

## MANAGEMENT RESPONSE TO THE SUN 3.0 EVALUATION

The Scaling Up Nutrition Movement (SUN) welcomes the Evaluation of SUN 3.0 and its findings and recommendations. The evaluation was constructive and inclusive in design, engaging SUN countries and partners across the SUN Global Support System (GSS) - the SUN Movement Secretariat (SMS), SUN Civil Society Network, SUN Donor Network, SUN Business Network and UN-Nutrition.

The Evaluation is timely. Its recommendations and findings, alongside evidence of nutrition trends, and global challenges and opportunities, lay the basis for the development of Scaling Up Nutrition 4.0 Strategy for 2026-2030.

This management response is a collaborative effort, representing the collective view of all SUN constituencies and reflects the shared commitment of all stakeholders to strengthen the Movement and achieve our shared goal of ending malnutrition in all its forms.

**The SUN Movement is encouraged by the Evaluation's conclusion that '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' as intended.**

**The SUN Movement acknowledges the Evaluation's finding that 'persistent gaps in resource mobilisation, governance efficiency, and accountability limit its full potential'.**

**The SUN Movement takes note of the Evaluation's reminder that 'voluntary collaboration cannot be assumed—it must be fostered. 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 SUN Movement accepts the Evaluation's conclusions that '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'.**

As SUN 3.0 comes to a close, we take note of the rapidly changing and challenging world in which SUN operates. The scale of malnutrition is daunting, and new risks posed by the intensity of climate change, the frequency and longevity of disasters, alongside rapidly shrinking overseas development assistance calls for renewed and reinvigorated nutrition action and advocacy. Integrating nutrition objectives into, for example, health and social protection, climate change adaptation and mitigation, food systems and humanitarian action is going to be an important way in which nutrition action is scaled up.

Future proofing nutrition means helping countries navigate, understand and respond to new risks, and maximising the opportunities for nutrition results through nutrition integration. Helping amplify country voices in an increasingly volatile global agenda will need special focus under SUN 4.0 to ensure that countries are heard in global policy dialogue.

The risk of climate change and conflict has increased significantly since SUN's inception. Many of our SUN countries are fragile or conflict affected. While humanitarian crises are increasingly long-term (and funding short-term), few of the fragile states benefit from investments that aim to increase nutrition resilience, or capacity support to deliver this. As the evaluation asserts, we need to find a way to better support fragile states in SUN 4.0. At the heart of this must be a strong, local, and capable civil society that can provide continuity in crisis.

In a world of competing interests for development financing, we need to focus more on SUN's unique comparative advantage - **SUN as a convenor** - at the national, regional and global level. This is SUN's unique value proposition and builds on the evaluation's findings of the important role SUN has played in sharing lessons and peer to peer learning. As we move toward SUN 4.0, we need to go further to elevate SUN country voices in regional and global policy debates, and help close the gap on country capacity to access and influence nutrition financing.

We count on the renewed commitment of all of SUN's members to support SUN on this path, which is essential to end malnutrition in all its forms.

The SUN Movements actions in response to each of the Evaluation's recommendations are attached.

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

## Management Response Action Plan

Agreed by the Executive Committee on 4 April 2025

Recommendation	Responsible lead	Management Response Action Plan
<b>Governance and Accountability</b>		
1. <b>Enhance Risk Mitigation:</b> In the next phase, establish voluntary collaboration as an outcome in the Theory of Change (ToC).	4.0 Lead Authors	The SUN 4.0 TOC will factor in voluntary collaboration with associated risk mitigation components.
2. <b>Refine Metrics for Success:</b> Develop indicators that better capture the movement's systemic and collective impact and assess its catalytic and facilitative role in accelerating nutrition action.	4.0 Lead Authors	The SUN 4.0 logframe will have Movement tailored indicators.
3. <b>Manage Conflicts of Interest Proactively:</b> Develop and establish principles of engagement that manage conflicts of interest that prioritise national interest	SMS	SUN 4.0 will include principles of engagement framework. This should build on the Principles of Engagement and Conflict of Interest efforts in SUN 3.0 and institute an enhanced due diligence approach based on lessons from SUN 3.0.
4. <b>Ensure ownership of roles and responsibilities:</b> Clearly define, communicate, and secure ownership of the strategic leadership, management, and operational roles and responsibilities across all parts of the Movement.	Lead Group, ExCom, SUN Coordinator and GSS	SUN 4.0 strategy document will include a table with agreed roles and responsibilities at all levels.
5. <b>Collaborative Workplan:</b> 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.	GSS	SUN 4.0 will include a management plan that articulates roles and responsibilities of SUN constituencies and ensures GSS alignment.

Recommendation	Responsible lead	Management Response Action Plan
<b>Global Positioning and Advocacy</b>		
6. <b>Advocacy for nutrition:</b> Advocate for integrating nutrition into emerging priorities like climate change and food systems transformation, creating new opportunities for funding and collaboration.	SUN Coordinator, Lead Group, GSS	<p>SUN 4.0 will develop a unified advocacy strategy for 2026-2030, ensuring nutrition co-benefits are integrated into key global agendas, with a focus on Climate, Food Systems, and Health/Social Protection. SUN 4.0 will seek to leverage and not duplicate in advocacy.</p> <p>SUN is supporting the Nutrition Integration Compact at the N4G, bringing SUN countries and stakeholders into a foreseen nutrition integration coalition including through actively advocating for and working with partners to ensure this integration in all different stages of the policy.</p>
7. <b>Strengthen high-level engagement:</b> 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.	SUN Focal Points, SUN Coordinator, Lead Group	This is foreseen as a main component of the 2026-2030 advocacy strategy, which will identify and differentiate opportunities and actions at the national, regional and global level and explore and enhance SUNs engagement and leveraging of existing coordination platforms.
8. <b>Global governance:</b> Prioritise the role of the Lead Group in collective/joint advocacy for nutrition and the Movement while simultaneously supporting ExCom's strategic engagement.	Lead Group and Executive Committee	Lead Group's role will be a key component of the advocacy strategy, defining each constituency's role with an enhanced role for the Lead group and guiding mechanisms for amplifying advocacy beyond SUN countries through the constituents of SUN.

Recommendation	Responsible lead	Management Response Action Plan
<b>Structures and Approach</b>		
9. <b>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.</b>	GSS with regional bodies	This recommendation will be reviewed, considering priority outcomes in 4.0 and the severe funding constraints. The GSS will work together to engage regional platforms to build high-level leadership on nutrition while working to ensure UN, civil society and business partners are able to build a sustainable approach to coordinated support for SUN Countries beyond 2030.
10. <b>Strengthen national MSPs through more diverse network engagement and between gender and youth inclusion and mobilisation</b>	MSP, Country Coordinators (Government Focal Points), GSS	This recommendation will be onboarded in SUN 4.0 design as a key sustainability component anticipating SUN's exit in its current form.  A focus on nutrition integration will require wider stakeholder engagement at country level, bringing in climate and nature stakeholders, and including the roadmap for youth
11. <b>Make technical assistance more equity-driven:</b> Prioritise equity in technical assistance delivery, ensuring support reaches capacity-constrained countries, particularly in fragile contexts.	SDN, SMS	SUN 4.0 will strengthen engagement on fragile states, ensuring that they benefit from technical assistance.
12. <b>Tailor Approaches for FCAS:</b> Integrate flexible, context-specific strategies (equity-focused) to address	4.0 Lead Authors and relevant SUN Country	SUN 4.0 will scale up advocacy for the Humanitarian-Development-Peace-Nexus (HDPN), emphasizing nutrition in humanitarian response

Recommendation	Responsible lead	Management Response Action Plan
the unique challenges of fragile and conflict-affected states	Coordinators (SUN Government Focal Points)	and resilience-building. We will engage with local actors and donors in FCAS, ensuring interventions are context-specific and aligned with national priorities and building a strong SUN exit strategy for handing over to national structures.
<b>Resource Mobilization</b>		
<b>13. Support resource mobilisation and government capacity in financial management:</b> Support SUN Countries in strengthening public financing for nutrition through enhanced resource mobilisation, budgeting, expenditure, and accountability measures.	GSS, MSP, SDN Country Coordinator (Government Focal Points)	SUN 4.0 will strengthen its approach to financing by building understanding of needs and opportunities at all levels and by equipping SUN countries to obtain increased, more effective and sustainable nutrition financing (for example, domestic financing and flexible financing in fragile contexts) and to enhance management and accountability capacities and mechanisms. We will explore financing opportunities beyond traditional sources, including climate finance.
<b>14. Diversify funding sources for the Movement:</b> Diversify funding sources and develop self-sustaining financial models for each network within the GSS.	GSS	Response to be considered within GSS discussions on SUN 4.0.