

# SUN Movement Secretariat (SMS)

## Annual Report **2024**







Credit: SUN Movement Secretariat  
Caption: Smiling woman at the Cocody market in Abidjan, Côte d'Ivoire

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***“Something is very wrong with a world in which hunger and malnutrition are a fact of life for billions of children, women and men...The good news is that a zero-hunger world is possible.”***

UN Secretary-General António Guterres<sup>1</sup>

<sup>1</sup> United Nations (2024) The Secretary-General - Message on World Food Day

Sun Movement Secretariat  
Annual Report 2024

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# Foreword by SUN Coordinator

*Dear friends and partners*

*As we reflect on the year 2024, the Scaling Up Nutrition (SUN) Movement and its Secretariat (SMS) are poised to enter a new chapter—one shaped by the global context of declining aid resources, hard experience and new opportunities. This year marks the culmination of the SUN 3.0 Strategy phase, a period of intense collaboration and commitment to tackling malnutrition across the 67 member countries of the SUN Movement.*

*The SMS, working across the Movement, has made significant strides towards fostering political will, advocating for nutrition financing at domestic and international levels, and promoting cross-sectoral collaboration in efforts to address malnutrition in all its forms.*

*Nevertheless, despite recent progress—culminating in March 2025 in a successful Nutrition For Growth (N4G) Summit in Paris—significant nutrition challenges remain. In particular, overseas development aid has taken a real cut this year, and the decline is expected to continue into 2027—all while malnutrition remains stubbornly high. The rise in overweight and obesity alongside persistent undernutrition demands a more holistic and adaptable approach. Achieving the second Sustainable Development Goal (SDG 2) of Zero Hunger will remain out of reach unless we get better at fully and systematically integrating nutrition across all sectors—climate, health, education, agriculture, social protection, food systems and beyond.*

*This report details the diverse and impactful work the SMS carried out throughout 2024. We also have chosen to cover actions related to N4G through March 2025, given the Secretariat's leading and convening role in that event. N4G exemplified our enduring commitment to strengthening national leadership, unlocking new and innovative nutrition financing pathways, and integrating nutrition into broader development agendas, from climate resilience to humanitarian responses. You will find detailed accounts of how countries are embedding nutrition within their health and food systems and how we are striving to ensure that gender equality and empowerment remain at the heart of our work.*

*Unfortunately, this year also presented us with unforeseen challenges. An outbreak of the Marburg virus led to the difficult but necessary decision to postpone the planned SUN Global Gathering in Rwanda. This was a disappointing moment for all of us, as we had looked forward to convening in person to share stories of success and lessons learned and to chart a course for the future. However, the months-long preparations for that event were not wasted, with much of the work repurposed to support the thematic focus of N4G.*

*Amid such challenges, we also received valuable feedback from the external evaluation of the SUN Movement. This comprehensive and independent assessment provides critical insights and recommendations that are shaping our thinking for the SUN 4.0 Strategy. The evaluation's findings, along with the experiences documented in this report, underscore the continuing need for a dynamic and country-driven network that is agile and responsive to the shifting global context.*

*At the same time, the evaluation points to a need for more robust advocacy at global and regional levels, ensuring that we bring the powerful voice of SUN countries into this space. We will take these recommendations forward into SUN 4.0 with a view to closing the gap between country-level action and regional and global policy. As we transition to SUN 4.0, our vision is of a truly country-led Movement—one that drives nutrition impacts across global and regional agendas, grounded in sustainability, innovation and resilience.*

*This annual report encapsulates the collective efforts and achievements of the SMS team amid the challenges we have navigated. It is a testament to the unwavering dedication of the SUN countries, partners and stakeholders who continue to drive progress in the fight against malnutrition. As we move forward, let us carry with us the lessons learned, the partnerships forged and a renewed determination to create a world in which everyone has access to healthy nutritious food.*

Sincerely 



**Afshan Khan**

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



# 2024 Highlights

**5** major global events spotlighted nutrition as key to development—driven by powerful advocacy and communications.



SUN countries' nutrition priorities gained traction in global and regional policies and financing—thanks to stronger ties with

**13** regional organizations + **15** global organizations



Over **1** million people reached through the SUN communications campaign “*NutritiON:Power The Change*”



**92%** of SUN focal points are satisfied with leadership support and guidance provided by the SMS



**79%** of SUN countries reported strengthened nutrition progress thanks to technical support brokered through the SMS



**12** regional bodies received support from the SMS to implement their nutrition-related action plans

**25+** targeted engagements linked countries to finance partners





## From 3.0 to 4.0: gearing up for a new chapter of SUN

Launched in 2021, the third iteration of the SUN Movement's strategy centres on the idea that sustainable progress in nutrition can be achieved only by enabling countries to lead their own nutrition agendas and supporting them in that effort. It envisions that collective, consistent and evidence-based action—aligned behind government priorities and driven by multi-stakeholder partnerships—will accelerate systemic change in food, health and social protection systems, ultimately improving nutrition outcomes at national and subnational levels.

In the 3.0 period, SUN successfully united 67 countries, four Indian states and various partners—including businesses, civil society and United Nations agencies—in fostering political will, securing financing and promoting cross-sectoral collaboration. By aligning resources with country needs, SUN has supported the development of strategic nutrition initiatives that are making a tangible impact in the fight against malnutrition.


SUN 4.0, to be launched formally in 2026, will build on the model defined in the 3.0 phase to drive collective action against all forms of malnutrition. Designed to strengthen national leadership and elevate national voices in the global policy arena, unlock new financing, and integrate nutrition across development agendas—from climate resilience to fragile and conflict-affected contexts—SUN 4.0 will leverage the power of diverse constituencies to future-proof nutrition efforts. By remaining country-led while adapting to shifting global challenges, SUN 4.0 will cement the Movement's role as an indispensable convening platform for global and regional collaboration.





Credits: SUN Movement Secretariat  
Caption: Children eating their lunch offered by the Gannoruwa Junior School as part of the national school meal programme in Sri Lanka


## Value for money: delivering more with less in 2024


In 2024, the SMS demonstrated strong value for money by strategically managing resources to maximize impact across its global mandate. Focused on the principles of economy, efficiency, effectiveness and equity, the SMS made deliberate choices that strengthened delivery without compromising quality.

 **Economy:** The SMS reduced its 2024 expenditures to \$9.2million, 37 per cent below the budget approved by the Executive Committee. This was achieved not through simple cost-cutting but through targeted restructuring. Headquarters staffing in Geneva was streamlined through the abolition of four positions, allowing resources to be reallocated towards strengthening regional hubs and the new Convergence Hub for fragile and conflict-affected countries. The SMS also secured significant operational savings by optimizing procurement through United Nations Office for Project Services (UNOPS) systems, enforcing economy-class travel for nearly all missions, and leveraging digital tools to reduce translation and communications costs.

 **Efficiency:** The SMS improved its operational efficiency through results-based budgeting, enhanced project management tools such as Monday.com, and greater reliance on digital collaboration via Google Workspace. By internalizing key activities such as the Joint Annual Assessment and switching to more cost-effective office and service providers, the SMS reduced overhead while maintaining service quality. Continuous monitoring and adaptive management ensured that resources were deployed flexibly and where they were most needed.

 **Effectiveness:** Resources saved from administrative economies were redirected to deliver more impact. Strengthening the regional hubs in Nairobi, Panama City, Dakar and Bangkok enhanced country-level support, with a clear emphasis on context-specific engagement. As detailed extensively in this report, the SMS supported countries in the integration of nutrition priorities into global agendas on health, climate and food systems; facilitated preparation for the Nutrition for Growth (N4G) Summit; and ensured that country voices shaped global policy dialogues, multiplying the impact of a leaner central team. A rigorous external evaluation of the SUN 3.0 period was completed, with findings directly informing the design of the Movement's next five-year strategy (see box above).

 **Equity:** The SMS expanded targeted support to countries facing the greatest barriers, mainly through the Convergence Hub. Regional hubs continued to prioritize localized and inclusive approaches, ensuring that support reached the countries and populations where it could deliver the greatest gains in reducing malnutrition.

 **Cost-effectiveness:** The Secretariat's hosting arrangement with UNOPS ensures a competitive management fee of 7 per cent, allowing a great proportion of donor funds to go directly to programmatic work.

In short, the SMS used 2024 not only to spend less but to spend smarter, reallocating resources to where they could drive the greatest change and positioning the SUN Movement for even greater impact under its next strategic phase.

# Nutrition for Growth Summit

The SMS played a central role in shaping and delivering the 2025 N4G Summit and positioning SUN countries at the heart of the Global Compact on Nutrition Integration launched at the Paris gathering. The Coordinator co-chaired its International Advisory Group<sup>2</sup> and fielded expertise across all six thematic groups, contributing significantly to the summit's agenda. It enabled 50 SUN countries to register 388 new commitments—representing nearly 60 per cent of all summit commitments—with 24 per cent focused on integrating nutrition into sectors such as health, food systems, climate and social protection. The SMS mobilized high-level political engagement, brokered technical assistance and helped countries align their commitments with national development priorities. The final summit declaration explicitly recognized SUN leadership, highlighting the Movement's unique role in advancing multisectoral action and accountability for nutrition outcomes.

Held every four years, the N4G Summit is a global moment for governments, donors, businesses and civil society to make measurable commitments to accelerate progress on nutrition and ensure the integration of nutrition across sectors and systems.

The SMS spent much of 2024 technically, politically and financially supporting SUN countries in preparing for the 2025 summit, which focused on:

- placing nutrition at the centre of the sustainable development agenda
- making the fight against all forms of malnutrition a universal cause
- creating continuity among N4G summits and in the commitments for good nutrition
- mobilizing ambitious new political and financial commitments for nutrition

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<sup>2</sup> Alongside Côte d'Ivoire, represented by its SUN focal point.

Much of the extensive preparatory work conducted by the SMS ahead of the N4G Summit repurposed its preparations for the SUN Global Gathering following that event's cancellation. The SMS was able to work with UN Agencies to repurpose the Global Gathering's five thematic groups towards the preparations for N4G.<sup>3</sup> Throughout 2024 (and into 2025), the SMS acted as a broker, connector and technical partner to help SUN countries formulate their N4G commitments (see box below), working to ensure these were of high quality, achievable, measurable and accompanied by action plans. The SUN Coordinator also oversaw the work of two technical groups that developed a cross-cutting [N4G commitment guide](#). SMS staff worked within all eight groups, drafting six thematic commitment guides and six plenary session concept notes. The SMS also helped design the content and structure of the summit's round tables on gender, financing, adolescents, climate and food systems, and school health.

The SMS enabled nearly all SUN countries—including fragile and conflict-affected states (FCAS)—to engage in N4G preparations, with 33 country focal points attending the summit and contributing to sessions and side events. Through strategic brokering and accompaniment, the SMS helped secure funding for national delegations, facilitate cross-network participation, and connect country level processes such as the preparatory work for the Global Gathering, the Committee on World Food Security and the World Health Assembly, with gender, climate and food systems consistently embedded across guidance, dialogues and commitments.



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<sup>3</sup> Namely: food systems and climate, health systems, humanitarian action, gender, and nutrition financing.



## Nutrition for Growth commitments: what they are and why they matter

At the heart of each Nutrition for Growth (N4G) summit are the commitments—concrete pledges made by government departments, donors, development banks, civil society, private-sector actors and others to accelerate progress towards ending malnutrition in all its forms. Some commitments are financial (increased budget allocations or donor funding) and others political (new legislation, policies, institutional reforms). With extensive support from the SMS, the summit's organizers developed and widely distributed guidelines on how to formulate commitments and ensure they were SMART (specific, measurable, achievable, relevant and time-bound).

As of late May 2025, 50 SUN countries had registered 388 new commitments developed through consultative, multisectoral processes—a hallmark of the SUN Movement's approach. Of these, 345 were registered by governments and 43 by civil society organizations (in 22 SUN countries). N4G commitments are registered in the Nutrition Accountability Framework hosted by the [Global Nutrition Report](#). To enhance accountability and transparency, all makers of commitments must submit annual progress reports.

The N4G process has provided SUN countries with a unique opportunity to bolster their national advocacy initiatives, elevate nutrition on political agendas, strengthen alignment between actors and sectors, and mobilize new sources of finance, starting with domestic resources. In 2024, the SMS also played an important role in supporting countries in reviewing past N4G commitments and preparing ambitious but actionable new ones. Many of these are rooted in national plans and stem from multisectoral collaboration.

*The commitments made in Paris will transform lives, ensuring that mothers no longer have to watch their children suffer from malnutrition, that families have access to nutritious food, and that communities can break the cycle of poverty and poor health.*

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**Afshan Khan**

SUN Movement Coordinator and United Nations Assistant Secretary-General



## Building better commitments

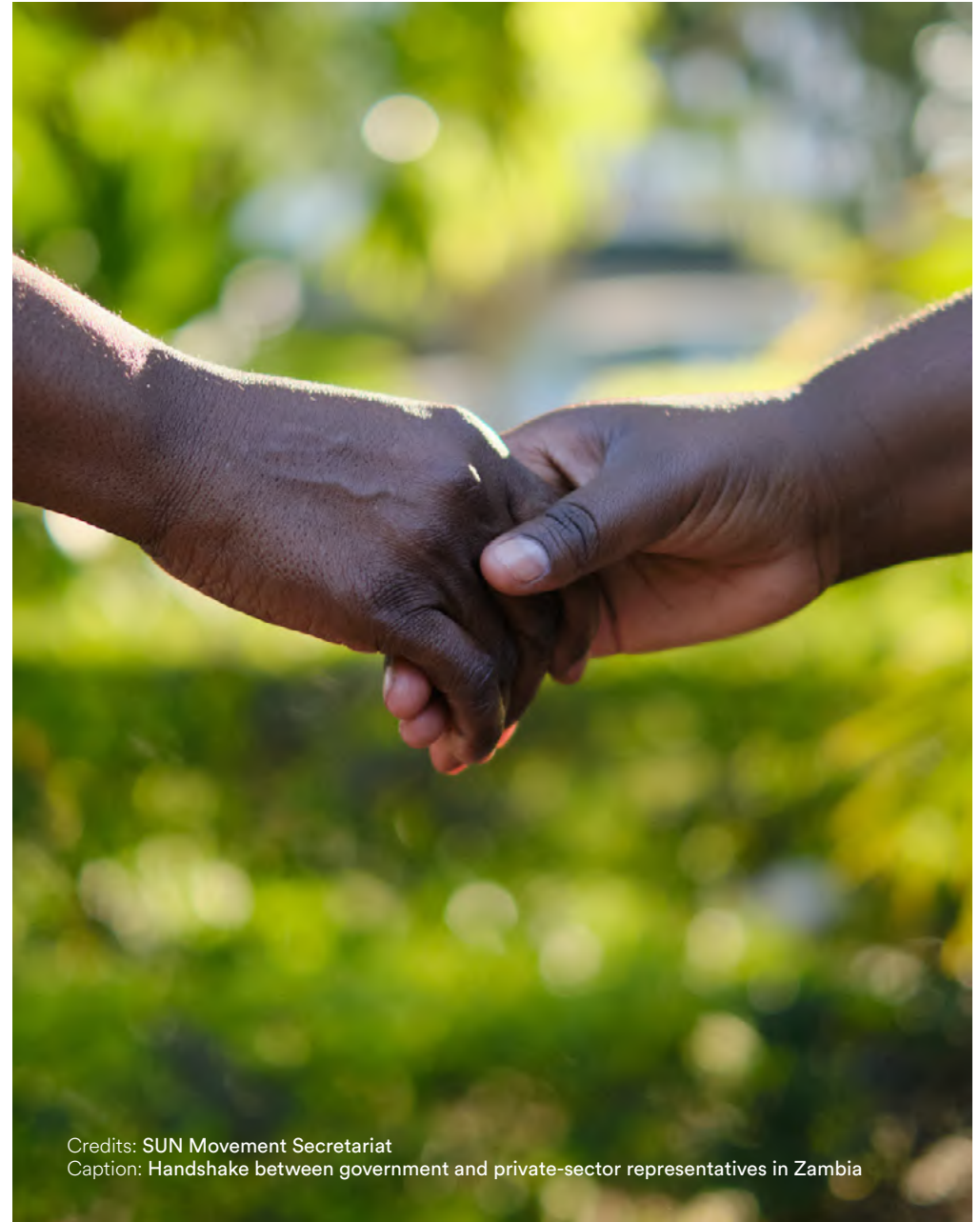
Throughout 2024, the SMS led a coordinated, Movement-wide effort to help SUN countries prepare robust and measurable commitments ahead of the 2025 N4G Summit. Essential support for this effort was provided by the pillars of the Movement, such as the civil society and business networks, and partners such as the Global Nutrition Report, the French Ministry for Europe and Foreign Affairs, the new Finance Capacity Development Platform for SUN countries (FCDP<sup>4</sup>), and Nutrition International.

This work combined tailored country-level assistance with region-wide initiatives, including brokering technical support, facilitating peer learning and South-South cooperation, providing practical guidance on the making of commitments, and catalysing high-level political engagement. This helped SUN countries assess progress on their 2021 pledges, refine priorities, and align new commitments with broader food, health and development goals.

For example, as part of a 16-country package of support funded by the EU4SUN project and Capacity for Nutrition (C4N) in Francophone Africa, the SMS brokered and coordinated tailored technical assistance to help some of these countries develop N4G commitments that integrate nutrition into primary healthcare and universal health coverage. In Benin and Burkina Faso, the SMS facilitated the deployment of expert consultants who worked closely with SUN focal points and multi-stakeholder platforms to convene technical workshops, guide multisectoral discussions, and ensure broad stakeholder engagement. It maintained close coordination throughout, troubleshooting bottlenecks, aligning the process with N4G guidelines, and ensuring that commitments reflected integration with health systems.

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<sup>4</sup> The FCDP, established with support from the Gates Foundation and USAID and delivered in partnership with technical assistance providers funded by the European Commission and BMZ (C4N and EU4SUN), is an example of how SMS is convening and coordinating cross-partner efforts to unlock finance for nutrition.



Credits: SUN Movement Secretariat

Caption: Handshake between government and private-sector representatives in Zambia



Other examples of the outcomes of SMS-led work to support countries in the lead-up to the N4G Summit include:

- **Bangladesh** developed a comprehensive new package of commitments that span health, food systems, gender, climate resilience and sustainable financing. Each was shaped through extensive coordination among ministries and partners, backed by tailored technical assistance.
- **Benin** formulated commitments focused on delivering nutrition services through health facilities and community platforms, including community awareness campaigns, breastfeeding promotion, nutrition education, supplementation, recovery centres and safe water provision in school canteens.
- A system to monitor nutrition and health services for more than 600,000 women and children in real time in **Ecuador** was promoted as an N4G good practice and as a model for commitment tracking.
- **Rwanda** launched a national SUN Academia Network and activated a multisectoral local organizing committee, strengthening national coordination and political backing ahead of the summit.
- **Senegal** conducted an in-depth study of the economic costs of malnutrition across four pathways.<sup>5</sup> The study found that malnutrition results in an estimated annual loss of \$371 million (equivalent to 1.34 per cent of the country's gross domestic product in 2022), almost three-quarters (72 per cent) of which is due to future productivity losses caused by cognitive and physical developmental delays in children. The results were used to inform the country's N4G financing strategy and to strengthen domestic advocacy for increasing nutrition investment.

<sup>5</sup> Namely: (1) child mortality and the resulting loss of the future workforce's economic value; (2) cognitive and motor impairments in children that reduce future adult productivity; (3) current productivity losses among working adults due to undernutrition; and (4) the present value of avoidable and excessive healthcare costs linked to malnutrition.



Credits: SUN Movement Secretariat  
Caption: Volunteer sharing information around the importance of food variety in a mother-to-mother support group in Chongwe District, Lusaka, Zambia

- In **Sierra Leone**, multisectoral development priorities were aligned with N4G commitments under the Feed Salone programme,<sup>6</sup> resulting in high-level buy-in from the Office of the President and the creation of a nutrition investment case.
- **Timor-Leste** developed costed commitments and initiated multisectoral strategies such as youth nutrition networks and local food system integration.
- Incentive-based public management schemes in **Peru**—such as the Performance Stimulus Fund and Seal Award—were shared as examples of how results-based financing can drive early childhood nutrition outcomes and were featured in regional N4G preparation dialogues.
- Countries from across the **Latin America and Caribbean** region, along with donors, participated in a flagship workshop on food systems and N4G commitments, helping them align national pledges with regional priorities. This was followed by a community of practice that offered thematic training—from financing and gender integration to data systems—to eight countries preparing new commitments. More than 80 per cent of participants rated the peer exchange experience “very useful”.
- The SUN Coordinator met the King of Lesotho, the **African Union** Nutrition Champion. A subsequent meeting with representatives of the **Southern African Development Community (SADC)** helped define how the King, alongside SADC chair Zimbabwe, would champion the N4G agenda within the African Union. The King later hosted a side event at an African Union summit and presented the continent’s priority N4G commitments for endorsement at the United Nations General Assembly.

<sup>6</sup> The Feed Salone programme, launched by the President of Sierra Leone in 2023, is a flagship initiative aimed at transforming the country’s food system to achieve food security, improved nutrition and climate resilience. It serves as a national platform to align efforts across sectors such as agriculture, health, education and social protection.

- **Thirteen Francophone countries in Africa** received a package of support to prepare for the N4G summit. This helped reinvigorate multi-stakeholder platforms, enabled countries to formulate new commitments, and ensured their timely registration in the Nutrition Accountability Framework. High-level convenings and bilateral follow-ups ensured that momentum was sustained throughout the year.
- An SMS-led regional workshop in Kenya helped **16 Anglophone countries in Africa** finalize their national N4G road maps by early 2025.
- **FCAS** members of the SUN Movement strengthened the quality of their N4G commitments and developed national workplans and road maps through a regional workshop. This event enhanced country ownership, promoted South-South cooperation and reinforced efforts to deliver more impactful and measurable nutrition outcomes.

## Driving inclusivity through gender integration

The SMS played a central role in placing gender equity at the heart of the N4G Summit—shaping the summit content and supporting gender-responsive country commitments. Building on momentum from the 2024 United Nations General Assembly and the Nourishing Equality event (see the section on gender equality for more details), the SMS co-led the revision of the N4G Gender Thematic Guide, coordinated Movement-wide inputs, and co-led the consolidation of stakeholder feedback to ensure that gender was embedded across all thematic commitment areas, from food systems and health to finance and humanitarian action.

At the request of the SUN Coordinator, the SMS also led the final drafting of the Gender Plenary Session concept and round-table materials, in close collaboration with UNICEF and Save the Children, ensuring alignment with SUN Movement priorities. Through its engagement in the N4G Gender Thematic Working Group—co-chaired by UNICEF and the United Nations Population Fund—the





Credits: SUN Movement Secretariat  
Caption: Volunteer of SUNII Programme in her garden in Chongwe, Zambia

SMS worked alongside global partners such as FHI 360, World Vision and Global Health Advocates (via the SUN Civil Society Network), leveraging the gender and nutrition community of practice to strengthen global guidance and country support.

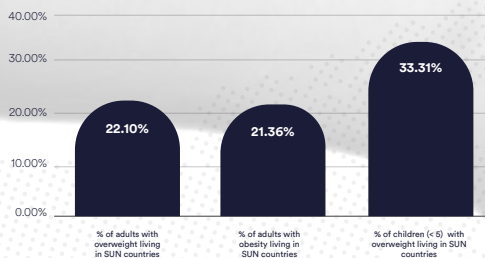
By March 2025, 37 per cent of N4G commitments submitted included a focus on gender equality and nutrition, a testament to efforts by the SMS to mainstream gender across global guidance, regional engagement and country-level support.

To advance gender integration in national commitment-making processes, the SMS provided targeted technical assistance via its regional hubs and partners. In Latin America and the Caribbean, for example, five countries submitted requests to C4N for support with gender-responsive commitments. The SMS also launched a regional community of practice to build sustained capacity and peer learning on gender. In Anglophone Africa, it co-facilitated a dedicated session on gender and food systems at a regional workshop in Mombasa, Kenya, equipping governments to identify priorities and submit gender-focused technical assistance requests covering data disaggregation, commitment design and implementation planning.

The 2025 N4G summit marked a significant moment of recognition for the SUN Movement and its Secretariat. The [final declaration](#) explicitly acknowledged the Movement's role in supporting countries in the integration of nutrition into national and sectoral development plans, affirming its continued relevance as a platform for action. Of the 345 N4G commitments registered by SUN countries, 83, or 24 per cent, related to integrating nutrition into other sectors, such as social protection, food systems, health and climate change. By echoing core SUN principles—country ownership, multi-stakeholder coordination and systems-based integration—the declaration underlined the importance of the functions carried out by the SMS. It also emphasized the need for stronger national data systems, accountability mechanisms and targeted support in fragile and conflict-affected settings, all areas where the SMS plays a vital brokering and coordination role.

# SMS supports countries where needs are greatest

## Overweight and obesity



Source: Estimates from the JMin(2023) (Model-based estimates); WHO GHO (Lancet) (Age-standardized estimates); Our World in Data (Population data). Year: 2022

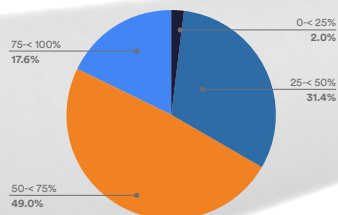


**12.3 (1 in 3) million overweight children live in SUN countries.**

## Dietary Diversity

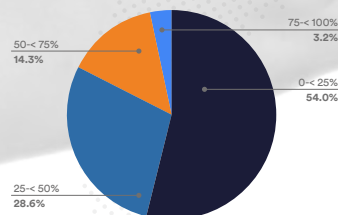
Only two SUN countries (Costa Rica and Sri Lanka) have more than three-fourths of children meeting Minimum Dietary Diversity (MDD) requirements.

Proportion of SUN countries per MDD-W category (n=51)



In over half of SUN countries (53%), fewer than 1 in 4 children meet MDD requirements.

Proportion of SUN countries per MDD-C category (n=64)

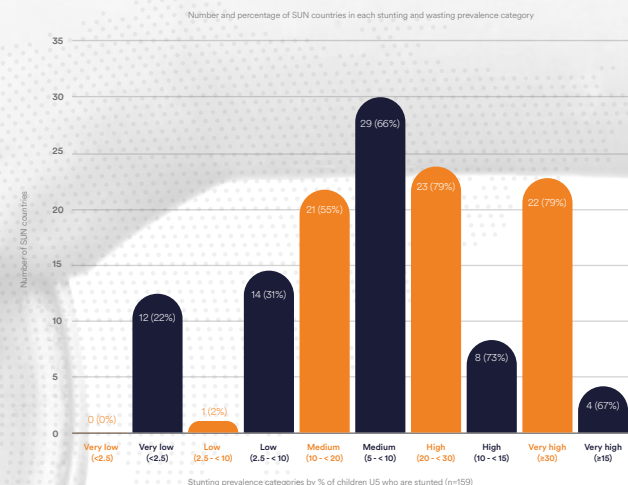


Year: MDD-W data ranges from 2021-2024. MDD-C data ranges from 2021-2022. In all cases, the latest available data was used. Source: Food Systems Dashboard / Global Diet Quality Project and UNICEF (for MDD-C)



**61.3% of stunted children live in SUN countries.**

## Stunting and wasting



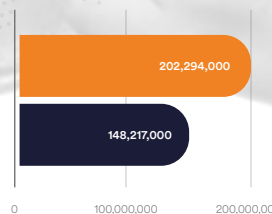
Note: The data for wasting is extracted from the 2023 JME edition and based on surveys. Some surveys are old (pre 2010 in some SUN countries). Wasting can vary rapidly. This is an aggregate.

Year 2022. Distribution of SUN Countries Across Stunting Prevalence Categories (# and %). Source: JME (2023) - Model-based estimates

Stunting Wasting

## Anaemia

Total women of reproductive age with anaemia in SUN countries



Total children aged <5 with anaemia in SUN countries

**35% of women of reproductive age affected by anaemia live in SUN Countries.**



Source: WHO Global Anaemia estimates (2021 edition)  
Year: 2019



# Supporting national and regional priorities

Throughout 2024, the SMS helped SUN countries further embed nutrition within national policies and regional governance frameworks, as a cross-cutting priority in health, agriculture, education, climate and gender, among others. Through sustained engagement with SUN focal points, regional institutions and global partners, the SMS helped reposition nutrition within broader development agendas and improve coherence across sectors. These efforts, the positive impacts of which are acknowledged in an external evaluation (see box), ranged from high-level political shifts and policy reforms to more targeted technical collaborations and thematic dialogues.

## Independent evaluation confirms SUN's catalytic role in country-led change

An external independent evaluation of SUN 3.0 found that the strategy has significantly advanced global nutrition efforts, particularly in strengthening country ownership and fostering multi-stakeholder collaboration. The evaluation highlights notable achievements in several countries, showcasing the Movement's success in empowering governments and strengthening nutrition governance from 2021 to 2024.

### Findings

Some of the notable country successes that have emerged from the evaluation include (but are not limited to):

- The integration of nutrition governance into the Timor-Leste Office of the Prime Minister, ensuring better coordination and policy alignment.

- Côte d'Ivoire has successfully transitioned its Regional Centre of Excellence for the Fight Against Hunger and Malnutrition into a nationally owned initiative, allowing for shared learning across countries.
- Pakistan has established national and provincial nutrition governance councils to drive progress on nutrition goals.
- Mali has made nutrition a constitutional priority, incorporating the right to food into its legal framework.

### Process

To ensure a thorough assessment, the independent evaluation, conducted by the Economic Policy Research Institute, included more than 160 interviews and focus group discussions, an e-survey with responses from 55 countries, and in-depth case studies from six SUN countries. Workshops were held with the five SUN Movement Secretariat regional hubs, and feedback was gathered from all SUN constituencies, including civil society, the private sector, donors and United Nations agencies.

### Looking ahead

The evaluation offers valuable insights for SUN's future, providing recommendations to improve governance, financing and technical support, particularly for (FCAS). These findings will inform the development of SUN 4.0, ensuring the Movement continues to evolve and meet global nutrition challenges.

## Highlights from Africa

In West Africa, the SMS helped drive a significant advance in embedding nutrition within regional governance frameworks through its partnership with the **Permanent Interstate Committee for Drought Control in the Sahel (CILSS)**, a 13-member intergovernmental organization focused on drought resilience, agriculture and food security. Historically, nutrition had not featured prominently within the work of CILSS. After conducting a study of nutrition integration into the policy documents of member states, CILSS decided to develop a regional guide to help governments further integrate nutrition into agriculture, social protection and other sectors. As part of this process, the SMS:

- co-led discussions and contributed directly to the guide's drafting;
- gathered evidence on multisectoral coordination and policy gaps at the national level;
- brokered financial support to trial the guide, designed the pilot, and selected Guinea, Mauritania and Chad for this phase; and
- ensured buy-in from regional bodies and continues to provide technical backstopping.

Upon conclusion of the pilot phase and after an SMS-led verification process, the guide will be distributed across CILSS member states and published online.

Also in West Africa, the SMS deepened collaboration with the **Economic Community of West African States (ECOWAS)** to ensure that nutrition is more systematically addressed in regional policy processes. Historically underrepresented—particularly outside the health sector—nutrition is now gaining traction across ECOWAS structures, with SUN focal points playing a more visible role. In 2024:

- Working with Catholic Relief Services and German development agency GIZ, the SMS supported the creation of the **Regional Alliance for Food Fortification in the ECOWAS Region**.



Credits: SUN Movement Secretariat  
Caption: School kids involved in the harvesting of food for their school meals in South Sudan

- SUN focal points were increasingly invited to ECOWAS-led events, including those convened by the West African Health Organization. These forums, once limited to health professionals, have expanded to include SUN country voices thanks to SMS advocacy.
- The SMS facilitated SUN focal point participation in a regional workshop held by ECOWAS and the Food and Agriculture Organization of the United Nations (FAO) in early 2025 to support countries in developing national dietary recommendations using the updated methodology from FAO.

In **Kenya**, the SMS played a pivotal role in advancing nutrition governance and policy. By brokering financial support from in-country



partners and mobilizing high-level political engagement, including from the Office of the President, the SMS facilitated the development of the third Nutrition Action Plan in Kenya and supported the integration of nutrition into other sectors.

Through sustained advocacy and coordination, the SMS also contributed to the development of the country's new National Nutrition Policy, helping build consensus around the need to elevate nutrition governance beyond the health sector and culminating in a landmark proposal to establish a high-level Nutrition Council within the Office of the President. This shift formally moved the coordination of nutrition from the Ministry of Health to the highest level of government—marking a significant step towards recognizing nutrition as a national development priority and embedding it across a broader range of policies and programmes.

With direct technical input from the SMS, Eswatini revised its National Nutrition Strategy and Policy to better align with the Movement's systems approach, strengthen coherence and clarify the mandate and structure of the country's Nutrition Council.<sup>7</sup> The SMS provided hands-on support by reviewing both the policy and strategy, advising on the design of the governance mechanism, assisting in the integration of references to international commitments, and facilitating coherence between policy and strategy.

This policy update laid the foundation for the legal institutionalization of the Nutrition Council and introduced clearer mechanisms for implementation oversight and cross-sectoral coordination. The revised strategy has helped streamline nutrition interventions and foster coherence across key ministries, including education, agriculture, social development, gender and health. It also has improved alignment with global nutrition commitments, positioning Eswatini for more effective resource mobilization and programme delivery.

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<sup>7</sup> Established in 1945, this body works to improve the nutrition and health status of Eswatini for all vulnerable groups at all levels of society by providing an effective, comprehensive, decentralized, coordinated, sustainable and enabling environment for the provision of food and nutrition services.

## Highlights from Asia

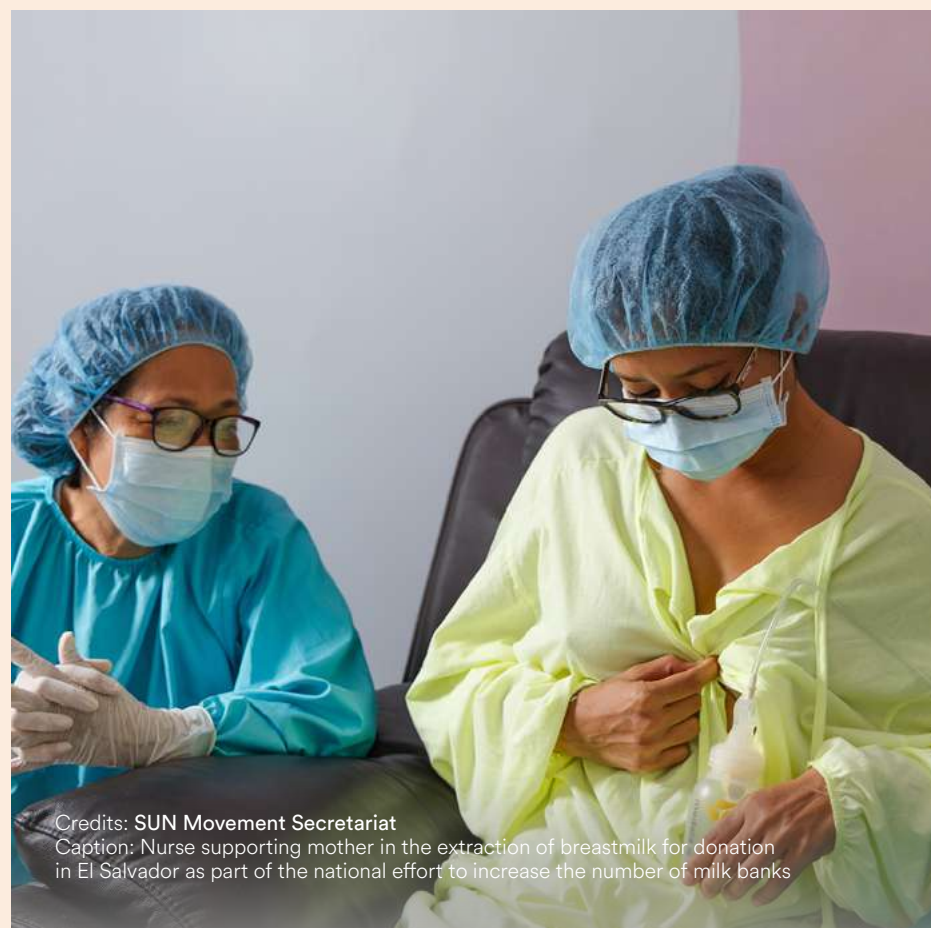
- SMS supported the implementation of the new Plan of Action for Nutrition 2023–2028 in the **Philippines**. Leveraging its relationship with the SUN focal point—now a senior official in the Ministry of Health—the SMS facilitated dialogue that helped surface and promote innovations, including the subnational mobilization of local government units, nutrition awards led by these units, and a national nutrition radio programme. The SMS then encouraged the Philippines to share these achievements as best practices within the SUN Movement.
- Also in 2024, the SMS reinitiated the nutrition planning process in **Sri Lanka** after a period of dormancy, advising the Government throughout the design of the country's new multisectoral action plan. The adopted strategy includes explicit links to climate resilience and food systems and builds on existing national coordination mechanisms, with SUN networks and their roles clearly articulated.
- In **Cambodia**, the SMS helped broker technical assistance to ensure the integration of food systems and food security considerations in the country's updated national food security and nutrition strategy. This strategic alignment aims to strengthen the multisectoral nature of the country's nutrition response.

## Highlights from Latin America and the Caribbean

In Costa Rica, the SMS brokered technical support for the operationalization of food systems-based dietary guidelines, which are designed to align both sectoral and intersectoral actions within a results-based management framework. As part of this process, an implementation plan was developed alongside a monitoring dashboard to track progress and inform evidence-based decision-making.

- In Peru, the SMS provided technical support for evidence review and development related to a multi-stakeholder, intersectoral initiative aimed at reducing all forms of malnutrition across three priority regions. Bringing all stakeholders together, the initiative builds on a government-led systemic nutrition analysis conducted with support from United Nations agencies and civil society organizations. The resulting strategy integrates challenges related to food systems, climate change and malnutrition.
- For Panama, Costa Rica and El Salvador, the SMS facilitated alignment with regional food security and nutrition policy frameworks with the Central American Integration System (SICA). This included attending and supporting national dialogues and validation workshops on policy coherence, strengthening national coherence and ensuring the alignment of policy implementation and the regional food security and nutrition plan.
- With sustained engagement from the SMS and support from EU4SUN, Guatemala hosted the Ibero-American Political-Academic Dialogue #FoodFirst in April 2024, convening parliamentarians, academics and development partners to elevate food security and nutrition on national and regional agendas. The SMS supported the participation of parliamentarians from SUN countries in the Latin America and the Caribbean region, facilitated dialogue across sectors and regions, and promoted South-South learning by connecting academic representatives from Africa, including Togo and the Sahel and West Africa Club with Latin American counterparts.

- Parliamentarians reaffirmed their support for legislative action on early childhood development, food sovereignty and nutrition-sensitive climate adaptation—emphasizing the need to prioritize women and Indigenous Peoples in national policies. The event also strengthened ties among SUN actors and regional networks, helping align legislative, academic and governmental efforts around shared priorities. It catalysed joint planning with the new SUN focal point from Guatemala and with other national authorities, identifying areas for technical assistance.



Credits: SUN Movement Secretariat  
Caption: Nurse supporting mother in the extraction of breastmilk for donation in El Salvador as part of the national effort to increase the number of milk banks



## Peer-to-peer learning

Peer-to-peer exchanges remained a cornerstone of the Secretariat's support in 2024, enabling SUN countries to learn from one another's experience and adapt promising practices to their own context. These exchanges brought together diverse actors across regions, networks and stakeholder groups, reinforcing horizontal collaboration within the Movement.

Among the most impactful of these gatherings was a high-level exchange between the **vice presidents of Liberia and Sierra Leone**. This rare example of peer engagement at the top tier of government led directly to the institutionalization of the SUN Secretariat in Liberia within the Office of the Vice-President—a structural reform that enhanced the Secretariat's convening power and secured a dedicated government budget line. By drawing inspiration from the example of Sierra Leone, Liberia demonstrated how political peer learning can drive durable governance improvements. The exchange exemplified the value of South-South collaboration in advancing national ownership, aligning closely with the Movement's strategic emphasis on elevating nutrition coordination to the highest levels of government.

The following is just a sample of the many other peer-to-peer learning events organized by the SMS, with support from partners such as EU4SUN, the Global Alliance for Improved Nutrition (GAIN), the FCDP and C4N:

- **Asia–Anglophone Africa youth exchange:** This learning event on youth engagement among youth representatives from Bangladesh, Pakistan, the Philippines and Timor-Leste and their peers in Kenya directly inspired the launch of the SUN Youth Network in Bangladesh.
- **Academic and political dialogue among Latin America and the Caribbean, Europe and Africa:** Parliamentarians and members of academia gathered from Latin America, Europe and Francophone Africa—including FCAS such as Burundi and Democratic Republic of the Congo (the)—to share experiences on integrating the right

to food into policy and legislation. The event catalysed interest in establishing regional observatories and parliamentary platforms in Africa.

- **Bangladesh–Myanmar peer exchange on nutrition-sensitive agriculture:** This exchange strengthened the capacity of the Cambodia SUN Civil Society Alliance to promote locally led, nutrition-sensitive agriculture. Nineteen participants from 12 organizations across seven provinces took part, pledging to share what they learned through workshops, community outreach and internal exchanges. Early results include training by a farmers' collective in Battambang, reaching 46 groups across four provinces. Training emphasized links between agriculture and nutrition, essential nutrition concepts, and pathways to improved food systems. Internal webinars and coaching sessions already are shaping project design in three organizations, demonstrating the exchange's early ripple effects on community empowerment and behaviour change.
- **Learning event on public financing for nutrition:** Thirteen SUN countries and technical partners participated in this event in Zambia, sharing experiences on financing initiatives. This workshop supported the design and implementation of financing strategies tailored to country needs. As a result, several countries asked the SMS to broker technical assistance to advance their public financing frameworks for nutrition, including through the improved mapping of funding sources, costing exercises and the prioritization of unfunded interventions.<sup>8</sup>
- **After nutrition stakeholders from Tanzania shared their experiences with Rwanda** (in a 2023 meeting arranged by the SMS) about setting up an academia network to leverage research and data to inform nutrition programming, Rwanda launched its own **SUN Academia Network** in September 2024, with extensive support from the SMS.

<sup>8</sup> Specifically: Sierra Leone (food systems transformation); Ethiopia (taxation of sugar-sweetened drinks, via a peer-to-peer learning event); Ghana (nutrition budget briefs); Nigeria (nutrition budget tracking and tagging); Liberia (resource mobilization and advocacy strategy); and Zambia (budget analysis and tracking). At the time of writing, these requests were still being processed.

## The Global Compact for Nutrition Integration – what it is and why it matters

Launched at the N4G Summit, the Global Compact for Nutrition Integration is a shared commitment of 80 countries and organisations to integrate nutrition across sectors and economic strategies. Specifically, the Compact calls on governments, donors, multilateral agencies and civil society organizations to adopt an integration-first mindset—placing nutrition outcomes across the core strategies of, for example, health, education, social protection, environment, food systems, climate and humanitarian response.

The SMS played a central role in positioning the Compact as a political partnership, actively convening and engaging countries, United Nations agencies, donors and partners across SUN constituencies. The Compact reflects the Movement’s long-standing commitment to nutrition integration, equity and accountability. It encourages concrete action—whether through policy reform, budget integration or shared outcome indicators—to ensure that nutrition is built into how progress is planned, delivered and measured. It also creates space for technical assistance, peer learning, joint advocacy and tracking.

The SMS ensured that SUN countries helped shape the Global Compact from the outset—so it reflects their priorities and opens new pathways for sustainable nutrition financing. Countries collectively mandated the SUN Coordinator to negotiate on their behalf. SMS co-developed the Compact concept with the Foreign, Commonwealth and Development Office of the United Kingdom of Great Britain and Northern Ireland. All 67 SUN countries and all SUN networks were engaged for feedback, and the SMS led a targeted campaign to secure support.

The SMS helped promote the Compact in the lead-up to the summit, briefing SUN focal points in regional consultations and encouraging countries to align their N4G commitments. SMS staff also provided advocacy and messaging support to position the Compact within Summit programming. As a result, 38 SUN countries have signed the Compact and many N4G commitments from SUN countries speak to nutrition integration specifically.

As attention turns to implementation the Compact offers a shared language for embedding nutrition into the systems that shape longer term development creating co-benefits and enhancing sustainability.

INTEGRATION  
NUTRITION



## Empowering countries to shape global agendas

The SMS works systematically to amplify country perspectives and experiences in global forums, not only to shape nutrition policies and partnerships but also to build sustained momentum for country-driven solutions. By leveraging high-level platforms, peer-to-peer exchanges and regional mechanisms, the SMS helped ensure that country representatives—including focal points, government leaders, parliamentarians, youth and technical experts—actively participate in and help shape the global nutrition agenda, including via the new Global Compact (see box above). This section summarizes a selection of examples of such work conducted by the SMS in 2024. Some of these examples also are explored in greater detail elsewhere in the report.

***Child malnutrition remains a major barrier to the SDGs. With declining aid, civil society and multi-stakeholder action are crucial. Integrated approaches championed by the SUN Movement hold the key to driving greater impact for children, and the Nutrition Integration Compact provides a powerful pathway to make it happen.***

**Inger Ashing**  
CEO, Save the Children and  
SUN Movement Lead Group Member



## Supporting the extension of World Health Assembly targets

A prominent example of SMS efforts to raise the profile of nutrition globally and foster high-level political dialogue was its mobilization of SUN countries to support a resolution to extend the **World Health Assembly (WHA) global targets for maternal, infant and young child nutrition beyond 2025**.<sup>9</sup> These targets, few of which are on track, are crucial for guiding country-level nutrition actions, attracting international support and maintaining accountability. Without an extension, the momentum built since the targets' adoption in 2012 to address the double burden of malnutrition under SDG 2 risk faded.

To build support for an extension, the SMS partnered with the World Health Organization (WHO) and UNICEF to organize public webinars on stunting, anaemia, low birth weight, childhood overweight, breastfeeding and wasting. It also collaborated with the WHO Regional Office for Africa to convene two regional consultations, ensuring African member states could shape the proposed targets and indicators for 2025–2030.

The SMS worked with the resolution's co-sponsors—Ethiopia (a SUN country) and Ireland (a SUN Movement donor)—to encourage SUN country focal points to back the resolution. This helped align country positions and broadened backing across the nutrition community. In February 2025, the WHO Executive Board approved the resolution, setting the stage for its adoption at WHA78 in May 2025.



<sup>9</sup> For details, please see the 2014 WHO [Comprehensive implementation plan on maternal, infant and young child nutrition](#).

## Strategic positioning in global and regional platforms

The SMS supported high-level political engagement to elevate country voices and secure senior-level participation in major global nutrition events.

In Africa, support for King Letsie III of Lesotho as a nutrition champion included helping to secure his role in regional advocacy through SADC and the African Union, and to host a side event at the 2025 African Union Summit. In Asia, the SMS facilitated advocacy by ministers of health and heads of SUN networks during key summits and forums, while also ensuring that SUN country experiences were featured in virtual and in-person regional events such as the Regional School Meals Coalition Summit and Association of Southeast Asian Nations (ASEAN) consultations.

To encourage effective representation and influence in global processes, the SMS played a convening and enabling role (as detailed below): It helped design preparatory briefings, drafted talking points and brokered connections across global and regional partners. This included coordinating participation in global climate and health discussions, such as COP29 and WHA77, as well as in fora like the High-Level Political Forum (HLPF), where SUN countries advocated for the inclusion of nutrition indicators such as minimum dietary diversity.

### *Facilitating SUN country participation*

The SMS plays a vital behind-the-scenes role in helping SUN focal points participate in global and regional events. It brokers support from partners, ensures that focal points are invited to strategic meetings, and liaises on logistics. By staying closely connected to both countries and conveners, the SMS ensures that the right people are in the room—and that SUN countries are represented where it matters most.



Credits: SUN Movement Secretariat  
Caption: Preparation of school meals at the Gannoruwa Junior School, in Sri Lanka



Below is a selection of focal point engagements facilitated by the SMS in 2024:

- At WHA77, **Bangladesh** advocated for prioritizing annual budget analysis and increasing nutrition financing in the lead-up to the N4G Summit in 2025.
- Also at WHA77, **Democratic Republic of the Congo (the)** and **Somalia** presented their experiences related to the integration of immunization into public health systems.
- At the Fifty-second Session of the Committee on World Food Security, **El Salvador** spoke on the right to food, ensuring that perspectives from the Latin America and Caribbean region were reflected in global food governance discussions.
- At the Global Child Nutrition Forum in Osaka, Japan, the **Philippines** shared experiences on operationalizing national nutrition plans and N4G commitments.
- **Somalia** and **Yemen** shared their national experiences and perspectives at the Regional Forum on Accelerating Food Systems Transformation in the Arab Region. This laid the groundwork for their subsequent inclusion in the United Nations Food Systems Summit+4 Regional Preparatory Meeting, at which the countries were invited to build on discussions and ensure their country contexts were reflected in the regional agenda.
- **Somalia** took part in the Stockholm Forum on Peace and Development, highlighting the role of nutrition in peace and security discussions and thereby elevating the perspectives of fragile states in a global peacebuilding space.

## Advancing the cross-sectoral integration of nutrition

In 2024, the SMS continued to position nutrition as a fundamental lever of progress across health and food systems, humanitarian response and, increasingly, climate action. This integrated approach reflects the reality that tackling malnutrition requires more than nutrition-specific interventions. It demands coherence across policies, programmes and financing, with nutrition outcomes built into the systems and sectors that shape people's lives.

***A thriving Africa starts with nourishing its people. By transforming food systems, we can ensure better nutrition outcomes while safeguarding our planet. Elevating nutrition in the global development agenda is crucial to maximizing the impact of existing investments and aid—driving better health and sustainability now and beyond the SDGs.***

**Josefa Leonel Correia Sacko**  
Former African Union Commissioner  
for Agriculture, Rural Development,  
Blue Economy and Sustainable  
Environment SUN Movement Lead  
Group Member



As detailed in the subsections below, the year also saw a broad push to embed nutrition in policy and planning across multiple domains. Technical assistance and advocacy helped shape national and regional commitments, making nutrition more visible in food systems road maps, climate adaptation plans and public financing reforms. These efforts helped catalyse more coordinated action and laid a foundation for sustainable investments.

## Health

- *Health systems are a critical delivery channel for nutrition interventions—especially in the first 1,000 days of life, when access to essential services can shape lifelong outcomes.*
- *Yet in many countries, nutrition remains poorly integrated into health policies, plans and budgets.*

**Good nutrition is the foundation for a better future. It drives progress in health, education and economic opportunity, empowers women and breaks cycles of poverty.**

**Dr. Githinji Gitahi**  
Group CEO, Amref Health Africa and  
SUN Movement Lead Group Member



The SMS worked to support country-led efforts to embed nutrition in health service delivery and financing. As detailed in the section on the N4G Summit, in many countries, this took place in the context of formulating new N4G commitments. Other examples of SMS support for such integration include efforts by El Salvador to promote breastfeeding through targeted financial and logistical assistance, strategic advocacy and global recognition.

Leveraging EU4SUN resources, the SMS facilitated the deployment of a consultant and financed training materials and workshops for more than 1,000 breastfeeding counsellors. It also advocated for the organization of the first Regional Breastfeeding Forum, working in partnership with the United Nations Institute for Training and Research and the Office of the First Lady. These actions helped reinforce the national implementation of the *Ley Amor Convertido en Alimento* (Love Turned into Food Act), a flagship piece of legislation aligned with the El Salvador national nutrition strategy and 2021 N4G commitments. The law, championed by the country's first lady, Gabriela Rodríguez de Bukele, who also is a member of the SUN Movement Lead Group, mandates the establishment of lactation rooms in workplaces and public spaces such as airports. Recognizing the country's pioneering multisectoral approach, the SMS selected this initiative as one of five spotlight stories featured in its NutritiON campaign (see box below), helping position El Salvador as a global leader in breastfeeding and early childhood nutrition strategies.

As detailed below, through strategic engagement with global health partners—including the World Bank, WHO and Gavi, the Vaccine Alliance—the SMS helped position nutrition as a foundational component of resilient and people-centred health systems.

## Shaping outcomes at the World Health Assembly

At WHA77, the SMS facilitated the participation of SUN focal points and health ministry officials from **Democratic Republic of the Congo (the)** and **Somalia** in side events focused on the integration of nutrition and health services. These engagements were designed to overcome service fragmentation and connect countries with partners such as Gavi, WHO and the World Bank.

With Gavi preparing for a \$9 billion replenishment in 2025, the SMS effectively demonstrated the value of **integrating nutrition into immunization**, including, for example, supporting Democratic Republic of the Congo (the) in taking concrete steps to integrate immunization into primary healthcare. In order to more concretely link nutrition





Credits: SUN Movement Secretariat  
Caption: Preparation of school lunches in Juba, South Sudan

and immunization, the SMS co-organized a high-level side event co-chaired by the SUN Coordinator and the Gavi CEO, Sania Nishtar, alongside donor and country representatives,<sup>10</sup> to explore how integrating nutrition into immunization can improve outcomes in hard-to-reach communities. The event highlighted that bundling these services can significantly enhance child health by reducing missed opportunities for both vaccinations and nutritional support. This integrated approach is particularly effective in reaching zero-dose children—those who have not received any routine immunizations—by leveraging immunization platforms to deliver essential nutrition interventions, thereby creating a virtuous cycle that addresses multiple deprivations simultaneously. Since the WHA, Gavi has further reinforced this commitment by signing the Global Compact for Nutrition Integration.

As detailed in the section on national and regional priorities, the SMS supported SUN members' efforts that led to the adoption at WHA78 of a resolution extending global targets for maternal, infant and young child nutrition.



## Humanitarian contexts

- *Humanitarian crises are intensifying across the globe—and SUN countries bear a disproportionate share of the burden.*
- *Three out of four countries classified as highly or extremely fragile are SUN countries, and 61 per cent of SUN countries are covered by United Nations humanitarian appeals. They also host 62 per cent of the world's refugees and internally displaced people.*
- *In these contexts, malnutrition is both a symptom and a driver of crises, undermining resilience and amplifying the impacts of conflict, climate shocks and economic instability.*
- *Nutrition services are often among the first to be disrupted and the last to be restored, and donor funding for long-term systems strengthening is frequently displaced by emergency needs.*

<sup>10</sup> Such as the United Kingdom of Great Britain and Northern Ireland Foreign, Commonwealth and Development Office.



Through its Convergence Hub, the SMS supports FCAS—and SUN countries outside the remit of the regional hubs—by promoting nutrition integration in humanitarian contexts and advancing more joined-up approaches to nutrition in crises. It empowers national focal points, civil society and multi-stakeholder platforms to strengthen coordination across the humanitarian–development–peace nexus, with a focus on keeping nutrition on national agendas despite instability and shocks. It fosters country learning and peer exchange, builds capacity through mechanisms such as the buddy system and expert support, and brokers partnerships for countries that lack the in-country presence of development partners. The SMS works to expose structural vulnerabilities in these settings, promote the inclusion of nutrition in emergency response plans, and lay foundations for longer-term resilience by strengthening nutrition’s role in emergency preparedness and governance platforms.

In 2024, the SMS formalized a partnership with the **Humanitarian–Development–Peace Nexus Coalition**, a global platform that supports countries affected by conflict and food crises in the implementation of integrated, long-term solutions. Through this partnership, the SMS helped raise the profile of nutrition in fragile contexts, contributing to broader peace and development efforts.

As part of this collaboration, the SMS supported the participation of **Burundi** and **Somalia** in an expert round table at the Stockholm Forum on Peace and Development. Country representatives shared experiences linking food security, nutrition and peace. The engagement helped spotlight the often-overlooked role of nutrition in conflict mitigation and recovery processes.



Credits: SUN Movement Secretariat  
Caption: Preparation of school lunches in Juba, South Sudan

The SMS also supported the national-level implementation of food systems governance in fragile contexts. In **Somalia**, the SMS worked with government counterparts to operationalize the National Inter-Ministerial Council on Food Systems, Nutrition and Climate, established in 2023. With no direct funding available for this work, the SMS leveraged partnerships with C4N and the FCDP to support the council. This included:

- *strengthening the capacity of 10 ministries to identify and access nutrition-relevant budget lines;*<sup>11</sup>
- *providing short-term support to run the council; and*
- *establishing a liaison role between the council and the United Nations system via the Resident Coordinator's Office.*

These activities were particularly significant in the context of Somalia having achieved in 2024 the Completion Point of the Heavily Indebted Poor Countries Initiative, which has reduced its access to grant financing and increased its need to mobilize domestic resources and turn to concessional loans. The Secretariat's efforts aimed to help Somalia navigate this transition by ensuring that nutrition remained a priority in public investment decisions.

In line with its strategic objectives for FCAS, in 2024 the SMS also:

- facilitated the high-level engagement of the SUN Coordinator at regional forums such as the European Humanitarian Forum and Central Asian Human Capital Forum, thereby promoting the importance of nutrition in FCAS.
- enabled targeted engagement of SUN FCAS in strategic global platforms, including the WHA (Democratic Republic of the Congo (the), Somalia) and the Food Systems Summit+4 Stocktaking Moment (Somalia, Yemen), where these countries highlighted how the SUN Movement supports the operationalization of national food systems pathways and the integration of nutrition into food systems transformation efforts.
- in South Sudan, Central African Republic (the) and Democratic Republic of the Congo (the), worked closely with national actors to strengthen multi-stakeholder platforms, thus helping deliver coherent approaches to nutrition across different economic sectors and government departments. South Sudan adapted updated SUN guidance on the structure of its multi-stakeholder platform with SMS support, tailoring it to the challenges of a fragmented, resource-limited context. This strengthened the multi-stakeholder platform's ability to align efforts across sectors and partners, enhancing the coordination of integrated nutrition responses.
- facilitated a visit by the SUN Coordinator to Tajikistan, where she delivered remarks at several events during Central Asia's first Human Capital Forum. The visit, initiated at the request of SUN networks, aimed to ensure that nutrition featured prominently in the country's human capital agenda. A high-level meeting between the SUN Coordinator and the Minister of Finance of Tajikistan identified ready-to-use therapeutic food—a high-energy, micronutrient-enriched paste used to treat children with severe acute malnutrition—as a priority. This engagement helped secure the reclassification of ready-to-use therapeutic food as a humanitarian commodity, reducing import duties in a country that currently has no domestic production.

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<sup>11</sup> Namely, the ministries of (in the productive sectors) agriculture and irrigation; livestock, forest and rangeland management; water and energy resources; fisheries and blue economy; (in social service delivery) labour and social affairs; health and human services; education; and (cross-cutting) finance; planning, investment and economic development; and environment and climate change.





## Food systems

- *The world's food systems are failing to deliver healthy and affordable diets for billions of people.*
- *These food systems also are a leading contributor to climate change, biodiversity loss and social inequality.*
- *Transforming food systems offers one of the most effective ways to tackle multiple global challenges simultaneously, including poor nutrition.*

In 2024, the SMS worked to position food systems transformation as a central lever for achieving nutrition outcomes. This work entailed forging partnerships, conducting global and regional advocacy, building national capacity in SUN countries (see table below) and supporting peer-to-peer learning. A food systems adviser position was established within the Secretariat, leading efforts for nutrition integration. This has created a more coherent approach that connects SUN's food systems work at the country and global level and harnesses the Movement's networks and partners, including FAO, the Food and Land Use Coalition and the United Nations Food Systems Coordination Hub. Food systems also are the key point of engagement of nutrition in the climate agenda.

Through its work in 2024, the SMS has established itself as a recognized bridge between the food systems and nutrition communities. This work also laid a foundation for deeper engagement in major 2025 global events, including the N4G Summit, the United Nations Food Systems Summit+4 and COP30.



***“We must create food systems that feed the planet without wrecking the planet. That means aligning climate action and food systems transformation to help secure sustainable development, good livelihoods and healthy people on a healthy planet.”***

United Nations Secretary-General António Guterres<sup>12</sup>



***“Food systems without nutrition is like having air without oxygen.”***

United Nations Assistant Secretary-General and SUN Movement Coordinator Afshan Khan<sup>13</sup>

<sup>12</sup> This quote comes from the United Nations [Secretary-General's remarks to the Security Council High-level Open Debate on the impact of climate change and food insecurity on the maintenance of international peace and security](#) in 2024.

<sup>13</sup> This quote comes from an interview with Paul Newnham on the [Future Fork podcast](#), 30 September 2024.

Francophone Africa		
	Activity supported	SMS contribution
Madagascar	Development of an advocacy strategy for resource mobilization and an advocacy and communications strategy to help implement the action plan of the new multisectoral nutrition plan	Facilitated technical assistance through C4N, provided sample advocacy tools, and organized consultation workshops with key stakeholders
Mali	Finalization of the National Food Systems Strengthening Pathway	Provided technical review, connected national team to C4N experts, and coordinated partner input for validation
Togo	Mapping of civil society actors and actions for nutrition and food	Facilitated the mapping process by mobilizing input from the SUN Civil Society Network, sharing methodology, and convening coordination meetings
Anglophone Africa		
	Activity supported	SMS contribution
Malawi	Strengthening food systems governance by equipping members of the national SUN Civil Society Network with advocacy tools and knowledge (project due to start in 2025)	Coordinated a preparatory workshop, provided training materials and supported the Civil Society Network in aligning its advocacy agenda with the national food systems pathway
Sierra Leone	National pathway development, including enhancing coordination and establishing targets and indicators for national and international reporting	Facilitated technical support from C4N, convened multisectoral consultations, brokered input from United Nations agencies and SUN networks, and coordinated peer learning with other countries
Zambia	Scale-up of a multisectoral community-based nutrition education programme addressing malnutrition and promoting healthy and sustainable diets	Enabled national scale-up by brokering donor support, engaging ministries and advising on design, roll-out and feedback systems
Latin America & the Caribbean		
	Activity supported	SMS contribution
Costa Rica	Workshop on food systems transformation pathways	Co-organized the workshop with the national focal point, coordinated expert speakers and shared global guidance materials
Costa Rica	Elaboration of an implementation plan for food systems-based dietary guidelines	Facilitated connection with technical assistance providers, provided templates and international examples, and coordinated the review process
Costa Rica	Linking nutrition with biodiversity and climate change	Supported cross-sectoral dialogue by facilitating meetings among the agriculture, environment and health sectors and provided policy briefs linking nutrition, climate and biodiversity
Haiti	Costing of new multisectoral guide for nutrition	Facilitated technical support from Nutrition International, helped coordinate data inputs across sectors, and provided costing tool templates

Asia	Activity supported	SMS contribution
Cambodia	Embedding linkages among food systems, public health and school health within the updated national food security and nutrition strategy	Conducted advocacy and facilitated technical collaboration with partners
Multiple	Regional peer-to-peer workshop on food labelling involving eight countries	Organized the workshop, identified and mobilized expert presenters, developed resource materials, and coordinated country participation and post-workshop follow-up
Pakistan	Development of a national multisectoral nutrition management information system/dashboard for relevant sectors, including health, agriculture, education, WASH (water, sanitation and hygiene) and social protection; identification of nutrition-sensitive indicators	Brokered technical assistance from C4N, convened multisectoral technical group, facilitated review of indicator shortlist, coordinated consultation meetings
Fragile & conflict-affected states	Activity supported	SMS contribution
Haiti	Workshop on food systems transformation pathways	Facilitated technical support from Nutrition International, helped coordinate data inputs across sectors and provided costing tool templates
Regional	Regional peer-to-peer workshop on food systems transformation, innovation for nutrition, and monitoring and evaluation involving seven countries	Facilitated workshop design and delivery, mobilized technical experts, supported participant selection, and coordinated knowledge-sharing sessions

## Global engagement

- At the United Nations General Assembly’s High-Level Political Forum on the SDGs, the SUN Coordinator moderated the review of SDG 2 (Zero Hunger) and supported advocacy efforts led by Malawi and Switzerland to strengthen its monitoring framework. Together, they successfully pushed for the inclusion of a new indicator on dietary diversity among women and children under 5—an essential component of a healthy diet. Adopted by the United Nations in March 2025, this indicator makes it easier to track one of the key drivers of malnutrition and identifies where efforts to improve dietary diversity—and thereby address micronutrient deficiencies and anaemia—should be focused.
- After the cancellation of the Global Gathering, the SMS brought suggestions and case studies from more than 40 Movement stakeholders and used them to inform the N4G food systems and climate thematic guide. Using this guidance, the SMS ran dedicated sessions in N4G preparatory meetings with SUN focal points. More than 40 per cent of N4G commitments were through the Transition to Sustainable Food Systems and Climate pathway—a significant increase in focus in this area compared to the 2021 summit.





## Regional engagement

- At UNFSS+2 in 2023, the SMS convened Burkina Faso, Ethiopia and the Philippines to highlight multisectoral approaches to nutrition, helping catalyse the 2024 National Food Systems Transformation Pathway in Ethiopia with 24 game-changing actions.
- SMS support to Cambodia in 2023 led to a 2024 draft of its national Food Fortification Strategy, expected to be finalized in 2025.
- Panama launched its 2024–2030 National Food and Nutrition Security Plan with strategic support from the SMS, following its SUN membership in 2023.
- SMS convened a session at the Asian Development Bank (ADB) Asia and the Pacific Food Security Forum 2024 dedicated to financing nutrition action through food systems and climate pathways, maintaining extensive engagement with the ADB on the development of its Food Systems and Nutrition Strategy. In 2025, the ADB announced that a quarter of the \$26 billion in additional ADB investments will go to nutrition.



Credits: SUN Movement Secretariat

Caption: Students in line to collect their school lunches in Juba, South Sudan

## Nutrition takes root in Africa's agricultural strategy: SMS helps shape CAADP 2026–2035

In 2024, the SMS leveraged its close relationship with the African Union Commission and other partners to ensure that nutrition was included as a strategic objective<sup>14</sup> of the landmark Comprehensive Africa Agriculture Development Programme (CAADP) 2026-2035 Strategy and Action Plan adopted in January 2025. The SMS delivered presentations to CAADP focal points on integrating nutrition, agriculture and food systems and the importance of including nutrition across the CAADP.

Throughout the year, the SMS co-facilitated regional CAADP consultative sessions on nutrition alongside the SADC, the East African Community (EAC) and United Nations agencies. The SMS was a member of the technical working group that drafted the objective's metrics. Its advocacy was reinforced through participation in high-level forums, including the Africa Food Systems Forum (AFSF), where it helped position nutrition as a cornerstone of sustainable agricultural development.

This strategy's subsequent adoption by African leaders in January 2025 signalled a strategic pivot towards nutrition-sensitive agriculture. The CAADP now explicitly prioritizes nutrition security, reflecting a comprehensive approach to tackling the continent's interlinked challenges of food insecurity, malnutrition and agricultural development. The strategy acknowledges that investing in nutrition is crucial for preventing stunting, wasting and obesity while enhancing productivity and preserving long-term human capital. The shift is timely; more than one billion people in Africa struggle to afford a healthy diet, with food systems strained by climate change, conflict and rapid population growth.

The implementation of all the objective's recommended interventions would result in stronger food and nutrition policies, expanded access to traditional and nutrient-rich foods, and improved food safety systems. Value chains would be reinforced to promote nutrition-dense products, and food safety standards and infrastructure would be upgraded. These changes would be expected to improve dietary diversity, reduce foodborne illness and nutrition-related diseases, and build greater public trust in food systems—all contributing to better overall nutrition and health outcomes.

- Working with SUN business and civil society networks and C4N, the SMS helped SUN countries in Asia make significant progress in creating a policy environment that supports access to healthy diets. This assistance, which took the form of tailored technical support to small and medium enterprises in Myanmar on the production and fortification of local nutrient-dense foods and coordinated expert input for the development of a national food fortification strategy in Cambodia, resulted in strengthened national capacity, cross-country learning, and the integration of food fortification into broader food systems transformation efforts.
- The SMS co-organized a regional food labelling workshop in Bangkok in collaboration with WHO, FAO and UNICEF, coordinating the participation of SUN focal points and government representatives from eight countries and securing expert contributions from regional and international organizations, including the French Special Envoy for N4G. The SMS facilitated the sharing of country experiences and guided the development of country-specific road maps with actionable steps and timelines to advance food and nutrition labelling agendas. Following the workshop, the SMS maintained regular follow-up calls with participating countries to track progress and broker technical assistance in response to emerging national priorities:

<sup>14</sup> Namely, Strategic Objective 3: Ensuring Food and Nutrition Security.

- **Cambodia** marked Food Safety Day and developed a national food fortification strategy.
  - **Indonesia** conducted a consumer preference survey to inform food labelling policies.
  - **The Lao People's Democratic Republic** began work on strengthening labelling regulations for infant food products.
  - **Myanmar** enhanced food labelling initiatives and rolled out targeted training activities.
  - **Nepal** enacted the Food Safety and Quality Act 2024, providing a legal foundation for improved food labelling standards.
  - **Timor-Leste**, with WHO support, initiated nutrition modelling and baseline surveys to guide future labelling efforts.
- The SMS organized a workshop in Nairobi, bringing together FCAS within the SUN Movement to foster learning about food systems transformation and nutrition innovation, bringing together representatives from Burundi, Congo (the), Democratic Republic of the Congo (the), South Sudan, Tajikistan and Yemen to foster cross-country learning.
    - Thanks to the workshop, South Sudan was able to access seed funding via the [IGNITE Innovation Hub for Eastern Africa](#) for its efforts to scale up local nutrition solutions.
    - The workshop also led to Yemen beginning to work on establishing national-level nutrition information systems.
    - Another fruitful outcome of the workshop was the close relationship that developed between South Sudan and Tajikistan; the countries went on to collaborate on the formulation of their N4G commitments.
  - In **Costa Rica**, the SMS co-convened a national workshop on agrifood systems transformation, working with partners such as FAO and EU4SUN. The workshop built technical capacity across multiple ministries and stakeholders to design and implement nutrition-sensitive and environmentally sustainable food strategies.

As a direct outcome, participants identified concrete actions to promote healthy diets and resilient local food systems while also exploring opportunities to leverage climate finance.

## **Climate**

- *Climate change exacerbates malnutrition, while food systems—a major contributor to the fight against malnutrition—also drive climate change.*
- *Rising temperatures, extreme weather and shifting growing seasons are undermining food and health systems, disproportionately affecting the poorest and most vulnerable.*
- *At the same time, efforts to address climate risks often overlook the central role of nutrition in building resilience.*

***Nutrition is alarmingly linked to climate change, the loss of biodiversity and erosion of human capital. We must urgently centre nutrition at the heart of climate action and preservation of biodiversity to ensure the well-being of not just future generations but the young people of today.***

**Sophie Healy-Thow**  
Youth Leader SUN Movement Lead  
Group Member





Throughout 2024, the SMS began working more closely with partners to strengthen SUN engagement on climate, with a view to integrating nutrition through climate resilience measures and access to climate finance. Through strategic partnerships, high-level advocacy and technical support to country platforms, the SMS amplified country voices and helped broker cross-sectoral collaboration on climate and nutrition.

## Catalysing attention at COP29

Before and during the Twenty-ninth United Nations Climate Change Conference (COP29) in Baku, Azerbaijan, the SMS worked to elevate nutrition within climate discourse and to support efforts led by SUN countries to embed nutrition considerations into climate policies and plans.

For example, the SMS supported the participation of Cambodia in the Nutrition–Climate Game Changers event at COP29 by coordinating the engagement of the country’s SUN focal point, who also serves as the national food systems convener, to ensure that nutrition linkages were explicitly highlighted in the country’s presentation. Following the event, the SMS continued to support Cambodia by brokering technical assistance for the development of a national food fortification strategy, a priority identified during a regional capacity-building workshop. The strategy is now advancing, with the SMS coordinating in-country follow-up and partner support.

To strengthen high-level advocacy for nutrition–climate integration, the SMS equipped two SUN Lead Group members with tailored advocacy messages that they used to amplify nutrition’s role in climate resilience at COP29. The Secretary-General of the Inter-Parliamentary Union (IPU), for example, incorporated SMS messaging when he [spoke](#) to hundreds of lawmakers from around the world about the role of nutrition in climate resilience during the IPU Parliamentary Meeting at COP29.



***“We cannot achieve nutrition targets without considering climate, and we cannot meet climate goals without transforming food systems for healthier diets.”***

Afshan Khan, Coordinator of the SUN Movement, and Brieuc Pont, Special Envoy for France on Nutrition and Secretary-General of the N4G Summit, in a joint op-ed for [Earth.org](#)

## A landmark resolution

In the lead-up to the 77th World Health Assembly (WHA77), the SMS mobilized partners through its engagement in I-CAN and the Alliance on Transformative Action on Climate and Health (ATACH) to support the integration of nutrition into the [WHA Resolution on Climate and Health](#). This resolution is directly linked to the Declaration on Nutrition and Health agreed during COP28, which the SMS supported through advocacy with partners such as the WHO.

The Resolution was subsequently adopted, with explicit references to nutrition included for the first time, important recognition of nutrition as a foundational pillar of climate-resilient health systems and a major step towards mobilizing integrated investments at scale.

## Gender equality and empowerment: a cross-cutting foundation for integration

- *Millions of women and girls struggle to access the nutritious food, resources and services they need to prevent malnutrition and break intergenerational cycles of hunger and poverty.*
- *Addressing the drivers of inequality and malnutrition must be at the heart of health and food systems transformation, humanitarian and climate response.*

In 2024, the SMS advanced a strategic and coordinated approach to further integrate gender considerations into nutrition policies and actions, building on foundations laid in 2023. This work involved strengthening and broadening a committed community of practice, bringing together advocates and experts from across SUN networks—including governments, civil society and the private sector—as well as from the wider gender and nutrition communities.

By embedding gender integration across tools, platforms and country support mechanisms and securing its elevation in global processes such as N4G, the SMS is helping shape a nutrition agenda that is more inclusive, more effective and better equipped to deliver lasting nutrition results for women and girls. And when women and girls get good nutrition at the right age, the benefits span generations: Roughly half of all childhood stunting begins in utero or within the first six months of life, and eliminating adolescent anaemia—alongside tackling undernutrition and obesity—can boost economic productivity by up to 17 per cent. Every dollar invested in breastfeeding generates an estimated \$35 in economic returns, underscoring the broader value of gender-responsive action. In El Salvador, as detailed in the section on advancing the cross-sectoral integration of nutrition, such efforts have translated into national legislation on breastfeeding, leading to the training of more than 1,000 breastfeeding counsellors and the

opening of 400 lactation rooms, including overseas—an example of how targeted policy change can deliver real, sustained impact.

*To build fair and sustainable food systems, we need to **connect nutrition with farming, climate action, and gender equality**. When these areas work together, we can create long-term solutions that feed people, protect the environment and support communities.*

**Cherrie Atilano**  
Founding Farmer/President &  
CEO, AGREASUN and Movement  
Lead Group Member



## Strengthening gender integration in policy, practice and partnerships

The SMS updated the SUN Gender Toolkit with a practical gender analysis framework to help governments strengthen gender integration in national nutrition plans, especially in policy coherence and budgeting. The toolkit served as an important reference for training, dialogue and technical assistance throughout the year.

- The SMS co-hosted the Together for Nutrition high-level United Nations General Assembly event with Stronger Foundations for Nutrition, UNICEF and UN Women, resulting in a joint call to action and the launch of Nourish Equality, a gender and nutrition investment tool to which the SMS contributed.
- The SMS also built partnerships through the Committee on World Food Security, laying the groundwork for future collaboration with the International Fund for Agricultural Development (IFAD), FAO and UN Women—particularly on the climate–gender–nutrition nexus.

# Unlocking new finance pathways

Throughout 2024, the SMS intensified its efforts to support countries in mobilizing more and better financing for nutrition by creating new entry points and fostering alignment between national priorities and the financing community. These efforts responded directly to country demand and built on lessons learned during a three-country pilot project that was instrumental in surfacing and correcting assumptions around the causes of financing bottlenecks.

*Investing in nutrition is a good deal—every dollar spent combating undernutrition supports children’s survival, education and future workforce contribution, driving economic growth. The World Bank is committed to integrating nutrition across our investments to amplify global impact and progress.*

## Dr. Juan Pablo Uribe

Global Director for Health, Nutrition and Population, World Bank Director, Global Financing Facility and SUN Movement Lead Group Member



A cornerstone of this work was the provision of targeted technical assistance and capacity-building through trusted partners. The SMS partnered closely with C4N and EU4SUN, funded by the European Union and the German Federal Ministry of Economic Cooperation and Development, as well as the FCDP for country-level support.

In parallel, the SMS reinforced its convening role across global, regional and national levels, leading to stronger alignment and uptake of common messaging on nutrition financing throughout the SUN Movement. This progress built on a series of finance dialogues in early 2024—including with the London Finance Advocacy Group (led by the SDG 2 Hub), the SUN Finance community of practice, and partners such as the Child Nutrition Fund, World Bank and IFAD—that laid the groundwork for the Global Gathering Finance Working Group, facilitated by the SMS from July to October.

The working group’s efforts advanced a shared understanding of financing challenges and opportunities among funders, SUN countries and networks; catalysed peer-to-peer engagement; and laid the groundwork for collective action, influencing regional workshops and global milestones, including the N4G Summit.

The SMS also used its strategic positioning to promote financing for nutrition in policy processes related to climate, food systems and health. For example, the SMS encouraged and supported SUN focal points in championing the integration of nutrition into the twenty-first replenishment cycle of the International Development Association (IDA21) and Gavi. Related activities included high-level advocacy by the SUN Coordinator, the provision of information briefs to focal points, and the organization of a webinar on IDA21 for African countries and a high-level event on integrating nutrition into immunization during WHA77.

## Engaging with lenders and donors

Strategic engagement with global and regional finance institutions—including the World Bank, African Development Bank (AfDB), ADB, IFAD and the Child Nutrition Fund—also helped anchor nutrition financing within broader investment dialogues. This included two regional resource mobilization workshops in Africa and Asia, organized with support from C4N, the FCDP, the World Bank and others.





Credits: World Bank

Caption: Juan Pablo Uribe, SUN Lead Group member, and Afshan Khan, SUN Coordinator, at the World Bank meeting in Tajikistan

The participation of the SMS in the ADB Asia and the Pacific Food Security Forum in April created an opportunity to build a strategic partnership with the bank. During the event, the SMS organized panel discussions featuring SUN representatives from the Papua New Guinea and Philippines, alongside GAIN and ADB officials, to amplify country perspectives and needs. The collaboration aims to strengthen the integration of nutrition in the ADB's upcoming Food Systems and Nutrition Strategy and was formalized through a letter of intent signed by the ADB and SUN in May 2025.

The SMS continued its collaboration with the AfDB in support of the African Union's nutrition targets, facilitating a series of webinars and meetings of AfDB's African Leaders for Nutrition initiative and focal points from several Anglophone and Francophone SUN countries. These engagements explored financing mechanisms and helped initiate the development of SMART (specific, measurable, achievable, relevant and time-bound) business cases for nutrition investment.

At the request of the AfDB, the SMS contributed to the implementation of the bank's Multisectoral Nutrition Strategy—its first institutional commitment to mainstreaming nutrition across its investment portfolio—by facilitating in-country engagement with SUN focal points, ministries of finance and implementing agencies in the SADC region. Through these engagements, the SMS helped identify opportunities to repurpose active AfDB loans to include nutrition outcomes, opening a concrete pathway for integrating nutrition objectives into existing development investments. This direct engagement between SUN stakeholders and a major financial institution not only elevated the financial needs of SUN countries but also created new entry points for aligning the AfDB's investment portfolio with national nutrition goals, marking a significant step towards mainstreaming nutrition in multisectoral development financing.

SMS collaboration with IFAD concentrated initially around the roll-out of the Tracking Financial Flows to Food Systems tool. Over the course of the year, this expanded to discussions on enhanced nutrition integration, including innovative financing instruments such as the IFAD nutrition bond. Additional engagement with IFAD in early 2025

is focused on building country demand to support IFAD’s goal to integrate nutrition into 60 per cent of its financing portfolio.

Beyond convening, the SMS also worked to improve understanding of the financing landscape and inform policy choices across the Movement. It commissioned diagnostic mappings in pilot countries, developed investment road maps, and facilitated cross-country learning through regional workshops. These efforts enabled countries to clarify their financing gaps and advocate more effectively for support.

By embedding these initiatives within multisectoral policy frameworks—and linking them to national priorities in health, food, climate and social protection—the SMS advanced a core principle of SUN 3.0: integrating nutrition financing across systems rather than pursuing stand-alone solutions. The long-term aim is to institutionalize financing for nutrition, making it a routine part of national planning and investment—not a temporary or secondary concern.

One of the most impactful ways the SMS has strengthened the Movement’s ability to respond to country demand for more sustainable nutrition financing has been its role in enabling the FCDP to operate as a trusted, well-integrated mechanism within SUN’s Global Support System (GSS).

Throughout 2024—the FCDP’s first full year of operations—the SMS played a central role in shaping and implementing the platform’s workplan. This included brokering country engagement, aligning FCDP activities with broader SUN priorities and embedding its offer within the Movement’s regional support model. The SMS also ensured high-level visibility and strategic guidance, including through the active participation of the SUN Coordinator in quarterly governance meetings.

Working closely with the FCDP and C4N, the SMS helped accelerate engagement in seven countries—Ethiopia, Ghana, Malawi, Nigeria, Pakistan, Senegal and Somalia—mobilizing 23 technical experts to support context-specific reform. Together, the partners also co-

convened two regional workshops in Asia and Africa that deepened country dialogue on financing strategies and created space for peer learning.

This work is part of a broader effort by the SMS to build a more coherent and responsive ecosystem for nutrition financing. By embedding the FCDP into SUN’s core architecture and helping drive its uptake, the SMS is catalysing demand, unlocking new partnerships (including with the World Bank, ADB, AfDB and UNICEF), and laying the groundwork for long-term, systems-level change in how nutrition is planned and financed.

Francophone Africa	
Country	Activity supported
Burkina Faso	Domestic nutrition funding monitoring exercise.
Djibouti	Nutrition spending analysis.
Guinea	Budget tracking.
Mauritania	Preparation of a budget for the Multisectoral Action Plan and its Common Results Framework.
Senegal	Support for the development of budget tracking of nutrition through collaboration with the World Bank. Validation of a financial gap analysis and development of an investment case.

Anglophone Africa	
Country	Activity supported
Liberia	Development of resource mobilization strategy. The resource mobilization strategy for nutrition will support the new Multi-Sectoral Strategic Plan, and an advocacy plan will be developed.
Regional	Methodological and technical support for the diagnosis of the state of commitments for nutrition.
Zambia	Country advice on the introduction of sugar-sweetened beverages taxation. Peer-to-peer learning event on financing for nutrition.

Latin America and the Caribbean	
Country	Activity supported
Peru	Basis for the systemic analysis of nutrition in the country. Tender preparation in process.
Asia	
Country	Activity supported
Bangladesh	Development of a nutrition investment case and a resource mobilization strategy.
Lao People's Democratic Republic	Alignment of budgeting support with national budget cycle.
Nepal	Development of a resource mobilization plan and improved capacity linked to its national nutrition strategy.
Myanmar	Development of nutrition finance advocacy tools and improvement of financial planning processes.
Pakistan	Planning and resource mobilization.
Sri Lanka	Design of an online tracking system for budgeting its multisectoral nutrition action plan.
Thailand	Peer-to-peer learning event on nutrition financing.
Convergence Hub	
Country	Activity supported
Haiti	Costing of the new Multisectoral Guide for Nutrition recently made by UNICEF.
Somalia	Training to increase the capacities of staff at relevant institutions on budget analysis and costing.

## Country-level mobilization support

Engagement brokered by the SMS via FCDP, C4N and EU4SUN—ranging from technical assistance for budgeting tools to support for investment case development—contributed to a wide range of country-level actions, as set out in the table below:

### Building foundations for better nutrition financing: lessons from the three-country pilot

In 2024, the SMS concluded a three-country finance pilot, supported by the Rockefeller Foundation, to explore how best to identify and address financing gaps for nutrition in Bangladesh, Senegal and Sierra Leone. The project aimed to build stronger investment cases across sectors such as health, agriculture, social protection and climate and to test scalable approaches for unlocking new funding.

Working through national multisectoral platforms, the SMS supported government-led efforts to:

- update and cost national nutrition plans;
- map existing financing sources and gaps;
- strengthen financial tracking and coordination across sectors; and
- initiate resource mobilization strategies.

While these steps helped improve planning and coordination in each country, the pilots underscored the limits of voluntary collaboration and the structural difficulties of translating diagnostics into financing. Few concrete financing solutions were realized within the pilot period, and no country completed a fully fledged investment case.



Key lessons learned included:

- Country ownership and high-level political leadership were crucial to sustained engagement, as seen in the involvement of the President's Office in Sierra Leone and the Prime Minister's Office in Senegal.
- Strong technical coordination is not enough. Without aligned incentives or clearer accountability mechanisms, multi-stakeholder processes risk stalling.
- Access to finance depends on tailored strategies, often linked to broader agendas such as climate resilience or social protection. For example, the pilot helped position Senegal to seek climate-linked funding by embedding nutrition in its resilience strategy.
- The SMS played an essential brokering and convening role, facilitating technical support from partners such as the FCDP, EU4SUN and C4N and connecting governments with potential funders such as the Child Nutrition Fund and the Children's Investment Fund Foundation.
- The pilot confirmed that sustainable nutrition financing requires more than good plans; it demands long-term investment in systems, capacity and coordination. These insights inform the Movement's approach to future financing work, with an emphasis on demand-led support, stronger alignment with national planning cycles, and better integration with broader financing agendas.

## Strengthening the Movement

### Global Support System

In the SUN Movement's GSS, the SUN Coordinator, the SMS and its regional hubs, and the global civil society, business and donor networks work together to deliver coordinated support to SUN countries. The GSS 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.

In 2024, the SMS helped strengthen the GSS by fostering more structured collaboration between its own regional hubs and other GSS components, particularly the SUN Civil Society Network and the United Nations Network. For example, in Francophone Africa, the Dakar Hub co-organized three joint events with the Civil Society Network and the United Nations Network, including a regional civil society workshop that revitalized national civil society associations and reinforced links with donors. It also conducted a regional mapping workshop that helped rebuild capacity for stakeholder coordination in multiple countries.

At the global level, the SMS contributed to improving alignment by facilitating more regular contact and coordination across the GSS and through joint planning on key themes such as gender, climate, knowledge management and financing.

The SMS also convened GSS stakeholders to deliver joint outputs that improved the coherence and visibility of the SUN Movement's collective voice. As previously noted in this report, the SMS led the revision and relaunch of the SUN Gender Toolkit, working with GSS members.



Credits: SUN Movement Secretariat  
Caption: SUN Executive Committee member Shabina Raza, Nutrition International, speaking at the Asia Regional Nutrition Financing Workshop

These efforts also helped reinforce SUN 3.0's emphasis on integrated action, with the SMS co-developing additional messaging frameworks for use in GSS-led engagements at events such as the Commission on the Status of Women and the United Nations General Assembly.

The **SUN 3.0 external evaluation** became a genuine GSS team effort. All GSS entities actively fed data, interviews and country perspectives into the review, ensuring that it captured the Movement's full breadth. The subsequent **management response process was likewise co-created**, transforming the findings into a shared agenda for action. Through that exercise, the GSS not only discussed roles and responsibilities but also rekindled a collective commitment to collaboration as an explicit goal—rather than an assumption—to re-energize the Movement for the SUN 4.0 era. These inputs, along with internal stocktakes on regionalization, informed broader reflections on GSS roles and collaboration across the Movement.

## Coordination shift enhances strategic focus

In 2024, GSS coordination was formally elevated to the office of the SMS Director. This move responded to earlier gaps in coherence and ownership, particularly around the absence of a unified GSS workplan, fragmented coordination and declining network functionality. The SUN 3.0 evaluation underscores the struggles of the GSS with the implementation of collective frameworks and calls for clearer strategic leadership and realignment across all parts of the Movement.

By assigning direct responsibility for GSS coordination to the Office of the Director, the SMS was able to reprioritize engagement with the global networks and signal the strategic importance of their contributions to the integrity of the Movement. This shift coincided with growing recognition that the sustainability and credibility of the SUN architecture depended on stronger support to and alignment among networks, many of which were underfunded and unevenly engaged.

## GSS retreat, 27–28 January 2025

The GSS retreat identified such priority actions as the development of a SUN Strategy 4.0 for 2026–2030 and the management response to the 3.0 evaluation, incorporating GSS perspectives. To support the 4.0 strategy framework development, it was agreed that a reference group would be formed. Regional online consultations will be held to gather feedback on the 4.0 framework and the 3.0 evaluation response.

The retreat also focused on advocacy approaches, with a more strategic use of the Executive Committee, Lead Group and SUN Coordinator planned as well as working towards a joint advocacy road map.

## Global Gathering and N4G

Coordinated by the SMS, all elements of the GSS worked together to prepare the Global Gathering. Though it was eventually cancelled, the ambitious agenda was developed jointly, along with the concept notes for the key sessions on food systems transformation and climate, financing for nutrition, gender, health and social protection, data, innovation and research. Similarly, the networks were engaged in preparations for the N4G Summit, with SMS-hosted webinars coordinated with the GSS. Examples include:

- **The Civil Society Network Regional Workshop for West and Central Africa** in May 2024, which saw a revitalization of civil society engagement across the region and the strengthening of links between civil society and donors.
- **The Regional Media Workshop**, co-organized with the Civil Society Network Regional Office, which helped build the capacities of journalists to report on nutrition.

## Showcasing the power of NutritiON and the SUN Movement (visibility statement)

The SMS has spearheaded activity to elevate the visibility of the power of nutrition to affect broad development outcomes.

Activities include more strategic use of social media, engagement strategies with traditional media, and storytelling. Communications activities play a critical role in bolstering advocacy and advancing the SUN Movement's goals by raising awareness and shaping public discourse.

### Media engagement included:

- As part of efforts at the Africa Food Systems Forum, interviews with the SUN Coordinator on [France 24](#), [CNBC](#), the [SDG 2 Advocacy Hub](#) and [Devex](#).
- An op-ed, together with Gavi CEO Sania Nishtar, focused on integrating nutrition and immunization, published by [IPS News](#).
- An op-ed published by [Earth.org](#) focused on the importance of integrating nutrition into COP outcomes, together with Briec Pont, N4G Secretary-General.
- Ahead of N4G, an op-ed on [CNBC](#) authored by Lead Group member Neema Lugangira; an interview with the SUN Coordinator published by [Focus 2030](#); and further interviews with Reuters, SDG2 Advocacy Hub, CNBC, Devex, the Daily Telegraph, France24 and Forbes. An op-ed with the United Kingdom Minister of State for International Development, Baroness Chapman, published by [Eastern Eye](#). An op-ed by the SUN Coordinator published by [Fair Planet](#). Further coverage in [SciDev](#), [Devex](#), [RFI](#) and [POLITICO](#). In total, media engagement around N4G resulted in more than 320 pieces of coverage.

At the regional level, the SMS works to strengthen media engagement as part of a broader effort to build enabling environments for nutrition. Journalists and communicators are seen as essential allies



in amplifying country voices, driving political will and encouraging informed, sustained commitment to nutrition outcomes.

**The African Journalists and Communicators for Nutrition Initiative (IJCAN)** was established in 2024 to leverage the media as a powerful agent of change, both at the community level and among decision makers. The SMS helped design the initiative, mobilized partners and coordinated its roll-out through Francophone SUN countries in Africa. An IJCAN [webinar](#) in January 2025 brought together journalists and communicators from West and Central Africa to help shape a coordinated media strategy ahead of the N4G Summit. The event, in which the SUN Coordinator and the Secretary-General of the N4G Summit took part, led to the adoption of a regional road map outlining concrete actions for the media—before, during and after the summit—to promote SMART nutrition commitments and track their implementation.

### Social media

During N4G week, the SMS shared more than 90 social media posts, which appeared on screens 650,000 times, with an engagement rate that averaged 6 per cent, above the industry standard. A toolkit with assets related to N4G and the various themes was made available, and all assets were shared with the SUN networks (GSS) and other partners for amplification. Seventeen quote cards with messages from Lead Group members generated more than 50,000 impressions, with a 51 per cent interaction rate.

Social media toolkits also were developed for other events, including for [WHA](#) and International Women's Day, to amplify storytelling (as detailed hereinafter).



Credits: IJCAN  
Caption: Launch of the African Journalists and Communicators for Nutrition Initiative in Côte D'Ivoire

## Leading by example: the NutritiON campaign

Starting in late 2024, the SMS launched a series of five spotlight stories to showcase real-world examples of how SUN-supported policies and practices have led to tangible results. These stories are part of the NutritiON campaign, which highlights the value of the SUN Movement's multisectoral, multi-stakeholder approach to improving nutrition. The campaign aims to build a compelling narrative on the importance of tackling malnutrition as a critical driver of global development—leading up to the N4G Summit and beyond.

One of the campaign's videos illustrates how collaboration contributes to improving food systems and nutrition in humanitarian contexts. The story shows how South Sudan, where more than two million children are at risk of malnutrition, is building long-term resilience by strengthening local food production, improving value chains and adopting nutrition-sensitive policies.

**NUTRITION**  
**POWER**  
**THE**  
**CHANGE**



The other stories in the series feature community nutrition centres in Côte d'Ivoire, an illustration from El Salvador about how breastfeeding provides the best start in life, a school feeding programme that is reducing dropout and undernutrition rates in Sri Lanka, and efforts to harness the power of collaboration to address the root causes of malnutrition in Zambia.

### Impact of the spotlight stories as part of the NutritiOn campaign:

- 1.3 million people were reached through the videos
- 59 per cent of people who saw one of the videos on their social media feed interacted with the content
- 13,300 engagements arose from posts on LinkedIn and Instagram
- 1,000-plus views were registered for the interactive web pages

# Governance and mutual accountability

The SMS ensured that the SUN Movement's governing bodies—the Executive Committee (ExCom) and the Lead Group—received timely and sufficient information to support their collective decision-making. The SMS governance team continued to assist the ExCom in carrying out the roles set out in its terms of reference—providing strategic guidance, oversight and stewardship for the Movement as a whole and facilitating the renewal of its membership in accordance with its rules of procedure.

## Executive Committee

The SMS serves as the secretariat for the ExCom, organizing and preparing the inputs for its quarterly virtual meetings. This support facilitated the ExCom's provision of guidance and oversight in line with the Lead Group's overall strategic direction and its effective coordination among partners to advance the Movement's goals.

In alignment with the results of the 2023 ExCom Mutual Accountability Framework survey and retreat discussion, the SMS worked closely with the Lead Group chair, four Lead Group members and ExCom co-chairs (and with support from UNOPS Legal Counsel) to prepare the groundwork for the 2024 ExCom membership renewal process. These preparations included a revision to the ExCom Rules of Procedure to simplify and clarify the rules as well as to improve the ways in which the ExCom can strengthen country leadership and the regional presence of the SUN Movement.

The revised version of the ExCom Rules of Procedure received endorsement from the Lead Group and then formed the basis for a full membership renewal process, which the SMS managed in its entirety for review and approval by the Lead Group. This resulted in the appointment of new members in July 2024, with a retention rate of 33 per cent. A new expert seat on climate and nutrition was

introduced, and countries in humanitarian settings now have dedicated representation on the ExCom.

## Lead Group

The SMS continued to engage Lead Group members in advancing the SUN Movement's advocacy objectives, particularly in promoting nutrition finance and a multi-stakeholder, multisectoral approach to nutrition during key advocacy moments. This was achieved by working closely with Lead Group members and their teams to leverage their influence, expertise and networks. Through their participation in global advocacy events, efforts to drive policy change at both global and country levels, and strategic media engagement, Lead Group members played a crucial role in amplifying the Movement's advocacy agenda.

Building on the momentum from COP28, Lead Group members continued to support efforts to integrate nutrition into food systems and health discussions in the lead-up to COP29. The SMS facilitated networking opportunities and strategically leveraged Lead Group members as speakers in nutrition-related public engagements by providing them with thematic messaging to help ensure that nutrition remained a key focus in global policy dialogues. In addition to engagements mentioned earlier in this report, examples of this include:

- Amref Health Africa CEO [Dr. Githinji Gitahi](#) and [Dr. Juan Pablo Uribe](#), Global Director for Health Nutrition and Population at the World Bank, contributed video messages in support of the NutritiON campaign (see box above).
- Youth representative Pierre Cooke Jr. represented the SUN Movement at WHO's health week in events on [accelerating childhood overweight reduction](#) and [low birth weight](#). This advocacy supported efforts to extend the WHA Global Nutrition Targets to align with the 2030 Agenda, underscoring the urgency of sustained action and investment in high-impact interventions to accelerate progress on nutrition.



- Cherrie Atilano, Founder and CEO of AGREA Agricultural Systems International Inc., represented SUN at the ADB Food Security Forum for a panel discussion on food systems, nutrition and climate change.
- David Nabarro, Strategic Director of the 4SD Foundation, convened the Geneva Nutrition Dialogue in December to spotlight the critical role of nutrition as both a maker and marker of development and to stress the importance of 2025, the final year of the United Nations Decade of Action on Nutrition.
- Gavi CEO Sania Nishtar and the SUN Movement Coordinator wrote a joint op-ed during the Paris Summer Olympics titled “Improving Childhood Health and Development Need Not Be an Olympian Effort”. The op-ed highlighted how millions of children worldwide are denied the chance to unlock their full potential simply because of a lack of access to basic nutritious diets and vaccines that prevent disease.



Credits: World Bank  
Caption: SUN Movement Coordinator Afshan Khan during the N4G Summit preparatory high-level visit in Madagascar

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Department of Foreign Affairs

MINISTÈRE  
DE L'EUROPE  
ET DES AFFAIRES  
ÉTRANGÈRES  
Liberté  
Égalité  
Fraternité

Government of the Netherlands

Norway

The Rockefeller  
Foundation

Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra  
Swiss Agency for Development  
and Cooperation SDC

USAID  
FROM THE AMERICAN PEOPLE

World Vision

# Annex 1. Annual Financial Report of Expenditures

**1 January 2024 – 31 December 2024**

## About this report

This Annual Financial Report presents expenditures for the Scaling Up Nutrition (SUN) Movement Secretariat (SMS) during the period 1 January 2024 to 31 December 2024 against the 2024 annual budget approved by the SUN Movement Executive Committee in March 2024.<sup>14</sup>

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. The UNOPS annual certified financial statements as of 31 December 2024 are included in this report (page 54 based on this version of the report) in compliance with the terms and conditions set in the bilateral agreements.

Funding for the SMS is managed and reported as pooled funds.<sup>15</sup> Funds are used in line with the SMS approved annual workplan and overall budget and in respect of UNOPS rules and regulations. The SUN Movement Executive Committee (ExCom), 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.

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<sup>14</sup> All narrative and financial reports of the SUN Movement Secretariat, as well as annual workplans and budgets, are available on the SUN Movement [website](#).

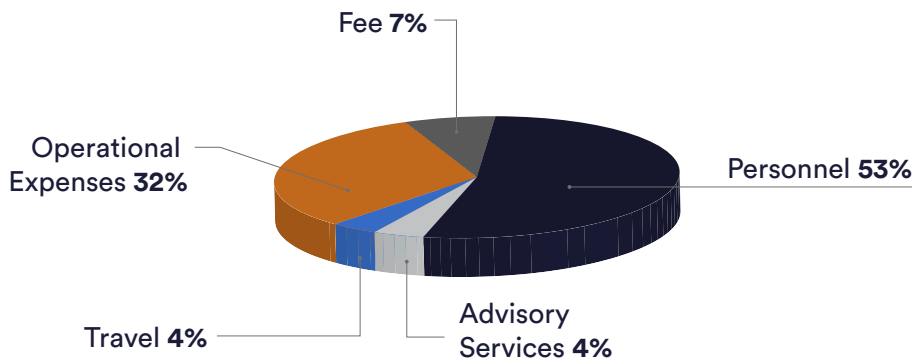
<sup>15</sup> As per provisions included in the Joint Hosting Agreement (JHA) annexed to donor agreements.



Credits: World Bank  
Caption: Afshan Khan and His Majesty King Letsie III, king of Lesotho

# Key 2024 financial elements

The provisional SMS budget for the period January to December 2024 was estimated at \$14,490,520, as approved by the ExCom in March 2024, and its main composition is as follows:



At the end of 2024, the total Secretariat’s expenditures amounted to \$9,193,231, which represents 63 per cent of the estimated budget for 2024. Out of this total, 22 per cent (\$2,062,503) of the expenditures are directly related to the SMS regional hubs (staff, rental of office space and travel expenses).<sup>16</sup>

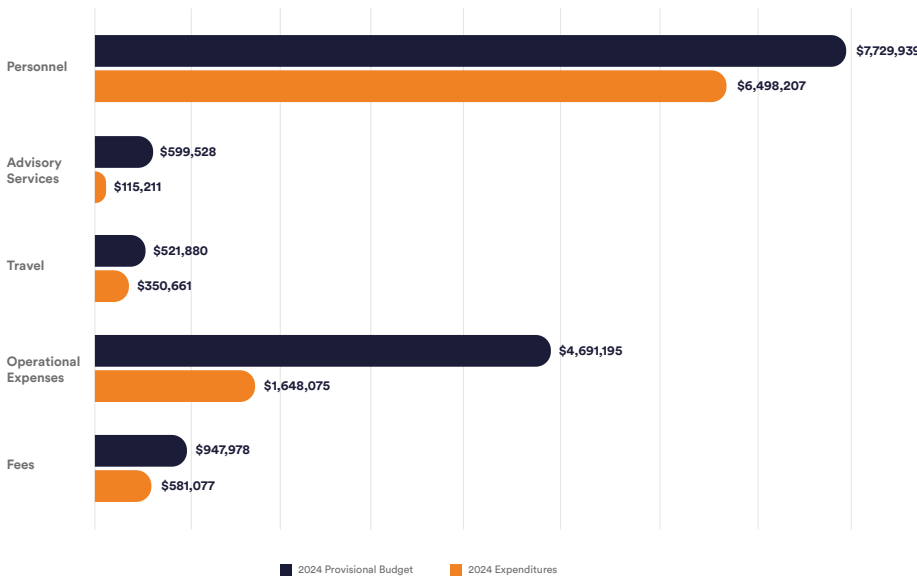
16 It is important to note that this disaggregation of regional expenditures is not representative of how actual costs are in support of either global or regional work: The SMS budget is structured at the Strategic Objective (SO) level only and not at the regional versus global level. For instance, Geneva-based personnel and activities also contribute to the regional work, but this contribution is not reflected in this disaggregation. It also is important to highlight that all SOs are designed to benefit SUN countries, with SO 2 and SO 3 being directly aligned with national priorities. Combined, these two SOs account for 49 per cent of the overall SMS expenditure in 2024. However, this figure does not include the significant technical assistance being provided to SUN countries in support of these objectives, as this assistance is funded and delivered outside the SMS budget by various technical assistance providers.

In 2024, in response to funding constraints, the SMS reviewed how resources were allocated and used and decided to abolish four positions in Geneva and cut some operations. This light review led to efficiency gains and reduced expenditure, a total budget reduction of \$1,448,262 for 2024 (and \$1,594,130 for 2025). Additionally, the lower level of 2024 expenditures is also due to the non-utilization of the budget (\$2,862,876) related to the SUN Global Gathering, which was cancelled, and the evaluation of the SUN Movement (budget moved to 2025), as well as \$968,478 in savings related to lower expenses for personnel, consultancies and operations. Further details can be found below.

## 2024 provisional budget versus 2024 expenditures



## 2024 expenditures per category





## Personnel

As a Secretariat, the major cost driver is staff salaries (personnel), with 53 per cent of the total budget in 2024.

PERSONNEL	2024 PROVISIONAL BUDGET versus 2024 EXPENDITURES		VARIANCES	
	2024 PROVISIONAL	2024 EXPENDITURES		
	\$7,729,939	\$6,498,207	(1,231,732)	-16% ↓

For personnel, the Secretariat spent **\$6,498,207** in 2024, which is 16 per cent lower than the 2024 budget provision.

The lower level of expenditures comes from adjustments of \$768,450 (10 per cent) related to the aforementioned light review and savings of \$463,282 (6 per cent) related to staff turnover, the delayed start of new personnel, vacancies filled with lower-cost contracts, and the limited usage of contingency and learning budget lines.

## Advisory Services

The expenditures for the advisory services budget line (consultancies) amounted to **\$115,211** in 2024, which is 81 per cent lower than expected.

ADVISORY SERVICES	2024 PROVISIONAL versus 2024 EXPENDITURES		VARIANCES	
	2024 PROVISIONAL	2024 EXPENDITURES		
	\$599,528	\$115,211	(\$484,317)	-81% ↓

The lower expenditure comes from adjustments of \$338,042 (56 per cent) related to the aforementioned light review, the unused budget of \$153,749 (26 per cent) related to consultancy services for the cancelled SUN Global Gathering, and other small variations.

## Travel

In 2024, expenditures on travel amounted to **\$350,661**, which was 33 per cent below the 2024 provisional budget of \$521,880.

TRAVEL	2024 PROVISIONAL versus 2024 EXPENDITURES		VARIANCES	
	2024 PROVISIONAL	2024 EXPENDITURES		
	\$521,880	\$350,661	(\$171,219)	-33% ↓

The lower expenditures come from adjustments related to the unused budget of \$130,367 (25 per cent) for the cancelled SUN Global Gathering and savings related to lower travel costs in earmarked travel funding of \$40,852 (8 per cent).

## Operational Expenses

In 2024 for operations (communication, printing, translation, office rent, website services, events, miscellaneous, UNOPS Direct Cost, etc.), the Secretariat spent **\$1,648,075**, 65 per cent less than originally budgeted.

OPERATIONAL EXPENSES	2024 PROVISIONAL versus 2024 EXPENDITURES		VARIANCES	
	2024 PROVISIONAL	2024 EXPENDITURES		
	\$4,691,195	\$1,648,075	(\$3,043,120)	-65% ↓

The lower level of expenditure comes from adjustments of \$247,024 related to the aforementioned light review, the unused budget related to the cancelled SUN Global Gathering and the consultancy for the evaluation of the SUN Movement, moved to 2025 (with their two budgets totalling \$2,391,468, 51 per cent) as well as savings related to lower usage (and therefore cost) of some operations, including the website, interpretation/translation/proofreading services, UNOPS support, regional hubs and Geneva office rent and services.

## SUN Movement Secretariat 2022–2025 funding overview

The total expected donor funding<sup>17</sup> for SMS 3.0 is currently at \$38,876,800, which reflects both received funding (\$36,720,597) and committed funding<sup>18</sup> (\$2,156,203).

The revised provisional budget of the SMS for the 2022–2025 period was estimated at approximately \$34.7 million (minus \$5.8 million, a 14 per cent reduction from the 2024 approved budget). This was reviewed and approved by the ExCom in June 2025.

In an effort to enhance efficiencies and reduce operating costs the SMS abolished four positions in Geneva as part of the aforementioned light review. These measures led to a fully funded workplan for 2025, with an estimated available funding balance of \$4.2 million by December 2025. This balance may vary due to the effects of currency exchange fluctuations on upcoming donor instalments, additional savings from 2025 activities, and new donor funding.

Considering the very alarming landscape for development aid, the SMS will use the coming months to continue to actively fundraise for the SUN 4.0 phase and to reassess where SMS resources should be best placed or reallocated to respond to SUN 4.0 priorities. The expected available balance by December 2025 will be made available to 2026 and used to secure key staff and operations leading the transition to SUN 4.0. As the development of this new strategy advances, the SMS will develop workplan and budget scenarios for SUN 4.0.

Below are the detailed SMS 2022–2023–2024 expenditures against the four Strategic Objectives, the 2024 expenditures at outcome level,<sup>19</sup> the 2022–2025 SMS Revised Provisional Budget (April 2025 update), SMS 2022–2025 Funding Availability, and 2024 UNOPS Certified Financial Statements.



Credits: World Bank  
Caption: Afshan Khan during the N4G Summit preparatory high-level visit in Madagascar

<sup>17</sup> Donors to the SMS include: Gates Foundation, Canada, European Commission, France, Germany, Ireland, Norway, Switzerland, Netherlands (Kingdom of the), The Rockefeller Foundation (until November 2024), United States of America (until March 2025), and World Vision International.

<sup>18</sup> Signed legal agreements with scheduled instalments for 2025.

<sup>19</sup> The year 2024 was the first in which the SMS began operating around results-based budgeting. Each Strategic Objective has a total investment allocated to it, as well as a breakdown of resources needed to achieve the expected results (i.e. outcomes). Both the 2024 and 2025 SMS budgets are developed to associate resources to each outcome of the SMS workplan. Internally, SMS financial resources are allocated and tracked against outcomes, but official financial reporting is at the overall Strategic Objective level, as this is how the SMS 3.0 budget is set up in the UNOPS system and included in donor agreements. The experience of results-based budgeting will form the basis for a more results-oriented budget for SUN 4.0.

## SUN Movement Secretariat: 2022–2023–2024 expenditures

SMS WORKPLAN 3.0: 2022–2025		EXPENDITURES 2022*	EXPENDITURES 2023*	EXPENDITURES 2024*
<b>STRATEGIC OBJECTIVE 1</b>				
<i>Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key marker and marker of sustainable development</i>	Personnel subtotal	\$1,428,124	\$1,353,913	\$1,602,776
	Advisory Services sub-total	\$0	\$13,683	\$2,853
	Travel sub-total	\$148,206	\$166,386	\$121,631
	Operations sub-total	\$349,368	\$267,809	\$241,904
	<b>SUBTOTAL SO1</b>	<b>\$1,925,698</b>	<b>\$1,801,791</b>	<b>\$1,969,164</b>
<b>STRATEGIC OBJECTIVE 2</b>				
<i>Develop and align shared country priorities for action</i>	Personnel sub-total	\$1,900,459	\$1,805,382	\$1,437,206
	Advisory Services sub-total	\$0	\$0	\$2,844
	Travel sub-total	\$203,696	\$154,011	\$156,000
	Operations sub-total	\$216,617	\$265,808	\$250,697
	<b>SUBTOTAL SO2</b>	<b>\$2,320,772</b>	<b>\$2,225,201</b>	<b>\$1,846,747</b>
<b>STRATEGIC OBJECTIVE 3</b>				
<i>Build and strengthen country capacity to develop, prioritise, finance, implement and track country actions through strengthened technical assistance and knowledge management</i>	Personnel sub-total	\$528,892	\$1,526,921	\$1,759,391
	Advisory Services sub-total	\$151,705	\$83,181	\$89,103
	Travel sub-total	\$43,327	\$0	\$39,945
	Operations sub-total	\$387,443	\$263,863	\$806,985
	<b>SUBTOTAL SO3</b>	<b>\$1,111,367</b>	<b>\$1,873,965</b>	<b>\$2,695,425</b>
<b>STRATEGIC OBJECTIVE 4</b>				
<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 those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realised</i>	Personnel sub-total	\$1,223,756	\$1,254,297	\$1,698,834
	Advisory Services sub-total	\$0	\$40,327	\$20,411
	Travel sub-total	\$46,224	\$49,912	\$33,085
	Operations sub-total	\$326,797	\$270,579	\$348,489
	<b>SUBTOTAL SO4</b>	<b>\$1,596,777</b>	<b>\$1,615,116</b>	<b>\$2,100,819</b>
<b>TOTAL SOs 1-4</b>		<b>\$6,954,614</b>	<b>\$7,516,073</b>	<b>\$8,612,154</b>
Indirect Costs (7%)		\$486,299	\$497,753	\$581,077
<b>GRAND TOTAL</b>		<b>\$7,440,913</b>	<b>\$8,013,826</b>	<b>\$9,193,231</b>

\*Note: 2022, 2023 and 2024 expenditures are as per UNOPS Certified Financial Statements.



## SUN Movement Secretariat: 2024 expenditures at outcome Level

SMS WORKPLAN 3.0: 2024–2025		EXPENDITURES - OUTCOME LEVEL
<b>STRATEGIC OBJECTIVE 1</b>		
<i>Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key marker and marker of sustainable development</i>	SMS Outcome 1.1: Nutrition is better integrated into global agendas due to SUN Country driven advocacy and communications	\$978,619
	SMS Outcome 1.2: SUN countries nutrition priorities are better reflected in policies and financing of regional and global organizations	\$807,580
	SMS Outcome 5.1: SMS managed effectively to implement workplan and realize strategic objectives	\$182,965
	<b>SUBTOTAL SO1</b>	<b>\$1,969,164</b>
<b>STRATEGIC OBJECTIVE 2</b>		
<i>Develop and align shared country priorities for action including government financing for nutrition, resource mobilization, innovative funding, integration of gender equality and joint network planning</i>	SMS Outcome 2.1: SUN countries supported to improve policy coherence, planning and implementation of multi-sectorial nutrition actions, including gender equality and empowerment, climate and food-systems	\$1,162,219
	SMS Outcome 2.2: Increased nutrition financing opportunities for SUN countries	\$501,563
	SMS Outcome 5.1: SMS managed effectively to implement workplan and realize strategic objectives	\$182,965
	<b>SUBTOTAL SO2</b>	<b>\$1,846,747</b>
<b>STRATEGIC OBJECTIVE 3</b>		
<i>Build and strengthen country capacity to develop, prioritise, finance, implement and track nutrition actions through strengthened technical assistance and knowledge management</i>	SMS Outcome 3.1: Increased engagement of SUN movement stakeholders in knowledge management and learning	\$1,880,724
	SMS Outcome 3.2: Strengthened capacity of SUN country stakeholders through technical assistance and leadership support	\$631,736
	SMS Outcome 5.1: SMS managed effectively to implement workplan and realize strategic objectives	\$182,965
	<b>SUBTOTAL SO3</b>	<b>\$2,695,425</b>
<b>STRATEGIC OBJECTIVE 4</b>		
<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 those most at risk of malnutrition (particularly women, girls and other structurally excluded people) with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realised</i>	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	\$999,218
	SMS Outcome 4.2: SUN governance supported with equitable and timely access to information and spaces for collective decision-making	\$918,636
	SMS Outcome 5.1: SMS managed effectively to implement workplan and realize strategic objectives	\$182,965
	<b>SUBTOTAL SO4</b>	<b>\$2,100,819</b>
	<b>TOTAL SOs 1-4</b>	<b>\$8,612,154</b>
	<b>Indirect Costs (7%)</b>	<b>\$581,077</b>
<b>GRAND TOTAL</b>		<b>\$9,193,231</b>

**SUN Movement  
Secretariat: 2022–  
2025 SMS Revised  
Provisional Budget  
(April 2025 update  
as approved by  
the Executive  
Committee in  
June 2025)**

SMS WORKPLAN 3.0: 2022–2025		2022-2025 SMS REVISED PROVISIONAL BUDGET (April 2025 update)				
		EXPENDITURES 2022	EXPENDITURES 2023	PROVISIONAL EXPENDITURES 2024	PROVISIONAL BUDGET 2025	TOTAL SMS BUDGET 2022–2025
<b>STRATEGIC OBJECTIVE 1</b>						
<i>Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key marker and marker of sustainable development</i>	Personnel sub-total	\$1,428,124	\$1,353,913	\$1,602,776	\$2,711,942	\$7,096,755
	Advisory Services sub-total	\$0	\$13,683	\$2,853	\$52,500	\$69,036
	Travel sub-total	\$148,206	\$166,386	\$121,631	\$206,613	\$642,836
	Operations sub-total	\$349,368	\$267,809	\$241,904	\$389,899	\$1,248,980
	<b>SUBTOTAL SO1</b>	<b>\$1,925,698</b>	<b>\$1,801,791</b>	<b>\$1,969,164</b>	<b>\$3,360,954</b>	<b>\$9,057,607</b>
<b>STRATEGIC OBJECTIVE 2</b>						
<i>Develop and align shared country priorities for action</i>	Personnel sub-total	\$1,900,459	\$1,805,382	\$1,437,206	\$690,362	\$5,833,409
	Advisory Services sub-total	\$0	\$0	\$2,844	\$27,500	\$30,344
	Travel sub-total	\$203,696	\$154,011	\$156,000	\$42,746	\$556,453
	Operations sub-total	\$216,617	\$265,808	\$250,697	\$311,005	\$1,044,127
	<b>SUBTOTAL SO2</b>	<b>\$2,320,772</b>	<b>\$2,225,201</b>	<b>\$1,846,747</b>	<b>\$1,071,613</b>	<b>\$7,464,333</b>
<b>STRATEGIC OBJECTIVE 3</b>						
<i>Build and strengthen country capacity to develop, prioritise, finance, implement and track country actions through strengthened technical assistance and knowledge management</i>	Personnel sub-total	\$528,892	\$1,526,921	\$1,759,391	\$1,826,080	\$5,641,285
	Advisory Services sub-total	\$151,705	\$83,181	\$89,103	\$2,500	\$326,489
	Travel sub-total	\$43,327	\$0	\$39,945	\$177,481	\$260,753
	Operations sub-total	\$387,443	\$263,863	\$806,985	\$490,113	\$1,948,403
	<b>SUBTOTAL SO3</b>	<b>\$1,111,367</b>	<b>\$1,873,965</b>	<b>\$2,695,425</b>	<b>\$2,496,174</b>	<b>\$8,176,930</b>
<b>STRATEGIC OBJECTIVE 4</b>						
<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 those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realised</i>	Personnel sub-total	\$1,223,756	\$1,254,297	\$1,698,834	\$1,595,903	\$5,772,791
	Advisory Services sub-total	\$0	\$40,327	\$20,411	\$67,500	\$128,238
	Travel sub-total	\$46,224	\$49,912	\$33,085	\$159,873	\$289,094
	Operations sub-total	\$326,797	\$270,579	\$348,489	\$653,798	\$1,599,663
	<b>SUBTOTAL SO4</b>	<b>\$1,596,777</b>	<b>\$1,615,116</b>	<b>\$2,100,819</b>	<b>\$2,477,074</b>	<b>\$7,789,786</b>
	TOTAL SOs 1-4	\$6,954,614	\$7,516,073	\$8,612,154	\$9,405,814	\$32,488,656
	Indirect Costs (7%)	\$486,299	\$497,753	\$581,077	\$658,407	\$2,223,536
	<b>GRAND TOTAL</b>	<b>\$7,440,913</b>	<b>\$8,013,826</b>	<b>\$9,193,231</b>	<b>\$10,064,221</b>	<b>\$34,712,191</b>
	Excom Approved Budget (March 2024)	\$7,440,913	\$8,044,632	\$14,490,520	\$10,566,676	\$40,542,742
	Difference	\$0 0%	-\$30,806 0%	-\$5,297,289 -37%	-\$502,455 5%	-\$5,830,551 -14%

**SUN Movement**  
**Secretariat: SMS 2022–**  
**2025 funding availability**  
 (April 2025 update)

SMS 2022-2025 Donor Funding Overview					
Donor to SMS	2022	2023	2024	2025	TOTAL
<i>Gates Foundation</i>	\$1,500,000	\$300,000	\$700,000		\$2,500,000
<i>Canada</i>	\$1,581,577	\$1,494,210	\$1,493,540	\$1,402,918	\$5,972,245
<i>European Commission</i>		\$1,774,031	\$2,616,100	\$2,012,691	\$6,402,822
<i>France</i>		\$78,782			
		\$88,692			
			\$320,171		\$487,645
		secondment	secondment	secondment	
<i>Germany</i>	\$2,160,252	\$1,096,491	\$1,060,491		\$4,317,188
<i>Ireland</i>	\$573,395	\$1,108,647	\$1,071,811		\$2,753,853
<i>Norway</i>	\$3,063,170	\$674,946	\$685,746		\$4,423,862
<i>Switzerland</i>		\$315,139	\$370,000	\$143,512	\$828,651
<i>Netherlands (Kingdom of the)</i>	\$3,500,000	\$1,500,000	\$550,000		\$7,100,000
		\$1,550,000			
<i>The Rockefeller Foundation</i>		\$407,550			\$407,550
<i>United States of America</i>	\$500,000	\$500,000			\$1,400,000
		\$400,000			
<i>World Vision International</i>		secondment	secondment	secondment	
<i>SMS 2.0 budget balance</i>		\$1,864,216			\$1,864,216
<i>SUN Pooled Fund 2.0 budget balance</i>		\$41,651			\$41,651
<i>UNOPS Excess Reserves</i>		\$135,634			\$135,634
<i>Generated Interests</i>			\$241,483		\$241,483
<i>Total Received Funding</i>	\$12,878,394	\$13,329,989	\$9,109,296	\$1,402,918	\$36,720,597
<i>Total Committed Funding (signed, yet to be received)</i>				\$2,156,203	\$2,156,203
<i>Total Funding</i>	\$12,878,394	\$13,329,989	\$9,109,296	\$3,559,121	\$38,876,800

<b>SMS 3.0 Budget (March 2025 update)</b>	\$7,440,913	\$8,013,826	\$9,193,231	\$10,064,221	\$34,712,191
<b>TOTAL FUNDING CARRY OVER / DEFICIT</b>	\$5,437,481	\$5,316,163	-\$83,935	-\$6,505,100	\$4,164,609
<b>FUNDING BALANCE a of 31 December</b>	\$5,437,481	\$10,753,644	\$10,669,709	\$4,164,609	



# SUN Movement Secretariat: 2024 UNOPS Certified Financial Statements



Date: 05-Jun-2025  
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 2024**

We draw your attention to the following:

- a. Total funds received: **US\$34,764,823.95** which includes interest earned: **US\$ 241,482.55** And **Net Hedging/Contribution Gain/loss: US\$ (5,772.92)**
- b. Incurred expenditure and management fee: **US\$ 23,209,877.32**
- c. Project advances: **US\$ 11,099.28**
- d. Commitments: **US\$2,274,421.28**
- e. Fund Balance: **US\$ 9,269,426.07**

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

Yours Sincerely

  
Peter Komol  
Head of Finance  
UNOPS Geneva



Annual Financial Report  
Project: 20163-006: SUN - Pooled Fund - Phase III  
Funding(s): 1672 SUN Scaling Up Nutrition Movement  
As on: 31-Dec-2024  
Currency: USD

Income		
Contribution	2022	14,231,206.07
	2023	8,991,480.64
	2024	9,400,560.89
		<b>32,623,247.60</b>
Net Hedging/Contribution Gain/Loss	2022	(9,466.57)
	2023	3,693.65
		<b>(5,772.92)</b>
Interest	2022	12,633.04
	2023	77,040.94
	2024	151,808.57
		<b>241,482.55</b>
Transfers	2022	36,386.24
	2023	1,816,246.83
	2024	53,233.65
		<b>1,905,866.72</b>
Total Income		<b>A 34,764,823.95</b>

Project Expenses

<b>2022</b>	Project(s) Expense	6,492,261.66
	Management Fees	454,458.33
	Net Exchange Gain/Loss	(2,018.85)
		<b>6,944,701.14</b>
<b>2023</b>	Project(s) Expense	6,832,842.68
	Management Fees	477,463.51
	Net Exchange Gain/Loss	11,927.32
		<b>7,322,233.51</b>
<b>2024</b>	Project(s) Expense	8,368,713.17
	Management Fees	573,849.09
	Net Exchange Gain/Loss	380.41
		<b>8,942,942.67</b>

<b>Total Expenditure</b>	<b>B</b>	<b>23,209,877.32</b>
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<b>Less:Project Capitalized Asset</b>	<b>C</b>	<b>0.00</b>
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<b>Less:Project Advances</b>	<b>D</b>	<b>11,099.28</b>
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<b>Project Cash Balance - Surplus</b>	<b>A-B-C-D</b>	<b>11,543,847.35</b>
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Less: Actual Commitments

PO Commitment	E	1,881,396.82
HR Commitment	E	244,238.18
Projected Fees on Commitments	E	148,786.28
Prepayments	E	0.00

<b>Total Commitment</b>	<b>E</b>	<b>2,274,421.28</b>
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<b>Project Fund Balance - Surplus</b>	<b>A-B-C-D-E</b>	<b>9,269,426.07</b>
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**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. Commitments include reservations in compliance with Financial Rule 105.01. These reservations include obligations for which the contractual process is still in progress.
- VI. The UN Board of Auditors has not shared the final audit report of UNOPS financial statements for 2024. The audit itself has been concluded and the Board of Auditors has shared its observations with UNOPS. None of these raises 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.

Certified by:

Comment:



Peter Komol, Head of Finance, UNOPS Geneva Office

Date:

Report run on: **05 Jun 2025**



Date: 05-Jun-2025

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 2024**

We draw your attention to the following:

- Total funds received: **US\$3,865,358.89** which includes interest earned: **US\$ 1,030.73**
- Incurred expenditure and management fee: **US\$ 3,933,221.65**
- Shortfall of Fund: **US\$ (67,862.76)**

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

Yours Sincerely

Peter Komol  
Head of Finance  
UNOPS Geneva

Project Expenses 2016	Project(s) Expense	332.50
	Management Fees	23.28
		<b>355.78</b>
2017	Project(s) Expense	638,216.69
	Management Fees	44,675.15
	Net Exchange Gain/Loss	(831.87)
2018	Project(s) Expense	191,469.84
	Management Fees	13,402.89
	Net Exchange Gain/Loss	(23.28)
2019	Project(s) Expense	454,935.26
	Management Fees	31,845.47
	Net Exchange Gain/Loss	522.45
2020	Project(s) Expense	1,026,064.81
	Management Fees	71,824.53
	Net Exchange Gain/Loss	(522.45)
2021	Project(s) Expense	27,071.89
	Management Fees	1,895.03
		<b>28,966.92</b>
2022	Project(s) Expense	454,882.52
	Management Fees	31,840.54
	Net Exchange Gain/Loss	22.45
2023	Project(s) Expense	674,996.44
	Management Fees	20,289.32
		<b>695,285.76</b>



## Annex 2.

# SMS 2025 Approved workplan



**SCAN ME!**

2024	Project(s) Expense	243,060.74
	Management Fees	7,227.45
		<u>250,288.19</u>

Total Expenditure	B	3,933,221.65
Less:Project Capitalized Asset	C	0.00
Less:Project Advances	D	0.00
Project Cash Balance - (Deficit)	(A-B-C-D)	(67,862.76)

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)	(67,862.76)

### 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. The UN Board of Auditors has not shared the final audit report of UNOPS financial statements for 2024. The audit itself has been concluded and the Board of Auditors has shared its observations with UNOPS. None of these raises 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.

Certified by:

Comment:

Peter Komol, Head of Finance, UNOPS Geneva Office

Date:

Report run on: 05 Jun 2025

# Annex 3.

## 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	Baseline	Challenges & Readjustment Measures
<p>(1) Five countries have been mobilized per each of 3 global-level processes or initiatives in the health, climate and food systems space</p> <p>(2) Three major global agenda processes (WHA, COPs, food systems summits) have been leveraged to better position nutrition as a key element of development</p>	<p>(1) 7 events, 12 countries</p> <p>(2) 5 global agenda processes: UNGA, COP29, WHA, HLPF, N4G</p> <p><b>TARGET ACHIEVED</b></p>	<p>The SMS has actively advanced the integration of nutrition into global agendas, particularly climate (the Seventy-seventh World Health Assembly [WHA77], the United Nations Climate Change Conference in Baku [COP29]), health (WHA77), gender (UNGA) and food systems (N4G Summit, Sustainable Development Goal 2). SMS ensured that SUN countries actively participated in and shaped these global processes.</p> <p>Across the hubs, many SUN countries have been mobilized and assisted in their participation at global-level processes: LAC—one country (CFS52); Francophone Africa—eight countries (UNGA, AGRF, WHA, WHO AFRO Consultations, Sevilla Conference); Convergence—three countries (WHA, International Human Capital Forum). The numbers of N4G prep workshop participants were Anglophone Africa (16), Asia (11) and Francophone Africa (seven). A few examples include:</p> <p>The participation of <b>Democratic Republic of the Congo (the)</b> and <b>Somalia</b> in a panel on the integration of nutrition and health services at WHA77, as well as in bilateral meetings between countries and partners, including Gavi, WHO and the SUN Global Coordinator. For Latin America and the Caribbean (LAC), the ExCom Focal Point representing the region participated at the Committee on World Food Security (CFS 52), effectively reinforcing the visibility of the region's challenges and priorities. The Asia hub organized a bilateral in-person meeting with the <b>Bangladesh</b> SUN focal point and delegation during WHA77, which led to a fruitful advocacy on the prioritization of annual budget analysis, increasing the nutrition-focus portfolio and financing in N4G 2025. The Francophone Hub mobilized the <b>Vice-President of Côte d'Ivoire</b> to participate as a speaker in the UNICEF high-level event on nutrition during UNGA. It also mobilized <b>Senegal, Chad and Togo</b> to participate in the Sevilla Conference, which will lead to the re-establishment of the West Africa Observatory for the Right to Food.</p>	<p>Indicator 1: 12+ countries mobilized. COP28: Somalia, Central African Republic (the), Democratic Republic of the Congo (the), WHA: Philippines, Burundi, Djibouti, Senegal, Côte d'Ivoire, and Benin UNFSS +2: Ethiopia, Burkina Faso, Philippines, Women Deliver: Bangladesh + 2 Youth Coordinators from Nigeria and Kenya</p> <p>Indicator 2: 5+ global agenda processes: WHA76, UNGA, MNF, Global Congress on Implementation of the International Code of Marketing of Breast-milk Substitutes, NIPN Global Summit, ICAN</p>	

## 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	Baseline	Challenges & Readjustment Measures
Strengthened collaboration between SUN and two global organizations and two regional organizations	Global: 15 Regional: 13  <b>TARGET ACHIEVED</b>	<p>In 2024, the SMS significantly strengthened collaboration with a range of global and regional organizations. At the regional level, the Africa hubs deepened engagement with key institutions such as <b>CERFAM (WFP)</b>, <b>CILSS</b>, <b>ECOWAS</b> and the <b>African Development Bank</b>, among others. These partnerships have facilitated technical support and cross-country learning on nutrition priorities.</p> <p>At the global level, enhanced collaboration with several United Nations agencies — including <b>FAO</b>, <b>UN Women</b>, and <b>UNICEF</b> — as well as initiatives like the <b>Global Nutrition Cluster</b> and <b>NIPN</b>, has helped align efforts and unlock country-level synergies. Notably, work with NIPN has translated into tangible results in select Francophone Africa countries through more coordinated technical support. Strategic engagement with <b>UN Women</b>, <b>UNICEF (Maternal, Newborn and Child Health and Gender teams)</b>, and <b>Stronger Foundations</b> culminated in a joint statement and Call to Action on Gender and Nutrition launched at the United Nations General Assembly.</p>	Three global organizations and 17+ regional organizations	

## 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	Baseline	Challenges & Readjustment Measures
(1) 100% of new SUN countries have an institutional, multisectoral coordination structure for nutrition (SUN Country Coordinator, MSP, SUN networks) within one year of joining the SUN Movement	(1) 100%	<p>In 2024, one country — <b>Panama</b> — joined the SUN Movement. Within its first year of membership, Panama successfully established an institutional, multisectoral coordination structure for nutrition.</p>		
(2) By 2025, 70% of the SUN countries, the MSP membership includes a government Ministry or Department responsible for women's affairs/gender equality	(2) 86% (3) 84%  <b>TARGET ACHIEVED</b>	<p>According to the 2024 Joint Annual Assessment (JAA), 86% of reporting SUN countries (n=36) included a government ministry or department responsible for <b>women's affairs and/or gender equality</b> in their multi-stakeholder platforms (MSPs). This reflects a consistent trend, with 87% (n=55) already reporting such inclusion in 2023. The stable representation of gender-focused government institutions suggests that gender equality continues to be a recognized and integrated dimension in national nutrition governance structures.</p>	(1) 100% (2023) (2) 87% (2023 JAA) (3) 73% (Dec. 2021)	
(3) By 2025, 75% of SUN countries' NNPs include at least four WHA indicators		<p>The number of countries including at least four WHA indicators in their national nutrition plans is overall stable. When requested by countries, they receive support on the development of the national nutrition plans.</p>		



## Outcomes of the SMS outputs

### SMS Outcome 2.2: Increased nutrition financing opportunities for SUN Countries

Indicators	Progress numeric (# or %)	Progress narrative	Baseline	Challenges & Readjustment Measures
A minimum of 20 engagements (e.g. webinars, round tables, coordination meetings, bilateral meetings, pilot initiatives) per annum that connect funders and investors to countries	Over 25 engagements <b>TARGET ACHIEVED</b>	In 2024, the SMS facilitated over 25 targeted engagements aimed at connecting funders and investors with SUN countries. These included webinars, workshops, and bilateral meetings organized through platforms such as the SUN Finance Community and the SUN Pilot Advisory Group. Key partners engaged included the Asian Development Bank (ADB), African Development Bank (AfDB), World Bank, and the Child Nutrition Fund.	20+ engagements (2023)	

## Outcomes of the SMS outputs

### SMS Outcome 3.1: Increased engagement of SUN Movement stakeholders in knowledge management and learning

Indicators	Progress numeric (# or %)	Progress narrative	Baseline	Challenges & Readjustment Measures
80% of SUN countries have shared learning from its experience with the broader SUN Movement, e.g. shared a product or lesson learned, contributed to a webinar, etc.	61% <b>TARGET PARTIALLY ACHIEVED</b>	<p>SUN countries engaged in diverse knowledge-sharing opportunities in 2024, including at webinars and global forums. For instance, Nepal presented its N4G commitment experience during the WHO Health Week webinar series co-hosted with UNICEF and SUN. At COP 29, the SUN focal point from Cambodia shared insights at the Nutrition-Climate Game Changers event, highlighting ASEAN approaches to climate and nutrition integration.</p> <p>All regional hubs facilitated peer-to-peer exchanges throughout the year. Examples include:</p> <ul style="list-style-type: none"> <li>• Anglophone Africa Hub: Exchanges on public financing, academia network sustainability, and youth/business network development, which helped initiate Youth Networks in the Philippines and an SBN in Liberia.</li> <li>• Francophone Africa Hub: Regional webinars on gender integration, a media workshop, and sessions on the Right to Food Observatory.</li> <li>• Asia Hub: Peer learning events on food labeling and nutrition financing.</li> <li>• LAC Hub: Regional workshops showcasing good practices and lessons learned on different topics (e.g. sustainable food systems approach, human right to adequate food, guidelines for N4G commitment making).</li> <li>• Convergence Hub: Exchanges on healthy diets in fragile contexts, peer-to-peer exchange between Senegal and Central African Republic (the) to provide guidance for the CSA establishment in Central African Republic (the), and multisectoral coordination.</li> </ul>	67% (2021)	61% falls below the target, because many countries focused on N4G and Global Gathering preparations, which limited time for country-to-country exchanges.

## 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	Baseline	Challenges & Readjustment Measures
<p>(1) Every year, 70% of SUN countries having received technical support through SUN during the past year report that support contributed to strengthening nutrition progress within the country and was appropriate/beneficial</p> <p>(2) By 2025, 50% of SUN countries track domestic expenditure on nutrition actions in support of the NNP</p>	<p>(1) 79% <b>TARGET ACHIEVED</b></p> <p>(2) 32% <b>TARGET PARTIALLY ACHIEVED</b></p>	<p>In the 2024 JAA, countries reported that <b>SUN support helped open and facilitate dialogue</b> with key partners and institutions to advance nutrition and food systems. Several highlighted the value of technical assistance in driving national progress. For example, Sierra Leone used support from the SUN Global Support System (GSS) to develop its National Food and Nutrition Security Policy Implementation Plan and establish the Health and Nutrition Civil Society Platform. In Burkina Faso, SUN assistance contributed to revising the methodology used for nutrition budget analysis. Countries also emphasized the usefulness of SUN's support in the N4G commitment-making process and appreciated the access to relevant workshops, toolkits and webinars.</p> <p>While the overall target has not yet been reached, progress is being made. In <b>Ecuador</b>, budget tracking and financial monitoring mechanisms have strengthened accountability for nutrition financing, since having a clear view of where funds are going has reportedly helped them ensure impact at the community level.</p>	<p>(1) 46% globally (2023)</p> <p>(2) 35% (2021)</p>	<p>Although the tracking of domestic expenditure on nutrition in support of the country's NNP was only undertaken in 32% of the countries, 48% of countries indicated that they were planning to do it in 2025.</p> <p>Ongoing advocacy on the importance of budget tracking is integrated into ASG engagements with high-level country officials. In addition, the GSS provides technical assistance (TA) for budget analysis, depending on the availability and capacity of TA partners.</p>

## 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	Baseline	Challenges & Readjustment Measures
<p>90% of SUN country MSPs have reflected on and shared their progress and priorities through the JAA online platform each year</p>	<p>83%</p> <p><b>TARGET PARTIALLY ACHIEVED</b></p>	<p>The 2024 JAA transitioned from the previous online platform to a more flexible format using Google Forms. In early 2025, countries convened to reflect on the 2024 JAA process. For the previous round, 55 countries (83%) participated in the 2023 JAA, with two countries partially completing the process due to political instability. Despite minor adjustments, the 2023 JAA questionnaire remained largely consistent with the 2022 version. Participation in the 2024 JAA (to be reported in the 2025 Annual Report) is expected to be lower, as countries were heavily engaged in preparations for the Nutrition for Growth (N4G) Summit held in March 2025.</p> <p>The external SUN evaluation conducted in 2024 found that the JAA process has improved coordination and progress tracking, with over <b>80% of SUN focal points acknowledging its impact in strengthening mutual accountability</b>. Stakeholders highlighted that “[they] now have a structured way to track progress, which was missing before.”</p>	<p>90% (2021 JAA)</p>	<p>The JAA will be streamlined, making the process in 2026 less time-consuming and likely improving completion rates.</p>

## Outcomes of the SMS outputs

### 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	Baseline	Challenges & 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	Not available	<p>The SMS ensured that the Movement's governing bodies—the Executive Committee and the Lead Group—received timely and sufficient information to support their collective decision-making. The SMS governance team continued to assist the Executive Committee in providing strategic guidance, oversight and stewardship for the Movement as a whole, while also facilitating the renewal of its membership in accordance with its terms of reference. Throughout the year, both groups expressed their appreciation for the support received.</p> <p>It must be noted that there was no Lead Group meeting in 2024, and the renewed Executive Committee is too new to be able to provide very strong insights, hence the absence of data this year.</p>	Not applicable	A satisfaction survey will be conducted in 2025.



## 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	Baseline	Challenges & Readjustment Measures
The SUN Coordinator engages in 80% of the prioritized set of key global movements or events identified in an annual engagement plan	93%  <b>TARGET ACHIEVED</b>	<p>The SUN Coordinator's engagements encompassed a wide variety of nutrition-related events both at the global and country levels. The SUN Coordinator participated in 28 engagements in 2024. These included:</p> <ul style="list-style-type: none"> <li>• SUN Donor Retreat</li> <li>• European Humanitarian Forum</li> <li>• N4D podcast series "The Politics of Ending Malnutrition - Challenging Conversations with Decision Makers"; Episode 12: Country-led – rhetoric or reality?</li> <li>• World Bank Spring Meeting</li> <li>• Women Change the Game Event and Reception - Roland-Garros</li> <li>• Human Capital Forum</li> <li>• Ibero American and Caribbean Parliamentary Alliance for Food Security and Nutrition</li> <li>• Paris Peace Forum (PPF) Spring meeting</li> <li>• Rome Nutrition Week</li> <li>• Country visit in Rwanda</li> <li>• Donor visit in Oslo, Norway</li> <li>• High-level Political Forum on Sustainable Development (HLPF)</li> <li>• UNGA79</li> <li>• Africa Food Systems Forum (AFS)</li> <li>• World Health Summit</li> <li>• World Food Day</li> <li>• IFPRI Launch Event</li> <li>• Paris Peace Forum 7th Edition</li> <li>• Executive Committee meeting of the Codex Alimentarius Commission - Healthy Diet</li> <li>• SOFI Deep Dive Event</li> <li>• COP29 Health Pavilion event: Aligning Food Systems, Nutrition and Climate Action</li> <li>• High-Level Event: "Nourishing Futures: Aligning EU Priorities for N4G 2025"</li> <li>• Global Child Nutrition Forum (GCNF)</li> <li>• WTO Annual Agricultural Symposium</li> <li>• Nutrition Dialogue in Geneva</li> <li>• SUN Civil Society Network Excellence Awards</li> </ul> <p>Two engagements were postponed.</p>	100% (2023)	

### 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	Baseline	Challenges & Readjustment Measures
95% of SUN focal points engaging with the SMS-supported global, regional and national nutrition-related events report satisfaction with the support provided by SMS	93%  <b>TARGET LARGELY ACHIEVED</b>	SUN focal points were supported so they could actively engage in global, regional and national nutrition-related events. For example, a SUN focal point from the LAC region effectively positioned the LAC region's perspective on the right to food at a high-level global forum during CFS 52, reinforcing the visibility of the region's challenges and priorities. Similarly, the SUN focal points of Ethiopia and Kenya were supported for a panel discussion at the WHA target-focused global webinar series co-hosted with WHO and UNICEF. The experiences of Kenya in tackling malnutrition, policy environment and key challenges were presented. Ethiopia shared its experience and progress on stunting, key challenges and how the country successfully mobilized political and financial resources.	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	Baseline	Challenges & Readjustment Measures
Three regional bodies receive support from the SMS to implement their nutrition-related action plans	12  <b>TARGET ACHIEVED</b>	In 2024, the SMS closely worked with multiple regional bodies in all the regions. For example, the SMS partnered with the Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) to develop a regional guide to support the integration of nutrition into policy frameworks, and with the Southern African Development Community (SADC) to make substantial contributions to the finalization of the SADC Nutrition Budget and Expenditure tracking tool.	15+ regional bodies (2023)	

## 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	Baseline	Challenges & Readjustment Measures
One new partnership per year initiated or strengthened by the SMS Convergence Hub to elevate nutrition priorities in FCAS	2 new partnerships  <b>TARGET ACHIEVED</b>	<p>The Convergence Hub formally partnered with the <b>Humanitarian-Development-Peace (HDP) Nexus Coalition</b> to support countries in implementing the nexus approach. It was also invited to the Stockholm Forum on Peace and Development, marking the first-time representation of the SUN Movement. As a panelist in a discussion on "Cultivating Peace: Integrating Peace into Food Systems Transformation," hosted by the HDP Nexus Coalition, the Convergence Hub highlighted the use of the SUN platform in developing food systems pathways using case studies from Burundi and Somalia.</p> <p>The Convergence Hub partnered with the regional United Nations innovation hubs to support countries in scaling up innovative solutions to address malnutrition. Focusing initially on the African continent, the Convergence Hub partnered with the <b>WFP Innovation Hub for Eastern Africa</b> to help Convergence countries find new and improved solutions in nutrition and climate-resilient humanitarian interventions.</p>	At least three new partnerships (2023)	



## 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	Baseline	Challenges & Readjustment Measures
90% of requesting countries are supported in developing or implementing nutrition policies, plans and commitments	100%  <b>TARGET ACHIEVED</b>	<p>The SMS has successfully supported countries in developing and implementing nutrition policies and plans across all regions. This support included:</p> <p>Policy and plan development: Assistance was provided to e.g. Yemen and Haiti as well as Ecuador, Costa Rica, El Salvador and Honduras in developing, updating or implementing nutrition policies and plans, including N4G commitments.</p> <p>Technical assistance: Technical expertise and resources were provided to countries such as Cambodia and Zambia, including through partnerships with other organizations.</p> <p>Capacity-building: Among others, Guinea and Togo were supported in building their capacity to implement nutrition policies and plans.</p> <p>Funding mobilization: Countries were assisted in securing funding for nutrition programmes. At least three of the six case study countries that participated in the evaluation reported that “without platforms like SUN, many of us would struggle to secure funding for critical nutrition programmes.”</p>	63% (2023)	

## Outputs of the SMS

Output 2.1.2 National Multi-Stakeholder Platforms are supported by regional hubs

Indicators	Progress numeric (# or %)	Progress narrative	Baseline	Challenges & Readjustment Measures
100% of requesting countries are supported in developing or strengthening MSP annual action plans	84%  <b>TARGET PARTIALLY ACHIEVED</b>	<p>In 2024, the SMS supported more than 10 countries in strengthening their multi-stakeholder platforms (MSPs). This included establishing new networks, such as the Academia Network in Rwanda, and reinforcing governance mechanisms in Kenya, Namibia and Nigeria by engaging key government officials to assume leadership roles in nutrition governance. In addition, the hubs supported MSP coordination and facilitated peer-to-peer exchanges to promote the establishment of networks and reinforce multi-stakeholder collaboration for nutrition at country level.</p>	100% (2023)	<p>All regions except Francophone Africa—which had the most requests—have supported 100% of countries. In Francophone Africa, nine of 12 countries received support, with assistance for Chad, Mali and Niger (the) planned for completion in 2025.</p>

## Outputs of the SMS

### Output 2.2.1 Countries are supported in maximizing existing and mobilizing new source of domestic and international funding through the SUN finance pilots

Indicators	Progress numeric (# or %)	Progress narrative	Baseline	Challenges & Readjustment Measures
Five pilots are implemented by 2025	3 pilots implemented  <b>TARGET PARTIALLY ACHIEVED</b>	In 2024, the SMS concluded a three-country finance pilot to explore how best to identify and address financing gaps for nutrition in Bangladesh, Senegal and Sierra Leone. Throughout the year, steps were taken, such as mapping available financing sources, developing road maps, and designing funding solutions targeted to donors. In Senegal, for example, efforts are underway to develop a resource mobilization strategy, provide training on budget tracking, and organize a high-level forum on nutrition financing in 2025. In Bangladesh, the pilot deepened cross-sectoral integration and unlocked new funding pathways. In Sierra Leone, support focused on linking food systems strategies with nutrition policy as a foundation for unlocking greater financing. While none of the pilot countries reached the stage of submitting specific funding proposals during the pilot period, all three are well positioned to build on this work and finalize proposals in 2025.	0 (3 launched in 2023)	While the original pilots were planned for Bangladesh, Senegal and Sierra Leone, the approach was adapted during implementation. Lessons learned from the first three pilots informed engagement with additional countries.

## Outputs of the SMS

### 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	Baseline	Challenges & Readjustment Measures
(1) By 2025, 60 SUN finance partners actively engaged in FTT and Finance COP	(1) 120	Throughout the year (2024), the SMS convened meetings with the Finance Community of Practice (COP) members. Over the year, the COP discussed a variety of topics such as nutrition financing mechanisms, the N4G, or the African Union Multisectoral Nutrition Policy Framework.	(1) 30 (2023)	
(2) Quarterly FTT and Finance COP meetings organized by the SMS	(2) Quaterly meetings organized for the Finance COP  <b>TARGET ACHIEVED</b>	The FTT was inactive in 2024 after the departure of the ExCom Finance Expert. Instead, the SMS worked with the FTT members on an individual basis, through the Global Gathering finance working group (before its postponement) as well as through the SUN Finance COP.	(2) New (2023)	

## 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	Baseline	Challenges & Readjustment Measures
FCDP set up and working on basis of workplan that was endorsed by the FCDP Board	FCDP set up and working on basis of work plan that was endorsed by the FCDP Board  <b>TARGET ACHIEVED</b>	The first year of the Finance and Capacity Development Platform (FCDP) for SUN countries was successful and generated demand from SUN countries, especially among the Africa and Asia regions. The platform supports SUN countries under SUN's coordinated support to countries for nutrition financing. Achievements include (not exhaustive) the development of a combined roadmap, the establishment of partnerships with seven SUN countries (including fragile countries), and two regional workshops that have convened country nutrition leads to accelerate discussions on nutrition financing.	New initiative	

## Outputs of the SMS

### 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	Baseline	Challenges & Readjustment Measures
85% of focal points report that they are benefiting from participating in regional inter-country exchange and sharing supported by the hub	94%  <b>TARGET ACHIEVED</b>	<p>According to the 2024 external evaluation, <b>SUN focal points expressed overwhelming support for the peer learning</b> offered through the Movement, stating that the peer learning aspect of SUN has been instrumental in keeping countries accountable. The following are just a few examples among many ongoing efforts across hubs to promote collaboration, learning and innovation in advancing nutrition and food systems transformation.</p> <p>The LAC Hub organized a workshop on agrifood systems transformation in Costa Rica, promoting an integrated approach linking nutrition, environmental sustainability and socioeconomic development. The event fostered multi-stakeholder dialogue, strengthened collaboration and enabled knowledge exchange at national and regional levels. Participants appreciated the in-person format, clear methodology and networking opportunities. Post-event survey results were highly positive, with the workshop described as practical, inclusive and inspiring.</p> <p>Similarly, the Convergence Hub facilitated a regional gathering on food systems transformation and nutrition innovation, bringing together participants from Burundi, Congo (the), Democratic Republic of the Congo (the), Tajikistan, South Sudan and Yemen to foster cross-country learning.</p>	81% (2023)	

## 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	Baseline	Challenges & Readjustment Measures
100% of documented action briefs, good practices and case studies are available on the SUN website	92% <b>TARGET LARGELY ACHIEVED</b>	<p>In 2024, the SUN Movement successfully documented five "Spotlight Stories" from South Sudan, Côte d'Ivoire, Sri Lanka, El Salvador and Zambia (as part of its "NutritiON: Power the Change" campaign for the Global Gathering). These stories, available on the SUN website, highlight key themes such as improving food systems and nutrition in humanitarian contexts, whole-of-society solutions to malnutrition, home-grown school meal programmes, breastfeeding promotion, and multisectoral and multi-stakeholder approaches to better nutrition.</p> <p>In addition, in preparation for the SUN Global Gathering, SUN countries developed and shared "Success Stories" intended to be showcased at the event. These stories illustrate diverse achievements in advancing nutrition outcomes and serve as valuable learning tools for countries seeking to replicate successful initiatives. As the Global Gathering was cancelled, these success stories will be repurposed to support other communication, learning and advocacy efforts across the Movement.</p> <p>Furthermore, a number of good practices from SUN member countries have also been published, contributing to a growing body of knowledge and practical examples.</p>	85% (2023)	Some good practices are still in the review process and will be posted in 2025 (either as an action brief, a blog post, or an article in the newsletter). This work is advancing and should enable the SMS to reach its objective of 100%.

## Outputs of the SMS

### Output 3.1.3 The SUN Movement Global Gathering is planned and implemented in 2024

Indicators	Progress numeric (# or %)	Progress narrative	Baseline	Challenges & Readjustment Measures
80% of attending countries report that the Global Gathering triggered exchange between countries (information and lessons)	Not applicable	The SUN Global Gathering that had been scheduled for Kigali, Rwanda, for 26—28 November 2024 was postponed due to the outbreak of the Marburg virus in the region. The 2024 Global Gathering would have been a valuable milestone leading up to the N4G Summit. To maintain momentum, the SMS ensured close engagement and consultations continued to support national-level commitments.	Not applicable	



## 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	Baseline	Challenges & Readjustment Measures
By 2025, 70% of technical assistance requests from SUN countries are registered, considered and provided with a response through the GSS TA process (disaggregated by type of TA)	65%  <b>ON TRACK</b>	The SMS has received country TA requests across a range of areas, including: 1- Financing for nutrition 2- MEAL (including knowledge management and information systems) 3- Advocacy and Communication 4- Strategy-Policy-Programming 5- Network Setting and Strengthening	46% (2023)	
		While not all TA requests have yet been fully addressed, several have already resulted in tangible results. The examples below illustrate just a few of the successes achieved to date; additional efforts are ongoing across multiple countries and areas.		
		In Burundi, the SMS brokered TA support that led to the completion of a national nutrition budget analysis.		
		In Tanzania, the SMS facilitated a peer exchange with South Africa, contributing to the decision by Tanzania to initiate a tax on sugar-sweetened beverages, with technical support from WHO, UNICEF and Helen Keller International.		
		In Cambodia, the SMS supported the development of a situation analysis and planning tool for improved food security and nutrition at the provincial level, delivered in Khmer. This TA strengthened the decision-making and oversight authority of provincial working groups, improved the tracking of nutrition expenditures at the subnational level, and enhanced monitoring of food security and nutrition outcomes.		
		A number of additional TA requests are currently in progress, already contributing to important results such as the establishment and strengthening of multisectoral networks and the delivery of local governance trainings on nutrition.		

## 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	Baseline	Challenges & Readjustment Measures
80% of SUN focal points are satisfied with leadership support and guidance provided by the SMS	92%  <b>TARGET ACHIEVED</b>	The SMS Regional Hubs have shown strong commitment to supporting SUN focal points through strategic advice and leadership assistance. This was reflected in the SUN 3.0 evaluation e-survey, where <b>79.2% of participating SUN Focal Points strongly agreed that "Country priorities were sufficiently supported by Global SUN Networks and the SUN Movement Secretariat."</b> For example, in 2024, the Asia Hub successfully managed several SUN focal point transitions in Bangladesh, Indonesia, Nepal and Sri Lanka. Most hubs also organize regular regional calls with active participation from all country SUN focal points in their regions. These calls help align in-country and regional priorities, identify technical assistance needs, and plan capacity development initiatives.	Not available	

## Outputs of the SMS

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	Baseline	Challenges & Readjustment Measures
100% of requesting SUN countries are supported in facilitating a JAA meeting and sharing results	100% supported in 2024 JAA process  <b>TARGET ACHIEVED</b>	All hubs supported their respective countries in completing the JAA, either by sharing guidance materials or assisting with platform-related issues. In several cases, countries required more intensive support for organizing or facilitating JAA meetings. The hubs responded by providing tailored assistance to all requesting countries—including several fragile contexts—and, in some instances, by directly participating in JAA consultations. This support enabled countries to engage in meaningful discussions on their progress in nutrition and to define their upcoming priorities.	100% (2023)	

## Outputs of the SMS

### Output 4.1.2 SUN Movement strategy implementation and achievement are monitored, evaluated and communicated

Indicators	Progress numeric (# or %)	Progress narrative	Baseline	Challenges & Readjustment Measures
Annual report on SUN Movement produced and evaluation of SUN 3.0 implemented and followed up	External Evaluation report published  <b>TARGET ACHIEVED</b>	An <b>independent evaluation</b> of the SUN Movement's third phase (SUN 3.0) was <b>successfully</b> commissioned and managed by the SMS and conducted by the Economic Policy Research Institute (EPRI). This evaluation assessed the implementation and effectiveness of the SUN 3.0 Strategy (2021–2025), drew lessons and developed recommendations that will inform its remaining period and guide the Movement's future direction. A <b>management response</b> has been approved by the ExCom.  The 2023 Annual Report received positive feedback from donors and the ExCom.	Not applicable	

## Outputs of the SMS

### Output 4.2.1 Coordination and collaboration between SUN Networks and the SMS are facilitated and strengthened

Indicators	Progress numeric (# or %)	Progress narrative	Baseline	Challenges & Readjustment Measures
All active GSS-wide groups have agreed action plans with inputs from all networks and the SMS that are implemented	67%  <b>TARGET PARTIALLY ACHIEVED</b>	In 2024, the <b>MEAL/Knowledge Management Working Group</b> developed and jointly implemented a GSS-wide action plan. Similarly, the <b>GSS Facilitators Group</b> operated under a dedicated action plan, which guided joint activities throughout the year. All GSS working groups met regularly to coordinate efforts and ensure alignment across the system.	Working groups were established in 2021 and started in 2022	The Advocacy and Communications Group also had a 2024 plan, though its implementation was partially affected by staff turnover early in the year.



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