



**Civil Society Network**

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## **Guidance Note**

**Establishing A Civil Society Alliance In A SUN Country  
Coordinated Civil Society Towards Scaling Up**



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This guidance note is intended to assist Civil Society Organisations, who are working to tackle malnutrition to come together at country level in an organised Civil Society Alliance (CSA) under the Scaling Up Nutrition (SUN) movement, fully embracing the SUN principles of engagement. Such a CSA can be a new entity or based on existing relevant civil society networks or coalitions. This note will provide a road map towards establishing and / or strengthening a SUN CSA. The guidance provided in this document is based on SUN movement experiences and learning so far.

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# What is SUN?

Scaling Up Nutrition (SUN)<sup>1</sup> is a unique Movement founded on the principle that all people have a right to food and good nutrition. It unites people from governments, civil society, the United Nations, donors, businesses and researchers in a collective effort to improve nutrition (see figure 2).

The SUN Movement is led by countries. Scaling up nutrition relies on national leaders taking ownership and responsibility for delivering sustainable solutions to improve nutrition in their countries. As such, within the SUN Movement, national leaders are prioritising efforts to address malnutrition. Countries are putting the right policies in place, collaborating with partners to implement programs with shared nutrition goals, and mobilising resources to effectively scale up nutrition, with a core focus on empowering women.

With a shared understanding that many factors impact nutrition and that malnutrition has multiple causes, we all need to work together, across issues and sectors, to put nutrition into all development efforts. Each of us has a unique contribution to make. Together we are achieving what none of us can do alone.

The causes of malnutrition (see below figure 1) include several factors that most people would generally associate with nutrition such as lack of food, suboptimal caring and feeding practices and lack of access to health services, as well as factors that affect the broader context of life and health. Recognizing this, the SUN Movement looks to implement both specific nutrition interventions and nutrition-sensitive approaches.

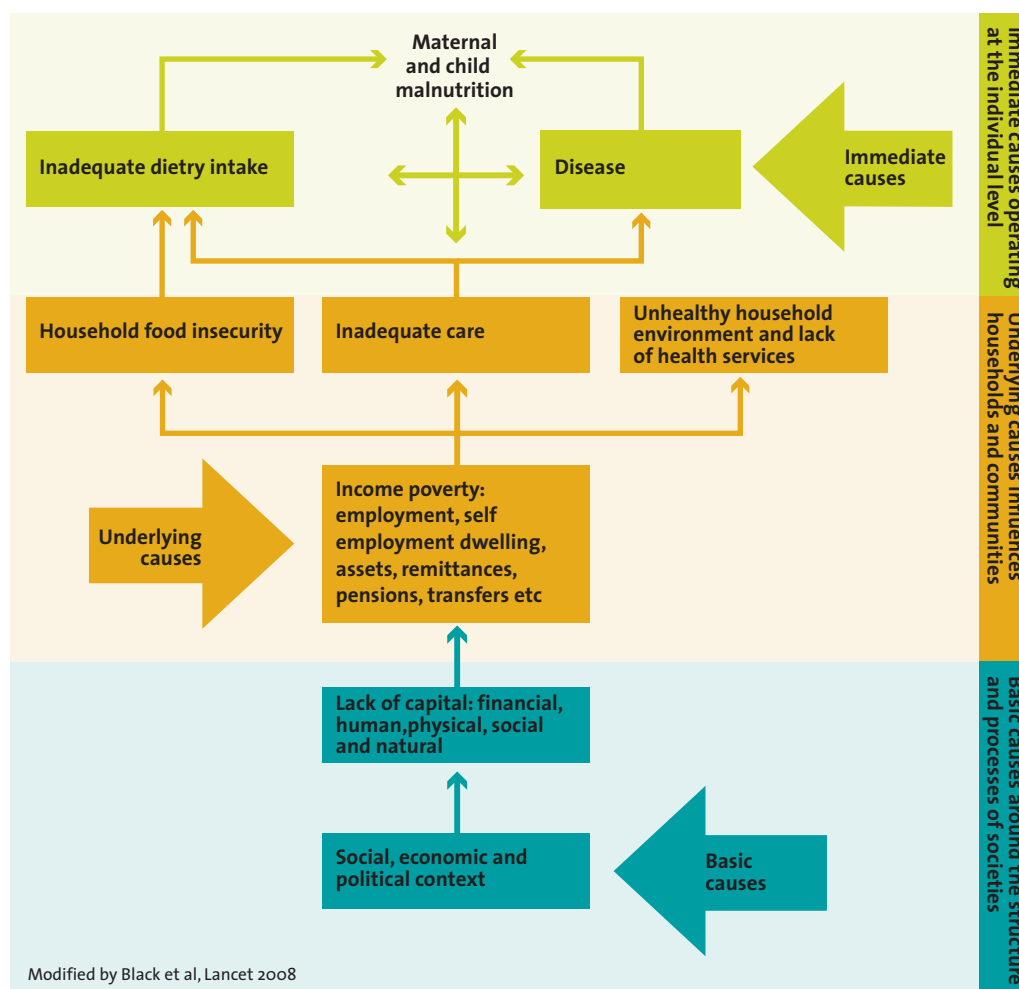


Figure 1 – UNICEF conceptual framework  
(adapted from <http://www.unicef.org/nutrition/training/2.5/4.html> last accessed on August 23rd, 2013)

<sup>1</sup> [www.scalingupnutrition.org](http://www.scalingupnutrition.org)

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*The vision of SUN is a world without hunger and malnutrition, and the mission is to bring people together to support countries in reaching this goal.*

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## SUN movement overview

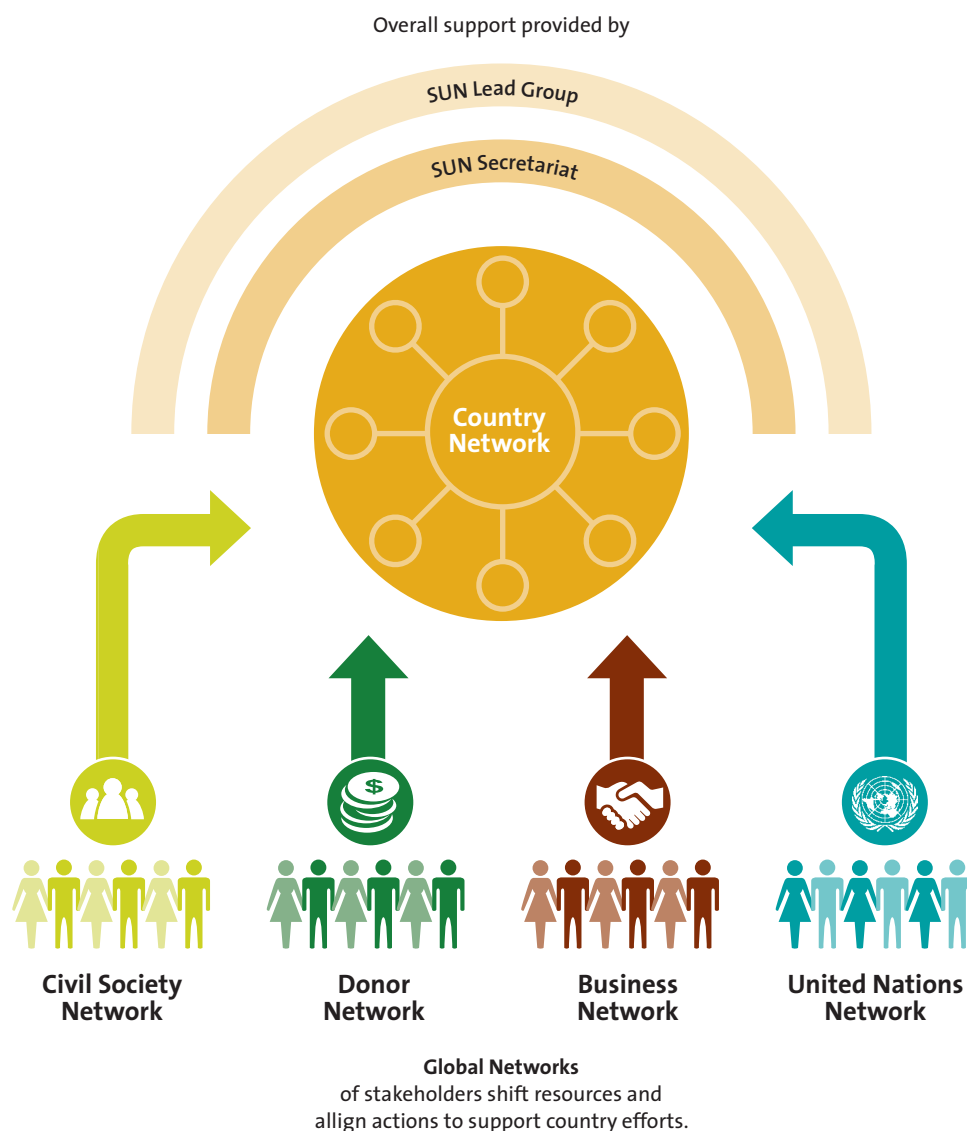


Figure 2 – SUN Movement overview

## SUN movement at country level

When they join the Movement, governments in SUN countries and their partners agree to take forward Four Processes that contribute to nutritional outcomes (see figure 3). They are to:

1. Bring People Together: Work effectively together, through functioning multi-sector and multi-stakeholder platform(s);
2. Put Policies in Place: Establish (and seek legislative endorsement for) a coherent policy and legal framework;
3. Implement & Align Programs: Identify common objectives and agree on a framework of results around which to align, coordinate and intensify actions; and
4. Mobilize Resources: Mobilize sufficient domestic resources, supplemented with external assistance, to realize the agreed results as quickly as possible.

Within each national Government, a SUN Government Focal Point is designated, who is responsible for tracking progress towards these Four Processes. Focal Points can be, for example, Ministers of Health (as in Ethiopia), chairpersons of national development councils (as in Ghana), Prime Minister's office (as is in Uganda) or leaders of cross-ministerial food and nutrition councils (as in Zambia). These Focal Points work together with the Multi-Stakeholder Platform that they form to progress towards these Four Processes, and to analyse the outcomes, identify constraints and make adjustments where necessary.



# Preamble

Effective civil society engagement is of paramount importance to building momentum to reach SUN outcomes.

At the international level, the SUN Civil Society Network (SUN CSN) strives to harmonise its activities with those of the other SUN Networks and stakeholders (including governments, donors, relevant UN organisations, REACH and business partners, as well as with the '1000 Days Partnership'<sup>2</sup> in order to ensure coherence and unity in achieving the SUN activities. Capturing and disseminating lessons learned on civil society engagement in nutrition and from initiatives in other sectors is fundamental.

At the national and sub-national levels, leadership is being promoted, and shared ownership of SUN

objectives and activities among Civil Society actors are being facilitated. SUN Country Civil Society Alliances are also encouraged to strengthen their representativeness, broaden their participation to engage all stakeholders, as well as establish their accountability and capacity, in order to effectively tackle malnutrition in their countries.

This guidance note outlines recommended functions and standards for SUN national Civil Society Alliances (CSAs), as well as key tasks and responsibilities asked of SUN national CSA Focal Point organisations and persons. These recommendations have been based on best practice from existing networks and alliances. Country CSAs are encouraged to refine and adapt these guidelines to reflect their unique requirements and national context.



*Class at a Primary School in the Gidan Woreda District, Ethiopia. © Hedinn Halldorsson/Save the Children*

<sup>2</sup> The 1,000 days between a woman's pregnancy and her child's 2<sup>nd</sup> birthday offer a unique window of opportunity to shape healthier and more prosperous futures. The right nutrition during this 1,000 days window can have a **profound impact on a child's ability to grow, learn, and rise out of poverty**. It can also shape a **society's long-term health, stability and prosperity**. The 1000 days initiative was set up to promote targeted action and investment to improve nutrition for mothers and young children during the critical 1,000 days from pregnancy to age 2, when better nutrition can have a lifelong impact on a child's future and help break the cycle of poverty. More information is available at - <http://www.thousanddays.org/>.

# SUN Civil Society Country Alliances & National Focal Point Organisations

## SUN Civil Society Network

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

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At the global level, the SUN Civil Society Network (SUN CSN) has been established to support the formation and evolution of Civil Society Alliances in SUN countries, as well as facilitate communication and coordination across SUN CSAs, and with the broader SUN Movement. The Network is chaired by Brendan Cox, Save the Children, and has a small elected Steering Group for the CSN. 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.<sup>3</sup>

### SUN CSN Purpose

The primary purpose of the SUN Civil Society Network (SUN CSN) is to encourage the alignment of Civil Society Organisations' (CSO) strategies, programmes and resources with country plans for scaling up nutrition. The CSN aims to achieve this through strengthening the support available for and capacity of, national Civil Society Alliances (CSA). It is responsible for encouraging effective engagement from civil society in the SUN process at national and global levels and supports CSAs in SUN countries to advocate for the development of ambitious plans. It also contributes to the implementation and rolling out of national costed plans and the monitoring of the delivery of those plans.

### SUN CSN Coordinator and Secretariat hosting

The Network Coordinator and SUN CSN Secretariat are currently hosted and chaired by Save the Children in the United Kingdom. Hosting and chairing roles rotate every 2 years.

### SUN CSN Steering Group

The Civil Society Network Steering Group is responsible for encouraging effective engagement from civil society in the SUN process at national and global level. The Steering Group has been elected and is tasked with developing and driving a strategy for the SUN CSN. The steering group has regular calls among its own members every six weeks, ongoing electronic communications and an annual face-to-face meeting during a global convening moment, such as the UNGA. Agenda for these calls are informed by issues raised by SUN CSAs and outcomes of discussions shared back to the SUN CSN membership.

### 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.

<sup>3</sup> [http://scalingupnutrition.org/news/civil-society-network-inaugural-meeting-delegates-sign-on-to-declaration-of-support-for-scaling-up-nutrition#.Uhc4\\_j8phss](http://scalingupnutrition.org/news/civil-society-network-inaugural-meeting-delegates-sign-on-to-declaration-of-support-for-scaling-up-nutrition#.Uhc4_j8phss)



## SUN CSAs

The intention is that SUN national Civil Society Alliances, 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 (see figure 4).

## SUN Civil Society Alliances at country level

**National Civil Society Alliances bringing together a breadth of CSOs engaged in addressing malnutrition**



Figure 4 – SUN Civil Society Alliances at country level

## SUN CSN support to SUN CSAs

Through the SUN CSN Steering Group, the Secretariat and other key partners, the SUN CSN aims to support SUN CSAs in countries. This support includes:

- Supporting National Civil Society Alliances (CSAs) in advocating for the establishment of (or in countries which already have them, the strengthening and expansion of) a multi-stakeholder platform (including CSOs, the relevant line ministries, the private sector and academia):
- Supporting each country's CSA to develop/be developing a strategy for the alliance defining the role and activities of the CSA towards achieving the following key objectives:
  - Reaching agreed national level stunting targets
  - Reaching agreed wasting targets
  - Developing national costed plans
  - Ensuring nutrition sensitive approaches to agriculture, education, health, WASH and social protection
  - Ensuring that NGO programmatic activities are aligned with the SUN country plan
- Encouraging and supporting SUN CSAs within countries to advocate for the Government Focal Point to sit in the office of the Head of Government, in order to encourage an overview and mainstreaming of nutrition, as well as to prevent it being a silo in the Ministry of Health, as is often the case.
- Facilitating the coordination of civil society actors, the formation of new Civil Society Alliances and any eventual applications for multi-partner trust fund (MPTF)<sup>4</sup> funding, as well as other potential parallel applications directly to donors (by organisations in the Steering Group assuming responsibility for specific countries).
- Supporting the development of strategies, linking to best practice of other Alliances of civil societies in SUN countries and coordinating efforts around key international or regional moments, as well as facilitating cross-learning.
- Providing access to existing resources and developing new resources when needed (advocacy tool kits, training materials, existing SUN CSA documents from other countries and guidance notes on a number of areas in response to needs expressed by the SUN CSAs themselves).
- Providing one on one strategic support from buddy Steering Group members / other experts to country SUN CSAs.
- Fostering language specific dialogues / exchange forums, and eventually, region-specific dialogues as the SUN CSN builds its internal capacity.

The SUN CSN is also leading on the development and continuous improvement of a capacity building strategy which is designed to respond and address specific needs as they are expressed by SUN CSAs.

<sup>4</sup> <http://mptf.undp.org/factsheet/fund/SUN00>

## How do SUN CSAs and the Civil Society Network fit into SUN movement? (see Figure 5)

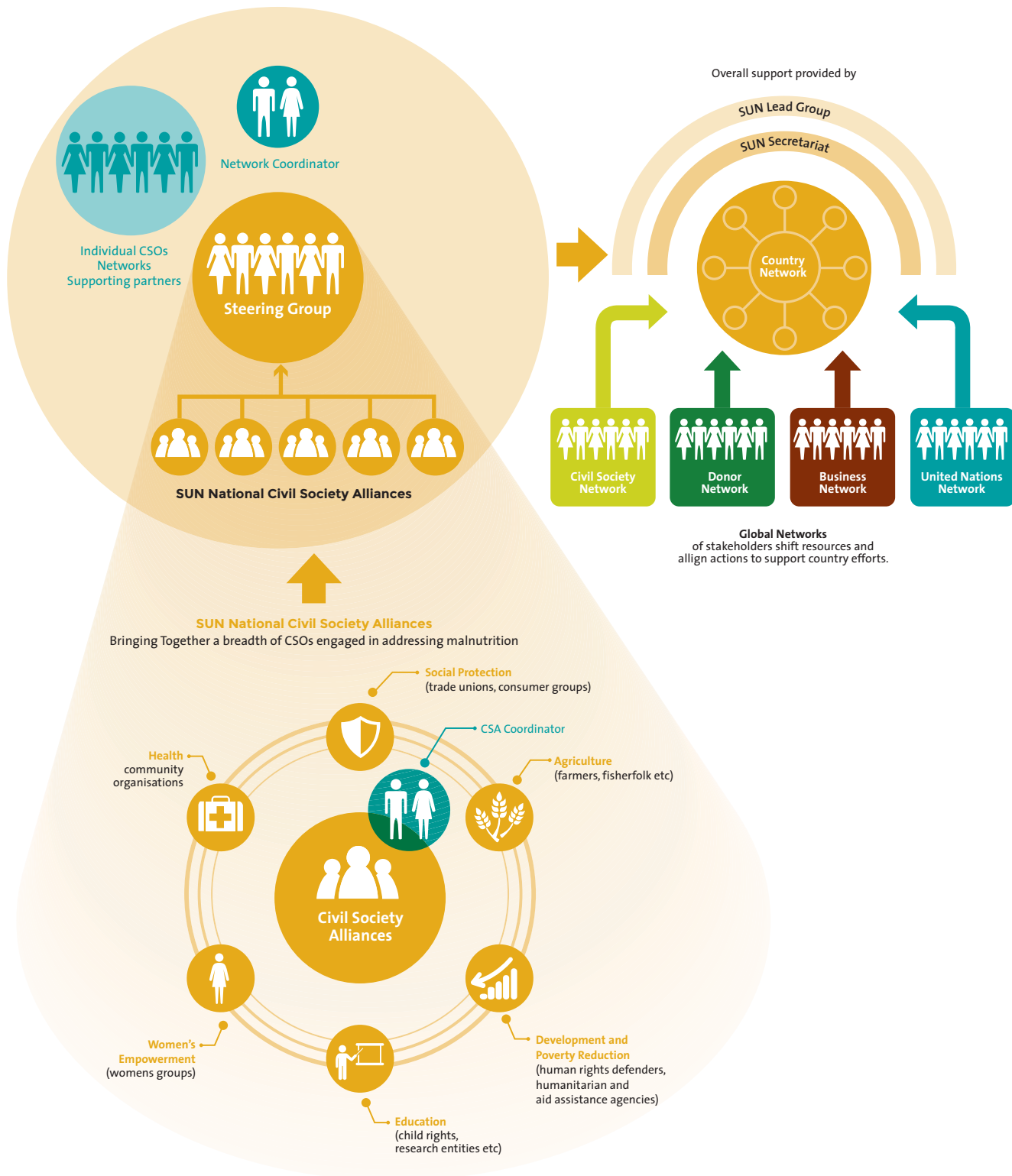


Figure 5 – How do SUN CSAs and the SUN Civil Society Network fit into SUN movement?



Two young farmers, Madagascar.  
© Claire Blanchard for the SUN Civil Society Network

# Supporting the Scaling Up Nutrition Movement at the national level

Scaling Up Nutrition, or SUN, is a unique Movement founded on the principle that all people have a right to food and good nutrition. It unites people—from governments, civil society, the United Nations, donors, businesses and researchers—in a collective effort to improve nutrition. Within the SUN Movement, national leaders are prioritizing efforts to address malnutrition. Countries are putting the right policies in place, collaborating with partners to implement programs with shared nutrition goals, and mobilizing resources to effectively scale up nutrition, with a core focus on empowering women.

A key objective of the national level push to Scaling Up Nutrition is to agree on multi-stakeholder plans to which all nutrition actors can adhere, and with which

the broader SUN movement is committed to aligning financial and technical support. Leadership at the national level ensures that priorities and programmes are designed and implemented in a way that meets the needs of various regions and populations within the country and enables the scale up of sustainable efforts. The SUN Civil Society Network supports the creation of nutrition-related civil society alliances, or networks in all SUN countries, building on existing platforms where possible. Support will also be extended to those countries that are affected by malnutrition and where there is significant civil society support for prioritising and scaling up nutrition, even if the Government might not yet have officially signed up to the SUN movement.

## Recommended approach for establishing SUN Civil Society Alliances (CSA)

At the country level, organisations or individual representatives of CSOs who are interested in forming a SUN CSA are encouraged to call on all relevant CSOs to come together to form a national SUN Civil Society Alliance (CSA). A wide range of civil society actors engaged in nutrition and in other related sectors at national and sub-national levels should be engaged as openly as possible, following the SUN principles of engagement.

### Underpinning principles

#### Embracing SUN principles of engagement

The process for establishing, or consolidating, SUN CSAs should adhere to the SUN Principles of Engagement, particularly of transparency, inclusiveness, mutual accountability and continuous communication<sup>5</sup>. It is essential that the SUN principles of engagement are embraced by each CSA and their CSO members as well as individuals representing these CSOs and should inform and guide all aspects of the life of any CSA or SUN actors in countries.

#### Key areas Civil Society Alliances in SUN countries can focus on

As SUN CSAs gradually embark on these efforts building the capacity of the SUN CSA to enable these activities should be a priority. The activities SUN CSAs will decide to take forward in their different stages of preparedness will depend and be adapted to the national context.<sup>6</sup>

CSOs role in rolling out SUN to provinces and communities so as to reach more women and children & monitoring / tracking progress

- Developing a common messaging strategy to unite SUN CSA voices and feed into the below efforts
- Advocacy to attract and maintain high-level political support for nutrition
- Advocacy for integrating nutrition across sectors of government
- Ensuring there is a national action plan that is costed and that national budget is clearly allocated for nutrition-specific and nutrition-sensitive efforts

<sup>5</sup> <http://scalingupnutrition.org/about/principles-of-engagement>

<sup>6</sup> The above mentioned stages refer to the SUN Movement strategy which outlines three stages of preparedness and a stage of sustaining impact. For more information, please read <http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT-STRATEGY-ENG.pdf>.

- CSOs role in terms of advocacy for and tracking of finances and investments in nutrition – this would include efforts around advocacy for budget transparency (see interesting publication on this <http://www.at4hr.org/docs/Budget%20Transparency%20and%20Child%20Nutrition%2023Apr13.pdf>)
- Encouraging nutrition-sensitive development in agriculture, education, social protection, WASH, etc.
- Role in contributing to ensuring commitments from the Nutrition for Growth compact are distilled, clarified and have a clear process for ensuring commitments are made.
- The importance of contributing to monitoring progress and demonstrating results.

### Some initial steps to consider when establishing a CSA in a SUN country

1. Arrange for an initial scoping meeting with the SUN government Focal Points, UN agencies, donors and businesses in country. It is important that the aims, objectives and expected outcomes of this meeting be clear in order for those to be fruitful. Contact details of SUN Focal Points are available on the SUN website, and connections with UN REACH facilitators can be facilitated by the SUN CSN Secretariat.
2. Conduct a scoping exercise of civil society organisations (CSOs) who are currently working (either directly or indirectly, or who are interested in more actively engaging) on food security, nutrition-specific (e.g fortification, supplementation, infant and young child feeding, etc) and nutrition-sensitive interventions (e.g agriculture, water and sanitation, education, community development, etc), advocacy, community / local programmes and monitoring. It is very important that CSAs are the result of consultations with the full range of civil society actors (including for example international and national non-governmental organisations, faith-based organisations, farmer's organisations, women's organisations, community-based organisations and other CSO coalitions).
3. Scope existing civil society coalitions which are already working (or willing to focus) on nutrition (e.g. Maternal and Newborn Child Health (MNCH) or agriculture/food security coalitions) that could be a good starting point / platform to build on for the establishment of a SUN CSA.
4. Consult with CSOs identified as potential stakeholders in addressing malnutrition (both under-nutrition and overweight/obesity) and start discussing as a unified group what some of the priorities may be for the SUN CSA based on the state of nutrition in country, the existence (or not) and quality of a national nutrition action plan, the costing of such a plan, existence of specific budget lines for nutrition in national budget / provincial budget, etc... Reaching a common understanding among this community of (i) what the nutrition problems are in the country, (ii) what the underlying causes are, and (iii) what can be done by different actors in sectors important for nutrition is a fundamentally important starting point for the work of the CSA and having a common messaging strategy to unite voices and feed into the processes described below.
5. Hold an initial meeting convening all identified Civil Society stakeholders around the table and starting to discuss the development of Terms of Reference for the CSA, going through a democratic process for ensuring engagement and ownership from members of the CSA for deciding on leadership and hosting of such a SUN CSA. It is important that, where an international CSO (e.g. Save the Children, Concern Worldwide, WorldVision, Helen Keller International, ACF, CARE, amongst others) is keen on leading the process, a co-lead from a local / national CSO be identified for leading the CSA platform. The SUN Civil Society Network may be able to offer minimal financial support (based on availability) to facilitate the holding of an initial national meeting to develop and establish a SUN Civil Society Alliance

6. Explore the potential existence of multi-stakeholder and / or multi-sectorial platforms that civil society should be part of and multi-stakeholder SUN platform or plans for establishing these (SUN governmental Focal Points will have this information, which may also be available on the SUN country specific web pages). Once these have been identified, contact should be included in the platform meetings and be given a chance to make a debut presentation highlighting the mission objective and scope of work of the SUN CSA. Feedback from these stakeholders will help identify potential overlaps.
7. Identify potential opportunities for visibility, engage in dialogues, convene / take part in face to face meetings, establish relationships with key government, donor, business and UN stakeholders (For example this could involve arranging a launch of nutrition research such as the Lancet series, an official launch of SUN in country, launch of national action plans joint commemoration of national and global days relevant for nutrition (World Breastfeeding week, African Food and Nutrition Security Day) and others as may be relevant. SUN CSAs could also try obtaining invitations to these meetings or platforms through motivational emails/ letters).



*A group of children having fun during the celebrations of the Global Day of Action 2014.  
© Collectif Tous Unis en faveur de la Nutrition (TUN) – Niger*

## Some considerations to guide the process.

The CSN Coordinator can provide more guidance on the following, if required.

- **Connecting to regional efforts:**

Linking to other CSAs at the regional level can be extremely helpful to assist various country efforts and learn from each other. This is something the SUN CSN is keen on seeing happen, in its facilitating cross-learning role. This could be through facilitated electronic communications on dedicated spaces facilitated by the SUN CSN, learning visits (if possible), regular teleconferences (using facilities that work in the region) and feeding back to the global network (SUN CSN) to ensure efforts are captured and shared with others. Francophone Africa, Anglophone Africa and Asia sub-groups of the SUN CSN to foster exchange of experiences at the regional level already exist and should be connected to.

- **Provide evidence of effectiveness**

- **key to sustained commitment and efforts:**

in 2013, a number of high level events as well as the publication of the Lancet series on Maternal and Child Nutrition raised and highlighted the need to build the evidence base, specifically around nutrition sensitive information, whilst making best use of existing evidence on 13 nutrition-specific interventions showcased in the milestone Lancet series. The SUN CSN encourages in country efforts to document experiences, share those on a regular basis, exchange with others from the network and contribute to building the evidence base whilst ensuring we can evidence advances and achievements and maintaining the momentum and political priority currently given to malnutrition.

- **Need to deliver:**

Now that nutrition has the place it deserves on the global nutrition agenda, the need to deliver on scaling up nutrition and to improve the lives of the communities affected by the double burden of malnutrition is all the more urgent and salient. Sun CSN is also keen to see how we, as civil society, can also influence an evolution in the research culture and find improved ways of assessing complex multi-dimensional and multi-sectorial interventions.

The full Lancet series is an extremely useful resource outlining proven nutrition-specific interventions and effective delivery platforms whilst providing more information on nutrition-sensitive efforts and can be accessed at - <http://www.thelancet.com/series/maternal-and-child-nutrition>

- **Nutrition for Growth commitments:**

On June 8, 2013, the UK government, the Children's Investment Fund Foundation (CIFF), and the Government of Brazil co-hosted a Nutrition for Growth Event in London, UK to bring together business leaders, scientists, governments and civil society to make the political and financial commitments needed to prevent malnutrition, enabling people and nations to prosper resulting in major commitments - <https://www.gov.uk/government/news/uk-to-host-high-level-meeting-on-global-nutrition-and-growth>

If your national government did not make commitments on this occasion, Civil Society will have a role to play in trying to ensure some concrete commitments are made from the government prior to the UN General Assembly to be incorporated in the compact either by September 2013 or by the next summit to take place in Rio de Janeiro, Brazil in 2016. If this is to happen, civil society, as part of SUN efforts, will have a role to play in helping the government make those commitments a reality. Some existing SUN CSAs have got experiences to share in this area which the SUN CSN can share.

If your national government has already made some commitments, then Civil Society, as part of SUN efforts, will have a role to play in helping the government make those commitments a reality. Again some existing SUN CSAs have got experiences to share in this area which the SUN CSN can share.



## Guidance notes for CSA establishment – governance & funding

- The SUN CSA, aided initially by a SUN CSA Focal Point(s) should communicate with all relevant stakeholders to begin a process that organises different civil society actors in support of nutrition.
- A governance structure (interim steering committee tasked to guide the process of structuring the CSA) should be established by the members of the SUN CSA. Through relevant open meetings the SUN CSA shall form a member list and a democratically selected Executive that will be responsible for the management of the CSA's activities.
- The **Executive** should ensure the CSA is: (a) clearly structured and organised; (b) has clarity on who represents the CSA externally; (c) has the means to move forward key strategic or policy positions or actions; (d) has breadth and active support of membership; (e) is focused on results to improve efforts to reduce under-nutrition.
- Clear **terms of reference** for the roles and responsibilities of members and the Executive as well as the CSA scope of work should be decided by the membership of the CSA in an open and transparent manner (an example terms of reference document is provided in Annex 1).
- CSAs are encouraged, where possible, to establish an accountable **Secretariat**, reporting to the Executive regularly and on a mutually agreed frequency, with dedicated staff (whose job description can be developed by the executive in a transparent manner) in order to enhance the CSA's co-ordination and effectiveness. The Secretariat may be housed independently or hosted by one of the CSA members, depending on available resources. If hosted, the host organisation will be democratically selected by majority consensus. It is also important that the hosting organisation and the CSA have a memorandum of understanding (MoU) highlighting the different roles, principles of engagement and conflict resolution mechanisms.
- CSAs are also encouraged to share regular updates to the SUN CSN Secretariat to enable sharing of experiences and learning exchange between SUN countries, facilitated by the SUN CSN, as well as flag any potential issues the SUN CSN may be able to assist in resolving.
- Once operational, CSAs should draw up their strategies including a **results-based advocacy plan** guiding their activities in support of the scaling up nutrition movement at the national and sub-national level. Implementation of the plan should follow.
- CSAs should proactively seek to contribute to **multi-stakeholder dialogue** on SUN (in SUN countries) and make their voice heard in order to get their governments to tackle under-nutrition and support scaling up nutrition interventions in non-SUN countries.
- CSAs are encouraged to leverage funding for their SUN related activities at the national level, wherever possible including from their own resources to aid sustainability. At the appropriate time, countries that haven't yet submitted concept notes to the global SUN CSN for additional funding, can do so with guidance and support from the international SUN CSN secretariat.
- In countries with more resources and strong civil society actors operating in nutrition, ideally, the process of establishing SUN CSAs should start independently, catalysed by CSOs without needing to leverage additional funding until the SUN CSA has been established in a transparent and democratic way.

# Guidance for CSA National Focal Point Organisations

- As the SUN CSAs in countries become formalised, there is need to ensure that individuals and organisations have adequate skills, track record and capability and are balanced appropriately to lead the effort into the future.
- Interim country focal points for SUN CSAs, informally appointed in 2011, may be confirmed or not, as decided by the emerging SUN CSA and their Executive by an open and transparent democratic selection process.
- Where appropriate, and if supported by a majority of CSO actors, indigenous and local organisations are encouraged to play this role.

## Recommended role of the organisation hosting the Secretariat

- Once the SUN CSA has a **Secretariat**, an Executive and secured funding<sup>7</sup>, typically, there will be need for a SUN civil society organisation to host the Secretariat, perhaps on a rotating basis.
- The selection of a SUN CSA national Focal Point organisation to play this ‘hosting’ role, should always be the result of an informed choice through an open and transparent decision-making process involving as wide a number of participating CSOs as possible.
- The organisation hosting the Secretariat should provide an effective operational platform for the Secretariat to function and may offer grant management services and disbursement of funds to support the SUN CSA as a whole.
- The Secretariat is primarily accountable to the Executive and not the host organisation.
- The host should not provide undue influence over the work plan or ways of working of the staff in the Secretariat, who work on behalf of all CSA members guided by the Executive.
- The Secretariat should report on progress and all strategic affairs to the Chair of the Executive, while also reporting to the host organisation for administrative and financial purposes that support effective and transparent grant management.

<sup>7</sup> The SUN CSA can explore various means of funding support – the Multi-Partner Trust fund (MPTF) or directly with donors in countries. For example PANITA (The SUN CSA in Tanzania) and CSO-SUN in Zambia are directly funded by donors, whereas UCCO-SUN in Uganda is funded through the MPTF.



*A farmer cultivating his rice in Morondava, Madagascar.*  
© Claire Blanchard / SUN Civil Society Network

# Recommended role of the CSA focal point person

- Each Country CSA is recommended to have a CSA focal point whose responsibility is to communicate, represent and promote the CSA (not the focal point organisation) inside the country and internationally with other country networks and within the global network / SUN movement as a whole.
  - Focal Points will normally take on a ‘**co-ordinator**’ role<sup>8</sup> for the CSA by either working in the Secretariat, or as a member of staff in the Focal Point organisation, if a Secretariat has not been set up. In all cases, the Focal Point will be primarily held to account by the Executive for strategic and management guidance rather than the host organisation.
  - Country CSA Focal Points will be part of the Executive and will be responsible for supporting and overseeing the implementation of the plan of the CSA in a transparent manner.
  - They should help co-ordinate, plan and strategise CSO SUN-related activities and advocacy by fostering an inclusive, open and transparent process involving all CSA members. This will be particularly relevant in those countries that have submitted national concept notes to the international CSA / Multi-Donor Trust Fund for scaling up their national activities under SUN.
  - National Focal Points will also be responsible for liaising with SUN Government Focal Points, SUN donor convenors and other SUN stakeholders (e.g. private sector actors), contributing proactively towards **multi-stakeholder platforms** and nutrition related processes in support of the SUN activities at the national, and possibly regional, level.
  - Focal Points should promote a good level of communication, fostering learning and sharing between all members of the CSA. This can be done through a monthly or quarterly update template for CSAs to feed in information on best practise and lessons learnt on specific nutrition components
  - **Quarterly updates** on SUN activities at the national level (required by the global SUN CSN) should be compiled by the national Focal Point in close consultation with the Executive and in an open and participatory way by actively eliciting information from CSA members.
- National Focal Points may also be occasionally required to liaise directly with the SUN movement Secretariat (in Geneva) for providing information on CSO activities supporting the scaling up nutrition movement in their country.

## A SUN Multi-Partner Trust Fund (MPTF)

The SUN movement has a Multi-Partner Trust Fund (SUN Movement MPTF), established by the Participating UN Organisations and contributors/ partners, and designed to ensure that catalytic grants reach governments, UN agencies, civil society groups, other SUN partners and support organisations. The idea is for the SUN MPTF to provide funding to facilitate the development and implementation of government or stakeholder actions for scaling up nutrition within the parameters of the Scale Up Nutrition Movement’s Road Map. It is not designed to be a vertical nutrition fund for large scale investments in food and nutrition security, nor to replace existing funding pathways at country level; it is a fund to be used for catalytic actions to enable, initiate or develop SUN Movement activity at country or regional level, and provide appropriate global-level support, when other funding is not available.

### A few points that are worth flagging at this stage:

- it is very important that any MPTF proposal has been developed through the participation and consultation of the full range of civil society actors (e.g. international and national non-governmental organisations, faith-based organisations, farmer’s organisations, women’s organisations, community-based organisations and coalitions working to scale up national plans that are nutrition-specific and nutrition-sensitive) before it can be submitted

<sup>8</sup> When developing funding applications, support for or complete funding of a full-time coordinator position should be integrated in the proposals.

**The proposal should address the following points:**

- relationships with SUN national focal points need to be built in from the start to connect various activities, align SUN efforts in country and foster multi-sectorial work
- enough preparatory work and SUN CSA be ready to start as soon as the funds are available
- applications need to be submitted via a UN agency
- the capacity, whether it be existing already or built-into proposals, to contribute to successful and timely achieving set objectives
- situation analysis, institutional clarity, clear deliverables, means of verification) with clear and measurable results, including results-based focus, whilst aligned with national policies and strategies for scaling up nutrition as shown by support of the SUN country Focal Point on behalf of the national SUN multi-stakeholder platform
- the CSA has to show evidence a governance structure is already in place
- the CSA applying should not, nor the country in which they operate, have successfully applied for MPTF funding in prior call(s) and/or accessed funds locally.

Other approved submission from other SUN countries' CSA can be found at <http://mptf.undp.org/factsheet/fund/SUNoo>.

Call for MPTF applications come out regularly, please contact the SUN CSN secretariat for more information.



*Village chief of Kourni village, Zinder region (south of Mata Maye), Niger.  
© Krista Armstrong/Save the Children*



# Learning from Others

A number of documentation from other SUN CSAs are available to assist in the process of establishing a SUN CSA:

- Terms of Reference for SUN CSAs,
- Terms of Reference for a SUN CSA coordinator,
- Monitoring and Evaluation framework of the SUN movement - <http://scalingupnutrition.org/wp-content/uploads/2013/07/20130701-SUN-ME-Framework-Final.pdf>,
- Monitoring and Evaluation plan of specific country SUN CSAs,
- Key asks from Civil Society to government,
- Other documents.

## Facilitating Connections

The SUN CSN Steering group also has a number of in country contacts from a number of international, regional and national organisations and is able to facilitate contacts with key players.

## 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**

**[sun.csnetwork@savethechildren.org.uk](mailto:sun.csnetwork@savethechildren.org.uk)**

# Experiences of established CSAs in SUN countries

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## Uganda

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Experience from Uganda shows that formation of an in country Civil Society Alliance (CSA) has the potential to bring synergy in the whole SUN movement; it is a lot easier to influence nutrition advocacy issues in a multi-sectoral manner. Sustaining momentum and enthusiasm of a country SUN alliance however calls for effective coordination and leadership coupled with transparency, accountability and inclusive participation.



© Stuart Ramson for UNICEF Uganda

*“My experience has also shown that CSA members sometimes come with varying interests; hence harmonising the interests of all parties to fit the goals of the coalition is very important. It is usual that members will sometimes come to participate only in those activities where they have vested interest.”*

**Kato Peterson Kikomeko (Interim coordinator of UCCO-SUN)**

In all, coalition activities have to be mutually agreed upon for members to have ownership rather than these being imposed by a single party.



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## Tanzania

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Mobilization of CSOs to join the Partnership for Nutrition in Tanzania (PANITA) has attracted 300 CSOs members in the network. Most of the CSOs are located in districts with limited communication facilities which make the process of updating their profiles and reporting to the partnership challenging. Where is possible other methods of communication are used, especially the use of mobile telephone. To make reporting easy, the partnership reduced the size of reporting forms and resent them to the members.

We have learned the importance of a comprehensive assessment of the member CSOs to get to know their credibility, requires resources investment especially where physical visits are necessary. However, during obtaining their profile information, members are providing scans of key documents like certificates of registration and incorporation, at least to be sure of the legal existence and intervention focus of the partners.

At a time a network might be seen as another donor. The reality of what a network can do and what it can't to its members should be repeatedly made clear to members through capacity building sessions and the regular online communication. This effort will help them to work hard to maintain and expand their funding sources base through which nutrition focused interventions could be mainstreamed.



*Mothers whose babies were born prematurely and who successfully went through Kangaroo Mother Care at the Mtwara District Hospital in Mtwara. © Jordi Matas/Save the Children*

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## Malawi

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### **Tips based on experience in Malawi:**

Once the initial meeting with CSOs took place in Malawi, a key question posed by many was around what was the added value for CSOs to be part of a nutrition Alliance. Some were already members of other Alliances. Most agreed there needed to be a forum for those working in nutrition to be able to share experiences and best practices that could feedback into government policy and guidelines. It is an important point as joint agreement on the added value of such a SUN CSA is key to future sustainability of the platform.

When a SUN CSA decides to support districts in rolling out SUN, it can start by supporting the strengthening of district coordination and awareness of nutrition specific and nutrition sensitive activities being implemented in the district. All the work being done at national level can often be slow to trickle down to district level structures. Often the capacity of the focal person at district level is weak and it is the district that has the responsibility of reaching our beneficiaries. A strong district level CSO platform can be instrumental in ensuring that CSOs collaborate to ensure optimal use of available resources, avoid oversaturation of CSOs in any one place, identify gaps in funding and key interventions not being addressed, all of which can guide the district planning and resource allocation.

Once the CSAs have a clear governance structure, it should identify platforms to debut itself with an intention to solicit an executive that is inclusive and has the power to advocate. For instance, in Malawi we have an International non-governmental organisation (INGO) forum that is made up of heads of mission and country directors that are involved in policy change.

Where an organisation has been appointed as SUN convenor for CSOs by government (as was the case in Malawi) or by a committee until the CSA is well established, it is important to build in how to manage conflict of interest so that when representing the CSA, you are not seen as representing Concern Worldwide (example in Malawi) but the SUN CSA.

The Secretariat of the SUN CSA is primarily accountable to the Executive and not the host organisation. However, challenges can arise. For example, if the host organisation has received the funds from the multi-partner trust fund (MPTF), they are responsible and accountable for those funds, and will have to follow, the organisation's policies and guidelines. Sometimes members want to do things in a way that is contrary to the host organisations rules and regulations which can cause tension. The relationship between the SUN CSA secretariat and the host / funds recipient organisation should be clear whilst remaining flexible.



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# Annex 1

## Example terms of reference from

### Civil Society Alliance for Scaling up Nutrition, Bangladesh (CSA for SUN, BD) Terms of Reference (TOR)

#### Background

A framework for Scaling Up Nutrition (SUN) was launched at the April 2010 meetings of the World Bank and IMF and a SUN Road Map advancing this framework released at the United Nations General Assembly in September 2010. Since then, efforts to scale up nutrition have evolved into a global movement, with Bangladesh one of 28 countries that signed up. In line with the SUN Global Civil Society Network, the Civil Society Alliance for Scaling up Nutrition, Bangladesh has come a long way since its inception in March 2011. It is now a well-organized, committed group advancing the country's nutrition agenda alongside the government. The Alliance provides a strong civil society platform for scaling up nutrition in Bangladesh, ensuring sustainability and broad participation. As such, a good governance structure and results-based approach have been developed with immediate, medium-term and longer-term action plans with in-built tracking mechanisms. The CSA for SUN members should advocate with and support the Government and other stakeholders to ensure ownership and facilitate/ implement strategic actions to achieve targeted results. The detailed terms of reference (TORs) which have been developed for the Alliance are provided below.

#### I. Name of the Society

The name of the body shall be "Civil Society Alliance for Scaling up Nutrition, Bangladesh" in short "CSA for SUN, BD"

#### II. Area of Operation

Nationwide

#### III. Nature of the Alliance

This is a non-political, non-profit, national nutrition alliance.

#### IV. Goal and Purpose

To promote sustainable improvement in nutritional status of the people of Bangladesh by creating a strong, coordinated and vibrant civil society constituency which will support further development and wider implementation of the nutrition agenda.

#### V. Activities of the Alliance

- To ensure a functional sustainable civil society alliance in Bangladesh, aligned with national priorities and the global SUN movement
- To partner with SUN counterparts in the Government of Bangladesh and donor agencies, in order to sensitize policy makers for country-led scale up of nutrition in all relevant policies and programs.
- To advocate for revisiting and revitalizing the policy and program for improving and scaling up nutrition
- To document and disseminate evidence-based best practices in scaling up nutrition for adaptation and action at the national level.

## **VI. Criteria for the CSA for SUN, BD Membership**

Membership in the Alliance will be based on an alignment with the goals of the Bangladesh and Global SUN Movements. Membership is open to both organizations and individuals who meet the below agreed inclusion criteria. Applications for membership will be reviewed by the SUN Executive Committee (EC) and approval will be the norm except in special circumstances where an applicant's goals or interests conflict with those of the SUN movement.

The inclusion criteria's for CSA for SUN, BD are:

- Aims consistent with the functions and spirit of SUN Movement;
  - Commitment to work collaboratively in a national platform, focused on nutrition, food and income security, child health, maternal health, and health system strengthening-particularly for nutrition;
  - Represents a national or international NGO, community-based organization/group/professional organizations, or academic or technical institution;
- Performs the following activities:
    - ▶ Delivering health, population and nutrition services,
    - ▶ Providing technical assistance in designing and implementing health & population programs, including nutrition,
    - ▶ Providing community mobilization for nutrition, maternal and child health and health of population in general,
    - ▶ Advocating and lobbying for improving nutrition, health (including maternal and child health), and/or food security,
    - ▶ Undertaking research on nutrition, health and/or food security,
    - ▶ Performing monitoring and evaluation of nutrition-related activities,
    - ▶ Teaching and training on nutrition, health and/or food security,
    - ▶ Engaging in agriculture, poultry and livestock field, income generation, water, sanitation and hygiene and other nutrition- related issues,
    - ▶ Engaging in education, and gender issues,
    - ▶ Representing the media and communications sectors. or
    - ▶ Engaging in other Civil Society Network

## **VII. Responsibility of Members**

- Active participation in all activities of the CSA for SUN, BD including regular attendance at meetings. Meetings are expected to be held once every 2-3 months, with ad hoc meetings on specific topics scheduled as needed (two week notice should be provided in advance of meetings).
- Voting for CSA for SUN, BD, EC members,
- Work as a sub-group member as recommended by the Alliance. This may include activities to create/ collect evidence, monitor and track progress, provide technical assistance for work plan development, project proposal writing, material development, mapping of nutrition activities and advocacy,
- Recommend actions which will improve the effectiveness of the Alliance,
- Share best practices, advance scientific knowledge and promote knowledge transfer as per the CSA for SUN, BD and global SUN mandates, and,
- Collaborate with Nutrition Working Group (NWG) and other associations based on global SUN civil society requirements.

## **VIII. Conflict of Interest and Termination Criteria**

Organizations/individual receiving grants from or providing consultancy services to the CSA for SUN, BD, or from industries violating the BMS code, will not be considered/continued as EC members.

## **IX. Governance structure of CSA for SUN, BD:**

- All civil society stakeholders will have equal status,
- All major civil society stakeholders should have a contributory role to play,
- Activities of the Alliance should start as soon as possible with contributions from civil society stakeholders,
- specific grant funds (if received) will continue to be supplemented with further contributions from these additional stakeholders,
- An EC will be formed as the leadership body for this alliance, elected by the general members to support governance and lead the activities of CSA for SUN, BD,

- The secretariat will rotate every 24 months, but, if required by members, may be renewed for a second term,
- The chair, co-chair and secretary supported by other EC members may rotate every 24 months, but, if elected by the members, may continue for a second term
- A coordinator will be deputed/ employed to serve the secretariat, and will be based in the organization where the secretariat is housed.

## **X. Executive Committee (EC) of CSA for SUN, BD**

The EC is a group of ideally nine members (which, due to turnover or addition of members may be as few as seven or as many as eleven), which works in establishing a functional and well-coordinated civil society network supporting SUN initiatives for nutrition at the country level. These members will help to develop CS position papers/responses/etc. for the EC and related bodies. The members of this committee will be ex officio members with voting rights.

### **a. Election of EC members**

Any GC member can run for a position on the EC. Elections will be held where all GC members will participate in voting, and EC members will be elected by the GC.

If an EC member leaves their organization during their period of service on the committee, that organization may retain their spot on the EC and appoint another representative. If the EC would like to retain the individual, they may vote to add a position on the EC (with the total number of allowable members capped at 11).

If the number of EC members drops below seven, the general committee will select a new member per the normal nomination and elect process.

### **b. Roles and responsibilities of key EC Members and office bearers**

Apart from the other EC members, the key office bearers of the EC include the chair, co-chair, and secretary.

### **c. Responsibilities of EC Members**

- Making decisions on policies and strategies in establishing and maintaining CSA for SUN, BD;
- Working with civil society representatives to prepare concept notes, policy papers, position statements, briefings, responses, budgets or other documents required for the SUN Lead Group and Global SUN Secretariat,
- To ensure that the vision, mission and objectives of the alliance are effectively communicated to all the relevant stakeholders;
- Representing the Alliance in various meetings (national and international), and sharing feedback with the broader civil society network;
- Performing a watchdog role to ensure government accountability on scaling up nutrition and monitor how commitments are met at national and international level;
- Advocating for resource mobilization for the SUN Movement at the country level;
- Ensuring the SUN Lead Group's adherence to the globally-agreed country level plans;
- Maintaining close relationships with the SUN Lead Groups/Secretariat and the broader SUN civil society platform;
- Acting as a first channel of communication to relay local- and country-level realities to relevant SUN bodies in Bangladesh and globally;
- Challenging any decisions at the country- or regional- or global-levels that undermine the nutrition-related commitments of SUN Movement;
- Nominating CSA for SUN, BD representatives to various decision-making sub-groups;
- Evaluating the EC and individual EC members' performance as per agreed indicators; and,
- Appointing and guiding a coordinator for the CSA for SUN.

### **d. Duration of EC Members:**

The EC members will serve two years terms, which may be renewable for a maximum of two terms.

### **e. Requirements for Attendance**

An EC member is likely to lose membership if she/he misses three EC meetings without proper reasons and/or communications. When the situation of losing membership arises, it is the responsibility of the Chair of the EC committee to take a final decision and notify the EC member in writing.

### **f. Chair and Co-Chair**

The EC has a chair and co-chair who are elected by the CSA for SUN, BD members in a transparent manner. The co-chair acts in support of, and in the absence of the chair. The chair is responsible for calling and presiding over meetings of the EC and supporting the activities of CSA for SUN, BD through the Secretariat. To the extent possible, the chair and co-chair will perform an oversight function including setting agendas, allocating time for each agenda item, directing discussions and summing up and disseminating decisions and actions to the CS network.

The roles of the Chair:

- Chair the EC meetings to ensure setting and observation of an agenda and time allocated to each item, directing discussions and summing up decisions and actions;
- Lead the EC members in strategic planning, financial accountability and fundraising;
- Evaluates the CSA for SUN, BD Coordinator (though the position formally reports to the secretary);
- Appraise performance of the EC members and individual members.
- Represents the EC on key public occasions;
- Provides leadership to EC members who set policy; and,
- Serves as an ex-officio member of EC committees and attends their meetings when possible.

### **g. Secretary**

As the CSA for SUN, BD becomes formalized there is a need to ensure that the focal points and focal organization for the secretariat have the skills and compatibility, balanced appropriately with trust, accountability and transparency, to lead SUN into the future.

The secretary of the EC will run the Secretariat, which will be housed at her/his base organization. The secretary will act as the National Focal Point of the SUN CSO Network and will bear the delegated responsibilities.

The roles of the secretary:

- Ensure that strategic and financial plans are put in place, periodically reviewed and updated;
- Ensure that CSA for SUN, BD activities are implemented following the target plan;
- Facilitate communication with all EC members, CSO networks in country and the Global SUN and CSO networks;
- Ensure that a human resource development plan is put in place, approved by the EC members and updated;
- Ensure that the EC members, especially the chair are kept fully updated of any circumstances that may affect the EC;
- Build a strong and effective management team;
- Ensure that necessary policies and procedures are developed and approved by the EC members and applied effectively; and
- Promote public knowledge about the EC and act as its chief spokesperson.

## **XI. The Secretariat and the Coordinator**

### **a) Secretariat**

The Secretariat for CSA for SUN, BD will be responsible to maintain administrative and financial matters of the alliance. This includes:

- Documentation of all meeting minutes in collaboration with hosting organization, coordination with all members.
- Ensure correspondence with local, national GOB and Donor SUN counterparts in collaboration with SUN CSO country focal person and Global CSO task force member.
- Assist secretary of the network to identify appropriate partner organization/s for implementing and supporting/partnership, and support different activities of the network through a competitive process under the direct leadership of the Chair and the Secretary in collaboration with SUN CSO global task force coordinator where necessary.
- Work with the CSA members, country focal person, and finally CSO global focal person to make recommendations on different policy and/or other issues when needed. For that it would form need base different subcommittees and arrange regular meeting to work on assigned topic/s.

The Secretariat will rotate. One organization will be selected by vote of the EC for two years as a Secretariat (limited to a total of two terms). It will be accountable to the EC of the CSA for SUN, BD and general members. The host organization of the Secretariat should not have any influence over the work plan or ways of working of the staff in the Secretariat who work on behalf of all network members guided by the EC.



## **b) Coordinator**

The Secretariat will employ a coordinator with no voting rights. S/he will be reportable to the secretary. By virtue of the Secretariat, the coordinator will execute the following responsibilities under the guidance of EC secretary with decisions made by the EC:

- Assist in development of strategic and operational plan for CSA for SUN, BD,
- Organize, implement and monitor all activities as per plan,
- Prepare periodic progress report and other reports as required,
- Mobilize resources to support the implementation of strategic and operational plan of CSA for SUN, BD,
- Ensure effective and transparent management of resources,
- Facilitate communications (meetings/ teleconferences etc) among EC members and between CS Networks, and with representatives of Global SUN CSO and Lead Group members where appropriate in consultation with the secretary,
- Communicate about SUN activities and decisions back to the local CS community, governments and the public in different forum,
- Convene meetings of the EC members as and when required,
- Attend the meetings, keeping records and circulate minutes of meetings to the civil society network,
- Create database of SUN civil society platform both at country and global level.
- Inform the EC of any vacancy of EC members and facilitate the procedure to nominate any member from CSA for SUN, BD,
- Facilitate discussion within the wider civil society network on critical issues aligned with CSA for SUN, BD, and,
- Undertake any other pertinent activities/assignments that the EC might ask through the Secretary.

The coordinator should be appointed through a formal and transparent recruitment process. He/ she will be hired based on a performance renewable contract, covering about three years although this will vary and some can be on a permanent basis. The contract should include duties, powers and responsibilities delegated by the EC members, obligation to comply with any decision taken by the EC members, working relationships, confidentiality agreements, remuneration and benefits. When there is a need and funds are available, a Program Support Officer position may be added, reporting to the coordinator.

## **XII. Additional Delegates, Advisers, Observers, Invited Guests**

Apart from members, EC committee of CSA for SUN, BD may invite any additional delegates as observers, to hold the honorary title of 'patron' of the network as a mark of honor and distinction in absence of any key person or any other relevant situation. Such persons are not to be decision-makers and will not have voting right. No person will have permanent observer status.

## **XIII. Notification of Representation**

Appointment of EC Members will be confirmed by email by the EC chair at the time of their appointment. Notification should include name, title, business address, telephone and email address. If an institution or civil society organization replaces an EC member or alternate, email notification should be provided to the secretariat as soon as possible.

## **XIV. Terms of office and responsibilities for meetings**

The term of office of the chair and co-chair is 2 years, renewable for a total of two terms.

Elections of the Chair and Co-Chair should be staggered. In the case of a vacancy, elections to fill the vacant slot may take place at the first Executive Committee meeting at which a vacancy exists, or prior to, by correspondence.

EC Meetings will be held once per month, with extraordinary meetings called as needed. It is the responsibility of the chair to call the meetings. Unless otherwise agreed by the Executive Committee, proposed agenda items for Executive Committee meetings should be submitted to the Secretariat at least 2 weeks in advance of a scheduled meeting. An agenda with related documentation should be circulated to Executive Committee Members by the Secretariat at least one week in advance of Executive Committee meetings. Executive Committee agendas will provide background and rationale for each item. Items for decision will be clearly identified and prioritized. The Executive Committee meeting agenda will be approved by the Executive Committee at the beginning of each meeting. In circumstances where no consensus is reached, the Executive Committee Chair shall determine which items are to be included in the meeting agenda submitted to the Executive Committee for approval.

Communication between the Secretariat and Executive Committee Members will normally be by email. Executive Committee meetings will be face-to-face meetings.

The Chair will also call general meeting once in every 2-3 months. Notice of the meeting must be given at least two weeks in advance, with an agenda circulated to all members at least one week before the meeting.

Both EC and GC meetings will be conducted by the Chair and Co-Chair.

#### **XV. EC Norms and decision-making processes**

The Executive Committee may conduct business only when a quorum is present, i.e., a simple majority (more than half) of Executive Committee members.

The Executive Committee shall use best efforts to reach all decisions by consensus. If all practical efforts by the Executive Committee and the Chair have not led to consensus, any member of the Executive Committee with voting privileges may call for a vote. In order to pass, motions require a simple majority of those present. In the event of a tied vote (when there is an even number of EC members), the Chair has an additional, deciding vote.

If, in exceptional circumstances, Executive Committee Chair, or Co Chair, determines that a pending issue requires Executive Committee input, and the issue cannot wait until the next Executive Committee meeting, the Executive Committee Chair and Co-Chair will consult the Executive Committee. If the Executive Committee Chair and Co-Chair are unable to agree on whether such consultation with Executive Committee members is required, the Chair may determine whether to do so.

Materials prepared by and/or for the Executive Committee, including minutes of meetings, shall be in English. In special circumstances, under EC direction, documents may be translated in Bengali for the purpose of wide dissemination of information within the CS Network where Bengali is the main language for communication.

At its discretion, the Executive Committee may conduct its business in closed sessions where only the EC members may attend.

The cost of meeting attendance for EC members will be met by the participating organizations to demonstrate their commitment to SUN.

#### **XVI. Amendments to this Executive Committee Manual/Charter**

Only General committee with 2/3rd majority can bring any change in the TOR for the Alliance. Executive Committee Manual/Charter may be amended at any time by the Executive Committee members.



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