



**SCALING UP  
NUTRITION  
MOVEMENT  
CIVIL SOCIETY  
NETWORK  
3.0 STRATEGY  
(2021–2025)**



# CONTENTS

Acronyms	3
Introduction	4
Context	6
Key achievements of SUN Civil Society Network 2.0	8
SUN Civil Society Network 3.0 Theory of Change	13
SUN Civil Society Network 3.0 strategic objectives	16
SUN Civil Society Network 3.0 Cross-Cutting Enablers	24
Civil Society Network Structures	26
Accountability	28
Annexes	29



PHOTO : STEFANIE CLINKSI

Lili, Charles, Daniel and Denis play by Nyalani Dam in Kwale, Kenya

# ACRONYMS

<b>COI</b>	Conflict of Interest
<b>CSA</b>	SUN Civil Society Alliance (at national or sub-national level)
<b>CSO</b>	Civil Society Organisation
<b>CSN</b>	SUN Civil Society Network
<b>CSNS</b>	SUN Civil Society Network Secretariat
<b>GSS</b>	SUN Movement Global Support System, composed of the SUN Movement Secretariat and the four Networks – Business, Civil Society, Donor and United Nations
<b>MEAL</b>	Monitoring, Evaluation, Accountability and Learning
<b>MSP</b>	Multi-Stakeholder Platform
<b>N4G</b>	Nutrition for Growth
<b>SDG</b>	Sustainable Development Goals
<b>SG</b>	(Civil Society Network) Steering Group
<b>SMS</b>	SUN Movement Secretariat
<b>SUN</b>	Scaling Up Nutrition Movement
<b>UNFSS</b>	United Nations Food Systems Summit
<b>WHA</b>	World Health Assembly
<b>YL4N</b>	Youth Leaders for Nutrition



Crops being harvested for the Nourish Program Grow Together campaign in Cambodia

# INTRODUCTION

## What is the Civil Society Network?

The Civil Society Network (CSN) is part of the Scaling Up Nutrition (SUN) Movement, a global multi-sectoral collaboration to end malnutrition for all by 2030. The Network is comprised of over 4000 local, national and global members, including human rights defenders, community organisations, women's groups, smallholder farmers, research entities, child rights advocates and more. Most of these members are part of our national level Civil Society Alliances (CSAs), which are split across four regional groups. The role of the Network is to galvanise its members to build relationships, share resources and amplify voices, in the knowledge that a collaborative approach to ending malnutrition is more powerful than individual

Civil Society Organisations (CSOs) acting alone. The Network is supported by its Civil Society Network Secretariat (CSNS) which continuously adapts its support according to members' changing needs.

## Why a new CSN strategy and how does it differ from the previous?

The SUN Movement launched its 3.0 strategy<sup>1</sup> in January 2021 to guide and accelerate progress in its third phase (2021–2025). The strategy builds on the Movement's progress and achievements over the last decade, responds to lessons learned, and adapts to new challenges and changing contexts. The most salient shifts in focus are the renewed emphasis on genuine country leadership and focus on



PHOTO: STEFANIE GLINKSI

Lolo, in Goromonzi, Zimbabwe

<sup>1</sup> Scaling Up Nutrition Movement (2021), *SUN 3.0 Strategy*, <https://scalingupnutrition.org/about-sun/the-sun-movement-strategy/>



accelerating progress to meet the World Health Assembly (WHA) and Sustainable Development Goals (SDG) nutrition targets. Civil society's contributions – particularly around national nutrition plans, conflicts of interest, and youth engagement – were prominently reflected in the final version. As part of the SUN 3.0 strategy, the CSN made six commitments, which can be found in Annex 1. The SUN 3.0 roll-out (which runs until September 2021) is managed by the SUN Operationalisation Group, which brings together SUN countries with the Global Support System (GSS) to ensure that the implementation is faithful to the strategy and in line with the SUN Movement's Principles of Engagement.<sup>2</sup>

This CSN 3.0 strategy was designed for the Network by the Network, in alignment with the overall SUN Movement 3.0 strategy described above. It is country and member-led and will be implemented by all Network stakeholders and structures, including the CSN Secretariat, Regional Groups, Civil Society Alliances and Youth Leaders. As mandated by this document, the Civil Society Network will continue to place CSAs and Youth Leaders at the front and centre of everything we do, supporting and promoting their work both internally and externally. While the CSN's approach has always been country-driven and needs-based, under CSN 3.0 every effort will be made to ensure this happens in practice, across all areas of our work. This will mean shifting power from global to local, including exploring moving the Secretariat to a SUN country, examining more formal CSN roles for regional coordinators, prioritising country-to-country technical support, and

empowering Network members to lead the implementation of the strategy while increasing their sustainability and independence.

CSN 3.0 will also be about consolidating learnings, scaling up promising practices initiated in the past five years, and leaving the Network more sustainable and self-supporting. In this way, Network members will be equipped with the latest evidence and tools and empowered to drive change at the national level. We will further promote cross-country learning and technical assistance; pursue the exchange of experiences during annual regional meetings; embed youth engagement at all levels; provide tailored support and tools to seize advocacy, capacity-building and funding opportunities; sharpen the analysis and enhance communications to profile the results achieved; and ensure equitable access to governance and accountability mechanisms at all levels including to resolve conflicts of interest.

### **How was the CSN 3.0 strategy developed?**

While developing the strategy, the CSN Secretariat embarked on a thorough consultation process to ensure it is fit-for-purpose, context-specific and fully owned by all members. As such, the CSN Steering Group, Regional Coordinators, Civil Society Alliances and Youth Leaders for Nutrition all contributed to and validated the content of this document. Over 100 respondents provided inputs during the consultation process, and the strategic objectives and outcomes that follow reflect members' needs and priorities.

*The role of the Civil Society Network is to galvanise its members to build relationships, share resources and amplify voices.*

<sup>2</sup> Scaling Up Nutrition Movement Principles of Engagement, <https://scalingupnutrition.org/about-sun/the-vision-and-principles-of-sun/>

# CONTEXT

**Compared to its 2.0 strategy period (2016–2020), the Civil Society Network is operating in a very different context which comes with new challenges and opportunities.**

## Challenges

As 2020 began, malnutrition was responsible for 45% of child deaths, whilst 144 million under-fives were stunted and 47 million were wasted.<sup>3</sup> Progress had been made, but malnutrition was still endemic in many contexts. The advent of the **COVID-19 pandemic** has since thrown unprecedented challenges and pressures onto already strained health systems, fragile economies, food systems and livelihoods. It has interrupted the delivery and scale-up of interventions, wiping out years of progress, with profound consequences for nutrition. It is now expected that by 2022, 9.3 million more children could suffer from wasting, 2.6 million more children could suffer from stunting and 168,000 more children could die.<sup>4</sup> Moreover, malnutrition may exacerbate the impacts of COVID-19: undernutrition compromises the body's immunity, and emerging evidence suggests that obesity may predispose individuals to the most serious impacts of the virus.<sup>5</sup> **Climate change**, partially driven by unsustainable food systems, threatens nutrition through the seasonality of infections, cropping patterns and the diminishing micronutrient content of foods. Climate change is also increasing our vulnerability to **humanitarian crises**, with the world's eight worst food crises all linked to both conflict and climate shocks.<sup>6</sup> The **triple burden of malnutrition** – characterised by the coexistence of undernutrition, micronutrient deficiencies, overweight and obesity – has risen dramatically in recent years. While many SUN countries

have developed country action plans, nutrition remains **too low on national agendas**, severely **under resourced** or addressed with a **siloed approach**. Meanwhile new waves of populism and extremism bring **political instability** to parts of the world, and civil society is challenged to operate in **shrinking civic space**, particularly in **fragile and conflict-affected states**.

Action to improve nutrition and reduce **food waste and loss** will not be successful without addressing wider injustice, including **gender inequalities** and uneven access to power, food, and healthcare. Unequal nutrition outcomes within countries are complex and rooted in **institutionalised inequities** that affect people's daily lives. Those inequities are sometimes **exacerbated by the conflicts of interest and power imbalances** that can come with the SUN Movement's multi-stakeholder approach and particularly through engagement with some private sector actors. Meanwhile, the increasing awareness of a dominant development discourse rooted in colonialism means that **the need for localisation is ever more important**, and the SUN Movement and the CSN must take action to reflect this.

## Opportunities

Responding to these challenges is what drives the Network. We believe that leveraging **civil society actors' wide-ranging expertise and reach** and empowering them to form strong **multi-sectoral and multi-stakeholder alliances** is the best way to address these global issues with a unified voice. The COVID-19 pandemic makes it ever more important that nutrition is kept high on global and national agendas to protect the most vulnerable, make health, food and social protection systems nutrition-sensitive, prioritise evidence-informed actions, and make the case for investing in nutrition. In the frame of

<sup>3</sup> UNICEF/WHO/World Bank (2020), *Levels and Trends in Child Malnutrition: Key Findings of the 2020 Edition of the Joint Child Malnutrition Estimates*

<sup>4</sup> Save the Children (2020), *Nutrition Critical: Why we must all act now to tackle child malnutrition*, <https://resourcecentre.savethechildren.net/library/nutrition-critical-why-we-must-act-now-tackle-child-malnutrition>

<sup>5</sup> Scaling Up Nutrition Movement (2021), *SUN 3.0 Strategy*, page 7, <https://scalingupnutrition.org/about-sun/the-sun-movement-strategy/>

<sup>6</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA) (2020). *Global Humanitarian Overview 2020*. Geneva: OCHA.



A displaced family from Venezuela eat lunch at their home in Peru

this strategy, we encourage SUN Networks and Multi-Stakeholder Platforms to work even more closely together to ensure complementarity and interconnectedness. By enabling civil society and young people’s meaningful involvement in these decision-making processes, SUN governance structures and platforms will become more inclusive, representative and impactful.

The launch of this strategy, in 2021, is timely as it coincides with the **Nutrition for Growth (N4G) Year of Action** when governments and other stakeholders are invited to make sustainable commitments to nutrition. Civil society and young people therefore have an essential role to play in urging their governments to translate commitments into action, holding them accountable for these commitments, and in scaling up promising practices, innovative solutions, and the latest evidence from the grassroots to the national and global level.

The SUN Movement and the Civil Society Network have made important strides in raising the visibility of nutrition within global and national agendas, and via global mechanisms, such as the **WHA targets, the SDGs and the United Nations Decade of Action on Nutrition**. A growing number of countries have developed **national nutrition action plans** and allocated specific budget to fund those plans. Despite this progress, no country is on track to meet all six of the WHA nutrition targets and only eight countries are on track to meet four of the targets.<sup>7</sup> In this context, there is both **an urgency to act fast to protect hard-won nutrition gains**, while also drawing on the lessons from the pandemic and **investing in the systemic change** needed to enable sustainable access to good nutrition and healthy diets, leaving no one behind.

<sup>7</sup> Development Initiatives (2020), *Global Nutrition Report 2020: Action on Equity to End Malnutrition*, Chapter 2, <https://globalnutritionreport.org/reports/2020-global-nutrition-report/inequalities-global-burden-malnutrition/>



# KEY ACHIEVEMENTS OF SUN CIVIL SOCIETY NETWORK 2.0

**Much has been achieved by the CSN under SUN 2.0. Notable successes in the second phase include:**

- **Government influencing:** In 2019, 42 SUN countries, including some fragile and conflict-affected states, had developed multi-year costed nutrition plans. In over 50% of these, CSAs contributed significantly to their development. Improving, domesticating and funding those plans remain CSAs' top priority.
- **Growth:** During this period, the Network's membership grew from around 1100 members in 2016 to 4200 in 2019. Meanwhile, the number of CSAs grew from one in 2012, to 13 in 2013, to 51 in 2021 (with 10 more in development).
- **Collaboration:** The growth of CSAs attests to the increased interest in working collaboratively, creating synergies and harnessing each other's competencies for greater impact at local and national level. Most CSAs have decided to decentralise their governance structure to better reach out to communities and reflect their needs in collective action.
- **Youth empowerment:** The Youth Leaders for Nutrition (YL4N) programme, launched in 2018, empowers 13 young champions to advocate for nutrition in their countries, including through community and youth training programmes, keynote addresses at high-level events, youth-led online events,



Devine at his school's Environment and Nutrition Club in Zimbabwe



*“Youth are such an important part of our societies, not just in terms of numbers but also our power and energy to make changes for the better. Yes, we are the future, but we are also the present.”*

**SUN Global Youth Leader for Nutrition**

and opinion pieces. Highlights from 2020 include the Youth Leaders' contribution to the SUN 3.0 consultation, a webinar they hosted on World Food Day; and the selection of a YL4N as Vice-Chair of the Food Systems Summit Action Track 5.

- **Regionalisation:** In 2020, all four regional groups held regional meetings, either virtually or in person. This provided CSAs with the opportunity to celebrate and learn from major regional initiatives, including the Asia #nutritioncantwait campaign, the East and Southern Africa budget analysis report, the West and Central Africa Parliamentary engagement work, and Latin America & Caribbean's piloting of an innovative virtual learning programme.
- **A digital community:** With the use of a high performing data management platform currently accessible to all CSAs and SUN Networks, the CSN has improved its Monitoring, Evaluation, Accountability and Learning (MEAL) and technical assistance functions to build a sense of community within the Network and greater awareness of the CSN externally. The platform allows the Secretariat and CSAs to collect data, generate useful analytics that inform our work and strategic direction, as well as leverage local expertise by enabling cross-country technical assistance.
- **Financial sustainability:** In 2017, 68% of CSAs declared receiving no funding whatsoever. By 2020, this was only the case for 28% of CSAs. While most of the funding comes from the SUN Pooled Fund, CSAs are increasingly looking at diversifying their sources of funding.
- **Seed funding:** Since 2017, the CSN has run a series of sub-grants (on country-to-country collaboration, learning, research and innovation, and MEAL & Sustainability) which have resulted in a range of new approaches and accelerated learning within CSAs and beyond.
- **A new face to the world:** The CSN has revitalised its communications approach, including a new website<sup>8</sup> full of resources and increasingly active social media channels to showcase CSA impact. These platforms are used to highlight the work of the Youth Leaders for Nutrition and other programmes such as the MEAL & Sustainability grants and country to country technical assistance initiative, gaining more engagement and awareness for the CSN's work.
- **Pandemic response:** The COVID-19 crisis has required a coordinated response across the Movement, and the CSN Secretariat has taken specific actions to support CSAs accordingly. This included increasing communications to the Network, collaborating with the wider SUN movement to produce COVID-19 country papers, and working with the Pooled Fund to allocate additional funding to the most financially vulnerable CSAs.

<sup>8</sup> <https://www.suncivilsociety.com/about-the-sun-civil-society-network/>

# THE SUN CIVIL SOCIETY

Over 4000 local, national and global members.

Most of these are part of national level Civil Society Alliances (CSAs), in four regional groups: Latin America and the Caribbean, West and Central Africa, East and Southern Africa and Asia.

## Latin America and the Caribbean

Colombia  
Costa Rica  
El Salvador  
Guatemala  
Haiti  
Honduras  
Peru

## West and Central Africa

Benin  
Burkina Faso  
Cameroon  
Central African Republic  
Chad  
Congo  
Congo (Democratic Republic of the)  
Côte d'Ivoire  
Gabon  
Gambia  
Ghana  
Guinea  
Guinea-Bissau  
Liberia  
Mali  
Mauritania  
Niger  
Nigeria  
Senegal  
Sierra Leone  
Togo



# NETWORK

*“The CSA is a collection of various competences and strength harnessed for joint action for nutrition in Nigeria. As a coalition of over 100 member CSOs, we are able to speak with one voice and to influence government’s policies through evidence-based advocacy.”*

Member of SUN CSA Nigeria

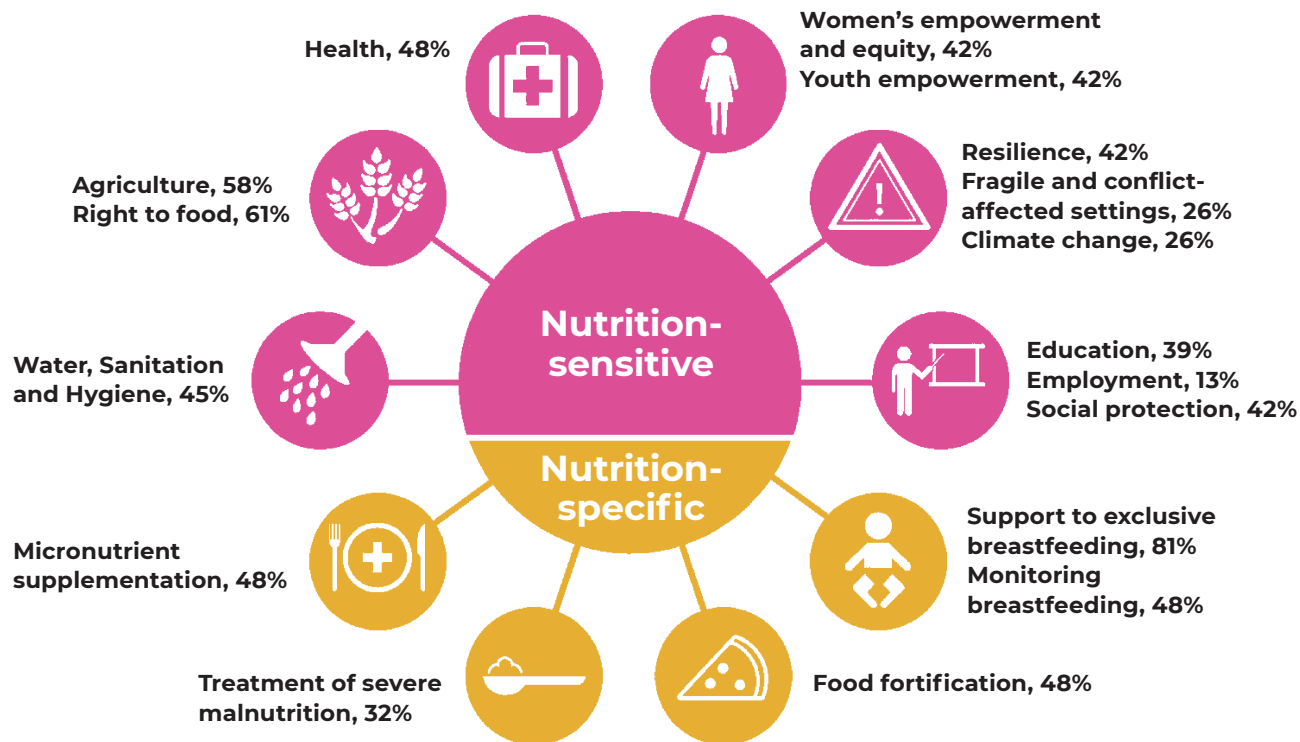
## East and Southern Africa

Botswana  
Burundi  
Comoros  
Eswatini  
Ethiopia  
Kenya  
Lesotho  
Madagascar  
Malawi  
Mozambique  
Namibia  
Rwanda  
Somalia  
Somaliland  
South Sudan  
Sudan  
Tanzania, United Republic of  
Uganda  
Zambia  
Zimbabwe

## Asia

Afghanistan  
Bangladesh  
Cambodia  
India  
Indonesia  
Kyrgyzstan  
Lao People’s Democratic Republic  
Myanmar  
Nepal  
Pakistan  
Papua New Guinea  
Philippines  
Sri Lanka  
Tajikistan  
Vietnam  
Yemen

# WHAT NUTRITION INTERVENTIONS ARE CSA MEMBERS WORKING ON?



Source: Based on 31 CSA responses to the SUN CSA Annual Survey 2020.



Rebecca and her son, Moses, in Ngatataek, Kenya



# SUN CIVIL SOCIETY NETWORK 3.0 THEORY OF CHANGE

## SUN CSN MISSION

**Develop a sustainable and integrated Network of civil society actors that collectively contributes to a world free of malnutrition by 2030.**

### Theory of Change

Achieving this mission entails revisiting the SUN CSN's current areas of focus, addressing gaps, and building on strengths as a collective. Over the next five years, the Network aims to deliver on the strategic objectives outlined below, which we believe will result in achieving the SUN CSN mission, and in turn contribute to the overall SUN Movement vision. The outcomes are the steps the Network will take to reach the strategic objectives and are primarily delivered by CSN members. The cross-cutting enablers are key to coherently achieving those outcomes and will be primarily delivered by the CSN Secretariat. As with all SUN Movement efforts, collaboration with other SUN structures and stakeholders is key to success, and this is reflected by the close alignment between the CSN 3.0 theory of change and the strategic objectives outlined in the overall SUN 3.0 strategy.



A food basket put together for the Nourish Program Grow Together campaign in Cambodia

# SUN CIVIL SOCIETY NETWORK

## SUN CSN STRATEGIC

### SUN MOVEMENT VISION

By 2030, a world free from malnutrition in all its forms.

Led by countries and governments, supported by organisations and individuals – collective action ensures every child, adolescent, mother and family can realise their right to food and nutrition, reach their full potential and shape sustainable and prosperous societies.

### SUN CSN MISSION STATEMENT

Develop a sustainable and integrated Network of civil society actors that collectively contributes to a world free of malnutrition by 2030.



#### CIVIL SOCIETY SPACE

Promote meaningful civil society representation and engagement, especially from the most marginalised, across the SUN Movement and beyond.



#### AN ENABLING ENVIRONMENT

Advocate for improved financial, policy and legal action on nutrition, and hold all stakeholders accountable.



#### NETWORK SUSTAINABILITY

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.



#### PROGRAMME DELIVERY

Scale up effective nutrition interventions and sensitisation at community level.



#### EVIDENCE & LEARNING

Generate evidence and use it to inform decisions and scale promising interventions.

### CROSS-CUTTING ENABLERS



#### NETWORK GOVERNANCE



#### NETWORK COMMUNICATIONS



#### YOUTH ENGAGEMENT



#### GENDER EQUALITY



# 3.0 THEORY OF CHANGE

## OBJECTIVES

CSN structures and members empower the most marginalised, including women, youth and minority groups, and make space for each other to be heard

All SUN Movement networks and actors understand the value of civil society and youth participation and proactively seek their contributions

Beyond the SUN Movement, all constituencies recognise the importance of civil society engagement for equitable and inclusive malnutrition prevention and response, and seek their meaningful participation in global fora

Multi-Stakeholder Platforms develop and implement costed multi-sectoral national nutrition plans with active input from civil society at all stages from planning to evaluation

Governments and other duty-bearers allocate sufficient funding for the implementation of national nutrition plans, and are held to account for those commitments

Network members at all levels establish multi-stakeholder and multi-sectoral partnerships, including with the public, to build a coalition of support for ending malnutrition

All CSN members can access training and technical assistance in areas in which they require upskilling

CSN technical assistance providers gain recognition and are employed outside the Network as experts in their field

The CSN has long-term funding in place, from a diverse range of sources, to ensure it can deliver on its workplans

Network members deliver and scale up effective nutrition programmes at community level in line with national nutrition plans, and in collaboration with other actors

Communities better understand the importance of, and their right to, nutritious food and are empowered to hold duty-bearers accountable to services provided

Network members generate nutrition-specific and nutrition-sensitive evidence to inform both their own and others' approaches to the development, budgeting, implementation and evaluation of nutrition-related policies and plans

The Network builds robust Knowledge Management and MEAL systems to document and evaluate data, evidence and best practice for improved planning and impact

The SUN Movement and wider international community view the CSN as a thought leader and credible partner

CSN governance structures are clear, accessible and representative. Safe and accessible mechanisms to address Conflict of Interest are available to all.

Members are informed of key developments across relevant thematic and functional areas and their voices and stories are amplified through the collective power of the network.

Youth leadership is core to delivery of the network's strategic objectives, and the Youth Leaders for Nutrition programme is expanded across the Movement.

Women and girls play a prominent role in network structures, gender transformative approaches are piloted and shared, and gender-sensitive leadership models are promoted within and beyond the SUN Movement.

# SUN CIVIL SOCIETY NETWORK 3.0 STRATEGIC OBJECTIVES



## CIVIL SOCIETY SPACE

**Promote meaningful civil society representation and engagement, especially from the most marginalised, across the SUN Movement and beyond.**

### **A. CSN structures and members empower the most marginalised, including women, youth and minority groups, and make space for each other to be heard**

In 2020, over 70% of CSN member organisations operated at the national and community level. These organisations have a wealth of experience and learning to share about local challenges and successes and potential pathways for change. Despite their deep knowledge, their voices and perspectives are often not heard, included or valued at national and global levels. It is vital that the Network better listens to and reflects the views of these marginalised groups, and that members champion each other's work whenever possible.

**In CSN 3.0**, the CSN will ensure the voices of the most marginalised and those experiencing malnutrition are prioritised internally, by meaningfully empowering them and giving them the space to raise their perspectives across the Network. This includes seeking to diversify the Network's membership and improving representation and inclusiveness of governance structures to increase participation of community-based, women-led and youth-led organisations both globally and within each CSA. The network will also continue to support the growth and expansion of CSAs in hard-to-reach and conflict-affected areas.

### **B. All SUN Movement Networks and actors understand the value of civil society and youth participation and proactively seek their contributions**

Identifying and implementing solutions to end malnutrition requires working hand in hand with those most affected by its root causes and consequences, and a shift in power relations to recognise the vital role of civil society and young people in nutrition interventions. However, SUN structures are not always grounded in the realities of communities, despite their unique ability to bring evidence and solutions from at-risk groups to decision-making fora.

**In CSN 3.0**, the CSN will seek to address those power dynamics to ensure that all SUN Movement Networks and actors listen to, value and amplify civil society, minority groups, women and young people's perspectives. At global level, this includes better representation and meaningful engagement of civil society and youth on the SUN Lead Group and Executive Committee and creating a safe environment for their contributions in spaces traditionally reserved to other constituencies with greater political or financial power.



Zainab keeps a rooftop garden in Mombasa, Kenya

**C. Beyond the SUN Movement, all constituencies recognise the importance of civil society engagement for equitable and inclusive malnutrition prevention and response, and seek their meaningful participation in global fora**

In some parts of the world, particularly in fragile and conflict-affected states, civic space is increasingly restricted. This is concerning, not least as it poses a significant threat to progress against the SDGs, particularly in the context of regression in many malnutrition metrics due to the COVID-19 pandemic. It is vital that the role of civil society is protected and championed by all stakeholders, including governments and multilaterals, to ensure that those with lived

experience of malnutrition are represented and that conflicts of interest can be transparently and equitably addressed.

**In CSN 3.0**, the Network will actively defend civic space to maximise members' impact and support civil society colleagues to gain access to platforms, receive funding, and share each other's work with internal and external partners.

*In CSN 3.0, the Network will actively defend civic space to maximise members' impact and support civil society colleagues to gain access to platforms, receive funding, and share each other's work.*





## AN ENABLING ENVIRONMENT

Advocate for improved financial, policy and legal action on nutrition, and hold all stakeholders accountable.

### A. Multi-Stakeholder Platforms develop and implement costed multi-sectoral national nutrition plans with active input from civil society at all stages from planning to evaluation

Extensive research has been carried out to understand what it will take to end malnutrition, and the evidence and the solutions exist. Yet in many countries malnutrition progress is now regressing. Civil society must be meaningfully included in Multi-Stakeholder Platform (MSP) planning and ensure that the latest data and evidence is being used to develop and implement national nutrition plans, as well as integrate nutrition across other relevant national plans, such as education, health and climate change. CSN members are essential to this effort, bringing lived experience of malnutrition to MSPs and offering solutions rooted in

community realities. Evidence-based advocacy is key to helping partners adapt successful interventions to domestic contexts and scaling these up for impact.

**In CSN 3.0**, members will advocate for multi-sectoral, equitable and rights-based approaches in which governments establish legal and policy frameworks that ensure the most affected and at-risk groups have access to quality services and affordable nutritious food. The CSN will also work closely with the GSS on strengthening MSP functionality and sharing best practice country examples.



PHOTO: STEFANIE GLINKSI

Elliot and Kudakwashe at their school's gardening club in Zimbabwe

## **B. Governments and other duty-bearers allocate sufficient funding for the implementation of national nutrition plans, and are held to account for those commitments**

While a growing number of SUN countries have written and approved comprehensive national nutrition plans, they often lack the financing and political will to fully implement the measures outlined. All governments have a responsibility to uphold, respect and protect the rights of the people they serve. Civil society plays a critical role in holding governments and other duty-bearers to account where pledged funding is not forthcoming, or plans are not fully delivered. CSN members provide this accountability through a range of mechanisms, including via budget analysis and tracking,

even training local authorities in those skills where needed. Accountability does not stop with government – Network members hold all stakeholders to account, including themselves, for policy and financial commitments to nutrition as well as quality service delivery.

**In CSN 3.0**, members will engage with SUN Country Coordinators to increase budgetary allocations to nutrition and fully fund national plans, always prioritising communities most at risk.

## **C. Network members at all levels establish multi-stakeholder and multi-sectoral partnerships, including with the public, to build a coalition of support for ending malnutrition**

The SUN Movement has proven over the past decade that nutrition actors, including those from civil society, are stronger when they stand together. Collaboration, based on the MSP model, is central to the progress that has been made. Increasingly however, building partnerships beyond MSPs is key to mobilising new nutrition champions. Evidence-based advocacy, rooted in programme delivery, is key to building wider coalitions of support for action on malnutrition, including for mobilising the public behind common calls to action.

**In CSN 3.0**, the Network will form new partnerships and broaden the relationships that members hold. In addition, the Network will seek to entrench the importance of nutrition across a range of issues and actors at global and national level, including holding all constituencies to account for their compliance to COI guidelines.

*Evidence-based advocacy, rooted in programme delivery, is key to building wider coalitions of support for action on malnutrition.*



## NETWORK SUSTAINABILITY

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.

### A. All CSN members can access training and technical assistance in areas in which they require upskilling

To attain long-term Network sustainability, all members must have access to the technical capacity they need to deliver their work effectively. The Network responds to the needs indicated by regional groups, CSAs and Youth Leaders by connecting them with learning, advocacy, networking and funding opportunities.

Capacity building can be provided by the Secretariat or Steering Group, but through the course of **CSN 3.0**, an increasing proportion

of technical assistance will be delivered by one CSA to another, or within a CSA itself. To enable this, the CSN will develop communities of practice and expand the pool of country-level technical experts willing to share their skills in the service of the wider membership. The CSN Secretariat and Steering Group will continue to provide support where no country level expertise is available to ensure the smooth running of national and regional functions.

### B. CSN technical assistance providers gain recognition and are employed outside the Network as experts in their field

The CSN technical assistance pool is full of experts across a range of technical and thematic issues, based around the world. By facilitating the expansion of this pool, Network members will have improved access to the skills that they need. In turn, technical assistance providers will receive increased opportunities to showcase their skills internally and to gain certification for high quality technical assistance delivered.

**In CSN 3.0**, experts who consistently deliver high quality technical assistance will be eligible to provide their skills to external organisations, thereby boosting their skillsets and earning ability, and reinforcing the reputation of the Network.

### C. The CSN has long-term funding in place, from a diverse range of sources, to ensure it can deliver on its workplans

Change requires long-term, sustainable resources for effective programmes and interventions. However, obtaining long-term financing remains a major challenge for civil society in general, particularly for those operating at sub-national level.

**In CSN 3.0**, the Network will support CSAs, regional groups and Youth Leaders to mobilise the funding they need, and work with donors to secure more flexible funding mechanisms. The CSN will encourage funds to be directed towards strengthening their capacity, consolidating their participation in MSPs,

accelerating the coordinated delivery of high-impact nutrition activities, as well as to piloting new approaches and catalysing sustainable practices. A scaled response to Network members' needs will also require sufficient resource for the CSN Secretariat.

**In CSN 3.0**, the Secretariat will work with existing donors and collaborate with new potential funders to mitigate the risks of future financing shortfalls. Wherever possible, this will be done in conjunction with the GSS to maximise the resources available.





## PROGRAMME DELIVERY

Scale up effective nutrition interventions and sensitisation at community level.

### A. Network members deliver and scale up effective nutrition programmes at community level in line with national nutrition plans, and in collaboration with other actors

Many members' primary role is to deliver nutrition programmes in their local context. It is essential that those programmes are aligned with the national nutrition plans, and that interventions are targeted at vulnerable communities where government provision is insufficient. Civil society organisations have a depth of knowledge about their communities at the local level, and so are well placed to identify those gaps and provide services where they are most needed. Collaboration with fellow members, local authorities, academia, and implementers across all sectors, is therefore critical to the effective provision of nutrition interventions.

**In CSN 3.0**, members will collaborate with other service providers at national and local levels to ensure that nutrition interventions reach those most in need, using the latest local evidence and innovative solutions generated by communities themselves. Recognising the unique challenges of malnutrition in the face of conflict and humanitarian crises, including a growing climate crisis, CSN members may also form communities of practice to exchange lessons learned on service delivery in these complex contexts.

### B. Communities better understand the importance of, and their right to, nutritious food and are empowered to hold duty-bearers accountable to services provided.

CSOs' programme delivery must place equal importance on community level sensitisation on the importance of nutrition as it does on delivery of nutrition interventions. Ensuring that local authorities and community members, including men and boys, understand the importance of good nutrition and the ramifications of malnutrition on health, learning, prosperity and life outcomes is critical to ending malnutrition for all. Network members, including youth, play a critical role in awareness raising and social accountability for effective service delivery, and must expand this remit

to ensure that those at risk of malnutrition have the knowledge they need alongside the nutritional interventions they require.

**In CSN 3.0**, members will place an additional emphasis on social and behaviour change communication to ensure vulnerable groups understand the importance of and their right to access information, nutritious food, adequate health services and social protection mechanisms. Every effort will be made to equip communities and CSN members to hold duty-bearers accountable for the services provided.

*Civil society organisations have a depth of knowledge about their communities at the local level, and so are well placed to identify those gaps and provide services where they are most needed.*



## EVIDENCE & LEARNING

Generate evidence and use it to inform decisions and scale promising interventions.

### **A. Network members generate nutrition-specific and nutrition-sensitive evidence to inform both their own and others' approaches to the development, budgeting, implementation and evaluation of nutrition-related policies and plans**

With their extensive programming and advocacy at the community level, Network members are best placed to pilot new interventions and revisit existing ones to determine best practice across a range of contexts. The access and knowledge that civil society have in local settings and with the most vulnerable groups brings invaluable information to the overall SUN Movement ambition to end malnutrition for all. Evidence generated on

successful and unsuccessful approaches and lessons learned must be shared across the Network and with other partners to inform the best use of scarce resources for nutrition action.

**In CSN 3.0**, the Network will gather more evidence across a range of geographies and contexts and share it widely across countries to ensure the most effective nutrition approaches are taken up by all constituencies.

### **B. The Network builds robust Knowledge Management and MEAL systems to document and evaluate data, evidence and best practice for improved planning and impact**

To institutionalise continuous improvement, all advocacy or programming must be backed by proven evidence, and inclusive and participatory Knowledge Management and MEAL systems are key to enabling greater ownership and collaboration amongst CSN members and external partners. It is therefore a priority to make sure that the data generated by members is documented, evaluated, and learned from. The Network's global database, SUN LABs, enables members to collect, analyse and share data gathered from the CSN Annual Survey and other sources, and use it to inform the

future priorities of the Network. That data also contributes to broader SUN MEAL mechanisms to ensure that civil society's successes and challenges influence the Movement's overall approach.

**In CSN 3.0**, the Network, driven by SUN LABs practitioners and the MEAL working group, will create a more cohesive Knowledge Management and MEAL framework to improve analysis and build on lessons learned.

*In CSN 3.0, the Network will gather more evidence across a range of geographies and contexts and share it widely across countries to ensure the most effective nutrition approaches are taken up.*



PHOTO: STEFANIE GLINKSI

Marimazhira works in a garden in Kadoma, Zimbabwe

### C. The SUN Movement and wider international community view the CSN as a thought leader and credible partner

In the past ten years, the SUN Movement has become a hub for multi-stakeholder collaboration and nutrition action. The CSN plays a key role in the Movement on account of the deep expertise of its members and their strong local connections with the communities most affected by malnutrition. The Network is increasingly recognised for its ability to bring country level perspectives and ensure that no community or individual is left behind, and thus particularly valued as a credible partner and thought leader on nutrition-specific and nutrition-sensitive issues.

**In CSN 3.0**, the Network will continue to offer civil society's innovative solutions and experiences for other constituencies to benefit from and place a greater emphasis on developing members' thematic and functional thought leadership to better shape the global discourse and influence decision-making.

*In CSN 3.0, the Network will continue to offer civil society's innovative solutions.*



# SUN CIVIL SOCIETY NETWORK 3.0 CROSS-CUTTING ENABLERS



## NETWORK GOVERNANCE

It is essential that all CSN members understand the Network's **governance structures**, can join those structures, and are empowered to hold those in authority to account. At global, regional, national and sub-national level, this means transparent election processes, regular and accessible feedback opportunities, and clear documentation explaining how and why decisions are taken. Further, it is vital that all CSN and CSA governance structures are representative of the membership of the Network.

**In CSN 3.0**, this means revising the composition and ways of working of those structures to be inclusive of grassroots civil society and the most marginalised groups, and to give all members access to positions of authority regardless of their age, gender, ethnic background, position and geographic location.

On **conflicts of interest** specifically, the CSN plays a vital role in providing a safe space for its members and supporting them to identify and address any possible risks and conflicts of interest (COI) as they arise. The CSN will work to ensure our members operate free of commercial interests, and in full compliance with globally endorsed standards on private sector engagement, including but not limited to, the Code of Marketing on Breastmilk Substitutes.

**In CSN 3.0**, the Network will work with the GSS and the Executive Committee COI Task Group to ensure that the new SMS whistle-blower mechanism is accessible to all – specifically ensuring civil society feel safe, supported and confident to use it – and that it reports transparently on the issues raised and how they were addressed in a timely manner.<sup>9</sup>



## NETWORK COMMUNICATIONS

Transparent, accessible and user-friendly communications are essential to the work of the CSN. Drawing on our members' expertise, evidence, and impact, the Network produces newsletters, blogs, webinars, briefs and toolkits tailored to different audiences, and shares them with all members via regular communications mechanisms. The **CSN website**, its **online library**, and social media channels (**Twitter**, **Facebook**, **Instagram**) are a hub of information and opportunities for members, who can use those resources to work with their communities and advocacy targets to campaign for better nutrition outcomes.

**In CSN 3.0**, our communications and contact management capabilities will be developed to ensure that all members can access the resources available to them and that they can freely share content with colleagues. Externally, the Network is focused on ensuring that the collective power of members' research, evidence and programmatic experience are shared across the nutrition community and beyond, to push all stakeholders to prioritise nutrition action.

<sup>9</sup> Scaling Up Nutrition Movement (2021), *SUN 3.0 Strategy*, page 40, <https://scalingupnutrition.org/about-sun/the-sun-movement-strategy/>



## YOUTH LEADERSHIP

Since the launch of the Youth Leaders for Nutrition programme in 2018, the CSN has supported 13 young champions in their nutrition advocacy with the dual objectives of empowering the young people involved and delivering impact for nutrition in their domestic contexts and around the world.

**In CSN 3.0**, this commitment to youth engagement will be further strengthened

and expanded to other regions. The Network will continue to build the capacity of, and seek funding for, young people to lead innovative solutions in their own communities, within their CSAs, and at global level. The CSN is also committed to taking a lead role in SUN's objective to enshrine youth leadership across the Movement.<sup>10</sup>



## GENDER EQUALITY

Gender inequality, and the low value many societies accord to women and girls, is a core driver of global malnutrition. To be sustainable, efforts to end malnutrition must address that inequality, empower women and girls to put local solutions in place, and sustain their leadership role in their communities.

**In CSN 3.0**, the Network must play a key role in transforming gender norms and championing

women and girls' rights, while engaging men and boys in this effort. We will ensure women and girls are supported to play a prominent role in CSN global and national governance structures, document gender transformative approaches benefiting communities' nutritional status, and promote gender-sensitive leadership models within and beyond the SUN Movement.



Gladys is a community health volunteer in Ngatataek, Kenya

<sup>10</sup> Scaling Up Nutrition Movement (2021), *SUN 3.0 Strategy*, page 8, <https://scalingupnutrition.org/about-sun/the-sun-movement-strategy/>

# CIVIL SOCIETY NETWORK STRUCTURES

## Network Members

As of 2020, the SUN Civil Society Network comprised of over 4000 members, most of which are part of country-level Civil Society Alliances. Those CSA members are pivotal in domesticating, delivering, monitoring and evaluating the SUN CSN strategy at regional, national and local level. The CSN also has a smaller range of global members, primarily INGOs that work across multiple countries. The expansion of the SUN CSN membership will always be delivered in accordance with its commitments and strategic priorities.

## Civil Society Alliances

SUN Civil Society Alliances (CSAs) are groups of community, national, regional and international organisations working together to end malnutrition in their respective countries. CSAs represent a diverse range of actors including small-holder farmers, fisherfolk, human rights defenders, women's groups, child rights organisations, humanitarian and aid assistance agencies, advocacy and research entities, Youth Leaders, consumer groups, trade unions and many others. As of 2021, the CSN has 51 CSAs

with an additional 10 national platforms in the developmental phase. Each CSA is governed by a steering committee which must be inclusive of community-based groups including women and Youth Leaders. The majority have put in place sub-national coordination structures to enable a more efficient use of expertise and resources, greater geographical coverage, as well as advocacy and programming capacity.

Civil Society Alliances:

1. Actively contribute to the design, implementation, monitoring and evaluation of effective national policies, plans and funding for scaling up nutrition (multi-stakeholder, multi-sectoral, multi-level).
2. Encourage and facilitate coordination among all civil society actors, and ensure alignment of their strategies, programmes, and resources with national nutrition priorities.
3. Mobilise communities and decision-makers in bringing about change through active campaigning and advocacy.
4. Build the capacity of their members and external partners on issues related to nutrition.



Caroline works in her kitchen garden in Homa Bay, Kenya



## *Civil Society Alliances mobilise communities and decision-makers in bringing about change through active campaigning and advocacy.*

### **Regional Groups**

To facilitate collaboration between Civil Society Alliances, the Network has four regional groups covering West and Central Africa, East and Southern Africa, Asia, and Latin America and the Caribbean. They work together on joint regional efforts and share experiences to foster innovation and inspire improved national and sub-national efforts. Each group is led by a Regional Coordinator responsible for implementing the SUN CSN 3.0 strategy at the regional level and coordinating the work of respective Civil Society Alliances.

### **Youth Leaders for Nutrition (YL4N)**

Since the launch of the Youth Leaders for Nutrition programme in 2018, the Network has supported 13 Youth Leaders to create change in their own communities and advocate at global fora. The programme was initiated by the CSN, in partnership with Save the Children UK, RESULTS UK, ACTION, and Global Citizen. It aims to empower young people, primarily those from countries with high rates of malnutrition, with the skills they need to advocate for an end to malnutrition in their own communities and globally. In addition, the Youth Leaders are creating change in their communities through education and awareness-raising programmes, often working in partnership with their local Civil Society Alliances.

### **SUN CSN Secretariat**

The SUN CSN Secretariat supports and coordinates the Network. The Secretariat works with Regional Groups, Civil Society Alliances and Youth Leaders to implement the CSN 3.0 strategy and to monitor and evaluate its impact. To match the level of ambition of the SUN Movement to accelerate nutrition

results through systematic change and an effective country-driven ethos, the Secretariat is looking at further expanding its regional approach. As such, during the CSN 3.0 period, the Network will aim to make the four regional coordinators full members of the Secretariat. The location of the Secretariat, hosted in London by Save the Children UK, will also be considered as part of this process. In 2021, the Secretariat is comprised of six staff members: Head of the CSN, Senior Adviser, Senior Impact & Evidence Adviser, Advocacy & Youth Adviser, Fundraising & Sustainability Adviser and Communications Officer.

### **SUN CSN Steering Group**

An inclusive, representative and accountable Steering Group is nominated through a transparent and democratic process to develop and drive the CSN 3.0 strategy, and to ensure that its implementation is in line with the wider SUN 3.0 strategy. The Steering Group is the main decision-making body of the Network and is responsible for encouraging effective engagement from civil society and youth in SUN processes at national and global level. As part of the CSN 3.0 strategy, the Steering Group's composition and mandate will be reviewed to better reflect the diversity and expertise of the CSN membership. In this way, more representatives from regional groups, CSAs and Youth Leaders will be eligible to join the Steering Group.

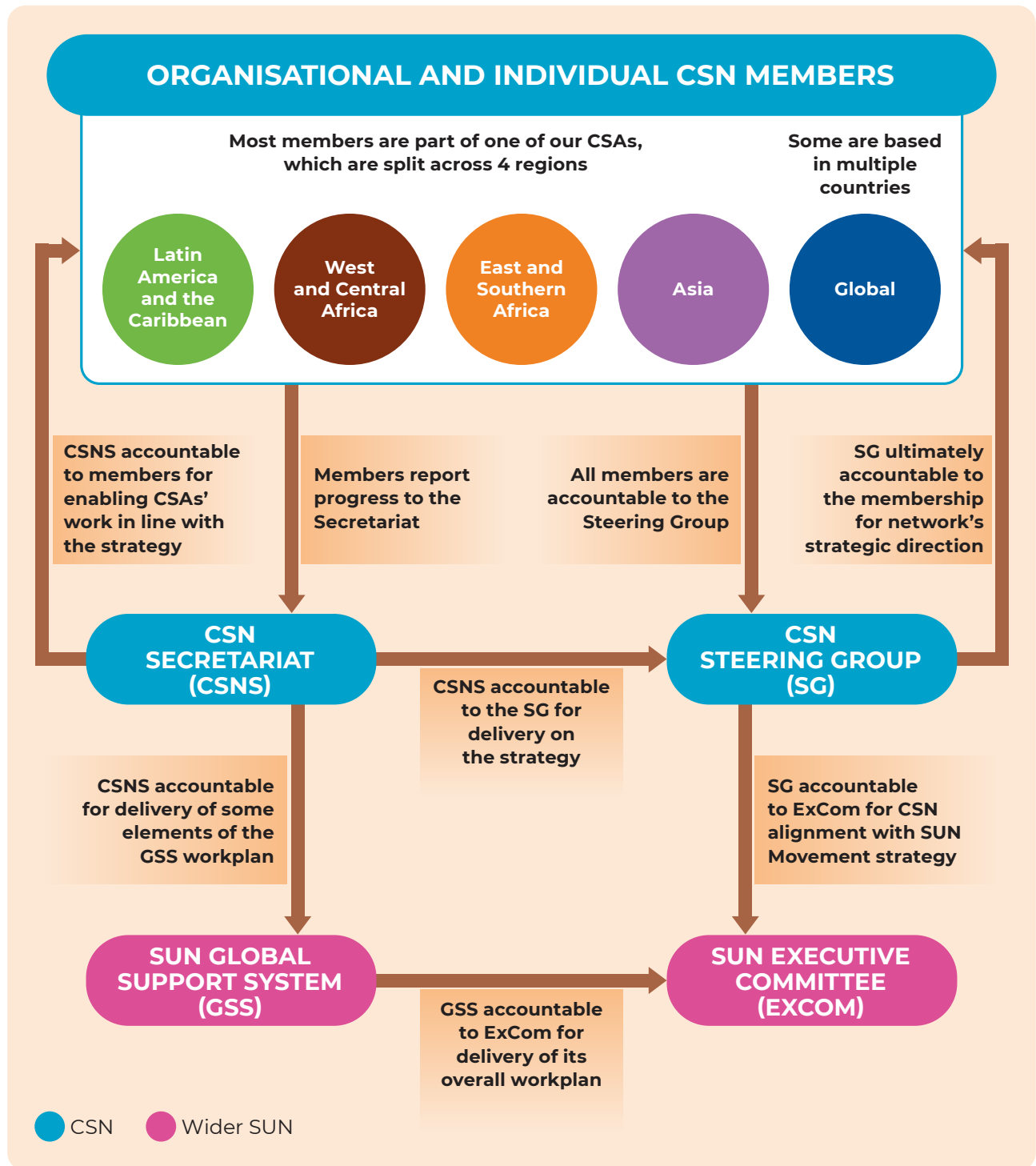
### **Other SUN global structures**

Civil society is also represented in SUN global governance structures such as the Lead Group and the Executive Committee. Under SUN 3.0, civil society and youth representation in these high-level instances will be increased to better reflect CSN perspectives.

*Youth Leaders for Nutrition are creating change in their communities through education and awareness-raising programmes.*

# ACCOUNTABILITY

The Civil Society Network’s accountability structure is complex due to the number of actors involved from across the Network and the wider SUN Movement. As laid out in the diagram below, the CSN is based on the concept of primacy of the members, to whom both the Secretariat and Steering Group are ultimately accountable.



# ANNEXES

## ANNEX 1: CSN COMMITMENTS IN THE SUN 3.0 STRATEGY

1. Hold all stakeholders accountable, including its own member organisations, for commitments and actions at the global, regional, and national level, in support of country priorities
2. Enhance capacity of national and local civil society organisations through technical support to the Network's national level platforms (Civil Society Alliances)
3. Strengthen regional networking and collaboration to ensure cross-country assistance, funding, learning, coordination and appropriate linguistic support to Civil Society Alliances
4. Support Civil Society Alliances to expand their membership to encompass all community perspectives
5. Boost the advocacy capacity of the Network, bringing the grassroots and community perspective to national and global decision-makers, and prioritising vulnerable groups, including support for the development of the Youth Leaders for Nutrition Programme
6. Support civil society organisation members as programme implementers

## ANNEX 2: SUN MOVEMENT PRINCIPLES OF ENGAGEMENT

1. Be transparent about intentions and impact
2. Be inclusive
3. Be rights-based
4. Be willing to negotiate
5. Be predictable and accountable
6. Be cost-effective
7. Be continuously communicative
8. Act with integrity and in an ethical manner
9. Be respectful
10. Do no harm



## ANNEX 3: STRATEGIC OBJECTIVES RESPONSIBILITY MATRIX

STRATEGIC OBJECTIVE	OUTCOMES	CORE ACTIONS/ SUCCESS CRITERIA	RESPONSIBLE
<b>CIVIL SOCIETY SPACE</b>  <b>Promote meaningful civil society representation and engagement, especially from the most marginalised, across the SUN Movement and beyond</b>	CSN structures and members empower the most marginalised, including women, youth and minority groups, and make space for each other to be heard.	<ul style="list-style-type: none"> <li>Vulnerable groups are prioritised internally and empowered to raise their perspectives.</li> <li>CSN membership is diversified and represented in governance structures at all levels.</li> </ul>	Primary: Members Support: CSNS
	All SUN Movement Networks and actors understand the value of civil society and youth participation and proactively seek their contributions.	<ul style="list-style-type: none"> <li>Civil society and vulnerable groups are engaged, listened to and valued across the SUN Movement.</li> <li>Civil society and youth are represented on the SUN Lead Group and Executive Committee.</li> </ul>	Primary: CSNS Support: SG
	Beyond the SUN Movement, all constituencies recognise the importance of civil society engagement for equitable and inclusive malnutrition prevention and response and seek their meaningful participation in global fora.	<ul style="list-style-type: none"> <li>Civic space is expanded, and civil society's value better recognised beyond the SUN Movement.</li> </ul>	Primary: Members Support: CSNS

STRATEGIC OBJECTIVE	OUTCOMES	CORE ACTIONS/ SUCCESS CRITERIA	RESPONSIBLE
<p><b>AN ENABLING ENVIRONMENT</b></p> <p><b>Advocate for improved financial, policy and legal action on nutrition and hold all stakeholders accountable</b></p>	<p>Multi-Stakeholder Platforms develop and implement costed multi-sectoral national nutrition plans with active input from civil society at all stages from planning to evaluation.</p>	<ul style="list-style-type: none"> <li>• Civil society meaningfully participates in Multi-Stakeholder Platforms.</li> <li>• Multi-sectoral national nutrition plans are in place, evidence-based and rooted in community realities.</li> <li>• Civil society contribute to development, costing, implementation, and evaluation of those plans.</li> </ul>	<p>Primary: Members</p> <p>Support: CSNS</p>
	<p>Governments and other duty-bearers allocate sufficient funding for the implementation of national nutrition plans, and are held to account for those commitments.</p>	<ul style="list-style-type: none"> <li>• Sufficient financial resources are allocated to deliver on national nutrition plans.</li> <li>• Communities most at risk are prioritised.</li> <li>• CSOs are equipped to track and analyse funding disbursements.</li> </ul>	<p>Primary: Members</p> <p>Support: CSNS</p>
	<p>Network members at all levels establish multi-stakeholder and multi-sectoral partnerships, including with the public, to build a coalition of support for ending malnutrition.</p>	<ul style="list-style-type: none"> <li>• Members and CSN structures form new partnerships to entrench the importance of nutrition across a range of issues and actors.</li> </ul>	<p>Primary: Members</p> <p>Support: CSNS</p>

STRATEGIC OBJECTIVE	OUTCOMES	CORE ACTIONS/ SUCCESS CRITERIA	RESPONSIBLE
<p><b>NETWORK SUSTAINABILITY</b></p> <p><b>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</b></p>	<p>All CSN members can access training and technical assistance in areas in which they require upskilling.</p>	<ul style="list-style-type: none"> <li>• The CSN develops communities of practice and expands the pool of country-level technical experts.</li> <li>• The CSN Secretariat and Steering Group provide support where no country level expertise is available.</li> </ul>	<p>Primary: Members</p> <p>Support: CSNS</p>
	<p>CSN technical assistance providers gain recognition and are employed outside the Network as experts in their field.</p>	<ul style="list-style-type: none"> <li>• Experts within the CSN membership are eligible to provide their skills to external organisations.</li> </ul>	<p>Primary: Members</p> <p>Support: CSNS</p>
	<p>The CSN has long-term funding in place, from a diverse range of sources, to ensure it can deliver on its workplans.</p>	<ul style="list-style-type: none"> <li>• Existing and new potential donors collaborate with the CSN to mitigate the risks of future financing shortfalls.</li> </ul>	<p>Primary: CSNS and Members</p>



STRATEGIC OBJECTIVE	OUTCOMES	CORE ACTIONS/ SUCCESS CRITERIA	RESPONSIBLE
<p><b>PROGRAMME DELIVERY</b></p> <p><b>Scale up effective nutrition interventions and sensitisation at community level</b></p>	<p>Network members deliver and scale up effective nutrition programmes at community level in line with national nutrition plans, and in collaboration with other actors.</p>	<ul style="list-style-type: none"> <li>• Nutrition interventions are delivered by members to complement other service providers' work, reach the most marginalised and use the latest local evidence and innovative solutions.</li> <li>• CSN members form communities of practice to exchange lessons learned on specific areas.</li> </ul>	<p>Primary: Members</p>
	<p>Communities better understand the importance of, and their right to, nutritious food and are empowered to hold duty-bearers accountable to services provided.</p>	<ul style="list-style-type: none"> <li>• CSN members strengthen social and behaviour change communication to ensure vulnerable groups access information, nutritious food, adequate health services and social protection mechanisms.</li> <li>• Communities and CSN members are equipped to hold duty-bearers accountable to services provided.</li> </ul>	<p>Primary: Members</p>

STRATEGIC OBJECTIVE	OUTCOMES	CORE ACTIONS/ SUCCESS CRITERIA	RESPONSIBLE
<p><b>EVIDENCE &amp; LEARNING</b></p> <p><b>Generate evidence and use it to inform decisions and scale promising interventions</b></p>	<p>Network members generate nutrition-specific and nutrition-sensitive evidence to inform both their own and others' approaches to the development, budgeting, implementation and evaluation of nutrition-related policies and plans.</p>	<ul style="list-style-type: none"> <li>Greater quality and quantity of evidence is gathered from members' work to inform national nutrition plans and programming.</li> </ul>	<p>Primary: Members</p> <p>Support: CSNS</p>
	<p>The Network builds robust Knowledge Management and MEAL systems to document and evaluate data, evidence and best practice for improved planning and impact.</p>	<ul style="list-style-type: none"> <li>A cohesive Knowledge Management and MEAL framework is built to improve data retention, analysis and learning functions.</li> </ul>	<p>Primary: CSNS</p> <p>Support: Members</p>
	<p>The SUN Movement and wider international community view the CSN as a thought leader and credible partner.</p>	<ul style="list-style-type: none"> <li>Partners in and outside the SUN Movement seek out and rely on CSN thought leadership and innovation.</li> </ul>	<p>Primary: Members</p> <p>Support: CSNS</p>

CROSS-CUTTING ENABLERS	CORE ACTIONS/ SUCCESS CRITERIA	RESPONSIBLE
<b>NETWORK GOVERNANCE</b>	<p>Network governance structures at global, regional and national level are representative and inclusive of the full range of Network members, and election processes are transparent.</p> <p>The new SMS-hosted whistleblowing mechanism is safe to use, and neutrally managed.</p>	<p>Primary: CSNS</p> <p>Support: Members</p>
<b>NETWORK COMMUNICATIONS</b>	<p>Contact management and communications services improved so all members can access the information and resources they need across the Network.</p> <p>Members' work is published and disseminated to a wider range of cross-sectoral stakeholders.</p>	<p>Primary: CSNS</p>
<b>YOUTH LEADERSHIP</b>	<p>Youth engagement is expanded to other regions and strengthened across the Movement, including in Network governance structures, with the CSN playing a leading role in this effort.</p> <p>Young people continue to build their capacity of access funding to lead innovative solutions in their own communities, within their CSAs, and at global level.</p>	<p>Primary: CSNS</p> <p>Support: YL4N</p>
<b>GENDER EQUALITY</b>	<p>Women and girls play a prominent role in CSN global and national governance structures, document gender transformative approaches benefiting communities' nutritional status, and promote gender-sensitive leadership models within and beyond the SUN Movement.</p>	<p>Primary: CSNS and Members</p>





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Cover photo: Chizi works as a farmer near Nyalani Dam in Kwale, Kenya  
(Photo: Stefanie Glinksi)