

SUN Movement Executive Committee

Annual Retreat 2025

3-4 April 2025 - Celigny, Switzerland

Meeting Summary



Contents

Action Points and Follow up Items - SUN ExCom Retreat 2025	1
<i>Session Summaries</i>	2
Thursday 3 April 2025	2
Session 1: Welcome and approval of retreat agenda	2
Session 2: Opening remarks - SUN Movement Coordinator	2
Session 3: Setting the Scene - Understanding the drivers of malnutrition and opportunities to address malnutrition in SUN Countries	3
3.1 The state of malnutrition: data, trends and the impact of climate change and conflict as key drivers	3
3.2 The donor and nutrition financing landscape	4
3.3 SUN countries in focus	5
Session 4: Finalizing the management response to the SUN Movement 3.0 Evaluation	6
Session 5: Visioning: Integration as a Pathway to Future-Proofing Nutrition and SUN	7
5.1 Nutrition and Climate Change	7
5.2. Food systems transformation as a pathway to securing improved nutrition outcomes	9
5.3 Addressing malnutrition in all its forms	10
Friday 4 April 2025	11
5.4. Humanitarian contexts: the importance and challenge of investing in nutrition	11
Session 6: Legacy Building - the SUN Movement post-2030	12
6.1 Protecting and Defining the Future through Youth Engagement	12
Session 7: Prioritising for 4.0 and Next Steps	13
Session 8: SUN Movement Global Gathering 2025	14
Session 9: SUN Movement 2025 priorities	15
Session 10: Conclusions and way forward endorsement	16
Annex 1: Abbreviated Agenda - Annual 2025 SUN Movement ExCom Retreat	17
Annex 2: Attendance List	19

Action Points and Follow up Items - SUN ExCom Retreat 2025

Action	Timeline	Responsible
Session 1: Welcome, Agenda Approval <ul style="list-style-type: none"> SUN ExCom Q1 2025 agenda was approved 	N/A	N/A
Session 4: Finalizing the management response to the SUN Movement 3.0 Evaluation <ul style="list-style-type: none"> The Management Response was approved by the ExCom after refining wording of the action plan for recommendations 3, 6, 7, 8, 9, 10, 12, 13. Final SUN 3.0 Management Response 	N/A	See Management Response
Sessions 3 and 5: Setting the Scene and Visioning <ul style="list-style-type: none"> Key takeaways from presentations and plenary discussions (on data, financing, climate, food systems, malnutrition in all its forms, humanitarian and youth) to be considered by the Reference Group drafting the SUN 4.0 Strategy 		SUN 4.0 Reference Group and SMS Director
Session 7: Prioritising for 4.0 and Next Step <ul style="list-style-type: none"> Key Takeaways document (shared with Executive Committee on 9 April) Draft timeline and process for strategy develop (subject to further revision) 	See links	
Session 8: SUN Movement Global Gathering 2025 <ul style="list-style-type: none"> Proposal to cancel the 2025 SUN Movement Global Gathering was endorsed The funds saved from the cancellation will be repurposed by the SMS for 2026 and presented to the ExCom as part of the workplan and budget submission for 2026 		SMS

Session Summaries

Thursday 3 April 2025

Session 1: Welcome and approval of retreat agenda

Background document: [SUN ExCom 2025 Retreat Agenda](#)
Decision / action points: SUN ExCom Q1 2025 agenda was approved

Session 2: Opening remarks - SUN Movement Coordinator

The SUN Movement Coordinator and Francophone Africa representative, both members of the **International Advisory Group to N4G organizers**, reflected on key outcomes from the recent **Nutrition for Growth (N4G) Summit**, highlighting strong contributions from SUN networks, the **International Advisory Group**, and **thematic groups**. A major achievement was the **integration of nutrition across multiple government sectors**, exemplified by **Côte d'Ivoire's high-level delegation**. Cross-sectoral engagement reinforced nutrition's growing importance within broader development agendas.

The Summit saw **diverse stakeholder involvement**—including the **private sector, youth, and civil society**—which strengthened the Movement's reach. The **SUN donor network** played a critical role in addressing the impacts of **aid cuts** and driving discussions on **nutrition financing**.

A key milestone was the **launch of the Compact for Nutrition Integration**, with over half of SUN countries and 40+ institutions signing on. The **Compact** and upcoming **Coalition efforts** aim to deepen engagement with sectors like **climate** and **development finance**, working closely with institutions such as the **World Bank** and the **African Development Bank**.

The need to rethink **SUN's support for countries** was highlighted, focusing on securing **long-term financing** and integrating nutrition across **health, finance, agriculture, and social protection**. Close collaboration with **development finance institutions** and leveraging global moments like the **World Health Assembly** and **COP** were emphasized.

SUN needs to extend beyond traditional donors, tapping into finance in **climate** and **food systems sectors**, and rethinking the **private sector's role** in delivering nutrition solutions. Upcoming work by **UN Nutrition to find common ground on private sector engagement** was identified as a key opportunity.

The successful **mobilization and participation** of the **Civil Society Network** and energy at the "Solution Village" was recognized, along with a renewed emphasis at the Summit on the **private sector's role** and related **commitments** made in this area. **SBN** highlighted the need to focus more on **small and medium enterprises (SMEs)**, which dominate in the countries they serve. **SBN members (GAIN, WFP)** received positive feedback for their **scalable business solutions** showcased at the summit.

The **substantial donor and philanthropic commitments**—totalling \$27.55 billion—along with strong **political backing from President Macron and other global leaders, signal good momentum**. The increasing interest in innovative financing adds further promise for advancing nutrition goals.

The Coordinator expressed gratitude for everyone's efforts and outlined **next steps** to sustain momentum and use upcoming events including the **World Health Assembly, UNFSS+4, G7, World Conference on Social Development** and **COP 30** as key advocacy opportunities.

Key takeaways:

- **SUN must maintain the collaborative spirit and power** of the networks demonstrated at N4G to

advance the nutrition agenda by **following up with networks** and **building on regional discussions** (e.g., with AUDA-NEPAD).

- A **deliberate effort to find common ground for engaging the private sector** is needed, potentially through UN Nutrition's leadership.
- **SUN should assess the technical capacity and availability of tools** within the Movement membership to support countries in **accessing financial pledges**, particularly from **Development Finance Institutions (DFIs)**.
- **SUN must continue to strengthen the alliance and broaden engagement beyond traditional nutrition actors**, especially with the **climate community**.
- **SUN must capitalize on the political momentum for nutrition** and ensure **accountability** for the strong country commitments made at N4G.
- **The Coalition of the Nutrition Integration Compact** (launched at N4G) will be an important means to take forward coordinated nutrition advocacy through major global events, and provide a link to the next N4G.

Session 3: Setting the Scene - Understanding the drivers of malnutrition and opportunities to address malnutrition in SUN Countries

3.1 The state of malnutrition: data, trends and the impact of climate change and conflict as key drivers

Framing: Jessica Fanzo, Dr. Mohamed Farah

Presentation: [State of Malnutrition - Jessica Fanzo](#)

Summary:

The **interconnected risks of climate, conflict, COVID, chaos, complexity, and corporate concentration** continue to impact nutrition, exacerbating global malnutrition issues such as hunger, under/overweight, unaffordable diets, and diet-related deaths. While progress in **stunting reduction** offered hope, the **complex burden** of undernutrition and rising obesity remains concerning globally and in SUN countries. Key questions raised include how to **maintain nutrition's priority amidst global distractions, engage diverse sectors, and strengthen SUN's role** in addressing local nutrition needs.

Nutrition indicators are worsening due to conflict, climate change, and weak governance, particularly in fragile contexts. **Malnutrition is a leading cause of death** among children, with **funding cuts exacerbating the situation**, risking further child deaths. There is an urgent need for **sustainable, long-term strategies** and for SUN to **advocate for better integration of nutrition** in global decision-making.

Funding cuts have led to rising malnutrition rates, and SUN must remain **agile**, identifying problems and opportunities quickly. There is a need for **clearer communication** on the **economic value of nutrition** and **data disaggregation** at sub-national levels to inform policies and decisions. **Precise data** is essential to secure funding and drive commitments, and the **AU CAADP strategy (2026-2035)** presents an opportunity for SUN to **integrate nutrition indicators** into national planning.

Countries facing **shifting funding priorities** must **adjust strategies**, such as transitioning from foreign aid-funded school feeding programs to **home-grown solutions**. In times of crisis, countries should **increase their nutrition budgets** to avoid setbacks.

The **value proposition of SUN** needs to be more clearly articulated. While progress has been made, it has been too slow, and it is crucial to **highlight achievements** and **communicate SUN's contributions** to long-term outcomes. **Political advocacy** remains critical to **convincing governments to prioritize nutrition** despite financial constraints.

To ensure future success, SUN must leverage **data**, **adapt** to new challenges, and **work with global, regional, and local actors** to improve nutrition outcomes across the globe.

Key takeaways:

- **The economic case for nutrition (co-benefits case)** and its integration into broader development strategies needs to be **clearly communicated** to highlight its long-term benefits.
- It is clear that malnutrition is changing and SUN 4.0 will need to be in line with that - especially on overweight and obesity.
- **Data disaggregation** at both **sub-national and national levels** is critical for informing effective policy decisions and securing necessary funding.
- The **added value of the SUN Movement** needs to be better articulated, emphasizing its role at **local, national, and global levels** and its unique contribution to addressing malnutrition.
- **Prioritizing nutrition** in the face of **increasing global needs** is becoming more challenging, underscoring the importance of **clear strategic direction** and **strong political advocacy**.

3.2 The donor and nutrition financing landscape

Framing: Kyoko Okamura, Abigail Perry

Presentation: [Nutrition as Best-Buy Investment](#) - Kyoko Okamura

Summary:

Kyoko and Abi reflected on the Paris Summit, noting a clear shift from previous discussions at the Tokyo Summit. More stakeholders—including governments and the private sector—are now aligned around the importance of human capital, child development, and sustainable financing for nutrition. However, they stressed the need to **move from talk to tangible action**.

They highlighted the urgent requirement of \$128 billion over the next decade to scale up nutrition interventions, which translates to approximately \$13 per pregnant woman and \$17 per child under five. Despite the plateau in global nutrition financing, evidence shows strong returns—up to \$23 for every dollar invested—yet much of the current funding still depends on humanitarian assistance.

Domestic financing remains a major gap, particularly in lower-middle-income countries. To address this, **nutrition goals must be embedded into national investment plans**, and countries should **adopt more sustainable financing models**. This includes **fostering domestic resource mobilization** and **tapping into innovative financing options**, such as concessional loans and private sector contributions.

Achieving sustainable outcomes also requires **strengthening public financial management**, **improving accountability systems**, and **building government capacity to support nutrition-sensitive budgeting and tracking**. Kyoko encouraged **collaboration between partners to support governments** in these areas.

The current financing landscape is evolving along three main tracks. First, **domestic resource mobilization**, supported by international financial institutions, is becoming increasingly important. Second, **traditional donors play a catalytic role in leveraging investments**. Third, **philanthropic funding**, while valuable, must **align more closely with national strategies to avoid fragmentation**.

Ultimately, effective nutrition financing is less about the total dollars spent and more about **creating enabling conditions that reduce long-term costs**. **Implementing regulatory policies**, such as taxes on sugar-sweetened beverages, can **lessen the burden on public health systems**. The discussion underscored that **strong political leadership**, **improved financial mechanisms**, **institutional capacity**, and **cross-sectoral coordination** are essential to **accelerate progress in nutrition** and **achieve lasting impact**.

Key takeaways:

- **Traditional ODA is declining**, while diverse and complex financing modalities are rising.

Countries need support to navigate these systems.

- **Political will and prioritization of nutrition** are essential for progress. Embedding nutrition into government structures and budgets is critical.
- **SUN's value proposition in the financing space must be clarified** to better support countries in securing and managing funds.
- **An economic framing of nutrition**—highlighting return on investment and success stories—is needed to influence decision-makers and donors.
- **Tailored tools and strengthened country capacities** are essential to advocate for and manage nutrition financing, especially in fragile contexts.
- **Data is foundational**—for mapping investments, demonstrating impact, and guiding decisions.
- **Domestic resource mobilization and management must be strengthened. Government systems and technical capacities** must be strengthened, particularly for using new instruments like concessional finance, PPPs, and MDBs.
- **Faster and more flexible financing mechanisms** are needed, especially in crisis settings, to avoid delays and deliver timely impact.
- **Integration into sectors like health, education, and social protection**, with nutrition-specific targets, can help anchor financing.
- **Engagement with the private sector and philanthropies** requires clearer mechanisms and shared platforms to align goals and monitor impact.
- **SUN must bridge global and national levels**, ensuring local needs shape global financing decisions and that global resources reach countries effectively.
- **The above could work quite well for stable and weak but willing states, but impose greater challenges for fragile states in conflict** in particular, where there is limited opportunity to leverage domestic financing, and the state itself can be the driver of malnutrition.

3.3 SUN countries in focus

Framing: Joanne Raisin

Presentation: [SUN Country Nutrition Data](#) - Jo Raisin

Summary:

Data is showing that SUN Countries bear a disproportionate burden of global malnutrition and are particularly affected by climate change, conflict and humanitarian needs. Rising rates of overweight and obesity were also noted, driven in part by poor dietary diversity, with only two SUN Countries meeting acceptable dietary standards.

In terms of climate change vulnerability, 60% of countries most vulnerable to climate change and 85% of those at risk of food insecurity are SUN Countries. While at the same time, of the \$9 billion disbursed through the Green Climate Fund, little or none has been directed to nutrition.

A disproportionate share of SUN countries have humanitarian needs. 75% of SUN Countries were classified as fragile, 41 were under humanitarian appeals, and many faced severe food insecurity (IPC Phase 3 or higher). SUN Countries hosted 67 million refugees and internally displaced persons, 60% of the global total, with women and girls making up two-thirds of this population.

SUN must strengthen resilience to climate risks, fragility, displacement, and all forms of malnutrition in future efforts. **Leveraging funding from climate-related initiatives** like the Green Climate Fund to support nutrition will be crucial. Given the scale of vulnerability and current funding cuts, it was

emphasized that the impact of climate change and conflict on SUN Countries is profound and proposed that **SUN 4.0 must deliver a new offer** to future-proof nutrition efforts in these areas.

Key takeaways:

- **SUN countries carry a large share** of global stunting, wasting, anemia, and rising overweight/obesity.
- **Dietary diversity** is very low in most SUN countries' children.
- SUN countries are **highly vulnerable to climate change and food insecurity**, yet nutrition isn't well integrated into climate funding.
- Most SUN countries are **fragile and face significant humanitarian crises**, hosting the majority of global refugees and IDPs.
- **Stronger future support needed.** SUN 4.0 must offer much better support to these vulnerable countries, considering all malnutrition forms and future shocks driving greater engagement on both the NEXUS, and on nutrition integration through humanitarian sector operations.

Session 4: Finalizing the management response to the SUN Movement 3.0 Evaluation

Background document: [DRAFT SUN 3.0 Management Response](#)

Decision / action points:

- The Management Response was approved by the ExCom after refining wording of the action plan for recommendations 3, 6, 7, 8, 9, 10, 12, 13.
- [Final SUN 3.0 Management Response](#)

Summary:

The need for clearer roles and responsibilities at national and regional levels under SUN 4.0 were highlighted. While the Management Response to the SUN 3.0 evaluation was broadly welcomed as a strong foundation, participants called for greater clarity—particularly in fragile and conflict-affected settings. Civil society engagement, conflict of interest safeguards, and regional network revitalization were also flagged as priorities.

There was broad consensus on the need to define SUN's **unique value-add** at global, regional, and national levels, with a focus on sustainable impact. Past challenges in regionalization were noted, and stronger alignment with regional political bodies (e.g., AU, ASEAN) was seen as key to embedding SUN's legacy beyond 2030.

On financing, discussions moved beyond traditional resource mobilization toward optimizing national budgets for nutrition. Country-led, sustainable financing models were highlighted as good practice. It was agreed that the **SUN strategy should be high-level and directional**, with a separate operational plan to guide implementation.

Participants stressed the importance of stronger integration of SUN within regional institutions and UN constituencies, the strengthening multi-stakeholder platforms (MSPs) with clear guidance to governments, reinforcing coordination and avoiding fragmentation across tools and initiatives and prioritizing actions that deliver measurable impact in country contexts.

The importance of a **cohesive, impact-driven approach** was underlined, with SUN stakeholders expected to work collaboratively rather than in silos. The role of the SUN Lead Group should be reviewed to ensure complementarity with UN advocacy, and monitoring frameworks should be strengthened to ensure accountability and alignment with SUN's principles.

To address resource constraints, SUN will adopt a leaner Secretariat (SMS), relying more on networks, UN agencies, and donors for technical support. The SMS will coordinate but not lead all efforts, and networks are expected to actively contribute to implementation.

Parliamentary engagement was also raised as a key opportunity. Co-Chair Neema Lugangira proposed a new SUN Parliamentary Network, linking parliamentarians from both donor and recipient countries to advocate for nutrition and support national budgets.

Final feedback on the Management Response emphasized refining the language, prioritizing sustainable financing, and better integrating fragile and conflict-affected contexts.

Key takeaways:

- **Clear sequencing and accountability** for actions within the SUN Movement shall be integrated into the SUN 4.0 implementation plan.
- Recommendations of the evaluation need to be considered against new funding reality with a focus on consolidation, streamlining, financing (vs. resource mobilization).
- Nutrition has to be better **positioned as a co-benefit** across sectors. Clearly define the roles of SMS, GSS, and other actors.
- **Clarification of roles and responsibilities** at national and regional levels is necessary.
- **Strengthening regionalization** and focus on leveraging regional networks and integrate fragile states into regional hubs while ensuring cross-cutting support to them.
- **Workplan and strategy development processes across networks shall be aligned.**
- More focus on sustainable impact and repurposing national budgets for nutrition is recommended. **Strategy for nutrition finance** must move beyond resource mobilization to include financing for sustainability.

Session 5: Visioning: Integration as a Pathway to Future-Proofing Nutrition and SUN

The SMS Director, Jo Raisin explained that the presentation made to ExCom members on 4.0 ahead of the retreat was not the final strategic framework, but rather a foundation for dialogue.

SUN's unique role will continue to be that of a convener, bringing together country-level efforts and global advocacy to close the gap between both. Jo provided examples such as the World Health Assembly resolution to extend nutrition targets, where SUN's involvement in uniting country voices was key. Another example was the challenge of accessing climate finance, where SUN's role will be to help countries navigate barriers and amplify their voices globally. SUN's strength lies in its ability to bring countries together, as seen in the N4G Compact, where SUN was instrumental in forming a coalition that supports nutrition integration. This collective effort opens doors to more partnerships and increased financing for nutrition.

SUN 4.0 furthermore will move beyond project-level outcomes seen in SUN 3.0, focusing instead on being catalytic and transformative, positioning SUN as a platform for country voices in a space typically dominated by global institutions.

The Coalition for Nutrition Integration (launched at N4G) will be an important vehicle to take forward coordinated and high level nutrition advocacy through various 'nutrition' moments throughout the year (e.g., FSS +, G7, WHA, COP 30 etc). The Coalition itself, in which SMS will take a leading convening role, will be an important way in which SUN 4.0 is operationalised - bringing the important country voice into global nutrition policy development.

5.1 Nutrition and Climate Change

Framing: Kaveh Zahedi, Nancy Aburto

Summary:

Nancy Aburto and Kaveh Zahedi opened the session by noting the growing recognition of the links between climate change, food systems, and nutrition. While connections like drought and child wasting are increasingly understood, major evidence gaps remain—particularly around micronutrient loss, obesity, non-communicable diseases, and the effects of complex climate events. The integration of research across climate and nutrition communities remains difficult due to differing methodologies, and most available evidence is still based on projections rather than real-world data.

Despite this growing awareness, the lack of costed, scalable interventions and limited data continue to hinder action. **A stronger evidence base and clear advocacy materials are needed to link nutrition and climate policy more effectively.** Countries are seeking integrated solutions, yet without robust research and compelling economic arguments, nutrition is often left out of climate commitments and financing mechanisms like the [Green Climate Fund](#) (GCF) and the [Global Environment Facility](#) (GEF).

Greater investment in nutrition-specific interventions within climate finance frameworks was highlighted as a priority, along with the need to **rethink agriculture subsidies and investments** to yield co-benefits across food security, biodiversity, mitigation, and nutrition. **SUN 4.0 must clarify how nutrition integration works across people, programs, and systems**, particularly within social protection and climate action.

The session also underlined a disconnect between academia—especially in SUN countries—and programming, limiting the translation of research into policy and funding opportunities. **Bridging that gap through coordinated research agendas and improved knowledge translation** is critical. In parallel, **capacity-building is needed within the nutrition community** to interpret and use climate data will help shape stronger adaptation policies.

A recurring theme was the need to clarify roles across the Movement. **SUN must distinguish the responsibilities of the Secretariat from the broader community** and foster a shared sense of accountability. There is concern that insufficient progress and unclear engagement are undermining collective effectiveness. The Movement’s comparative advantage lies in connecting country realities with global expertise; this should be leveraged more deliberately.

To move forward, **a science-based case for climate-nutrition integration must be built**, including a literature review and a package of interventions offering multiple benefits. These materials should guide countries in integrating nutrition into NDCs and strengthen engagement with climate finance and global events like COP30. FAO is well positioned to support this but needs enhanced tools and coordination.

By 2030, **the Movement should aim for broader NDC integration, stronger advocacy at major global platforms, more peer learning, and nutrition targets in climate finance mechanisms**, including support for piloting solutions even as evidence evolves.

Key takeaways:

- **Leverage existing opportunities, by strengthening advocacy around the** links between climate change, food systems, and nutrition, as still not widely understood or systematically addressed in policy or finance spaces.
- **Strengthen the evidence base and strategic narrative** through a collaborative paper—led by the UN and building on SUN’s existing advocacy—should be developed to make the case for climate-nutrition integration. This should include:
 - A clear articulation of how climate impacts nutrition (and vice versa)

- A literature review and synthesis of existing evidence
- A strategic narrative for use across key platforms (e.g., COP30, FSS, G7)
- **Define high-impact, dual-benefit interventions** to guide investments and country action, as there is an urgent need to identify and cost high-impact interventions that deliver both nutrition and climate benefits. These should be practical, scalable, and grounded in available data, while also addressing current evidence gaps.
- **Prioritize adaptation and resilience co-benefits as** nutrition should be more intentionally positioned within the resilience and adaptation agendas. Collaborative advocacy—especially in global processes like COP30, the Food Systems Summit, and G7—must emphasize the co-benefits of climate and nutrition action.
- **Empower SUN Countries, networks and members of the Movement to:**
 - **Strengthen the argument:** Leverage the UN nutrition constituency to amplify evidence-based messaging.
 - **Support access to climate finance:** help countries navigate funding mechanisms such as the Green Climate Fund (GCF) and Global Environment Facility (GEF).
 - **Act on low-hanging fruits such as the** integration of nutrition in SUN country Nationally Determined Contributions (NDCs).
- **Mobilize science and academia** to close the research-to-policy gap. SUN should foster stronger links between academia and country-level programming. A dedicated academic/scientific track could help generate actionable data, while increasing the number of countries integrating nutrition into climate policy frameworks.

5.2. Food systems transformation as a pathway to securing improved nutrition outcomes

Framing: Christine Campeau, Aime Kwizera

Summary:

It was recognized that the Food Systems Summit (UNFSS) and related processes remain a fundamental platform for driving food systems transformation for the SUN Movement. SUN continues to be valued as a platform for dialogue, raising awareness, advocating for strong commitments, and promoting a cross-sectoral, whole-of-government approach to achieving the Sustainable Development Goals (SDGs).

Opportunities to better integrate nutrition into the upcoming Food Systems Stocktaking Moment (UNFSS+4) were highlighted. The SUN Coordinator is a member of the High-Level UN Food Systems Advisory Group and is **working closely with the UN Food Systems Hub on the regional preparatory meetings and dialogues** to ensure that nutrition is integrated and country perspectives are reflected.

Post-COVID, the increased focus on food sovereignty, particularly in Africa and Asia, has presented new challenges for **embedding nutrition into food systems transformation beyond food security**.

Stronger private sector involvement and a systematic approach to integrating nutrition across the food value chain are seen as essential going forward. GAIN and the SUN Business Network (SBN) have been **supporting policy dialogues and sub-national pathway development**. However, challenges persist in **monitoring private sector impact** due to data gaps and resource constraints, and **engaging small and medium-sized enterprises (SMEs)** remains more difficult compared to multinational companies.

The SUN Movement's role as **a convener and coordinator**, bridging sectors and **ensuring that nutrition is prioritized in policy and implementation**, was emphasized. Tools like the **Food Systems Countdown Initiative** and the **Food Systems Dashboard** were identified as important for **tracking progress and guiding investment decisions**, though their effective use requires **stronger country-level engagement**, particularly from SUN focal points.

Looking ahead, UNFSS+4 will be a key moment to further embed nutrition into food systems. Strengthened data collection and analysis, along with a balanced, integrated approach across food systems, nutrition, and climate initiatives, will be key to achieving meaningful and sustainable progress.

Key takeaways:

- **Integrate nutrition outcomes systematically into national food systems transformation pathways**, ensuring they are central to planning, implementation, and reporting at country level.
- **Leverage SUN's unique role as a multi-stakeholder convener and trusted advisor**, providing political support, technical guidance, and coordination to countries and decision makers.
- **Embed nutrition indicators into food systems monitoring and accountability**, including through national reporting pathways and global tools like the **Food Systems Countdown Initiative** and **Food Systems Dashboard**.
- **Capitalize on key advocacy and technical opportunities**, including:
 - The **adoption of the new SDG indicator on Minimum Dietary Diversity** provides a concrete entry point to strengthen measurement.
 - The **SUN Coordinator's role in the High-Level UN Food Systems Advisory Group** can influence global dialogue and direction.
 - SUN Focal Points serve(d) as **Food Systems Dialogue Conveners**, offering an integrated platform to embed nutrition in national processes.
 - The **formulation of regional food systems guidelines** (e.g. through the **African Union**) to ensure nutrition is a core principle.
- **Support greater private sector engagement**, particularly by addressing gaps in data, resource constraints, and barriers to SME involvement across the value chain.
- **Seize the momentum of UNFSS+4** to drive a **balanced, integrated food–nutrition–climate agenda**, underpinned by **stronger country-level engagement, improved data systems**, and clear political commitments.

5.3 Addressing malnutrition in all its forms

Framing: Kola Anigo, Elisa Gamero

Presentation(s): [Addressing Malnutrition in All its Forms](#) - Kola Anigo

Summary:

Tackling all forms of malnutrition—undernutrition, overweight, obesity, and diet-related diseases—requires a **coordinated, multisectoral response**. The SUN Movement plays a vital role in **amplifying national voices** and **supporting country-led solutions**.

Countries like Nigeria now face **multiple burdens** such as stunting and obesity, requiring **context-specific, integrated responses**. To stay relevant, SUN must address the **full spectrum of malnutrition**, including the rising burden of overweight and obesity, which threatens to strain health systems.

Participants stressed **balanced strategies** combining **prevention, treatment, and health promotion**. Prevention is often underfunded—especially in crises—while **childhood obesity** is a growing issue. Governments are exploring **taxes on ultra-processed foods** and **marketing regulations**, particularly targeting children, but **private sector accountability** remains limited. The SUN Business Network can help align policies but cannot replace **enforceable regulation**.

Promoting **indigenous foods** and **strengthening home grown school feeding** emerged as promising political solutions. Tools like **WFP's Cost of Hunger studies** can help secure greater investment. The **SUN 4.0 Strategy** must prioritize **all forms of malnutrition** and clearly define roles at **national, regional, and**

global levels. Evidence, such as **sugar in infant foods**, should guide advocacy, while **youth engagement**, especially in Southern Africa, can help drive momentum for **healthier diets**.

Strong **multisectoral plans** are needed, with **clear sector roles** and **coordinated SUN focal points**. External actors can help **raise sensitive issues** and **enhance accountability**. “**Double duty**” actions addressing both undernutrition and obesity were seen as key. Closer collaboration with the **World Bank** on fiscal tools, and **WHO–FAO** on dietary guidelines, will strengthen SUN’s advocacy and impact.

Building on efforts like **sugar-sweetened beverage taxes** and **front-of-pack labeling**, participants called for **stronger prevention through health systems**, focusing on **infant feeding** and **regulation of high-sugar products**, backed by data and civil society.

Looking ahead, SUN must clarify **which actions are led nationally**, and where to **leverage technical expertise** across the Movement, especially from Latin America. Upcoming platforms like the **WHO conference on non-communicable diseases** offer a chance for **joint advocacy and global alignment**.

Key takeaways:

- **Flexible, integrated approaches are needed** to address overweight/obesity, focusing on **regulation, prevention, treatment, and promotion**.
- The **impact of overweight/obesity on health spending** and the role of **business, power, and politics** in shaping access to healthy diets must be recognized.
- **Leverage evidence-based studies and data** to influence governments and policies on ultraprocessed/unhealthy foods, with the **World Bank playing a key role**.
- The **SUN Movement should use its diverse resources**, including **national structures, youth engagement**, and experiences from **non-SUN countries in LAC**, to inform its approach to addressing all forms of malnutrition.

Friday 4 April 2025

5.4. Humanitarian contexts: the importance and challenge of investing in nutrition

Framing: Shamsul Islam Shams

Presentation(s): [Humanitarian Contexts](#) - Shamsul Islam Shams

Summary:

Investing in nutrition in humanitarian contexts was reaffirmed as essential for economic development, poverty reduction, and stability. However, significant challenges persist, including short-term, siloed funding, political unrest, over-reliance on aid, and a lack of coordinated approaches.

While donor priorities are unlikely to shift, the SUN Movement can offer practical support by promoting **flexibility, long-term thinking, stronger coordination, and tailored engagement with governments**.

SUN and its partners should **develop a prioritized set of 10 practical actions** to guide humanitarian nutrition delivery. The disconnect between humanitarian and development financing was flagged as a persistent barrier, especially in countries experiencing chronic emergencies or transitions between development and humanitarian phases.

Rather than waiting for systemic change, the Movement should **support actors in navigating existing mechanisms**, advocate for **stronger systems** (such as data and food systems), and ensure that nutrition is **embedded in emergency planning, resilience-building, and sectoral responses**.

Nutrition has to be positioned as a critical asset to be protected during crises. With prolonged aid dependency linked to rising malnutrition, especially among displaced populations, community-based approaches were seen as vital.

SUN should push for **greater integration of fragile states into climate financing and national development plans**, and to help **overcome bureaucratic barriers** to funding access. The Integrated Phase Classification (IPC) was noted as a promising platform for addressing chronic crisis contexts, though nutrition stakeholders often remain excluded from preparedness discussions.

Key takeaways:

- **Humanitarian funding is stretched and unlikely to increase.** SUN should **advocate for stronger coordination** and **provide practical steps** to improve nutrition delivery in crisis settings.
- **Clarify the role of nutrition within the Humanitarian-Development-Peace (HDP) Nexus**, ensuring it is **integrated across sectors** rather than treated in isolation.
- **Leverage nutrition for conflict prevention** by recognizing its role in promoting peace and stability.
- **Deploy development resources in chronic and protracted crises**, bridging gaps between emergency response and long-term resilience.
- **Position nutrition as an asset to be protected** during crises, especially in contexts of displacement and aid dependency.
- **Advocate for better financing access for fragile states**, including through climate and development funding, and ensure **nutrition voices are included in preparedness and planning efforts**.

Session 6: Legacy Building - the SUN Movement post-2030

6.1 Protecting and Defining the Future through Youth Engagement

Framing: Florence Sibomana

Summary:

Florence shared her journey as a SUN Civil Society youth activist, beginning in 2018 with the inaugural Youth Leaders for Nutrition cohort, which initially focused on **global advocacy and youth presence in high-level forums**. The initiative evolved to support a few **youth-led, community-based projects**, showcasing the impact of engaged young leaders.

The second cohort of 20 Youth Leaders, now called Youth Coordinators, marked a shift toward **nationally funded activities**. Structural changes within the SUN Movement were noted, including **a youth seat on the Executive Committee** and the development of the **SUN Youth Roadmap (2021–2025)**, guiding youth engagement across SUN networks.

Key recommendations included **expanding youth representation across countries, embedding youth in national policy processes, integrating them into SUN's broader networks** (including business and UN bodies), **ensuring leadership continuity through succession planning, evaluating youth-led efforts**, and **fostering cross-sectoral collaboration with youth in climate, agriculture, and food systems**.

Discussions also stressed the value of existing youth networks like the World Food Forum and Africa's youth nutrition platforms for advocacy. There was a strong push for **integrating youth into national strategies and food systems through partnerships, capacity building, and mentorship**. Participants emphasized the need for **policy frameworks that support youth engagement**, with examples from Tanzania and Pakistan underscoring the importance of **national and regional youth structures in driving change**.

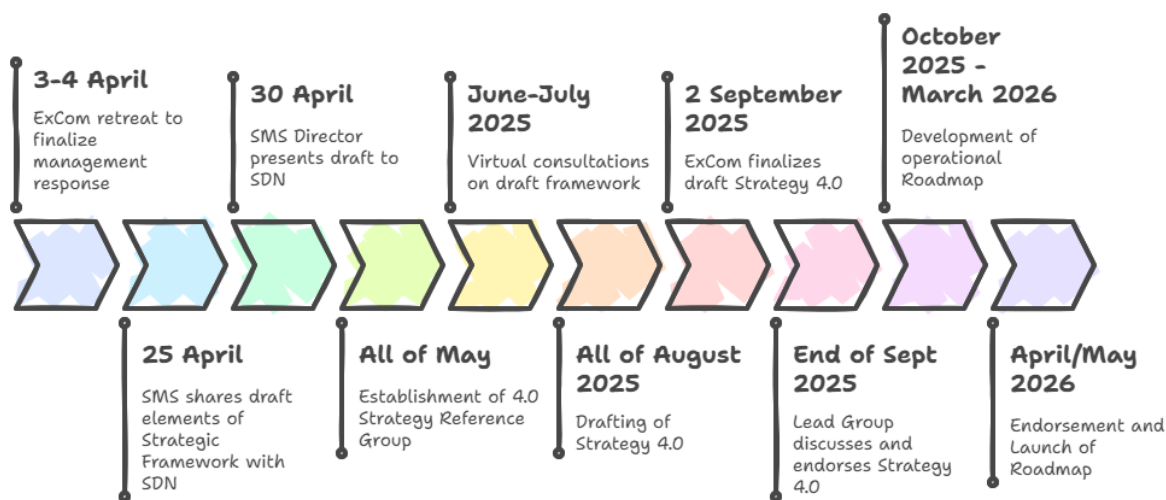
Key takeaways:

- **Acknowledge the progress and impact** of the different cohorts of SUN Youth Coordinators, consider conducting an **evaluation** to learn and further strengthen the program.

- **Expand youth representation** beyond the ExCom and Lead Group by considering youth representation in all governance bodies and across SUN member countries.
- **Develop succession and sustainability plans** for youth leadership as youth leaders "age out" of their roles, to continue and strengthen their involvement in the network.
- **Focus on mobilizing and integrating existing youth representatives and platforms** to advocate for nutrition, building on their existing expertise and networks to drive broader change.
- **Map and leverage youth platforms** at the country, regional, and global levels, ensuring that youth voices are amplified across multiple stages and spaces of nutrition advocacy.
- **Foster and leverage self-funded youth networks**, recognizing the importance of supporting youth-driven initiatives that can sustain themselves over time and contribute to long-term goals.
- **Integrate the Youth Roadmap into the SUN 4.0 Strategy**, with a particular focus on sustainability and optimizing the use of existing youth structures to maximize impact and ensure continuity.

Session 7: Prioritising for 4.0 and Next Steps

SUN 4.0 Strategy and Roadmap Development Timeline



1

Presentation(s):

Summary:

With the ExCom's finalisation of the Management Response to the SUN 3.0 Evaluation, and with the ExCom Retreat's input to the foundational blocks of the next strategic period, the drafting of SUN 4.0 2026-2030 will now proceed.

The SUN Movement Coordinator and ExCom delegate Jo Raisin, SMS Director, to be the pen-holder and to lead and coordinate drafting, supported by a strategy development reference group to be established, including representatives of the ExCom. Terms of Reference for the reference group will be developed, with members expected to develop key inputs according to their specialism, consult with their

¹ Draft proposal of dates and actions - subject to revision based on availability of Reference Group members and networks to engage.

constituencies as appropriate and review drafts of the Strategy. The SUN 4.0 Strategy will be presented to the Lead Group for endorsement before the end of the year.

Unlike past strategies, networks are currently developing their own strategies and work plans in parallel. SUN will need to **align these processes** while respecting different timelines. The reference group will help ensure coherence and inclusion throughout.

Key takeaways:

- [Key Takeaways document](#) (shared with Executive Committee on 9 April)
- [Draft timeline and process for strategy develop](#) (subject to further revision)

Session 8: SUN Movement Global Gathering 2025 ²

Background document(s): [Background Brief](#)

Presentation(s): [Proposal to cancel SUN 2025 GG](#)

Decision / action points:

- Proposal to cancel the 2025 SUN Movement Global Gathering was endorsed
- The funds saved from the cancellation will be repurposed by the SMS for 2026 and presented to the ExCom as part of the workplan and budget submission for 2026

Summary:

The SUN Movement Secretariat (SMS) is facing a **serious funding shortfall**, with **limited resources secured beyond 2025**. In the context of a **broader global funding crisis** affecting the international aid sector—and given the **crowded international agenda in late 2025** (e.g., **COP30**, the **World Social Development Summit**)—the **feasibility and strategic value** of holding the SUN Global Gathering (GG) were reassessed.

The SMS proposed **cancelling the GG**, which would yield approximately **USD 2.4 million in savings**. These funds could potentially be **redirected to sustain SMS operations during a critical transition year**. As an alternative, a **smaller co-hosted event in 2026**—possibly in partnership with the **Micronutrient Forum**—could be explored.

The ExCom acknowledged that the GG has historically served as a **unique and unifying moment for the SUN community**, and its cancellation represents a **significant departure from past practice**. However, given the **current global context** and **serious capacity constraints** at both the **Secretariat and country levels**, organising a large-scale event in 2025 was deemed particularly challenging.

There was broad consensus on the **strategic value of aligning SUN's visibility with existing high-level global platforms**—such as **UNFSS+4**—where global leaders are already convening, rather than pursuing a standalone Global Gathering.

The ExCom **endorsed the cancellation of the 2025 Global Gathering** and that **unearmarked GG funds can be redirected for the SMS to staff its reduced operations** in 2026.

Staffing and restructuring decisions will be made in phases, with further updates to be shared with the ExCom and donors following an **internal review and greater clarity on the funding outlook in Q4 2025**.

Key takeaways:

- **The ExCom agreed to cancel the 2025 Global Gathering**
- **SUN visibility shall be aligned with existing high-level global events** (e.g., UNFSS+4) and possibly co-host a smaller Global Gathering with another aligned organization in 2026
- **Funds saved from cancelling the GG could be redirected to support SMS operations and staffing** during a critical transition year.

² The ExCom Co-Chairs opened this agenda item at the end of Day 1 of the retreat to allow participants to discuss and consider the topic before the decision tabled on Day 2.

- A **staffing review** to determine how savings could support SMS through 2026 will be conducted and results shared with the ExCom once there is greater clarity on funding.

Session 9: SUN Movement 2025 priorities

Framing: Afshan Khan

Summary:

The focus of the discussion was on doing things *differently and better*—seizing key political moments to shift how nutrition is positioned within climate, food systems, and development agendas.

2025 offers multiple high-level opportunities: Rome Nutrition Week, WHA (target extension), UNFSS+4, G7 (France), G20, COP30 (Brazil), and the World Summit on Social Development. These require **coordinated, early engagement** to insert nutrition into the core of discussions, particularly around finance and national commitments.

There is a strong call to **develop an integrated, joint advocacy and comms strategy**, building on the successful approach used at COP28. Advocacy should be aligned across actors—from SUN, UN agencies, and civil society—to amplify impact.

For COP30, three entry points were highlighted: the official program (adaptation metrics, NDCs), the Brazil presidency’s action agenda (likely to include food and land), and platforms like the Food and Agriculture Transformation platform. Messaging must be ready **well in advance**, and **nutrition must be clearly linked to climate finance goals** through GCF, GEF, and other mechanisms.

On UNFSS+4, SUN should aim for a **dedicated nutrition segment or at minimum a strategic side event** involving aligned countries. Clarity on country participation is needed urgently.

The SUN Movement must clarify its **role in the Global Alliance for Food Systems and Nutrition**, and ensure a **task-driven, country-anchored approach**. Regional actors, SUN networks, and figures like First Ladies should be better leveraged to promote integration and visibility.

The **SUN Advocacy and Comms Group needs revitalising**, with consistent messaging developed early and deployed strategically across regions and events. Members and networks are encouraged to share **country-level priorities and plans**, ensuring that countries—not just global actors—are visible and leading.

Key takeaways:

- **Focus on a small set of clear, change-driven objectives** (not just event participation) across the SUN Movement’s advocacy. Prioritise *what* we want to shift, not just *where* we show up.
- **Revitalise the SUN GSS and Advocacy Group**, including better integration with the SDG2 Advocacy Hub, to drive a coordinated, **integrated SUN Movement advocacy approach**.
- **Influence COP30 through early, strategic entry points**, especially the **Presidency’s Action Agenda**. Focus on **agriculture and land use**, support **COP-to-COP continuity**, and **build on platforms like ICAN**.
- **Push for nutrition integration into NDCs**, national adaptation plans, and climate finance. Leverage **GCF and GEF**, as financial instruments of the climate convention, for targeted nutrition investments.
- **Build on the momentum of the Nutrition for Growth (N4G) Summit**, and **develop a longer-term strategy** to sustain global political interest—particularly looking ahead to the **LA28 Olympics** as a possible milestone.
- **Strengthen alignment across the Movement**, ensuring consistent advocacy by SUN countries, UN agencies, SUN networks, and high-profile figures like **First Ladies** and **Heads of State**.

- **Ensure countries are front and centre**—supporting them to lead advocacy efforts and lift national nutrition priorities to global platforms like COP, G7/G20, and UNFSS+4.

Session 10: Conclusions and way forward endorsement

Summary:

The **SUN Secretariat** will finalize and share reports from the Country Day and retreat with all participants. A **retreat feedback survey** will be circulated to gather input on content, logistics, and overall experience.

Annex 1: Abbreviated Agenda - Annual 2025 SUN Movement ExCom Retreat

The original detailed agenda, outlining session objectives can be found [here](#). All background documents and presentations are available [here](#).

Annual 2025 SUN Movement Executive Committee Retreat Agenda (abbreviated version) as delivered

Time	Session title
Thursday 3 April	
0900-0915	1. Welcome, review of previous meeting's actions and approval of retreat agenda
0915-0945	2. Opening remarks - SUN Movement Coordinator
0945-1130	3. Setting the Scene - Understanding the drivers of malnutrition and opportunities to address malnutrition in SUN Countries <ul style="list-style-type: none"> a. The state of malnutrition: data, trends and the impact of climate change and conflict as key drivers b. The donor and nutrition financing landscape c. SUN Countries in focus
1130-1145	Break
1145-1315	4. Finalizing the management response to the SUN Movement 3.0 Evaluation
1315-1415	Lunch
1345-1615	5. Visioning: Integration as a Pathway to Future-Proofing Nutrition and SUN <ul style="list-style-type: none"> a. Nutrition and Climate Change b. Food systems transformation as a pathway to securing improved nutrition outcomes
1615-1630	Break
1600-1730	c. Addressing malnutrition in all its forms
1730-1800	6. SUN Movement Global Gathering 2025 ³
Friday 4 April	

³ This agenda item was moved to Day 1 during the retreat.

Time	Session title
0915-1015	[continuation of 5. Visioning: Integration as a Pathway to Future-Proofing Nutrition and SUN] d. Humanitarian contexts: the importance and challenge of investing in nutrition
1015-1115	6. Legacy Building - the SUN Movement post-2030 a. Protecting and Defining the Future through Youth Engagement
1115-1130	Break
1130-1300	b. Localisation: the SUN Movement by 2030⁴ 7. Prioritising for 4.0 and Next Steps
1300-1400	Lunch
1400-1445	8. SUN Movement 2025 priorities
1445-1500	9. Conclusions and Way Forward

⁴ It was decided during the retreat to omit this agenda item

Annex 2: Attendance List

Co-Chairs

1. **Neema Lugangira** – Member of Parliament, Tanzania.
2. **Jessica Fanzo** – Professor of Climate and Food, Columbia University, USA. [connected online]

Regional SUN Country Representation (SUN Focal Points)

3. **Patricia N’Goran-Theckly** (Francophone Africa) – Advisor and National Coordinator of the National Council for Nutrition and Food, Ivory Coast.
4. **George Kembo** (Anglophone Africa) – Director, Food and Nutrition Council, Zimbabwe.
5. **Elisa Gamero** (Latin America and Caribbean) – Chief of Health and Nutrition Projects, Office of the First Lady- Presidency of El Salvador, El Salvador.
6. **Nazeer Ahmed** (Asia) – Chief of Nutrition, Ministry of Planning Development & Special Initiatives, Pakistan.
7. **Mohamed Farah** (Humanitarian Settings) – Special Adviser on Health and Nutrition, National Coordinator for SUN, Office of the Prime Minister, Federal Republic of Somalia.

Additional Regional, Sub-Regional, and National Representatives

8. **Shabina Raza** – Country Director, Nutrition International, Pakistan.
9. **Kefilwe Moalosi** – Senior Nutrition and Food Safety program Officer, AUDA-NEPAD, Botswana.
10. **Kola Matthew Anigo** – Professor, Department of Biochemistry, University of Abuja, Nigeria.

SUN Network Representatives

11. **Aimé Kwizera** (SUN Business Network) – program Lead, Nutrition Enterprise Unit, GAIN, Rwanda.
12. **Nancy Aburto** (ad-interim UN-Nutrition) – Deputy Director, Food and Nutrition Division, FAO, USA.
13. **Christine Campeau** (SUN Civil Society Network) – Global Policy Director - Food and Nutrition Systems, CARE, Canada.
14. **Abigail Perry** (SUN Donor Network) – Global program Lead, Nutrition, World Bank, United Kingdom.

Thematic Experts

15. **Kaveh Zahedi** (Climate and Nutrition Expert) – Director of the Office of Climate Change, Biodiversity and Environment, FAO, United Kingdom.
16. **Kyoko Shibata Okamura** (Finance Expert) – Senior Nutrition Specialist, World Bank, Japan.
17. **Said Shamsul Islam Shams** (Humanitarian Expert) – program Policy Officer (Nutrition), WFP, Afghanistan.

Youth Seat

18. **Florence Sibomana (Youth Expert)** – Senior Program Officer on NCDs, PATH, Rwanda.

Ex-Officio Members

1. **Afshan Khan** – SUN Movement Coordinator, UN Assistant Secretary-General
2. **Andrew Kirkwood** – Director of UNOPS Geneva.

Observers:

1. **Joanne Raisin**, Director, SMS
2. **Maria Pizzini**, Governance Advisor, SMS
3. **Paul Mazza**, Governance Specialist, SMS
4. **Maria Schiavo**, Communications Analyst, SMS
5. **Fiorella Tolentino**, Project Management Support - Senior Analyst, SMS (Day 1)
6. **Jean-Daniel N’Cho**, Administrative Associate, SMS (Day 2)

External Facilitator:

7. **Katy Webley**, Consultant