



# STUDY VISIT TO BRAZIL

## OUTCOMES AND LEARNINGS

15-20 SEPTEMBER 2025



MINISTÉRIO DO  
DESENVOLVIMENTO  
E ASSISTÊNCIA SOCIAL,  
FAMÍLIA E COMBATE À FOME

GOVERNO DO  
**BRAZIL**  
DO LADO DO Povo BRASILEIRO



# Acknowledgements

This study visit was made possible with funding from the Irish Aid partnership with UN-Nutrition under the programme “Strengthening UN-Nutrition coordination country mechanism towards delivering as one”.

Countries invited and coordination provided via the Coalition of Action on Healthy Diets from Sustainable Food Systems for Children and All (HDSFS).

FAO Brazil provided logistical support.

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# Abbreviations and Acronyms

<b>CAISAN</b>	Intersectoral Chamber for Food and Nutrition Security
<b>CMAM</b>	Community-based Management of Acute Malnutrition
<b>CNN</b>	National Nutrition Council
<b>CoHD</b>	Cost of Healthy Diets
<b>CONSEA</b>	National Food and Nutrition Security Council
<b>COP30</b>	30 <sup>th</sup> Conference of the Parties
<b>DNPGCA</b>	National System for the Prevention and Management of Food Crises
<b>DRC</b>	Democratic Republic of the Congo
<b>FAO</b>	Food and Agriculture Organization
<b>HDSFS</b>	Coalition of Action on Healthy Diets from Sustainable Food Systems for Children and All
<b>MFNSS</b>	Food and Nutrition Security Strategy
<b>HGSF</b>	Home-Grown School Feeding
<b>HRAF</b>	Human Right to Adequate Food
<b>LMNCSP</b>	Liberia Multi-Sectoral Nutrition Costed Strategic Plan
<b>LOSAN</b>	Framework Law on Food and Nutrition Security
<b>MDA</b>	Ministry of Agrarian Development and Family Farming
<b>MDS</b>	Ministry of Social Development and Fight Against Hunger
<b>MEC</b>	Ministry of Education (Ministério da Educação e Cultura)
<b>MIYCN</b>	Maternal, Infant and Young Child Nutrition
<b>MMA</b>	Ministry of Environment and Climate Change
<b>MoNFS&amp;R</b>	Ministry of National Food Security and Research
<b>MS</b>	Ministry of Health (Ministério da Saúde)
<b>NCD</b>	Non-Communicable Diseases
<b>NDS1</b>	National Development Strategy 1
<b>NFNC</b>	National Food and Nutrition Commission
<b>ONN</b>	National Nutrition Office
<b>PAA</b>	Food Acquisition Program
<b>PLANO ABC+</b>	Sectoral Plan for Climate Change Adaptation and Low-Carbon Emission in Agriculture
<b>PLANSAN</b>	National Food and Nutrition Security Plan
<b>PMNS</b>	Pakistan Multi-sectoral Nutrition Strategy

# Abbreviations and Acronyms

<b>PMSAN</b>	Multisectoral Food and Nutrition Security Platform
<b>PNAE</b>	National School Meal Program
<b>PNAPO</b>	National Policy on Agroecology and Organic Production
<b>PNSMN</b>	National Multisectoral Nutrition Strategic Plan
<b>SDG</b>	Sustainable Development Goals
<b>SISAN</b>	National Food and Nutrition Security System
<b>SMC</b>	School Meals Coalition
<b>SME</b>	Small and Medium-sized Enterprise
<b>SUN</b>	Scaling Up Nutrition
<b>UN</b>	United Nations
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WFP</b>	World Food Program
<b>WHO</b>	World Health Organization
<b>WINS</b>	Working to Improve Nutrition at Scale

# 1

# Why the Study Visit?

UN-Nutrition and the Healthy Diets from Sustainable Food Systems Coalition (HDSFS)\*, together with the Government of Brazil and with the financial support from Irish Aid, organised a **study visit to Brazil** from **15 to 20 September 2025** to promote peer-to-peer exchange and learnings on nutrition policy and governance mechanisms. The goal of the visit was to provide a structured opportunity for national-level senior government officials and nutrition policy leaders to:

- **Deepen their understanding of Brazil's intersectoral nutrition strategies** and institutional frameworks that successfully links health, agriculture, family farming, education, environment and social protection.
- **Exchange expertise and experiences with peers** and Brazilian counterparts through practical, peer-to-peer engagement.
- **Reflect and adapt lessons learned to strengthen their own national policies**, programs, governance systems for nutrition and food systems transformation.
- **Reinforce the global movement for integrating nutrition** and healthy diets—particularly within school meals and other social protection platforms.

Participants were identified through a collaboration between UN-Nutrition, HDSFS Coalition Secretariat, and the Scaling Up Nutrition (SUN) Movement Secretariat. They included SUN Movement focal points and representatives from WHO, among others.

Priority was given to countries that have been receiving support from UN-Nutrition through its **partnership with Irish Aid** on the project “Strengthening the UN-Nutrition country mechanism towards delivering as one.” Countries were also selected based on their active engagement in both the HDSFS Coalition and/or the SUN Movement, ensuring alignment with ongoing national efforts to strengthen nutrition policy frameworks and governance mechanisms.

Financial support from Irish Aid enabled the inclusion of one participant from each of the following countries: **Burundi, Cambodia, the Democratic Republic of Congo, Liberia, Madagascar, Niger, Pakistan, Sierra Leone, Zambia and Zimbabwe\*\***.

\* HDSFS Coalition was launched after the UN Food Systems Summit to accelerate coordinated, multisectoral action for healthier and more sustainable diets. Its goal is to make healthy diets from sustainable food systems accessible, affordable, and appealing to everyone, with a target of halving the number of people who cannot afford a healthy diet by 2030. It brings together governments, UN agencies, civil society, academia, and partners to align efforts across food systems.

\*\* Full participant list can be found in annex 1.

## 2 Why Brazil ?

Brazil's experience stands as **one of the most comprehensive, successful and well-documented examples** of how a country can improve food security and nutrition through a **rights-based, intersectoral, and participatory** approach.

Drawing on insights from Brazil's National Food and Nutrition Security Plan and international evaluations, Brazil illustrates how nutrition can be integrated across agricultural, family farming, health, education, environment and social protection policies within a unified governance architecture. With this approach, Brazil was able to move out of the hunger map, according to SOFI 2025.

### A Rights-Based and Institutionalized Framework

Brazil's leadership in advancing the **Human Right to Adequate Food (HRAF)**, enshrined in the Federal Constitution since 2010, has provided the legal foundation for food and nutrition security governance. The Organic Law on Food and Nutrition Security (LOSAN, 2006) and the National Food and Nutrition Security System (SISAN) translate this constitutional right into actionable policy. Together, they require all levels of government to guarantee regular and permanent access to sufficient, healthy, and culturally appropriate food, while ensuring civil society's participation in monitoring and policy formulation.

The institutional arrangements under SISAN, notably the National Council on Food and Nutrition Security (CONSEA), with two-thirds civil society representation, and the Inter-ministerial Chamber on Food and Nutrition Security (CAISAN), comprising 24 ministries, enable coordination across sectors and levels of government.

These bodies operationalize **policy coherence between food production, nutrition, and social equity** and have become **globally recognized governance models** for implementing the right to food.

### Integrated Public Policies Linking Production, Nutrition, and Social Protection

Brazil's public policy portfolio demonstrates how **nutrition can be mainstreamed across social and economic systems**. The **National School Feeding Programme (PNAE)** provides daily nutritious meals to over 40 million children while mandating that at least 30% of food procurement funds be sourced from family farmers.

This dual mandate, supporting child nutrition and local economies, exemplifies how public procurement can align health, sustainability, and inclusive growth objectives.

Complementary initiatives, such as the **Food Acquisition Programme** (PAA) and **Bolsa Família** conditional cash transfer scheme, reinforce these linkages by connecting social protection with local food production and market access.

As highlighted in the 2023 national pathway document, these programs advance multiple Sustainable Development Goals (SDG 1, 2, 8, 10, 13) by simultaneously **reducing poverty, strengthening food security, and fostering resilient rural livelihoods**.

## **Sustainability & Innovation at the Core of Food System Transformation**

Brazil's policies demonstrate how agricultural transformation can drive environmental and nutritional outcomes concurrently. The Sectoral Plan for Climate Change Adaptation and Low-Carbon Emission in Agriculture (**Plano ABC+**) and the National Policy on Agroecology and Organic Production (**PNAPO**) promote climate-resilient, low-emission, and agroecological practices that enhance biodiversity and reduce deforestation.

These approaches, anchored in research, technology, and the valorization of traditional knowledge, illustrate **Brazil's vision of agriculture as part of the solution to climate change and malnutrition** rather than a source of their aggravation.

The **National Pathways report** also underscores how **Brazil's investments in science, technology, and innovation** are central to advancing sustainable food production and bioeconomy development. Partnerships among public research institutions, civil society, and the private sector have enabled the scaling of sustainable technologies adapted to the country's diverse biomes.

## **Inclusive Governance and Social Participation**

A defining feature of Brazil's model is its emphasis on **social participation and inclusive governance**. The reactivation of CONSEA and CAISAN in 2023, alongside the Brazil Without Hunger Plan (**Plano Brasil Sem Fome**) and the National Food and Nutrition Security Plan (**PLANSAN 2024**), demonstrates a renewed political commitment to participatory governance.

These mechanisms institutionalize **dialogue between government and civil society**, ensuring that policies reflect the realities of vulnerable populations—including Indigenous peoples, quilombola (rural Afro-descendant) communities, and family farmers.

## Evidence-Based Nutrition Guidance and Healthy Food Environments

**Brazil's Dietary Guidelines** for the Brazilian Population and for Children Under Two Years of Age - recognized by WHO and FAO as international best practice - translate complex nutrition science into culturally relevant, sustainability-aligned guidance. By emphasizing minimally processed foods and discouraging ultra-processed products, these guides bridge the gap between public health, environmental sustainability, and food culture. As noted in Brazil's national pathway, they also underpin multisectoral action across health, education, and agriculture sectors, reinforcing coherent food environment policies.

The **Food Systems and Climate Framework for Public Policies** is a Brazilian initiative by the Ministry for Social Development and Assistance, Family, and Fight Against Hunger (MDS) designed to strengthen and **align public policies concerning the interplay between food systems and climate change**. Recognizing that food systems are simultaneously causes and consequences of the climate crisis, its central commitment is promoting a just transition towards sustainable, resilient and equitable food systems. The Framework serves as a tool for convergence and coordination among diverse policy sectors, focusing heavily on achieving policy coherence, rights-based governance, and the guarantee of the HRAF.

## From National Innovation to Global Leadership

**Brazil's approach informs global initiatives to fight against hunger and poverty**, as well as promote healthy diets and food systems transformation. Through its membership in the Steering Committee of the HDSFS Coalition, Brazil contributes technical and policy expertise to **shape collective action on healthy diets worldwide**.

Its frameworks and lessons have also influenced the design of the **Global Alliance Against Hunger and Poverty**, a G20-endorsed initiative inspired by Brazil's integration of social protection, local procurement, and participatory governance.

As a leading member of the **School Meals Coalition**, Brazil continues to share its experience linking school feeding with local agriculture and nutrition education, demonstrating scalable models for other nations. Its advocacy in **extending the UN Decade of Action on Nutrition**, and active engagement in global fora (from the Committee on World Food Security to UN climate conferences) underscore **Brazil's continued commitment to advancing coherent, evidence-based, and inclusive global nutrition governance**.

### 3

## Features of the Study Visit

The study visit was designed as a **practical peer-to-peer learning** experience based on the principles of South–South cooperation and mutual exchange. It followed a structured **immersive learning journey** that allowed participants to engage directly with Brazilian peers from different ministries, sharing experiences and identifying actions relevant to their national contexts.

To prepare for the visit, **country briefing notes** were developed with each participating government to capture national priorities, institutional arrangements, and current efforts to integrate nutrition into food systems and policies. These notes were shared with Brazilian counterparts to help shape the agenda and ensure that discussions responded to the needs and interests of the visiting countries.

**In Brasília**, with the support of the General Coordination for Food and Nutrition Security of the Ministry of External Affairs (Itamaraty), the learning programme was government-led and highly interactive, providing opportunities for **technical dialogue with senior officials** from the Ministry of Social Development (MDS), Ministry of Health (MS), Ministry of Education (MEC), Ministry of Agrarian Development and Family Farming(MDA), and Ministry of Environment and Climate Change (MMA).

Participants also met with representatives of the CONSEA and learned about the functioning of the CAISAN, the coordination platforms under the National Food and Nutrition Security System (SISAN).

These sessions went beyond formal presentations, taking the form of extensive policy dialogues and peer exchanges that encouraged **open discussion on coordination, implementation, monitoring, enablers and challenges**.

Participants explored how intersectoral policy making and implementation works in practice, with several interlinkages highlighted, including, for example, the structured programme links between the National School Feeding Programme (PNAE) and the Food Acquisition Programme (PAA), whereby food purchases directly from family farmers enable healthy and nutritious school meals, one of several concrete examples of how nutrition integration into various policies translate into action and results.

To connect these policy discussions with real-world implementation, the delegation also took part in a field visit to a local school and a family farming settlement, where they observed the PNAE-PAA programme linkages in action—from meal preparation

and menu planning at the school, to the production and sourcing of food from the family farmers. This hands-on experience allowed participants to see how national policies are operationalized at the community level, how interlinkages can integrate budgets and maximize return on investment, and how community engagement with ownership can make a difference in nutrition outcomes.

This **combination of dialogue and field learning** kept the visit practical and grounded in Brazil's institutional experience, showing how legislative frameworks such as the landmark Food and Nutrition Security Law (LOSAN) that has established the SISAN and the Human Right to Adequate Food underpin coherent, rights-based food and nutrition policies across all levels of government.

Each day ended with a **facilitated group reflection**. These sessions helped participants relate what they had seen to their own contexts, share their own policies and experiences in more detail, identify enabling factors, and reflect on leadership and coordination insights. Over the week, **this process turned observation into applied learning** and built a shared understanding across countries.

Midway through the study visit, the delegations traveled to **Fortaleza** to take part in the **Second Global Summit of the School Meals Coalition** (SMC). This provided a natural link between the nationally routed policy exchanges in Brasília and the global policy dialogue, allowing participants to join their national delegations, share early insights, and contribute to **discussions on integrating nutrition and healthy diets into school meal programmes**. It also highlighted the complementarity between the HDSFS Coalition and the School Meals Coalition, both of which work toward making healthy diets accessible and sustainable for all school age children.

The visit concluded with **workshop in Fortaleza**, where **participants summarized key takeaways and drafted short reflection reports**, including immediate steps outlining how they would apply lessons from Brazil in their own countries. The full agenda of the visit is included in **Annex 2**.

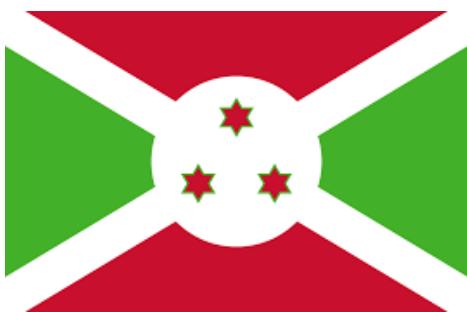
Together, these steps - from joint preparation to government-led learning, structured reflection, and continued peer exchange - made the Brazil study visit a practical and effective model for country-driven learning on food security, nutrition and food systems transformation.

## 4

# Country Learnings

Individual country reflections and insights from the daily touch point discussions, the final workshop and the individual reflections reports, highlighted how exposure to Brazil's experience has informed thinking on policy processes, including intersectoral governance, coordination, and practical action for nutrition.

The below summaries include a brief overview of the national context and policy environment, as well as the next steps identified by each country to strengthen their policy processes at home. They illustrate the diversity of national realities while underscoring the value of peer-to-peer exchanges to foster and support the achievement of better nutrition outcomes.



## BURUNDI

### Context and Policy Environment

Burundi's food and nutrition security landscape is challenged by chronic malnutrition and vulnerability to climate shocks. Governance is anchored in the Multisectoral Food and Nutrition Security Platform (PMSAN) supported by its

technical arm (SEP/PMSAN), formalized under Decree N°100/143 (2021), and chaired by the Prime Minister and involving key ministries (Health, Agriculture, Education, Finance, Social Affairs, Interior, and others). PMSAN aligns efforts under the Strategic Multisectoral Plan for Food and Nutrition Security II (PSMSAN II), integrated into the National Development Plan.

A consolidated monitoring and evaluation system with shared indicators promotes accountability and coherence across sectors such as health, agriculture, social protection, and WASH.

The country has made progress in decentralizing governance through provincial and communal platforms, strengthening multisectoral coordination and accountability.

Key priorities include updating the mapping of food security and nutrition interventions, collecting multisectoral data on health and food security, conducting budget monitoring, and developing a communication and advocacy strategy.

Burundi is also expanding its school feeding programs from 24% in 2023 to 50% by 2027, aiming for universal coverage by 2032. Procurement from smallholder farmers will be scaled up to reach 50% of supported schools by 2027, alongside improvements in meal quality through fortified foods and energy-efficient cooking technologies. Impact evaluations, including cost-benefit analyses, are scheduled for completion by 2025 to guide policy and resource mobilization.

Burundi has demonstrated commitment to advancing nutrition outcomes through multisectoral governance, strategic planning, and targeted interventions. While progress towards some key MIYCN targets is promising, continued focus is needed to address persistent challenges such as anemia and stunting.

The country's forward-looking school feeding strategy and multisectoral coordination efforts are well-positioned to support sustained improvements in nutrition and food security.

## **Learnings**

The visit to Brazil provided valuable insights into how **sustained political commitment** can drive progress in food and nutrition security. Brazil's experience demonstrated the importance of strong, inclusive, and intersectoral governance mechanisms such as CONSEA, which unite government institutions and civil society in joint decision-making. The **integration of diverse stakeholders** ensures that nutrition policies remain both participatory and evidence based. This also includes periodic conferences on nutrition and food security at the local, provincial, and national levels, creating platforms for reflection, sharing best practices, and advancing the nutrition agenda.

Brazil's success also highlighted the role of **robust legal frameworks** in sustaining political will and institutional continuity, even across changes in leadership. It was also noted that the Ministry of Foreign Affairs and Development Cooperation was included using a participatory and inclusive approach.

Moreover, the country's emphasis on evidence-driven policy design—particularly in areas such as nutritional standards and school feeding—showed how **data and research** can guide practical interventions.

Finally, the link between allocation of land and support for producers who supply inputs to school canteens is a notable practice for promoting local production, supporting livelihoods, and strengthening food systems.

## Next Steps

- **Prepare a policy note summarizing key practices from Brazil** and recommending actions to strengthen nutrition governance.
- **Consider reviewing the legal and institutional framework** governing the Multisectoral Platform to explore ways to formalize collaboration with civil society, enhance inter-ministerial coordination, and increase involvement of the Ministry of Foreign Affairs.
- **Facilitate technical discussions among ministries and partners** to identify feasible innovations adaptable to Liberia's context and to guide evidence generation for informed decision-making.
- **Pursue continued South–South collaboration**, including potential exchanges with countries such as Zambia to share experiences on multisectoral nutrition information systems and other institutional best practice.

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## CAMBODIA



### Context and Policy Environment

Cambodia has made progress in reducing stunting among children under five to 22% in 2024. However, wasting remains high at 9.6%, exclusive breastfeeding rates have declined sharply to 50.3%, and anemia among women persists at 38% micronutrient deficiencies are widespread, with over 60% of women and 93% of school-aged children lacking essential nutrients such as zinc, iodine, and iron. Overweight among children and obesity among adults is rising, reflecting a growing double burden of malnutrition.

Governance is anchored in the Fast Track Roadmap for Improving Nutrition (2023–2030), led by the Ministry of Health in collaboration with multiple ministries and development partners. This roadmap builds on the National Strategy for Food Security and Nutrition (NSFSN) 2024–2028, which adopts a systems-based, multisectoral approach integrating health, agriculture, education, social protection, and WASH, while addressing gender, climate, and equity. Implementation aligns with Cambodia's Pentagonal Strategy – Phase I (2023–2028) and Vision 2050, supported by operational plans, monitoring frameworks, and diversified financing.

Cambodia emphasizes inclusive policymaking and decentralized implementation, reinforced by global initiatives such as the UN Food Systems Summit and Nutrition for Growth. Key priorities include reducing wasting to 5% by 2030 and expanding access to quality nutrition interventions across life stages. Investments through the Cambodia Nutrition Project and rural development programs support capacity building, agricultural diversification, and SME engagement.

The Home-Grown School Feeding Programme (HGSFP), fully government-led since 2020, is anchored in the National Policy on School Feeding (2024–2035). It provides hot, nutritious meals to students in food-insecure provinces, improving attendance and dietary diversity while sourcing from smallholder farmers and SMEs to boost local livelihoods and climate resilience. Linked to this, Cambodia introduced Food-Based Dietary Guidelines for School-Aged Children to promote balanced diets and inform school meal design. These initiatives are integrated into broader social protection frameworks and climate commitments under the updated NDC 3.0 (2025), which explicitly connects food systems, nutrition, and sustainability.

Cambodia demonstrates strong commitment through national strategies, social protection frameworks (2024–2035), and climate-linked nutrition actions. However, persistent challenges include high wasting, micronutrient deficiencies, and rising overweight and obesity, compounded by limited WASH access, climate risks, and financing gaps. Continued cross-sector coordination and resource mobilization are essential to sustain progress and address the double burden of malnutrition.

## **Learnings**

The Brazil study visit highlighted how technical and financial commitments—alongside strong governance and cross-sector coordination—are essential for advancing food security and nutrition. Brazil's approach is distinguished by robust investment, evidence-based policy development, and active engagement of government, civil society, and academia. In contrast, Cambodia demonstrates strong political commitment but faces challenges in mobilizing sufficient financing to fully implement its nutrition strategies.

The Brazilian experience emphasized the foundational role of research, data, and evidence in shaping effective policies and fostering public engagement—an area where Cambodia could further strengthen its efforts.

A particularly valuable insight was the connection between healthy diets in schools and broader livelihood improvements, illustrating how school meal programs can drive food systems transformation and support local economies.

The visit also revealed a gap in Cambodia's dietary guidelines, highlighting the need for comprehensive, context-specific recommendations. Brazil's impressive coordination structures within each ministry, especially the Ministry of Foreign Affairs, ensured

widespread stakeholder awareness and facilitated collaboration and accountability. Bringing all these elements together - committed leadership, adequate resources, evidence-based policy, multi-sectoral coordination, and inclusive stakeholder engagement emerged as a central lesson from the trip, offering a roadmap for Cambodia's ongoing efforts to strengthen its nutrition and food security strategies.

## Next Steps

- **Call for Technical Working Group for Food Security and Nutrition**, bringing together government, UN agencies, donors, and civil society to discuss priority actions, share learnings from Brazil, and seek support for developing a proposal to apply for resources under the Global Alliance Against Hunger and Poverty initiative.
- **Work with UN agencies to set up a Sub Working Group** for Sustainable Food Systems and the Sub Working Group on Healthy Diets, and conduct a social behavior change campaign.
- **Seek management support to join the HDSFS Coalition** and collaborate remotely with the Ministry of Foreign Affairs to fast-track planning and translate country commitments into action.
- Build a connection with the Brazilian government to facilitate ongoing learning and technical exchange, including through participation in the Global Alliance,



## DRC

### Context and Policy Environment

The DRC is making progress toward maternal, infant, and young child nutrition targets, with exclusive breastfeeding rates reaching 52.5% and low birth weight reduced to 10.2%. However, stunting remains

high at 44.1%, wasting at 7.2%, and anemia among women at 40%. Overweight among children is relatively low (4.2%), but adult obesity has increased to 6.6%, signaling emerging diet-related NCD concerns. Governance is anchored in the National Multisectoral Nutrition Strategic Plan (PNSMN) 2023–2030, aligned with the country's Vision for 2030 and the National Strategic Development Plan. This framework promotes coordinated investments across health, agriculture, education, WASH, social protection, and gender to reduce malnutrition and build a healthy, productive population.

The Ministry of Public Health, Hygiene, and Prevention leads operational support for nutrition-specific interventions, complemented by sectoral actions under a multisectoral approach.

The PNSMN emphasizes expanding access to nutrition care and services, strengthening health infrastructure, and improving supply chains for essential nutrition products. Key priorities include home fortification with micronutrient powders, supplementation for women and children, and integration of nutrition into pre- and postnatal care, early childhood development, and disease management. The country also launched a National Strategy for the Prevention and Control of NCDs (2023–2030), which includes promoting healthy diets and reducing obesity.

While school feeding is recognized as a strategic intervention, details on scale-up commitments remain limited compared to other countries. In 2025, the DRC finalized its first national standards for biofortified staple crops, including zinc-enriched maize and rice, iron beans, and vitamin A-fortified maize, cassava, and sweet potato, marking an important milestone in nutrition-sensitive agriculture policy development in the region. These efforts aim to improve dietary diversity and resilience through local production.

Despite progress, severe challenges persist due to poverty, displacement, poor infrastructure, and high food prices, particularly in conflict-affected areas. Sustained investment, governance strengthening, and cross-sector collaboration are essential to accelerate progress toward national and global nutrition targets.

## **Learnings**

The Brazil experience demonstrated that strong political commitment and institutionalized governance are critical for advancing food and nutrition security. Brazil's success is built on multisectoral coordination, with clearly defined roles and accountability at every level of government. Domestic funding emerged as a key enabler, ensuring sustainability and ownership of programs. The home-grown school feeding model provided valuable insights, showing how linking local agriculture to school meals can strengthen food systems and improve nutrition, an approach relevant for ongoing pilot projects in DRC. Another notable takeaway was Brazil's ability to translate policy into binding legislation, reinforcing accountability and long-term commitment.

Civil society engagement was equally impressive, as it was formalized within governance structures, creating inclusive platforms for advocacy and implementation. These lessons highlight opportunities for DRC to strengthen coordination, advocate for legislative frameworks, and mobilize domestic resources to scale up sustainable nutrition interventions.

## Next Steps

- **Brief relevant ministries and stakeholders** on the main learnings and findings from the Brazil study trip.
- **Work with SUN to initiate advocacy and collaboration** for stronger multisectoral coordination and political engagement.
- **Explore ways to adapt Brazil's home-grown school feeding practices** to enhance current pilot projects in DRC, including advocating for translating policies into legislation to increase accountability and sectoral ownership and domestic resource mobilization.



## LIBERIA

### Context and Policy Environment

Liberia has made progress in maternal, infant, and young child nutrition, with stunting reduced from 34.6% in 2012 to 26.9% in 2024 and wasting at 3.4% below regional average. Exclusive breastfeeding rates

improved significantly 55.2%, but anemia among women remains high at 42.5%, and low birth weight persists at 19.9%. Overweight among children has increased to 6.1%, and adult obesity stands at 17%, signaling a growing double burden of malnutrition.

Governance is anchored in the Liberia Multi-Sectoral Nutrition Costed Strategic Plan (LMNCSP) 2024–2028, which provides a comprehensive framework for coordinating multisectoral nutrition efforts across health, agriculture, social protection, WASH, and education. The plan emphasizes resource mobilization, costed interventions, and alignment with national development priorities. The SUN Secretariat was revitalized in 2022 and repositioned under the Office of the Vice President, who chairs the Nutrition and Food Security Steering Committee, reinforcing high-level political commitment.

Liberia prioritizes strengthening policy and advocacy environments, scaling up nutrition interventions, and increasing domestic financing. Key actions include advancing legislation on the Code of Marketing of Breast-Milk Substitutes, mapping nutrition stakeholders nationwide, and building capacity at national and subnational levels. Coordination mechanisms are evolving to ensure regional ownership and accountability.

The LMNCSP integrates food safety and healthy diets into school curricula and promotes community awareness on nutrition and NCD prevention.

School feeding is recognized as a strategic intervention, though scale-up details remain limited compared to other countries. Liberia also advances treatment of severe acute malnutrition through initiatives like the Working to Improve Nutrition at Scale (WINS) project with UNICEF.

## **Learnings**

Liberia was particularly impressed by Brazil's sustained political commitment to nutrition, supported by strong high-level coordination mechanisms. They highlighted the uniqueness of Brazil's CONSEA, a participatory and intersectoral governance body SISAN. CONSEA brings together 24 ministries and a two-thirds majority from civil society including family farmers, Indigenous peoples, researchers, and social movements ensuring that nutrition policy remains inclusive, evidence-based, and accountable across administrations. The participant noted that they had not seen a comparable mechanism in Liberia and expressed interest in exploring how aspects of Brazil's model could be adapted to the Liberian context. They also identified Brazil's family farming model which links smallholder production with social protection and school feeding programs as a key lesson for promoting local food systems, improving rural livelihoods, and supporting sustainable nutrition initiatives. Finally, Liberia appreciated Brazil's evidence-based approach to setting nutritional standards and portion sizes in school meals, ensuring interventions are equitable, data-driven, and aligned with local dietary patterns.

## **Next Steps**

- **Organize a brief internal learning session** to share key takeaways from Brazil's experience with relevant ministries and stakeholders. This would maintain momentum and awareness.
- **Initiate a national dialogue** involving key ministries (Health, Agriculture, Education, Finance, etc.) and civil society actors to assess interest and feasibility in forming an inclusive platform for nutrition governance.
- **Explore opportunities to understand and strengthen the role of family farming** in supporting national nutrition and school feeding efforts in Liberia.



## MADAGASCAR

### Context and Policy Environment

Madagascar has made progress in reducing stunting among children under five from 48.2% in 2012 to 38.4% in 2024 and improving exclusive breastfeeding rates to 54.4%.

However, wasting remains high at 7.2%, exceeding the regional average, and anemia among women persists at 37.2%. Overweight among children and obesity among adults are rising. Governance is anchored in the National Nutrition Policy (2022–2030) and the National Multisectoral Action Plan for Nutrition (2022–2026), supported by a Monitoring, Evaluation, Accountability, and Learning Plan. Oversight is provided by the National Nutrition Council (CNN) and coordination by the National Nutrition Office (ONN), with engagement from ministries, civil society, and development partners. Efforts to strengthen governance include revitalizing platforms under the Prime Minister's Office and decentralizing civil society platforms to 23 regions, though coordination gaps remain.

Madagascar prioritizes strategic coordination for multisectoral nutrition, food and nutrition security in the face of climate change, and reduction of chronic and acute malnutrition. Advocacy has helped increase the nutrition budget from 1.22% in 2021 to 3.5%, and a funding strategy is planned to empower decentralized platforms. Key priorities include improving collaboration among stakeholders, resource alignment, and accountability mechanisms.

The country is advancing nutrition-sensitive food systems projects and linking nutrition with climate resilience through initiatives such as home gardens, biodiversity integration, and smart irrigation. Social safety nets and family support packages are being developed to strengthen household food security and access to nutritious diets. School feeding is referenced in national strategies as part of social protection and education efforts, though details on scale-up commitments remain limited compared to other countries.

### Learnings

The Brazil study visit underscored how school feeding programs can act as transformative levers for improving child nutrition, supporting smallholder farmers, and strengthening local economies. Brazil's achievements are grounded in strong political commitment, a solid legal framework, and sustained domestic investment that ensure stable institutional procurement from family farmers. This approach has created reliable markets for local produce while enhancing community ownership and food system resilience.

The visit also demonstrated the importance of organized farmer groups, effective extension services, and multisectoral coordination—linking education, agriculture, and social protection sectors under shared accountability for nutrition outcomes.

These lessons highlight the value of aligning governance, financing, and implementation mechanisms to make school feeding a driver of both human capital and rural development.

## Next Steps

- **Prepare a mission report** for the State Secretariat for Food Sovereignty, the Ministry of National Education, the ministry of agriculture and livestock and technical partners, highlighting key lessons from Brazil, and organize a national dissemination workshop to define a roadmap for strengthening and scaling up Home-Grown School Feeding (HGSF) at the national level, building on existing school feeding programmes.
- **The establishment of a multisectoral technical working group** on school feeding and the integration of local producers is a key step in operationalizing the Home-Grown School Feeding approach in Madagascar. With technical support from WFP, FAO, and the World Bank, this group will be tasked with developing a national framework for collaboration among key stakeholders, aimed at strengthening linkages between schools, local producers, and public institutions, and ensuring the sustainability and effectiveness of school feeding programmes.

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## NIGER

### Context and Policy Environment



Niger faces severe nutrition challenges, with stunting affecting 48.3% of children under five in 2024 and wasting at 10.9%, both well above regional averages. Exclusive breastfeeding remains low at 24.5%, and anemia among women persists at 47.1%. Overweight among children is minimal (2.6%), but adult

obesity (6%) and hypertension (42%) highlight emerging health concerns. Governance is anchored in the National Nutritional Security Policy and the National Nutrition Plan (2022–2025), supported by a decree reorganizing the National Technical Committee and the High Commission for the 3N Initiative (“Nigeriens Nourish Nigeriens”), reflecting strong presidential commitment to food security and agricultural development. Coordination is reinforced through a national multi-stakeholder platform operating at national and subnational levels, annual action plans, and technical working groups for advocacy and communications.

The National System for the Prevention and Management of Food Crises (DNPGCA), housed

in the Prime Minister's office, oversees emergency responses, while the Ministry of Humanitarian Action leads interventions for displaced populations. SUN networks are active, engaging civil society, business, academia, donors, and UN agencies.

Key priorities include implementing the Abidjan Declaration action plan, improving multisectoral data systems, strengthening prevention and treatment of malnutrition in children under five, and promoting production and consumption of nutritious foods. Capacity-building initiatives, such as nutrition toolkits, training programs, and diploma courses aim to enhance governance and program delivery, though resource gaps remain. Niger is innovating through the School Connect Digital Platform, which digitizes management of school canteens for real-time monitoring of food stocks and distribution. Initially piloted in Zinder, the platform now supports 488 canteens and plans to expand to 1,178 schools, improving transparency and timely delivery of meals to over 327,000 children.

This approach strengthens supply chain management and enhances nutrition and education outcomes.

Despite strong political commitment and innovative programs, persistent challenges include high stunting and anemia rates, limited breastfeeding, and resource constraints. Continued investment in governance, financing, and decentralized implementation is critical to accelerate progress.

### **Learnings**

The Brazil study visit provided valuable insights into the foundational elements of successful nutrition and school feeding programs. Central to Brazil's achievements is a strong political commitment, which serves as the driving force behind effective implementation and sustainability.

This commitment is complemented by robust multisectoral coordination, where ministries, civil society, and local authorities collaborate through institutionalized frameworks and regular consultation.

Brazil's approach emphasizes stakeholder ownership and accountability, with civil society actively engaged in decision-making and local governments taking a leading role in program delivery. The integration of evidence-based practices, supported by data and continuous monitoring, ensures that interventions remain relevant and impactful. Notably, the involvement of the Ministry of Foreign Affairs and the formalization of multi-actor consultation structures foster broad participation and help maintain momentum across sectors.

For Niger, these experiences highlight the importance of advocacy to encourage similar high-level commitment from national leaders and underscore that mobilizing domestic resources is essential for scaling up and sustaining nutrition and school feeding initiatives.

## Next Steps

- **Share the key learnings from Brazil with ministries and stakeholders** involved in nutrition and school feeding, using summary materials and brief meetings to encourage discussion on adapting successful practices.
- **Develop a practical roadmap to guide and energize school feeding initiatives**, focusing on clear priorities, roles, and steps for improved coordination and local engagement.
- **Conduct a situational analysis** to identify gaps and opportunities, and create targeted tools to support resource mobilization, including outreach to potential financing partners.

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## PAKISTAN



### Context and Policy Environment

Pakistan faces a persistent burden of malnutrition, with stunting affecting 33.6% of children under five in 2024 (above the regional average) and wasting at 7.1% (below the Southern Asia average). Exclusive breastfeeding rates have improved to 47.8%, nearing the global target, but anemia among women remains high at 47.8%, and obesity among adults has surged to 23%, posing emerging public health concerns.

Governance is anchored in the Pakistan Multi-sectoral Nutrition Strategy (PMNS) 2018–2025, which integrates policy development, financial tracking, monitoring, and advocacy. The strategy aligns with global targets and emphasizes early childhood development, school nutrition, and commercialization of specialized nutritious foods. It promotes nutrition-sensitive agriculture, gender-focused interventions, WASH improvements, and disaster resilience. Coordination operates through a devolved federal structure, supported by the National Nutrition Coordination Council, National Nutrition Forum, and provincial multi-sectoral committees.

A SUN Secretariat within the Ministry of Planning ensures multi-stakeholder engagement across government, UN agencies, civil society, and private sector.

Key priorities include scaling community-based management of acute malnutrition (CMAM), expanding social protection programs such as Ehsaas Nashonuma (conditional cash transfers), and enforcing food fortification mandates.

Pakistan also passed a landmark regulation in 2025 limiting industrially produced trans fats to less than 2% of total fat in all foods, aligning with global best practices.

School meals are recognized as a strategic investment to improve attendance, learning, and nutrition. Federal and provincial authorities have committed to scaling programs, with provinces adopting diverse models - budget allocations, expanded coverage, new initiatives, and cash-based approaches.

Despite progress, persistent challenges such as high stunting, widespread anemia, and rising obesity require sustained investment, provincial implementation, and innovative approaches. Recent policy actions and multisectoral collaboration position Pakistan on a positive trajectory toward improved nutrition outcomes.

### **Learnings**

The Brazil study visit highlighted that strong political leadership and robust institutional frameworks, such as CONSEA, the constitutional right to food, and active presidential engagement are essential for sustaining momentum and alignment in nutrition and food security policies. Brazil's success is rooted in integrated, intersectoral approaches that connect food, climate, and nutrition policies, exemplified by initiatives like linking family farming to school meals and fostering collaboration between environment and nutrition sectors.

The country's emphasis on domestic resource mobilization, including dedicated budget lines, credit schemes for family farmers, and integration of social protection, has reduced reliance on external donors and ensured program sustainability. Inclusive governance structures, with broad representation from ministries and civil society, have enabled decentralized and accountable decision-making.

Additionally, Brazil's constitutional recognition of the right to food, supported by strong advocacy coalitions and judicial backing, empowers citizens and obligates government action.

These lessons underscore the importance of high-level political buy-in, intersectoral coordination, domestic ownership, and inclusive governance for advancing nutrition and food security in Pakistan.

## Next Steps

- **Prepare a policy brief and slide deck that connect Brazil's lessons to Pakistan's** nutrition policy and governance, and Share these materials with key stakeholders, including Ministry of National Food Security and Research (MoNFS&R) and the Ministry of Planning, Development and Special Initiatives (MoPD&SI) Nutrition Wing to support dialogue and knowledge exchange.
- **Include insights from the comprehensive School Meal Guidelines** being developed in Punjab to promote coordinated action across the education and health sectors. The guidelines will emphasize behavior change communication among parents, teachers, students, and school administrators; strengthen stakeholder capacity; and embed principles of nutrition, food safety, and sustainability serving as a provincial model for potential national adoption.
- **Enhance the Food Systems Transformation Digital Framework** to better integrate nutrition, climate, and food security data. The platform will enable real-time monitoring, encourage contributions from provincial governments, civil society, academia, and partners, and foster transparency, accountability, and shared learning across sectors.
- **Review the forthcoming Cost of Healthy Diets (CoHD) analysis** to assess the affordability of nutritious diets across income groups. The results will inform programme design, strengthen linkages with social protection initiatives, and guide future food system transformation strategies.

## SIERRA LEONE

### Context and Policy Environment

Sierra Leone has made notable progress in improving maternal, infant, and young child nutrition, including reducing stunting from 33.3% in 2012 to 25.2% in 2024 and increasing exclusive breastfeeding rates to 50.9%. However, wasting remains high at 6.3%, and anemia

remains high at 6.3%, and anemia among women of reproductive age persists at 44.6%. Overweight among children under five is rising, and obesity affects 7.1% of adults.

Governance is anchored in the Multi-sector Strategic Plan to Reduce Malnutrition (2019–2025), which promotes a coordinated approach across health, education, agriculture, WASH, and social protection.

This framework aligns with the National Social Protection Strategy (2022–2026) to address poverty and vulnerability through nutrition-sensitive interventions such as cash transfers, food assistance, and school feeding. Inclusive stakeholder engagement with government ministries, development partners, and civil society strengthens ownership and accountability.

Sierra Leone is looking to expand its Home-Grown School Feeding Program, linking nutrition with local agricultural production to boost resilience and dietary diversity. This initiative complements broader social protection measures and aims to improve household food security and access to health and nutrition services.

Despite progress, persistent challenges include high anemia prevalence, limited progress on wasting, and rising overweight rates, requiring sustained investment and cross-sectoral collaboration.

### **Learnings**

The study visit to Brazil provided Sierra Leone with valuable insights into how strong political leadership, institutionalized coordination, and shared responsibility across sectors can drive national progress in nutrition and food security.

In Brazil, the Presidency plays a central role in championing the fight against hunger and poverty, supported by a dedicated Ministry of Social Development and Assistance, Fight Against Hunger and Poverty. This high-level commitment is operationalized through a coordination mechanism that brings together 24 government ministries and 42 civil society organizations, ensuring that the agenda is both inclusive and accountable.

Brazil's approach demonstrated that nutrition is not confined to the health sector but is embedded across government from education and agriculture to environment and social protection, resulting in a unified, whole-of-government response. All ministries and levels of government share an understanding of nutrition, a factor that has strengthened multisectoral action.

For Sierra Leone, where the SUN Movement has provided a strong foundation, but inter-ministerial coordination remains a challenge.

Brazil's experience highlights the need to build nutrition literacy and ownership beyond the health sector and to reinforce accountability mechanisms across ministries. The visit also showcased the effectiveness of Brazil's cash transfer programs, which have empowered women and led to healthier food choices, contrasting with Sierra Leone's mixed outcomes from similar initiatives.

## Next Steps

- **Organize a debriefing workshop for SUN stakeholders**, government ministries, and partners to share key learnings from the Brazil study trip.
- **Advocate for visible, high-level political support for nutrition**, ensuring national leaders champion a multisectoral approach and nutrition is prioritized across government agendas, including facilitating regular joint meetings and planning sessions among relevant ministries (health, education, agriculture, environment, social protection) to build shared understanding and accountability for nutrition.
- **Initiate targeted discussions** and collaborative activities with the food system convener to align strategies, share lessons from the Brazil study trip, and ensure that food systems and nutrition actions are mutually reinforcing.

## ZAMBIA



### Context and Policy Environment

Zambia has made progress in reducing stunting among children under five from 40.8% in 2012 to 32.3% in 2024 and lowering low birth weight to 11.2%.

Wasting stands at 4.2%, close to the regional average, while overweight among children remains stable at 6.3%. Exclusive breastfeeding rates are high at 64.1%, but anemia among women persists at 27.1%, and adult obesity has risen to 11.1%, signaling growing diet-related NCD concerns. Salt intake and hypertension prevalence remain significant public health challenges. Governance is anchored in the Food and Nutrition Act, operationalized under the leadership of the Vice-President and coordinated by the National Food and Nutrition Commission (NFNC). Zambia's multisectoral approach focuses on the First 1000 Most Critical Days Program, supported by sector guides for planning, budgeting, and mainstreaming nutrition. Coordination extends across government, private sector, NGOs, and civil society, with accountability reinforced by incorporating nutrition as a key performance indicator for Permanent Secretaries.

These efforts align with Zambia's commitment to improving population well-being through integrated policies. Zambia prioritizes strengthening provincial and district-level capacity for nutrition planning and resource mobilization. Key priorities include scaling up high-impact interventions to reduce stunting, improving exclusive breastfeeding practices, and integrating nutrition into social protection frameworks.

The 2025 National Social Protection Policy complements nutrition efforts by addressing poverty and vulnerability, creating synergies between social assistance and nutrition-sensitive interventions.

Zambia promotes home-grown school feeding programs, linking nutrition with local agricultural production and climate resilience. Policy actions include proposed regulations for healthy school food environments, taxation of unhealthy products, and subnational pilot initiatives. These efforts aim to improve dietary diversity and create sustainable food systems for children.

### **Learnings**

The Brazil study visit revealed that a unified national vision - championed by the President and embraced by all government departments can create momentum for effective action against hunger, malnutrition, and poverty. Brazil's approach demonstrates the value of high-level political leadership in aligning structures and mobilizing support across sectors. The visit also highlighted the importance of addressing the full spectrum of malnutrition including overweight/obesity to avoid future health and economic costs. Another key insight was the powerful role of academia and civil society in providing guidance and accountability, ensuring that food and nutrition policies are evidence-based and responsive to community needs. Additionally, Brazil's integration of biodiversity for food and nutrition into environmental and agricultural policies showcased how climate and nutrition goals can be mutually reinforcing, and how leveraging the support of multiple development partners and UN agencies can strengthen programs such as school feeding.

### **Next Steps**

- **Share lessons from Brazil using existing platforms** such as the Food and Nutrition Technical Working Group, the National Food and Nutrition Coordinating Committee, and through bilateral engagements. This includes Technical Officers, Policy Makers, Office of the Vice President, and other Nutrition partners.
- **Incorporate insights from Brazil into the development of Zambia's National Food and Nutrition Security Policy**, ensuring all forms of malnutrition are addressed, including advocating for stronger involvement if the ministry dealing with environment/biodiversity.

## ZIMBABWE



### Context and Policy Environment

Zimbabwe is making notable progress in improving nutrition outcomes. Exclusive breastfeeding rates have risen to 42.4%, and stunting among children under five stands at 23.7%, below the regional average. Wasting is at 5.1%, slightly above the regional benchmark, while overweight prevalence among children remains stable at 4%. However, anemia among women of reproductive age persists at 27.5%, and low birth weight remains at 11.8%, showing limited improvement.

Governance is anchored in the Multisectoral Food and Nutrition Security Strategy (MFNSS) 2023–2025, adopted by Cabinet to operationalize the National Development Strategy 1 (NDS1). The MFNSS promotes coordinated action across agriculture, health, education, social protection, and local governance, defining seven key result areas: policy analysis, agriculture and food security, social protection, food safety and standards, nutrition security, information systems and early warning, and capacity enhancement. Decentralized implementation is emphasized through Local Development Councils, supported by enhanced monitoring and accountability mechanisms to advance Vision 2030.

Zimbabwe has established over 300 Food and Nutrition Security Committees at provincial, district, and ward levels, ensuring grassroots coordination. Key priorities include strengthening multi-sectoral structures, improving data systems for policy and programming, and scaling up adolescent nutrition interventions. The country also aims to ring-fence revenue from fast-food and sugar taxes for nutrition programs and review food legislation to create nutrition-sensitive environments.

Zimbabwe implements two key initiatives to support child nutrition in schools: the School Feeding Programme and the School Nutrition Programme. The School Feeding Programme provides at least one hot meal daily for students, primarily targeting rural schools affected by drought and economic challenges. The School Nutrition Programme is led by the Ministry of Health and Child Care in collaboration with the Ministry of Primary and Secondary Education. This programme includes nutrition screening, micronutrient supplementation, nutrition education, and physical activity promotion alongside school meals.

Zimbabwe is making significant progress in improving maternal, infant, and young child nutrition, supported by strong national policies, strategies and programmes. The country's multisectoral strategies and school nutrition initiatives are laying a solid foundation for better health and nutrition outcomes across the population.

### Learnings

The Brazil study visit provided Zimbabwe with valuable insights into advancing food and

nutrition security through strong inter-sectoral coordination. Brazil's achievements are driven by robust political will and comprehensive legislation, which ensure sustained government support for eliminating hunger and poverty. Each sector in Brazil customizes its food and nutrition security policies, setting clear priorities and appointing dedicated officials to monitor progress.

The use of routine data collection and consolidated dashboards enables evidence-based decision-making and effective targeting interventions. Brazil's fully funded school feeding program stands out for its collaborative approach, with multiple ministries working together to deliver healthy, diversified meals to children.

These lessons highlight the importance of sectoral ownership, reliable data systems, and coordinated action offering practical guidance for Zimbabwe as it seeks to strengthen its own food and nutrition security efforts.

## **Next Steps**

- **Share insights from the Brazil visit with the Ministry of Education** during the scheduled meeting in September, fostering dialogue on how Brazil's practices can inform local strategies.
- **Brief the SUN Convener on outcomes from the peer-to-peer learning** and the School Meals Coalition Summit in Brazil, ensuring key stakeholders are updated and engaged.
- **Map out strategies for engaging various ministries on lessons learned** during the visit, encouraging collaboration and adaptation of best practices to enhance food and nutrition security programs in Zimbabwe.

## 5

# Summary of Learning Outcomes

For all participating countries, the **study visit reinforced the transformative potential of strong political leadership, inclusive governance, and intersectoral policy making and implementation in advancing food and nutrition security.**

A consistent learning was that **sustained high-level political commitment** anchored in legal frameworks and institutional accountability creates the momentum needed to translate policy into tangible, lasting results.

Another major learning for all participant countries was seeing the concept of **whole-of-government intersectoral policy making** in practice, whereby parties agreed a common goal for the nation, endorsed and called for at the highest political level. The shared goal was then taken forward by the collective of line ministries delivering their share of contribution. Countries observed that **Brazil's intersectoral approach** brought food and nutrition security as explicit objectives and outcomes across health, agriculture, education, environment, and social protection sectors, provides a **model for achieving coherence and shared responsibility**.

Countries also got important insights on the importance of **seeking domestic resources, advocating for data-driven decision-making, and ensuring legislative backing** for program sustainability and accountability, issues and challenges that resonate with their national experiences.

Insights were also gained on the **value of participatory governance**, particularly through mechanisms like CONSEA, which unite government, civil society and academia. While policy decision making remains a governmental responsibility, CONSEA advises the presidency of Brazil in shaping and monitoring national nutrition agendas. This inclusive model helps ensure that programmes are evidence-, human rights- and equity-based, and contribute to other global challenges such as food systems transformation and climate change adaptation.

Substantial learning was achieved in regard to **school feeding programmes**. Participants observed how policy design needs and can focus on delivering healthy diets from sustainable food systems, and not just any food for the school aged children. In this way, **school meals can be a particularly powerful policy option with co-benefits for nutrition, environment, livelihoods and social protection**, contributing to food systems transformation and serving as a catalyst for both human capital development and local economic growth.

Looking ahead, participants identified a set of **next steps** in the following broad areas to ensure cascading learnings and influencing their national policies:

- **Knowledge sharing and advocacy:** All countries plan to disseminate Brazil's lessons through national coordination platforms, inter-ministerial meetings, and technical working groups to maintain momentum and encourage cross-sector dialogue.
- **Strengthening governance and coordination:** Several governments intend to explore participatory platforms that mirror CONSEA's inclusive model, enhancing civil society engagement and inter-ministerial accountability.
- **Integrating lessons into policy frameworks:** Some participants will strive to incorporate Brazil's insights into ongoing policy reviews and national strategies to ensure that all forms of malnutrition are addressed comprehensively.
- **Advancing school feeding and local food systems:** Several countries plan to mirror and adapt Brazil's school feeding practices, linking nutrition, education and small farmers agriculture while increasing return on investment.
- **Enhancing evidence, data, and resource mobilization:** Countries highlighted the need to strengthen data systems and financing mechanisms to support planning, monitoring, and accountability.
- **Fostering continued South-South cooperation:** Many participants expressed interest in maintaining the network by continued engagement with Brazil and peer countries, supporting ongoing learning, technical exchange, and regional collaboration on sustainable food and nutrition systems.

## 6

# Conclusions

The study visit provided a rich and immersive learning experience, demonstrating the power of integrated, intersectoral approaches to nutrition policy supported by whole-of-government objectives and high-level political commitment. It reinforced that nutrition-sensitive policies extend beyond food production and availability, encompassing equitable access, affordability, and the nutritional quality of diets.

The visit highlighted the importance of creating spaces for meaningful exchange, where policy makers and implementers can engage directly with counterparts to learn from successful models. Such interactions foster critical reflection and help identify pathways for improvement. The strong engagement from Brazilian ministries and participating countries reflected a clear appetite for continued dialogue and collaboration.

This visit marked an important milestone in the implementation of the UN-Nutrition and Irish Aid partnership and served as a catalyst for renewed ideas and collective action toward more coherent and collaborative approaches to country support. For UN-Nutrition, the HDSFS Coalition, and the SUN Movement, the visit reaffirmed the value of structured, immersive peer-to-peer exchanges as a strategic tool to strengthen capacities and accelerate country readiness and progress on integrating nutrition into sectoral policies. Applying lessons learned within participants' countries will be essential to maximize the impact of such initiatives.

Moving forward, sustained engagement and systematic follow-up through existing structures such as the SUN Movement and UNCTs will be critical to ensure that the momentum generated translates into tangible results. Continued collaboration among UN-Nutrition, the HDSFS Coalition, and the SUN Movement, within their respective mandates and comparative advantages, will help align global goals with national priorities and support countries in turning commitments into action.

# Annexes

**ANNEX I - LIST OF PARTICIPANTS**

**ANNEX II - AGENDA**

**ANNEX III - PHOTOS AND QUOTES**

ANNEX I

# LIST OF PARTICIPANTS

## Building technical and leadership capacity of nutrition policy professional: A Study Visit to Brazil

### LIST OF PARTICIPANTS

Country	Participant name (language of communication) and email	Professional title	Name of the organization
<b>Burundi</b>	Celestin Sibomana	Point Focal « Scaling Up (SEP/PMSAN) sous tutelle de Nutrition (SUN) » la PRIMATURE	Secrétaire Exécutif Permanent de la Plateforme Multisectorielle de Sécurité Alimentaire et de Nutrition
<b>Cambodia</b>	Silo Sok	Secretary General	Council for Agricultural and Rural Development, Office of the Council of Ministers
<b>Democratic Republic of the Congo</b>	Bruno Senge Bindamba	Directeur National	Programme National De Nutrition De La Rdc
<b>Liberia</b>	Augustine Gordon Musah	National Coordinator Scaling Up Nutrition Movement Secretariat	Office of the Vice President
<b>Madagascar</b>	Ianja Raolisoa	Point Focal Alimentaire, Système Plateforme, Gouvernementale du Mouvement SUN, Chef de Service Sécurité Alimentaire (SSAN), et Secrétariat Général Nutritionnelle.	Ministère de l'Agriculture et Présidente de l'Elevage
<b>Niger</b>	Mahamadou Aboubacar	Directeur de la Nutrition	Ministère de la Santé et de l'Hygiène Publiques

<b>Pakistan</b>	Faiz Rasool (English)	Head of Policy & Advocacy GAIN Participation is fully endorsed the government of Pakistan	Food Systems Transformation (FST) Secretariat, housed at Pakistan Agricultural Research Council (PARC); and National Institute of Health (NIH), Ministry of National Health Services, Regulations & Coordination (MoNHSR&C)
<b>Sierra Leone</b>	Nenebah Adama Jalloh	National Coordinator Scaling Up Nutrition and National Curator Food Systems Coordination Unit Deputy Executive Director	Office of the Vice President
<b>Zambia</b>	Mathews Mhuru	Deputy Executive Director	National Food and Nutrition Commission
<b>Zimbabwe</b>	Yvonne Mavhunga (English)	Director of Programmes	Food & Nutrition Council, Office of the President and Cabinet (OPC)

UN-Nutrition	Anna Horner	Senior Coordinator	UN-Nutrition Secretariat
UN-Nutrition	Denise Costa Coitinho Delmue	Senior consultant on Nutrition and Food Systems	UN-Nutrition Secretariat
UN-Nutrition	Stien Gjisel	Healthy Diets Coalition Secretariat focal point. School Food and Nutrition Community of Practice lead convenor	UN-Nutrition Secretariat
WHO	Lina Mahy	Representing WHO and the Healthy Diets Coalition Secretariat lead	Department of Nutrition and Food Safety
SUN-Movement	Francisca Gomez Cisterna	SUN Movement Regional Representative Latin America and the Caribbean	Scaling-Up Nutrition (SUN) Movement Secretariat

ANNEX II

# AGENDA

## Building technical and leadership capacity of nutrition policy professionals

**Study visit to Brazil, 15 to 20 September 2025**

### AGENDA

DATE	TIME	ACTIVITY
14 Sept	Throughout From 19:30	Arrival in Brasilia Welcom dinner at the hotel Melia 21 Convention (restaurant) to discuss expectations for the week. SHS, Quadra 6, Conjunto A, Bloco B. Brasilia.
<b>DAY 1 - Brasilia</b>		
15 Sept	8:00 sharp	Meeting at the entrance of the hotel
	8:30-9:30	FAO Representation in Brazil: Welcome by Mr Jorge Meza Location: FAO Office, Eixo Monumental, Via S-1, Campus do INMET – Setor Sudoeste, Brasilia.
	10h00-11h30	Nationa Food and Nutrition Security Council of the Presidency of the Republic of Brazil: Elisabetta Recine, President of CONSEA, and Marilia Leao, Executive Secretary Palácio do Planalto, Sala 96, 4th floor. (go through the main entrance).
	12:00- 13:00	Ministry of Health (MS): Ms. Kelly Alves – <i>Senior Coordinator, General Coordination Unit for Food and Nutrition – focal point and Steering Committee Member of Healthy Diets from Sustainable Food Systems (HDSFS) Coalition.</i> Esplanada dos Ministérios, Bloco O, 7o andar, sala 3 do Gabinete SAPS.
	13:00-14:00	Lunch (at MDS cafeteria - Esplanada dos Ministérios, Bloco C
	14:00-17:30	Ministry of Social Development and Fight Against Hunger: Ms. Lilian Rahal – National Secretary for the Fight Against Poverty and Hunger. Ms. Valeria Burity Esplanada dos Ministérios, Bloco A, Sala das Bandeiras.



MINISTÉRIO DO  
DESENVOLVIMENTO  
E ASSISTÊNCIA SOCIAL,  
FAMÍLIA E COMBATE À FOME



Presentations and in-depth discussions on:

- Programs and initiatives of SESAN (e.g., Food Acquisition Programme, Feed the Cities, Urban and peri-urban agriculture, New Food Basket, the cisterns programme, among others).
- Nutrition and climate linkages
- The National Food and Nutrition Security System (SISAN)
- The Interministerial Chamber for Food and Nutrition Security (CAISAN)
- The III National Plan for Food and Nutrition Security

18:00-19:00 Daily touch point with peer-to-peer exchange at the hotel  
19:00- Free

#### DAY 2 - Brasilia

16 Sept 9:00 (sharp) Meeting at the entrance of the hotel  
9:30-12:00 Ministry of Foreign Affairs  
Palacio do Itamaraty, room C

Mr Saulo Ceolin – Secretary General of the Food and Nutrition Security General Coordination Unit (CGSAN)  
Ms. Laura Delamonica – Deputy chief CGSAN

Ministry of Environment and Climate Change - Daniel Peter Beniamino, Diretor de Políticas de Gestão Ambiental Rural e a Gabriela Campos da ASIN and Gabriel de Mendonça Domingues, General Coordinator for Socioenvironmental Management

WFP Center of Excellence against Hunger - Eliene Sousa; Rosane Silva e Osiyalle Rodrigues

12:00-14:00 Lunch

14:00- 18:00 Meeting

Field visit

Escola Classe 708 Norte Endereço: St. de Habitações Coletivas e Geminadas Norte 707 Condomínio do Bloco D Entrada 50 Qd 707/708 - Asa Norte, Brasília - DF, 70740-730

Propriedade Rural de Agricultora Familiar Localidade em Chapadinha (1 hour from Brasilia, with 5 km off road, but with good access).

18:00-19:00 Daily touch point with peer-to-peer exchange at the hotel  
19:00- Free

**DAY 3 – Brasilia and travel to Fortaleza**

17 Sept 9:00 (sharp) Meeting at the entrance of the hotel with check-out and luggage  
9:30-11:30 Meeting with the Ministry of Agrarian Reform (MDA)  
Will be held at MDS, Esplanada dos Ministerios, bloco C  
11:30 Leave directly for the airport  
At 13:45 A quick lunch will be taken at the airport  
Flights Brasilia – Fortaleza.  
Transfer to Hotel Bourbon in Fortaleza  
Av. Beira Mar, 2340. Meireles, Fortaleza.  
19:00- Free

**DAY 4, 5, and 6 - Fortaleza**

18 Sept Full day in Fortaleza School Meals Coalition Summit (see Summit's agenda for details)  
19 Sept Full day in Fortaleza School Meals Coalition Summit (see Summit's agenda for details)  
20 Sept From 16:00 Learning Workshop in Fortaleza to consolidate the learning experience  
It will take place at Hotel Bourbon, room "Algás".  
Return flights

## ANNEX III

# PHOTOS AND QUOTES

**“I was struck by the strong intersectoral efforts and political will driving food and nutrition security in Brazil. Lessons will guide how we strengthen Zimbabwe national development strategy and multisectoral nutrition efforts.”**

Yvonne Mavhunga, Zimbabwe

**“Brazil has presented a lot of lessons to my country: From school feeding programs sourcing local farmers to multisectoral coordination across ministries, Brazil shows how quality meals reach learners effectively.”**

Mathews Mhuru, Zambia

**“Joining this study trip was eye-opening. We saw how inclusive food system approaches and policy work across sectors can transform nutrition outcomes. There’s so much we can learn and bring home to strengthen our own programs.”**

Faiq Rasool, Pakistan

**“Political commitment, financial support, and involvement of civil society, academia, and the UN system ensure nutrition strategies reach national and subnational levels.”**

Silo Sok, Cambodia



Participants during a visit at CONSEA at the Presidency. Photo credit: UN-Nutrition.



Participants during a visit to Brazil's Ministry of External Affairs. Photo credit: UN-Nutrition.



Participants at the Ministry for External Affairs. Photo credit: UN-Nutrition.



Participants at the Ministry of Health. Photo credit: UN-Nutrition.



Participants at the Fortaleza School Meals Coalition Summit. Photo credit: UN-Nutrition.



Participants at the Fortaleza Summit. Photo credit: UN-Nutrition.



Study visit participants during a visit to FAO Brazil. Photo credit: FAO Brazil.



Participants at a field visit. Photo credit: UN-Nutrition.

