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This checklist is developed to help Country Nutrition Cluster Coordination Teams (CNC-CTs) at national and sub-national levels as well as Global Nutrition Cluster Coordination Team (GNC-CT)) in reviewing the Country Nutrition cluster performance in fulfilling it information management (IM) functions. The tool can also be used for self-assessment as well as for external audit. The tool also helps to ensure the consistency and completeness in carrying out an IM function by cluster countries.[[1]](#footnote-1) The checklist only cover standard IM outputs/functions, therefore depending on the country cluster context the CT might opt to include and use additional IM tools and outputs.

The checklist is regularly updated with the new information and links. You can always find the latest IM checklist version at <https://www.nutritioncluster.net/IM_Checklist>.

GNC has developed [an infographic describing roles and responsibilities of the Nutrition Cluster/Sector Working Group Information Management Officers](https://www.nutritioncluster.net/IMO_roles_and_responsibilities), as well as those of [partners](https://www.nutritioncluster.net/resource/roles_and_responsibilities_NCpartners).

| IM outputs / functions | Monitoring question | Applicable for cluster: | | Good practice |
| --- | --- | --- | --- | --- |
| National | Sub-national |
| Human resources for IM function | Is there an IMO for nutrition cluster? |  |  | Any nutrition cluster, sector or working group has certain IM functions that has to be fulfilled. Generally in complex emergencies (especially Level 3 or Level 2 emergencies) it is recommended to have a dedicated Information Management Officer (IMO) at the national level (and at sub-national as appropriate). Same applies to protracted and sudden-onset emergencies with a big number of people in need and/or operational partners. In smaller emergencies (i.e. localised floods, etc.) it is possible that this function is fulfilled by someone else (for example by Cluster Coordinator). |
| Is the role of the IMO clear? |  |  | Irrespective of who fulfils the IM function in the cluster, the tasks and responsibilities should be clearly outlined in the terms of reference of this person (as a part of the Terms of Reference for the dedicated IMO or as a part of terms of reference of any other person carrying out this function). GNC has developed a [generic terms of reference for the IMO](https://www.nutritioncluster.net/IMO_TOR) that can be used by country nutrition clusters: |
| IM support for HNO/HRP[[2]](#footnote-2)  *for cluster functions[[3]](#footnote-3)  2, 3* | Does the cluster have access to up-to-date information to establish needs and develop response plan? |  | N/A | It is responsibility of the cluster IMO to collate available information on needs and response and avail this information to cluster partners and the cluster coordinator to facilitate the development of the Humanitarian Needs Overview (HNO) and Humanitarian Response Plan (HRP). This includes but not limited to needs assessments reports and summaries, cluster achievements, 4W, capacity mapping results and other IM outputs described below.  GNC has developed [a list of standard key datasets](https://www.nutritioncluster.net/Key_datasets) that IMO would most often needs to collect from Nutrition Cluster partners as well as from other clusters and humanitarian actors. |
| Is correct population profile being used for caseload calculations? |  | N/A | Population profile including IDPs and refugee population to be used by the clusters for caseload calculations are normally agreed at inter-cluster level and communicated to cluster coordinators by OCHA. It is responsibility of both IMO and Nutrition Cluster Coordinator (NCC) to follow up with OCHA and clarify any issues with the dataset. |
| Is technical assistance provided for caseload calculations? |  | N/A | It is responsibility of NCC to coordinate discussions on methods used for caseload calculations and agreement on coverage, however the IMO might be requested to provide technical support in calculating caseload such as based on given formulas calculate caseload in Excel.  GNC has developed a [caseload/target/supplies calculation tool](https://www.nutritioncluster.net/resource_NutHumanitarianAnalysis) to support countries. |
| Is technical assistance provided for prioritisation of response locations? |  | N/A | It is responsibility of NCC to coordinate discussions on prioritisation of locations for response, however IMO might be requested to provide support in identifying locations (such as compiling list of indicators being used for prioritisation, producing heat maps, etc.) |
| Are all indicators in the HRP SMART? |  | N/A | All indicators in the HRP (and M&E framework) should be specific, measurable, achievable, relevant and time-bound and this is to be developed in consultation with the NCC, the SAG and with endorsement of the cluster partners. |
| Was humanitarian indicators registry used for defining indicators? |  | N/A | Global clusters developed humanitarian indicators registry to support countries in choosing [HRP monitoring indicators](https://ir.hpc.tools/en/applications/ir/indicators) . It is recommended that countries use these indicators as a starting point while developing the cluster indicators. Note that the indicator registry also has assessment related indicators. GNC has also developed a tool with same [indicators in online platform which also includes Information Needs and Analysis framework for nutrition clusters](https://ir.hpc.tools/indicators/global_clusters/9).  In addition, to facilitate the development of the HRP, GNC has prepared “[HRP tips](https://www.nutritioncluster.net/HRP_tips)” that have a selection of indicators from the humanitarian indicators registry, that can be used as HRP outcome/output indicators as well as for monitoring of individual projects. |
| Monitoring and evaluation (M&E) framework  *for cluster functions 2, 3, 4* | Does an M&E framework exist in the cluster? |  | N/A | Every cluster must have an M&E framework that is an integral part of the HRP. |
| What template is being used for the M&E framework? |  | N/A | GNC has developed a template for [the M&E framework](https://www.nutritioncluster.net/M&E), however before deciding to adopt/adapt it you need to check with OCHA office and Inter-cluster Coordination Working Group in the country if they have developed any framework template for your particular emergency. |
| Was the M&E framework reviewed/developed concurrently with HRP? |  | N/A | An M&E framework should be developed in line with HRP and should be revised each time the HRP is developed or updated/revised. |
| Are partners aware of and agreed to use the M&E framework? |  | N/A | An M&E framework should be agreed for use by all the partners and the agreement to do so should be documented in meeting minutes. The Cluster M&E Framework should also be posted on the website and annexed to the cluster response plan. |
| Were Cluster partners engaged in the M&E framework development? |  | N/A | Partners should be engaged in the M&E framework development, as a minimum by (1) agreeing on indicators to be monitored (should be done during HRP development period) and (2) providing comments on the draft framework prepared by IMO and the CT. |
| Does the M&E framework specify how the indicators will be monitored? |  | N/A | A source and the method of data collection should be clearly stated for each indicator (i.e. monthly reports, minutes of cluster meetings, cluster performance monitoring report, etc). Furthermore, on the method of data collection, all cluster partners should agree on standard formats needed for the data collection and capacity to collect the data should be availed in each and every cluster partner agency. |
| Does the M&E framework include roles and responsibilities in monitoring the indicators? |  | N/A | The M&E framework should include the level at which the indicator will be monitored and by whom. This means clear roles and responsibilities in monitoring each indicator has to be developed from the beginning, e.g. an indicator that says “Number of SMART assessments conducted” can be assigned to Nutrition Information Systems WG to monitor and report on. |
| Does the M&E framework specify how often each indicator should be monitored? |  | N/A | The M&E framework should specify frequency of data collection. This frequency should be checked against cluster outputs, inter-cluster outputs (i.e. OCHA SitRep, OCHA dashboards, etc.), major monitoring reports (i.e. mid-year review) to ensure that indicators and data collection methods allows for gathering of the relevant information in a timely manner. |
| Does the M&E framework specify baselines and targets for each indicator? |  | N/A | Each indicator should have a baseline and a target against which cluster progress can be tracked. Note that for some indicators, it might not be possible to specify a baseline (for example, if an indicator was not monitored the previous year the baseline might not be known), however target should be specified always. |
| Is the M&E framework used for tracking cluster progress? |  | N/A | The purpose of an M&E framework is to identify and document how the cluster will track its progress towards targets. Usually it should be updated on a monthly basis with cluster progress towards achieving targets per each indicator, however it might be agree to monitor progress with a different frequency. |
| Is cluster progress towards targets shared with the partners regularly? |  | N/A | Progress report or a dashboard that presents the achievement towards targets or M&E framework should be developed and posted on the website and shared with the partners regularly (as a rule, on a monthly basis, shortly after monthly reports are submitted by cluster partner each month) |
| Contact lists  *for cluster function 1* | What contact lists do exist for the cluster? |  |  | Every cluster must have at minimum the following contact lists:  - cluster partners (including those having direct implementation role), government, (donors, observers (e.g. the MSFs and other partners are observers in the cluster approach at global and country levels), etc.)  - members of SAG and all WGs  - subnational focal points  - other cluster/sector coordinators and inter-cluster focal points |
| What contact list template is in use? |  |  | It is better to keep all contacts in one database/spreadsheet, which is automatically linked to summary tables such as sub-national focal points or WGs’ members. This would ensure that once a contact is updated it is updated in all contact lists. GNC has developed a template for the [contact lists](https://www.nutritioncluster.net/resource_contact_List) . |
| What does contact list include? |  |  | As a minimum contact list should include the following information:   * Name * Organisation * Position * Email address(es) * Telephone number(s) * Membership of WGs |
| Is contact list regularly updated? |  |  | Contact list should be updated on a regular basis by gathering information and updating the list through the following channels:   * Sending bilateral requests to cluster partners * Gathering participants’ lists during meetings * Sending reminders/emails to partners to update contact details   It is a good practice to print a contact list every quarter and bring it to a cluster meeting, and ask partners to update the contact details for the staff of their organisations during the meeting. |
| Does CT and all partners have access to the most up to date version of contact list(s)? |  |  | Once updated, contact list(s) should be posted on the cluster website and shared with partners. It is a good practice to publish contact lists on the online platform (MS Share Point, Google Drive, etc.) to allow simultaneous editing and real-time access to the latest information by all partners. |
| 4W (who does what where and when)  *for cluster functions 1, 2, 4* | Does 4W exist? |  |  | Every cluster must have a 4W. It is important to use 4W instead of 3W as information on start and end of each project is important for many IM outputs and analyses. |
| What 4W template is in use? |  |  | GNC has a recommended [4W template](https://www.nutritioncluster.net/4ws), however in many countries OCHA also develops a standard template for all clusters. It is important to use a template that suits particular information needs in the cluster and not overcrowd it with too much information. For this reason, OCHA templates might not be suitable for use by the cluster. When required to submit the 4W to OCHA, the IMO should copy-paste relevant information to OCHA template. In cases when OCHA requires more/different information than what the cluster collects, the IMO should explain to OCHA the reasons behind the use of the particular 4W template by the Nutrition cluster, and avoid following OCHA instruction and request just because this is what OCHA requests. |
| Does 4W includes cash modalities, when applicable? |  |  | Is the cluster have any cash or voucher program (for example, multipurpose cash, paying transport fees for families to reach inpatient centre, etc.), it should use the relevant reporting columns from the intercluster [4W template developed](https://www.humanitarianresponse.info/en/topics/cash-transfer-programming/document/3w-template-hxl-cash). |
| What does 4W include? |  |  | As a minimum 4W should include the following information:   * The donor name per project/agency * Implementing agencies * Geographical location (cluster partners should agree at what level information will be collected) * Status of the project (can be aligned to the OCHA template, that usually would include the following options for projects: **ongoing, completed, suspended, planned funded and planned not funded)** * Start and end date of the project * Activities (linked to HRP) * Beneficiaries type (pregnant and lactating women, children, elderly, etc.) |
| Is 4W regularly updated? |  |  | 4W should be updated on a regular basis. In protracted emergencies, this should usually happen on monthly basis, however in many rapid onset emergencies or at the peak of an L3 situations, it might be necessarily to do this more often (weekly or bi-weekly). |
| Does IMO follow up bilaterally with partners who did not update the 4W? |  |  | IMO should follow up with all partners who did not update 4W shortly after deadline. In some situations, it can be agreed that sub-national focal points should follow up with partners on missing reports; in such a case, IMO should provide focal points with information on missing reports. |
| How does CT ensure that 4W includes all projects? |  |  | 4W should be regularly checked against the partners’ agreements that UNICEF and WFP might have with partners who received supplies and cash from these two agencies in order to identify projects that were not added to the 4W by partners.(These agreements are called PCAs for UNICEF and FLAs for WFP)  The IMO should also request sub-national focal points to check the 4Ws, based on their knowledge and to follow up with partners who did not add their information into the 4W.  Cluster Coordinator and other CT members should regularly check the 4W based on their knowledge of the situation and draw the attention of the IMO to the missing projects/activities. It is especially important that sub-national teams review the 4W regularly and update IMO about any discrepancies. |
| Does CT and all partners have access to the most up to date version of the 4W? |  |  | Once updated, the 4W should be posted on the cluster website and shared with partners. It is good practice to publish 4W on the online platform (MS Sharepoint, Google Drive, etc.), as this allows simultaneous editing and real-time access to the latest information. |
| What information outputs are produced based on the 4W? |  |  | Information generated through the 4W should not only by used by the CT but should be shared regularly with the partners. The information should be used to produce summaries, maps and analysis for partners. For example, a table summarising nutrition activities and partner’s presence per certain administrative level or an operational presence map should be generated and regularly shared all the cluster partners. |
| Financial tracking | Is the CT aware of the status of financing of cluster activities? |  | N/A | While financial tracking is responsibility of the CC, IMO can be approached to support development of the [financial tracking tool](https://www.nutritioncluster.net/resource_NC_Financial_Tracking_Tool). GNC has developed an adaptable template for tracking financial contributions within the cluster. |
| Reporting  *for cluster functions 1, 2, 3, 4* | Do partners report their achievements to the cluster coordination team? |  | [[4]](#footnote-4) | All partners should report to the cluster on their achievements towards cluster response plan. |
| How does the cluster avoid duplications in reporting? |  |  | Partners usually report to their headquarters, to the cluster, donors and other cluster partners such as UNICEF and WFP because they received supplies and sometimes cash from these two UN agencies, needless to say, this creates a burden on reporting for cluster partners. While it is difficult to fully avoid duplications in reporting, the cluster partners should discuss and agree on ways to avoid multiple reporting to different entities.  It is a good practice to agree on how the reports will be shared between stakeholders. For example, in many countries partners report to the cluster and CT shares the database with UNICEF and WFP, or partners report to UNCIEF and WFP and the database then shared with the CT.  In case of online reporting database, duplications can be avoided by agreeing with all stakeholders to use the only one reporting database and by giving different access rights to partners, donors and pipeline managers. |
| What reporting tools are in use? |  |  | It is difficult to recommend general approach and tools for reporting as the choice depends on country context. Different reporting processes, tools and databases are in use in nutrition clusters and greatly vary depending on IM environment. Usually simple reporting processes and tools (Excel) are used in situations with low capacity or absence of dedicated cluster IMO or during first months / years of an emergency. In protracted emergencies or in L3 situation where these is a dedicated IMO support, the use of online reporting and the use of a comprehensive databases are common, however this should be always reviewed on a case by case basis.  GNC has developed an adaptable Excel template for [partner reporting](https://www.nutritioncluster.net/Partners_reporting) .The template includes various possible interventions and suggesting indicators to monitor and should be adapted in country based on the Cluster activities in the Humanitarian Response Plan by removing not relevant blocks and possibly adding/changing some indicators. While developing the monitoring and reporting system in country, even if not using the tool, it is recommended to review it as it has a number of indicators that has been selected at global level based on experience from different countries and incorporates best practices in selecting monitoring indicators (note: while adapting the tool remember to keep as “light” as possible). |
| What is partners’ engagement in the development/review of reporting tools? |  |  | While it is a responsibility of IMO to make sure that reporting tools are developed, he/she should engage partners and NCC in the development and review of tools, by asking for suggestions for monitoring indicators, sharing draft tools for a feedback, facilitating discussions on geographical level of reporting, proposed reporting platforms and software, etc.  It is a good practice to use a Nutrition Information Systems Working group (NIS WG), if exists for discussions on the reporting tool, which are later fed back to all partners. |
| Have all cluster partners agreed on reporting indicators and tools? |  |  | All partners should agree on reporting indicators and a tool. A minimum set of indicators is usually agreed during HRP process, however the cluster might decide to report on additional indicators as well.  It is recommended that preliminary discussions are held and agreements reached by a dedicated WG/sub-group (i.e. Nutrition Information Systems WG) or a task force and then presented to all partners to seek their input and agreement. All decisions should be documented in meeting minutes. |
| What information do partner reports include? |  |  | Partners must report at minimum on all indicators that are agreed in the HRP (and included in the M&E framework). Each time the HRP (and M&E framework) are reviewed, it is important to review the reporting indicators and tools in order to align them with current HRP. The Cluster should only collect information needed for reporting towards achievements and analysis of response and should not include too many indicators. |
| What is the quality of reporting tools? |  |  | The reporting tool should at minimum   * collect all necessary information * be user-friendly * be set up in a way to eliminate possible mistakes (for example questions with lists of answers, restricted values, etc.) * be protected from modifications by partners   It is a good practice to include automatic calculations to the tool so that partners save time by using reporting tool and can automatically see how well their programme is performing in regards to the core performance indicators (for example calculating SPHERE performance indicators based on information entered) |
| At what geographical level do partners report to the cluster? |  |  | Partners should agree on the geographical level they would prefer to compile report to be submitted to the cluster. Usually admin level 1 or 2 (region, district, county, etc.) are used in situations with low capacity or where there is no dedicated cluster IMO or during first months or years of emergencies. In protracted emergencies or where there is a dedicated IMO support, reporting at site level could be possible, however this should be reviewed on a case by case basis. |
| Do all partners know how to report? |  |  | Reporting tool should have clear instructions on how to fill it in and how to submit reports. Before launching a new/updated reporting tool, the IMO should provide a training/orientation to partners at national and if needed at sub-national level. IMO should follow up bilaterally with new partners and explain them reporting process and how to use reporting tools. IMO should organise refresher reporting trainings/orientations on a need basis |
| Do all partners have access to latest reporting tools? |  |  | Each time when a reporting tool is modified, the IMO should (1) communicate clearly to partner the changes in the reporting format and share the new version of the reporting tool with partners via email and during meetings, (2) upload latest version (or link to it) to the cluster website, (3) change/include a link to signatures of all CT members, (4) follow up bilaterally with all partners who are not using the latest reporting format. |
| What is the reporting frequency? |  |  | Reporting schedule should correspond to information needs. In the first days of sudden-onset emergency or other L3 situations, information might be required daily, while in the first months it can be required weekly. In protracted emergencies monthly reporting schedule is usually used. The IMO should continuously monitor information needs and continue/propose to change reporting schedule based on the following:   * How often is a new information required (for cluster analysis, OCHA SitReps, etc.) * Information collected (it might be possible for example to agree on collecting a few indicators on a weekly basis while all others on a monthly) * Partners capacity to report on proposed schedule * CT/IMO capacity to update the database and produce information and outputs on proposed schedule |
| How is data quality checked? |  |  | Each CT should set up a process of checking data quality. The IMO is responsible for the data cleaning, a process of detecting and correcting (or removing) corrupt or inaccurate records from a database. This includes the identification of incomplete, incorrect, inaccurate, irrelevant, etc. data and then replacing, modifying, or deleting these data, including identification and removal of obvious mistakes from reports. In order to do this, in many situations the IMO should follow up bilaterally with the partners and seek clarification.  The CT can agree with UNICEF, WFP and MOH to support field monitoring of cluster programme given they have agreement with a number of partners. UNICEF, WFP and MOH may use their sub-national focal points to do this. Partners at national level should also commit to monitor quality of reports submitted from sub-national level. |
| How often is the database updated? |  |  | In situations where IMO enters reports to the database (as opposite to online reporting by partners) the database should be regularly updated. As a minimum, within one-two days after reporting deadline, all submitted reports should be entered to the database. However it is a good practice to update the database more regularly (for example weekly for monthly reports as this would allow to have data that reflect the reality better and would allow for follow up with partners on missing reports continuously). |
| Do all CT members have access to the latest database? |  |  | CT members should agree how they can access the latest database in a real-time. Usually it should be hosted on the cluster shared drive or online. It is the responsibility of an IMO to keep the most up-to-date version of the database accessible by the CT. NCC has an oversight responsibility to check if the database is maintained correctly |
| Does CT track reports submission? |  |  | IMO should track reports submitted against reports expected in order to know reporting rate, as this will enable the IMO to know whether the achievements reported corresponds to real cluster achievements and through this way, the IMO can identify which partners need to be followed on missing reports.  In some countries, partners agree to present names of best and worst reporting partners to the cluster during meetings or including in bulletin publications, as this can act as an incentive for those reporting regularly and l boost the morale of other partners to report. |
| How CT tracks reports submission? |  |  | IMO should develop a tool to track reports submitted versus expected and the IMO is responsible for keeping this tracking system up to date (simultaneously with updating the database). |
| Does IMO follow up with partners who did not submit reports? |  |  | IMO should follow up with all partners who did not submit the reports shortly after a deadline. If a partner has issues with reporting, IMO should discuss how he/she can assist the partner (such as providing training on reporting, advising on setting up a reporting system inside partner’s organisation, etc.) |
| What information outputs are produced based on the reported information? |  |  | Partners’ reports should be used not only for CT information. It should be used to produce summaries and analysis for partners such as an infographic summarizing cluster achievements, or performance monitoring information, or partners’ contribution towards targets, etc. All the outputs from the database should indicate what reporting rate is the output being based on |
| Does cluster track violation of BMS Code? |  |  | Each cluster should track violations of the International Code of Marketing of Breastmilk Substitutes (BMS) and follow up on them.  GNC has developed (1) a form for tracking of violation of the BMS code (to be adapted in country as needed and shared in the pdf format with partners. In addition you may wish to develop an online form such as through surveymonkey.com) to facilitate reporting of the Code violations, and (2) an [MS Excel database to compile code violations](https://www.nutritioncluster.net/BMS) for further consolidation, analysis and follow up. |
| Needs assessment information  *for cluster functions 2, 3, 4* | Does CT have access to all assessment reports? |  |  | CT should ensure that all assessment reports are collected and disseminated in a timely manner. This includes rapid assessments, SMART, FSMS, MICS, coverage assessments, etc. The reports are usually stored on the cluster CT shared drive. Sometimes the task of collecting reports can be allocated to the NIS WG |
| Do partners have access to all assessment reports? |  |  | The reports should be posted in the Assessment Registry of the HR.info (prior approval from partners – documented in meeting minutes – is needed in order to upload assessment report publicly).  In some situations it can be preferable not to store reports publicly but rather upload them to the cloud (Dropbox, Google Drive, etc.) with all partners having access to them. NCC and IMO also should produce summary report from surveys conducted. |
| Does the cluster have assessment database? |  | N/A | It is a good practice to extract information from reports to a database in order to have a quick access to information. It is usually should be done at national level immediately after the reports were validated.  GNC has a recommended [assessment database template](https://www.nutritioncluster.net/surveys_database). |
| What information is included in the assessment database? |  | N/A | This would vary country to country and depends on particular information needs. Usually information from SMART, FSMS and MICS surveys is included, however rapid assessments data can be sometimes included as well. The information in the database should at minimum include:   * Agency(ies) conducted survey * Type of survey * Where it was conducted * Dates of data collection * Status of the survey (planned, ongoing, completed, validated) * Main indicators, such as GAM, SAM and others depending on the context (point prevalence AND confidence intervals) |
| Who is responsible for updating the database? |  | N/A | IMO or NIS WG is usually responsible for updating the assessment database. Roles and responsibilities should be discussed, agreed upon and clearly communicated to partners. |
| What IM outputs are produced based on the needs assessment information? |  |  | For decision making at cluster level it is important that CT and partners have access to summaries/meta-analysis of survey information. Producing tables, charts and maps with needs assessment and analysis information is therefore desirable. These products should be evaluated case by case as they would depend on the context. |
| Gap analysis | The purpose of the tool is to conduct gap analysis to improve nutrition cluster response. The tool is divided into 7 sheets, each providing a table for a particular type of gap analysis. |  |  | This section of the checklist is [GNC gap analysis tool](https://www.nutritioncluster.net/resource_NC_Gap_analysis_tool) .Depending on your needs, you can use all of them or only choose particular sheets:   * Geographical coverage * Funding * Assessments * Human Resources (HR) * Supplies * Progress towards targets   Moreover, two maps have been designed by working with CDC and GNC-CT   * SAM in Need for treatment vs. SAM Admitted (Non-Cumulative) * Progress towards annual SAM treatment targets |
| Infographics  *for cluster functions 1, 2, 3, 4, 6* | What infographics is produced by the cluster? |  |  | This would depend on the cluster needs and should be discussed and agreed upon with the partners.  At minimum infographics should include:   * Dashboard on the cluster progress towards targets * Operational presence maps * Maps of nutritional situation * Programme dashboards.   GNC has developed a minimum set of [recommended maps for the nutrition clusters](https://www.nutritioncluster.net/resource_NC_Map_templates), that can be adapted at country level according to the context. |
| How of often is infographics updated? |  |  | All infographics should be updated on a regular basis once a new information become available (for example, for assessment maps it is once assessment results are validated, for progress towards targets dashboards it is shortly after reporting deadline, etc.) It is a good practice to use software such as Tableau to produce dynamic dashboards that are linked to the database and are automatically updated once a new record added to the database. |
| What is the software used for mapping? |  |  | The majority of nutrition clusters utilise ArcGIS as the GIS software of choice as it is provide most functionalities, however it requirs high level of technical skills.  GNC has prepared a list of web (online) mapping tools with comparison of their different features to facilitate choice of [online mapping tool](https://www.nutritioncluster.net/resource_nc_Online_Mapping_Tools) for the cluster if needed. |
| Does IMO use recommended CODs for mapping? |  |  | Within a given country, there could be different resources of population figures or profiles of the population affected from government, NGOs, WFP food distribution figure, ICRC, UNHCR, etc. In countries with a Humanitarian Coordinator or OCHA presences, OCHA has a responsibility to update and disseminate standard Common Operational Datasets(CODs), including geographical boundaries to be used by all humanitarian partners. These CODs are usually not most up to date versions, but they are approved by the government and should be used by the clusters for all mapping. |
| Do CT and all partners have access to the most up to date versions of infographics? |  |  | Once updated infographics should be posted on the cluster website and shared with partners. It is good practice to use data visualisation software (such as Tableau) which allow for automatic real-time update of the dashboards and interactive access to the infographics by all partners. You may also embed such dynamic infographics to you cluster website as iframe. |
| Shared drive  *for all cluster functions* | Does shared drive exist? |  |  | Every cluster must have a shared drive to store all cluster files and documents that are important for more than one person. |
| Is the shared drive on the cloud or on UNICEF servers? |  |  | Both options are possible depending on CT requirements. Usually if some CT members do not have access to UNCIEF computers, or there is a need to connect government counterparts or working group chairs to it, or to have frequent remote access, it is preferable to host information in the cloud. |
| Do all CT members have access to the shared drive? |  |  | It is important to ensure that all CT members (and sometimes government and working group chairs) have access to the shared drive, otherwise it does not serve its purpose. |
| Is the shared drive user-friendly to navigate? |  |  | The shared drive should be intuitive to navigate. There should not be any duplicate folders or files. |
| What information is included on the shared drive? |  |  | All information of importance to more than one person should be uploaded to the shared drive. This includes all strategic documents, IM outputs (including meeting minutes and contact lists), HR documents, guidance, assessments and reports, working groups’ documents, sub-national clusters files, etc. |
| Are all files on the shared drive include their last version? |  |  | The shared drive should be regularly (daily) updated. All latest copies of all documents should be on the shared drive at any time. |
| Are roles and responsibilities of maintaining shared drive folders clear? |  |  | It should be clear who should update shared drive folders. As a rule the overall responsibility for keeping the shared drive up to date lies with an IMO, however it makes sense to have some CT members responsible for updating relevant folders (i.e cluster coordinator to update strategic documents folders, WGs chairs to update working groups folders, etc.) |
| Emails  *for all cluster functions* | Does the cluster have a separate email for reporting? |  |  | It is a good practice to create a separate email for reporting, so that partners always know to whom reports are to be submitted. This should also allow for the use of automatic forwarding functions of all incoming messages to relevant people. |
| Does cluster CT have generic email addresses? |  |  | While no clear guidance exists, in many situations, it is better to create a “neutral” email address that will be handed over with a position rather than utilising organisational email addresses with name of a person.  OCHA offices provide up to two generic email addresses to clusters (powered by Google) for NCC and IMO, that you can request by writing to [info@humanitarianresponse.info](mailto:info@humanitarianresponse.info). The addresses are given in the following format: for CCs: [country.nut@humanitarianresponce.info](mailto:country.nut@humanitarianresponce.info), for IMOs: [country.nut.imo@humanitarianresponce.info](mailto:country.nut.imo@humanitarianresponce.info).  This is especially important in situations with high staff turnover, regular R&R, etc, where this will allow (1) For assigning a responsible person to monitor emails even if email owner is on leave or R&R. and (2) Avoid the creation of confusion amongst partner and a gap in correspondence. |
| What does an email signature include? |  |  | The email signature of an IMO should include at minimum his/her name, position, contact email, phone number, link to cluster website, reporting email, link to latest reporting format or database, link to latest contact list, link to latest 4W. |
| Are there delays in answering incoming emails? |  |  | CT members (including IMO) should monitor their email correspondence on a regular basis and even when they have limited internet access (connection issues, meetings, etc.) must ensure that all correspondence is answered within 24 hours. |
| Website  *for all cluster functions* | Does nutrition cluster website exist? |  | N/A | Every cluster must have a website |
| Is cluster website hosted on independent platform or on HR.info? |  | N/A | GNC recommends that all country websites are hosted on the HR.info as this allows “one stop shop” for all humanitarian information in a given country. Given development of the current HR.info platform, this would also allow for searching of information cross-country cluster and it also has the potential of becoming a world-wide shared knowledge management platform for humanitarian response information. Note that in some situations, it might be necessarily/preferably to host the website on a government platform.  GNC has developed a guidance for the development of the nutrition cluster websites on the [HR.info](https://www.nutritioncluster.net/HR_info). |
| Is the website easy to navigate? |  | N/A | The cluster website should be intuitive to navigate (given limitations of the HR.info platform). As an indicator, when the number of bilateral partners’ requests for information that is posted on the website is zero, then it is a good measure of user-friendliness of the website. |
| What information is included on the website? |  | N/A | The website should at minimum contain the following categories:   * Assessment reports and database * Meeting minutes (cluster and working groups), including all presentation made at the cluster meetings * Cluster contacts (key contacts such as CT, WGs chairs and sub-national contacts, as well as contact list of all partners) * Calendar of all events (including cluster and WGs meetings, trainings and workshops, etc.) * Infographics and maps * Global and country specific guidance * Bulletins/newsletters * Cluster strategies and response plans * 4W, summaries of reports (i.e. progress towards targets) |
| Is information on the website up to date? |  | N/A | All mentioned above categories should include latest files/information, including upcoming events |
| Were partners consulted on the website content? |  |  | Partners should be asked to provide any comments they may have on the website content before the website launch and at least once a year. The summaries of website discussions and revisions should be documented in meeting minutes. |
| Are sub-national level documents posted on the website? |  |  | It is important that IMO discusses with sub-national focal points what sub-national level information should be posted on the website and what the process of its uploading is (by national IMO or by sub-national focal points). Once agreed, all latest information should be regularly posted on the website. Partners at sub-national level should be made aware of this arrangements and what information can be found on the website. |
| Meeting management: agenda (should be reviewed separately for each meeting category, i.e. cluster, WGs, SAG, etc.)  *for all cluster functions* | Does cluster have a meeting agenda template? |  |  | Cluster must have a meeting agenda template. It is not recommended to send agenda in an email body, but rather as an attachment as (1) it is easy to print it and bring it to a meeting, (2) it allows to provide all relevant information in a standard format and (3) it should be posted on the website.  GNC recommended template for [meeting agenda](https://www.nutritioncluster.net/resource_meeting_agenda). |
| Does cluster use a meeting agenda template for all meetings? |  |  | The template should be used for all meetings, including cluster, WGs, SAG meetings, etc. |
| What information does agenda template include? |  |  | The agenda template should at minimum contain the following information:   * name of the meeting * time, duration and venue * chair(s) * agenda items * time allocated for each agenda item * action points from the previous meeting * details on how to access the venue including ID and pre-registration requirements * need to confirm participation * information on whether or not water/hot drinks/snacks will be provided. |
| Is (draft) agenda sent in advance of each meeting? |  |  | The (draft) agenda should be sent at least two days in advance for weekly meetings and at least one week in advance for monthly meetings. |
| Are all agendas posted on the website? |  |  | After agenda is shared with the partners via email, it should also be posted on the website (as an “event” in a calendar on HR.info) |
| Does agenda include standard agenda items? |  |  | It is preferable in many situations (but not all) to include standard agenda items to the agenda. For the nutrition cluster meetings they may include for example IM update, updates from Inter-cluster working group meeting, WGs updates. However, there should be some flexibility to include/modify agenda items for each meeting. |
| Are partners asked to provide additional agenda items? |  |  | When a draft agenda is sent to invite participants, they should be asked to provide additional agenda items. |
| Is it clear who sends an agenda to participants? |  |  | CT should agree on who sends agenda to participants (usually a chair of the meeting), however in any case IMO can be engaged in agenda preparation. |
| Meeting management: meeting minutes (should be reviewed separately for each meeting category, i.e. cluster, WGs, SAG, etc.)  *for all cluster functions* | Does cluster have a meeting minutes template? |  |  | Cluster must have a meeting minutes template.  GNC recommended template for [meeting minutes](https://www.nutritioncluster.net/resource_meeting_minutes): |
| Does cluster use a meeting minutes template for all meetings? |  |  | The template should be used for all meetings, including cluster, WGs, SAG, etc. |
| What information does meeting minutes template include? |  |  | The meeting minutes template should at minimum contain the following information:   * Name of the meeting * Time, duration and venue * Chair(s) and note taker * Agenda * Summary of discussion for each agenda item * Clear action points, including timelines and responsible people/agencies * List of participants and their contact details |
| Do all meeting minutes include clear action points? |  |  | All action points should be clearly stated including what, who and when is responsible for implementing each of the action points. It is also recommended (but not a rule) to include a summary of all action points at the end of meeting minutes. |
| When draft/final meeting minutes are shared with partners? |  |  | For bi-weekly or monthly meetings, draft meeting minutes should be prepared within 24 hours after the end of the meeting and shared with the CT. It should be shared with the partners no later than within 48 hours from the time the meeting was concluded as a draft (asking for comments) and the final meeting minutes should be shared no later than 4 days. For weekly meetings, the timing should be even shorter. |
| Are all meeting minutes posted on the website? |  |  | As soon as meeting minutes are shared with cluster partners via email, they should be posted on the website (as an “event” in a calendar on HR.info). |
| Are all meeting presentations posted on the website and links are provided in meeting minutes? |  |  | All meeting presentations and relevant documents should be posted on the website within 24 hours after the end of the meeting and links to the presentations/documents should be provided in the meeting minutes. It is a good practice to post all meeting presentations under one “add document” field named as “Name of the meeting, date” in order not to overcrowd nutrition cluster documents section on HR.info. This would still allow to provide a separate link to each presentation. |
| Is it clear who takes notes during the meeting, prepare meeting minutes and sends them to participants? |  |  | CT should agree who takes notes during meetings, prepare meeting minutes and sends them to participants. Usually this is a responsibility of IMO for cluster meetings and can vary for other meetings (chairs or secretary of WGs, or partners on rotational basis). |
| IM update during cluster meetings  *for cluster functions 1, 4, 6* | Do cluster meetings include standing agenda item on IM update? |  |  | It is a good practice to provide update on cluster achievements and other IM related updates (website updates, capacity mapping, etc.) during cluster meetings. |
| Is standard template used for IM updates? |  |  | It is better to use a standard template ( but also allowing some variations)  GNC has developed a [template for IM update](https://www.nutritioncluster.net/resource_update_templates), however each country can develop its own template based on its needs. |
| Capacity mapping  *for all cluster functions* | Does the cluster have a capacity mapping tool? |  |  | Capacity mapping is essential for clusters especially in the situations of potential scaling-up. It can be used at national of sub-national level depending on information needs. GNC has developed a template for the [capacity mapping of partners](https://www.nutritioncluster.net/resource_CM), however clusters are encouraged to adapt it according to the context. |
| What does a capacity mapping tool include? |  |  | Content of a capacity mapping tool would depend on the purpose of capacity mapping, whether it is to assess potential to scale up, or training needs, or capacity gaps, etc. Its content should be evaluated on case by case basis. |
| How often capacity mapping is conducted? |  |  | Frequency of capacity mapping depend on the context and should be evaluated on case by case basis. |
| What is partners’ engagement in the development/review of the capacity mapping tool? |  |  | While it is a responsibility of IMO to develop a tool, he/she should engage partners throughout the process, including (1) during decision to develop the tool, (2) providing feedback on the current tool and modifications needed, (3) providing feedback on content and user-friendliness of the tool, (4) reviewing the tool and agreeing on its use. It is a good practice to use a NIS WG for discussions on the capacity mapping tool, that are later fed back to all partners. |
| Does IMO follow up bilaterally with partners who did not update the capacity mapping tool? |  |  | IMO should follow up with all partners who did not update capacity mapping tool shortly after deadline. It is pointless to conduct capacity mapping if cluster received less than 90% of responses. |
| What information outputs are produced based on the capacity mapping tool? |  |  | Capacity mapping should result in an analysis report/dashboard that should be shared with the partners and posted on the website. |
| [Bulletin](https://www.nutritioncluster.net/resource_bulletin)  [Newsletter](https://www.nutritioncluster.net/resource_newsletter)  [Fact sheet](https://www.nutritioncluster.net/resource_fact_sheet)  *for cluster functions 4, 6* | Does the cluster have a bulletin? |  | [[5]](#footnote-5) | It is a good practice to publish a bulletin, however in some cases it might not be possible, for example, during first days/weeks following an onset of an emergency, or if cluster coordinator does not have anyone else in the team, etc. |
| How often bulletin is produced? |  |  | Usually bulletin is produced every two or three months, however in some situations (low number of IM outputs, situation changes quickly, etc.) it might be better to produce them on a monthly basis. |
| Is there a regular publishing date? |  |  | The cluster should have a regular published date, which should take into account reporting schedule. For example, if the deadline for monthly reports submission is 10th, it is a good practice to produce bulletin by the 15th, so the most recent data is used. Publishing date should be respected by CT and communicated to all partners. Preparation of articles for the bulletin is a role of NCC, however IMO is directly engaged by putting all information together in a specified format. |
| Is a bulletin template used? |  |  | GNC has a bulletin template that has been developed in consultation with the countries. However it is up to clusters to decide if they want to develop their own template that better suits context. Moreover, you can find newsletter and fact sheet   * [Bulletin](https://www.nutritioncluster.net/resource_bulletin) * [Newsletter](https://www.nutritioncluster.net/resource_newsletter) * [Fact sheet](https://www.nutritioncluster.net/resource_fact_sheet) |
| What is the content of the last three issues? |  |  | It is a good practice to include:   * Nutrition situation analysis * Description on how cluster progresses towards targets (including infographics), what the challenges are and what has been done to overcome/mitigate them * Funding update * Relevant updates (from working group, for HRP planning, needs assessments results, etc.) * Cluster CT, sub-national focal points and working group chairs contacts * Upcoming events * Standing cluster description (especially in contexts with high partners turnover) * Useful links (including important documents and IM outputs produced since publication of the previous bulletin) |
| Are partners informed about bulletin preparation process, timing and are they requested to submit contributions? |  |  | Partners should be informed/reminded about bulletin preparation at least two-three weeks in advance (for bi-monthly and quarterly bulletins) and encouraged to provide updates/prepare articles or human interest stories. |
| What is partners’ engagement in bulletins’ preparation? |  |  | It is a good practice if at least 30% of the articles in a bulletin are prepared by the partners. This may include working group updates, needs assessments results, human interest stories, etc. |
| Were all issues uploaded to the website and shared with partners? |  |  | All bulletin issues should be uploaded to the cluster website and simultaneously shared with partners (preferably as a link) |
| Nutrition Information Systems WG  *for cluster functions  1, 4* | Does NIS WG exist in the cluster? |  | N/A | It is recommended that a cluster has a working group on Nutrition Information Systems (NIS WG) that interfaces between cluster partners and IMO/CT to facilitate discussions related to Nutrition Information Systems, including IM.  NIS WG can be an independent group, or it can have a sub-group or a task force on Information MAnagement WG, or IM tasks can be a part of the ToR of other WG and the members of this WG should have solid IM or monitoring and reporting background. |
| Does a ToR exist for the NIS WG? |  | N/A | NISWG must have a ToR with clear roles, responsibilities and deliverables. ToR must be agreed by all group members and posted on the website. ToR should be agreed with all cluster partners, specifically around scope of the IMWG work and decision making power (i.e. if NIS WG can make a decision on behalf of the partners or if they should only recommend certain decisions to the partners and partners would agree during cluster meetings). GNC has developed [a generic ToR for the NIS WG](https://www.nutritioncluster.net/resource_NIS_WG_TOR). |
|  |  |  |  |
| Does NIS WG have regular meetings? |  | N/A | It is not necessary to conduct regular meetings as they can be convene on a needs basis, e.g. development of M&E framework, reporting tool development and modification, discussion on Im training for partners, etc.). However, is the IM would be a part of the NIS WG, they would generally meet more often. IMO should contact the chair of the meeting in advance and proposed agenda items related to the IM when needed. It is expected that IMO will attend all meetings to ensure he is familiar of the full set up of the NIS and can see how IM fits into the full picture. |
| What is NIS WG meeting attendance? |  | N/A | It is important to ensure attendance of the meetings by members. If it is low, a barrier should be identified and eliminated (Ex. of barriers: not suitable time of venue of the meetings, late notification of a meeting, members of the IMWG do not have IM expertise, etc.). It is also important to ensure that the group is effective in providing guidance on IM related issues (i.e. that not only people with assessment expertise are the members of the group, but also those that can support IM-related tasks). |
| Are all meeting minutes produced and published? |  | N/A | Meeting minutes should be prepared, shared and published for all meetings with clear decisions and action points. For more on meeting management assessment please follow steps under “Meeting management: agenda” and “Meeting management: meeting minutes” |
| Intercluster IMWG participation  *for all cluster functions* | Does IMO regularly participate in the Intercluster IMWG meetings? |  | N/A | The inter-cluster IMWG usually focuses on the themes of data standards, general information coordination around assessments, Common Operational Datasets, indicators, maps, web platforms, and information sharing protocols. The group is usually organised and chaired by OCHA at national level. It is a responsibility of IMO to be a member of the group and represent nutrition cluster in it. |
| Is CT regularly debriefed on Intercluster IMWG discussions? |  | N/A | IMO should debrief CT on main discussions and action points as this have direct implications for cluster coordination. Minutes on Inter-cluster IMWG meetings should be posted on the shared drive and CT should be made aware of them. |
| Do main Intercluster IMWG discussions that have implications to cluster partners regularly shared with them? |  | N/A | IMO should share all discussions and decisions made by the IMWG with partners if they have implications for the partners (for example information on coordinated assessments, indicators, newly produced maps, etc.) |
| Input to OCHA publications (SitReps, dashboards, maps, etc.)  *for cluster functions 2, 4, 6* | Does cluster submit information to OCHA for publication? |  | [[6]](#footnote-6) | There is a number of information products that OCHA produces at intercluster level and it is important to ensure that nutrition cluster submit requested information.  These IM products typically include the following:   * Operational presence maps (based on the 4Ws submitted by clusters) * OCHA SitReps (IMO should ensure that he/she regularly provides data to NCC in order to prepare nutrition cluster input to the SitReps. In many countries a template is developed by OCHA and provided to clusters for input) * HRP progress reports (a template is usually shared by OCHA with the clusters) * Information on coordination capacity (including for sub-national hubs) * OCHA dashboards (a template is usually shared by OCHA with the clusters)   There are additional OCHA IM products in countries and IMO should ensure that cluster input is provided to all of them. |
| Does CT have a schedule for all information submissions to OCHA? |  |  | While it is not always necessary, in situations with frequent OCHA requests for information (for example for sudden-onset emergencies) it is useful to develop a table with roles and responsibilities and deadlines for submitting information for each IM product. It should be agreed upon and used by all CT members. |

Note that IM links with the Cluster Lead Agency and sub-national focal points should be also evaluated.

**Additional observations:**

* To facilitate smooth handover when leaving position as an IMO, please ensure that IM process are documented in the handover repost. GNC recommended template for the [IMO handover report](https://www.nutritioncluster.net/IMO_handover).
* It is recommended that all nutrition cluster outputs follow the same style to ensure that documents and materials produced by the cluster are easily recognizable, in addition to promoting consistency in format and style. GNC has developed a country level recommended [style guide](https://www.nutritioncluster.net/resource_GNC_brand_book): <https://www.nutritioncluster.net/resource_GNC_brand_book>

1. The checklist is not designed to evaluate an Information Management Officer’s work but how the IM function is carried out by the cluster CT [↑](#footnote-ref-1)
2. Humanitarian Needs Overview / Humanitarian Response Plan [↑](#footnote-ref-2)
3. Here and below cluster functions are referred to according to “Reference Module for Cluster Coordination at Country Level”:   
   1. To support service delivery

   2. To inform the HC/HCT’s strategic decision-making

   3. To plan and develop strategy

   4. To monitor and evaluate performance

   5. To build national capacity in preparedness and contingency planning

   6. Advocacy [↑](#footnote-ref-3)
4. In some countries with sub-national coordination hubs it can be agreed that partners report to sub-national clusters and then focal points provide this information to the central database [↑](#footnote-ref-4)
5. Note that for sub-national cluster bulletin is often replaced by a newsletter or summaries, therefore here and below for sub-national clusters bulletin is used in reference to any such output. [↑](#footnote-ref-5)
6. In some countries OCHA has sub-national coordination hubs and provide inter-cluster coordination and produce IM outputs at sub-national level [↑](#footnote-ref-6)