

No More Missed Opportunities

Advancing Public-Private Partnerships
to Achieve the Global Nutrition Goals



Foreword

The future of food is one of the most critical economic and human development challenges of our time.

With every country now struggling with the massive economic and social costs of some form of malnutrition, new solutions are urgently needed.

Global food and agriculture constitute a \$US7.8 trillion industry, employing up to 40% of the working population in most countries. We have a responsibility to understand how to mobilize those significant assets to improve nutrition.

A country's ability to end all forms of malnutrition and achieve the ambitious Sustainable Development Goals by 2030 can be enhanced when government and industry work together to build pro-nutrition food and beverage markets. The question is how.

Dialogue between government and business is a key first step. In October 2017, we were delighted to host the first in a series of dialogues – “No More Missed Opportunities: Advancing Public-Private Partnerships to Achieve the Global Nutrition Goals” – in partnership with Wilton Park, a long-established host of critical development dialogues.

In the wake of that dialogue, we are pleased to share this report, which explores the main themes that emerged, together with a draft set of Guiding Principles of Engagement between Governments and Businesses to Improve Nutrition, which we hope will contribute to the development of more effective public-private partnerships to advance nutrition. These are set out below and will be the subject of further discussion in late 2018.

We look forward to continuing this dialogue and to engaging more governments and businesses in the fight to end malnutrition. We believe that the right public-private engagements can transform food systems to deliver better nutrition. We identified a number of candidate areas for action, including the collection of data on food purchases and consumption and the application of new technologies to fight malnutrition, especially female anemia and child overweight.

We understand that the road ahead will be challenging, but we also know that if nothing changes, one in every two people on the planet will be malnourished by 2030 and poor diets will become the leading risk factor for early death and disability in every region of the world, significantly undermining the global goal to end malnutrition.

The time is right to move beyond the divisions of the past and to move forward together to build the alliances that will have the greatest impact on achievement of the nutrition goals in the populations where the stakes are highest.

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Overview

Poor diet is a leading risk factor for early death. Each year, more than 10 million men and women lose their lives owing to chronic diseases directly related to poor diet, while a further 3 million women and children lose their lives as a result of low birth weight, suboptimal breastfeeding, child malnutrition, and vitamin deficiencies.¹ When more than 600 million adults are struggling with obesity and more than 420 million adults have diabetes – and with rates of both rising sharply – we are in the midst of a “global nutrition crisis.”² The crisis results in the loss of at least 10% of global GDP every year, making families much more likely to live in poverty, and subsequent generations more likely to do so as well.³

If this nutrition crisis continues, the [Sustainable Development Goals \(SDGs\)](#) – consisting of 17 ambitious goals, 169 targets, and 230 indicators – cannot be achieved.⁴ Encouragingly 193 governments have agreed to work in multi-stakeholder partnerships, including with the private sector, to achieve these goals.

In recognition of the ambition of the nutrition goals and the high economic and human development costs of failure, several efforts have emerged to accelerate progress. These include the [Scaling Up Nutrition \(SUN\)](#) movement, [Nutrition for Growth](#) commitments, the [United Nations Decade of Action on Nutrition](#), the [Global Nutrition Report](#) for greater accountability, the [Global Strategy for Women’s, Children’s and Adolescents’ Health](#), and the [Global Financing Facility to Support Every Woman, Every Child](#). These initiatives have each acknowledged the importance of greater public and private sector partnership on nutrition. The SUN movement has built a [SUN Business Network](#) dedicated to engaging companies, the Every Woman, Every Child movement has registered several commitments from companies focused on improving the nutritional status of women and children, and in 2017 the UN Global Compact launched a [Health Is Everyone’s Business Action Platform](#) with a strong focus on nutrition.

In addition to these government- and UN-led efforts, businesses have championed their own SDG engagement platforms, including [SDG Compass](#), the [SDG](#)

[Business Hub](#), the [SDG Business Commission](#), [Food Reform for Sustainability and Health \(FReSH\)](#), and [Business for 2030](#). These initiatives all acknowledge that achieving the nutrition goals will depend on the degree to which food and beverage markets can deliver pro-nutrition products, influence pro-nutrition behaviors, and advocate closer public-private partnerships to better align markets with nutrition goals.

But is it enough? Is the current level of public-private sector engagement sufficient in quality and quantity to achieve the nutrition goals in every country by 2030?

Despite the crisis and the commitment to work in a multi-stakeholder manner as enshrined in SDG17, many believe that governments and businesses are missing opportunities to work together to improve nutrition.⁵ Many stakeholders think that the absence of a set of guiding principles is a barrier to greater positive collaboration. Consequently, a discussion was facilitated by Wilton Park in late 2017 between stakeholders from the private and public sectors to try to move toward a set of guiding principles.

This report is the outcome of that dialogue, which was co-sponsored by the [Global Alliance for Improved Nutrition \(GAIN\)](#), the [United States Council for International Business \(USCIB\) Foundation](#), and [Wilton Park](#) with a very specific purpose: to lay a stronger foundation for public-private engagement in nutrition over the next decade.

More than 40 representatives from governments, the food and beverage industry, UN agencies, and nonprofit organizations came together for “[No More Missed Opportunities: Advancing Public-Private Partnerships to Achieve the Global Nutrition Goals](#),” in New York City on October 2 and 3, 2017. The dialogue addressed four major themes, (1) the knowledge revolution, (2) the pace of innovation, (3) incentives for public-private partnership, and (4) platforms for action. Participants concluded that guidelines for engagement are needed to inspire and shape a new generation of public-private alliances fit for the purpose of achieving the nutrition goals.

1 Gakidou, Emmanuela et al., [Global, regional, and national comparative risk assessment of 84 behavioural, environmental and occupational, and metabolic risks or clusters of risks, 1990–2016: a systematic analysis for the Global Burden of Disease Study 2016](#), *The Lancet*, Volume 390, Issue 10100, 1345 - 1422.

2 NCD Risk Factor Collaboration, <http://ncdrisc.org/>.

3 International Food Policy Research Institute (IFPRI), [Global Nutrition Report 2014: Actions and Accountability to Accelerate the World’s Progress on Nutrition](#). (Washington, DC, 2014).

4 Development Initiatives, [Global Nutrition Report 2017: Nourishing the SDGs](#) (Bristol, UK, 2017).

5 [The Lancet Maternal and Child Nutrition Series](#), June 6, 2013; L. Haddad, [Reward food companies for improving nutrition](#), *Nature*, 556: 19–22

Recommendations

The following 10 recommendations for advancing public-private engagement to accelerate achievement of the global nutrition goals emerged from the dialogue:

- 1 Given the importance of greater government-business dialogue on nutrition in the context of the Sustainable Development Goals, GAIN and USCIB should co-host a second dialogue in 2018 to further advance the issues raised in the first dialogue.
- 2 In the second dialogue, efforts should be made to engage more governments at national, state, and city levels in the countries with the largest populations of people at greatest risk of malnutrition. These should include, but not be limited to, governments in Bangladesh, Brazil, China, India, Indonesia, Mexico, Nigeria, Pakistan, Russia, and the United States.
- 3 In the second dialogue, efforts should be made to engage more multinational, national, and subnational companies with market share in the countries with the largest populations of people at greatest risk of malnutrition. These should include, but not be limited to, companies reaching a large proportion of the most malnourished populations in Bangladesh, Brazil, China, India, Indonesia, Mexico, Nigeria, Pakistan, Russia, and the United States.
- 4 Building on existing efforts (e.g., Tufts University's Global Dietary Database, the UN's GIFT Database, Euromonitor food consumption data), one area worth further exploration is public-private partnerships to develop a comprehensive, accessible global database of diets with the aim of more closely aligning future government and business policies, strategies, and investments with nutrition goals.
- 5 All nutrition stakeholders should make a greater effort to engage with leading food technology innovators and start-ups to identify and harness new technologies to accelerate achievement of the nutrition goals.
- 6 An assessment of the relative cost-effectiveness of public policies that incentivize – positively and negatively – companies toward behaviors that advance nutrition in low-, middle-, and high-income settings should be undertaken to inform the development of the next generation of government and business nutrition policies and programs.
- 7 Existing multi-sectoral partnerships and platforms with a stake in nutrition should actively connect governments with businesses to shift food and beverage markets toward improved nutrition as mandated by the Sustainable Development Goals. Using clear principles of engagement, governments and businesses should each feel empowered to reach out to existing multi-sectoral platforms and propose partnerships rather than wait for the platforms to approach them.
- 8 Governments and businesses are encouraged to make use of the draft Guiding Principles of Engagement to Improve Nutrition to inform their own engagement strategies, to identify and seize opportunities, and to identify and mitigate adverse risks to nutrition status.
- 9 Governments and businesses should make sure that the principles of engagement they use are publicly available and widely shared. Adherence to the principles should be monitored and their value added should be assessed in the context of achievement of the Sustainable Development Goals.
- 10 Governments and businesses should begin negotiations to develop large-scale, high-impact public-private engagements and alliances to fight seemingly intractable malnutrition issues such as female anemia, child overweight, low birth weight, and child wasting.

“Power and decision-making are moving from farmers and producers to traders and retailers, and from governments to the private sector and multinational corporations. Therefore, food supply chains and food systems now need complex and multi-scale governance mechanisms, which should involve a range of actors across public, private, and civil society.”

High Level Panel of Experts
on Food Security and Nutrition, 2017

“Overall, there is an immense opportunity to achieve the SDGs through greater interaction across silos. This means we must all transform our ways of working.

There needs to be a critical step-change in how the world approaches nutrition. It is not just about more money; it is also about breaking down silos and addressing nutrition in a joined-up way. Governments, business, and civil society: you must think about what the connections across the SDGs mean for the investment and commitments you make and the actions you take.”

Global Nutrition Report, 2017

“The Nutrition Decade is inclusive, addressing all forms of malnutrition, maximizing participation by all actors and ensuring that the needs of all people are addressed.

To this end it harnesses the wealth of competencies and resources of the private sector, including small and medium enterprises, social enterprises, to larger national and multinational companies, while managing conflicts of interest.”

UN Decade of Action on Nutrition, 2016

“The public sector will play a critical part in creating the enabling environment for the implementation of the SDGs, but business needs to do much of the ‘heavy lifting.’ In fact, in the food system alone, businesses can play a key role in delivering more than a quarter of the 169 SDG targets....

We find that 14 opportunities in food could be worth collectively over US\$2.3 trillion annually by 2030. More than two-thirds of the value of identified opportunities is concentrated in developing countries, reflecting both the large share of arable land in these countries, the high future consumption growth, and the large potential upside in efficiency gains.”

SDG Business Commission, 2017

“Our results show that among all forms of malnutrition, poor dietary habits, particularly low intake of healthy foods, is the leading risk factor for mortality. This finding has important implications for national governments and international organisations aiming at ending alnutrition over the next decade, highlighting the need for comprehensive food system interventions to promote the production, distribution, and consumption of healthy foods across nations.”

Global Burden of Disease, 2016

I. The Problem

One in every three people on the planet is either undernourished or overweight, and every country is now experiencing one or more aspects of the “global nutrition crisis.”

This is the alarming scenario presented in the [Global Nutrition Report](#), which finds that 2 billion people have micronutrient deficiencies (including 614 million women with anemia), 815 million people are hungry, 155 million children are chronically malnourished (i.e., stunted), 53 million children are acutely malnourished (i.e., wasted), and 20 million babies are born with low birth weight each year. At the other end of the spectrum, 2 billion adults and 41 million children are overweight or obese (Figure 1).⁶

Although some areas of undernutrition have improved in recent years, progress is still too slow, and in most regions overweight and obesity are growing problems. For example, while the global prevalence of child stunting (23%) and wasting (8%) has fallen, the number of stunted children has actually risen in Africa, and wasting is at emergency levels (15%) in many South Asian countries.

Further, women, who bear a disproportionate burden of malnutrition, have experienced increases in anemia, overweight, and obesity in most regions. The numbers of overweight and obese men and children are also rising. More than 20% of children in several European and Middle Eastern countries are now overweight, and a new study predicted that if nothing changes, 60% of children in the United States will be obese by 35 years of age.⁷ The Global Nutrition Report put the probability of halting the rise in obesity by 2025 at less than 1%.

While undernutrition is still concentrated in low- and middle-income countries in Africa and Asia, and overweight and obesity in high-income countries across North America, Oceania, the Middle East, and Latin America and the Caribbean, an increasing number of countries are struggling with both. According to the [Global Nutrition Report](#), 52 countries are experiencing high rates of anemia and overweight and 38 countries have high rates of anemia and stunting. In Botswana, Comoros, Djibouti, Indonesia, Papua New Guinea, Sao Tome and Principe, and Sierra Leone, more than 30% of children under five are stunted while more than 8% of children are overweight. Alarming, 29 countries are experiencing high rates of anemia, stunting, and overweight.

With every country struggling to make progress, the costs of the nutrition crisis keep mounting. For individuals and their families, the cost of early death is immeasurable, while the costs of sickness and/or lifelong disability can be catastrophic. [The Global Burden of Disease](#) lists dietary risks as the second-leading risk factor for death and disability adjusted-life years (DALYs) globally. Poor diet contributes to 70% of deaths and DALYs from heart disease, more than 40% of deaths and DALYs from stroke and colorectal cancer, and more than 29% of deaths and DALYs from diabetes.⁸

The economic impact of malnutrition on the global economy has been estimated at US\$3.5 trillion a year (US\$2.1 trillion for undernutrition and US\$ 1.4 trillion for overweight and obesity)

In addition, child and maternal malnutrition is a leading risk factor for deaths and disability from pneumonia, diarrhea, and newborn causes, where it is responsible for more than 50% of deaths and DALYs caused by these three leading killers of children. According to the [Global Burden of Disease](#), dietary risks and child and maternal malnutrition are responsible for an estimated 13 million deaths annually, more than 20% of all global deaths.

The economic impact of malnutrition on the global economy has been estimated at US\$ 3.5 trillion a year (US\$ 2.1 trillion for undernutrition and US\$ 1.4 trillion for overweight and obesity), resulting from losses in productivity and incomes and higher healthcare expenditures.⁹ Child stunting is estimated to cost African and Asian countries 11% of GDP each year,¹⁰ while in China the costs of obesity are forecast to

6 Development Initiatives, [Global Nutrition Report 2017: Nourishing the SDGs](#). Op cit

7 Z. J. Ward, M. W. Long, S. C. Resch, C. M. Giles, A. L. Craddock, and S. L. Gortmaker, [Simulation of growth trajectories of childhood obesity into adulthood](#), *New England Journal of Medicine* 377 (2017): 2145–2153.

8 Gakidou, Emmanuela et al., op cit.

9 Food and Agriculture Organization of the United Nations (FAO), [State of food and agriculture 2013: Food systems for better nutrition](#) (Rome, 2013).

10 S. Horton and R. H. Steckel, [Malnutrition: Global economic losses attributable to malnutrition 1900–2000 and projections to 2050](#), *The economics of human challenges*, edited by B. Lomborg (Cambridge, UK: Cambridge University Press, 2013).

lower GNP by 8.7% in 2025.¹¹ In the United States, one study forecast that healthcare costs due to overweight and obesity would rise by US\$66 billion a year by 2030.¹² Other studies have found that in the United States, households with one obese person incur additional healthcare costs of more than US\$4,000,¹³ while in China people diagnosed with diabetes lose 16.3% of income each year.¹⁴

on reducing undernutrition and to halt the dramatically rising rates of overweight and obesity will not only affect achievement of the global nutrition goals but also undermine gains across a majority of the Sustainable Development Goals, especially in health (SDG 3), gender equality (SDG 5), poverty (SDG 1), inequality (SDG 10), Cities (SDG 11), water and sanitation (SDG 6) and education (SDG 4).

The nutrition crisis, with its massive scale, slow rate of progress, and rising costs is one of the few truly global challenges that affects all countries and threatens to undermine future global economic growth and human development. Further, failure to accelerate progress

Figure 1 : The Global Nutrition Crisis (in Millions \$)

Data Source: Development Initiatives, *Global Nutrition Report 2017: Nourishing the SDGs* (Bristol, UK, 2017).



11 B. M. Popkin, S. Kim, E. R. Rusev, S. Du, and C. Zizza, *Measuring the full economic costs of diet, physical activity, and obesity-related chronic diseases*, *Obesity Reviews* 7, no. 3(2006): 271–293.
 12 Y. C. Wang, K. McPherson, T. Marsh, S. L. Gortmaker, and M. Brown, *Health and economic burden of the projected obesity trends in the USA and the UK*, *Lancet*, 378 (2011): 815–825.
 13 W. Su, J. Huang, F. Chen, W. Iacobucci, M. Mocarski, T. M. Dall, et al., *Modeling the clinical and economic implications of obesity using microsimulation*, *Journal of Medical Economics* 18, no. 11 (2015): 886–897.
 14 X. Liu and C. Zhu, *Will knowing diabetes affect labor income? Evidence from a natural experiment*, *Economics Letters* (April 12, 2014).

II. The Opportunity

It is because ending malnutrition has the potential to deliver massive economic and social gains to every country and to the global economy that action to achieve the nutrition goals is an imperative. If every country achieved the Sustainable Development Goals relating to nutrition, educational performance, productivity, and GDP would all rise, and healthcare costs, inequality, and poverty would fall.

In a study of 40 low- and middle-income countries, the [Global Nutrition Report](#) estimated that for every US\$ 1 invested in fighting child stunting, countries could gain up to US\$ 16 in economic benefits. It concluded that investing in nutrition is highly competitive with spending on roads, irrigation, and health.¹⁵ The [World Bank](#) found that every US\$ 1 invested in reducing child wasting, stunting, and female anemia delivered returns of US\$ 4, US\$ 12 and US\$ 11 respectively. Breastfeeding recorded an even higher rate of return, at US\$ 35. Of these, stunting reductions delivered the highest economic benefits in dollar terms – scaling up coverage of interventions to reduce child undernutrition would deliver US\$ 417 billion in economic benefit over the lifetimes of the children (Figure 2).¹⁶

Changes are sweeping through the food industry, spurred by shifts in consumer preferences and technology that are increasing both the demand for nutritious food and the cost-effectiveness of supplying it.

For countries struggling with overweight and obesity, the benefits could be even higher. Reducing obesity alone could save as much as 20% of annual health-care costs in high-income countries.¹⁷ For example, in the United States, ending obesity could save US\$ 200 billion in healthcare costs each year and more than US\$ 4 billion in the costs of worker absenteeism.¹⁸ For countries struggling with both underweight and overweight, returns to investments in nutrition are likely to be higher still.

To capture these substantial gains, countries will need to invest in programs that can significantly and cost-effectively target the leading causes of malnutrition in their populations. For many low- and middle-income countries, investing to reduce child stunting, wasting, and female anemia will yield the greatest returns, while in high-income countries reducing child overweight and adult obesity will deliver the most gains. For countries struggling with both undernutrition and obesity, several investments such as breastfeeding can do double duty, having positive benefits for all forms of malnutrition. All countries – even those experiencing food shortages – are likely to experience substantial gains from prioritizing improvements in the nutritional status of adolescent girls and pregnant women.

In each of these geographies, except in the most extreme humanitarian emergencies, the private sector has a critical role to play in ending malnutrition. After all, it is the private sector – from individual farmers to large multinational companies – that produces, distributes, and markets most of the food consumed by most people. Further, in most countries it is the private sector that both drives the innovations that determine how food systems operate and employs the largest share of a country's workforce, with direct influence over the nutritional status of their employees.

Companies increasingly recognize the leading role they play in nutrition – for both good and ill. Changes are sweeping through the food industry, spurred by shifts in consumer preferences and technology that are increasing both the demand for nutritious food and the cost-effectiveness of supplying it. A wave of mergers is underway between food and beverage giants, technology firms, and food companies. Many of the leading food companies are acquiring start-ups

¹⁵ IFPRI, *Global Nutrition Report 2014*. Op cit.

¹⁶ M. Shekar, J. Kakietek, J. Dayton Eberwein, and D. Walters, *An investment framework for nutrition: Reaching the global targets for stunting, anemia, breastfeeding, and wasting*, *Directions in Development* (Washington, DC: World Bank, 2017).

¹⁷ J. Cawley and C. Meyerhoefer, *The medical care costs of obesity: An instrumental variables approach*, *Journal of Health Economics* 31, no. 1 (2012): 219.

¹⁸ E. A. Finkelstein, J. G. Trogdon, J. W. Cohen, and W. Dietz, *Annual medical spending attributable to obesity*, *Health Affairs* 28, no. 5 (2009): 822–831; J. Cawley, J. A. Rizzo, and K. Haas, *Occupation-specific absenteeism costs associated with obesity and morbid obesity*, *Journal of Occupational and Environmental Medicine* 49, no. 12 (2007): 1317–1324.

that produce healthier foods and/or establishing their own venture arms and incubators to seed innovation, including Archer Daniels Midland, Campbell's Soup, Danone, General Mills, Kellogg, Mars, Nestlé, and Tyson.

The growing “food tech” movement – driven largely by food entrepreneurs and their venture capital backers, who want to use technological innovation to reengineer every aspect of food product formulation, production, and distribution – is gaining momentum on every continent.¹⁹ Further, a number of business platforms are now prioritizing coordinated action on nutrition, technology, and innovation, including the [SDG Business Commission](#), the [World Economic Forum](#), and the [World Business Council for Sustainable Development](#).

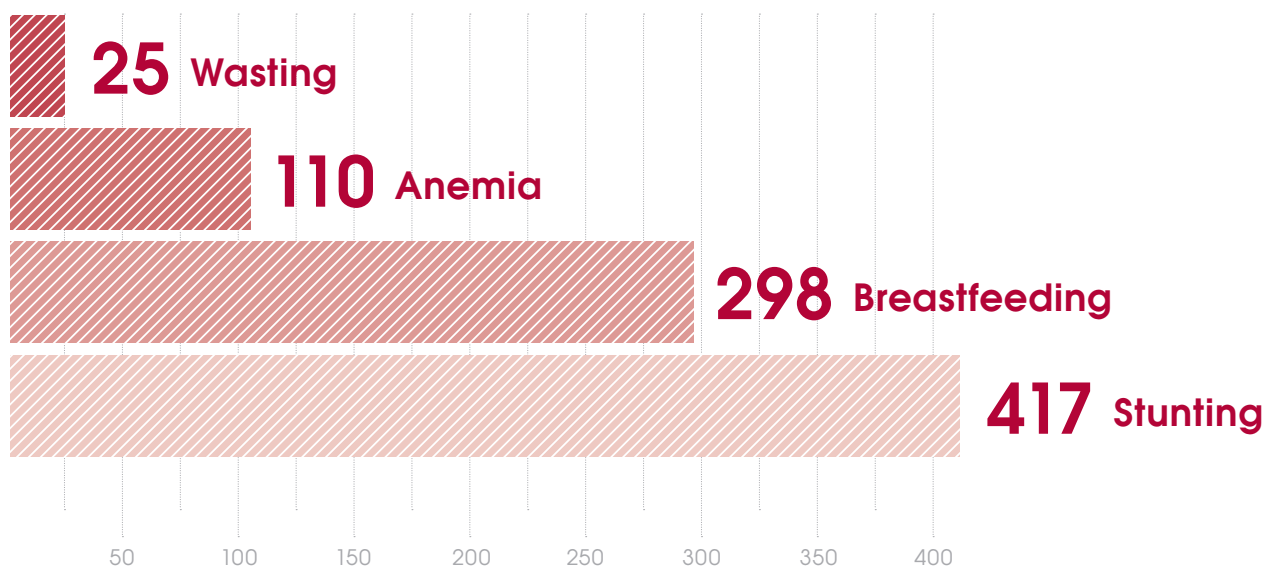
Governments and nonprofits are waking up to the opportunity created by the increasing demand for healthy food. In 2013, the authors of the Lancet maternal and child nutrition series

described neglect of nutrition as a “missed opportunity” for all sectors, including the private sector.²⁰ Another paper in that series called for harnessing the “resources, effect, and convening power of the private sector” to improve nutrition.²¹ Subsequent [Global Nutrition Reports](#) have echoed the call for greater partnership, and the [ICN2 Rome Declaration on Nutrition](#), the [United Nations Decade of Action on Nutrition \(2016–2025\)](#), the [Scaling Up Nutrition \(SUN\)](#) movement, and [Nutrition for Growth](#) have all encouraged greater private sector engagement. Further, several initiatives are actively seeking to mobilize private sector funding to help countries achieve their nutrition goals, including [Every Woman, Every Child](#), the [Power of Nutrition Fund](#), and the World Bank's [Global Financing Facility](#). This greater public-private partnership on nutrition is entirely consistent with Sustainable Development Goal 17, which calls on governments, business, UN agencies, and nonprofits to “encourage and promote effective public, public-private and civil society partnerships” to achieve the goals (SDG 17.17).

Figure 2: Economic Benefits of Investing in Nutrition-Specific Programs to Reduce Undernutrition (in Billions US\$)

Data Source: M. Shekar, J. Kakietek, J. Dayton Eberwein, and D. Walters, [An investment framework for nutrition: Reaching the global targets for stunting, anemia, breastfeeding, and wasting](#), *Directions in Development – Human Development* (Washington, DC: World Bank, 2017).

Note: Benefits are calculated over 10 years for women and over the productive lives of children in low- and middle-income countries who benefit from these interventions.



19 In 2015 an estimated US\$6.8 billion of capital flowed into private food-tech companies (including US\$2.3 billion within the United States), according to a report by [Rosenheim Advisors](#). Outside of the United States, a majority of both investment and acquisition activity was driven by China, Germany, India, and the United Kingdom.

20 R. Horton and S. Ho, [Nutrition: A quintessential sustainable development goal](#), Comment, *Maternal and Child Nutrition Series*, *Lancet* 382, no. 9890 (2013): 371–372.

21 S. Gillespie, L. Haddad, V. Mannar, P. Menon, N. Nisbett, and the Maternal and Child Nutrition Study Group, [The politics of reducing malnutrition: Building commitment and accelerating progress](#), *Lancet* 382, no. 9891 (2013): 552–569.

III. The Dialogue

To promote effective public-private engagement that advances the achievement of the global nutrition goals, the [Global Alliance for Improved Nutrition \(GAIN\)](#) and the [United States Council for International Business \(USCIB\) Foundation](#) convened leaders from government, business, UN agencies, and nonprofit organizations on October 2 and 3, 2017, in New York City. The dialogue, “No More Missed Opportunities: Advancing Public-Private Partnerships to Achieve the Global Nutrition Goals,” was moderated by [Wilton Park](#), a not-for-profit executive agency of the UK Government’s Foreign and Commonwealth Office with a long history of hosting critical development discussions. See [Appendix I](#) for the program and [Appendix II](#) for the list of attendees.

The goal of the dialogue was to lay a stronger foundation for the next decade of engagement between governments and business in the service of the nutrition goals. Four major issues were discussed: (1) the knowledge revolution: what does it mean for nutrition? (2) the pace of innovation: is it fast enough? (3) positive partnership: where are the incentives for government-business engagement? and (4) working together: what are the multisectoral platforms that can deliver results? A set of principles of engagement for government-business partnership on nutrition was discussed with the intention of helping to guide the next generation of public-private engagements and partnerships in the service of the Sustainable Development Goals relating to nutrition. Specific areas where public-private partnerships could have a significant impact on the nutrition goals were also explored.

THE KNOWLEDGE REVOLUTION: WHAT DOES IT MEAN FOR NUTRITION?

The revolution in data technology has the potential to close vast gaps in our knowledge about nutrition. The [Global Nutrition Report](#) revealed that most countries do not have sufficient data to measure progress on five of the six World Health Assembly nutrition targets: child stunting, wasting, overweight, low birth weight, and breastfeeding. Even the data on female anemia are based on modeled estimates because only 30 countries have at least one survey point after 2012. Almost no data exist on adolescent nutrition, including the prevalence of underweight among adolescent girls – an important determinant of reproductive and overall health for women and children (Figure 3). One of the greatest concerns is the lack of reliable, timely, comparable data on daily diets. Put simply, too few countries have an accurate picture of what their populations are eating to design effective interventions for shifting diets toward improved nutrition status. And yet retail

businesses generate a huge amount of data on food purchases that either do not enter the public domain (e.g., Euromonitor collects these data for middle- and high-income countries, but they must be purchased) or, for low-income countries, are not collected.

New public-private engagements and partnerships around food consumption data collection could add information to existing sources to generate a fuller picture of food consumption levels and changes. Technologies now exist that can collect reliable, timely data on nutritional status and diets, disaggregated by geography (including subnational data), age, gender, income, ethnicity, and many other characteristics. Open-access data platforms (e.g., the [Open Data Institute](#)) store information online to be accessed freely by any stakeholder, from a national government to an individual citizen. The development of a global nutrition database that includes both nutritional status and diet has the potential to transform the nutrition policy and program landscape. Any new data collection effort that is used to measure population progress must be truly independent of both governments and businesses, and their representatives. With the exception of the [Global Nutrition Reports](#), most of the current mechanisms to measure nutrition performance are led by UN agencies (e.g., [State of Food Security and Nutrition](#)), nonprofits (e.g., [Access to Nutrition Index](#)), or companies (e.g., The [EIU Food Sustainability Index](#)).

THE PACE OF INNOVATION: IS IT FAST ENOUGH?

Innovations in robotics, artificial intelligence (AI) and machine learning, self-driving vehicles, blockchain transactions, gene sequencing and editing, virtual and augmented reality, 3D printing, and sensors have the potential to transform the supply, distribution, and consumption of nutritious food in every setting. Promising pro-nutrition innovations include biofortification of seeds and soil, fortification of food staples, precision farming using robotics and AI, use of genome sequencing and editing to breed more nutritious seeds, use of blockchains to improve food safety, transformation of food labeling using spectrometers, alternative protein sources, and hyper-localized food production through digital urban farming. However, the companies generating these new technologies are not engaged with the governments, UN agencies, and nonprofits responsible for nutrition policies and programs. As a result, the impact of these innovations is limited mainly to small, high-income populations with low levels of malnutrition, and opportunities for impact are being missed at an increasing rate.

Leveraging these technologies to reduce malnutrition on a larger scale will require a much more

ambitious level of engagement between governments, businesses, universities, UN agencies, and nonprofits. Initial leadership in outreach may need to come from governments and the UN. Promising examples of technology partnerships include the World Food Programme's (WFP) [Building Blocks](#) program, which uses blockchain technology in partnership with the companies Datarella, Parity, and IrisGuard to provide food aid to refugees and displaced people more cost-effectively. In the [African Orphan Crops Consortium](#), Mars, the World Agroforestry Center, the New Partnership for Africa's Development (NEPAD), and the University of Illinois are sequencing the DNA of 101 neglected food crops in Africa. The [Maize Quality Improvement Partnership \(M-QIP\)](#) is a joint initiative of USAID's Feed the Future program, Nestlé Nigeria, and the Volunteers for Economic Growth Alliance (VEGA) that uses new mycotoxin mitigation technologies to reduce crop contamination in the cultivation of maize and soybeans.

In addition to building more partnerships like these, governments and UN agencies should invite the new generation of food entrepreneurs and innovators to join national and international nutrition efforts. For example, food innovators such as Caleb Harper (profiled in Box 1), who leads the [Open Agriculture Initiative](#) at the MIT Media Lab, could be engaged as UN food technology ambassadors, invited to open-source their work and participate in "challenges" to solve SDG-related nutrition problems (e.g., WFP's [Global Impact Challenge](#) with Singularity University), and encouraged to transfer their discoveries to local actors in low- and middle-income countries through talent and technology transfers (e.g., [Partners in Food Solutions](#)). Governments, UN agencies, and nonprofit organizations could also develop in-house teams dedicated to accelerating innovation. A leading example is WFP's [Innovation Accelerator](#) (profiled in Box 2). Governments can stay informed about innovation developments by participating in, and even supporting, the networks that are emerging to stimulate investment in start-ups (e.g., [Food-X](#)) and connect the food tech ecosystem (e.g., [Food+Tech+Connect](#), profiled in Box 3).

POSITIVE PARTNERSHIP: WHERE ARE THE INCENTIVES FOR GOVERNMENT-BUSINESS PARTNERSHIP?

To date, most government, UN, and nonprofit efforts to influence the behavior of food and beverage companies have been characterized by penalties, including government taxes on sugary drinks, UN restrictions on the marketing of breastmilk substitutes, nonprofit boycotts, and more. There are many sticks – and many of them are necessary and seem to work – but few carrots. In other areas of public health and development, incentives have been used effectively to align private sector activities with public health goals. For example, [Gavi](#), a vaccine alliance, has successfully used demand-side incentives to persuade

pharmaceutical companies to join the global child vaccination agenda and develop affordable vaccines targeting low- and middle-income disease profiles. Similarly, the [Global Fund to Fight AIDS, TB and Malaria \(GFATM\)](#) has increased coverage of insecticide-treated bed nets and malaria and AIDS medicines by incentivizing the manufacturers of these products. Both are among the most successful efforts ever undertaken in global health.

Without the market-shaping power of a Gavi or a Global Fund, governments and UN agencies have struggled to influence the market for food and beverages. Further, because consumers buy food unmediated by medical professionals in most settings, the Gavi and GFATM procurement models are not directly applicable. However, there is potential for governments to shape food and beverage markets by providing consumers with cash transfers or vouchers that could be redeemed only for specific, nutritious foods, or by providing tax breaks to companies that predominantly produce foods that are clearly essential components of a nutritious diet such as fruits and vegetables. Such a system could provide a strong incentive for private sector partnership, because food and beverage companies are extremely sensitive to the preferences and behaviors of consumers. A major challenge for governments and businesses is how to craft the most cost-effective mix of public policies to encourage both the supply of affordable, safe nutritious food and to assure demand, especially in the populations struggling with the heaviest burdens of malnutrition.

WORKING TOGETHER: WHAT ARE THE MULTI-SECTORAL PLATFORMS THAT CAN DELIVER RESULTS?

Although several platforms have been established to encourage public-private partnerships on nutrition, greater efforts are needed to engage governments and businesses at the scale required to have a significant impact on nutrition. The [SUN Business Network \(SUN\)](#), which is hosted by the Global Alliance for Improved Nutrition (GAIN), has successfully engaged 400 companies, but few are in active partnerships with governments and operating at scale. Similarly, although the Every Woman, Every Child movement has registered more than 150 multi-stakeholder commitments since 2015, few are focused on nutrition. Few of the 2013 Nutrition for Growth commitments involved public-private partnerships, and most commitments from business were focused on increasing the health of their workforces.

As a result, many of the largest food and beverage companies are not actively engaged in achieving the nutrition goals, including many with the largest market capitalization (see Box 4). One impediment to engaging more companies, and especially the most influential, is the climate of distrust that exists between many public and private sector actors in nutrition and

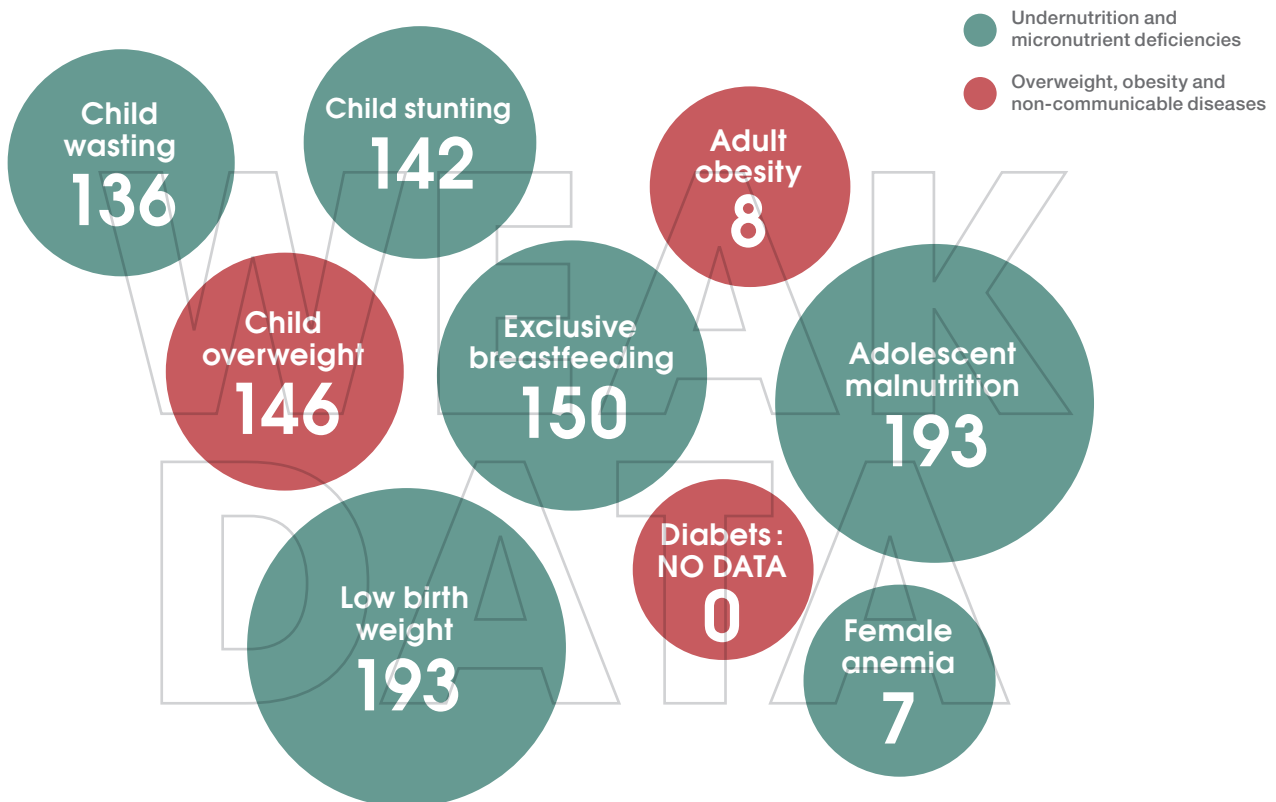
that is partly responsible for the paucity of public-private partnerships in nutrition relative to other areas of development. The exceptions have relied on high-level government leadership to break the impasse, such as the Government of Rwanda’s joint venture with Africa Improved Foods, the Government of Tanzania’s Southern Agricultural Growth Corridor of Tanzania (SAGCOT), and the Government of Nigeria’s Maize Quality Improvement Partnership (M-QIP).

New platforms are emerging to engage governments and businesses directly in the pursuit of specific nutrition goals. The EAT Foundation (see Box 5) announced a 25-company FReSH (Food Reform for Sustainability and Health) initiative in 2017, hosted by the World Business Council for Sustainable Development. FReSH will develop guidelines on sustainable diets, food reformulation, generation of demand for nutritious food, food sourcing, waste reduction, and measurement and reporting of progress. The Alliance for Food and Health, the World Economic Forum, and the UN Global Compact, with their strong ties to both governments and business, are also well positioned to play stronger roles.

Figure 3: Nutrition’s Missing Data Problem (Number of Countries)

The figure shows the number of countries with insufficient or no trend data for the key nutrition indicators (out of a total of 193).

Data Source: Development Initiatives, *Global Nutrition Report 2017: Nourishing the SDGs* (Bristol, UK, 2017).



IV. Principles of Engagement

DRAFT GUIDING PRINCIPLES OF ENGAGEMENT BETWEEN GOVERNMENTS AND BUSINESSES TO IMPROVE NUTRITION

Poor diet is a leading risk factor for early death. Each year, more than 10 million men and women lose their lives due to chronic diseases directly related to poor diet, while a further 3 million women and children lose their lives due to low birthweight, suboptimal breastfeeding, child malnutrition, and vitamin deficiencies.²² When more than 600 million adults are struggling with obesity and more than 420 million adults have diabetes – and with rates of both rising sharply – we are in the midst of a “global nutrition crisis”.²³ The crisis results in at least 10% of global GDP lost every year, with families much more likely to live in poverty, and subsequent generations more likely to do so as well²⁴.

If this crisis continues, the [Sustainable Development Goals](#) with their 17 ambitious goals, 169 targets and 230 indicators cannot be achieved.²⁵ Encouragingly 193 governments have agreed to work in multi-stakeholder partnerships, including with the private sector, to achieve these goals²⁶. Despite the crisis and the commitment to work in a multi-stakeholder manner as enshrined in SDG17, governments and businesses are missing opportunities to work together to improve nutrition.²⁷

Many stakeholders think that the absence of a set of guiding principles is a barrier to greater positive collaboration. Hence, the discussion facilitated by Wilton Park in late 2017 between stakeholders from the private and public sectors sought to try to move towards a set of guiding principles.

The following guiding principles emerged from those discussions. We put them forward as a contribution to the wider dialogue that must happen to arrive at a consensus on the why, what, when, how and who of public-private engagements to improve nutrition.

PRINCIPLE #1: ALIGNMENT

Governments have the unique and singular responsibility to establish the goals and the priorities for national and global action to improve nutrition, and to do this on the basis of the best available scientific evidence. The establishment of these goals, priorities and the policies behind them is a critical task requiring public debate and engagement with all stakeholders, including businesses which shape food systems. It is incumbent on all stakeholders to act transparently and with integrity in carrying out these tasks. Equally, public policy is enhanced when all actors in the food system have the opportunity to contribute in open and accountable fora. This principle of open debate and mutual accountability in surfacing interests and evolving policy is a higher principle within which engagements should be developed. As such, dialogue should not exclude any stakeholder with the commitment and potential capacity to contribute to the achievement of one or more of the nutrition goals.

PRINCIPLE #2: PRIORITIZATION

To accelerate progress in achieving the global nutrition goals, governments and businesses agree to prioritize action that advances the following Sustainable Development Goals (SDG) and World Health Assembly (WHA) Global Nutrition Targets: reducing childhood stunting and wasting and improving the nutritional needs of adolescent girls, pregnant and lactating women and older persons (SDG 2.2); reducing the diet-related risks of death from non-communicable diseases (SDG 3.4); reducing female anemia (WHA 2), low birth weight (WHA 3), and child overweight (WHA 4); and increasing exclusive breastfeeding (WHA 5).

PRINCIPLE #3: IMPACT

Governments and businesses should base their investment decisions on an unbiased and transparent assessment of the peer-reviewed scientific evidence, relying on systematic reviews when available. A clear lack of evidence should not be an excuse for inaction as long the basis for action is transparent.

22 Gakidou, Emmanuela et al., [Global Burden of Disease Risk Factors](#), 2017, op cit.

23 [NCD Risk Factor Collaboration](#), op cit

24 IFPRI 2014 (Global Nutrition Report) op cit

25 Development Initiatives 2017 (Global Nutrition Report) op cit

26 SDG 17 includes targets to “Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships...” and “Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships”. <https://sustainabledevelopment.un.org/sdg17>

27 [Lancet Maternal and Child Nutrition Series](#), 2013 op cit and Haddad, Nature 2018 op cit.

PRINCIPLE #4 DATA

Governments and businesses will generate and share data relevant to the global nutrition goals and will cooperate on data collection relating to the daily diets and nutritional status of populations, the coverage of specific nutrition-related interventions, the attitudes and behaviors of consumers and consumer uptake of specific nutrition-related products and services. These data have to be screened for quality by the scientific community and their conclusions published in peer-reviewed journals. Combining these data and making them publicly available, will improve government nutrition information systems, better align business efforts to invest in pro-nutrition actions (e.g. labeling, packaging, marketing), and enhance efforts to hold governments and businesses accountable for progress to the nutrition goals.

PRINCIPLE #5 INNOVATION

Governments and businesses will increase their efforts to invest in new technologies that can more cost-effectively reduce malnutrition by increasing the availability and affordability of nutritious safe foods. Joint efforts to build a pipeline of innovations with the power to make it easier for consumers, businesses and governments to make healthy food choices should be prioritized.

PRINCIPLE #6 ACCOUNTABILITY

Governments and businesses should demonstrate their accountability to the global nutrition goals by routinely measuring the impact of their individual and collective efforts against the relevant SDG targets and making the results available to their respective stakeholders and to the general public in easily accessible formats. The use of randomized control trials conducted by independent parties and other gold standard methods to measure the impact of government-business partnerships should be increased and supported.

Governments and businesses will commit to greater accountability and transparency in actions affecting the nutritional status of all of their stakeholders (e.g. citizens, consumers, employees etc.). They will cooperate with international accountability efforts such as the Global Nutrition Report, the Access to Nutrition Index, the [International Network for Food and Obesity/Non-communicable Diseases \(NCDs\) Research, Monitoring and Action Support \(INFORMAS\)](#) and [Global Open Data for Agriculture and Nutrition \(GODAN\)](#). Greater accountability will improve the targeting of investments by demonstrating the success or failure of specific interventions, by improving the quality of the evidence-base and nutrition science, and by building a greater level of trust among stakeholders that will in turn facilitate further action and impact.

PRINCIPLE #7 INCLUSION

Government and business engagement to advance the nutrition goals will require processes that are transparent, open, and inclusive; where all actors operate with accountability, integrity and mutual respect. While engagement should not compromise any individual organization's independence or reputation, governments and businesses acknowledge that their interdependence and mutual accountability in the service of the nutrition goals will frequently require joint but de-conflicted work processes. As noted above, more needs to be done to establish clear mechanisms to define and measure engagement, but transparent reporting and accountability are fundamental, as is clear compliance with established policies. Upholding these basic ingredients is a critical part of these principles, and an essential requirement to enter into a public-private engagement recognised under them.

V. Data and examples of innovations in public-private partnerships towards the nutrition goals

Caleb Harper, Director, OpenAg Initiative, MIT Media Lab

Caleb Harper and his team of engineers, architects, and scientists are creating the world's largest open-source hardware, software, and data commons to drive the nascent field of digital farming, or next-generation controlled-environment agriculture. Harper believes the future of agriculture lies in urban farms, where plants will be grown in controlled environments close to consumers. OpenAg is using sensor networks, computer vision, robotic systems, machine learning, and artificial intelligence to create and analyze diverse data sets on farming, covering everything from climate, in-field conditions, and nutrition to purchasing, chemistry, biology, and genetics.

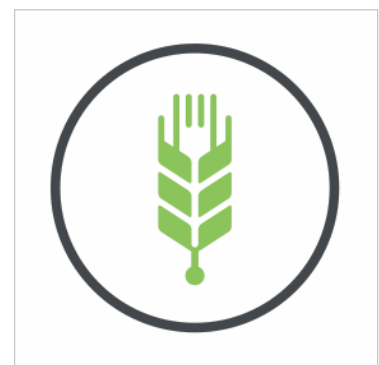


Seeding innovation: WFP's "Innovation Accelerator"

The United Nations World Food Programme (WFP) launched an Innovation Accelerator in 2016 to identify new methods to achieve Sustainable Development Goal 2. Based in Munich, the Innovation Accelerator joins WFP staff with experts and entrepreneurs from the private sector and civil society to collaborate for three- to six-month periods on selected ideas that are either proposed by WFP innovators with first-hand field knowledge or crowd-sourced from the general public. The Accelerator is supported by contributions from the German Federal and Bavarian governments.

Building a "food tech" movement: Food+Tech+Connect

Launched in 2010, Food+Tech+Connect aims to strengthen the emerging food innovation movement by mobilizing entrepreneurs, investors, executives, designers, technologists, chefs, farmers, journalists, and advocates to network, collaborate, share best practices, and accelerate the development of the industry. Based in New York City, founder Danielle Gould believes this is the beginning of the most radical transformation of our food industry since the Green Revolution, where the explosion of new technologies is radically disrupting how food is produced, distributed, sold, and consumed.



World's 50 Largest Food and Beverage Companies in order of 2017 sales

Source: Forbes Global 2000, 2017

● Retails ● Restaurants ● Producers

- Kroger**
- Bunge**
- McDonalds**
- X5 Retail Group**
- Cargill**
- CocaCola**
- Danone**
- Whole Foods/Amazon**
- Nestlé**
- Wilmar International**
- US Foods**
- General Mills**
- Carrefour**
- Woolworths**
- WM Morrison**
- Sun Art Retail Group**
- Tesco**
- Finatis**
- Starbucks**
- Olam**
- Aeon**
- Tyson**
- WH Group**
- Aramark**
- PepsiCo**
- George Weston**
- Grupo-Bimbo**
- ADM**
- Couche Tard**
- Charoen Pokphand Foods**
- Ahold Delhaize**
- J Sainsbury**
- Kellogg**
- Seven & 1 Holdings**
- Mars**
- Suntory Beverage & Food**
- Sysco**
- Compass Group**
- Uni-President**
- Wesfarmers**
- Kraft Heinz**
- JBS**
- Mondelez**
- Empire**
- Performance Food Group**
- Jeronimo Martins**
- Magnit**
- Supervalu**

Emerging multi-sectoral platforms: the EAT Forum

In 2016, the EAT Foundation was launched by the Stordalen Foundation, the Stockholm Resilience Centre, and the Wellcome Trust to encourage food innovations that benefit public health and the environment, to stimulate interdisciplinary research across scientific disciplines, to improve nutrition and food safety, and to tackle global health and environmental challenges including obesity and non-communicable diseases, climate change, and ecosystem degradation. Guided by an Advisory Board of more than 30 leading experts, EAT provides policy makers with evidence to inform decision-making and strategies to change consumer behavior.

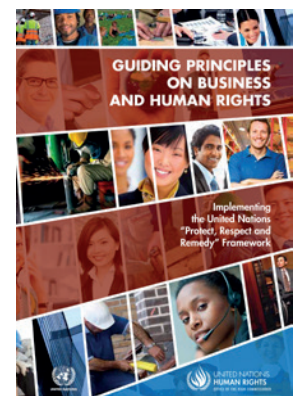


Women's Empowerment Principles

The Women's Empowerment Principles offer practical guidance to business on how to empower women in the workplace, marketplace, and community. The seven principles emphasize the business case for corporate action to promote gender equality and women's empowerment and are informed by real-life business practices and input gathered from across the globe. Developed by UN Women and the UN Global Compact, the principles support companies' efforts to review existing policies and practices and to identify strengths, gaps, and opportunities to improve their performance on gender equality. A Gender Gap Analysis Tool is available to assist. Since the launch of the Women's Empowerment Principles in 2010, more than 1,665 CEOs have signed the CEO Statement of Support.

United Nations Guiding Principles on Business and Human Rights

The UN Guiding Principles on Business and Human Rights clarify the responsibilities of the state to protect human rights and corporate responsibility to respect human rights. They outline how the state should provide access to remedy violation of rights through judicial, administrative, and legislative means, and the corporate responsibility to prevent and remediate any infringement of rights that they contribute to. Developed by the special representative of the secretary-general, John Ruggie, in 2011, the 31 principles were unanimously endorsed by the Human Rights Council in 2011, making them the authoritative global reference point on business and human rights. Subsequently, they have been widely endorsed by governments and businesses.





Join us

If you would like more information or would like to join a future dialogue please contact:

communications@gainhealth.org
and news@uscib.org

You can also join the conversation on social media using #Together4Nutrition

@GAINalliance | @USCIB

APPENDIX I

“NO MORE MISSED OPPORTUNITIES: ADVANCING PUBLIC-PRIVATE PARTNERSHIPS TO ACHIEVE THE GLOBAL NUTRITION GOALS”

2 AND 3 OCTOBER 2017
HARVARD CLUB, NEW YORK CITY

PROGRAM

Tuesday 3 October

0900–0930

Welcome and opening remarks

[Tom Woods](#), Chair, Wilton Park US Foundation

[Vinita Bali](#), Chair, Global Alliance for Improved Nutrition (GAIN)

[Peter Robinson](#), President and CEO, US Council for International Business (USCIB)

[Iain Ferguson](#), Chair, Wilton Park UK

0930–1030

1. The knowledge revolution: what does it mean for nutrition?

[Lawrence Haddad](#), Executive Director, GAIN

[Chris Isokpunwu](#), Head of Nutrition, Federal Government of Nigeria, Scaling Up Nutrition (SUN) Focal Person, Nigeria

[Wendy Johnson](#), VP Nutrition, Health and Wellness, Nestlé

How much do we really know about malnutrition – where and who it strikes, what causes it, and how it can be cost-effectively reduced?

What new developments in the science of nutrition are challenging established ideas of the causes of malnutrition? What are the respective roles of governments and businesses in knowledge generation and distribution?

How do we generate an independent and rigorous evidence base that measures the impact of public and private sector efforts and collaboration on nutrition goals? How do we share knowledge across sectors – especially knowledge that advances our understanding of the causes of malnutrition and leads to new discoveries that can reduce the burdens?

1030–1100

Networking

1100–1200

2. The pace of innovation: is it fast enough?

[John Cordaro](#), Special Representative for Global Food Security, Nutrition and Safety, Mars Inc.

[Bev Postma](#), CEO, HarvestPlus

[Katherine Pickus](#), VP Sustainability, Abbott

What technological changes are driving the future supply of and demand for food and the functioning of food markets, and what are the implications for nutrition? What are the respective roles of governments and businesses in investing in ways to produce, distribute, and market nutritious foods and beverages? How new technologies be leveraged to reformulate more nutritious foods and beverages and market them in ways that advance achievement of nutrition goals and comply with international standards and regulations, especially regarding women of reproductive age and children under five? How can governments ensure that private sector food investments are in pro-nutrition technologies?

1200–1300

Lunch Keynote Speaker: The Future of Food: Implications for Governments and Business

[Caleb Harper](#), Director and Principal Investigator, Open Agriculture Initiative, MIT Media Lab

1300–1400

3. Positive partnership: where are the incentives for government-business partnership?

[Obey Assery Nkya](#), Director, Coordination of Government Business, Office of the Prime Minister, United Republic of Tanzania

[Nkosinathi Mbuya](#), Senior Nutrition Specialist, Health, Nutrition and Population Global Practice, World Bank

[Astrid Williams](#), Senior Director, Global Health and Wellness Policy, PepsiCo

How can we design and implement public policies, legislation, regulations, and financial and other incentives that reinforce private sector engagement in nutrition and partnership with governments? How should we leverage the influence of investors, shareholders, and consumers to improve industry practices that affect nutrition as well as harness national and international bureaucracies, voters, and civil society to improve government practices that affect nutrition? How can the costs of the current lack of government-industry partnership be measured?

1400–1500

4. Working together: what are the multisectoral platforms that can deliver results?

Fritz van der Wal, Senior Policy Adviser, Food and Nutrition Security, Ministry of Foreign Affairs, Government of the Netherlands

Natalie Africa, Senior Director, Private Sector Engagement, United Nations Foundation

Juan Gonzelez-Valero, Head Public Policy and Sustainability, Syngenta

How many platforms currently exist to engage business in the achievement of the global food and nutrition goals? What is their respective impact? What are the features of the most successful platforms? How can the higher-impact government, business, UN, and nonprofit platforms be better aligned so that food and beverage companies can collaborate efficiently and effectively with the public sector on product development and marketing, supply chains, distribution channels, and technical and scientific research?

1500–1515

Networking

1515–1700

5. A new MO: can we agree principles of engagement for government-business partnership on nutrition?

Steve Godfrey, Chief Investment Officer, GAIN

Michael Michener, VP Product Policy and Innovation, USCIB

Would a set of core principles of engagement to frame and guide government-business partnerships in the reduction of malnutrition increase the quantity and quality of public-private partnerships? Would they accelerate achievement of global food and nutrition goals?

Similar principles in the area of Women's Empowerment have been successful (UN Global Compact), but what would a set of engagement principles look like for nutrition? How might they become standard practice across governments and the food and beverage industry for the Sustainable Development Goal era?

1700–1730

6. Conclusions: what's next?

Tom Woods, Chair, Wilton Park US Foundation

Vinita Bali, Chair, GAIN

Peter Robinson, President and CEO, USCIB

APPENDIX II

“NO MORE MISSED OPPORTUNITIES: ADVANCING PUBLIC-PRIVATE PARTNERSHIPS TO ACHIEVE THE GLOBAL NUTRITION GOALS”

**2 AND 3 OCTOBER 2017
HARVARD CLUB, NEW YORK CITY**

ATTENDEES

Business

Abbott, Jason Grove, Senior Director, Global Government Affairs

Abbott, Katherine Pickus, Divisional Vice President, Sustainability

APCO Worldwide, Melissa Musiker, VP and Director, Food and Nutrition

Campbell Soup, Kim Fortunato, President, Campbell Soup Foundation, and Director, Community Affairs

Cargill, Taryn Barclay, Director, Corporate Responsibility and Partnerships

Danone, Facundo Etchebehere, Director, Global Public Affairs

Emerging Ag, Paulette Bethel, Special Adviser, Multilateral Affairs

Food-X (SOSV), Andrew Ive, Managing Director and Partner

General Mills, Mary Catherine Toker, Vice President,

Global Government and Public Affairs

Grocery Manufacturers Association, Mary Sophos, Executive Vice President, Policy and Strategic Planning

International Food and Beverage Alliance, Rocco Renaldi, Secretary General

JustActions LLC, Leith Greenslade, CEO

Mars, John Cordaro, Special Representative for Global Food Security, Nutrition and Safety

MIT Media Lab, Caleb Harper, Director and Principal Investigator of the Open Ag Initiative

Monsanto, Eric Gassaway, Director, Sustainable Sourcing

Nestlé, Wendy Johnson, Vice President, Nutrition, Health and Wellness

PepsiCo, Astrid Williams, Senior Director, Global Health and Wellness Policy

Syngenta, Juan Gonzalez-Valero, Head, Public Policy and Sustainability

USCIB, Alison Hoiem, Senior Director, Member Services

USCIB, Jonathan Huneke, Vice President, Communications and Public Affairs

USCIB, Mia Lauter, Policy and Program Assistant

USCIB, Michael Michener, Vice President, Product Policy and Innovation

USCIB, Peter Robinson, President and Chief Executive Officer

Government

Dutch Ministry of Foreign Affairs, Frits van der Wal, Senior Policy Advisor, Food and Nutrition Security
 Government of Madagascar, Harinelina Randriamasarijaona, Head of Nutrition Service, Ministry of Health
 Government of Madagascar, Ambinintsoa Andriamboahangy Raveloharison, National Coordinator, National Office of Nutrition
 Government of Nigeria, Christopher Isokpunwu, Head of Nutrition; SUN Focal Person, Ministry of Health
 Government of Tanzania, Obey Assery Nkya, Director of Coordination of Government Business, Prime Minister's Office
 United States Government, Ryan Johnson, Senior Director, Office of Strategic Partnerships, Millennium Challenge Corporation

United Nations

United Nations Foundation, Natalie Africa, Senior Director, Private Sector Engagement
 United Nations Standing Committee on Nutrition, Stineke Oenema, Coordinator
 WHO, Natela Menabde, Executive Director, WHO at the United Nations
 WHO, Sophie Evekink, Technical Officer
 World Bank, Nkosinathi Mbuya, Senior Nutrition Specialist
 World Food Programme, Lauren Landis, Director of Nutrition

Nonprofits

Access to Nutrition Foundation, Inge Kauer, Executive Director
 Alliance for Food and Health, Rebecca Hamel
 Alliance for Food and Health, Eric Trachtenberg
 Ceres, Mary Ann DiMascio, Senior Manager
 GAIN, Lawrence Haddad, Executive Director
 GAIN, Vinita Bali, Chair, Board of Directors
 GAIN, Steve Godfrey, Chief Investment Officer
 HarvestPlus, Beverley Postma, CEO
 Ideas42, Dana Guichon, VP
 Partners in Food Solutions, Jeff Dykstra, Co-founder and CEO
 Power of Nutrition, Martin Short, CEO
 Scaling Up Nutrition (SUN) Business Network, Jonathan Tench, Global Coordinator
 Tanzania Food and Nutrition Center, Joyceline Kaganda, Managing Director
 Wilton Park, James Hoobler, Program Manager
 Wilton Park, Harriet Oliver, Research Assistant to the Chief Executive
 Wilton Park US, Tom Woods, Chair
 Wilton Park, Ian Ferguson, Chair

APPENDIX III

SUSTAINABLE DEVELOPMENT GOALS AND WORLD HEALTH ASSEMBLY TARGETS DIRECTLY RELATED TO NUTRITION

Sustainable development goals (by 2030)

- 2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.
- 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.
- 3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
- 3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

World health assembly targets (by 2025)

1. Stunting: 40% reduction in the number of children under-5 who are stunted. Stunting is defined as length or height-for-age z-score more than 2 standard deviations below the median of the WHO Child Growth Standards.
2. Anemia: 50% reduction of anemia in women of reproductive age. Women aged 15–49 years with hemoglobin <12 g/dL (non-pregnant) or <11 g/dL (pregnant)
3. Low birth weight: 30% reduction in low birth weight. Infants born with a birth weight <2,500 g
4. Childhood overweight: No increase in childhood overweight. Childhood overweight is defined as weight-for-length or height z-score more than 2 standard deviations above the median of the WHO Child Growth Standards.
5. Breastfeeding: Increase the rate of exclusive breastfeeding in the first 6 months up to at least 50%. Infants 0–5 months of age who are fed exclusively with breast milk.
6. Wasting: Reduce and maintain childhood wasting to less than 5%. Wasting among children under 5 years of age. Wasting is defined as weight-for-length or height z-score more than 2 standard deviations below the median of the WHO Child Growth Standards.

