



Scaling Up Nutrition (SUN) Movement Secretariat Annual Report

2023

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SUN Movement Coordinator
visiting breastfeeding
rooms in El Salvador

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Dear friends and partners,

The Scaling Up Nutrition (SUN) Movement, born from the urgency of the 2008 food and nutrition crisis, navigates a world that has shifted in the intervening years. While malnutrition in all its forms continues to escalate, the international community's focus on dealing with symptoms rather than causes has obscured the fact that malnutrition underlies many of our greatest challenges. And to exacerbate the problem, the key drivers of malnutrition, gender disparities, social inequities and conflict also receive inadequate attention. Consequently, less attention and diminishing resources are directed towards areas where they could do the greatest good.

Yet, one year into my tenure as SUN Coordinator, my message is not one of hand-wringing and lamentation, but rather of achieving practical, tangible and positive results in nutrition outcomes. This is possible through a community of governments, businesses, civil society organizations, financing partners and the United Nations system working together, not just alongside one another. The SUN Movement's unique strengths, if fully utilized, make this achievable.

The disquieting facts are well known. In 2022, nearly 30 per cent of the global population – approximately 2.4 billion people – lacked consistent access to food. This is unlikely to improve, as the growth in agricultural production has actually slowed.¹ Even more concerning, a healthy diet is unaffordable for nearly 42 per cent of people. Malnutrition – a clear underlying cause of nearly half of all child deaths – results in childhood wasting and leads to unhealthy, underproductive societies. This, in turn, results in stymied productivity and ballooning health-care costs, increasing human misery and hindering societal development.

Plentiful evidence exists of the connection between good nutrition and resilient societies and of the positive impact of focusing on nutrition-sensitive food systems. A myriad of proven nutrition solutions have been pioneered, brokered, shared or financed with support from the SUN networks. Despite this, nutrition has been the “unwanted stepchild” of international development assistance. Nutrition-specific programming continues to account for less than 1 per cent of all overseas development aid. Financing to scale up such proven solutions remains severely constrained and has even plateaued since 2021. Despite numbers showing the value of investing – with every dollar shown to generate \$16 in returns, rising to \$35 for exclusive breastfeeding – we are actually investing less in nutrition outcomes when we should be investing more.

¹ FAO, IFAD, UNICEF, WFP and WHO. 2023. *The State of Food Security and Nutrition in the World 2023. Urbanization, agrifood systems transformation and healthy diets across the rural–urban continuum*. Rome, FAO.

This inattention, unsurprisingly, has resulted in insufficient progress towards the 2025 World Health Assembly global nutrition targets, with most SUN countries likely to meet just one or two. We also are far off track in meeting Sustainable Development Goals (SDGs). The SUN Movement is working with countries to bridge this gap and identify (and then encourage) the financing solutions that best support nutrition programmes, helping unlock local resources to make those programmes as effective as possible.

In 2023, we saw tangible progress within the SUN Movement in convening, brokering and sharing information around proven nutrition solutions. Solutions emerging from multi-stakeholder platforms, for example, have enabled governments to consider and focus on nutrition across all relevant ministries and join with development partners and civil society to tackle malnutrition.

In this way, 2023 was an active year for the SUN Movement. Reflecting the ambition of the SUN Strategy 2021–2025 (SUN 3.0), launched in 2020, the SUN Movement Secretariat (SMS) made significant strides in prioritizing country leadership to support systemic change in many SUN countries. The 2023 United Nations Climate Change Conference (COP28) Declaration on Food and Agriculture helped highlight the fundamental link between nutrition and climate action – the understanding of which is crucial at the highest political levels. Now is the time to make this link financially as well.

This report also highlights the progress made in 2023 by the SMS in supporting our 66 member countries, and four Indian states in formulating, implementing and financing their nutrition objectives and in amplifying their voices on the global stage. It underscores the Movement's role as an effective and neutral convener and coordinator across diverse sectors, a broker of finance and technical assistance, and a facilitator of peer-to-peer knowledge-sharing.

This is where I see the SUN Movement as vital as we enter the final five years of the 2030 Agenda for Sustainable Development.

Thank you all for your unwavering support and dedication.

Sincerely,



Afshan Khan

**Assistant Secretary-General of the United Nations and
Coordinator of the Scaling Up Nutrition (SUN) Movement**



Executive summary

In 2023, the Scaling Up Nutrition (SUN) Movement Secretariat (SMS) took an array of calculated steps designed to help its 66 member countries and four Indian states achieve their nutrition goals and, more broadly, advance the global ambition of ending malnutrition in all its forms by 2030. All of the Secretariat's work is driven by the defined needs and priorities of SUN countries.

In line with the [SUN Strategy 3.0 2021–2025](#) (SUN 3.0), much of this activity was carried out by the Secretariat's four newly established [regional hubs](#) – in Nairobi for Anglophone Africa, Dakar for Francophone Africa, Panama City for Latin America and the Caribbean, and Bangkok for Asia – as well as by the Geneva-based SUN Convergence Hub, which supports the fragile and conflict-affected states that are part of the SUN Movement.

The SMS also worked in close collaboration with other parts of the Movement's [Global Support System \(GSS\)](#), which includes the SUN Coordinator and [four SUN networks](#) that, operating worldwide and at country level, form the backbone of the Movement's success. These are the SUN Civil Society Network, the SUN Business Network, the SUN Donor Network and UN-Nutrition.

The actions and engagements set out in this report are strategic, meaning they were conducted in line with the Secretariat's 2023 workplan so as to deliver the outcomes set out under SUN 3.0's four objectives. While the structure of the report broadly aligns with these goals, it does not strive to offer an exhaustive account of all related activities and milestones.² Rather, this report offers a series of snapshots that illustrate key achievements.

Section 1 highlights various activities that strengthened effective policy and advocacy frameworks at all levels, from subnational to global. Much of this work took place at major international events such as the seventy-sixth World Health Assembly and the 2023 United Nations Climate Change Conference (COP28), where the SMS championed the priorities of SUN countries and took steps to ensure their voices were heard on the global stage to further their shared goal of better integrating nutrition into global climate, health, food systems and SDG agendas. This section also provides details of the benefits that stemmed from the relationships the SMS forged or strengthened with a range of regional and global organizations, including the African Union, the Global Network Against Food Crises, and the National Information Platforms For Nutrition.

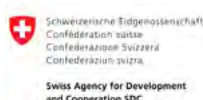
² For a more detailed overview, see the annexed log frame.

Section 2 offers several case studies to describe how the SMS helped SUN countries develop and align their national priorities for action towards achieving the goal of nutrition for all. This entailed providing leadership support and advice to SUN Government Focal Points and SUN multi-stakeholder platforms (MSPs) in SUN countries as they build and strengthen their multisectoral nutrition policies and plans. This section also explains how the SMS and its hubs worked to expand the sources of nutrition finance available to SUN countries for whom access to such funding is essential to their work in designing and implementing their national nutrition plans (NNPs). It also provides details of the pilot phase of the new SUN Finance Framework – which calls for a more holistic and systematic approach to nutrition financing – and of the nascent Finance Capacity Development Platform.

Section 3 sets out how the SMS, through its hubs and with the invaluable support of [EU4SUN and Capacity for Nutrition \(C4N\)](#) – the mechanisms through which the European Union and the German Federal Ministry of Economic Cooperation and Development (BMZ) back the implementation of SUN 3.0 by providing on-demand technical assistance – helped build the capacity of SUN countries to develop and implement their nutrition plans and actions and to share their experiences. Demonstrating the Movement’s commitment to South-South cooperation, the hubs facilitated numerous peer-to-peer exchanges, many of them intercontinental, on a wide array of topics, including financing NNPs by taxing sugary drinks, setting up national networks of academics and youth groups, and understanding the technical aspects of nutrition governance. SUN countries also developed a range of “good practice” products compiled and curated with support from the SMS.

Finally, **Section 4** outlines how the SMS worked to strengthen mutual accountability and mechanisms to monitor progress in achieving the objectives of SUN 3.0 at all levels of the Movement. It covers the development and piloting of a new mutual accountability framework and explores the role played by the SMS and the regional hubs in planning the 2023 Joint Annual Assessments submitted by SUN countries. These assessments reflect on progress in multi-stakeholder and multisectoral engagement and keep track of technical assistance requests. Section 4 also details the practical support the SMS provided to various entities, including to the GSS (to help it deliver for SUN countries), to the SUN Executive Committee (in its delivery of strategic guidance, oversight and leadership to the Movement as a whole) and to the SUN Lead Group (in its promotion of a multi-stakeholder, multisectoral approach to nutrition and in its encouragement of innovation in the field of nutrition finance).

With thanks to our committed donors:



The role of the SMS

The role of the SMS is to connect the needs and priorities of countries in addressing malnutrition with those who can support those needs at local, national, regional and global levels. With partnerships and collaboration at the heart of the Movement, SUN works towards achieving greater impact on nutrition through various means, including:

- food systems
- health systems
- social protection systems
- private-sector, humanitarian and development action
- education, water, sanitation and hygiene (WASH)
- climate change adaptation

The ambition of the SUN Movement is to demonstrate that collective efforts can help accelerate nutrition results via systemic change at national and subnational levels and can help save lives and increase resilience in all countries, including those affected by fragility and conflict.

SUN achieves this through various means:

- a set of tools and mechanisms, such as NNPs, that form an integral part of national development strategies to enable countries to integrate nutrition into all relevant sector strategies and budgets
- multi-stakeholder platforms that enable dialogue and joint work among all relevant government entities and stakeholders in a given country
- global advocacy initiatives that leverage the influencing powers of the SUN Coordinator and high-level nutrition champions, as well as Movement-wide knowledge management and targeted technical assistance

The SMS, which sits at the heart of the Movement, has a mandate to:

- articulate and amplify the needs of countries to design and implement priorities
- improve coordinated advocacy and communications at global and country levels
- support country processes to deliver country priorities
- facilitate support to meet country needs through resources from Movement members
- support proactive knowledge management

SUN 3.0 Strategic Objectives



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.

Section 1: Enhancing policy and advocacy

In 2023, the SMS continued its efforts to strengthen and sustain strong policy and advocacy environments for nutrition and to position nutrition as a key component and outcome of food systems transformation, the One Health approach and effective climate action. In so doing, it helped to further embed nutrition firmly within global and country development initiatives and plans and to promote links with broader economic and social policies.

Further integrating nutrition into global agendas

By championing the priorities of SUN countries and working to ensure their voices and concerns are heard far beyond their own borders, the SMS helps deepen the integration of nutrition into global climate, health, food systems and SDG agendas. In other words, it works to enshrine nutrition as a key marker of sustainable development. This is critical in times when nutrition has become a lesser priority on the political agenda; the aim is to tackle interlinked issues in a coordinated and comprehensive manner, optimize the use of limited funds and create efficiency gains. Repositioning nutrition at the heart of the development and humanitarian agendas should enable countries to access previously untapped development and climate finance sources.

Delivering such systemic change entails engaging stakeholders at every level, from subnational civil society meetings up to major global gatherings. In 2023, the SMS supported SUN Government Focal Points and other representatives in participating in a wide range of international events, including COP28 in December, the seventy-sixth World Health Assembly in May, the United Nations General Assembly in September, and the United Nations Food Systems Summit +2 Stocktaking Moment in July. It also facilitated productive engagements by the SUN Coordinator, as an ambassador-at-large for SUN countries, at such policy-shaping events.

In line with SUN countries' advocacy priorities, and to leverage such major global gatherings, the SMS developed [advocacy and communications toolkits](#) tailored for each event. These include key messages on topics such as the use of climate financing for nutrition, calls to action around the integration of nutrition into broader agendas, with supporting graphics and videos and draft social media content designed to help partners amplify key messages. Through these toolkits, the SMS ensured that countries' priorities were heard at a global scale and represented the SUN Movement as a collective force for change. Such joint advocacy is important because it stands at the core of the Movement's mandate and emphasis on the "power of WE".

Strengthening the links between health, social protection and nutrition

Strengthening the integration of nutrition into health systems – in particular primary health care and universal health care but also related community health services such as immunization and nutrition – is a basis for healthier and resilient communities, including mothers and children. The World Health Assembly nutrition targets provide a framework for governments and stakeholders to accelerate and review progress.

The annual World Health Assemblies in Geneva are milestones for SUN's global advocacy efforts towards more horizontal approaches to health, social protection and nutrition.

At the seventy-sixth World Health Assembly, several SUN countries, with support from the SMS, shared national insights as part of a campaign that led the World Health Assembly to adopt a resolution on food fortification³ that urges the expansion of programmes that supplement widely consumed foods with essential vitamins and minerals to enhance their nutritional value and help curb pervasive malnutrition.

³ The resolution is titled "Accelerating efforts to prevent micronutrient deficiencies and their consequences, including spina bifida and other neural tube defects, through safe and effective food fortification".

A fruitful meeting between the SUN Coordinator and the Minister of Health from Djibouti, one of the SUN Movement's newest members, saw agreement on various action points, including the setting up of new SUN networks in Djibouti and – building on the experiences shared by other SUN countries at the World Health Assembly and by the SUN Francophone Africa Hub – formalizing the country's multi-stakeholder platform. Another action point discussed was the organization of the first national nutrition forum in Djibouti. All of these initiatives are aimed at addressing malnutrition as a goal of the country's development agenda.

Initiative on Climate Action and Nutrition

The Initiative on Climate Action and Nutrition (I-CAN) was developed by the Government of Egypt in its capacity as COP27 president in 2022, in partnership with the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the UN-Nutrition Secretariat, the Global Alliance for Improved Nutrition (GAIN), the SUN Movement and other partners. The initiative leverages current global attention on food systems transformation for healthy people and a healthy planet to foster collaboration to accelerate transformative action on climate change and nutrition.

A partnership between SUN and I-CAN has been successful in driving policy coherence and generating essential evidence at a time when many countries are about to revise their nationally determined contributions under the Paris Climate Agreement.



INITIATIVE ON CLIMATE ACTION AND NUTRITION (I-CAN)

#JUST_AND_AMBITIOUS
www.cop27.eg



Within I-CAN, the SMS works as a linchpin for SUN country engagement at the global level and at international gatherings, where the Secretariat brokered most speaking engagements by SUN country representatives. In addition to hosting a World Health Assembly side event, the SMS helped plan and implement I-CAN side events during September's African Climate Week, at the fifty-first session on World Food Security in October and at COP28 in December. It also facilitated consultations with member states and partners at the United Nations Food Systems Summit +2 Stocktaking Moment and the World Health Assembly and contributed to the development of the I-CAN narrative and key messages.

The SMS played a key role in developing the knowledge base for more coherent nutrition and climate action in undertaking a review of the NNPs of 50 SUN countries to determine how many refer to climate. This is crucial research for the I-CAN baseline assessment, which identifies opportunities to act jointly on climate change and malnutrition and examines the evidence base behind the current state of climate–nutrition integration. The SMS also contributed to an FAO paper exploring pathways to impact in the context of climate action and nutrition. This focused on how agrifood, water, social protection and health systems offer options that can bring about positive outcomes both for nutrition and for climate change mitigation and adaptation.

Driving coherent approaches among nutrition, food systems transformation and climate change

Since food and nutrition were first raised in the climate discussions at COP26 in 2021, the links among nutrition, climate change and related food systems transformation have been increasingly recognized around the globe. Effectively addressing this triple challenge requires well-aligned and mutually supportive policy and financing frameworks that reflect the impact, needs and gaps of all people, especially the most vulnerable population groups.

COP28 provided a unique moment and platform for SUN countries – with support from the SMS, the SUN Coordinator, the Lead Group, members of the SUN Movement Executive Committee and a suite of influential SUN partners and advocacy groups – to jointly lobby for the inclusion of nutrition into the climate agenda. For example, alongside the COP presidency and GAIN, the SUN Movement organized a high-level side event on the theme of accelerating transformation at the nutrition–climate nexus that explored opportunities for accelerating action by taking an integrated approach to both issues.

COP28 offered clear evidence that such integration is already under way. One of the most important examples of this was the unprecedented reference to nutrition in the COP28 Outcome Statement. Nutrition also featured prominently in the Declaration on Food and Agriculture and the Declaration on Climate and Health from COP28.

Another important sign of such integration was the SMS-facilitated inclusion of SUN Government Focal Points in several national delegations at COP28, as the nutrition responsibilities of these government officials were previously seen as irrelevant to attendance at a climate conference. The event thus gave the SUN Coordinator an opportunity to engage directly with and elevate the concerns of focal points from countries in which security or logistical concerns made travel impractical.

Yet another manifestation was the SUN Coordinator's collaboration with the Director General of the World Health Organization, Dr Tedros Adhanom Ghebreyesus, on a [video](#) that highlights the urgent need to transform food systems. This notable example of joint messaging between entities with ostensibly different agendas has been viewed more than 20,000 times.

This WHO/SUN video was part of a communications and advocacy toolkit that the SMS, alongside the GSS communications group, produced for COP28. The toolkit also included four other videos, more than 50 social media graphics, a SUN Movement-wide [Call to Action](#) (titled “A unified demand for climate-resilient nutrition in global negotiations”) and a set of [key messages](#) on the links between climate and nutrition that emphasized the urgent risk posed by climate change to worldwide food and nutrition security, with particular impact on low-income countries and vulnerable groups.

In the same vein, the SMS worked closely with members of the SUN Lead Group at COP28 to develop quote cards that were widely disseminated on social media networks (see example below). Such advocacy support demonstrated the role the SMS plays in leveraging the power of the SUN networks – which, thanks to their presence and influence across all sectors of society, government and the private sector, are key to the Movement's success.

COP28: SUN Movement social media content in numbers

- Overall impressions: **99,000** (up 41 per cent compared to COP27)
- Post engagement rate: **7 per cent** (up 40 per cent compared to COP27 and well above industry standard of 3–4 per cent)
- Communications and advocacy toolkit: **1,000+** views
- Lead Group campaign to promote the SUN Movement Call to Action: **10,000+** impressions
- SUN/WHO joint messaging video: **20,000+** views

Prior to COP28, the July 2023 gathering in Rome of some 2,000 speakers from more than 160 countries at the United Nations Food Systems Summit +2 Stocktaking Moment gave all members of the SUN Movement the opportunity to promote nutrition and healthy diets as a priority within more inclusive, efficient and sustainable food systems.

To advance this ambition, the SUN Coordinator, who was a panellist at the event's opening and closing sessions, also moderated a leadership dialogue stakeholder round table and a plenary to highlight the need to mainstream nutrition within food system transformation pathways. The SMS led the work of the GSS advocacy and communications team, which produced a [toolkit](#) on the theme of “food systems for better nutrition”. The toolkit included a set of social media assets, including suggested posts, and key messages for use by SUN countries containing dedicated advice for governments, donors, businesses, civil society and United Nations agencies on how to take action.

The SMS also helped SUN countries (such as [Cambodia](#) and [Timor-Leste](#)) share their best practices in transforming their food systems. Illustrating the SUN Convergence Hub's support for fragile and conflict-affected states, the SMS facilitated the participation of a keynote speaker from Yemen. The SMS also organized a learning-centred side event on strengthening multisectoral and multi-stakeholder approaches to nutrition as key elements for building the resilience of people and food systems. This event showcased the political commitment for nutrition in Burkina Faso, Ethiopia and the Philippines.

Working closely with the United Nations Food Systems Coordination Hub and other partners, the SMS played an important role in drafting and ensuring the adoption of the United Nations Secretary-General's call to action regarding accelerated food systems transformation.



This quote card is one of many created by the SMS and shared online during COP28 to leverage the SUN networks in support of nutrition action.



Supporting national action on coherent nutrition, food systems and climate policy and practice

Throughout 2023, the SMS provided direct advice and/or facilitated support from the GSS and technical assistance partners such as EU4SUN and C4N to SUN countries as they undertook an array of activities aimed at enhancing the transformation of their food systems.⁴

Table 1. Examples of food systems support provided or brokered by the SMS

Francophone Africa	Anglophone Africa
Mali: Finalization of the food systems pathway and action plan	Ghana: Integration of food systems into the food and nutrition security planning toolkit
Mozambique: Development of food systems action plan aligned with the Tokyo Nutrition for Growth commitments	Uganda and Zambia: Support for the formulation of food systems pathway action plans
Latin America and Caribbean	Asia
Costa Rica: Implementation plan for food-based dietary guidelines for specific populations	Cambodia: Support the process for the development of a food fortification strategy and advanced food labelling
Convergence Hub	
Somalia: Finalization of a food systems pathway and action plan and integration of food systems considerations into national nutrition plan revisions	

⁴ See Section 3 for more information about the technical assistance brokered by the SMS.

First national gathering on nutrition in the Democratic Republic of the Congo

Following renewed engagement between the SUN Convergence Hub and the Democratic Republic of the Congo, which has an especially high malnutrition caseload, the Government of the Democratic Republic of the Congo decided to hold the country's first national nutrition forum. At the World Health Assembly, the Democratic Republic of the Congo SUN Government Focal Point, who serves as the president's health and nutrition adviser, solicited the Secretariat's support. The SMS subsequently joined the organizing committee of the event, which took place in October under the theme "Investing in Nutrition for a Strong Nation".



Thanks to extensive logistical support from the SUN Convergence Hub, the focal points from neighbouring Burundi and the Republic of the Congo travelled to Kinshasa to attend the event and share their experiences in setting up MSPs to accelerate nutrition action (as discussed in this [video](#) produced by the SMS). This helped bolster a regional dynamic on nutrition action and offered another example of the Secretariat's power to bring different actors together.

The event was held under the auspices of the President of the Democratic Republic of the Congo in partnership with a wide range of international organizations, including the SUN Movement.

The forum championed the country's nutrition vision to integrate all nutrition-sensitive sectors, such as health, agriculture, education, WASH and social protection. It brought together not only the technical and financial partners of the Democratic Republic of the Congo in the field of nutrition but also key players from all state and private sectors sensitive to nutrition. The meeting was opened with an address from the SUN Coordinator.

The forum culminated with a joint declaration that clearly articulated nutrition as a national priority and called for the creation of a national agency for nutrition within the Office of the Prime Minister.

In September, on the sidelines of the United Nations General Assembly, the President of Ecuador – a SUN member since 2021 – met the SUN Coordinator to discuss his country's long-term nutrition priorities and its progress in reducing stunting. After a general election in Ecuador ushered in a new executive in October, the SUN Latin America and the Caribbean (LAC) Hub supported the country in ensuring nutrition policy continuity during the political transition and in incorporating a malnutrition-prevention target into its national development plan, with a particular focus on stunting. Hub-facilitated coordination among Ecuadorian stakeholders bore important legislative fruit in 2023 in the form of draft legislation on early childhood development, in which nutrition is a key component. The bill resulted from the advocacy work of the country's SUN Civil Society Network and from the network's peer-to-peer exchanges with regional counterparts, facilitated by the hub.

At the same event, shortly after Panama became the newest country to join the SUN Movement and the host of the LAC Hub, the SUN Coordinator met the Minister of Social Development of Panama to officially welcome the country to the Movement. This meeting helped boost political commitment to nutrition and accelerate momentum in Panama as it develops its 2024–2030 NNP under the leadership of the Ministry of Social Development, with support from the SMS.

In a visit that underscored the imperative of adopting a multisectoral approach to nutrition, the SUN Coordinator travelled (also in September) to El Salvador to meet senior officials from various government ministries, United Nations and donor agencies, the private sector, academia and civil society alongside First Lady Gabriela de Bukele, who is a member of the SUN Lead Group and whose office coordinates national nutrition policies. The trip generated significant media coverage and helped raise the profile of nutrition as an issue of national importance and of the SUN Movement as a key convener. The trip also led, at the instigation of the country's SUN Government Focal Point, to reinvigorated collaboration among various SUN networks and the El Salvador MSP as it works to embed nutrition into the country's nascent food systems pathway. Moreover, the visit was followed by parliamentary debates on two bills – one on food labelling and the other on school feeding – and by the drafting of a protocol related to the detection of anaemia in children under 5 and preparations for a weight-for-height census of schoolchildren in early 2024.

In September, the SUN Coordinator attended the Africa Food Systems Forum in the city of Dar es Salaam in the United Republic of Tanzania. This high-level event, attended by stakeholders from more than 70 countries, focused on the theme of “Recover, Regenerate, Act: Africa's Solutions to Food Systems Transformation”, perfectly aligning with the SUN Movement's goals. The SUN Coordinator's participation in a session exploring the links among productive food systems, nutrition, human health and sustainable food production positioned the SUN Movement as a leader in advocating for food system solutions that address malnutrition. Her other engagements in the United Republic of Tanzania, where she travelled at the invitation of the prime minister, focused on developing strategies to enhance opportunities for public- and private-sector funding for nutrition. Thanks to this visit, the SUN Business Network in the United Republic of Tanzania expanded its membership to include entities such as Sanku, which provides fortification tools, training and other support to small-scale maize flour mills to enable them to fortify their flour with essential micronutrients. Moreover, several private-sector companies began to explore opportunities for concrete collaboration to further food fortification initiatives.





Building new partnerships and strengthening others

One added value of the SMS is its ability to bolster countries' nutrition strategies by brokering partnerships, enhancing visibility, sharing granular local knowledge of local contexts and national needs, and – in a snowball effect – generating further interest from potential partners and beneficiaries.

Throughout 2023, the SMS helped build new relationships and strengthened existing ones with national, regional and global organizations to advance nutrition priorities and policy-setting efforts in SUN countries and facilitate the provision of finance and “last-resort” technical assistance to bridge capacity gaps.⁵

Aligned with the regionalization across the Movement, strengthening collaboration with regional actors has been identified as a priority by SUN 3.0. Activities in 2023 epitomized the value added by the Secretariat as a convener, with 61 per cent of surveyed stakeholders across SUN countries reporting that the decentralization of the SMS from Geneva to regional hubs had strengthened their country's relationships with regional bodies.

Notable examples of organizations with which engagement was initiated or enhanced in 2023 include:

- **African Union.** The SMS, through the SUN Francophone Africa, Anglophone Africa and Convergence hubs, built a robust partnership with the African Union Commission and helped strengthen its relationships with and funding opportunities for SUN countries. The SUN Francophone Africa Hub, as part of a task force convened by the Commission and the Government of Côte d'Ivoire, notably supported the design of the [Abidjan Declaration](#) Implementation Plan – which closely aligns with SUN 3.0 – by developing activities under the plan's financing pillar, including the recruitment of a financing consultant to help draw up a continental target for nutrition financing. This work is expected to be finalized in 2024. The hub also helped several SUN countries attend key African Union events, including the [High-Level Dialogue on Nutrition Financing](#) held in Maseru in March, to review initiatives on private-sector engagement and unpack the role of the private sector in innovative financing for nutrition in Africa.

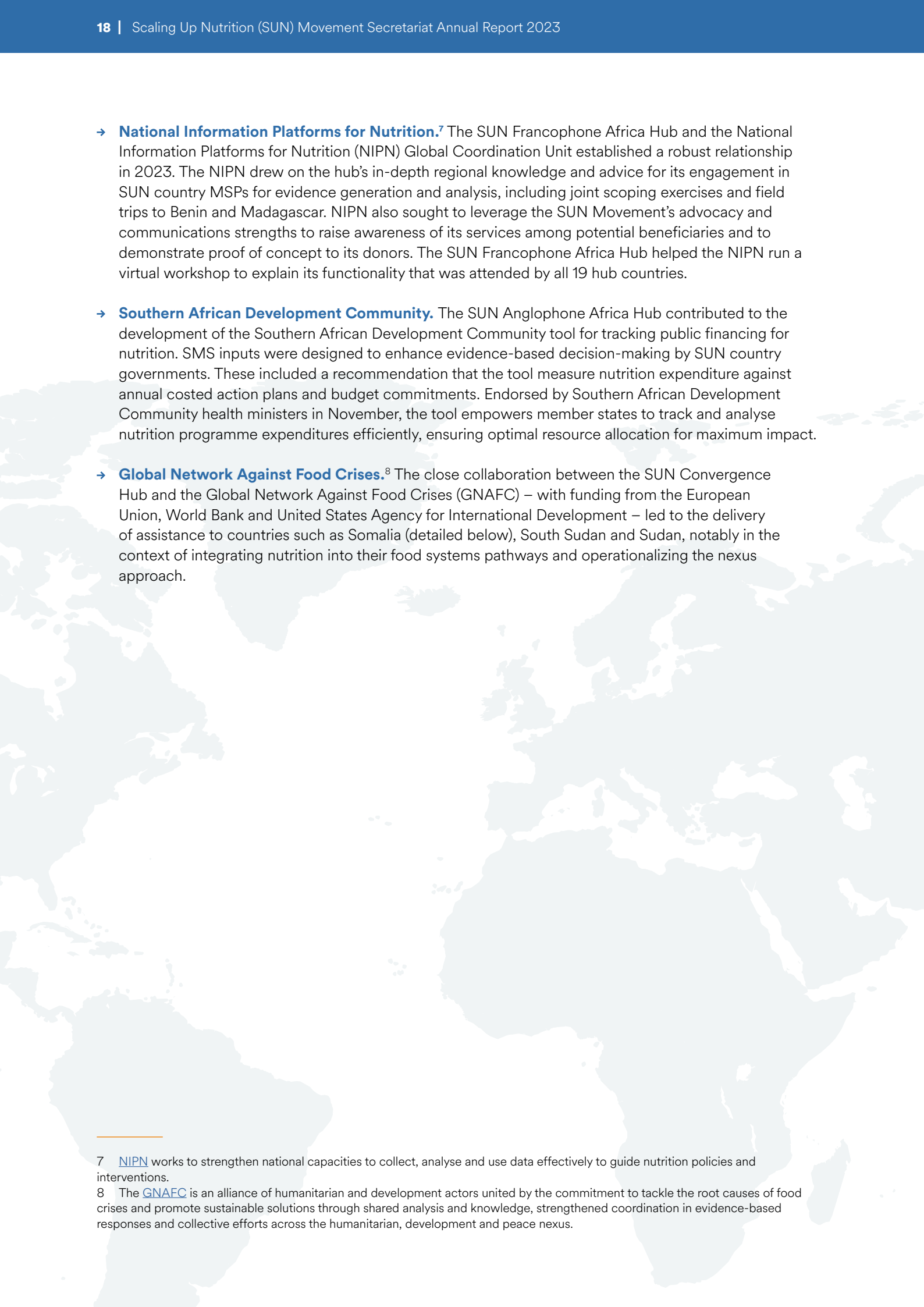
⁵ In many SUN countries, solutions for capacity needs are addressed by the national networks. In others, the number of partners able to assist is limited, or there might be options for in-country support but a lack of alignment with identified priorities, creating a need for the SMS to facilitate additional support. Areas where this is required include: establishing a multi-stakeholder platform; developing and/or costing an NNP; setting up a private-sector network; advancing youth and nutrition actions; mobilizing resources; conducting advocacy and communications; developing monitoring and evaluation systems; mapping nutrition stakeholders; and digitizing nutrition data systems.

As a result of its consistent engagement, the SUN Anglophone Africa Hub was invited to join a range of key stakeholders on the Commission's Cost of Food and Nutrition in Africa Technical Working Group, which is working on a new methodology to measure the cost of malnutrition that takes into account the triple burden of undernutrition, overnutrition and micronutrient deficiencies instead of focusing solely on undernutrition and hunger. The new methodology is expected to be finalized in 2024.

A partnership between the SUN Convergence Hub and the African Union (alongside the World Food Programme) in the Central African Republic and Somalia helped generate empirical evidence, including through cost-of-hunger studies, that is essential to a sound understanding of food systems pathways with nutrition as an outcome.⁶ Work is under way to formalize this partnership so that all SUN countries have automatic access to such support.

- **Association of Southeast Asian Nations.** The SUN Asia Hub initiated engagement with the Association of Southeast Asian Nations as a prelude to establishing a strategic partnership in a project to accelerate well-coordinated and multisectoral knowledge management and capacity actions for scaling up nutrition in 11 SUN countries in Asia. The aim of the project is to integrate nutrition as a priority governance consideration at a coordinated regional level.
- **Economic Community of West African States/West African Health Organization.** The Francophone Africa Hub strengthened a partnership with these entities to further the integration of nutrition across the subregion. The hub supported the Burkina Faso SUN Government Focal Point, who sits on the West African Health Organization (WAHO) technical committee, to organize the WAHO Nutrition Forum in March 2023. The hub also helped mobilize SUN countries in the Economic Community of West African States (ECOWAS) region to take part in various WAHO activities that focus on nutrition. This included helping SUN Government Focal Points develop advocacy messaging ahead of key events, notably with regard to mobilizing resources for nutrition and setting regional targets for the percentage of national budgets that should be earmarked for nutrition financing.
- **Intergovernmental Authority on Development.** The SUN Anglophone Africa and Convergence hubs engaged with the Intergovernmental Authority on Development (IGAD) in 2023 to conduct joint work on nutrition. This included collaboration in Somalia, South Sudan and Sudan, which are being supported by IGAD to operationalize their food systems pathways and food security and nutrition councils. It also included support to IGAD on its Learning Network on Nutrition Surveillance and facilitation of access to SUN countries in the Anglophone region. This resulted in a comprehensive mapping of nutrition information systems in the region, thereby providing invaluable data for evidence-based decision-making and programme development.
- **Permanent Interstate Committee for Drought Control in the Sahel.** At the invitation of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), the SUN Francophone Africa Hub joined numerous regional stakeholders (including governments, United Nations agencies and civil society organizations) to implement several initiatives to fight malnutrition. The hub was part of a technical committee set up under a regional framework to promote the integration of nutrition into national strategy documents, plans and programmes. As such, it was instrumental in drafting and producing a guide designed to harmonize approaches and to provide clear strategies that enable countries in the ECOWAS region to make their national policies, plans and programmes more sensitive to nutrition. The hub's contributions led CILSS to request its further assistance in piloting the guide in four countries in early 2024. For that effort, the hub subsequently brokered technical support with EU4SUN.

⁶ A cost-of-hunger study aims to quantify the economic and social costs associated with undernutrition and hunger within a specific population or country. These studies typically examine such aspects as health-care costs, productivity losses, educational impacts and potential effects on economic growth.

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- **National Information Platforms for Nutrition.**⁷ The SUN Francophone Africa Hub and the National Information Platforms for Nutrition (NIPN) Global Coordination Unit established a robust relationship in 2023. The NIPN drew on the hub's in-depth regional knowledge and advice for its engagement in SUN country MSPs for evidence generation and analysis, including joint scoping exercises and field trips to Benin and Madagascar. NIPN also sought to leverage the SUN Movement's advocacy and communications strengths to raise awareness of its services among potential beneficiaries and to demonstrate proof of concept to its donors. The SUN Francophone Africa Hub helped the NIPN run a virtual workshop to explain its functionality that was attended by all 19 hub countries.
 - **Southern African Development Community.** The SUN Anglophone Africa Hub contributed to the development of the Southern African Development Community tool for tracking public financing for nutrition. SMS inputs were designed to enhance evidence-based decision-making by SUN country governments. These included a recommendation that the tool measure nutrition expenditure against annual costed action plans and budget commitments. Endorsed by Southern African Development Community health ministers in November, the tool empowers member states to track and analyse nutrition programme expenditures efficiently, ensuring optimal resource allocation for maximum impact.
 - **Global Network Against Food Crises.**⁸ The close collaboration between the SUN Convergence Hub and the Global Network Against Food Crises (GNAFC) – with funding from the European Union, World Bank and United States Agency for International Development – led to the delivery of assistance to countries such as Somalia (detailed below), South Sudan and Sudan, notably in the context of integrating nutrition into their food systems pathways and operationalizing the nexus approach.

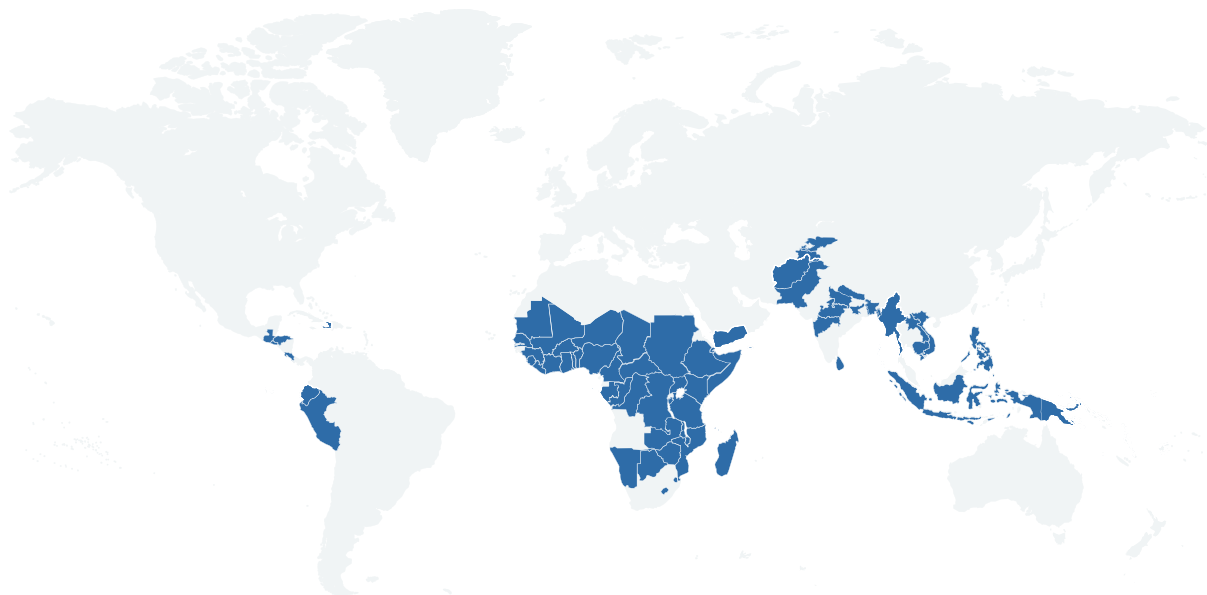
⁷ [NIPN](#) works to strengthen national capacities to collect, analyse and use data effectively to guide nutrition policies and interventions.

⁸ The [GNAFC](#) is an alliance of humanitarian and development actors united by the commitment to tackle the root causes of food crises and promote sustainable solutions through shared analysis and knowledge, strengthened coordination in evidence-based responses and collective efforts across the humanitarian, development and peace nexus.

Section 2: Developing and aligning country priorities

By providing guidance to key stakeholders, the SMS helped SUN countries develop and align their national priorities for action towards achieving the goal of nutrition for all. Through its hubs, the SMS also worked to expand the sources of nutrition finance available to SUN countries and to further mainstream gender considerations in nutrition planning and programming.

SUN Movement countries and territories



Improving country-level policy coherence

Through its regional hubs, the SMS, in line with its objective of improving country-level coherence, works closely with SUN Government Focal Points and MSPs, providing leadership support and strategic advice to help countries develop, improve and implement their national multisectoral nutrition policies.

What SUN countries want

Improving nutrition at the national level is a multifaceted endeavour, as illustrated by the types of support sought by SUN countries from the SMS and its hubs:

- Development, implementation and review of nutrition and food systems policies, plans and commitments (under N4G, for example)
- Establishment of MSPs, drafting of action plans and improvement of the functionality of those plans
- Mobilization of financial resources and identification of innovative sources of finance
- Strengthening of food systems pathways
- Production of quality data (including to monitor and evaluate programmes)
- Empowerment of women and youth
- Enhancement of staple food fortification
- Engagement with the private sector
- Provision of training, communication and advocacy materials
- Creation of SUN networks
- Learning from other countries' experiences, including through peer-to-peer exchanges



SUN Movement Coordinator and SUN Government Focal Point of Panama meeting for the first time after the country joined the Movement

In addition to the examples of supporting enhanced policy coherence mentioned in Section 1, the following country-level developments in 2023 illustrate some of the positive outcomes resulting from SMS engagement.

One of the most encouraging effects of the regionalization of the SMS – and, more specifically, the creation of the LAC Hub – was the decision by Panama to officially join the movement in September 2023, when it became the sixty-sixth SUN country. Its accession will open the door to enhanced support as it updates its six-year Food Security and Nutrition National Plan, which lays down actions to embed nutrition across multiple public ministries and interventions, and as it develops and rolls out long-term policies to increase the production of healthy foods, optimize the agrifood system and promote access for its population to healthy diets.

Sri Lanka joined the SUN Movement in 2012, but its activities largely ceased for several years in the early 2020s, to the point that no focal point was in place. However, thanks to enhanced advocacy by the SUN Asia Hub, the SUN Coordinator and the in-country business and civil society networks (which engaged directly with the Office of the President), Sri Lanka now has an active SUN Government Focal Point and MSP. Consequently, Sri Lanka is formulating a new multisectoral NNP that integrates a range of gender considerations.

Accelerating nutrition action in fragile and conflict-affected settings is a particular challenge recognized by SUN 3.0. The SUN Convergence Hub made strides in building trusted partnerships and finding flexible solutions to enhance nutrition in several countries.

SUN Yemen national gathering

In June 2023 in Amman, Jordan, the SMS worked with the SUN Yemen secretariat to solicit support for an unprecedented national gathering of more than 50 representatives from both factions of the divided government in Yemen, as well as from civil society, United Nations agencies, the private sector, donors and academia, all of whom shared a commitment to tackling the country's severe malnutrition crisis.⁹ This rare moment of unity was designed to mainstream nutrition policies, improve coordination among government institutions and raise awareness about critical needs in the midst of the country's ongoing conflict. The event also exemplified how, within fragile and conflict-affected states, the SMS acts as a catalyst in establishing civil society networks.

Discussions focused on multisectoral solutions, emphasizing the importance of cohesive strategies that span health, agriculture, education and beyond. The event underscored the complexity of the malnutrition crisis in Yemen, exacerbated by economic collapse and infrastructural damage.

Malnutrition, in all its forms, is a critical challenge for our country, weighing us down as much as the economic and social crisis we face.”

Waed Bathib, Minister of Planning and International Cooperation, Yemen

Participants pushed for a road map that integrated immediate nutritional needs with long-term developmental goals. The conference resulted in a comprehensive action plan underpinned by principles such as national leadership, multi-year investments and needs-based interventions. These guidelines serve as a blueprint for aligning disparate efforts into a coherent strategy against malnutrition. Soon after the gathering, to enhance the chances of the road map's successful implementation, the SMS was instrumental in relaunching the SUN MSP in Yemen and ensuring that senior-level representatives from key partners joined the platform.

With support from the GSS, the SMS also successfully piloted a mutual accountability framework in Yemen, in line with the ambitions set out in SUN 3.0. This process entailed soliciting and sharing perceptions from various stakeholders to overcome misunderstandings and communications hurdles and thereby de-escalate tensions. The results of the pilot guided discussions at the national gathering and helped inform the structure of the revived MSP.

In Somalia, the SUN Convergence Hub supported the creation, under the leadership of the prime minister, of a Food Systems, Nutrition and Climate Change Council – the country's first national government structure on nutrition. This body will fill the major coordination gaps arising from the absence of a central mechanism to oversee various interventions being undertaken by development partners. The hub was able to leverage its partnership with the GNAFC and the Humanitarian–Development–Peace Nexus Coalition, both of which have supported the government in operationalizing the country's food systems pathways. The hub also supported the council's establishment by fostering the exchange of knowledge and resources via South-South and triangular cooperation (as detailed in Section 3).

⁹ The protracted armed conflict in Yemen has made it one of the world's most severe humanitarian crises, with an estimated 20.7 million people relying on humanitarian assistance. The war is a leading cause of acute malnutrition in the country, affecting the population with levels of stunting and wasting among the highest in the world. About 56 per cent of the population of Yemen suffers from severe food insecurity, with vulnerable groups such as female-headed households and the country's 4.5 million internally displaced individuals being hurt most acutely.

The SUN Convergence Hub supported the formulation of NNPs in the Central African Republic, the Democratic Republic of the Congo and Yemen through various means, including direct assistance (such as advocating for finance, reviewing drafts and participating in technical/validation workshops) and the facilitation of peer-to-peer exchanges, such as at the aforementioned National Nutrition Forum in Kinshasa, where the SUN Government Focal Point from the Democratic Republic of the Congo shared the draft NNP with counterparts from Burundi and the Congo to solicit inputs based on their own experiences.

Mainstreaming gender considerations

Women and mothers, as well as children and girls, are at the centre of all nutrition action. Whether it is responding to and preventing wasting (severe or moderate); reducing stunting, anaemia or other micronutrient deficiencies; or addressing the double burden of underweight and obesity, mothers and children are always those hit hardest and most in need. This focus remains and continues to drive all action within the Movement and the SDG ambition to leave no one behind.

However, SUN 3.0 also clearly recognizes the need to enable and empower women and girls as powerful agents of change and decision-makers in many nutrition-related areas. This was clearly framed in the 2020 [SUN Gender Call to Action](#) under which all nutrition stakeholders are urged to scale up gender equality and empower women and girls as an essential step in fighting malnutrition.

In 2023, the SMS took several steps to advance the agenda of the Gender Call to Action in adding a wider gender view to the engagement of women and girls across the Movement.

Global advocacy for greater connectivity between the gender and nutrition communities was a major focus for the SMS in 2023. Globally, a driving force of the evolution from recognizing women primarily as recipients of nutrition support to actors of change is the [Gender Transformative Framework for Nutrition](#) (GTFN) partnership. The SMS contributed to the roll-out of this initiative throughout the year. A virtual session was organized to present the GTFN at the Women Deliver conference held in Kigali in June, where the SUN Government Focal Point for Bangladesh shared his country's experiences in integrating women into nutrition planning. The event helped raise awareness about the development of an advocacy guide and other tools that set out practical steps promoting gender equality and women's empowerment. The SMS has been closely involved with this project, funded by Global Affairs Canada and facilitated by the Canadian Partnership for Women and Children's Health.

The SMS took steps to include two SUN national youth coordinators (from Kenya and Nigeria) into the GTFN working group. This followed the enthusiasm for GTFN generated among the 20 national youth coordinators who attended a session on gender and nutrition at a training event organized by the SMS in Nairobi. Two of these youth coordinators also joined a panel discussion at the Women Deliver side event to share their experiences.

The SMS also contributed technical and communications strategy advice and logistical support to the Women Deliver conference, which saw the launch of a major campaign by [FHI 360](#) called [Closing the Gender Nutrition Gap](#), an action agenda for women and girls, and laid the groundwork for a GTFN side event at the sixty-eighth session of the United Nations Commission on the Status of Women in March 2024.

Throughout the year, work was undertaken to develop key gender-related messages that fed into the I-CAN concept note presented at the World Health Assembly. The SUN Coordinator championed the ambitions of the SUN Gender Call to Action at major events such as the United Nations General Assembly (where the SUN Coordinator spoke at the launch of World Vision International's "Enough" campaign), COP28 and the United Nations Food Systems Summit +2 Stocktaking Moment. Working with the GSS and other partners, the SMS revised and published for International Women's Day a [gender toolkit](#) containing key messages for SUN countries to disseminate via social networks and other channels.

Translating and implementing advocacy messages on the ground, and in line with the SUN 3.0 commitment to help countries embed gender equality and women's empowerment into their nutrition actions, a review was conducted of several SUN countries' NNPs in 2023 (including those for the Central African Republic, the Democratic Republic of the Congo and Sri Lanka) to gauge the extent to which they include gender considerations, such as actions that promote women's decision-making and girls' education. As part of this process, the SMS began a review of the specific criteria used to define the level of gender integration within NNPs, and this generated a new set of assessment categories that were used in the review and mapping of 11 pilot NNPs. Lastly, to bridge an identified data-collection gap, new questions were added to the 2023 Joint Annual Assessment to track and assess engagement within the MSPs of government ministries and departments responsible for women's affairs and gender equality. Some 87 per cent of countries who contributed to the 2023 Joint Annual Assessment reported that their MSPs included gender equality actors.

Strengthening multi-stakeholder platforms, expanding networks

From its beginning, the SUN Movement has recognized multisectoral and multi-stakeholder action as the recipe for any success in effectively addressing malnutrition. The SUN multi-stakeholder platforms, established in each of the SUN countries under the aegis of the SUN Government Focal Point and with participation from all SUN networks, enable cross-sector collaboration and implementation. Supporting and strengthening the MSPs is a core function of the SMS.

In 2023, the SMS hubs embarked on an expansive process via field missions to SUN countries of assessing and strengthening the functionality of their MSPs, identifying challenges and bottlenecks and capturing and disseminating examples of good practices.¹⁰ This also included the initiation and facilitation of a GSS-led process to refine the criteria used in such assessments, which led to a new analytical and strategic planning tool being piloted in all 19 countries in the SUN Francophone Africa Hub. This includes a list of some 30 functionality criteria for the identification of countries that require priority support and which areas in those countries are hampering each MSP's capacity to play its role effectively. The tool already has proved useful in tracking progress and identifying hurdles towards setting up MSPs in newer SUN countries, such as Djibouti and Sao Tome and Principe.

In order to share experiences on how the multi-stakeholder platforms work and to share practical country-level experiences on activating them, the SMS in 2023 produced case studies that detailed the structures and operations of MSPs in [Mali](#), [the Philippines](#) and [Tajikistan](#).

Working hand in hand with the GSS national and global partners, the SUN regional hubs also supported the creation of new networks in some countries to bring sectors such as youth and academia on board to encourage constant innovation and ensure an all-of-society approach to nutrition.¹¹ The hubs also applied this approach beyond the country level, linking networks within and among regions to build productive synergies and foster the sharing of knowledge.

¹⁰ The SUN Asia and Anglophone Africa hubs each assessed the functionality of seven MSPs, and the SUN LAC Hub assessed five.

¹¹ The SUN LAC Hub supported the establishment of a SUN Academia Network in Costa Rica and Guatemala and helped revive civil society networks in Honduras and El Salvador. The SUN Anglophone Africa Hub supported the launch of a SUN Academia Network in Uganda and is supporting Namibia in establishing a SUN Business Network through peer-to-peer exchanges. The SUN Asia Hub supported Timor-Leste in setting up UN-Nutrition, Civil Society and Youth networks, and it supported Bangladesh, Pakistan and the Philippines in launching youth networks. The SUN Convergence Hub supported Sudan in activating a SUN Academia Network and SUN Business Network and helped revive the SUN Civil Society Network in the Central African Republic.

Broadening finance opportunities

Access to finance for nutrition programming is an area of support frequently raised as a need by SUN countries, in part because its absence creates major bottlenecks in the design and roll-out of NNPs. More broadly, in the words of the SUN Coordinator, “investment in nutrition is an essential catalyst for achieving health and development goals”.

Building on work initiated in 2022 by the SMS under the guidance of the SUN Executive Committee Finance Task Team, the SUN Lead Group endorsed the SUN finance approach at a meeting held on the margins of the United Nations General Assembly in September 2023, as detailed below and in the [Lead Group Paper](#) “Leveraging nutrition financing to save lives and accelerate the SDGs”. A set of clear and outcome-focused high-level [advocacy messages](#) on this theme was developed for use by Lead Group members.

The approach highlights three key opportunities and concrete activities for countries and stakeholders to accelerate the financing of malnutrition prevention and treatment:

1. Leverage more domestic resources, including increasing the efficiency and overall volume of financing from across key nutrition-relevant sectors and ministries. Time-bound opportunities on the horizon for accelerating progress include the Nutrition for Growth summit, the African Union nutrition policy framework and financing targets, national food system transformation agendas and pathways, and new tools and technical assistance modalities to assist national leadership.
2. Maximize existing sources of financing – including bilateral aid, international financial institutions and development finance tools – that have been effectively deployed in other sectors. The full power of development banks has not yet been leveraged for nutrition, and the closer integration of nutrition within broader sectoral resource mobilization efforts is urgently needed.
3. Harness new sources of financing, including climate finance and innovative financing. Leadership is needed to embed nutrition within specific Conference of the Parties processes and climate finance instruments and to generate new innovative finance tools that do not yet exist for nutrition.

Throughout 2023, the SMS, with a range of SUN finance experts, worked to unlock financing opportunities for SUN countries. Notable examples include:

- **Latin American Development Bank** Having established a relationship with the Latin American Development Bank in 2022, the SUN LAC Hub connected the bank to the SUN Government Focal Point in Peru. This engagement resulted in the bank providing finance for a food security and nutrition project in Peru that focuses on results-based budgeting for early childhood development. This programme seeks to contribute to the progressive implementation of services aimed at pregnant mothers and children up to 36 months, thereby addressing one of the underlying causes of malnutrition: infant care and feeding practices.
- **African Development Bank** The SUN Francophone and Anglophone Africa hubs piloted online meetings between the African Development Bank’s African Leaders for Nutrition initiative¹² and SUN Government Focal Points (and other MSP members) from 16 French-speaking and 16 English-speaking SUN countries to discuss available nutrition financing mechanisms and the development of SMART¹³ business cases for investing in nutrition as a preliminary step to unlocking the bank’s considerable resources of available funding for the climate–nutrition nexus. The SUN Francophone Africa Hub later organized follow-up one-on-one discussions among four SUN countries that had expressed interest in tailored support from the

12 The ALN initiative is a platform for high-level political engagement to advance nutrition in Africa. It is led by a group of current and former heads of state, finance ministers and eminent leaders with the power to catalyse and sustain high-level political leadership and commitment to end malnutrition in Africa.

13 SMART = specific, measurable, achievable, relevant and time-bound.

African Development Bank/African Leaders for Nutrition team. In the SUN Anglophone Africa Hub, the webinar's impact was evident in Lesotho, Malawi and the United Republic of Tanzania, all of which began developing nutrition-smart investment cases.

- **Japan International Cooperation Agency** Engagement between the SUN Asia Hub and the Japan International Cooperation Agency (JICA) paved the way for collaboration in building the capacities of SUN countries to improve maternal and child health, mobilize resources, jointly conduct nutrition advocacy and monitor progress towards the achievement of nutrition goals. The SUN Asia Hub led the conception and implementation of a four-hour session on nutrition advocacy in November as part of an in-person training workshop in Japan run by JICA and the Japanese Organization for International Cooperation in Family Planning. This brought together health ministry officials from 10 countries (Angola, Ecuador, Ghana, Indonesia, the Lao People's Democratic Republic, Madagascar, Malawi, Pakistan, Rwanda and Sierra Leone). The SMS prepared and delivered a session that explored advocacy scenarios and gave the SUN Government Focal Points from Pakistan and Sierra Leone an opportunity to share their own experiences about advocating for nutrition. Participants' feedback was overwhelmingly positive, and the Japanese Organization for International Cooperation in Family Planning expressed its interest in continuing to collaborate with the SUN Asia Hub for training sessions in 2024. Also under discussion are opportunities for exchanging knowledge and lessons learned among countries in Asia and Africa. The new relationship with JICA exemplifies the fruits borne by the regionalization of the SMS: JICA now involves the SUN Asia Hub when planning interventions and holding workshops related to nutrition, and SUN countries now enjoy growing clarity about how their specific needs align with JICA's available resources.
- **Asian Development Bank** The SUN Asia Hub laid the groundwork for a relationship with the Asian Development Bank (ADB) that led to a series of informal discussions about nutrition financing. At COP28, the SUN Coordinator participated in an ADB side event on the theme "Walking the talk with climate and health action". The bank has expressed its interest in deepening its engagement with the SUN Movement. Plans also are under way to engage with the ADB in SUN countries in the Asia region, including the ongoing finance pilot in Bangladesh, as part of the effort to broaden the Movement's engagement with multilateral development banks as a source of additional nutrition financing for countries.

Expanding technical capacities on financing for SUN countries

In line with a decision by the SUN Executive Committee, in 2023 a Finance Capacity Development Platform (FCDP) was established with the aim of helping SUN countries boost their capacities to improve their access to and effective use of financing to accelerate better nutrition outcomes. After a call for expressions of interest, a consortium led by the global non-profit Results for Development was selected to host the platform.

The FCDP is set to become an important addition to existing support mechanisms offered to SUN countries. Its aim is to inspire and ignite government leaders to elevate nutrition financing as a priority and to accelerate impact across sectors through transformative approaches aligned with the SUN finance agenda. To achieve this, the FCDP will work to strengthen local and regional technical expertise to support sustainable nutrition financing across countries, according to their needs. As part of this, and in close collaboration with the SMS regional hubs and other technical assistance providers such as C4N and EU4SUN, the platform will continuously assess SUN country requests and support a growing network of technical experts working in SUN countries by providing access to tools, approaches and coaching and by facilitating learning across countries.

Piloting a new approach

Aligned with the SUN finance approach developed in 2022, the SMS, with guidance from the SUN Executive Committee Finance Task Team, initiated a series of finance pilots to demonstrate the value of more holistic and systematic approaches to assessing country financing gaps and needs and unlocking new and existing financing opportunities through collaboration and cooperation. In short, the pilots aim to show the positive effects of multi-stakeholder and multisectoral action versus siloed, single-partner implementation. The pilot structure is aligned with the three focus areas identified in the SUN finance approach: improving effective domestic resource mobilization and allocation; increasing external funding; and exploring innovative sources of finance, including climate-related funds.

Subsequent to the SUN Movement Executive Committee's approval of the pilot concept in June, the SMS led the project's development and roll-out. This included drafting a [briefing note](#) and forms for the expression of interest on the SUN website and organizing a webinar for SUN countries in July.

A pilot advisory group was established to support each stage of implementation.¹⁴ Based on country interest, pilots were launched in Bangladesh, Senegal and Somalia in September. Each country established a national working group to lead the implementation of the pilot.

Working in close collaboration with the SUN Government Focal Points and networks, as well as with SMS regional hubs, a desk review of existing finance analyses was conducted in all three countries, including NNP costing exercises, budget analyses, public expenditure reviews, health financing strategies and environment/climate financing assessments. The review served as an input for the development of draft workplans, which were shared with the national working groups in the pilot countries in December 2023. With support from the respective regional hubs, the national working groups also mapped and diagnosed funding gaps and other challenges that had hindered the implementation of their NNPs. The country team in Senegal began developing a new costed NNP,¹⁵ while Somalia updated its Multisectoral Nutrition Strategy 2019–2024 to extend the intervention and funding targets through 2025, with an updated funding gap analysis to identify the prioritized list of unfunded interventions guiding resource mobilization efforts.

To accelerate the work of the SUN finance pilots, the SMS engaged with the Rockefeller Foundation to demonstrate proof of concept for a scalable set of interventions in other SUN countries.

This allowed the SMS to bring potential funders and implementers into the pilots at an early stage and opened avenues for leveraging the joint powers, knowledge and expertise of the SUN Movement to create more collaborative and coherent approaches to financing for nutrition. For example, the SMS presented the finance pilot to the Somali Health Donors Group in October 2023, followed that up with a series of meetings with donors and partners in Nairobi, and provided space for the Bangladesh SUN Government Focal Point and country team to present their plans for the pilot to the SUN Nutrition Finance Community of Practice in December.

While the implementation of the pilots faced several challenges – elections, resource constraints, changes in key personnel, etc. – the pilot process provided valuable lessons and templates for the roll-out of the SUN finance agenda. By highlighting the pilot process in policy, advocacy and financing discussions, the SUN Coordinator and the SMS finance team garnered greater commitment from various partners at global, regional and national levels for framing nutrition as a critical element for sustainable food and health systems transformation. Moreover, the growing interest in the project allowed the SMS and its partners to engage in targeted discussions with finance partners and experts, including international financial institutions, multilateral development banks and providers of technical assistance.

¹⁴ This group includes representatives of the SUN donor, civil society and business networks, as well as UN-Nutrition, C4N, Power of Nutrition, Save the Children, Stronger Foundations for Nutrition network, and the African Development Bank's African Leaders for Nutrition initiative. It is supported by the SMS resource mobilization adviser.

¹⁵ Senegal subsequently shared its *Second Plan Stratégique Multisectoriel de la Nutrition (PSMN-2) 2023–2026* with stakeholders in late March 2024.



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Section 3: Building country capacity

Knowledge management and shared learning are critical pillars of the SUN Movement, leveraging its unique position as a global platform, partnership and resource. Throughout 2023 the SMS worked to engage a wide range of stakeholders in the SUN Movement to expand the sharing of information and to grow learning opportunities and knowledge management efforts among all countries and partners. These efforts resulted in 83 per cent of SUN countries sharing their experiences in nutrition work with their counterparts in the Movement. Moreover, 81 per cent of respondents surveyed throughout SUN countries said hub support had enhanced interaction between their country and others in the region, including through peer-to-peer exchanges and the sharing of good practices.

Expanding peer-to-peer learning

Exemplifying the Secretariat's promotion of South-South cooperation and following specific requests from SUN countries, the SMS hubs facilitated numerous peer-to-peer learning encounters in 2023, both through virtual meetings and intercountry travel. In 2023, 56 of the 66 SUN countries shared their knowledge with others through action briefs, peer-to-peer exchanges or webinars. Examples include:

- Somalia visited Ethiopia to learn about nutrition governance, gaining knowledge that led to the launch of its Food Systems, Nutrition and Climate Change Council (as detailed above). To the same end, the Puntland State of Somalia held a virtual exchange with the SUN Business Network in Sri Lanka to learn how to set up a similar network and integrate it into a chamber of commerce. A Somali delegation visited Kenya to learn from its experiences in setting up various networks, especially its SUN Civil Society Network.
- Ethiopia and Bangladesh shared their experience with Sudan in, respectively, setting up an academia network and in costing an NNP.

- In partnership with the Southern African Development Community, representatives from all SUN countries in Africa (as well as some in the SUN Convergence Hub) took part in an online gathering to learn from experts from Madagascar and South Africa about their experiences in taxing sugar-sweetened beverages as a way to finance multisectoral NNPs.
- Kenya shared its experience of setting up a SUN Business Network with Namibia, which plans to set up such a network itself to increase private-sector engagement in its nutrition initiatives.
- The United Republic of Tanzania provided Rwanda with insights about setting up an academia network to leverage research and data to inform nutrition programming.
- A delegation from Nepal visited Costa Rica to learn about its experiences in tackling malnutrition.
- The youth network in Kenya shared its experiences at a virtual meeting with representatives from Bangladesh, Pakistan, the Philippines and Timor-Leste, all of which are planning to launch (or re-launch) their own youth networks.

Promoting good practices

As the secretariat at the centre of the SUN Movement, the SMS takes the lead in developing and collecting lessons learned and good practices from across the Movement. An important way that SUN countries shared their experiences in specific areas of progress in 2023 was through a series of [“good practice” products](#) in the form of action briefs, case studies, deep dives and videos. Various GSS actors (especially SUN civil society networks) helped produce and disseminate these products for the benefit of fellow SUN countries and the wider nutrition community. In all, some 46 good practices were documented among SUN countries and published in 2023.

The most popular of these was a [case study about the role of MSPs in Mali](#). This study explored the governance arrangements and key achievements of the country’s *Comité Technique Intersectoriel pour la Nutrition* (Intersectoral Technical Committee for Nutrition) and explained the added value and achievements of strong coordination, annual action plans, active SUN networks and strong accountability mechanisms.

Sharing among SUN stakeholders is equally appreciated. For example, the SUN Civil Society Network in Ecuador produced an [action brief](#) documenting its experience in constituting the Advisory Council for the Prevention and Reduction of Chronic Child Malnutrition as a demonstration of how political advocacy can help drive state policies. As a repository of civil society knowledge and experience, this council helped ensure nutrition policy continuity during the political transition that followed the election and change of government in Ecuador. The action brief was shared with civil society groups from other countries in the region at a SUN event held in Quito in September.

Turning lessons learned into interactive learning opportunities, the SMS, in association with [Nutrition International](#), developed a leadership-focused e-learning course in English, French and Spanish. Together with the FAO elearning Academy, the SMS also developed a course about advocacy for nutrition. The course's four modules cover identifying objectives and audiences, creating effective messaging for key sectors, identifying key messenger and advocacy channels, and developing and assessing an advocacy strategy.

Brokering technical assistance

SUN countries generally channel requests for the technical assistance they need to meet their priorities through their national networks and other partners on the ground. Where these are unable to assist, the SMS, via its hubs, steps in as a matchmaker and broker with the GSS and “last-resort” providers of technical assistance.

In 2023, a score of SUN countries submitted more than 120 technical assistance requests through the hubs. Many of these requests were met by C4N and EU4SUN and their implementing partners GIZ (the German development agency), FIAPP (the Spanish development agency) and Expertise France. The SUN Movement's cooperation project with EU4SUN (which covers the SUN LAC and Francophone Africa hubs) was initiated in October 2023 in Madrid in the wake of visits by EU4SUN staff to all countries covered by the SUN LAC Hub to assess priority needs. This has led to the provision of on-demand technical assistance to LAC countries, all of whose requests for such support in 2023 were channelled through EU4SUN.

EU4SUN is instrumental in providing various benefits, including:

- Critical resources to mothers and young children throughout the LAC region.
- Technical assistance to four LAC countries as they develop their food systems pathways.
- Support to the SUN LAC Hub as it builds relationships with European Union delegations in SUN countries.
- Technical assistance to help countries in several SUN hubs assess and implement their commitments under the Nutrition for Growth (N4G) initiative ahead of the 2025 N4G summit in Paris (see box). In Haiti, EU4SUN, through FIAPP, supported the costing of an NNP covering the 2023–2028 period.¹⁶

¹⁶ The deterioration of security in Haiti has reportedly put this process on hold.

Assessing progress towards N4G commitments

A project to help seven African countries assess their progress towards achieving the commitments they made at the Tokyo 2021 N4G summit illustrates the key role the SMS plays in brokering and steering “last-resort” technical assistance.

This project emerged from the SUN Francophone Africa Hub’s systematic collection, assessment and prioritization of requests for assistance from its 19 countries in meeting their various nutrition objectives. One prevalent area of need that emerged from this process was preparation for the Paris 2025 N4G summit.

This led the hub to work with EU4SUN, its implementing partner Expertise France and the global SUN Civil Society Network to develop terms of reference to help the seven countries carry out in-depth assessments of the extent to which they had met their 2021 N4G commitments. These commitments typically cover:

- Policy and programming: Implementing or strengthening NNPs and programmes to improve dietary practices, address malnutrition and support vulnerable populations.
- Legislative and regulatory measures: Enacting laws and regulations to promote healthy eating, such as food fortification, labelling requirements and restrictions on the marketing to children of unhealthy foods.
- Finance: Allocating domestic resources and increasing budgetary spending to support nutrition-specific and nutrition-sensitive interventions.
- Capacity-building: Investing in building the capacities of health-care workers, educators and community leaders to effectively deliver nutrition services and promote healthy behaviours.
- Research and data: Enhancing data collection, monitoring and research to better understand nutrition challenges and track progress towards nutrition goals.
- Intersectoral collaboration: Promoting collaboration across various sectors such as health, agriculture, education and social protection to address the multifaceted nature of malnutrition.
- Public awareness campaigns: Launching or expanding awareness campaigns to educate communities about the importance of good nutrition and healthy lifestyles.

The hub worked with Expertise France to select a consultancy firm to carry out the assessments, briefed consultants about country-specific issues, connected them with SUN Government Focal Points and MSPs, and supported them as they designed the project’s methodology, which all parties later validated at a launch workshop in Abidjan.

The SUN Francophone Africa Hub also provided quality assurance of the project’s outputs and advised Expertise France based on countries’ feedback. It organized missions to all seven countries to conduct the assessments, which focused on MSPs and all stakeholders who took part in designing N4G commitments in 2021.

The success of this work has led to its expansion and to proposals for replication in the SUN Anglophone Africa and LAC hubs.



Also in 2023, the SUN Convergence Hub fostered a partnership with the Global Nutrition Cluster Technical Alliance, which allocates donor funding to respond to countries' technical needs in the context of the humanitarian–development–peace nexus.¹⁷ Demonstrating the Secretariat's role as a convener of otherwise disconnected stakeholders with common interests, SUN Government Focal Points now attend alliance meetings, engaging directly with national-level cluster coordinators. Hallmarks of the work done by the SMS in fragile contexts include efforts to ensure that programmes to prevent wasting are incorporated into NNPs and that sustained support is provided to civil society partners in SUN countries by the nutrition cluster.

¹⁷ The [Global Nutrition Cluster](#) is a holistic support platform for nutrition actors at all levels to meet their needs for coordination and information management as well as technical support in humanitarian emergencies.



SUN Movement 2023
Lead Group meeting

© SUN Movement

Section 4: Robust governance

SUN 3.0 highlighted the need for effective governance and accountability mechanisms across the Movement to help smooth collaboration, build trusted partnerships and review progress. The SUN Movement Secretariat plays an important role in facilitating and supporting the SUN governance bodies – notably the Executive Committee and Lead Group – and enabling the various SUN partners to strengthen mutual accountability and monitor the progress of SUN 3.0.

Strengthening accountability mechanisms

A crucial and long-standing pillar of the SUN Movement's accountability architecture is the Joint Annual Assessments submitted by SUN countries as a reflection on their progress towards multi-stakeholder and multisectoral engagement and as a stocktake of technical assistance requests and responses. The SMS and the regional hubs were closely involved in the planning of the 2023 Joint Annual Assessment and in conducting launch webinars in November; they also supported the Central African Republic, the Congo, the Democratic Republic of the Congo, Eswatini and Haiti, at their request, in completing their assessments.

A new feature of SUN 3.0 is the development of a mutual accountability framework (MAF), which is intended to help strengthen mutual accountability across all components of the SUN Movement and all levels of governance.

As noted above, the MAF approach was successfully piloted in Yemen, despite the challenging security context there. The aim was to identify who was responsible for specific actions within the MSP and to monitor delivery against targets. This exercise led to discussions with the SUN Executive Committee and the GSS on the effectiveness of this process in relation to the level of resources expended. Looking forward, the MAF will be made available as a tool to SUN countries seeking to boost mutual accountability, and the SMS will stand ready to support implementation where requested.

Via a 360-degree survey conducted in the first quarter of 2023, the MAF approach was also applied to various components of the GSS, and the SMS and the four networks participated in this process. The results evinced a high level of satisfaction, with 88 per cent of respondents either agreeing or strongly agreeing that the GSS Joint Action Plan is a useful tool for outlining the specific ways that the networks and SMS work together. Nearly three-fourths of respondents (73 per cent) agreed that the roles and responsibilities of each network and the SMS with respect to the activities in the GSS Joint Action Plan are clearly described, and 76 per cent agreed or strongly agreed that the networks and the SMS have fulfilled their roles and responsibilities as described in the Joint Action Plan for this past year.

Engagement with the Lead Group, Executive Committee and SUN networks

Throughout 2023, the SMS governance team supported the SUN Executive Committee's provision of strategic guidance, oversight and leadership to the Movement as a whole. The SUN Executive Committee's work consisted of setting priorities, making key decisions and ensuring effective coordination among partners to advance the goals of the Movement. The SMS provided the SUN Executive Committee's secretariat and organized an annual in-person planning retreat in Geneva, in addition to three virtual meetings. Ahead of the renewal of the SUN Executive Committee's membership in June 2024, the SMS also initiated a review of its rules of procedure and renewal process. The aim is to streamline the Executive Committee's ways of working, ensure better representation and greater efficiency, and strengthen its strategic impact.

In line with the SUN Movement's advocacy priorities for 2023, the SMS continued to leverage the influence and expertise of Lead Group members to champion nutrition finance and a multi-stakeholder, multisectoral approach to nutrition, especially (as noted in section 1) at key events such as the World Health Assembly, the United Nations Food Systems Summit, the United Nations General Assembly, the Micronutrient Forum and COP28. These gatherings provided Lead Group members with opportunities to channel the concerns of SUN countries to advocate via high-level speaking engagements for policy change at the global level. As with the Lead Group's extensive interactions with the news media, these engagements were greatly facilitated by key messages, talking points, data and communications tools developed by the SMS.

In preparation for COP28, for example, the SMS helped the Lead Group champion the integration of nutrition into food systems and health discussions. Specifically, the Lead Group supported one of its members, Mariam Almheiri (then the Minister for Environment and Climate Change of the United Arab Emirates), in her endeavours to highlight the importance of food systems transformation and nutrition at the climate conference. Additionally, Lead Group members supported the SUN Movement's [Call to Action](#) for COP28, which advocated for incorporating climate-resilient nutrition in global negotiations. As noted above, the SMS helped 13 Lead Group members promote the Call to Action and [messaging](#) through a social media campaign consisting of quote cards [published on X/Twitter](#) that focused on the nutrition–climate nexus. This collective effort generated remarkable engagement, with more than 10,000 individual impressions and upward of 800 interactions.

With SMS support, the Lead Group worked to reframe what is generally perceived as a global food security crisis as a global food and nutrition security crisis. Moreover, the Lead Group agreed on the imperative of sensitizing finance ministers on the need to prioritize climate- and nutrition-sensitive food systems programming and to anchor multisectoral nutrition interventions in both short- and long-term planning. Tangible progress has been made in this regard. For example, the [G20 New Delhi Leaders' Declaration](#) highlighted the importance of eliminating hunger and malnutrition to making progress on the SDGs. Lead Group members also agreed to collectively lobby multinational development banks to adopt a coherent approach to the integration of nutrition by including better metrics and better tracking of loan portfolios to ensure improved nutrition outcomes as part of the multilateral development bank reform process.



The SMS played an important role in facilitating and supporting the GSS in its work to deliver for SUN countries, including by:

- organizing regular updates and information exchanges with the GSS global secretariat facilitators
- drafting quarterly briefings about SUN countries' priorities for technical support and capacity-building
- regularly reviewing country-level MSPs
- managing the GSS thematic groups (advocacy and communications, MEAL, etc.)

The SUN Coordinator, with support from the SMS, also actively engaged and supported the strategic thinking and direction of SUN network leadership and partners. The SUN Coordinator's attendance at the Nutrition CEO Council and Save the Children International board meetings highlighted and supported the key role of and opportunities for international non-governmental organizations as advocates and implementers to increase nutrition interventions and financing in countries.

The SMS worked with the SUN Business Network to review the network as a basis for scaling and expanding success stories across the Movement. Joint fundraising moved more to the centre of the GSS, with the SMS and SUN Coordinator supporting resource mobilization fundraising efforts by the networks.

Mobilizing resources and building donor relations

Reflecting the strong and sustained commitment of SUN donors to the Movement and its cause, the SMS was fully funded for 2023, with a gap of \$3.8 million remaining for 2025 as of June 2024 (see annex I, which details the annual financial report of expenditures). Donors contributing to the SMS in 2023 included the Bill & Melinda Gates Foundation, Canada, the European Commission, France, Germany, Ireland, Norway, Switzerland, the Kingdom of the Netherlands, the Rockefeller Foundation, the United States Agency for

International Development and World Vision International (in kind). Additional political support was provided by Japan and by the Foreign, Commonwealth and Development Office of the United Kingdom of Great Britain and Northern Ireland.

The SMS was delighted to welcome two new donors in 2023: Switzerland (which is supporting the new position of SMS food systems adviser) and the Rockefeller Foundation (in support of the implementation of the SUN finance agenda and pilots).

In-kind contributions were another important source of support to the SMS, with World Vision International providing a secondment to SUN's gender work and France providing a secondment to the SUN Anglophone Africa Hub.

Next to the fundraising for the Secretariat, the SMS also supported SUN networks in their fundraising efforts, with a key focus on finding solutions to the continuous issue of financing for national and local networks.

Engaging donors in shaping public policies and financing frameworks for nutrition

Members of the SMS Donor Network are allies in shaping public policies in nutrition and strong financial partners to the SMS, SUN networks and SUN countries. The SMS therefore regularly engaged with its bilateral donors and the SUN Donor Network in 2023. The SMS worked closely with the SMS Donor Network on advocacy at key events and processes such as the G7 and G20 summits, COP28, I-CAN and the World Bank and International Monetary Fund meetings.

Advancing its dual approach to donor engagement on both policy and financial levels, the SMS also initiated closer engagement with Geneva-based donors and SUN countries, with a 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 high-level lunch in June 2023 to welcome the new SUN Coordinator and to open avenues for greater collaboration in Geneva.

At several major international events in 2023, the SMS facilitated high-level engagements by the SUN Coordinator to support donor countries' leadership on nutrition. Highlights of such activity included:

The World Health Summit, held in October in Berlin, assembled leaders from politics, science, medicine, the private sector and civil society to set the agenda for a healthier future. The SUN Coordinator spoke as a panellist during a session titled "Committing to the principals of the Community Health Delivery Partnership" to accelerate the implementation of national priorities for primary health care and nutrition interventions at the community level. The SUN Coordinator spoke of the vital role played by community health and nutrition workers in scaling up the early prevention, detection and treatment of child malnutrition and in delivering a host of other evidence-based and highly cost-effective nutrition interventions and services to improve diets and prevent and address all forms of malnutrition. The theme of continuing to invest in community health workers as key actors in expanding nutrition services in hard-to-reach communities is being furthered by development partners in SUN countries.

At the Paris Peace Forum in November, the SMS Director joined officials from the European Commission, the Ministry of Foreign Affairs of France, Action Against Hunger, the Organisation for Economic Co-operation and Development and the French Development Agency for an event titled "Preparing for the Nutrition for Growth summit in France: addressing the root causes of nutrition insecurity" and co-sponsored by the Bill & Melinda Gates Foundation. There was strong consensus among the panellists on the need for N4G to focus on gender transformative approaches, to work towards robust financing, and for civil society to play a central role in shaping N4G. Several panellists highlighted the value of the SUN Movement's championing of a multisectoral approach to nutrition and its key role leading up to the next N4G summit.

The SUN Coordinator attended the Global Food Security Summit in London, held on the theme of “Towards Zero Hunger and Ending Malnutrition”. Somalia and the United Arab Emirates (as the COP28 president) were co-partners of the summit, which was sponsored by the Children’s Investment Fund Foundation and the Bill & Melinda Gates Foundation. The event was designed to focus international attention on the deepening global food security crisis and to boost efforts to end hunger and malnutrition in line with SDG 2. The SUN Coordinator spoke at the plenary on the importance of addressing child wasting in SUN countries and the potential to better embed actions to prevent wasting as part of SUN country NNPs. The session strove to galvanize support, harness resources and encourage greater joined-up action for new ways of saving lives, preventing malnutrition and prioritizing investment in maternal and child nutrition, including through the reform of health and food systems and institutions.

The sixth global conference of the Micronutrient Forum was held in The Hague in October under the title “Nutrition for Resilience: Ensuring Micronutrient Security in an Era of Complex Global Challenges”. The SUN Coordinator provided the keynote address at the opening session and spoke to the urgent and complex challenges presented by the “intricate tapestry of the global crisis, the intersection of malnutrition and climate change”. She advocated “an integrated approach where nutrition is considered alongside climate in policy, budgetary and financing decisions” as the best way to achieve “healthier, more resilient populations and economies”. SUN Government Focal Points from Ethiopia, Sierra Leone and the Philippines also spoke at the forum, each of them highlighting the critical role of political leadership and commitment. SUN civil society and business networks also were present, highlighting the power of collaboration at the country level through multi-stakeholder platforms as a way of addressing micronutrient deficiencies. Partnership with the Micronutrient Forum was expanded as a way to share better research data and evidence among SUN countries.





SUN Movement Coordinator meeting with SUN Government Focal Points and partners during the sixth Micronutrient Forum Global Conference

© SUN Movement

Section 5: Challenges and priorities

The SMS faces a range of challenges in its efforts to operationalize the four strategic objectives set out in SUN 3.0.

Among the most pressing of these challenges is the imperative frequently stressed by SUN countries of placing nutrition firmly at the heart of all facets of the global development agenda. This will require further leveraging voices from across the SUN Movement – including member countries, the Lead Group, the Executive Committee and the networks – and ensuring they speak with unanimity. Enhancing the use of joint messaging and disseminating case studies of success to prompt systemic change are key to this endeavour. As is cross-sector collaboration, which entails working hand in hand with actors engaged in fields such as health, food systems, climate change, humanitarian aid and finance. It is thus essential to build on the achievements of 2023 – and to capitalize on key political moments and opportunities in 2024 and 2025 – to ensure nutrition is firmly (re-)established as a key marker of development. Messaging must also focus on the risks of paying insufficient attention to nutrition, highlighting the negative impacts of rising malnutrition in all its forms on people's health and well-being, communities' progress and prosperity, and countries' economic, financial and political stability.

Attaining the goals of SUN 3.0 also requires continued joint efforts to renew and expand the energy and commitment of the Movement's members and stakeholders at all levels, from local to global. Building the capacity of SUN countries to achieve their nutrition objectives remains a top priority for the SMS. It is therefore essential to further strengthen SUN's coordination mechanisms, as this will accelerate the progression from ad hoc support to strategic, long-term and sustained engagement.

Reflecting on the experiences and lessons learned in facilitating and coordinating a joined-up response by the Global Support System to countries' technical assistance requests, the SMS has already initiated several mitigation measures that will continue in 2024. These include:

- further revising the JAA's technical assistance submission methodology;
- improving the flow of relevant information among partners;

- broadening the number of sources of assistance;
- increasing countries' understanding of available support and thereby managing expectations;
- restructuring the monthly GSS technical assistance calls to allow for more in-depth discussions and comprehensive approaches to a wide range of technical assistance needs and priorities;
- stepping up collaboration with national, regional and global providers and SUN finance partners; and
- improving screening and selection mechanisms to ensure that all registered requests for technical assistance are relevant and feasible.

Securing adequate finance is a persistent challenge that, across SUN countries, impedes effective nutrition actions, such as drawing up national nutrition plans and maintaining well-functioning MSPs. While the SMS has managed to expand the available sources of such finance, including those not traditionally associated with nutrition, it will be essential to step up these efforts moving forward. The finance pilots the SMS launched in 2023 faced headwinds in some countries in the form of political circumstances (including elections) as well as resource and capacity limitations. The SMS worked with partners within such countries' MSPs to address these issues, including by taking a lead in developing in-country donor mapping for review by the relevant national working group.

Facilitating the functionality and sustainability of the four SUN networks is indispensable to the success of the Movement. In 2023, the SMS reacted to important gaps at the country level by reviving civil society networks in the Central African Republic, El Salvador and Honduras. Looking forward, concerted effort will be required to overcome the financial constraints faced by many national civil society networks and SUN business networks and their global secretariats.

Last but not least, all of the above requires a fully funded SMS. Closing the funding gap will therefore be a major priority for the SUN Coordinator and SMS staff in 2024 as the Movement works to finalize SUN 3.0 and begin discussions towards SUN 4.0.

Annex I: Annual financial report of expenditures

About this report

This annual financial report presents expenditures for the Scaling Up Nutrition (SUN) Movement Secretariat (SMS) from 1 January 2023 to 31 December 2023.¹⁸

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

Funding for the SMS is managed and reported as pooled funds.¹⁹ Funds are used in line with the Secretariat's approved annual workplan and overall budget and with respect to UNOPS rules and regulations. The SUN Movement Executive Committee, acting on behalf of the SUN Movement Lead Group, is the entity responsible for reviewing and approving the SMS workplan and overall budget to implement the SUN Movement strategy.

At its meeting on 11 March 2024, the SUN Executive Committee approved the revised 2024 workplan (see annex IV) and budget (see annex V) for the Secretariat. The total budget remains within the approved overall financial envelope of \$40.5 million for 2022–2025 as approved in March 2023 (with an update provided in June 2023).

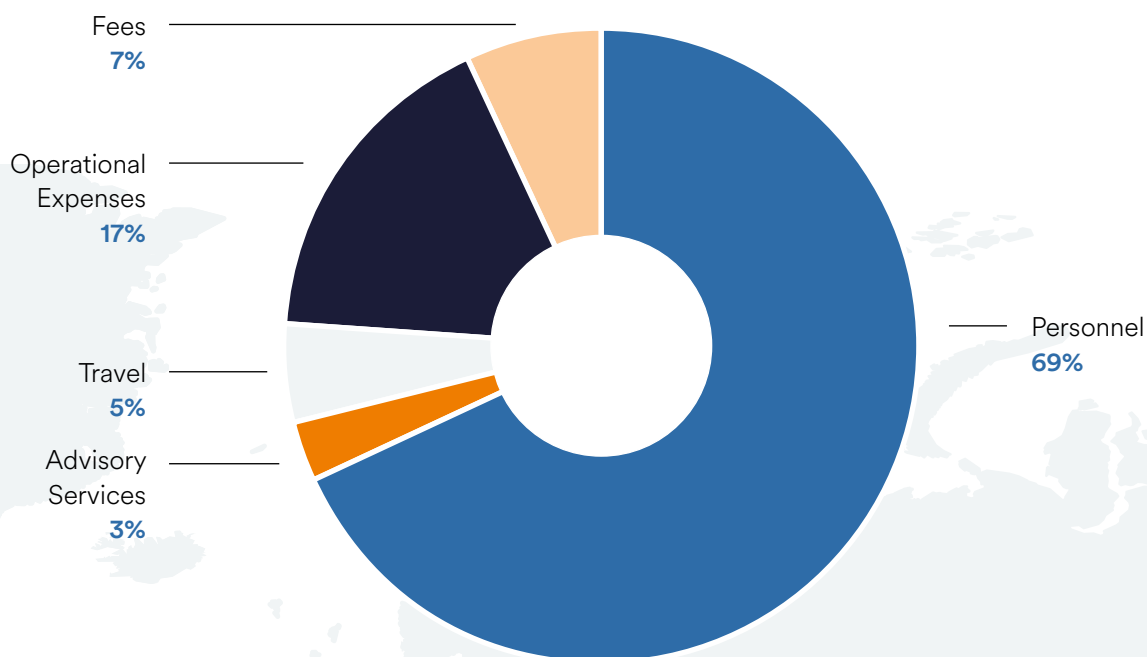
¹⁸ All narrative and financial reports of the SUN Movement Secretariat are available on the SUN Movement [website](#).

¹⁹ As per provisions included in the Joint Hosting Agreement annexed to donor agreements.

Key 2023 financial elements

The provisional budget of the SMS for January to December 2023 was estimated at \$9,500,916, as presented to the SUN Executive Committee in June 2023 in the midyear financial update. Its main composition is shown in Annex Figure 1.

Figure 1. Composition of the 2023 provisional budget

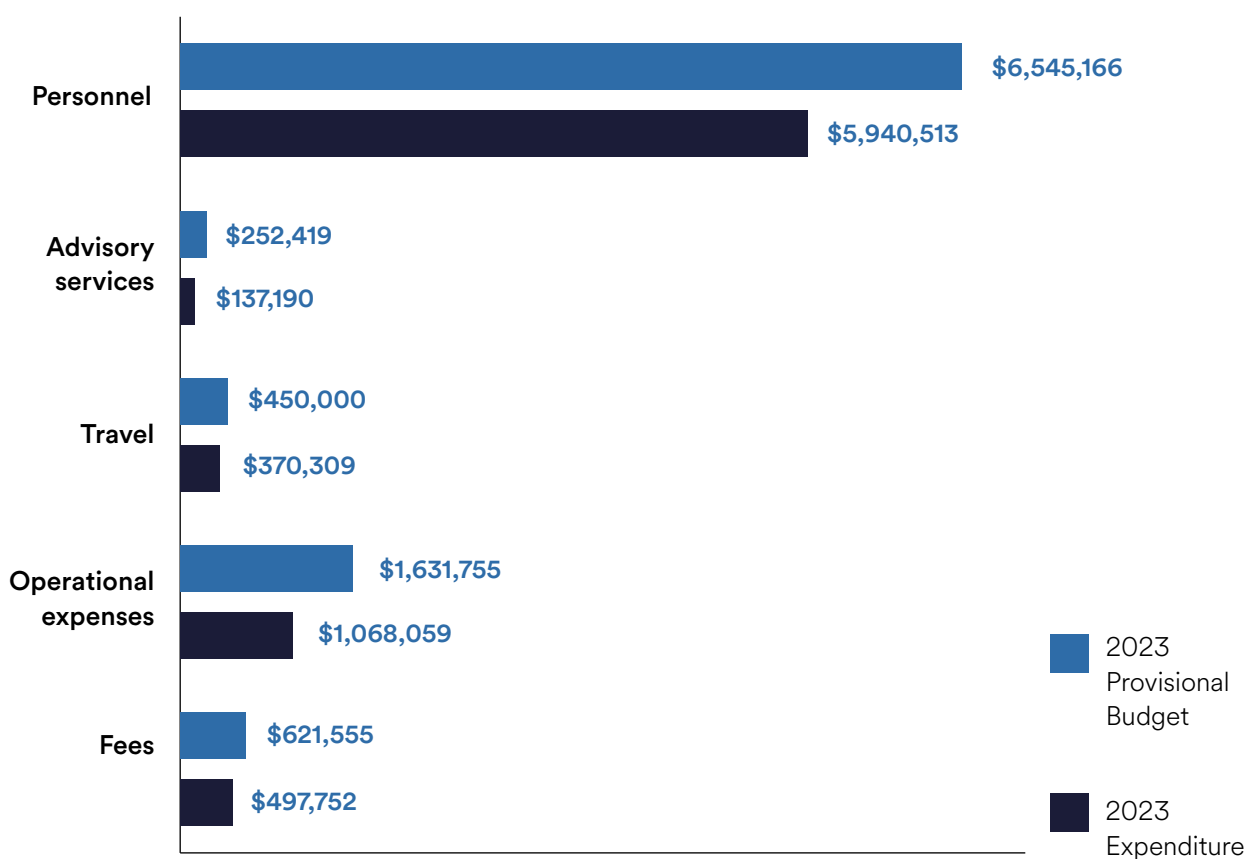


At the end of 2023, the total expenditures of the Secretariat amounted to \$8,013,826, which represents 84 per cent of the estimated budget for 2023 (also see the 2023 Certified Financial Statement issued by UNOPS and included in annex VI). The lower level of expenditure in comparison to the estimated budget was mainly due to lower expenses for personnel, consultancies and savings in operational expenses. Further details can be found in Annex Figure 2 and Annex Figure 3 and in the sections that follow.

Figure 2. Provisional budget and expenditures, 2023



Figure 3. Expenditures per category, 2023



Personnel

The major cost driver of the Secretariat is staff salaries (personnel), which accounted for 69 per cent of the total budget.

2023 provisional budget and expenditures		VARIANCES	
2023 PROVISIONAL	2023 EXPENDITURES		
\$6,545,166	\$5,940,514	(\$604,653)	- 9% ↓

For **personnel**, the SMS spent \$5,940,514 in 2023, 9 per cent less than the 2023 budget provision.

Savings resulted from staff turnover, the delayed start of new personnel or vacancies not filled, and the limited use of the contingency and learning budget. These savings helped cover unforeseen expenses for temporary and paternity coverages during the year.

Advisory services

The expenditures for the **advisory services** budget line (consultancies) amounted to \$137,190 in 2023, 46 per cent less than expected.

2023 provisional and 2023 expenditures		VARIANCES	
2023 PROVISIONAL	2023 EXPENDITURES		
\$252,419	\$137,190	(\$115,229)	- 46% ↓

Staff turnover and the postponement of the SUN Global Gathering to November 2024 led to a reduction in required consultancy services.

Travel

In 2023, expenditures on **travel** amounted to \$370,309, 18 per cent below the 2023 provisional budget of \$450,000. A key reason for this lower level of expenditures is linked to the timing of the arrival of the new SUN Coordinator in May 2023, which was later than planned.

2023 provisional and 2023 expenditures		VARIANCES	
2023 PROVISIONAL	2023 EXPENDITURES		
\$450,000	\$370,309	(\$79,691)	18% ↓

Operational expenses

In 2023, for **operations** (communication, printing, translation, office rent, website services, events, miscellaneous, UNOPS direct costs, etc.), the Secretariat spent \$1,068,059, 35 per cent less than originally budgeted. This reduced spending arose from a lower usage of interpretation and translation services, savings in events such as the Lead Group meeting hosted by UNICEF, the postponement of the SMS retreat to 2024, lower overall direct cost from UNOPS support, lower-than-budgeted costs for the operational needs of regional hubs, and the unused operational contingency included for 2023.

2023 provisional and 2023 expenditures		VARIANCES	
2023 PROVISIONAL	2023 EXPENDITURES		
\$1,631,776	\$1,068,059	(\$563,716)	- 35% ↓

SUN Movement Secretariat 2022-2025 funding overview

The total expected funding for SMS 3.0 is currently at \$38,835,932, which reflects the following:

- Total received funding: \$28,130,074
- Total committed funding:²⁰ \$8,539,011
- Total pledged funding:²¹ \$2,166,847

If pledged funding is confirmed, the current funding gap through 31 December 2025 is **\$1,676,003**.

If total pledged funding is not translated into signed agreements, the total funding gap through 31 December 2025 for the SMS budget is **\$3,842,850**.

The SMS is working towards filling in the funding gap by raising additional funds and by rationalizing and repurposing existing resources.

The funding gap may increase or decrease because of currency exchange fluctuations, which are monitored monthly by the SMS to ensure that figures are as accurate as possible.

Below are the detailed 2022–2023 expenditures (Annex Figure 4) and 2022–2025 funding availability as of June 2024 (Annex Figure 5).

²⁰ Signed legal agreements with scheduled instalments in the 2024–2025 period.

²¹ Potential new agreements with donors under discussion/negotiation yet to be formalized into legal agreements.

Figure 4. SUN Movement Secretariat expenditures, 2022–2023

SMS WORKPLAN 3.0: 2022–2025		EXPENDITURE 2022* (USD)	EXPENDITURE 2023* (USD)
Strategic Objective 1			
<i>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.</i>	Personnel subtotal	\$1,428,124	\$1,353,913
	Advisory Services subtotal	\$0	\$13,683
	Travels subtotal	\$148,206	\$166,386
	Operations subtotal	\$349,368	\$267,809
	subtotal SO1	\$1,925,698	\$1,801,791
Strategic Objective 2			
<i>Develop and align shared country priorities for action.</i>	Personnel subtotal	\$1,900,459	\$1,805,382
	Advisory Services subtotal	\$0	\$0
	Travels subtotal	\$203,696	\$154,011
	Operations subtotal	\$216,617	\$265,808
	subtotal SO2	\$2,320,772	\$2,225,201
Strategic Objective 3			
<i>Build and strengthen country capacity to develop, prioritize, finance, implement and track country actions through strengthened technical assistance and knowledge management.</i>	Personnel subtotal	\$528,892	\$1,526,921
	Advisory Services subtotal	\$151,705	\$83,181
	Travels subtotal	\$43,327	\$0
	Operations subtotal	\$387,443	\$263,863
	subtotal SO3	\$1,111,367	\$1,873,965
Strategic Objective 4			
<i>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.</i>	Personnel subtotal	\$1,223,756	\$1,254,297
	Advisory Services subtotal	\$0	\$40,327
	Travels subtotal	\$46,224	\$49,912
	Operations subtotal	\$326,797	\$270,579
	Subtotal SO4	\$1,596,777	\$1,615,116
	TOTAL SOs 1–4	\$6,954,614	\$7,516,073
	Indirect costs (7%)	\$486,299	\$497,753
	GRAND TOTAL	\$7,440,913	\$8,013,826

Note: The 2022 expenditure is as per UNOPS certified financial statements issued in June 2023, and the 2023 expenditure is as per UNOPS certified financial statements issued in June 2024.

Figure 5. SUN Movement Secretariat: funding availability, 2022–2025, as of June 2024

SMS 2022–2025 Donor Funding Overview					
Donor to SMS	2022	2023	2024	2025	TOTAL
Bill & Melinda Gates Foundation	\$1,500,000	\$300,000	\$700,000		\$2,500,000
Canada	\$1,581,577	\$1,494,210	\$1,493,540	\$1,461,988	\$6,031,315
European Commission		\$1,774,031	\$2,098,297	\$2,539,843	\$6,412,171
France		\$78,782			\$487,645
		\$88,692			
			\$320,171		
		secondment	secondment	secondment	
Germany	\$2,160,252	\$1,096,491			\$3,256,744
Ireland	\$573,395	\$1,108,647			\$1,682,042
Norway	\$3,063,170	\$674,946	\$712,115		\$4,450,231
Switzerland		\$315,139	\$61,767	\$415,000	\$791,906
the Kingdom of the Netherlands	\$3,500,000	\$1,500,000	\$550,000		\$7,100,000
		\$1,550,000			
The Rockefeller Foundation		\$407,550			\$407,550
the United States of America	\$500,000	\$500,000			\$1,400,000
		\$400,000			
World Vision International		secondment	secondment	secondment	
SMS 2.0 budget balance		\$1,864,216			\$1,864,216
SUN Pooled Fund 2.0 budget balance		\$41,651			\$41,651
UNOPS excess reserves		\$135,634			\$135,634
Generated interests			\$107,980		
Total received funding	\$12,878,394	\$13,329,989	\$1,921,691		\$28,130,074
Total committed funding (signed, yet to be received)			\$4,122,179	\$4,416,832	\$8,539,011
Total pledged funding (agreement in negotiation)			\$2,166,847		\$2,166,847
Total expected funding	\$12,878,394	\$13,329,989	\$8,210,717	\$4,416,832	\$38,835,932
SMS 3.0 budget (March 2024)	\$7,440,913	\$8,013,826	\$14,490,520	\$10,566,676	\$40,511,935
Total funding carry-over / deficit	\$5,437,481	\$5,316,163	-\$6,279,803	-\$6,149,844	-\$1,676,003
FUNDING BALANCE as of 31 December (INCLUDING ALL PLEDGED FUNDING)	\$5,437,481	\$10,753,644	\$4,473,842	-\$1,676,003	
FUNDING BALANCE as of 31 December (NOT INCLUDING PLEDGED FUNDING)	\$5,437,481	\$10,753,644	\$2,306,994	-\$3,842,850	

Note: The 2023 final expenditure was \$30,806 lower than the amount used for the March 2024 budget approved by the SUN Movement Executive Committee. This amount will be increased in the 2025 operational expenses in order to stay within the total approved budget amount by the SUN Executive Committee of \$40,542,742. This adjustment will be included in the next budget submission to the Executive Committee in the first quarter of 2025.

Annex II: Visibility statement

The SUN Movement Secretariat has included in its [annual report](#) and on [its website](#) recognition to donors for their financial support to the Secretariat.

The Secretariat uses a variety of tools and materials to communicate the combined efforts of all stakeholders in the Movement. All key materials and the website are available in three languages: English, Spanish and French. Some documentation, where appropriate, is also translated into Arabic, Russian and Portuguese. Methods of communication include the SUN Movement website and social media, the SUN Bulletin and events.

The SUN Movement website is the heart of SUN Movement communications. The site hosts a large amount of up-to-date and relevant material – particularly the country pages and news, which is increasingly focused on multi-stakeholder efforts for scaling up nutrition.

Communications materials. The SMS has produced material designed to share progress and information about the SUN Movement, such as good practices, action briefs and case studies. These materials are publicly available on the website.

SUN Movement annual progress report 2022. The progress report summarized progress as the Movement stepped up efforts laid out in its SUN Strategy 2021–2025 (SUN 3.0), helping to position nutrition both as a key driver and outcome of sustainable development.

The SUN Bulletin. Monthly email updates detailing global and country news are sent to supporters of the SUN Movement. Anyone in the public can read and sign up for the SUN newsletter via the SUN website. The current audience of the SUN Bulletin numbers than 5,000 subscribers.

Events. Please refer to the main report for details on events supported by the SMS during the reporting period.

Social media. The SMS actively shares news, information, resources and general calls to action via its social media channels (X, Instagram, Facebook and LinkedIn), reaching a total of 72,000 followers.

Key messages. Messaging to facilitate advocacy has been developed for many events, including COP28, the World Health Assembly, International Women's Day and the United Nations Food Systems Summit +2 Stocktaking Moment. These are made available via the website in the form of toolkits (in the three languages) and sent directly to all SUN partners.

Annex III: Glossary of key terms

Capacity for Nutrition and EU4SUN

Capacity for Nutrition (C4N) and EU4SUN are the two mechanisms through which the European Commission and the German Federal Ministry of Economic Cooperation and Development back the implementation of SUN 3.0 by providing on-demand technical assistance via their partners Expertise France, GIZ and FIAPP.

Food systems transformation

Food systems transformation comprises the steps required to ensure that every person has access to safe, affordable and nutritious food that is produced sustainably. Transforming food systems is an essential aspect of achieving the Sustainable Development Goals. At the behest of SUN countries, the SMS advocates for the inclusion of nutrition as a key component of such transformation.

Joint Annual Assessments

Every year, SUN countries submit their reflections on the progress they have made towards (and challenges met with regard to) multi-stakeholder and multisectoral engagement in the form of contributions to the SUN Movement Joint Annual Assessments (JAAs). JAAs also serve as a stocktake of technical assistance requests and responses. As such, they are a pillar of the Movement's accountability architecture. Lessons learned from analysis of the JAAs inform the strategic guidance provided by the SMS at country, regional and global levels.

Multi-stakeholder and multisectoral platforms

Multisectoral and multi-stakeholder platforms (MSPs) are semi-structured processes in which actors from different economic sectors and government departments collaborate to tackle shared concerns, using their combined strengths to deliver better outcomes. Given the wide array of actors with a stake in nutrition issues, a well-functioning and well-coordinated MSP is an invaluable asset for SUN countries working to achieve nutrition goals. Much more information and advice about effective nutrition MSPs can be found [here](#).

Mutual accountability framework

SUN 3.0 reinforced the importance to the Movement of mutual accountability and paved the way for the establishment of the mutual accountability framework (MAF), piloted in Yemen in 2023. 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; and 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. MAF survey results also 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.

National nutrition plan

A national nutrition plan is a comprehensive policy framework developed by a government to address the nutritional needs of its population. Key components include: assessing the population's nutritional status; establishing goals, strategies and objectives (with SMART targets); identifying target populations most at risk; establishing mechanisms for coordination and implementation among stakeholders; determining resource allocation; developing systems for monitoring and evaluation; and enacting policy and legislation to support nutrition improvement.

Nutrition for Growth

Nutrition for Growth (N4G) is a global effort that mobilizes financial and political commitments to improve nutrition outcomes. N4G summits bring together governments, donors, businesses and civil society organizations to make pledges and collaborate on strategies to combat malnutrition. Specific objectives include reducing stunting, wasting and other forms of malnutrition and ensuring better nutritional health for all, particularly for vulnerable populations such as children and women. The initiative emphasizes the importance of nutrition for economic growth and development, recognizing that improving nutrition is critical to achieving broader health and development goals.

SUN Coordinator

Appointed by and reporting to the United Nations Secretary-General, the SUN Coordinator works alongside the SUN Lead Group to ensure the execution of SUN 3.0 at the global level, contribute to setting the SUN Movement's strategic direction, and lead efforts to mobilize resources. The SUN Coordinator engages closely with SUN countries to understand their nutrition priorities and advocates for these priorities at major global events throughout the year, working to ensure they are integrated at the policy level.

SUN Executive Committee

The SUN [Executive Committee](#) provides strategic guidance, oversight and leadership to the Movement as a whole by setting priorities, making key decisions and ensuring effective coordination among partners to advance the goals of the Movement. It acts on behalf of the SUN Lead Group to oversee the implementation of the [SUN Movement Strategy 3.0 \(2021–2025\)](#). Its members include SUN Government Focal Points; decision makers from various SUN networks; humanitarian, climate and nutrition and finance experts; and a youth leader. The SUN Executive Committee plays a crucial role in fostering collaboration among stakeholders, supporting country leadership and coordinating resources from all Movement participants to address national priorities.

SUN Government Focal Points

The SUN Government [Focal Points](#) are high-level government officials selected for their ability to unite a broad range of stakeholders in the elaboration and delivery of national nutrition priorities, efforts to which the SMS – in its primary role – provides direct support and brokers technical assistance and financing.

SUN Global Support System

The [Global Support System](#) (GSS), which comprises the SUN Coordinator, Secretariat, hubs and networks, delivers coordinated support to SUN countries and facilitates country-led and country-driven action on nutrition, with the ultimate shared goal of speeding up progress towards global targets on all forms of malnutrition. It aligns resources and fosters greater collaboration for improved nutrition and works to ensure that greater priority is given to nutrition in national development and that country priorities are scaled up.

SUN Lead Group

The SUN [Lead Group](#) is responsible for the Movement's progress towards achieving its objectives. Appointed by the United Nations Secretary-General for a renewable period of two years, the Lead Group's members include leaders in government, business, civil society and the United Nations system who advocate for better nutrition outcomes globally and who are prominent figures in the various SUN networks. Lead Group members regularly speak at major global gatherings.

SUN networks

Four groups of stakeholders operating at country and global levels form the backbone of the Movement and are a core component of the GSS. These are the SUN Civil Society Network, which plays a key role in advocacy, accountability and implementation; the SUN Business Network, which acts as a bridge between the private and public sectors for nutrition-sensitive food systems transformation; the SUN Donor Network, which wields invaluable influencing, convening and leveraging powers; and UN-Nutrition, an interagency mechanism that aims to ensure that United Nations nutrition efforts at global and country levels are mutually supportive and properly aligned, connected and coordinated.

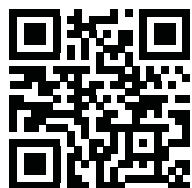
SUN Secretariat

The SUN Movement Secretariat (SMS) is responsible for liaising with SUN countries and ensuring that the catalytic spirit of the Movement is embedded in the efforts of all actors. In 2022, the SMS began a process of decentralization, moving many of its operations from Geneva to four regional hubs (covering Anglophone Africa, Francophone Africa, Asia, and Latin America and the Caribbean) and a Convergence Hub for fragile and conflict-affected states. The SMS also helps SUN countries track and communicate their progress towards their nutrition goals. It facilitates communications, advocacy and knowledge-sharing and acts as a broker for technical assistance. The needs and priorities of SUN countries define and drive all of the Secretariat's activities. The SMS also supports and informs the SUN Movement Lead Group and Executive Committee.

Technical assistance

Scaling up nutrition entails a wide range of actions that require expertise not immediately at hand in all SUN countries. These actions include setting up an MSP and/or drafting its action plan, designing an NNP, accessing financial resources, assessing N4G commitments and strengthening food systems pathways. In most cases, countries will source such technical assistance via their networks or the GSS. Where that proves to be impossible, the SMS acts as a broker for "last-resort" assistance, connecting countries with providers such as EU4SUN and C4N.

Annex IV: SMS 2024 approved workplan



Annex V: SMS 2022–2025 approved budget

SMS WORKPLAN 3.0: 2022-2025		SMS REVISED PROVISIONAL BUDGET (March 2024 update)				
		EXPENDITURE 2022* (USD)	PROVISIONAL EXPENDITURE 2023* (USD)	PROVISIONAL BUDGET 2024 (USD)	PROVISIONAL BUDGET 2025 (USD)	TOTAL SMS BUDGET 2022- 2025 (USD)
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.	Personnel subtotal	\$1,428,124	\$1,353,913	\$1,961,842	\$1,950,892	\$6,694,771
	Advisory Services subtotal	\$0	\$13,683	\$2,500	\$60,000	\$76,183
	Travels subtotal	\$148,206	\$165,884	\$172,373	\$203,103	\$689,566
	Operations subtotal	\$349,368	\$268,742	\$442,088	\$383,812	\$1,444,010
	SUB-TOTAL SO1	\$1,925,698	\$1,802,222	\$2,578,803	\$2,597,807	\$8,904,530
Strategic Objective 2						
Develop and align shared country priorities for action.	Personnel subtotal	\$1,900,459	\$1,805,382	\$1,727,370	\$1,735,828	\$7,169,038
	Advisory Services subtotal	\$0	\$0	\$260,278	\$126,447	\$386,725
	Travels subtotal	\$203,696	\$153,234	\$177,133	\$188,621	\$722,684
	Operations subtotal	\$216,617	\$266,667	\$431,327	\$381,208	\$1,295,820
	SUB-TOTAL SO2	\$2,320,772	\$2,225,283	\$2,596,108	\$2,432,103	\$9,574,267
Strategic Objective 3						
Build and strengthen country capacity to develop, prioritize, finance, implement and track country actions through strengthened technical assistance and knowledge management.	Personnel subtotal	\$528,892	\$1,526,921	\$2,047,804	\$1,852,475	\$5,956,092
	Advisory Services subtotal	\$151,705	\$83,181	\$292,500	\$60,000	\$587,386
	Travels subtotal	\$43,327	\$0	\$62,172	\$57,586	\$163,085
	Operations subtotal	\$387,443	\$264,789	\$2,876,060	\$366,943	\$3,895,235
	SUB-TOTAL SO3	\$1,111,367	\$1,874,891	\$5,278,536	\$2,337,005	\$10,601,798
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.	Personnel subtotal	\$1,223,756	\$1,254,297	\$1,992,923	\$2,004,183	\$6,475,159
	Advisory Services subtotal	\$0	\$40,232	\$44,250	\$20,000	\$104,482
	Travels subtotal	\$46,224	\$49,912	\$110,202	\$90,690	\$297,028
	Operations subtotal	\$326,797	\$271,510	\$941,720	\$393,610	\$1,933,638
	SUB-TOTAL SO14	\$1,596,777	\$1,615,952	\$3,089,095	\$2,508,483	\$8,810,307
TOTAL SOs 1-4		\$6,954,614	\$7,518,348	\$13,542,542	\$9,875,398	\$37,890,903
Indirect costs (7%)		\$486,299	\$526,284	\$947,978	\$691,278	\$2,651,840
GRAND TOTAL		\$7,440,913	\$8,044,632	\$14,490,520	\$10,566,676	\$40,542,742

*Note: 2022 expenditure is as per UNOPS Certified Financial Statements issued in June 2023 and 2023 provisional expenditure is subject to the issuance of UNOPS Certified Financial Statements in June 2024.

**Note: 2024 Provisional Budget includes 100% of the estimated budget for SUN Global Gathering allocated fully into Strategic Objective 3

Annex VI: UNOPS certified financial statements



Annual Financial Report

Project: 20163-003: SUN USAID

Funding(s): 1112 USAID United States Agency for International Development

As on: 31-Dec-2023

Currency: USD

Income

Contribution	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
	2023	519,677.63
		3,478,304.47

Interest	2017	165.70
	2018	229.25
	2019	199.98
	2020	420.53
		1,015.46

Total Income	A	3,479,319.93
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Project Expenses


2016	Project(s) Expense	332.50
	Management Fees	23.28
		355.78
2017	Project(s) Expense	638,216.69
	Management Fees	44,675.15
	Net Exchange Gain/Loss	(831.87)
		682,059.97
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
2023	Project(s) Expense	674,996.44
	Management Fees	20,289.32
		695,285.76

Total Expenditure	B	3,682,933.46
Less:Project Capitalized Asset	C	0.00
Less:Project Advances	D	0.00
Project Cash Balance - (Deficit)	(A-B-C-D)	(203,613.53)
Less: Actual Commitments		
PO Commitment	E	0.00
HR Commitment	E	0.00
Projected Fees on Commitments	E	0.00
Prepayments	E	0.00
Total Commitment	E	0.00
Project Fund Balance - (Deficit)	(A-B-C-D-E)	(203,613.53)

Notes:

- I. 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 voucher.
- II. This is an annual report and figures are not final.
- III. Please note that the final audit report of UNOPS financial statements for 2023, 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: 29 May 2024

Report run on: 29 May 2024



Date: 29-May-2024

Ref. Project No: 20163-003

Funding: USAID United States Agency for International Development

Dear Sir/Madam,

Subject: **Annual Financial Report**

We enclose the Certified Annual Financial Report for project **20163-003 - SUN USAID**, which commenced in year 2016 and indicates the incurred expenditure as at **31 Dec 2023**

We draw your attention to the following:

- a. Total funds received: **US\$3,479,319.93** which includes interest earned: **US\$ 1,015.46**
- b. Incurred expenditure and management fee: **US\$ 3,682,933.46**
- c. Shortfall of Fund: **US\$ (203,613.53)**

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

Yours Sincerely

A handwritten signature in black ink, appearing to read "Azmat Ullah", written in a cursive style.

Azmat Ullah, Finance Specialist, UNOPS



Annual Financial Report

Project: 20163-006: SUN - Pooled Fund - Phase III

Funding(s): 1672 SUN Scaling Up Nutrition Movement

As on: 31-Dec-2023

Currency: USD

Income

Contribution	2022	14,231,206.07	
	2023	8,991,480.64	
		23,222,686.71	
Net Hedging/Contribution Gain/Loss	2022	(9,466.57)	
	2023	3,693.65	
		(5,772.92)	
Interest	2022	12,633.04	
	2023	77,040.94	
		89,673.98	
Transfers	2022	36,386.24	
	2023	1,816,246.83	
		1,852,633.07	
Total Income		A	25,159,220.84

Project Expenses


2022	Project(s) Expense	6,492,261.66
	Management Fees	454,458.33
	Net Exchange Gain/Loss	(2,018.85)
		6,944,701.14
2023	Project(s) Expense	6,832,842.68
	Management Fees	477,463.51
	Net Exchange Gain/Loss	11,927.32
		7,322,233.51

Total Expenditure	B	14,266,934.65
Less: Project Capitalized Asset	C	0.00
Less: Project Advances	D	11,112.72
Project Cash Balance - Surplus	A-B-C-D	10,881,173.47
Less: Actual Commitments		
PO Commitment	E	310,401.08
HR Commitment	E	145,397.70
Projected Fees on Commitments	E	31,905.91
Prepayments	E	0.00
Total Commitment	E	487,704.69
Project Fund Balance - Surplus	A-B-C-D-E	10,393,468.78

Notes:

- I. 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 voucher.
- II. This is an annual report and figures are not final.
- III. Project advances include operational advances, prepayments, petty cash, and any VAT payments to suppliers that have yet to be recovered.
- IV. The statement is prepared in accordance to IPSAS reporting requirement, the reported figure under commitment is for information and it discloses only the expected utilization of project funds as of the reporting period, these commitments are not charged as an expense until the goods are delivered or services rendered.
- V. Please note that the final audit report of UNOPS financial statements for 2023, 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: 29 May 2024

Report run on: **29 May 2024**



Date: 29-May-2024

Ref. Project No: 20163-006

Funding: SUN Scaling Up Nutrition Movement

Dear Sir/Madam,

Subject: **Annual Financial Report**

We enclose the Certified Annual Financial Report for project **20163-006 - SUN - Pooled Fund - Phase III**, which commenced in year 2022 and indicates the incurred expenditure as at **31 Dec 2023**

We draw your attention to the following:

- a. Total funds received: **US\$25,159,220.84** which includes interest earned: **US\$ 89,673.98** And Net Hedging/Contribution Gain/loss: **US\$(5,772.92)**
- b. Incurred expenditure and management fee: **US\$ 14,266,934.65**
- c. Project advances: **US\$ 11,112.72**
- d. Commitments: **US\$487,704.69**
- e. Fund Balance: **US\$ 10,393,468.78**

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

Yours Sincerely

A handwritten signature in black ink, appearing to read "Azmat Ullah", written in a cursive style.

Azmat Ullah, Finance Specialist, UNOPS

Annex VII: Logframe

Outcomes of the SMS outputs				
SMS Outcome 1.1: Nutrition is better integrated into global agendas due to SUN Country driven advocacy and communications				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
<p>1) Five countries have been mobilized per each of three global-level processes or initiatives in the health, climate and food systems space</p> <p>2) Three major global agenda processes (WHA, COPs, Food System Summits) have been leveraged to better position nutrition as a key element of development</p>	<p>63%</p> <p>TARGET PARTIALLY ACHIEVED</p>	<p>The joint advocacy efforts of SUN partners at all levels, with the close support of the SMS, played a key role in increasing the recognition of nutrition as an integral component of global development, climate and humanitarian agendas, as well as of food systems transformation and the One Health approach. At several major international events, the SMS helped ensure SUN countries had a platform to champion such integration. There were several concrete manifestations of this crucial conceptual shift, such as:</p> <ul style="list-style-type: none"> → For the first time, nutrition was included in the outcome statement of COP28 → Nutrition featured in COP28's Declaration on Food and Agriculture and the Declaration on Climate and Health → At COP28, the SUN Coordinator and the Director General of the World Health Organization jointly produced a video on food systems transformation → A resolution on food fortification was adopted at the World Health Assembly → I-CAN emerged as a driving force behind efforts to forge alliances across nutrition and climate communities and to develop an evidence base of integration nutrition and climate action → The United Nations Secretary General's call to action for accelerated food systems transformation recognized nutrition as an essential aspect of the 2030 Agenda for Sustainable Development 	2023 will be the baseline going forward	

Outcomes of the SMS outputs				
SMS Outcome 1.2: SUN countries nutrition priorities are better reflected in policies and financing of regional and global organizations				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
Strengthened collaboration between SUN and two global organizations and two regional organizations	Three global organizations and 17+ regional organizations TARGET ACHIEVED	<p>The SMS strengthened collaboration with three global organizations (FHI 360, WHO, United Nations food system hubs), as well as with the Gender Transformative Framework for Nutrition.</p> <p>The Francophone Africa Hub and the National Information Platforms for Nutrition (NIPN)'s Global Coordination Unit established a robust relationship. NIPN drew on the hub's in-depth regional knowledge and advice to decide into which countries' MSPs it would embed its evidence-generating and analysis resources.</p> <p>The SMS also strengthened collaboration with a wide range of regional organizations, such as: ASEAN, IIN-OAS, ECOWAS/WAHO, CILSS, African Development Bank/ALN, Asian Development Bank, African Union Commission (AUC), CERFAM, Regional Alliance of Central African Parliamentarians, Regional Nutrition Working Group, WHO AFRO, UNICEF WCARO, NPIN4NIS Regional, CRS West Africa, GAVI, Latin American Development Bank, CARICOM, Mesoamérica Sin Hambre, IIN OAS, Frente Parlamentario contra el Hambre. (For more information on such collaboration, please see Output 1.2.1.)</p>	2023 will be the baseline going forward	

Outcomes of the SMS outputs				
SMS Outcome 2.1: SUN Countries are supported to improve policy coherence, planning and implementation of multisectoral nutrition actions, including gender equality and empowerment, climate and food systems				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
1) 100% of SUN countries have an institutional, multisectoral coordination structure for nutrition (e.g. SUN country coordinator/ focal point, MSP, SUN networks) within one year of joining the SUN Movement	100% TARGET ACHIEVED	<p>The SMS helped SUN countries develop and align their national priorities for action towards achieving the goal of nutrition for all. This entailed providing leadership support and advice to SUN Government Focal Points and SUN multi-stakeholder platforms (MSPs) in SUN countries as they built and strengthened their multisectoral nutrition policies and plans.</p> <p>Since the beginning of SUN 3.0 in 2021, Timor-Leste, Ecuador, Sao Tome and Principe, Djibouti and Panama have joined the Movement, with Panama being the youngest member (joining in 2023). All these countries had either SUN Government Focal Points, MSPs and/or SUN networks in place within one year of joining the Movement.</p>	2023 will be the baseline going forward	

Outcomes of the SMS outputs				
SMS Outcome 2.1: SUN Countries are supported to improve policy coherence, planning and implementation of multisectoral nutrition actions, including gender equality and empowerment, climate and food systems				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
<p>1) By 2025, in 70% of the SUN countries, the MSP membership includes a government ministry or department responsible for women's affairs/ gender equality</p> <p>2) By 2025, 75% of SUN countries' NNPs include at least four WHA indicators</p>	<p>Indicator 1: 87% (2023 JAA)</p> <p>TARGET ACHIEVED</p> <p>Indicator 2: 89% of SUN countries (with available NNP) included four or more WHA targets (2023 review)</p> <p>TARGET ACHIEVED</p>	<p>The SMS provided direct advice and/or facilitated support from the GSS and technical assistance partners to SUN countries as they undertook an array of activities aimed at enhancing the transformation of their food systems.</p> <p>Examples include:</p> <ul style="list-style-type: none"> → developing a food systems action plan and financing strategy in Madagascar → integrating food systems into the nutrition security planning toolkit in Ghana → implementing a plan for food-based dietary guidelines in Costa Rica → developing a food fortification and labelling plan in Cambodia → finalizing a food systems pathway and action plan in Somalia, where national nutrition plan (NNP) revisions also took food systems into consideration <p>The SMS played an important role in drafting and ensuring the adoption at UNFSS+2 of the United Nations Secretary-General's call to action for accelerated food systems transformation.</p> <p>The SMS advocated for the inclusion of ministries and government agencies responsible for women's affairs and gender equality in MSPs. Such inclusion serves as a proxy indicator of gender mainstreaming progress. MSPs in 18 of the 19 countries covered by the SUN Francophone Africa Hub and in 14 of the 16 countries in the SUN Anglophone Africa hub now include a representative of such a ministry/agency. In countries where the SMS provided support for NNPs, such as the Democratic Republic of the Congo and the Central African Republic, the SUN gender adviser worked to ensure they integrated gender considerations.</p> <p>The SMS supported the development of NNPs across the movement. NNPs now include more global WHA nutrition indicators and diet-related non-communicable disease indicators than in 2018. Of the 55 SUN countries with NNPs in 2023, 49 included four or more WHA nutrition indicators, which strengthens the opportunity for accountability.</p>	<p>Indicator 1: no baseline (newly added to JAA)</p> <p>Indicator 2: Dec 2021: 72.9% (44/59 countries)</p>	

Outcomes of the SMS outputs				
4) 70% of revised or new NNPs each year include gender-responsive and inclusive actions	<p>One country piloted [Sri Lanka - NNP revision]</p> <p>11 NNPs reviewed against new gender criteria</p> <p>PENDING ANALYSIS</p>	<p>The SMS began a review of the criteria used to gauge the extent of gender integration within SUN countries' NNPs. A new set of categories was developed and refined based on the gender continuum. A review of 11 pilot NNPs was then completed and mapped according to the new categories, and comparisons were drawn to the reviews that used the previous categories.</p> <p>In Sri Lanka, for example, two reviews were completed, the first based on the NNP reviewed in 2020/2021 and the second on a draft NNP under development. Using the new gender dashboard and criteria response categories, detailed feedback was provided to the SUN Government Focal Point and the MSP. This model by which data generation is used for informed programming was extended into 2024.</p>	A review of 39 NNPs which showed that the majority of plans addresses the impact of gender on nutrition in their plans to at least some extent, but not in a comprehensive manner.	
SMS Outcome 2.2: Increased nutrition financing opportunities for SUN countries				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
A minimum of 20 engagements (e.g. webinars, round tables, coordination meetings, bilateral meetings, pilot initiatives) per year that connect funders and investors to countries	<p>20+ engagements</p> <p>TARGET ACHIEVED</p>	<p>The SMS and its hubs worked to expand the sources of nutrition finance available to SUN countries. The SUN Finance Framework – which calls for a more holistic and systematic approach to nutrition financing – and the nascent Finance Capacity Development Platform were piloted. The SMS continued the MQSUN+ type budget tracking support. Financial Flows to Food Systems is an additional tool that is expected to further increase the number of countries that are tracking their expenditures.</p> <p>More than 20 engagements took place that connected funders or investors with SUN countries, e.g. with the Nutrition Finance Community of Practice, Nutrition Finance Pilot Advisory Group, AfDB, UNICEF, DI, IGAD, Global Network Against Food Crisis, GAIN, the Eleanor Crook Foundation, the European Union, United Nations in-country partners and USAID.</p>	new initiative, 2023 will be the baseline moving forward	

Outcomes of the SMS outputs				
SMS Outcome 3.2: Strengthened capacity of SUN country stakeholders through technical assistance and leadership support				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
Every year, 70% of SUN countries having received technical support through SUN during the past year report that this support contributed to strengthening nutrition progress within the country and was appropriate/beneficial	Globally: 46% LAC: 75% Anglophone Africa: 38% Francophone Africa: 60% Asia: 67% Convergence Hub: 63% TARGET PARTIALLY ACHIEVED	In 2023, the SMS received 122 support requests from SUN countries, mainly through technical visits and the Joint Annual Assessment (see row 51 for a breakdown). The regional hubs presented these requests in the quarterly GSS technical assistance calls to collaboratively address these where possible. Where no GSS partner could step up, the SMS worked with the SUN technical assistance providers EU4SUN and C4N to deliver on-demand technical assistance to countries.	2023 will be the baseline going forward	The biggest challenge is the time and effort required to ensure the country is ready to absorb the support. For example, this includes the need to develop terms of reference that concretize the requests submitted. The availability of capacities and resources is another challenge; as an example, the majority of requests were addressed through EU4SUN and C4N, as it was difficult for the GSS and in-country partners to unlock resources in a timely manner. Mitigation measures include further enhancing an active information flow between the partners, including on who does what, and to thereby broaden the number of partners with resources and mandates. At the same time, the SMS is working with countries to increase the understanding of available support and thereby manage expectations.

Outcomes of the SMS outputs				
By 2025, 50% of SUN countries track domestic expenditure on nutrition actions in support of the NNP	34.5% (19 countries) TARGET PARTIALLY ACHIEVED	<p>The SMS continued to broker budget tracking support as per requests by countries and available resources. Support was delivered through national and global GSS partners, as well as EU4SUN and C4N, in the second half of 2023.</p> <p>In addition, a new tool, Financial Flows to Food Systems, which tracks spending on nutrition as part of broader food systems financing, was piloted in three SUN countries. In Kenya, directors from 19 government entities (including ministries) received Financial Flows to Food Systems training in anticipation of a 2024 roll-out. In the Niger, an interministerial technical team was set up to monitor Financial Flows to Food Systems implementation.</p> <p>Further unlocking support to countries the SUN Anglophone Africa Hub contributed to the development of a Southern African Development Community (SADC) Public Financing for Nutrition (PF4N) tracking tool which was endorsed in November 2023 by health ministers of the SADC.</p>	Baseline: 35% (2021)	An acceleration of budget tracking is expected in 2024, including through concerted efforts with EU4SUN, C4N and the FCDP.

Outcomes of the SMS outputs				
SMS Outcome 4.1: Strengthened mutual accountability and mechanisms to monitor progress in achieving SUN 3.0 objectives at all levels within the SUN Movement				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
90% of MSPs have reflected on and shared their progress and priorities through the JAA online platform each year	86% TARGET PARTIALLY ACHIEVED	The SMS was closely involved in planning the year's Joint Annual Assessment, a key pillar of the SUN Movement's accountability architecture in which SUN countries and country-level stakeholders reflect on the progress made towards multi-stakeholder and multisectoral engagement.	(2021 JAA): 90.1%	The political situation or recent change of SUN Government Focal Points in some countries did not allow for the JAA process to be conducted (e.g. Afghanistan and Myanmar only partially participated).
SMS Outcome 4.2: SUN governance is supported with equitable and timely access to information and spaces for collective decision-making				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
Every year, 80% of Lead Group and Executive Committee members express satisfaction in access to information and decision-making spaces provided or facilitated by the SMS	No data available for 2023	The SMS worked to strengthen mutual accountability and mechanisms to monitor progress in achieving the objectives of SUN 3.0 at all levels of the Movement. It also took steps to ensure that the Movement's governing bodies, notably the Executive Committee and the Lead Group, were given sufficient information in a timely manner to facilitate their collective decision-making. The SMS governance team supported the Executive Committee's provision of strategic guidance, oversight and leadership to the Movement as a whole. Both groups repeatedly expressed their appreciation throughout the year.	not available	

Outputs of the SMS				
Output 1.1.1 Targeted engagements by the SUN Coordinator to advocate for systemic changes and better integration of nutrition into key SDG workstreams and other agenda, such as climate change, food systems and gender, necessary to advance SUN country priorities				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
The SUN Coordinator engages in 80% of the prioritized set of key global movements or events identified in an annual engagement plan	100% TARGET ACHIEVED	<p>The SUN Movement's new Coordinator participated in numerous high-level events, including:</p> <ul style="list-style-type: none"> → Global Refugee Forum → NPIN Global Gathering → United Kingdom of Great Britain and Northern Ireland FCDO nutrition campaign → COP28 → Committee on World Food Security → School Meal Global Summit → World Health Assembly → High-Level Political Forum on Sustainable Development → UNFSS+2 → African Food Systems Forum → United Nations General Assembly → SDG Summit → World Health Summit → Access to Nutrition Initiative Ten-Year Anniversary → Micronutrition Forum 	2023 will be the baseline going forward	

Outputs of the SMS				
Output 1.1.2 Country-led engagements with key global agenda and SDG workstreams, such as climate change and food systems, are supported, with a focus on women, girls, youth and vulnerable populations, to advocate for the systemic changes and better integration of nutrition necessary to advance SUN country priorities				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
95% of SUN Government Focal Points engaging with SMS-supported global, regional and national nutrition-related events report satisfaction with the support provided by SMS	No data available for 2023	The SMS supported SUN Government Focal Points and other stakeholders to participate in a wide range of international events and helped SUN countries develop their nutrition priorities and NNPs. Nearly three-fourths (71%) of focal points who took part in an internal hub review expressed satisfaction with their hub's support for such participation.	Not available	

Outputs of the SMS				
Output 1.2.1 Collaborations with prioritized regional and global partners are implemented together with SUN Movement Networks and governance bodies, aiming to better position nutrition and support for country priorities, including climate, food system, gender equality and women's empowerment				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
Three regional bodies receive support from the SMS to implement their nutrition-related action plans	15+ regional bodies TARGET ACHIEVED	<p>The SMS helped build new and strengthened existing relationships with regional organizations to advance the nutritional priorities of SUN countries. Among surveyed stakeholders across SUN countries, 61% reported that the decentralization of the SMS from Geneva to regional hubs had strengthened their country's relationships with regional bodies. These organizations included:</p> <ul style="list-style-type: none"> → Intergovernmental Authority on Development → Southern African Development Community → Learning Network on Nutrition Surveillance → African Union Commission → Economic Community of West African States/West African Health Organization → Permanent Inter-State Committee for Drought Control in the Sahel → African Development Bank → Regional Centre of Excellence against Hunger and Malnutrition → Regional Alliance of Central African Parliamentarians → Regional Nutrition Working Group → World Health Organization (Regional Office for Africa) → Catholic Relief Services (West Africa office) → Association of Southeast Asian Nations → Asian Development Bank → Latin American Development Bank → Caribbean Community → Mesoamérica Sin Hambre → Organization of American States/Inter-American Children's Institute → Frente Parlamentario contra el Hambre <p>See also Outcome 1.2.</p>	2023 will be the baseline going forward	

Outputs of the SMS				
Output 1.2.2 In fragile and conflict-affected situations, strategic partnerships with regional and global intergovernmental organizations are established to better position nutrition and support the priorities of countries				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
One new partnership per year initiated or strengthened by the SMS Convergence Hub to elevate nutrition priorities in FCAS	At least three new partnerships TARGET ACHIEVED	<p>The Convergence Hub fostered a partnership with the Global Nutrition Cluster Technical Alliance, which allocates donor funding to respond to countries' technical needs in the context of the humanitarian-development-peace nexus.</p> <p>The close collaboration between the Convergence Hub and the Global Network Against Food Crises led to the delivery (thanks to European Union, World Bank and USAID funding) of assistance to countries such as Somalia, South Sudan and Sudan, notably in the context of integrating nutrition into their food systems pathways and operationalizing the nexus approach.</p> <p>Dialogue was also initiated with the climate crisis coordinator, Ms Reena Ghelani (formerly the famine prevention and crisis response coordinator), and her team to explore ways in which SUN countries could access climate financing. Potential areas of collaboration also include joint advocacy on the interlinks between climate change and nutrition and ensuring that some of the climate financing received by countries has nutrition outcomes.</p>	2023 will be baseline for coming years	

Outputs of the SMS

Output 2.1.1 SUN countries are supported in improving multisectoral nutrition policy, planning and implementation, addressing gaps in gender equality and empowerment and coherently integrating nutrition within climate and food systems policies

Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
90% of requesting countries are supported in developing or implementing nutrition policies, plans and commitments	63% TARGET PARTIALLY ACHIEVED	<p>In all, 63% of SUN countries' requests for technical assistance related to "strategy, policy or programme" were fully or partially fulfilled with the support of C4N and EU4SUN.</p> <p>Examples include:</p> <ul style="list-style-type: none"> → The Gambia: finalization of common results framework for nutrition → Mauritania: budget analysis, donor mapping → Mali: organization of donor roundtable, finalization of food systems pathway → Madagascar: development of an advocacy and communication strategy for resource mobilization → Senegal: preparation of cost of inaction study → Guinea: nutrition donor mapping, budget analysis → Togo: CSO mapping and NNP evaluation <p>In addition, the SMS led the baseline review of the integration of climate in 50 NNPs for I-CAN and developed a set of criteria for the integration of gender-transformative elements into NNPs, which was shared with Sri Lanka for its upcoming NNP review.</p> <p>In 2023, the SMS also facilitated the development of nutrition-sensitive food systems pathways in several countries.</p>	2023 will be the baseline going forward.	In line with the increasing interest of countries for greater coherence among NNPs, FSS pathways and climate and gender strategies, the SMS has increased its capacity to support countries. This includes the addition of a gender and FSS adviser in the SMS and strengthening partnerships with organizations working in nutrition-sensitive areas to broaden the pool of support available to SUN countries for policy work. This work will be further strengthened in 2024.

Outputs of the SMS				
Output 2.1.2 National multi-stakeholder platforms are supported by regional hubs				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
100% of requesting countries are supported in developing or strengthening MSP annual action plans	100% TARGET ACHIEVED	<p>Numerous networks were established (or revived, marked below with *) across the Movement. Examples include:</p> <ul style="list-style-type: none"> → Academia in Costa Rica, Guatemala, Sudan and Uganda → Civil society in the Central African Republic,* El Salvador,* Gabon, Honduras,* Timor-Leste and Togo → Youth in Chad, the Niger and Timor-Leste → Business in Benin, Namibia, Senegal and Sudan → UN-Nutrition in in Timor-Leste <p>The functionality of five MSPs in LAC countries, seven in Asia and seven in Anglophone Africa were assessed. Guidance was provided to help Sri Lanka, Timor-Leste and Vietnam strengthen their MSPs.</p> <p>The SMS helped Burkina Faso, Guinea, the Niger and Senegal develop MSP action plans.</p> <p>Highlights of SMS support to fragile and conflict-affected states also include:</p> <ul style="list-style-type: none"> → Organizing the inaugural national dialogue on nutrition and the establishment of an MSP in Yemen, which was also the first SUN country, despite its challenging context, to pilot the Mutual Accountability Framework → Establishing in Somalia the country's first food security and nutrition council → Organizing the first presidential forum on nutrition in the Democratic Republic of the Congo → Establishing regional nutrition coordination structures in Sudan → Reactivating MSPs in the Central African Republic and Kyrgyzstan 	2023 will be the baseline going forward.	

Outputs of the SMS				
Output 2.2.1 Countries are supported in maximizing existing and mobilizing new sources of domestic and international funding through the SUN finance pilots				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
Five pilots are implemented by 2025	<p>Three pilots launched in 2023: Bangladesh, Senegal and Somalia</p> <p>ON TRACK</p>	Three pilot countries (Bangladesh, Senegal, and Somalia) were supported through an SMS-led Pilot Advisory Group of partners to support national working groups with objectives including: Better use of, alignment, and disbursement of existing funding; Leveraging financing from all potential sources; and Designing and implementing innovative financing. Draft work plans were developed in partnership with each of the national working groups in the pilot countries to support the next year of work processes. Country are expected to have investment cases or finance strategies ready by the time of the Global Gathering in 2024.	0	In some cases, political circumstances (including elections) and/or resource and capacity limitations impeded faster progress in the pilot countries. The SMS worked with partners in the MSPs as well as in the region to address the challenges, including in taking a lead in developing in-country donor mappings for review by the national working group.
Output 2.2.2 SUN finance experts are engaged and supported in the implementation of the SUN finance agenda through the finance task team and SUN finance community of practice				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
<p>By 2025, 60 SUN finance partners actively are engaged in the finance task team (FTT) and finance community of practice (COP)</p> <p>Quarterly FTT and finance COP meetings organized by the SMS</p>	<p>30 partners regularly engaged/ participated in FTT meetings and quarterly finance COP calls</p> <p>ON TRACK</p>	<p>The nutrition finance community of practice counts more than 100 members, with an average participation in 2023 of over 30 in the quarterly calls facilitated by the SMS. These calls aimed to enhance information sharing among partners, including on opportunities and requests from SUN countries. For example, the Bangladesh technical focal point presented his country's plans for the finance pilot along with all Bangladesh SUN networks to the nutrition finance COP call in Dec 2023.</p> <p>The SMS supported the quarterly calls of the finance task team as well as the development of a range of finance tools and documents. The main focus of the finance task team in 2023 was support to the development of a finance paper for the Lead Group in September 2023 and development and launch of the SUN finance pilots and FCDP.</p>	Baseline 30 (2023, new)	The work is on track, with growing interest and engagement from the SUN finance partners witnessed in 2023 and more expected in 2024-2025, including in the preparations for the Global Gathering and N4G.

Outputs of the SMS				
Output 2.2.3: FCDP initiated and working in close collaboration with SMS and SUN finance partners				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
Finance Capacity Development Platform (FCDP) set up and working on the basis of a workplan endorsed by the FCDP board	<p>FCDP selection process finalized, with host selected and discussions on FCDP work plan initiated with SMS</p> <p>ACHIEVED</p>	With SMS support, the Executive Committee and its finance expert developed terms of reference for candidates to host the FCDP. After Results for Development (R4D) was selected as the host in September, the SMS and R4D worked together to plan the launch of the platform, which involved drawing up a road map and engagement strategy.	new initiative	
Output 3.1.1 A strong regional dynamic is maintained that fosters learning, exchange and mutual support within and among countries				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
85% of SUN Government Focal Points report that they are benefiting from participating in regional inter-country exchange and sharing supported by the hub	<p>81%</p> <p>TARGET LARGELY ACHIEVED</p>	<p>SMS hubs facilitated numerous peer-to-peer learning encounters, both through virtual meetings and intercountry travel. In 2023, 56 of the 66 countries in the SUN Movement shared learnings through an action brief, peer-to-peer exchange or a webinar.</p> <p>A large majority (81%) of 137 key stakeholders across the SUN Movement surveyed in August reported that their hub had enhanced interaction between their country and other countries in the hub, including via peer-to-peer exchanges and by sharing good practices.</p>	not available	The percentage figure provided comes from the hub review and does not directly respond to the indicator. In 2024, either a survey will be conducted or the question will be part of the JAA.

Outputs of the SMS				
Output 3.1.2 Learning and knowledge management tools and processes for the SUN Movement are developed, updated and shared				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
100% of documented action briefs, good practices and case studies are available on the SUN website	85% TARGET PARTIALLY ACHIEVED	Among SUN countries, 54 good practices were documented. Of these, 46 (43 actions briefs and three case studies) were published.	2023 will be the baseline going forward	Some good practices are still in the translation and design stages (hence a lower number of published good practices). Not all action briefs met the quality requirements for publication. Guidance material on quality criteria are being revised for 2024.
Output 3.1.3 The SUN Movement Global Gathering is planned and implemented in 2024				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
80% of attending countries report that the GG triggered exchange between countries (information and lessons)			n/a	

Outputs of the SMS				
Output 3.2.1 Technical assistance to countries is coordinated and brokered from SUN networks and other regional and global partners				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
70% of technical assistance requests from SUN countries are registered, considered and provided with a response	<p>46% of registered technical assistance requests have been delivered (fully, partially or in progress)</p> <p>ON TRACK</p>	<p>"SUN countries submitted requests via the SMS and its hubs for technical assistance in the following areas:</p> <ul style="list-style-type: none"> → Finance: 23 requests → MEAL-SI: nine requests → Advocacy: 24 requests → Strategic policy/programming: 19 requests → Capacity-building: 28 requests → Setting up/strengthening networks: 17 requests → Knowledge management: two requests 	Target is for 2025	<p>The number of requests received through the JAA exceeded what SUN could respond to in 2023. The SMS addressed this by revising the methodology of technical assistance issuance through the JAA and by further strengthening its collaboration with national, regional and global technical assistance providers. Another measure was the restructuring of the monthly GSS technical assistance calls to focus on specific countries for more in-depth discussions and comprehensive approaches to a wide range of technical assistance needs and priorities. The SMS will also improve the current screening/selection mechanism to ensure all registered requests are relevant and feasible</p>

Outputs of the SMS

Output 3.2.2 SUN Government Focal Points and their teams are provided with strategic advice and leadership support from SMS regional hubs to fulfil their responsibilities

Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
80% of SUN Government Focal Points are satisfied with leadership support and/ or guidance provided by the SMS	<p>Result from the 2023 SUN internal review: 71% of respondents have reported being either very satisfied or satisfied with the support provided by the hub</p> <p>TARGET PARTIALLY ACHIEVED</p>	<p>When surveyed in August about the effects of the Secretariat's decentralization, key stakeholders in SUN countries expressed appreciation of its benefits, with 87% of respondents reporting that the establishment of the hubs had further facilitated SMS support for their needs and 84% saying that the SMS's understanding of these needs had improved as a result of setting up the hubs.</p> <p>A similar level of satisfaction emerged from a separate review of stakeholders across the SUN Francophone Africa Hub, many of whom appreciated the ability to communicate in French and the geographical proximity that facilitated in-country face-to-face meetings. Respondents also reported their engagements with regional institutions, mechanisms and donors had deepened since the hub was set up.</p> <p>The satisfaction of some SUN Government Focal Points was also manifested in their advocacy to other countries to join the SUN movement. For example, Sudan encouraged Egypt to join the SUN Movement, and Papua New Guinea convinced Fiji. Moreover, SUN Government Focal Points have advocated extensively on the added value of SUN Movement membership; those in Burundi, the Congo and Somalia produced videos on the subject.</p>	not available	The percentage figure provided comes from the hub review and does not directly respond to the indicator. In 2024, either a survey will be conducted or the question will be part of the JAA.

Output 4.1.1 SUN countries are supported in monitoring, reflecting upon and sharing national progress being made on nutrition on an annual basis

Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
100% of requesting SUN countries are supported in facilitating a JAA meeting and sharing results	<p>100%</p> <p>TARGET ACHIEVED</p>	The Anglophone Africa Hub provided JAA process support to Botswana, Eswatini, Kenya, Lesotho and Liberia. The Francophone Africa Hub supported Djibouti and Sao Tome and Principe as the newest SUN countries in the hub, as well as Gabon and Togo.	2023 will be the baseline going forward	

Outputs of the SMS				
Output 4.2.2 Coordination and collaboration among SUN networks and the SMS are facilitated and strengthened				
Indicators	Progress numeric (# or %)	Progress narrative (qualitative data)	Baseline	Challenges and readjustment measures
All active GSS-wide groups have agreed action plans with inputs from all networks and the SMS that are implemented	TARGET ACHIEVED	All active GSS-wide groups agreed on their action plans. GSS facilitators met on a biweekly basis to align priorities and strategy. Collaboration among the four GSS groups (advocacy and communications, MEAL, key messages, technical assistance) led to the development and dissemination of joint advocacy messages and communications; a series of knowledge management products and tools, including best practices; and comprehensive responses to countries' requests for technical assistance.	Working groups were established in 2021 and started in 2022	

