



Civil Society Network

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# GOOD GOVERNANCE GUIDE



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<https://www.youtube.com/channel/UCYLB1s81wIJXxDEzt-rROTQ/featured>

Cover photo: Marinette, 24, carries out chores near her home in the Sava region of Madagascar  
(Photo: Charlie Forgham-Bailey/Save the Children)

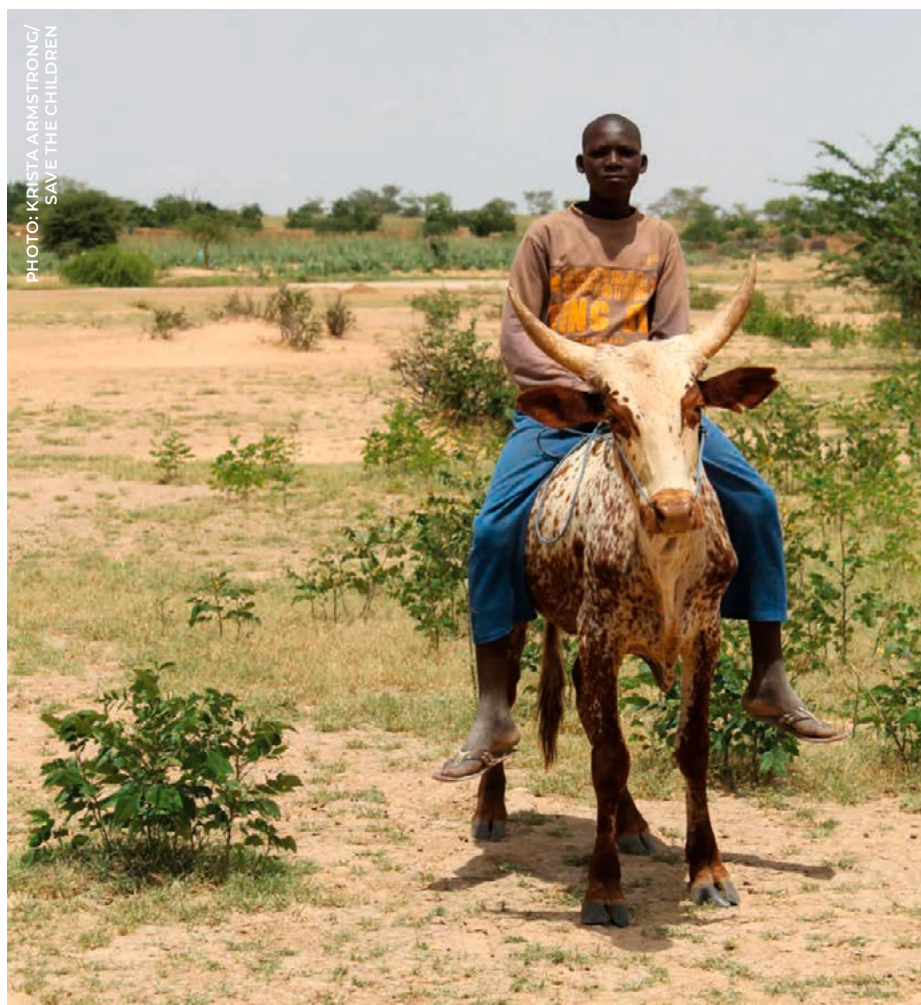


# INTRODUCTION

The [SUN CSN 3.0 Strategy](#) aims to drive sustainability across the Scaling Up Nutrition (SUN) Civil Society Network (CSN) by equipping its national level Civil Society Alliances (CSAs) with the skills and resources they need to deliver on their workplans and address the challenges they face. This Good Governance Guide provides guidance to CSAs on how to improve their structures and processes, and thus will be key to achieving the Network's strategic objective on sustainability and its cross-cutting enabler on governance. We encourage CSAs to use the guide during annual general meetings or other key workshops for planning and evaluation purposes.

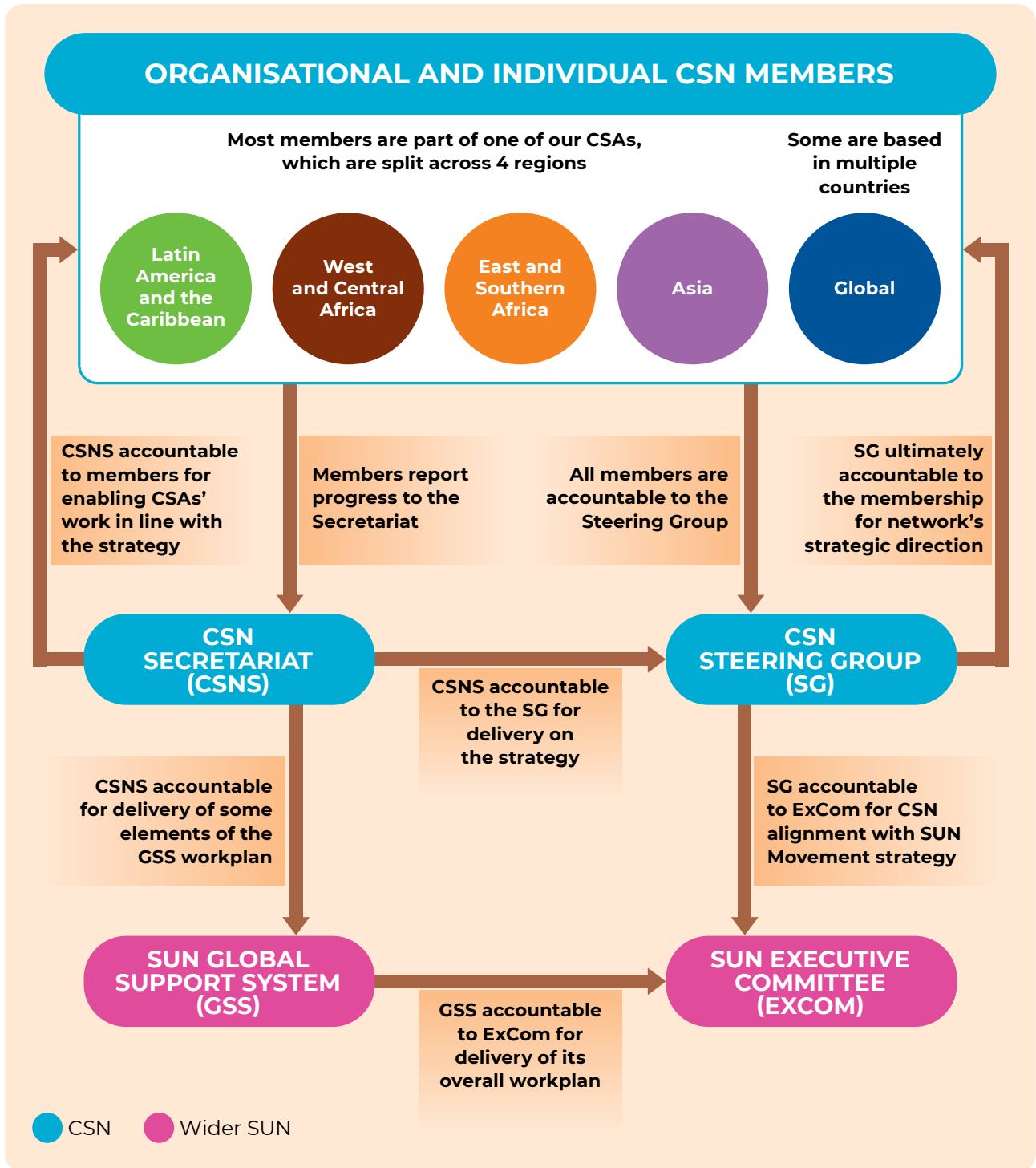
Once a CSA is [established](#), they play a vital role in supporting nutrition efforts in local communities, national governments and international institutions. Civil society must

hold itself to the same high standards of governance that are expected of businesses, governments, and other actors across the global SUN Movement, as directed by the [SUN Principles of Engagement](#). 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 also forms an integral part of Multi-Stakeholder Platforms (MSP) in SUN countries and CSAs engagement is key to a successful MSP. The CSAs sit within the SUN CSN, as explained in the diagram of the SUN CSN Governance Structure on page 4.



Local farmer pictured on the road near Dara Tchama, Niger

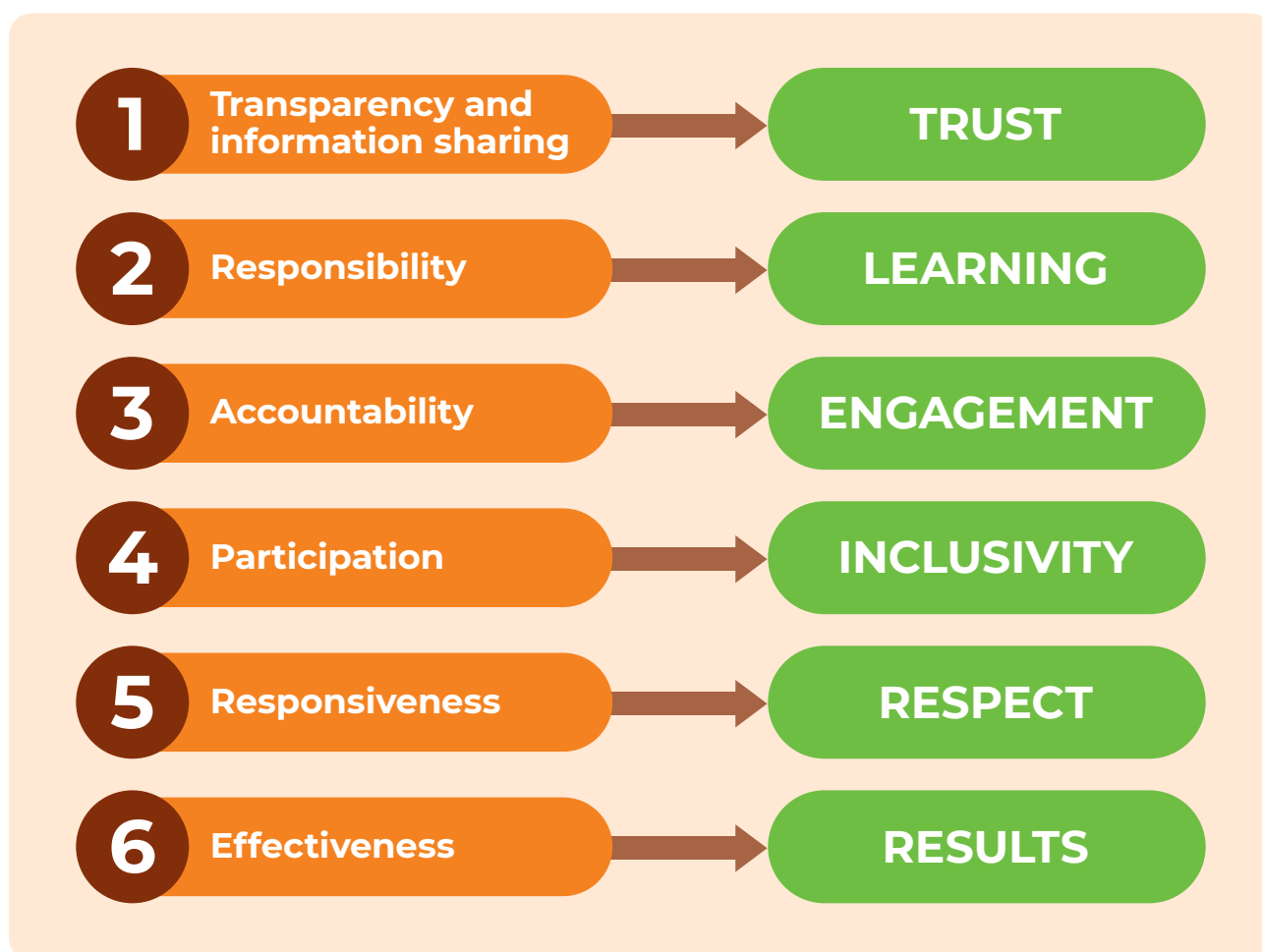
# SUN CSN GOVERNANCE STRUCTURE



# WHAT IS GOOD GOVERNANCE?

Good governance within the SUN CSN means always abiding by our Good Governance Principles. By embedding these six core principles in CSA processes and ways of working, we can ensure the development of inclusive and equitable alliances.

## SUN CSN GOOD GOVERNANCE PRINCIPLES



### Why is it important?

Adopting and promoting the Good Governance Principles demonstrates a willingness to build trust and confidence both within the alliance and with partners. Civil society holds a double mandate to support and coordinate nutrition actors, while also communicating constructive feedback to governments and donors. If a CSA is well organised and has transparent and clear

institutional structures, it is more likely to be viewed as a strong, trusted partner in national multi-stakeholder, multisectoral and multi-level efforts. It is also more likely to be effective in developing the strong foundations required to support participation and equity for all, and by extension reducing the burden of malnutrition.

## Challenges to developing Good Governance

There are many challenges to enabling good governance. Improving governance may involve changing current practices, norms, and beliefs. Changing governance structures could be seen as disrupting the status quo and power balance, particularly when a culture of transparency and information sharing does not yet exist. It may involve experimenting with how information is communicated to all stakeholders, from local communities to government. For this reason, it is important to map the potential challenges in any given context and to think through their implications and possible solutions. The indices below should help in thinking about these challenges and working through some potential solutions.

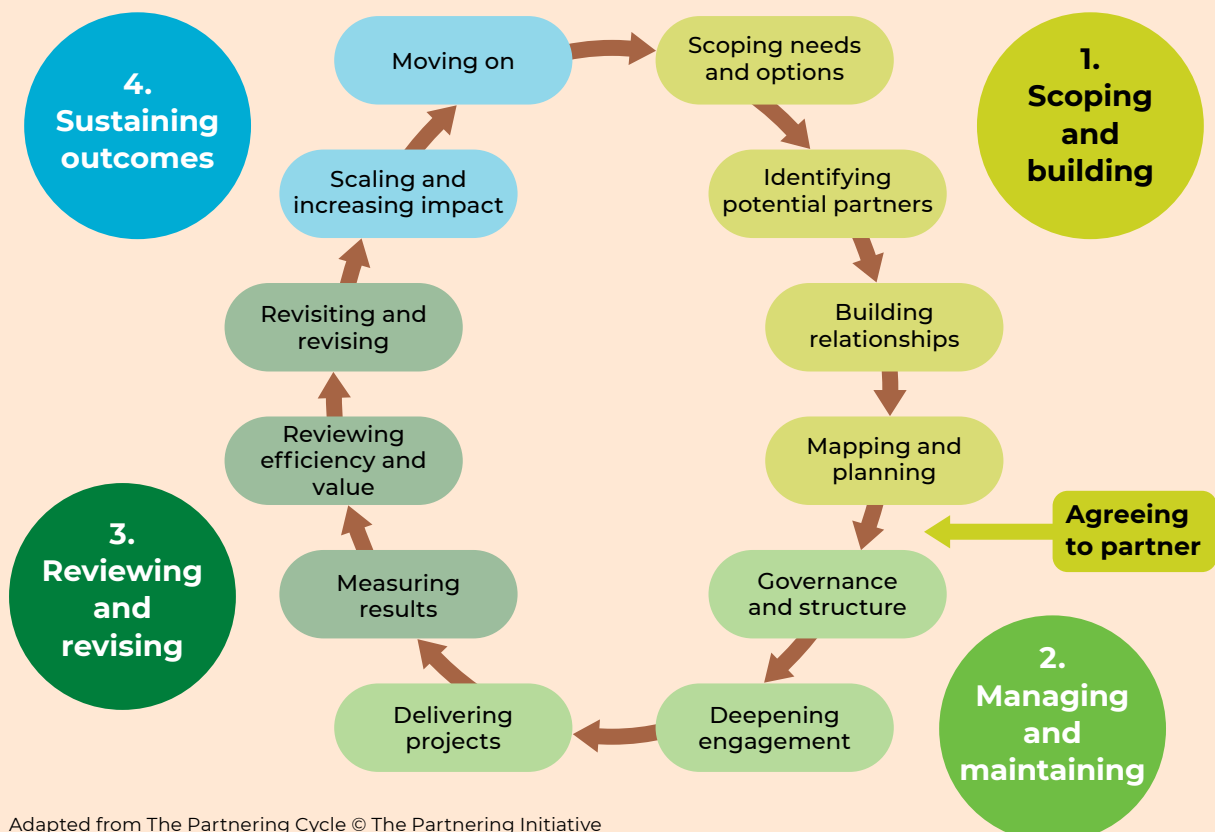
## CSN categorisation

The SUN CSN has two categories of civil society platforms in SUN countries:

1. **Civil Society Alliances (CSAs):** Coalitions of member organisations that have completed the [SUN CSN Membership Form](#), that meet the 'essentials' (marked with a red asterisk \*) of the indices below, that play an active role in CSN activities, and that commit to filling out the CSN Annual Survey. Their affiliation needs to be approved by the SUN CSN Steering Group. In return, the SUN CSN Secretariat provides CSAs with tailored support and opportunities. CSAs have usually completed the partnering cycle below.
2. **Civil Society Efforts (CSEs):** More loosely formed coalitions of organisations that have not yet completed the membership form. They engage in CSN activities but have no obligation to report back to the Secretariat. Their level of functionality is variable and are usually at the initial stages of the partnering cycle.

## THE PARTNERING CYCLE

Here are the key steps to building an effective and sustainable Civil Society Alliance



# GOOD GOVERNANCE INDICES: WHAT YOU NEED AND USEFUL RESOURCES

Good governance within the SUN CSN means developing processes and ways of working that will ensure an active, strong and sustainable CSA. The following indices, built into a workshop exercise for practical use, are designed as self-assessment tools for CSA and CSEs to review their status and understand what they need to ensure good governance. The results of the self-assessment will be evaluated by the SUN CSN Secretariat to establish formal CSE or CSA status.

**The statements marked with a red asterisk (\*) are mandatory for Civil Society Alliances, and essential for Civil Society Efforts to become a SUN Civil Society Alliance.** Elements not marked with a red asterisk are not essential but recommended to reach optimal governance. You will be requested to share your mandatory documentation as proof to be officially recognised as a SUN Civil Society Alliance.

The suggested indices provide a simple overview of the status of each alliance. More in-depth analysis on performance, contextualised to each CSA, will have to be carried out to determine which areas the CSAs should prioritise to improve performance.



PHOTO: SALIM DALWOOD FOR ZAMBIA CIVIL SOCIETY ORGANIZATION SCALING UP NUTRITION (CSO-SUN)

Young boys with food ingredients, Zambia



# GOOD GOVERNANCE INDICES: WORKSHOP EXERCISES

## PURPOSE

- Self-assess the health and progress made by your SUN Civil Society Alliance (CSA) or Civil Society Effort (CSE)
- Collectively discuss challenges faced and solutions to overcome them
- Drawing on the learnings from the discussion, outline an action plan to build and/or sustain the alliance

## WORKSHOP EXERCISE #1: HEALTH CHECK

(approx. 90 mins)

1. In a workshop setting, divide up the participants into 3 working groups:
    - (1) Governance,
    - (2) Sustainability,
    - (3) Diversity and Inclusion.
  2. Ask each group to assess the progress of the CSA/CSE against each indicator in the corresponding table below, awarding points as suggested in the table headers. Alternatively, the assessment can also be done individually before the group discussion.
  3. The rapporteur of each group notes down, in the 'Comments and suggestions' column, any important points that surface (bottlenecks, solutions, ideas for improvement, etc.), adds up the scores at the end of each table, and compares the total against the respective grid provided.
  4. The group discusses the findings (agree/disagree, why)
  5. The three working groups report back in plenary.
  6. A volunteer compiles each group's notes and forms a small working group responsible for drafting a light action plan (see exercise #2).
- Please note the below indices are identical to those in the CSN Annual Survey. When you complete the Annual Survey, you can attach these results instead of repeating the exercise. Similarly, if you have already completed the Annual Survey, please use those results as your CSA/CSEs health check rather than repeating the exercise here.
  - The SUN CSN Secretariat is available to help you develop any of the documents or materials listed below. For any significant support needs, you can log technical assistance requests [in this form](#).
  - Please email the results, documentation as evidence, and questions or support requests you may have to the SUN CSN Secretariat at [sun.csnetwork@savethechildren.org.uk](mailto:sun.csnetwork@savethechildren.org.uk) and your CSN Secretariat regional/country focal point(s).



# GOVERNANCE INDEX

**Note:** The statements marked with a red asterisk (\*) are mandatory for Civil Society Alliances, and essential for Civil Society Efforts to become a SUN Civil Society Alliance. Elements not marked with a red asterisk are not essential but recommended to reach optimal governance. You will be requested to share your mandatory documentation as proof to be officially recognised as a SUN Civil Society Alliance.

What is needed	In place = 2 In progress = 1 Not in place = 0	Comments and suggestions
<b>KEY DOCUMENTATION</b>		
<p><b>CSA Strategy*</b></p> <p>Ensure alignment with the <a href="#">SUN CSN Strategy 3.0</a></p>		
<p><b>Terms of Reference*</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Mission and objectives</li> <li>• Values and principles</li> <li>• Governance structure, decision-making and consultation processes</li> <li>• Membership information</li> <li>• Resource mobilisation strategy</li> </ul> <p>See <a href="#">Annex 1 in the Establishing a CSA Guide</a> for an example of a CSA Terms of Reference</p>		
<p><b>Memorandum of Understanding between the CSA and the host organisation*</b> <i>(if applicable)</i></p> <p>See Pakistan CSA example of <a href="#">MoU (ToR)</a> and <a href="#">SUN Focal Point Agreement</a></p>		
<p><b>Workplan/Logical Framework</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Workplan with activities listed against each objective, expected outcomes, timeline, and responsible people</li> <li>• Success indicators</li> </ul>		

What is needed	In place = 2 In progress = 1 Not in place = 0	Comments and suggestions
<b>GOVERNANCE STRUCTURE</b>		
<p><b>Steering Committee*</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Terms of Reference for the Steering Committee, including election and renewal process for members and the Chair/Coordinator</li> <li>• Ideally an operations officer, resource mobilisation officer, advocacy officer, youth engagement officer, MEAL officer</li> <li>• Diversity of membership including gender balance and youth representation</li> </ul>		
<p><b>Coordinator(s)/Chair(s)*</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• A full time or part-time CSA Coordinator/Chair, to lead the Alliance</li> <li>• If the CSA is hosted, an agreement from host organisation to allocate a percentage of the coordinator's role to the CSA</li> </ul>		
<b>MEMBERSHIP</b>		
<p><b>Member Engagement Strategy*</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Membership List (see below)</li> <li>• Induction process for new and existing members</li> <li>• Ongoing engagement and relationship management</li> </ul>		
<p><b>CSA Membership Application Process &amp; Form*</b></p>		
<p><b>Membership List*</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Full list of all members</li> <li>• All members' contact details</li> <li>• Geographic location and areas of operation</li> <li>• Organisation size</li> <li>• Sectors of intervention and areas of expertise, main activities</li> <li>• Organisation gender balance and youth representation</li> </ul>		

What is needed	In place = 2 In progress = 1 Not in place = 0	Comments and suggestions
<b>Meeting Attendance Tracker</b> <ul style="list-style-type: none"> <li>An average attendance at all meetings of above 50% is recommended</li> </ul>		
<b>OPERATIONS</b>		
<b>Conflict and Disagreement Guide*</b> To include: <ul style="list-style-type: none"> <li>Guidance and process for resolving conflicts and disagreement</li> <li>Relevant both for members and external stakeholders</li> </ul> See the <a href="#">SUN Movement Toolkit</a> for Preventing and Managing Conflicts of Interest		
<b>Mapping of members' contributions to the functionality of the CSA</b> <ul style="list-style-type: none"> <li>To ensure all members are contributing to the CSA's function, in line with their capacity to do so (finance, human resource, logistics, meeting space, equipment, etc).</li> </ul>		
<b>Financial Management System</b> Financial system to record CSA expenditures in place and updated regularly To include: <ul style="list-style-type: none"> <li>Method for recording income and expenditure and balance</li> <li>Regular updates</li> <li>Management by either CSA Steering Committee or host organisation</li> </ul>		
<b>TOTAL SCORE</b>		

What level of GOVERNANCE is your CSA/CSE at?		Do you agree or disagree with the result? Please discuss and explain why
0–5 points	Critical or Initial (depending on establishment date or context)	
6–12 points	Establishing	
13–20 points	Managed and enabling	
21–26 points	Sustained	

# SUSTAINABILITY INDEX

What is needed	In place = 2 In progress = 1 Not in place = 0	Comments and suggestions
<b>STRATEGY</b>		
<b>Advocacy Strategy</b>		
<b>Communications Strategy</b>		
<b>KNOWLEDGE MANAGEMENT</b>		
<p><b>Webpage or social media accounts</b></p> <p>You may wish to ask local website providers to host your website and/or set up free social media accounts (e.g., Twitter, Facebook)</p> <p>See some CSA examples below.</p> <p>Twitter: <a href="#">SUN CSA Cambodia</a></p> <p>Facebook: <a href="#">Civil Society-Scaling Up Nutrition in Nigeria</a></p> <p>Websites:</p> <p><a href="#">CSA Lao PDR</a></p> <p><a href="#">Nutrition and Food Security Alliance of Namibia</a></p> <p><a href="#">Instance of Consultation and Social Participation – INCOPAS, Guatemala</a></p>		
<p><b>Regular meetings including a members’ annual general meeting</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Meeting minutes regularly shared on an accessible platform with members</li> <li>• Decision and action points reviewed at the start of meetings</li> <li>• Attendance list</li> <li>• Can be held online or in person</li> </ul>		



What is needed	In place = 2 In progress = 1 Not in place = 0	Comments and suggestions
<p><b>Documentation of the CSA's achievements and challenges</b></p> <p>To be documented in a format that suits the CSA e.g., survey, log sheet, M&amp;E framework, etc.</p>		
<b>MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)</b>		
<p><b>Annual reporting to SUN CSN Secretariat and SUN Movement Secretariat*</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Completion of the SUN CSN Annual Survey</li> <li>• Completion of the SUN Movement Joint Annual Assessment</li> </ul>		
<p><b>Monitoring and Evaluation framework or MEAL strategy with tools</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Alignment with overall CSA strategy</li> <li>• Clear indicators of progress</li> <li>• Regular reviews (annual at minimum)</li> </ul>		
<p><b>CSA progress report</b></p> <p>Available to members and externally.</p>		

What is needed	Insufficient = 0 Sufficient = 0.5 Good = 1 Excellent = 1.5	Comments and suggestions
<b>CSA ENGAGEMENT WITH COUNTRY STAKEHOLDERS, E.G. MULTISTAKEHOLDER PLATFORM (MSP), OTHER THEMATIC NETWORKS</b>		
<p>Before answering, use the following guidance to evaluate the level of engagement</p> <p><b>Insufficient</b> – No or minimal engagement with stakeholders, CSA not invited to contribute to strategic meetings, decisions and documents; CSA unable to access funding/networking/learning opportunities, no functioning MSP</p> <p><b>Sufficient</b> – Informal or irregular meetings, CSA sometimes invited to contribute to decisions and documents; CSA has access to few funding/networking/learning opportunities</p> <p><b>Good</b> – Formalised but not frequent meetings, CSA invited to contribute to decisions, documents; CSA benefiting from some funding/networking/learning opportunities, CSA seen as a partner but not highly valued</p> <p><b>Excellent</b> – CSA invited to contribute to strategic meetings, decisions, documents; CSA benefiting from funding/networking/learning opportunities; CSA valued as an equal partner</p>		
<b>Engagement with SUN MSP</b>		
<b>Engagement with SUN Focal Point</b>		
<b>Engagement with SUN UN Nutrition</b>		
<b>Engagement with SUN Business Network</b>		
<b>Engagement with SUN Donor Network</b>		
<b>The CSA is engaging with other thematic networks</b> Please specify which (e.g., gender, education, health, WASH, climate, etc.) and how (shared workplan, joint meetings, events, champions, etc.)		

What is needed	In place = 2 In progress = 1 Not in place = 0	Comments and suggestions
<b>RESOURCE MOBILISATION</b>		
<b>Annual Audit of Financial Statements*</b>		
<b>Sustainability or Fundraising Plan</b> To include: <ul style="list-style-type: none"> <li>• A list of existing and potential donors</li> <li>• Outline of the role of members in fundraising</li> <li>• Strategy to secure funding in near and long-term future</li> <li>• Fundraising and Sustainability Strategy templates:  <a href="#">English template</a>  <a href="#">French template</a>  <a href="#">Spanish template</a></li> </ul>		
<b>Funding security for the next 12 months</b>		
<b>Funding availability for the next 3+ years</b>		
<b>Fundraising capacity in place to apply and manage funding/grants</b>		
<b>TOTAL SCORE</b>		

What level of SUSTAINABILITY is your CSA/CSE at?		Do you agree or disagree with the result? Please discuss and explain why
0–5 points	No sustainability	
6–11 points	Low sustainability	
12–19 points	Medium sustainability	
20–28 points	High sustainability	

# DIVERSITY AND INCLUSION INDEX

What is needed	Yes = 2 In progress = 1 No = 0	Comments and suggestions
<p><b>The Steering Committee is composed of at least 50% of women/girls</b></p> <p>Please specify number of seats and level of engagement</p>		
<p><b>The CSA and Steering Committee have seats for young people to engage meaningfully</b></p> <p>Please specify number of seats and level of engagement</p>		
<p><b>The most vulnerable groups<sup>1</sup> are involved in developing, implementing, monitoring and evaluating the CSA strategy and other strategic decision-making processes</b></p> <p>Please specify which groups and how</p>		
<p><b>Processes to mainstream gender equity and inclusion of youth and other vulnerable groups in the CSA structure and interventions are in place and operationalised</b></p> <p>Please specify – e.g., seats on the Steering Committee, platform to exchange ideas, safe space for the most vulnerable groups to share their concerns and ideas, safeguarding protocol and focal point, etc.</p>		

<sup>1</sup> For brevity purposes, “the most vulnerable groups” refer here to women and girls, young people, people with disability, indigenous, marginalised, logistically remote individuals, or any other groups considered vulnerable in the context you operate in



What is needed	Yes = 2 In progress = 1 No = 0	Comments and suggestions
<p><b>The most vulnerable groups are offered equal opportunities and encouraged and supported to seize personal development opportunities when available</b></p> <p>Please specify which groups and how – e.g., learning, funding, advocacy, etc.</p>		
<p><b>CSA members receive capacity building on “gender and equity”</b></p> <p>Please specify – e.g., trainings, webinars, publications, talks, bilateral technical assistance, etc.</p>		
<p><b>The CSA has developed advocacy messages in a participatory way, involving the most vulnerable groups</b></p>		
<b>TOTAL SCORE</b>		

How DIVERSE AND INCLUSIVE is your CSA/CSE?		Do you agree or disagree with the result? Please discuss and explain why
0–3 points	Limited	
4–7 points	Sufficient	
8–10 points	Mainstreaming	
11–14 points	Transformative	

# WORKSHOP EXERCISE #2: ACTION PLAN

(approx. 90 mins–2 hours)

1. In a workshop setting, divide up the group into 3 working groups:
  - (1) Governance,
  - (2) Sustainability,
  - (3) Diversity and inclusion.

You may want to keep the same groups or mix them to generate new ideas.

2. Ask each group to review the summary of the comments and suggestions that were made in exercise #1. If it is a newly formed group, you may want to take a few minutes to discuss these.
3. Drawing on the learnings from the discussions, fill out the light action plan below with objectives, suggested activities, timeline, persons responsible and resources needed for delivering the activities.

4. The 3 working groups report back in plenary.

5. A volunteer compiles each group's notes into one final action plan, approved and owned by all the members of the CSA.

- The SUN CSN Secretariat is available to help you develop any of the documents or materials listed below. For any significant support needs, you can log technical assistance requests in [this form](#).
- Please email the results, documentation as evidence, and questions or support requests you may have to the SUN CSN Secretariat at [sun.csnetwork@savethechildren.org.uk](mailto:sun.csnetwork@savethechildren.org.uk) and your CSN Secretariat regional/country focal point(s).

Objectives	Activities	Timeline	Responsible	Resources needed
<b>GOVERNANCE</b>				
1				
2				
3				

Objectives	Activities	Timeline	Responsible	Resources needed
<b>SUSTAINABILITY</b>				
4				
5				
6				
<b>DIVERSITY AND INCLUSION</b>				
7				
8				
9				

# CASE STUDIES ON CSA GOOD GOVERNANCE

## **The Ghana Civil Society Alliance**

**(GHACSSUN)** has defined and made publicly available its membership criteria, benefits and responsibilities, in clear [guidelines for good governance](#). Membership is open to all civil society, community-based, faith-based, farm-based and gender-based organisations that are involved in nutrition-specific and nutrition-sensitive programmes in an inclusive way.

All members are required to: join any of the three sub-committees and contribute their expertise to the implementation of the SUN strategy in Ghana; take part in all the programmes and events of the coalition; monitor implementation and evaluation of projects; pay annual fees; and commit to contribute to the alliance's objectives and programmes.

**The Uganda Civil Society Coalition on Scaling Up Nutrition (UCCO-SUN)** is addressing financial sustainability by introducing mandatory annual membership fees. It is also deepening member engagement by widening its membership base ensuring that all members are actively contributing to the CSA activities. Partnership building, open communication, accountability and timely conflict resolution underpin the alliance's sustainability strategy.

The alliance has clear guidelines for recruiting their coordinator. These include clear terms of reference agreed by all members of the CSA; agreement on hosting organisation rules and regulations (MoU); and clear reporting lines between the coordinator and steering committee so that they have a support structure and appropriate level of independence.

This is documented in the [CSA constitution](#), along with a roadmap and membership form.

**The Pakistan Civil Society Alliance**, composed of 236 civil society organisations, revised its executive committee by electing two young people (1 male, 1 female) and adding seats for representatives from provinces and sub-national units. The executive committee, now composed of 17 members, is led by a chair and a co-chair for a 2-year mandate. In addition, the Secretariat, currently hosted by Nutrition International, is providing facilitation and support to the governance structure.

Considering the strategic readjustments in the SUN Movement at global, regional and national level under the SUN 3.0 strategy, a high-level interim Steering Committee worked to review and realign the CSA's governance guidelines and relevant documents, under the guidance and leadership of the SUN Focal point.

By 2023, the CSA aims to consolidate its achievements and further enhance its position by decentralising the Alliance at provincial level and strengthening the provincial structures, as part of the CSA's five-year strategy (2021-2025).



# RESOURCES AND FURTHER READING

[SUN CSN 3.0 Strategy](#)

[SUN CSN Establishing a CSA Guide](#)

[SUN Movement Principles of Engagement](#)

[SUN Movement MSP Toolkit](#)

[MQSUN+ Toolkit on Multisectoral Planning for Nutrition](#)