case Studies (Zambia, Indonesia and Mozambique)</b>	
The list of people interviewed for the country case studies is provided in Volume II.	
<b>Sri Lanka Desk Study</b>	
SBN Coordinator, Sri Lanka	24/06/19
Chair of SUN CSN, Sri Lanka	28/06/19
Additional Secretary to the President & SUN Country Coordinator, Sri Lanka	1/07/19
Head of Department of Nutrition at Medical Research Institute (MRI), Sri Lanka	1/07/19
Presidential Secretariat, Sri Lanka	1/07/19
Managing Director, Limited company, Sri Lanka	03/07/19
WFP, Sri Lanka	23/07/19
<b>Kenya Desk Study</b>	
SBN Coordinator (Nutrition International consultant, seconded), Kenya	26/06/19
GAIN Country Director, Kenya	26/07/19
SUN Nutrition Officer (UNICEF), Kenya	08/08/19
SBN Business Member, Kenya	15/08/19
<b>Pakistan Desk Study</b>	
Chief Executive, limited company and SBN co-chair, Pakistan	07/08/19
SBN Chair and Senior Manager limited company, Pakistan	07/08/19
Chief Executive, limited company, Pakistan	07/08/19
SBN Coordinator, Pakistan	12/08/19
<b>Bangladesh Desk Study</b>	
Director Bangladesh (GAIN)	23/07/19
SBN Coordinator Bangladesh (GAIN)	23/07/19
SBN Business Member Bangladesh / limited company	26/07/19
SBN Business Member Bangladesh / limited company	26/07/19
SUN Focal Point, Additional Secretary (Public Health and World Health), Health Services Division, Ministry of Health and Family Welfare, Bangladesh	09/08/19
<b>Malawi Desk Study</b>	
Chairperson - SBN Central Region Chapter, Malawi	07/08/19
SBN Coordinator, Malawi	12/08/19
Limited Company, Malawi	23/08/19
SBN secretariat, Malawi	26/08/19
<b>Nigeria Desk Study</b>	

<b>Role and organisation</b>	<b>Date/s</b>
Professor of Food Science and Technology, Bells University of Technology, Nigeria	05/08/19
SBN Coordinator , Nigeria	08/08/19
Limited Company, Nigeria	09/08/19
Limited Company, Nigeria	12/08/19
External Affairs Manager, multinational company, Nigeria	12/08/19
<b>Tanzania Desk Study</b>	
Country Director, Tanzania	09/0819
SBN Coordinator, Tanzania	12/08/19
Director, limited company, Tanzania	20/08/19
Managing Director, limited company, Tanzania	20/08/19

## Annex 5 SBN M&E System – Evaluation Findings

Functional Area	Questions	Response (Yes, No)	Comment
M&E Capabilities, Roles and Responsibilities	Is there an M&E plan for SBN?	No	<p>At the <b>global level</b>, we have already noted the effective plan, based on the results framework associated with the global logic model.</p> <p>At <b>country level</b> 7 countries<sup>92</sup> have clear layers of M&amp;E that begin with a national database, with its dashboard of common indicators. This ensures that each country collects similar data against the indicators. Moreover, each network has an M&amp;E plan, but it is not clear as to the extent this is being driven by donor needs or SBN. Ideally there needs to be strong alignment between M&amp;E systems so as not to overwhelm coordinators.</p> <p>It is not at all clear as to whether those in country are collecting data in a similar fashion which makes it difficult to aggregate the data. Moreover, there is no clarity on how SBN M&amp;E fits within the SUN MEAL system.</p>
	Are relevant SBN staff identified with clearly assigned M&E responsibilities?	Yes, but limited bandwidth to execute effectively at the national level	<p>At <b>global level</b>: Within GAIN the Knowledge and Leadership team have been assigned to centrally coordinate M&amp;E.</p> <p>Each <b>country</b> coordinator is responsible for M&amp;E (and some do an effective job in keeping track of progress), but evidence shared with the team found that many have yet to capture data fully (and for this reason we were never provided with a consolidated results framework recording all the SBN country data).</p>
	Are the M&E roles feasible	No	Interviews at <b>country level</b> suggest that completing the current database is time-consuming. To date many of the coordinators have yet to capture the relevant data required by the system
Training	Have relevant staff received the required training on M&E?	No	At <b>country level</b> whilst some coordinators clearly had considerable practical knowledge of M&E, and there is a strong ethos to work together, there does not seem to be a common understanding or approach to M&E within the different country coordinators. OR to see the real benefit of how this information can be used to improve performance in country, though one national coordinator mentioned that the database had

<sup>92</sup> We were provided with national databases from Bangladesh, Kenya, Mozambique, Nigeria, Pakistan, Tanzania, and Zambia.

Functional Area	Questions	Response (Yes, No)	Comment
			enabled them to respond to specific queries about the SBN membership from the advisory group.
Indicator Definitions	Are there operational indicator definitions meeting relevant standards that are systematically measured across SBN?	Yes	SBN has clearly defined indicators at both the <b>global level</b> and the <b>national level</b> , including annual targets and end-of-programme targets, all of which can be found in the relevant results frameworks.
	Have technically sound data sources been identified for all indicators?	Yes	Albeit problems have already been noted with regard to the reliability and validity of the data being captured at the <b>country level</b> .
	Are baseline values available and have feasible targets for the mid-line and end-line been set?	Yes/No	At the <b>global level</b> SBN put considerable effort into setting baseline values, but the same rigour does not appear at <b>country level</b> .
Reporting Requirements	Has SBN clearly documented (in writing) who reports to whom, and how and when reporting is required?	Partial	<b>Country</b> coordinators routinely report progress verbally and do report against the output indicators. However, much of the verbal report backs are not systematically documented (we were not given any minutes from these meetings), and as already noted there are some issues in the quality of the reporting against the results framework. Nevertheless, many of the established country networks have generated a vast volume of reports, which appear to have generally been produced within agreed timeframes and are of high quality.
	Does the programme provide systematic feedback on reports?	Apparently not	It does not appear that there is any attempt to verify whether <b>country level</b> information submitted is accurate, and so it is quite likely that feedback is not systematically provided.

Functional Area	Questions	Response (Yes, No)	Comment
	Does the programme respond to deviations noted in reports and provide follow-up action points?	Yes	Interviewees reported that where issues arise the SBN secretariat is proactive in identifying the necessary action steps to address challenges.
Collection and Reporting Forms and Tools	Are there standard collection and reporting forms that are systematically used?	Yes	The reporting template aligned to the results framework indicates what reporting is required at both the <b>global</b> and <b>national</b> level. As already noted, most country coordinators are making an effort to complete the template. There appear to be 7 different in-take data forms members are supposed to complete. This process seems overly complicated and is not being implemented (Mozambique only uses 3).
	Are data recorded with sufficient precision/detail to measure relevant indicators?	Not known	Unclear to what extent data is being verified. Beyond collection is a key concern as to the accuracy of data self-reported by companies in country (Mozambique).
Management Processes and Quality Controls	Does clear documentation of collection, aggregation and manipulation steps exist for data?	No	This is not done systematically. Because each country coordinator may use a different approach it is not possible to manipulate the data captured other than to provide descriptive statistics (and we have already noted our concerns about the validity of these descriptive statistics).
	Are data quality challenges identified and are mechanisms in place for addressing them?	Yes/No	The global team routinely conduct field visits to check on progress of activities (as do coordinators in country). However, there does not appear to be any attempt to check data in a systematic way.

Functional Area	Questions	Response (Yes, No)	Comment
	Are there clearly defined and followed procedures to identify and reconcile discrepancies in reports?	No	We did not see evidence of reports being scrutinised (we noticed, for instance, whilst visiting one of the case study countries, that many of the same activities reported for that year were almost identical to activities reported the previous year).
	Are there clearly defined and followed procedures to periodically verify source data?	No	Although members of the global team do conduct visits, the purposes of these visits are not to verify data. As already pointed out, more attention should have been paid to institutionalisation and quality assurance of the M&E system.
	Is management able to obtain adequate and timely information on any changes to either assumptions or risks?	Yes/no	Regular calls with coordinators identify any issues that could undermine progress. However the sporadic collection and collation of data against indicators in the results framework is unlikely to provide information that is timely, and in some cases the information captured is incomplete which raises questions about the usefulness of the information.
Links with the SUN Movement	Does the data collection and reporting system of SBN link to the SUN MEAL system? <sup>93</sup>	Yes/no	Information captured by SBN does feed into the SUN MEAL system at the global level and SBN is an active participant in the Joint Assessment process. However, the actual systems being used (e.g. the national databases) are neither integral nor integrated to the SUN MEAL system. <sup>94</sup>
Evaluation	Is there a requirement for evaluations?	Yes	As noted below SBN has participated in a number of evaluations, and/or been the subject of several evaluations <sup>95</sup>

<sup>93</sup> The SUN's Monitoring, Evaluation, Accountability and Learning (MEAL) system has a mandate to track indicators far wider than the specific focus of SBN. It currently only reports against the Business Network Functionality Index. For more details see <https://scalingupnutrition.org/progress-impact/monitoring-evaluation-accountability-and-learning-meal/>.

<sup>94</sup> As one respondent at the Global level noted – 'At the global level, there is considered to be challenge with how the SBN pathway fits with the SUN MEAL pathway (tension regarding how they overlap and/or align). Although support is provided from the MEAL Advisory group, with tools and dashboards, the link of SBN data with the wider monitoring/evaluation activities of the SUN Movement is "a struggle"- "disconnect between the richness of country SBN data and what the MEAL reflects". [Global interview]

<sup>95</sup> Evaluations, reports and reviews which have helped shape SBN's learning include 2015 ICE Evaluation (2012-2015); 2017 GAIN self-assessment evaluation (2012-2017); 2017 MDF independent evaluation of GAIN SBN (2012-2017); 2017 GAIN Final Report of Dutch Direct 1.0; and 2017 WFP SBN Zambia membership survey.

## Annex 6 Reflections on methodology and process

1. In our inception report we described the approach we intended to use to gather evidence to support our evaluation findings and we listed seven risks that we anticipated encountering during the evaluation process. This annex reflects on the extent to which the risks were encountered and how they have been addressed by the evaluation team

Risk	Mitigation
Insufficient documentation leading to partial answers to evaluation questions.	Whilst existing documentation was forthcoming, we noted below that quantitative data at country level (i.e. as captured in the databases) was poor. This was especially true at country level where many platforms have yet to comprehensively report against the results framework aligned to the national logic model. Where feasible and practical (see for instance the detailed case studies in Volume II) we have generated new evidence through interviews and field observations.
Difficulty in accessing informants.	Whilst those to be interviewed were identified early on in the process the evaluation team were unable to reach many at the global level. In particular, despite chasing global members over a three-month period (in which repeated attempts were made to invite respondents to an interview) only one company eventually agreed to be interviewed. This meant that in our analysis we relied heavily on existing secondary data. This was not the case though at country level where all planned interviews took place.
Access to field locations and to businesses may be restrained for the country visits due to weather and/or security related issues.	This was not an issue, and all planned interviews took place at country level.
Absence of or difficulties with working relationships with SBN, and their implementing partners (GAIN and WFP) due to individual personalities, mismatched expectations, possible conflicts of interest etc.	This issue did not arise, and we believe that the relationship continues to be appropriately cordial and professional.

Risk	Mitigation
<p>SBN Secretariat and partners may not have the capacity to facilitate the evaluation team’s work (e.g. being available for interviews/focus group discussions, providing documentation in a timely manner) where necessary. This has the potential to delay the implementation of the evaluation or to create gaps.</p>	<p>As noted above documentation requested was eventually obtained, albeit often after multiple requests for the information were made. Fieldwork visits to the three countries were well supported by an SBN focal person who facilitated access to all those whom we wanted to interview.</p>
<p>Key stakeholders are not available or no longer in position.</p>	<p>This only happened in a few rare occurrences, but we were able to interview the relevant person even though they were no longer directly involved in SBN.</p>
<p>Lack of availability, consistency and quality of outcome level data may make it difficult to assess progress along all of the impact pathways</p>	<p>As we discuss below this did impact on our ability to conduct the Most Significant Change process in its entirety. However, where feasible we did collect qualitative information to illustrate progress.</p>

2. A key aspect of our planned approach, was to use contribution analysis, complemented by the Most Significant Change (MSC) technique (see Box 6). As we noted in the inception report our intended approach is a regular methodological choice for addressing complex scenarios where final results are joint products by many partners and the evaluation needs to assess, as persuasively as possible, the contribution of one partner (Dart and Davies, 2003 and Davies and Dart, 2005). The essence of the approach is to note the results that have occurred (which may include policy changes as well as services delivered), and then to consider what best accounts for the results, including the extent to which SBN activities made a difference.

### **Box 6 Most Significant Change**

The kernel of the MSC process is asking questions along the lines of:

- “Looking back over the last month, what do you think was the most significant change in [particular domain of change – broad areas where change might be expected to occur]?”

A similar question is posed when the answers to the first question are examined by another group of participants:

- “From among all these significant changes, what do you think was the most significant change of all?”

When asking the questions, it is important to record when the events occurred, the description of the story itself (i.e. what happened, why it happened, who contributed to the change, and the significance - to the story-teller - of the events described).

3. The literature notes further with respect to MSC that it can be very helpful in explaining HOW change comes about (processes and causal mechanisms) and WHEN (in

what situations and contexts), primarily at the outcome and impact level. By implication, as discussed by Davies and Dart, 2005 MSC is not designed to access information on predicted, quantifiable indicators, and is therefore less appropriate for capturing expected outputs. In addition, it is not designed to capture information on finance, inputs or activities. This needs to be done through other processes. Moreover, they argue further that MSC is not designed to provide comprehensive information about expected changes occurring at the output level, but rather the most significant change at a higher level such as results/outcomes or impact.

4. Similarly, and as outlined by Mayne, 2011), contribution analysis is premised on differentiating the contribution made by different partners in order to develop a plausible narrative. As Mayne notes, a plausible narrative is considered to have been developed when the following different conditions are met (ibid, p7):

- a. The development intervention is based on a sound theory of change, accompanied by agreed and plausible assumptions, that explains how the intervention sought to bring about any desired changes.
- b. The activities of the development intervention were implemented properly.
- c. There is adequate evidence showing that change occurred at each level of the theory of change.
- d. The relative contribution of external factors or other development interventions can be dismissed or demonstrated.

5. Interviews conducted during the fieldwork for this evaluation found that in the case of MSC and to a lesser extent of contribution analysis several of the conditions mentioned above were not present; this was further supported by the paucity of SBN's own data on progress along the causal pathways (see Table 18 below). Primarily, especially at country level, progress along the causal pathways was at the output stage. This meant that to date most deliverables are not yet products of many partners (i.e. they are activities either being delivered by SBN or having been commissioned by SBN), it is too early to demonstrate that a result/outcome (such as change in behaviour) has been achieved, and external factors/other development interventions are unlikely to affect the internal workings of the different platforms.

6. It is for these reasons that MSC was an unsatisfactory approach to use in interviews – respondents typically noticed very little had changed, as one would expect bearing in mind the nature of progress to date. Yet where feasible we have indeed tracked performance from inputs to outputs as much as possible. See for instance the most exhaustive review of SBN performance in the three country case studies (Volume II). In addition, EQ2 identifies under each of the causal pathways where promising-looking outcomes are being generated to which SBN is contributing and are likely to generate change in the future; examples include:

1. nascent national nutrition strategies in Tanzania<sup>96</sup> and Malawi making specific reference to the role of the private sector,
2. distrust of the private sector’s role in promoting nutrition diminishing in Sri Lanka, Bangladesh,
3. leveraging national business associations, others in the SUN Movement and so on to advocate for greater prominence of the private sector in national nutrition strategies,
4. convening SMEs in greater numbers to empower them to play a critical role in developing and supplying nutritious foods, and
5. global companies beginning to provide targeted support to national SMEs.

7. In addition, the paucity of quantitative information across the national level results framework (as captured in the respective databases) also makes it extremely difficult to consider the SBN’s contribution to these results. Whilst the evaluation team were provided with information against each of the key performance indicators associated with the global logic model’s results framework, this was not the case with respect to the national logic model’s results framework. As Table 18 below illustrates, most national SBNs have yet to capture data, even those platforms which have been in existence prior to 2019.<sup>97</sup> With so much data missing it is difficult to even do basic descriptive statistics (e.g. provide an aggregated total of membership, number of convenings, membership attendance rates, percentage of members making commitments, and so on).

**Table 18 SBN database compilation**

Country	Reporting date	Total No of business members	Total no. of businesses making commitments
Bangladesh	2019-June	6	6
Burundi	2019-June		
Cambodia	2018-Dec	11	0
Cote d’Ivoire	2019-June		
DRC	2019-June		
El Salvador	2019-June		
Ethiopia	2019-June		
Gambia	2019-June		
Guinea	2019-June		
Indonesia	2019-June	32	No data
Kenya	2019-June	72	23
Lao PDR	2019-June	10	No data
Lesotho	2019-June		
Madagascar	2019-June	12	No data
Malawi	2019-June	18	No data
Mauritania	2019-June		

<sup>96</sup> And in the case of Tanzania this is being taken further as government is currently being supported to include private-sector specific indicators in its next national nutrition strategy.

<sup>97</sup> The information contained in this table was provided by the KL team on 15 November 2019.

Mozambique	2019-June	98	55
Myanmar	2019-June		
Nepal	2019-June		
Nigeria	2019-June	95	95
Pakistan	2019-June	35	4
Peru	2019-June		
Philippines	2019-June		
Rwanda	2019-June		
Senegal	2019-June		
Sri Lanka	2019-June	30	No data
Tanzania	2019-June	141	14
Uganda	2019-June		
Vietnam	2019-June		
Yemen	2019-June		
Zambia	2019-June	83	0
Afghanistan	2019-June		
Lesotho	2019-June		
Global Members		23	23
<b>Total</b>		<b>666</b>	<b>220</b>

Source: SUN Global Team

8. Moreover, as much of the data is missing at national level it does make any assessment more qualitative, and much of our enquiry has been at the earlier stages in the results framework as substantial outcomes are yet to be realised, Nevertheless, as we illustrate under EQ2, where appropriate we have managed to glean the extent of the contribution being made by SBN at the output levels of the different pathways of the national logic model.

## Annex 7 SBN Country Toolkit

CATEGORY / DROPBOX FOLDER	CONTENTS		DESCRIPTION
CATALOGUE	0	<b><i>Catalogue of SBN National Tools</i></b>	Directory of all available tools for national networks
<b>SBN INDUCTION</b>  <u><b>Purpose:</b></u>  <b><i>Materials used for inducting new SBN coordinators on the SBN and SUN Movement as a whole.</i></b>	1.1	<b><i>SUN Movement Overview</i></b>	Overview of the objectives and structure of the Sun Movement
	1.2	<b><i>SBN Introduction (powerpoint)</i></b>	Overview of the objectives and structure of the SBN
	1.3	<b><i>SBN Information Packet/Handouts</i></b>	Collection of flyers that can be shared with various stakeholders that provide an overview of the SBN and various topics on private sector engagement in nutrition
	1.4	<b><i>Impact Pathway and Logic Model</i></b>	Global and national SBN impact pathway and logic model
<b>SBN STRATEGY DEVELOPMENT &amp; FUNDRAISING</b>  <u><b>Purpose:</b></u>  <b><i>Resources that all SBN networks can use to mobilise funding from private and public sources.</i></b>	2.1.1	<b><i>Guideline on setting up an SBN (SBN 'How-to Guide')</i></b>	Provides a step by step guideline of setting up an SBN
	2.1.2	<b><i>SBN Action Plan Template</i></b>	Template that facilitates the development of a road map for establishing and launching a new SBN
	2.1.3	<b><i>National Nutrition Priorities Mapping Tool</i></b>	Supports the identification of nutrition priority areas that underpin the development of a SBN strategy
	2.1.4	<b><i>SBN Strategy Template</i></b>	Template for SBN Strategy (to be used/adjusted by countries as needed) (revise from previous dropbox)
	2.1.5	<b><i>Sample SBN Action Plan</i></b>	Collection of existing SBN action plans
	2.1.5	<b><i>Sample SBN strategies</i></b>	Collection of existing SBN strategies

	2.1.5	<b>Sample SBN Strategy on a Page docs</b>	Sample overviews of national SBN strategies
	2.2.1	<b>Guide to Business Engagement (French &amp; English)</b>	Handbook that provides in-depth information on engaging the private sector in nutrition
	2.2.2	<b>Partnerships tracker</b>	Tool that helps SBNs tracks the engagement of donors
	2.3.1	<b>Budgeting an SBN</b>	Guide on budgeting an SBN (first three years of operation)
	2.3.2	<b>Donor Mapping Tool</b>	Tool used to prioritise SBN donor engagement
	2.3.3	<b>SBN Concept Note Template</b>	CN template for national SBNs to use/adjust as needed (revise from previous dropbox)
	2.3.4	<b>Sample Funding Proposals</b>	Collection of successful SBN funding proposals
	2.4.1	<b>SBN Coordinator Terms of Reference (ToR) Template</b>	Template that supports the development of a ToR used to identify and select an SBN Coordinator
	2.4.2	<b>Sample ToR for SBN Coordinators</b>	Collection of existing SBN Coordinator ToRs
	2.4.3	<b>SBN Strategy Development Consultant TOR</b>	Previous Dropbox resource
	2.4.4	<b>SBN Private Sector mapping Consultant TOR</b>	Previous Dropbox resource
<b>SBN MEMBERSHIP &amp; GOVERNANCE</b>	3.1.1	<b>Governance Structure</b>	Overview of the SBN governance structure
	3.1.2	<b>SBN Governance Structure/Advisory board ToR</b>	Template that supports the development of a ToR that can be used to structure a SBN governance structure
<b><u>Purpose:</u></b>			

<p><b>Information and tools linked to SBN governance and engaging SBN member businesses. Also provides COI guidance</b></p>	3.1.3	<b>Sample SBN Governance Structure</b>	Collection of existing SBN Governance ToRs
	3.2.1	<b>SBN Membership Onboarding Note</b>	Overview for Coordinators on Onboarding Process
	3.2.2	<b>Information sheet for prospective members</b>	Provides information for prospective SBN members
	3.2.3	<b>SBN Membership Onboarding Letter</b>	Letter template for onboarding prospective SBN members
	3.2.4	<b>SBN Membership Form template</b>	Template for SBN membership form
	3.2.5	<b>Example national SBN membership form</b>	Example membership form for national SBNs
	3.3.1	<b>SUN COI Guidance</b>	COI Guidance document from SUN Movement
	3.3.2	<b>SUN COI Toolkit</b>	Tools for dealing with COI from SUN Movement
<p><b>SBN PROGRAMME TOOLS</b></p> <p><u>Purpose:</u></p> <p><b>Tools to support programme implementation, including M&amp;E, SBN member surveys and support tools, carrying out of pitch competition, workforce nutrition programmes, and other activities</b></p>	4.1.1	<b>Guidance document on the use of the monitoring tools</b>	Powerpoint slide deck to describe and provide an overview of the monitoring framework
	4.1.2	<b>Impact Pathway</b>	Global and national SBN Theory of Change
	4.1.3	<b>National SBN Results Framework / Logframe</b>	National SBN results framework
	4.1.5	<b>National SBN Results Framework / Logframe</b>	Global SBN results framework
	4.1.6	<b>Results Framework/Impact Pathway overview</b>	Narrative overview of SBN Impact Pathway and Results Framework

-	4.2.1	<b>National Database + User Guide</b>	Captures and curates key network data in order to provide a health check of the network as a whole by tracking the performance of the network against the results framework.
	4.2.2	<b>SBN Database Template</b>	Excel SBN Database
	4.2.3	<b>Reporting Calendar and Reporting Template</b>	Summary of reporting timeline for the year, as well as a report template to be submitted twice a year
	4.3.1	<b>TA Survey Tools Explanation Note</b>	Overview of TA Survey Tools
	4.3.2	<b>Technical Assistance Offer Form</b>	Survey to capture technical assistance offers to members
	4.3.3	<b>Technical Assistance Self-Assessment Forms</b>	Survey to capture technical assistance needs of members
	4.3.4	<b>Financial Assistance Form</b>	Survey to capture financial needs of members
	4.3.5	<b>Financial Assistance Offer Forms</b>	Survey to capture financial service offers to members
	4.4.1	<b>STAGE 1: Identify Local Strategic Partners</b>	Provides key documents and templates to broker key local partnerships to accelerate the reach of the National SUN Pitch Competition.  Includes the following documents listed below:
	1	<b>2019/20 SUN Pitch Competition Overview</b>	Provides an overview of the competition including key objectives, theme and process
2	<b>SUN Pitch Competition Overview Presentation</b>	Summary overview of the competition including key objectives, theme and process	

	3	<b><i>SUN National Pitch Competition Guidebook</i></b>	Based on best practice, the guidebook provides recommended steps to plan a national pitch competition and global resources that are available.
	4	<b><i>2018 SUN Pitch Competition Winners Profiles</i></b>	Provides profiles of past SUN Pitch Competition winners and a summary of the technical assistance/mentorship prizes they were awarded.
	5	<b><i>National SUN Pitch Competition Planning Checklist</i></b>	Summary checklist of things to consider when planning a national pitch competition
	6	<b><i>Suggested Scope of Work for Anchor Partner</i></b>	Outlines suggested scope of work for an anchor partner including links to potential partners
	7	<b><i>Partnership and Sponsorship Brief (Long Form)</i></b>	Provides detailed partnership opportunities to potential partners
	8	<b><i>Partnership and Sponsorship Brief (short form)</i></b>	Provides a summary of partnership opportunities to potential partners
	9	<b><i>SUN Pitch Competition Branding and Communication Toolkit</i></b>	Provides step by step guide of communicating/positioning the national pitch competition under the 2019/20 theme and includes templates.
	4.4.2	<b><i>STAGE 2: Selection of National SUN Pitch Competition Winner</i></b>	Provides key documents and templates for shortlisting and selecting the National SUN Pitch Competition winner.  Includes the following documents listed below:
	10	<b><i>SUN Pitch Competition Branding &amp; Communication Toolkit</i></b>	Provides a step by step guide for communicating/positioning the national pitch competition under 2019/20 theme, includes templates to be adapted for national pitch competitions.

-	11	<b><i>SUN Pitch Competition Website Country Page Template</i></b>	Provides guidance on creating a country landing page for networks that opt to use the global sun pitch competition website as their main communication platform.
-	12	<b><i>Photography Consent Form</i></b>	Allows SBN to obtain consent from a party to use their photographs for commercial use including releasing their rights to the images for free.
-	13	<b><i>SUN Pitch Competition Poster</i></b>	Sample poster that can be used to promote the pitch competition to a wide set of stakeholders
-	14	<b><i>2019/20 Theme Guidance Note</i></b>	Short note to guide applicants on the overarching theme and challenge areas they can apply against.
-	15	<b><i>Eligibility and Selection Criteria</i></b>	Should networks opt to email applicants, template can serve as a base/example of an application form.
-	16	<b><i>Application Form Template</i></b>	Should networks opt to email applicants, template can serve as a base/example of an application form.
-	17	<b><i>SUN Pitch Competition Training Program Overview</i></b>	Provides a summary overview of each training module that should be rolled out during the training of shortlisted national pitch competition finalists.
-	18	<b><i>SUN Pitch Competition Training Program Materials</i></b>	Provides a detailed overview of each training module including facilitator guides and training materials that will be used to train shortlisted national pitch competition finalists.
-	19	<b><i>Judging Guidelines</i></b>	Serves as guidance for judges to assess finalists at the final national pitch competition event
-	20	<b><i>Judging Score Sheet Template</i></b>	Template that provides instructions for judges to use the judging rubric and submit feedback to finalists at the

-			National SUN Pitch Competition finals.
	4.4.3	<b><i>Branding &amp; Communications Resources</i></b>	Provides key resources to support branding and communications activities for national pitch competitions - e.g. logos, photos and social media banners.
	4.5.1	<b><i>Module 1: Nutrition Awareness</i></b>	Includes training guides, manuals, assessment forms, course materials aimed at sensitizing SMEs on key nutrition concepts and how business can contribute towards building healthy and sustainable food systems. Also includes ToR for procuring a trainer to deliver nutrition awareness training sessions.
	4.5.2	<b><i>Module 2: Strategy for Scale</i></b>	Includes training guides, manuals, assessment forms, course materials that aims to equip SMEs with technical know-how, practical tools and actionable strategies to scale up their businesses, so they can create local markets full of diverse, nutritious and affordable foods. Also includes ToR for procuring a trainer to deliver strategy for scale training sessions.
	4.5.3	<b><i>Module 3: Soft Skills</i></b>	Includes training guide, manuals, assessment forms, course materials that aims to improve and strengthen pitching skills of entrepreneurs to leverage funds and build a brand for their businesses. Also includes ToR for procuring a trainer to deliver soft skills training sessions.
	1	<b><i>Work Force Nutrition Report on SBN global members</i></b>	A comprehensive report outlining work force nutrition initiatives of SBN global members
	2	<b><i>Work Force Nutrition Handbook</i></b>	A guide that supports SMEs to explore and implement various work

			force nutrition initiatives in their business.
	3	<b>Work Force Nutrition Information Series</b>	A series of free publications on various work force nutrition topics compiled by the Global Alliance for Improved Nutrition (GAIN)
<b>SBN COMMUNICATIONS</b>  <b><u>Purpose:</u></b>  <b>Communication resources for country teams to support their efforts in branding, positioning and communicating the impact of the SBN to country and global stakeholders</b>	5.1	<b>SBN Logos</b>	Includes SBN logos in all file formats and in English, French, Spanish & Portuguese.
	5.2	<b>SBN Colour Palette</b>	Provides an overview of SBN colours, to be used on all SBN branded communications materials.
	5.3	<b>Photography Consent Form</b>	Allows SBN to obtain consent from a party to use their photographs for commercial use including releasing their rights to the images for free.
	5.4	<b>Country Page Template for SBN Website</b>	Template to be used by new national SBNs so that the SBN Global communication team can create and populate their country page on the SBN website.
	5.5	<b>2018-2019 SBN Highlights Report</b>	Brochure summarising highlights from across the SBN in 2018-2019. Available in English, French & Spanish.
	5.6	<b>SBN Postcard</b>	Postcard summarising what the SBN is and how we work.
	5.7	<b>Pop up Banner Template</b>	Example of SBN branded pop-up/roller banner, which can be used as a template and adapted.
	Coming soon	<b>Global communications offer</b>	Summary of the offerings that the SBN Global communication team can provide to SBN national teams
	Coming soon	<b>2020 global events calendar</b>	Overview of all global events for the year
	Coming soon	<b>Frequently Asked Questions (FAQs) sheet</b>	Collection of FAQs about the SBN

	<b>Coming soon</b>	<b><i>Social media guidelines</i></b>	Official SBN social media guideline
	<b>Coming soon</b>	<b><i>News story template</i></b>	Template that can be used to compile a news story including best practices on promoting news stories
	<b>Coming soon</b>	<b><i>Case study template</i></b>	Template that can be used to compile a case study including best practices on promoting case studies
	<b>Coming soon</b>	<b><i>PPT template</i></b>	Standardised SBN branded powerpoint template

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