



# The Nutrition Business Monitor tool

A self-assessment tool for Micro-, Small-, and Medium-sized enterprises to improve performance on nutrition

April 2022



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# Abbreviations

<b>ATNI</b>	Access to Nutrition Initiative
<b>FAO</b>	Food and Agriculture Organization
<b>FOP</b>	front-of-pack (labeling)
<b>FSSAI</b>	Food Safety and Standards Authority of India
<b>GAIN</b>	Global Alliance for Improved Nutrition
<b>LMIC</b>	Low- and middle-income country
<b>NBM</b>	Nutrition Business Monitoring
<b>NGO</b>	non-governmental organization
<b>PAHO</b>	Pan American Health Organization (regional agency of WHO)
<b>PPE</b>	personal protective equipment
<b>R&amp;D</b>	research and development
<b>SBN</b>	SUN Business Network
<b>SDGs</b>	Sustainable Development Goals
<b>SMEs</b>	Micro-, small- and medium-sized enterprises
<b>SOFI</b>	The State of Food Security and Nutrition in the World 2020 Report
<b>SUN</b>	Scaling Up Nutrition
<b>UN</b>	United Nations



# Executive Summary

## Micro-, Small-, Medium-sized Enterprises (SMEs) in context

Estimated to handle more than half of the food consumed worldwide, Micro-, Small- and Medium-sized Enterprises (SMEs) play a crucial role within food systems. Typically defined as firms with <250 employees (thresholds differ depending on country definitions), SMEs are prevalent at each of the production, processing, and retail stages of the food value chain.<sup>1</sup> SMEs therefore have the potential to drive positive change and transform current food systems by embedding nutrition into their business practices, and ensuring that consumers, regardless of geography or income, have access to and can afford nutritious products. SMEs, however, often lack resources, knowledge, and time to evaluate their business practices against nutrition targets and realize their potential for positive impact.

To fill this gap, the Access to Nutrition initiative (ATNI), in collaboration with the Global Alliance for Improved Nutrition (GAIN) and the Scaling-Up Nutrition (SUN) Business Network (SBN), designed a business and nutrition self-assessment tool – the ‘Nutrition Business Monitoring’ (NBM) tool. The tool seeks to improve the nutrition performance of SMEs operating in food systems by evaluating companies’ self-reported nutrition-related business practices and generating recommendations based on gaps identified. The use of the NBM tool by SMEs in SUN Countries, accompanied by capacity building or other follow-up support, also strengthens engagement and accountability of the food and beverage industry’s actions and investments to promote better nutrition, prevent malnutrition, and tackle overweight and obesity, which is a growing concern in many countries. The objective of this report is to present findings from a pilot of the tool and two-day follow up capacity building carried out in Nigeria and Bangladesh, as well as lessons learned and next steps.

## The NBM self-assessment tool

The NBM tool consists of 27 scored and unscored indicators, grouped into 5 nutrition related thematic areas – *products & management, marketing, workforce programs* (focused on employee benefits and facilities for parents), *labeling, and engagement*. A customized set of recommendations are provided to users which includes relevant information and resources for follow-up. The tool and subsequent recommendations aim to identify the needs of SMEs and encourage them to adopt key learnings to improve their nutrition-related business practices. Furthermore, the tool can provide useful insights to support organizations and networks seeking to scale SMEs’ contributions to public health, such as industry associations, business networks, or financial institutions. Indicators linked to national standards or guidance, embedded within the tool’s methodology, can be adjusted to national contexts.

## Testing the tool in Nigeria and Bangladesh

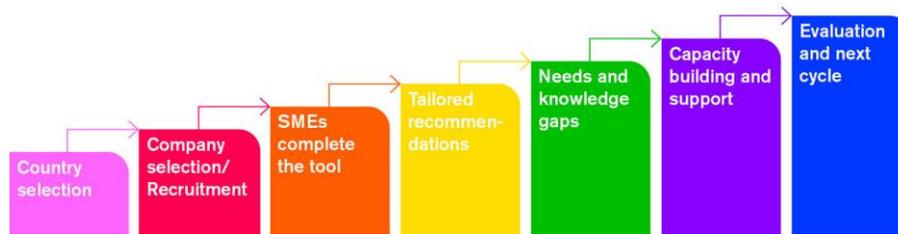
The tool was piloted in two SUN Business Network countries – Nigeria and Bangladesh. Both countries are part of the SUN movement, which places national priorities, such as tackling the burden of malnutrition, at the center of global efforts to improve nutrition. Forty-six companies in total tested the tool, 44 Micro-, Small- and Medium-sized and 2 relatively large. Aggregate results highlight that there is variability in the level of knowledge and performance around the topic of nutrition for different-sized SMEs in both countries. However, the most common gaps identified for all SMEs, regardless of size or country, was in the thematic areas’ *products & management* and *marketing*.

## Capacity building

Capacity building plays a key role in successfully applying the NBM tool. See the process steps required to apply the NBM tool below:



Figure 1. Process steps involved to apply the NBM tool



Having identified ‘products & management’ and ‘marketing’ as areas in which SMEs could benefit from training and support through the tool testing, training sessions on these topics was developed for the SMEs that participated in the testing phase. The training came in the form of a two-day capacity building workshop.

35 companies in total participated in the capacity building workshops - 22 in Lagos and 13 in Dhaka. Day 1 covered topics on business development, and Day 2 delved into marketing with a focus on nutritious products. Interactive and plenary group work sessions gave companies the chance to invent their own concepts and ideas and have open discussions. Post-training evaluations found that companies considered it to be valuable, and that they improved their knowledge of nutrition, business development, and marketing.

### Success factors to consider when applying the tool

From the development and testing of the tool, the team identified eight success factors which should be followed to effectively apply the NBM tool:

#### 1. Local business network and engaged implementing partner in country

Although a generic version of the tool is openly available for SMEs from the food and beverage sector, for it to be used effectively and have greater impact on the longer term, an existing network (such as the SBN) and an engaged and knowledgeable implementing partner are needed on the ground. This helps facilitate access to a large number of businesses, streamline trainings, incentivizing use of the tool and ensure appropriate follow-up support for SMEs.

#### 2. Tailor-made methodology

The tool should be adapted to include specific context from each country where it is rolled out and can be further customized towards food and beverage sub-sectors (i.e. manufacturing, distribution, and retail) or main food value chains (e.g. flours, oils, fresh food).

#### 3. Company-specific tailored recommendations and feedback

To achieve greater impact, recommendations to companies should, as much as possible, include tailored feedback, matching specific company’s needs and capacities.

#### 4. Accessible and user-friendly interface

For many of the companies, ease of use and time were the greatest challenges in using the tool on the platform used during the pilot phase. Therefore, the data-collection system should be accessible and user-friendly; ideally adjusted to local language, with clear instructions, and accessible on mobile devices, for example.

#### 5. Clear business incentives

Ample time should be reserved to make the business case to invest in nutrition for the specific groups of SMEs targeted and their national or regional context.

#### 6. Communication and dissemination

To promote the tool and disseminate it more broadly, targeted communication tools tailored to national context and language are needed, such as a video the purpose and benefits of the tool, posters and diagrams explaining what the tool contains, and the level of detail to be expected, among other features.

#### 7. Effective follow-up support and capacity building

Capacity building activities that respond to outcomes of the aggregate results of the self-assessment tool is an important success factor for increasing the tool’s impact. Incentivizing and educating companies on the importance and value of



participating in capacity building should be a priority for the countries that want to SMEs to effectively use the tool.

### 8. Longer term follow-up and support

Finally, in addition to trainings, continued support for SMEs is needed to keep the momentum generated going. It is therefore recommended that further follow-up support for companies is organized. The local implementing partner could set up technical assistance and joint advocacy for better regulation or support to SMEs, organize peer-2-peer sessions, offer access to a support network, or provide a mentor.

### Future development and dissemination of the tool

Use of the tool is most relevant in countries where (1) SMEs occupy the largest percentage of the total food and beverage market, and (2) an active network such as the SUN Business Network exists. Countries such as, Ethiopia, Kenya and Uganda in Africa, and Indonesia, Pakistan and Sri Lanka in Asia are recommended for future use of the tool. Other countries with high numbers of SMEs and support systems in place, such as India, are also suitable for the use of the NBM tool.

The NBM tool can be used independently by any organization that wishes to make use of it, which is why ATNI has made the tool, the methodology document, the recommendations document, and an instructions document [openly accessible](#) on its website.

For country-specific tools, ATNI and GAIN will strive to raise awareness and funding, to expand the use of the tool in a growing number of emerging markets. For each project country, local partners can adapt the methodology to the local context, with the support of ATNI, and develop a local recruitment and implementation plan.

Continued dissemination of the tool to countries with significant rates of malnutrition and large numbers of SMEs should enable SMEs to improve their business practices and generate a positive impact on nutritional outcomes, while

generating success stories and best practice examples that can be shared. Secondly, the tool will help to generate aggregate data to identify the needs of SMEs on a wider scale. This information can be used to further tailor support and create a dialogue between SMEs and support networks.





# 1. Nutrition accountability and SMEs

## 1.1 Global context

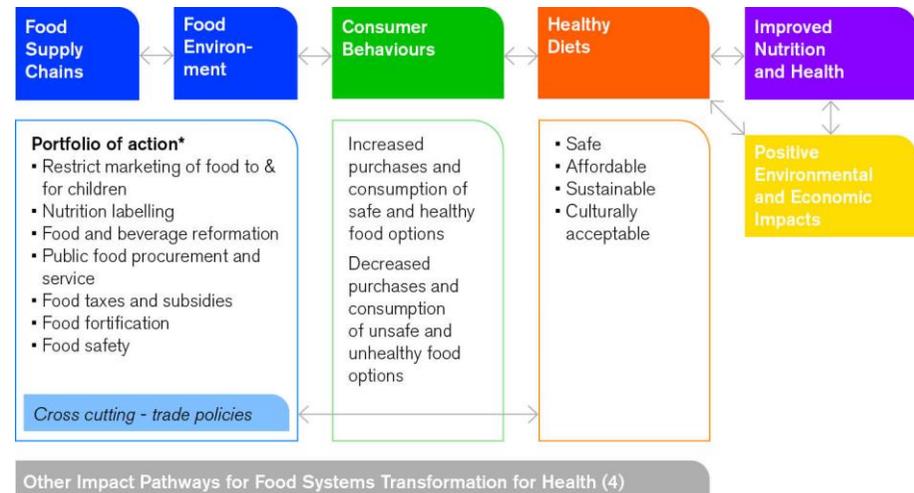
The 2015 United Nations summit saw world leaders come together to compile a new set of Sustainable Development Goals (SDGs), which included an agenda to “end hunger in all its forms by 2030 and to achieve food security.”<sup>2</sup> Today, however, an estimated 930 million people globally are still suffering from severe food insecurity, exacerbated significantly by the ongoing COVID-19 pandemic, conflict within countries, the climate change crisis and unaffordability of healthy diets.<sup>3</sup> Meanwhile 772 million adults worldwide are affected by obesity,<sup>4</sup> and over 2 billion by overweight/obesity of whom 70 percent are in low- and middle-income countries (LMICs), where rates are increasing faster than in high-income countries.<sup>5</sup>

The recent State of Food Insecurity (SOFI) report features six pathways towards food system transformation, one of which emphasizes that intervening along the food supply chain is key to ensure affordability and accessibility of nutritious food.<sup>6</sup> The World Health Organization (WHO)’s Food Systems for Health information brief highlights in their recommended action plan the need to improve the nutritional quality of food and create healthier food environments, starting with the food supply chain and highlighting seven thematic areas of focus, including marketing, labelling, and food safety, among others (see Fig 2).<sup>7</sup> SMEs form an important part of global and national food supply chains. In this report, we follow the classification for SMEs of the European Commission:<sup>8</sup>

- Micro: <10 employees and an annual turnover of ≤2m,
- Small: <50 employees and an annual turnover of ≤10m,
- Medium: <250 employees and an annual turnover of ≤ 50 m

- Large as >250 employees and >50m turnover.

Figure 2. Portfolio of action for food supply chains and food environments to deliver healthy diets, WHO (2021) <sup>9</sup>



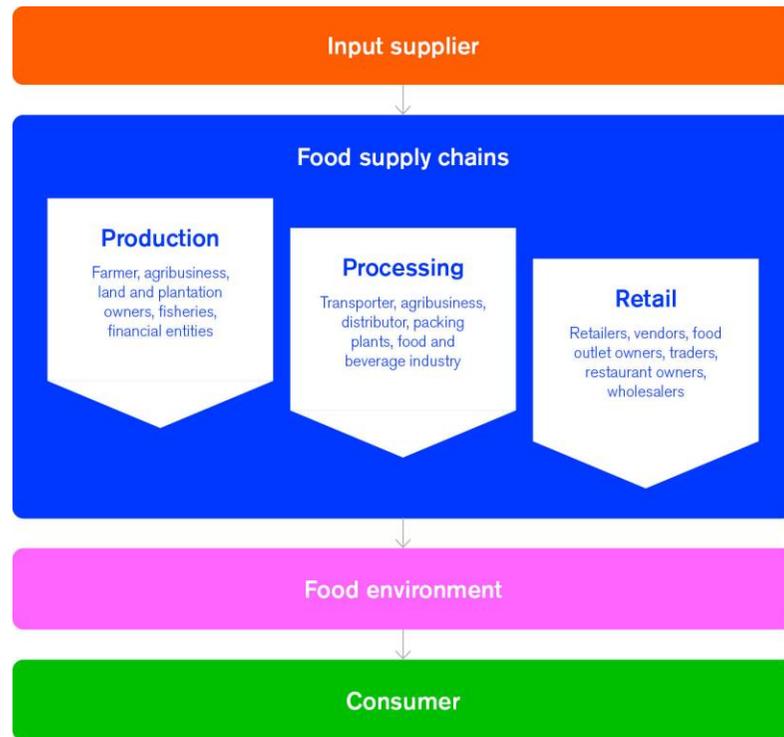
*\*This portfolio of action can help transform food supply chains and food environments to deliver healthy diets that are safe, affordable, sustainable and culturally acceptable, resulting in improved nutrition and health outcomes and with positive impacts on the environment and economies. Such action should be part of broader food systems transformation for health (4).*

## 1.2 The Role of SMEs in Food Systems

Estimated to handle more than half of the food consumed worldwide, Micro-, Small- and Medium-sized enterprises (SMEs) play a crucial role within food systems. They are prevalent at each of the production, processing, and retail stages of the food value chain.<sup>10</sup> The NBM tool discussed in this report focuses on SMEs at the processing stage, which accounts for around 40 percent of total value in the agri-food value chain in Africa, for example.<sup>11</sup>



Figure 3. The three stages of food supply chains, GAIN (2020)<sup>12</sup>



By making foods and beverages more affordable and accessible to low-income groups in LMICs, especially in urban settings (where 70 percent of all food expenditures currently takes place), SMEs can be key actors in ensuring food security and nutrition for these at-risk populations.<sup>13</sup> However, up to now, their potential to aid in the fight against the ongoing crisis of malnutrition and hunger has not been fully realized.<sup>14</sup>

SMEs are often present at the early stages of processing and production of the food value chain, and therefore have a role in shaping the initial quality, shelf life and nutrient content of food and beverages. For example, during processing,

SMEs have the advantage to prevent further loss of nutrients in foods and prevent food waste by controlling for probable contamination or applying appropriate storage conditions (it is estimated that almost one third of food is lost during food production/postproduction stages).<sup>15</sup>

Moreover, proximity to and familiarity with their consumers puts them in a unique position to innovate and deliver nutritious products that are tailored to local consumer tastes and preferences.<sup>16</sup> They also have influence on shaping consumer buying behaviors during the food retail stage, which can be leveraged to encourage purchase of healthier food and beverage products.<sup>17</sup>

With these advantages, SMEs have the power to improve the nutrition and health outcomes of populations by increasing the supply of quality, affordable, nutritious food, and beverage products to local markets, which in turn can contribute to equitable access to healthy diets for all consumers, and address food insecurity and malnutrition in all its forms.

### 1.3 SMEs and Nutrition

SMEs in emerging markets, however, face numerous challenges. Cost pressure, poor infrastructure and technology, limited access to funding, and strict regulations are just some of the constraints faced by SMEs.<sup>18</sup> Many of these issues have been exacerbated by the COVID-19 pandemic, which has resulted in decreased demand, disrupted supply, and increased operational costs.<sup>19</sup> In addition, in a world where the demand for 'ready to go' or convenience foods is on the rise, SMEs often lack resources to compete with larger multinationals and struggle with growing consumer preferences toward imported products.<sup>20</sup>

Prioritizing nutrition in their business models is therefore often not a main concern for SMEs. Moreover, incorporating nutrition into their business models can be a challenging task, given constraints in resources, knowledge, and experience for many SMEs.

Currently, the pool of learning resources, tools and educational materials on incorporating nutrition targets into business models available for SMEs is



relatively small. That said, in July 2021, the Food and Agriculture Organization (FAO) published two e-learning modules on ‘Small and Medium Enterprises and Nutrition – making the business case’, which targets SME trainers, SME representatives and policymakers working on SMEs development, nutrition and sustainable food systems and provides practical advice for integrating nutrition in SMEs’ business models by adapting the business model canvas, a widely used business management tool.<sup>21</sup>

In addition to support in identifying nutrition-related capacity gaps, it is also essential that SMEs are offered support to fill these gaps, such as capacity building, training, or mentorship to make the necessary steps on their nutrition journey.





## 2. The Nutrition Business Monitor Tool

### 2.1 Helping SMEs to improve nutrition

Acknowledging the scarcity of guidance specifically for SMEs on nutrition topics and opportunities for capacity-building, the Access to Nutrition Initiative (ATNI), in cooperation with the Global Alliance for Improved Nutrition (GAIN) and the SUN Business Network (SBN), has developed a tool to address these issues: the Nutrition Business Monitor (NBM) tool.

ATNI's existing Global and Spotlight Index methodologies serve as a basis for the selection of a smaller set of assessment indicators used in the NBM tool. Modifications to the tool's methodology were made based on in-country consultations and feedback from relevant stakeholders, donors, civil society organizations (CSOs) and government/public sector representatives.

The NBM tool is an online self-assessment tool for SMEs at the processing, manufacturing, and distribution stages of the food value chain. In this report, SMEs are defined by the European Commission<sup>22</sup> as:

- 'Micro': <10 employees and an annual turnover of  $\leq 2$ m,
- 'Small': <50 employees and an annual turnover of  $\leq 10$  m,
- 'Medium': <250 employees and an annual turnover of  $\leq 50$  m

For this report 'large' was defined as a company with >250 employees and >50m turnover.

As they complete the assessment, they indicate their current knowledge and performance across five thematic areas where their businesses play a role in nutrition for their consumers, employees, and wider communities: *management and products, marketing, workforce programs, labelling, and engagement.*

This seeks to help SMEs in several ways. Firstly, upon completion of the assessment, the SME representatives receive customized recommendations and information based on their responses in the survey, helping to improve their knowledge, provide guidance, and direct them to other resources and initiatives relevant to them. Secondly, by generating scores, both overall and for individual thematic areas, they can benchmark themselves, tracking their progress over time, and compare their progress with their peers.

In addition, analysis of aggregate (anonymized) data collected by the tool will inform understanding and recommendations on how to improve companies' performance on nutrition. This is relevant for companies themselves, but also for others who want to support and or enable SMEs including governments, public sector organizations, business networks and associations, and non-governmental organizations (NGOs).

### 2.2 Objectives of the tool

The overall aim of the NBM tool is to help SMEs to better perform on nutrition so that consumers eventually have more access to affordable and healthy food. More precisely, the tool helps to:

1. Encourage businesses to improve nutrition performance by increasing the availability and affordability of food and beverage products of high nutritional quality.
2. Identify knowledge awareness and capacity needs of SMEs related to nutrition.

The use of the NBM tool by SMEs in SUN Countries, accompanied by capacity building or other follow-up support, also strengthens engagement and accountability for the food and beverage industry's actions and investments to promote better nutrition, prevent malnutrition, and tackle overweight and obesity, which is a growing concern in many countries.



## 2.3 How does the tool work?

The first section asks companies to enter general information about their company: name, organization, type of organization, country, and email address, followed by a comment box and request for consent to share this information with ATNI. This information is stored in ATNI's database and can be used to identify the type and the size of companies that are interested in completing the tool. This introduction section can be adapted or adjusted to gather relevant information on SMEs as needed.

For example, during the pilot testing of the country-specific tools in Nigeria and Bangladesh, companies were invited to self-report on how the COVID-19 pandemic had affected their business. This information gave an insight of what companies were struggling with during the pandemic. Such information can provide a picture of the needs of SMEs during critical periods and can be used to start dialogues with relevant organizations, CSOs and government to provide technical assistance and support.

The tool's core is an assessment and scoring of a company's performance in five thematic areas:

### 1: Management and Products

This section of the tool assesses companies' nutritional knowledge and performance on areas of 1) Management – business documentation and strategy, and 2) Products – criteria to define the healthiness of products, means of determining the nutrient composition, and if relevant, product formulation is based on knowledge of population groups experiencing or at high risk of malnutrition. This section also assesses the extent to which companies are aware of national and international regulations, guidelines, and certifications pertaining to the manufacturing of food and beverage products.

### 2: Marketing

Section 2 of the tool captures the extent to which SMEs are supporting all consumers, including children and teenagers, to make healthy choices through the responsible marketing of their products. It assesses companies' awareness of the target groups they market their products to, their knowledge on the nutritional needs of the groups they target, and whether health is a factor in product pricing. In addition, this section evaluates marketing strategies currently implemented, including distribution channels and companies' awareness of marketing regulations. Responsible marketing practices can improve the accessibility and affordability of nutritious foods for all population groups, which can in turn improve health outcomes for consumers.

### 3: Workforce Programs

Food and beverage companies can support their staff in eating healthy diets and pursuing active lifestyles by providing employee health and wellness trainings and programs. Supportive working practices and the provision of appropriate facilities, such as offering breastfeeding rooms, flexible working hours and paid leave, can ensure that companies support the needs of their employees, including mothers. In addition to other benefits, these programs which focus on health of workers, can help lead to higher worker satisfaction. This section assesses the extent to which companies support such efforts.

### 4: Labelling

One important means of promoting healthy diets is to provide consumers with accurate, comprehensive, and readily understandable information about the nutritional composition, ingredients, and potential health benefits of the products they eat. This will help consumers choose appropriate products to meet their specific nutrition needs, maintain their health, manage their weight, prevent, or address diet-related chronic disease, and raise awareness of products that address micronutrient deficiencies.

Determining the shelf-life of products and placing 'best before' dates and storage instructions on product packing helps prolong the nutritional quality of products and helps to promote food safety.



This section of the NBM tool assesses companies' knowledge and use of product labeling, health and nutrition claims, and local/international standards (such as *Codex Alimentarius*).

### 5: Engagement

By responding to requests from policymakers and policymaking bodies and supporting government activities and positions on nutrition policies, companies can have an impact on consumers' access to better nutrition. In addition, constructive engagement by companies with a wide range of other stakeholders (including international organizations, civil society, consumers, and academics) can help to strengthen their nutrition-related strategies and policies. This category focuses on companies' engagement with stakeholders on nutrition-related issues.

Together, these cover three broad sections: i. nutrition management; ii. formulating and delivering appropriate, affordable, and accessible products; and iii. influencing consumer choice and behavior. For more information on the aggregate results of the tool testing see Annex 1.

Figure 4. The 5 thematic areas assessed in the tool

1	Management and products
2	Marketing
3	Workforce programmes
4	Labelling
5	Engagement

The tool consists of a total of 27 indicators, some of which expand to sub-indicator questions. Indicators are the basic 'units' of information that ATNI relies upon to measure company performance in each category. The indicators vary in style (multiple choice, open-ended, and single choice) and in score (each indicator carries a different weighting while others are unscored). Responses are not mandatory for any of the indicators. Each section (A-E) has a total score of 100. A score of 100 represents the highest level of performance according to this methodology. Following completion of the tool, all five sections are weighted, and companies are provided with an overall score out of 100.

Category scores provide companies with an overview of areas in which they performed well and identifies areas in need of improvement. The final score provides the company with an indication of how well it performed overall.

Indicators are linked to recommendations. Depending on the answer option selected, a tailored answer option is generated (See Figure 6 as an example).

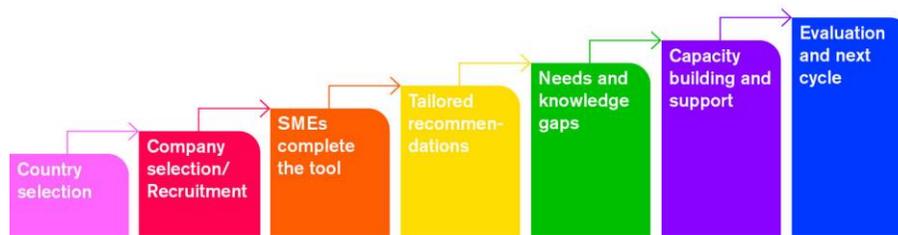
Upon completion of the tool, companies are presented with a PDF of personalized recommendations. Together with the scores, the recommendations identify areas which may benefit from improvement and provide companies with relevant information and sources which can be used as an initial step to improve or implement the suggested recommendations.

The generic version of the toolkit, its methodology and recommendations can be downloaded on the [Access to Nutrition website](#).

## 2.4 Steps to apply the tool

The following steps were taken to successfully use the tool and link its outcomes of the tool to capacity building and business support to SMEs:

Figure 5. Process steps to apply the NBM tool



### 1. Country selection

Country selection is based on several criteria including (1) having a significant number of SMEs active in the food and beverage sector that reach and serve the majority of the populations needs in a country, (2) high rates of malnutrition and (3) the presence of an active network in the industry (like an SBN) in order to facilitate access to a large number of businesses and streamline trainings.

### 2. Company selection/recruitment

An active industry association, SBN or chamber of commerce focused on the food and beverage sector should be the first point of entry to identify and reach relevant SMEs. For this project, ATNI worked alongside the SBN coordinators to organize in-country activities (consultations, staff training, company selection and planning capacity building workshops).

### 3. SMEs complete the tool

Companies are introduced to the tool through a webinar explaining the purpose, options, and recommendations on who to involve internally, how much time to spend on it, the features of the online platform and the recommendations on possible follow-up that will be generated. Companies log in to a secure password-protected online interface and fill out the self-assessment tool. The time taken to complete the tool varies per user however completion of the tool is estimated to take a maximum of one hour and must be completed online by smartphone, tablet or computer due to its internal algorithm for calculating scores.

### 4. Tailored recommendations

Upon submission of the questions of the tool, companies receive personalized recommendations based on the answer options they provided, as well as total score and score per category. This helps companies identify or confirm their needs and possible gaps in knowledge or expertise to incorporate nutrition considerations into their business strategies.

### 5. Needs and knowledge gaps identified

Aggregate results from the tool are analyzed and used as a basis to identify the most common needs and gaps in nutrition performance. The results of the analysis are then used by the facilitating partner to design and develop relevant support options that best fit the needs of the companies such as technical assistance, trainings, peer exchange, or joint advocacy for better regulation.

### 6. Capacity building and support

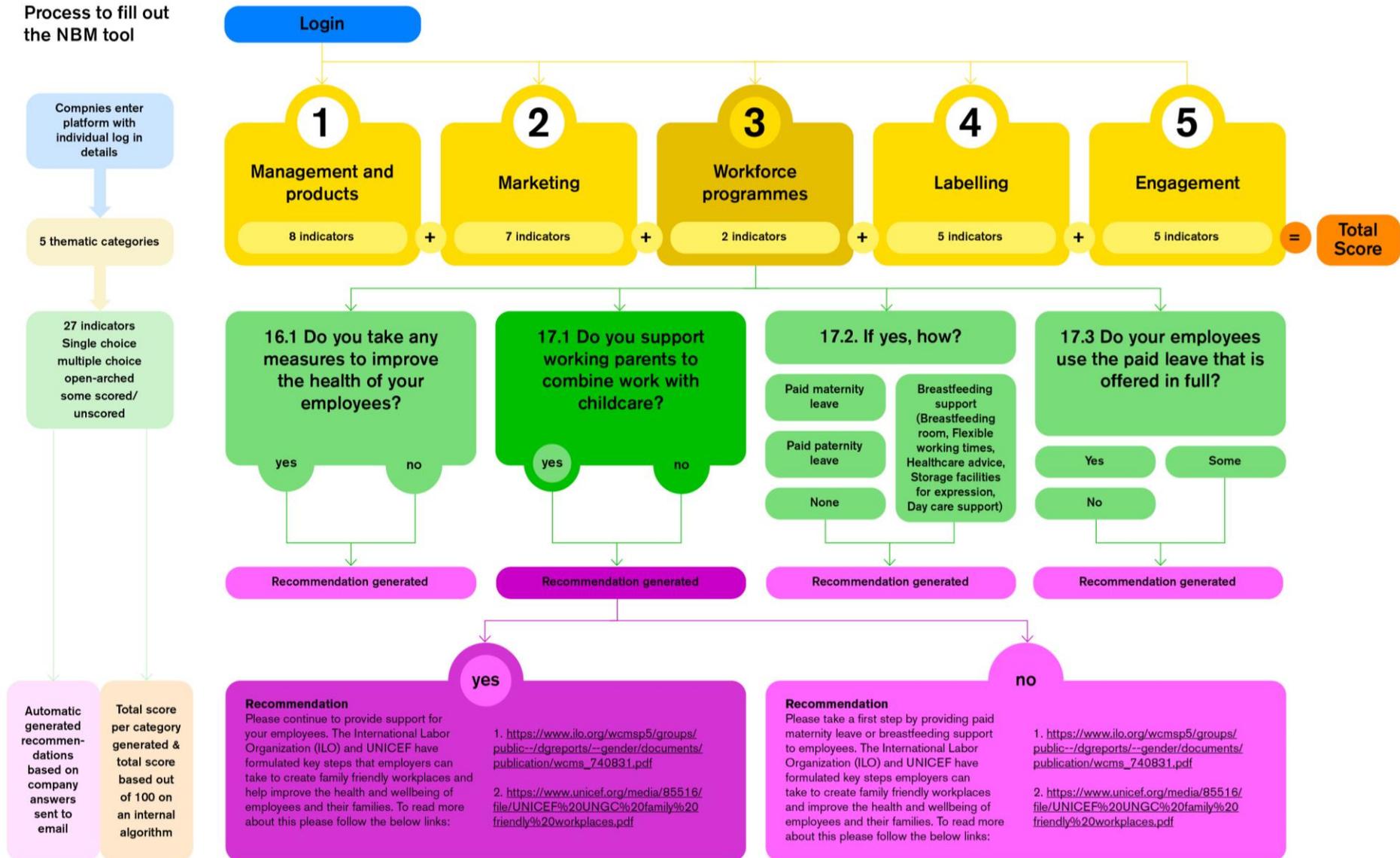
Different groups of companies may require different follow-up support. During the NBM pilot, there was a 2-day in-person training in each country for companies that had completed the self-assessment to address knowledge gaps identified during the tool testing. Various other formats of capacity building are also possible (i.e. peer visits, multiple workshops, series of sessions, mentoring and knowledge transfer).

### 7. Evaluation and next cycle

Evaluation of how the companies have used the tool and benefitted from follow-up support will indicate whether companies should be asked to fill the tool again at certain intervals. Evaluation will also reveal whether the tool needs adaptation to better reflect the specific local context and the realities and needs of specific types of companies (sub-sectors, size) or specific nutrition topics, such as food safety, quality assurance (QA), quality control (QC), nutrition criteria / nutrient profiling.



Figure 6. NBM tool overview and process steps





## 3. Testing the NBM tool in Nigeria and Bangladesh

### 3.1 Piloting the NBM tool: selection of countries

Two countries, Nigeria, and Bangladesh were chosen among the SBN countries to pilot this project. Both countries have a food and beverage sector with a high number of SMEs, as well as a high incidence of malnutrition that SMEs can play a key role in addressing (see **Boxes 1 and 2**). They also have a strong SBN network, which is extremely important for engagement with SMEs and facilitating the testing of the tool and in-country capacity building workshops.

Visits to both countries prior to testing the tool enabled an understanding of the business environment for SMEs in the food and beverage sector. This helped with designing the methodology of the tool and identifying companies that were interested in participating in the pilot phase of the tool. The tool was designed to be country-specific, so two versions of the tool were created and tested. Relevant answer options were adjusted to national context.

SBN colleagues coordinated and facilitated the recruitment of companies and tool testing in both countries. A total of 44 Micro-, Small-, and Medium-sized companies (21 from Bangladesh and 23 from Nigeria) and 2 large-sized companies from Bangladesh participated.

In Nigeria, there were four rounds of testing. The first took place in May 2020, the second during the summer of 2020, the third in May 2021 and the fourth one in June 2021. In Bangladesh, there were only 2 rounds of testing - one in September/ October 2020 and the other in September 2021.

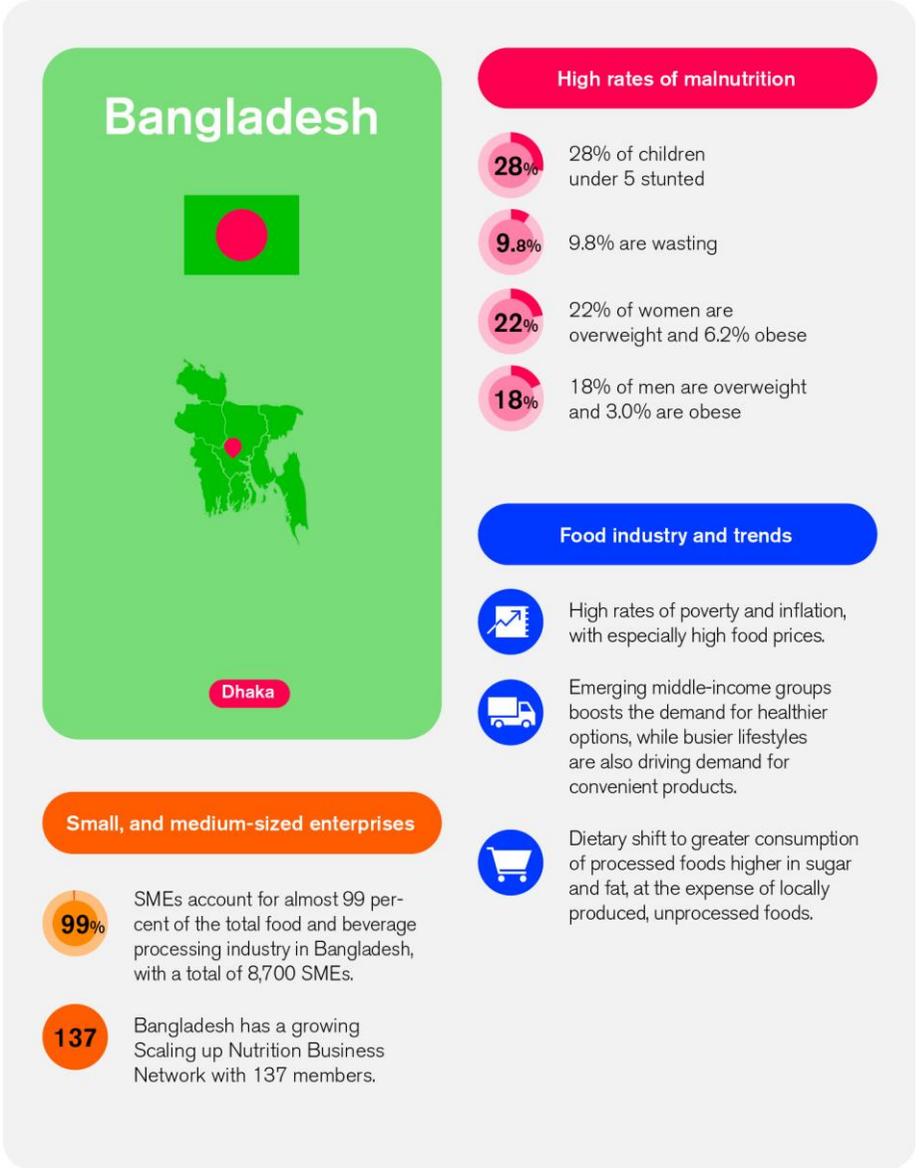
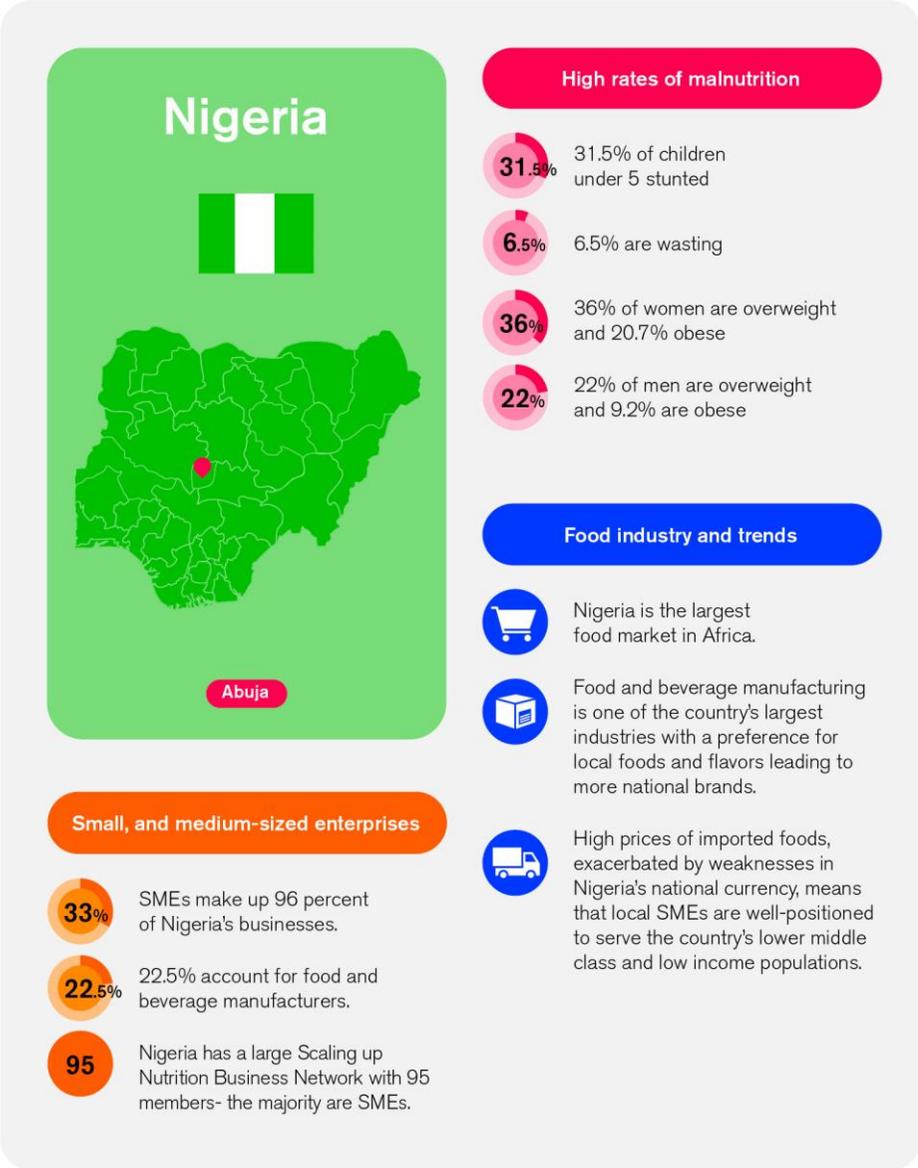
The tool was hosted on Probench, an online data gathering platform by [Z3bit](#), to facilitate data collection. ATNI administrated the tool, creating users' login details and assessing results.

**In-country visits, ATNI meeting with SUN Business Network and GAIN staff and companies**



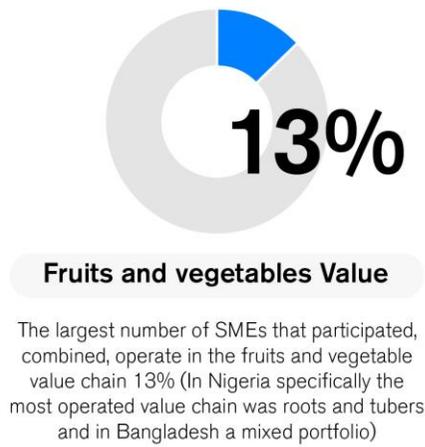
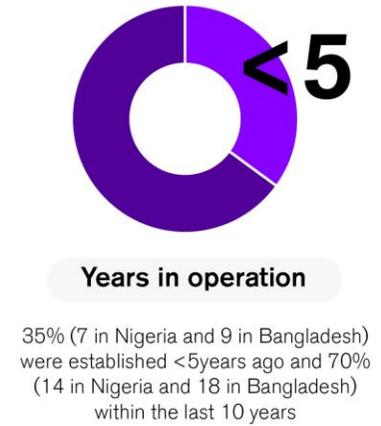
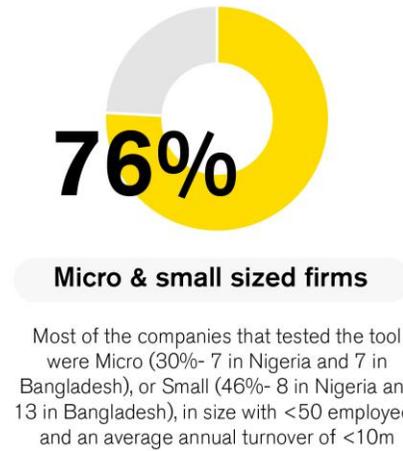


Figure 6. Country context overview for Nigeria<sup>23,24,25,26,27</sup> and Bangladesh<sup>28,29,30,31</sup>





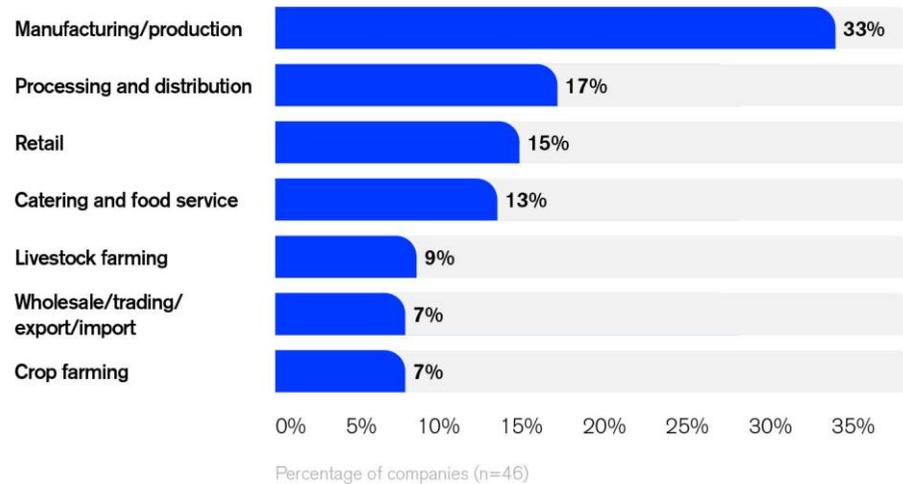
### 3.2 Main characteristics of participating companies





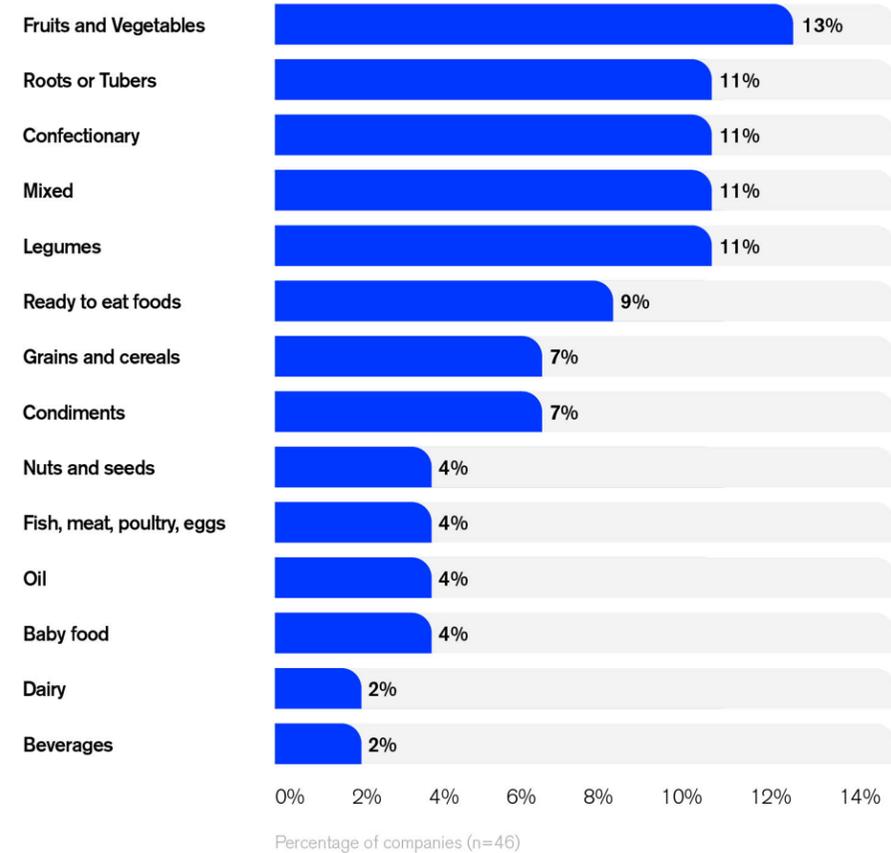
### 3.3 Main characteristics of participating SMEs combined

Figure 7. Main sectors represented by SMEs participating in the tool testing



The greatest number of SMEs participating in the testing of the NBM tool were working in the manufacturing/ production sector. Some companies represented operate in more than one sector.

Figure 8. Main food categories represented by SMEs that participated in the tool testing



Most of the SMEs represented, mainly operate in the fruit and vegetable value chain. Some SMEs represented also work with a mixed portfolio of food categories.



### 3.4 Aggregate results per company size and country

This section aims to provide an overview of aggregate company results from the tool testing- to assess the status of companies **self-reported** nutrition-related business performance in two countries, Nigeria and Bangladesh. The results are grouped by size and country to identify if there are any differences in the gaps of knowledge/awareness of companies regarding nutrition practices in the five thematic areas. The information can be used as a benchmark to understand the needs of micro-, small-, medium-, and large enterprises (SMEs) by size or per country, and where support -in the form of training materials tailored to their needs, for example- can be offered. The output generated and aggregated by the tool identified that the majority of SMEs had similar needs. On average the thematic area most in need of improvement was *management and products* When grouped by size and country, differences in results were found. For example, for small SMEs in Nigeria, *marketing* scored the lowest overall whereas in Bangladesh the lowest scored category was in *management and products*.

#### MICRO-SIZED SMES

Of the participating SMEs from Nigeria, the 'micro' size group had the lowest overall average score. A similar average score was found for the "micro" size group participants in Bangladesh. The thematic area most in need of improvement for micro-SMEs from both countries was in *management and products*. For the Nigerian micro-SME participants, workforce programs had the highest average score, whereas for those from Bangladesh, highest scores were in both *labelling and engagement*.

Figure 9. Table overview of outcomes of tool testing for Micro-SMEs

Micro-SMEs	Nigeria (n=7)	Bangladesh (n=7)
Areas companies performed well	Workforce programs	Labelling & Engagement
Areas with most gaps identified by tool	Management & Products	Management & Products

#### SMALL-SIZED SMES

For both countries, the largest number of SMEs were 'small' in size. In Nigeria, the participants in this group had a higher average overall score compared to the same group in Bangladesh. In Bangladesh, 'small' SMES had the lowest score of all SMEs by size. In Nigeria, small companies showed the lowest performance in *marketing*, whereas in Bangladesh this was *management and products*, followed by *marketing*. On average for small companies in both countries, *workforce programs* had the highest score.

Figure 10. Table overview of outcomes of tool testing for Small-SMEs

Small-SMEs	Nigeria (n=13)	Bangladesh (n=8)
Areas companies performed well	Workforce programs	Workforce programs
Areas with most gaps identified by tool	Marketing	Management & Products

#### MEDIUM-SIZED SMES

The 'medium' sized SME participants in Bangladesh reported a lower average score overall compared to those in Nigeria. *Marketing* was found to be the thematic area in need of the most improvement in the participating medium-sized companies from both Nigeria and Bangladesh. This was followed by *management and products*. In Nigeria, all 'medium' sized companies showed a full score for *engagement*, while in Bangladesh this was the case for *workforce programs*.

Figure 11. Table overview of outcomes of tool testing for Medium-SMEs

Medium-SMEs	Nigeria (n=3)	Bangladesh (n=6)
Areas companies performed well	Engagement	Workforce programs



<b>Areas with most gaps identified by tool</b>	Marketing	Marketing
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### LARGE-SIZED SMEs

There were 2 participating companies classified as ‘large’ in size from Bangladesh as they exceed the number of employees classed as a ‘medium’ sized enterprise (>250)<sup>23</sup>.

*Management and products and marketing* were the lowest scored thematic areas for these companies, highlighting that even larger companies have knowledge gaps in these areas and there is room for improvement. The two companies performed best in *workforce programs and engagement*.

Figure 12. Table overview of outcomes of tool testing for Large SMEs

Large SMEs	Nigeria (n=0)	Bangladesh (n=2)
<b>Areas companies performed well</b>	NA	Workforce programs
<b>Areas with most gaps identified by tool</b>	NA	Management & Products

The tool’s output shows that while there are some differences in gaps identified for companies when grouped by size and country, companies have varying degrees of knowledge and performance in nutrition, thus need different levels of support and for different topics. Although differences can be seen across the five thematic areas per country, the most common gaps in knowledge and areas identified that need improvement for all SMEs were *management, products and marketing*. To read more on these differences at the indicator level, see Annex 1.

## 3.5 Participant feedback on the NBM tool

The 46 companies that tested the tool were asked to evaluate the tool at the end of the second day of the capacity building workshop. Companies were given one week to complete it. Thirty-one companies completed the evaluation survey.

### Positive reflections

The feedback from 31 participants on the NBM tool was highly positive.

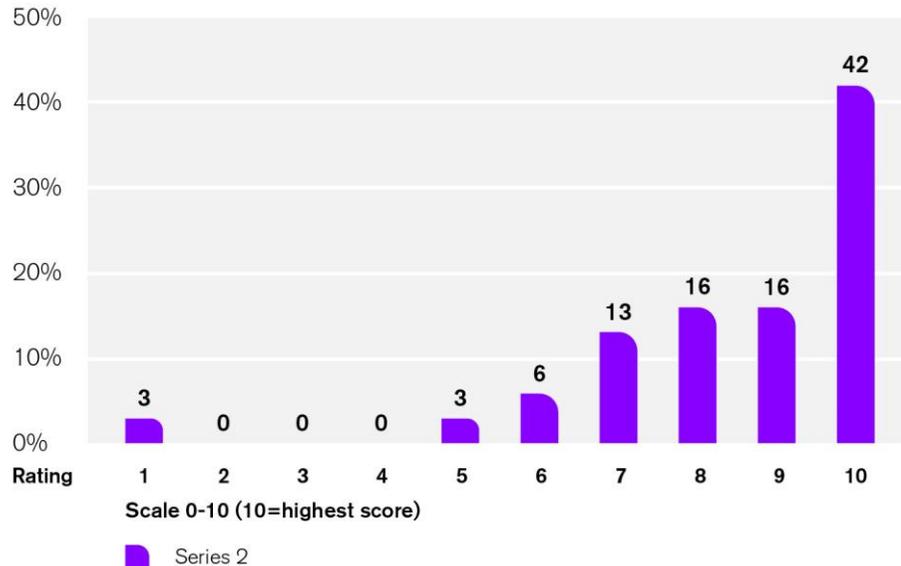
- **42% of the respondents rated the value of the NBM tool a 10 (out of 10).** Only one company responded with a low rating of 1. This shows that overall, the companies found the tool useful and valuable.



Figure 13. Company response to evaluation survey question value of the tool

### How valuable did you find the tool?

(% of responses)



- **89% of respondents shared that they learned lessons from the tool and were able to apply it.** This suggests that the tool was successful at identifying areas where business practices can be improved and at informing or guiding companies in ways to implement new learnings and improve the nutrition performance of their business.
- **78% of respondents reported that completing the tool before the capacity building workshops helped them to prepare for training.** The workshops were designed to incorporate trainings centered around the thematic areas most in need of improvement for all companies at a more in-depth and detailed level than the recommendations. A tool such as the NBM is not only effective at identifying priority areas and

providing recommendations for companies to act and implement learnings themselves, but it also provides a basis for companies to prepare, research and write down any misunderstandings or questions that may rise, so that they can get more out of the workshops.

### Participant suggestions for improvement of the NBM tool

In the evaluation survey, companies were asked to provide suggestions on how they feel that the NBM tool could be improved for future use by other SMEs.

- 60% of participants who shared feedback suggested that the interface be made more user-friendly,
- 17% stated they would like the tool to be less time-consuming
- 11% stated that they would like a demo video how to fill out the survey and use log in details, and improve access to the tool
- 6% would like more personalized and tailored recommendations.





## 4. Capacity building

### 4.1 Two-day workshops in Nigeria and Bangladesh

The NBM tool identifies areas where companies could improve the most, and while the generated recommendations provide information and resources to companies, it is not always directly actionable without additional support. Follow up support such as 1:1 mentoring, technical assistance, workshops, or trainings, can therefore be helpful for companies to implement key learnings and recommendations.

In both Nigeria and Bangladesh, capacity building training was carried out with companies that tested the NBM tool. The purpose of the two-day interactive workshops was to provide companies with an opportunity to learn from real-life case studies, design their own marketing strategy and nutrition-sensitive intervention, and share ideas. The content for the workshops was chosen based on the outcomes of the tool testing in that country, which identified knowledge gaps and areas with the greatest room for improvement. The workshops also provided companies with the opportunity to network, share experiences, and speak with a nutrition expert.

#### Steps of capacity building workshops

1. Capacity building workshops were carried out in-country by [Bopinc](#) representatives facilitated by SBN representatives in both countries. All companies that took part in the self-assessment tool were invited to attend and bring a companion. The workshops were coordinated in collaboration SBN and GAIN in-country officers. The trainings took place over two days in Lagos, Nigeria in May 2021, with a total of 22 participants. The same training was carried out in Dhaka, Bangladesh in September 2021, with 13 participants.
2. The workshops were divided into plenary and breakout room sessions. SMEs were given the opportunity to practice applying the knowledge they learned in the workshops and share their results, alongside experiences and challenges in the format of an elevator pitch at the end of each day. Two themes chosen as priority areas for action for SMEs were based on the outcomes of the tool testing phase for both countries. Day 1: Business development and day 2: Marketing with a focus on nutritious products
3. The training material included successful **real case studies** of companies and products as examples. Interactive and plenary group work sessions gave companies the chance to invent their own concepts and ideas and have open discussions at the end of the workshops.
4. A post workshop evaluation survey was presented to participants directly at the end of the second day of training in both countries. There was a total of 31 responses, 19 attendees from the Lagos training and 12 from the Dhaka training.
5. A second follow-up evaluation survey was sent to participating SMEs in Lagos, Nigeria 2 months after the workshop, which resulted in 5 responses, and one month after the training in Dhaka, Bangladesh, resulting in 4 responses, increasing the total number of responses to 9.
6. The output from the evaluation surveys was grouped and analyzed- the results provided an indication of what companies learned from the training and tool recommendations, how valuable they found them and if they had plans to implement something. The results can also be interpreted to provide an indication of what level of additional support is needed for SMEs to improve their business's nutrition performance.



Picture 3. Participating SME representatives in Dhaka, Bangladesh and Lagos, Nigeria



## 4.2 Participant feedback on Capacity building Workshops

### Company reflections

Responses from the **first evaluation survey** completed at end of the second day of the capacity building workshops indicate that 78% of companies found the workshops highly valuable and that they learned more about nutrition, business development and marketing over the two days. Companies also reported that they were able to implement some of the learnings into their business practices.

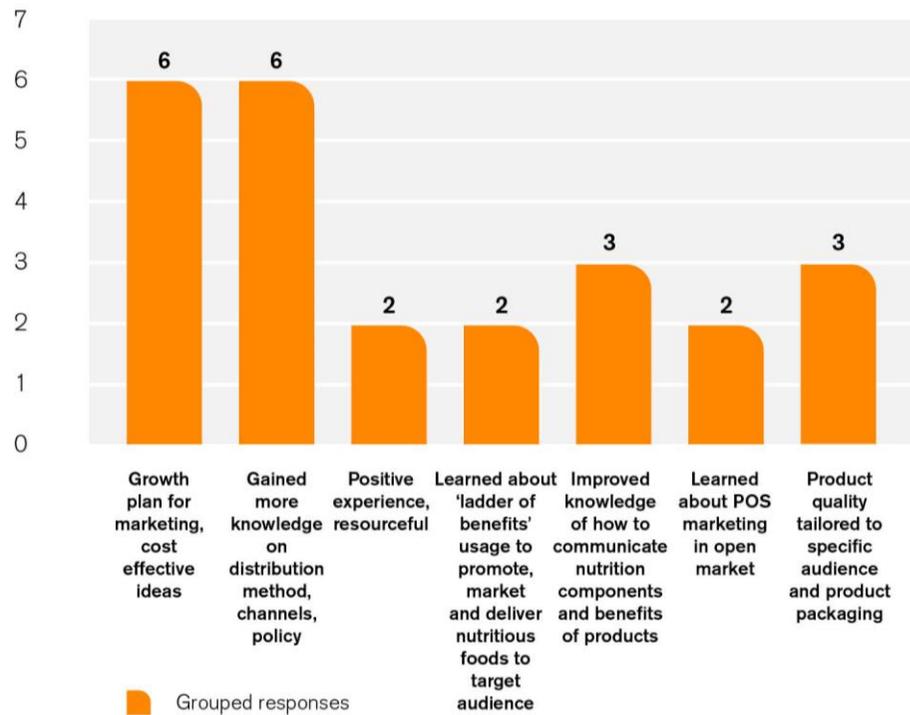
### Evaluation survey responses

- **80%** of participants rated the training 8 or above when asked how much they learned about **nutrition** during the two-day training on a scale of 1-10.
- **80%** of participants rated the training 8 or above when asked how much they feel like they have learned about **business development during** the two-day training on a scale of 1-10.
- **40%** of participants rated the training a 10 when asked how much they feel that they have learned about **marketing** after the training on a scale of 1-10.

Responses indicate that almost all companies had learned something or benefited from the workshops. The greatest number of companies reported learning more about marketing (n=6) and distribution (n=6), followed by learnings on “the ladder of benefits” (see page 45) (n=2), communication regarding nutrition components (n=3), point of sale marketing (n=2) and products (n=3). Two participants reported that the experience was positive and resourceful.

Figure 14. Company response to evaluation survey question on main learnings from the capacity building workshop

Total number of responses (n=24)





### Company quotes in evaluation surveys:

*"Content is very applicable to our local market"*

*"An eye opener to MSMEs in the food and nutrition business"*

*"An easy way to scale for profit and impact"*

*"My main take away from the training for day one is that I must make my products nutritive. I need to run a laboratory test to determine the nutrition values of all the ingredients"*

*"For me the training was quite educating, insightful and an eye opener to how one can maintain producing a nutritious product and still make profit"*

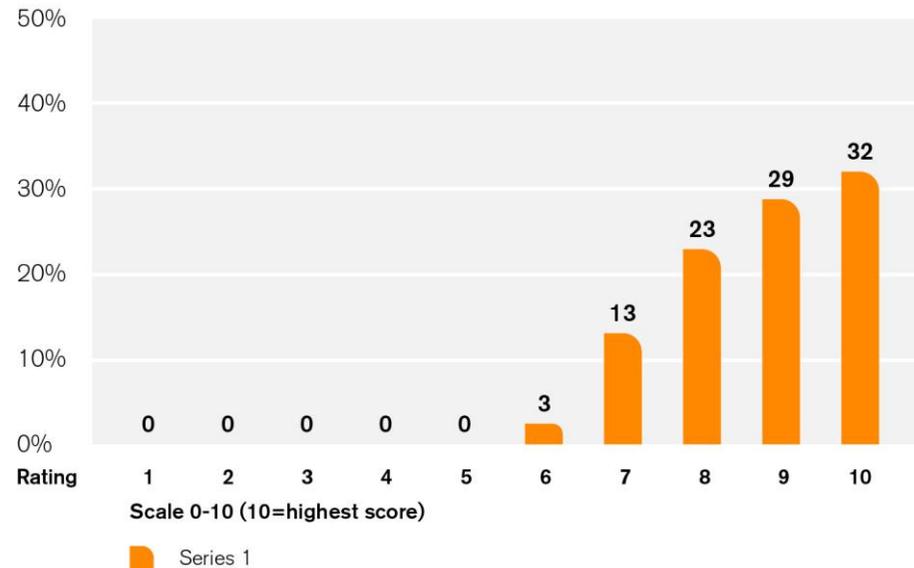
*"New insights in business development, product development, with particular emphasis on nutrition improvement option[s]."*

*"Well-articulated and delivered presentation"*

*"I now know that my products must be specially targeted to specific people to meet specific need[s] nutritionally and I must make my target audience to be aware of the need[s] I am meeting"*

Figure 15. Company response to evaluation survey question on implementing learnings

How well do you feel like you are able to implement this content in your organization? (% of responses)



- All companies reported a rating of 6 or higher when asked if they felt they could implement the content learned during the workshops.

One month after the capacity building, companies were sent a **follow up evaluation survey** to provide feedback on what they remembered from the training and tool testing and whether they were able to implement any of the learnings.

- **88%** of participants that filled out the survey said they were able to implement some of the learnings into their business practices.



- **67%** of companies reported plans to **further implement learnings** in the future.

#### **Learnings implemented and shared by companies after the tool testing and capacity building workshops:**

- Developing new products that are nutritious and targeted towards meeting the needs of children
- Financial planning
- Ensuring that the food products meet the nutritional needs of the consumers
- Becoming more knowledgeable about the nutritional value of products and using that as a marketing strategy

#### **Future implementation plans anonymously shared by companies:**

- Fortify products with vitamins and minerals to address the health needs of the local markets
- Implementation of appropriate labeling and claims when it comes to food product marketing
- Incorporate effective communication strategies that will help to scale up business by presenting value to the consumers in the best and simple cost-effective ways
- Use of social media to create awareness on the benefits of using the product as a weaning food for preschool age children

#### **Suggestions from SMEs to improve future capacity building workshops:**

- Tailor the content to specific thematic areas such as marketing or production
- Involve speakers that are experts or specialists in specific thematic area
- Incorporate more interactive elements, to engage participants and enhance knowledge uptake and learning
- Use more local examples as case studies for companies to relate to

- Offer further follow-up and support to companies post training to help with implementation of learning

For specific examples of companies' improvements please see the case studies on the following page (27).



### Case study 1

**An In-person interview with Mrs Gbonju Awojuyigea, the Founder and CEO of Wandy Foods Limited, a micro-sized SME in Nigeria -February 2022.**

Gbonju has made some significant changes to her business following the testing of the NBM tool and participation in the Capacity Building (CB) workshops. One of the major changes mentioned is that she has arranged quality certifications for all her 6 product mixes: plantain flour, turmeric, lemongrass, ginger, and hibiscus. In addition, she had her team redesign the label of their products through the advice received during the NBM activities. Moreover, before the training, the main market Wandy Foods Limited distributed in was modern retail, a niche market. However, after the CB workshops, the company partnered with a distributor who now delivers their products in the open markets, which presents a greater opportunity for her products to reach more low-income consumers.

### Case study 2

**In-person interview with Mr. Nazrul Islam, the Managing Director of Ready Foods, a small-sized SME in Bangladesh- March 2022.**

Mr. Nazrul shared that completing the NBM tool and attending the 2-day capacity building workshops were a great learning experience for the team at Ready foods. Based on their learnings, the team is now redesigning their business model to integrate an approach that focuses more on nutrition. The company has a goal to (1) reformulate their existing products (bread, cake and biscuits) to contain less calories, (2) use seasonal organic vegetables, (3) reduce sugar, (4) promote fiber rich, sugar free local cakes (pithas), (5) ensure that the food produced meets health and safety standards, (6) use healthier cooking processes like steaming instead of frying, and (7) serve roadside shops and pre-selected garments factories so that low income communities can be reached.

### Case study 3

**In-person interview with Mrs Yemisi Obe, the Managing Director of Prothrive Astute Heights Limited, a small-sized SME in Nigeria -February 2022.**

Based on the learnings from the NBM tool completion and the training, Yemisi shared that the team at Prothrive have started developing a new product. They are creating other *pap* (*pap is a local dried product consumed in the form of porridge*) products/varieties which are enriched to improve their nutritional content. The team is currently working on the labeling of this product. Due to the growing interest of the team in working with low-income consumers, they started selling their products in small packs, and open markets to make products more affordable and accessible.

### Case study 4

**In-person interview with Mr. Yasir Arafat, the Head of Strategy and Growth at Apon Wellbeing, an Omni-channel marketplace in Bangladesh -March 2022.**

The team at Apon Wellbeing expressed that completing the NBM tool and participating in the 2-day training had a positive outcome on their business's nutrition related practices. Yasir shared that prior to this learning experience, his team based their store selection of food and beverage products and suppliers on which company offered the lowest price over the quality or nutrition of the products. He mentioned that as a result of what they have learned about the importance of nutrition and food safety, their focus has shifted to selecting suppliers that sell products of higher quality and nutritional content. Now the team at Apon has a clearer vision on changes that could be made internally to achieve a more positive impact on the health of the consumers. The team has adapted their reviewing process of food products from suppliers, and they have integrated a new step to check the nutrition quality and licenses of their suppliers. They have started promoting fresh fruits and vegetables in their shops by increasing availability and by offering small food portions. Furthermore, Apon Wellbeing has started "Women's corner" and "Nutrition corner" in every shop to encourage positive consumer behavior and has started providing special discounts and other offers only on nutritious products.



## 5. Success factors in rolling out the tool in new markets

SMEs have the potential to drive positive change and transform current food systems by embedding nutrition into their business practices, and by ensuring that consumers, regardless of geography or income, have access to and can afford nutritious products. SMEs, however, often lack resources, knowledge, and time to evaluate their business practices against nutrition targets and realize their potential for positive impact.

The testing of the NBM tool in Nigeria and Bangladesh showed that the tool can help SME companies to identify nutrition areas in their business that need improvement and to gather and apply new knowledge and ideas into their business. The tool can help companies start a learning process in combination with capacity building workshops.

The positive outcomes identified during the testing of the tool gives confidence that the tool can provide companies with tailor-made recommendations and information about gaps to improve their nutrition performance, which encourages companies to improve the availability and affordability of food and beverage products of high nutritional quality. Eventually, this would result in improved nutritional outcomes for local consumers.

In order to successfully roll out the tool in new markets, the following recommendations and success factors have been identified during the testing of the tool:

Figure 16. Matrix of eight factors needed to successfully roll out the NBM tool





## 1. Local business network and engaged implementing partner in country

For the NBM tool to be successfully adopted and used by SMEs in a country's food and beverage sector, **there needs to be an existing network and an engaged and knowledgeable implementing partner on the ground** to reach out to companies and incentivize the use of the tool (for example the SBN). The local partner also plays an important role in providing insights into adjusting the tool into the national context and in tying it to appropriate capacity building follow-up action for companies.

## 2. Tailor-made methodology

Outcomes from the tool testing identified significant variations in expertise and awareness for SMEs of all sizes. This was particularly the case in terms of knowledge of existing national or international standards, regulations, and certification schemes. This emphasizes that a generic tool that is applied to all geographies, sizes, and types of companies, may not be the most effective to support the specific needs of individual companies. **Moving forward, the tool should continue to be adjusted to include specific context from each country where it is rolled out.** Feedback from companies also highlighted the need for tailor-made tools based on individual company portfolios. The tool could therefore be further customized to food and beverage (sub-)sectors (e.g., manufacturing, distribution, retail) or main food value chains (e.g., flours, oils, fresh food). Pre-testing of the tool is highly recommended, when the tool is adapted, to ensure it is functional and well-suited to the context. The pilot tool was designed with a focus on SME manufacturers, but also proved useful for retailers, processors, caterers, some of which joined the testing in Nigeria and Bangladesh.

## 3. Company-specific tailored recommendations and feedback

The companies in the tool testing phase commented that the recommendations and information provided by the tool are very useful. **To achieve more impact,**

**recommendations provided at the end of the tool should be in the form of personalized feedback, tailored to specific company's needs.** This could be, for instance, realized by integrating an algorithm into the tool that can provide specific or tailor-made recommendations and refer to options for specific training, technical assistance, or capacity building while taking into consideration SME-size, main sector operated in, and/or main food value chain. Such adaptations could help SMEs to have a clearer vision of where improvements can be made and applied within in their own company, and to directly take follow up action, either internally or by approaching external parties for support.

## 4. Accessible and user-friendly interface

The tool could be made more easily accessible, user-friendly, and visually attractive. For many of the companies, ease of use and time were the biggest challenges in using the tool. SMEs often experience capacity-constraints, with employees working at full capacity already. Moreover, issues with internet connection and the need for a tablet or computer, made the NBM tool in the testing phase sometimes difficult to complete. **To meet companies' needs, a more user-friendly platform should be set up for future use: one that can be accessed from a mobile phone device and has clear instructions or a video to follow.** This would make the tool less time consuming and challenging for companies.

## 5. Clear business incentives

Another important factor for successfully implementing the tool is to offer companies motivation and incentives to use the self-assessment tool. SMEs have the potential to contribute substantially to nutrition impact, but clear benefits of participation need to be there. **Time to promote the tool must be prioritized and the importance of improved nutrition performance to business explained.**

Incentives that can be used to promote the tool to companies include:

- Options for follow up capacity building workshops shortly after using the tool



- Tailored support
- Mentoring
- Awards, such as a certificate/acknowledgement of completion
- Access to financial support
- Improved reputation

## 6. Communication and dissemination

What has been observed in both countries is the need for communication material for the tool and its use. Companies had varying levels of understanding of the tool prior to its use and hence there were varying expectations on the outputs of the tool and the time needed to complete it. **To be able to communicate more accurately on the tool and disseminate more broadly, targeted communication tools need to be developed e.g., a video on what the tool is about, posters and diagrams explaining what the tool contains, and the level of detail to be expected.** The materials developed need to be adapted to the national context and translated to national languages to ensure deeper understanding from the audience.

## 7. Effective capacity building

Capacity building activities that are responding to outcomes of the self-assessment tools filled in by companies are an important success factor for making the tool impactful. It gives companies the opportunity to directly work on gaps in their skills and knowledge, and to put learnings into practice. **Incentivizing and educating companies on the importance and value of participating in capacity building should be a priority for NBM country programs.**

The more tailor-made the support to companies is, the better. This is possible for instance by focusing on one thematic area or specific priority area of a company, rather than generic training. One-on-one coaching is also an option to further respond to companies' individual needs.

In general, for training and workshops, it is important that training sessions are interactive, to facilitate an engaging learning environment where companies maintain focus and can share ideas and learn from one another. Also, it is important that SMEs can relate to the examples and business cases used in training, for example, by using local (in-county) product examples and success stories from similar SMEs. Also, experts from specific thematic areas such as product developers, marketing experts or food technologists could help to facilitate a progressive learning environment and offer a platform to answer questions and advice on implementation of recommendations.

Capacity building workshops could be hosted by a successful or active local company to showcase a success story related to improved nutrition practices in their business. This can inspire participating SMEs to implement learnings and offer the chance to directly ask questions.

## 8. Longer term follow up and support

Finally, on top of training, to keep the momentum and to continue supporting SMEs in better on nutrition practices, **it is recommended to organize longer term follow up support for companies.** During testing, participating companies indicated that there is a strong need for continued support after the capacity building workshops. The local implementing partner could, for instance, support or fast-track a few promising SMEs in implementing key learnings and to provide technical assistance, organize peer-2-peer sessions, offer access to a support network, or provide a mentor.



## 6. Next steps in scaling up nutrition with SMEs through the NBM tool

SMEs play a crucial role in our food system, and in reaching consumers in the bottom of the pyramid. This is particularly the case for emerging economies where SMEs are often the key market channel for food and beverage products, and thereby influence what is affordable and accessible to low-income consumers. It has also been acknowledged that SMEs in these countries face numerous challenges, such as cost pressures, poor infrastructure and technology, limited access to funding, and strict regulations. Markets that are characterized by high numbers of SMEs facing such challenges and where severe malnutrition problems exist, are the ideal markets to generate a positive impact on the nutrition performances through the NBM tool.

Another key factor needed to successfully roll out the NBM tool in-country, is ensuring that there is an enabling environment for SMEs to thrive on nutrition, specifically an active business network and a knowledgeable and engaged implementing organization that could promote and support the implementation of the tool.

Currently many countries with an active SUN Business Network are well-equipped for using the NBM tool. Initial analysis showed that, for instance in Africa, countries such as Ethiopia, Kenya, and Uganda, where the private food and beverage sector is large and SMEs occupy the biggest percentage of the total market, are well suited for implementation of NBM. Together with partners such as GAIN and the World Food Programme (WFP)-who co-host the SBN, these countries could increase impact on nutrition through the NBM tool. In Asia, potential countries include Indonesia, Pakistan, and Sri Lanka: three countries with active SBNs, growing food and beverage sectors and large numbers of SMEs.

Yet other countries, such as India, with strong partners on the ground could also successfully adopt the tool.

### Future plans

The aim for ATNI and GAIN in the coming years is to introduce and further spread the use of the NBM tool in more countries and reach a greater number of SMEs that are interested in growing by making healthy food more affordable and accessible for consumers. For this, the generic tool methodology and scoring is openly accessible on the [website of ATNI](#) and can be used independently by any organization.

For tailor-made tools, ATNI together with GAIN will strive to raise awareness and funding to apply the tool in a growing group of countries in Africa and Asia. It would be desirable to develop a new, more user-friendly platform that will allow companies to use the tool from different devices and with lower bandwidth. This tool would be linked to an online portal where all subsequent countries/projects could potentially also be added. In collaboration with local partners, the methodology will be adapted to local circumstances and the needs of each country/network that decides to start using the tool.

With a growing group of companies and country networks using the tool through the platform, more aggregated (anonymised) data will be available that will help ATNI, GAIN and other partners to gain more knowledge on the strengths and challenges of food and beverage SMEs. This will eventually also have a positive impact on further tailoring support and action for nutrition.

For more information on the tool or when you are interested in applying the tool in your country or network, please reach out to [info@acesstonutrition.org](mailto:info@acesstonutrition.org). Everything about the tool can be found [on this page](#).



# Annex 1. Specific section results

## Section 1: Management and products

SMEs can help consumers in making healthier choices by improving the nutritional quality of foods available on the market and ensuring that healthy food is part of their business strategy. This section of the tool assesses companies' nutritional knowledge and performance on areas of 1) Management – business documentation and strategy; and 2) Products – criteria to define the healthiness of products, means of determining the nutrient composition, and if product formulation is based on knowledge of population groups experiencing or at high risk of malnutrition. This section also assesses the extent to which companies are aware of national and international regulations, guidelines, and certifications pertaining to the manufacturing of food and beverage products.

### Management

Set policies and procedures are essential for any organization. A basic business policy document is necessary to guide the company's strategy to compete in the market, the day-to-day operation, quality and safety assurance and compliance with laws and regulations, aid decision making and streamline procedures within the business.

- **14 companies from Nigeria and 15 Bangladeshi companies reported not having a basic business policy document.**

*"I would love to learn more and create a policy document for my company" - Small sized company from Nigeria*

*"We are in the process of getting one done" - Medium-sized company from Nigeria*

- **Only 2 Nigerian and 4 Bangladeshi SMEs reported that they do not include healthy food as part of their nutrition strategy.**

### Products

To help guide business practices and policies around producing nutritious food and beverage products, incorporating nutrition criteria to define or determine a product's healthiness is an excellent method to guide product formulation, as well as to determine what can go on product labels, or to whom the product should be marketed. It is recommended that nutritional criteria are based on approved national or international guidelines, which have been set as relevant standards and are based on sound peer-reviewed science such as nutrition profiling models, national or state nutrition guidelines.

- **Nigerian SMEs:** Almost all (20 out of 23) SMEs reported using nutrition criteria, but 4 of these do not base their nutrition criteria on any international or national criteria.
- **Bangladeshi SMEs:** 14 (out of 23) SMEs reported using nutrition criteria to define healthiness of products, but 7 of these do not base their existing criteria on national or international guidelines.

Awareness of the nutritional challenges of the population that products are being marketed or formulated for, can help ensure the needs of the target population are being met and products are tailored to the right consumer (**See infographic page 19**). Likewise, knowing how ingredients and recipes determine the exact nutrient composition of products is an important first step in understanding how to (and what products can) address specific nutrition issues. This is also important when considering reformulation of products.

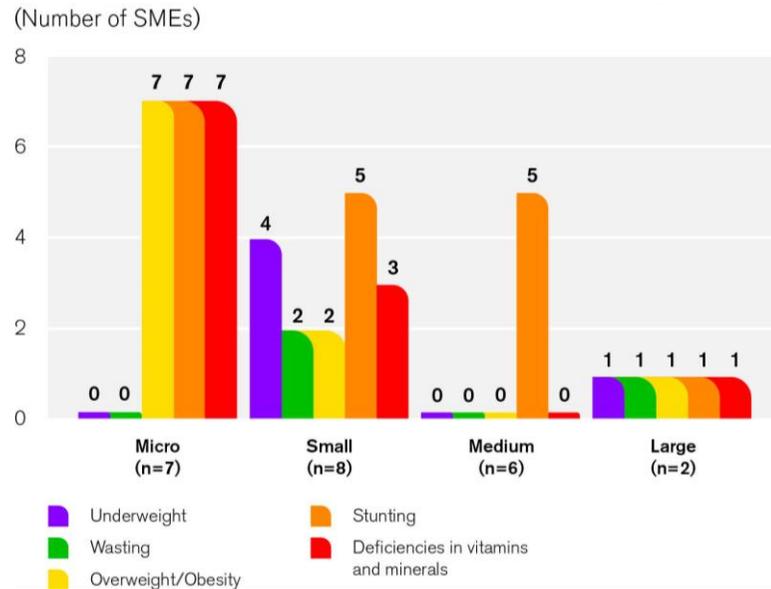
- **Nigerian SMEs:** All but two companies reported some awareness of the nutritional issues in the Nigerian population. The greatest awareness was for vitamin and mineral deficiencies, underweight, and stunting. Twenty companies reported that their products address these issues in some



way. However, only 16 companies reported knowing the exact nutrient composition of their products, determined by means of lab analysis or calculations.

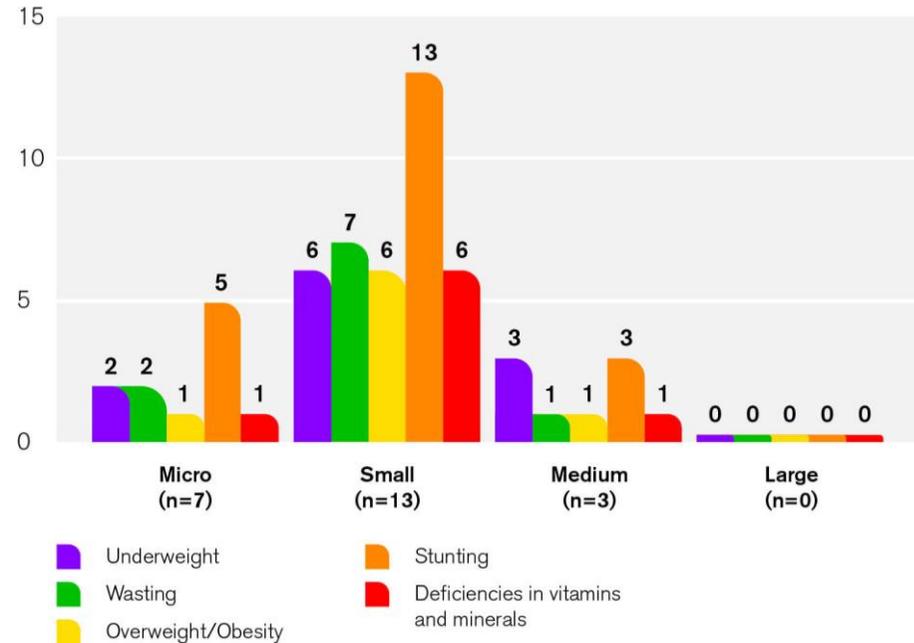
- **Bangladeshi SMEs:** Similarly, all but two companies reported they were aware of the nutritional issues in their country. The greatest awareness was for vitamin and mineral deficiencies, overweight and obesity, and wasting. 19 companies reported that their products address these issues in some way. However, only 15 companies reported knowing the exact nutrient composition of their products, and 12 of those stated this is determined either by lab analysis or calculations.

**Figure 1. Overview of companies' understanding of the main nutritional needs of the population in Bangladesh**



**Figure 2. Overview of companies' understanding of the main nutritional needs of the population in Nigeria**

(Number of SMEs)



By working with experts or trained professionals in the food sector, SMEs can receive guidance and ensure that products are formulated with nutritious ingredients, are of high quality, and that food safety procedures are applied and adhered to.

- **Nigerian SMEs:** All but two companies reported they work with experts in the food sector. The greatest number of companies reported they work with food technologists (n=17) and QA specialists (n=14).



- **Bangladeshi SMEs:** All but five companies reported they work with experts in the food sector. The greatest number of SMEs reported that they work with nutritionists and hygiene experts.

*“We work directly with the farm producers, making sure there is no chemical residue in the food. On top of that, we have been trained on Food Safety Management and Introduction to HACCP. That enables us to take care of food safety. Safe food is [a] mirror to healthy food. We provide fresh vegetables, fruits, meat, and beef” – Small sized company from Bangladesh*

### Awareness of Standards and regulations in-country

National and international standards, regulations and certifications protect food production within a country by ensuring that food is safe for consumption, reassuring consumers of product quality, and facilitating trade with other countries. Standards, regulations, and certifications cover food safety, food quality, food packaging and labeling, food manufacturing, and the correct use of additives, among others. SMEs that adhere to national and international regulations pertaining to food and the food industry have a greater chance of successful growth in business.

- **Nigerian SMEs:** Out of 23 companies in the tool testing pilot, most were aware of at least one or more of the National Agency for Food and Drug Administration and Control (NAFDAC) regulations on: 1) Food Additives, Food Fortification or Product Advertisements; 2) Guideline documents for food product registration, renewal of certificates; and 3) Good Manufacturing Practices (GMP). Only two companies reported being unaware of those regulations.
- **Bangladeshi SMEs:** Out of 23 companies, most were aware of national regulations such as: 1) Food safety act; 2) Packaged foods regulations; 3) Breast-Milk Substitutes, Baby Foods, Commercially Manufactured Supplementary Baby Foods, and Its Equipment (Regulation of

Marketing) Act, 2013 (Act No. 35); 4) Pesticide Act, 2018; and 5) Vitamin A Fortification in Edible Oil Act, 2013 (Act No. 65 of 2013). Only five companies reported being unaware of the national regulations listed.

### Certification schemes

- **Nigerian SMEs:** Out of the 23 SMEs that tested the tool, most knew of one or more national or international certification schemes such as Product Authentication Mark, SONCAP, MANCAP, Nigeria Quality Mark, Nigeria Quality Award. Only 4 SMEs reported being unaware of the listed product certification-standards.
- **Bangladeshi SMEs:** Out of the 23 SMEs that tested the tool, most were aware of product certification standards such as: BRC, FDA, HACCP, ISO 9001:2015, ISO 22000. Only 6 SMEs reported being unaware of any.

### Priority action areas identified during tool testing for action by or support to SMEs to improve on their nutrition performance in the areas of Management & Products:

- ✓ SMEs should adopt a basic business policy and procedures document.
- ✓ SMEs could improve healthiness of products by assessing products against nutrition criteria to determine product healthiness. These criteria should be based on national or international guidelines.
- ✓ SMEs in both countries would benefit from support to adopt mechanisms to determine the nutritional composition of products, to see if they meet specific nutrition needs of consumers in the market prior to formulation, production, and marketing.



- ✓ Companies, especially from Bangladesh, could benefit from working with experts to obtain guidance and advice on how to improve the nutrition quality of products, and ensure that hygiene and food safety standards are implemented and followed correctly.
- ✓ Companies should be supported with targeted programs to improve awareness of and adherence to existing national standards, regulations, and certification schemes.

## Section 2: Marketing

Section 2 of the tool captures the extent to which SMEs are supporting all consumers, including children and teenagers, to make healthy choices through the responsible marketing of their products. It assesses companies' awareness of the target groups they market their products to, their knowledge on the nutritional needs of the groups they target, and whether health is a factor in product pricing. In addition, this section evaluates marketing strategies currently implemented, including distribution channels and companies' awareness of marketing regulations. Responsible marketing practices can improve the accessibility and affordability of nutritious foods for all population groups, which can in turn improve health outcomes.

### Healthiness of products and price

Delivering nutritious foods at affordable prices is one of the most significant contributions a food or beverage company can make to addressing the nutrition challenges of its customers, especially those on low incomes. Striving for price points that make the healthier and most nutritious foods in a company's portfolio affordable for all will help customers towards better nutrition.

- **Nigerian SMEs:** Out of the 23 companies that tested the tool from Nigeria, 7 companies reported that they do not include healthiness as a factor in defining the price of their products. When asked if it would

cost more to make healthier products (relative to less healthy products), 17 companies answered 'yes'.

- **Bangladeshi SMEs:** Out of 23 companies from Bangladesh, 6 reported that they do not include healthiness as a factor in defining the price of their products. When asked if it costs more to make healthier products (relative to less healthy products), 6 companies in Bangladesh answered 'yes'.

*"The cost of our product is determined by putting a markup on our total cost of production" – Small sized company from Nigeria*

*"Health enhancing products are sold at Premium price" – Large-sized company from Nigeria*

### Awareness of target groups/geographies and their needs

The nutritional needs of consumers can vary depending on several factors such as their gender, age, level of activity, and health. The availability and affordability of nutritious products is also influenced by other elements such as geography (e.g., urban versus rural) and socio-economic status/income. Understanding the population's age distribution and associated nutritional requirements can help to ensure that the needs of the chosen target audience are met when formulating and developing products.

- **Nigerian SMEs:** Of the participants that tested the tool in Nigeria, 21 companies reported they are aware of the nutritional needs of the groups that they serve; two micro-sized companies reported they were not aware of these needs. However only 19 companies stated they believe they address these needs. When asked if their company makes different products to meet the nutritional needs of the geographies they serve, 11 companies in Nigeria selected 'no' or did not answer. In Nigeria, all 12 companies that selected 'yes' further answered that



products differed by: brand (1), nutritional composition (6), and size of package (5).

- **Bangladeshi SMEs:** Out of the participants in Bangladesh, 19 stated they are aware of the nutritional needs, and 17 companies said they believe that their products address these needs. When asked if companies make different products to meet the nutritional needs of the geographies they serve, nine companies in Bangladesh selected 'no' or did not answer. Only six out of the 14 companies that answered 'yes' in Bangladesh further stated how their products differ.

*“We cater our products mostly to the urban segment who are willing to pay the premium for the healthy products” – Medium-sized company from Bangladesh*

*“We do not have different products; however, we have pack sizes with much lower price points (Single serve) that meet the needs of bottom of the pyramid” - Medium-sized company from Nigeria*

### Marketing channels

**Nigerian SMEs:** Out of the 23 Nigerian SMEs, only 2 micro-sized companies did not report any marketing methods used. The most common methods reported were social media, website, word of mouth, and other online channels. The least reported were newspaper, radio, TV, and print. Micro-SMEs selected the least number of methods.

**Bangladeshi SMEs:** Out of the 23 SMEs that tested the tool, only 1 medium size SME did not report any marketing methods used. The most reported methods used were social media, word of mouth, other online channels, website, and in shop/point of sale.

*“We also use audio system inside factories to communicate with customers” - Small sized company from Bangladesh*

*“T-Shirts and other printed souvenirs distributed in the market.” – Medium-sized SME from Nigeria*

Figure 3. Distribution channels used by SMEs

Distribution channels	Marketing channels
Community Based Sales agents	Other online channels
Licensed distributors	Word of mouth
Retail stores	In-shop/Point of sale
Wholesale markets	Website
Modern trade (e-commerce sites/super shops)	Social media
Sales agents	Print
	TV
	Radio
	Newspaper
	Other

### Distribution channels

- **Nigerian SMEs:** Out of 23 companies, 3 did not report any distribution channels used. The most reported channels were retail stores, wholesale markets, sales agents, and modern trade (e-commerce sites/super shops).



- **Bangladeshi SMEs:** Out of 23 companies only 1 did not report any distribution channels. For the Bangladeshi SMEs, the most frequently reported distribution channels were retail stores, modern trade (e-commerce sites/super shops), and wholesale markets

*"I am aware that NAFDAC requires producers to obtain approval before advertising products in Newspapers and other news media." ~Small sized SME from Nigeria*

### **Awareness of marketing regulations**

Marketing of unhealthy food can negatively impact food choices, dietary patterns, and health. Children need special consideration with respect to marketing because of their specific nutritional needs and are at higher risk of suffering the consequences of eating less healthy foods with sub-optimal nutritional value. Children are also less likely to fully understand the persuasive intent of advertisements. Marketing standards, such as the principles of the International Chamber of Commerce (ICC) General Marketing Code, provide a solid basis for ethical marketing standards, which can be adapted to local needs. The World Health Organisation's (WHO) marketing standards advise responsible marketing techniques aimed at children and teens.

- **Nigerian SMEs:** Out of the 23 companies that tested the tool, ten companies reported no answer when asked if they were aware of WHO or ICC marketing regulations. 9 companies reported knowing WHO regulations and 2 ICC. Of the Nigeria SMEs, only 1 small sized company knew both.
- **Bangladeshi SMEs:** Out of the 23 companies that tested the tool, 16 companies reported no answer when asked if they were aware of WHO or ICC marketing regulations. 6 companies reported knowing WHO regulations and one ICC; only one company, a large-SME, knew both.

*"I am aware that NAFDAC requires producers to obtain approval before advertising products in Newspapers and other news media." – Small sized company from Nigeria*

*"I have never heard of ICC regulations" – Small sized company from Nigeria*

### **Priority action areas identified during tool testing for action by or support to SMEs to improve on their nutrition performance in the areas of marketing:**

- ✓ Factoring product healthiness into price and ensuring the affordability of products can help incentivize consumers to choose healthier options and ensure healthy food is available to all consumers, regardless of income.
- ✓ Increased awareness of the nutritional needs of the population can help increase product sales by marketing products tailored to meet local needs.
- ✓ Improved knowledge, understanding and selection of appropriate marketing methods and distribution channels (ones that reach target populations in the specific country) is needed to ensure the appropriate audience is reached, and that healthy food is accessible for all consumers, particularly those in less populated areas such as rural regions and food deserts.
- ✓ Expand knowledge and awareness of (and adherence to) existing responsible marketing regulations, particularly when directed at children.



### Section 3: Workforce programs

Food and beverage companies can support their staff in eating healthy diets and pursuing active lifestyles by providing employee health and wellness trainings and programs. In addition to other benefits, this can help to facilitate a work culture focused on nutrition. Supportive working practices and the provision of appropriate facilities, such as workplaces offering breastfeeding rooms, flexible working hours and paid leave, can ensure that companies support the needs of their employees, including mothers. This section assesses the extent to which companies support such efforts.

Figure 4. Benefits offered to employees by companies

Benefits offered to employees to improve health
Free lunch
Toilet facilities
Separate toilets for male and female staff
Access to female sanitation products
Educational programs
Trainings.

#### Measures to improve the health of employees

All companies in both geographies stated some measures are in place to improve the health of employees. Self-reported results show high variability in what is offered to employees depending on the country and SME size. For example, basic needs such as toilet facilities are not offered by all companies. Almost no company offers access to female sanitation products: only 4 in Bangladesh and 9 in Nigeria do so.

Educational programs are offered by 11 of the SMEs assessed in Nigeria and 6 of the SMEs assessed in Bangladesh. Trainings are the most frequently offered benefit to employees by companies in Nigeria (19) and Bangladesh (17).

*“We conduct regular nutrition classes and also have free Medical health insurance for all staff” – Large-sized company in Nigeria*

### Support to working parents

Most of the companies reported offering support to working parents, although differences can be found between types of support being offered and there seems to be a lot of room to improve on what is offered.

- **Nigerian SMEs:** 18 of the 23 companies reported on supporting working parents to combine work with childcare. The most common support offered to parents relates to breastfeeding (for example, providing a breastfeeding room, flexible working times, healthcare advice, storage facilities for expression, day care support) and offering paid maternity leave to mothers. Only three small-sized companies reported offering paid paternity leave. Only one company in Nigeria from the micro-sized companies, selected yes to offering benefits yet did not specify how support is offered to working parents.
- **Bangladeshi SMEs:** 14 of the 23 companies reported supporting working parents to combine work with childcare. The least number of companies were found to offer support among the medium-sized companies in Bangladesh (2 out of 6). 11 companies reported offering paid maternity leave to staff, followed by 8 companies offering breastfeeding support and 8 offering paid paternity leave.

*“Working parents can effectively combine work with childcare after the maternity leave period. This will enhance their wellbeing. They are able to economically take care of their responsibilities and remain both psychologically and physically healthy” – Small sized company from Nigeria*

**Priority action areas identified during tool testing for action by or support to SMEs to improve on their nutrition performance in the areas of workforce programs:**



- ✓ Offering basic facilities such as access to female sanitary products and toilets.
- ✓ Offering training, such as workplace hygiene and manual handling, and educational programs, such as health and wellbeing, nutrition and physical activity.
- ✓ Offering paid maternity and paternity leave.
- ✓ Offering breastfeeding facilities.

### Section 4 of the tool: Labeling

One important means of promoting healthy diets is to provide consumers with accurate, comprehensive, and readily understandable information about the nutritional composition, ingredients, and potential health benefits of the products they eat. This will help consumers choose appropriate products to meet their specific nutrition needs, maintain their health, manage their weight, as well as prevent or address diet-related chronic disease, and this will raise awareness of products that address micronutrient deficiencies.

Determining the shelf-life of products and placing ‘best before’ dates and storage instructions on product packing helps prolong the nutritional quality of products and helps to prevent consumers experiencing illness by consuming products that have lost nutritional value or have perished.

This section of the NBM tool assesses companies’ knowledge and use of product labeling, health and nutrition claims, and local/international standards (Codex Alimentarius).

#### Product labelling

- **Nigerian SMEs:** All 23 companies reported that they show some or all ingredients on their product packaging. When asked if nutritional

information (per 100 gram or 100 ml) is shown on the package, 5 companies did not respond, and 18 report this is done for some or all products.

- **Bangladeshi SMEs:** All but one company reported that all ingredients are shown on all products packaging and two reported that this is only done for some products. When asked if nutritional information (per 100 gram or 100 ml) is shown on the package, 7 companies responded no or didn’t respond, and 16 report this is done for some or all products.

### Standards and regulations

Guidelines on nutrition labelling, such as the Codex Alimentarius, provide guidance to companies on sharing information on product packaging to aid consumers in making informed choices, based on sound nutrition principles which are nationally or internationally comprehensible for the consumer.

- **Nigerian and Bangladeshi SMEs:** Out of the 46 companies that tested the tool, 26 reported that the nutritional information shown on product packaging is based on national or international standards to guide what information they provide on pack.

Figure 5. Packaging information displayed on food and beverage products

Packaging information
Includes external standards and practices (e.g., Codex Alimentarius guidelines)
Other information; health claims, front-of-pack nutrition label, logos/certificates
Nutrient content
Ingredients
Internal standards and procedures

### Shelf-life

Shelf-life information that can be used on packaging includes storage techniques/instructions/advice, an expiration date, or ‘best before’ date. These



can be determined by various means, including laboratory analysis, calculations based on product knowledge, or applying a standard duration.

- **Nigerian SMEs:** 20 out of the 23 companies assessed reported that information regarding the shelf-life and/or storage conditions is shown on product packaging, and one company reported they do this only for some products. 3 companies did not report a method of determining the shelf life of products.
- **Bangladeshi SMEs:** 3 out of the 23 companies reported no information on the shelf -life and/or storage conditions is shown on product packaging, and 4 companies reported this information is only shown for some products. 16 companies reported they do show shelf-life or storage instructions on pack.

*“Since our products are free of preservatives and additives, we need to always communicate the shelf life of the products on sale. The storage conditions and regulations are all specified clearly on the labels” – Micro-sized company from Bangladesh*

### Quality control

- **Nigerian SMEs:** Out of 23 companies who tested the tool, three companies did not self-report a system being in place for quality control. The companies that reported having a QC/QA system have one or more systems in place covering: storage and packaging, distribution, supply process, and/or manufacturing process.
- **Bangladeshi SMEs:** Out of 23 companies, four companies did not report having a system for quality control in place. The companies that reported having a QC/QA system have one or more systems in place

covering: storage & packaging, distribution, supply process and/or manufacturing process.

*“Looking at it critically now, we have a system, but it needs a lot of improvement” – Small sized company from Nigeria*

### Health claims

Health claims should be supported or verified by a solid body of scientific evidence to substantiate the claim. The information shared should be truthful, not be misleading, and aid consumers in making healthy choices.

- **Nigerian SMEs:** 11 Nigerian companies did not report showing (presenting) any health and/or nutrition related claims on their packaging. For those that selected yes, two reported verifying health and/or nutrition related claims only for some products. These were based on at least one of the following: scientific literature reviews, product composition, studies or checked against dietary guidelines.
- **Bangladeshi SMEs:** 7 Bangladeshi companies did not report verifying any health and/or nutrition related claims on packaging. For companies that reported that they do, these were based on at least one of the following: scientific literature reviews, product composition, studies, or dietary guidelines.

*“We make sure the allergens are mentioned in bold and we clarify that our products are all gluten, sugar, and dairy-free.” – Micro-sized companies from Bangladesh*

**Priority action areas identified during tool testing for action by or support to SMEs to improve on their nutrition performance in the areas of workforce programs:**



- ✓ The tool identified that SME companies could improve on labeling by sharing more information on product packaging such as ingredients, nutrient content, and shelf life.
- ✓ Output from the tool testing highlights that companies' knowledge of standards and regulations pertaining to product labelling may be lacking, since a high number of companies from both Nigeria and Bangladesh did not report that nutritional information shown on packaging is based on any standards.
- ✓ The tool identified that many companies from both countries reported not using health claims. In addition, the output from the tool identified that several SMEs that use health claims are not verifying all products against sound science or (inter)national guidelines.

## Section 5 of the tool: Engagement

By responding to requests from policymakers and policymaking bodies as well as supporting government activities and positions on nutrition policies, companies can have an impact on consumers' access to better nutrition. In addition, constructive engagement by companies with a wide range of other stakeholders (including international organizations, civil society, consumers, and academics) can help to strengthen a company's nutrition-related strategies and policies. This category focuses on companies' engagement with stakeholders on nutrition-related issues.

### Collaborations

Of the 23 Nigerian companies that tested the tool, five companies did not report that any collaborate with development partners, including NGOs or government agencies; this was also the case for nine of the 23 companies from Bangladesh.

### Association memberships

Three companies from Nigeria reported having no membership with any association; this was higher for Bangladeshi companies (12).

### Feedback & complaints procedures

**Nigerian SMEs:** Out of 23 companies, only one company reported not having a mechanism in place to receive feedback, complaints, or service from customers. The most frequently reported mechanisms used by companies to receive feedback were:

- Phone lines
- Websites
- Sales representatives
- Directly from customers

All companies responded that the questions, feedback, and complaints from customers processed and replied to needed.

**Bangladeshi SMEs:** 5 out of the 23 SMEs reported not having any mechanisms in place to receive feedback or complaints from customers. The most reported mechanisms used by companies to receive feedback were:

- Online channels such as Facebook
- By phone
- In-person

When asked if this information is processed, two companies did not report doing so. Three micro-sized SMEs reported not recording or regularly reviewing this information, the other 20 companies have processes in place to do so.

*“We still do not have official documentation since the person evaluating and working on operational complaints is the same, at present it is still work on instinct.” – Micro-sized company from Bangladesh*

### Engagement with the community



**Nigerian SMEs:** Five companies did not report on any engagement with their community. 18 companies reported about engagement with the community in the following ways:

- Investment in community health education
- Product donations
- Engagement with local farmers /incentives

**Bangladeshi SMEs:** 10 companies did not report having any engagement with their community; the majority were micro- and small- sized companies. For the 13 that did report on engaging with the community, the most reported engagement was in the following ways:

- Using raw materials directly from farmers (contacting farmers)
- Purchasing from local female farmers
- Maintaining Facebook groups for the community
- Engaging with workforce by creating awareness on health & hygiene
- Engaging in charity programs

*“We engage farmers in the community where we get our raw materials from in pest agricultural practices and also give them incentives to motivate them.” – Micro-sized company from Nigeria*

*“We engage with community associations and leaderships to discuss issues affecting the whole community in term of supports systems, employment, environmental situations” – Medium-sized company from Nigeria*

### Engagement with the government

**Nigerian SMEs:** Six SMEs reported not engaging with the government. 7 companies reported engagement via:

- The Nigerian Association of Small and Medium Scale Industrialists (NASSI) and the Chamber of commerce and Industry

- Business membership organizations and other associations
- Stakeholder forums and Associations/Chambers of Commerce

For the purpose of:

- Advocacy in Agriculture and Export
- Farmers support programs and nutrition policy formulation
- For training and support
- Tax issues and other government business requirements/policies.

**Bangladeshi SMEs:** 15 companies (including all the seven micro-sized SMEs) from Bangladesh reported not to engage with the government. Of the eight that do, they reported collaboration with/ through:

- Food Safety Authority
- E-Cab- policy related dialogue,
- ICT ministry
- Taxes and fees
- Local government
- Department of Livestock
- Upazila Agriculture Committee
- Rural Development and Cooperatives
- License Authority of BSTI

*“We engage with government in farmers support programs and nutrition policy formulation especially in our host State” – Small-sized company from Nigeria*

*“Through our membership with Lagos Chambers of Commerce, we lend voice to advocacy in Agriculture Export” – Small-sized company from Nigeria*

**Priority action areas identified during tool testing for action by or support to SMEs to improve on their nutrition performance in engagement:**



- ✓ SMEs could benefit by joining relevant trade associations and collaborating with CSOs, development partners, and government agencies.
- ✓ Companies could gain market insights and opportunities from engagement with the community and the government.
- ✓ SMEs could improve business practices by implementing a system for documenting and reviewing complaints and feedback from consumers and ensure consumers are protected and valued.



# Annex 2. Capacity building workshop

## Capacity Building Day 1: Content Outline

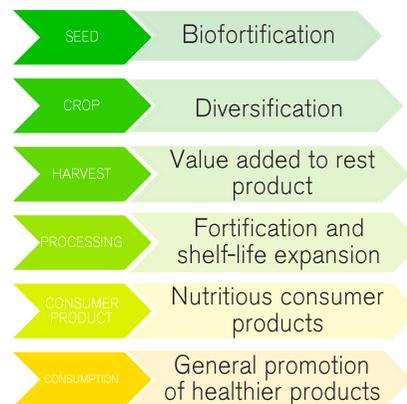
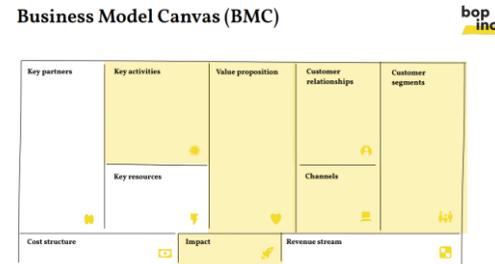
### Theme: Business Development

#### 1. Introduction

Participants were introduced to speakers from Bopinc, and the organizations involved in the project and content outline of Day 1's workshop. Company representatives were given the opportunity to introduce themselves and their company.

#### 2. Business Model Canvas

Presentation and explanation of the Business Model Canvas (BMC) – a strategic management tool consisting of nine boxes that represent different fundamental elements of a business. The purpose of the BMC is to help businesses visualize and assess business ideas or concepts. The boxes colored in yellow were covered in the



workshops content over the 2 days of training.

#### 3. Impact

Companies shared relevant information on the impacts of (mal)nutrition and opportunities to reach consumers with nutritious products. In this part of the workshop, four topics were covered: Topic 1: What is nutrition? Topic 2: Forms of malnutrition; Topic 3: Market opportunities; Topic 4: Country specific nutrition needs.

#### 4. Key activities

Participants were introduced to key nutrition interventions, the stages of the value chain to which they can be applied, and how to apply them. At the end of this section, participants were asked to design their own intervention based on one of the examples provided in the flow diagram and develop an impact goal.

#### 5. Customer segments

In this part of the workshop participants were introduced to consumer segments. The objective was for companies to increase awareness of the consumer when developing and marketing nutritious products. Topics covered included:

- Consumer wants, vs what they need
- Nutritional needs of specific target groups (i.e., Infants, adolescents, pregnant & lactating women, children, and elderly)
- Methods to collect insights learn about the consumer needs/wants.

When this section was complete, participants were asked to carry out an assignment by filling in a table of the demographics and nutritional needs of a target group of their choice.

#### 6. Value proposition

Companies were presented with the process for mapping a consumer profile with a product, i.e., value mapping. For example, nutritional needs for the



elderly could be increased protein. Participants were then asked to partake in an assignment to complete their own value map of products.

**Value map** 

**Nutrition intervention type:**

<b>Product</b>	<b>Competition</b>
<b>Gain creators</b>	<b>Pain relievers</b>
<b>Reason to believe:</b> <small>What is the evidence that your proposition delivers on these benefits?</small>	<b>Key statement:</b> <small>What makes your value proposition the most attractive one for your customers?</small>

### 7. Elevator pitch

Day 1 wrapped up with participants sharing their assignment outcomes and learnings, followed by a Q&A session.

## Capacity Building Day 2: Content outline

### Theme: Marketing nutritious products

#### 1. Introduction

Day 2 began with a presentation of the sections of the Business Model Canvas (BMC) that were to be covered throughout the second day of workshops.

#### 2. Decision making

Participants were informed about the two systems of thinking in the human brain (rational vs intuitive), this was followed up with a breakout session, requiring participants to reflect on the decision-making behavior that is relevant to their products (this relates to consumer segments in the business model canvas).

### 3. Behavioral change

This section was linked to the consumer relationship section of the BMC. Participants were introduced to:

1. Product claims, what makes brands more meaningful or beneficial for consumers and the model called the “ladder of benefits”. The ladder of benefits consists of 4 levels that should be considered to ensure that consumer needs are being met, these are: aspirations, emotional benefits, consequences, and functional benefits. Participants were asked during a breakout session to complete their own ladder of benefits with the consumer in mind.

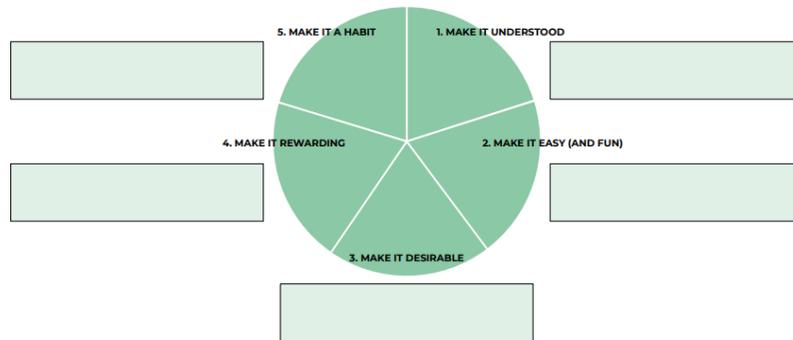


2. The next part of Section 3 covered consumer behavioral challenges, and the distinction between current behavior and desired behavior, as well as the barriers preventing movement between the two.

3. In the final part of this section, participants were introduced to the “5 Levers for Change” model, which is made up of five action points: 1. Make it understood, 2. Make it easy, 3. Make it desirable, 4. Make it rewarding, and 5. Make it a habit. During a final breakout session, participants were asked to complete their own 5 levers for change model.



## 5 levers for change



### 4. Elevator pitch

Participants shared their assignment outcomes and learnings, and a Q&A session followed, giving companies the opportunity to share experiences and clarify any misunderstandings.

### 5. Post training evaluation Survey

Day 2 finished with companies being provided with an evaluation survey, to rate and provide feedback on the capacity building trainings.



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**GAIN** is driven by a vision of a world without malnutrition, in which all people, especially the most vulnerable, have access to and consume nutritious and safe food.

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