

Evaluation of the Scaling Up Nutrition 3.0 Strategy

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Final Evaluation Report

Prepared for:

The Scaling Up Nutrition (SUN) Movement

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Executive Summary

[Overview](#)

The Scaling Up Nutrition (SUN) Movement, launched in 2010 by the UN Secretary-General, is a country-driven initiative currently led by 66 countries and four states of India. It brings together stakeholders through Civil Society (CSN), Business (SBN), UN Nutrition (UNN), and Donor (SDN) networks. This evaluation assesses the implementation and effectiveness of the SUN 3.0 Strategy (2021-2025) to inform its remaining period and guide the Movement's future direction. It examines progress on strategic objectives, the effectiveness of governance and coordination mechanisms, and SUN's adaptability to global and national challenges.

Using a mixed-methods approach, the evaluation combines desk reviews, key informant interviews, focus group discussions, an e-survey and in-depth case studies in Costa Rica, Ethiopia, Mali, Pakistan, Timor-Leste, and Somalia. The analysis follows OECD-DAC criteria (relevance, effectiveness, efficiency, sustainability, gender, and youth), applying Collaborative Outcome Reporting and Most Significant Change techniques to validate findings. The results provide evidence-based recommendations to enhance SUN's effectiveness, strengthen accountability, and optimise stakeholder collaboration.

[Key Findings](#)

RELEVANCE

The SUN 3.0 Strategy aligns well with global nutrition priorities, including the Sustainable Development Goals (SDGs) and World Health Assembly (WHA) targets, and was shaped through extensive consultations with member countries. While the strategy effectively responds to evolving global challenges, such as the COVID-19 pandemic and food security crises, its Theory of Change (ToC) assumes seamless stakeholder collaboration without fully accounting for conflicting interests and power dynamics. This has hindered coordination and accountability mechanisms, particularly in fragile and conflict-affected states (FCAS), where greater flexibility is needed.

Additionally, measuring SUN 3.0's success remains challenging, as existing indicators focus on programmatic outcomes rather than systemic and collective impact. Strengthening monitoring frameworks and risk mitigation strategies will be crucial to ensure continued relevance and effectiveness in diverse country contexts.

EFFECTIVENESS

The SUN 3.0 Strategy successfully reinforced country leadership, enabling governments to take greater ownership of their nutrition agendas. Multi-stakeholder platforms (MSPs) have been critical in fostering collaboration and policy alignment, though their effectiveness

varies by country. SMS Hubs have emerged as a key innovation, strengthening peer learning and country support.

Advocacy efforts have elevated nutrition on national agendas, but resource mobilisation remains a major gap, particularly for domestic financing. The SUN Movement Coordinator's high-level engagement has revitalised political will in several countries. However, the global governance structure faces challenges, with overlapping responsibilities between the Lead Group and ExCom creating inefficiencies. The role of the leadership in collective advocacy towards better convergence for nutrition action remains underutilised.

While the Joint Annual Assessment (JAA) is a strong accountability tool at the country level, the Mutual Accountability Framework (MAF) has not been effectively implemented due to a lack of ownership and follow-through. Strengthening collective advocacy, streamlining governance, and improving financing mechanisms will be key to maximising the effectiveness of the Movement's strategies for accelerating nutrition action.

EFFICIENCY

SUN Movement and SUN Movement-facilitated events have significantly advanced knowledge sharing, capacity building, and cross-country engagement among SUN member states, proving valuable to countries. These gatherings provided platforms for exchanging best practices, fostering partnerships, and amplifying national nutrition priorities globally. Additionally, these gatherings have supported country participation in high-level global events (e.g., UN Food Systems Summit and Nutrition for Growth Summit) and served as platforms for showcasing national best practices and maintaining nutrition high on national agendas.

SUSTAINABILITY

The strategy's emphasis on country ownership and capacity building has laid a foundation for sustainability, with nearly 78% of e-survey respondents agreeing that their countries have established structures capable of sustaining nutrition action, while recognising the mediating effect of resource constraints. The SMS Hubs have proven effective in fostering peer learning and strengthening long-term partnerships, while MSPs have helped institutionalise nutrition governance in many countries.

However, sustainability is threatened by resource constraints, shifting global priorities, and increasing fragility. Many SUN countries struggle with long-term financing and those in fragile contexts also experience weak institutional capacity, making continued external support essential. While advocacy has kept nutrition on global and national agendas, funding gaps and competing policy priorities pose risks to maintaining momentum.

Engaging parliamentarians, leveraging emerging global priorities like climate change and food systems transformation, and improving domestic resource mobilisation will be crucial to ensuring long-term progress. The SUN Movement's ability to adapt and integrate

nutrition into broader development frameworks will determine its sustained impact beyond 2025.

GENDER AND YOUTH

SUN 3.0 has made notable progress in integrating gender and youth considerations within governance and advocacy efforts. Women's representation in key decision-making bodies has improved, with female participation in the Executive Committee rising to 61%. At the country level, most women involved in MSPs feel their participation is meaningful, though some challenges remain in global governance structures.

Youth engagement has expanded through strategic initiatives, including the Youth Leaders for Nutrition Programme and establishing national SUN Youth Networks in multiple countries. However, youth participation remains limited in decision-making, restricting their ability to shape policies and programmes effectively.

SUN 3.0 has also strengthened gender-responsive nutrition policies, with several national nutrition plans incorporating gender considerations. Yet, challenges persist in fragile and conflict-affected settings, where structural barriers limit implementation.

CONCLUSIONS

SUN 3.0 has strengthened country-led nutrition action, expanded multi-stakeholder collaboration, and enhanced regional support structures, helping countries align efforts and scale up nutrition initiatives. However, persistent gaps in resource mobilisation, governance efficiency, and accountability limit its full potential.

Most importantly, the evaluation highlights how voluntary collaboration cannot be assumed—it must be fostered. Similarly, the Movement's impact is determined by how well its constituencies work together rather than the isolated success of individual networks or actors. Strengthening mutual accountability and fostering a shared vision is essential to overcoming fragmentation and ensuring nutrition remains a global priority.

The evaluation highlights how the Movement's role is catalytic, not duplicative. Unlike financing mechanisms or policy-driven coalitions, it serves as a catalyst and enabler to align diverse actors for greater impact.

The Movement's future depends on refining its governance, strengthening collective advocacy, further integrating nutrition into emerging global priorities (e.g., climate and food systems), and securing sustainable financing for nutrition action. The Movement's success will not be defined by rigid milestones but by its ability to adapt, mobilise action, and sustain relevance in a shifting global landscape.

RECOMMENDATIONS

Recommendation	Responsible lead	Level
<p>1. Accelerate the regionalisation of the SMS Hubs, while continuing the regionalisation of key networks such as the CSN and SBN and strengthening their coordination at the regional level.</p> <ul style="list-style-type: none"> ● Invest in the necessary human resources capacity to staff the hubs as planned fully. ● Given the heightened demand, consider incorporating a full-time or part-time resource mobilisation expert at the SMS hub level. ● Continue the regionalisation of the CSN and SBN ● Enable structured coordination between SMS Hubs, CSN and SBN regional structures, and other regional bodies, such as UN agencies’ regional offices. 	SMS, SBN, CSN	Operational
<p>2. Strengthen national MSPs through more diverse network engagement and between gender and youth inclusion and mobilisation:</p> <ul style="list-style-type: none"> ● Strengthen the capacity of national networks to advocate for policy reforms, mobilise resources, and support grassroots engagement, especially in FCAS. ● For the SUN countries that have not established Business, Parliamentary, and Youth networks, provide greater support for their establishment and better engagement ● Continue to strengthen gender inclusion and representation in national MSPs. ● Encourage the inclusion of youth representatives within MSPs by advocating for the set-up of Youth Networks. 	MSP, Country Coordinators, GSS	Operational
<p>3. Enhance Risk Mitigation: In the next phase, establish voluntary collaboration as an outcome in the Theory of Change (ToC). Strengthen the ToC by incorporating robust risk assessment and mitigation strategies, particularly around collaboration assumptions.</p>	4.0 Lead Authors	Strategic

Recommendation	Responsible lead	Level
<p>4. Refine Metrics for Success: Develop indicators that better capture the movement's systemic and collective impact and assess its catalytic and facilitative role in accelerating nutrition action.</p>	<p>4.0 Lead Authors</p>	<p>Strategic</p>
<p>5. Manage Conflicts of Interest Proactively: Develop and establish principles of engagement that manage conflicts of interest that prioritise national interest – addressing issues of transparency, accountability, integrity, ethical conduct, inclusive and balanced representation, adaptive governance and structured risk management in operational processes.</p>	<p>SMS</p>	<p>Operational</p>
<p>6. Ensure ownership of roles and responsibilities: Clearly define, communicate, and secure ownership of the strategic leadership, management, and operational roles and responsibilities across all parts of the Movement. This will ensure that day-to-day management activities are effectively streamlined and do not hinder strategic initiatives or meaningful engagement among key stakeholders at all levels.</p>	<p>Lead Group, ExCom, SUN Coordinator and GSS</p>	<p>Operational</p>
<p>7. Collaborative Workplan: Develop a single, unified GSS alignment framework or work plan that identifies the roles and responsibilities of each constituency and aligns the Movement's priorities and leverages complementary strengths. Each stakeholder commits to shared objectives within this plan while leveraging their unique constituencies to advance collective goals.</p>	<p>GSS</p>	<p>Operational</p>
<p>8. Strengthen high-level engagement: Use strategic engagements by SUN Coordinators and thought leaders to build political commitment, align resources, and maintain nutrition's prominence in national and global agendas, particularly amid government transitions and global emerging priorities.</p>	<p>SUN Coordinator, Lead Group</p>	<p>Operational</p>

Recommendation	Responsible lead	Level
<p>9. Advocacy for nutrition: Advocate for integrating nutrition into emerging priorities like climate change and food systems transformation, creating new opportunities for funding and collaboration. Here, there is an opportunity to better leverage the collective power of the Lead Group and the ExCom to establish and reinforce the high-level vision for nutrition and better communicate that to access broader support from stakeholders outside the SUN Movement towards the common goal.</p>	<p>SUN Coordinator, Lead Group, GSS</p>	<p>Operational</p>
<p>10. Global governance: Prioritise the role of the Lead Group in collective/joint advocacy for nutrition and the Movement while simultaneously supporting ExCom's strategic engagement. This will enable ExCom to provide more meaningful guidance for integrating nutrition actions and priorities among SUN Movement stakeholders.</p>	<p>Lead Group and Executive Committee</p>	<p>Operational</p>
<p>11. Support resource mobilisation and government capacity in financial management: Support SUN Countries in strengthening public financing for nutrition through enhanced resource mobilisation, budgeting, expenditure, and accountability measures.¹</p> <ul style="list-style-type: none"> ● Provide greater support for domestic resource mobilisation, as national stakeholders in the SUN Countries demand ● Support countries that cannot mobilise domestic resources to tap into innovative financing mechanisms through international sources. ● Support countries in strengthening their governments' and wider national capacity for nutrition-sensitive budgeting, resource allocation, and accountability measures such as financial tracking and monitoring. 	<p>GSS, MSP, Country Coordinator</p>	<p>Operational</p>
<p>12. Diversify funding sources for the Movement: Diversify funding sources and develop self-sustaining financial models for each network within the GSS. Alternatively, consider</p>	<p>GSS</p>	<p>Operational</p>

¹ See page 22 of this evaluation report.

Recommendation	Responsible lead	Level
developing a unified funding framework for the SUN Movement, comprising the SMS and the secretariats of the various networks to ensure alignment, adequate commitment and time allocation and smooth functioning of all parts of the Movement.		
13. Make technical assistance more equity-driven: Prioritise equity in technical assistance delivery, ensuring support reaches capacity-constrained countries, particularly in fragile contexts.	SDN, SMS	Strategic
14. Tailor Approaches for FCAS: Integrate flexible, context-specific strategies (equity-focused) to address the unique challenges of fragile and conflict-affected states: <ul style="list-style-type: none"> ● Recognise and respond to the vital role that non-state actors play in maintaining nutrition action during conflict, protracted crises, and extreme fragility. ● Explore alternative engagement strategies to sustain nutrition with non-state actors, using lessons from the 3.0 Strategy period. 	4.0 Lead Authors	Strategic

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1 Background and Context

1.1 SUN 3.0 Background

The Scaling Up Nutrition (SUN) Movement, launched in 2010 by the Secretary-General of the United Nations, is a country-driven initiative presently led by 66 countries and four states of India. The movement brings together stakeholders through its Civil Society, Business, UN-Nutrition, and Donor networks. To guide and accelerate progress in its third phase, the SUN Movement developed a new strategy, the SUN 3.0 Strategy (2021-2025) (hereinafter referred to as SUN 3.0).

During the initial phase of the SUN Movement, SUN 1.0 (2010–2015) focused on building awareness around the issue of undernutrition, establishing the movement, and promoting multi-stakeholder collaboration at the national level. In its second phase, SUN 2.0 (2016-2020) focused on strengthening national ownership, creating multi-stakeholder platforms, and aligning resources and efforts around national nutrition plans.

SUN 3.0 marked important strategic shifts in the Movement² By emphasising the need for stronger country leadership by reinforcing the country-led and country-driven approach. It also focuses on better aligning SUN partners behind national priorities and enhancing accountability across all levels and financing mechanisms.

The main goal of SUN 3.0 is to accelerate nutrition action and systemic change and to deliver on its purpose, SUN 3.0 sets out four strategic objectives: 1) Strengthen and sustain strong policy and advocacy to position nutrition outcomes; 2) Develop and align shared country priorities for action; 3) Build and strengthen country capacity with technical assistance and knowledge management; 4) Ensure SUN governance promotes country leadership and government responsibilities, aligns resources and strengthens mutual accountabilities.

1.2 Evaluation Context

The inception stage was instrumental in jointly refining key evaluation questions and scope, discussing the most suitable approaches and methodologies, and selecting six country case studies to support the analysis: Costa Rica, Ethiopia, Mali, Pakistan, Timor-Leste, and Somalia. The final product of the inception phase was the inception report, which resulted from an iterative approach between the evaluation team, the evaluation task team (ETT), and the evaluation reference group (ERG).³

The inception report outlined the following objectives of this evaluation that guided the evaluation period. The objectives are: 1) Assess the implementation of SUN 3.0 and the achievement of its four objectives; 2) Assess how the actors of the SUN Movement operate

² SUN 3.0 was built on SUN 2.0 and recommendations from the Mid-term Review (2018) and the Strategic Review (2019–2020).

³ ETT is composed of members of the SMS while the ERG is composed of stakeholders that represent a broad range of constituencies of the SUN Movement, including members from the SDN, CSN, UN-Nutrition, SBN, SMS and country representatives.

and work together, considering different levels of global, regional, and national collaboration and the GSS model; 3) Assess the Movement's contribution to countries' nutrition priorities and goals; 4) Assess the SUN 3.0 theory of change, indicators of success, and monitoring and evaluation framework, particularly considering their effectiveness in dealing with complexity, emergence, and changing context; 5) Provide recommendations to improve strategy implementation, achievement of objectives and goals, and ways of working together in the remainder of SUN 3.0; and, 6) Identify any implications of the evaluation for the SUN Movement beyond 2025.

To fulfil these objectives, the evaluation team focused on three main activities: 1) Developing data collection tools for qualitative and quantitative data collection; 2) Collecting data through a series of methods such as desk reviews, e-surveys, Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs), including in-country missions to Costa Rica, Ethiopia, Mali, Pakistan, Timor-Leste and a remote mission in Somalia; and, 3) Analyse the data through a comprehensive data analysis approach utilising Framework Analysis, Collaborative Outcome Reporting and Most Significant Change (MSC). The final product of the evaluation period is this Evaluation Report.

2 Purpose, Scope, and Methodology

2.1 Purpose and Scope

The evaluation's main purpose is to guide the remainder of SUN 3.0, with a secondary purpose of helping inform the SUN Movement's next phase. The intended users of this evaluation are the SUN Countries (Country coordinators and MSP representatives), the SUN governance (Lead Group, SUN Coordinator and ExCom), the Members of the four SUN Movement Global Networks (Donor Network, Civil Society Network, Business Network and UN-Nutrition) and the SUN Movement Secretariat (SMS).

The evaluation's scope is limited to SUN 3.0 (2021-2025). It examines how the strategy was applied and guided the entire movement and how well its implementation has supported SUN Countries in prioritising nutrition and scaling nutrition action. Consequently, the evaluation focused on the outcomes and strategic objectives set in SUN 3.0 to accelerate nutrition action and systemic change.

2.2 Methodology

The evaluation employed a **non-experimental mixed methods design**, combining qualitative and quantitative methods for the analysis, relying on secondary quantitative and qualitative data and primary quantitative and qualitative data collection.

Case Study Approach: Building on SUN 3.0's country-led and country-driven nature, the evaluation also relied on in-depth case studies to unpack detailed and analytical accounts of its national implementation. The case studies showcased best practices and drew lessons and comparisons across various contexts to shed light on SUN 3.0's contribution to

accelerating nutrition action in the selected countries.⁴ Six in-depth case studies were developed as part of the evaluation, resulting from five in-country missions to Costa Rica, Ethiopia, Mali, Pakistan, and Timor-Leste, while Somalia's case was developed online.⁵

Evaluation questions: The evaluation team refined the proposed evaluation questions in close collaboration with the ERG and ETT. The final evaluation questions, presented below, cover the following OECD-DAC criteria - **relevance, effectiveness, efficiency, and sustainability** and a cross-cutting theme on **youth and gender considerations**:

1. To what extent do the SUN 3.0 objectives and design respond to global and national needs, policies and priorities and those of national stakeholders? (Relevance)
2. How has SUN 3.0's theory of change and strategy held up in response to changing global or country contexts? (Relevance)
3. To what extent did the SUN 3.0 strategy contribute to ensuring greater priority is given to nutrition at the country level? (Effectiveness)
4. To what extent did the SUN governance (MSP, Global Networks - CSN, SDN, SBN and UN-Nutrition -, LG, ExCom, SUN Coordinator, SMS) promote country leadership and government responsibilities, align resources and strengthen mutual accountabilities? (Effectiveness)
5. To what extent do SUN countries derive value from the key global and regional events? (Efficiency)
6. To what extent is the momentum of SUN 3.0 - prioritisation scaling of national commitments - likely to continue? (Sustainability)
7. Were equity and gender considerations integrated in SUN 3.0 and in SUN Governance? (Gender and Youth)

2.2.1 Data Collection

The evaluation process involved a series of methods, including desk reviews, e-survey, KIIs and FDGs, and structured workshops, as part of the Collaborative Outcome Reporting (COR) approach.

2.2.1.1 Desk Review

Desk review was a key component of this evaluation. Through a review of relevant materials from the public domain and those provided to us, the evaluation team was able to understand the movement, design the evaluation approach and methodology and answer the evaluation questions. Appendix Section A.2 provides an overview of the main documents reviewed.

2.2.1.2 Key Informant Interviews and Focus Group Discussions

Semi-structured interviews - either KIIs or FDGs - were the main data collection tools used to gather qualitative data for this evaluation. Informant selection was purposive and determined by evaluation information requirements. Individual and group discussions were

⁴ This selective approach for more in-depth learning was completed by e-surveys that were sent out to all countries to ensure an appropriate representation of the findings.

⁵ Appendix A.1 provides the rationale for the country case study selection.

used flexibly to gather as much input as possible within the stipulated timeframe. KIs and FGDs were used to gather global, regional, national and sub-national data. A list of semi-structured interviews conducted during the evaluation is available in Section A.4 in the Appendix.

2.2.1.3 E-Survey

A short e-survey (estimated to take 30-40 minutes) was designed and implemented with SUN Countries to quantitatively capture (i) perspectives on SUN 3.0 national implementation processes and (ii) gather missing data to understand SUN 3.0 contributions to the country's priorities and goals for nutrition. 85 respondents from 55 SUN countries participated in the e-survey, including responses from 40 country coordinators and 29 responses from other constituencies. Appendix Section A.3 provides an overview of countries participating in the process.

2.2.1.4 Structured workshops

As part of the Collaborative Outcome Reporting (COR) approach, once all the interviews were completed during the country missions, the team consolidated the findings backed by success stories that would corroborate them and conducted workshops with all interviewed constituencies. These workshops aimed to validate the findings while assessing the strength of identified contributions and the most significant changes from the SUN 3.0 strategy in accelerating nutrition action in the countries. During the workshops, participants either validated or rejected the findings through an open discussion and provided additional stories when relevant. Key findings by country, accompanied by the success stories, can be found in Section A.6 in the Appendix.

2.2.2 Data Analysis

The team employed three main analytical frameworks for data analysis and synthesis: Framework Analysis, Collaborative Outcome Reporting (COR), and Most Significant Change (MSC).⁶ These were selected for their suitability to evaluating SUN-supported actions, the Global Support System (GSS), and SUN governance within country priorities and nutrition goals.

Framework Analysis offered a systematic approach to categorising data and identifying patterns, relationships, and key themes related to SUN 3.0's strategic objectives, which helped to organise and analyse large volumes of data. The team used the COR approach for the contribution analysis.⁷ The collected and analysed data was triangulated (by source and data collection methodology) to enhance the credibility and validity of the findings.

⁶ One can find a more detailed explanation on the data analysis methods in Section A.5 in the Annex

⁷ Better Evaluation

<https://www.betterevaluation.org/methods-approaches/approaches/collaborative-outcomes-reporting>

2.2.3 Challenges & Limitations

This section highlights some of the challenges and limitations faced throughout the evaluation of SUN 3.0 to provide a balanced and transparent interpretation of the findings presented below.

During the inception phase, given the time and resources available for the assignment, the evaluation team highlighted a trade-off between the evaluation's breadth and depth. Based on the priorities identified by the ERG and ETT, the scope of the evaluation was limited to activities covering the period of SUN 3.0 (2021-2025). This scope required a review of the evaluation questions and what could be assessed - acknowledging the transitional and evolutive nature of the SUN Movement and the challenges related to separating the contributions of the SUN 3.0 in isolation from the progress made in the previous phases. This led to an iterative engagement with the ETT and the ERG to align expectations, review the evaluation questions and agree upon the evaluation matrix and methodology. These changes were instrumental to ensuring ownership and aligning expectations but extended the inception period.

One key aspect of the evaluation is the complexity and multifaceted nature of the SUN Movement. The evaluation team has collected large amounts of data through KIIs and FDGs and analysed it using the methods described in the previous section. The original evaluation plan aimed to leverage the 204 Global Gathering as a critical moment for reflection and validation. However, the SUN Global Gathering was postponed due to unforeseen circumstances and the evaluation process was adapted. With support from the ETT and SMS hub representatives, the evaluation team held five virtual sessions with key stakeholders from each SMS hub's countries to overcome this limitation. Validation workshops were also conducted in five in-depth case study countries, except in Somalia. However, the workshop with countries from the Convergence Hub provided the evaluation team with necessary insights, which were factored into the evaluation report.

3 Evaluation Analysis & Findings

3.1 Relevance

Key Findings

1. The strategy aligned closely with global policies and priorities, notably the SDGs and the World Health Assembly (WHA) nutrition targets
2. The SUN 3.0 Strategy responded to country needs through extensive consultations held during its development and an increased focus on being country-driven and country-led.
3. The SUN Movement swiftly adapted its ways of working in response to COVID-19 and the global food and nutrition crisis by resorting to digital platforms to develop the 3.0 Strategy, promoting knowledge exchange in terms of crisis responses among SUN Member States, and linking through advocacy country needs and global support to drive coordinated action in response to the changing context.
4. The theory of change aimed to achieve systemic change through a multi-sectoral, multi-stakeholder approach without being prescriptive, allowing countries to adapt the 3.0 Strategy to their context, capacities and needs.
5. The 3.0 Strategy implicitly assumed collaboration among SUN stakeholders, overlooking possible conflicting interests and power dynamics. It underestimates the complexities of voluntary collaboration, and while the strategy proposes risk mitigation mechanisms, these were insufficient given the high risk and potential costs associated with the breakdown of this key assumption.
6. The theory of change did not sufficiently acknowledge the heightened risks and shifting assumptions that affect progress in FCAS countries.
7. Measuring SUN 3.0's success remains a challenge, as existing indicators focus on programmatic outcomes rather than systemic and collective impact.

3.1.1 To what extent do the SUN 3.0 objectives and design respond to global and national needs, policies and priorities and those of national stakeholders?

[3.1.1.1 Alignment with global priorities and needs](#)

In developing SUN 3.0, stakeholders responded to global needs by adopting a wider focus on malnutrition. The strategy recognised the importance of addressing all forms of malnutrition and the interconnectedness of nutrition with other global challenges. Stakeholders acknowledged the changing global landscape and expanded the strategy's focus to include overweight and obesity, which directly responded to these global trends. For instance, Costa Rica, one of the country case studies, appreciated SUN 3.0's broader focus on these forms of malnutrition.⁸

SUN 3.0 was developed to align closely with global policies and priorities, notably the SDGs and the WHA nutrition targets. The 3.0 Strategy emphasises a holistic approach to nutrition, recognising the interconnectedness of global challenges such as climate change, food systems, and health crises. Evidence suggests that SUN 3.0 has championed the priorities of member countries on a global and regional stage with support from the GSS.

⁸ (Key Informants)

In 2022, for instance, the Global Support System (GSS) hosted regional Nutrition for Growth (N4G) webinars to share progress and challenges in fulfilling commitments while leveraging the Nutrition Accountability Framework to monitor actions. Collaboration with the United Nations Food Systems Coordination Hub helped to build further and strengthen the coherence and interlinkages among food systems, nutrition and climate action. At the same time, advocacy efforts of the SUN Lead Group resulted in a strong statement on the nexus of climate, food and nutrition during COP27. The Food Systems Solutions Dialogues - which began as high-level discussions aimed at improving coordination among nutrition and food systems – resulted in SUN country coordinators pushing to ensure the mainstreaming of nutrition into food systems transformation pathways.⁹ At the regional level and with the support of the GSS, Côte d'Ivoire successfully advocated for nutrition to become a central theme for the African Union, leading all 55 member states to declare 2022 as the “Year of Nutrition”.¹⁰

In 2023, the GSS facilitated the participation of SUN Country coordinators and representatives at high-profile global events such as COP28, the seventy-sixth World Health Assembly, the United Nations General Assembly, and the United Nations Food Systems Summit +2 Stocktaking Moment. Additionally, the SUN GSS developed tailored advocacy and communication toolkits for these events, including key messages on climate financing for nutrition, calls to action for integrating nutrition into broader agendas, and ready-made materials for amplifying these messages through partners’ channels. These actions and experiences ensured that the priorities of SUN countries were prominently represented at major international forums, embedding nutrition into discussions on climate, health, food systems, and the SDG agenda, thereby reaffirming its centrality to the global development agenda.¹¹

3.1.1.2 Participation and response to national needs

The strategy development process included extensive consultations to enhance country leadership and ownership, ensuring alignment with national needs and global agendas such as the SDGs and WHA targets. The GSS conducted wide consultations, including surveys and meetings, to gather input from country coordinators and other stakeholders¹² and set up working groups to identify pressing issues and discuss the way forward.¹³ These efforts to hear national voices and align the responses to national needs resulted in almost 75% of e-survey country respondents stating that their country participated in the consultations for the development of the SUN 3.0 and 72% of them stating that their country's concerns and needs were well reflected in the final product. Stakeholders highlighted a "renewed emphasis on genuine country leadership" and a focus on

⁹ Important to note that many SUN country coordinators also serve as national Food Systems Convenors and could ensure close interlinkages and strategic alignment between national and subnational efforts.

¹⁰ (SUN Annual Report 2022, 2023, pages 12 and 13)

¹¹ (SUN Annual Report 2023, 2024, page 9, Climate Action Toolkit and Food Systems Toolkit)

¹² (SUN Strategy Annex, 2020, page 3 and Key Informants)

¹³ (Ops Group, 2021, page 7)

"accelerating progress to meet the WHA and SDG nutrition targets".¹⁴ Finally, establishing SMS Hubs was seen as a positive response to country needs and a means to better bridge the movement from the global to the national level, enhancing regional collaboration and learning and helping to foster local ownership of actions.¹⁵

3.1.2 How has SUN 3.0's theory of change and strategy held up in response to changing global or country contexts?

3.1.2.1 Adopting new ways of working

The 3.0 Strategy came at a time of unprecedented global crises and shocks, beginning with COVID-19 during its development phase. The COVID-19 crisis required a significant shift in global working practices, profoundly impacting the SUN Movement. The SUN 3.0 Strategy had to be developed entirely through virtual collaboration. **The Movement adapted swiftly by leveraging digital platforms and sharing crisis response measures with SUN countries to mitigate nutritional losses during the pandemic.**¹⁶

The Sun Movement Secretariat (SMS)'s initial response focused on supporting its staff and adapting to the new circumstances. It organised virtual regional meetings to facilitate the exchange of pragmatic, solution-oriented approaches among member countries.¹⁷ National networks demonstrated remarkable adaptability, ensuring the continuation of advocacy efforts to align country priorities with emerging challenges. For example, in Ghana, the National Multi-stakeholder Platform (MSP) spearheaded the creation of a food and nutrition security monitoring system during the COVID-19 pandemic. Integrating data from sectors such as health, agriculture, and trade, this system enabled decision-making and regular monitoring to mitigate the pandemic's impact on nutrition outcomes.¹⁸ Similarly, in Pakistan, the SUN Civil Society Alliance (CSA) collaborated with disaster management authorities to integrate nutrition into emergency responses during the COVID-19 pandemic and catastrophic floods. Efforts included distributing nutritionally balanced ration packages, advocating fortified foods, and supporting government-led social protection programs.^{19,20}

As the world began recovering from the socio-economic and health impacts of COVID-19, new crises emerged, including the war in Ukraine and the Gaza conflict. These, combined with the escalating effects of climate change, have deepened poverty, vulnerability, food insecurity, and malnutrition. The resulting food and nutrition crisis significantly increased international food and energy prices, intensified inflationary pressures, and reduced the availability of food commodities.

¹⁴ (SUN Civil Society Network, 2021b, pages 4 and 5)

¹⁵ (SMS, 2023, pages 4 and 5, and Key Informants)

¹⁶ (Key Informants)

¹⁷ (Key Informants)

¹⁸ (Action Brief Ghana, 2022)

¹⁹ (Action Brief Pakistan, 2023)

²⁰ The contributions of the Regionalization to cross-country learning and capacity building are further unpacked in the Effectiveness Section.

At the global level, e-survey data show that 78% of respondents believed UN Nutrition had successfully adopted new ways of working, followed by 64% for the SMS and 59% for the CSN.. At the national level, respondents largely agreed that UN Agencies/UN Nutrition, CSAs, National Multi-stakeholder Platforms (MSPs), and Country Coordinators all found new ways of working; meanwhile, sub-national MSPs, Academia, Donors, Business, Parliamentarians, and particularly Media and Youth Networks (which are not present in a majority of the Movement countries) had fewer relevant responses for analysis.²¹ The SMS responded to the crisis with regional dialogues with Country Coordinators to identify the impact and challenges posed by the crisis in SUN member countries, discuss how the SUN Movement can support nutrition mainstreaming as a national and global response measure, and foster peer-to-peer learning across countries. Based on the dialogues and GSS consultations, the Secretariat developed, in collaboration with SUN networks, a series of advocacy messages on the global food crisis, country-level nutrition, maternal and child health and nutrition, and asks. **Adapting the ways of working played an important role in sustaining advocacy efforts to reflect country needs and promoting knowledge sharing in crisis response.**

3.1.2.2 Soundness and Plausibility of the Theory of Change (ToC)

The structural integrity of a Theory of Change (ToC) depends on its clarity, logical pathways, causal links, the definition and sequence of results, and the plausibility and independence of its assumptions. It must also exhibit overall coherence.²²

The SUN 3.0 Strategy ToC is comprehensive and largely logical. Building on SUN 1.0 and 2.0, it identifies four strategic objectives: building national institutional architecture, aligning shared country priorities, enhancing capacity, promoting country ownership, and fostering mutual accountability among SUN constituencies and member states. It unites diverse nutrition actors across sectors in Multi-Stakeholder Platforms (MSPs) to integrate, innovate, and cooperate on nutrition-sensitive and nutrition-specific planning and action tailored to each country's context and needs, with support from the GSS.

The ToC is intentionally simple and non-prescriptive, aligning with SUN 3.0's country-led, country-driven philosophy. A global ToC addressing complex outcomes in dynamic environments requires simplicity, and SUN 3.0 delivers on this. It focuses on enabling conditions across sectors and areas (the "what") for systemic change while avoiding a one-size-fits-all approach. The ToC allows countries to adapt the strategy to their unique contexts by developing their country-specific ToCs, including appropriate goals, inputs, outputs, pathways, and assumptions. The Joint Annual Assessment (JAA) process provides an excellent foundation for countries to articulate how SUN can add value within their national contexts.

Since its inception, the SUN Movement has convened diverse stakeholders to support national nutrition plans. SUN 3.0 maintains this collaborative ethos, emphasising collective,

²¹ High shares reporting do not know or not applicable.

²² For more information on the SUN 3.0 ToC, please refer to the figure 2 of the SUN 3.0 (see [here](#)).

coherent, and evidence-based action. The ToC highlights teamwork "without egos" and success "without logos," prioritising coordination and voluntary collaboration. **However, it assumes collaboration will naturally occur, underestimating the complexities of voluntary partnerships. If collaboration falters, the ToC's effectiveness may be compromised.**²³ If the success of the SUN Movement depends on all parties voluntarily collaborating to achieve its strategic objectives, the ToC fails to adequately test or assess the consequences if this assumption does not materialise. As the discussion on accountability later eludes, collaboration challenges are evident in the difficulties surrounding the development of a working unified GSS Logframe at the global level. At the national level, collaboration trends are mixed. While 36% of the 2023 JAA respondents identify non-alignment of stakeholders as a bottleneck to progress (compared to 39% in the 2022 JAA),²⁴ key informants and the documents reviewed highlight strong cooperation within the national MSPs through regular meetings, digital communication, and peer learning.

There is sufficient evidence to suggest that voluntary collaboration should not be an assumption but a deliberate outcome or potential risk within the ToC. The SUN Movement strategy must actively promote and measure meaningful engagement at all levels, embedding collaboration as a foundational element.²⁵ The diversity of actors—governments, the private sector, civil society organisations, development partners, and donors—brings conflicting interests, making the SUN Movement a critical framework for managing tensions and conflicts.

In fragile and conflict-affected states (FCAS), achieving nutrition outcomes requires additional resources, flexibility, and stronger linkages between humanitarian and development efforts. Their needs and approaches to meeting those needs differ. The ToC does not sufficiently acknowledge the heightened risks and shifting assumptions inherent in FCAS, which demand a more tailored approach. .

Finally, a challenge for SUN 3.0 has been the difficulty of measuring its success.²⁶ Measuring the Movement's success is challenging due to the movement's complexity. Success should reflect collective action and systemic change, such as increased donor funding for nutrition, diverse stakeholder engagement, and effective country learning processes, as prescribed by the SUN 3.0. The current ToC indicators focus too heavily on programmatic outcomes, resembling a traditional project approach rather than capturing the dynamic, collaborative essence of the movement.

²³ (Key Informants)

²⁴ Non-alignment of stakeholders ranked 4th among eight options, which are reported here from the most frequently selected to the least frequently selected in accordance with the 2023 JAA: funds not available or committed (64%), legislation development not progressing as planned (42%), tracking of financing not possible (40%), stakeholders not aligned (36%), funding commitments not honoured (34%), other (26%), monitoring of progress not possible (25%), and, implementation capacity not in place (21%).

²⁵ (Key Informants)

²⁶ (Key Informants)

3.2 Effectiveness

Key Findings

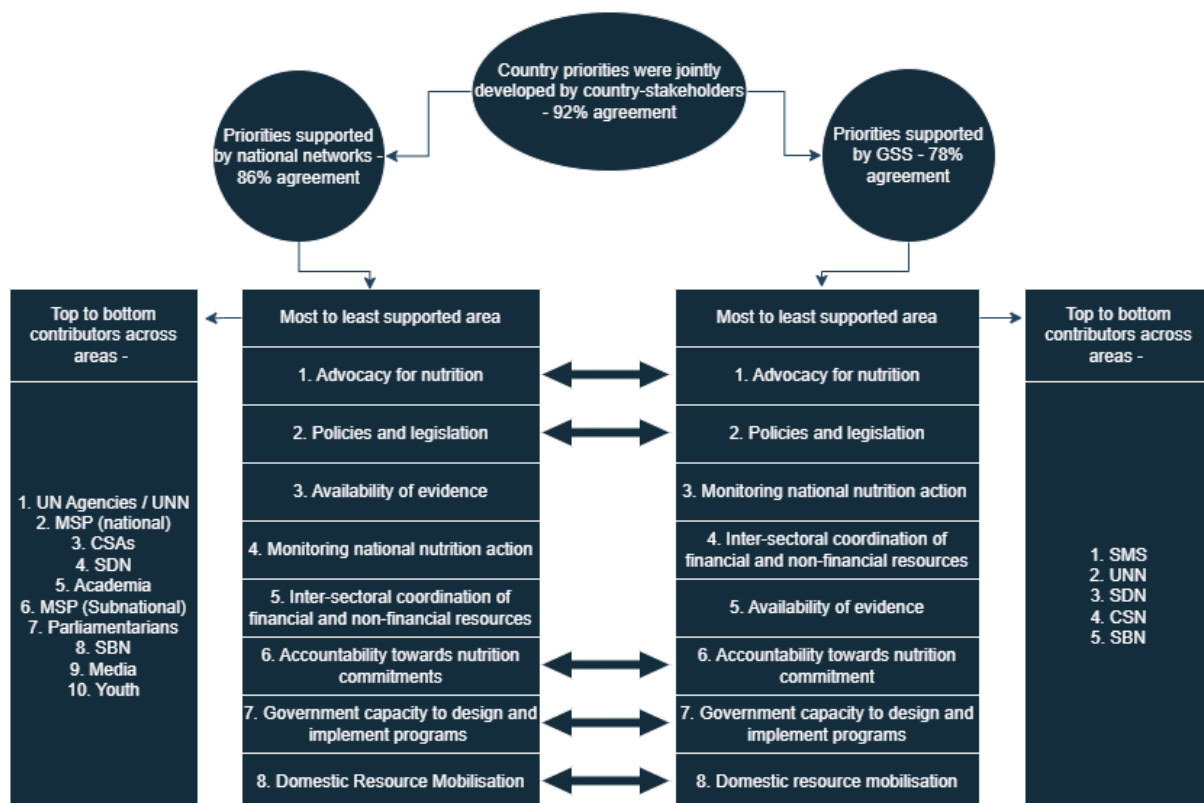
8. The SUN 3.0 strategy placed country leadership at the heart of its approach, enabling national governments to take ownership of their nutrition agendas through country-led nutrition action. National priorities were jointly developed by SUN national stakeholders and sufficiently supported nationally and globally by the Movement.
9. While advocacy for nutrition and policy development see robust contributions across multiple networks, domestic resource mobilisation remains the weakest support area and represents the most pressing gap for SUN engagement.
10. Multi-stakeholder platforms (MSPs) have created spaces to address political and institutional tensions, enabling actors to work towards common nutrition goals in countries where they function well.
11. The SUN Movement Coordinator's engagement with high-level government officials has been instrumental in revitalising national commitment to nutrition in several countries, including in changes in governments.
12. Regionalisation has been one of the most impactful innovations under the SUN 3.0 Strategy that addresses country support needs, and encourages peer exchanges and good practice sharing.
13. The Movement's collective advocacy for nutrition holds substantial promise but remains underutilised.
14. Overlapping responsibilities of the SUN Movement's Lead Group and ExCom slows decision-making and potentially weakens governance.
15. The Joint Annual Assessment (JAA) was well-received by countries as a key accountability mechanism, with over 80% of country coordinators agreeing that it supported countries in staying accountable to their commitments.
16. The Mutual Accountability Framework (MAF) at the global level failed to achieve its intended purpose due to a lack of ownership and commitment from key stakeholders.
17. There was a significant shortfall in technical assistance at all levels, revealing a critical need for strengthened national resource mobilisation and coordination capacities.
18. Resource mobilisation for nutrition at the national level remains a persistent challenge hindering progress in many countries.
19. The global governance structures have made significant contributions to advancing the nutrition agenda, particularly in advocacy, but there is untapped potential for greater impact amid emerging global priorities.

3.2.1 To what extent has the SUN 3.0 Strategy contributed to elevating the priority of nutrition at the national level?

The SUN 3.0 strategy placed country leadership at the heart of its approach by focusing on country-led nutrition action, enabling national governments to take ownership of their nutrition agendas. SUN networks worked with governments through joint planning and collaborative priority setting to align themselves and their work with country priorities while enhancing national capacity through targeted capacity building and advocacy work.

Over the years, SUN Movement stakeholders have increasingly adopted collaborative planning on their priorities and work plans. . Aligning their approach with the guidelines and principles of the SUN 3.0 strategy has been central to implementing a country-led approach and prioritising and scaling nutrition action in SUN Countries. According to the e-survey respondents under SUN 3.0, country priorities are jointly developed by country stakeholders and are supported by national networks and the Global Support System, as supported by Figure 1, thus fostering locally tailored, multisectoral policies and collaborative action.

Figure 1: Country priorities development, supported areas and contribution of National SUN networks and structures and Global Support System



Advocacy for nutrition emerged as a predominant area of contribution across most networks. Nationally, the Civil Society Network (80%), UN Agencies Network (78.9%), and the MSP (75.6%) were particularly impactful, while the SMS (75%) and UNN (67%) demonstrated strong engagement at the global level.²⁷ Policies and legislation, the second most supported area, received robust support from UN Agencies (71.8%), the MSP (61.5%), Parliamentarians (58.2%) at the national level and from the UNN (50%), and the SMS (46%) at the global level. Academia (54%) and UN Agencies (67%) contributed to evidence availability nationally, while UNN (47%) and SMS (43%) supported it most globally. National MSPs were identified as the most important contributors to inter-sectoral coordination of

²⁷ Reading these figures: 75.6% of the respondents selected that National MSPs have contributed to strengthening advocacy for nutrition.

financial and non-financial resources and accountability at the national level. Respondents also identified national CSAs (42%) as accountability drivers. Finally, across all networks, domestic resource mobilisation remains the weakest area of contribution, with scores rarely exceeding 30%, including for the global and national SDNs (18% and 24%, respectively).

Evidence from selected countries corroborates the e-survey data. National networks, particularly UN agencies and Civil Society Alliances, were identified as key contributors to strengthened advocacy and policy environments. In Mali, the CSA's efforts contributed to constitutional recognition of the right to food, while in Somalia, networks ensured continued action during crises. In Mali, the Ministry of Health and Social Development was instrumental in coordinating the plan and bringing together other line ministries (Health, Education, Agriculture, Social Development, etc.), donors, UN agencies, and civil society.²⁸ While the national MSP convened multiple stakeholders to align on shared goals and targets, members of national networks made vital contributions. UN agencies like UNICEF and WFP offered technical guidance for designing evidence-based interventions, budgeting, and setting up monitoring mechanisms; FAO contributed expertise on nutrition-sensitive agriculture, healthy diets, and food systems, while WHO provided guidance on maternal and child health approaches. Donors such as the World Bank and the European Union financed consultative workshops, analysis of local data, and resource mobilisation efforts. National and international NGOs (e.g., Helen Keller Intl, Action Against Hunger) contributed on-the-ground data, advocated for interventions reaching the most vulnerable, and supported community-level outreach. At the same time, The Civil Society Alliance for Scaling Up Nutrition in Mali helped ensure grassroots participation and equity-focused intervention. Similarly, in 2022, the Government of Ecuador launched a National Strategy to Reduce Child Malnutrition, aiming to reduce chronic child malnutrition through a multisectoral, multi-stakeholder approach. This effort was spearheaded by the Presidency of the Republic and the Ministry of Public Health, with involvement from the Social and Economic Inclusion, Education, and Agriculture ministries. The government's political leadership gave the nutrition agenda high visibility and helped ensure comprehensive policy coordination.²⁹ UN agencies supported the process through technical content development and expertise (UNICEF and PAHO/WHO on maternal, infant, and young child feeding (MIYCF) programmes, WFP on food security and emergency nutrition and FAO on agriculture and food systems). The Ecuador SUN Civil Society Alliance played a pivotal role by sharing evidence from NGOs and community-based organisations, especially regarding indigenous and rural communities, and private sector actors collaborated on fortification initiatives and distribution of maternal/child health products.

²⁸ Government of Mali, 2021. Plan d'Action Multisectoriel de Nutrition (2021–2025). [pdf] Ministère de la Santé et du Développement Social. Available via: <https://sante.gouv.ml/> [Accessed 17 January 2025].

²⁹ President Lasso, at the launch of the strategy, emphasised that "Chronic childhood malnutrition not only affects children, but society as a whole" and called for unity in combating this issue".

The role of national networks in maintaining and continuing nutrition action is amplified during fragility. National actors affiliated with the Movement have been instrumental in continuing nutrition-related action in countries navigating fragility and uncertainty. For instance, during the crisis in Sri Lanka, despite the dissolution of the National Nutrition Council (NNC) and the Multisector Action Plan for Nutrition (MSAPN) after November 2019, UN agencies and civil society continued to advocate for and implement multisectoral nutrition approaches. The SUN People's Forum (SUNPF), established with support from WFP, Save the Children, and the National Nutrition Secretariat of Sri Lanka, continued reinforcing civil society awareness on Scaling Up Nutrition (SUN) initiatives. These mechanisms enabled the SMS hub to pick up national engagement using these as a starting point when a new country coordinator was appointed again in 2023.

Consultations in the case study countries revealed how SUN Movement facilitation through the MSP and the Country Coordinator's efforts enabled a structured multi-stakeholder platform, fostering alignment between government, UN agencies, donors, and civil society, managing institutional tensions and fostering a multistakeholder approach. In countries where the MSPs worked as intended – Mali, Costa Rica, and Pakistan among the in-depth case countries, they created spaces to address political and institutional tensions, enabling actors to work towards common goals. These spaces were often used to identify collaboration areas and discuss the gaps and challenges. In Costa Rica, the quarterly MSP meetings fostered lasting partnerships between academia, government, and UN agencies, which collaboratively developed pilots to address malnutrition. While the government owned and led the pilots, academia provided staff for implementation. It led the evidence generation and facilitated knowledge and lessons in best practices from the region (through the cross-country engagements supported by the SMS hub). Today, academic institutions are important stakeholders enabling the government to advance its nutrition agenda in Costa Rica. Other times, these MSPs had a critical role in managing inter-stakeholder tensions. The SUN Movement acknowledges that creating a space for all actors may lead to potential conflicts of interest. However, they view this as an opportunity to put policies and frameworks for cooperation in place, ensuring activities occur openly and transparently. An example of a well-functioning MSP dealing with disagreements comes from Chad. The country established a Permanent Technical Committee on Nutrition and Food (PTCNF) that brought together various stakeholders, including government ministries, development partners, and civil society. Despite initial conflicts, the platform successfully brought diverse groups together to work on nutrition issues. The government's empowerment of the PTCNF to act as a legal entity allowed it to effectively resolve conflicts and unite different perspectives towards a common goal.

It is important to note that while a well-functioning MSP is an important catalyst, sporadic examples also highlight that MSPs can have a mediating effect instead of a catalytic effect when they duplicate national mechanisms or fragment coordination efforts. The SUN Strategy 3.0 does not recommend creating a parallel body. However, in some cases, like

Timor Leste, politicising the nutrition agenda can lead to duplicate structures that do not function optimally. Similarly, in the Democratic Republic of the Congo (DRC), the MSP is positioned at a sub-ministerial level with insufficient funding, duplicating an existing national coordination mechanism. Creating an additional multi-sector national nutrition platform complicates coordination and fragment efforts. New layers of coordination in an already complex system hampers effective collaboration. In other conflict-affected countries, mandates of key stakeholders like UN agencies and civil society organisations may prevent them from collaborating with de-facto governments. In protracted crises, these challenges may be amplified.

When positioned at the right level, Country Coordinators act as catalysts for aligning stakeholders and promoting coherence. Experiences of SUN Countries suggest that to leverage the advantages of being a part of the SUN Movement better, the country coordinator should be positioned in a high-level government role with cross-sectoral influence, policy-making capabilities, and the authority to convene diverse stakeholders and direct communication with senior health and nutrition officials as recommended in the SUN 3.0 strategy. In the Philippines, the Country Coordinator also served as the Executive Director of the country's National Nutrition Council (NNC), giving her significant influence and authority. The coordinator's position within the government structure allowed for aligning SUN Movement activities with national priorities and existing government initiatives. In her capacity at the NNC, she was well-positioned to work closely with various stakeholders, including academia, business, civil society, development partners, and United Nations agencies,³⁰ and be involved in developing and implementing national nutrition strategies, such as the Philippine Plan of Action for Nutrition (PPAN) 2023-2028. The PPAN was developed with extensive multi-sectoral engagement. The government chooses the Country Coordinator. Since many SUN countries have found it difficult to implement guidance for the Country Coordinator, SUN advocacy should continue to focus specifically on this aspect, as already provided in the GSS advocacy strategy.

In addition, the evaluation finds that volunteer Country Coordinators are often overburdened with responsibilities alongside their full-time jobs, which often limits their effectiveness. Supporting Country Coordinators with additional personnel, as suggested by the 3.0 Strategy, is a way to address this issue, recognising the centrality of their role. For example, the Ethiopian Civil Society Coalition for Scaling-Up Nutrition (ECSC-SUN) deployed a part-time staff to support the activities of the national Country Coordinator.

In the same realm, engagement at the highest level is an important driver of political willingness and traction. Studies have long documented the importance of political commitment and leadership at the highest level of government as a key driver of nutrition action in countries. While political commitment and leadership are insufficient to drive action, combined with the tools and resources promoted under the SUN 3.0 strategy, the

³⁰ <https://scalingupnutrition.org/regional-hub/asia>

combination can create an enabling environment to achieve and sustain these gains. For instance, in Mali and Ecuador, strong government leadership (often at the presidential or prime ministerial level) was critical for convening all sectors and giving the nutrition agenda the requisite political visibility. Political commitment does not accidentally emerge or simply exist; however, it can be created and strengthened over time through strategic action.

The engagement of the SUN Movement Coordinator with the highest levels of government is a useful tool available to the SUN Movement for revitalising national commitment to nutrition. It can help countries make important segues into strengthening systems and investments in nutrition. During in-country consultations, stakeholders reported that visits and engagements by SUN coordinators played an important role in building and reviving political will for nutrition in their countries, including amid changes in governments. In Mali and Ethiopia, the SUN Movement Coordinator’s visit facilitated discussions on nutrition strategies and mobilised budget allocations for nutrition interventions. This was noted as a key contribution and a driver of significant change in national nutrition prioritisation in both countries.³¹ In Timor-Leste, the engagement elevated nutrition governance to the Prime Minister’s Office. For Somalia, the current SUN coordinator's participation in the London Conference on Somalia in 2022 resulted in international support and assistance during the famine.

When asked how the various instruments contributed to scaling nutrition action, e-survey respondents highlighted that these contribute most to advocacy and least to resource mobilisation.³²

Table 1: Areas that the various tools and instruments support

Tool/Instrument	Most Valued Contributions	Other Contributions	Insights
Joint Annual Assessment (JAA)	Monitoring national nutrition action (57.1%) and accountability towards nutrition commitments (54.1%).	Advocacy for nutrition (50%) and policies and legislation (40.5%).	Appreciated for ensuring accountability and strengthening monitoring mechanisms.
SUN-Supported Peer Learning Activities	Advocacy for nutrition (56.3%) and government capacity to design and implement programs (38%).	Policies and legislation (31%) and inter-sectoral coordination (33.8%).	Viewed as important in promoting advocacy and building programmatic capacity.

³¹ Please refer to the Annexe of the COR workshop findings where the key contributions and the strength of each contribution are presented.

³² The tools asked about are as follows: Joint Annual Assessment (JAA), advocacy tools and materials, country level action briefs, e-learning and toolkits, SUN-supported peer-learning activities, Technical Assistance provided through the Movement, Country Visits.

Tool/Instrument	Most Valued Contributions	Other Contributions	Insights
SUN Technical Assistance	Advocacy for nutrition (50.8%) and policies and legislation (41.5%).	Government capacity building (35.4%) and monitoring nutrition action (32.3%).	Important for advocacy and policy development, with moderate value placed on capacity building.
Country Visits	Advocacy for nutrition (48.6%) and policies and legislation (30.8%).	Monitoring national nutrition action (25%) and government capacity building (24.3%).	Perceived as a valuable advocacy tool but contributes less to other areas
SUN Advocacy Tools and Materials	Advocacy for nutrition (52.2%) and policies and legislation (34.1%).	Government capacity building (29%) and availability of evidence (24.6%).	Effective for advocacy efforts and legislative development.
Country-Level Action Briefs	Advocacy for nutrition (50%) and monitoring national nutrition action (44.1%).	Policies and legislation (35.3%) and inter-sectoral coordination (29.4%).	Well-suited for advocacy and monitoring purposes, with less emphasis on direct capacity building.
E-Learning and Toolkits	Advocacy for nutrition (41.7%) and availability of evidence (36.7%).	Policies and legislation (25%) and government capacity building (23.3%).	Recognised as promoting advocacy and evidence generation.

The table above shows how tools like the Joint Annual Assessment (JAA), peer learning activities, and advocacy materials stand out for their contributions towards strengthening advocacy for nutrition. Country visits also have a far higher influence on advocacy for nutrition compared to influence in any other area. Tools like technical assistance, action briefs, and advocacy materials are valued for shaping policies and legislation, reflecting a need for strong governance frameworks. Instruments like the JAA and action briefs are particularly appreciated for strengthening monitoring systems and accountability mechanisms, which are crucial for tracking progress and resource allocation. Peer learning activities and technical assistance enhance national actors' capacity to design and implement nutrition programs.

Why National Actors Most Value Advocacy, Policies, and Monitoring

- 1. High Political Relevance of Advocacy:** Advocacy tools (peer learning, materials, country visits) are seen as the most direct route to mobilising political will, building public support, and creating an

enabling environment for cross-sectoral collaboration. National actors often prioritise advocacy because it paves the way for legislative changes and financial commitments.

- 2. Foundational Role of Policy Frameworks:** National nutrition agendas risk fragmentation without strong policies. Tools like technical assistance and action briefs are valued because they help countries develop cohesive frameworks integrating health, education, agriculture, and social protection.
- 3. Critical Need for Monitoring and Accountability:** Monitoring tools like the JAA and action briefs are indispensable for tracking progress, ensuring efficient resource allocation, and identifying barriers to implementation. These tools allow stakeholders to hold each other accountable for their commitments.
- 4. Capacity Building as a Catalyst:** Peer learning and technical assistance empower national actors to implement nutrition strategies effectively. By enhancing institutional and technical capacities, these tools address a persistent gap in many countries: the ability to operationalise plans into impactful actions.

Resource mobilisation for nutrition at the national level remains a persistent challenge and continues to hinder progress in many countries, as confirmed by the e-survey and JAA (refer to Figure 1). In the e-survey, resource mobilisation is identified as the least supported area by global and national SUN stakeholders, and it also emerges as the most frequently cited need when asked to identify needs for the next strategic period.³³ Similarly, when asked to select areas to which each national network contributed, domestic resource mobilisation emerged as the weakest area across all networks, highlighting a critical gap in building financial sustainability for nutrition. These findings are consistent with the significantly high number of technical assistance requested³⁴ in financing for nutrition and with consultations in Costa Rica, Mali, and Ethiopia, where stakeholders indicated the inability to mobilise resources and a lack of capacity for resource mobilisation for nutrition as significant constraints for scaling nutrition action. Additionally, with only 34% of SUN Countries tracking government expenditures on nutrition, there are significant gaps in mobilising, tracking and strengthening domestic financing for nutrition.

The Movement has begun to address these challenges in the 3.0 strategic period. Some key steps include setting up the ExCom Finance Task Team and the Community of Practice on nutrition financing to mobilise finance expertise, strengthen SUN countries' financing capacity, and develop effective partnerships. Since 2021, the Movement has led over 20 engagements connecting funders with SUN Countries. In addition, the SMS began finance pilots in Bangladesh, Senegal and Somalia in 2022. Such pilots helped with identifying funding gaps, developing new costed nutrition plans, and prioritising unfunded interventions in already existing nutrition strategies. In 2023, the Lead Group approved the launch of the

³³ 24 respondents cited resource mobilisation, followed by advocacy (15 respondents), capacity building (14 respondents) and mobilization for multisectoral coordination (9 respondents).

³⁴ Through the Technical Assistance Mechanism.

Finance Capacity Development Platform (FCDP) to enhance the ability of SUN Countries to access and effectively use financing to improve nutrition outcomes. Given its recentness, the effectiveness of FCDP has yet to be assessed.

During the SUN 3.0 strategic period, countries highly valued technical assistance and capacity-building, yet there was a significant shortfall in their provision at all levels. This shortfall, however, does not reflect a failure of the SUN Movement’s technical facility, as the Movement’s role has never been to provide technical assistance directly. SUN 3.0 is rooted in a country-led approach, which places the responsibility on countries to meet their needs—such as accessing technical assistance—through collaboration and coordination across different constituencies. The real gap lies in the ability of national stakeholders to mobilise the necessary support for technical assistance, revealing a critical need for strengthened national capacities in resource mobilisation and coordination. As a catalyst for action, the SUN Movement aims to empower countries to leverage all available resources to scale national nutrition efforts. In this capacity, the Movement has continued to deliver within the available means. Countries could articulate their needs, while the SUN Movement Secretariat (SMS) and its hubs played a crucial role in managing these requests and identifying potential service providers, starting at the national level and using the global technical assistance mechanism only as a last resort. Through this approach, the Movement successfully matched several unmet technical assistance needs during the period.

However, the last-resort technical assistance (TA) mechanism has room for greater impact, particularly through an equity lens. Currently, the mechanism prioritises countries "ready" to receive and efficiently utilise technical assistance, emphasising value for money. While this approach ensures effective resource use, it inadvertently disadvantages the countries that need assistance the most—those with limited capacity to mobilise resources or demonstrate readiness, often in fragile and conflict-affected situations (FCAS). It is also important to recognise that, given the limited capacity for domestic resource mobilisation in many countries, there is often a heavy reliance on donor financing to address technical assistance needs. While this evaluation does not specifically examine how donor support—delivered through UN agencies or other national actors—may be subject to similar equity-related limitations, this is a critical consideration. **Understanding how donor funding aligns with equitable access to technical assistance is essential when assessing a country’s ability to meet its national-level technical assistance requirements effectively.**

Regionalisation has been one of the most impactful innovations introduced under the SUN 3.0 strategy. Given the scale of the SUN Movement, encompassing 66 member countries across diverse socio-political and economic contexts, regionalisation represents a strategic attempt to decentralise support and enhance the relevance of interventions. CSN was the first to regionalise – deploying Senior Regional Advisors in four regions—West and Central Africa, East and Southern Africa, Asia, and Latin America and the Caribbean - to work directly with Civil Society Alliances (CSAs) to strengthen advocacy, fundraising, governance, and

resource mobilisation. The SBN and the SMS only began the rollout of their regionalisation plan in 2022. In September 2022, SBN's Global Secretariat hired a Regional Coordinator for Africa. However, this position was made redundant due to the lack of funding for SBN's Global Secretariat.

In a short time, the regionalisation process has produced notable outcomes. CSN has significantly strengthened its support to CSOs at the national level and fostered regional collaboration and learning. An e-survey undertaken as part of the SMS internal review of the Hubs³⁵ shows that 87% view their establishment as an effective way to address their country's support needs, with 84% noting that they improved the SMS's understanding of those needs. Meanwhile, 81% of respondents reported that the SMS Hubs have enhanced their country's engagement through peer exchanges and the sharing of good practices. Furthermore, 61% of respondents across the SMS Hubs believe these arrangements have strengthened relationships between their country and regional bodies.

These exchanges have facilitated mutual learning and built lasting relationships that have consistently contributed to the quality of evidence and innovation in nutrition programming. For instance, the Asia Hub organised a three-day regional peer-to-peer learning event on food and nutrition labelling, bringing together nearly 30 participants from eight countries to share experiences and insights, resulting in the development or strengthening of country-specific roadmaps for food and nutrition labelling. Additionally, in 2023, the SUN Hubs collaborated with the UN-Nutrition/Food Systems Hub to deliver transformative clinics on food systems for nutrition, targeting 10 countries where County Coordinators also served as Food Systems coordinators focused on building capacity to align food systems with national nutrition goals, enabling countries to identify concrete actions for achieving healthy and sustainable diets.

The complementary efforts of the CSN Regional Advisors, the SBN Regional Coordinator, and the SMS Hubs have been important in decentralising support, strengthening advocacy, fostering cross-country collaboration, accelerating progress on multisectoral nutrition action and fostering sustainable solutions tailored to country-specific needs. Given these promising initial results, the potential for impact from these processes is likely to be much higher than what has been achieved.

³⁵ A country stakeholder survey was conducted online from August 23 to September 5, 2023. 144 participants started the survey, 137 completed the first section, and 85 responded to the entire questionnaire. Among those who completed the first section, 47% were Focal Points, 41% represented one of the SUN networks, and 12% were affiliated with other nutrition networks. Each of the five hubs had at least 20 respondents. Additionally, 70% of respondents had been in their roles within the SUN Movement before the adoption of the hub approach.

3.2.2 To what extent did the SUN governance (MSP, Global Networks - CSN, SDN, SBN and UN-Nutrition -, LG, ExCom, SUN Coordinator, SMS) promote country leadership and government responsibilities, align resources and strengthen mutual accountabilities?

The evaluation has already established the role of Country Coordinators, the MSP, national networks, and GSS in promoting country leadership and government responsibilities and aligning resources. In this section, we place greater emphasis on strengthening mutual accountabilities, discussing the effectiveness of the global governance structures – the SUN Movement Coordinator, Lead Group, the Executive Committee (ExCom), the SMS, and the Global Networks – CSN, SBN, SDN, and UNN – and exploring the accountability mechanisms in promoting country leadership and government responsibilities, aligning resources and strengthening mutual accountabilities.

At the global level, the Movement's role in advancing the nutrition agenda remains promising, but with significant untapped potential – while countries felt supported with advocacy; the changing global contexts also put a significantly higher demand for advocacy for nutrition amid emerging priorities. There are indications that nutrition may have lost prominence in the wider global development agenda, as highlighted by the widening nutrition financing gap. However, the continued prioritisation of nutrition, despite other emerging priorities, suggests that various parts of the Movement have made significant contributions. The extent to which these efforts leveraged the power of collaborative advocacy and action is unclear. In a rapidly shifting global context, with emerging priorities like climate change and food systems, the financing gap for nutrition has grown significantly. Annual needs for nutrition-specific interventions are estimated at \$10.8 billion for 2022–2030, as highlighted by the 2022 Global Nutrition Report. While stakeholders affiliated with the SUN Movement – national governments, donors, UN agencies, civil society and business - have made important attempts at ensuring nutrition remains elevated as a critical development issue, the emergence of new policy priorities – climate change, food systems transformation and resilience - that lie at the intersection of food security and nutrition have opened new and untapped avenues to further the nutrition agenda. High-level advocacy by Lead Group members in 2023 emphasises that “[...] there is growing evidence about the interconnection between nutrition and climate, with climate change threatening the nutrition and food security of billions of people [...]. Yet nutrition is absent or underrepresented in most discussions and negotiations focused on climate financing – both for adaptation and mitigation”. Food systems transformation is increasingly recognised as crucial for achieving better nutrition outcomes, as it emphasises the need to reshape these systems to deliver healthy diets, promote sustainable practices, and ensure equity throughout value chains. To support this, stakeholders of the Movement have actively engaged in global advocacy to highlight the centrality of nutrition in food systems transformation. Initiatives such as the support for the development of food systems transformation pathways and action plans in member countries, including Mali and Somalia,

which were subject to in-depth case studies, highlight the more localised efforts to integrate nutrition-sensitive interventions into broader food system policies by the actors affiliated with the SUN Movement. Additionally, the Movement supported the pilot of the Financial Flows to Food Systems tool in three countries to track nutrition spending within broader food systems financing. By fostering partnerships and providing technical support, the SUN Movement has facilitated capacity-building efforts to help countries align their national priorities with food systems transformation goals.

While many efforts have been made, this evolving environment presents new opportunities for the SUN Movement to explore new avenues for mobilising resources for nutrition action. Traditional financing sources from both development assistance and domestic sources are projected to be constrained and unlikely to meet nutrition financing needs. Analysis reveals that the total development assistance disbursements increased steadily from \$1.14 billion in 2015, two years after the first N4G summit, to \$1.60 billion in 2020. However, development assistance financing for this set of nutrition interventions began to plateau between 2020 and 2022.³⁶ Climate change intensifies undernutrition through its adverse impacts on food production, availability, and affordability, while unsustainable food systems contribute significantly to greenhouse gas emissions. Despite the recent surge in climate financing, only 4.3% of climate funds target the agrifood sector.³⁷

Innovative funding sources offer new avenues for strengthening nutrition investments. These include taxing unhealthy foods, integrating nutrition into health interventions, repurposing subsidies, and leveraging climate funds.³⁸ Additionally, incorporating grants and technical assistance as part of blended approaches or as a precursor to investment; outcome funding, impact bonds, and impact-linked finance; debt and equity instruments; and first-loss capital and guarantees are other ways to expand options.³⁹

Within the Movement's structures, the primary challenge is financial constraints, likely to have mediated the potential effectiveness of SUN 3.0. The SMS total budget for 2022–2025 is USD 40,511,935. So far, it has received USD 28,130,074, with an additional USD 8,539,011 committed—bringing secured funds to USD 36,669,085. Another USD 2,166,847 has been pledged, which brings expected funding to USD 38,835,932. If all pledged funds are

³⁶ (GIZ and European Commission, 2023); (Shekar, M et al., 2024)

³⁷ (Shekar, M et al., 2024)

³⁸ See, for example, the SUN Movement "Leveraging nutrition financing to save lives and accelerate the SDGs." (2023). Website: <https://scalngupnutrition.org/resource-library/information-notes/leveraging-nutrition-financing-save-lives-and-accelerate-sdgs>; Global Nutrition Cluster. (2023). *Landscape: Nutrition Financing Trends in Fragility Contexts*. Retrieved from [nutritioncluster.net: https://www.nutritioncluster.net/sites/nutritioncluster.com/files/2024-12/GNC%202023%20Finance%20Report.pdf](https://www.nutritioncluster.net/sites/nutritioncluster.com/files/2024-12/GNC%202023%20Finance%20Report.pdf); Shekar, Meera, Kyoko Shibata Okamura, Mireya Vilar-Compte, and Chiara Dell'Aira, eds. (2024). *Investment Framework for Nutrition 2024*. Human Development Perspectives. Washington, DC: World Bank. doi:10.1596/978-1-2162-2.

³⁹ Bove R, Nordhagen S, and Zonnenberg M. (2023). *Innovative Finance for Nutrition*. Global Alliance for Improved Nutrition (GAIN). Discussion Paper #14. Geneva, Switzerland. DOI: <https://doi.org/10.36072/dp.14>

confirmed, the shortfall will be USD 1,676,003; otherwise, it may rise to USD 3,842,850. The SMS is raising funds and implementing internal cost-saving measures to address this gap and guarantee essential operations until December 2025. An equally important challenge is the financing constraints facing the SUN Business Network (SBN) and Civil Society Network (CSN).

Initially, donor funding was instrumental in establishing and operationalising SBN's national networks. However, the evolving funding environment, a focus on self-sustainability, and a reduction in long-term operational funding for networks have led to a steady decline in SBN funding, impacting several national chapters. Many have become dormant due to insufficient resources to support dedicated coordinators and operations, limiting their effectiveness. The funding shortage also affects the functioning of the SBN Global Secretariat. Despite these challenges, the SBN remains active in 17 countries at varying levels. Without stable funding, many national chapters risk ceasing operations, undermining their ability to effectively drive nutrition action and collaborate. Like the SBN, the CSN faces declining financial support, further exacerbated by the winding down of the SUN Pooled Fund, which previously served as a critical source for initial setup and ongoing operations for the members of both networks.

The evaluation found that the Mutual Accountability Framework (MAF), though implemented at the global level, failed to achieve its intended purpose due to a lack of ownership and commitment from key stakeholders. This deficiency undermined its effectiveness and impact. From the outset, the MAF faced resistance within the Global Support System (GSS) and encountered significant implementation challenges, as reported by members of the Executive Committee (ExCom), Lead Group, SUN Donor Network (SDN), and the SUN Movement Secretariat (SMS). Stakeholders expressed a lack of clarity about who was responsible for overseeing accountability, further obstructing the alignment of plans and resources across the movement's networks. The absence of shared ownership and collective commitment ultimately prevented the foundational elements required for the MAF's success from being established.

An important weakness was the inability to align stakeholders on a unified work plan for the GSS, suggesting that the GSS faces challenges in fostering the level of collaboration envisioned in the SUN 3.0 strategy. While multiple attempts were made to develop such a work plan, the work plan for 2021 was never endorsed by the ExCom. While the work plan for 2022-23 was endorsed, it was not utilised for planning, collaboration, or monitoring purposes. Instead, fragmented work plans persisted across individual networks, with no meaningful efforts to harmonise them. Key informants recognised that the proliferation of unaligned log frames hindered any cohesive approach to accountability within the GSS. Consultations with stakeholders from the GSS suggested a disproportionate focus on the achievements of individual networks rather than on collaborative action and collective progress. This indicates that the metrics of success valued by stakeholders prioritise individual contributions over collaborative action, reflecting a fundamental misalignment

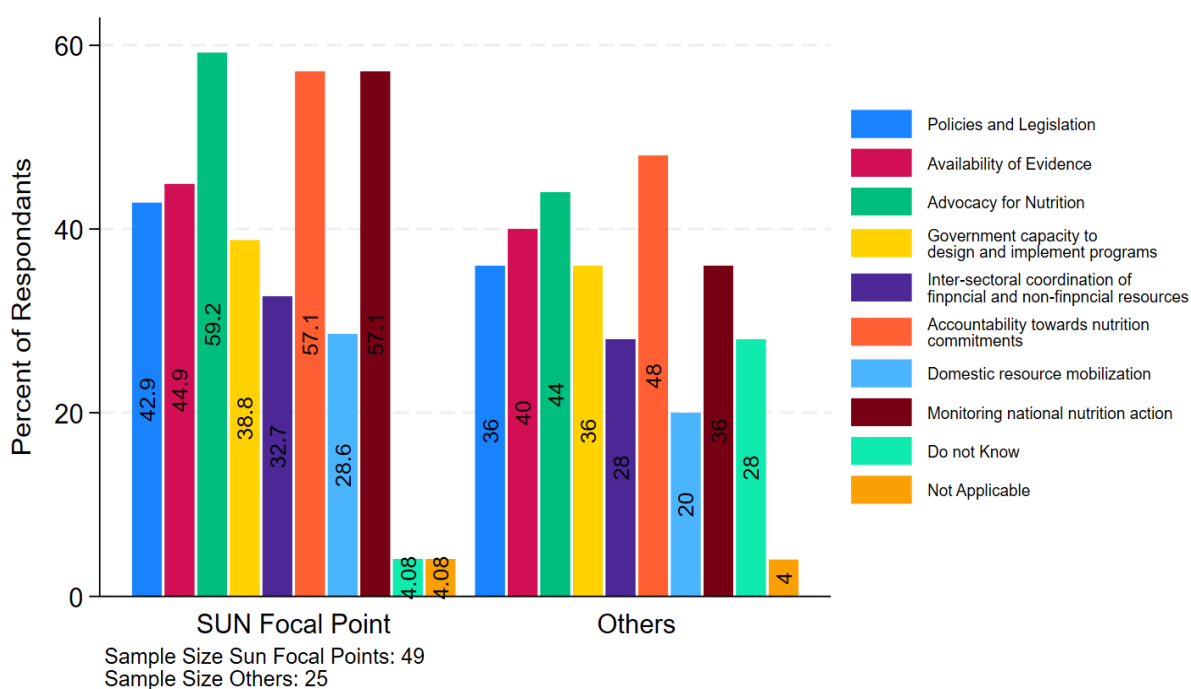
with the Movement's objective of fostering collective action. **It is important to internalise that the success of the Movement and, thus, of the various parts of the Movement is in their ability to work together to catalyse action towards achieving nutrition outcomes.**

Additionally, the rollout of the MAF lacked follow-through. Consultations revealed that, while a mutual accountability survey was administered across the networks and the SMS, the results were shared without generating actionable recommendations or concrete follow-up. This failure to act on the survey findings resulted in a lack of clarity about the role and expectations of the work plan within the broader framework of the GSS and, thus, rendered the exercise ineffective. **One of the MAF's core components—establishing a feedback loop between countries and the global level—was never fully realised.** This mechanism was intended to allow countries to evaluate how well global actors aligned with their priorities and to provide input on the support they received. However, in-person discussions and reflections on the feedback were repeatedly delayed due to logistical and timing challenges, further exacerbated by decisions to postpone these engagements until major global gatherings that have since been delayed to 2025. As a result, feedback was reduced to a limited survey conducted during the internal review of SMS regionalisation. The lack of a meaningful opportunity for collective reflection undermined one of the MAF's most critical elements.

Ultimately, the absence of ownership, alignment, and actionable follow-through from key stakeholders meant that the MAF was implemented in name but not in substance. This lack of commitment and accountability at the global level not only weakened the framework's impact but also signalled a broader failure to uphold the foundational principles of mutual accountability within the SUN Movement.

Contrarily, the Joint Annual Assessment (JAA) was much better received by countries and implemented, even though this was not without challenges. **Over 80% of the country coordinators and 78.5% of the e-survey respondents agreed or strongly agreed that the SUN movement had supported countries to stay accountable to their commitments.** In five country case studies, multiple stakeholders mentioned the Joint Annual Assessment as a key moment for the stocktake of nutrition priorities in the countries. When asked about how the JAA supported strengthening nutrition action in the country in the e-survey, among Country Coordinators, accountability towards nutrition commitments was the second most cited response (57.1%), along with monitoring of national nutrition action (57.1%) and after advocacy (59.2%). For respondents from other constituencies, accountability towards nutrition commitments emerged as the most cited contribution of the JAA, as illustrated below. Despite its perceived value, Country Coordinators in the in-depth countries also highlighted the challenges they faced with getting all the relevant stakeholders to participate meaningfully in the JAA, citing the time-intensiveness of the process as a deterrent.

Figure 2: JAA's contribution to strengthening national nutrition action



Finally, it is important to highlight how the overlapping responsibilities of the SUN Movement's Lead Group and ExCom slows decision-making and potentially weakens governance. While the Lead Group has high-level oversight and advisory roles, it also approves certain ExCom activities, which were delegated to the ExCom to accelerate action —yet the precise delegation of responsibilities remains unclear. This duplication of authority, combined with the infrequency of Lead Group meetings, hinders timely decision-making, strategic agility, and resource alignment. Additionally, ExCom struggles to balance procedural obligations with its strategic mandate, raising questions regarding the specific value the dual structure brings to the governance of the Movement.

3.3 Efficiency

Key Findings

20. SUN global and regional events facilitate knowledge exchange, capacity building, and peer-to-peer collaboration, accelerating the prioritisation and scaling-up of nutrition action.
21. In key global events, the SUN Movement acted as a collective force for change, amplifying country-specific needs and positioning nutrition as an integral component of broader development priorities.

3.3.1 To what extent do SUN countries derive value from the key global and regional events?

3.3.1.1 Benefits of the SUN organised or SUN-facilitated events for the SUN Countries

SUN Countries benefit significantly from the SUN Movement and its facilitated events, particularly in knowledge sharing and capacity building—processes that might otherwise be time-intensive. The Panama gathering exemplified this impact by bringing SUN members and observer countries together to discuss key nutrition themes and share best practices. According to the e-survey, all respondents who attended the event agreed that their country gained valuable lessons and insights. Bilateral meetings between the SUN Coordinator and country delegations provided opportunities for tailored discussions, while engagement with the Panama delegation paved the way for the country's formal membership in the Movement in 2023.

Beyond the Panama gathering, key informants emphasised the value of other SUN Movement events in facilitating discussions on nutrition, fostering partnerships, exchanging knowledge, and improving access to country-specific support.⁴⁰ For instance, at the regional workshop in Liberia, interactions between countries and technical assistance providers helped streamline the processing of TA requests.⁴¹

E-survey respondents highlighted the value of participating in key global events and the support provided by the Global Support System (GSS) for these engagements - 67% specifically acknowledged the SUN Movement's support for participating in the UN Food System Summit (UNFSS), while 82% generally agreed that their country gained valuable lessons and insights from the 2021 UNFSS. Similarly, 73% confirmed GSS support in preparing for the Tokyo Nutrition for Growth (N4G) Summit, and 60% recognised the role of the Global SUN system in ensuring their country's priorities were included in the World Health Assembly (WHA) conferences. These e-survey findings are reinforced by a desk review, which highlights the contributions of SMS Hubs in enhancing the participation of SUN Countries in high-level events and facilitating the inclusion of Country Coordinators in COP delegations. These efforts underscore the pivotal role of the SUN Movement in amplifying country voices and priorities in global nutrition discussions.^{42,43}

Finally, SUN Movement and SUN Movement-facilitated events are valued opportunities to showcase national best practices. These opportunities contribute to keeping nutrition high on national agendas. According to key informants, the High-Level Side Event on the Seqota Declaration at the 74th UNGA not only sparked the interest of other countries in learning from Ethiopia's experience but also contributed to keeping the nutrition focus high at the national level. Providing examples of the private sector's contribution to nutrition at the

⁴⁰ (Key Informants and Focus Groups)

⁴¹ (Focus Groups)

⁴² (Internal CAT Survey Meeting, Undated, slide 9)

⁴³ (SMS 2023 annual report)

Global Gathering in Nepal increased the requests from countries to set up or enhance national Business networks.⁴⁴

3.3.1.2 Role of global and regional events in accelerating (prioritise and scale-up) nutrition action

Events and opportunities for cross-country engagement, both through global or regional gatherings and virtual platforms, contribute significantly to accelerating nutrition action in SUN member countries. These interactions facilitate partnerships, commitment-making, and replication of best practices. The e-survey revealed that all respondents who participated in the Panama Gathering agreed that the event was instrumental in sharing lessons and practices that have shaped national nutrition action. Additionally, 94% of respondents reported that their country made a commitment at the Tokyo Nutrition for Growth (N4G) Summit, with 73% agreeing that SUN supported this process. In-depth case studies further confirm the role of SUN Movement events in shaping national nutrition action:

1. Costa Rica learned from El Salvador's innovative breastfeeding practices and established partnerships with Ecuadorian academic institutions.
2. Ethiopia shared its Seqota Declaration experience with other SUN countries through a webinar coordinated by the SUN Anglophone Hub.
3. Mali adopted best practices from Burkina Faso and Togo on budget monitoring and analysis, enhancing the effectiveness of its nutrition initiatives.
4. Pakistan adopted successful strategies from Bangladesh and Nepal, particularly in stunting reduction and maternal nutrition, through participation in SUN Regional Workshops and peer-learning events.
5. Timor-Leste established networks such as the Civil Society Network (CSN), inspired by successful models from other countries through regional exchanges.

These examples demonstrate the value of cross-country engagement in promoting knowledge sharing and adopting effective nutrition strategies across the SUN Movement.

Findings are further supported by the desk review, which demonstrates GSS's critical role in global events such as the UNFSS +2 stocktaking moment and COP28. As part of the UNFSS +2 stocktaking moment, the SMS supported Cambodia and Timor-Leste in sharing their best practices for transforming food systems. The SMS also organised a learning-focused side event on strengthening multisectoral and multi-stakeholder approaches to nutrition as key elements for building resilience in people and food systems, highlighting the political commitment to nutrition in Burkina Faso, Ethiopia, and the Philippines. Additionally, the SUN Coordinator at the UN Food Systems Summit +2 stocktaking moment in Rome, with 2,000 speakers from 160 countries, played the key role of

⁴⁴ (Focus Groups)

moderating leadership dialogue prioritising nutrition within sustainable food systems.⁴⁵ These global and regional events served as platforms for raising the voices of local organisations and youth.

Finally, during COP28, the SUN Movement organised a high-level side event to explore opportunities for aligning nutrition and climate change agendas. **These efforts mobilised countries, the COP Presidency, and other global alliances such as GAIN, resulting in nutrition referenced in the COP28 outcome statement, including the Declarations on Food and Agriculture and Climate and Health.**

3.4 Sustainability

Key Findings

22. SUN 3.0 emphasises the right systems approaches, foundational to sustainable change.
23. Emphasis on country ownership and building local capacity has been effective, fostering sustainability for nutrition action.
24. SMS Hubs have played a pivotal role in making peer learning and knowledge sharing a core support component for SUN countries, promoting sustainable cross-country partnerships to advance nutrition action.
25. Through Multistakeholder Platforms (MSPs), SUN has facilitated capacity building, strengthened policy environments, and enhanced political will for sustainable nutrition action.
26. The changing global context, new emerging priorities, and increasing funding gaps for nutrition pose threats to sustaining progress in nutrition.
27. Resource mobilisation and national nutrition financing capacity are sustainability drivers, underpinning the ability to maintain momentum and scale nutrition action.
28. Further limitations to achieving sustainable change are the implicit assumption of voluntary collaboration and the difficulty of measuring progress under SUN 3.0.
29. As demonstrated by success cases, engagement with parliamentarians and enlisting the parliamentary constituency as a key support system is a potential opportunity at the country level. At the global level, leveraging nutrition thought leaders and the SUN Coordinator's high-level engagement is another opportunity for SUN.
30. Deepening the integration of nutrition into new emerging global priorities like climate change, food systems transformation, and humanitarian responses is an opportunity to keep nutrition high on the agenda in the long term.

3.4.1 To what extent is the momentum of SUN 3.0 - prioritisation of scaling of national commitments - likely to continue?

The SUN 3.0 strategy has made important strides in creating conditions for the sustainable prioritisation and scaling of nutrition action. Its country-led approach, focus on capacity building, and commitment to multistakeholder collaboration are critical drivers of sustainability. However, the path to lasting change requires addressing systemic challenges, including resource mobilisation, conflict management, and the global context of heightened fragility. As long as nutrition inequities persist, prioritising nutrition action will require a

⁴⁵ (SUN Annual Report 2023, 2024, page 11)

catalyst for action. Sustainability hinges on deepening these efforts, fostering equitable partnerships, and ensuring resilience against evolving global risks.

The SUN 3.0 strategy has laid a strong foundation for the sustainable prioritisation and scaling of national nutrition commitments through its country-led and context-specific approach. By placing national ownership at the core of its design, the strategy empowers countries to define their nutrition priorities, aligning them with local needs and broader development agendas.

SUN 3.0 emphasises key systemic approaches foundational to any sustainable change: establishing cross-sectoral institutional mechanisms, creating spaces for meaningful engagement among constituencies and fostering the inclusion of young advocates who can help realise the vision of a world without malnutrition. This emphasis on country-driven action has fostered alignment, accountability, and the institutional integration of nutrition objectives, setting countries on the right trajectory for long-term success. However, cementing these fundamentals is a process that takes time. Capacity-building through mentoring and training individuals, institutionalising structures and processes tailored to unique national contexts and creating an enabling environment cannot be achieved quickly.⁴⁶ While 78.4% of e-survey respondents agree or strongly agree that their country has established institutional structures capable of enabling and sustaining multi-sectoral nutrition action without support from global SUN structures, and 77.22% believe that their country has the necessary legal and policy frameworks to support long-term nutrition action independently; the absence of the voice of nutrition without the Movement is likely to impact countries' ability to catalyse multistakeholder partnerships for nutrition.

Resource mobilisation and national nutrition financing capacity underpin the ability to maintain and scale nutrition action. While the SUN Movement has made strides in mobilising resources, the growing financing gap and rising global nutrition needs present formidable challenges. In addition to the need for resource mobilisation identified by the countries; it is imperative to strengthen national capacities for budgeting, resource allocation, accounting, and monitoring (e.g. costing, funding gap analysis, financial resource tracking, and expenditure reviews) of nutrition financing to strengthen national nutrition financing sustainably.

The sustainability of these efforts is also influenced by an evolving global context marked by heightened fragility and vulnerability to political, economic, and climatic shocks. External conditions such as conflicts, pandemics, and economic crises pose significant risks, even for countries progressing in the right direction. The current gaps in nutrition financing and risk factors such as climatic, political, and economic shocks raise concerns about the sustainability of achieved momentum. For instance, less than a quarter of global ODA and

⁴⁶ (Key Informants)

OOF flows for all aid sectors were allocated to food security and nutrition between 2017 and 2021. Interestingly, these flows grew more slowly than overall aid (2% vs. 4% annually) and declined more sharply in 2021 (-5% vs. -2%) amid the lingering effects of the COVID-19 crisis.

⁴⁷ However, it is projected that by the end of the decade, 582 million people will experience chronic undernourishment, with more than half residing in Africa. This represents an increase of around 130 million compared to a scenario where the global economy remained unaffected by the COVID-19 pandemic.⁴⁸ Despite declining numbers, 2.83 billion people worldwide could not afford a healthy diet in 2022; significant disparities underlie such a figure across regions and country income groups, with Africa and low-income countries recording the highest shares of the population unable to afford a healthy diet.⁴⁹ Concomitantly, the impacts of climate change further exacerbate these trends, as they threaten food security and nutrition. Food systems themselves are responsible for 23% to 42% of global greenhouse gas emissions, perpetuating this cycle.⁵⁰

In fragile and conflict-affected states (FCAS), the prioritisation of nutrition has yet to be firmly established, making sustainability an even more distant goal. Many FCAS countries face persistent challenges such as weak governance, limited institutional capacity, and insufficient resources, all hindering their ability to elevate nutrition as a national priority. The development response competes with immediate humanitarian needs in these contexts, leaving long-term strategies for addressing malnutrition underfunded and poorly implemented. Without robust prioritisation, discussions about sustainability remain premature, as foundational systems to support nutrition action are often absent or underdeveloped.

Moreover, the increasing breadth and depth of fragility globally, coupled with countries frequently oscillating between periods of stability and fragility, further complicates the sustainability of nutrition efforts. Political instability, economic shocks, conflicts, and climate-induced disasters disrupt progress and divert resources from development-focused nutrition initiatives to short-term emergency responses. This volatility undermines the capacity of countries to build resilient systems that can sustain nutrition action over time. In this evolving context, sustainability becomes highly uncertain. Even in countries where initial progress has been made, the fragility of systems means gains can be quickly reversed. Nutrition interventions in FCAS require greater flexibility, longer timelines, and stronger linkages between humanitarian and development efforts to ensure continuity and resilience. Without addressing these systemic vulnerabilities, the risk of stagnation or regression in nutrition outcomes remains high.⁵¹

⁴⁷ (Global Food Policy Report 2022)

⁴⁸ (Global Food Policy Report 2022)

⁴⁹ (The State of Food Security and Nutrition in The World, 2024)

⁵⁰ (Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6))

⁵¹ Please refer to the in-depth case studies of Mali and Somalia in Annex A6 for examples.

At the national level, engagement with parliamentarians and enlisting the parliamentary network is an opportunity, as demonstrated by success cases. In Tanzania, collaboration between the SUN Civil Society Alliance (PANITA) and a parliamentary group led to sustained efforts under the Second Strategic Plan (2020–2025), enhancing parliamentary oversight on nutrition through capacity-building initiatives and sustained advocacy.⁵² In Central Africa, the RAPAC-SAN network established parliamentary alliances that paved the way for effective collaboration and coordination of the national parliamentary alliances of the SUN Movement Convergence Hub, including Burundi, the Central African Republic, the Republic of the Congo and the Democratic Republic of the Congo. Successful examples encompass influencing legislative reforms, such as laws on food fortification or the right to adequate food and dedicated budget lines for nutrition coordination.⁵³ Similarly, the parliamentary pledge played a crucial role in sustaining national political commitment to nutrition in Zimbabwe. The government consulted academia, civil society, the United Nations, media personnel, and youth to formulate its 2021 N4G commitments.⁵⁴ In the LAC region, the Ibero-American and Caribbean Parliamentary Alliance for Food Security and Nutrition was officially presented, aiming to address the pressing issues of hunger and malnutrition across Ibero-America and the Caribbean. Finally, regular exchanges between the Francophone Hub and its countries (e.g., Burkina Faso, Guinea; Chad, Mali, Gabon) and the president of the West and Central African parliamentarian’s network for food security and nutrition were held to advocate to increase nutrition budget in African countries, strategies to prioritise nutrition in FCAS and countries and collaborate with national transition councils. The 2022 and 2023 JAAs also highlight the importance of engaging with parliamentarians and setting up related networks, where respondents identified ‘legislation not progressing as planned’ as the third most significant bottleneck to progress.

3.5 Gender and Youth

Key Findings

- 31. Female representation in SUN governance has improved in key decision-making bodies at the global level, and women in MSPs at the national level generally perceive their participation as sufficient since the launch of SUN 3.0.**
- 32. Youth engagement in SUN 3.0 has advanced through strategic initiatives, but limited interaction between youth advocates and decision-makers undermines effective collaboration and the full potential of youth influence on policies.**
- 33. SUN 3.0 has prioritised gender and youth considerations in nutrition policies by promoting the alignment of national plans with gender-responsive approaches and strengthening the capacity of youth leaders to engage. However, challenges in implementation persist, particularly in FCAS contexts.**

⁵² (Action Brief Tanzania, 2024)

⁵³ (Action Brief Burundi, 2024)

⁵⁴ (Action Brief Zimbabwe, 2023)

3.5.1 Were equity and gender considerations integrated in SUN 3.0 and in SUN Governance?

3.5.1.1 Youth and Gender in SUN Governance Processes and Structures

Gender considerations have been increasingly integrated into SUN governance structures, yet there remains room for improvement. The inclusion of women in key decision-making bodies has seen progress at the global level. In the Executive Committee, female representation surged from 40% during 2021-2023 to 61% for the 2024-2026 term, which reflects a notable enhancement of female voice and influence, while female representation in the LG stands at 60%.⁵⁵ At the country level, results from the e-survey suggest that 68% of females strongly agree and 28% somewhat agree that they have been sufficiently involved in the MSP since 2021. At the global level, most women report progress in GSS engagement. However, according to the GSS MAF Survey, 6 out of 25 women still reported discomfort in raising issues during GSS discussions, and 4 out of 25 women feel unable to engage in discussions or contribute to decisions affecting their network, other networks, or the GSS. In contrast, no male respondents out of the 7 participants disagreed regarding their safe and integral participation.⁵⁶

Youth engagement in SUN 3.0 demonstrated positive advancements. The 2021 ExCom renewal reserved one seat for a youth representative, and an additional youth leader was appointed to the LG in 2022, bringing the total to two. Another significant global milestone during the SUN 3.0 period was the 'Youth Engagement Roadmap' development by ExCom, with leadership from its youth representative in 2023. This roadmap outlines strategies to foster youth participation across all SUN networks by integrating youth into governance structures and operational frameworks. It highlights actionable proposals for the GSS to embed youth engagement into their processes. The roadmap is set to be officially launched at the 2025 SUN Global Gathering in Rwanda, marking a pivotal step toward mainstreaming youth involvement within the Movement.⁵⁷

3.5.1.2 Gender Responsive and Youth Nutrition Action in SUN 3.0 Objectives

Gender equality is a fundamental priority across global networks' strategic frameworks, emphasising its transformative role in addressing malnutrition. The SUN 3.0 strategy underscores integrating gender equality into all objectives and actions, particularly in program planning, to ensure equitable nutritional outcomes.⁵⁸ Similarly, the Global SBN 3.0 strategy, reinforced by the SBN's Women and Youth Empowerment Strategy, highlights gender mainstreaming by systematically integrating gender considerations into policies and programmes, such as empowering women entrepreneurs in food systems, addressing barriers such as mobility restrictions and limited access to resources and promoting

⁵⁵ There was a slight decline in female representation in the LG, with one representative less in the committee between 2019-2021 and 2022-2024 terms (SUN Lead Group, 2020, SUN Lead Group, 2023 and Key Informants).

⁵⁶ (MAF Results Presentation, 2022, slide 15)

⁵⁷ (Youth Engagement Roadmap, 2023)

⁵⁸ (SUN Strategy, 2020, page 16)

mentorship and leadership development.⁵⁹ Further, the CSN strategy, which goes beyond mainstreaming, advocates for gender transformation, focusing on dismantling structural inequalities and promoting female leadership as a driver of change.⁶⁰

The SMS has made significant progress in advocating for gender-sensitive nutrition action, focusing on the central role of women in nutrition initiatives, as highlighted in the 2020 SUN Gender Call to Action.⁶¹ In 2023, the SMS global advocacy centred on bridging the gap between gender and nutrition communities. The SMS also expanded gender-focused engagement by incorporating two national youth coordinators from Kenya and Nigeria into the Global Gender Transformative Framework for Nutrition (GTFN) working group following a successful training event in Nairobi with 20 youth coordinators.⁶² Furthermore, the SMS supported the Women Deliver conference, which launched the "Closing the Gender Nutrition Gap" campaign. This gave key stakeholders a vital resource to guide effective gender-sensitive nutrition actions across various sectors.⁶³ This was followed by the Closing the Gender Nutrition Gap learning visit in Vietnam in 2024, organised by the national SUN CSA and the CSN Global Network. A delegation from 15 countries explored innovative nutrition models and strengthened commitments to gender-equitable nutrition.⁶⁴ Finally, together with the GSS and other partners, the SMS revised and published a gender toolkit containing key messages for SUN countries to disseminate via social networks and other channels for International Women's Day.⁶⁵

In line with the SUN 3.0 commitment to embed gender equality and women's empowerment in nutrition actions, a review of National Nutrition Plans (NNPs) was conducted in 2023 to assess the incorporation of gender considerations. The review led to reevaluating the criteria for measuring gender integration levels in NNPs. This resulted in a new set of assessment categories used in the review and mapping of 11 pilot NNPs.⁶⁶ This review further identified areas of growth and capacity building for SUN countries - the need for a systems approach to addressing gender and malnutrition by integrating gender-responsive or transformative nutrition actions in planning, budgeting, implementing and evaluating relevant nutrition-specific and nutrition-sensitive interventions across the life cycle. Additionally, new questions were added to the 2023 Joint Annual Assessment to improve data collection and track engagement within MSPs.⁶⁷ Around 87 per cent of countries who contributed to the 2023 Joint Annual Assessment reported that their MSPs

⁵⁹ (SUN Business Network, 2022, page 32 and SUN Business Network, 2023)

⁶⁰ (SUN Civil Society Network, 2021b, page 14)

⁶¹ (Call to Action, 2020)

⁶² (SUN Annual Report 2023, 2024, page 22)

⁶³ (SUN Annual Report 2023, 2024, page 22; Gender Nutrition Gap, 2023, page 3)

⁶⁴ (CSN Closing the Gender Nutrition Gap learning visit in Viet Nam, 2024, and Key Informants)

⁶⁵ (SUN Annual Report 2023, 2024, page 22 and Tools for Nutrition Action)

⁶⁶ (SUN Annual Report 2023, 2024, page 23)

⁶⁷ (SUN Annual Report 2023, 2024, page 23)

included gender equality actors. Finally, the 2024 SMS Gender Workplan includes supporting the integration of gender and adolescent nutrition in NNPs among its expected results.⁶⁸

Though their integration and prioritisation remain uneven, efforts to empower youth show great potential across network strategies. Youth engagement is a priority within the Civil Society Network (CSN), and its strategy emphasises youth engagement as a cross-cutting enabler.⁶⁹ The SBN’s Women and Youth Empowerment Strategy further supports youth-led initiatives.⁷⁰ Despite being integrated into strategies, limited interaction between youth advocates and decision-makers undermines effective collaboration. It does not leverage the full influence potential of youth in shaping policies and programs that affect their communities.⁷¹ This problem is particularly nuanced in the FCAS context, where shrinking civic space and competing priorities often limit advocacy opportunities for marginalised voices, including youth.⁷²

Establishing national SUN Youth Networks has been pivotal in engaging young leaders in nutrition advocacy. In 2022, Côte d’Ivoire became the first country to launch an official SUN Youth Network, uniting 37 youth organisations with a total membership of 5,000, dedicated to advocacy for achieving SDGs 1 and 2.⁷³ Peer learning initiatives, such as Kenya’s youth network sharing its experiences with Bangladesh, Pakistan, the Philippines, and Timor-Leste in 2023, have further encouraged the creation of similar networks to broaden youth participation in MSPs.⁷⁴ As a result, the SUN Youth Networks, now numbering eight as of the JAA 2023, have significantly enhanced youth engagement in nutrition. E-survey results show that 38.1% of respondents recognised National SUN Youth Networks’ role in strengthening nutrition advocacy in their respective countries.⁷⁵

The second phase of the Youth Leaders for Nutrition Programme (YL4N) exemplifies this momentum, focusing on recruiting young leaders to promote grassroots activism for effective nutritional policies in their communities.⁷⁶ During this phase, the YL4N seeks to enhance the representation of young people through a network-based approach. It aims to recruit youth to build networks of young individuals and youth-led groups, fostering dialogues with marginalised communities and supporting them in advocating for local policy solutions. While the programme operates alongside government-linked youth networks in

⁶⁸ (Gender Work Plan, 2024)

⁶⁹ (SUN Civil Society Network, 2021b)

⁷⁰ (SUN Business Network, 2023, page 8)

⁷¹ (Key Informants)

⁷² (Key Informants and Focus Groups).

⁷³ (SUN Annual Report 2022, 2023, page 30)

⁷⁴ (SUN Annual Report 2023, 2024, page 27)

⁷⁵ The total number of respondents is 63. However, 35 respondents have either stated that they don’t know or that is not applicable that youth networks strengthen aspects related to nutrition action in their country. Of the remaining 28 respondents that chose at least one aspect related to nutrition action that the youth network helped to strengthen in their country, 24 of them (or 85.7%) stated “advocacy for nutrition”. More information can be found in Figure A 31 in the Annex.

⁷⁶ (Youth Leaders for Nutrition Explainer Note, page 10, Key Informants and Focus Groups)

some countries, its goal is not to duplicate or replace these existing networks. Instead, YL4N aims to complement their efforts by gathering and sharing grassroots-level data and establishing communication channels between communities and government bodies.

SUN 3.0 has increased the representation of women and youth in SUN's governance bodies. At the same time, the global network's and secretariat's work plans and strategies have made notable strides in incorporating gender and youth considerations. Nonetheless, gender and youth could be further elevated as cross-cutting thematic priorities under 4.0, complemented by GSS gender and youth strategies. These work plans - developed collaboratively through the active involvement of youth and women - would allow the adoption of a unified and more coordinated approach by the GSS with a shared vision and objectives while defining the roles and responsibilities of each constituency in accordance with their respective mandates and capacities.

4 Conclusions

Since its inception in 2010, the Scaling Up Nutrition (SUN) Movement has undergone significant evolution, adapting to the changing global landscape while remaining committed to its core mission: ending malnutrition in all its forms through country-led, multi-stakeholder collaboration. However, while the Movement has evolved, the principles and priorities of SUN 1.0 remain as relevant as ever. With 66 countries at different stages of their nutrition journey, some still require the foundational building blocks of SUN 1.0—political leadership, multi-sectoral coordination, and nutrition advocacy—while others are ready to advance to SUN 3.0’s focus on accountability and systems change. This diversity in country contexts reinforces the need for a differentiated and flexible approach in the next phase of the Movement.

4.1 What Worked: The Strengths of SUN 3.0

Several aspects of the SUN 3.0 Strategy have been particularly successful, laying the groundwork for the future.

SUN 3.0 emphasised systemic approaches foundational to any sustainable change, such as establishing cross-sectoral institutional mechanisms and offering spaces for meaningful engagement for all actors involved in nutrition. MSPs, driven by empowered CCs, promoted alignment among the government, UN agencies, donors, and civil society and fostered collaboration. The JAA has been widely recognised as a valuable exercise for country-level accountability and stock-taking. It has further encouraged reflection, coordination, and alignment among stakeholders.

Being non-prescriptive, SUN 3.0 also reinforces the principle that sustainable nutrition action must be country-driven. Governments have taken greater responsibility for shaping national policies, with many embedding nutrition into broader development or specific nutrition strategies. Since 3.0, national stakeholders perceive that they jointly develop country priorities and are sufficiently supported by national networks and the Global Support System, particularly in advocacy and policy development. SUN Movement’s ability to convene diverse actors and have a unified voice and collective action remains an important strength.

In key global events, the SUN Movement amplified country-specific needs through the various stakeholders and events, positioned nutrition as an integral component of broader development priorities, and played a vital role in keeping nutrition in the development agenda amidst multiple crises.

The regionalisation of SMS, CSN, and SBN brought the Movement closer to country realities and national actors, creating stronger links between national and global efforts. SMS Hubs have enhanced context-specific support, peer learning, and tailored engagement with country priorities.

Despite global crises and shocks, the Movement has helped keep nutrition on key global platforms, including food systems transformation, climate resilience, and sustainable development dialogues. The SUN Movement Coordinator's high-level engagement with national governments has been crucial in upholding (and reviving) nutrition as a priority in several countries, including amid political change.

Finally, the Movement has taken important steps in gender-sensitive programming and youth participation. Women's representation in governance structures has increased, and efforts to integrate youth voices have gained traction, though challenges remain in ensuring their full influence.

4.2 What did not work: The limitations of SUN 3.0

However, the evaluation highlights that the Mutual Accountability Framework (MAF) failed to achieve its intended impact due to weakening commitment and ownership from key actors. While the JAA proved effective at the country level, accountability mechanisms at the global level have struggled to translate into meaningful action.

On the other hand, while advocacy for nutrition financing has been a core priority, the Movement has yet to effectively support the mobilisation of sustainable funding for nutrition, particularly at the country level. Countries continue to struggle with domestic resource mobilisation, while global funding for nutrition has plateaued or declined. Collaboration across the global networks—civil society, business, donors, and UN agencies—has been relatively unclear. While consultations revealed the networks' important contributions individually, they did not sufficiently unpack collaborative action and how the various constituencies aligned to realise the synergistic gains. Despite efforts to align stakeholders, the evaluation found persistent siloed approaches and resource competition, limiting the Movement's ability to act as a unified force. One of the Movement's fundamental assumptions—that diverse actors will voluntarily collaborate—has been tested. The evaluation shows collaboration requires clear incentives, accountability mechanisms, and structured engagement processes. Without these, competing interests and governance gaps hinder progress.

Additionally, governance structures like the Lead Group and Executive Committee (ExCom) should be more crucial in ensuring convergence in nutrition priorities across stakeholders by reinforcing the high-level vision and bridging it with operational action. There is room for the Lead Group to provide more strategic oversight, reinforcing political commitment and collectively championing nutrition as a global priority. Meanwhile, enabling the ExCom to operationalise that vision in partnership with the various constituencies can add more value than their current roles.

4.3 Reflections: Lessons Learned

Throughout this evaluation, it has become clear that countries' progress within the SUN Movement has not been linear – but neither did the countries join the Movement at the

same stage of development. While some countries have advanced to strengthen governance, accountability, and financing mechanisms, others remain in the early stages of political mobilisation and policy alignment. With 66 countries at different points in their nutrition journey, the fundamental drivers of SUN 1.0—political commitment, cross-sector coordination, and advocacy—continue to be essential. A rigid, one-size-fits-all model is neither desirable nor effective; the Movement needs to continue supporting countries at different speeds, ensuring that those at earlier stages of nutrition action are not left behind while facilitating progress for those further along.

Despite significant progress in some areas, the gaps between countries—and even within them—remain stark. While some have successfully integrated nutrition into national development strategies, others struggle with political instability, resource constraints, and weak institutional capacity. Fragile and conflict-affected states (FCAS), in particular, face enormous barriers to sustaining nutrition action. The reality is that nutrition progress is deeply unequal, and these inequities will continue to shape the Movement’s ability to achieve its long-term goals. Countries with strong governance, technical capacity, and financial resources are better positioned to scale up nutrition, while others remain trapped in cycles of crisis, limiting their ability to sustain gains. The Movement’s impact cannot be measured solely by aggregate global progress—it must also consider who is being left behind and why. Addressing these inequities requires a more deliberate and flexible approach that acknowledges different starting points and adapts to the structural, political, and economic realities that shape country-level progress.

A recurring challenge within the Movement has been navigating tensions between diverse stakeholders, including governments, civil society, the private sector, and donors. Conflicts of interest have often been viewed as a liability, but they can also be a source of innovation and progress when managed effectively. When competing interests are brought into structured, transparent dialogues, they can lead to better policy solutions. Collaboration has proven beneficial where clear guardrails and accountability mechanisms are in place. For instance, humanitarian organisations and national governments often operate in conflict-affected countries with different mandates and priorities. However, structured coordination mechanisms—such as joint nutrition action plans that bridge short-term emergency responses with long-term development goals—have helped align efforts and avoid fragmentation. In some contexts, the nutrition agenda has been successfully advanced despite political divisions by framing it as an issue of national security, economic growth, or human capital investment rather than a partisan issue. The Movement should not shy away from conflict or tension but instead embrace structured mechanisms to manage competing interests transparently. Without this, silos will persist, and the potential for multi-stakeholder problem-solving will remain untapped.

The goal of ending malnutrition by 2030 was always ambitious, but recent crises and systemic barriers have made it increasingly unrealistic. The last decade has demonstrated

that many factors influencing nutrition outcomes are beyond the Movement's direct control. Climate change, economic crises, pandemics, and conflict have repeatedly disrupted progress, reversing hard-won gains in many countries. The assumption that nutrition progress will be linear has not held. This is not a failure of the Movement but a reflection of nutrition challenges' complex and long-term nature. Systems change does not happen within the span of a single strategy cycle.

The Movement must recognise that its success is not defined by the rigid achievement of milestones within predetermined timelines but by its ability to adapt, remain relevant, and sustain momentum despite an increasingly uncertain global landscape. Flexibility and agility must be embedded into both processes and expectations. Unlike programs, projects, or organisations, movements are driven fundamentally by purpose, not fixed timelines. A movement does not "end" simply because a timeframe expires—it ends when its goal is either achieved or becomes obsolete. The SUN Movement would benefit from reevaluating how it sets expectations for impact. The Movement's success should be measured not by whether it meets an arbitrary endpoint but by how effectively it responds to emerging challenges and opportunities to make progress in the right direction. The question, perhaps, is not whether the SUN Movement should continue but how it can evolve to be more effective in an increasingly complex global environment.

4.4 SUN Movement and Other Global Coalitions

What truly differentiates the SUN Movement is its emphasis on creating a unified, collective voice for nutrition action. While various platforms play an essential role in shaping the nutrition ecosystem, the SUN Movement's unique strength lies in its ability to act as a glue that binds the efforts of a range of actors together and fosters the support that enhances efficiency in nutrition investments and prevents duplication of efforts.

The Movement is the various entities that comprise it. Yet, the evaluation shows that the idea that the Movement is not an external entity separate from the countries and actors that make it up has not been fully understood. **The SUN Movement's effectiveness depends on the actions of those within it.**

The Movement does not need to compete with other initiatives; it needs to leverage them strategically while remaining a powerful force for national leadership, coordination, and action. The SUN Movement is one of several global initiatives that address malnutrition, hunger, and food insecurity - like dialogue and financing mechanisms (e.g., Global Alliance Against Hunger and Poverty - GAAHP) or policy-driven coalitions (e.g., UN Food Systems Summit Coalitions). The SUN Movement does not aim to be a standalone, all-encompassing solution. It was never designed to do it all—rather, it is a catalyst and a convening platform that brings together diverse stakeholders and advocates to align their efforts toward shared nutrition goals. Where financing mechanisms provide the funds, the Movement helps countries spend them effectively. Where food systems initiatives drive global transformation, the Movement strives to ensure nutrition remains central. Where regional alliances tailor

solutions to local contexts, the Movement strengthens coordination and collaboration. Rather than competing with other initiatives, the Movement leverages their strengths, complements them, and reinforces them to achieve its mission.

The global malnutrition challenge is too big and multi-faceted for any initiative or actor to solve alone and the complexity of the environment we are currently operating in demands a force such as the nature of this Movement. The Movement's future depends on proving its unique added value as a convener, connector, and catalyst.

5 Recommendations

Recommendation	Responsible lead	Level
<p>1. Accelerate the regionalisation of the SMS Hubs, while continuing the regionalisation of key networks such as the CSN and SBN and strengthening their coordination at the regional level.</p> <ul style="list-style-type: none"> ● Invest in the necessary human resources capacity to staff the hubs as planned fully. ● Given the heightened demand, consider incorporating a full-time or part-time resource mobilisation expert at the SMS hub level. ● Continue the regionalisation of the CSN and SBN ● Enable structured coordination between SMS Hubs, CSN and SBN regional structures, and other regional bodies, such as UN agencies’ regional offices. 	SMS, SBN, CSN	Operational
<p>2. Strengthen national MSPs through more diverse network engagement and between gender and youth inclusion and mobilisation:</p> <ul style="list-style-type: none"> ● Strengthen the capacity of national networks to advocate for policy reforms, mobilise resources, and support grassroots engagement, especially in FCAS. ● For the SUN countries that have not established Business, Parliamentary, and Youth networks, provide greater support for their establishment and better engagement ● Continue to strengthen gender inclusion and representation in national MSPs. ● Encourage the inclusion of youth representatives within MSPs by advocating for the set-up of Youth Networks. 	MSP, Country Coordinators, GSS	Operational
<p>3. Enhance Risk Mitigation: In the next phase, establish voluntary collaboration as an outcome in the Theory of Change (ToC). Strengthen the ToC by incorporating robust risk assessment and mitigation strategies, particularly around collaboration assumptions.</p>	4.0 Lead Authors	Strategic

Recommendation	Responsible lead	Level
<p>4. Refine Metrics for Success: Develop indicators that better capture the movement's systemic and collective impact and assess its catalytic and facilitative role in accelerating nutrition action.</p>	<p>4.0 Lead Authors</p>	<p>Strategic</p>
<p>5. Manage Conflicts of Interest Proactively: Develop and establish principles of engagement that manage conflicts of interest that prioritise national interest – addressing issues of transparency, accountability, integrity, ethical conduct, inclusive and balanced representation, adaptive governance and structured risk management in operational processes.</p>	<p>SMS</p>	<p>Operational</p>
<p>6. Ensure ownership of roles and responsibilities: Clearly define, communicate, and secure ownership of the strategic leadership, management, and operational roles and responsibilities across all parts of the Movement. This will ensure that day-to-day management activities are effectively streamlined and do not hinder strategic initiatives or meaningful engagement among key stakeholders at all levels.</p>	<p>Lead Group, ExCom, SUN Coordinator and GSS</p>	<p>Operational</p>
<p>7. Collaborative Workplan: Develop a single, unified GSS alignment framework or work plan that identifies the roles and responsibilities of each constituency and aligns the Movement's priorities and leverages complementary strengths. Each stakeholder commits to shared objectives within this plan while leveraging their unique constituencies to advance collective goals.</p>	<p>GSS</p>	<p>Operational</p>
<p>8. Strengthen high-level engagement: Use strategic engagements by SUN Coordinators and thought leaders to build political commitment, align resources, and maintain nutrition's prominence in national and global agendas, particularly amid government transitions and global emerging priorities.</p>	<p>SUN Coordinator, Lead Group</p>	<p>Operational</p>

Recommendation	Responsible lead	Level
<p>9. Advocacy for nutrition: Advocate for integrating nutrition into emerging priorities like climate change and food systems transformation, creating new opportunities for funding and collaboration. Here, there is an opportunity to better leverage the collective power of the Lead Group and the ExCom to establish and reinforce the high-level vision for nutrition and better communicate that to access broader support from stakeholders outside the SUN Movement towards the common goal.</p>	SUN Coordinator, Lead Group, GSS	Operational
<p>10. Global governance: Prioritise the role of the Lead Group in collective/joint advocacy for nutrition and the Movement while simultaneously supporting ExCom's strategic engagement. This will enable ExCom to provide more meaningful guidance for integrating nutrition actions and priorities among SUN Movement stakeholders.</p>	Lead Group and Executive Committee	Operational
<p>11. Support better public financing for nutrition: Support SUN Countries in strengthening public financing for nutrition through enhanced resource mobilisation, budgeting, expenditure, and accountability measures.⁷⁷</p> <ul style="list-style-type: none"> ● Provide greater support for domestic resource mobilisation, as national stakeholders in the SUN Countries demand ● Support countries that cannot mobilise domestic resources to tap into innovative financing mechanisms through international sources. ● Support countries to strengthen governments' and wider national capacity for nutrition-sensitive budgeting, resource allocation and accountability measures such as financial tracking and monitoring. 	GSS, MSP, Country Coordinator	Operational
<p>12. Diversify funding sources for the Movement: Diversify funding sources and develop self-sustaining financial models for each network within the GSS. Alternatively, consider</p>	GSS	Operational

⁷⁷ See page 22 of this evaluation report.

Recommendation	Responsible lead	Level
developing a unified funding framework for the SUN Movement, comprising the SMS and the secretariats of the various networks to ensure alignment, adequate commitment and time allocation and smooth functioning of all parts of the Movement.		
13. Make technical assistance more equity-driven: Prioritise equity in technical assistance delivery, ensuring support reaches capacity-constrained countries, particularly in fragile contexts.	SDN, SMS	Strategic
<p>14. Tailor Approaches for FCAS: Integrate flexible, context-specific strategies (equity-focused) to address the unique challenges of fragile and conflict-affected states:</p> <ul style="list-style-type: none"> ● Recognise and respond to the vital role that non-state actors play in maintaining nutrition action during conflict, protracted crises, and extreme fragility. ● Explore alternative engagement strategies to sustain nutrition with non-state actors, using lessons from the 3.0 Strategy period. 	4.0 Lead Authors	Strategic

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Appendix

A.1. Country Selection for in-depth case studies

A.1.1. Criteria for country selection

The country selection was based on a range of criteria:

The evaluation team proposed two layers of country selection criteria: 1) geographic representativeness and 2) qualitative and quantitative performance assessment. Geographic representation was attained by selecting at least one country from each SMS regional hub (Anglophone Africa Hub, Asia Hub, Francophone Africa Hub and Francophone Africa Hub) and one country from the SMS thematic hub (Convergence Hub).⁷⁸ Following this criterion, the evaluation team ensured that at least one fragile and conflict-affected state (FCAS) from the Convergence Hub was included in the in-depth country case studies as the ETT and EPRI deem vital, given that humanitarian crises are on the rise globally.

The second layer of selection that EPRI proposed relied on qualitative assessment from desk review, key informants, and specific performance measures. The key sources of information for qualitative assessment were: 1) Desk review of SUN movement documents; 2) Key informants from SMS Hubs; 3) Key informants from the first Mission to Geneva; and 4) ETT.

Examples of specific measures of performance that were considered are: 1) Checking if countries are on track for at least two of the global WHA targets; 2) A mix between low- and middle-income countries; 3) The presence of well-functioning Multistakeholder Platforms; 4) Having received technical assistance; 5) Financing/resource mobilisation strategy in place; 6) Tracking of domestic expenditure on nutrition actions in support of the NNP.

A.1.2. Option for Country Case Studies

In accordance with the ETT and approved by the ERG, EPRI's option for six country case studies was Costa Rica, Ethiopia, Mali, Pakistan, Somalia and Timor-Leste.

- Geographic Representation: Anglophone Africa Hub (Ethiopia), Asia Hub (Pakistan and Timor-Leste), Francophone Africa Hub (Mali), Latin America and the Caribbean Hub (Costa Rica) and Convergence Hub (FCAS: Somalia)
- On track of at least two of the global WHA targets (Costa Rica and Somalia)
- Low-income countries (Ethiopia, Mali, Somalia), middle-income countries (Costa Rica, Pakistan and Timor-Leste)
- Have a well-functioning MSP (Costa Rica, Mali and Pakistan);
- Have received technical assistance (Costa Rica, Ethiopia, Somalia);
- Have domestic expenditure on nutrition actions in support of the NNP being tracked (Ethiopia and Mali);
- Have financing/resource mobilisation strategy in place (Ethiopia) or being developed (Mali and Timor-Leste);
- Was previously evaluated (Costa Rica)

⁷⁸ SMS regional and thematic hubs are collectively referred to as the SMS hubs in this report.

A.2. List of reviewed documents

Table A 1: List of reviewed documents

Topic	Name
Previous SUN Evaluations and Strategy	SUN 1.0 Independent Evaluation
	SUN 2.0 Midterm Review
	SUN 2.0 Strategic Review
	SUN 2.0 Strategy
SUN 3.0 Strategy	SUN 3.0 Design Process
	SUN 3.0 Strategy Document
	SUN 3.0 Strategy Website
	SUN 3.0 Strategy Annexes
	Operationalisation Group (OPS) Recommendations
	Report to the SUN Movement Lead Group on the implementation of the OPS Group Recommendations
	Gender Workplan 2023
SUN Movement Progress Tracking	Assessing progress towards SUN goals
a) Indicators of Success	SUN 3.0 Strategy Indicators of Success - December 2023
	2023 Update to ExCom
	Indicators related to progress against the WHA targets (national and global)
b) SUN Movement Annual Progress Reports	SUN Annual Progress Report 2021
c) Joint Annual Assessments	Joint Annual Assessment Meeting Guidance
	Joint Annual Assessment Report Guidance
	Joint Annual Assessment 2021 tools, dataset and briefs
	Joint Annual Assessment 2022 tools, dataset and briefs
	Joint Annual Assessment 2023 tools (May 2024)
	Panama Hub Joint Annual Assessment 2022 Brief
	Francophone Hub Joint Annual Assessment 2022 Brief
	Convergence Hub Joint Annual Assessment 2022 Brief
	Asia Hub Joint Annual Assessment 2022 Brief
	Anglophone Hub Joint Annual Assessment 2022 Brief
d) Country profiles	SUN Countries' Profiles
	MSP Functionality Case Studies (done by CAT)

Topic	Name
SUN Lead Group	ToR
	Meeting reports
SUN Executive Committee	ToR
	Rules of procedure
	ExCom Finance Task Team ToR
	Meeting reports
SUN Coordinator	ToR
	Mission reports
SUN Movement Secretariat	SUN Movement Secretariat Annual Report 2022
	Organisation chart SMS
	UNOPS hosting arrangement
	SMS Renewed Logframe 2023
	SMS Annual work plans
	SMS Annual reports to donors
	SMS Internal Review of Hubs
SMS Hubs	Hub Dashboards
	Hub Action Plans
	Country Workplans
	2022 Regional gathering report (in Panama, December 2022)
	Country Finance Framework Pilots
Network strategies and reports	
a) Civil Society Network	CSN strategy (2021-2025)
	2022 CSN Annual Survey Report
	2021 CSN Annual Survey Report
	Civil Society Network Website
	Small Grants Programme Report (2018 - 2022)
	Fundraising Radicals Training Report
	Asia & LAC Regional Meeting reports
	CSN reports (2021-2023)
b) SUN Business Network	SBN strategy (2022-2025)
	SBN External Evaluation 2019
	SUN Business Network Website
c) UN-Nutrition	UN Nutrition Strategy (2022-2030)
	UN-Nutrition annual reports (ECOSOC reports for 2021 & 2022)
	UN-Nutrition Information Note
	UN-Nutrition Website
d) SUN Donor Network	SDN work plan (2022-2023)
	SDN ToR (2019-2023)

Topic	Name
	SUN Donor Network Website
Global Support Structure (GSS)	GSS Logframe (never fully endorsed by the GSS)
	GSS Joint Action Plan for 2023
	GSS Advocacy Strategy
	GSS MEAL/KM Working Group
	GSS Communications Strategy
	Technical Assistance (TA) Tracker Global
	Finance Capacity Development Platform
Mutual Accountability Framework	SUN 3.0 Mutual Accountability Framework
	Folder with the MAF documents
	MAF pilot implementation plan
	MAF ExCom Pilot Exercise
	MAF GSS Pilot Exercise
	MAF Yemen Pilot Experience
MEAL	Review of National Nutrition Plans (WHA indicators)
	Summary of the documented good practices
	Guide for developing a national knowledge management action plan for SUN countries 2023
	MEAL/KM Advisory Group meeting notes

A.3. List of countries that participated in the e-surveys

Table A 2: List of countries that participated in the e-survey

Number	Country	Number	Country
1	Afghanistan*	29	Liberia
2	Bangladesh	30	Madagascar
3	Benin	31	Malawi
4	Botswana	32	Mali
5	Burkina Faso	33	Mauritania
6	Burundi	34	Myanmar*
7	Cambodia	35	Namibia
8	Cameroon	36	Nepal
9	Chad	37	Niger
10	Congo	38	Nigeria
11	Costa Rica	39	Pakistan
12	Democratic Republic of the Congo	40	Panama
13	Djibouti	41	Papua New Guinea
14	Ecuador	42	Peru
15	El Salvador	43	Philippines
16	Eswatini	44	Senegal
17	Gabon	45	Sierra Leone
18	Gambia	46	Somalia
19	Ghana	47	Sri Lanka
20	Guatemala	48	São Tomé and Príncipe
21	Guinea	49	Tanzania*
22	Guinea-Bissau*	50	Timor-Leste
23	Haiti	51	Togo
24	Honduras	52	Uganda
25	Indonesia	53	Viet Nam
26	Kenya	54	Yemen
27	Kyrgyzstan*	55	Zimbabwe
28	Lao PDR		

*No participation of country coordinator in the e-survey

A.4. Semi-structured interviews

Table A 3: List of Semi-structured interviews

SUN Structure or Constituency		KIIs	FGDs
3.0 Lead Authors		5	
SUN Movement Coordinators		3	
Lead Group		3	
Executive Committee		11	
SMS (other than Hubs)		5	2
SMS Hubs		7	3
UN Nutrition		2	
Civil Society Network		3	2
Donor Network		1	1
Business Network		2	1
Technical Assistance Partners		3	2
Total		56 (45 KIIs, 11 FGDs)	
Case Studies	Data Collection	KIIs	FGDs
Ethiopia	National	13	
	Sub-National	8	
Pakistan	National	17	
	Sub-National	8	
Costa Rica	National	15	
Mali	National	2	7
Somalia	National	11	
Timor Leste	National	23	
Total		104 (97 KIIs, 7 FGDs)	

A.5. Data Analysis Methods

A.5.1. Framework Analysis

Framework analysis offers a structured method for examining large volumes of data, making it well-suited for evaluating complex Strategies. For this evaluation, we used the method to assess the SUN's 3.0 relevance, efficiency, sustainability, gender, and youth. This flexible approach allowed us to modify the framework as new themes and insights emerged while also ensuring transparency and accountability.

Key Steps in Conducting the Framework Analysis

- **Familiarization:** We began by reviewing the internal SUN Movement documents and KIIs and FGDs data. This review helped identify recurring themes and patterns. Transcripts of KIIs and FGDs were processed, anonymised, and cleaned to ensure that the dataset was consistent and error-free. This ensured the privacy of participants and the clarity of the data.
- **Thematic Framework Development:** Based on the data from KIIs, FGDs, and the review of SUN's internal documents, we developed a thematic framework. This framework organised the data by topics such as the design of the strategy and its implementation. We also incorporated a priori themes, particularly those relevant to assessing the strategy's relevance, efficiency and gender and youth, ensuring the framework captured the full scope of the evaluation. This framework helped us explore forward-looking questions, such as identifying areas for improvement and potential adjustments to enhance the Strategy and Movement's long-term success.
- **Indexing:** Using data management and coding software (NVivo), the research team coded the full dataset, systematically indexing the data according to the themes identified in the framework. This process allowed us to categorise information and ensure a structured and organised analysis.
- **Charting:** We then sort the indexed data into relevant themes, allowing us to analyse the data comprehensively. This step highlighted common experiences, perceptions, and patterns related to the Strategy's design, implementation, and contributions.
- **Mapping and Interpretation:** Finally, the data was interpreted to create typologies, identify key relationships, and generate explanations for the findings. This stage provided insights into how well the strategy has performed, what improvements could be made, and how it might better achieve its objectives in the future.

The framework analysis provided a structured, transparent process for evaluating SUN 3.0. This method allowed us to provide credible, nuanced responses to the evaluation's key questions about the strategy's relevance, efficiency, sustainability, gender, and youth by unpacking complex data into manageable themes. Additionally, it enabled us to identify gaps, areas for improvement, and opportunities for greater alignment with the Movement's long-term goals.

A.5.2. Contribution Analysis

Contribution Analysis (CA) is a valuable approach for evaluating the **effectiveness** and **sustainability** of SUN 3.0. It helped to assess causal questions and infer causality in real-life settings by reducing uncertainty about how SUN 3.0 contributed to observed results. CA deepened the understanding of why certain outcomes occurred (or did not), considering the roles played by SUN 3.0 and its actors and other internal and external factors. While it did not offer definitive proof, CA allowed the evaluators to build a line of reasoning, providing confidence that SUN 3.0 significantly contributed to the outcomes.

This method was particularly suited for evaluating Movements where multiple variables may affect outcomes, especially in complex, multi-stakeholder environments that evolve over time, such as the one in which the SUN Movement operates. Thus, it was highly relevant for the current evaluation. CA incorporated findings from Key Informant Interviews (KII) and Focus Group Discussions (FGDs), making the process highly stakeholder-intensive. Numerous interviews were needed to capture diverse perspectives.

The evaluation team conducted a **Contribution Analysis (CA)** using **Collaborative Outcomes Reporting (COR)** and the **Most Significant Change (MSC)** approaches. These methods were particularly appropriate because they were not strictly bound by the Theory of Change (ToC), allowing evaluators to take a flexible, open approach to exploring alternative drivers of change and contributions.

COR and MSC prioritised **intensive stakeholder engagement via key informant interviews (KIIs) and focus group discussions (FGDs)** to validate findings and capture stories of significant contributions. This participatory process encouraged reflection on outcomes, ensuring that the stakeholders involved consider the changes being reported meaningful.

By collecting stories of significant changes from stakeholders, MSC adds a **human-centred narrative** to complement traditional quantitative data from the e-survey. These stories were instrumental in contribution analysis because they reveal how actions have led to real, personal-level contributions that metrics may not fully capture. COR strengthened this approach by triangulating the data from multiple sources, combining quantitative outcomes with qualitative evidence, resulting in a more robust and comprehensive evaluation. These approaches were particularly valuable in capturing **intangible contributions** and providing a more nuanced understanding of the contributions of SUN 3.0.

A.5.2.1. Collaborative Outcome Reporting (COR)

Collaborative Outcomes Reporting (COR) is a participatory evaluation approach designed to assess the movement's contributions by creating a performance story that shows how the Movement (and its Strategy) contributed to specific outcomes. This approach **integrated** multiple methods, including **Contribution Analysis** and **Multiple Lines and Levels of Evidence (MLLE)**, and **emphasised stakeholder involvement**, expert review, and the use of both qualitative and quantitative data.

A.5.2.1.1. Essence of the Collaborative Outcomes Reporting

COR sought to provide a credible, evidence-backed narrative about the Movement's effectiveness, engaging experts and stakeholders in the review process. The goal was to collaboratively explore whether the Movement and its initiatives' contributions to outcomes were significant and how they could be credibly attributed to SUN 3.0. This process culminated in a performance story report, which offered a succinct account of how the Movement has achieved its outcomes.

COR is particularly effective in complex evaluations, such as the one presented by SUN 3.0, where outcomes may not be clearly defined at the outset or are emergent. Its strength lies in integrating different data types, involving multiple perspectives, and focusing on credible evidence while fostering stakeholder collaboration and buy-in.

A.5.2.1.2. Combining Methods

COR blends qualitative and quantitative methods, using social inquiry to gather primary data and data trawling to collect secondary data. By incorporating techniques like MSC, COR captures unexpected outcomes alongside planned ones, thus ensuring a well-rounded understanding of the Movement's contributions.

A.5.2.1.3. Key Steps in COR

1. **Data Trawling:** Existing internal data from the SUN Movement was gathered as a baseline.
2. **Social Inquiry:** Additional data gathering, both qualitative and quantitative, was carried out. The evaluation team conducted interviews and implemented an e-survey.
3. **Data Analysis and Integration:** All gathered data were analysed collectively.
4. **Outcomes Panel:** The evaluation team assessed the Movement's contribution and explored alternative explanations for the observed results.
5. **Summit Workshop:** A collaborative workshop involves stakeholders, such as SUN country coordinators, to synthesise and discuss key findings and recommendations.

A.5.2.1.4. Application

COR was particularly useful for the Movement's complex or emergent outcomes. It also fostered capacity building among Movement stakeholders by actively involving them in the data collection and evaluation. In summary, COR's participatory and evidence-based nature made it a powerful approach for evaluating SUN 3.0 while ensuring the results were actionable and relevant to stakeholders.

A.5.2.2. Most Significant Change (MSC)

The **Most Significant Change (MSC)** technique was a qualitative approach used to monitor and evaluate SUN 3.0 by collecting stories of change from stakeholders. It focused on identifying and understanding the most significant outcomes the Movement brought up by the design and implementation of SUN 3.0.

A.5.2.2.1. Overview of MSC

MSC was used to collect and analyse personal stories from stakeholders about the changes they have experienced due to SUN 3.0. These stories were then reviewed and selected based on their significance. The process emphasised deep stakeholder engagement and provided a human-centred narrative to complement more traditional data.

A.5.2.2.2. Steps in the MSC Process

1. **Raising Interest:** The evaluation team introduced the MSC method to key stakeholders and got buy-in.
2. **Defining Domains of Change:** Identified the specific areas or "domains" where significant changes were likely to occur.
3. **Establishing the Reporting Period:** Determined the time frame during which changes were tracked and stories collected.
4. **Collecting Stories:** Stakeholders provided stories of the most significant changes they've experienced.
5. **Selecting the Most Significant Stories:** The evaluation team reviewed and discussed the collected stories to choose the most impactful ones.
6. **Providing Feedback:** To ensure transparency, the selected stories and reasons for their selection were communicated to participants.
7. **Verification:** The chosen stories were verified for accuracy through follow-up interviews and in-depth case studies.
8. **Secondary Analysis:** Additional analyses were conducted on the stories to identify patterns and broader insights.

These steps helped evaluators gain deeper insights into the Movement's contribution by engaging stakeholders, understanding diverse outcomes, and capturing changes that are not easily measured with conventional evaluation methods. The process monitored outcomes and fostered reflection and learning among stakeholders.

A.6. Findings of the COR workshops

As part of the Collaborative Outcome Reporting (COR) approach, once all the interviews were completed during the country case missions, the team consolidated the findings backed by success stories that would corroborate them and conducted workshops with all constituencies that were interviewed. The workshop was dedicated to assessing the contributions of the SUN 3.0 Strategy in deep-dive countries. Participants played a vital role in validating or challenging the findings, sharing additional evidence and stories, clarifying misunderstandings, and refining the evaluation of the SUN Movement's contribution to advancing nutrition efforts.

The workshop agenda included an introduction and presentation of findings by the evaluation team. This was followed by breakout discussions, when the number of participants was high, to gather feedback and insights. The discussion part of the workshop followed a 6-step process to validate or challenge the findings where participants were asked⁷⁹:

1. If they agree or disagree with the finding.
2. To assess how strong was SUN's contribution to that finding (1=very weak, 5=very strong)
3. To support the finding with additional stories or evidence.
4. If they rejected the finding, together with sharing contrary evidence or stories to support the rejection.
5. If they would like to clarify any misunderstandings in the findings.
6. As a group, to reconfirm or correct the finding.

Once these steps were finished, the workshop moved to a concluding part with a plenary and closing session. Active engagement was essential to ensure a comprehensive and accurate evaluation. The results of the workshop are presented in Table A 4 below

⁷⁹ Column strength of contribution in Table A 4 presents the average across participants/groups.

Table A 4: Findings of the COR workshops

SUN Country	Key Findings	Contribution story	Strength of contribution
Costa Rica	1. SUN 3.0 Facilitated National Multisectoral Partnership	Introduced the concept of multisectoral nutrition action and created a space for intersectoral coordination through the Multisectoral Platform. Key outcomes include joint planning, better solicitation of key partners to support programmatic components and transparency in nutrition action.	4.7
	2. Support for the Development of Laws, Policies, or Frameworks	National capacity strengthening through peer-to-peer learning and enhanced regional cooperation. With robust technical assistance, including accessible tools and guidance, and the SMS hub's facilitation of multilateral and bilateral dialogues, Costa Rica has made significant progress in these areas.	3.6
	3. Enhanced Collaborative Networks through Knowledge Sharing and Peer Exchanges	The regional events, workshops, and ad hoc cross-country meetings organised by the SMS hub in Panama have had a positive impact on knowledge sharing and peer exchanges. Through these collaborative efforts, Costa Rica's government has gained valuable insights from the experiences of other countries, such as El Salvador's innovative approach to breastfeeding. Additionally, the University of Costa Rica has greatly benefited from partnerships and exchanges with academic institutions in Ecuador and beyond, enhancing its capacity to address nutrition-related challenges effectively.	4.3
	4. SUN 3.0 has successfully positioned nutrition as a priority on Costa Rica's political agenda, overcoming challenges related to fluctuating government commitment	The visit of Gerda Verburg, former SUN Movement Coordinator, highlighted the importance of food and nutrition security, leading to its integration into health policy and the development of food-systems-based dietary guidelines. Furthermore, technical and financial support from UN agencies has been instrumental in implementing the national plan for FNS, reinforcing the country's commitment to improving nutrition outcomes despite varying political focus.	3.5

SUN Country	Key Findings	Contribution story	Strength of contribution
Ethiopia	1. Political support for nutrition & advocacy	Through strategic advocacy and high-level engagement, SUN constituencies have significantly strengthened political commitment to nutrition in Ethiopia. Their collective efforts have raised awareness, influenced policy priorities, and mobilised resources, ensuring nutrition remains a national agenda with multi-sectoral collaboration at its core.	4
	2. Nutrition Regulations, Policies, and Frameworks	SUN has collaboratively driven the development and enhancement of key nutrition regulations, policies, and frameworks. Through technical assistance, advocacy, and evidence generation, they have ensured that these policies are comprehensive, inclusive, and aligned with national and global nutrition goals.	4.75
	3. Strengthened Governance for Nutrition	SUN has notably enhanced the governance landscape for nutrition in Ethiopia by improving leadership capacity, establishing dedicated nutrition units within government ministries, and bolstering regional governance structures. As a result, Ethiopia is better positioned to address its nutritional challenges and promote sustainable health outcomes for its population.	3.75
	4. Enhanced Knowledge Management and Technical Assistance	SUN components have strengthened knowledge management, provided technical assistance, and facilitated peer-to-peer exchanges and webinars. These efforts have enhanced capacity, promoted innovation, and ensured nutrition interventions are informed by evidence and global best practices.	3.88
	5. Strengthened Monitoring and Evaluation Systems	SUN has strengthened monitoring and evaluation systems, enhancing accountability and data-driven decision-making. These are critical for tracking progress, measuring impact, and guiding effective nutrition interventions.	3.75
	6. Effective Multi-Sectoral Coordination in Sidama Regional State	The Sidama Regional State exhibits strong government-led multi-sectoral coordination in nutrition. While significant progress has been made, the Multi-Stakeholder Platform (MSP) needs to be formalised and coordination among stakeholders strengthened to leverage collaborative efforts for improved nutrition outcomes fully.	Contribution rephrased during the workshop

SUN Country	Key Findings	Contribution story	Strength of contribution
Mali	1. Facilitated Multisectoral Nutrition Action and Coordination	Creating the 2021-2025 Multisectoral Nutrition Action Plan represents a pivotal change in perspective, viewing nutrition not just as a “health concern” but as a multisectoral priority. This plan has facilitated collaborative planning and clarified roles and responsibilities among stakeholders, thereby improving the effectiveness of nutrition interventions throughout the region.	5
	2. Supported the Development of Laws, Policies, Frameworks	Through advocacy by the SUN Civil Society Network (CSN) and strong support from the SUN Movement, Mali successfully enshrined food as a constitutional right.	4
	3. Strengthened multisectoral collaboration and integrated knowledge from peer exchanges into national strategies	Mali’s government benefited from peer exchanges with countries like Ghana, learning from their experience in developing a nutrition roadmap, which was instrumental in shaping Mali’s food systems roadmap. The cartography exercise helped map nutrition interventions. Regional knowledge-sharing sessions further guided Mali in resource mobilisation and aligning strategies with regional best practices.	4
	4. Enhanced Leadership, Resource Alignment, and Accountability	Mali successfully conducted multisectoral reviews involving various stakeholders, facilitated a resource mobilisation roundtable for financing the Multisectoral Nutrition Action Plan (PAMN), and established quarterly monitoring mechanisms to assess progress against national nutrition priorities.	4
	5. Supported Political Advocacy and Resource Mobilisation	High-level political engagement, exemplified by Gerda Verburg's visit as the SUN Movement Coordinator, has been crucial in keeping nutrition at the forefront of Mali's national political agenda. Her presence galvanised political support and fostered unity among diverse stakeholders, emphasising the need for coordinated action on nutrition. As a result of these advocacy efforts, the Mali SUN Movement successfully secured a budget allocation of 600 million CFA, establishing a dedicated line for procuring ready-to-use therapeutic foods and supporting the Nutrition Coordination Unit.	4

SUN Country	Key Findings	Contribution story	Strength of contribution
Pakistan	1. Advocacy for integrating nutrition into various sectoral strategies and plans has been a cornerstone of progress in Pakistan	A cornerstone of progress in Pakistan has been securing high-level political endorsement for nutrition from key leaders, including the Prime Minister and provincial Chief Ministers. This commitment has established multi-sectoral nutrition planning as a national priority, evident in including a dedicated nutrition chapter in the 2024-2025 Annual Development Plan and the 13th Five-Year Plan. Advocacy efforts by the SUN Secretariat and the SUN Civil Society Alliance have also integrated nutrition into major political party manifestos ahead of the 2024 elections. Despite the challenges of the COVID-19 pandemic, the SUN platform remained active in coordinating nutrition efforts. However, provinces like Sindh and Balochistan still lack robust nutrition governance structures, highlighting the need for localised advocacy and tailored interventions.	4.5
	2. Increased Provincial Ownership in Tackling Malnutrition	Provincial governments are now localising strategies, establishing nutrition-sensitive indicators, and mobilising resources. Khyber Pakhtunkhwa has integrated nutrition markers into various sectors, while Punjab has revised its Multi-Sectoral Nutrition Strategy and launched the Baby Friendly Hospital Initiative. In Gilgit-Baltistan, the SUN Parliamentarian Forum has increased political commitment by deploying nutritionists in district hospitals. Azad Jammu Kashmir has focused on early childhood education and nutrition financing. Despite these advancements, disparities remain, particularly in Sindh and Balochistan, where SUN structures are not fully operational, highlighting the need for enhanced political will and resource allocation.	4
	3. Promoted Multistakeholder Platforms for Nutrition Coordination	SUN 3.0 has contributed to the establishment of multi-sectoral and multi-stakeholder platforms at both national and provincial levels. The SUN Secretariat's strategic placement within the Ministry of Planning and Development has provided a strong base for fostering multi-stakeholder collaboration, leveraging the ministry's influence to unite diverse actors around the nutrition agenda.	4

SUN Country	Key Findings	Contribution story	Strength of contribution
	4. Fostered joint action planning and multisectoral coordination to address malnutrition	The Multisectoral Nutrition Action Plan (MSNAP) is a cornerstone of SUN efforts. This comprehensive strategy has guided both national and provincial initiatives to ensure nutrition interventions are both nutrition-specific and nutrition-sensitive. This integrated approach has allowed for cohesive delivery, targeting both immediate and underlying causes of malnutrition.	4
	5. Facilitated the Development of Laws, Strategies, and Policies	A key achievement was the passage of the Breastfeeding Law in 2022, which mandates workplace accommodations for breastfeeding mothers and regulates the marketing of breast milk substitutes. This law, championed by the SUN Civil Society Alliance's advocacy, highlights the importance of breastfeeding in combating malnutrition. Provincial initiatives, such as Punjab and Khyber Pakhtunkhwa's stunting reduction programs, reflect a holistic approach incorporating health, agriculture, and education.	3.5
	6. Enhanced Nutrition Strategies through Knowledge Sharing and Peer Exchanges	Through active participation in SUN Regional Workshops and international peer-learning events, Pakistani officials and civil society representatives have adopted successful strategies from countries like Bangladesh and Nepal, particularly in stunting reduction and maternal nutrition. This collaboration has directly influenced provincial strategies in regions like Khyber Pakhtunkhwa and Punjab, integrating these lessons into frameworks such as the Multisectoral Nutrition Action Plan. The value of these exchanges was highlighted during a collaborative reporting workshop, where participants recognised the benefits of learning from global successes.	4.5

SUN Country	Key Findings	Contribution story	Strength of contribution
	7. Strengthened Capacity Building and Resource Mobilization for Nutrition Initiatives	By training over 700 stakeholders in Khyber Pakhtunkhwa on nutrition-sensitive interventions, SUN has effectively equipped local officials to integrate nutrition into sectoral plans. In Punjab, the SUN Civil Society Alliance has enhanced the advocacy skills of civil society organisations and provincial entities, leading to increased resource allocations for nutrition. Strong advocacy efforts have also aligned donor support with national nutrition priorities, securing crucial funding commitments from organisations like the European Union and the World Bank. Evidence generation, particularly by the SUN UN Network, has strengthened advocacy efforts and engaged decision-makers.	4
Timor-Leste	1. Facilitated Multisectoral Platforms for Nutrition Coordination	Previously viewed primarily as a health issue, nutrition's scope expanded through SUN 3.0 to become a cross-sectoral national priority, necessitating coordinated governance among agriculture, social protection, education, and public health. A significant reform was the transfer of nutrition coordination from the Ministry of Agriculture to the Prime Minister's Office, elevating nutrition to a national priority that commands high-level leadership. This shift has enhanced accountability and facilitated multisectoral policy development, exemplified by the National Stunting Action Plan (CNAP). The positioning of nutrition within the Prime Minister's Office has garnered greater political support and visibility for CNAP, enabling effective collaboration across ministries like agriculture and education.	3
	2. Enabled Better Collaboration and Coordination to align nutrition strategies with broader national development objectives, break down silos	The National Council for Food and Nutrition Security (CONSTANN-TL) was created to serve as the official multi-stakeholder platform for SUN, fostering collaboration among government ministries, civil society organisations, and development partners to achieve national nutrition goals. The establishment of the UNMICS, focused on combating stunting, further integrates the SUN secretariat with national priorities, promoting ownership and alignment. Advocacy from the SUN Global	4

SUN Country	Key Findings	Contribution story	Strength of contribution
	and ensure efficient resource utilisation	Support System (GSS), particularly during the SUN Coordinator's visit, was crucial in establishing UNMICS.	
	3. Supported the Development of Laws, Policies or Frameworks	SUN 3.0 made substantial contributions to the development of nutrition-related laws and policies. The most prominent legislative achievement was the approval of the International Breastfeeding Code in 2023, following years of advocacy by national and international stakeholders. This marked a significant step toward creating a supportive maternal and child nutrition policy environment.	4
	4. Enhanced Knowledge Management and Technical Assistance	The positive outcomes of regional events and workshops the SUN Asia Hub organised are evident in the knowledge exchange and best practices shared among participating nations, fostering optimism for the future. Notably, Timor-Leste has benefited from these exchanges in establishing networks such as the Civil Society Network (CSN), inspired by successful models from other countries. Additionally, high-level political engagement through initiatives like the UNFSS has facilitated invaluable peer-to-peer learning opportunities, allowing Timor-Leste to draw insights from the successes and challenges faced by other SUN members, thereby strengthening its nutrition strategies and actions.	5
	5. High-level political engagement has been crucial in maintaining nutrition as a priority on Timor-Leste's development agenda	The SUN Movement facilitated this engagement by involving senior government leaders directly in nutrition discussions, particularly by including nutrition under the Prime Minister's Office. A notable example was Gerda Verburg's visit in 2022 as the SUN Movement Coordinator, which galvanised political support and fostered unity among diverse stakeholders, underscoring the importance of coordinated action for nutrition.	5

A.7. Findings and Recommendations Link

Table A 5: Findings and Recommendations Links

Recommendations	Findings
<p>1. Accelerate the regionalisation of the Movement, particularly the hubs:</p> <ul style="list-style-type: none"> ● Invest in the necessary human resources capacity to staff the hubs as planned. ● Consider incorporating a full-time or part-time resource mobilisation expert at the level of the SMS Hubs given the heightened demand ● Enable structured coordination between SMS Hubs, CSN and SBN regional structures, and other regional bodies, such as UN agencies’ regional offices. 	<p>Finding 12: Regionalization has been one of the most impactful innovations under the SUN 3.0 Strategy that addresses country support needs, and encourages peer exchanges and good practice sharing.</p> <p>Finding 20: SUN global and regional events facilitate knowledge exchange, capacity building, and peer-to-peer collaboration, accelerating the prioritisation and scaling-up of nutrition action.</p> <p>Finding 22: SUN 3.0 emphasises the right systems approaches, foundational to sustainable change.</p> <p>Finding 24: SMS Hubs have played a pivotal role in making peer learning and knowledge sharing a core support component for SUN countries, promoting sustainable cross-country partnerships to advance nutrition action.</p>
<p>2. Strengthen national MSPs: Strengthen the capacity of national networks to advocate for policy reforms, mobilise resources, and support grassroots engagement, especially in FCAS. Business, Parliamentarian, and Youth networks are underrepresented nationally. Foster the inclusion of youth perspectives within MSPs by advocating for the set-up of Youth Networks and, similarly, advocate for establishing national SUN Business and Parliamentarian networks to enhance the involvement of the private sector and legislative branch.</p>	<p>Finding 2: The SUN 3.0 Strategy responded to country needs through extensive consultations held during its development and an increased focus on being country-driven and country-led.</p> <p>Finding 8: The SUN 3.0 strategy placed country leadership at the heart of its approach, enabling national governments to take ownership of their nutrition agendas through country-led nutrition action. National priorities were jointly developed by SUN national stakeholders and sufficiently supported nationally and globally by the Movement.</p> <p>Finding 9: While advocacy for nutrition and policy development see robust contributions across multiple networks, domestic resource mobilisation remains the weakest area of support and represents the most pressing gap for SUN engagement.</p> <p>Finding 10: Multi-stakeholder platforms (MSPs) have created spaces to address political and institutional tensions, enabling actors to work towards common nutrition goals in countries where they function well.</p> <p>Finding 18: Resource mobilisation for nutrition at the national level remains a persistent challenge hindering progress in many countries.</p> <p>Finding 22: SUN 3.0 emphasises the right systems approaches, foundational to sustainable change.</p>

Recommendations	Findings
	<p>Finding 23: Emphasis on country ownership and building local capacity has been effective, fostering sustainability for nutrition action.</p> <p>Finding 25: Through Multistakeholder Platforms (MSPs), SUN has facilitated capacity building, strengthened policy environments, and enhanced political will for sustainable nutrition action.</p> <p>Finding 29: As demonstrated by success cases, engagement with parliamentarians and enlisting the parliamentary constituency as a key support system is a potential opportunity at the country level. At the global level, leveraging nutrition thought leaders and the SUN Coordinator’s high-level engagement is another opportunity for SUN.</p> <p>Finding 31: Female representation in SUN governance has improved in key decision-making bodies at the global level, and women in MSPs at the national level generally perceive their participation as sufficient since the launch of SUN 3.0.</p> <p>Finding 32: Youth engagement in SUN 3.0 has advanced through strategic initiatives, but limited interaction between youth advocates and decision-makers undermines effective collaboration and the full potential of youth influence on policies.</p>
<p>3. Enhance Risk Mitigation: In the next phase, establish voluntary collaboration as an outcome in the Theory of Change (ToC). Strengthen the ToC by incorporating robust risk assessment and mitigation strategies, particularly around collaboration assumptions.</p>	<p>Finding 5: The 3.0 Strategy implicitly assumed collaboration among SUN stakeholders, overlooking possible conflicting interests and power dynamics. It underestimates the complexities of voluntary collaboration, and while the strategy proposes risk mitigation mechanisms, these were insufficient given the high risk and potential costs associated with the breakdown of this key assumption.</p> <p>Finding 6: The theory of change did not sufficiently acknowledge the heightened risks and shifting assumptions that affect progress in FCAS countries.</p> <p>Finding 28: Further limitations to achieve sustainable change are the implicit assumption of voluntary collaboration and the difficulty of measuring progress under SUN 3.0.</p>

Recommendations	Findings
<p>4. Refine Metrics for Success: Develop indicators that better capture the movement's systemic and collective impact and assess its catalytic and facilitative role in accelerating nutrition action.</p>	<p>Finding 5: The 3.0 Strategy implicitly assumed collaboration among SUN stakeholders, overlooking possible conflicting interests and power dynamics. It underestimates the complexities of voluntary collaboration, and while the strategy proposes risk mitigation mechanisms, these were insufficient given the high risk and potential costs associated with the breakdown of this key assumption.</p> <p>Finding 7: Measuring SUN 3.0's success remains a challenge, as existing indicators focus on programmatic outcomes rather than systemic and collective impact.</p> <p>Finding 28: Further limitations to achieving sustainable change are the implicit assumption of voluntary collaboration and the difficulty of measuring progress under SUN 3.0.</p>
<p>5. Manage Conflicts of Interest Proactively: Develop and establish principles of engagement that manage conflicts of interest that prioritise national interest – addressing issues of transparency, accountability, integrity, ethical conduct, inclusive and balanced representation, adaptive governance and structured risk management in operational processes.</p>	<p>Finding 5: The 3.0 Strategy implicitly assumes collaboration among SUN stakeholders, overlooking possible conflicting interests and power dynamics. It underestimated the complexities of voluntary collaboration, and while the strategy proposes risk mitigation mechanisms, these are insufficient given the high risk and potential costs associated with the breakdown of this key assumption.</p> <p>Finding 28: Further limitations to achieve sustainable change are the implicit assumption of voluntary collaboration and the difficulty of measuring progress under SUN 3.0.</p>
<p>6. Ensure ownership of roles and responsibilities: Clearly define, communicate, and secure ownership of the strategic leadership, management, and operational roles and responsibilities across all parts of the Movement. This will ensure that day-to-day management activities are effectively streamlined and do not hinder strategic initiatives or meaningful engagement among key stakeholders at all levels.</p>	<p>Finding 5: The 3.0 Strategy implicitly assumed collaboration among SUN stakeholders, overlooking possible conflicting interests and power dynamics. It underestimates the complexities of voluntary collaboration, and while the strategy proposes risk mitigation mechanisms, these were insufficient given the high risk and potential costs associated with the breakdown of this key assumption.</p> <p>Finding 13: The Movement's global advocacy for nutrition holds substantial promise but remains underutilised. The changing global context creates a greater need for cohesive, collective action.</p> <p>Finding 14: Overlapping responsibilities of the SUN Movement's Lead Group and ExCom slows decision-making and potentially weakens governance.</p>

Recommendations	Findings
	<p>Finding 16: The Mutual Accountability Framework (MAF) at the global level failed to achieve its intended purpose due to lack of ownership and commitment from key stakeholders</p>
<p>7. Collaborative Workplan: Develop a single, unified GSS work plan that identifies the roles and responsibilities of each constituency and aligns the Movement’s priorities and leverages complementary strengths. Each stakeholder commits to shared objectives within this plan while leveraging their unique constituencies to advance collective goals.</p>	<p>Finding 5: The 3.0 Strategy implicitly assumes collaboration among SUN stakeholders, overlooking possible conflicting interests and power dynamics. It underestimated the complexities of voluntary collaboration, and while the strategy proposes risk mitigation mechanisms, these are insufficient given the high risk and potential costs associated with the breakdown of this key assumption.</p> <p>Finding 13: The Movement’s global advocacy for nutrition holds substantial promise but remains underutilised. The changing global context creates a greater need for cohesive, collective action.</p> <p>Finding 16: The Mutual Accountability Framework (MAF) at the global level failed to achieve its intended purpose due to lack of ownership and commitment from key stakeholders.</p> <p>Finding 28: Further limitations to achieve sustainable change are the implicit assumption of voluntary collaboration and the difficulty of measuring progress under SUN 3.0.</p>
<p>8. Strengthen high-level engagement: Use strategic engagements by SUN Coordinators and thought leaders to build political commitment, align resources, and maintain nutrition’s prominence in national and global agendas, particularly amid government transitions and global emerging priorities.</p>	<p>Finding 11: The SUN Movement Coordinator's engagement with high-level government officials has been instrumental in revitalising national commitment to nutrition in several countries, including in changes in governments.</p> <p>Finding 21: In key global events, the SUN Movement acted as a collective force for change, amplifying country-specific needs and positioning nutrition as an integral component of broader development priorities.</p> <p>Finding 29: At the country level, engagement with parliamentarians and enlisting the parliamentary constituency as a key support system is a potential opportunity as demonstrated by success cases. At the global level, leveraging nutrition thought leaders’ and the SUN Coordinator’s high-level engagement from is another opportunity for SUN.</p>

Recommendations	Findings
<p>9. Advocacy for nutrition: Advocate for integrating nutrition into emerging priorities like climate change and food systems transformation, creating new opportunities for funding and collaboration. Here, there is an opportunity to better leverage the collective power of the Lead Group and the ExCom to establish and reinforce the high-level vision for nutrition and better communicate that to access broader support from stakeholders outside the SUN Movement towards the common goal.</p>	<p>Finding 1: The strategy aligned closely with global policies and priorities, notably the SDGs and the World Health Assembly (WHA) nutrition targets. Finding 3: The SUN Movement swiftly adapted its ways of working in response to COVID-19 and the global food and nutrition crisis by resorting to digital platforms to develop the 3.0 Strategy, promoting knowledge exchange in terms of crisis responses among SUN Member States, and linking through advocacy country needs and global support to drive coordinated action in response to the changing context. Finding 13: The Movement’s global advocacy for nutrition holds substantial promise but remains underutilised, with changing global contexts creating a greater need for cohesive, collective action. Finding 19: The global governance structures of SUN have made significant contributions to advancing the nutrition agenda, particularly in advocacy, but there is untapped potential for greater impact amid emerging global priorities. Finding 26: Changing global context, together with new emerging priorities and increasing funding gaps for nutrition pose threats to sustaining nutrition progress. Finding 30: Deepening integration of nutrition into new emerging global priorities like climate change, food systems transformation, and humanitarian responses, is an opportunity to keep nutrition high on the agenda in the long-term.</p>
<p>10. Global governance: Strengthen the role of the Lead Group in collective/joint advocacy for nutrition and the Movement while simultaneously supporting ExCom's strategic engagement. This will enable ExCom to provide more meaningful guidance for the integration of nutrition actions and priorities among SUN Movement stakeholders.</p>	<p>Finding 14: Overlapping responsibilities of the SUN Movement's Lead Group and ExCom slows decision-making and potentially weakens governance.</p>

Recommendations	Findings
<p>11. Support resource mobilisation and government capacity in financial management: In line with the guidance offered by recent literature⁸⁰ and to foster effectiveness and sustainability</p> <ul style="list-style-type: none"> ● Provide greater support for domestic resource mobilisation as SUN national actors require. ● Strengthen the capacity of governments in resource allocation, accounting and spending to maximise domestic financing opportunities. ● Explore innovative financing sources as a response to the widening financing nutrition gap. 	<p>Finding 9: While advocacy for nutrition and policy development see robust contributions across multiple networks, domestic resource mobilisation remains the weakest area of support and represents the most pressing gap for SUN engagement.</p> <p>Finding 17: There was a significant shortfall in technical assistance at all levels, revealing a critical need for strengthened national resource mobilisation and coordination capacities.</p> <p>Finding 18: Resource mobilisation for nutrition at the national level remains a persistent challenge hindering progress in many countries.</p> <p>Finding 26: Changing global context, together with new emerging priorities and increasing funding gaps for nutrition pose threats to sustaining nutrition progress.</p> <p>Finding 27: Resource mobilisation and national nutrition financing capacity are sustainability drivers, underpinning the ability to maintain momentum and scale nutrition action.</p>
<p>12. Diversify funding sources for the Movement: Diversify funding sources and develop self-sustaining financial models for each network within the GSS. Alternatively, consider developing a unified funding framework for the SUN Movement, comprising the SMS and the secretariats of the various networks to ensure alignment, adequate commitment and time allocation and smooth functioning of all parts of the Movement.</p>	<p>Finding 26: Changing global context, together with new emerging priorities and increasing funding gaps for nutrition pose threats to sustaining nutrition progress.</p> <p>Finding 27: Resource mobilisation and national nutrition financing capacity are sustainability drivers, underpinning the ability to maintain momentum and scale nutrition action.</p> <p>Finding 28: Deepening the integration of nutrition into new emerging global priorities like climate change, food systems transformation, and humanitarian responses is an opportunity to keep nutrition high on the agenda in the long term.</p>
<p>13. Make technical assistance more equity-driven: Prioritise equity in technical assistance delivery, ensuring support reaches capacity-constrained countries, particularly in fragile contexts.</p>	<p>Finding 6: The theory of change does not sufficiently acknowledge the heightened risks and shifting assumptions inherent in FCAS.</p> <p>Finding 17: There was a significant shortfall in technical assistance at all levels, revealing a critical need for strengthened national resource mobilisation and coordination capacities.</p>

⁸⁰ See page 22 of this evaluation report.

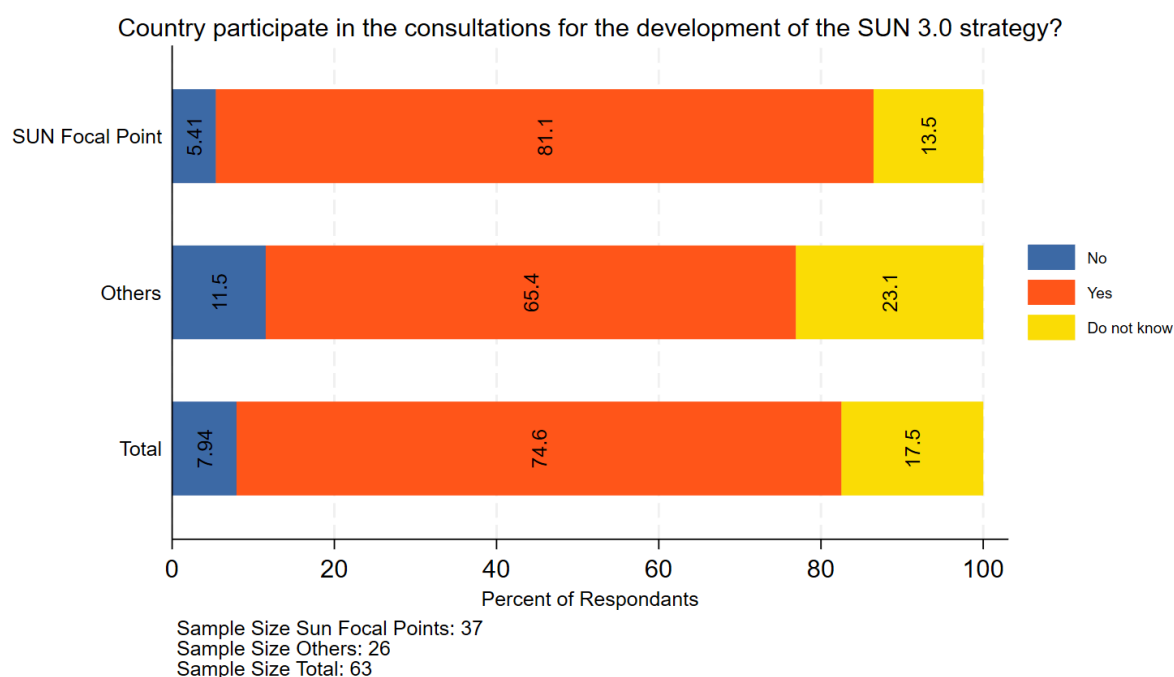
Recommendations	Findings
	<p>Finding 26: Changing global context, together with new emerging priorities and increasing funding gaps for nutrition pose threats to sustaining nutrition progress.</p> <p>Finding 27: Resource mobilisation and national nutrition financing capacity are sustainability drivers, underpinning the ability to maintain momentum and scale nutrition action.</p>
<p>14. Tailor Approaches for FCAS: Integrate flexible, context-specific strategies (equity-focused) to address the unique challenges of fragile and conflict-affected states:</p> <ul style="list-style-type: none"> ● Recognise and respond to the vital role that non-state actors play in maintaining nutrition action during conflict, protracted crises, and extreme fragility. ● Explore alternative engagement strategies to sustain nutrition with non-state actors, using lessons from the 3.0 Strategy period. 	<p>Finding 6: The theory of change did not sufficiently acknowledge the heightened risks and shifting assumptions that affect progress in FCAS countries.</p> <p>Finding 17: There was a significant shortfall in technical assistance at all levels, revealing a critical need for strengthened national resource mobilisation and coordination capacities.</p> <p>Finding 26: The changing global context, new emerging priorities, and increasing funding gaps for nutrition pose threats to sustaining progress in nutrition.</p> <p>Finding 30: Deepening the integration of nutrition into new emerging global priorities like climate change, food systems transformation, and humanitarian responses is an opportunity to keep nutrition high on the agenda in the long term.</p> <p>Finding 33: SUN 3.0 has prioritised gender and youth considerations in nutrition policies by promoting the alignment of national plans with gender-responsive approaches and strengthening the capacity of youth leaders to engage. However, challenges in implementation persist, particularly in FCAS contexts.</p>

A.8. E-Survey Findings: Quantitative Responses

The e-survey was designed as an approximately 30-40-minute survey with optional close-ended and open-ended questions. The goal was to gather perspectives on various relevance, effectiveness, efficiency, sustainability and gender and youth questions from all countries through the country coordinator, who was kindly asked to forward the e-survey to other network members in the country. The design of the e-survey was a mix of qualitative (open-ended questions) and quantitative (Likert scale) questions. The purpose of the e-survey was to collect member states' perspectives on SUN 3.0 design and implementation processes and gather missing data to understand SUN 3.0 contributions to the country's priorities and goals for nutrition and countries' perspective of SUN's sustainability in the country. The e-survey included questions on perceptions of gender inclusion in SUN key structures (e.g. MSP). In total, 85 stakeholders responded to the e-survey, 55 SUN country coordinators and 30 stakeholders from different constituencies (e.g., Academia, civil society, donors, private sector and UN agencies).

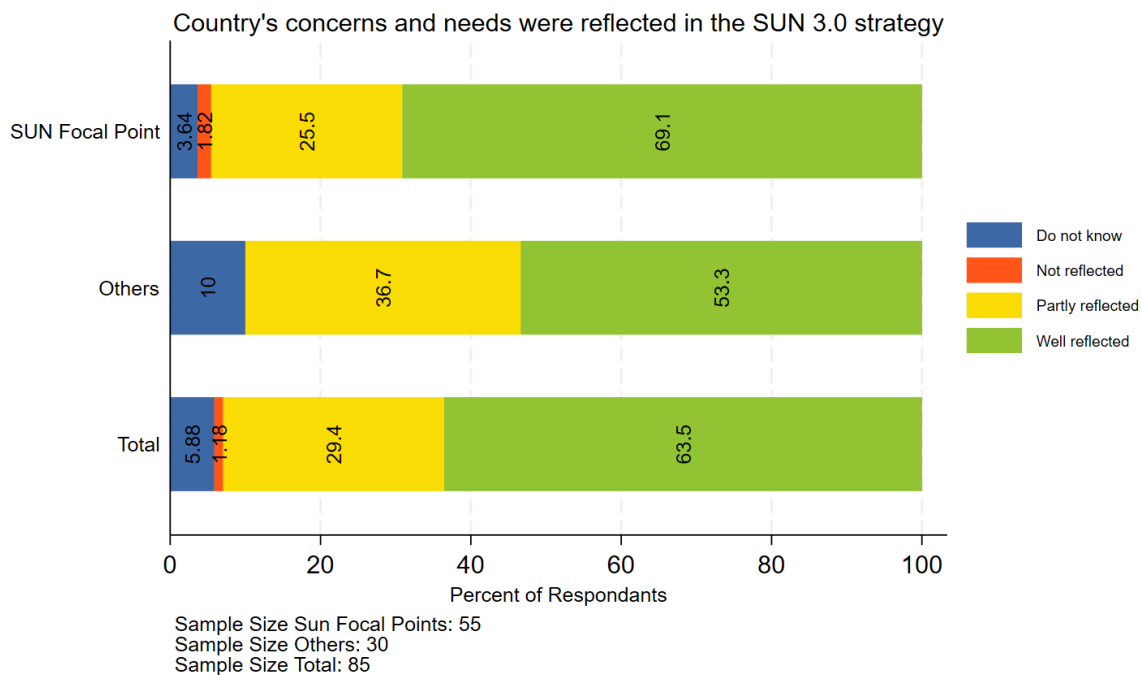
Did your country participate in the consultations for the development of the SUN 3.0 strategy?

Figure A 1: Participation in the consultations for the development of the SUN 3.0 Strategy



Were your country's concerns and needs reflected in the SUN 3.0 strategy?

Figure A 2: Country's concerns and needs reflection in the SUN 3.0 Strategy



Between 2021 and now, the presence and activities of national stakeholders contributed to strong policy and advocacy environments for nutrition in your country. Please select the degree to which you agree or disagree with this statement for each stakeholder listed below. Move the horizontal scroll bar to see all options.

Figure A 3: Country Coordinator

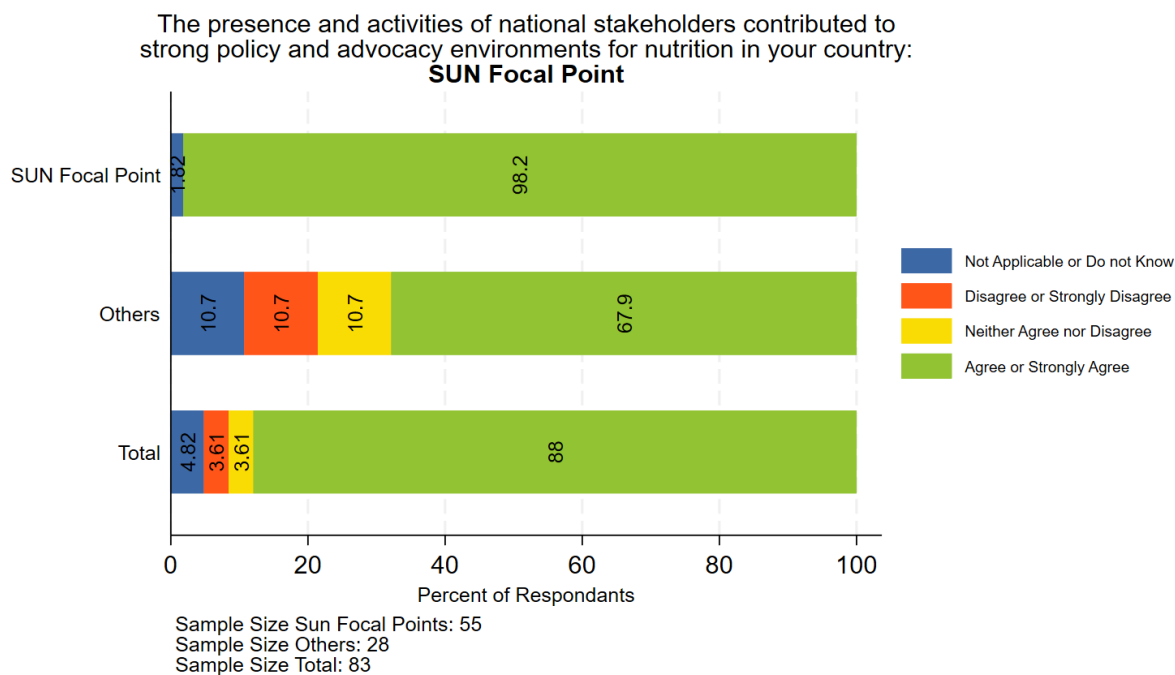


Figure A 4: National Multistakeholder Platform

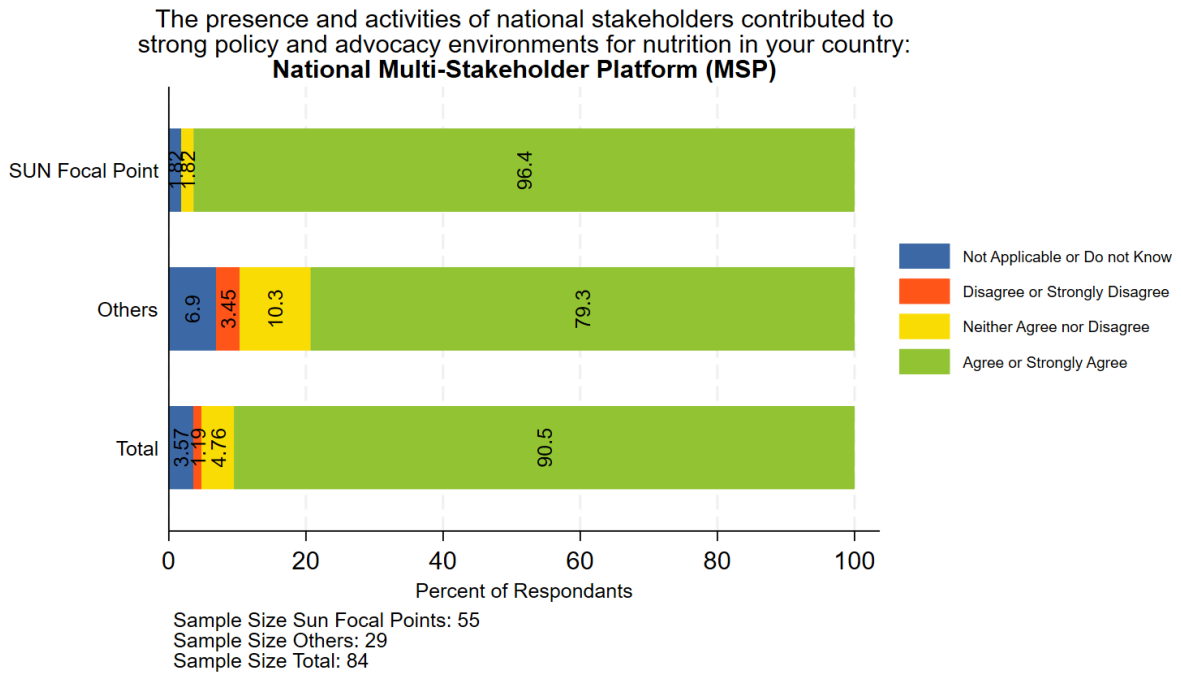


Figure A 5: Sub-national Multistakeholder Platform

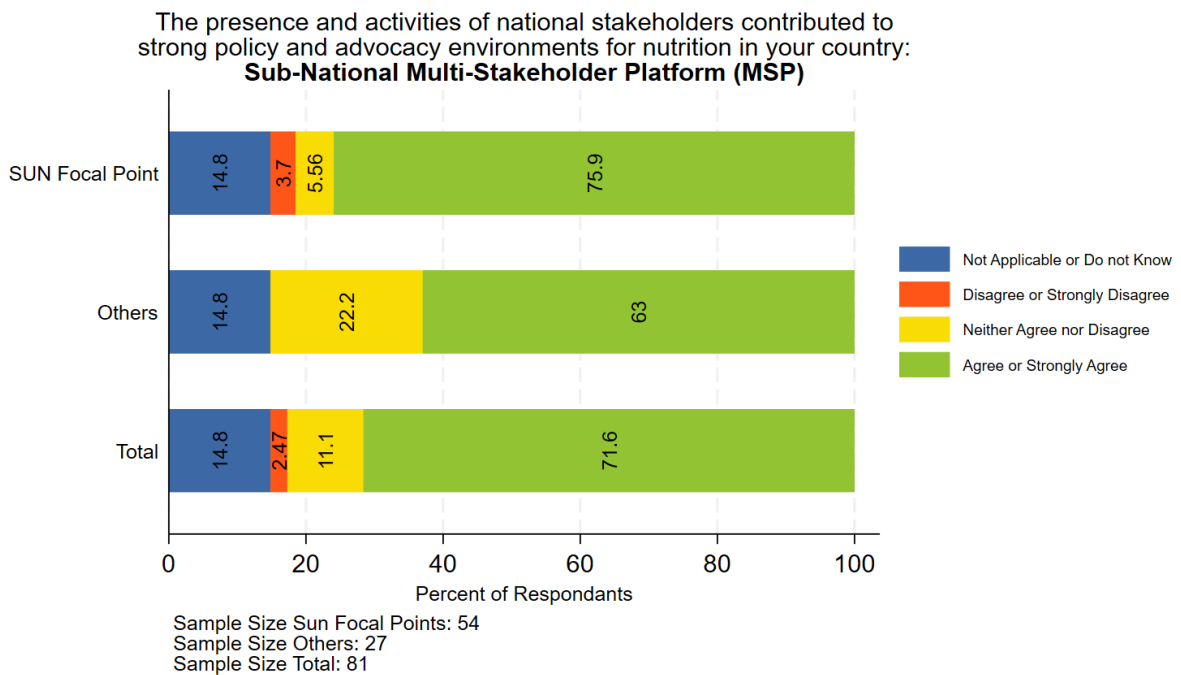


Figure A 6: Donor Network

The presence and activities of national stakeholders contributed to strong policy and advocacy environments for nutrition in your country:

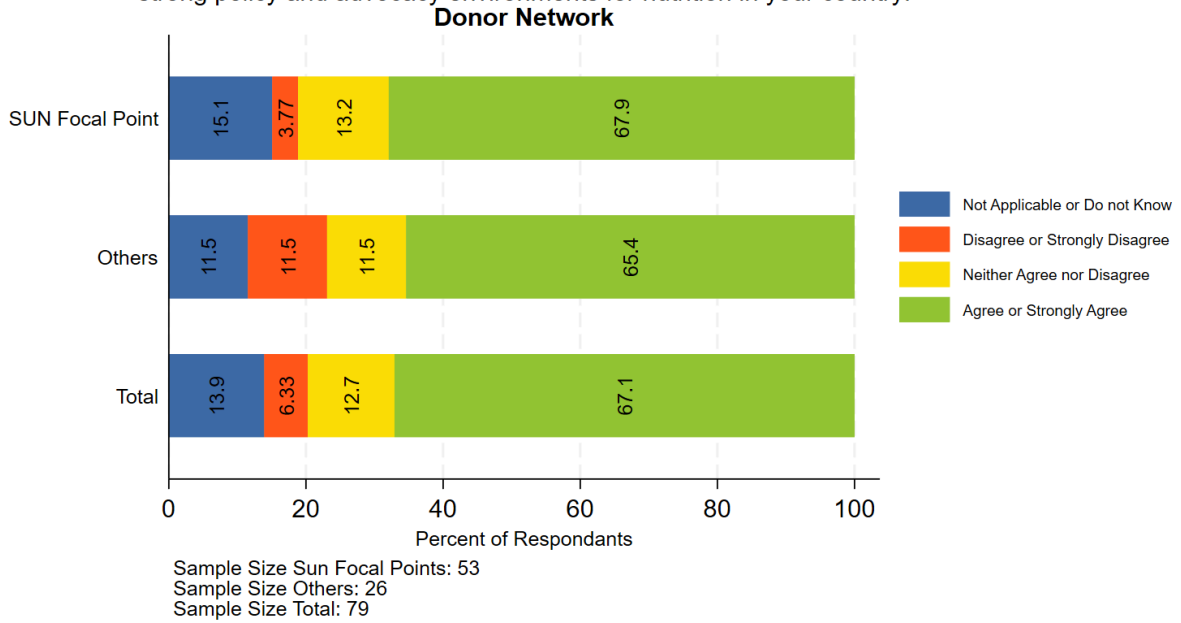


Figure A 7: Business Network

The presence and activities of national stakeholders contributed to strong policy and advocacy environments for nutrition in your country:

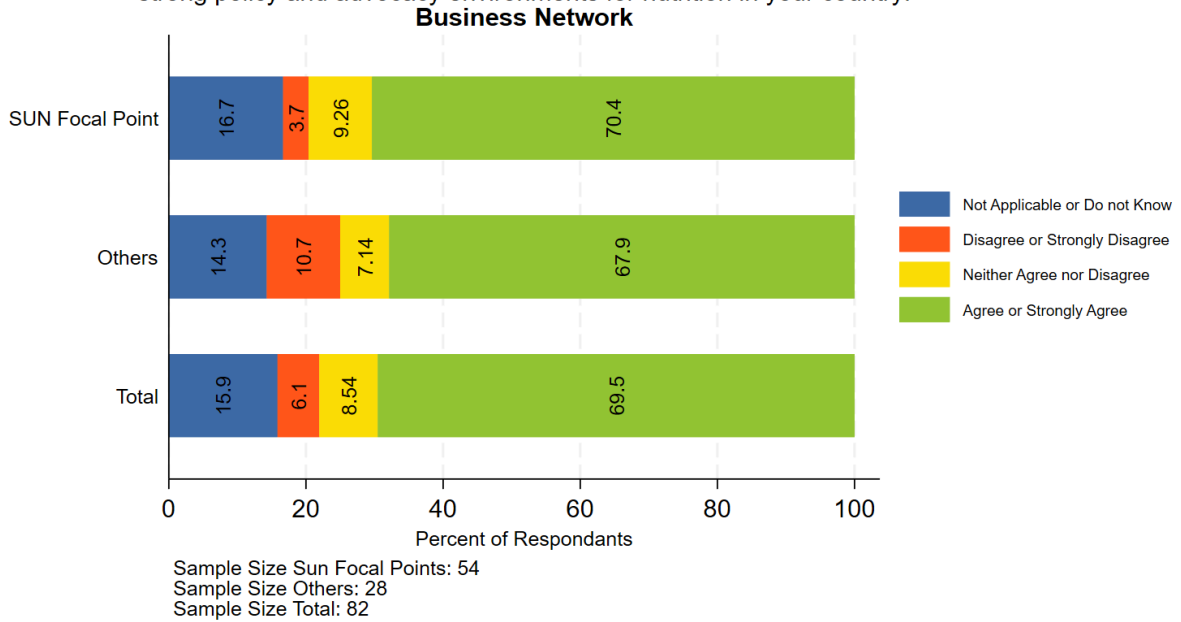


Figure A 8: Civil Society Network

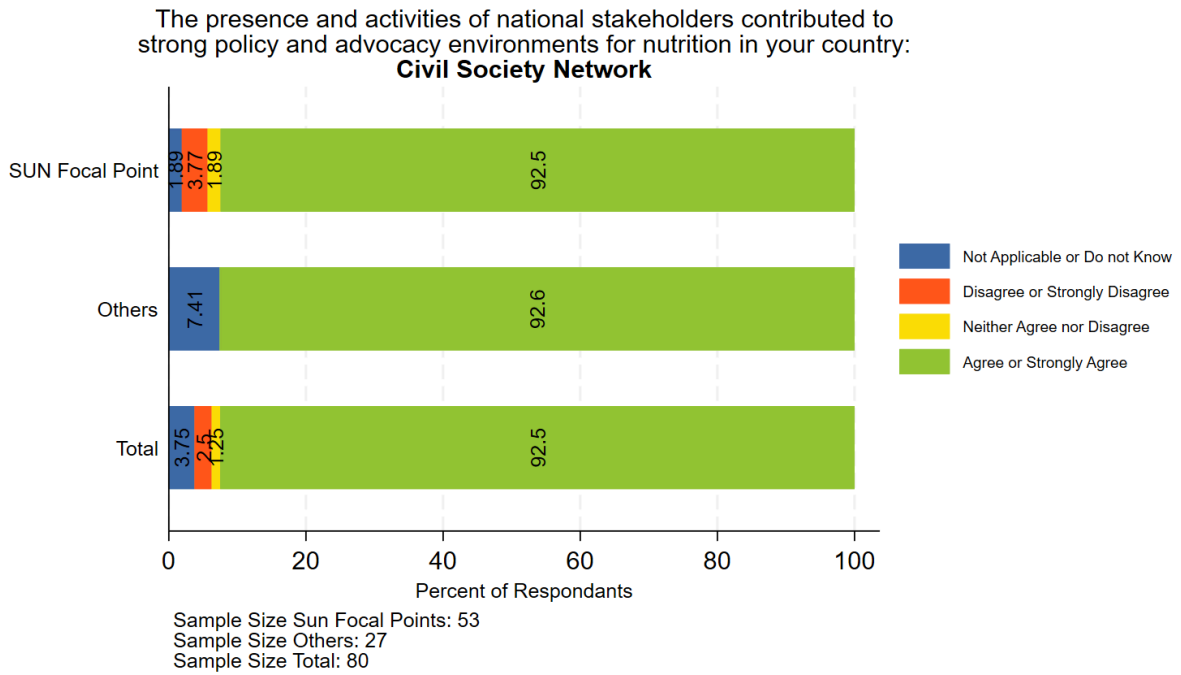


Figure A 9: UN Agencies/UN Nutrition

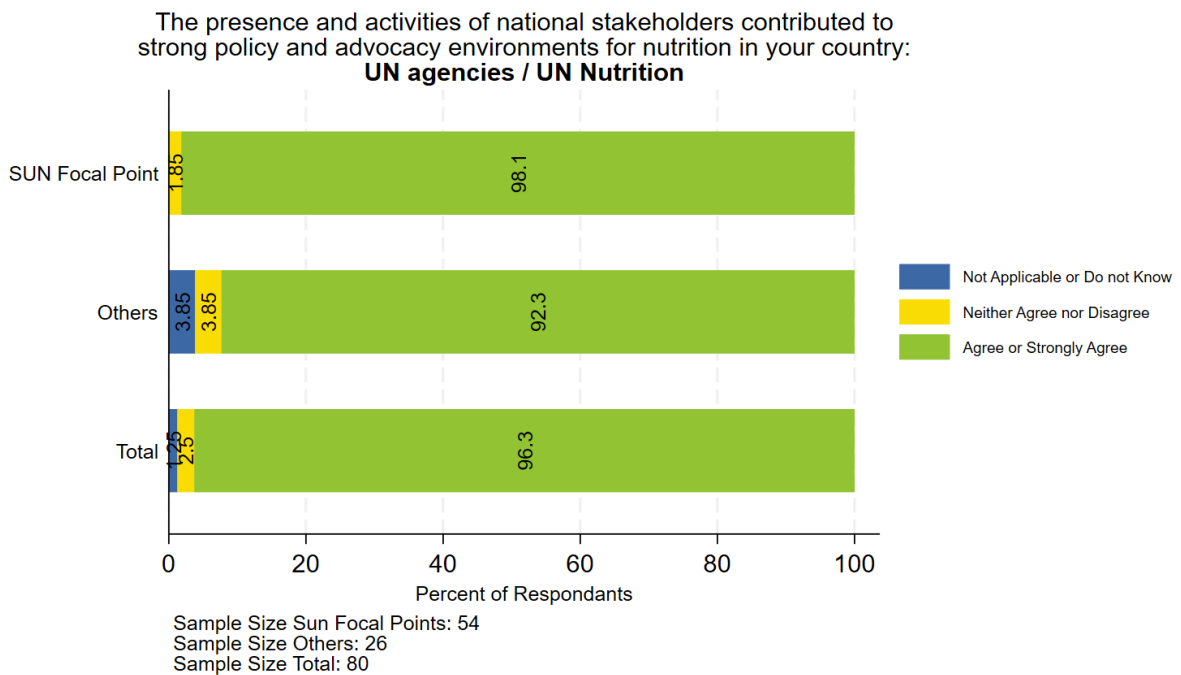


Figure A 10: Media Network

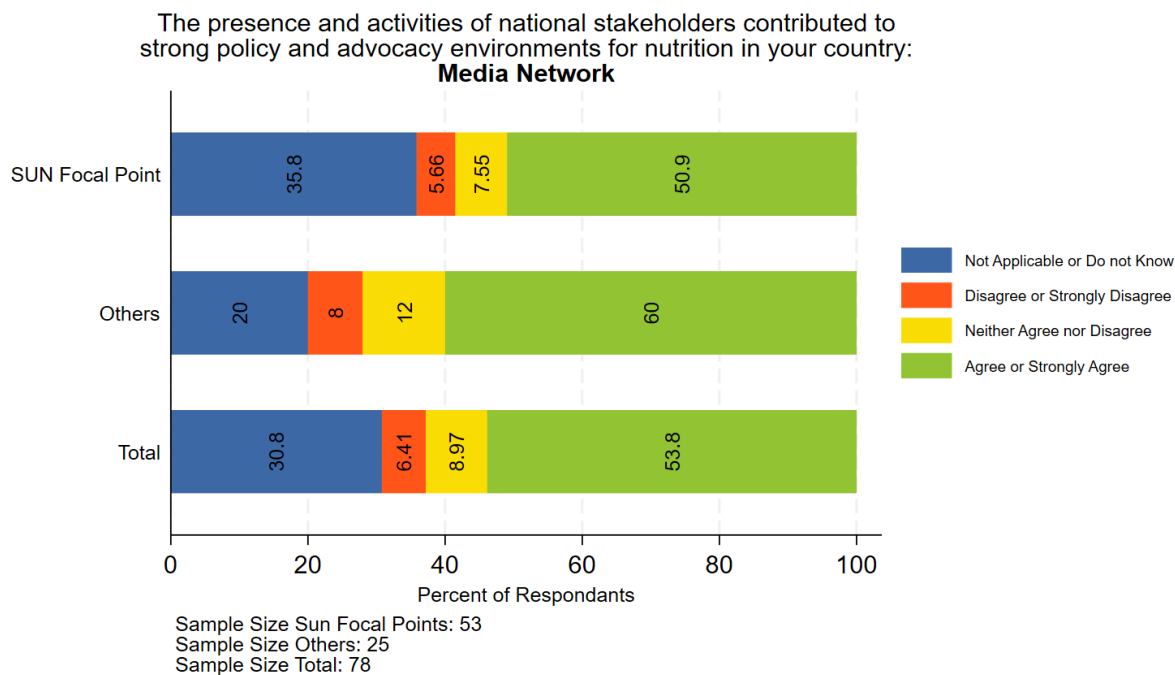


Figure A 11: Academia Network

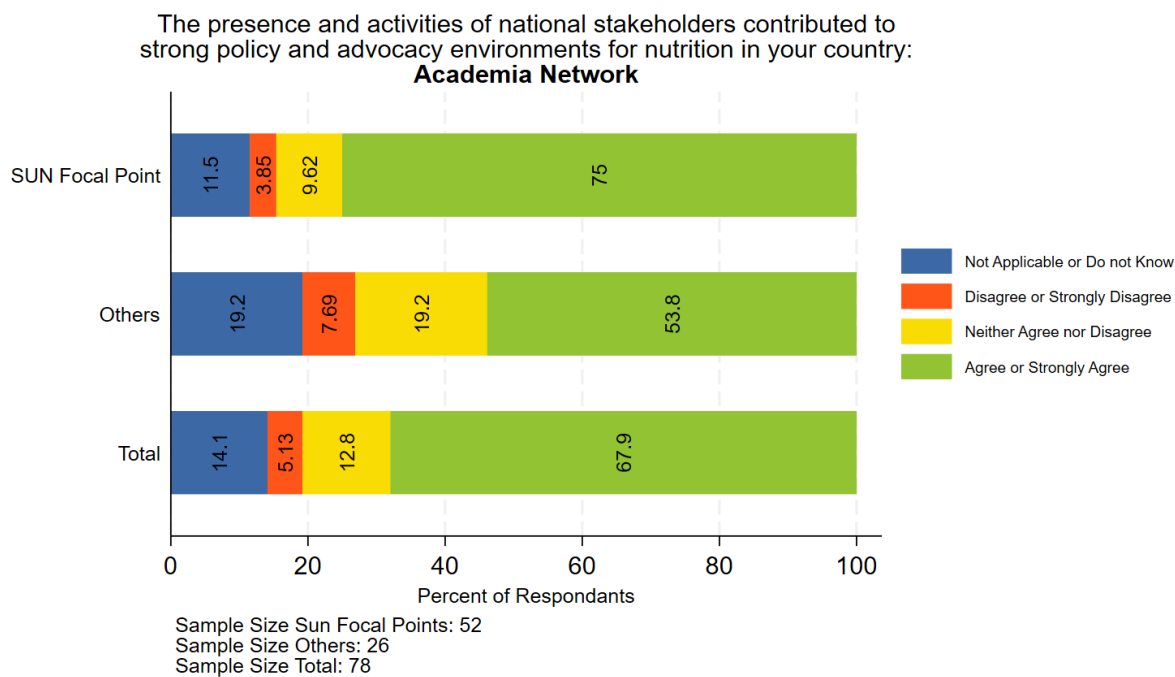


Figure A 12: Youth Network

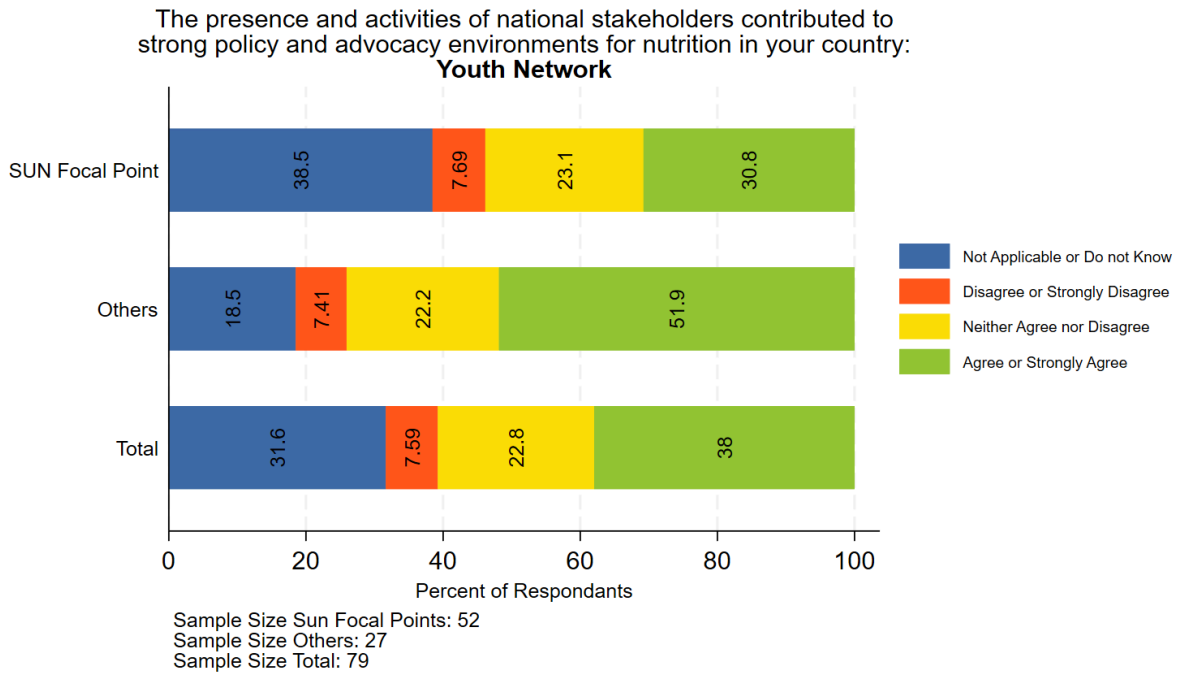
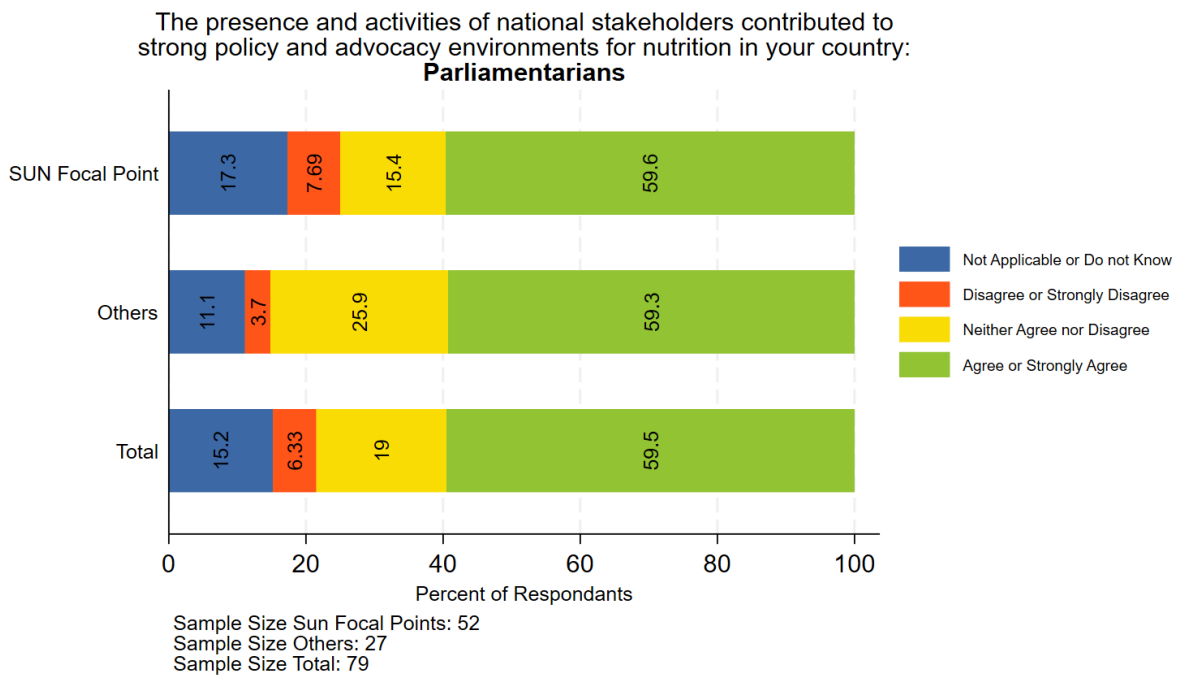


Figure A 13: Parliamentarians



Between 2021 and now, the SUN Movement contributed to developing shared priorities for nutrition action in your country. Please select the extent to which you agree or disagree with the following statements. Move the horizontal scroll bar to see all options.

Figure A 14: Country priorities were jointly developed by country-level stakeholders

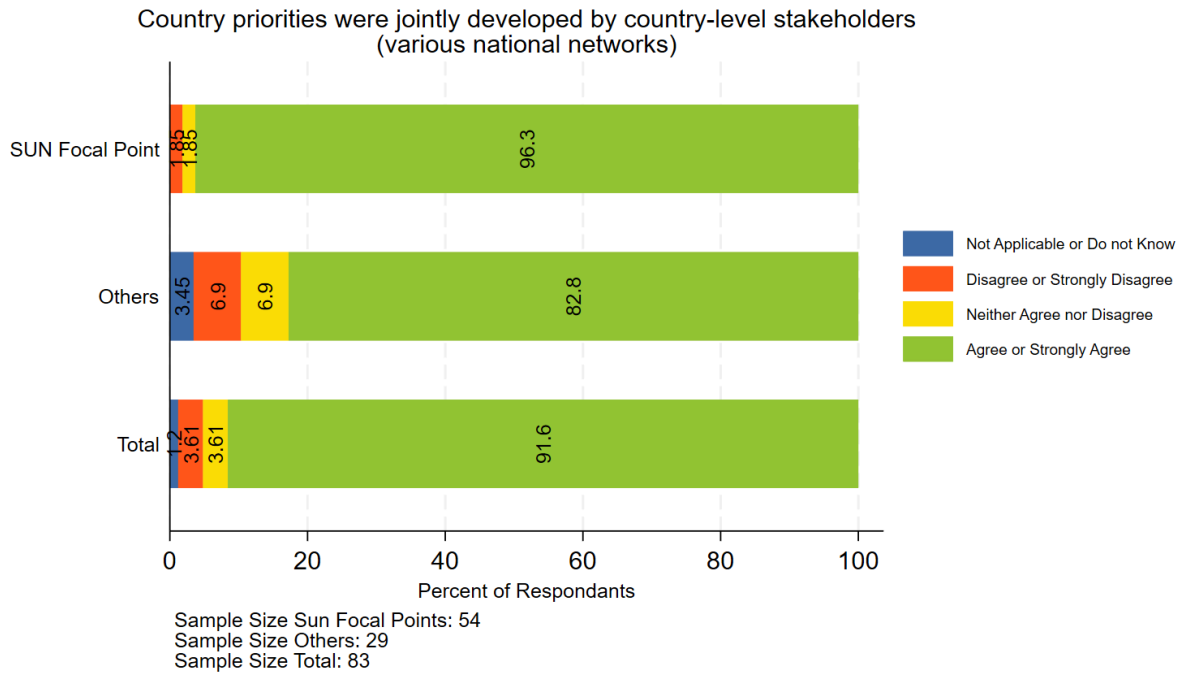


Figure A 15: National SUN networks supported the implementation of national nutrition priorities

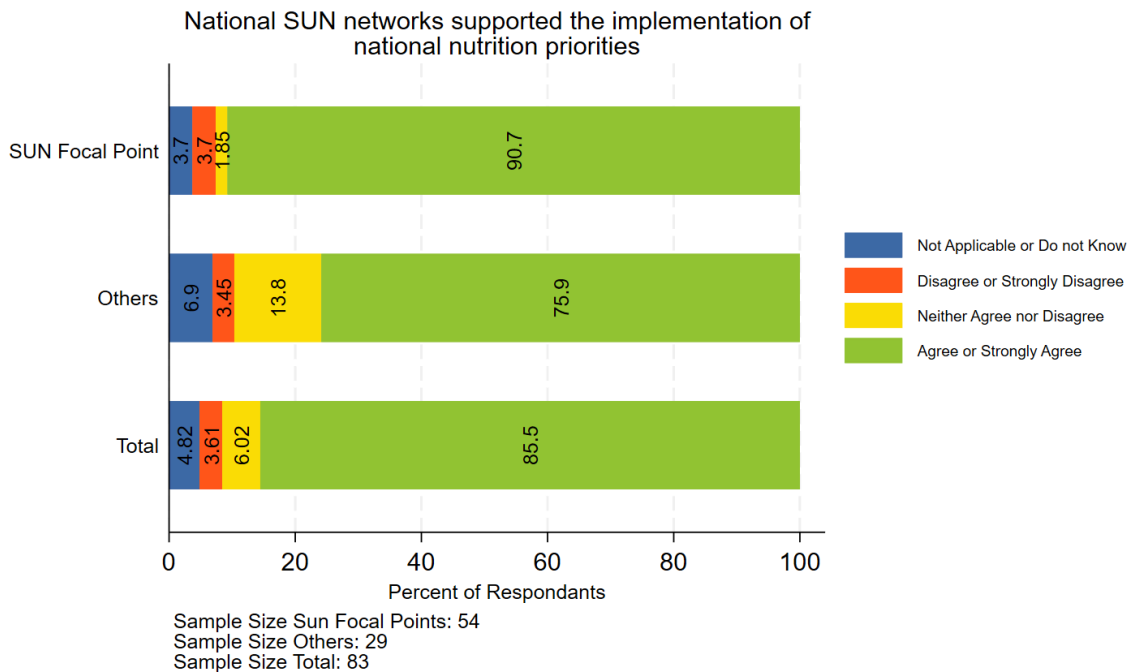
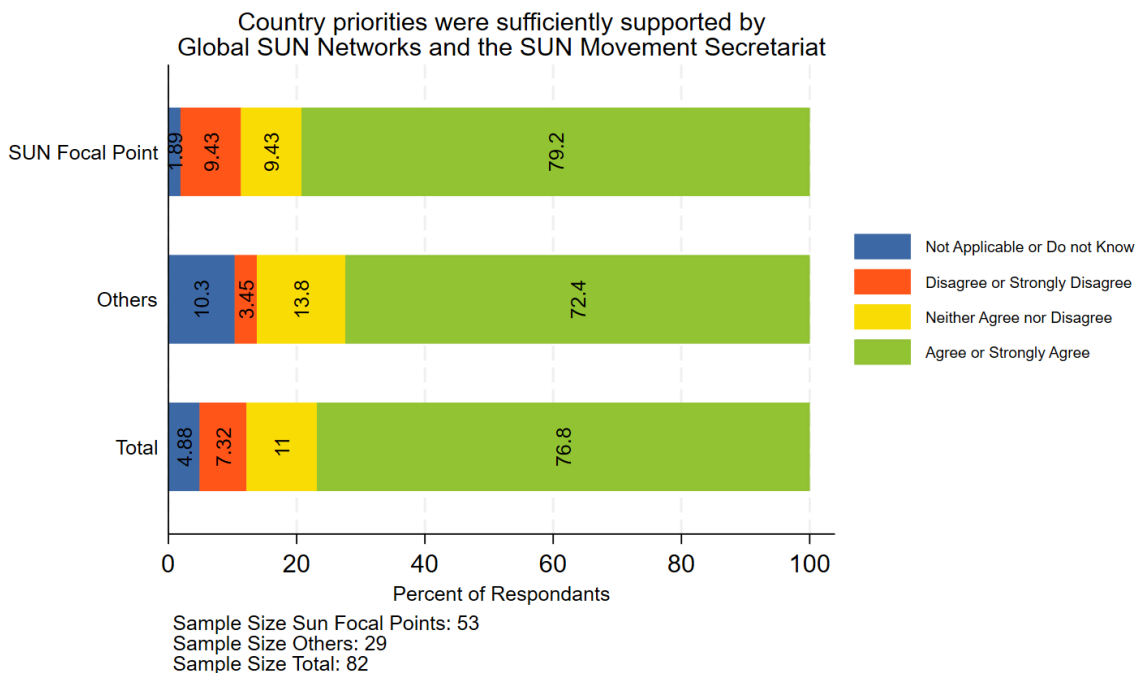


Figure A 16: Country priorities were sufficiently supported by Global SUN Networks and the SMS



Between 2021 and now, which of the following aspects related to nutrition action have Global SUN stakeholders helped to strengthen in your country? Please select all that apply. Move the horizontal scroll bar to see all options.

Figure A 17: Aspects related to nutrition action that Global CSN helped to strengthen

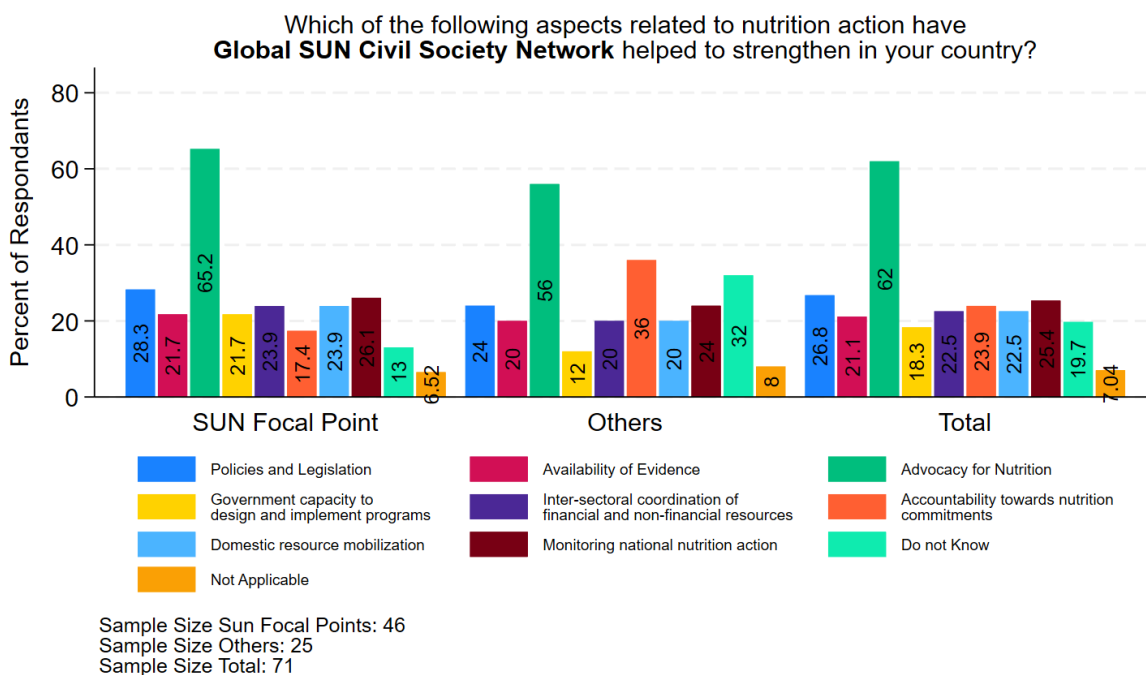


Figure A 18: Aspects related to nutrition action that Global SBN helped to strengthen

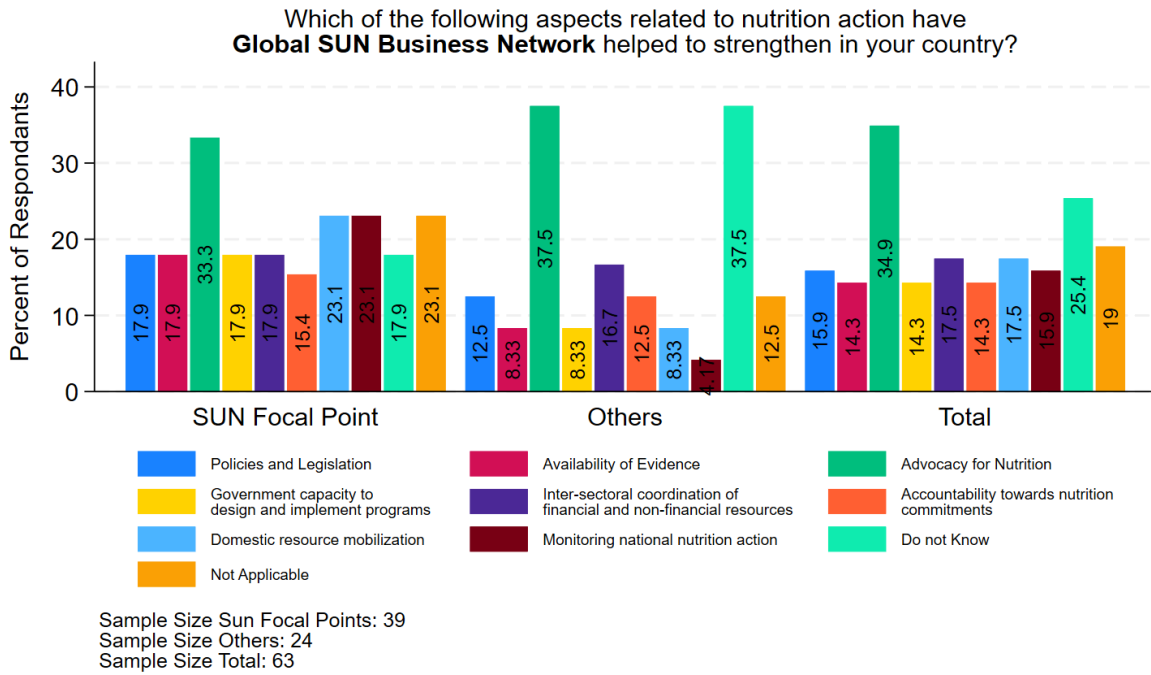


Figure A 19: Aspects related to nutrition action that Global SDN helped to strengthen

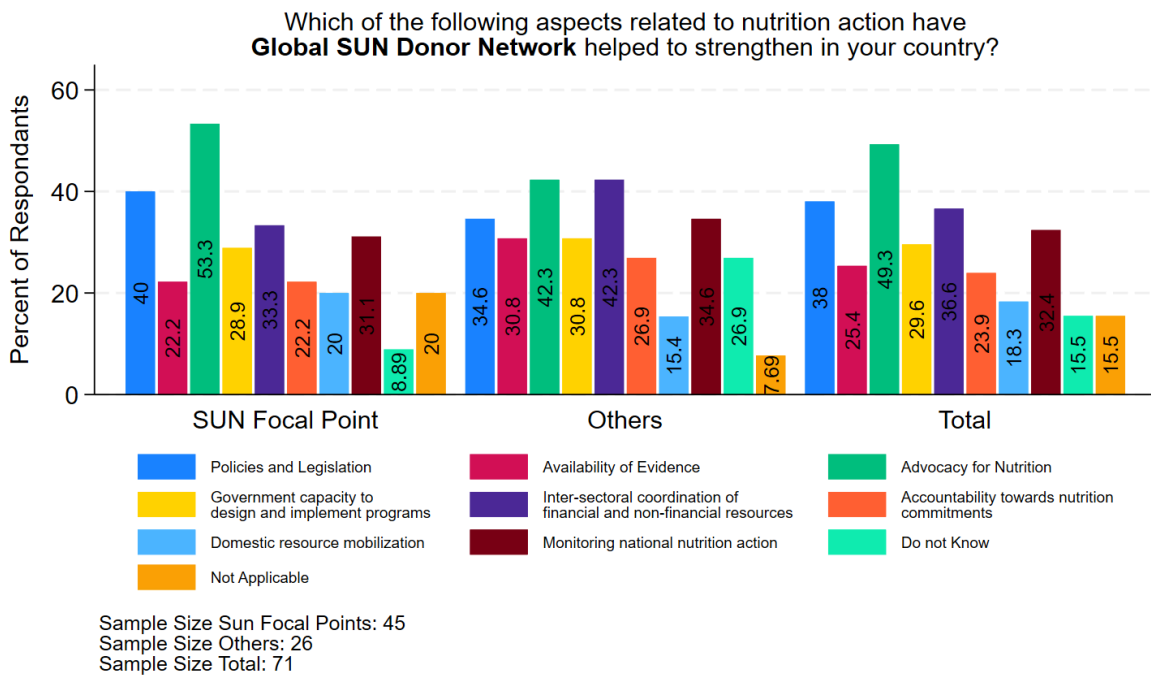


Figure A 20: Aspects related to nutrition action that Global UN Nutrition helped to strengthen

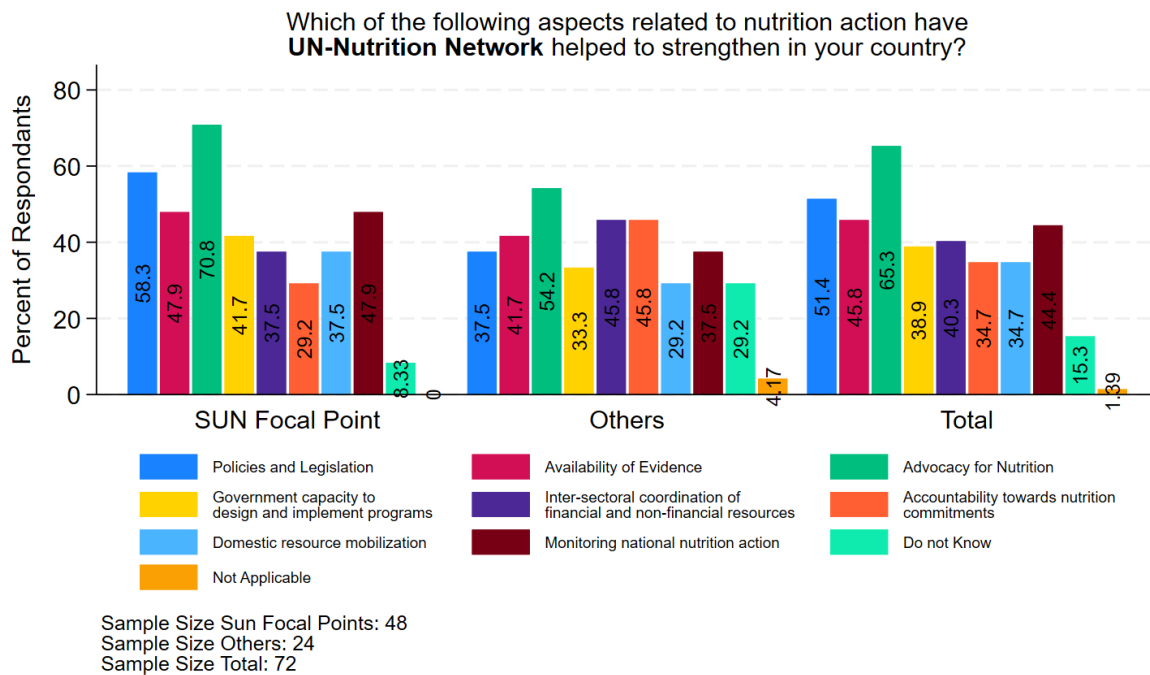
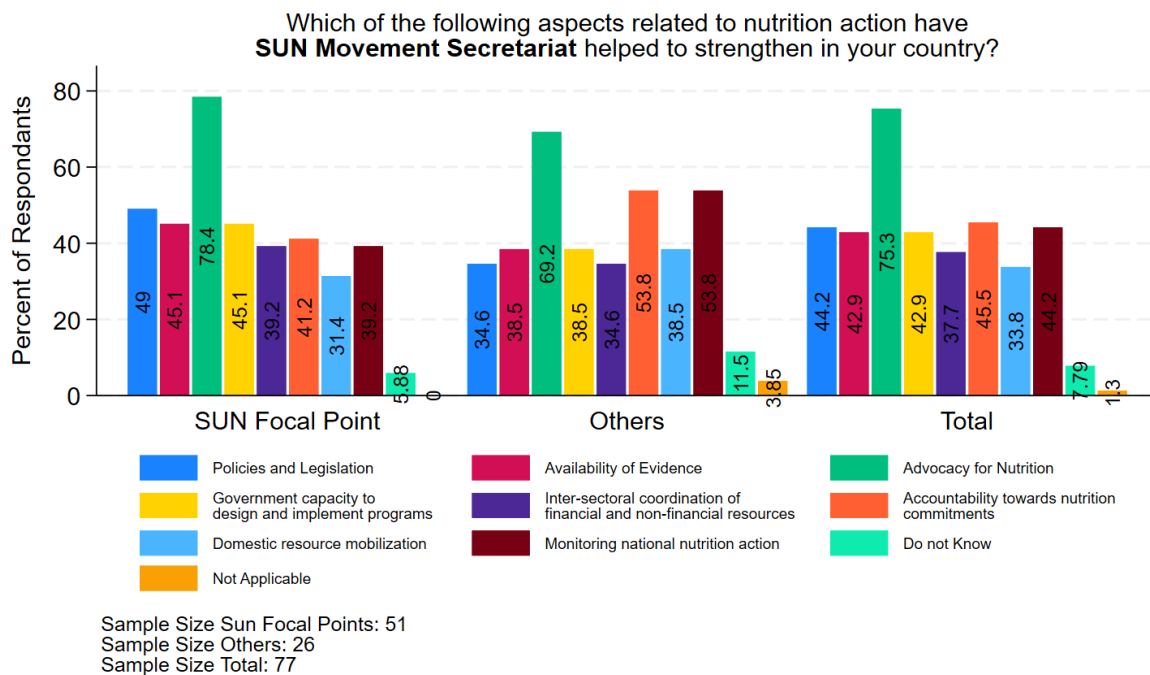


Figure A 21: Aspects related to nutrition action that Global SMS helped to strengthen



Between 2021 and now, which of the following aspects related to nutrition action have

national SUN networks helped to strengthen in your country? Please select all that apply. Move the horizontal scroll bar to see all options.

Figure A 22: Aspects related to nutrition action that National MSP helped to strengthen

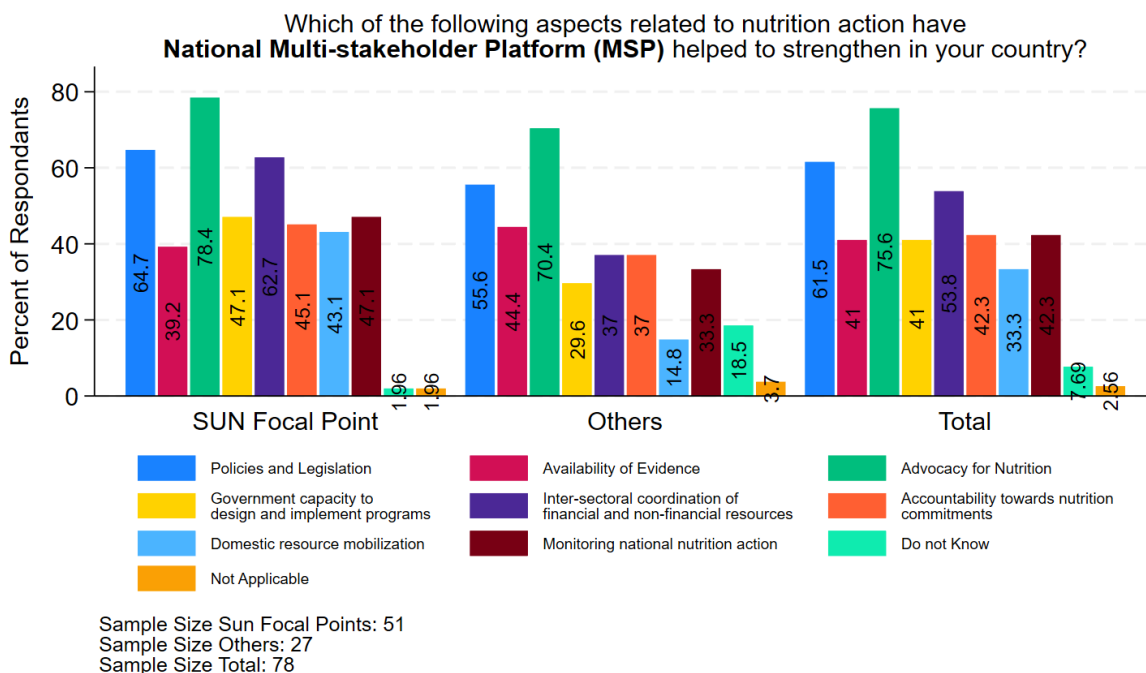


Figure A 23: Aspects related to nutrition action that Sub-National MSP helped to strengthen

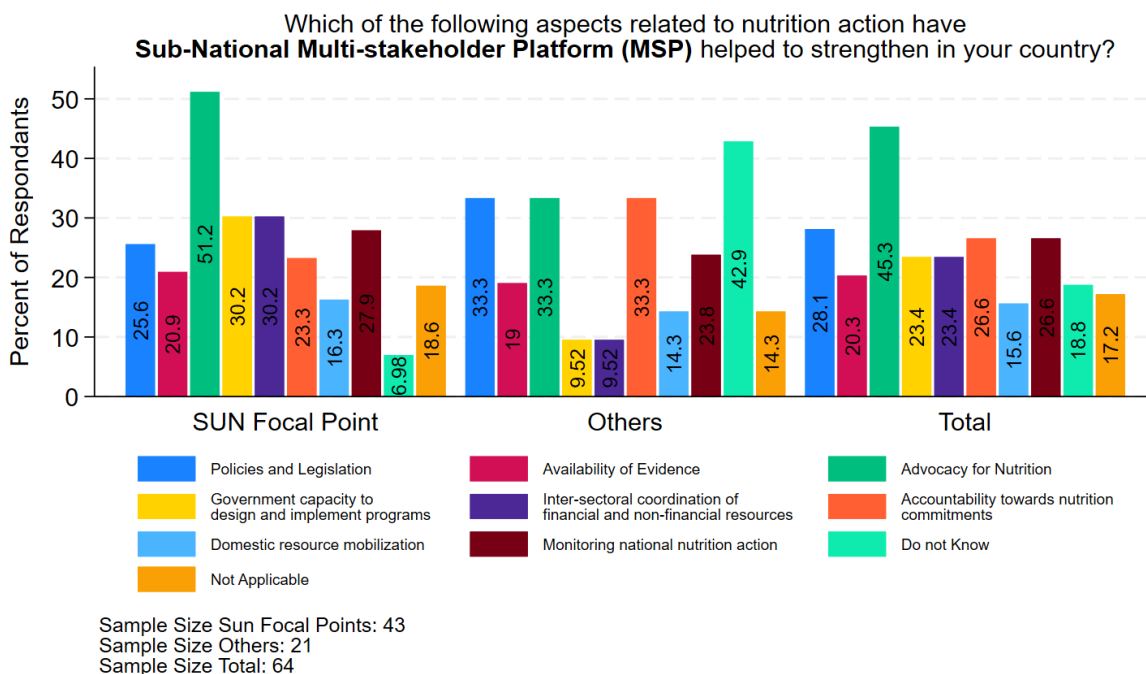


Figure A 24: Aspects related to nutrition action that National Academia Network helped to strengthen

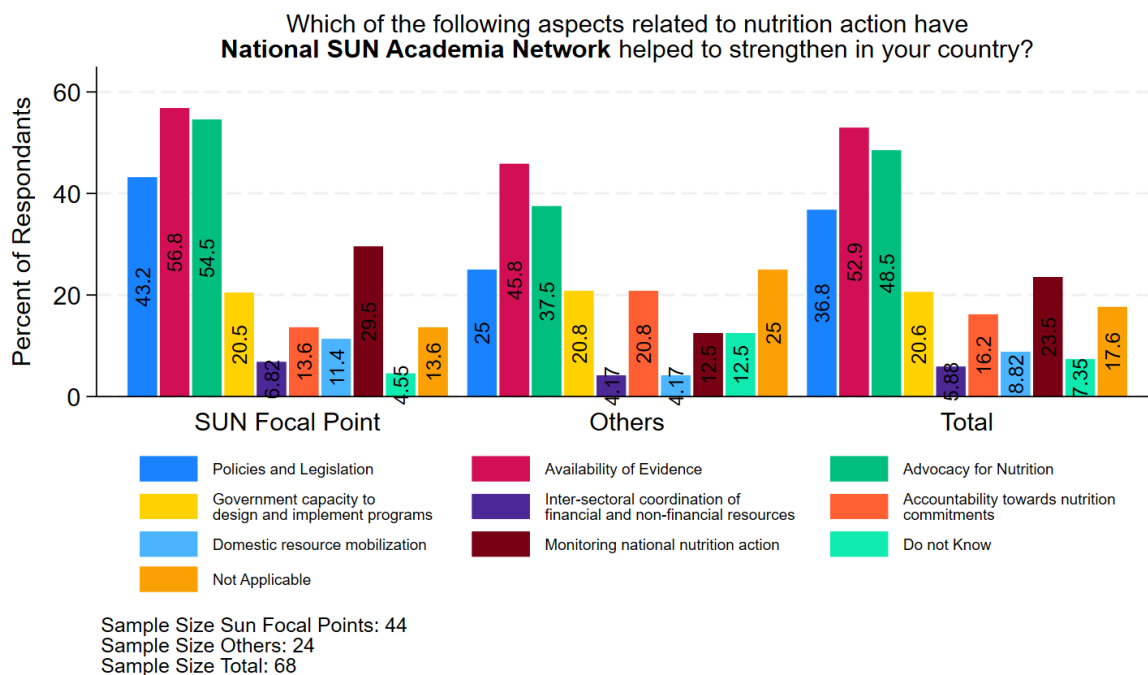


Figure A 25: Aspects related to nutrition action that National SBN helped to strengthen

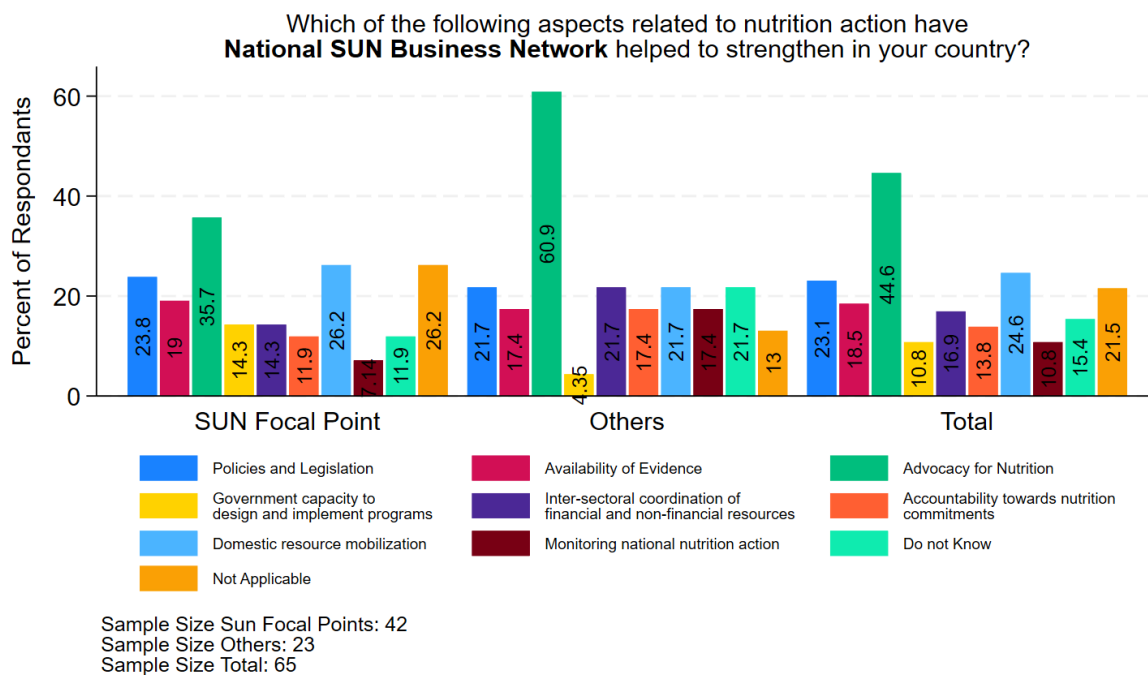


Figure A 26: Aspects related to nutrition action that National CSN helped to strengthen

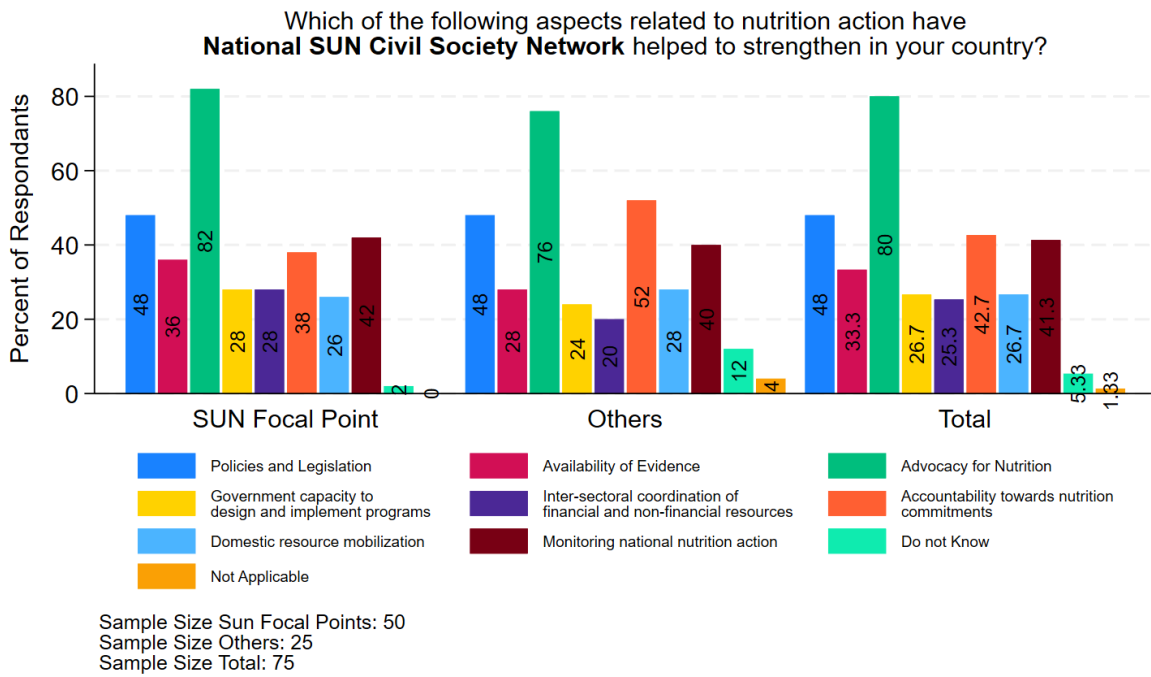


Figure A 27: Aspects related to nutrition action that National SDN helped to strengthen

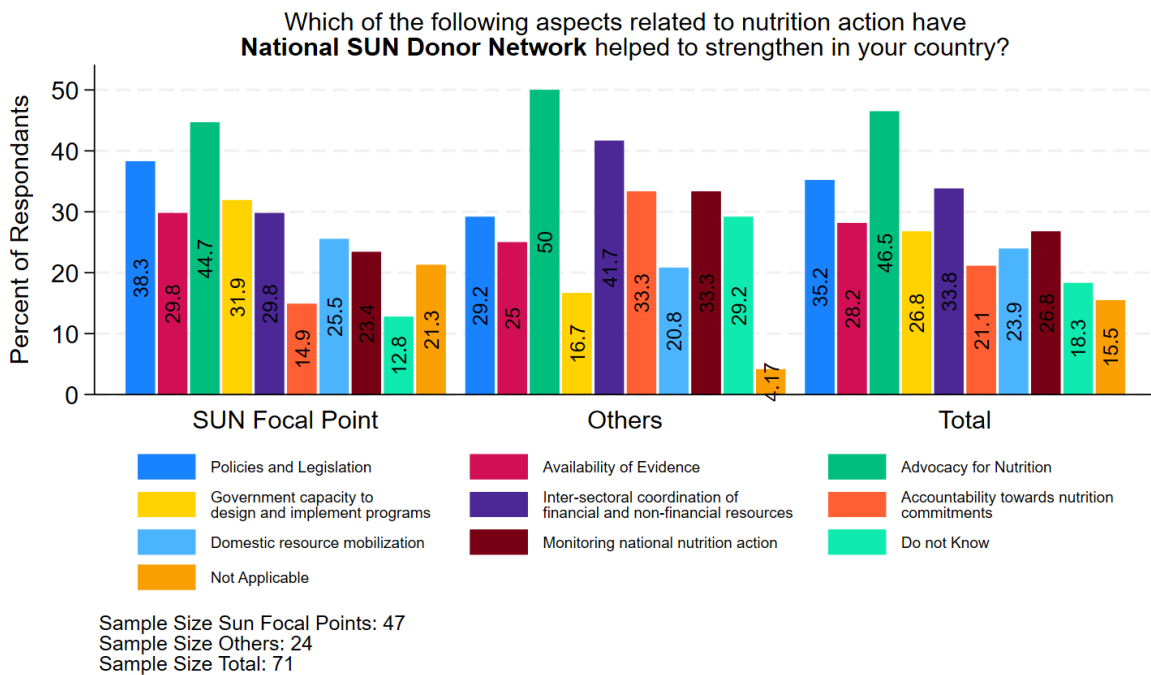


Figure A 28: Aspects related to nutrition action that National Media Network helped to strengthen

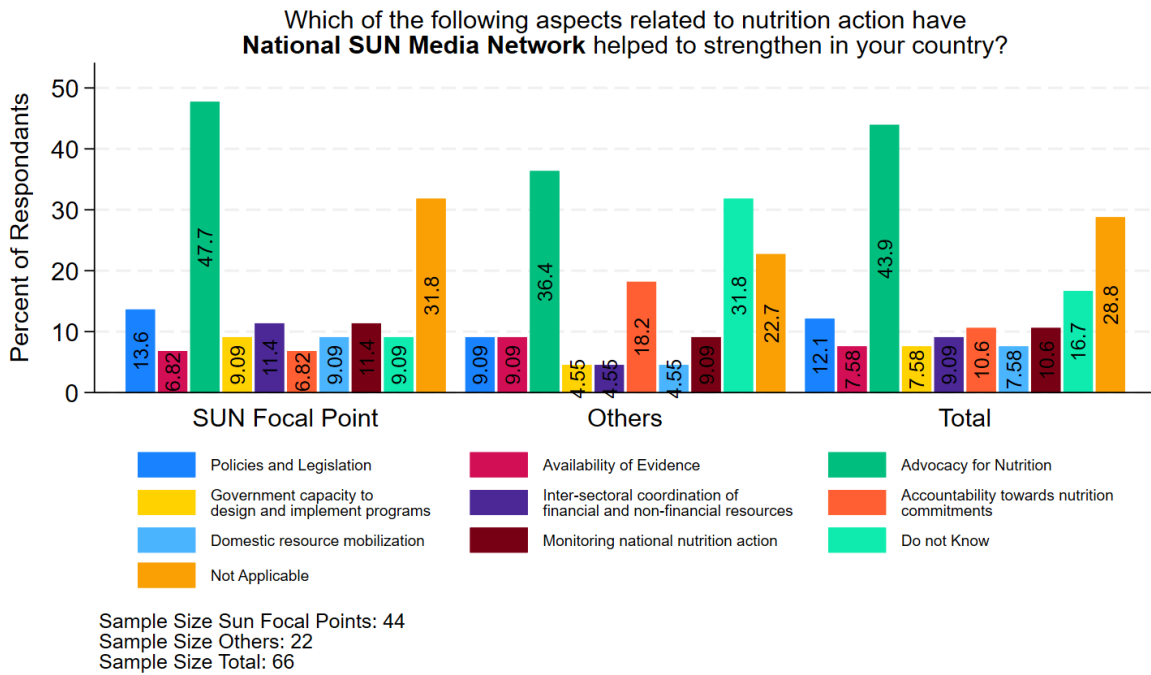


Figure A 29: Aspects related to nutrition action that National Parliamentarians helped to strengthen

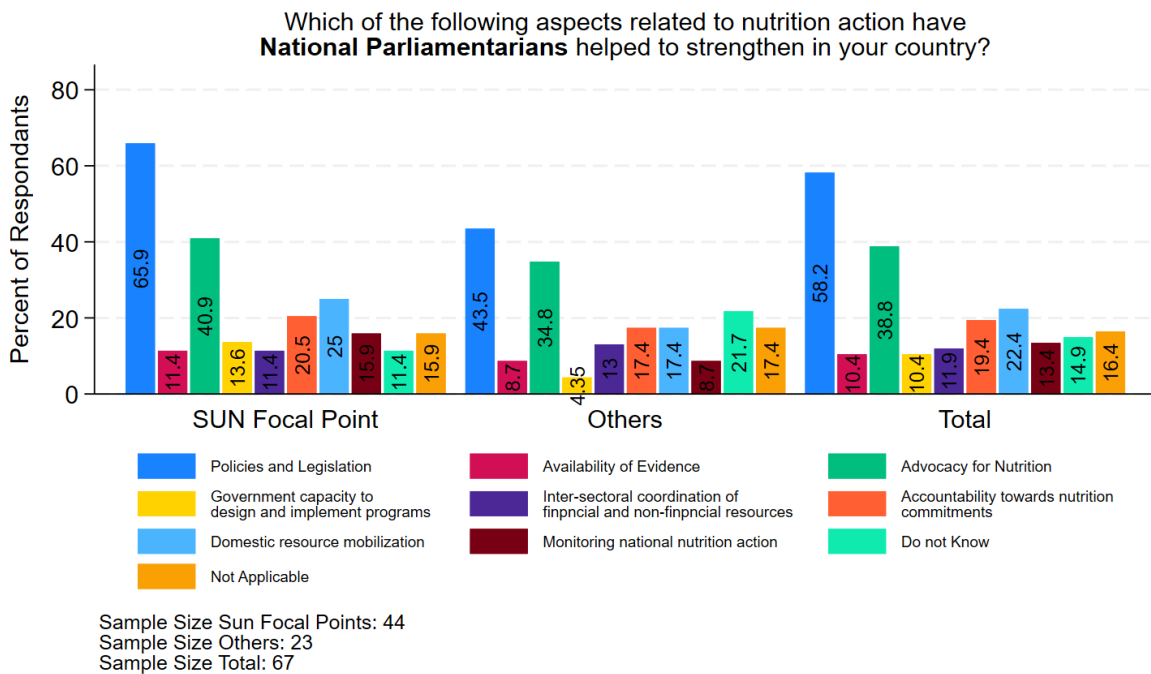


Figure A 30: Aspects related to nutrition action that National UN-Agencies helped to strengthen

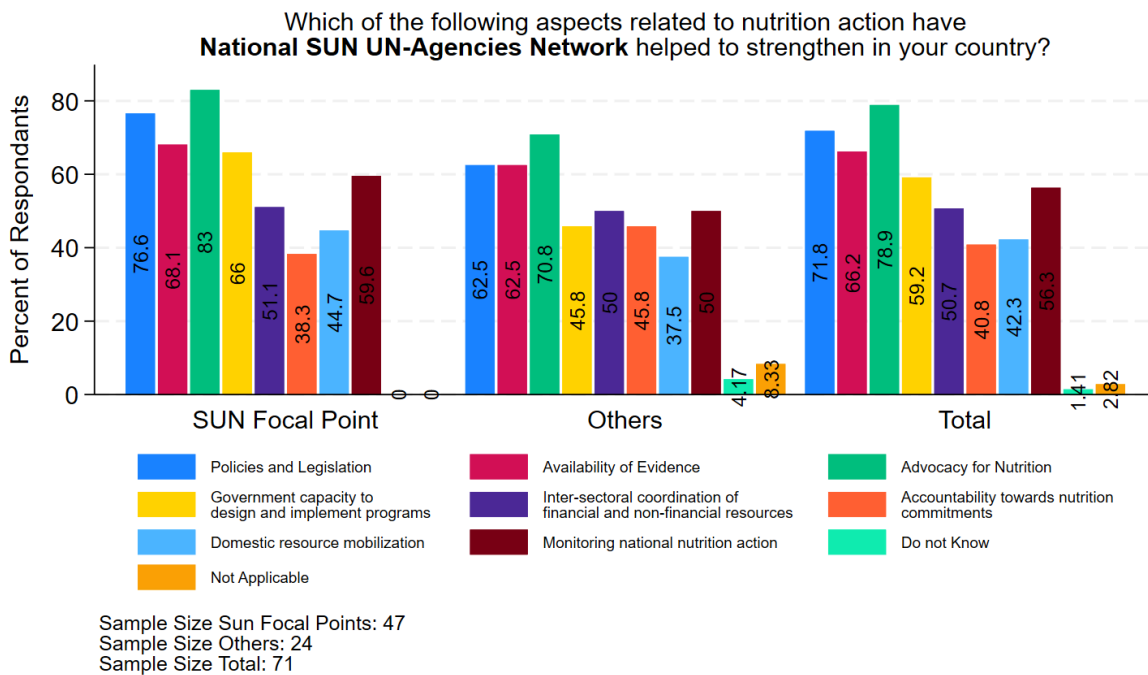
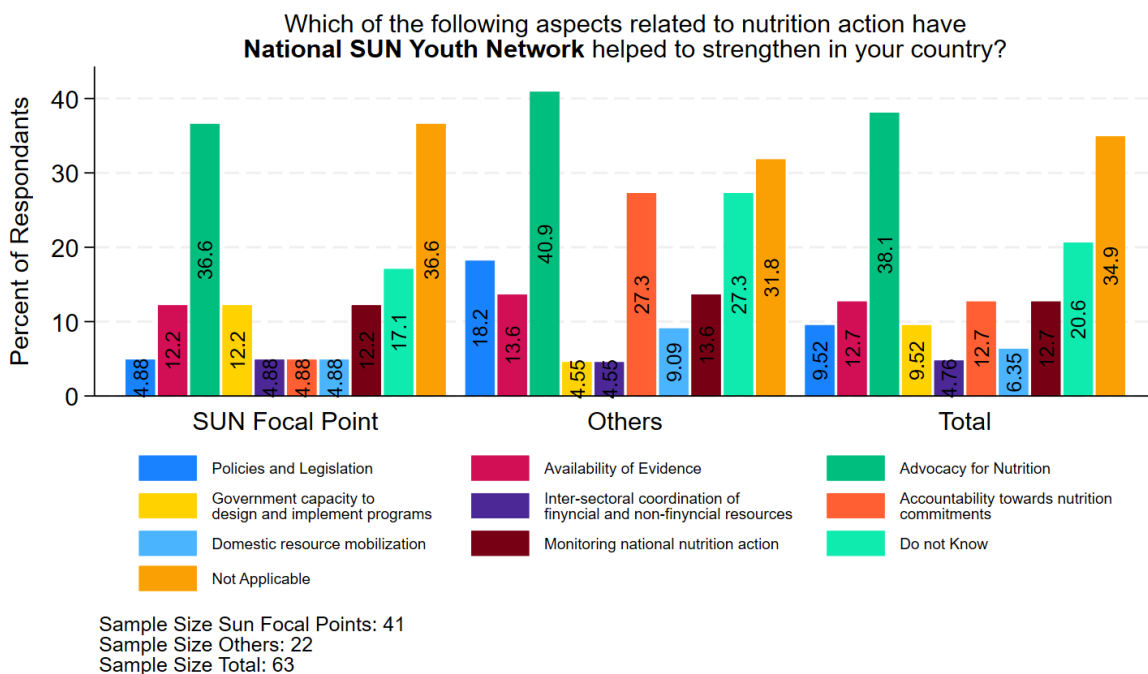


Figure A 31: Aspects related to nutrition action that National Youth Network helped to strengthen



Between 2021 and now, which of the following SUN-supported activities have helped to strengthen nutrition action in your country? Please select all that apply. Move the

horizontal scroll bar to see all options.

Figure A 32: SUN-supported activities that have helped to strengthen nutrition action: Advocacy tools and materials

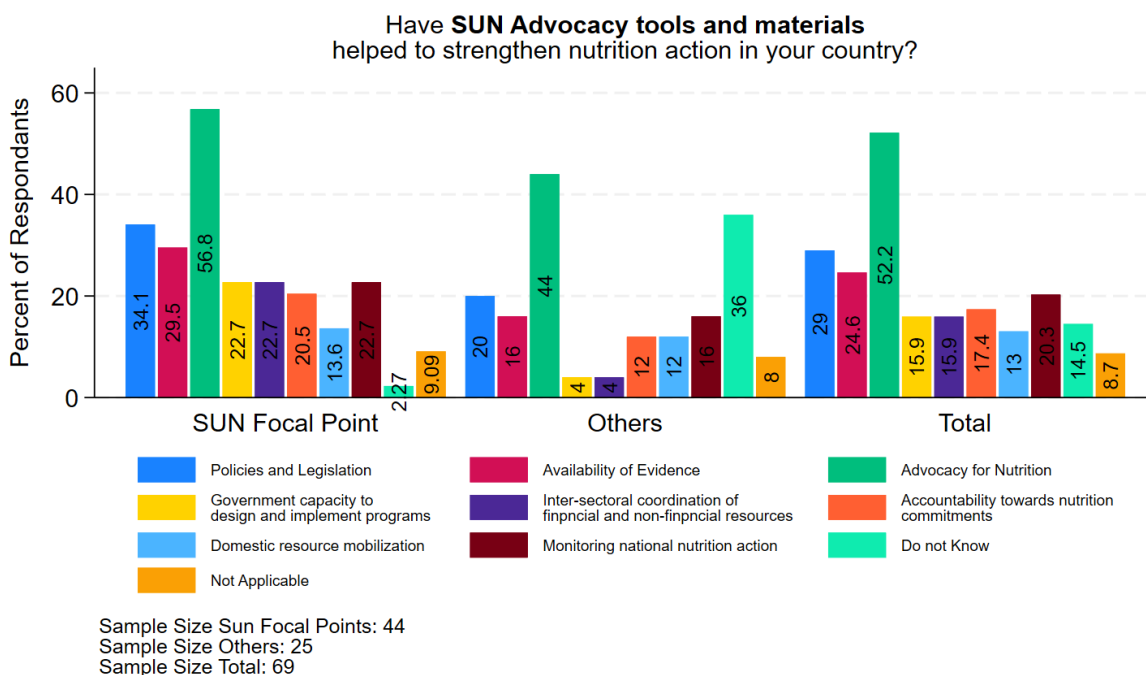


Figure A 33: SUN-supported activities that have helped to strengthen nutrition action: Action Briefs

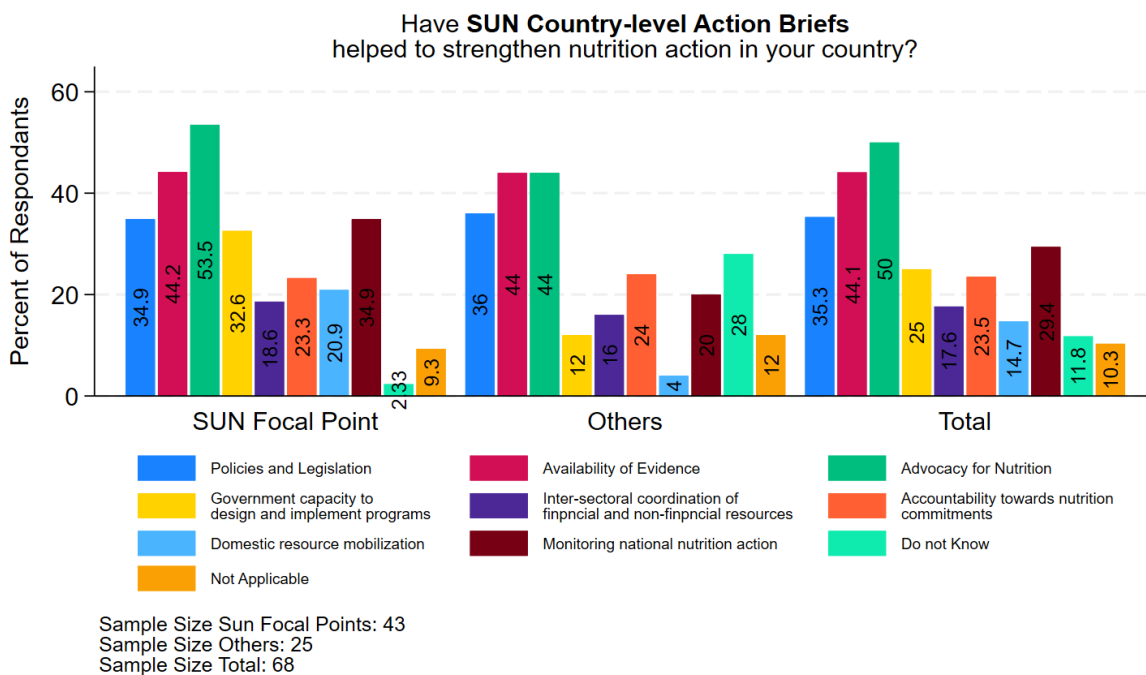


Figure A 34: SUN-supported activities that have helped to strengthen nutrition action: E-learning and toolkits

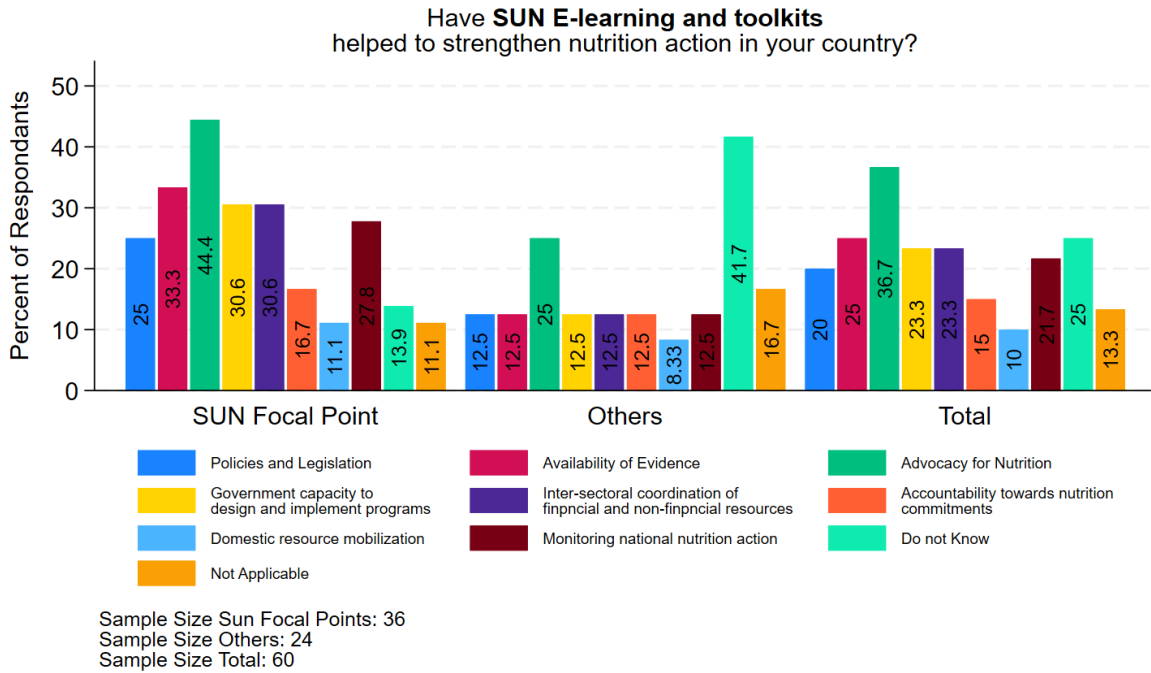


Figure A 35: SUN-supported activities that have helped to strengthen nutrition action: Joint Annual Assessment

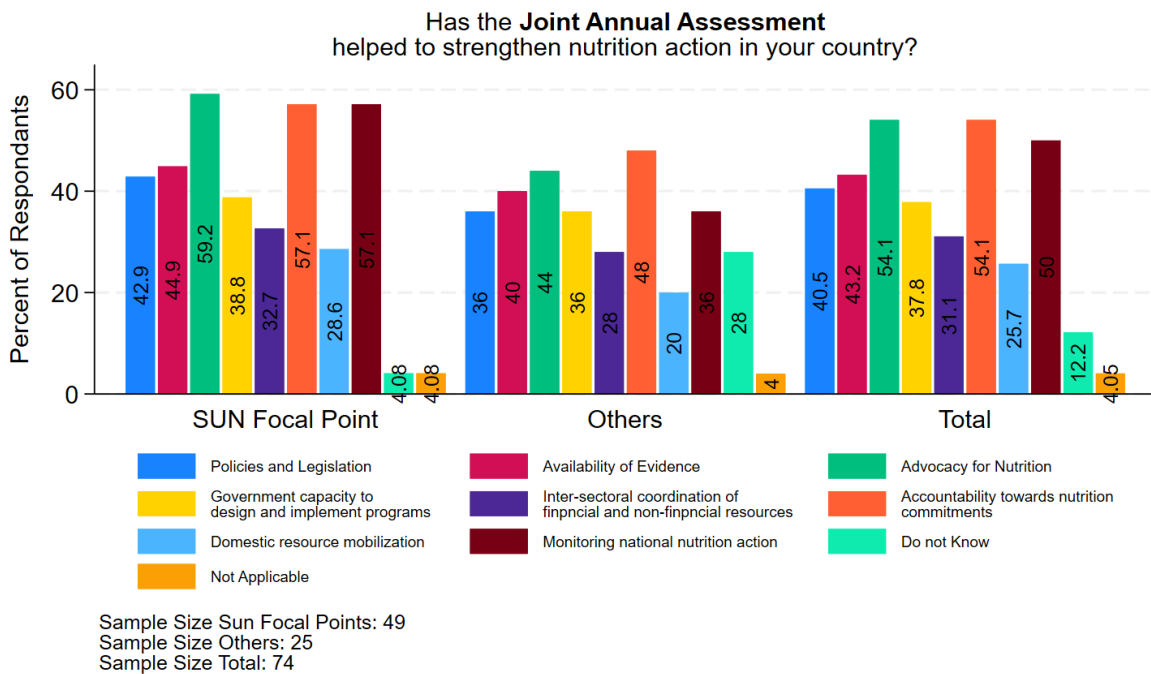


Figure A 36: SUN-supported activities that have helped to strengthen nutrition action:
Peer-learning activities

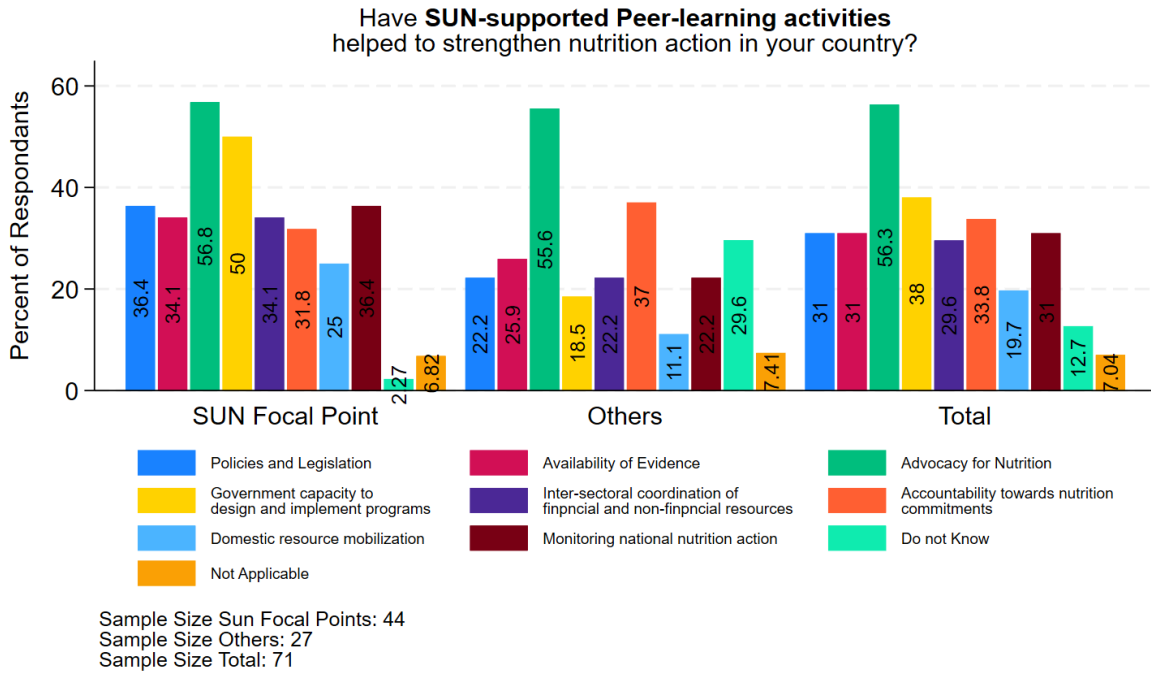


Figure A 37: SUN-supported activities that have helped to strengthen nutrition action:
Technical Assistance

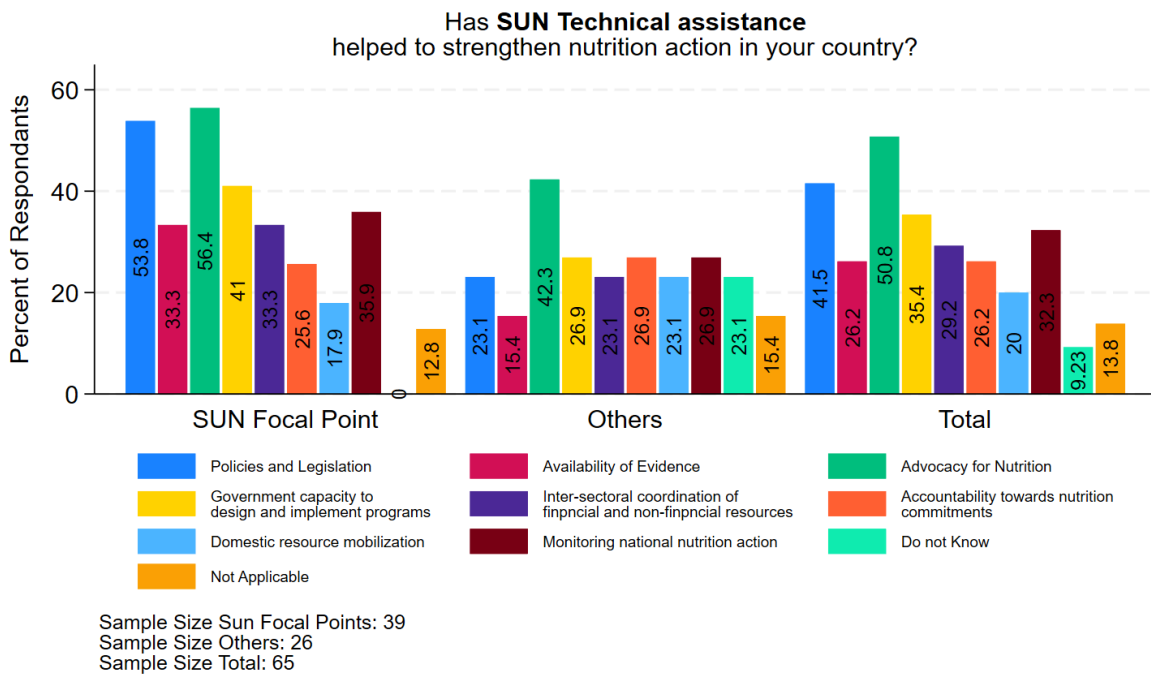
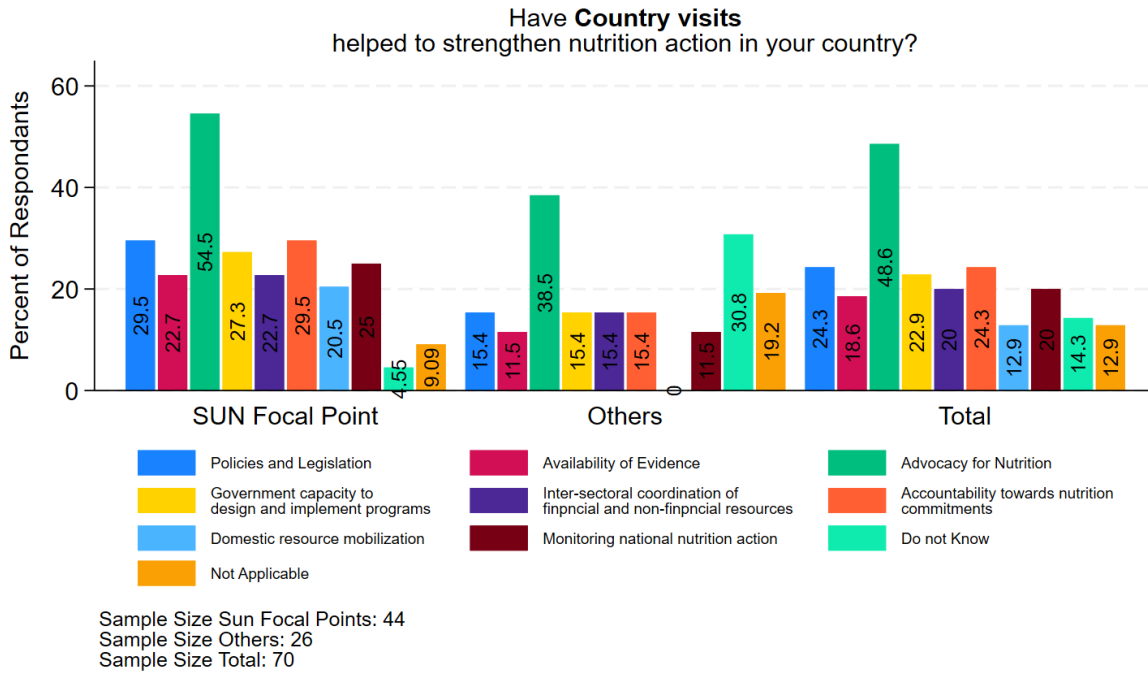


Figure A 38: SUN-supported activities that have helped to strengthen nutrition action: Country Visits



The following global SUN constituencies found new and relevant ways to support government-led nutrition action during crises such as COVID-19, war and conflicts and others. Move the horizontal scroll bar to see all options.

Figure A 39: Global SBN found new and relevant ways to support government-led nutrition action during crises

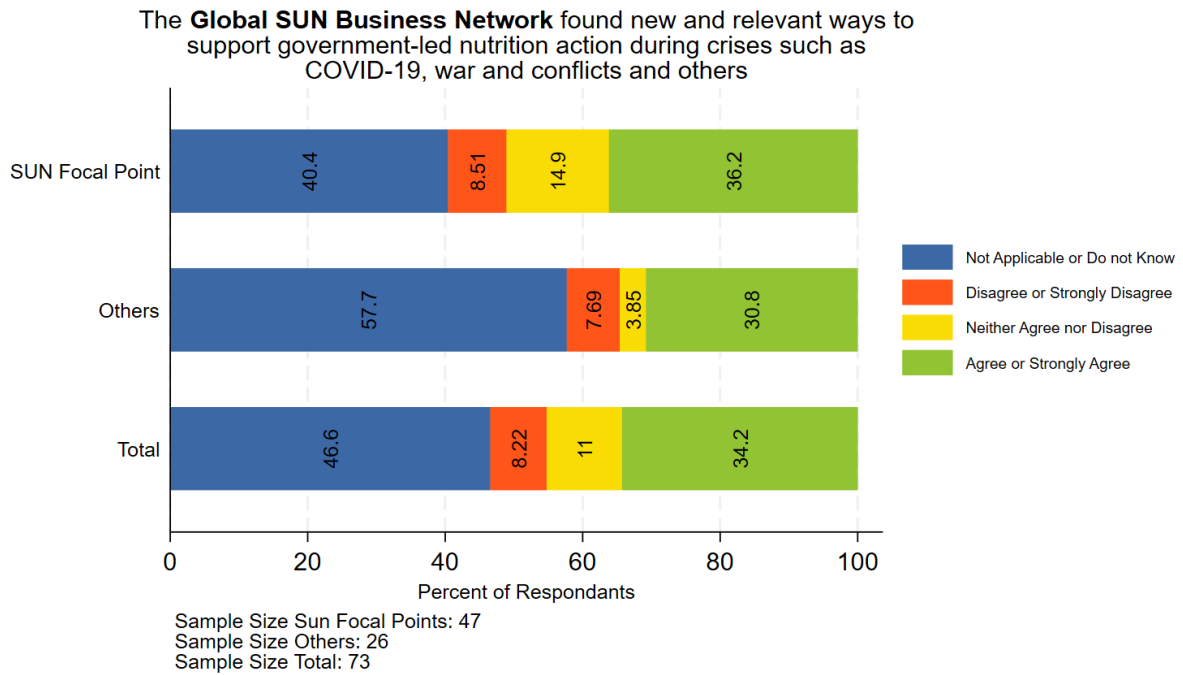


Figure A 40: Global CSN found new and relevant ways to support government-led nutrition action during crises

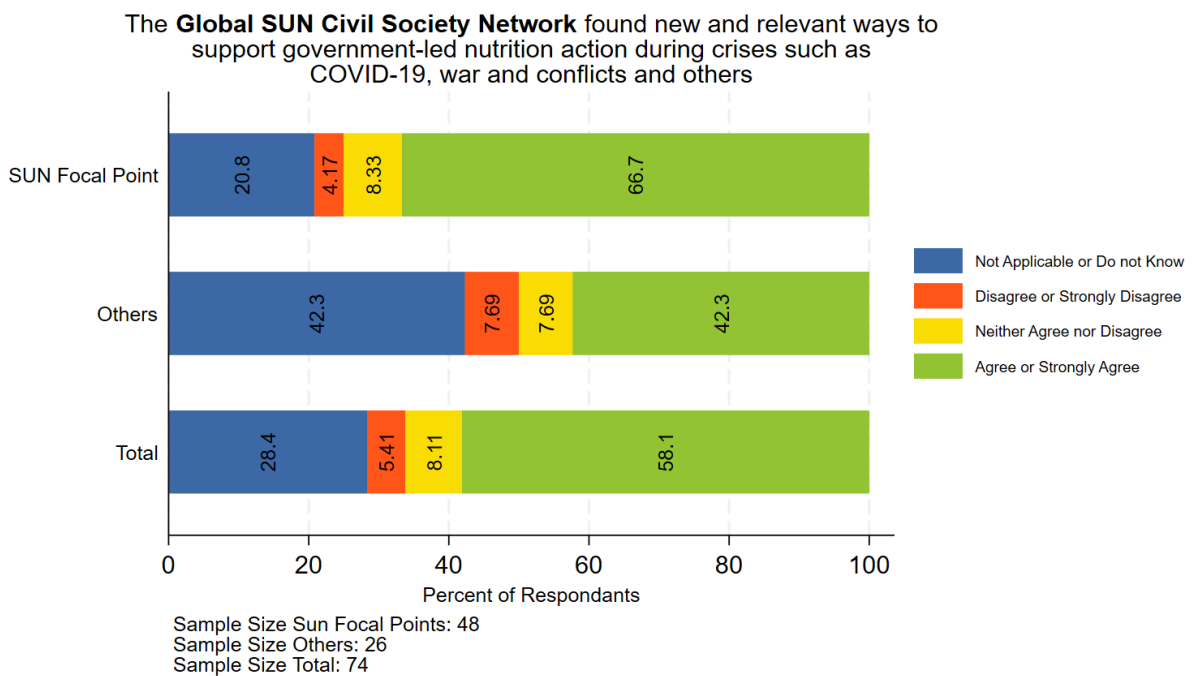


Figure A 41: Global SDN found new and relevant ways to support government-led nutrition action during crises

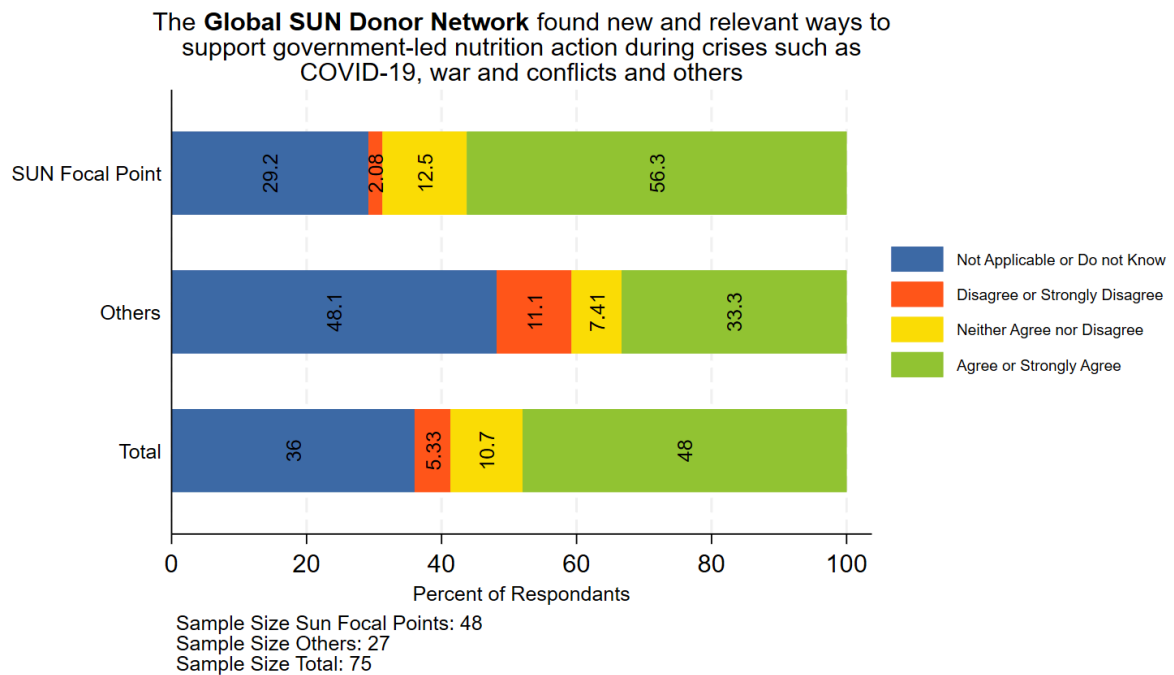


Figure A 42: UN-Nutrition found new and relevant ways to support government-led nutrition action during crises

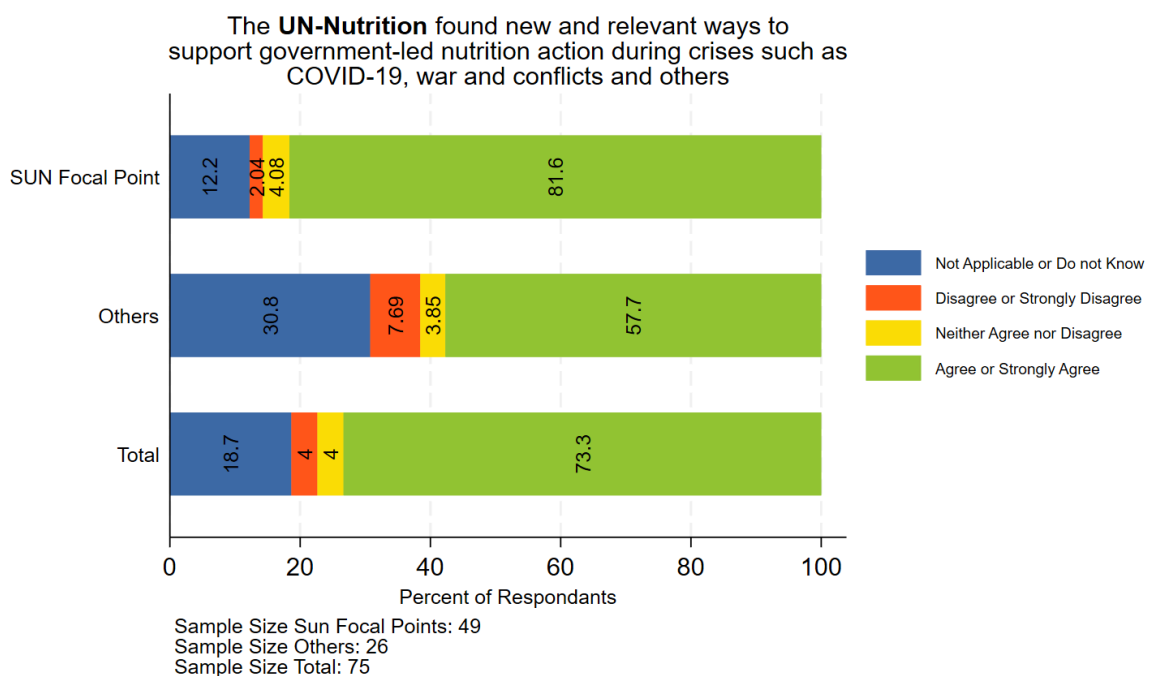
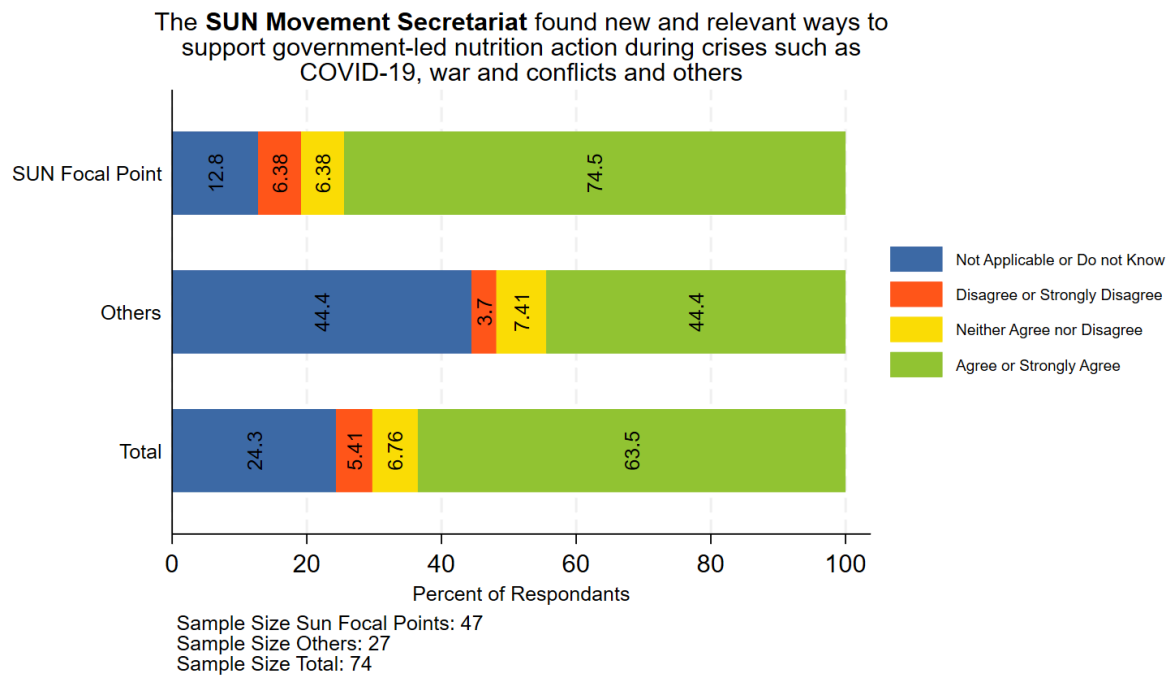


Figure A 43: SMS found new and relevant ways to support government-led nutrition action during crises



The following national SUN constituencies found new and relevant ways to support government-led nutrition action during crises such as COVID-19, war and conflicts and others. Move the horizontal scroll bar to see all options. Which of the following events has your country participated or was represented in?

Figure A 44: SUN Country Coordinator found new and relevant ways to support government-led nutrition action during crises

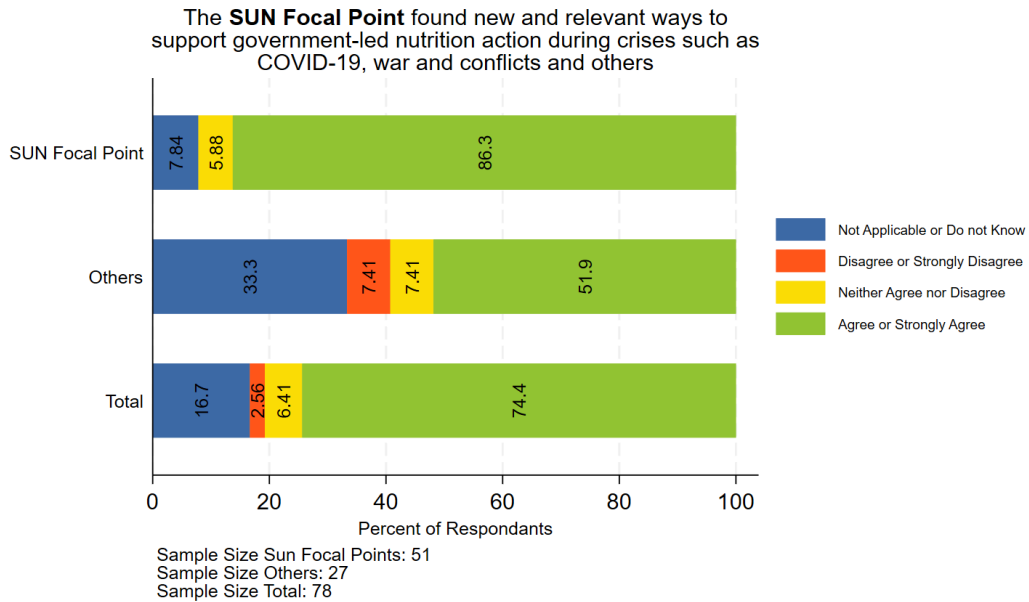


Figure A 45: National MSP found new and relevant ways to support government-led nutrition action during crises

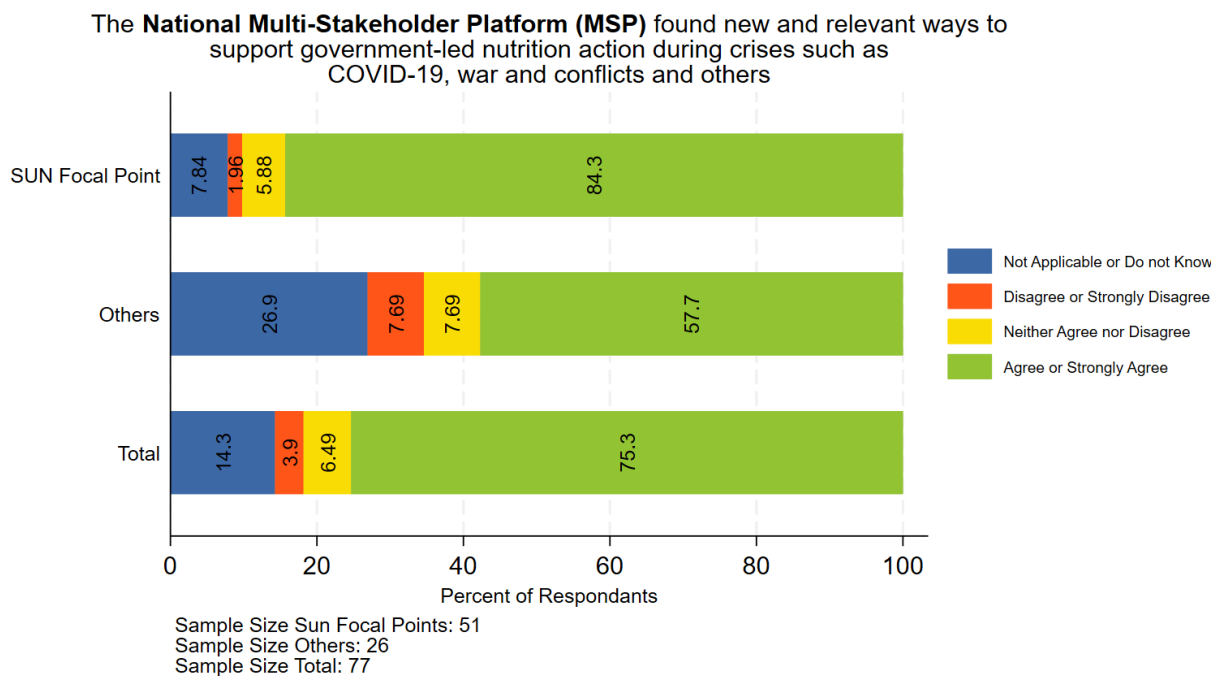


Figure A 46: Sub-National MSP found new and relevant ways to support government-led nutrition action during crises

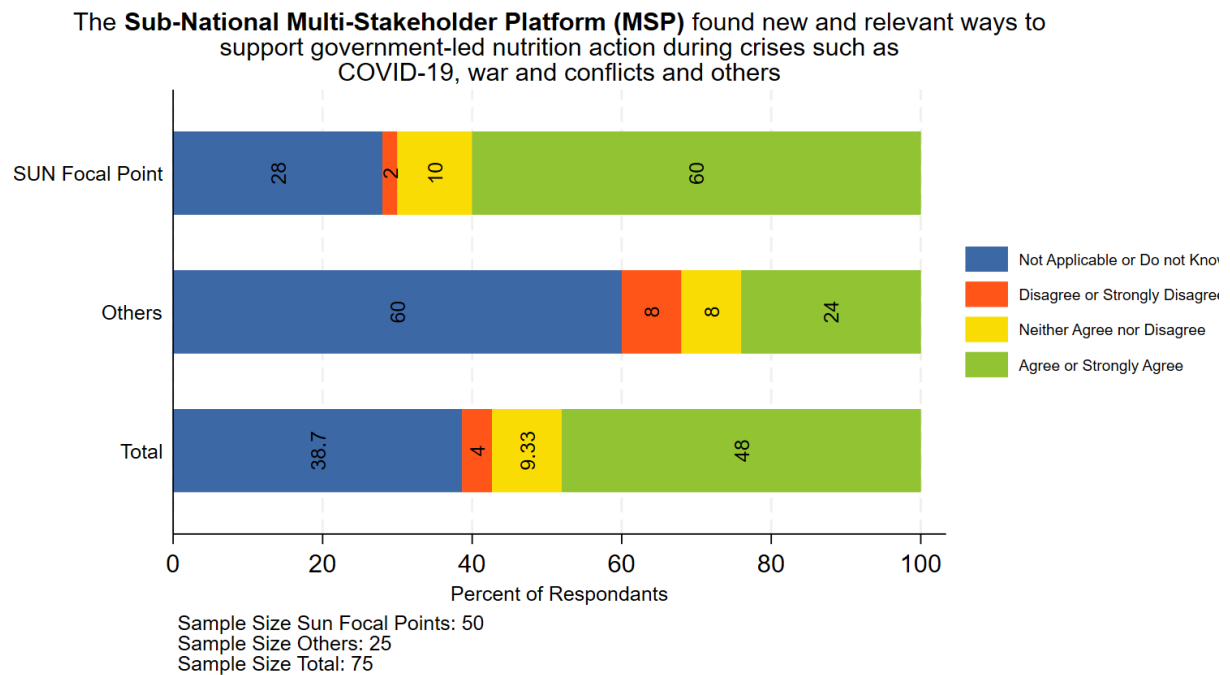


Figure A 47: National Academia Network found new and relevant ways to support government-led nutrition action during crises

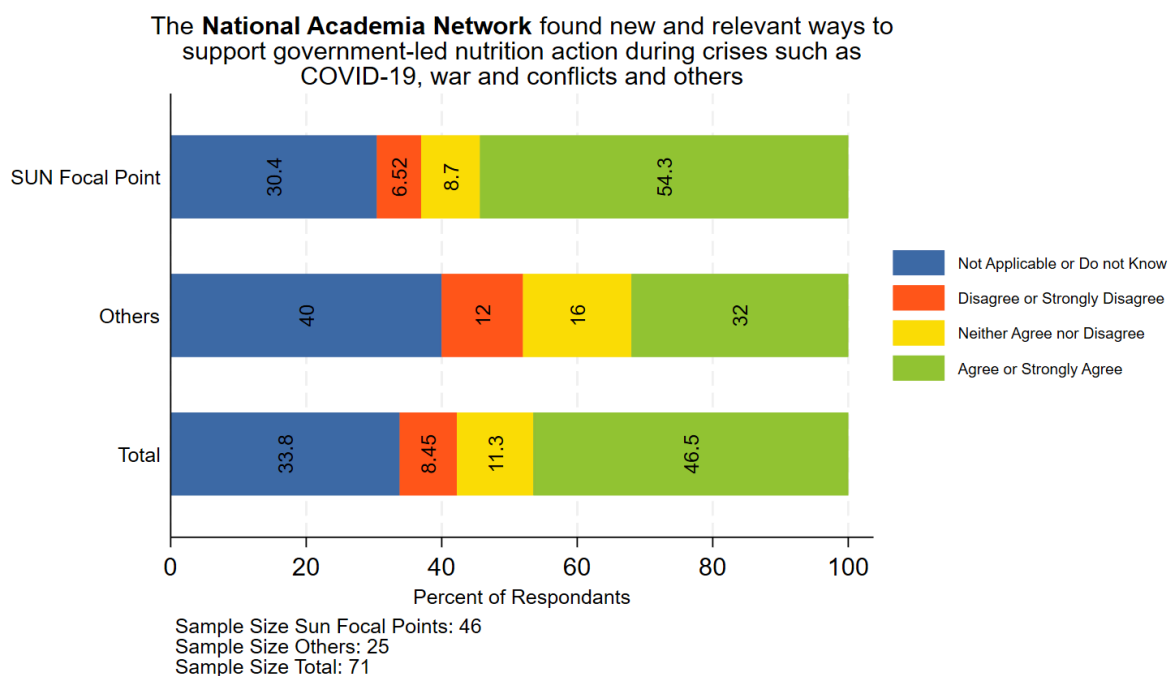


Figure A 48: National SBN found new and relevant ways to support government-led nutrition action during crises

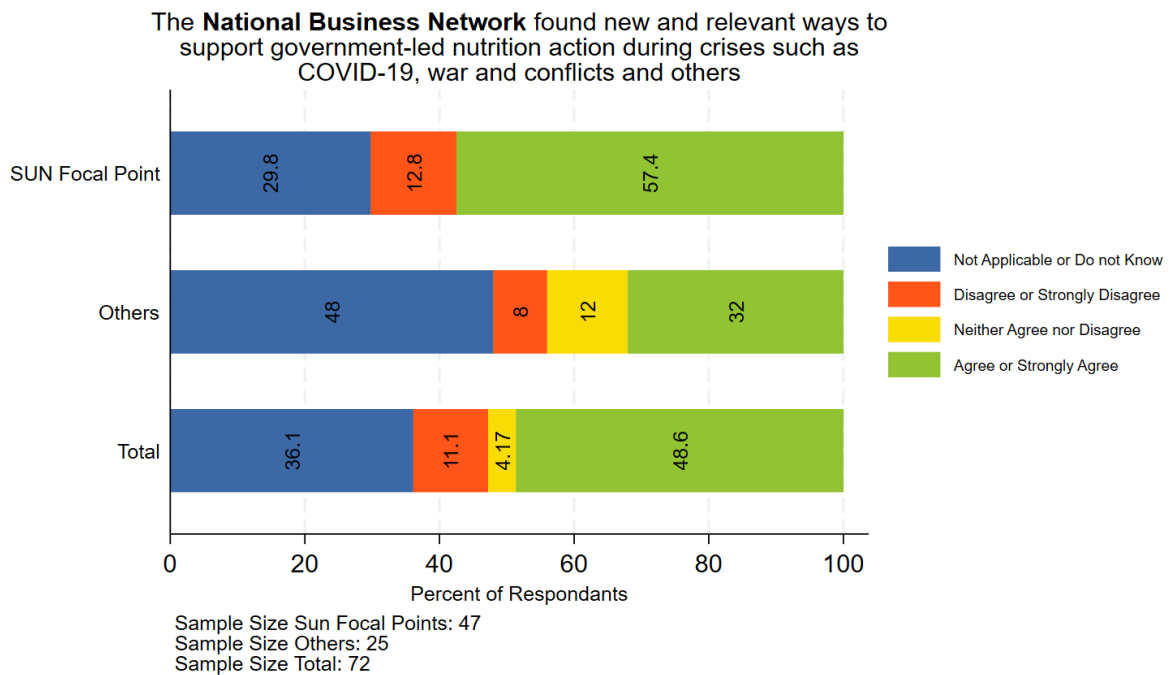


Figure A 49: National CSN found new and relevant ways to support government-led nutrition action during crises

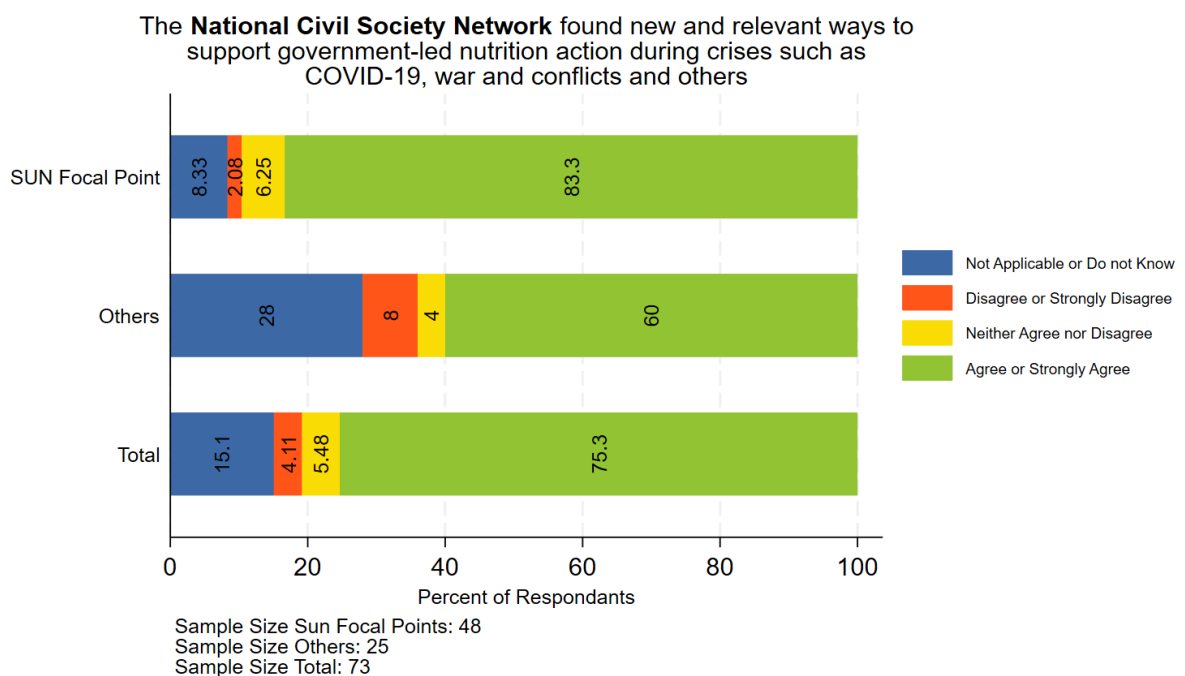


Figure A 50: National SDN found new and relevant ways to support government-led nutrition action during crises

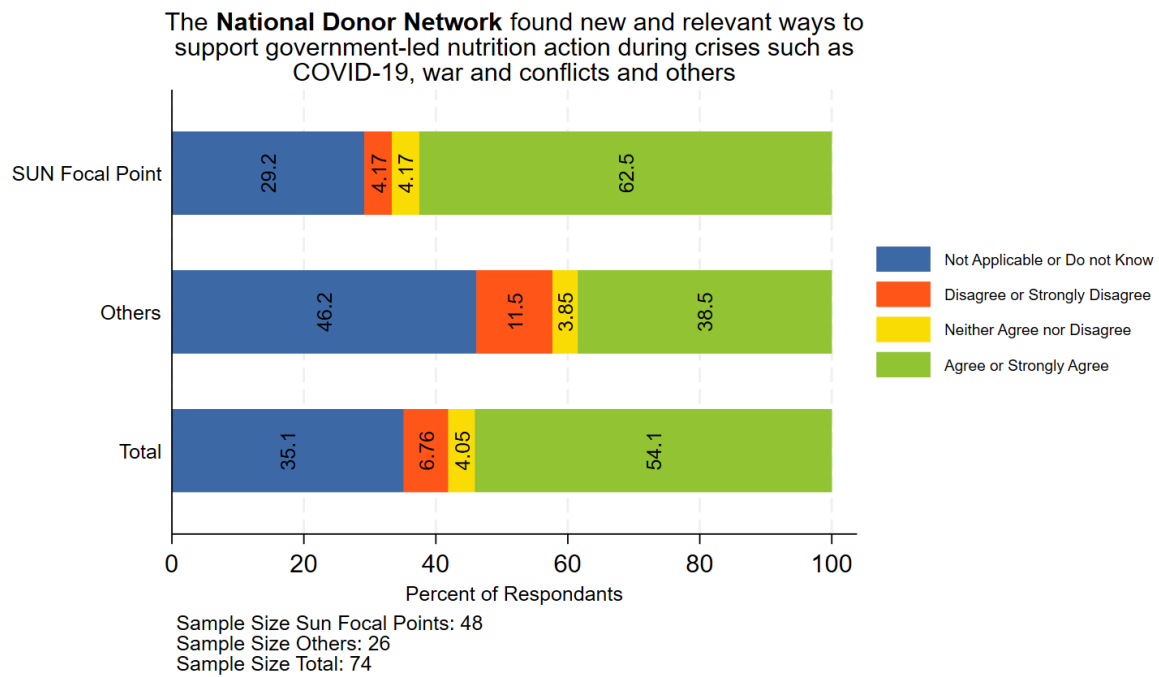


Figure A 51: National Media Network found new and relevant ways to support government-led nutrition action during crises

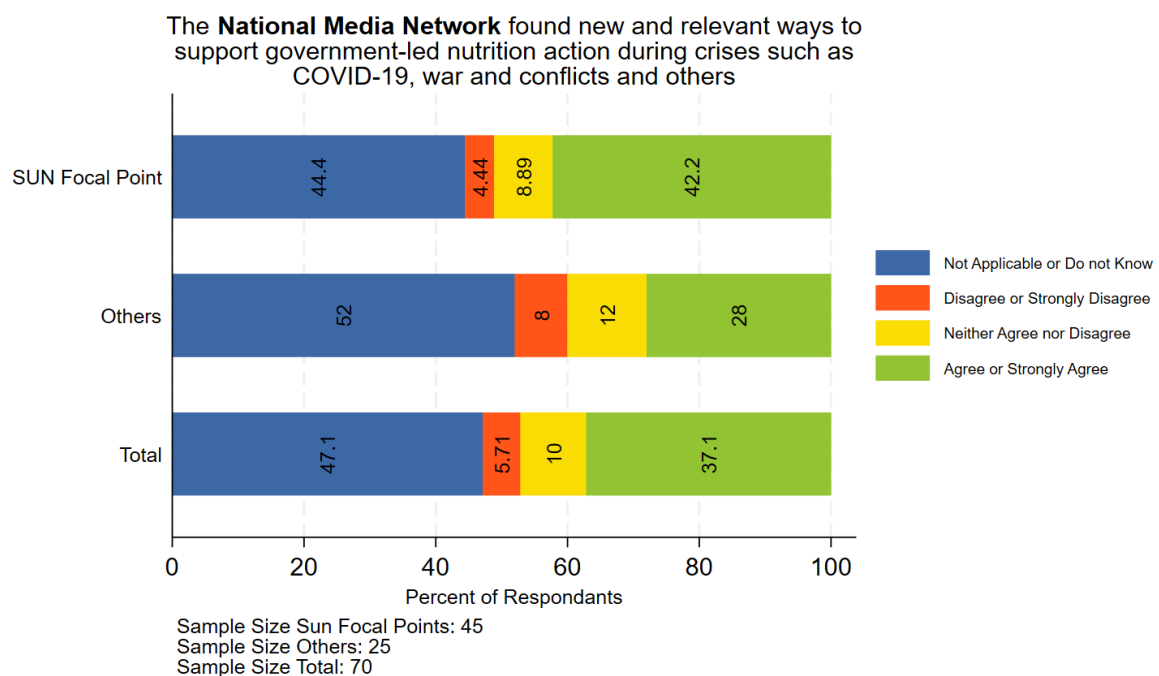


Figure A 52: National Parliamentarians found new and relevant ways to support government-led nutrition action during crises

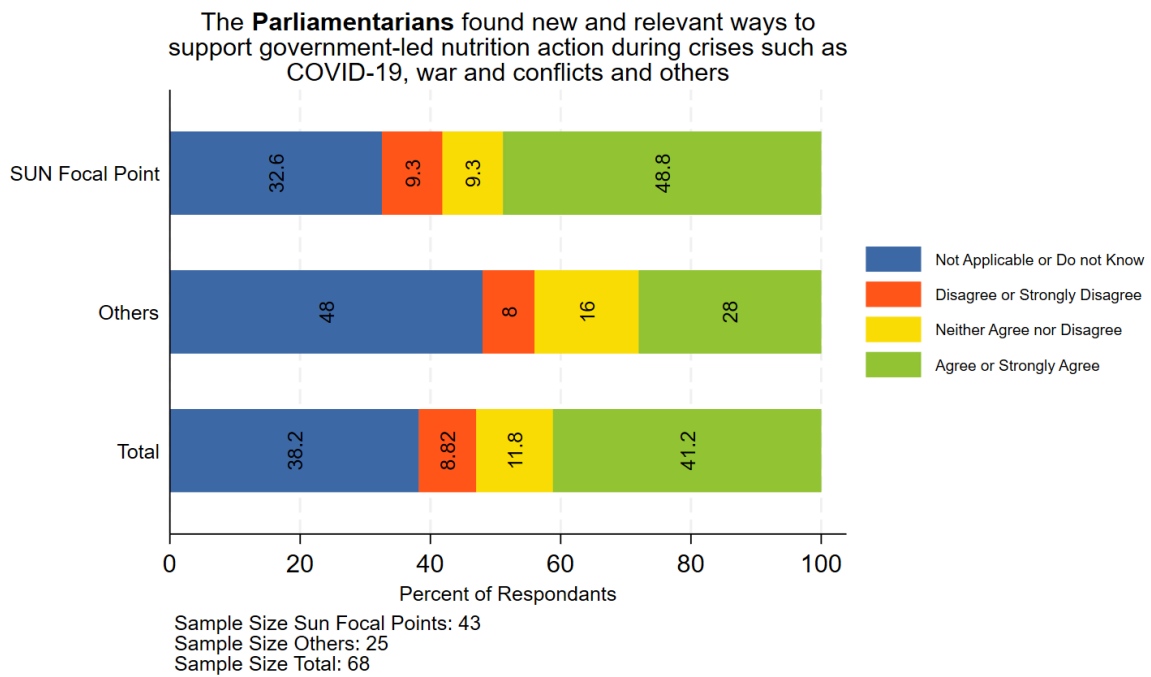


Figure A 53: National UN-Agencies found new and relevant ways to support government-led nutrition action during crises

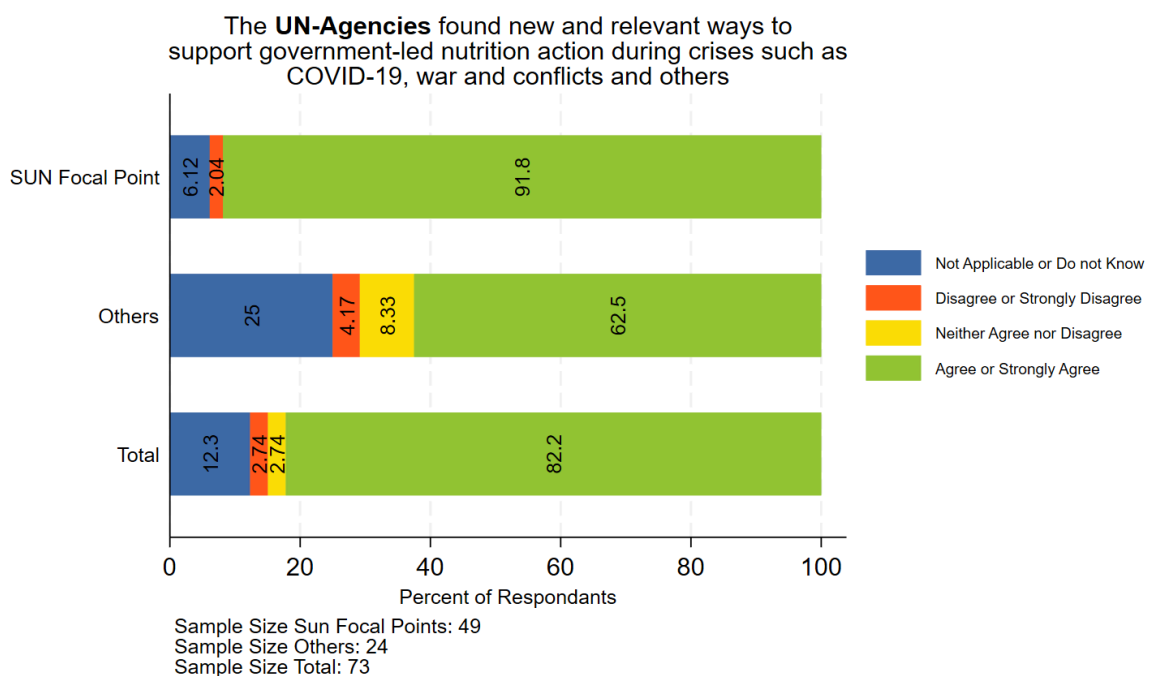
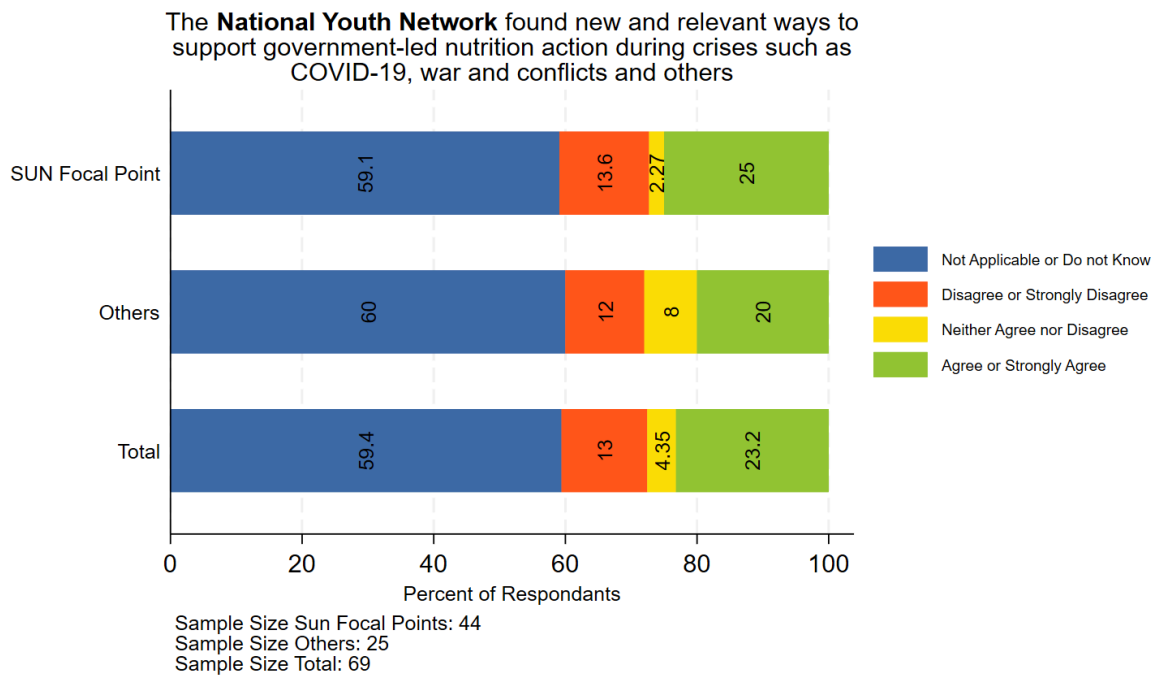


Figure A 54: National Youth Network found new and relevant ways to support government-led nutrition action during crises

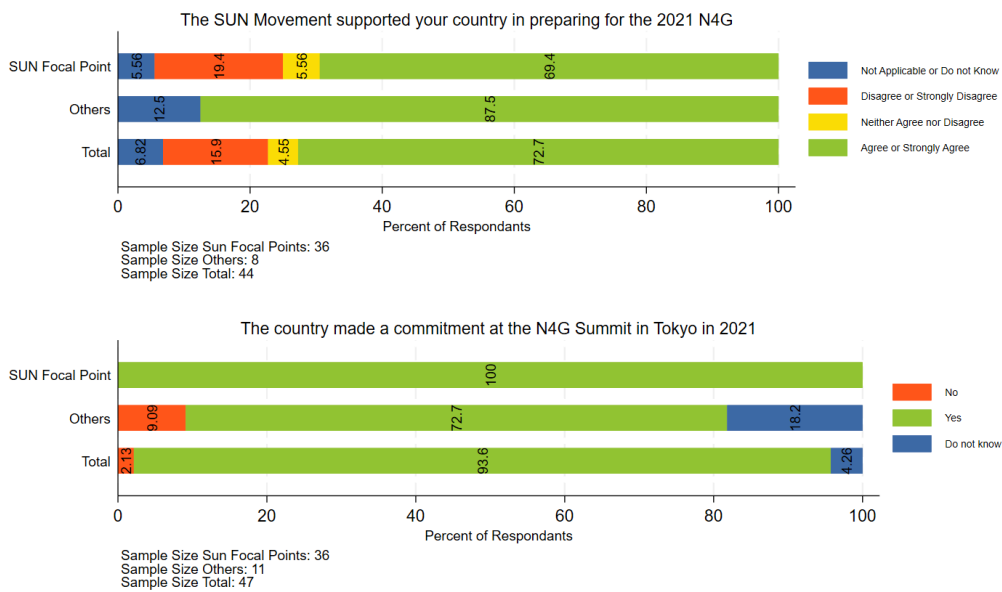


2022 SUN Regional Gathering in Panama

6 respondents stated that their country participated in the SUN Regional Gathering in Panama in 2022. All of them agree or strongly agree that their country derived valuable lessons and insights from the event. All of them also agree or strongly agree that the SUN regional gathering in Panama was instrumental in sharing lessons and practices that have shaped national action for nutrition

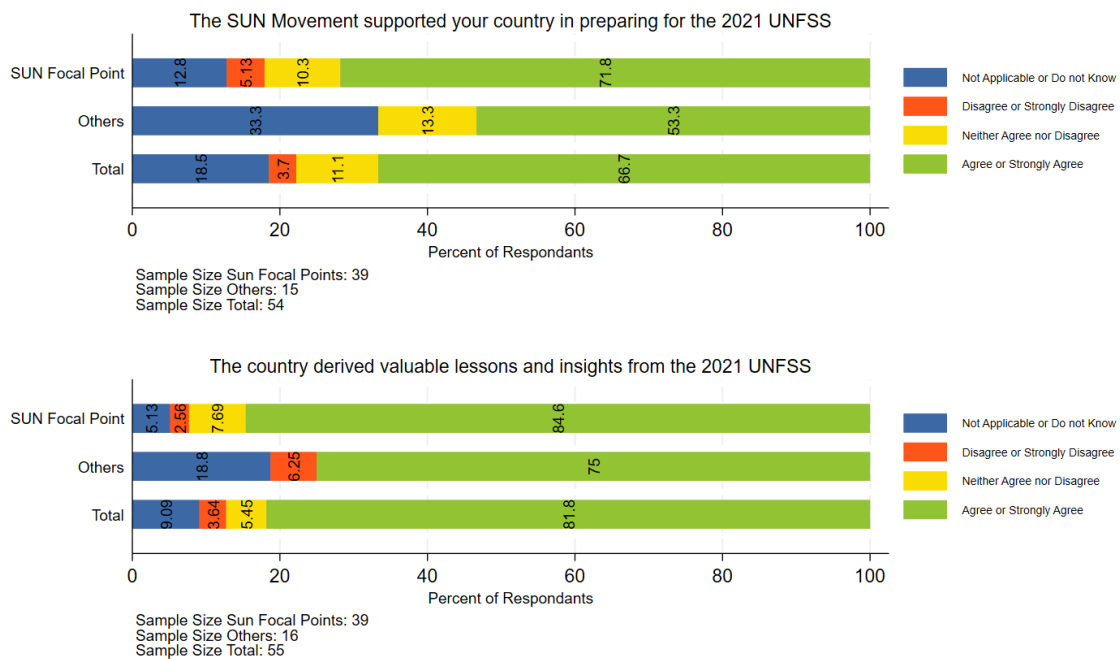
2021 Nutrition for Growth (N4G) Summit (Tokyo)

Figure A 55: Events: 2021 Nutrition for Growth (N4G) Summit (Tokyo)



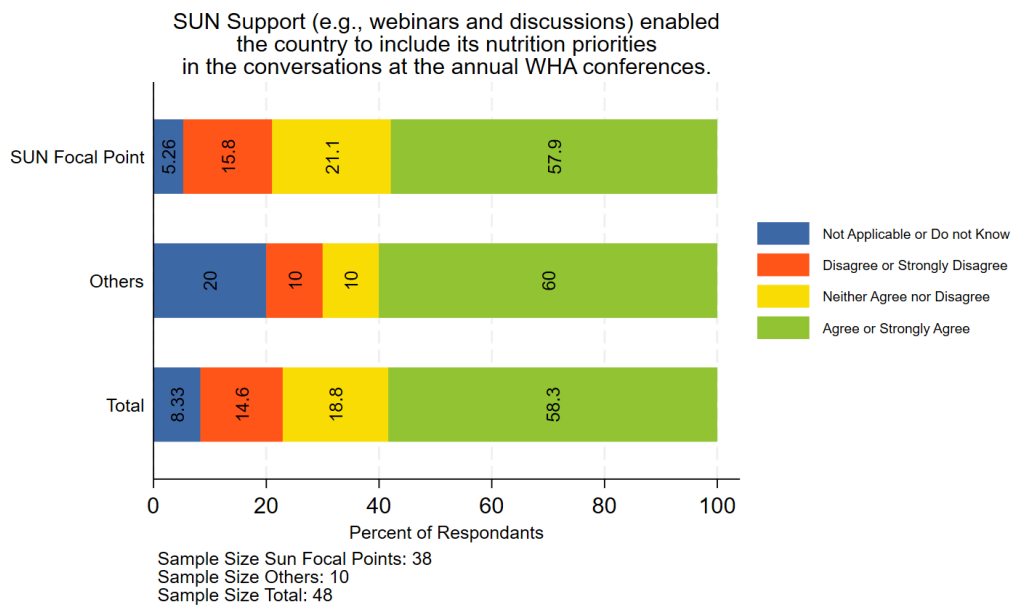
2021 United Nations Food Systems Summit (UNFSS)

Figure A 56: Events: United Nations Food Systems Summit (UNFSS)



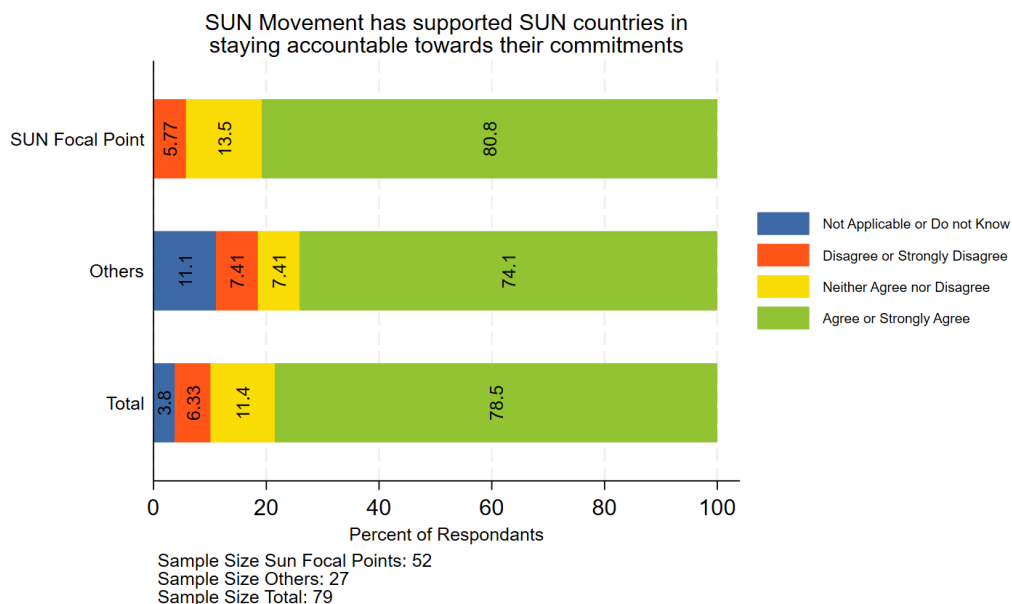
Between 2021 and now, SUN Support (e.g., webinars and discussions) enabled the country to include its nutrition priorities in the conversations at the annual WHA conferences

Figure A 57: Events: World Health Assembly (WHA) Conferences (2021 to 2023)



Between 2021 and now, the SUN Movement has supported SUN countries in staying accountable towards their commitments. Please select the extent to which you agree or disagree with the statement.

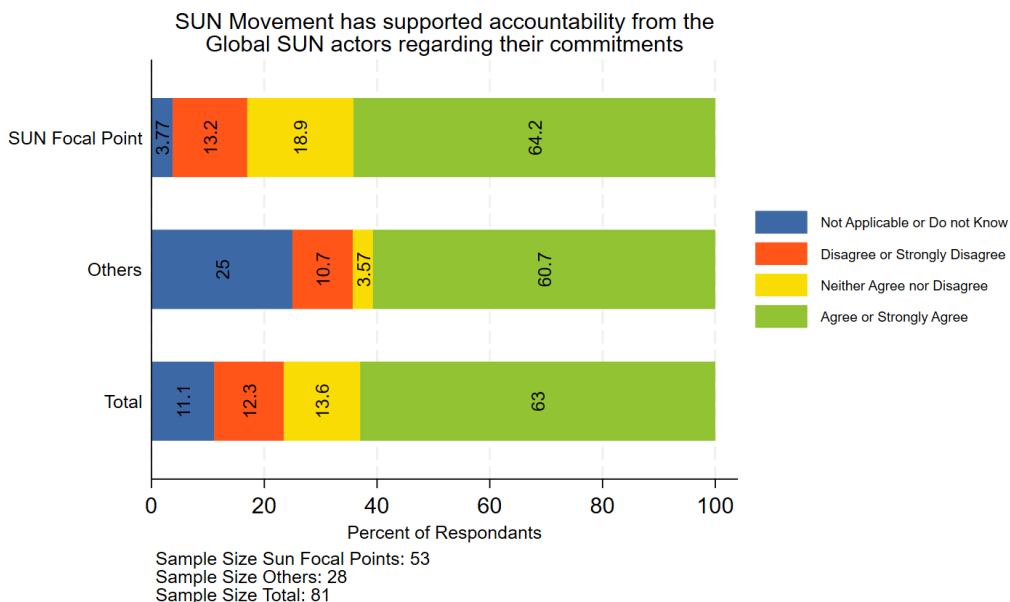
Figure A 58: SUN Movement has supported SUN countries in staying accountable towards their commitments



Between 2021 and now, the SUN Movement has supported accountability from the global SUN actors (SUN Coordinator, global SUN networks for donors, civil society, businesses, and UN Nutrition; the Lead Group; the Executive Committee; and the

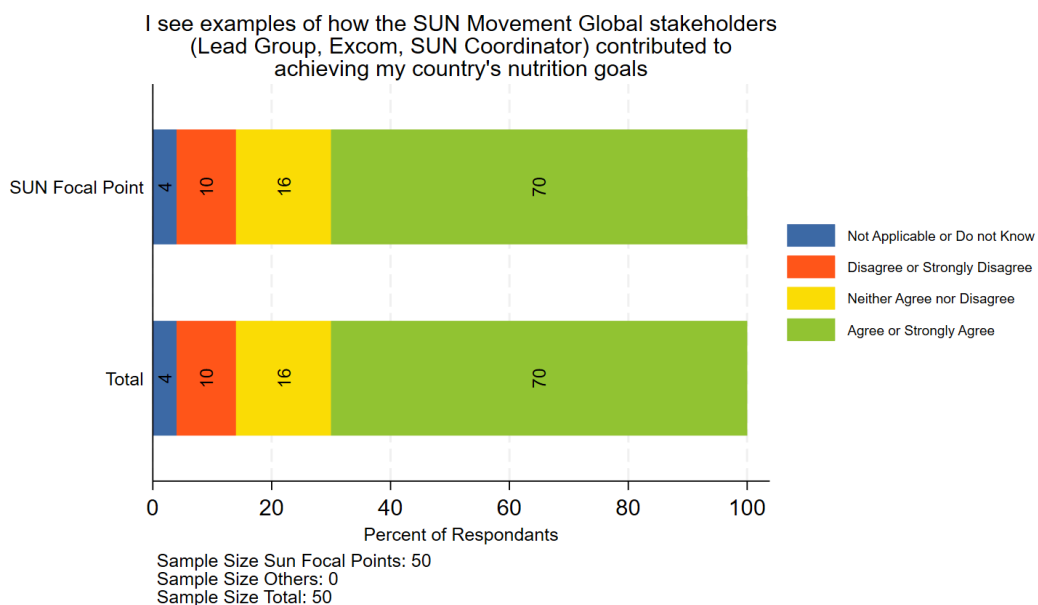
SUN Movement Secretariat) regarding their commitments. Please select the extent to which you agree or disagree with the statement.

Figure A 59: The SUN Movement has supported accountability from the global SUN actors regarding their commitments



I see examples of how the SUN Movement global stakeholders (Lead Group, Excom, SUN Coordinator) contributed to achieving my country's nutrition goals. Please select the extent to which you agree or disagree with the statement.

Figure A 60: See examples of how the SUN Movement global stakeholders (Lead Group, Excom, SUN Coordinator) contributed to achieving country's nutrition goals



Please select the extent to which you agree or disagree with the statements below. Please carefully read the statements as they have small but important differences. Move the horizontal scroll bar to see all options.

Figure A 61: Government stakeholders have the knowledge and information to prioritise nutrition in national development

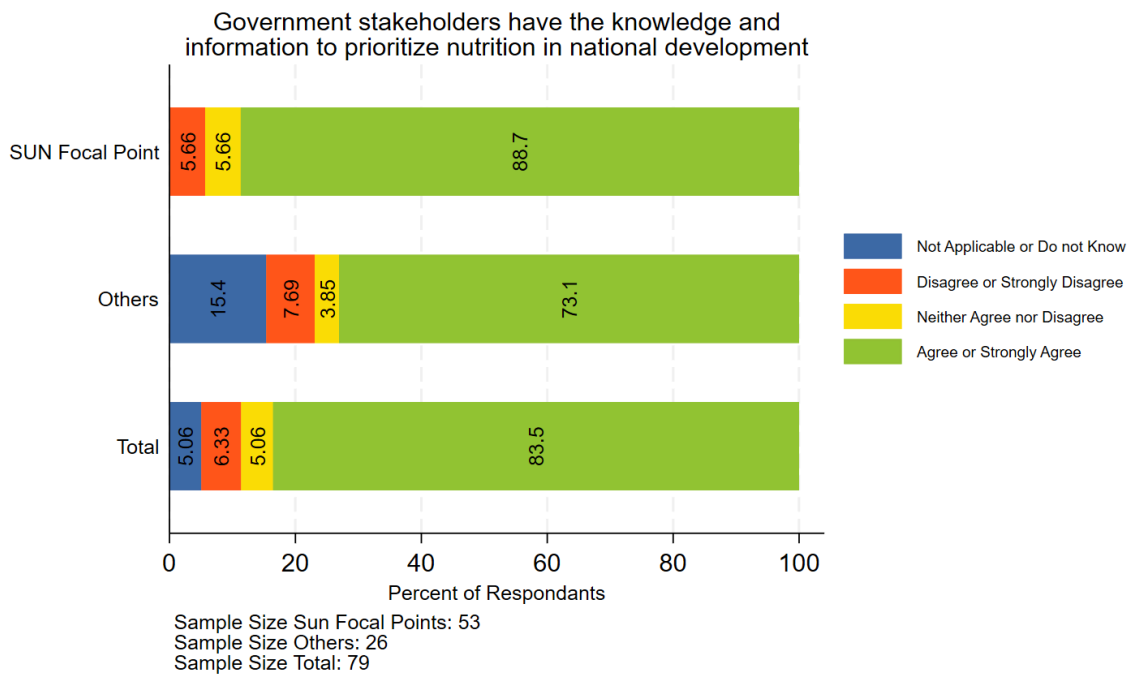


Figure A 62: Government stakeholders can mobilise domestic resources in line with their commitments to nutrition action

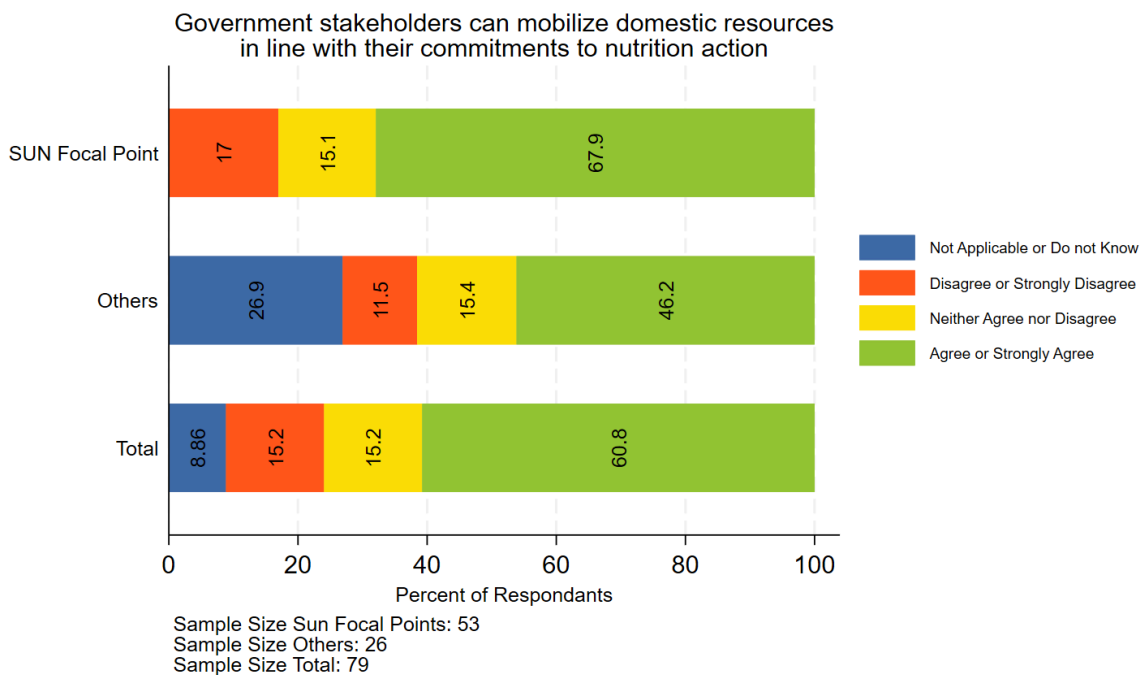


Figure A 63: Government stakeholders can mobilise additional resources (from donors, for example) to deliver on their nutrition commitments, if needed.

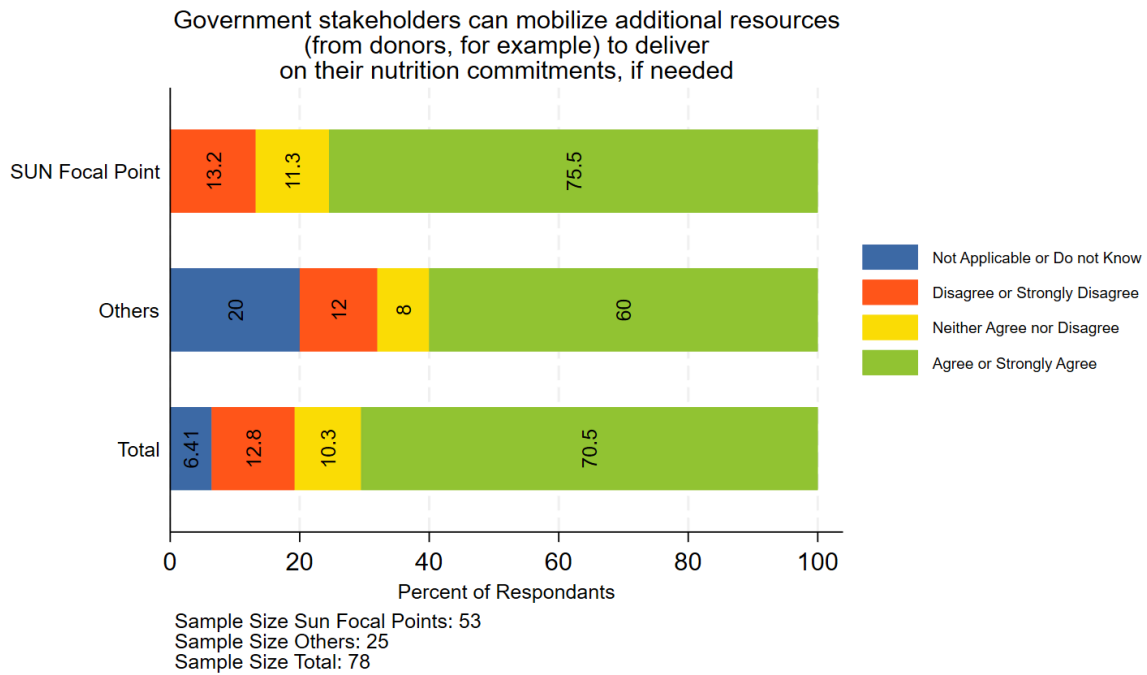


Figure A 64: The country has the necessary legal and policy framework to support long-term nutrition action

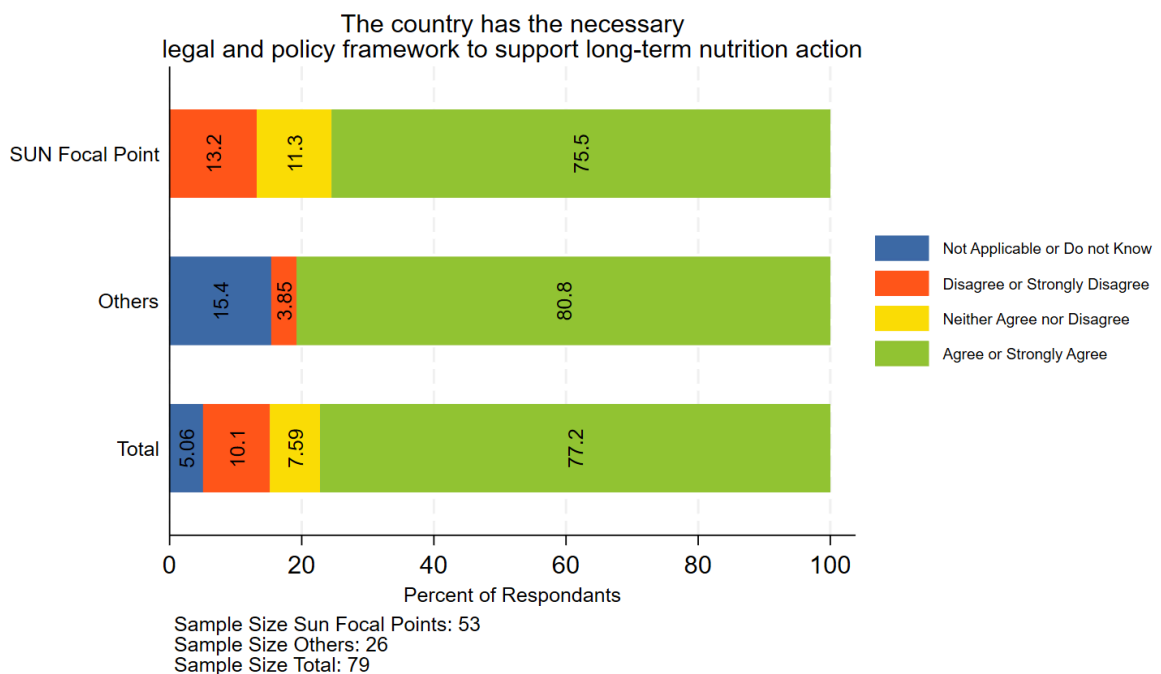
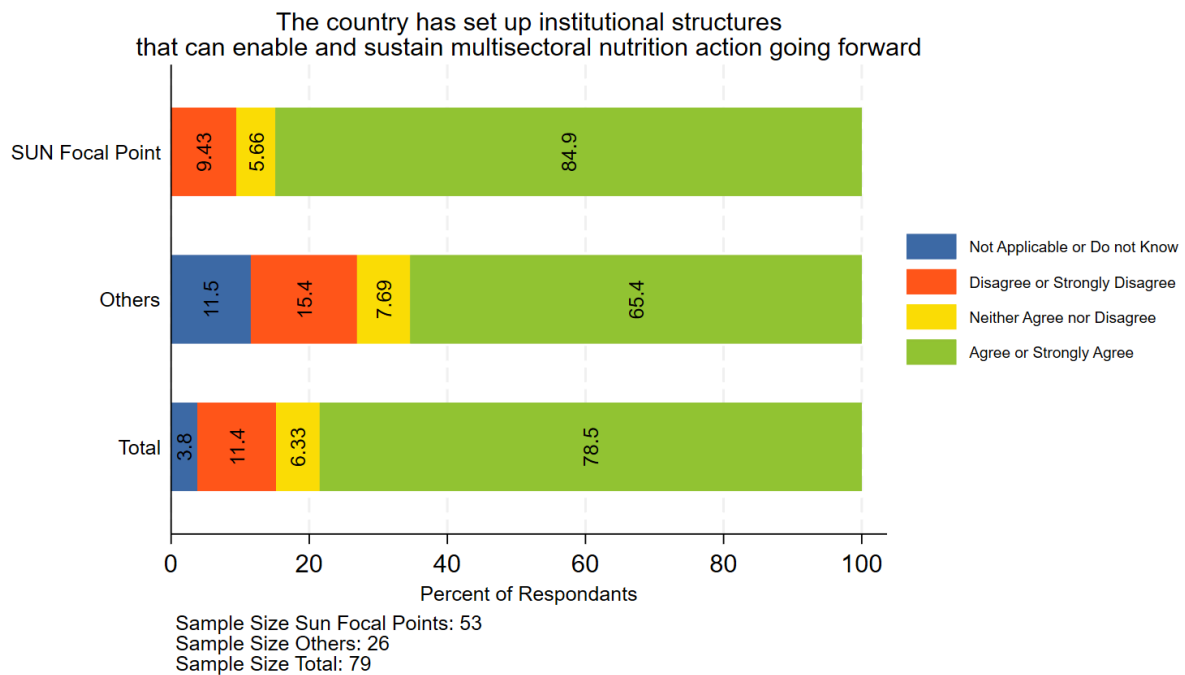


Figure A 65: The country has set up institutional structures that can enable and sustain multisectoral nutrition action going forward



Please select the extent to which you agree or disagree with the following statements.

Figure A 66: Women were sufficiently included in the work of the MSP between 2021 and now.

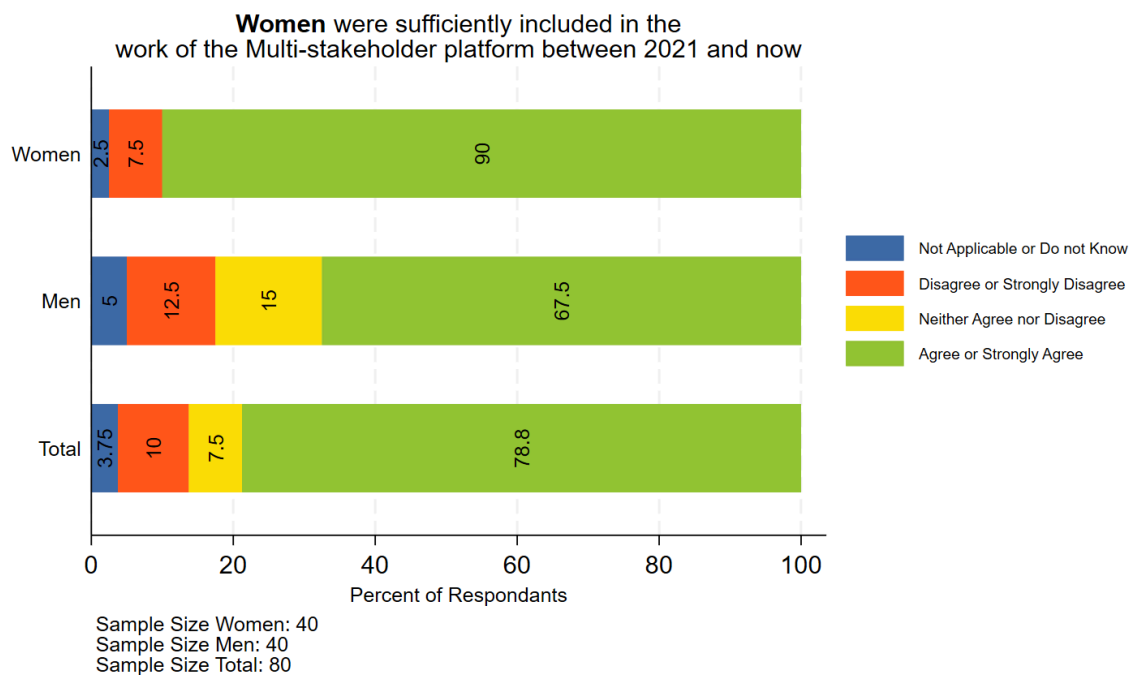
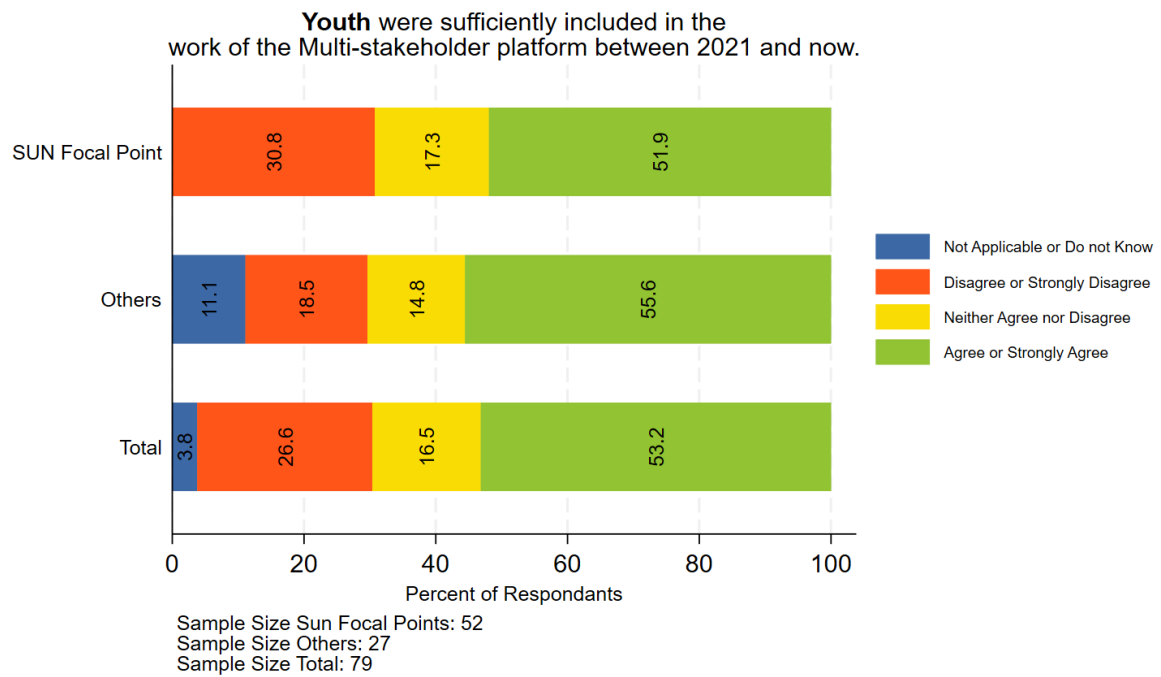


Figure A 67: Youth were sufficiently included in the work of the MSP between 2021 and now.



A.9. E-Survey Findings: Qualitative Responses

Following up the questions “did your country participate in the consultations for the development of the SUN 3.0 strategy?” and “were your country's concerns and needs reflected in the SUN 3.0 strategy?”, the e-survey asked respondents to “please provide any additional explanations or suggestions you may have based on your response.”

Explanations

- Three respondents acknowledged that 3.0 addresses general concerns without considering their countries' specific context and needs.
- Respondents hinted at the wider impossibility of monitoring the concerns and needs of their countries due to factors related to SUN and not related to SUN. Factors related to SUN include not regularly undertaking the JAA (3 respondents), change in Country Coordinator (two respondents) and non-functionality of MSP (2 respondents). Factors unrelated to SUN include limited engagement of local authorities (one respondent) and policy (1 respondent).

Suggestions

- Two respondents highlighted the need for better dissemination of the 3.0 Strategy in their respective countries.
- Four respondents highlighted the need for more financing/resource mobilisation.
- One respondent suggested: promotion of a rights-based approach to nutrition; more sustainable and climate resilient local food systems; strengthen civil society's role in the fight against malnutrition.

Following up the question “Between 2021 and now, the presence and activities of national stakeholders contributed to strong policy and advocacy environments for nutrition in your country. Please select the degree to which you agree or disagree with this statement for each stakeholder listed below.”, the e-survey asked respondents to “please highlight any key activities by the above actors that led to a positive or negative change and explain why. If you have suggestions or recommendations for the above actors to strengthen their contribution, please provide these below.”

Key activities (Positive) & Explanation:

- SUN country coordinator played a pivotal role in drafting and endorsing multi-sectoral nutrition plans (Liberia's Multi-Sectoral Nutrition Costed Strategic Plan 2024-2028, Nepal's Multi-Sector Nutrition Plan-III (2023–2030); Haiti's Nutrition Strategic Plan 2024–2029; Uganda Nutrition Action Plan II (UNAP II)) (6 respondents).
- Efforts to mobilise resources have shown tangible outcomes (e.g SUN civil society alliance of Liberia and the nation united youth for WASH advocated for domestic support to the nutrition strategic plan, leading to the vice president leading the advocacy for the allocation of 1 million United States Dollars as initial allocation for the implementation of the nutrition strategic plan; increase of state funding for nutrition in Burkina Faso) (2 respondents).

- Trainings conducted by civil society network in Niger - Training of journalists on advocacy for nutrition (one respondent) and Working and Reflection Group of the Civil Society Network of the Scaling Up Nutrition movement in the Republic of Guinea has significantly contributed to the training of the various constituent groups of the network (one respondent). Trainings were also mentioned by other four respondents (4 respondents).
- Advocacy to improve nutrition practices: In Gambia, The SUN country coordinator in collaboration with the UN Nutrition Team and the SUN Business, have been working together to build capacities toward improving complementary feeding, in promoting consumption of diversified diet and in fortification and bio-fortification to address micronutrient deficiencies (one respondent). In Nepal, UN organizations have been promoting fortified rice, super cereal distribution, human milk bank and others (1 respondent).
- Policy advocacy - In Burkina Faso, advocacy also enabled the adoption of the decree on breast milk substitutes (one respondent) and political engagement - in Pakistan, SUN CSA advocated for integration and sustaining nutrition into the revised political manifestos of major political parties (1 respondent).

Key activities (negative) & Explanation:

- Absence of key networks for advocacy like youth, media, and academia in several countries (3 respondents).
- Regime changes, political instability, and poor leadership in country coordinator positions hampered SUN activities in Afghanistan, Guinea-Bissau, Myanmar (3 respondents).
- Limited technical and financial national support for CSOs and lack of network establishment at the national level (three respondents), and sometimes stronger support comes from the global level (1 respondent).

Suggestions/Recommendations:

- Increase involvement of underrepresented stakeholders, including youth, academia and parliamentarians (3 respondents).

Following up the question “between 2021 and now, which of the following aspects related to nutrition action have Global SUN stakeholders helped to strengthen in your country?”, the e-survey asked respondents to “please highlight any key activities by the above actors that led to a positive or negative change and explain why. If you have suggestions or recommendations for the above actors to strengthen their contribution, please provide them below.”

Key Activities (Positive) & Explanation:

- Respondents noted improved coordination among stakeholders and contributions to policy frameworks (e.g., key documents aimed at strengthening policies and

supporting advocacy efforts in Indonesia, Gambia's National Nutrition Policy) through SUN networks (7 respondents).

- UN Nutrition supported the review of Multi-Sector Nutrition Plans and contributed to formulating new plans with resources mobilised for implementation. In Mauritania, for example, UNICEF and the EU support the platform by funding a staff member to assist the country coordinator (10 respondents).
- SUN Movement Secretariat facilitated advocacy to increase state budgets for nutrition, supported Multistakeholder Platforms, engaged in donor mapping, carried out advocacy activities for law adoptions, promoted partnerships, worked together on commitments for the Tokyo Nutrition for Growth Pact and supported the adoption of SUN 3.0 strategy (7 respondents).
- Capacity building, workshops, and training were highlighted across multiple responses as key strengths of SUN's contributions, as well as and technical support, which enhanced budgeting, monitoring, and reporting capacities, especially from Civil Society Network, SMS and Global SUN Donor Network (8 respondents).

Key Activities (Negative) & Explanation:

- Sovereignty concerns and governance challenges were emphasised in responses critiquing UN Nutrition's approach (1 respondent).

Suggestions/Recommendations:

- Suggestions for better integration of parallel global networks into in-country initiatives were highlighted to improve alignment (1 respondent).
- Calls for increased financial and technical support, with countries encouraged to develop sustainable funding mechanisms and support national SUN components such as country coordinators (3 respondents).
- Respondents recommended capacity-building initiatives focused on nutrition governance (design of laws, for example) and fostering local ownership through training and leadership development – SMS Hubs were also mentioned to add in this effort (3 respondents).
- Suggestions to increase participation in regional workshops for comparative learning and activities with global networks, such as UN Nutrition, to generate more evidence for decision making (2 respondents).
- "I believe there is still a need to foster greater collaboration among the various SUN networks. At times, there is a lack of clarity about the specific roles and activities of each network, which can lead to duplicative programs. By improving coordination and communication between networks, we can avoid overlap and ensure that resources are used more efficiently to address the nutrition challenges." (1 respondent)

Following up the question “between 2021 and now, which of the following SUN-supported activities have helped to strengthen nutrition action in your country? Please select all that apply”, the e-survey asked respondents to “please highlight any other SUN-supported activities that led to a positive or negative change and explain why. If you have suggestions or recommendations regarding SUN-supported activities, please provide them below”

Key Activities (Positive) & Explanation:

- Peer-learning activities: Peer-learning activities strengthened collaboration and advocacy for mainstreaming nutrition and allocating domestic resources into national and local levels in Liberia (3 respondents).
- Advocacy Tools and Materials: Increased visibility and resource mobilization for nutrition at national and subnational levels, contributing to awareness and funding for key initiatives, e.g. SUN National Movement in Liberia conducting nutrition awareness at sub-national level, Benin’s National Advocacy Campaign for Scaling Up Nutrition, fortification campaign in Kyrgyzstan (7 respondents).
- Technical assistance: Delivered through various channels, such as capacity building workshops promoted by SUN Asia hub, policy guidance, evidence generation and sharing, and support for developing action plans. Contributions from FAO, SUN Movement Secretariat, and others were noted as instrumental in policy and programmatic advancements. Guatemala highlighted that, during government transitions, support has been provided for transferring experiences and coordination to ensure continuity of actions and continuous improvement. (6 respondents).
- Country visits: country visits facilitated resource mobilization and capacity building e.g. SUN Movement Secretariat (Dakar Hub and Geneva headquarters) has been closer and more pragmatic for Benin in all the activities it organised, including visits made to the country and remote support. (5 respondents).
- JAA: Recognised for its role in tracking and monitoring national nutrition actions, helping to identify gaps and set priorities (2 respondents).
- Extra: SUN support in resource mobilization has assisted us to attend organised trainings regionally. Their technical support is very instrumental in the positive changes we have seen through collaborations and increase budget allocations for nutrition issues. (1 respondent)

Key Activities (Negative) & Explanation:

- Activities were often perceived as disconnected from the broader SUN framework, reducing their visible impact (1 respondent).
- SUN activities sometimes lacked effective coordination and recognition, leading to duplications and inefficiencies in resource allocation (2 respondents).
- One respondent said that the last JAA could not be conducted (1 respondent).

Suggestions/Recommendations:

- Recommendations emphasised better branding and linking of SUN-supported activities to the broader framework to showcase their collective impact (2 respondents).
- Calls for more predictable and sustained funding mechanisms, as well as innovative financing approaches, such as taxation of sugary drinks, were highlighted (2 respondents).
- Suggested increasing peer-learning opportunities, regional workshops, and capacity-building sessions to share experiences and strategies among countries facing similar challenges (1 respondent).
- Enhancing technical assistance, particularly for budget tracking, monitoring, and evaluation, was seen as crucial to improving governance and accountability (2 respondents).
- However, due to the nature of these engagements—where individual organizations work closely with government bodies—the contributions are not always visibly recognised as part of the broader SUN initiative. This lack of visibility can sometimes lead to the perception that these activities are independent efforts rather than part of a coordinated SUN framework. As a result, the collective impact and the strategic role of SUN in driving nutrition-related progress may not always be fully acknowledged. To address this, it is important to improve the branding and coordination of SUN-related activities, ensuring that the network's contributions are more clearly linked to the SUN movement. This would help reinforce the value of the SUN platform and showcase its critical role in uniting diverse actors toward shared nutrition goals. (1 respondent)
- It is suggested to conduct more training for Civil Society actors on budget control, extraction of the nutrition budget from the national budget, monitoring and evaluation of the Multisectoral Strategic Plan for Food and Nutrition, and domestic financing of nutrition. Small grants should be increased, and more financing opportunities should be sought. A salary or bonus payment system should be established for the Coordinator of the Civil Society Network of the Scaling Up Nutrition movement and the National Multisectoral Committee for the Food and Nutrition System. Strong advocacy should be conducted at regional and national levels to significantly increase the budget allocated to nutrition. Food and Nutrition Directorates should be created in all countries where they do not exist, and a supranational body for food and nutrition issues should be established within the Presidency. (1 respondent)
- A good country coordinator who will drive the work forward and master nutrition should be appointed. (1 respondent) and a policy advisor attached to SUN country coordinator will help the SUN country coordinator to work more efficiently. (1 respondent)
- To strengthen experience sharing and networking with other countries facing similar challenges, such as innovative financing and taxation of sugary drinks. (1 respondent)

Finally, the e-survey asked respondents “where do you see the greatest need for SUN support in your country in the future?”

Overall needs:

- Resource Mobilization is the most frequently mentioned need, repeated across many responses, including increasing donors participation in SUN government-led activities (22 respondents).
- Advocacy and awareness is the second in frequency, with emphasis on both national and local levels, including dissemination of success stories from SUN in the country and mobilising domestic resources – “SUN’s support for innovative nutrition awareness tools and campaigns will be crucial in promoting behavioral change and increasing public nutrition literacy” (15 respondents).
- Issues with multisectoral coordination and governance were raised repeatedly– “the current coordination mechanisms often lack structure and clear processes, resulting in fragmented efforts, duplication of initiatives, and inefficiencies in resource allocation” (6 respondents).
- Greater presence of women and youth in MSPs was also mentioned (4respondents) and the need of constant mobilization through different networks (1 respondent).
- Capacity Building is seen as essential for sustainability and improved execution of nutrition policies, including learning visits (10 respondents) – “Building capacity is crucial for strengthening both national and local institutions, as well as the relevant multi-stakeholder platform (MSP) across ministries”.
- Real-time nutritional data and evidence generation are gaining importance for policymaking and program success (5 respondents).
- “Strengthening capacities and knowledge exchange between countries, especially in Latin America, as well as generating evidence and facilitating knowledge for innovation and integrating new information technologies”. (1 respondent)
- Support in policy and legislation (3 respondents) and periodic visits from SUN Secretariat members to countries to remind all actors of their commitments (1 respondent) were also mentioned.