FCDP Roadmap and Results Framework 2026-2028

Supporting SUN Countries to Unlock Sustainable Financing for Nutrition

The Finance Capacity Development Platform (FCDP) is a Scaling Up Nutrition (SUN) Movement resource available to all SUN Countries. The platform aims to reshape the nutrition financing landscape by inspiring and igniting government leaders to elevate nutrition financing as a priority and accelerate impact across sectors. Implementation of FCDP's first two-year Roadmap 2024-2025 established the platform to provide successful country engagement. Lessons learned have been incorporated into this new Roadmap and Results Framework. FCDP is a multi-donor funded platform and all donors contribute to the expected results outlined below.

FCDP Theory of Change

At the 2025 Nutrition for Growth Summit hosted by France, $28 billion was committed to nutrition. FCDP will work with countries to unlock the full potential of this groundbreaking commitment from donors, development banks, philanthropies; and ensure government investment leads the way. FCDP's vision of success is to support SUN countries in the global effort to reshape nutrition financing with the following long-term goals:

1. **Greater sustainability** of funding of government-led programs that offer important nutrition actions
2. **Increased funding** for nutrition aligned to country priorities across sectors and all sources—public and external
3. **More strategic use of funding** to ensure government-owned policies and programs across sectors enhance the achievement of food and nutrition targets

Figure 1: FCDP Theory of Change

IF WE…

- Continuously analyze nutrition financing trends and future government allocation prospects
- Respond to SUN country demand for nutrition financing support
- Facilitate government action to access new funding opportunities for nutrition both domestic and external
- Leverage existing partnerships to expand and elevate nutrition financing
- Strengthen the local expert base to respond to country needs through access to practical tools & resources with coaching and regional learning exchange

THIS WILL…

- Empower SUN focal points to accelerate progress on their country priorities
- Support government officials to think innovatively about the role of nutrition in development planning led by Ministry of Finance
- Articulate key areas countries need to strengthen to improve financial management for nutrition and identify investment opportunities
- Strengthen country-level nutrition financing processes and systems across sectors to increase budget allocations and improve accountability
- Strengthen country-led resource mobilization

WHICH WILL LEAD TO…

- **Greater sustainability of funding** of government-led programs that offer important nutrition actions
- **Increased funding for nutrition** aligned to country priorities across sectors and all sources—public and external
- **More strategic use of funding** to ensure government-owned policies and programs across sectors enhance the achievement of food and nutrition targets

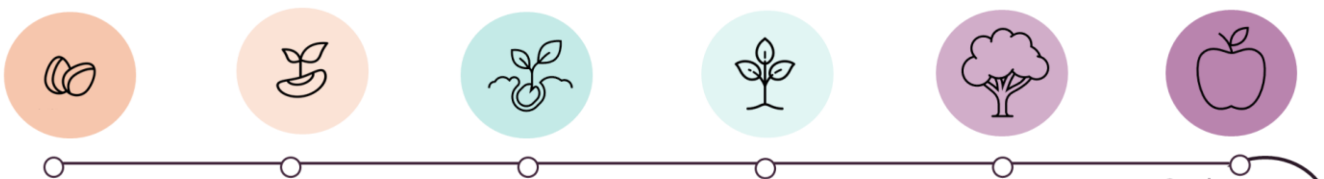
SUPPORTING SUN STRATEGIC OBJECTIVES

Build and strengthen country capacity to develop, prioritise, finance, implement and track country actions through strengthened technical assistance and knowledge management

FCDP Approach Supporting SUN Countries to Unlock Sustainable Financing for Nutrition

FCDP supports the generation of government-owned nutrition financing plans that articulate how countries will fill their nutrition financing gap with practical actions. This helps carve a pathway for increased government investment to nutrition *and* helps align external funding under government financing plans to ensure sustainability and reduce fragmentation. Country governments must lead the process to develop nutrition financing plans with leadership by Ministry of Finance alongside nutrition leaders across sectors. FCDP helps facilitate the process using a highly structured approach that is customized to each country context, as shown in the Figure below.

Government-owned Process to Develop Nutrition Financing Plans to Unlock Money for Nutrition



Demand Articulation

- Partnership scope: Country government & FCDP

Stocktaking Assessment

- Budget and expenditure review
- Nutrition-responsive PFM analysis
- Cost of nutrition priorities across sectors
- Nutrition financing commitments
- Funding opportunities and investment cases
- Analysis of barriers to sustainable financing

Government-led Financial Planning

- Multisectoral practical nutrition financing workshops to identify innovative and strategic country actions to improve nutrition financing
- Development and validation of a nutrition financing plan
- Liaise with local civil society and advocacy groups

Validation and Execution

- Validation of the plan from Ministry of Finance and Office of the Prime Minister
- Facilitate legislative approval from Parliament and Executive Councils
- Execution within the budget process

Commitment and Partner Alignment

- Government and partners make joint financial commitments to nutrition
- Nutrition Financing Summit - Convening of development partners, funders, private sector actors, and others to mobilize funding and align financing within the government plan

Continuous Action

- Government and partners strategically increase resources for nutrition by implementing and monitoring the key actions agreed to in the financing plan

Key Questions that Nutrition Financing Plans Help Answer

FCDP supports countries to answer the following questions:

1. Which existing government-led programs are best suited to integrate nutrition and what are the financing opportunities for each? (i.e., underfunded priorities)
2. What actions can government take to strategically and innovatively finance nutrition? (i.e. financing levers)
3. How can governments track financial performance and impact for nutrition?
4. How can government ensure nutrition is more visible and sustained within public financial management (PFM) and what is the role of Ministry of Finance?

These questions are explored through a consultative, country-led process guided by strong technical analytics, tools, and coaching from the FCDP Expert Group. By looking inward and inviting finance/budget officials and commodity/procurement officers to sit alongside nutrition experts in each sector, answers to these questions help to identify practical actions the country can take to unlock money for nutrition through strategic use of resources and increased funding.

FCDP Tools & Approaches

- Taxonomy of investable nutrition activities
- Nutrition budget briefs
- Nutrition investment cases
- Internal advocacy memos / templates
- Resource mobilization plans
- Plans to mainstream nutrition in the annual planning and budgeting calendar / PFM
- Analysis of aid financing landscape
- Analysis of nutrition commodity financing
- Nutrition budget tracking and tagging
- Expenditure reviews
- Targeted fundraising proposals
- Donor mapping / roundtables

FCDP Work Program: Activity Areas

FCDP's work program over the next three-year period 2026-2028 will be organized according to the three high-level Activity Areas below which are based on experience of FCDP's start-up phase and demand articulated by countries and partners. Detailed work plans will be developed annually and continuously updated, especially as new funders buy- into the platform. FCDP activities are highly targeted to support at the country-level with regional-level initiatives to support progress.

1. **Country-level Support & Facilitation**
    a. Support at least 30 countries to conduct a government-owned process to develop and institutionalize national and sub-national nutrition financing plans that unlock money for nutrition
2. **Regional-level Support & Facilitation**
    a. FCDP Toolkit and training modules developed based on country needs
    b. FCDP Expert Group continuous coaching and training series
    c. Regional workshops that bring countries together to discuss and take action on sustainable financing
    d. Technical Initiatives[1]
3. **Platform Management: FCDP evolves into a mature, sustainable platform**
    a. FCDP Board meeting management
    b. Monitoring and reporting (Annual FCDP progress report)
    c. Communications and website

Outputs and Outcomes

FCDP seeks to achieve the following Outputs and Outcomes at country level:

PRIMARY COUNTRY OUTPUTS

1. **National nutrition financing plans** with actionable steps to sustainably finance nutrition priorities for the long-term by embedding nutrition in national development budgets and identifying new sources of financing to support country priorities
2. **Government-owned concept note/investment application/proposal**, with technical support from FCDP, submitted to financing partners to secure external funding for nutrition for the country

PRIMARY COUNTRY OUTCOMES

1. **Increased government budget allocation** for nutrition across sectors
2. **Increased external funding to nutrition** aligned to government nutrition priorities from new sources to help fill the financing gap (e.g., from regional and public development banks)
3. **Enhanced prioritization of nutrition** in national development budgets, for example, nutrition is embedded within Medium Term Development plans, Ministry of Finance issues budgeting guidance for nutrition, etc.

Throughout, Ministries of Finance and Planning Commissions are actively engaged and their commitment to nutrition will be continuously fostered through leadership of government nutrition teams. FCDP will support countries to actively monitor and implement their nutrition financing plans and to demonstrate progress towards addressing nutrition priorities. See the Annex for a detailed list of outputs and outcomes.

[1] FCDP continuously assesses pressing technical needs and demand and may add various Technical Initiatives to the work plan pending demand, opportunity and funding (i.e., buy-in).

Measuring Results: FCDP Key Performance Indicators

Table 1 outlines the process indicators that will be tracked to measure progress against the three outcomes described above. Targets have been set for each year for the 2026-2028 period. FCDP is a multi-donor funded platform and all donors contribute to the expected results outlines below. As of the date noted on this document, FCDP has secured funding to support 12 countries out of the target 30 countries by 2028 noted here and will continue to fundraise to ensure the target is reached and to ensure quality support is provided to each country. Country outcome monitoring will be reported on a country-by-country basis. For each country FCDP engages with, a baseline and target will be established for the following outcome indicators: government nutrition allocation (USD), government nutrition expenditure (USD), external nutrition funding (USD).

Table 1: FCDP process indicators

Outcome	Process Indicator	Target				Notes
		Baseline 2025	2026	2027	2028	
1. Increased government budget allocation for nutrition across sectors	1.1. Total number of countries with Nutrition Financing or Resource Mobilization Plans – National	2	10	20	30	Nutrition Financing Plans are government-owned documents that indicate resource need, priority underfunded areas by sector, financing contribution by source (government, donor, development bank, public development bank, private sector, etc.), engagement strategy to mobilize resources across sources, and monitoring and accountability plan. By sector or multi-sectoral.
	1.2. Total number of countries with Nutrition Financing or Resource Mobilization Plans – Sub-National	2	3	5	10	For each country we engage with at sub-national level we will work with government to determine number of sub-national entities engaged and selection process.
	1.3. Total number of Experts engaged as part of the FCDP Expert Group	23	30	40	45	FCDP Experts are trained and coached to provide country and regional level support directly to countries.
	1.4. Total number of nutrition financing workshops/events (regional + country)	5	10	12	14	All workshops will be highly practical. Country workshops convened by government (nutrition + Ministry of Finance) are key conduits for important nutrition financing discussions. Regional workshops bring countries together.
2. Increased external funding to nutrition aligned to government nutrition priorities from new sources to help fill the financing gap (e.g., from regional and public development banks)	2.1. Total number of partnerships established between FCDP and financing institutions like GFF, RDBs etc. for demand generation	--	1	4	6	In collaboration with SMS, FCDP will establish partnerships to help achieve mutual sustainable financing goals, for example including with: Funding sources (e.g., IFIs, PDBs, Regional development banks), Funder Networks (e.g., Stronger Foundations for Nutrition, SUN Donor Network, Agri-Links PDB platform), and regional institutions to generate country demand (e.g., AUC, AU-NEPAD, ASEAN).
	2.2. Number of initiatives made by countries to leverage country investments to integrate nutrition or proposals for new external funding for nutrition (and those successful)	--	10 (5)	20 (10)	30 (15)	This includes new partnerships or elevating nutrition within established partnerships. Success means funding was secured or the country is on track to secure new funding.
	2.3. Total number of country-convened donor roundtables	--	2	4	6	Donor roundtables will be convened by government to showcase government investments and make a call for partner support and investment aligned to government financing plan. These may be thematic, e.g., MMS, commodity, private sector focus etc.
3. Enhanced prioritization of nutrition in national development budgets	3.1. Total number of Nutrition Financing Plans submitted to Ministry of Finance/Head of State for endorsement to include in development plans	2	5	12	14	The process of formal validation will follow country protocols.

FCDP FOR SUN COUNTRIES

Annex: Detailed List of Outputs and Outcomes

PRIMARY OUTCOME	INTERMEDIATE OUTCOME	OUTPUT
1. Increased government budget allocation for nutrition across sectors	Countries strengthen public financial management (PFM) for nutrition to bolster government investment through annual planning and budgeting	Countries generate government-owned nutrition financing plans or resource mobilization strategies (national or sub-national)
		FCDP Expert Group of national/regional experts support countries to develop actionable financing plans and support implementation
	More government financing opportunities are identified and pursued to enhance nutrition gains across all possible investments across sectors, led my Ministries of Finance / Planning	Government-led nutrition financing workshops bring government actors and partners together to strategically identify financing opportunities and innovate (national or sub-national)
2. Increased external funding to nutrition aligned to government nutrition priorities from new sources to help fill the financing gap (e.g., from regional and public development banks)	Government-led resource mobilization efforts are scaled where the link between demand (from countries) and supply (financial institutions) is strengthened	FCDP establishes partnership agreements with financing institutions to support demand generation (e.g., regional development banks, WB/GFF etc.)
	More external financing opportunities are identified and pursued to enhance nutrition gains across all possible investments, and are successful	FCDP supports countries to generate or strengthen investment applications or proposals for external funding for nutrition
		Government-convened donor roundtables or compacts articulate government funding priorities and underfunded priorities that require support
3. Enhanced prioritization of nutrition in national development budgets	Strategic policy levers are identified to elevate nutrition across PFM efforts and are pursued under leadership of Ministry of Finance/Planning (e.g., nutrition is embedded within Medium Term Development plans, Ministry of Finance issues budgeting guidance for nutrition, etc)	Nutrition financing plans are submitted to Ministry of Finance / Planning for official endorsement and action