



Civil Society Network

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Terms of Reference



© SESEAN, Guatemala

Civil society organizations collectively have a very powerful voice and can provide grass-roots / community-driven support for scaling up nutrition locally.

Front Cover: Young children in an SOS village enfants, Madagascar.
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Information about the SUN Civil Society Network

Name

Scaling Up Nutrition (SUN) Civil Society Network (CSN) – SUN CSN

Nature

Global network of Civil Society Organisations

Vision

The vision of SUN CSN is a world where multiple stakeholders, including civil society, work together in a constructive and co-beneficial manner towards eradicating malnutrition.

Why a civil society network

At the global level, the SUN Civil Society Network (SUN CSN) has been established to support the formation, evolution and sustained effective and efficient running for the long-term of Civil Society Alliances in SUN countries, as well as facilitate communication and coordination across SUN CSAs, and with the broader SUN Movement.

A declaration

The SUN Civil Society Network was inaugurated at a meeting that took place on June 11, 2013, during which Civil Society Representatives agreed upon a declaration stating how they would support the aims of the SUN Movement.¹

Principles of engagement of the SUN movement

The SUN CSN abides by the principles of engagement of the SUN movement² and additional principles highlighted through the SUN conflict of interest process³. The network is open to a wide range of civil society organisations working in diverse areas. By nature civil society organizations are independent and the SUN CSN efforts respect these principles when dealing with members whilst embracing diversity of its membership as an asset.

¹ http://scalingupnutrition.org/news/civil-society-network-inaugural-meeting-delegates-sign-on-to-declaration-of-support-for-scaling-up-nutrition#.Uhc4_j8phss

² <http://scalingupnutrition.org/principles-of-engagement>

³ <http://scalingupnutrition.org/about/principles-of-engagement-2/preventing-and-managing-conflicts-of-interest>

SUN CSN Purpose

The primary purpose of the SUN Civil Society Network (SUN CSN) is to support the formation and effective and efficient operation of strong, credible and influential national Civil Society Alliances (CSAs) for the long-term.

Strong, credible and influential national CSAs coordinate Civil Society Organisations (CSOs) to:

- 1) actively contribute to the design, implementation and M&E of effective national policies and plans for scaling up nutrition (multi-stakeholder, multi-sectoral, multi-level); and
- 2) encourage and facilitate coordination among all civil society actors, including academia, international, national and local CSOs and ensure alignment of their strategies, programmes and resources with national nutrition priorities.

The SUN CSN is responsible for **ensuring** a broad based inclusive approach and encouraging **effective engagement from civil society in the SUN processes across the movement and across stakeholder groups**. It also **encourages country-adapted alignment of CSOs** in support of national plans that are based on realities/needs on the ground.

It further contributes to **ensuring nutrition remains high on the global and national agendas** and that perspectives from the ground inspire global advocacy efforts through CSA engagement. It then **supports CSAs** to contribute / lead in country advocacy efforts **to influence global processes**.



Luzmila (12) carries to her house the barley that she harvested by herself before, Peru.
© Alejandro Kirchuk/Save the Children



*A young mother and her child living in soft built house with her 7 children, Madagascar.
© Claire Blanchard for the SUN Civil Society Network*

SUN CSN Priority Objectives

1 Build the network and support the formation and sustainable running of strong, credible and influential national CSAs.

Examples include:

- Effectively supporting the development of inclusive, vibrant and sustainable CSAs in SUN countries as legitimate stakeholders by:
 - i. Supporting the formation of national CSAs
 - ii. Encouraging and facilitating improved perception and contributions of national CSAs / Civil Society Organisations (CSO) to multi-stakeholder scaling up nutrition
 - iii. Encouraging CSAs to ensure liaisons between CSA/CSOs and local as well as national expertise in public higher education and research institutions for strengthening capacity building, advocacy and tracking progress of grass root level efforts
 - iv. Increasing support to national CSAs (e.g. through CSN contribution to Communities of Practice of the SUN movement Capacity to Deliver and harnessing CSN members technical, skills-based, financial and human resources)
 - v. Supporting CSAs in ensuring country-adapted and context-specific alignment of CSO strategies, programmes and resources with national nutrition priorities
 - vi. Supporting CSAs in actively contributing to multi-stakeholder, multi-sectoral, multi-level country plans for scaling up nutrition and ensuring these reflect the needs on the ground
- Ensuring national civil society organizations (CSOs) are part of national and international SUN Movement efforts
- Encouraging alignment of international CSOs in support of national plans in response to needs on the ground.

2 Harmonise advocacy and messages for nutrition to remain a priority on national and global agendas.

Examples include:

- Supporting CSAs contribute to national level advocacy efforts to prioritize nutrition in a sustainable manner (across political parties and beyond political cycles, pre- and post-elections, and working with parliamentarians);
- Improving national CSOs' contribution to global processes through engagement of CSAs in such processes to, in turn, support CSA-led country level advocacy to influence these (e.g. World Health Assembly; international nutrition forums – such as Micronutrient Forum, International Union of Nutrition Scientists, and International Conference on Nutrition 2, and the post-2015 Sustainable Development Goals (SDGs) negotiations) and;
- Developing position papers and policy briefs for action at global and national levels and disseminating to national CSAs

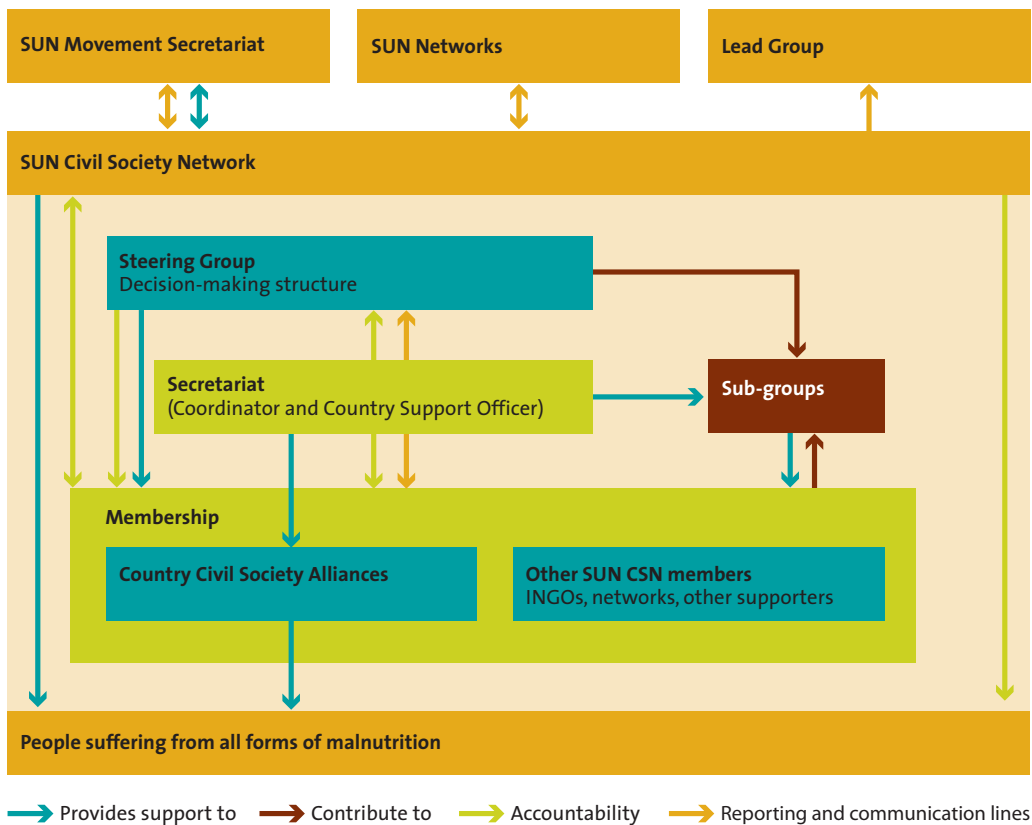
3 Facilitate Capacity Building of national Civil Society Alliances to contribute to effective multi-stakeholder, multi-sectoral, multi-level efforts towards scaling up nutrition

- Supporting and developing the niche strengths of CSOs such as: increasing demand creation; behaviour change communication and social mobilisation; strengthening lessons learned on the 'how to' or implementation science of service delivery to community/household levels, and feeding back into policy level.
- Supporting capacity building of national CSAs, based on identified gaps, that contribute to strengthening the multi-stakeholder, multi-sectoral and multi-level SUN approach and promote empowerment & capacities at all levels of countries to deliver on scaled up sustainable nutrition efforts.
- Leveraging network members strengths to increase technical support to national and local / community CSOs for increasing technically capacity to reach the underserved;
- Developing processes to foster cross-learning and exchange of experiences towards a collective of CSAs functioning as a learning network;
- Signposting funding opportunities and continuing advocating for marginal funding in support of creative solutions for programs and/ or advocacy capacity building.

Governance

Structure

The diagram below outlines the proposed structure of the SUN Global CS Network and its lines of accountability to the SUN Leaders Group, the SUN Movement Secretariat and to the wider populations and affected communities in SUN countries. It also outlines the Network’s parallel partnerships with sister civil society structures and mechanisms focusing on nutrition related issues as well as other SUN Networks.



SUN CSN governance structure⁴

Steering Group

A representative and accountable Steering Group is nominated through a transparent and democratic process to develop and drive a strategy for the SUN CSN. The Steering Group is the main decision-making body of the network and is responsible for encouraging effective engagement from civil society in the SUN processes at national and global level.

Meetings and communications

The steering group has regular calls among its own members every four weeks, ongoing electronic communications and an annual face-to-face meeting on the occasion of the SUN movement Global Gathering. Agenda for these calls are informed by issues raised by SUN CSAs and outcomes of discussions shared back to the SUN CSAs and broader SUN CSN membership as well as SUN movement secretariat (SMS), and when appropriate SUN global networks.

⁴ As of June 10, 2014, there are yet to be formal regional sub-networks established. The SUN CSN secretariat, through close country support efforts, will determine the best modality for these. This diagram does not reflect lines of accountability or reporting (cf corresponding section for more information on accountability and reporting).

Scope

Based on members' views, the Steering Group (SG) has a strong voice in nutrition and goes beyond facilitation. The SG informs international advocacy on nutrition based on what is happening on the ground in SUN countries. The SG will liaise with, and accountable to the SUN Lead Group. It is also fully accountable to the broader membership of the Network.

Steering Group Priorities

1. Strengthening CSA's effectiveness on the ground
2. Encouraging the contribution to and alignment of International Civil Society Organisations' (CSO) strategies, programmes and resources with country plans for scaling up nutrition
3. Encouraging effective engagement from civil society in the SUN process at national and global levels
4. Ensuring Nutrition remains high on the global and national agendas
5. Providing support through CSO country offices' to build capacity of SUN CSAs to effectively contribute to multi-stakeholder efforts in country
6. Ensure civil society organizations are part of national and international SUN Movement dialogue

Structure

The Steering Group meets on a regular basis and is presided by a Chair. The membership of the SG is fixed for a two-year term with a first term ending December 2015⁵. Every two years⁶, the Annual Meeting of the SUN CSN will dedicate part of the agenda to nominations for an incoming Steering Group to inform selection (see below for process). To ensure continuity, Steering group members can be nominated for a second mandate. The ratio should remain 50% second mandates and 50% newly selected steering group members. The first annual meeting of the SUN CSN to address Steering group membership will be in 2015.

The number of individuals on the SG is between 12 and 15 maximum (see annex 1 for current membership status).

Composition

The SG comprises a balance between senior managers and technical representatives from member CSOs. Senior managers help steer the Network forward playing a key representational role within the SUN movement at international level. In addition, seniority is balanced to include strong knowledge and experience of nutrition and nutrition-related issues and also knowledge and capability related to civil society mobilisation and advocacy as well as coordination, policy and programming. When nominated, nominees need to be made aware of what will be expected of them with regard to time commitment and level of input required. Once selected, SG members commit themselves by signing a letter outlining duties, roles, responsibilities and expectations.

The composition of the SG is and should remain representative of the Network membership. In order to achieve this, there is a basic quota system with transparent representation criteria: (a) geographical balance: regional representation from Europe, North America, Latin America, Asia and Africa (i.e. West and East Africa, Southern Africa, etc.) so that members can represent their regional realities; (b) gender balance; (c) sectoral balance: between nutrition (development and humanitarian) and other relevant sectors (i.e. food security, health, social protection, water and sanitation etc.); (d) typology of CSO: this is defined based on a mapping of the various constituencies represented on the Network (i.e. grassroots organisations, national CSOs, farmers groups, women's groups, INGOs, etc).

Representatives from the other SUN Networks (one representative per Network) and of the SUN movement secretariat (SMS) can be included as 'observers' on the SG, on an ad-hoc basis and in relation with topics discussed, in order to enhance sharing and co-ordination between all SUN Networks.

⁵ In 2014, the SUN movement is undergoing an independent evaluation to inform the visioning of the future of the movement. This date will be revisited once these processes have been completed.

⁶ Once the rotation system is in place, the Steering group members will have a mandate of two years with possibility of having renewed mandate which would facilitate rotation process.

SUN CSN Chair

Chairperson of the SUN Civil Society Network Steering Group:

The chairperson plays a high level steering and overall guidance role for the Steering group as well as ensuring SUN CSN high level visibility.

Length of mandate:

The Chairperson will normally be appointed for a fixed two-year term basis. The chairperson is selected on their personal capacity.

Time required:

It is envisaged that the Chairperson will need to allocate at least 15 day⁷ a year to this role. Some limited travel may be needed. The Chairperson is expected to have support from the SUN CSN secretariat.

Expectations:

The role of chair is voluntary and does not have a salary. The organisation the Chair belongs to should have endorsed the SUN framework and be carrying out an active agenda to scale up nutrition efforts nationally and / or globally. It is expected that the Chairperson's organisation will, as institutional engagement in the SUN movement, budget and cover costs for chairperson's role including travel to key events and meetings to represent the SUN CSN as well as the SUN global gathering and annual meeting of the SUN CSN.

Role and Responsibilities of the Chairperson:

1. Advise the SG on key strategic interventions for purposes of supporting national CSA's.
2. Assure that there is consistency in the SUN CSN mission, vision, programs and service delivery
3. Provide effective leadership and convene meetings for the SUN CSN Steering Group that builds positive and lasting civil society engagement at particularly national, regional and international supporting the objectives of the SUN movement.
4. Facilitate effective oversight of the SUN CSN by the Steering Group, ensuring effective ways of working to maximize impact and accountability.
5. Lead the Steering Group in the development, monitoring and delivery of a strategic plan of action for the SUN CSN
6. Proactively advocate in support of the SUN civil society activities, actively liaising and providing input to the SUN Leaders Group particularly through the CSO leaders to ensure views from civil society organisations are fully taken into account.
7. Proactively coordinate with other networks – and feed needs from country CSAs to SMS, donor network or other networks, as would be beneficial to the country
8. Suggest partnerships options to the Steering Group and ways of working with relevant alliances and movements that also seek to reduce malnutrition, and develop new strategic partnerships that encourage greater additional support for the SUN Movement globally.
9. Ensure effective communications from the Steering Group and support the Steering Group to respond to the needs of the Network.
10. Proactively engage in advocacy for resource mobilization to support the Network's activities in existing and additional countries.
11. Delegate agreed responsibilities to Steering Group members as appropriate.
12. Ensures SUN CSN representation in key events.
13. Sends regular updates and guidance communication on a monthly basis to all SG members flagging successes, areas for improvement, key SUN CSN issues to be addressed, to be integrated in every other bi-monthly update to Steering group members.
14. Comply to principles of engagement of the SUN movement along with the prevention and management of conflict of interests processes of the SUN movement.

⁷ Given the recent creation of a vice-chair, the number of days are only an indication and are likely to be more based on need.

Person specification

- A CEO or senior director level person from a civil society organization
- The person must have a demonstrated commitment to the strategic intent of the SUN Movement and be committed to equitable human development
- The person needs to understand the realities of the CSA at the country level, to adequately advise the SUN CSN Steering Group on how to best support them for their effectiveness at country level.
- The person will have the experience and skills needed to coordinate and lead a civil society alliance including:
 - Record of successful leadership
 - Excellent interpersonal skills & ability to motivate others and communicate and negotiate at senior level
 - Evidence of having led a strategic planning process
 - Evidence of effective advocacy and resource mobilization that delivered significant impact
 - Ability to build and develop effective strategic partnerships with key stakeholders at senior level.



*Brothers Desalegn, nine, and Tsige, six, (L-R) carry hold up their baby goats, Ethiopia.
© Colin Crowley/Save the Children*

Vice-chairperson of the SUN Civil Society Network Steering Group:

The chairperson plays a high level steering and overall guidance role for the Steering group as well as ensuring SUN CSN high level visibility.

Length of mandate:

The Chairperson will normally be appointed for a fixed two-year term basis. The chairperson is selected on their personal capacity.

Time required:

It is envisaged that the Chairperson will need to allocate at least 15 days⁸ a year to this role. Some limited travel may be needed. The Chairperson is expected to have support from the SUN CSN secretariat.

Expectations:

The role of chair is voluntary and does not have a salary. The organisation the Chair belongs to should have endorsed the SUN framework and be carrying out an active agenda to scale up nutrition efforts nationally and / or globally. It is expected that the Chairperson's organisation will, as institutional engagement in the SUN movement, budget and cover costs for chairperson's role including travel to key events and meetings to represent the SUN CSN as well as the SUN global gathering and annual meeting of the SUN CSN.

Role and Responsibilities of the Chairperson:

1. Advise the SG on key strategic interventions for purposes of supporting national CSA's.
2. Assure that there is consistency in the SUN CSN mission, vision, programs and service delivery
3. Provide effective leadership and convene meetings for the SUN CSN Steering Group that builds positive and lasting civil society engagement at particularly national, regional and international supporting the objectives of the SUN movement.
4. Facilitate effective oversight of the SUN CSN by the Steering Group, ensuring effective ways of working to maximize impact and accountability.
5. Lead the Steering Group in the development, monitoring and delivery of a strategic plan of action for the SUN CSN
6. Proactively advocate in support of the SUN civil society activities, actively liaising and providing input to the SUN Leaders Group particularly through the CSO leaders to ensure views from civil society organisations are fully taken into account.
7. Proactively coordinate with other networks – and feed needs from country CSAs to SMS, donor network or other networks, as would be beneficial to the country
8. Suggest partnerships options to the Steering Group and ways of working with relevant alliances and movements that also seek to reduce malnutrition, and develop new strategic partnerships that encourage greater additional support for the SUN Movement globally.
9. Ensure effective communications from the Steering Group and support the Steering Group to respond to the needs of the Network.
10. Proactively engage in advocacy for resource mobilization to support the Network's activities in existing and additional countries.
11. Delegate agreed responsibilities to Steering Group members as appropriate.
12. Ensures SUN CSN representation in key events.
13. Sends regular updates and guidance communication on a monthly basis to all SG members flagging successes, areas for improvement, key SUN CSN issues to be addressed, to be integrated in every other bi-monthly update to Steering group members.
14. Comply to principles of engagement of the SUN movement along with the prevention and management of conflict of interests processes of the SUN movement.

⁸ Given the recent creation of a vice-chair, the number of days are only an indication and are likely to be more based on need.

Person specification

- A CEO or senior director level person from a civil society organization
- The person must have a demonstrated commitment to the strategic intent of the SUN Movement and be committed to equitable human development
- The person needs to understand the realities of the CSA at the country level, to adequately advise the SUN CSN Steering Group on how to best support them for their effectiveness at country level.
- The person will have the experience and skills needed to coordinate and lead a civil society alliance including:
 - Record of successful leadership
 - Excellent interpersonal skills & ability to motivate others and communicate and negotiate at senior level
 - Evidence of having led a strategic planning process
 - Evidence of effective advocacy and resource mobilization that delivered significant impact
 - Ability to build and develop effective strategic partnerships with key stakeholders at senior level



Luzmila (12) works with his father, Luciano, at their little farm situated in the mountain behind their house, Peru. © Alejandro Kirchuk/Save the Children

Steering Group Members:

Length of mandate:

Each member will normally be appointed for a period of up to two years, with renewable mandate. The Steering group members are selected on their personal capacity.

Time required:

It is envisaged that members of the Steering Group will need to allocate at least 15 days⁹ a year to this role. Some limited travel may be required.

Expectations:

The role of Steering Group members is voluntary and does not have a salary. The organisation the Steering group member belongs to should have endorsed the SUN framework and be carrying out an active agenda to scale up nutrition efforts nationally and / or globally. It is expected that the Steering Group member's organisation will, as institutional engagement in the SUN movement, budget and cover costs for Steering group member's role including travel to key events and meetings to represent the SUN CSN as well as the SUN global gathering and annual meeting of the SUN CSN. Steering Group members will also be expected to familiarise themselves with Webex technology for calling into monthly Steering group calls.

Role and Responsibilities of Steering group members:

1. Support National SUN CSA according to steering group member's skills, expertise and current portfolio, in close collaboration with SUN CSN secretariat team and in line with country support framework¹⁰
2. Determine the mission, goal, vision and strategic objectives of the SUN CSN
3. Proactive participation in the development, monitoring and delivery of a strategic plan of action for the SUN CSN that will build positive and lasting civil society engagement at international, regional and particularly national level
4. Support the achievement of the SUN CSN's objectives as articulated in this present Terms of reference and any future modifications and facilitate the shared ownership of SUN objectives and activities among Civil Society actors
5. Work with the Chairperson of the SUN CSN to develop an accountability framework that the Network can endorse, support its implementation and encourage transparency in all its decision making

6. Support the Chairperson to maintain an effective oversight of the Network including what is happening on the ground in SUN countries, building effective ways of working and ensuring a timely response to the needs of the Network in order to maximise impact and accountability
7. Act as an advocate towards key stakeholders and represent the SUN CSN at key national and international fora to ensure that the views and experiences from civil society are taken into account
8. Work with the Chairperson to consolidate partnerships and ways of working with relevant alliances and movements that also seek to reduce malnutrition, and support the development of new strategic partnerships that encourage greater additional support for the SUN Movement globally.
9. Support the Chairperson in advocacy for resource mobilization to support the Network's activities in existing and more countries.
10. Review and approve budget including for new funding
11. Participates in recruitment of new members and organisations into the SUN CSN
12. Evaluate progress towards programs
13. Take on tasks according to chairperson's delegation, and steering group member's skills, expertise and current portfolio*.
14. Lead, when appropriate, on global advocacy efforts, with support from the SUN CSN secretariat for ensuring country CS perspectives integral to such efforts.
15. Be responsible for providing timely decision for key SUN CSN matters. Required decisions will be flagged by email subject line stating DR-KEY SUN CSN ISSUE standing for Decision-required – Key SUN CSN issue.
16. Inform other constituencies of the SUN CSA and corresponding programs (e.g. country programmes led by INGOs, country offices,...)
17. Comply to principles of engagement of the SUN movement along with the prevention and management of conflict of interests processes of the SUN movement.
18. Consistent attendance at meetings of the SUN CSN Steering Group. These are monthly one hour webex calls and one annual face to face meeting on the occasion of the SUN Global Gathering.

⁹ Given the recent creation of a vice-chair, the number of days are only an indication and are likely to be more based on need

¹⁰ The country support framework aims to harmonise country support and ensure coordinated country support from various SUN CSN actors.

Person specification

- A senior manager from a civil society organization, network or country-level alliance.
- The person must have a demonstrated commitment to the strategic intent of the SUN Movement and be committed to equitable human development
- The person will have the experience and skills needed by the Steering Group in one or ideally more of the following areas:
 - field of nutrition including direct nutrition interventions and nutrition-sensitive sectors including, for instance, food security, agriculture, health, water and sanitation. These can be from a development and/or humanitarian perspective
 - academic research in nutrition-sensitive sectors
 - advocacy and campaigning at international, national, and/or sub-national level in nutrition-sensitive sectors
 - monitoring and evaluation
 - the development and delivery of an effective and strategic plan of action
 - the ability to build and develop effective strategic partnerships with key stakeholders at all levels
 - the ability to undertake effective resource mobilization
 - excellent interpersonal skills & ability to motivate others and communicate effectively with key stakeholders

*** It should be noted that SUN CSN Steering Group members will have diverse skills, expertise and portfolios. It is this diversity that contributes to the strength of the network. Therefore, SUN CSN Steering group members will not be expected to contribute to all SUN CSN efforts or respond to all communications but rather respond to communications and lead on efforts related to their expertise, skills and current portfolio.**

Efforts can include for example:

- **global advocacy**
- **providing active ‘buddy’ country support**
- **supporting alignment of CSO country offices as well as support national nutrition efforts and SUN CSAs through country offices expertise**
- **support to country-level Civil Society Alliances through ‘buddy support’ or supporting twinning exchange between SUN CSAs**
- **provide specific technical assistance in area of expertise**
- **support academic and professional support (both in country and at global level) for national capacity to deliver strengthening**
- **others...**

Some coding for email communications to assist Steering Group members in their prioritisation and contribution to the SUN CSN efforts is provided for guidance in Annex 2.



A mother and her baby at a child centre in Peru.
© Claire Blanchard / SUN Civil Society Network

Nominations & selection process

The selection process of SG members and chairperson and vice-chairperson is open, democratic and transparent and comprises the following steps:

- a. Define members' profile and 'job description' including time commitments and minimum input required;
- b. Agree on quota for the SG along the following representation criteria:
 - i. **Geographical:** at minimum 1 and not more than 3 members, should be from each geographical region represented on the Network i.e. Asia, Europe, North America, Latin America, West Africa, East Africa, Southern Africa. Participation from country-level SUN Civil Society Alliances will be encouraged and should be prioritised during selection process;
 - ii. **Gender:** the SG should be composed of a good balance between male and female representatives. Ideally, this would be around 50% but no less than 30% for each gender.
 - iii. **Cross-sectoral:** The SG should be composed of at least 1 and not more than 3 members representing a variety of nutrition-sensitive sectors including, for instance, food security, agriculture, health, water and sanitation, academic institutions and researchers as well as a good balance between nutrition experts from both development and humanitarian sectors. If this were not the case, the current standing SG can elicit further nominations from under-represented sectors.
 - iv. **Type of CSO:** The composition of the SG must reflect the range of different types of CSO constituencies represented in the membership of the Network. Quota for minimum representation should be guided by a broad constituencies mapping to be conducted by the SUN CSN Secretariat. As an indication, the composition should include the following constituencies: grass root organisations, farmer organisations, women's organisations, consumer associations where possible, local NGOs, national NGOs, international NGOs and networks. Progressive realization of this may be necessary.

- c. Agree on criteria for chair and vice-chair with chairperson from national SUN CSAs being prioritized during selection process.
- d. Call for individual nominations for Steering Group members, Chairperson and Vice-chairperson (from all existing SUN CSN members, national CSA focal points, SUN CSN key contacts (e.g. Civil Society mechanism of the CFS), SUN movement secretariat and other SUN networks) accompanied by a justification (added value, relevant qualifications and experience) and a brief profile will be sent electronically. Candidates should have full knowledge of global activities related to SUN and such exposure.
Electronic means of communications will be the preferred method to ensure all SUN CSN members have equal opportunity to contribute and take part in this important SUN CSN governance matter. The SUN CSN secretariat will send initial call for nominations communication 3 months prior to the annual SUN Global Gathering. Nominations will be submitted to the SUN CSN secretariat within 1 month of original communication;
- e. The SUN CSN secretariat is responsible for collating nominations information and submitting to current standing Steering group within 1 month and 1 week of original communication;
- f. The current standing SG, or sub group off as agreed, is responsible for selection of nominations including Chair and Vice-chair (assuming non-continuation of individuals) within 2 months of original communication or 3 weeks after receiving documentation from SUN CSN secretariat. Selection will be based on merit and representation criteria and will strive to promote experienced young promising professionals;
- g. If representation quota and maximum number of representatives is not exceeded, then the current standing SG can announce the proposed incoming Steering Group to the wider membership of the Network; If representation quota are not met or the maximum number of nominations exceeds the agreed maximum number of SG members, then more nominations, in order to satisfy minimum representation criteria, should be sought and an open vote (online) should be held among all Network members.
- h. The current standing SG will communicate the result of the nominations and selection process to the wider membership electronically and on the occasion of the SUN CSN annual meeting held on the margins of the SUN global gathering.
- i. Once SG members are in place, they should commit to the aforementioned principles and outline their duties and responsibilities.
- j. SG members will be in office for a period of two years. At the end of this period a fresh selection process will be called, with a rotating SG membership system to avoid a full turnover at the two-year point. Renewed nomination is permissible.
- k. The current standing SG will handover to incoming SG at the SUN CSN annual meeting held on the margins of the SUN global gathering
- l. The chairperson and vice-chairperson will be in office for a period of two years. At the end of this period a fresh selection process will be called. The chairperson and vice-chairperson can stand for a second term based on performance in first term. Selection will be based on merit and representation criteria.

SUN CSN Secretariat

The Secretariat is instrumental in providing support and co-ordination at global and national levels.

The Network Secretariat is composed of two full-time dedicated posts. The Network Co-ordinator who directly supports the Steering Group as well as co-ordinates the activities of the Network with the support of the Country Support Officer. The latter is instead responsible for direct support to the countries, including communication promoting learning and sharing as well as advocacy capacity strengthening. The SUN CSN Secretariat will draw from a pool of external experts and consultants to provide additional support to countries based on their needs in relation to advocacy capacity strengthening and project implementation.

There is a recognition that as the proposed set up is minimal, an additional post may be required as the Network grows in size and scope and as more countries join the SUN movement. It is therefore recommended that the composition of the SUN CSN Secretariat be re-assessed on a regular basis (e.g annually at the Steering Group face to face meeting) and potentially needed additional funding support sought to reflect assessment.

The selection of staff members to the SUN CSN Secretariat will be an open process and it is recommended that a 'Selection Team' (composed of not more than 2 people along with the Co-Chairs) be temporarily set up for the recruitment process.

SUN CSN Secretariat priorities

1. Support Steering Group and SUN CSN in achieving their priority objectives
2. Facilitate communication and coordination across SUN CSAs, and with the broader SUN Movement
3. Foster cross-learning and exchange of experiences towards a collective of CSAs functioning as a learning network
4. Support national Civil Society Alliances (CSA) in SUN countries and build their capacity to:
 - a. Get established, put in place sound governance structures that enables inclusive, coordinated and multi-sectoral CS efforts;
 - b. Effectively engage in multi-stakeholder platforms and the development of common results frameworks and identify civil society specific contribution towards achieving agreed national objectives on nutrition, and measuring progress against nationally agreed indicators;
 - c. Advocate for the development of ambitious plans with shared ownership and accountability and effectively advocate with all governments and other stakeholders to increase resources to support national nutrition plans and to track and report on these resources;
 - d. Contribute to the multi-stakeholder implementation and rolling out of national costed plans as well as the monitoring of their delivery and the tracking of their funding;

Role

The SUN CSN secretariat will provide:

- Coordination – a full time coordinator responsible for the management of the network, country support, support network members with information exchange and in developing plans and developing funding applications to the MPTF; and a full time country support officer responsible for country support, with the SUN CSN coordinator.
- Technical Assistance – through technical expertise support and capacity strengthening efforts including contribution to the SUN movement wide capacity to deliver efforts.

The roles and responsibilities of the SUN CSN secretariat staff members are provided in Annex 3.

Accountability and reporting lines

Ultimately the network and its secretariat are accountable to the women and children suffering from malnutrition. The SUN CSN secretariat is accountable to the SUN CSN Steering Group and to the country-level Civil Society Alliances. It reports and is accountable to the multi-partner trust fund via a partner UN organisation (UNOPS) regarding contractual and financial matters related to the MPTF grants.

The steering group is accountable to the SUN CSN membership.

The SUN CSN secretariat is responsible for reporting to the SUN CSN Steering Group, the Civil Society Alliances of the SUN movement, and the SUN CSN membership.

The SUN CSN as a whole is responsible for ensuring regular communications with the SUN movement secretariat and SUN networks and for linking to key SUN movement efforts.

The SUN CSN secretariat acts independently of the host organisation and is accountable to the Chair, Vice-chair and Steering Group for the SUN CSN.

Resources

The SUN CSN secretariat is resourced through two grants from the Multi-Partner Trust Fund running through December 2015 as well as a contribution from Save the Children UK, who host the SUN CSN Secretariat.



© Salim Dalwood for Zambia Civil Society Organization Scaling Up Nutrition (CSO-SUN) Alliance Global Day of Action 2014

Hosting arrangements

Appointment

After the setup of the SUN CSN, following a selection process, it was agreed that the SUN CSN Secretariat would be hosted by Save the Children through to December 2015, in line with funding end date and contractual arrangements with Participating UN Organisation (PUNO). Thereafter, the hosting organization will be selected by Steering Group members in a democratic and transparent manner every 2 years. Length of hosting mandate will be reviewed on a regular basis by the SUN CSN Steering Group.

Selection criteria for host organisation

The process for the selection of the host organisation of the SUN CSN Secretariat will involve an open nomination by organisations that are interested to take on the responsibility for a two year period. All nominations will be reviewed by a selection panel in line with the criteria below.

Note: if the funds for the SUN CSN Secretariat are not renewed following initial funding period through December 2015, selected organisation will have no standing obligation to provide any Secretariat function to the Network.

Organisations interested in hosting the SUN CSN secretariat should meet the following criteria. The organisation must have:

1. nominated candidates to the roles of Chair and/or Steering Group member.
2. Fully embraced the SUN principles of engagement and committed to adhering to SUN movement prevention and management of conflicts of interest processes as well as completed a disclosure form as for members of the SUN CSN.
3. endorsed the SUN framework and demonstrated engagement and leadership within the SUN movement, including carrying out an active advocacy agenda to scale up nutrition efforts nationally and /or globally.
4. the ability to host the SUN CSN secretariat for a minimum period of two years
5. the ability to support the Network to recruit additional staff members (subject to budget)
6. the space to host at least two secretariat staff (maybe more subject to funding) for the duration of their contracts, ensuring access to computers, phones and other equipment necessary for the successful running of the SUN CSN secretariat
7. excellent communication systems and be located in a travel hub
8. have established and effective grant management systems with the ability to process and distribute funding from the MPTF to key SUN countries, and the ability to be fully accountable and report against these transactions in line with requirements of the MPTF

9. the capacity and ability to negotiate with the SUN movement secretariat and MPTF management committee to realise the funds for the SUN CSN Secretariat.
10. agreed to sign an Memorandum of Understanding with the SUN CSN outlining the separation of the SUN CSN Secretariat staff from the host organisation and agreeing to an annual review of the arrangement by the Steering Group

Memorandum of Understanding

The host organisation commits to a memorandum of understanding with the SUN CSN outlining the separation of the SUN CSN Secretariat staff from the host organisation.

Roles and Responsibilities

The organization hosting the SUN CSN Secretariat provides an effective operational platform for the SUN CSN Secretariat to function and provides administrative management of the SUN CSN including budget follow up. The host should not provide undue influence over the work plan or ways of working of the staff in the SUN CSN Secretariat, who work on behalf of all SUN CSN guided by the Steering Group.

Resourcing the Network:

The Network is resourced through a combination of funds from the SUN's Multi-Partner Trust Fund, funding leveraged at the national level by SUN CSO national networks and own contributions and support from CSOs themselves. National CSO networks are encouraged to seek national funding for their SUN related activities where possible.

Conflict of Interest & Conflict Resolution

The SUN CSN guides conflict of interest prevention and management according to the SUN movement Reference Note – Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest and corresponding Tool Kit (cf membership section).

Membership

Principles of Engagement

The SUN Civil Society Network (SUN CSN) fully embraces and is driven by the principles of engagement of the SUN movement (as outlined in the Reference Note – Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest) ensuring we remain flexible and are able to effectively scale up nutrition, while maintaining a common purpose and mutual accountability. The SUN CSN and all its members and partners commit to adhering to the principles of the movement: being transparent, inclusive, rights-based, willing to negotiate, mutually accountable, cost-effective, continuously communicative, act with integrity and in an ethical manner, mutually respectful and earn trust of co-workers and doing no harm.

SUN CSN membership

The Civil Society Network is made up of representatives from each of the active SUN National CSAs facilitated by a Steering Group and Network Coordinator. National SUN CSAs represent several hundreds of national, regional and international organisations and networks working in various areas including: small-hold farmers, fisherfolk, human rights defenders, women's groups, humanitarian and aid assistance agencies, advocacy and research entities, consumer groups, trade unions and many others, actively engaged in scaling up nutrition in their countries. Organisations within the Network are working together to build capacity and maximise resources to ensure the greatest impact on nutrition. The SUN CSN has developed a membership strategy and process which can be found on the SUN CSN web page.

The SUN CSN should have as many members as possible so that we can become a true movement....members will play a central role in the realisation of the vision.

SUN National Civil Society Alliances (CSAs)

The intention is that CSAs, which whenever possible build on pre-existing arrangements, existing networks or CSO platforms for co-ordinating civil society within each country, advocate for an increased focus on nutritional outcome in national policies and programmes, as well as work to ensure that Civil Society efforts to tackle malnutrition are aligned with national plans. Each CSA comprises a number of CSO members, with the aim to amplify the voices of communities affected by the double burden of malnutrition and focus on the need for greater accountability to them. CSAs comprise international and in-country CSOs who are actively engaged in scaling up nutrition at country level.

SUN CSN information and contact

For more information on and access to SUN CSN resources, please visit the website at <http://scalingupnutrition.org/the-sun-network/civil-society-network> or contact us at sun.csnetwork@savethechildren.org.uk



*One year old Shamsia and her mother Lantana at Aguié stabilisation centre, Maradi, Niger.
© Jonathan Hyams/Save the Children*

Annex 1 – Current SUN CSN Steering Group Membership Status

Steering Group membership status can be found on the SUN CSN webpage and the blog.

The steering group membership in numbers (as of September 2014):

- **Geographical:** North America (3); Africa (4); Europe (4); Asia (3), Latin America (1)
- **Gender:** Female (8); Male (7)
- **Cross-sectoral:** The following sectors are included within the membership: food security, agriculture, health and academia/research.
- **Type of CSO:** The membership comprises representatives from different CSO constituencies including farmer's organisations, national and international INGOs, networks and academic associations.

ROLE	NAME	POSITION AND INSTITUTION
Chair	Milo Stanojevich	National Director, CARE Peru
Vice-Chair	Marie Rumsby	Head of Hunger and Nutrition Team, Save the Children UK
Steering Group members	Alangeh R. Che	Chairman of the non-state actors coordination team of the Comprehensive Africa Agriculture Development Programme (CAADP)
	Asma Lateef	Director, Bread for the World Institute
	Boureima Allaye Toure	President of national civil society council, Mali & Secretary General of OMAES, a Malian health and development NGO
	Carolyn MacDonald	Nutrition Director, World Vision International
	Elisa Pozzi	International Food Security and Nutrition Consultant
	Elise Rodriguez	Senior Advocacy Adviser, ACF, France
	Francis Zotor	President, African Nutrition Society
	Jennifer Thompson	Hunger Advocacy Officer, Concern Worldwide
	Michael Krawinkel	Professor, Institute of Nutritional Sciences & Department of Pediatrics
	Sultana Khanum	International Public Health Consultant, Bangladesh
	Victoria Quinn	Senior Vice President Programmes, Helen Keller International,
	Dr V Prakash	Council Member, International Union of Nutritional Sciences (IUNS), India
	William Chilufya	Country Coordinator , CSO SUN alliance Zambia
	Esther Penunia	Secretary General, Asian Farmers Association for Sustainable Rural Development

Annex 2 – Email coding guidance

As SUN CSN actors play different roles, and contribute in very different ways, contributing to diversity of the network and complementarity of network members and contributors, the following email coding is suggested to be used by the SUN CSN to facilitate prioritisation and timely response to communications.

Since individualised communications from the SUN CSN secretariat can sometimes be too time-consuming given the sheer number of actors engaged, this coding system will be the preferred methodology.

It will thus be the responsibility of SUN CSN actors and contributors to address communications accordingly and in a timely manner (when applicable).

The SUN CSN Steering group has also agreed internally that if members of the Steering Group do not provide feedback on a specific piece or decision by the given deadline, non-response will be considered as consent or approval.

- **FYEO** – For Your Eyes Only
- **FYI** – For Your Information - The recipient is informed that he does not have to reply to this email.
- **EOM** – end of message. Used at the end of the subject when the entire content of the email is contained in the subject and the body remains empty. This saves the recipient's time because they then do not have to open the message.
- **ACTION REQUIRED BY**, meaning Action Required By. The recipient is informed that she is being given a task. Used with a time indicator to inform the recipient that the sender needs a task to be completed within a certain deadline, e.g. AB+2 meaning Action By 2 days.
- **DR-KEY SUN CSN ISSUE** - DECISION REQUIRED – KEY SUN CSN ISSUE
- **EXP** – meaning expert response required
- **FYG**, meaning For Your Guidance.
- **FOR FORWARDING:** meaning To be Forwarded.
- **Y/N**, meaning Yes/No. The recipient is informed that he should reply to this email with a simple yes or no answer, increasing the likelihood for the sender of getting a quick response.

Annex 3 – SUN CSN Secretariat Staff roles and responsibilities

SUN CSN Coordinator

The SUN CSN Coordinator plays a catalytic role in driving and resourcing the SUN CSN and in supporting the SUN CSN in the implementation of specific activities designed to ensure the successful development and expansion of a vibrant civil society network for nutrition:

- Inspiring, encouraging and motivating civil society actors to in the network
- Providing a link from national level advocacy platforms to global advocacy opportunities and building the international profile of the network
- Developing resources and providing technical expertise on advocacy
- Facilitating cross-learning between SUN Civil Society Alliances in SUN countries
- Facilitating knowledge exchange and communications between networks
- Providing support for the strengthening of existing Civil Society Alliances and the development / establishment of new Civil Society Alliances in SUN countries
- Supporting Civil Society Organisations to access funding from the SUN Multi-Partner Trust Fund

The SUN CSN coordinator

- heads the SUN CSN secretariat, manages its staff and ensures its day to day functioning
- ensures the implementation of SUN CSN work plan
- ensures information flow
- develops management tools
- assists country level SUN Civil Society Alliances (CSAs) in developing ambitious and achievable advocacy strategies, implementation plans and monitoring and accountability activities

- supports SUN CSAs to access resources from the SUN Multi Partner Trust Fund
- complies with monitoring and evaluation requirements and is accountable to members, donors and other stakeholders
- ensures timely and effective reporting and communication to donors, ensuring that the donor benefits from clear and powerful communications on the impact of project
- establishes communication and learning opportunities between network members (SG, CSAs, other network members)
- builds the profile of the SUN CSN with donors, policy makers and political leaders
- acts as an interface between SUN CSN members and other parts of the SUN movement (donor network, business network, UN network, SMS, SUNACT, Lead group)
- manages potential conflicts of interest
- acts as a secretariat to the SUN CSN steering group – setting up regular meetings and providing briefings, and organising one physical meeting each year
- manages requests for technical assistance and supports the implementation of a capacity strengthening strategy
- ensures effective use of all SUN and Save the Children resources
- other duties as required in line with skills, experience and role

SUN CSN Country Support Officer

The SUN CSN country support officer supports the SUN CSN coordinator in network efforts and:

- supports national civil society alliances in the SUN movement in developing ambitious and achievable strategies;
- provides country support to national civil society alliances in 15-20 SUN countries including assistance in conflict management, problem solving and liaison with key stakeholders in-country and at the regional level;
- fosters cross-learning between national Civil Society Alliances of the SUN movement in a number of ways including field learning exchange and regional forums; and coordinates and ensures an effective buddy and/or twinning system is in place to support national civil society alliances for the SUN movement;
- collects information and reports from national civil society alliances to feed into information sharing through the SUN CSN communication tools and identify needs for support;
- contributes to the development / implementation / iterative adaptation of a capacity building strategy that responds to country needs and taps into assets of SUN CSN members;
- assists the SUN CSN network coordinator in supporting SUN countries interested in setting up national civil society alliances and civil society efforts in countries that are yet to join the SUN movement prioritising high-burden countries;
- supports the coordination of national meetings towards the establishment of national Civil Society Alliances of the SUN movement;
- provides coordination support to national civil society alliances in the planning, holding and follow up of a Global Day of Action, as well as coordinating participation and input into other global moments, to ensure nutrition remains on the global and national agendas;
- assists the SUN CSN coordinator in establishing communication and learning opportunities between CSA members; managing potential conflicts of interest;
- ensures key materials are made available in relevant languages and facilitate language dialogues;
- facilitates, in close collaboration with the SUN CSN coordinator, the compiling of an annual progress report of SUN CSAs to come out in September for SUN global gatherings and feed into the SUN report providing a CSA engagement in SUN perspective;

WANT TO FIND OUT MORE?

Go to www.scalingupnutrition.org

for more information about the SUN Movement and the SUN Civil Society Network (SUN CSN).

Follow us on Twitter <https://twitter.com/SUNCSN> and https://twitter.com/SUN_Movement

Read the SUN CSN blog <http://suncivilsociety.net.wix.com/suncsnblog>