

# Scaling Up Nutrition Civil Society Alliance Pakistan (SUNCSA-Pak)

## Terms of Reference (TOR)

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### **BACKGROUND**

Pakistan is fifth most populous country in the world<sup>1</sup>, and is classified as a lower-middle income country<sup>2</sup>. Almost 40% of the population is living at or below the poverty line. 36.9% of the households are reportedly food insecure, with almost one in five (18.3%) being severely food insecure. Malnutrition affects half of the children and mothers in Pakistan<sup>3 4</sup>.

Disparities in wealth, living standards, access to food sources, life-styles, and eating habits amongst urban and rural populations<sup>5</sup>, has resulted in the double burden of malnutrition becoming increasingly apparent.

Pakistan has the third highest proportion of stunted children in the world, while one in every ten children faces chronic malnutrition, four out of ten children under five years of age are stunted while 17.7% suffer from wasting. More than half (53.7%) of Pakistani children under the age of five years are anaemic, of which 5.7% have severe anaemia; while 18.6% are diagnosed with zinc deficiency, with similar proportions amongst boys and girls. 51.5% have vitamin A deficiency, of which 12.1% are severely deficient. There is a high prevalence (62.7%) of vitamin D deficiency amongst children with 13.2% being severely deficient. Additionally, one in three children is underweight (28.9%) alongside a high prevalence of overweight (9.5%) children in the same age group<sup>6</sup>.

Inconsistent and unhealthy eating habits, dietary imbalances, lack of focus on school nutrition programming, and access to quality food sources has resulted in one in five adolescent boys, and one in eight adolescent girls being underweight. While more adolescent girls are overweight (11.4%) compared to their male peers (10.2%). More than half (56.6%) of adolescent girls in Pakistan are anaemic<sup>6</sup>.

Women of reproductive age (WRA, aged 15–49 years) also bear a double burden of malnutrition. One in seven (14.4%) are undernourished, while overweight (28%) and obesity (37.8%) are reportedly increasing. 41.7% of WRA are anaemic, of which 18.2% are iron deficient. Other major deficiencies include vitamin D (79.7%), vitamin A (27.3%), calcium (26.5%) and zinc (22.1%)<sup>6</sup>.

Additionally, only 79.6% households use iodized salt, which is lower in rural communities<sup>6</sup>.

During the pre-devolution era in Pakistan (before July 2011), key achievements at the federal level included National Plan of Action on Micronutrient Control, adaptation of Global Strategy on Infant and Young child Feeding, Protection of Breastfeeding and Young Child Nutrition Ordinance 2002 and

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<sup>1</sup> 2019, United Nation Estimates

<sup>2</sup> 2016, World Bank. Pakistan: Statistics

<sup>3</sup> 2018, FIES

<sup>4</sup> 2019, UNICEF. Pakistan – Nutrition

<sup>5</sup> 2015, Pakistan Bureau of Statistics. PLSM 2014-15.

[http://www.pbs.gov.pk/sites/default/files/pslm/publications/PLSM\\_2014-15\\_National-Provincial\\_District\\_report.pdf](http://www.pbs.gov.pk/sites/default/files/pslm/publications/PLSM_2014-15_National-Provincial_District_report.pdf)

<sup>6</sup> 2018, National Nutrition Survey (NNS)

Wheat Flour Fortification with Iron. The timing of devolution almost coincided with NNS 2011 report thereby putting a lot of focus on nutrition at provincial levels. Taking advantage of the opportunity, the provinces have developed policy guidance notes on nutrition, and multisectoral nutrition strategies as well as PC-Is. Pakistan Multisectoral Nutrition Strategy 2018-2025 has been developed as national nutrition guidance framework. Pakistan National Nutrition Coordination Council (PNNCC) and National Nutrition Forum (NNF) has been established in 2019 and 2020 respectively, for multisectoral nutrition policy direction and coordination, at the national level. PNNCC is chaired by the Prime Minister of Pakistan while NNF is headed by Deputy Chairman Planning Commission.

There has been enormous support from the Development Partners for Nutrition (DPN) group led by the World Bank and participated by various other donors, UN agencies and international and national NGOs.

The Government of Pakistan sees adequate nutrition as a key ingredient for overall development and the government has agreed with donors and developments partners to develop federal and provincial nutrition plans of action. Multi-stakeholder platforms have been established both at the national and provincial levels. Pakistan joined the global SUN (Scaling Up Nutrition) movement on April, 2013. 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. Government of Pakistan signalled its commitment to scaling up nutrition; Federal Planning Commission is currently spearheading the movement in the country.

## **SUN Movement in Pakistan**

SUN Movement Pakistan is hosted by Ministry of Planning Development and Special Initiatives (MoPD&SI) at Nutrition Section, housing National SUN Secretariat. Currently, Member Food Security, Climate Change & Nutrition is the official Government SUN Focal Point and Chief Nutrition Section taking care of operational responsibilities of SUN Movement in the country

SUN Movement works through following six affiliate networks in Pakistan

1. SUN Government Network (including relevant government ministries/departments and provincial SUN units)
2. SUN Donor Network
3. SUN UN Network
4. SUN Business Network (SBN)
5. SUN Academia and Research (SUNAR) Network
6. SUN Civil Society Alliance (SUNCSA)

All SUN Networks work within the ambit of SUN Pakistan framework and contribute for achievement of national nutrition goals.

## **Civil Society & SUN Movement**

Civil Society Organizations (CSOs) collectively have a very powerful voice and can provide grass-roots support for scaling up nutrition locally. CSOs alliance can play an important role to complement and support the government for implementation of nutrition policy and programs and to hold government accountable to ensure fulfilment of national and international commitments.

In line with the SUN framework, the SUN Civil Society Alliance (SUNCSA) will monitor the overall situation of nutrition in Pakistan and advocate for policy and legislative reforms, adequate budgetary allocations to address malnutrition and for translating policies into actions in the country.

The Terms of References (ToRs) for the Alliance are provided below.

### **I. NAME OF THE ALLIANCE**

The name of the body shall be “Scaling Up Nutrition Civil Society Alliance Pakistan” in short “SUNCSA-Pak”.

## II. AREA OF OPERATION

### Nationwide

Initially there will be a centralized structure, with representation from all provinces and areas of the country. Later on provincial/ regional chapters will be established through democratic process.

## III. NATURE OF THE ALLIANCE

This is a non-partisan, non-profit, national nutrition alliance of civil society organizations working in Pakistan.

## IV. OVERALL PURPOSE/ IMPACT STATEMENT

The overall purpose (impact statement or ultimate outcome) of the SUNCSA-Pakistan is ‘**to contribute towards an enabling environment for multi-sectorial, coherent, and sustained civil society action to reduce hunger, and malnutrition, in all its forms; and ensure pro-equity nutrition and food security in Pakistan**’.

## V. VISION

**A well-nourished, healthy, and progressive Pakistan; free from hunger and malnutrition in all its forms.**

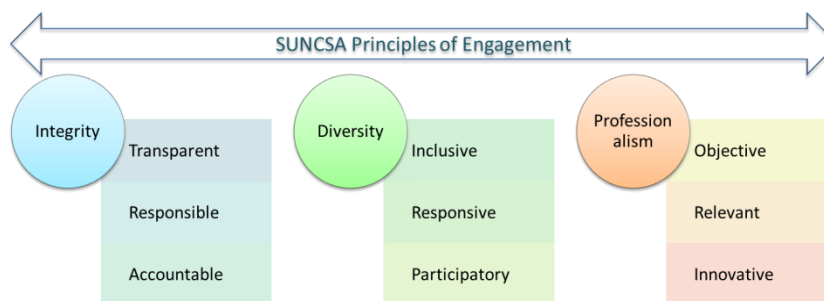
## VI. MISSION STATEMENT

SUNCSA shall endeavor to achieve its vision by:

**Strengthening of a multi-sectorial coalition of civil society protagonists to strategically position, pro-equity nutrition agenda for improving the nutrition and food security situation in Pakistan.**

## VII. PRINCIPLES OF ENGAGEMENT

The Principles of Engagement of the SUNCSA shall be focused around the following three core elements:



**Figure 1. SUNCSA Principles of Engagement**

### 1. INTEGRITY

- **Transparent:** Be open and transparent, share information on all decisions
- **Responsible:** Be responsible in taking the right action, raising the bar through action
- **Accountable:** Be accountable for your actions and choices

## 2. DIVERSITY

- **Inclusive:** Listen and amplify, ensure all voices are heard, from all segments of society
- **Responsive:** Explore, understand and respond to the needs, requirements of all segments of society, ensuring equity in provision of support; leverage collective strengths
- **Participatory:** Involve all in governance, and give and take feedback in planning, implementation, and quality assurance

## 3. PROFESSIONALISM

- **Objective:** results-based management; plan, assign, pursue, and monitor SMART results
- **Relevant:** Contextual and aligned efforts; ensure an aligned hierarchy that aligns with the operational environments
- **Innovative:** Out of the box thinking; explore, develop, and replicate workable ideas to overcome risks, and challenges

## VIII. STRATEGIC OBJECTIVES

**Strategic Objective 1:** To enhance the presence of civil society as a key influencer within the nutrition and food security environment by strengthening the multi-sectorial institutional and operational capacity of the alliance at all levels.

**Strategic Objective 2:** To position pro-equity multi-sectorial nutrition and food security as an essential component of development and humanitarian programming through advocacy, communication and knowledge management along with other SUN Networks and partners.

**Strategic Objective 3:** To advocate increase for resource availability across sectors both by public & private sectors for effective, coherent and innovative nutrition and food security programming.

**Strategic Objective 4:** To scale up effective nutrition intervention and awareness at the community level.

The alignment of SUNCSA Strategic Objectives with SUN 3.0 and SUNCSN 3.0 are given in Annex I.

## IX. MEMBERSHIP

Civil Society is a very broad construct. SUNCSA, in-line with global SUN Movement and SUNCSN principles, shall adhere to the principles of inclusivity. SUNCSA members can decide to include different societal groups in the Alliance, following are broader membership categories and respective eligibility criteria:

Membership category	Description	Criteria
Not for Profit Organization - having voting rights	<ul style="list-style-type: none"> <li>• Registered local, national &amp; international civil society organizations</li> <li>• Registered community-based organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum 3 years of registration as non-profit organization under any regulatory body in Pakistan</li> <li>• Registered (MoU) with Ministry of Interior (in case of INGOs)</li> <li>• Functional financial management system</li> </ul>

	<ul style="list-style-type: none"> <li>Farmer's/ labour organizations</li> <li>Disaster management organizations</li> <li>Women's organizations</li> <li>Youth organizations/ forums</li> <li>Organizations/ Groups representing differently abled people</li> </ul>	<p><b>Documents to be submitted with application:</b></p> <ul style="list-style-type: none"> <li>Valid Registration certificate / applied for renewal of registration certificate (signed letter from registration authority)</li> <li>Annual report/ yearly progress report (it can be in any format either in printed or soft form, computerized or handwritten)</li> <li>Latest annual audit report</li> <li>List of Board of Directors</li> <li>Profile of organization</li> <li>Progress Report</li> <li>Declaration for anti-national activities / money laundering</li> </ul>
Individuals - having voting rights	Individuals having experience and expertise in nutrition, health, food security, human rights, research and advocacy	<ul style="list-style-type: none"> <li>Minimum 7 years of experience working in nutrition related sectors</li> <li>Proof of contribution – Articles, Reports, Programs, Initiatives</li> </ul> <p><b>Following documents should be submitted with application:</b></p> <ul style="list-style-type: none"> <li>Curriculum Vieta (CV)</li> <li>Proof of nutrition related work /Contribution</li> </ul>
Affiliate Members – Non-Voting	<ul style="list-style-type: none"> <li>CSO coalitions / Networks working on human rights, humanitarian work, gender and other nutrition related areas</li> <li>Can also be a part of SUNCSA-Pak through their Secretariat organisation.</li> </ul>	<p>Coalitions/ Networks working in nutrition related areas</p> <p><b>Following documents should be submitted with application:</b></p> <ul style="list-style-type: none"> <li>Coalition / Network TOR (charter)</li> <li>List of members</li> <li>Summary of work</li> </ul>
Student Members – Non-Voting	<ul style="list-style-type: none"> <li>School, College, University, Madrassa students,</li> </ul>	Studying in any public, private educational institute

	<p>studying or having interest in nutrition</p> <ul style="list-style-type: none"> <li>• Can graduate to individual voting member, by fulfilling the criteria and approval by SUNCSA Executive Committee</li> </ul>	<p><b>Following documents should be submitted with application:</b></p> <ul style="list-style-type: none"> <li>• Student registration number</li> <li>• Curriculum Vieta (CV)</li> <li>• Statement of Interest</li> </ul>
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Applications for membership will be received and reviewed by SUNCSA Secretariat as per the eligibility criteria mentioned above. The list of applicants will be presented in the SUNCSA-Pak- Executive Committee meeting for formal approval.

#### a) Duration of Membership

The SUNCSA-Pakistan membership will be for TWO (2) years, starting from the date of membership approval.

Secretariat will issue membership certificates, signed by Government SUN Focal Point, SUNCSA Chair and SUNCSA Convenor / Coordinator.

Secretariat will remind the members for renewal of membership and submission renewal documents

Membership category	Documents for Renewal of Membership
Not for Profit Organization - having voting rights	<ul style="list-style-type: none"> <li>• Renewed/valid Registration certificate / applied for renewal of registration certificate (signed letter from registration authority)</li> <li>• Annual report/ yearly progress report (it can be in any format either in printed or soft form, computerized or handwritten)</li> <li>• Latest annual audit report</li> <li>• Progress Report</li> </ul>
Individuals - having voting rights	<ul style="list-style-type: none"> <li>• Proof of nutrition related work /Contribution; during last 2 years</li> </ul>
Affiliate Members – Non-Voting	<ul style="list-style-type: none"> <li>• List of members</li> <li>• Summary of work during last 2 years</li> </ul>
Student Members – Non-Voting	Updated CV

## **b) RESPONSIBILITY OF MEMBERS**

**After approval, all members will automatically become members of General Council of SUNCSA-Pakistan.**

- Committed to institutionalize the cause of nutrition in their respective area of intervention and expertise and advocate for increased government resources to be directed to nutrition,
- Active participation in all activities of the SUNCSA-Pak including regular attendance at meetings. Meetings are expected to be held at least bi-annually, with ad hoc meetings on specific topics scheduled as needed (two weeks' notice will be provided in advance of meetings),
- Voting members to elect SUNCSA-Pak Executive Committee members, from their province / region
- Willing to contribute financial and technical resources for SUNCSA-Pak activities,
- Working 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,
- Recommending actions which will improve the effectiveness of the Alliance,
- Periodic sharing of best practices and information related to nutrition, advance scientific knowledge and promoting knowledge transfer as per the SUNCSA-Pak and global SUN mandates, and,
- Evaluating the EC and individual EC members' performance as per agreed indicators
- Collaborating with Nutrition Working Group (NWG) and other associations based on global SUN civil society requirements.
- Any other role as deemed feasible by the EC

## **a) CONFLICT OF INTEREST AND TERMINATION CRITERIA**

Executive Committee may unanimously terminate membership of organization/ individual after a detailed independent inquiry in consultation with Government SUN Focal Point/ National SUN Secretariat in case of the following:

- a. Termination on the basis of conflict of interest:
  1. In case of conflict with SUN objectives and principles
  2. Organizations receiving grants from industries violating the BMS code
- b. Termination in case of:
  1. Involvement in illegal activities i.e. terrorism, fraud, money laundering, trafficking etc.

## **Termination Process**

- Violation of code by SUNCSA – Pak member/s, mentioned above, can be reported / pointed about by any member or non-member.
- The complaint about violation of code will be presented in SUNCSA – Pak Executive Committee meeting
- After initial discussion, SUNCSA-Pak Chair can issue the show cause notice to the relevant member with 15 days response time
- If response is not received, within allocated time SUNCSA-Pak Chair will issue two more show cause notices with 15 days response time for each.
- If needed, SUNCSA-Pak Chair will also constitute a special committee to probe the issue. Committee can consist of members of General Council as well as Executive Committee

## **X. SUNCSA- PAK CONVENER**

- Government SUN Focal Point, Ministry of Planning Development and Special Initiative (MoPD&SI) Pakistan will appoint a convener for SUNCSA-Pakistan.
- The convener will host the secretariat of the Alliance
- Convener will provide support the secretariat function and coordinate the Alliance
- Convener will have no role in the decision making of the Alliance and will not be part of SUNCSA Governance.
- All the decision of SUNCSA such as policy making, workplan, governance etc. will be approved by the Government SUN Focal Point.
- The Convener can be appointed from the members of SUNCSA-Pakistan. In that case, the Convener will not vote in SUNCSA Executive Committee elections.

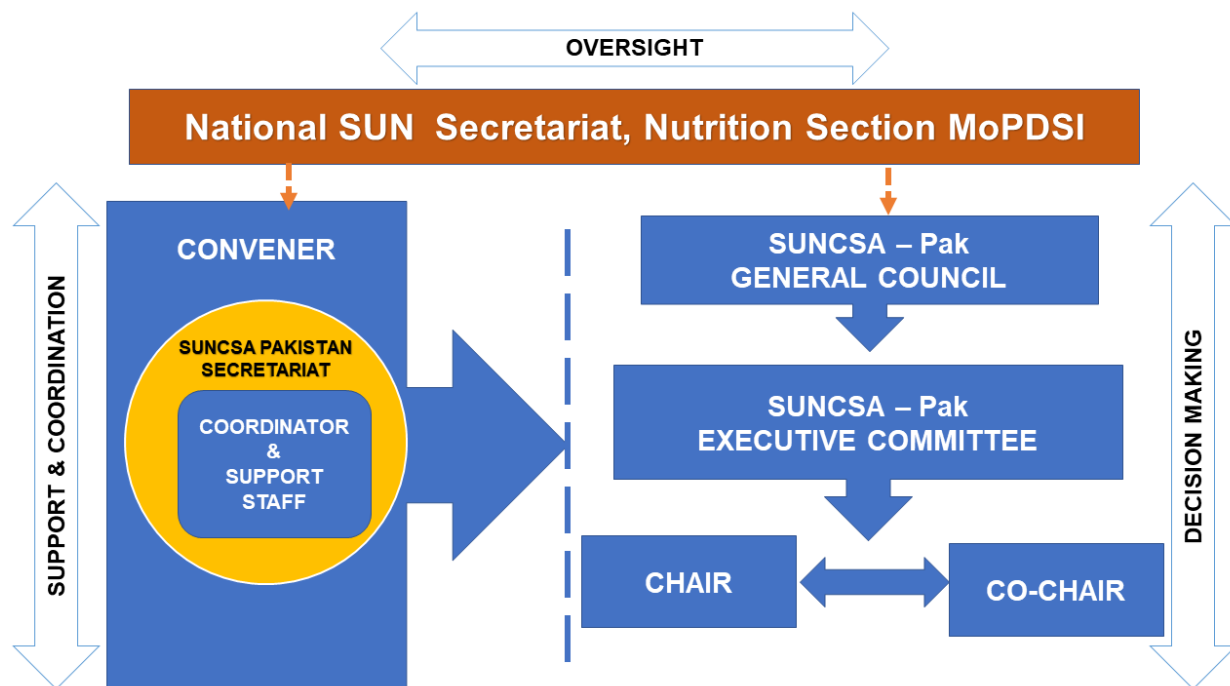
### **a. ROLE OF SUNCSA-PAK CONVENER**

- The Convener will appoint Coordinator for SUNCSA in consultation with the Govt Government SUN Focal Point, who will act as the SUNCSA Focal Point.
- The convener will represent SUNCSA and play a leadership role in highlighting the nutrition situation of Pakistan at various government & non-government relevant forums with close coordination of national SUN Secretariat.
- Lead advocacy for the implementation of nutrition related national and international commitments including laws and policies and budgetary allocations
- Promote public knowledge about Nutrition
- Facilitate communication with all EC members, national & international CSO networks and other SUN Country networks.
- Ensure that SUNCSA action/ workplan is put in place, approved by the EC members and updated;



- Ensure that the Government Government SUN Focal Point, chair/co-chair & EC members, are kept fully updated of any circumstances that may affect the EC;
- Build a strong and effective management team;
- Facilitate the development of relevant policies and procedures and approval by the relevant approving authority and applied effectively;

## XI. GOVERNANCE & OPERATIONAL STRUCTURE OF SUNCSA-PAK



**Figure 2: SUNCSA-Pak Governance & Operational Structure**

### a) GENERAL COUNCIL (GC)

- The General Council of the SUNCSA-Pak, shall consist of all members,
- Voting members of The General Council shall elect the Executive Committee members of SUNCSA-Pak.
- All GC voting members except convenor & individual members are eligible to contest for the Executive Committee seat.
- All GC members will have a contributory role to play,
- General Council is the final approving forum for all decisions made by Executive Council with the consent of Government SUN Focal Point
- GC meetings will be held twice a year (physical/virtual), however for any important matters, a special meeting can be called with a one-week notice,
- The secretariat on behalf/advice of Chair SUNCSA-Pak will notify the meetings.

**i- No Confidence in Executive Council / Executive Council Member/s**

General Council members have the right to remove Executive Council or any Executive Council Member via “No Confidence Motion”.

**No Confidence against Executive Committee**

- One fourth members of GC to submit a signed “No Confidence Motion” against any EC member to the National Government SUN Focal Point
- The National Government SUN Focal Point is the decision making forum for ascertaining the merit of No Confidence Motion for further process or rejecting it
- The SUNCSA secretariat, on the instructions of National Government SUN Focal Point will hold a referendum on No Confidence Motion
- The No Confidence Motion will be accepted if 2/3<sup>rd</sup> of total SUNCSA – Pak voting members, favours the motion.
- Government SUN Focal Point will announce the result of referendum and dissolution of Executive Committee.
- The referendum on No Confidence Motion shall be held within 30 days of submission of motion.
- Government SUN Focal Point will appoint an Interim Steering Committee for conducting SUNCSA Executive Committee elections within 30 days of dissolution.

**No Confidence against Executive Committee Member**

- The same process will be followed with the following exception
- The No Confidence Motion have to be submitted by 1/4<sup>th</sup> of EC member constituency i.e. Provincial members
- The Motion will be submitted to SUNCSA Chair and Chair will decide the merit of motion in consultation with Government SUN Focal Point
- Chair will conduct the process of referendum in the EC members constituency i.e. relevant province/region

**b) EXECUTIVE COMMITTEE (EC) OF SUNCSA-PAK**

- Executive Committee members will be elected by the members from their respective province / federating unit.
- Number of Executive Committee members will be calculated on the basis of total number of members from any province / federating area.
- **One (1)** Executive Committee seat will represent **Fifteen (15)** SUNCSA members from any province/ federating area.
- One EC seat will be added for any province /federating, when number of members exceeds **Seven (7)** from the last count for EC seat. For example:

Area	Number of SUNCSA members	Number of EC seats
X	1-15	1
	23	2

- Any Federating Unit will get a representation in the EC, when number of members reach 5 (Five)

EC Composition as of Aug 2022 SUNCSA Membership status

Region	# Of SUNCSA Members (Aug 2022)	# of EC seats
INGOs/ NGOs working in 2 or more provinces / federating areas with head office in Islamabad	20	1
Islamabad /ICT	12	1
Punjab	64	4
Sindh	60	4
KP	43	3
Balochistan	32	2
AJK	03	0
GB	00	0
Youth (newly added)		2 (1 male, 1 female)
Total	234	17

The criteria for EC membership include:

- Alignment with the goal and objective of the Alliance,
- Expertise in advocacy and capacity building,
- Experience of nutrition and food security programming,
- Experience in undertaking advocacy initiatives,
- Capacity to advocate with parliamentarians, policy makers and running awareness campaigns,
- Willing to invest time,
- Willing to contribute financially,
- Willing to sign and honour CODE OF ETHICS.

## **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 and Co-Chair.

### **Roles & Responsibilities of Executive Committee (EC) Members**

- EC member organization must nominate a permanent focal person to represent the organization in SUNCSA-Pak
- If the focal person leaves their organization during their period of service on the committee, that organization may retain their spot on the EC and appoint another representative
- The EC members will help to develop position papers/responses/etc. for the EC and related bodies
- The EC members will serve two years terms, which may be renewable for a maximum of two terms
- The EC members elect a chair and co-chair
- The chair is responsible for calling and presiding over meetings of the EC and supporting the activities of SUNCSA-Pak, through the Secretariat.
- EC meetings will be held on a quarterly basis
- Every EC member must share knowledge, if any; of an applicant organization that isn't fulfilling SUNCSA-Pak principles/ membership criteria
- Information shared by EC members on applicators will be treated as CONFIDENTIAL. EC members will ensure mobilisation of organisations from their respective areas for SUNCSA membership, especially from Gilgit-Baltistan, Azad Jammu & Kashmir, and Balochistan
- Making decisions on policies and strategies in establishing and maintaining CSA for SUNCSA-Pak
- 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
- Monitor and ensure government's accountability for fulfilling nutrition related national and international commitments
- Advocate for nutrition related resource mobilization
- Acting as a first channel of communication to relay local- and country-level realities to relevant SUN bodies in Pakistan 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 SUNCSA-Pak representatives to various decision-making sub-groups

### **DURATION OF EC MEMBERS**

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

### **REQUIREMENTS FOR ATTENDANCE**

An EC member is likely to lose membership if she/he misses three consecutive EC meetings without proper reasons and/or communications.

The absentee member will be issued show cause notice by the Chair with a 15 days response time.

In case of no response, SUNCSA Chair will take the final decision in consultation with Government SUN Focal Point and notify the EC member in writing.

Fresh elections on the vacant EC Seat will be conducted as per EC election procedure.

### **CHAIR AND CO-CHAIR**

The EC has a chair and co-chair who are elected by the SUNCSA-Pak EC members in a transparent manner for a term of 2 years, re-electable for a total of two terms.

In the case of a vacancy, elections to fill the vacant slot may take place in the subsequent Executive Committee meeting in which a vacancy exists, or prior to, by correspondence.

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 SUNCSA-Pak 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 include the following:

- 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;
- 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.

- Lead SUNCSA-Pak at national/ international level
- Ensure that strategic and financial plans are put in place, periodically reviewed and updated;
- Ensure that SUNCSA-Pak activities are implemented following the target plan;

### **c) THE SECRETARIAT AND THE COORDINATOR**

#### **SECRETARIAT**

The Secretariat will be hosted by the SUNCSA Convener organization, appointed by Government SUN Focal Point. The secretariat can only be changed with the change of Convener by the Government SUN Focal Point. This is to provide the continuity for SUNCSA-Pak activities and to create required momentum for effectively influencing policies and programming.

- The Secretariat for SUNCSA-Pak will be responsible to maintain administrative and financial matters of the alliance. This includes:
  - Documentation of all meeting minutes and approval by EC members
- Ensure correspondence with local, national GoP and Donor SUN counterparts in collaboration with SUNCSA chair, Government SUN Focal Point (where necessary)
- Collaborate with regional and global SUNCSN and keep EC updated
- 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 in collaboration with the Government SUN Focal Point.

#### **COORDINATOR**

The Secretariat will employ a Coordinator with no voting rights. S/he will be report to the Convener. By virtue of the Secretariat, the Coordinator will execute the following responsibilities under the guidance of EC:

- Assist in development of strategic and operational plan for SUNCSA-Pak,
- 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 SUNCSA-Pak
- 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 where appropriate in consultation with the Convener, Chair and Government SUN Focal Point
- 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 SUN-CSA Pak
- Facilitate discussion within the wider civil society network on critical issues aligned with SUNCSA-Pak, and,
- Undertake any other pertinent activities/assignments that the EC might ask through the Convener.

## **XII- ROLE OF GOVERNMENT SUN FOCAL POINT**

Government SUN Focal Point has the oversight function for all SUNCSA-Pak activities and function. The oversight function includes but not limited to the following:

- Approval of SUNCSA TOR and other policy documents
- Appointment of SUNCSA-Pak Convener
- Formation of Interim Steering Committee for SUNCSA EC Elections
- Conflict resolution in SUNCSA matters
- Final decision-making authority for all matters related to SUNCSA

Government SUN Focal Point can form an Oversight Committee under his/her leadership, to support in the above mentioned functions.

## **XIII- COMPLAINT REDRESSAL MECHANISM**

Any GC/EC member having any complaint against any other member can lodge the complaint to the EC Chair keeping the SUNCSA Secretariat and National Government SUN Focal Point in the copy.

SUNCSA Members shall not take any complaint against other members or secretariat, to any outside party other than National Government SUN Focal Point.

The complaint receiving parties shall ensure the privacy and confidentiality of the complainant and shall not disclose the identity of complainant or content of complaint.

The complaint can be lodged via email, letter, SMS or WhatsApp text.

The Chair shall nominate an unbiased two-member committee to investigate the complaint by contacting all involved parties and collecting relevant evidence, within fifteen (15) days of receipt of complaint.

An acknowledgement of complaint receipt shall be sent to the complainant, within two (2) days of receiving the complaint.

The Investigating committee shall be constituted from GC & EC members. Neutral members, having no inclination, interest / benefit relationship with involved parties.

The Investigating committee shall complete the investigation within 20-30 days, while ensuring the privacy and confidentiality as much as possible.

The Investigating committee shall keep the SUNCSA Chair, in loop of the progress during the investigation process.

The Investigating committee shall submit a written report of their findings and recommendations, to the EC Chair keeping the SUNCSA Secretariat and National Government SUN Focal Point in the copy.

The Chair will take the EC members in-confidence by calling a meeting and reach a decision about complaint resolution in the light of Investigating Committee's report and recommendations. The decision shall be taken by simple majority of EC members.

The decision will be communicated to the complainant via email.

If serious complaints like harassment, violence, corruption, fraud are proven, it could result in membership cancellation of the perpetrator.

If the complainant is not satisfied with the SUNCSA EC decision, s/he can take up the matter with the Government SUN Focal Point, who shall have the final arbitration authority.

National SUN FP's decision shall be binding to all parties involved.

### **Complaint against SUNCSA Chair / SUNCSA Convener /Secretariat**

The complaint shall be lodged with National SUN FP, keeping the secretariat in the copy.

National SUN FP shall investigate the complaint as per the process described above.

National Government SUN Focal Point is the final arbitration and decision-making authority, for all conflicts, complaints in SUNCSA-Pakistan.

### **XIV- ADDITIONAL DELEGATES, ADVISERS, OBSERVERS, INVITED GUESTS**

Apart from members, EC of SUNCSA-Pak may invite any additional delegates as observers, to hold the honorary title of 'patron' of the network as a mark of honour 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.

### **XV- MEETINGS**

#### **Executive Committee Meetings**

EC meetings will be held once per quarter, with special meetings called as needed.

It is the responsibility of the Chair to call the meetings.



Unless otherwise agreed by the EC, proposed agenda items for EC 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 EC Members by the Secretariat at least one week in advance of EC meetings. Executive Committee agendas will provide background and rationale for each item. Items for decision will be clearly identified and prioritized. The EC meeting agenda will be approved by the EC at the beginning of each meeting.

In circumstances where no consensus is reached, the EC Chair shall determine which items are to be included in the meeting agenda submitted to the EC for approval.

The communication between the Secretariat and Executive Committee Members will normally be by email.

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

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

The EC shall use best efforts to reach all decisions by consensus. If all practical efforts by the EC and the Chair have not led to consensus, any member of the EC 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 EC. If the EC 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 EC, including minutes of meetings, shall be in English. In special circumstances, under EC direction, documents may be translated in Urdu for the purpose of wide dissemination of information.

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

All SUNCSA Executive Committee Meeting minutes / decisions will be shared with National Government SUN Focal Point.

All SUNCSA EC meeting minutes will be shared with SUNCSA GC members, for information and to increase their engagement.

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

### **General Meeting /All Members Meeting**

The General Meeting shall be convened twice a year (virtually/physically). The Chair and EC members can decide about the suitable date.

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.

Given the availability / pool of resources, the EC shall decide the mode of General Meeting i.e. in person / virtual.

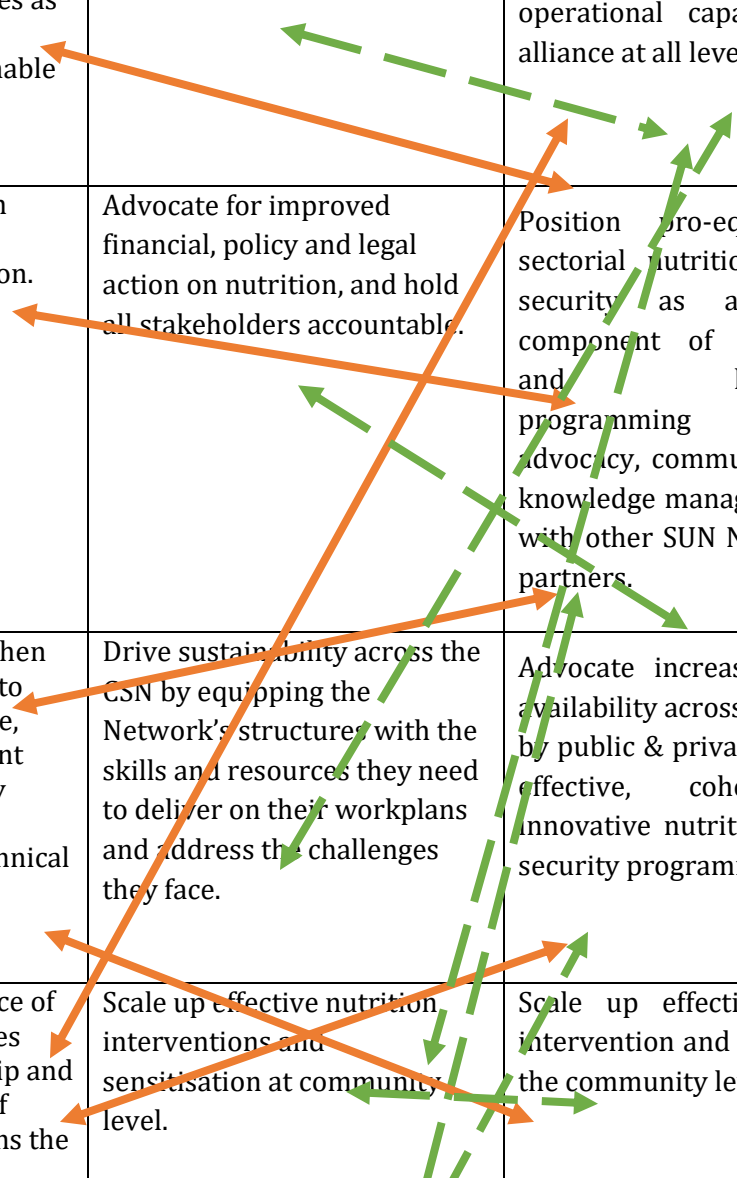
**XVI- AMENDMENTS TO THIS EXECUTIVE COMMITTEE MANUAL/CHARTER**

General Council with the two-third majority can bring any change in the TOR for the Alliance, which will be subsequently approved by Government SUN Focal Point.

## Annex I

### Alignment of SUNCSA Strategic Objectives with SUN 3.0 & SUNCSN 3.0

SUN 3.0 Strategy	SUNCSN	SUNCSA - Pakistan
1- Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development.	Promote meaningful civil society representation and engagement, especially from the most marginalised, across the SUN Movement and beyond.	Enhance the presence of civil society as a key influencer within the nutrition and food security environment by strengthening the multi-sectorial institutional and operational capacity of the alliance at all levels.
2- Develop and align shared country priorities for action.	Advocate for improved financial, policy and legal action on nutrition, and hold all stakeholders accountable.	Position pro-equity multi-sectorial nutrition and food security as an essential component of development and humanitarian programming through advocacy, communication and knowledge management along with other SUN Networks and partners.
3- Build and strengthen country capacity to develop, prioritise, finance, implement and track country actions through strengthened technical assistance and knowledge management.	Drive sustainability across the CSN by equipping the Network's structures with the skills and resources they need to deliver on their workplans and address the challenges they face.	Advocate increased resource availability across sectors both by public & private sectors for effective, coherent and innovative nutrition and food security programming.
4- Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the	Scale up effective nutrition interventions and sensitisation at community level.	Scale up effective nutrition intervention and awareness at the community level.



<p>resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realised. In fragile and conflict-affected states (FCAS), where the government may be unwilling or unable to lead, SUN partners shall work together in collaboration with humanitarian actors and include them in any multistakeholder platforms.</p>	<p>Generate evidence and use it to inform decisions and scale promising interventions</p>	
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## Annex II

### **PROPOSED MEMBERSHIP FEE STRUCTURE (TO BE DECIDED BY NEW SUNCSA-PAK EC):**

All members will contribute an annual, non-refundable membership fee to carryout SUNCSA, Pak as per following schedule.

<b>Membership category</b>	<b>Documents for Renewal of Membership</b>
Not for Profit Organization - having voting rights	<ul style="list-style-type: none"> <li>• Local NGOs/ CBOs - PKR 3000/</li> <li>• Provincial NGOs (Working in one province only) – PKR 5000</li> <li>• National NGOs (Working in more than one province)- PKR 10,000/</li> <li>• International NGOs- PKR 50,000/-</li> </ul>
Individuals - having voting rights	<ul style="list-style-type: none"> <li>• PKR 3000/-</li> </ul>
Affiliate Members – Non-Voting	<ul style="list-style-type: none"> <li>• PKR 2000</li> </ul>
Student Members – Non-Voting	<ul style="list-style-type: none"> <li>• No fee</li> </ul>

The decision for starting fee collection from members, will be taken by SUNCA -Pak Executive Committee, with the consultation of National Government SUN Focal Point. Proper fee collection mechanism through banking channel shall be put in place, before starting fee collection.

All SUNCSA Members will be informed of fee collection decision and given one month period for fee submission.

### **Annex III**

#### **PROPOSED FINANCIAL MANAGEMENT (TO BE FINALIZED BY NEW SUNCSA EC)**

- A separate account will be maintained by the organisation hosting secretariat of Alliance.
- Secretariat is responsible to conduct annual audit of Alliance by reputable audit firm.
- The audit report will be available to General Council/ EC, donors and other stakeholders
- Secretariat is responsible for preparation of annual budget and annual financial reports which should be approved by EC