



**Civil Society Network**

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## **Working Note**

**Enabling Good Governance in Civil Society Alliances**



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This note was developed as a result and inspired by experiences of Civil Society Alliances (CSAs) for nutrition in SUN countries to date. It is an organic document that will be continuously updated and strengthened as the SUN Civil Society Network (SUN CSN) gathers more examples of experiences for the field. The document was developed through a consultative process with key stakeholders, including SUN CSAs.

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# Introduction

The SUN principles of engagement outline the key foundation for ways of working between and within multiple stakeholder groups of the SUN movement. They also form the basis of this working note on enabling good governance in civil society alliances (CSAs)<sup>1</sup>. In particular, the principles of transparency, inclusiveness, rights based approaches, mutual accountability and continuous communication are key to constructive and vibrant Civil Society Alliances. These principles are also key foundations of good governance. This working document will attempt to respond to the following questions:

- What are good governance practices for civil society alliances / platforms, coalitions or networks of CSOs (hereafter referred to as alliances)?
- Why is good governance relevant and important for civil society alliances when contributing to SUN movement efforts?
- How can good governance be incorporated into civil society alliance activities and provide the foundation to drive successful shared actions?
- What resources are available to assist?

This document will not present a detailed guide to setting up a CSA but will instead focus on where governance fits into this process. For further information on setting up a CSA the reader should consult the *Guidance Note on Establishing a Civil Society Alliance in a SUN Country* which is available on the SUN movement website.

Civil society alliances represent a in advocating for improvements to nutrition at a national and international level. This involves holding government to account for their responsibilities as a duty bearer and their commitments to improving the nutrition status of their populations. Civil society is a key broker in enabling everyone to work towards scaling up nutrition.

Civil society should be a partner and as such hold itself to the same high standards of governance which are expected of businesses, governments and other actors with power in the global SUN movement. Civil Society can support national multi-stakeholder, multi-sectoral and multi-level efforts; ensure grassroots realities inspire and drive the development of programmes, policies and strategies; contribute to multi-stakeholder, coordinated implementation of national plans and ensure sustainability by fostering and building ownership at all levels.

Civil society is vital to the realisation of good governance and accountability in relation to nutrition. This can be clearly realised through attention to international mechanisms and structures for supporting populations in demanding and realising their right to food. Participation of the most marginalised, poorest and those whose right to food is being violated is the basis for accountability.

If Civil Society is well organised, coordinated and aligned with transparent and clear institutional structures it is more likely to be viewed as a strong, valid stakeholder in national multi-stakeholder, multi-sectoral and multi-level efforts. It is also more likely to be effective in enabling change within society and developing the strong foundations required to support participation and equality for all in the future.

As civil society alliances, we know that we are an important stakeholder in support of scaling up nutrition efforts at every scale from local communities to national governments. Examples of the crucial contribution that civil society alliances are making can be found in Annex 2.

<sup>1</sup> SUN Principles of engagement reference. For further information on the SUN principles of engagement: <http://scalingupnutrition.org/principles-of-engagement>

# What is good governance?

Good governance within the SUN movement means developing processes and ways of working that will ensure the following for and from everyone:

1. Transparency and information sharing
2. Accountability - as a mutual responsibility with a focus on the realisation of rights and ensuring responsibilities of duty bearers.
3. Responsibility – clear roles and responsibilities
4. Participation that is inclusive and open to everyone<sup>2</sup>
5. Responsiveness – being constructive, supporting and strengthening
6. Effectiveness – dynamic , strategic leadership that achieves results

This means working towards realising the human right to food and ensuring that all human rights principles are respected by all parties with a guiding foundation being that the right to food for all is not compromised. This also means understanding the roles and responsibilities of duty bearers and rights holders and the ways in which accountability can be ensured.

**Rights holders:** All human beings are rights holders. When states sign human rights treaties they commit to realising rights for their citizens.

**Primary duty bearer:** The government. Governments have a responsibility to **protect, respect** and **fulfil** the human right to food.

While the government is the primary duty bearer there are also secondary duty bearers who are those who are in direct contact with rights holders. These can be classified as follows:

**Primary:** family, teachers, police, medical staff, employers.

**Secondary:** community organisations, school principals and administrative bodies.

**Tertiary:** Private sector organisations, NGOs and aid agencies

with the final scale of duty bearer being countries, institutions and organisations that have no direct involvement in the lives of rights holders such as UN agencies, INGOs, the African Union and in the context of SUN the SUN movement as an institution.

## The International Legal basis for the Human Right to Adequate Food

*The human right to is recognised in the 1948 Universal Declaration of Human Rights Article 25. It is expanded in the 1966 International Covenant on Economic, Social and Cultural Rights. This has been ratified by 157 States. Further details on states which have ratified this can be found here: <http://indicators.ohchr.org/>*

*The right to food for all children is also implied in Articles 24 and 27 of the Convention on the Rights of the Child, adopted by the United Nations in 1989, and now ratified by all States of the world with two exceptions, Somalia and the United States of America.*

<sup>2</sup> To everyone means without discrimination and regardless of gender, disability, age or ethnicity.

# Why is Good Governance important for civil society alliances?

Adopting and promoting good governance principles demonstrates a willingness to build trust and confidence both within the alliance and with partners such as the communities the alliance represents. It is also important that when demanding others be held to account for their commitments and actions around nutrition we hold ourselves to the same standards and communicate these standards openly. The SUN civil society alliance model aims to develop consensus among all actors in the scaling up nutrition movement with civil society viewed as an equal partner that has a mandate to communicate feedback and constructive critique to government as well as playing a supporting and coordinating role. In turn government support for and understanding of civil society alliance objectives can lead to real changes in policy and practice.

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*“With these systems in place we are confident that we are moving in the right direction towards championing nutrition, health and immunization acceleration through a stronger civil society movement.”*

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## **Building a stronger voice for civil society through one platform in Sierra Leone**

*The Health and Nutrition Sierra Leone Civil Society Platform - HaNSL-CSP hosted by FOCUS 1000 in collaboration with Helen Keller International and Catholic Relief Services. It has a National Coordinating Body (NCB) comprised of 11 organizations which include international and national NGO partners. The NCB provides oversight in the governance, management and coordination of the platform as well as streamlining communication between the platform and external audiences such as government, donors and other development partners. They hold bi annual national meetings and are responsible for providing relevant information to members. The HaNSL Terms of Reference was developed with organizational structures, roles, responsibilities and code of conduct clearly laid out for national and district bodies. Each of the 13 districts in Sierra Leone are in the process of setting up district level platforms coordinated by a District Coordinating Body (DCB) responsible for activities and mobilizing grass root efforts. Appointing up to 7 members with a chair and deputy, each body has immunization and nutrition focal points to oversee activities. The DCB is required to endorse an organization within the body to represent their interest to the NCB as well as provide regular updates. They are also responsible for holding monthly coordination meetings bringing together government, donor and development partners at district level. The DCB is accountable to the NCB. The wider group known as the general body (GB) consists of all civil society groups including grass root organizations such as market women, fisher folk, sports groups and youth organizations, representing the voice of communities across the country. To improve the capacity of HaNSL CSP partners and facilitate effective information flow, a series of products have been developed. These include a platform Google group for regular information exchange, a website [[focus1000.org/HANSLCSP](http://focus1000.org/HANSLCSP)] for sharing Sierra Leone's experience and to act as a resource centre where members and visitors can access materials, news, articles and research documents. A quarterly newsletter with updates, successes and challenges was also launched in September.*

# How Can Good Governance be incorporated into civil society alliances?

GOVERNANCE PRINCIPLE	SUGGESTED ACTIONS
<b>1. Transparency and information sharing</b>	<p>Clear policies and practices.</p> <p>Meeting minutes taken and available.</p> <p>Information regarding funding applications and opportunities is shared.</p> <p>Everyone is invited to participate.</p> <p>With information sharing comes the need for good policies to guard private information and a commitment to share that which is relevant with other stakeholders.</p>
<b>2. Responsibility</b>	<p>Terms of Reference for the CSA and key posts within the CSA such as the coordinator, chair and steering group. These should be developed in consultation with members.</p> <p>Roles and responsibilities of key Personnel and organisations are available.</p>
<b>3. Accountability</b>	<p>Development of feedback, monitoring and evaluation processes that include communities in the design, implementation, monitoring, evaluation and learning related to CSA activities.</p> <p>A conflict of interest policy is in place and implemented.</p> <p>When responsibilities are not met action is taken to rectify the situation.</p> <p>Accountability is encouraged and criticism is used constructively to improve.</p>
<b>4. Participation</b>	<p>The principle that everyone without discrimination, regardless of sex, ethnicity, ability or age is free to participate is enshrined in terms of reference.</p> <p>Particular attention is paid to those who are marginalised, excluded or whose rights are being violated. This may mean finding innovative ways of including them. For example, in illiterate communities finding visual ways to communicate to enable their participation.</p> <p>Communities should be given clear mechanisms for involvement in the workings of the alliance and be represented clearly within the alliance on the basis of democratic selection processes.</p>
<b>5. Responsiveness</b>	<p>Encouraging all duty bearers which includes the alliance to respond in a timely and constructive fashion to rights holders. For example, in responding to requests for information and any challenges arising.</p>
<b>6. Effectiveness</b>	<p>Members of the alliance are encouraged to take responsibility for the alliance. For example, through finding funds to allow for continued CSA functioning.</p> <p>The activities of the alliance are focussed on the most effective interventions and actions that will influence the context.</p>

## Key governance features of existing civil society alliances

Many civil society alliances are developing key processes and structures to enable good governance. The infographic below demonstrates the proportion of CSAs with the listed features. These features are not the only indicators of governance processes but they are a few key areas where civil society alliances can improve the way their internal governance functions.

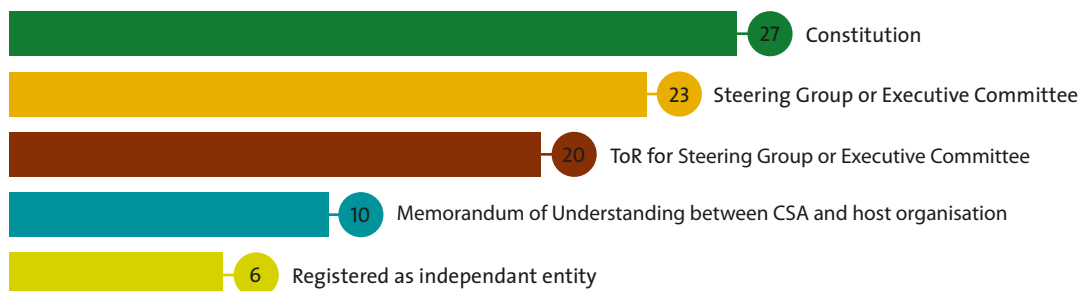


Figure 1. number of civil society alliances with the above governance features (based on 29 countries providing information in a survey conducted by the SUN CSN in November 2014 on status of national SUN CSAs)

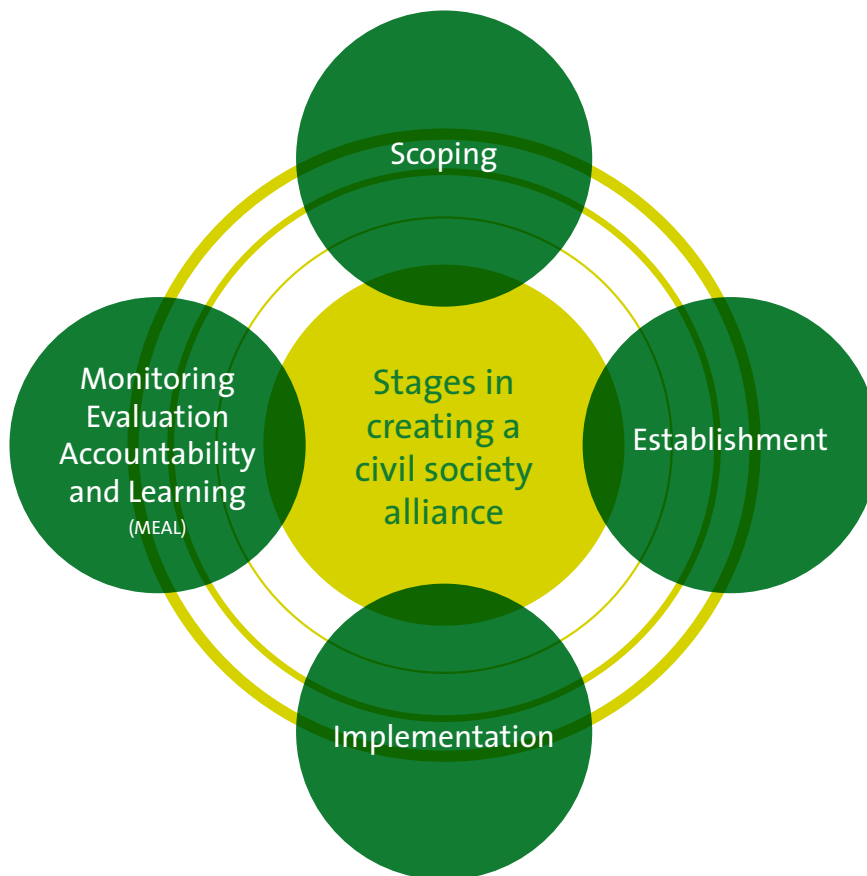


© Salim Dalwood for Zambia Civil Society Organization Scaling Up Nutrition (CSO-SUN) Alliance Global Day of Action 2014



# Governance in the context of civil society formation

The good governance principles outlined above can inform each stage of civil society alliance development from scoping of the non-governmental organisation (NGO) landscape for nutrition to forming of an alliance through to day to day operations.



*Figure 2. Outline stages in civil society formation and operation*

# Scoping

Scoping is an important stage in the governance of civil society alliances as it represents the opportunity to set good foundations for the future. The scoping stage involves obtaining an overview of the nutrition situation and which organisations and institutions are working on the issue or planning to work on the issue within your country.

Scoping will need to be multi-stakeholder, multi-sectoral and multi-level (or at least take these dimensions into consideration) when designing, implementing, reporting and using scoping findings. Researching organisations working on nutrition and nutrition-sensitive interventions and programmes is useful but it is important to look at other sectors and groups which may not have been included in this kind of initiative previously.

For example, grassroots organisations working on education, social protection, agriculture, human rights, youth and any others you think might be relevant. Key processes to develop at this stage will be regular communications and meetings once initial contact is made and the establishment of a clear procedure for putting items onto the agenda of meetings. Broad agreement amongst members regarding the key nutrition challenges and solutions can be a useful starting point to begin cementing a shared purpose in the group.

It will be useful to start considering membership criteria for any CSA that is set up and developing thoughts on the kind of organisational values that member organisations should demonstrate. Ensuring their commitment to basic human rights principles and support for the human right to food will be important.

A pre-requisite for participating in the SUN movement is a commitment to ensuring that all mothers and children everywhere are empowered to exercise their right to good nutrition. Working within existing legal and policy frameworks is a prerequisite which includes respecting World Health Assembly resolutions prescribing the International Code on Marketing of Breast Milk Substitutes and other nutrition-related policies<sup>3</sup>.

## National NGOs at the Centre of Civil Society Alliances.

*Some civil society alliances have adopted a national leadership model (Uganda UGAN and Mozambique – ANSA, for example), others have adopted co-leadership models (e.g. Sierra Leone FOCUS 1000 (national NGO) & HKI (international NGO)) with national leadership and technical and administrative support provided by an international NGO (e.g. Mali – OMAES national NGO leads with technical support from international NGO HKI) and leadership support from international NGOs (e.g. Nepal – Save the Children, Malawi – Concern Worldwide). Good governance means developing national ownership and leadership for nutrition. With national ownership sustainability is more likely to follow.*

<sup>3</sup> SUN Movement and The Global Observatory (2014) The SUN Movement Toolkit for Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest. Executive Summary. March 2014.

Marketing of Breast Milk Substitutes and other nutrition-related policies.

## Key considerations at this stage might include:

Which organisations are leading work on nutrition in your country at a national and at a local scale?

Is there an existing coordination mechanism or civil society platform for nutrition or a platform that includes nutrition as a sub-group, for example, agriculture, health or water, sanitation and hygiene?

How might the SUN CSA build upon this or integrate into their work?

Do all organisations function democratically?

Do they share information if so when and how?

What kinds of values does the organisation have?

What kinds of challenges and opportunities are there related to this organisation?

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*Consider undertaking a SWOT analysis of the SUN effort in your country from the perspective of civil society. What are civil society's strengths, weaknesses, opportunities and threats within this effort?*

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# Establishment

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*For the Mozambique Civil Society Alliance, the first step was to come together and choose the organization that would represent and be the focal point; then formulate a ToR for the group which was agreed by consensus. All organisations had representatives sign a “Commitment declaration”.*

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## Visioning

Founding members of an Alliance need to create a widely-shared and powerfully articulated vision that will motivate its members. The vision needs to be bold, specific and achievable – seizing on the distinct opportunities and challenges within each country, reflecting the deeply-held values of civil society and the value-added contribution of civil society to the national SUN effort.

## Galvanising Action

The initial phase of setting up a civil society alliance can be time consuming and stressful. This is particularly if there is no existing coordination mechanism in country or if existing mechanisms are fragmented and disparate. It will be important for the initial group to reach an agreement or consensus on how to proceed including which organisation is the key focal point, ways they might work together and the kinds of roles and responsibilities they might take on. An overview of what resources each organisation can contribute either financially or in kind such as time should be determined so that any external support the alliance will need to seek is identified early on. This process may involve a significant level of conflict or disagreement. This is normal and a key aspect of learning how to work together, particularly if organisations have not done so previously or if they have significant ideological differences. Ensuring that there is a process for managing conflict and allowing for open discussions to occur is important.

It will be important to be aware of potential areas of sensitivity such as lead groups being perceived as dominant, financial allocations, hosting arrangement disputes, power imbalances within the group or perceived lack of leadership.

## Governance structure

It will be important to outline transparent, fair and democratic ways of working early on and to think through the process for creating an appropriate governance structure. Investing time in creating strong, effective governance structures is likely to result in quicker establishment and a more effectively functioning CSA in the long run<sup>4</sup>. Governance structures have taken different forms in each SUN country. However, one shared feature is the development of a steering / executive committee. The roles, responsibilities, nomination and voting process and length of tenure for participation should be clarified with attention given to mechanisms such as limited terms and a rotating model which will allow for distribution of influence and shared leadership. The organisational structure may include sub-committees as in Ghana or a steering/ executive committee alone with the formation of working groups for specific tasks. The value of the latter is their temporary nature which can be formed and disbanded relatively easily meaning a clearly demarcated commitment from those involved.

## Transparency and participation

Key to enabling a suitable governance structure will be making sure that the following are developed:

- A timetable for regular meetings and circulation of agenda, minutes and actions from these with a view to enabling everyone to contribute agenda items and respond to actions.
- A Memorandum of Understanding between CSA members.
- A conflict resolution process.

<sup>4</sup> MPTF Office, UNDP (2014) 2013 Annual Report of the SUN movement Multi-Partner Trust Fund. Report of the Technical Secretariat and Administrative Agent of the Scaling-Up Nutrition (SUN) Multi-Partner Trust Fund for the period 1 January-31 December 2013.

## Ghana GHACSSUN governance document

*(GHACSSUN) has clearly defined and publically available membership criteria, benefits and responsibilities outlined in their governance document.*

*These include:*

*Membership Criteria is open to all:*

- **Civil Society Organizations**
- **Community Based Organizations**
- **Faith Based Organizations**
- **Nongovernmental organizations**
- **Farmer Based Organization**
- **And Gender Based Organizations that are involved in nutrition and nutrition sensitive programmes.**

*All members of Ghana Coalition of Civil Society Organizations for Scaling up Nutrition or GHACSSUN are required to:*

- **Join any of the three sub- committees and contribute their expertise to the implementation of SUN in Ghana.**
- **Take part in all the programmes and events of the coalition**
- **Supervise implementation and evaluation of projects**
- **Payment of annual dues**
- **Commit to projecting GHACSSUN objectives and annual programs**

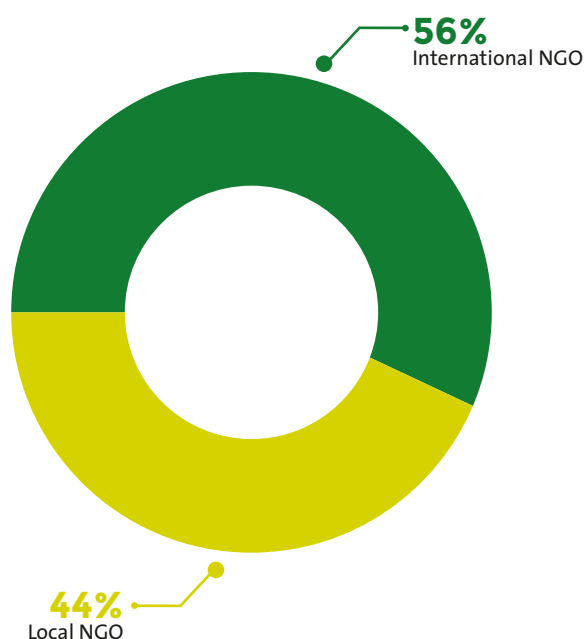
*The full governance document can be accessed here:*

*<http://bit.ly/1CEo01n>*

- A clearly articulated nomination and voting process for steering or executive committee membership that is transparent and open. This should include a decision on whether members are representing their institution or are members in a personal capacity. If the former, consideration of how to maintain continuity when staff members change should be considered.
- A membership registration process including clear membership and due diligence processes, as well as checks and balances to ensure the integrity of SUN principles of engagement<sup>5</sup>.
- A disclosure form for all member organisations of the CSA committing them to SUN principles and respect for human rights.
- A constitution and/or clear terms of reference for the CSA. This could include:
  - A conflict of interest policy, assessment and disclosure process.
  - A grievance process outlining a process to follow and mechanism for resolution.

## Roles and responsibilities

Underpinning the aims of the preceding sections is the need for clearly defined roles and responsibilities for the steering/executive committee or board, steering/executive committee chair, members, secretariat, host organization. These should be openly developed and shared with all members or interested organisations. And articulated in the Terms of Reference.



*Hosting arrangements for alliances*

### Governance structure – Host Organisation

It will be important to reflect upon where the CSA will be physically located and where meetings will take place. In order to share responsibilities and roles, organisational hosting might be rotated between different organisations as has been considered in Kenya and Zambia on a regular basis or the CSA secretariat may take on the responsibility of arranging for neutral meeting venues not affiliated to CSA member.

The organisation which initiated meetings is not obliged to provide long-term hosting. It will be important to assess the capacity of any hosting organisation to offer office space, guidance and support, time and resources and visibility to the CSA without compromising the independence of the CSA group. The key foundation for these considerations is ensuring that decisions regarding hosting, roles and

responsibilities are taken in a democratic, open and transparent manner. CSAs are encouraged to consider hosting by local organisations or establishment of an independent secretariat and registration as an independent entity if at all possible whilst recognising the additional challenges at times of doing this in the short-term.

### Suggested text to define independence of host organisation and CSA

The organisation hosting the secretariat provides an operational platform for the secretariat's work as well as administration of the secretariat including budgetary and contractual obligations. The host / organisation hosting the secretariat should never influence the work plans of and the way in which the secretariat's employees work. Employees work on behalf of and for the platform under the leadership of the steering committee / executive committee and/or decision-making structure. The hosting organisation is obliged to support secretariat staff in ensuring that basic information such as financial updates, reports on progress and other relevant documents demonstrating the impact of CSA work and process are shared in a transparent and timely manner.

### Governance structure – Steering Committee/Group

A steering group or committee can provide high level leadership and accountability for the civil society alliance. The mandates of those making up this body may also vary but it is important to consider the skills required for this role and the specific needs that will need to be addressed. The duration of their mandate may vary but a rotation model is often adopted in the interests of fairness and to ensure an equal distribution of power and shared leadership. The civil society alliance may consider developing criteria for participation in the steering group or committee in order to ensure a diverse and inclusive as possible composition of senior leadership. For example, ensuring that there is always at least one female member and one member of a grassroots community based organisation represented.

<sup>5</sup> ibid

*Charlotte with her 7 month old twins in Kajerijeri Village Ndago Rwanda, Rwanda.  
© Hannah Maule-Ffinch/Save the Children*



*“Most of the issues are as a result of differences in opinions and therefore having mechanisms to resolves differences professionally together with mutual respect is useful and progressive.”*

*Rose Ndolo – National Nutrition Coordinator, World Vision Kenya. SUN CSA Kenya.*

### **Conflict resolution**

Outlining the principles by which conflicts will be resolved early on will help to ensure there is a framework for tackling any disputes at a later stage as well as building trust and mutual accountability. There are many guidelines on how best to undertake conflict resolution but some initial useful principles are outlined below<sup>6</sup>:

- Prioritise good relationships: Treat everyone with mutual respect. Agree to remain constructive under pressure.
- Keep people and problems separate: By separating the problem from the person, real issues can be debated without damaging working relationships.
- Listen first; talk second: To solve a problem effectively you have to understand where the other person is coming from before defending your own position.
- Set out the scene: Agree and establish the objective, observable elements that will have an impact on the decision.
- Explore options together: Be open to the idea that a third position may exist, and that you can get to this idea jointly.

<sup>6</sup> Adapted from [http://www.mindtools.com/pages/article/newLDR\\_81.htm](http://www.mindtools.com/pages/article/newLDR_81.htm)



## Conflict of interest

Conflicts of interest are a normal part of CSA functioning. Individuals, institutions and coalitions are likely to have different and competing interests at the same time. Managing these is absolutely vital to enabling good governance. A clear policy and management process which everyone is aware of and puts into practice is important. The SUN Secretariat has produced a series of resources including a toolkit containing a suggested process for policy development on this topic which can be found in reference documents section.

## Membership and representation

A process for formalising membership might also be discussed further to the initial information collected at the scoping stage. A simple disclosure form in which member organisations state their commitment to SUN principles, human rights principles and democratic ways of working may be useful at this stage to ensure that all CSAs can demonstrate accountability to their constituents and a non-partisan approach. An example disclosure document can be found at - <http://scalingupnutrition.org/resources-archive/network-resources-2#csomember>. Most civil society alliances welcome members on an institutional basis. However, at a steering committee level it may be useful to consider institutional and individual membership. Some reflections on the positive and negative aspects of each can be found in the text box below.



### Institutional versus individual membership: Some considerations

#### *Individual Membership:*

- + **More flexibility and room to manoeuvre in decision making**
- + **Individuals that are motivated and engaged for personal reasons.**
- **Do not represent the organisations institutional perspective**
- **Have little time as often this work is voluntary on top of a full-time job**

#### *Institutional Membership:*

- + **Represent an institutional commitment which means committing resources to provide additional support for the platform.**
- + **Sharing of the role within institutions can mean increased capacity in the form of additional people.**
- **Those allocated the role do not necessarily have enough decision-making power or personal interest in the role.**
- **Institutions allocate/delegate the role to other staff members. In international organisations with international staff in country this can mean high turnover.**

## Funding

As of April 2014, 24 alliances are being funded either through the SUN multi-partner trust fund (MPTF) or through bi-lateral donors (DFID, Irish Aid)<sup>7</sup>. In order to obtain funding it is usually necessary to have clear processes and structures in place to demonstrate working practices. This means having clear financial accountability. Financial reporting should not only be to the donor agency but also shared with communities and members of the civil society alliance. It will also be very important to discuss with all CSA stakeholders the best way in which funding can be managed and it will be vital to consider conflicts of interest with regard to how funds are disbursed. When seeking additional funding streams open discussion on which agency will channel funds and the rationale for selecting them will be important to articulate to all members. The sustainability of the alliance will be dependent on continued funding being obtained and so consideration of the alliance beyond initial catalytic funding must be considered.

### Uganda – Introducing membership fees

*The Uganda Civil Society Coalition on Scaling Up Nutrition UCCO-SUN coalition members have begun to tackle financial sustainability by proposing mandatory annual membership fees. In addition to this, independent registration of the coalition, widening of the “active” membership base and ensuring that all members to the CSA are active contributors to CSA activities was seen as critical to long-term sustainability. Particularly when combined with ways of working that encourage long-term partnership building such as open communication, accountability and timely conflict resolution.*

### Extract from the 2013 Annual Report of the SUN Movement Multi-Partner Trust Fund

[http://scalingupnutrition.org/wp-content/uploads/2014/05/2014.29.05\\_SUN\\_Movement\\_MPTF\\_2013\\_Annual\\_Progress\\_Report.pdf](http://scalingupnutrition.org/wp-content/uploads/2014/05/2014.29.05_SUN_Movement_MPTF_2013_Annual_Progress_Report.pdf)

*Early lessons - The SUN Movement MPTF Window II funding is adding value to multi-stakeholder efforts to scale-up nutrition by:*

- **Helping CSAs to invest in strong governance structures that enhance civil society’s harmonious and effective contribution to national efforts to scale-up nutrition**
- **Providing the resources for dedicated personnel to coordinate civil society’s efforts and accelerate progress**
- **Inspiring a multi-stakeholder approach to raising awareness and influencing policy, legal and budgetary frameworks**
- **Encouraging strong linkages between CSA advocacy and alignment behind government priorities, plans and processes**
- **Supporting CSA participation in mapping exercises that allow civil society to better align its contributions behind national priorities and plans to scale-up nutrition**
- **Reinforcing the importance of working across all political parties as well as with parliamentarians. - Building a strong yet diverse evidence base to support the SUN Movement MPTF Window II theory of change in relation to civil society’s contribution to transforming nutrition**

<sup>7</sup> More information on the SUN movement MPTF can be found at <http://scalingupnutrition.org/resources-archive/sun-mptf>

## Legal regulations

There may be legal regulations within a country which stipulate that a coalition of non-governmental organisations is required to register or to pass through a specific process in order to operate within the law. As the context for this and regulations differ in each country it will be important to find out what these regulations are and follow them. Some CSAs have begun the process of registering as independent legal entities such as the Zambia civil society alliance while others are situated within umbrella coalitions which were in place prior to the SUN movement establishment as in the case of the Partnership for improved Nutrition in Tanzania - PANITA. The legal regulations in a given country are likely to have a bearing on the governance structure of the CSA in influencing where it is situated and its ability to operate. In Uganda, the CSA was asked by government to fully register in order for it to have legal recognition and a status that allows it to work in partnership with the government when applicable.

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## Key questions to ask at this stage might be:

**Is everyone in agreement regarding how things move forward?**

**If not, why not?**

**How can any disagreements be resolved, what solutions are there?**

**Is everyone aware of the legal framework within the country, possible conflicts of interest and key challenges and opportunities on the horizon?**

**What are the benefits of the CSA being legally registered?**

# Implementation

## Work plans and budgets

Implementation in the context of the CSA means the implementation of the work plan the group has developed and finally being able to put into practice the ideas and plans the group has developed. It is good practice for work plans to be underpinned by a strong theory of change and long-term objectives as well as supported by a logframe. It may be that you have already been undertaking ad-hoc activities or organised key events to raise the profile of the CSA. However, once an agreed plan is in place more attention can be paid to the way in which activities are implemented and how tasks are allocated within the group. This means keeping up the regular, clear communication that has been developed and ensuring that any issues or problems are dealt with clearly and transparently.

Commitment to transparency means that when there is a query information is shared and accessible. The feedback loop is vital to this in that when activities are undertaken all those involved should be able to feedback and offer insights on the positive and negative aspects of the work. For example, community members should be consulted as to their perception of an event or activity. Was it timely? Did they feel the issues they are most concerned about were expressed? How could it have been improved? What was the impact?

## Coordination and Recruitment

Many CSAs have benefitted greatly from recruiting a full-time coordinator and/or communications support to help unify and organise the CSA. Ideally this would occur much earlier on in the CSA development process but we are aware that funding often takes time to receive and that it is often not possible for organisations to devote staff full-time to the endeavour until funding and contractual arrangement are in place.

If recruiting new staff members to coordinate the CSA there will need to be discussion and final clarification around the line of accountability and communication between CSA members, the steering / executive committee and the host organisation. Recruitment processes should be open, fair and transparent and attention should be paid to potential conflict of interest. It will be important that all members are clear on these relationships and understand how any management lines function as well as active in developing the ToR for the post.

CSA coordinators are likely to require the following in order to be effective:

- Strong facilitation, leadership and negotiation skills
- Strong communication and knowledge management skills
- Strong networking and relationship building and nurturing skills
- Strategic methods to resolve conflict, achieve consensus and prioritize tasks
- Ability to facilitate interaction between central and district level civil society efforts and priorities<sup>8</sup>

Developing a ways of working and communications document will assist with this and with making processes clear. It will be essential to set realistic goals and targets for the coordinator and review progress regularly as it may be that additional human resources are required even with the recruitment of a coordinator. Clear lines of accountability will need to be agreed upon. CSAs have generally prioritised accountability of the coordinator to the CSA and to the funders. In some cases the recruitment process has been jointly managed between the host organisation and the CSA steering / executive committee.

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## Key questions to consider might be:

**Is everyone happy with how the CSA is running?**

**If not why not and is there anything that can be done?**

**Do we have a good process for dealing with disagreement?**

**Do we need to revise this in any way?**

**Are all members contributing equally?**

**If not why not?**

**Can we encourage other organisations to contribute more?**

**What kind of representation is there – are women, children, the disabled and other vulnerable groups well represented?**

<sup>8</sup> MPTF Office, UNDP (2014) 2013 Annual Report of the SUN movement Multi-Partner Trust Fund. Report of the Technical Secretariat and Administrative Agent of the Scaling-Up Nutrition (SUN) Multi-Partner Trust Fund for the period 1 January-31 December 2013.

## Uganda CSA: Key points for recruitment.

In Uganda, prior to recruiting a coordinator the following were key:

1. A clear ToR for the coordinator that is agreed by all members of the CSA.
2. Consensus on hosting of the CSA secretariat.
3. Agreement on hosting organisation rules and regulations that will govern the working of the coordinator. This may necessitate having a MoU with the hosting institution.
4. Clear reporting lines for the coordinator and steering committee so that they have a support structure and appropriate level of independence.



## Sustainability

Working towards a sustainability plan is extremely important if the CSA is to become viable, self-financing, and have impact over the long-term process and should be initiated from the start of the CSA life. While in some contexts this can be extremely challenging, it is nonetheless useful to think about how the group might enable the CSA to become as independent as possible. Sustainability is about more than finance but also about developing human resources and investing in development of youth and younger professionals within the alliance. *Please refer to examples from Kenya on Mobilising resources externally and from within the CSA and from Zambia - Towards an independent CSA.*

## Monitoring, Evaluation, Accountability and Learning

In order to know if our work has been successful and made an impact it will be important to monitor what we do and communicate our results clearly. The SUN movement has developed a monitoring and evaluation framework ([http://scalingupnutrition.org/wp-content/uploads/2014/06/SUN\\_Framework\\_ENG\\_20140515.pdf](http://scalingupnutrition.org/wp-content/uploads/2014/06/SUN_Framework_ENG_20140515.pdf)). Monitoring and reporting on evidence of impact will also need to be systematically built in throughout CSA ways of working. This could build on feedback mechanisms which may have been created in the early stages of the CSA formation to garner the views of CSA members as well as members of communities we work with on successes and failures.

This also means a commitment to systematically collecting information on how effective our work is, the results we achieve and developing the right indicators to measure this – no easy feat in advocacy. For example, the number of media hits, the level of support across political constituencies and any major policy change wins such as increases to the national nutrition budget will be important to record. This is useful not only in making the case for funding and efficacy of our work but also in order to enable us to demonstrate accountability to our funders and the communities we serve. This information should be available to members and anyone else who might request it. Vital to accountability is access to data. The civil society alliance can serve to not only disseminate data but ensure access to data. For example, through communicating the results of district health surveys and other key documents in ways which are appropriate for the communities involved.

One of the most important aspects of learning is that it fuels continuous improvements to strategy as well as strategic leadership. The alliance needs to create a momentum of accomplishment – powerfully trumpeting progress, and translating failures into lessons learned and strategies that will have people say – “Oh yes! We can definitely do this!”. *Please refer to Bangladesh example on disseminating data via the membership for advocacy on undernutrition.*

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## *Kenya SUN CSA – Mobilising resources externally and from within the CSA*

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Through one of the SUN CSA members, the Grassroots Alliance for Community Education (G.R.A.C.E.) Africa, the Kenya CSA has entered into an agreement with the USA-based Population Reference Bureau (PRB) to implement a project whose goal is to ‘Contribute to the national goal of having a healthy Kenya, with human resources that effectively contributes to economic growth and development of the country.’ The PRB has pledged US\$35,000 that will enable the CSA to strengthen CSO multi-sectoral coordination forums at national and county levels to address the nutrition agenda, learn and share good practices to SUN CSA activities, establish SUN CSA chapters at county level, orient and disseminate RENEW advocacy tools, and empower nutrition champions on nutrition advocacy at county level.

In addition, one CSA member, International Rescue Committee (IRC), has pledged US\$1,800 to complement MPTF funds towards nutrition advocacy training in one county.

The SUN CSA Host, World Vision Kenya, committed US\$14,000 as co-funding for MPTF grant to support media field visits and County engagement processes to elicit discussions on the County Nutrition Action Plans and County Integrated Development Plan processes to enable CSOs and community participation.

Through this cooperation key objectives in the SUN CSA Work Plan are being addressed by various members at national and county level.

Underpinning this, the CSA has established a Resource Mobilisation Committee that will be responsible for development of proposals for funding and pooling of resources from partners to complement MPTF funds.

Aside from financial support most CSA members provide technical support to the Alliance’s Secretariat, during advocacy trainings, development of position papers and policy documents. A cost-effective capacity building programme has been adopted by the CSA, whereby trained members including lecturers from universities are identified as resource persons and facilitators. The trainers are not compensated for their services, but receive minimal incidental allowances of around US\$30 – US\$45 per day.





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## Zambia – towards an independent CSA

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The CSA in Zambia was established in 2012. While it was initially hosted by Save The Children, the CSA has worked to become an independent organisation and recently registered as an independent entity in Zambia. All NGOs in Zambia are required to register with the government and this process has enabled them to continue their planned activities and seek funding independently. They have been successful in obtaining funds from key donors, the United Kingdom Department for International Aid (DfID) and Irish Aid as a result of having clear transparent financial management structures and appropriate staff capacity in place. Expanding their activities into additional regions of the country and building a greater local base of support for the scaling up nutrition movement will enable them to demonstrate their commitment towards the Zambian population and the value of including CSA members as active participants in the SUN Movement .



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



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## *Bangladesh – Disseminating data via the membership for advocacy on undernutrition*

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There has been extensive research carried out on the nutrition situation in Bangladesh. The Bangladesh Demographic Health Survey 2011 (BDHS 2011) contains the most widely accepted and cited data. The Civil Society Alliance for SUN in Bangladesh (SUN BD) facilitates sharing of evidence based information, research findings and resources among stakeholders in order to achieve effective implementation of nutrition programs.



*The Civil Society Alliance for Scaling Up Nutrition, Bangladesh coordinates a community meeting on 1000 days approach.  
© The Civil Society Alliance for Scaling Up Nutrition, Bangladesh (CSA for SUN, BD)*

An integral part of evidence sharing is to disseminate important data amongst different target groups in order to emphasize the need for scaling up nutrition. One of the key areas through which CSA for SUN BD does this is through its membership of over 125 General Committee members. Key nutrition data figures on stunting, wasting, and exclusive breastfeeding rates from the BDHS 2011 are highlighted in the following fora; District level advocacy seminars, Sensitization training of different groups (for example, community nutrition workers, Girl Guide Association volunteers and journalists), Policy roundtables, TV talk shows and news articles in major daily newspapers. The CSA for SUN, BD is planning to collect data at the household level by conducting community mapping in 10 different districts through its General Committee member organizations in November and December 2014. This community data will be collected in order to present relevant area data to key stakeholders in district level advocacy seminars. The data will also serve to supplement the existing divisional data that is available in other household survey publications.

# Challenges to Good Governance

There are many challenges to enabling good governance. Improving governance may involve changing current practices, norms and beliefs. Promoting changes to governance could be seen as disrupting the current status quo and power balance, particularly when a culture of transparency and information sharing does not exist. It may involve experimenting with information sharing and working to improve how information is communicated to all stakeholders from local communities to government. For this reason it is important to know what the challenges in any given context might be and to think through the implications of these. The following might be useful questions to ask:

- To what extent is civil society able to influence policy making?
- What are the triggers for change in any given context?
- How much freedom of the press is there?
- Is there a process for obtaining documents outlining government expenditure and nutrition activities and if so what is this? What is done with these documents?
- How does the government perceive civil society activity?
- What risks are there in adopting certain positions which might be critical of the government or other key institutions? How might these be mitigated against?
  - Eg. Ensuring neutrality in advance of general elections.
- What tensions are there between civil society organisations?
  - Physical/Reputational/Economic risks.
- What are the risks of not practising good governance?
  - Physical/Reputational/Economic risks.
- Will it be possible for civil society to undertake public advocacy? In what way might tactics and approaches need to be adjusted to the context.
  - For example, in some countries advocacy it is not possible to mention advocacy but there are other avenues for influencing outside of public fora.

Undertaking a power analysis or mapping of process influence when activities are up and running may be useful in elucidating bottlenecks and barriers to the work of the CSA. Resources to assist with this can be found in the appendix at the end of this document under 'Advocacy Tools for Good Governance'. While it may not be possible to overcome some of the barriers to good governance, identifying them and developing strategies to deal with them could be useful. This may also assist in maintaining a positive outlook in the face of these challenges and targeting of activities to that which is possible to change or influence as part of a broader strategy.

# Definition of terms

## **Transparency - Ensuring Transparency and Information Sharing**

This means connecting with others and sharing information amongst members of civil society alliances and with other stakeholders. This can be at many different scales, for example, transparent programming at an organisation level, information sharing between civil society alliance members or requesting anti-corruption and democratic measures be embraced fully at a governmental level. It also means developing open processes and developing trust in the form of strong partnerships and frank and open discussion about key issues.

## **Accountability - Demonstrating Mutual Accountability**

Accountability means demonstrating why and how activities have been undertaken and having processes to track progress and ensure achievement of set commitments leading to a positive impact on nutrition outcomes. This means individuals and institutions taking responsibility to ensure that activities are undertaken as planned, reporting is adhered to and that finances are managed transparently and openly. Good accountability includes eliciting feedback from the communities and organisations the civil society alliance represents and developing feedback loops so that there is a clear reporting procedure in place to ensure communities are respected and human rights principles not compromised and are actively promoted. The same applies to government and all other stakeholders which have a duty bearing responsibility. If appropriate processes are not followed there needs to be a mechanism for highlighting problems and for action to be taken to rectify the situation. In order for this to be possible an environment of mutual accountability is required between all members of the civil society

alliance and other actors such as local communities and partners, government, business, academia, donors and the UN system. Mutual accountability means not only being open and transparent but also actively disseminating information that encourages accountability while recognising the different roles which stakeholders may have within the context of improving nutrition and realising the right to food. For example, reporting on impact, ensuring that financial information is updated and making a commitment to circulate this regularly in a format that other members of the civil society alliance as well as local communities can understand. Local communities and partners should not only be mobilized to participate in service delivery but also be empowered with financial and other data to hold the CSA to account. This may mean displaying this information visually for those that are unable to read or holding an open workshop session to let them know how resources have been used and garner feedback and input into how these resources are used in the future. Mechanisms for accountability are not only necessary in order to ensure accountability to donors but are vital to maintaining and building on relationships with local communities.

Mutual accountability can include:

- Accountability of governments to the general population and vulnerable communities
- Accountability of CSOs to general population and vulnerable communities.
- Accountability between sectors of government through the multi-stakeholder platforms
- Accountability between different stakeholders of the multi-stakeholder platforms
- Accountability between CSOs within the CSA
- Accountability between CSA and Participating United Nations Organisation (PUNO)

## **Responsibility**

Responsibility comes from individuals and organisations awareness of their roles and responsibilities to each other. This is relevant both between different actors such as civil society groups and government as well as within those groups. Being responsible also involves a commitment to working together in a constructive way. At a civil society alliance scale this can mean developing terms of reference including clear roles and associated responsibilities for members. Accountability rests upon individuals and organisations taking responsibility for the activities of the CSA and actively ensuring that the CSA delivers to its commitments and has as great an impact on nutrition as possible. Developing clear plans including achievable goals for CSA activities and then communicating progress on these regularly is necessary to demonstrate responsibilities are being fulfilled and to enable accountability both within the CSA and to other stakeholders.

## **Participation for everyone**

Participation is about more than encouraging all stakeholders to participate and share their point of view. It also means actively ensuring there are mechanisms that enable them to do so. Equality should be promoted and diversity valued. There should be a focus on the development of mechanisms that ensure the active participation of disadvantaged or marginalised groups such as women, children, people with disabilities and those discriminated against as a result of factors such as their age, race or economic status. Including those who are experiencing violations of their right to food is vital to this. Inclusive, true and open participation is based on trust and acting with integrity from all stakeholders within the CSA and the broader multi-stakeholder group. Participation means actively reaching out to existing and potential CSA members. Participation of all can mean that things take longer and resources must be invested to ensure participation of communities and key individuals. However, in the long-term the gains are likely to be an improved sense of ownership and the active participation of organisations who feel an incentive to contribute time, resources and energy to the goals of the civil society alliance.

## **Participatory Democracy**

One way of encouraging participation might be through adopting the principles of participatory democracy. This means that citizens are active participants not only consulted for their views and perspectives but also able to work alongside policy makers and institutions in order to develop mechanisms and approaches that reflect their priorities. This does not mean that citizens take on the role of duty bearers but that they are involved in encouraging the duty bearer to take responsibility.

## **Responsiveness – being constructive and supportive**

Responding to the needs of the population that is served and demonstrating that their views, opinions and priorities are valuable means actively using these opinions to inform alliance activities. Responding to local needs means responding consistently and with a clear and transparent process that withstands external scrutiny. This is also about ensuring that any concerns are dealt with clearly and openly and that there are clear and transparent policies and/or practices in place that are utilised to guide the way in which the CSA operates within the alliance and as part of their contribution to broader multi-stakeholder efforts/ processes. One outcome of good governance and in particular responsive, consistent communication is trust from communities and stakeholders.

## **Effectiveness – Leadership that achieves results**

Working in alliances can be challenging, and the reason groups do so is to achieve more as a collective than is possible as one voice alone. Alliances need to be galvanized by a powerful, compelling vision and speak with a unified voice driving themselves towards achieving results. Personal grudges and biases should be minimised and agreement reached to support leaders within the coalition that are democratically elected and represent community perspectives.. Generating alignment and strategic focus within an alliance requires the skills and commitment of everyone.

# Conclusion

This paper has presented a brief overview of governance considerations and some practical examples of how good governance can be integrated into the foundations of CSA functioning from the start. However, the above is by no means an exhaustive list of considerations and key foundations as ensuring good governance is reliant on both common sense about what is the right and just course of action as well as ensuring that the right processes and procedures are in place to guard against challenges to good governance. Please do get in touch and send us your feedback both positive and negative and examples of how you have sought to enable good governance in your work. It is important these be read as guidance and inform country efforts or be adapted to reflect the specificity of the national context in which your CSA operates.



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

# Resources for incorporating good governance principles

## Useful Documents

### General Guidance on Establishing a Civil Society Alliance

<http://scalingupnutrition.org/wp-content/uploads/2013/01/SUN-CSN-Establishing-a-CSA.pdf>

### Terms of Reference

The guidance note on creating a civil society alliance contains an annex with a ToR for civil society alliances that includes clauses relating to the roles of the steering / executive group, chair and coordinator:

<http://scalingupnutrition.org/wp-content/uploads/2013/01/SUN-CSN-Establishing-a-CSA.pdf>

### Constitution

An example of the Uganda CSA constitution can be found along with a roadmap and membership form here:

<http://bit.ly/1FPYxAs>

### Disclosure Form

The SUN CSN section of the main SUN website contains links to membership forms for the SUN CSN which could be used as a template for national CSA efforts:

<http://scalingupnutrition.org/resources-archive/network-resources-2#csomember>

### Monitoring & Evaluation Framework of the SUN movement

<http://scalingupnutrition.org/wp-content/uploads/2013/07/20130701-SUN-ME-Framework-Final.pdf>

### Roles & Responsibilities of the Host and Coordinator

Bangladesh Terms of reference for the civil society platform coordinator

It may be useful to look at the ToR for the SUN movement donor convenor in country in order to reflect upon how any lead or host institution for the SUN CSA enshrines commitments to the movement within their role:

<http://scalingupnutrition.org/wp-content/uploads/2013/06/SUN-Donor-Convenor-ToR-English.pdf>

### Governance guidance produced for CSAs

**Ghana** – Guidelines for good governance of Ghana Coalition of Civil Society Organisations for Scaling up Nutrition.

<http://bit.ly/1CTTTxf>

## Memorandum of Understanding

A memorandum of understanding between UN agencies for managing the SUN multi-partner trust fund can be found here. While the function of this is different to the kind of MoU a CSA might require it may be useful to see the kind of format used:

[http://scalingupnutrition.org/wp-content/uploads/2014/02/SUN-MOU-signed\\_WFP\\_WHO\\_UNICEF\\_UNOPS.pdf](http://scalingupnutrition.org/wp-content/uploads/2014/02/SUN-MOU-signed_WFP_WHO_UNICEF_UNOPS.pdf)

## Conflict of interest management process

It is good practice to include a section on conflict resolution in the platform's governance documents and some examples are available upon request. This section may be informed by the SUN movement documents on preventing and managing conflicts of interest -

<http://scalingupnutrition.org/about/principles-of-engagement-2/preventing-and-managing-conflicts-of-interest#.VSz2PgKAodk>

The document includes appendices with a conflict of interest policy template, model declaration of conflict of interest form and a suggested conflict of interest management process:

- Reference note
- Executive summary
- Toolkit
- Enhanced learning exercises

## Additional Sources of Information

### Monitoring, Evaluation and Learning

#### Results based advocacy

The Transparency and Advocacy Project website has a presentation by Jorge Lavarreda, President of the Board of the National Center for Economic Research in Guatemala (CIEN) who discusses the communications and advocacy strategies that CIEN used during their study to leverage their results and increase their impact. These strategies eventually led to the revision of the Guatemalan academic school year.

[http://tap.resultsfordevelopment.org/sites/tap.resultsfordevelopment.org/files/resources/CIEN\\_PETS\\_Advoc.ppt](http://tap.resultsfordevelopment.org/sites/tap.resultsfordevelopment.org/files/resources/CIEN_PETS_Advoc.ppt)

The International NGO Training and Research Centre (INTRAC) has a short paper on the topic with links to further resources:

<http://www.intrac.org/data/files/resources/672/Tracking-Progress-in-Advocacy-Why-and-How-to-Monitor-and-Evaluate-Advocacy-Projects-and-Programmes.pdf>

Oxfam uses a method called Process Tracing to assess impact of policy and advocacy work.

You can read more about this here:

<http://policy-practice.oxfam.org.uk/blog/2013/02/~//media/C396B507E01C47AB880D7EEF9ECCD171.ashx>

Overseas Development Institute. Working Paper 365 Monitoring and Evaluation for Advocacy

<http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8928.pdf>

## Accountability

A checklist and scoring exercise regarding how well accountability and responsiveness to local constituents is embedded in day to day operations can be found on the MANGO website:

<http://www.mango.org.uk/Pool/G-Accountability-to-beneficiaries-Checklist.pdf>

### Transparency International

Integrity pacts between local and national governments and the Transparency International in order to commit to good practice in procurement:

[http://www.transparency.org/whatwedo/tools/integrity\\_pacts/4/](http://www.transparency.org/whatwedo/tools/integrity_pacts/4/)

### Business guidelines for countering bribery

[http://www.transparency.org/whatwedo/tools/business\\_principles\\_for\\_countering\\_bribery/1/](http://www.transparency.org/whatwedo/tools/business_principles_for_countering_bribery/1/)

### The Right to Food – Methodological Toolkit

Includes guidance on budget analysis; advocacy and legislative frameworks amongst other topics:

[http://www.fao.org/righttofood/publications/en/?tx\\_mblnewsevent\\_organizer=19849](http://www.fao.org/righttofood/publications/en/?tx_mblnewsevent_organizer=19849)

## Advocacy Tools for good governance

### Power analysis

[http://www.advocate-for-children.org/advocacy/strategizing\\_for\\_advocacy/strategic\\_analysis\\_tools](http://www.advocate-for-children.org/advocacy/strategizing_for_advocacy/strategic_analysis_tools)

The **power cube** approach: <http://www.powercube.net/>

Process mapping: <http://netmap.wordpress.com/process-net-map/>

### Gender

What Men and Women Want: A practical guide to gender and participation

<http://policy-practice.oxfam.org.uk/publications/what-men-and-women-want-a-practical-guide-to-gender-and-participation-115407>

## Resources for global advocacy efforts

### Global Commitments

It can be challenging to find the appropriate information to follow up on commitments and accountability for nutrition. Below are some suggestions:

HANCI – Hunger and Nutrition Commitment Index – Includes scorecards that measure political commitment towards reducing hunger and undernutrition in each country: <http://www.hancindex.org/>

Budget Transparency and Child Nutrition Report:

<http://internationalbudget.org/wp-content/uploads/Budget-Transparency-and-Child-Nutrition-23Apr13.pdf>

ONE

DFID Nutrition for Growth

IIED (2004) Linking participatory approaches to policy and governance

<http://pubs.iied.org/pdfs/Go2106.pdf>



Local farmers with livestock pictured on the road near Dara Tchama, Niger.

© Krista Armstrong/Save the Children



# Annex 1.

## Examples of Civil Society Contributions to Scaling Up Nutrition

Country experiences so far show that civil society alliances have contributed to:

### Mapping

- Coordination of mapping the Civil Society Organisation (CSO) landscape within a country to better understand member activities and priorities in order to improve coordination and expand the alliance as has happened in Nepal and Tanzania. In Ghana, the government is commissioning the civil society platform GHACSSUN to undertake a CSO mapping exercise. Supporting multi-actor efforts aligned with government for information collection and assessment of populations affected by under nutrition, conducting needs assessments, gap analysis and asset listing in order to contribute to national plans and mobilise the resources needed to enable a national plan. This has happened
  - in Tanzania and Uganda.
  - Uganda has contributed to testing mapping coding as developed by UN REACH with a view to standardising how mapping efforts are undertaken.

### Advocacy, communication and social mobilisation

- In Niger and Zambia regional representatives have been identified to support local coordination in relation to advocacy efforts while in Mozambique this has happened at a province scale and in Malawi at a district level.
- In Mozambique and Nepal advocacy and communications plans are aligned to the national government plan and in support of national efforts and priorities.
- Working with all sectors of government to support understanding of the need for cross-sectoral efforts in scaling up nutrition. For example, in Uganda the CSA has developed factsheets showing the impact of nutrition on the economy, agriculture, education and health. Raising civil society awareness of national efforts and operations to scale up nutrition interventions.
- Building capacity of CSA member organisations in nutrition advocacy. In Uganda, the CSA alliance undertakes advocacy trainings for member organisations to build their capacity to advocate locally.

- Raising awareness among households of the importance of nutrition so that they own efforts and this leads to champions being created
  - In Sierra Leone, the civil society platform played a part in encouraging market women to champion exclusive breastfeeding for the first six months of a child's life
  - In Bangladesh the use of media and awareness-raising community workshops by civil society in Bangladesh has been central to improving understanding of nutrition at a community scale.
  - In Zambia, Ghana and Niger civil society has organised trainings in order to improve the quality of and raise the profile of coverage of nutrition issues in the media

### Monitoring and evaluation and information systems for nutrition

- In Malawi civil society is participating in the development of national plans, strategies and actions through data collection analysis as well as communicating the results of these analyses to affected communities.

### Build long-term prioritisation of nutrition at government level

- In Zambia, Ghana and Uganda, civil society is working with members of parliament, ensure that nutrition is prioritised by both current and future governments.
- In Peru and Malawi civil society has obtained parliamentary candidates commitments for nutrition

### Aligning efforts

- Coordinating civil society alliance members to ensure they are aligned on national priorities. For example, in Kenya civil society organisations work in key areas of the government's policy framework relating to nutrition with some training community workers to provide basic nutrition services as well as paying them a small financial stipend.
- CSOs working with communities should represent their views so that national priorities are reflective of local realities and national priorities in turn translate to the local context.



## WANT TO FIND OUT MORE?

*Go to <http://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](https://twitter.com/SUN_Movement)*

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