

## **Global Hunger Event: Unlocking the Potential of the Private Sector**

### **Attendees:**

- Marc van Ameringen, Executive Director, Global Alliance for Improvement of Nutrition (GAIN) (Session Moderator)
- Paul Polman, CEO Unilever
- Kavita Prakash Mani, Head of Food Security Agenda, Syngenta
- Tjada McKenna, Deputy Coordinator Feed the Future, USAID
- Ramil Burden, Chief of Staff, GSK
- Samuel Ntim Adu, CEO, Yedent Agro Progressing, Ghana
- Syed Kaiser Kabir, CEO Renata Limited Bangladesh
- Vinita Bali, CEO Britannia foods, India (Session Rapporteur)
- Sarah Cooke, Head, Growth & Resilience Dept., DFID
- Chris Cooper-Hohn, Founder, Children's Investment Fund Foundation (CIFF)
- Peter McDermott, Managing Director, Children's Investment Fund Foundation (CIFF)

Marc van Ameringen from the Global Alliance for Improved Nutrition (GAIN) introduced the discussion by setting out his view of the key priorities for galvanising the private sector to help make nutritious foods available to poor people at prices they can afford. He noted:

- The importance of new delivery models to help make nutritious foods available and affordable to the poor: this includes how to share the early risk
- There is a need to look at the enabling environment for investment: including the regulatory environment, new investments in R&D and also new partnerships
- That there is a need to look at new sources of finance and new investment models. Mark highlighted the Marketplace model currently being tested by GAIN and USAID.
- The importance of producing nutritious foods for those at the bottom of the pyramid, ensuring that non-packaged food is nutritious as well as packaged food.

He also stressed the importance of leadership by business to make strengthening nutrition part of their core business model rather than a CSR add-on. He noted the potential importance of the UK Business Alliance for this.

### Summary of discussion

It was agreed that the time has come for partnership on this issue and firms should have the courage to embed nutrition into their core business models. The planned UK Business Alliance would help firms to share experience, develop partnerships and scale up what works.

Participants discussed the importance of:

- Leadership – to implement existing commitments and to draw others into the UK business alliance
- Working across the entire value chain from farm to fork: to ensure that nutritious products are available and affordable
- Innovation and Research – the power of collaboration to understand the science of nutrition and use that knowledge
- Scaling up – understanding what works and how to scale up through market development.

Other points raised:

- Making fortified foods part of a company's "Corporate Responsibility" through its core business model, rather than as part of the company's "Corporate Social Responsibility, through managing the incremental cost of fortification not by passing it on to the consumer, but through internal efficiencies and cost savings.
- The problem that malnutrition is an invisible disease, where every child looks the same, which is why it can be difficult to convince mothers that their child is under-nourished. Firms therefore can work with NGOs and government to help raise awareness and to improve the regulatory environment/investment climate.
- Problem that reaching those at the bottom of the pyramid is not always attractive to the private sector.
- There is a critical need to create expanded markets for nutritious affordable foods through new special marketing and distribution alliances e.g. with multinational companies. These would help to drive a sustainable business model through the market place while reaching the very poorest with nutritious foods. Also noted the importance of evaluation of such partnerships/programmes.
- The opportunity for business to take a leading role is bigger than ever. The political environment for change is still relatively weak, but consumer power should press for progress.
- Leadership is vital to galvanise the private sector. Noted the importance of partnerships in order to take a holistic approach to the challenge of undernutrition and food insecurity, including clean water, hygiene and addressing the effects of climate change. Business also needs to be clear what it expects from government in terms of the enabling environment, e.g. rule of law.
- UK has a world class life science sector, R&D capacity and also academic expertise, and we should look to use this to tackle malnutrition via an open source public and collaborative platform.
- It is hard to make the business case within multinationals to find solutions to help the base of the pyramid. Importance of focusing on the farm and also the enabling environment for investment e.g. infrastructure, regulatory frameworks, market development.
- Importance of coordination between businesses at this pre-competitive stage and suggested there was a role for an "honest-broker" to help

broker and evaluation better coordination between firms and other partners.

- Business leaders can help governments to think and act more commercially, e.g. through commercial plans, measurement, urgency and action.

#### Vinita Bali (Britannia Industries) – Summary Remarks in Closing Session

Thank you very much. Basically our group worked on the insight that the problem of malnutrition is multidimensional and multifaceted, and it is too big either for the private sector alone, the government, the civil society or the NGOs alone to solve it.

There are four points that came out of this. The first thing is leadership and accountability. Leadership and accountability on the part of business is about having the courage to imbed a lot of these initiatives into its business model. It is about ensuring that whatever initiatives are undertaken lead to accessibility, affordability and availability of nutritious products to those populations that are most vulnerable or most at risk. In this context it was proposed that the UK should form an alliance amongst the 3,000 food companies that are based here. Through leadership they can share the work they are doing with other companies and then scale up what they are doing as this would lead to less reinventing the wheel. So that was the first thing that came out of this.

The second thing was looking at the entire value chain. It is about the work, for example, that a company like Syngenta is doing with improving the nutritional value of agricultural products or the access to markets. This is again another area where public-private partnerships can play a significant role. There were various people in our group – whether it was Renata and the work that they are doing in Bangladesh, or the work that is being done in Ghana, or my own company and what we have done with fortification of food products that actually go to a large mass of consumers on a recurring and repeatable basis.

A big point that was made here was about not inventing new initiatives, but scaling up and doing with great passion and energy some of the initiatives that are already underway. From a global perspective it is stuff that came out of the G8 for example. It is the work that the SUN initiative is doing with 27 countries and hopefully we should be able to scale it up to 38 or 50 countries. Again, the insight being that there is enough that we know already and the energy to be invested is about implementing and scaling up.

The third point that came out of the group was the emphasis of and the role of research and innovation. Companies like GSK and the work that they are doing is that there is a science to nutrition; it is about utilising what we know about that science to again bring scalable models that are implementable and creating a governance structure for implementation. So, the private sector does what the private sector has to do. The government does what the government has to do to, and in that process we work collaboratively and in partnership. The last thing was the market for nutritious products and the work

that USAID and GAIN are doing – for example in countries like Kenya, Mozambique or Ghana – and utilising the learnings from those initiatives and building those into the overall initiatives again to be implemented collaboratively.

I would summarise by saying it is about leadership. It is about accountability. It is about implementation. It is about scaling up that which we already know and most of all it is about working collaboratively because the problem is too big for any single entity to solve on their own. Thank you.