

A close-up photograph of a chef, identified as Chef Ada Na, wearing a white lab coat, a blue hairnet, and a blue surgical mask. She is wearing white gloves and is focused on preparing food on a wooden cutting board. In the background, another person in a white lab coat and blue mask is visible, working at a stainless steel counter. The chef's name "Chef Ada Na" is embroidered on her lab coat.

Scaling Up Nutrition (SUN) Movement Secretariat Annual Report

2022

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Foreword by the SUN Movement Secretariat Director

After a dynamic and busy year, I am pleased to be able to share this SUN Movement Secretariat Annual Report 2022 with you.

In a world battling multiple challenges, including the largest food and nutrition crisis in decades, the SUN Movement is as relevant as ever.

In 2022, the SUN Movement Secretariat was itself in transition, adapting its structure and focus to support the 65 SUN Countries and four Indian States of the Movement with new momentum and energy, building on experience gained during earlier phases of the Movement. The third phase (SUN 3.0) builds on the first 1,000 days to a life cycle approach that addresses all forms of malnutrition, with a particular focus on women, girls and children and adhering to the principles of gender equality. SUN 3.0 also works to strengthen the multisectoral, multi-stakeholder approach of the Movement by linking and embedding nutrition in such key development areas as food systems, climate change, health, education and social protection, adapting structures and capacities to best support countries.

Key to the Secretariat's development has been the regionalization of the team, putting capacity closer to SUN countries and thus ensuring that the Secretariat's critical convening and brokering role is as effective as possible. Driving learning across countries – for example, through the 18 peer-to-peer learning visits that took place in 2022 – is also very much a focus in SUN 3.0.

Ensuring country leadership in its governance, with the largest constituency in the Executive Committee coming from SUN Countries, has strengthened the Movement's country-led and country-driven philosophy.

I would like to sincerely thank our donors in 2022 – United States / USAID, Ireland / IrishAid, Norway / Norad, Bill&Melinda Gates Foundation / BMGF, Germany / BMZ, The Netherlands, European Commission / EC, France, Canada / GAC – for their long-standing support and commitment.

We look forward to continuing and expanding our collaboration with all partners as we embark on our ambitious collective journey to end malnutrition in all its forms across the globe.

Marcy Vigoda, Director, SUN Movement Secretariat



Executive summary

The year 2022 was one of transformation for the Scaling Up Nutrition (SUN) Movement and its Secretariat. It was the first year of implementation of the third phase of the SUN Movement Strategy (SUN 3.0), which will guide the Movement through 2025. Following the two-plus difficult years of the COVID-19 pandemic, new challenges arose for the 65 Member Countries and four Indian States of the SUN Movement, fuelled by a massive food and nutrition crisis – the largest in decades – caused by the growing cost of living crisis, ongoing conflicts and unprecedented climate events.

Amid these challenges, the SUN Movement intensified its efforts to preserve nutrition gains and continue progress towards ending all forms of malnutrition. In its role as the facilitator and broker of multi-stakeholder and multisector action, the SUN Movement Secretariat (SMS) played a role in accelerating action and aligning stakeholders behind country priorities to tackle nutrition issues, both through its mandate to support and facilitate SUN Country action and as part of the Global Support System (GSS), which comprises the four SUN Networks and the SMS.

Working in collaboration with the SMS, in 2022, 45 countries had national nutrition plans in place, with an additional four in the process.¹ 35 of these plans were costed. 30 countries reported having launched a Multi-Stakeholder Platform (MSP) annual workplan as a road map for joint action, and 42 countries had a subnational nutrition coordination mechanism in place. Overall, these numbers showcase the sustained support and commitment of SUN Countries to nutrition in the midst of many challenges. However, it also shows the need for the SUN Movement to accelerate its collective efforts to support countries in 2023 and beyond.

Targeted support for SUN Countries in implementing their nutrition plans was bolstered by the establishment in 2022 of four Regional Hubs – in Dakar, Nairobi, Bangkok and Panama – and a Convergence Hub based in Geneva. Countries welcomed the new structure, with a visible rise in energy and engagement across all regions. Though only in place for a few months, the hubs – working in close collaboration with the SUN Networks and the newly established Finance Task Team of the Executive Committee – conducted 11 technical missions, 18 peer-to-peer exchanges and a series of webinars. The hubs also facilitated responses to more than 200 technical assistance requests from countries, 45 of which were related to resource mobilization and financing. These efforts enabled SUN Countries to learn from each other to develop risk mitigation measures for the escalating cost of living, accelerate progress on Nutrition for Growth (N4G) commitments, promote linkages with national food systems transformation pathways and climate actions, unlock climate financing for nutrition and advocate with global actors for stronger political commitment.

¹ Provisional figures from the 2022 Joint Annual Assessment, with 57 countries reporting.



At the regional level, the SMS continued to support SUN Country engagement and leadership in the African Union Year of Nutrition, with the 2022 Abidjan Declaration reiterating the commitment of African countries to tackle malnutrition. The SMS also strengthened regional collaboration and partnership through the first-ever Regional Gathering in the Latin America and Caribbean region and through initiating and reinforcing regional partnerships and collaboration with key actors, including the regional economic commissions and regional development banks in all regions. Aligned with the systems approach embedded in SUN 3.0, the SMS helped leverage the voices of SUN Countries for healthy, diversified diets and locally produced, nutritious foods and the integration of nutrition into health care, food systems, social protection and climate change pathways. This supported a clearer recognition of the importance of ensuring food and nutrition security in the global response to the polycrisis, as well as the interlinkages between nutrition, food systems and climate change at the 2022 United Nations Climate Change Conference (COP27).

In addition to the global crisis context, challenges include the reinvigoration of the SUN Movement, including the reinitiation of the SUN Movement, including building (and rebuilding) partnerships and collaboration after a two-year change process occurring alongside the COVID-19 pandemic, climate change and conflict. Internally, the restructuring of the SMS did slow progress, despite efforts from partners. The challenges faced by UNOPS, the host of the SUN Secretariat, in 2022 required concerted efforts of the SMS and our donors to ensure sustainability of funding for the SMS. We would like to express our gratitude to our donors and supporters for their commitment and trust in the SUN Movement and the SMS which ensured a fully funded SMS in 2022.

Despite these challenges, clear opportunities are emerging from the work in 2022, outlined in more detail in this report. The SUN Movement – through SUN Countries, governance bodies, SUN Networks and the SMS – is well positioned to accelerate its work to ensure that nutrition receives the political attention, financial support and capacity it deserves as a key element for sustainable development and social and economic resilience and well-being.



Working towards the SUN objectives in 2022

Introduction

The Scaling Up Nutrition (SUN) Movement was created in 2010 to help achieve, by 2030, a world free from malnutrition in all its forms. The 65 individual SUN Countries and four Indian States of the SUN Movement are key to that effort. Each country develops and leads the implementation of its own unique nutrition plan, bringing together multisectoral and multi-stakeholder actors united in action to adopt strategies to eliminate malnutrition.

The SUN Movement has inspired a new way of working collaboratively to end malnutrition. With the Governments of SUN Countries in the lead, led by the SUN Coordinator who is appointed by the UN Secretary-General at the level of Assistant Secretary-General, the SUN Movement unites people – donors, business leaders, researchers and representatives of civil society and the United Nations, among others – in the fight to improve nutrition.

Since 2020, progress has been increasingly challenged by major conflicts and global disasters, climate change and political unrest close on the heels of the COVID-19 pandemic. As a result, the world is experiencing one of the worst global nutrition and food security crises in recent history. As of June 2022, [8 million children were at risk](#) of death from severe wasting. Overweight and obesity are reaching epidemic proportions, and yet nearly 258 million people in 58 countries/territories were experiencing crisis-level food insecurity in 2022, up from 193 million in 53 countries/territories in 2021, according to the [2023 Global Report on Food Crises](#). In today's complex and globalized landscape, overnutrition, undernutrition and micronutrient deficiencies are closely intertwined and mutually reinforcing.

The [Scaling Up Nutrition Movement Strategy SUN 3.0 \(2021–2025\)](#) recognizes these challenges and reiterates the importance of country-led, multi-stakeholder and multisector action for nutrition as a universal agenda integral to achieving the Sustainable Development Goals (SDGs) and enacting systemic change. Recognizing the evolving global landscape and interrelated challenges and complexities, SUN 3.0 puts a focus on systemic change of the SUN Movement on stunting to all forms of malnutrition. Gender equality, youth leadership and strong partnerships add value to the ambitious goals that members have set out to achieve during this phase.²

² Due to the evaluation and change process in 2020 and 2021, SUN 2.0 (2016–2020) was extended to 2021, and the implementation of SUN 3.0 formally began in 2022. The SUN Movement Secretariat was in transition for most of 2022 and not fully staffed until late in the year.

The four [Strategic Objectives](#) in SUN 3.0, which guides all members and stakeholders of the Movement, including the SUN Movement Secretariat (SMS) and the four SUN Networks – SUN Civil Society Network, SUN Business Network, UN-Nutrition and SUN Donor Network – are:



Strategic Objective 1: Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development.



Strategic Objective 2: Develop and align shared country priorities for action. This will help focus, catalyse and align the resources of the entire Movement to deliver a manageable set of actions that advance the nutrition status of all.



Strategic Objective 3: Build and strengthen country capacity to develop, prioritize, finance, implement and track country actions through strengthened technical assistance and knowledge management.



Strategic Objective 4: Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realized.

The SMS works directly towards the four SUN 3.0 Strategic Objectives through an agreed-upon set of specific outcomes, outputs and activities, endorsed by the SUN Executive Committee as the governance of the Secretariat.³ The role of the SMS is to support SUN Government Focal Points and their teams in their efforts to deliver country priorities, including articulating and amplifying the needs of countries to design and implement priorities and coordinating needs for capacity-strengthening and technical assistance. The SMS also facilitates coordinated advocacy, communications, knowledge management and monitoring, evaluation and learning (MEAL) at both country and global levels. Last but not least, the SMS facilitates resource mobilization and financing work across the SUN Movement. Support to countries from the global level is channelled through the Global Support System (GSS), which brings together the SUN Networks and the Secretariat, working as one. Within the GSS, the Secretariat convenes the GSS members for active information exchange and strategy alignment and facilitates various thematic groups in its areas of technical expertise (advocacy, communications, knowledge management, MEAL and financing).

This report reflects on the work, achievements and challenges faced by the SMS in 2022, both in its role in support of countries at the national and regional level (see sections on Strategic Objective 1, 2 and 3 in this report) and in its global role as part of the GSS (see the section on Strategic Objective 4).

The wider achievements of the SUN Movement at large will be reflected in the 2022 SUN Annual Report, to be released in September 2023, including the impacts and achievements of the support provided to the SUN Countries by the GSS.

³ Please see an overview of the results in Annex 1 of this document.



Sustaining the SUN Movement in 2022

Aligned with the SUN 3.0 objectives and its mandate, the work of the SMS in 2022 focused on strategic advocacy and communications, knowledge management, country engagement and backstopping, resource mobilization, and support to the governance of the SUN Movement (Executive Committee and Lead Group). A major challenge was the implementation of the restructuring requested by the SUN Lead Group in September 2021; a new Secretariat team was put in place over the course of 2022. To reflect this, the SMS 2022 workplan was split into two six-month plans, adjusted to progress during the change process. All specific actions and deliverables included in the plans were designed to empower and enable SUN Countries to scale up nutrition. Capacity-strengthening activities were included, as appropriate, to ensure the ownership and sustainability of results by and in countries. Given their importance in the fight against malnutrition, gender equity and youth involvement were intrinsic to all deliverables in the workplans.

The SMS workplan adheres to the following underlying principles:

- Country-led, country-focused and country-driven: The workplan places countries at the centre of all work areas, adopting a country support and impact lens and aligning stakeholder support behind country priorities.
- Global dialogue informed by country needs and actions: All activities at the global level, including key events, are proposed with the vision that country-level priorities, gaps and needs should inform and direct the course of global action from the SUN Movement.
- Agile and cross-functional ways of working: The SMS works cross-functionally across multidisciplinary teams at the country, regional and global levels in support of SUN Countries.

Achievements: Strategic Objective 1 - Enhancing policy and advocacy

SUN Movement Coordinator encourages nutrition action and commitment worldwide

Momentum, high-level leadership and partnerships are key to keeping nutrition high on national political agendas. Among the SUN Movement Coordinator's most important roles is generating and sustaining buy-in among SUN Country leaders by leveraging and encouraging thought leadership and action. The engagement of the Coordinator in promoting food and nutrition security is critical to success.

Appointed by the United Nations Secretary-General to ensure the global implementation of SUN 3.0, in 2022, the SUN Movement Coordinator Gerda Verburg focused on advocating for increased investment in nutrition and engaging with key leaders to advance the global nutrition agenda through the SUN Movement's unique country-led, multisectoral and multi-stakeholder approach.

After two years of lockdowns related to the COVID-19 pandemic, SUN Countries were eager to reconnect in person and discuss their challenges and successes in keeping a political focus on nutrition during difficult times. Given the value of high-level visits by the SUN Coordinator in supporting and accelerating political efforts and commitment, the Coordinator's attention was a sought-after commodity in 2022.

In [Timor-Leste](#), the Coordinator helped encourage country stakeholders to commit to the [SDG2 Consolidated National Action Plan for Nutrition and Food Security](#) and ensure its costing and full implementation. She also encouraged Timor-Leste to establish the national SUN Secretariat as a State entity within the Office of the Prime Minister and to enshrine into law the [International Code of Marketing of Breast-Milk Substitutes](#).

The Coordinator participated in the launch of the national multisectoral nutrition plan in [Mali](#) and initiated a learning exchange with [Ghana](#), facilitated by the Francophone Africa Regional Hub later in the year. Ghana, given its experience establishing a food systems pathway, was able to share advice with Mali during a peer-to-peer exchange.

This past year also saw the Coordinator attend the launch of the national SUN Youth Network and engage with government officials in [Côte d'Ivoire](#); attend the [Africa's Food Systems Forum 2023 Summit](#) and engage with stakeholders on nutrition-related issues in [Rwanda](#); and liaise with leadership and stakeholders in Ethiopia on the food and nutrition strategy, humanitarian situation, national pathways for food systems transformation and the Seqota Declaration. While in [Ethiopia](#), the Coordinator participated in the annual Ethiopian Nutrition Leaders Network conference and engaged in advocacy dialogues with a wide range of officials, including the President, Office of the Prime Minister, Minister of Agriculture, Minister of Health, Minister of Finance and Minister of Planning and Development, and representatives of development partners, civil society, the private sector and the United Nations. The mission proved instrumental in building strong support for nutrition and food security initiatives in Ethiopia. The high-level engagement by the SUN Coordinator served as a catalyst for the accelerated establishment of the Food Systems and Nutrition Council, successfully launched in January 2023.

In countries where travel was not feasible due to security constraints, the SUN Coordinator used various other platforms to engage with stakeholders. In [Yemen](#), the SUN Coordinator played a strong advocacy role in fostering collaboration among stakeholders, including reaching out to global and country leads in Sana'a and Aden to establish and activate country-level networks, hosting a delegation in Geneva, and facilitating dialogue with a range of stakeholders, including parliamentarians, donors and United Nations representatives.

At the global level, the SUN Movement Coordinator in 2022 engaged with key stakeholders at the Dubai Expo in the United Arab Emirates to advocate for increased investment in nutrition. In Paris, she met with officials from the Government of France and leaders of civil society to discuss [Nutrition for Growth \(N4G\)](#) commitments and efforts to improve nutrition outcomes. She attended [European Union Agrifood Week](#) in Pollica, Italy, in May and the [One Conference](#) in Brussels in June, where she held high-level meetings with European Union officials and advocacy groups. In Sweden, the Coordinator participated in the [Stockholm+50 event](#) in June, moderating a special event related to food systems transformations and advocating for the alignment of global efforts with national food systems transformation pathways.

In Washington and New York, the Coordinator met with United States of America Government officials, the World Bank, Deputy Secretary-General of the United Nations Amina J. Mohammed and UNICEF Executive Director Catherine Russell. She participated in the 77th United Nations General Assembly in New York in September, including the Transforming Education Summit and the SUN Movement Lead Group meeting.

The Coordinator travelled twice to Rome, including to attend the [Fiftieth Plenary Session of the Committee on World Food Security Summit](#) in October and to meet United Nations agencies and the Food Systems Hub. She attended the 2022 United Nations Climate Change Conference in Sharm El Sheikh, Egypt, in November and visited the Kingdom of the Netherlands. Verburg also travelled to Tokyo in December to attend the [International Congress of Nutrition](#).

These efforts helped bring nutrition back to the political map, including in the context of food security, food systems transformation and climate change. The SUN Coordinator's voice also helped reiterate the need for accelerated efforts to unite stakeholders from various sectors to develop and implement effective joint approaches to tackle rising malnutrition.

Advocacy efforts across the SUN Movement

The job of advocacy does not belong only to the SUN Coordinator; the SUN Lead Group comprised of senior leaders from across Governments, civil society, the United Nations, multilateral development banks, business, and appointed by the Secretary-General and chaired by UNICEF Executive Director Catherine Russell also plays a critical role in promoting and supporting nutrition action around the globe.

In 2022, as one of its first official joint actions, the newly appointed SUN Lead Group delivered on the eve of the 2022 United Nations Climate Change Conference a strong statement on the nexus of climate, food and nutrition. The statement was disseminated through all SUN Movement communication channels and embedded in a wider social media campaign.

Also this past year, individual members of the Lead Group took various critical steps to drive nutrition action:

- Her Excellency, **Mariam Almheiri**, Minister of Climate Change and Environment in the United Arab Emirates, worked to position food systems transformation and nutrition as a central part of the 2023 United Nations Climate Change Conference, to be held in Dubai in 2023.
- **Martin Chungong**, Secretary-General of the Inter-Parliamentary Union (IPU), participated in a workshop on nutrition at the 145th IPU Assembly in Kigali, Rwanda, on 14 Oct 2022. The IPU committed to advocating for a stronger nutrition emphasis at high-level summits and conferences, including the United Nations Climate Change Conference and the G20 Summit in Jakarta, Indonesia, both in November 2022.
- Ambassador **Josefa Leonel Correia Sacko**, Commissioner for Agriculture, Rural Development, Blue Economy and Sustainable Environment, African Union, committed to championing nutrition, food systems and climate action through the African Union.
- **Dr. Githinji Gitahi**, Group Chief Executive Officer, Amref Health Africa, pledged support for the Initiative on Climate Action and Nutrition (I-CAN).
- **Dr. Mansur Muhtar**, Vice-President, Sector Operations, Islamic Development Bank, engaged in opportunities to strengthen capacities on nutrition-sensitive and climate-smart programming and funding of food systems activities at the Islamic Development Bank.
- **Dr. Sania Nishtar**, Member of the Senate of Pakistan and Founder of the Heartfile Foundation, held a meeting to strategize options for strengthening evidence-based coordinated action on social protection and nutrition.



The SMS actively supported the advocacy and communications needs of the new SUN Lead Group in 2022, including developing Lead Group social media content such as quote cards, video statements and social media campaigns around the announcement of the new Lead Group members and annual meeting – generating more than 100,000 views in all. Video statements by 11 Lead Group members were produced and used to support the SUN Movement’s work to advance key nutrition issues.

Recognizing the increased pressure on SUN Countries to achieve nutrition targets, Lead Group members also discussed how they could contribute to the Movement, with proposals including: work by the Islamic Development Bank with SUN Lead Group member Mansur Muhtar to sensitize ministers of finance in the countries of the Organization of Islamic Cooperation on the importance of prioritizing climate and nutrition projects; efforts to position food systems transformation and nutrition as a central part of the 2023 United Nations Climate Change Conference, to be hosted by the United Arab Emirates; and work to better harness South-South cooperation in efforts to scale up nutrition. As the SMS works with SUN Networks to build proactive relationships with Lead Group members, it will continue working to harness the enthusiasm of the Group for powerful advocacy in 2023.

Engaging with parliamentarians as champions for nutrition

Parliaments play a critical role in political and community advocacy, the development of enabling policy and legislative frameworks, and budgetary decisions in support of nutrition action. In 2022, the SMS continued the long-standing engagement of the SUN Movement with parliamentarian champions and influential groups, such as the IPU. As of December 2022, 13 SUN Countries were leveraging political, legislative and budgetary powers through national parliamentarian networks.

Collaboration with the SMS included the provision of key messages to the SUN Government Focal Point in the Philippines in advocating for the elevation of nutrition coordination among parliamentarians and engagement with parliamentarians in Timor-Leste to ensure that nutrition remained a priority among political parties during the electoral process. In October 2022, the SUN Movement co-organized a side event titled “How Parliamentary Action Can Help Safeguard Nutrition Gains” during the IPU assembly, in collaboration with the African Union Development Agency (AUDA-NEPAD) and the IPU. Martin Chungong, IPU Secretary-General and SUN Lead Group member, delivered the opening remarks. The work fed into the African Union Year of Nutrition discussions and is expected to expand in 2023, as the AUDA-NEPAD and African Leaders for Nutrition accelerate their work with parliamentarians in Africa.

The coming year is shaping up to be another important one for parliamentary engagement, with the reviving of the SUN Parliamentary Group and the production of a strategy on further engagement with parliamentarians.

Integrating nutrition, food systems and climate action in support of SUN Country success

Supporting and leveraging the advocacy work of SUN leaders, the SUN GSS Advocacy and Communications teams, facilitated by the SMS, worked throughout 2022 to help countries implement their nutrition commitments and mainstream nutrition in national agendas.

Along with the [Nutrition for Growth \(N4G\) Outreach Group](#), the SMS supported the momentum gained at the 2021 [Tokyo N4G Summit](#) by hosting four regional N4G webinars, allowing SUN Countries to share progress made and challenges faced in fulfilling N4G commitments. The webinars also presented information on the new [Nutrition Accountability Framework](#), a platform built to aid countries in monitoring nutrition action and tracking commitments. Eight regional webinars on the global food and nutrition crisis were held in 2022 to enable SUN Countries to showcase their achievements, engage in rich peer-to-peer learning and exchange, and put forward concrete asks, which the SMS and other SUN stakeholders took to critical global and regional policy discussions and processes.

The SMS also worked in close collaboration with the [United Nations Food Systems Coordination Hub](#) to further build and strengthen the coherence and interlinkages among food systems, nutrition and climate action. The 2022 [Food Systems Solutions Dialogues](#) highlighted successes at the nexus of climate and nutrition action, fostered peer-to-peer learning and identified opportunities to integrate nutrition policy action and multi-stakeholder collaboration to achieve more sustainable, healthy and equitable food systems. At the dialogues, [SUN Government Focal Points](#) pushed to ensure the mainstreaming of nutrition into food systems transformation pathways.

The dialogues were a result of several discussions held in 2022 between the Food Systems Hub and the SUN Coordinator to increase efficiency, add value and create and sustain political momentum at the country level. These high-level discussions – which began at the [Stockholm+50](#) global gathering and continued as brainstorming sessions in Rome and the AGRF gathering in Kigali – were aimed at improving coordination among nutrition and food systems actions. They leveraged the fact that a dozen SUN Government Focal Points also serve as national Food Systems Convenors and could ensure close interlinkages and strategic alignment between national and subnational efforts.



Landmark Abidjan Declaration highlights African Union Year of Nutrition 2022

At the regional level, SUN Country Côte d'Ivoire, with strong support from the SUN Coordinator, advocated that nutrition be named a central theme among African Union countries in 2022. The 55 members of the African Union declared 2022 the “Year of Nutrition”, with plans to increase national commitments to scaling up nutrition across the continent.

Throughout the year, the SMS supported various efforts led by SUN Countries in Africa to meet their nutrition targets, including fulfilling technical assistance requests to develop an action plan for the African Union Year of Nutrition and to implement the International Code of Marketing of Breast-Milk Substitutes to promote good nutrition for infants and young children.

In Francophone Africa, for instance, a series of countries – including [Benin](#), [Burkina Faso](#), Côte d'Ivoire, [Mauritania](#), [São Tomé and Príncipe](#) and [Togo](#) – made great strides in their efforts towards adopting or revising decrees adopting the International Code of Marketing of Breast-Milk Substitutes. In Burkina Faso, thanks to advocacy led by the SUN MSP and after years of advocacy by the SUN Movement and other partners, a decree was adopted by the Council of Ministers in March 2021 and signed in June 2022, kicking off a series of activities to raise awareness among stakeholders in 2022. Togo finalized and validated its draft code in 2022 for submission to the Government for adoption. [Liberia](#), through the new national SUN Secretariat and with technical support from the SMS Regional Hub, drafted a bill on the International Code of Marketing of Breast-Milk Substitutes, approved by the House of Assembly, that incorporates all of the recent updates to the code. [Uganda](#) also amended its Public Health Act to incorporate these updates.

Taking advantage of the spotlight placed on nutrition by the African Union, the SUN Francophone Africa Regional Hub, the SUN Anglophone Africa Regional Hub and the SUN Convergence Hub, established in 2022, worked with high-level government officials to commit to scaling up nutrition in their own countries.

The landmark Abidjan Declaration, adopted in December, – through which participating African Union Member States, most of them SUN Countries, committed to eradicating hunger, reducing the prevalence of child stunting to 10 per cent, and reducing the prevalence of child underweight to 5 per cent – was a significant milestone.

The Abidjan Declaration was a major outcome of a high-level event on nutrition organized by SUN member Côte d'Ivoire, the African Union, the African Development Bank and its African Leaders for Nutrition Initiative, with support from the SMS Francophone Africa Regional Hub and other national, regional and global nutrition partners, many of which are SUN stakeholders.

Strategic communications in support of SUN Country nutrition targets

Strategic communications play an important role in SUN 3.0 – driving engagement in nutrition actions, bringing the Movement’s actors together to influence with one voice and disseminating knowledge to support SUN Country capacity development. In 2022, the strategic communications work of the SUN Secretariat advanced significantly to both respond to SUN Country needs and to harness communications capacity across the SUN GSS.

Communications systems and support

In 2022, significant work was carried out to build new and strengthen existing communications systems, the engines that power strategic communications:

- The **SUN Movement website** was completely rebuilt and restructured in July 2022 with an approach that focuses on SUN Country needs. More than 10,000 files were migrated and more than 50 web pages were rebuilt or refreshed. Website work included the creation of the first searchable resource library; the addition of sections for webinars, advocacy and communications toolkits, good practices and e-learning, including links with the Food and Agriculture Organization of the United Nations (FAO) elearning Academy; user-friendly navigation improvements; migration to a new content management system; and the addition of pages focused on (and managed by) each SUN Network. Additionally, staff from each Network and each Secretariat team were trained in content management to decentralize the curation of content and encourage the flow of information from all parts of the SUN Movement to the website for access by SUN members. User engagement increased to 36,300 unique users and 104,000 pageviews via the new website in August through December 2022.
- A **digital contact management system**, developed for the first time for SUN, enabled the Movement to effectively manage its growing database of members and stakeholders, track their engagement and disseminate information to them in ways that are strategic, timely and relevant and that meet General Data Protection Regulation digital communications controls.
- The digital publication **SUN Bulletin**, launched in the first half of 2022, delivers monthly nutrition actions, news and technical resources for SUN Countries and other stakeholders in the three official SUN languages (English, French and Spanish). Widely recognized as a valuable, user-friendly and accessible tool for SUN Countries, the Bulletin is received by more than 3,200 opt-in subscribers monthly. A regional version specifically for members of the Francophone Africa Hub was launched in late 2022.
- User engagement with SUN **social media** channels continued to increase in 2022 alongside an increased flow of relevant and timely information and resources for SUN members and the wider nutrition community. Through facilitation by the SMS, the GSS Communications Team amplified important news from other social channels, disseminating a wide range of resources relevant to all SUN stakeholders. Fresh infographics content, videos and other new content helped realize an average engagement rate of 4.2 per cent (against the industry standard .098 per cent among the top quarter of performers), more than double the 2021 rate of 1.7 per cent. The [SUN Movement Twitter profile](#) hit 30,000 followers in 2022, placing it second among nutrition-specific Twitter profiles.
- **Digital communications toolkits** were developed on key issues as part of a new series of communications resources for SUN members. Timely topics included breastfeeding, the Regional Gathering and the climate–nutrition nexus. These toolkits were accessed no fewer than 3,670 times in 2022.

- The **SUN Movement branding** – an effective, consistent and recognized image that drives influence – was updated in 2022, with a style guide produced to reflect SUN 3.0 and provide a fresh and polished brand image for the Movement. The updated SUN 3.0 Style Guide marries the online and publication styles, creating consistent representation across all communications. This process also included the development of updated templates for externally facing issue briefs, action briefs, PowerPoint presentations, video graphic elements, social media graphics and more.
- **Communications support:** The SMS managed the technical hosting of 15-plus SUN technical and expert dialogue webinars in 2022 for SUN Countries and other stakeholders, in addition to producing the supporting graphic design and promotion. In all, more than 1,150 people participated.

Facilitating communication by the Global Support System

The coordination of strategic communications across the GSS was significantly increased in 2022. Facilitated by the SMS, the GSS Communications Team, established in late 2021, finalized the [SUN GSS Communications Strategy 2022–2025](#). This strategy sets the framework, objectives, theory of change and modality of coordination for the four SUN Networks and SMS to support SUN Country communications needs and linked global and regional strategic communications actions. The team met monthly throughout 2022 in meetings facilitated by the SMS and worked almost daily together to implement key strategic communications actions. The success of this process is now being used to advance other GSS thematic teams.

The GSS Communications Team supported SUN Countries through the challenges of the first shocks of the global food and nutrition crisis with specific information resources, including briefs and webinars with experts, and built a high-profile “Special Focus” section of the website for SUN members to access information, tools and other resources as they navigate and respond to the ongoing crisis. The team also developed an expanding series of digital video shorts, with eight produced in 2022, that complement the development of action briefs on good practices supporting the knowledge management strategy and bringing lessons learned to SUN Countries.

Challenges

Challenges related to Strategic Objective 1 include the need to further connect and leverage the voices of all SUN members and stakeholders in support of returning nutrition to the top of political agendas. This will require advocacy champions from SUN Countries, the Lead Group, the Executive Committee and the SUN Networks to work hand in hand to develop and promote joint messages and use evidence to initiate systemic change and transformation. Success also requires the engagement of representatives outside of nutrition for enhanced cross-sector collaboration – for example, climate change, humanitarian aid, trade and financing. It will be critical to continue and expand on the achievements in 2022 to further integrate nutrition as a maker and marker of development into other key policy processes and financing mechanisms. The expanded scope of SUN 3.0 should be utilized to showcase the rapidly increasing negative impacts that rising malnutrition in all its forms has on people’s health and well-being, communities’ progress and prosperity, and countries’ economic, financial and political stability.



Achievements: Strategic Objective 2 - Aligning beging country priorities

Regionalizing the SUN Movement for better services to countries

In 2022, aligned with the wider regionalization efforts across the SUN Movement, the SMS established four [Regional Hubs](#) – Anglophone Africa, Asia, Francophone Africa, and Latin America and the Caribbean – and the thematic Convergence Hub to support a diverse set of countries and drive humanitarian-development collaboration on nutrition.

Aligned with SUN 3.0, the five hubs assist in reflecting, responding to and serving country leadership, ownership and priorities. Hub priorities vary depending on the needs of countries, with key elements including:

- Assisting SUN Government Focal Points and SUN Networks in strengthening the multisectoral coordination of and advocacy for nutrition at all levels
- Serving as a broker connecting various partners in and outside countries, including donors and other stakeholders
- Supporting SUN Countries in implementing and reporting their N4G commitments and in designing and implementing national pathways on food systems strengthening
- Providing and facilitating ongoing capacity-strengthening and technical support for SUN Government Focal Points
- Facilitating and promoting the peer-to-peer sharing of knowledge and experience among SUN Countries
- Supporting the monitoring and analysis of multisectoral nutrition data, the sharing of information and the capturing and disseminating of best practices and lessons learned
- Supporting SUN Government Focal Points and their teams in mobilizing resources for nutrition activities, technical assistance requests and capacity-strengthening efforts

Four regional surveys were conducted in 2022 to aid in establishing regional road maps and action plans. The main findings of these surveys were presented during four regional webinars, and together these surveys and webinars helped inform the development of regional road maps for SUN 3.0 and paint a more complete picture of the challenges and opportunities for SUN Countries in achieving the main changes foreseen in the third phase of the SUN Movement.

Key success stories: Latin America and the Caribbean Hub

The Latin America and the Caribbean Hub, based in Panama City, Panama, comprises six SUN Countries.⁴ SUN Countries from the Latin America and the Caribbean Hub met in December for the [SUN Regional Gathering](#) in Panama, with the six SUN Countries and four observer countries from the region (Colombia, Cuba, Dominican Republic and Panama) sending 120 participants, including from United Nations organizations, non-governmental organizations, academia and the private sector, to the highly interactive and exciting gathering. The SMS maximized the sharing of knowledge in its coverage of the event, developing and disseminating a report, video and document sharing the lessons learned. A dedicated web page was set up before the event, and a social media campaign helped draw attention to the gathering.

Participants shared [challenges and opportunities](#) related to advancing nutrition in political agendas in a series of peer-to-peer and other information exchanges. Topics include financing for nutrition and resource mobilization, the role of the private sector, the implementation of N4G Summit commitments, multisectoral information systems for nutrition, systemic change through food systems transformation, development and implementation of a knowledge management plan, high-level advocacy, linking social protection and nutrition, and the potential of regional organizations. Specific challenges raised by Governments and other participants included rapidly rising overweight and obesity in the region and the need for better collaboration with the private sector to tackle this issue. Feedback regarding the event was extremely positive.

With support from the Hub, Ecuador, one of the newest SUN Countries, has been a strong nutrition champion, [establishing a strategy in 2022](#) to reduce chronic child malnutrition in the country by 6 percentage points by 2025. The country brought a broad multisectoral and multi-stakeholder delegation to the Regional Gathering, energized and ready to tackle the nutrition challenges facing the country and region.

Ecuador tackles chronic childrens malnutrition

Chronic childhood malnutrition not only affects children, but society as a whole. We must all unite to combat this disease that in Ecuador causes damage to one in three children under 2 years of age.”

President of Ecuador, Guillermo Lasso, October 2022

In [El Salvador](#), the [National Policy to Support Early Childhood Development](#), Crecer Juntos (Growing Together), developed with support from the Hub, is a holistic and intersectoral national public policy aimed at ensuring that all Salvadoran children reach their maximum development potential during early childhood. The Crecer Juntos Law for the Comprehensive Protection of Early Childhood, Childhood and Adolescence was approved in June 2022. The Office of the First Lady of El Salvador – also a member of the SUN Lead Group – took the lead in coordinating inter-institutional efforts aimed at promoting early childhood development. The process of building the Crecer Juntos policy received technical assistance from the World Bank, the European Union, the Inter-American Development Bank and UNICEF.

4 Costa Rica, Ecuador, El Salvador, Guatemala, Honduras and Peru

During the celebrations of World Food Day in October 2022, [Costa Rica](#) launched its food systems-based dietary guidelines. The [process of updating the guidelines](#) began in June 2019 with the development of guidelines for the first 1,000 days of life, funded by the SUN Movement Pooled Fund and supported by the SMS. The Ministry of Health, together with the Intersectoral Commission on Dietary Guidelines and with technical support from FAO, implemented an evidence-based methodology that allows nutrition and health priorities to be integrated with the national context of food systems, providing multilevel and nutritional technical recommendations aimed at the various sectors and actors in the food system. The proposed food systems approach is a breakthrough and reflects the global need to make the food system fairer, healthier and more sustainable. The guidelines are expected to provide food and nutrition recommendations and practical advice and to promote healthy and sustainable lifestyles from a nutritional, environmental, economic, social and cultural point of view, in line with the implementation of the Food Systems National Pathway.

Key success stories: Francophone Africa Hub

The Francophone Africa Hub, based in Dakar, Senegal, comprises 19 SUN Countries.⁵ The Francophone Africa Hub is fully staffed, with four SMS personnel recruited in 2022 to support the Hub – the largest of the Regional Hubs – and strengthen the response to technical assistance requests coming from these countries.

Côte d'Ivoire, in collaboration with the African Union Commission, the African Development Bank and the [African Leaders for Nutrition Initiative](#), organized a high-level dialogue and expert meeting on the African Union theme of the year, nutrition, in December 2022. The Hub supported the organization of this event every step of the way, moderating a panel session in support of its SUN Regional Executive Committee Representative, who is the SUN Government Focal Point from Côte d'Ivoire. This high-level event brought together the African Union Commission Chairperson, the Vice-President and Prime Minister of Côte d'Ivoire, the King of [Lesotho](#) and his Vice-President, the Vice-President of Zambia, the Prime Minister of the Congo, the Vice-President of the African Development Bank, representatives of many African Union country ministries, senior representatives of the United Nations, donors, members of national delegations, and representatives of civil society and the private sector. The discussions emphasized the need for strong political momentum to mobilize the investments required to fight hunger and malnutrition on the continent and culminated in the adoption of the [Abidjan Declaration](#), which was presented to the African Union Heads of State at the African Union Summit in February 2023.

In Burkina Faso, with support from the Hub and UNICEF, the SUN MSP conducted an [analysis of public nutrition funding in Burkina Faso for 2019–2021](#) and a related capacity-strengthening workshop for MSP members. The SUN Government Focal Point organized a visit to donor headquarters in Rome and a national forum to strengthen the multisectoral approach in the fight against malnutrition in Burkina Faso in December 2022. With technical support from the Hub, the forum culminated in the adoption of a final declaration reaffirming stakeholders' support and commitment to the fight against malnutrition. These efforts have been combined with the regular updating of the National Information Platform for Nutrition and the National Multisectoral Nutrition Action Plan's indicators to advocate at the national level for the materialization of the Government's commitment to increasing domestic resources dedicated to nutrition. On the governance front, a decree strengthening nutrition institutional anchoring was adopted in 2022 designating the President of Burkina Faso as the President of the National Council for Nutrition, the decision-making body for nutrition in the country.

Rwanda saw success in 2022 in working with the private sector. In December, as a follow-up to the SUN Coordinator's visit to the country in September 2022, accompanied by representatives from the SUN Donor Network and SUN Business Network, Rwanda officially launched its national SUN Business Network, supported by the World Food Programme, Sight and Life, and the National Child Development Agency. Efforts have been made to involve Rwandan businesses in the advancement of the nutrition agenda, including the Rwanda Food and Drug Authority's food fortification platform, Rwanda Standards Board

⁵ Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Djibouti, Chad, Comoros, Gabon, Guinea, Guinea-Bissau, Madagascar, Mali, Mauritania, Mozambique, Niger, Rwanda, Sao Tome and Principe, Senegal and Togo



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technical committees, the nutrition and WASH (water, sanitation and hygiene) technical working groups, and the Private Sector Federation. Building on these initiatives, the national SUN Business Network gives the country a single centralized network to unite private-sector actors on the issue of nutrition.

The SUN Academic Network for Nutrition in Togo, RéSANuT, organized in 2022 the first edition of its International Scientific Days, with technical support from the Hub and with the participation of the various SUN Networks. Under the theme “Nutritional policies and transition: issues, challenges and perspectives”, this activity mobilized academics and non-academics from Benin, Burkina Faso, Côte d’Ivoire, Mali, [Senegal](#) and Togo. Around 100 presentations helped highlight the current scientific research and stimulated reflection on actions to be considered to further advance nutrition through academic research.

Country successes have been documented by the Hub in SUN regional newsletters developed in French and shared with all SUN Government Focal Points and MSPs in the region and with national and regional partners working in the same countries. This has helped increase the appetite for peer-to-peer exchanges among countries, which the Hub actively supported throughout the year, helping improve the visibility of successful activities and powerful initiatives.

Key success stories: Anglophone Africa Hub

The Anglophone Africa Hub, based in Nairobi, Kenya, comprises 16 SUN Countries.⁶

Regionally, the Hub focused on enhanced regional collaboration and exchanges. This includes close relationships with the Regional SUN Business Network, the UNICEF Eastern and Southern Africa Regional Office, the World Health Organization Regional Bureau, the FAO Regional Bureau, the Intergovernmental Authority on Development, the African Union Commission, the Southern African Development Community, African Leaders for Nutrition, the Nutrition International Regional Office, the Concern Regional Office, and the East, Central and Southern Africa Health Community. The team also developed a regional expertise database that includes information on individuals and organizations with specialized expertise in disciplines critical to advancing the nutrition agenda in the region. Aligning with communication means in the region, the Hub also now runs an active regional WhatsApp group that allows for regular exchanges among countries, strengthening relationships and the sharing of information.

⁶ Botswana, Ethiopia, Eswatini, Gambia, Ghana, Lesotho, Liberia, Kenya, Malawi, Namibia, Nigeria, Sierra Leone, the United Republic of Tanzania, Uganda, Zambia and Zimbabwe

In Liberia, the Hub played a vital role in enhancing the functionality of the MSP by successfully engaging the United Nations and civil society and providing guidance on improved functionality. The Hub engaged with the Office of the Vice-President and supported her in taking over the role of national convener, elevating nutrition coordination to the highest level. The Hub also supported the establishment of a SUN Secretariat in the Office of the Vice-President in November 2022 and of a MSP for Nutrition, also convened by the Vice-President. This resulted in an accelerated roll-out and establishment of subnational MSPs in December 2022 and January 2023. Additionally, the Hub played a critical role in expediting the finalization of the National Multisectoral Nutrition Action Plan, which is expected to be launched in June 2023.

In Zambia, the Hub actively engaged with the Office of the Vice-President and provided capacity-strengthening. As a result, the Vice-President committed to being the SUN Government Focal Point in that country and actively lobbied for nutrition at the highest levels. This commitment led to the resuscitation of the Permanent Secretaries Committee on Nutrition and the development of nutrition key performance indicators for each government sector, allowing for sectoral accountability to the Nutrition Agenda in Zambia. In addition, the Vice-President convened a high-level re-engagement meeting on nutrition with development partners in Zambia in December that culminated in increased donor confidence and commitment to continue investing in nutrition. The Hub also supported the Vice-President and her delegation in participating in the Abidjan high-level meeting and in delivering a keynote speech on nutrition at the African Union Summit in February 2023.

Key success stories: Asia Hub

The Asia Hub, based in Bangkok, Thailand, comprises 11 SUN Countries and four Indian States.⁷

Pakistan was hit by major flooding in 2022 that took more than 1,500 lives and devastated much of the country's physical infrastructure, with severe impacts on nutrition. In response, a national consultation to [develop a road map](#) to scale up nutrition interventions was held in September in Islamabad under the Chairmanship of the Honorable Minister for Planning Development and Special Initiatives and the Chairman of the Federal Flood Relief Committee, with engagement from the Hub. At the same time, Pakistan made significant strides in strengthening nutrition governance structures, such as the national-level Pakistan National Nutrition Coordination Council, the National Nutrition Forum, the Early Childhood Development National Steering Committee, the National Technical Working Group, and the provincial-level SUN/ Early Child Development Steering Committee and Technical Working Group. In addition, SUN Pakistan also implemented advocacy campaigns involving public and private stakeholders, resulting in the launch of multiple nutrition projects in provincial annual development plans reflecting the provincial financial development portfolio.

Timor-Leste, one of the newest SUN Countries, devoted extensive effort to advocating for placing its nutrition coordination mechanism in the highest level of the Government. The Office of the Prime Minister approved a decree on International Code of Marketing of Breast-Milk Substitutes and a decree on the establishment of a stunting unit in the Office. The Hub worked closely with the SUN Secretariat of Timor-Leste to support these efforts, including through technical advice, advocacy material and a visit to the country by the SUN Coordinator.

With the advocacy of the SUN team in Bangladesh and the Hub, the Government of Bangladesh created 64 District Nutrition Officer positions in 2022 to support subnational planning, implementation, monitoring and reporting of nutrition services. Recruitment for the posts is expected in 2023.

In addition, the Asia Hub's engagement with regional entities such as the Association of Southeast Asian Nations and the Asian Development Bank got off to a good start in 2022, with more concrete collaboration in support of nutrition planned for 2023.

⁷ Bangladesh, Cambodia, Indonesia, Lao People's Democratic Republic, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Viet Nam and Timor-Leste; Indian States: Jharkhand, Uttar Pradesh, Maharashtra and Madhya Pradesh

Key success stories: Convergence Hub

The Convergence Hub supports the needs of a diverse set of countries and drives humanitarian-development collaboration on nutrition, including in SUN Countries located outside of the SUN Movement's concentrated regions. Specifically, the Convergence Hub works to empower SUN Government Focal Points, Country Coordinators and MSPs to prioritize nutrition issues within the humanitarian development nexus. The Hub also works to broker coordination in emergencies, including through the inclusion of national nutrition actors in humanitarian response plans, and facilitates the strengthening of nutrition within the emergency preparedness and response capacities of SUN Countries.

The Convergence Hub comprises 13 SUN Countries.⁸

This past year saw the establishment of peer-to-peer exchanges pairing Hub countries with other countries whose nutrition integration is farther along. Burundi, for example, spent much of 2022 costing its national nutrition plan with support from the Hub and an external technical assistance provider and developing regional nutrition structures, a practice it picked up from Côte d'Ivoire during a [peer-to-peer exchange](#)⁹ facilitated by the Hub.

Also in 2022, [Sudan kicked off the development of its national nutrition plan](#), with the Hub supporting the country via various multi-stakeholder consultations. The Hub also supported Sudan in the costing of its national nutrition plan, both via a technical assistance provider and through a virtual peer-to-peer exchange with Bangladesh. The activation of SUN Networks was a key priority, with the country being connected to global networks and other countries, such as Ethiopia, that have vibrant networks.

The Hub supported [Somalia](#) in its efforts to develop its national nutrition structures by organizing a [peer-to-peer exchange with Ethiopia](#). Somalia has gained ground on tackling stunting, but more than a quarter of children under 5 years of age remain affected, according to the latest [Global Nutrition Report data](#). This learning exchange, alongside the Hub's additional support, led to the development of the Somalia Food Systems and Nutrition Act, which provides a legal, policy and institutional framework to anchor the first National Food Systems and Nutrition Council, which aims to provide multisectoral policy and strategic direction on nutrition.

The Hub also worked on deepening partnerships with the [Global Nutrition Cluster](#), focusing primarily on the [Technical Alliance](#), with which the Hub co-leads the [Humanitarian Development Nexus Workstream](#). This workstream aims to help country nutrition practitioners develop and implement long-term, shock-responsive and multisectoral programmes that integrate within wider humanitarian and development strategies to prevent and respond to malnutrition in highly fragile contexts. Specifically, the Humanitarian Development Nexus Workstream facilitates connections among emergency and development technical assistance providers to ensure joint support to fragile and conflict-affected countries, including the mapping of relevant networks and focal points. The SUN Movement, playing the broker role and leveraging its strong country connections, has been keeping workstream members apprised of the latest country updates. This has been highly appreciated, because information from the Democratic Republic of Congo, Somalia, Yemen and similar countries tends to be limited. Amidst a protracted crisis, Yemen has greatly benefited from this collaboration, with efforts being made to drive collective action among various stakeholders.

⁸ Afghanistan, Burundi, Central African Republic, Congo, Democratic Republic of the Congo, Haiti, Kyrgyzstan, Papua New Guinea, Somalia, South Sudan, Sudan, Tajikistan and Yemen

⁹ For more on peer-to-peer exchanges, please see the section on Strategic Objective 3.

Bringing nutrition to more women and bringing more women to nutrition

SUN 3.0 is committed to equity and the principle of leaving no one behind, driving forward gender equality and youth leadership across the Movement. Throughout her tenure as SUN Coordinator, Gerda Verburg was a constant champion of gender equality and nutrition.

Women play an integral part in all efforts to achieve global and local nutrition goals. Yet, gender inequalities restrict livelihoods and education and growth opportunities for women and girls. They also limit access to and control over resources to meet their own unique nutrition needs. All SUN Movement members work hard to ensure women both drive nutrition action and benefit from it. It is not only nutrition targets that depend on this – so does achievement of the broader SDGs.”

Gerda Verburg

Building on a gender assessment of technical assistance provided to support nutrition planning and delivery in SUN Countries under the Technical Assistance for Nutrition project, implemented by Nutrition International in 2021 and funded by the United Kingdom, the SMS continued to integrate gender equality in advocacy and communication.

Country missions in Côte d’Ivoire, Rwanda and Timor-Leste involved meetings with ministries in charge of gender and social solidarity and inclusion.

The aim of the new SUN website to serve as a mechanism to engage and equip women and girls as advocates, innovators and changemakers in nutrition through the availability of targeted information, tools and resources saw initial success, with an increase in the number of female visitors to the site (57.9 per cent of new users were female) and increased uptake among younger female audiences (approximately 33 per cent of new users were female between the ages of 18 and 34) since its launch.

Aligned with the recommendations of the 2021 gender assessment, the SMS and World Vision Canada agreed on a secondment of a gender adviser to the Secretariat for 2022–2024. Following finalization of the secondment, the role was filled in February 2023.

Challenges

Challenges related to Strategic Objective 2 include the renewal and expansion of the energy and commitment of SUN members and partners, in particular those engaged in the SUN Movement since its beginning, both at country and global levels. As a Movement, SUN is continuously reinvigorating and recalibrating itself, enabling its members to focus and adapt to urgent needs and shifting political landscapes. The leveraging of success stories through best practices, communications and advocacy action is key to supporting the further institutionalization of nutrition structures and capacities across SUN Countries. Capacity-strengthening and cross-sector learning and experience sharing are thereby key to success. The regionalization of the SUN Movement has been seen as a positive shift, with further support to enable SUN Networks to follow suit, as appropriate.



Achievements: Strategic Objective 3 - Strengthening capacities

Enabling cross-country and cross-sectoral exchanges and learning

Across the Movement, the progress made and challenges experienced by countries in tackling malnutrition are reflected in the SUN Movement Joint Annual Assessment (JAA), implemented by all SUN Country stakeholders under the leadership of SUN Government Focal Points. In 2022, the SMS led the revision of the JAA questions based on extensive consultations with SUN Countries and stakeholders. The revised JAA was rolled out in the SUN Countries with hands-on support by the five SMS Hubs, and the results were analysed and promoted as lessons learned and strategic guidance by the SMS at country, regional and global levels.

In 2021, 61 SUN JAA exercises were completed, with 59 countries submitting [country profiles](#). In 2022, 57 SUN JAA exercises were completed. Among these, the following trends were visible:

- In 2021, 30 of 57 countries had a finalized [Multi-Stakeholder Partnership annual action plan](#). In 2022, 30 of 57 countries had Multi-Stakeholder Partnership annual workplans.
- In 2022, 42 countries (out of 57 countries) reported having a nutrition coordination mechanism at the subnational level, and four reported having one in development. This is up from 39 existing and 12 in development in 2021 (out of 58 countries).
- In 2021, 48 countries (out of 59) had a national nutrition plan, with 35 of them costed. In 2022, 45 countries (out of 57) had a national nutrition plan, with 35 of them costed. Five countries started the development of a new national nutrition plan in 2022/2023.
- In 2021, 44 countries had shared a good practice from the previous year. In 2022, 46 countries shared good practices through the JAA.

While a full trend analysis will be carried out in 2023, the initial trends show consistency in the commitments by SUN Countries despite ongoing global and national crises. However, against the backdrop of increasing malnutrition, particularly regarding wasting and overweight and obesity, the numbers also show the need for accelerated, joint action by all SUN members and partners, especially in the areas of capacity-strengthening, technical assistance and financing for nutrition.

In combating malnutrition, one efficient strategy is for countries to learn directly from each other, enabling them to build on successes and anticipate and address challenges. The SMS facilitates and leads the collection of success stories, good practices and solutions developed by countries to improve nutrition and food security and ensure access to healthy and nutritious food produced and traded in a sustainable manner. The evidence is curated [in an online repository](#) and shared globally and directly with SUN Countries. The idea is that one country's success can lead to progress in others — that countries can reflect on their own nutrition journeys, document their progress and implement the lessons they've learned.

In addition to other examples highlighted in this report, an illustrative instance occurred during a dialogue between [Sierra Leone](#) and [Eswatini](#). The Heads of State of these two countries had not previously engaged in discussions concerning nutrition targets. This particular dialogue was facilitated by the SUN Anglophone Africa Hub in collaboration with African Leaders for Nutrition. During this productive exchange, His Majesty King Letsie III of Lesotho, an African Union Nutrition Champion, and His Excellency Julius Maada Bio, the President of Sierra Leone, also an African Union Nutrition Champion, demonstrated their commitment to enhancing their roles as Heads of State. They pledged to spearhead efforts to address all forms of malnutrition in Africa while advocating for improved nutrition. By doing so, they aim to serve as exemplary figures, inspiring other African nations to strengthen their national endeavours in scaling up nutrition.

This dialogue serves as an inspiring example of leaders leveraging their influential positions to tackle malnutrition collectively.

In total, 39 good practices action briefs and 13 in-depth case studies have been developed on issues related to policy and budget management, MEAL, nutrition-sensitive and nutrition-specific interventions, coordination, equity drivers, social mobilization, and communications and advocacy.

18 countries conduct peer-to-peer exchanges in 2022

- **Timor-Leste and Indonesia on stunting reduction**
- **Djibouti, Togo and Senegal on MEAL**
- **Mali and Ghana on food systems**
- **Côte d'Ivoire and Burundi on establishing youth networks and monitoring programmes related to food security and nutrition**
- **Sudan and Bangladesh on multisectoral nutrition planning**
- **Ethiopia and Somalia on nutrition governance**
- **Peru and Ecuador on information systems**
- **Ecuador and Costa Rica on breastfeeding counselling**
- **Costa Rica and Colombia on malnourished children**

Strengthening capacities and technical assistance to SUN Countries in support of nutrition commitments

When SUN Countries commit to making changes to boost nutrition, they often seek external support to do so. For example, more than two-thirds (70 per cent) of countries that made MEAL-related [N4G](#) commitments asked for technical assistance. Similarly, 81 per cent of countries that made finance-related N4G commitments sought resource mobilization support.

Capacity-strengthening is one of the key focus areas of the SMS, both in facilitating and, where possible, providing it. To this end, a Movement-wide capacity-strengthening action plan was developed by the SMS in close collaboration with the SUN Networks. The plan entails the mapping of available e-learning options to benefit SUN Government Focal Points and SUN Country Coordinators and their main teams and to nurture the FAO elearning Academy partnership initiated in 2021. After the adoption of this plan, the Regional Hubs organized 11 technical visits focused on capacity-strengthening to address gaps at the country level.

In the area of financing, capacity-strengthening workshops on budget analysis, nutrition plan costing and monitoring and evaluation were delivered in Burkina Faso, Burundi, Costa Rica, [Guatemala](#), [Guinea-Bissau](#), [Honduras](#), Mali and Sudan, empowering stakeholders to advocate for the importance of nutrition-dedicated lines in government budgets and to follow up on nutrition indicators.

Impact of 2022 budget analysis capacity-strengthening workshops

The SUN Government Focal Points and participants from various institutions and sectors welcomed learning about the methodology for budget analysis and complimented the SMS on the methodology's intuitiveness and readiness. The workshop has been of immense value to the country; on top of building capacity on the actual exercise, it also has sensitized government sectors to the importance of measuring budgets and gaps in nutrition relevant to informing the reorientation of policies, programmes and plans. After the technical assistance was completed, all participants were so motivated that they have committed to reconvening as a group to replicate the same budget analysis for nutrition for 2023.

SUN Government Focal Point from Honduras

Capacity-strengthening in the SUN Movement doesn't stop at SUN Countries; it extends also to the national partners supporting SUN Government Focal Points. After all, it is critical to ensure that all partners are enabled to work and support joint nutrition action. In 2022, a key emerging issue discussed with the SUN Executive Committee and finance partners was the financial sustainability of the SUN Civil Society Alliances (CSAs) and SUN Business Networks (SBNs) at the country level. In addition to direct support from the SMS to fundraising efforts by the SUN Civil Society Network (CSN) and SBN secretariats, an opportunity came up in the closing of the [SUN Pooled Fund 2.0](#). With the agreement of the Pooled Fund Consultative Group, grant funding was used for the development and roll-out of a 12-week online course by the CSN that helped participants develop and implement fundraising strategies. The course incorporated a community engagement platform to maintain contact among learners and provide future opportunities for mentoring. In December, the course won an award from the [Reimagining Fundraising Global Innovation Challenge 2022](#), unlocking additional funding for 2023 and 2024 that will be used to expand access to the course and improve its content.

In addition to capacity-strengthening, the role of the SMS was invaluable throughout 2022 in ensuring, as part of the GSS, that countries had access to the technical support and expertise they needed. For the first time, a GSS tracker was implemented in 2022 to consolidate financial, technical assistance and other requests from SUN Countries, and monthly regional technical assistance calls were held with the wider GSS to identify ways to support countries. Overall, solutions were identified for over 75 per cent of these technical assistance requests.

Supporting enhanced capacities and access to financing for nutrition

Given the ongoing global economic downturn, nutrition financing is more crucial – and more challenging – than ever. The COVID-19 pandemic exacerbated the steadily increasing prevalence of undernourishment globally, and the gender gap in food and nutrition insecurity is widening. Climate change has further compounded these issues, pushing healthy diets farther from reach for most people.

Put simply, nutrition-sensitive investments are increasingly necessary, but funding for them is insufficient. The money needed to reach maternal, infant and young child global targets has increased, from previous estimates of \$7 billion per year for 2016–2025 to \$10.8 billion per year through 2030, according to the [2022 Global Nutrition Report](#). The total could reach \$50 billion per year when considering the full gamut of SDG2 targets related to nutrition, the report states.

What has been done to finance nutrition programmes is not enough; business as usual will not suffice.

SUN 3.0 recognizes the vital importance of helping countries finance nutrition investment at scale, stating that the financing of nutrition is to be “pursued proactively and vigorously as a deliberate and significant shift from SUN 2.0”. The new strategy calls for identifying gaps in SUN Countries’ technical support for finance, working with partners and finding models to address these gaps and developing and deepening finance expertise across the SUN Movement.

To that end, in 2022, the SUN Movement Executive Committee established a new [Finance Task Team](#) focused on nutrition financing to help mobilize resources, drive innovative thinking and advocacy, and build finance capacities among SUN Countries. The Finance Task Team also provides guidance and support to the GSS overall, working to develop effective partnerships with international finance actors. The Finance Task Team works hand in hand with the equally new SMS Resource Mobilization and Finance team and with GSS finance experts and the SUN Finance Community of Practice facilitated by the SMS.

In 2022, 39 countries submitted requests for financing and/or resource mobilization support. As a first line of action, the Regional Hubs, supported by the SMS finance experts, facilitated country-level exchanges and capacity support to find solutions on the ground. Bringing in the wider SUN finance experts, all open SUN Country requests on financing were then taken forward in the monthly Regional Hub calls hosted by the SMS.

Building on these calls, and with support from the Pooled Fund 2.0, the SMS brokered budget analysis and capacity-strengthening workshops in Burkina Faso, Burundi, Costa Rica, Guinea-Bissau and Honduras and a costing readiness exercise for the national nutrition plan in Sudan. Other activities facilitated by the SMS included documentation for the support of resource mobilization round tables in Ecuador and Senegal. The SMS organized consultations between Finance Task Team experts and five countries (Ethiopia, Mauritania, Somalia, the [United Republic of Tanzania](#) and Yemen) that included the sharing of relevant finance materials and good practices. Country efforts benefited from a new resource mobilization checklist and menu of funding pathways developed by the Finance Task Team and the SMS.

Another key element of the SMS finance efforts in 2022 was the work with the Finance Task Team on a new Finance Capacity Development Platform to boost finance capacities within SUN Countries. The objectives and features of this new platform, along with its key operating principles and the proposed governance and oversight framework, with establishment expected in late 2023.

Aligned with the 2021 Operationalization Group Report recommendations, the SMS progressed on the operationalization of the SUN finance framework pilots in 2022 to demonstrate the added value of effective nutrition financing in a small group of pilot countries. The approach was endorsed by the SUN Executive Committee in early 2023 and will be set in motion over the course of 2023.

Challenges

One of the main challenges for this Strategic Objective include the acceleration of support to countries in their efforts to increase financing for nutrition as an identified key barrier to progress. This means SUN members and stakeholders working more closely together, including with development finance partners more widely, to streamline tried and tested approaches for more comprehensive support to countries to collectively agree upon financing approaches and solutions. The support from some donors, including Germany, the European Commission, Norway, Ireland and Canada, in funding technical assistance on financing through Capacity for Nutrition, FIIAPP, Expertise France and Nutrition International is critical. Beyond this, the engagement of donors, financing institutions and businesses at the country level will be invaluable for sustainable solutions.



Achievements: Strategic Objective 4 - Better governance

SUN Executive Committee expands country leadership

Following the Lead Group's approval of new terms of reference and rules of procedure for the Executive Committee, the [composition of the Committee](#) was renewed late in 2021 to ensure that the majority of voices come from SUN Countries.

This past year was a transitional one for the SUN Executive Committee as it worked to ensure that the representation of SUN Countries was strengthened and that members were enabled to actively promote regional leadership and country ownership of the Movement. In addition, the establishment of an expert finance seat and the Executive Committee Finance Task Team helped bring much-requested attention to supporting SUN Countries in accessing financing for nutrition.

In line with the Executive Committee's terms of reference, the SMS in 2022 organized three regular Executive Committee meetings, an extraordinary session to build support for the SMS regionalization approach, and a two-day retreat in Geneva. As the first in-person gathering of this group in its new composition, the meeting helped build relationships and align visions.

The SMS also organized an exercise that aimed to onboard the newly composed Executive Committee with a deeper understanding of the systems approach to nutrition. Dialogue and exchange on strategy, thematic issues, advocacy and outreach with Executive Committee Chairs and individual members took place regularly at both regional and global levels.

Overall, support from the SMS enabled the Executive Committee to fulfil its oversight and support functions through the review of key strategic decisions brought before the Committee in 2022:

- Regionalization (locations and staffing) of the SMS
- Activation of the Finance Task Team to further strengthen the Movement's capacity to support SUN Countries in their efforts to mobilize and more effectively allocate financial resources in support of national nutrition plans
- Analysis of the JAA and the subsequent identification of key areas of focus related to capacity-strengthening, advocacy and nutrition financing
- Progress towards a unified GSS response to country needs, including the approval of a GSS Action Plan

- Feedback and guidance on capacity-strengthening action and knowledge management action plans developed by the SMS with GSS input
- Approval and implementation of a lighter Mutual Accountability Framework and implementation plan, as called for in SUN 3.0, as a tool to strengthen mutual accountability across all components of the SUN Movement
- Review and approval of indicators of success for the Movement
- Establishment of a reference group to support the planning of the next SUN Movement Global Gathering, with a first meeting set for March 2023
- Strong progress on the implementation of the recommendations from the SUN Movement Operationalization Group Report

SUN Movement Lead Group reformulated to better reflect country diversity

As the highest SUN Movement governance body, the 24-member [SUN Movement Lead Group](#) is responsible for the Movement's overall progress towards achieving its Strategic Objectives. With its members holding critical leadership positions in myriad SUN Countries, the Lead Group acts as a high-level champion on specific issues related to ending malnutrition and enhancing food security.

In 2022, the SUN Movement Lead Group's composition was renewed to ensure that the diversity of the group closely mirrors the constituencies of the SUN Movement.

Today:

- At least 50 per cent of members are women.
- Representation from Latin America and the Caribbean is up from 4 per cent to 17 per cent.
- Membership from the Global South has increased to 58 per cent.
- More than one-third of members are new.
- Youth representation has doubled.

New members appointed by the United Nations Secretary-General include leaders in Governments, business, civil society and the United Nations system who are active advocates for better nutrition outcomes globally. Lead Group members have large spheres of influence, and their efforts to boost nutrition have been invaluable. The new Lead Group met for the first time in September 2022, taking action to endorse a [short progress update](#) prepared by the SMS and agree on an ambitious action plan and joint statement for the 2023 United Nations Climate Change Conference.¹⁰

¹⁰ For more information on the Lead Group's advocacy efforts, please see the section on [advocacy efforts across the SUN Movement](#) in Strategic Objective 1.

Engaging and facilitating the Global Support System to act on concrete plans to nurture the nutrition agenda

To foster a coherent nutrition agenda, the [SUN GSS](#) facilitates, coordinates and aligns various resources across the Movement. Combining the efforts of the four SUN Networks and the SMS, the GSS comprises more than 4,000 civil society organizations, 1,400 businesses, 16 United Nations agencies and a large group of international donors and foundations.

The SMS helped to strengthen connections and joint work among GSS members through regular exchanges and targeted collaboration opportunities, including weekly meetings among GSS facilitators, monthly SMS senior management team meetings and GSS retreats in May and October 2022. Joint activities and plans were consolidated in a new GSS Action Plan, which was endorsed by the SUN Executive Committee in December 2022.

To ensure regular information-sharing and collaboration, the SMS established monthly calls with all interested GSS members. Led by the Regional Hubs, these calls offer an opportunity to discuss country updates, support requests and potential solutions, and they have helped build a common understanding, facilitate the exchange of ideas, develop joint actions and support alignment behind country priorities.

The SMS also spearheaded the development of a new technical assistance tracker and initiated a Movement-wide technical assistance mapping and gap analysis, together with the SUN Donor Network (SDN). The Secretariat led the planning of pilots to strengthen MSPs and to increase availability and access to financing for nutrition. The SMS also facilitated greater collaboration among GSS members to accelerate the implementation of MEAL and knowledge management needs among SUN Countries and across the SUN Movement.

On advocacy and communications, the SMS facilitated the better alignment of communication action across the SUN Movement through the [SUN GSS Communications Strategy 2022–2025](#).¹¹ The development of a SUN GSS Advocacy Strategy, delayed by advocacy staff turnover within the Secretariat, began at the end of 2022.

The engagement of youth is a key element of joint advocacy work. In 2022, the SUN CSN – with engagement from the SMS, youth members of the [SUN Movement Executive Committee](#) and youth GSS focal points – launched the SUN 3.0 youth engagement road map to ensure that the next generation of leaders understands the importance of good nutrition and healthy diets and, perhaps more importantly, what to do about it. The SMS facilitated young people's concerns and ambitions to be heard in discussions through Executive Committee Youth Representative [Mike Khunga](#), from the Civil Society Nutrition Alliance; Lead Group Youth representative [Pierre Cooke Jr.](#), the Prime Minister of Barbados' Youth Parliament and Technical Adviser with the Healthy Caribbean Coalition; and [Sophie Healy-Thow](#), the Global Youth Campaigns Coordinator for the Global Alliance for Improved Nutrition.

Last but not least, the Regional Hubs supported the SUN CSN in launching a new phase of its [Youth Leaders for Nutrition](#) programme, bringing aboard 20 dynamic young women and men leaders as Civil Society National Youth Nutrition Coordinators tasked with building national networks of youth activists and prioritizing the recruitment of grass-roots activists from marginalized and underrepresented communities. Côte d'Ivoire in 2022 became the first country with an official SUN Youth Network, bringing together 37 youth organizations – with a total membership of 5,000 – to advocate for the achievement of the SDGs in the areas of hunger and malnutrition.

¹¹ For more information on the SUN GSS Communications Team, please refer to the section on [strategic communications in Strategic Objective 1](#).

Adolescence is a critical period for health development. Without access to good nutrition, you will experience setbacks in your health, your educational abilities, your future work and capacity to generate income. Your community and country also will feel the impacts, because stunted youth create a stunted economy, ultimately holding back the country's development. But you, the youth of this country, have the power and ability to make a change – and to be part of this change. In fact, we need you to be part of this change. We cannot do it without you.”

SUN Coordinator Gerda Verburg

Monitoring, evaluation, accountability and learning

Within the SUN 3.0 Strategy are the [SUN Movement Principles of Engagement](#), which guide members in working together free from conflicts of interest and in consideration of the success of others. These principles aim to ensure that the SUN Movement is flexible while maintaining a common purpose and mutual accountability.

A key element of accountability in SUN 3.0 are new [definitions and indicators](#) under each of the four Strategic Objectives that help demonstrate how the efforts of the Movement concretely improve nutrition outcomes and effect systemic change, essentially defining the value of being a member of the Movement. The indicators were developed in 2022 through the work of the SUN Movement/GSS MEAL/Knowledge Management Advisory Group, which was activated in 2022 to provide strategic guidance to the SUN Movement.

Next to the JAA as a main accountability mechanism in SUN, the SMS worked on the piloting of a new Mutual Accountability Framework (MAF). Working closely with the SUN Executive Committee, GSS and SUN Government Focal Points in three countries, the SMS revised the process and supporting tools in 2022 in preparation for implementation in the coming year and beyond. The MAF consists of three main components:

- A shared agenda and objectives that align all members of the SUN Movement and lead to cooperative action
- Agreed-upon information, data and indicators that measure performance and success
- A genuine and frank dialogue and debate process that reviews performance by all members, makes recommendations to address challenges and bottlenecks, and builds trust across the membership

The MAF survey results also will enable the SUN Movement to track progress on key gender and youth engagement indicators, including the perceptions of women and men on their ability to influence decisions in the SUN Movement based on their participation in governance groups.

Resource mobilization and donor relations

Close relationships and collaboration with donors are critical to the success of the SUN Movement. The SMS plays a double role in securing political and financial support for itself and for the broader SUN Movement.¹²

The impact of the polycrisis has not left the SMS untouched. The challenges faced by UNOPS, which hosts the SMS, were an issue for the Secretariat in 2022, with mitigation requiring consultations and engagement with donors and UNOPS representatives. Thanks to strong donor commitment, the Secretariat secured full funding for 2022 and 2023. Discussions are in process with donor partners on closing the remaining funding gap for 2024–2025.

Table 1.

2022 expenditures	\$7,440,913
2023 provisional budget	\$9,500,916
2024 provisional budget	\$13,146,343
2025 provisional budget	\$10,454,569
A. Total provisional budget 2022–2025	\$40,542,742
Total received funding (signed agreements)	\$18,001,305
Total committed funding to be received (signed)	\$14,577,795
Total pledged funding (under discussion with donors)	\$5,148,316
B. Total expected funding	\$37,727,416
Total funding gap (A – B)	\$2,815,326

To guide strategic engagement, the SMS developed a strategy and action plan for the mobilization of resources. The plan includes strengthening relationships with existing donors, broadening the donor base, enhancing evidence- and results-based reporting, and establishing closer working relationships with donor-led groups, including the SDN and the Rome or New York Group of Friends related to nutrition.¹³

As a new team, the SMS spent a great deal of time in 2022 establishing and strengthening connections with donors, understanding that they have the potential to influence and shape the governance architecture within which nutrition interventions take place. Donors are both political allies and financial partners, and thus the SUN Coordinator and SMS engaged in a series of bilateral calls and meetings with donors online and in Washington, D.C., Rome, Brussels, Tokyo and Geneva to discuss donor leadership for nutrition in events and processes such as the Group of Seven, the Group of Twenty, the 2022 United Nations Climate Change Conference and the new Initiative for Climate Action and Nutrition (I-CAN) and World Bank/ International Monetary Fund meetings. Outreach was initiated with a range of potential new donors, including institutional donors and global funds and foundations.

¹² For a look at resource mobilization in the broader SUN Movement, please see the section on supporting enhanced capacities and access to financing for nutrition under Strategic Objective 3. This section takes a closer look at specific fundraising efforts in support of the SMS.

¹³ To facilitate donor engagement across the SUN Movement, the Secretariat also actively supported the resource mobilization efforts of the SUN Networks, including supporting the development of funding proposals, aligning funding requests, joint promotion activities, donor missions and events.

Reflecting the strong and sustained commitment of SUN donors to the Movement and its cause, the SMS was fully funded for 2022 and 2023, with a gap of \$2,815,326 remaining for 2024–2025 as of June 2023 (see Table 1).

Donors contributing to the SMS in 2022 included: Germany, Ireland, the Netherlands, Canada, the European Commission, Norway, France, the United States Agency for International Development and the Bill and Melinda Gates Foundation, with additional political support from the Foreign, Commonwealth and Development Office in the United Kingdom of Great Britain and Northern Ireland and Japan.

Advancing its dual approach to donor engagement on both political and financial levels, the SMS also initiated closer engagement with Geneva-based donors and SUN members, with specific focus on leveraging the Secretariat's Geneva location as a humanitarian, health and trade hub for future cross-sector engagement and leadership in support of nutrition. The Government of Canada held a key high-level lunch in December 2022 where, among other things, the idea of establishing a Geneva Group of Friends was supported by a number of participating country representatives. Follow-up engagement is planned for 2023.

The SMS also engaged actively in the monthly meetings of the SDN to provide updates and seek guidance on the progress of implementing SUN 3.0. The SUN Coordinator and SMS attended the Senior Donor Officials Meeting held in October during the Committee on World Food Security Summit in Rome; the event was greatly appreciated by donors and participating GSS members.

The SMS also continued to facilitate the discussions of the Pooled Fund Consultative Group, which comprises donors and SUN Networks. As requested by the Executive Committee, the SMS led the development of a business case for SUN Pooled Fund 3.0, in collaboration with GSS members and interested donors. However, extensive discussions with the Pooled Fund Consultative Group concluded that the Pooled Fund should be ended in its current form; with support from members of the Executive Committee and donors, discussions are under way to develop approaches that are catalytic for SUN and that support the sustainability of national SUN CSAs and SBNs in light of an increasingly complex and challenging funding environment.

Table 2.

Donor	Amount
The Netherlands	\$3,500,000.00
NORAD *	\$3,063,170.24
Germany **	\$2,160,252.29
European Commission	\$1,774,031.00
Canada	\$1,581,576.53
Bill and Melinda Gates Foundation	\$1,500,000.00
IrishAid	\$573,394.50
USAID	\$500,000.00
France	\$78,781.51

*NORAD includes contribution received in December 2022 for US\$1,105,346

**Germany includes contribution received in December 2022 for US\$1,034,126

Changes within the SUN Movement and its Secretariat

The restructuring of the SMS, begun in 2021, was concluded in late 2022. The 25 new positions hired in line with the interim structure entailed the establishment of the four Regional Hubs and the Convergence Hub, in addition to new capacities and teams and the significant onboarding of new staff. The hubs will be reviewed, internally, in the latter part of 2023.

SUN Coordinator Gerda Verburg retired from her position on 31 December 2022, after having served for more than six years. In her [reflections](#), she highlighted the importance of country leadership as the prerequisite for sustainable and durable impact. The country- and community-level focus on people prioritized during her tenure means shifting from a food security-only approach – merely filling people’s stomachs to keep them alive – to a nutrition security approach that strengthens people’s cognitive development, well-being, resilience, productivity and ability to escape poverty and move towards prosperity.

During the past six years, the SUN Movement has evolved to play a growing role in making important connections between nutrition and other key sectors and work areas, including food systems, water and sanitation, vaccination, climate change, climate-related nationally determined contributions, education, health, economic development and more. Through this work, the SUN Movement has been strengthening – and will continue to strengthen – the enabling environment in which SUN Countries can effectively develop and implement their nutrition actions, embedding them in a systemic approach.

Challenges

Challenges for Strategic Objective 4 include the functioning and sustainability of the four SUN Networks as critical to the success of the SUN Movement. With national CSNs and SBNs facing financial constraints in an increasingly tight funding environment, all members of the SUN Movement must increase their focus on the health of the networks. Second, the new SUN Executive Committee and Lead Group must be further supported and enabled in their roles as thought leaders and champions of the Movement. The MAF has shown interesting results that will help guide the further recalibration of the SUN Movement, including under the leadership of the incoming Coordinator, but further reviews need to take into account potential reporting fatigue and the need for accelerated action as countries and communities seek to emerge from the crisis and build resilience.



Annex I

Annual financial report of expenditures

About this report

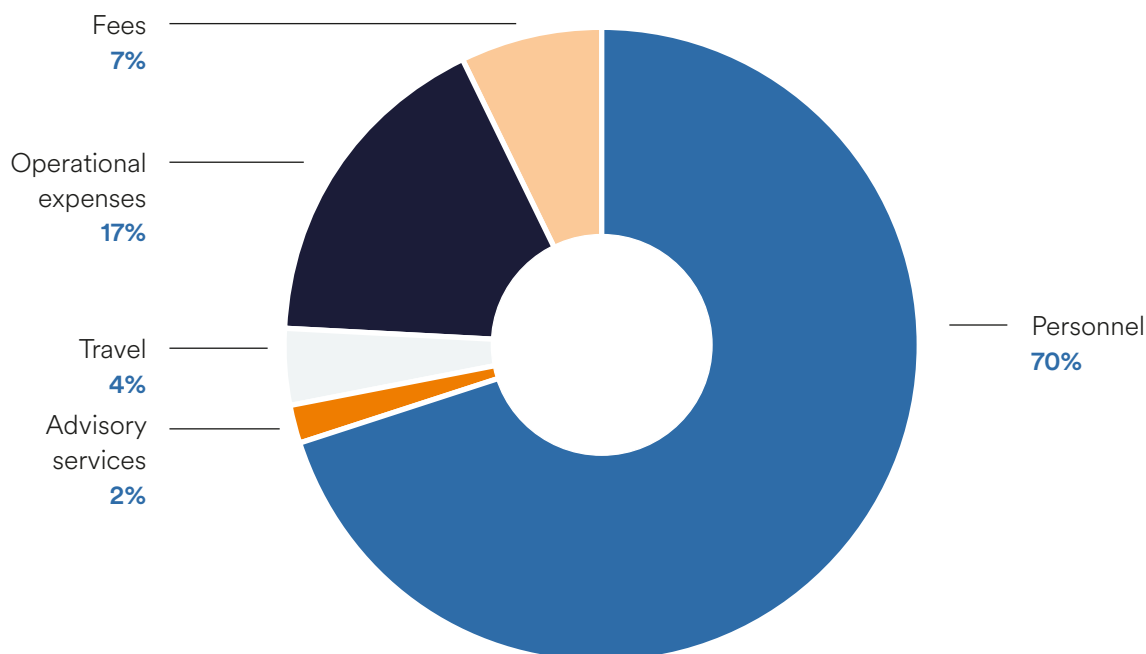
This annual financial report presents expenditures for the Scaling Up Nutrition (SUN) Movement Secretariat from 1 January to 31 December 2022. It complements the 2022 annual report.¹⁴

This report represents an update on the expenditures of the SUN Movement Secretariat (SMS) stemming from the accounting system in the United Nations Office for Project Services (UNOPS), which hosts the Secretariat. Bilateral annual certified financial statements as of 31 December every year are submitted to each donor as per the terms and conditions set in the bilateral agreements.

¹⁴ All narrative and financial reports of the SUN Movement Secretariat are available on the SUN Movement [website](#).

Key 2022 financial elements

The provisional budget of the SMS for the period January to December 2022 was estimated at \$10,569,581, as approved by the SUN Movement Executive Committee in March 2022. Its main composition is as follows:



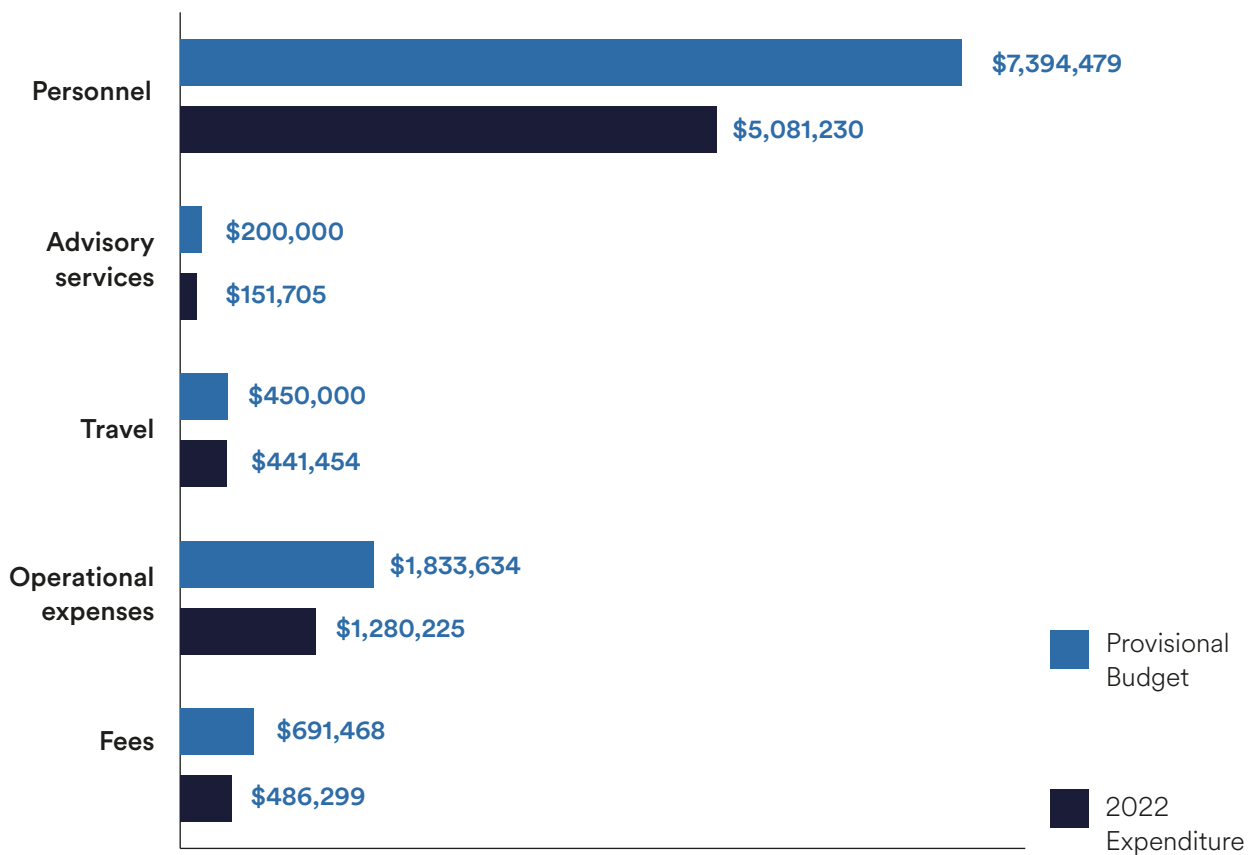
At the end of 2022, the **total** provisional SMS expenditures for the entire project amounted to **\$7,440,913, which represents 70 per cent of the estimated budget for 2022.**¹⁵ That expenditures were lower than estimated was mainly due to the delay in the recruitment process of the Secretariat, which was finalized in fall 2022; this had a direct impact on the actual costs of personnel during the year and a lower level of operations.

¹⁵ Final figures are provided together with the 2022 Annual Financial Statement (AFS) issued by UNOPS in June 2023. The AFS includes an amount of \$9,467 related to Net Hedging / Contribution Gain/loss which for presentation purposes is reducing the total income and deducted from the total expenditures, while in this report is considered as part of the total expenditure.

2022 provisional budget and 2022 expenditures



2022 Expenditures - per category



Personnel

Given its role, the major cost driver for the Secretariat is staff salaries (personnel), which represent 70 per cent of the total budget.

2022 provisional versus expenditures		VARIANCES	
2022 PROVISIONAL	2022 EXPENDITURES		
\$7,394,479	\$5,081,230	(\$2,313,249)	- 31% ↓

For **personnel**, the Secretariat spent **\$5,081,230** in 2022, 31 per cent less than the 2022 budget provision. This level of expenditure is due to the fact that, with the exception of one post filled in 2023, the recruitment process of the Secretariat personnel was finalized only in fall 2022, with one pending position to be filled. The actual cost for some positions also was lower than expected, as some positions were recruited locally, decreasing relocation costs.

Advisory services

Expenditures for **advisory services** amounted to **\$151,705** in 2022, 24 per cent less than estimated.

2022 provisional versus expenditures		VARIANCES	
2022 PROVISIONAL	2022 EXPENDITURES		
\$200,000	\$151,705	(\$48,295)	- 24% ↓

Expenditures included contracts for advisory services (consultancy contracts) that contributed to different outcomes of the work of the SMS, as follows:

- An information technology transition support consultant to support the transition of the Secretariat from Microsoft 365 to Google Suite (as per UNOPS requirement).
- A MEAL consultant to support the revision of the mutual accountability process framework for the Movement. The consultant also delivered the baseline brief for the SUN 3.0 Indicators of Success to more clearly define and highlight the value add of the SUN Movement to nutrition.
- A Finance Capacity Development Platform adviser: As agreed by the Executive Committee, a Finance Capacity Development Platform options paper was developed in consultation with the Executive Committee, Global Support System (GSS) and other nutrition finance stakeholders and approved by the Executive Committee in December 2022.
- A contract with 4SD Sarl to design, prepare and deliver a tailored system change exercise for the SUN Movement Executive Committee and GSS in spring 2022. In addition, 4SD provided an overview of framing elements and tools used during the sessions for future use and consideration by the SMS and other parts of the Movement. 4SD also provided an overview of reflections and recommendations to help advance systems change work across the Movement.

Travel

The SUN Movement Coordinator and SMS staff attended several global, regional and national events with the objective of fostering the commitment of SUN Countries and the GSS to scale up their nutrition efforts. This included several country visits and attendance at international and regional events.

In 2022, expenditures on travel amounted to **\$441,454**, which was 2 per cent below the 2022 provisional budget (\$450,000). For 2022, it's important to highlight that despite lower levels of operations, mostly due to the recruitment delay, the Regional Gathering in Panama in December 2022 (held with the approval of the Executive Committee) increased the total expenditures in this budget category.

Travel expenditures related to the SUN Regional Gathering came to \$113,361, approximately 25 per cent of the total travel budget. This includes the sponsorship of the participation of 48 delegates (tickets and DSA), at a cost of \$78,592, and Secretariat staff participation (9), at a cost of \$34,769.

2022 provisional versus expenditures		VARIANCES	
2022 PROVISIONAL	2022 EXPENDITURES		
\$450,000	\$441,454	\$8,546	-2% ↓

Operational expenses

For operations (communication, printing, translation, office rent, website services, events, miscellaneous, UNOPS direct costs, etc.) in 2022, the SMS spent **\$1,280,225**, 30 per cent less than originally budgeted. As noted above, expenditures were impacted by the delay of the Secretariat staffing, and the Regional Gathering in December represented a key element of the expenses.

2022 provisional versus expenditures		VARIANCES	
2022 PROVISIONAL	2022 EXPENDITURES		
\$1,833,634	\$1,280,225	(\$553,409)	-30% ↓

Communication/website/digital publications. The total cost for this category amounted to \$135,167, including website services and communication products.

Special events. The total cost for this category amounted to \$432,059. This comprises the following major events:

- **SUN Regional Gathering, Panama (13–15 December).** Operational expenses included the venue, accommodation, catering services, audio/visual services and events management. The total amounted to \$345,161. Travel costs are factored in under the travel budget line above.
- **Meeting of the SUN Movement Lead Group (21 September).** The meeting took place at UNICEF premises in the margins of the United Nations General Assembly in New York. The operational cost of \$46,107 included the acquisition of services such as audio/visual system, printing, catering and other logistics.
- **Other events.** Other events include an in-person Executive Committee meeting in Geneva in May 2022, the SMS retreat on 29–30 June 2022, and the participation of the SMS during the 2022 United Nations Climate Change Conference within the Food System Pavilion.

Translation. The total cost for translation, interpretation and proofreading of SUN documents and communication products in United Nations official languages amounted to \$49,495.

Printing. The total cost for printing in 2022 amounted to \$877.

Miscellaneous and contingency. The total cost for this category amounted to \$21,946. This budget line includes expenses related to catering services and logistics for various small meetings, translation services, office supplies, petty cash (operational advances) and other small services and goods.

Geneva office rent. The cost for office rent in Geneva amounted to \$261,783. The SMS is hosted by the United Nations Office at Geneva in its premises at the Palais de Nations. This cost includes landline communications, information technology infrastructure and support, security, and pouch and mailing services.

Regional Hubs operational support. The total operational costs for the new SUN Regional Hubs in Dakar, Bangkok, Nairobi and Panama amounted to \$26,613, including rent and services for office space, Internet connection, admin support, etc.

Information technology, communications and equipment. The cost for this category amounted to \$68,901; this includes the regular information technology service provider and software requirements, mobile communications and equipment (computers and phones).

UNOPS direct costs are registered under the Operational Expenses budget; they represented \$283,381 in 2022. Direct costs include various costs directly incurred by UNOPS to host the SMS, such as the operating costs of support services (procurement, human resources, administration), a ratio of costs of the corporate management team from UNOPS Geneva, UNOPS office spaces, utilities and securities.¹⁶

Fees

The total indirect costs (fees) charged by UNOPS in 2022 across all contributions amounted to \$486,299 (7 per cent of total expenditures, as stated in the agreements with donors).

¹⁶ A total of \$11,111 related to UNOPS direct costs was wrongly reversed in 2022. This amount will be corrected only in 2023 and will be reflected in 2023 financial statements. The total UNOPS direct cost for 2023, including this amount, is \$294,492.



ANNUAL FINANCIAL STATEMENT

Project: 20163-003 - SUN USAID
Partner(s): 1112 - USAID United States Agency for International Development
 1672 - SUN Scaling Up Nutrition Movement
As on: 31 Dec 2022

Income:

Contributions		
	2017	794,806.00
	2018	205,136.00
	2019	255,810.00
	2020	1,223,542.95
	2021	20,705.05
	2022	458,626.84
		2,958,626.84
Interest		
	2017	165.70
	2018	229.25
	2019	199.98
	2020	420.53
		1,015.46
<hr/>		
Total Income	A	2,959,642
<hr/>		

**Less: Project Expenses
Period-Years**

2016	Project(s) Expense	332.50
	Management Fees	23.28
		355.78
2017	Project(s) Expense	638,216.66
	Management Fees	44,675.15
	Net Exchange Gain/Loss	(831.87)
		682,059.94
2018	Project(s) Expense	191,469.84
	Management Fees	13,402.89
	Net Exchange Gain/Loss	(23.28)
		204,849.45
2019	Project(s) Expense	454,935.26
	Management Fees	31,845.47
	Net Exchange Gain/Loss	522.45
		487,303.18
2020	Project(s) Expense	1,026,064.81
	Management Fees	71,824.53
	Net Exchange Gain/Loss	(522.45)
		1,097,366.89
2021	Project(s) Expense	27,071.89
	Management Fees	1,895.03
		28,966.92
2022	Project(s) Expense	454,882.52
	Management Fees	31,840.54
	Net Exchange Gain/Loss	22.45
		486,745.51
<hr/>		
Total Expenditure	B	2,987,648
<hr/>		
Less: Project Capitalised Assets:	C	0
Less: Project Advances	D	0
<hr/>		
Project Cash Balance (Deficit)	(A-B-C-D)	(28,005)
<hr/>		
Less: Actual Commitments		
PO Commitments	E	0
HR Commitments	E	0
Projected Fees on Commitments	E	0

Prepayments**E****0**

Project Fund Balance (Deficit)	(A-B-C-D-E)	(28,005)
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Notes:

- ❖ All amounts are in USD. Transactions in non-USD have been converted to USD at the UN operational rate of exchange as on the date of the transaction.

Certified by:

Comment:



Peter Komol

Date:

Report run on: 12 Jun 2023



Date: 12 Jun 2023

Ref. Project No: 20163-003

Funding: 1112 - USAID United States Agency for International Development , 1672 - SUN
Scaling Up Nutrition Movement

Dear Sir/Madam,

Subject: ANNUAL FINANCIAL STATEMENT

We enclose the Annual Financial Statement for project **20163-003 - SUN USAID**, which commenced in year **2016** and indicates the incurred expenditure as at **31 Dec 2022**

We draw your attention to the following:

- a. Total funds received: US\$ 2,959,642 which includes interest earned: US\$ 1,015
- b. Incurred expenditure and management fee: US\$ 2,987,648
- c. Shortfall of Fund: US\$ (28,005)

Please arrange to deposit referred amount into UNOPS Account No. 323-846017, ABA 0210-00021, Swift code CHASU33XXX with JP MORGAN Chase Bank, 277 Park Avenue, 23rd Fl., New York, NY 10172 USA, quoting UNOPS project reference.

If you have any questions, please do not hesitate to contact UNOPS.

A handwritten signature in black ink, appearing to read "Peter Komol".

Yours Sincerely,
Peter Komol



ANNUAL FINANCIAL STATEMENT

Project: 20163-006 - SUN - Pooled Fund - Phase III
Partner(s): 1112 - USAID United States Agency for International Development
 1649 - EC European Commission (other)
 1672 - SUN Scaling Up Nutrition Movement
As on: 31 Dec 2022

Income:

Contributions	2022	14,231,206.07
		14,231,206.07
Net Hedging/Contribution Gain/loss	2022	(9,466.57)
		(9,466.57)
Interest	2022	12,633.04
		12,633.04
Transfers	2022	36,386.24
		36,386.24

Total Income	A	14,270,759
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Less: Project Expenses Period-Years

2022	Project(s) Expense	6,492,261.66
	Management Fees	454,458.33
	Net Exchange Gain/Loss	(2,018.85)
		6,944,701.14

Total Expenditure	B	6,944,701
--------------------------	----------	------------------

Less: Project Capitalised Assets:	C	0
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Less: Project Advances	D	3,851
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Project Cash Balance (Surplus)	A-B-C-D	7,322,207
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Less: Actual Commitments

PO Commitments	E	144,535
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HR Commitments	E	0
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Projected Fees on Commitments	E	10,117
Prepayments	E	0

Project Fund Balance (Surplus)	A-B-C-D-E	7,167,555
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Notes:

- ❖ All amounts are in USD. Transactions in non-USD have been converted to USD at the UN operational rate of exchange as on the date of the transaction.
- ❖ Project advances include operational advances, prepayments, petty cash, and any VAT payments to suppliers that have yet to be recovered.
- ❖ The statement is prepared in accordance to IPSAS reporting requirement, the reported figure under commitment is for information and it discloses only the expected utilisation of project funds as of the reporting period, these commitments are not charged as an expense until the goods are delivered or services rendered.
- ❖ Please note that the final audit report of UNOPS financial statements for 2022, as per regular process, has not yet been shared by the UN Board of Auditors. The audit itself has been concluded and the Board of Auditors has shared its observations with UNOPS. None of these raise any concerns about the integrity and completeness of the client project records that have been used to prepare the attached Financial Report. Should the reported figures need to be adjusted, UNOPS will provide a revised statement without delay.

Certified by:



Comment:

Azmat ULLAH, Finance Specialist, UNOPS

Date: 07 June 2023

Report run on: 2 Jun 2023



Date: 2 Jun 2023

Ref. Project No: 20163-006

Funding: 1649 - EC European Commission (other) , 1672 - SUN Scaling Up Nutrition Movement , 1112 - USAID United States Agency for International Development

Dear Sir/Madam,

Subject: ANNUAL FINANCIAL STATEMENT

We enclose the Annual Financial Statement for project **20163-006 - SUN - Pooled Fund - Phase III**, which commenced in year **2022** and indicates the incurred expenditure as at **31 Dec 2022**

We draw your attention to the following:

- a. Total funds received: US\$ 14,270,759 which includes interest earned: US\$ 12,633 and Net Hedging/Contribution Gain/loss: US\$ (9,467)
- b. Incurred expenditure and management fee: US\$ 6,944,701
- c. Project advances: US\$ 3,851
- d. Commitments: US\$ 154,653
- e. Fund Balance: US\$ 7,167,555

If you have any questions, please do not hesitate to contact UNOPS.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "Azmat ULLAH".

Azmat ULLAH,
Finance Specialist,
UNOPS



I WAS EXCLUSIVELY
BREASTFED
ZERO(0) TO SIX (6) MONTHS

© SUN Movement

Annex II

SUN Movement Secretariat workplans and outcomes

Note: This table corresponds to the two six-month SUN Movement Secretariat (SMS) workplans (January–June and July–December) endorsed by the Executive Committee for 2022.

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
SO1: Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development. This will increase the likelihood of generating additional resources and political capital to accelerate nutrition improvement.			
Increased financial and policy commitments through advocacy and communications in support of national nutrition targets	Develop advocacy strategy in collaboration with Executive Committee regional representatives and present to SUN Networks and the Executive Committee by 15 May	Advocacy strategy developed Advocacy strategy presented to SUN Networks and the Executive Committee	In progress: Six biweekly SUN advocacy meetings held in 2022 Advocacy road map developed with GSS based on early 2023 workshop, presented to the Executive Committee in March 2023 and shared with the Lead Group in May 2023 to support Lead Group advocacy Advocacy strategy in process of finalization

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
SO1: Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development. This will increase the likelihood of generating additional resources and political capital to accelerate nutrition improvement.			
<p>Dedicated nutrition governance or institutional home for nutrition within the Government</p>	<p>Identify key opportunities for collective parliamentary engagement in SUN 3.0 with Global Support System (GSS) Networks and the Inter-Parliamentary Union (IPU)</p> <p>Strengthen engagement with the IPU, including through the IPU Lead Group member</p> <p>Through the GSS, work with the IPU to promote nutrition action by Parliamentarians at key IPU events</p> <p>In collaboration with the GSS, led by the SUN Civil Society Network (CSN), develop a plan to mainstream youth engagement in SUN 3.0, aligned within the existing workplan</p> <p>Support Executive Committee Youth representatives and CSN in the development of a youth engagement road map for the SUN Movement</p>	<p>IPU events where nutrition action was promoted</p> <p>Youth engagement road map developed for the SUN Movement</p>	<p>Achieved: Youth road map developed and supported by the Executive Committee</p> <p>Side event on how parliamentarian action can help safeguard nutrition gains organized (with the Inter-Parliamentary Union and the African Union Development Agency-NEPAD) in the margins of the IPU Assembly in October 2022</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
SO1: Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development. This will increase the likelihood of generating additional resources and political capital to accelerate nutrition improvement.			
Regional and global entities align action with country-level nutrition priorities	Produce and implement SUN GSS Communications Strategy 2022–2025 and GSS 2022 Communications workplan, including through new SUN website and targeted social media campaigns, SUN Bulletins, op-eds and more Effectively use website and social media and produce and effectively use country profiles	Communications strategy developed Website relaunched Country profiles produced	Achieved: Communications strategy produced and implemented as planned
	Produce GSS 2022–2025 Advocacy Strategy and GSS 2022 Advocacy workplan Initiate two or three joint GSS strategic advocacy initiatives, including for high-level advocacy by the Coordinator and Lead Group members Organize targeted high-level advocacy events at key global and regional meetings, including the African Union Year of Nutrition, the United Nations General Assembly, the Committee on World Food Security Summit and the 2022 United Nations Climate Change Conference	GSS 2022–2025 Advocacy Strategy developed GSS 2022 Advocacy workplan developed Targeted high-level advocacy events organized	Advocacy road map developed with GSS based on early 2023 workshop and presented to the Executive Committee in March 2023 and shared with the Lead Group in May 2023 to support Lead Group advocacy Advocacy strategy in process of finalization. Not yet completed due to staffing delays; on track for finalization in 2023, with initial inception workshop held in early 2023 Two side events organized at the 2022 United Nations Climate Change Conference on Nutrition and Climate Financing. Comprehensive advocacy session organized during the Regional Gathering Direct support provided to more than 32 regional and national high-level events

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SO1: Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development. This will increase the likelihood of generating additional resources and political capital to accelerate nutrition improvement.			
Participation and active contribution of SUN Countries, SUN Coordinator and Lead Group in key global and regional events in support of the achievement of national nutrition targets	<p>Develop SUN Coordinator engagement calendar, visit and media engagement plan</p> <p>Organize and support Coordinator missions to SUN Countries in support of accelerated action on and financing for nutrition</p> <p>Organize and support strategic engagement by the Coordinator in United Nations General Assembly, the 2022 United Nations Climate Change Conference, G20, African Union Year of Nutrition events, Global Crisis Response Group, Global Agriculture and Food Security Program and others to enhance global commitment to nutrition</p>	Coordinator country visits	<p>Achieved: Five country visits</p> <p>Fourteen visits dedicated to global commitment to nutrition</p> <p>Participation in 29 high-level events</p> <p>Overall support for putting nutrition back on the political map, including in the context of food security (e.g. the Global Crisis Response Group language on nutrition), food systems transformation (Food Systems Dialogues) and climate change (2022 United Nations Climate Change Conference)</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
SO2: Develop and align shared country priorities for action. This will help focus, catalyse and align the resources of the entire Movement to deliver a manageable set of actions that advance the nutrition status of all. Country priorities come from and build on existing national nutrition plans, where they exist.			
Sharing and learning in SUN Countries to tackle malnutrition	Conduct regional surveys and webinars to support country progress on SUN 3.0 Ensure a country-led agenda for all SUN activities Discuss the main findings and asks with the SUN Executive Committee	Regional surveys conducted Regional webinars organized	Achieved: Four regional surveys were conducted in 2022 to aid in establishing regional road maps and action plans The main findings of these surveys were presented during four regional webinars, and together these surveys and webinars helped inform the development of regional road maps for SUN 3.0 and paint a more complete picture of the challenges and opportunities for SUN Countries in achieving the main changes foreseen in the third phase of the SUN Movement

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
SO2: Develop and align shared country priorities for action. This will help focus, catalyse and align the resources of the entire Movement to deliver a manageable set of actions that advance the nutrition status of all. Country priorities come from and build on existing national nutrition plans, where they exist.			
<p>Enhanced understanding and action on food systems pathways in the SUN Countries</p>	<p>Keep nudging and supporting SUN Countries that have draft commitments but do not yet participate in the Nutrition Accountability Framework platform</p> <p>Work with SUN Countries to express their needs and implement their Nutrition for Growth and United Nations Food Systems Summit commitments, including through facilitating technical assistance support through the GSS and Multi-Stakeholder Platforms</p> <p>Provide capacity-strengthening support on specific issues such as financing, monitoring and evaluation and knowledge management</p> <p>Encourage greater links among Nutrition for Growth, United Nations Food Systems Summit pathways and SDG2 commitments and processes, including through the integration of nutrition into national development plans and budgets</p>	<p>Countries supported in materializing their Nutrition for Growth commitments</p> <p>Technical assistance requests supported on Nutrition for Growth and the United Nations Food Systems Summit</p>	<p>Achieved:</p> <p>Along with the Nutrition for Growth (N4G) Outreach Group, the SMS held four regional N4G webinars, allowing SUN Countries to share progress made and challenges faced in fulfilling N4G commitments. The webinars also presented information on the new Nutrition Accountability Framework, a platform built to aid countries in monitoring nutrition action and tracking commitments</p> <p>Eight regional webinars on the global food and nutrition crisis were held in 2022 to enable SUN Countries to showcase their achievements, engage in rich peer-to-peer learning and exchange, and put forward concrete asks, which the SMS and other SUN stakeholders took to critical global and regional policy discussions and processes</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
SO2: Develop and align shared country priorities for action. This will help focus, catalyse and align the resources of the entire Movement to deliver a manageable set of actions that advance the nutrition status of all. Country priorities come from and build on existing national nutrition plans, where they exist.			
Capacities in SUN Countries strengthened to support national nutrition goals and targets	Set up the five hubs and strengthen regional dynamics Facilitate monthly calls with the GSS on technical assistance, capacity-strengthening and other country requests and priorities	Hubs established	Achieved: Established four Regional Hubs and a thematic Convergence Hub to assist in reflecting, responding to and serving country leadership, ownership and priorities Regional dynamics strengthened through 11 technical visits organized by Regional Hubs Monthly regional technical assistance calls held with the wider GSS in support of SUN Countries

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
SO3: Build and strengthen country capacity to develop, prioritize, finance, implement and track country actions through strengthened technical assistance and knowledge management. Knowledge management and technical assistance will also demonstrate the SUN Movement's value addition, both to nutrition outcomes and to the conditions and actions needed to generate those outcomes.			
<p>Capacities in SUN Countries strengthened to support national nutrition goals and targets</p>	<p>Track, facilitate and coordinate the response to JAA technical assistance requests through GSS and Finance Task Team</p> <p>Set up a process for technical assistance request tracking/vetting and allocation with GSS</p> <p>Develop a technical assistance business case with clear alignment with Pooled Fund, Finance Capacity Development Platform and Capacity Development Plan</p> <p>Close Pooled Fund 2.0, including no-cost extension activities implementation</p> <p>Develop Pooled Fund 3.0 business case as a basis for a decision on Pooled Fund 3.0 by the Executive Committee in October 2022. If decision for continuation, secure initial funding commitments by donors by end 2022</p>	<p>Technical assistance requests supported</p> <p>Joint GSS tracker established for technical assistance</p> <p>Pooled Fund business case developed</p>	<p>Achieved:</p> <p>Technical assistance requests: A solution was found for 77.3 per cent of the requests for support (support was either completed, ongoing or agreed with the provider but had not yet begun). For 6.8 per cent of the requests with no solution identified yet, the provision of support leveraging internal capacities is an option</p> <p>Business case developed for SUN Pooled Fund 3.0 in collaboration with the GSS members and interested donors. However, it was concluded that the Pooled Fund should be ended in its current form; with support from members of the Executive Committee and donors, discussions are under way to develop approaches that are catalytic for SUN and support the sustainability of national SUN CSAs and SBNs in light of an increasingly complex and challenging funding environment</p> <p>A GSS tracker was implemented to consolidate financial, technical assistance and other requests from SUN Countries</p>

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SO3: Build and strengthen country capacity to develop, prioritize, finance, implement and track country actions through strengthened technical assistance and knowledge management. Knowledge management and technical assistance will also demonstrate the SUN Movement's value addition, both to nutrition outcomes and to the conditions and actions needed to generate those outcomes.			
<p>Capacities in SUN Countries strengthened to support national nutrition goals and targets</p>	<p>Develop a capacity-strengthening action plan to be presented to the Executive Committee in August 2022 and adoption at the September 2022 Executive Committee meeting. The plan should entail a mapping of available e-learning options to benefit SUN Government Focal Points and SUN Country Coordinators and their main team and nurture the FAO elearning Academy partnership initiated in 2021 (See also SO4 Executive Committee)</p> <p>Start capacity-mapping exercises in SUN Countries through the Regional Hubs</p>	<p>Capacity-strengthening action plan developed</p> <p>Capacity-mapping exercises carried out in SUN Countries</p> <p>Capacity-strengthening exercises conducted</p> <p>Countries that requested capacity-strengthening workshops supported</p>	<p>Achieved: Capacity-strengthening action plan developed, in close collaboration with the SUN Networks, that entails a mapping of available e-learning options to benefit SUN Government Focal Points and SUN Country Coordinators and their main teams and to nurture the FAO elearning Academy partnership initiated in 2021</p> <p>Eleven technical country visits, including capacity-mapping exercises</p>
<p>Sharing and learning in SUN Countries to tackle malnutrition</p>	<p>Identify, document and share good practices and lessons learned and foster peer-to-peer exchanges</p> <p>Continue the expansion of the library of good practices and lessons learned</p> <p>Extend the MEAL Advisory Group to include a subgroup/working group on knowledge management</p> <p>Continue MEAL and knowledge management peer-to-peer exchanges between countries</p>	<p>Good practices documented</p> <p>Peer-to-peer exchanges between countries facilitated</p>	<p>Achieved: Thirty-nine good practices documented to improve nutrition and food security and ensure access to healthy and nutritious food produced and traded in a sustainable manner</p> <p>Thirteen case studies developed and then and then, along with the good practices, curated in an online repository and shared globally and directly with SUN Countries</p> <p>Eighteen countries participated in peer-to-peer exchanges</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
SO3: Build and strengthen country capacity to develop, prioritize, finance, implement and track country actions through strengthened technical assistance and knowledge management. Knowledge management and technical assistance will also demonstrate the SUN Movement's value addition, both to nutrition outcomes and to the conditions and actions needed to generate those outcomes.			
<p>Strengthened financing for nutrition to close resource gaps identified</p>	<p>Support the Executive Committee Finance Task Team and provide interim support to the Finance Capacity Development Platform Incubation Phase and the nutrition community of practice</p> <p>Support the Executive Committee Finance Task Team in the implementation of its action plan (Executive Committee Retreat Outcome)</p> <p>Support the Executive Committee Finance Experts in the development of a proposal for the Finance Capacity Development Platform for adoption by the Executive Committee (Executive Committee Retreat Outcome)</p> <p>Support engagement by the Finance Task Team in finance discussions at the 2022 United Nations Climate Change Conference</p>	<p>Finance Capacity Development Platform proposal developed</p>	<p>Achieved: Finance Capacity Development Platform proposal developed and approved by Executive Committee</p> <p>Finance Task Team well-supported, including through the development of two new finance tools and support to SUN Countries</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
SO3: Build and strengthen country capacity to develop, prioritize, finance, implement and track country actions through strengthened technical assistance and knowledge management. Knowledge management and technical assistance will also demonstrate the SUN Movement's value addition, both to nutrition outcomes and to the conditions and actions needed to generate those outcomes.			
Sharing and learning in SUN Countries to tackle malnutrition	<p>Develop an options paper for regional gatherings and/or a Global Gathering in 2023 to present to the Executive Committee for decision in September 2022 (Executive Committee retreat outcome)</p> <p>Organize a Regional Gathering in Latin America in 2022</p>	Regional Gathering organized	<p>Achieved: Regional Gathering held in Panama; six SUN Countries and four observer countries from the region (Colombia, Cuba, Dominican Republic and Panama) sent 120 participants, including from United Nations organizations, non-governmental organizations, academia and the private sector, to the highly interactive and exciting gathering</p> <p>Event report, video and lessons learned document on the event developed and disseminated</p> <p>Dedicated web page developed and social media campaign on the Regional Gathering organized</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
<p>SO4: Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realized. In fragile and conflict-affected states, where the Government may be unwilling or unable to lead, SUN Movement members shall work together in collaboration with humanitarian actors and include them in any MSPs.</p>			
<p>SUN governance representatives at global and country levels are supported in the performance of their roles</p>	<p>Renew the SUN Lead Group</p> <p>Provide the Lead Group with administrative support, including the onboarding of new members and annual meeting preparations</p> <p>Organize an in-person Lead Group meeting in September 2022</p> <p>Onboard new Lead Group members</p> <p>Collect and monitor commitments</p> <p>Develop a Lead Group advocacy and engagement plan and toolkit in coordination with GSS</p>	<p>Annual meeting organized</p> <p>Lead Group members commitments made</p> <p>Lead Group advocacy and engagement plan and toolkit developed</p>	<p>Achieved:</p> <p>Lead Group composition was renewed to ensure that the diversity of the group closely mirrors the constituencies of the SUN Movement</p> <p>One annual Lead Group meeting organized</p> <p>Eleven Lead Group members made official commitments to the SUN Movement</p> <p>Lead Group delivered on the eve of the 2022 United Nations Climate Change Conference a strong statement on the nexus of climate, food and nutrition; the statement was disseminated through all SUN Movement communication channels and embedded in a wider social media campaign aimed at raising awareness of the climate–food–nutrition nexus</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
<p>SO4: Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realized. In fragile and conflict-affected states, where the Government may be unwilling or unable to lead, SUN Movement members shall work together in collaboration with humanitarian actors and include them in any MSPs.</p>			
<p>SUN governance representatives at global and country levels are supported in the performance of their roles</p>	<p>Organize and support four quarterly meetings of Executive Committee and follow up on commitments/actions</p> <p>Organize and follow up on the Executive Committee in-person retreat in May 2022, including a virtual exchange in summer for urgent decisions) (Executive Committee Retreat outcome)</p> <p>Follow-up and “landing” of systems change exercises</p> <p>Develop Executive Committee calendar and priorities for 2023</p>	<p>Executive Committee meetings organized</p> <p>Executive Committee retreat organized</p>	<p>Achieved: Three regular Executive Committee meetings held</p> <p>One exceptional Executive Committee meeting on SMS transformation held</p> <p>One Executive Committee systems-thinking exercise held</p> <p>One Executive Committee retreat held</p>
<p>Sharing and learning in SUN Countries to tackle malnutrition</p>	<p>Support the production and exploitation of the new JAA to develop a baseline for SUN 3.0, evaluate progress and align GSS around country priorities</p> <p>Revise the JAA tool prior to the roll-out of the next JAA process in 2023</p>	<p>Country profiles developed</p> <p>JAA tool revised</p>	<p>Achieved: Fifty-nine country profiles developed</p> <p>One revised JAA tool completed</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
<p>SO4: Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realized. In fragile and conflict-affected states, where the Government may be unwilling or unable to lead, SUN Movement members shall work together in collaboration with humanitarian actors and include them in any MSPs.</p>			
<p>SUN governance representatives at global and country levels are supported in the performance of their roles</p>	<p>Support the development of a comprehensive GSS approach, including an agreement on working modalities and GSS Action Plan to be presented to Executive Committee in September 2022 (Executive Committee Retreat Outcome)</p> <p>Build stronger connection and trust among GSS members through regular exchanges and targeted collaboration opportunities</p> <p>Facilitate and support GSS thematic groups, including MEAL, communications/advocacy and technical assistance</p>	<p>GSS Action Plan developed</p>	<p>Achieved: One GSS Action Plan presented to and approved by the Executive Committee</p>
<p>The humanitarian and development nexus strengthened in fragile, conflict-affected situations through the involvement of all actors in joint planning related to nutrition and in the MSP</p>	<p>Set up the Convergence Hub by December 2022, including an action plan and partner approach</p> <p>Develop a process and timeline to pilot different models of engagement in two or three SUN Countries</p>	<p>Convergence Hub action plan developed</p>	<p>Achieved: One Convergence Hub action plan</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
<p>SO4: Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realized. In fragile and conflict-affected states, where the Government may be unwilling or unable to lead, SUN Movement members shall work together in collaboration with humanitarian actors and include them in any MSPs.</p>			
<p>SUN governance representatives at global and country level are supported in the performance of their roles</p>	<p>Support the development of a proposal on processes on conflicts of interest, led by the Executive Committee Knowledge Management MEAL Expert (Executive Committee retreat outcome)</p>	<p>Proposal on processes on conflicts of interest developed</p>	<p>In progress: One proposal developed</p>
<p>All actors of the SUN Movement build mutual accountability and capacity of the SUN Movement</p> <p>Stewardship is strengthened to support country leadership and achieve the objectives outlined in the SUN 3.0 Strategy</p>	<p>Implement the Mutual Accountability Framework plan with revised light tools, including the selection of two pilot countries</p> <p>Refine SUN 3.0 indicators of success and GSS Logframe</p> <p>Define system for tracking MEAL inputs to inform periodic donor reporting</p>	<p>Revised indicators of success</p> <p>Implementation plan for the mutual accountability process</p> <p>Countries engaged in the testing phase for the MAF process</p> <p>Revised MAF questionnaires at all governance levels</p>	<p>In progress (completed Q1 2023): One set of revised indicators of success</p> <p>One implementation plan developed and approved by the Executive Committee</p> <p>Three countries identified for MAF</p> <p>Revision of MAF questionnaires and implementation (ongoing at the end of 2022)</p>

Outcomes	SUN Movement Secretariat 2022 committed workplan activity	Expected outputs	Progress update
<p>SO4: Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realized. In fragile and conflict-affected states, where the Government may be unwilling or unable to lead, SUN Movement members shall work together in collaboration with humanitarian actors and include them in any MSPs.</p>			
<p>Inclusion of gender equality and youth engagement in nutrition programming and plans</p>	<p>Include gender considerations in SMS work, including advocacy with SUN Countries, partners and stakeholders on gender equity and inclusion</p> <p>Integrate gender considerations in SMS governance documents</p> <p>Ensure SMS access to gender expertise in support of SUN Countries</p> <p>Engage with women's rights organizations and promote gender across the GSS</p>	<p>SMS advocacy-related events include gender equality messaging and actions</p> <p>SMS communications products include gender equality messaging and actions</p> <p>Development of a gender adviser terms of reference to support countries in advancing gender equality in nutrition</p>	<p>In progress:</p> <p>Where possible country missions involved meetings with ministries in charge of gender/ social solidarity and inclusion, as in Côte d'Ivoire, Rwanda and Timor-Leste</p> <p>Two gender-focused communications products developed and launched in 2022:</p> <ul style="list-style-type: none"> → Gender and nutrition brief (published in April 2022) → Enhancing Gender Equality web page (launched in July 2022) <p>Gender adviser terms of reference developed and secondment agreement negotiated with World Vision. Memorandum of understanding signed in Q4 2022 and position started in Q1 2023.</p>



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