

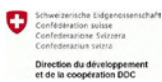


GLOBAL NUTRITION CLUSTER STRATEGY 2022–2025

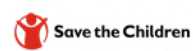
Acknowledgements

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GNC Coordination Team



The GNC Technical Alliance





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ABBREVIATIONS & ACRONYMS

CBOs	Community Based Organisations
CC	Cluster Coordinator
CLA	Cluster Lead Agency
CLARE	Cluster Lead Agency Role in Humanitarian Action
GNC	Global Nutrition Cluster
GNC-CT	Global Nutrition Cluster Coordination Team
GTWGs	Global Thematic Working Groups
HR	Human Resources
IM	Information Management
ISC	Inter-sectoral Collaboration
KM	Knowledge Management
NGO	Non-Governmental Organisation
NiE	Nutrition in Emergencies
NIS	Nutrition Information Systems
SAG	Strategic Advisory Group
The Alliance	Global Nutrition Cluster Technical Alliance
TST	Technical Support Team
UN	United Nations
UNICEF	United Nations Children's Fund
WGs	Working Groups

FOREWORD

To ensure the sustainability of the nutritional status and well-being of vulnerable populations, the human rights to health, food and care need to be upheld, but the realisation of these, in turn, are reliant on the sustained implementation of other civil, political, economic, social and cultural human rights. Humanitarian crises gravely limit the realisation of the above rights and present us with the most extreme forms of multi-dimensional vulnerability. Preventing and addressing nutritional needs requires effective and efficient nutrition programming and coordination, as integral components of a coherent and consistent multi-sectoral response, prior to, during and after a crisis.

The need to strengthen the Global Nutrition Cluster (GNC) commitments to key agendas like the Humanitarian Development Nexus, accountability to affected populations and localization had already been well recognized in the previous GNC strategy (2017-2021). The COVID-19 crisis has put to the test our capacity, while at the same time also providing the opportunity, to trailblaze innovative approaches for effective collaboration with other sector/clusters and active engagement of partners at the global and regional level. The GNC has more than doubled the number of countries benefitting from direct support and drastically increasing the availability and open access to its guidance, tools and technical expertise, for any country that may benefit from this.

The GNC collective's commitment and determination during the ongoing COVID-19 response has been widely recognized as a positive model by humanitarian and development partners, in Nutrition and other sectors. The new GNC strategy for 2022-2025, underscores the continued commitment by all GNC partners and by UNICEF as Cluster Lead Agency, to ensure quality, rights-based and context-specific nutrition programming and coordination, informed by evidence and innovation.

Stefano Fedele

Global Nutrition Cluster Coordinator

The official launch of the GNC Technical Alliance (known as the Alliance) in December 2020 was preceded by years of deliberations among GNC partners beginning in 2015, on how best to respond to nutrition technical needs in the humanitarian context. GNC partners recognized that in the rapidly evolving humanitarian landscape, practitioners were increasingly faced with technical issues for which there was no normative guidance, or situations where normative guidance needed to be adapted. In addition, there were persistent gaps in technical capacity at the country level to support programming. At that time, the Nutrition in Emergencies (NiE) sector was missing an overarching technical platform to provide strategic direction and respond to these identified gaps. There was also a lack of clarity on the GNC's technical role beyond that of coordination and information management.

Much progress has been made since 2015. The GNC, through the Technical Alliance, now has a clear focus on improving the quality of nutrition preparedness, response and recovery, by enabling and providing coordinated, accessible and timely technical support. With the involvement of over 145 individuals, representing more than 40 organizations, along with independent experts, the Alliance is demonstrating the collective capacity and the will for these partners to come together for improved NiE programming. Through responding to the COVID-19 pandemic, the Alliance showed agility and value in bringing together expertise from country to global level. During the 2022–2025 GNC Strategy period, the Alliance will remain focused on the delivery of our core services to equip practitioners working in humanitarian nutrition contexts to address their technical needs.

Colleen Emary

World Vision International, Senior Technical Advisor for Health & Nutrition and GNC Technical Alliance Co-Lead

INTRODUCTION

The world – and the humanitarian landscape – has changed dramatically since the Global Nutrition Cluster (GNC) published its previous Strategy in 2017¹. Then, global commitments to ending hunger, food insecurity and all forms of malnutrition by 2030 appeared feasible, building on previous progress. The most recent *State of Food Security and Nutrition in the World*² highlights a reversal in trends, for example, in the prevalence of undernourishment which had remained static for five years, indicating that it will be far more challenging to reach the Sustainable Development Goals (SDGs).

Furthermore, in 2020, the COVID-19 global pandemic struck, triggering a devastating direct impact on global health and an indirect impact on the economy and availability and access to essential services, pushing the nutrition status of millions of people to the brink, particularly those living in fragile contexts. COVID-19 has exacerbated multiple drivers affecting today's levels of severe hunger and malnutrition, including climate change and the impact of extreme weather events; protracted armed conflicts; economic crisis and large-scale migration and displacement of populations. Countries reporting to the GNC in June 2021 identified 71.6 million people in need of nutrition assistance³.

Hunger, famine and malnutrition are on the rise. Almost one-third (15.8 million) of the 47 million children under 5 in 2020 suffering from wasting globally and nearly half (75.2 million) of 144 million children affected by stunting globally were from countries affected by food crises, mainly in Africa and Asia⁴. In 2021, 41 million people across 43 countries are at imminent risk of famine⁵ without urgent funding and humanitarian access – a drastic increase from 27 million in 2019.

Nutrition Sector/Cluster coordination mechanisms exist to relieve suffering and to save lives in humanitarian emergencies by ensuring a predictable, timely and effective response at scale, with a focus on the nutritional status of affected populations. The GNC has been directly supporting sectoral coordination and intersectoral collaboration in more than 60 countries and our open access resources have been accessed by more than 120 countries. The GNC collective is comprised of more than 50 partners, including international NGOs, UN

agencies, academia and resource partners, with UNICEF as the Cluster Lead Agency (CLA) for nutrition. Governance of the GNC is structured around the GNC-Coordination Team (GNC-CT), the Leadership Team of the GNC Technical Alliance (the Alliance) and the Strategic Advisory Group (SAG).

Since its inception, the cluster approach has been continuously evolving – not least in response to the dramatic escalation in the size, complexity and duration of humanitarian crises. It is against this challenging backdrop that the GNC sets out its strategic objectives to guide its work over the next four years (2022 to 2025). This new strategy is strongly influenced by findings from the Humanitarian Review⁶ and the Cluster Lead Agency Review (CLARE II) (to be finalised) evaluations from UNICEF, and the changing humanitarian landscape in the COVID-19 era. To strengthen accountability, it is also informed by an internal review of the previous strategy (2017-2021) and surveys of GNC stakeholders (find links to more information on Methodology etc. for developing the GNC Strategy below).

Further supporting documents on developing the GNC Strategy can be found at the following links:

- [Methodology for the development of the GNC Strategy](#)
- [Review of the GNC's work \(2017-2021\) & Summary of findings from UNICEF's Humanitarian Review & Cluster Lead Agency Review Evaluation](#)
- [Consultations with GNC stakeholders & survey results](#)

Other documents in support of the GNC Strategy can be found at the following links:

- [GNC Strategic Advisory Group \(SAG\) Terms of Reference](#)
- [GNC Technical Alliance Strategic Intent Document](#)
- [GNC Technical Alliance Brief Overview](#)
- [GNC Standard Operating Procedure](#)

¹ [Global Nutrition Cluster Strategy \(2017-2021\)](#)

² FAO, IFAD, UNICEF, WFP and WHO. 2020. [The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all](#). Rome, FAO.

³ [GNC Mid-Year Report \(2021\)](#)

⁴ United Nations Children's Fund (UNICEF), World Health Organization, International Bank for Reconstruction and Development/The World Bank. [Levels and Trends in Child Malnutrition: Key Findings of the 2021 Edition of the Joint Child Malnutrition Estimates](#). New York; UNICEF; 2021.

⁵ [FAO-WFP Hunger Hotspots Report](#), August-November 2021.

⁶ UNICEF. 2020. [Strengthening UNICEF's Humanitarian Action. The Humanitarian Review: Findings and Recommendations](#).

OUR FUTURE

2022–2025 GNC STRATEGY





GNC VISION

By the end of 2025, the nutritional status of the most vulnerable people is protected in countries at risk of, or with, ongoing situations of fragility.



GNC GOAL

By the end of 2025, 80 countries with ongoing, or at risk of, situations of fragility will benefit from regular support¹ from the GNC collective to develop or strengthen national and subnational technical and coordination capacities for nutrition.



GNC MISSION (ADDED VALUE)

The GNC exists to collectively strengthen the technical and coordination capacities for nutrition in countries, based on the needs of affected populations. This is to enable countries to forecast nutrition trends and prepare for, respond to, and recover from, shocks to the nutrition situation, thereby contributing to global efforts to prevent and treat malnutrition in all its forms.

¹ A country benefits from the regular GNC support if it receives direct operational or technical support from the Technical Support Team (including, but not limited to, helpdesks, rapid response team deployment, NiE technical advisors deployment, mentoring, capacity development activities, and webinars). Countries may receive indirect operational support if, for example, they use resources from the GNC website.



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KEY CHANGES TO HOW WE HAVE BEEN WORKING IN THE PAST

From focus on coordination

to both **coordination and programme** components of NiE. Specific to NiE 'programmes', the GNC now includes the GNC Technical Alliance, responsible for the provision of technical support relating to the NiE programme to practitioners working in any context, preparing for, or responding to, a nutrition crisis.

From focus on officially activated IASC clusters

to supporting both **cluster and sectoral coordination** mechanisms.

From providing support during NiE response and recovery phases

to supporting countries, their coordination platforms, and national governments and local authorities with **preparedness for, response to, and recovery** from humanitarian crises.

From supporting national coordination platforms

to supporting **national and subnational coordination platforms and partners**, with increased focus on localization, including direct support to local NGOs.

From focus on global-level coordination platforms

to maximizing support provision from **national, regional and global** platforms.

GNC STRATEGIC OBJECTIVES



PEOPLE

To support countries, UNICEF as a Cluster Lead Agency, and nutrition partners at subnational, national, regional, and global levels to ensure they are adequately staffed and skilled in order to prepare for, respond to, and recover from, situations of fragility.



OPERATIONAL AND TECHNICAL SUPPORT

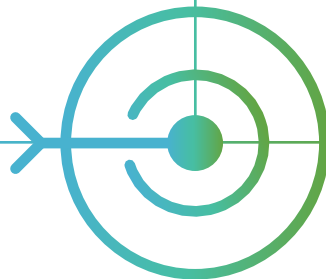
To provide adequate NiE coordination, IM, and programme operational and technical support to ensure that decisions at all levels are guided by timely sound technical advice, while documenting experiences and generating new evidence.



ENABLING ENVIRONMENT

To be a driver of change for:

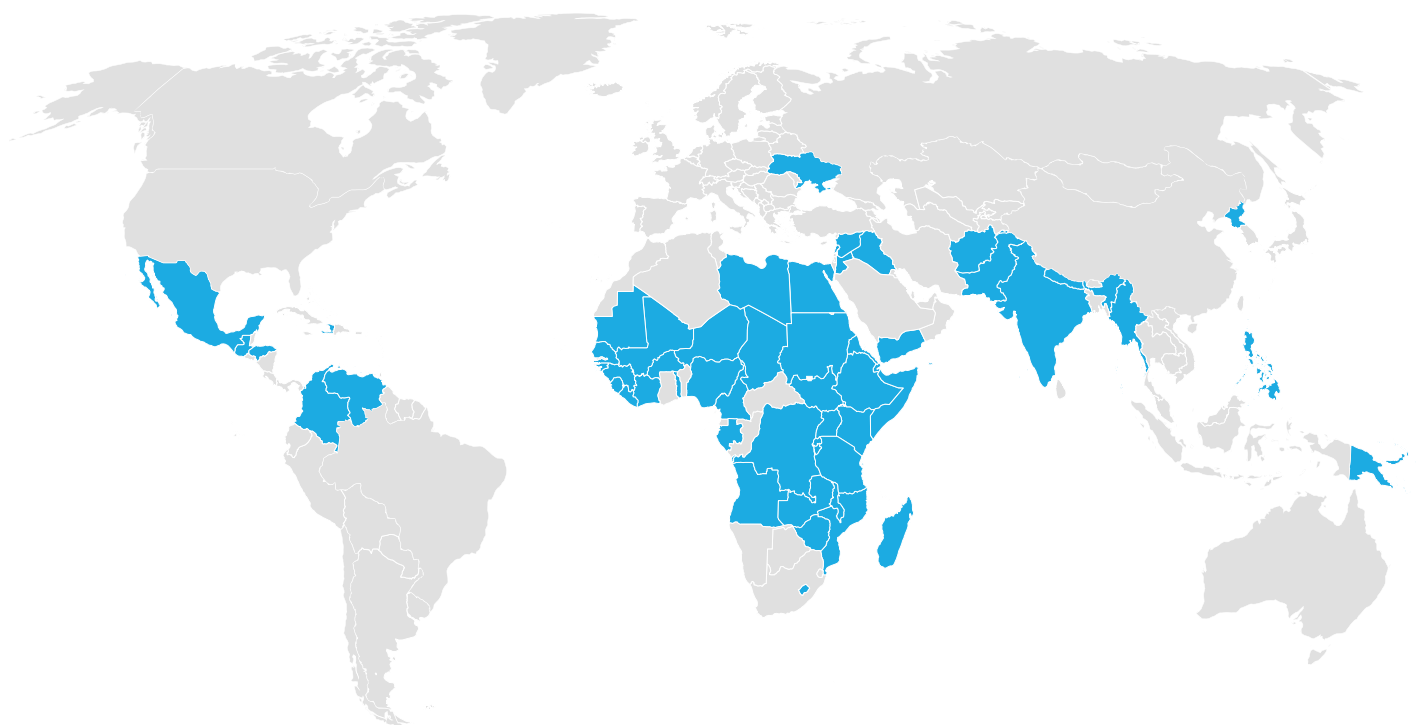
- 1) improved collaboration, partnerships, and innovation on nutrition to prepare for, respond to, and recover from, shocks to the nutrition situation at the global, regional, national, and subnational level; and,
- 2) creating a supportive financial and policy environment, both internally and externally, for strengthened technical and coordination capacity for nutrition in situations of fragility.



GNC PRIORITY COUNTRIES

AS OF SEPTEMBER 2021

GNC priority countries are those in INFORM severity categories 4 and 5 (i.e., high and very high), and in category 3 (i.e., medium) if they have high or very high rates of wasting (more than 10 per cent), overweight (more than 10 per cent) or stunting (more than 20 per cent). The severity categories are measured by the **INFORM Severity Index**. The latest list of the INFORM analysis is available [here](#). Rates of malnutrition are defined as per **WHO malnutrition thresholds**. On a case-by-case basis, additional countries may be considered GNC priority countries. For example, countries at increased risk of humanitarian situations or malnutrition, as per the above thresholds. Existing country capacities are taken into account to determine the level of support provided by the GNC.



AFGHANISTAN	CONGO	GUINEA-BISSAU	LEBANON	MOZAMBIQUE	PHILIPPINES	TOGO
ANGOLA	DJIBOUTI	HAITI	LESOTHO	MYANMAR	RWANDA	TURKEY
BANGLADESH	DR CONGO	HONDURAS	LIBERIA	NEPAL	SENEGAL	UGANDA
BURKINA FASO	EGYPT	INDIA	LIBYA	NIGER	SIERRA LEONE	UKRAINE
BURUNDI	ERITREA	IRAN (ISLAMIC REP. OF)	MADAGASCAR	NIGERIA	SOMALIA	VENEZUELA
CAMEROON	ETHIOPIA	IRAQ	MALAWI	NORTH KOREA	SOUTH SUDAN	YEMEN
CAR	GABON	IVORY COAST	MALI	OPT	SUDAN	ZAMBIA
CHAD	GUATEMALA	JORDAN	MAURITANIA	PAKISTAN	SYRIA	ZIMBABWE
COLOMBIA	GUINEA	KENYA	MEXICO	PAPUA NEW GUINEA	TANZANIA	

Disclaimer: The boundaries shown and the designations used on this map do not imply official endorsement or acceptance by the GNC or the United Nations.

STRATEGIC OBJECTIVE 1

PEOPLE



OBJECTIVE

To support countries, the Nutrition Cluster Lead Agency and nutrition partners at subnational, national, regional, and global levels will ensure they are adequately staffed and skilled to prepare for, respond to, and recover from, situations of fragility.

INDICATOR

**70%
OF GNC PRIORITY
COUNTRIES²**

have adequately staffed and trained nutrition personnel in place at national and subnational levels, with the capacity to prepare, respond to, and recover from situations of fragility.

² Seventy per cent of the GNC goal of 80 countries equates to 56 countries, but this would vary based on how many countries were identified as priority, as per the described criteria.

KEY CHANGES TO HOW WE WORKED IN THE PAST:

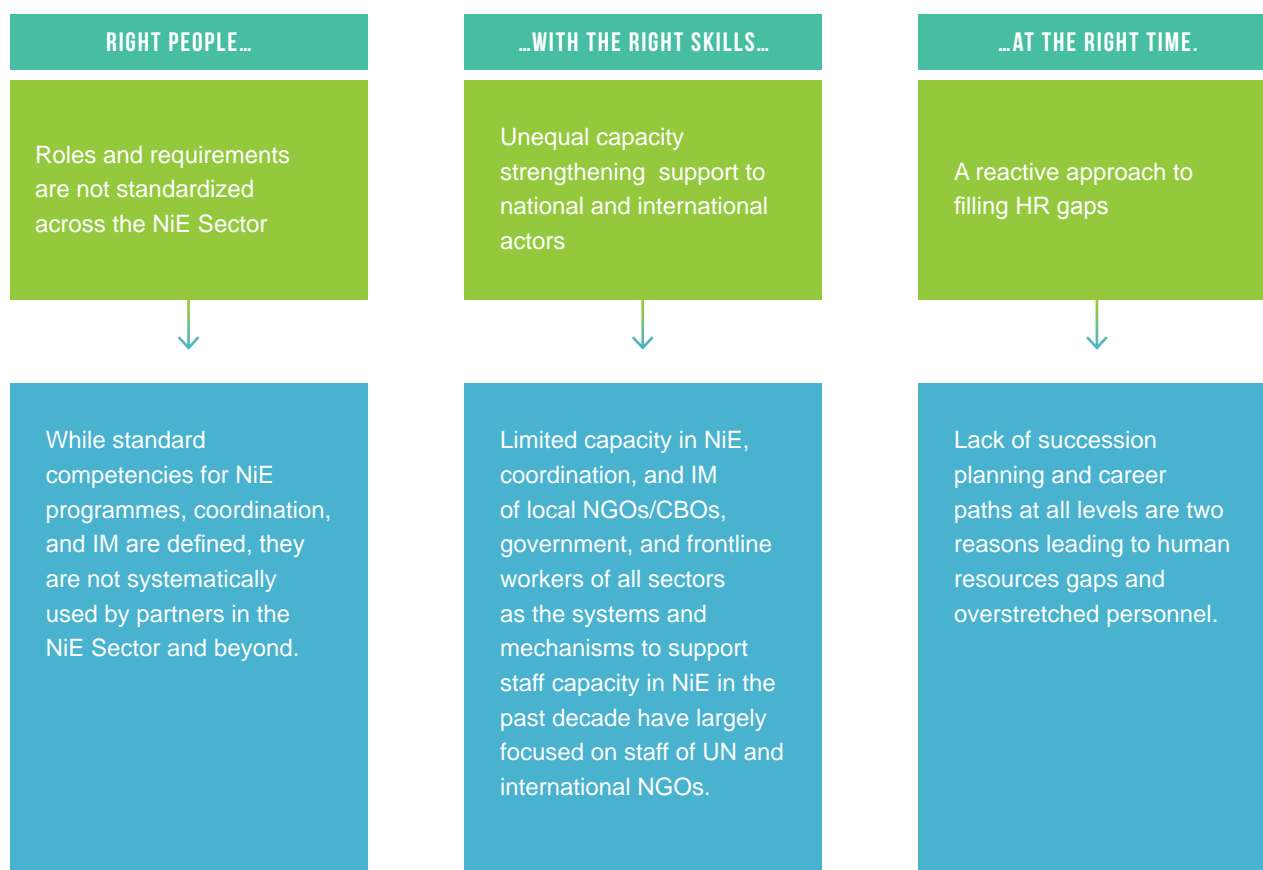


From a top-down approach to capacity development and a focus on face-to-face trainings regarding coordination and IM

to a holistic approach in developing NiE Sector capacity, including:

- Structured advocacy and tools for the Cluster Lead Agency on recruitment of the appropriate coordination and IM capacity;
- A country-driven holistic approach to capacity strengthening on coordination and IM that includes a variety of adult learning methods (including self-paced online trainings, face-to-face simulations, mentoring, one-on-one orientations, etc.) and South-South cooperation;
- A role in developing NiE Sector capacity in NiE and intersectoral programmes (including cross-cutting issues) through the GNC Technical Alliance.

KEY CHALLENGES:



THE PLAN

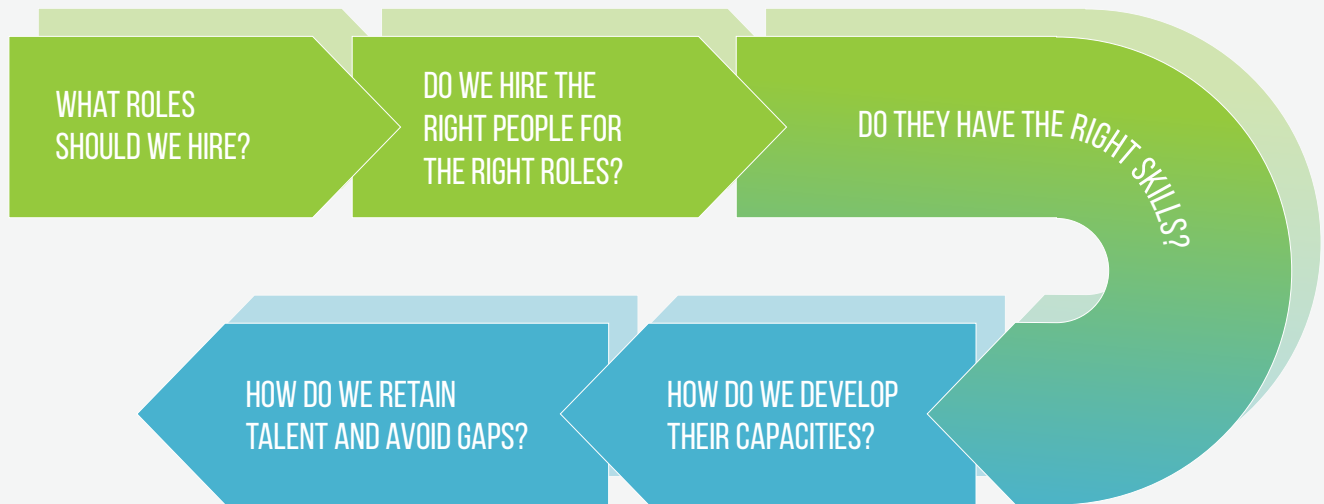
In 2020–2021, the GNC developed **CC**, **IM**, and **Nutrition in Humanitarian Contexts** Competency Frameworks that provide a summary of required knowledge, skills, and behaviours in the NiE Sector. The next steps in ensuring the sector has the right people with the right skills at the right time are 1) to define what the key NiE roles involve at different levels (from frontline staff to global programme managers); and, 2) to develop generic job descriptions for these roles, based on the globally-agreed competencies frameworks (note: this is already completed for coordination and IM roles).

Annual country-level human resource capacity mapping of current staff and their skills for the key NiE coordination and programme roles will be led by national nutrition cluster or sector coordinators using the global-level platform. The results will be shared with the global level to allow the GNC to provide timely capacity-strengthening support when country and

regional-level capacity strengthening capabilities are limited. A global-level capacity framework, developed for coordination and information management roles, will be further expanded to include GNC responsibilities to provide e-learning for key NiE roles using the GNC e-learning platform. The GNC will work with countries to ensure that materials are available in at least four languages (English, French, Spanish, and Arabic).

Furthermore, the GNC will develop and roll out manager-level guidance to empower people working in NiE at all levels to support their teams in planning and following their career paths, and to ensure succession planning for the roles in their teams. In situations where external personnel are needed, the GNC and its partners will maintain rosters of deployable international NiE specialists, coordinators, and information managers who are available for recruitment.

Figure 1. 'The right people with the right skills at the right place' concept in practice.



CORE INITIATIVES:

RIGHT PEOPLE...

- Define the key bottlenecks of why NiE partner capacity is not meeting minimum quality NiE programming standards and determine opportunities to address these.
- Develop guidance for the Cluster Lead Agency on the minimum structure needed for the coordination teams.
- Develop and implement generic Job Descriptions for NiE Coordinators and Information Managers at national and subnational levels.

...WITH THE RIGHT SKILLS...

- Develop a capacity strengthening pathway for NiE functions, focusing on availability to and access by local partners.
- Ensure that capacity assessment tools for NiE are available in priority languages and utilized annually at country, regional and district levels.
- Continue operational and technical support to GNC priority countries on a need basis
- Expand the GNC mentoring programme for Coordinators and Information Managers to NiE practitioners.
- Implement the GNC Capacity Strengthening Framework for Coordination and Information Management.
- Develop, translate into key priority languages, and roll out the GNC e-learning platform and e-learning materials.

...AT THE RIGHT TIME.

- Explore the barriers to maintaining appropriate human resources in key positions for NiE programming and determine ways to address them.
- Establish and annually update a global-level pool of NiE coordinators and IM specialists.
- Maintain and advertise a roster of internationally available consultants and deployees for key NiE roles.

KEY PLANNED OUTPUTS:

RIGHT PEOPLE...

- Key bottlenecks are documented and opportunities and initiatives to address them are available and prioritised.
- 90% of the country offices with Humanitarian Coordinators in place (including 100% of offices in the countries with system-wide emergencies) comply with the UNICEF as a CLA decision tree.
- Generic job descriptions for key IM and coordination functions at the national and subnational levels are developed, approved by the Cluster Lead Agency and are available in at least four languages.

...WITH THE RIGHT SKILLS...

- Capacity strengthening pathways for NiE functions are developed taking into account local needs.
- Key NiE capacity strengthening materials are available in at least four languages.
- Capacity assessment tools for NiE are utilized in at least 70% of GNC priority countries.
- 50 NiE practitioners, Information Managers and Coordinators are mentored per year
- At least 95% of relevant requests for operational and technical support are fulfilled
- GNC e-learning platform is functional and 50% of users are from local NGOs/ CBOs, government, frontline workers.
- Basic online training modules are available for all key Coordination, and IM competencies; and are used by all GNC priority countries.

...AT THE RIGHT TIME.

- Barriers are documented and opportunities to strengthen HR in key NiE positions are available and prioritised.
- At least 50% of recruitments for national coordination and IM roles are facilitated through the global-level pool.
- At least 20 times per year consultants details from NiE rosters were provided in response to an enquiry.

STRATEGIC OBJECTIVE 2

OPERATIONAL AND TECHNICAL SUPPORT



OBJECTIVE

To ensure that nutrition-related decisions and operational support at all levels are guided by timely and sound technical advice, while the documentation of experiences is undertaken and new evidence is generated.

INDICATOR

70%
**OF COORDINATION TEAMS AND
NUTRITION PARTNERS**

in the GNC priority countries utilize direct GNC operational or technical support every year, including engaging with the GNC in the generation of learning, documentation, and dissemination of knowledge management products.

KEY CHANGES TO HOW WE WORKED IN THE PAST:



From direct operational support for coordination and IM through deployments and help desks

to expanding support beyond coordination and IM to technical areas through the Technical Support Team. This includes deployable HR and help desks pooled across GNC partners, and GTWGs filling technical gaps by providing consensus-driven guidance where required, as well as providing indirect support through resources, guidance, and toolkits available to all countries, beyond GNC priority countries.

From a limited number of ad hoc tools with a focus on coordination and IM

to a focus on generating evidence, producing guidance and tools, documenting lessons learned, and driving innovation in NiE programming, IM, and coordination.

From an ad hoc and reactive process of tools and guidance development

to the development and implementation of the Knowledge Management, Learning, and Research Strategy to ensure bottom-up development and wide dissemination of GNC KM products and learning (see SO3 for more).

KEY CHALLENGES:



THE PLAN

GNC technical and operational support can take different forms, depending on the need.

- **Facilitate consensus-driven guidance:** Identify urgent needs for interim operational guidance and facilitate the process of developing such guidance, based on consensus among experts and enabling a timely response to nutrition-related emergencies. The GNC aims to implement a structured process for developing guidance and tools and supporting countries in their adaptation. This is done through consultancies, task forces, WGs, and GTWGs recruited or established based on demand.
- **Provide NiE programme, coordination, and IM advice:** Provide feedback on questions from individuals/agencies working in countries experiencing emergencies within a

short timeframe and primarily, where relevant normative guidance exists and is available. This is done through a GNC help desk, with expertise in different areas such as coordination, IM, intersectoral collaboration, nutrition information systems, NiE, and others. When needed, the GNC partners collective is approached to provide expert opinion through WGs and GTWGs.

- **Provide in-depth support for NiE programmes, coordination, and IM expertise:** Support the provision of specific expertise required by a country to deliver results for nutrition. Technical expertise support may include deployment of human resources, remote support, or capacity strengthening.

Figure 2. The GNC process of providing operational and technical support in practice.

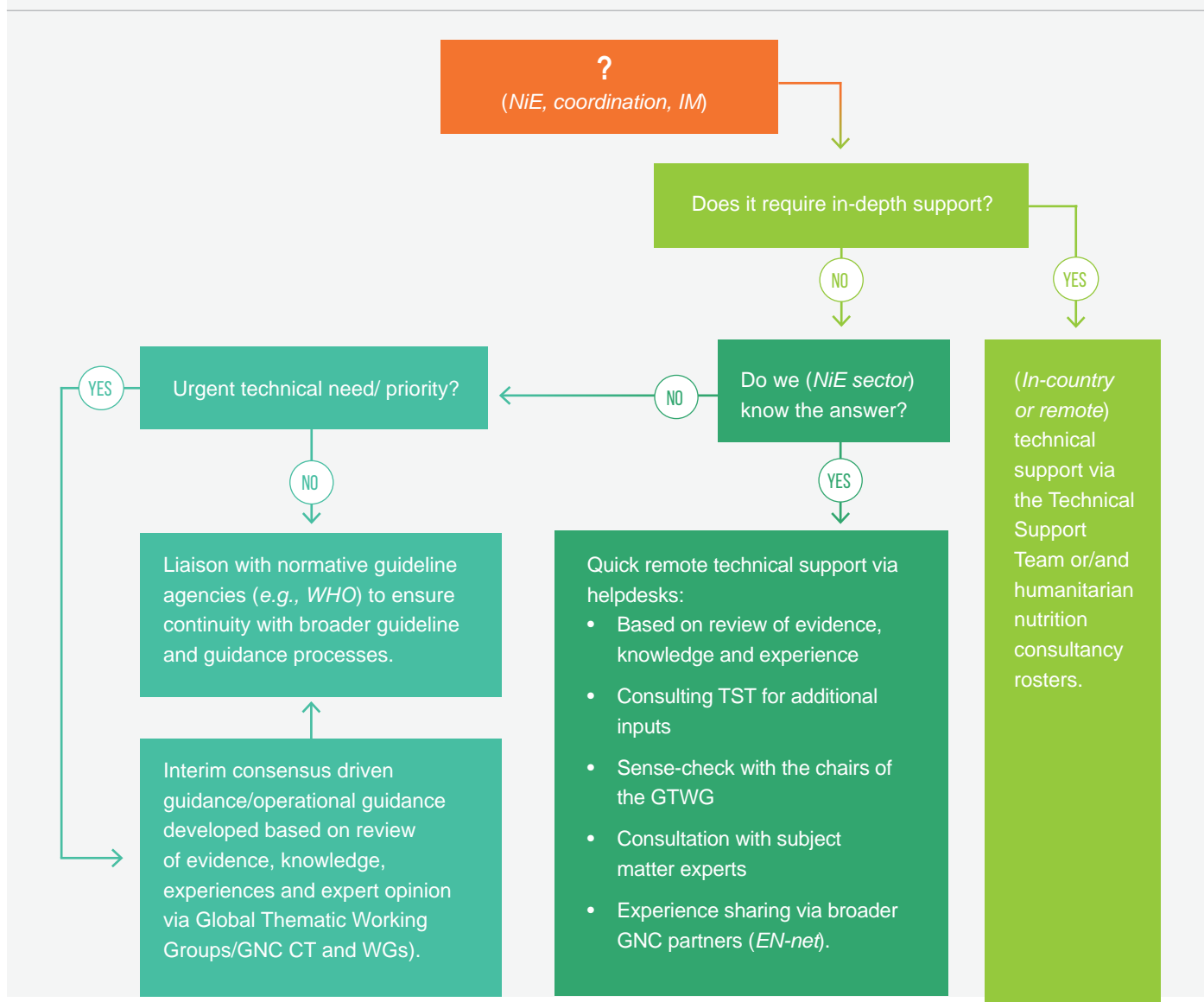
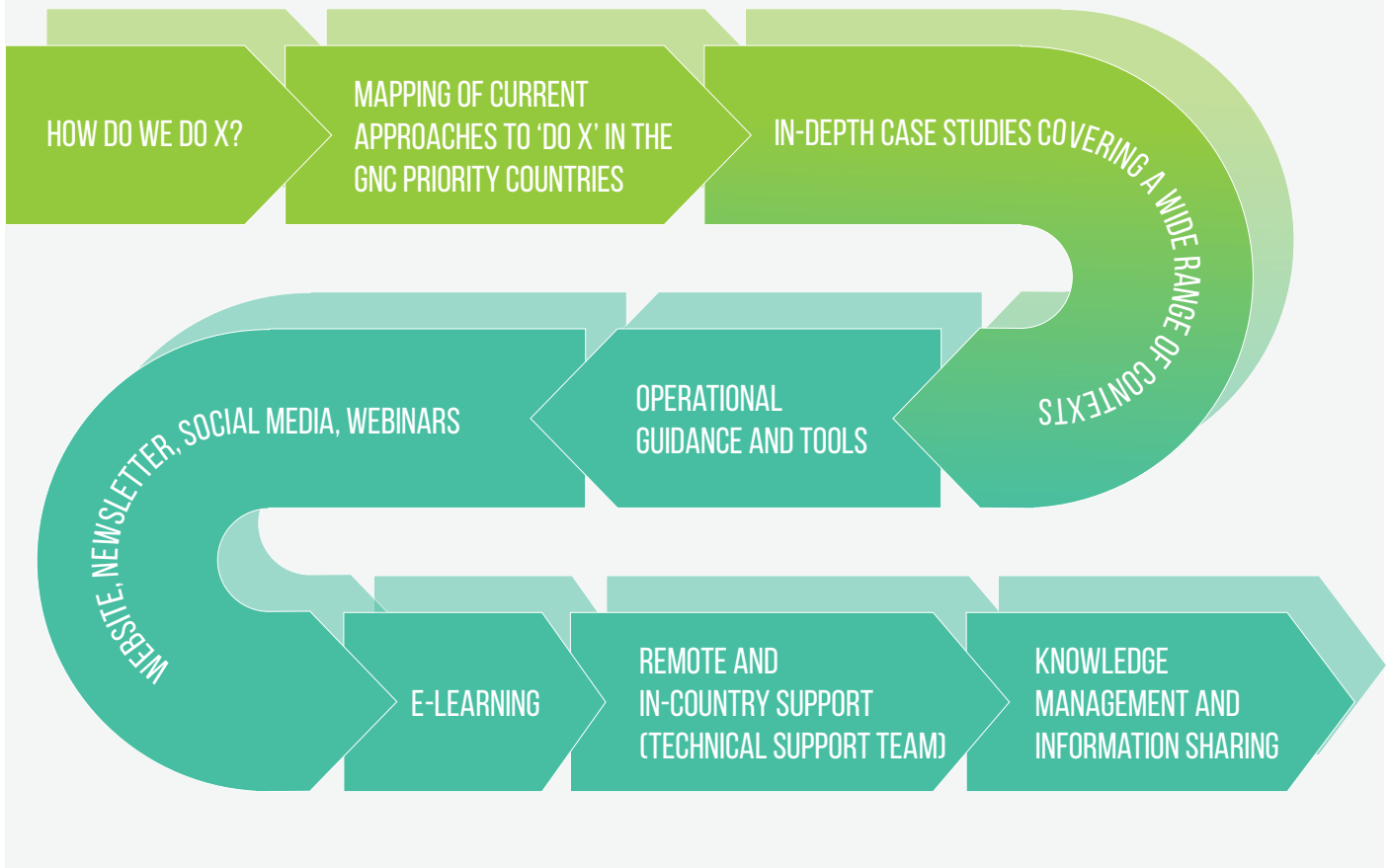


Figure 3. The GNC global learning and knowledge management process in practice.



CORE INITIATIVES:

DATA-INFORMED...

- Develop a series of case studies examining barriers and enablers in the establishment of monitoring and evaluation frameworks and nutrition information systems. Based on these findings, develop guidance for the establishment of national monitoring and evaluation frameworks and nutrition information systems.
- Conduct mapping of the existing data collection methodologies used in situations where there is no physical access, and develop guidance and tools for such cases.
- Create open-source nutrition and related data platform, available at all levels.
- Develop a predictive analytics system to 'nowcast' and forecast nutrition situations in priority countries.

...ESSENTIAL AND CONTEXTUALIZED NUTRITION-SPECIFIC AND NUTRITION-SENSITIVE INTERVENTIONS...

- Develop a toolkit for measuring the coverage of essential NiE interventions.
- Develop principles for the contextualization of NiE programmes, based on countries' experiences.
- Develop a methodology for conducting cost-effectiveness analysis of NiE programmes to enable country comparisons.
- Develop programme guidance for people beyond children aged 6–59 months of age.
- Develop an analysis framework examining the barriers faced by other sectors and systems in integrating nutrition.

...WITH CROSS-CUTTING ISSUES MAINSTREAMED...

- Develop a common approach to mainstreaming cross-cutting issues in regard to NiE coordination and programming.
- Designate focal persons for priority cross-cutting issues, including for in-country support.
- Map and collate the most up-to-date and accurate guidance for mainstreaming priority cross-cutting issues in nutrition. Develop simple practical tools for mainstreaming these in NiE programmes and coordination mechanisms.

...ENABLED BY TIMELY PREPAREDNESS AND TRANSITION.

- Revise the GNC Emergency Response Preparedness Guidance and roll out the GNC Emergency Response Preparedness Platform.
- Develop a series of case studies on why some countries are unable to make the transition to sector coordination, while others are successfully operating national nutrition coordination mechanisms. Based on this, develop guidance to enable nutrition cluster transition to sectorial coordination.

KEY PLANNED OUTPUTS:

DATA-INFORMED...

- At least 70% of GNC priority countries will have a functioning nutrition information system.
- Guidance for data collection in situations of limited physical access is developed and being used by at least 10 GNC priority countries.
- At least 70% of GNC priority countries will use the open-source data platform.
- At least 10 countries will use predictive modeling to forecast nutrition situations.

...ESSENTIAL AND CONTEXTUALIZED NUTRITION-SPECIFIC AND NUTRITION-SENSITIVE INTERVENTIONS...

- Tools to measure coverage of all essential NiE interventions are developed and used by at least 10 GNC priority countries.
- Principles to contextualize all essential NiE interventions are developed and used by at least 10 GNC priority countries.
- Guidance to conduct cost-effectiveness analysis for NiE programmes is developed and used by at least 10 GNC priority countries.
- Programme guidance for people beyond children aged 6–59 months of age is developed and used by at least 10 GNC priority countries.
- An analysis framework on the barriers faced by other sectors and systems in integrating nutrition is developed and used by at least 10 GNC priority countries.

...WITH CROSS-CUTTING ISSUES MAINSTREAMED...

- Focal persons within the GNC and national clusters for priority cross-cutting issues are determined and their contact details are available on the GNC website
- A toolkit for mainstreaming key cross-cutting issues in NiE programmes and coordination mechanisms is developed and used by at least 10 GNC priority countries.
- Online learning modules are available for GNC priority cross-cutting issues.

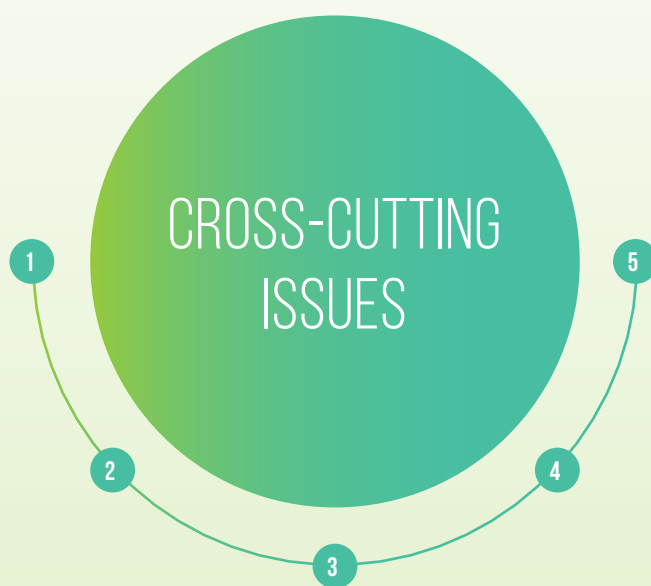
...ENABLED BY TIMELY PREPAREDNESS AND TRANSITION.

- At least 70% of GNC priority countries use the GNC Emergency Response Preparedness platform.
- Guidance to enable nutrition cluster transition to sectoral coordination is developed and used by at least 10 GNC priority countries.

GNC PRIORITY CROSS-CUTTING ISSUES FOR 2022–2025

Cross-cutting issues affect all aspects of a programme and therefore need special attention. They should be integrated into all stages of the Humanitarian Project Cycle and into programmes and projects, from planning through to impact assessment – although this has not always been the case.

Many cross-cutting issues are relevant to the NiE sector. Key issues that are especially relevant and are prioritized by the GNC for the 2022–2025 are: **accountability to affected populations; disability; gender mainstreaming; humanitarian-development nexus; and localization.**



1. ACCOUNTABILITY TO AFFECTED POPULATIONS
2. DISABILITY
3. GENDER MAINSTREAMING
4. HUMANITARIAN-DEVELOPMENT NEXUS
5. LOCALIZATION

STRATEGIC OBJECTIVE 3

BUILDING AN ENABLING ENVIRONMENT



OBJECTIVE

To be a driver of change for:

1. **Improved collaboration, partnerships, and innovation** on nutrition to prepare for, respond to, and recover from, situations of fragility at the global, regional, national, and subnational level; and,
2. Creating a supportive **financial and policy environment**, both internally and externally, to strengthen technical and coordination capacity for nutrition in situations of fragility.

INDICATOR

**AT LEAST 20
EXAMPLES PER YEAR,**

where GNC collective advocacy and resources have been used to influence decision-making in NiE and humanitarian coordination at all levels.

KEY CHANGES TO HOW WE WORKED IN THE PAST:



From focus on advocacy in a few key issues

to building an enabling environment, and ensuring the NiE coordination and response is appropriate, timely, and at scale.

From advocacy focus on cluster activation and multi-sectoral collaboration

to a holistic approach of bringing partners together to identify and address key advocacy and communication challenges at global and national levels.

From coordination of standard programmes

to accepting a lead role in driving innovation in the NiE Sector through research and scaling-up of initiatives piloted or initiated at the national level or by individual partners.

From a focus on intersectoral coordination

to a focus on an inclusive (including governments and local NGOs/CBOs, private sector, academia, etc.) multi-sectoral NiE response, linking humanitarian and development actors.

KEY CHALLENGES:



THE PLAN

Over the next four years, the GNC will strengthen its work building an enabling environment to address key challenges related to advocacy, financing, programme research and innovation, internal and external collaboration, as well as knowledge management. It will also focus on strengthening the dissemination and uptake of the GNC's knowledge management products and learning.

In 2016, the GNC developed the **Nutrition Cluster Advocacy Strategic Framework** and the **Advocacy Toolkit for country clusters**, both rarely used. The GNC will revise and implement that advocacy framework and the work plan to align them with the current strategy. It will enable country-level NiE advocacy through the rollout of the advocacy toolkit to priority countries and the capacity of national actors to advocate for nutrition, and will strengthen the advocacy flow between different levels. To guide this work, the GNC will maintain the Advocacy and Communication Working Group at the global level. Established in 2021, it will support the group in maximizing opportunities for more effective and efficient advocacy and communication and lead the advocacy and communications work of the GNC. The group will ensure that GNC advocacy is coordinated with other sectors and relevant advocacy initiatives to jointly influence the global narrative on NiE.

The GNC will lobby and advocate for an increase in the quantity and quality of NiE financing by identifying and leveraging opportunities for engagement with current and prospective resource partners. A financing working group will be formed to ensure the implementation of core initiatives related to increasing the quality and quantity of financial resources in the NiE sector.

To strengthen knowledge management, encourage research and innovation, the GNC and its partners will develop and implement GNC Strategy on Knowledge Management, Learning, and Research, and strengthen access to available research and ensure a mechanism for identifying research gaps within NiE programming.

The GNC will strive to ensure an inclusive multi-sectoral response, linking development and humanitarian actors and increasing the role of communities, local NGOs/CBOs, private organizations, academic institutions, local authorities, and other sectors for NiE response, and building **on the ongoing engagement with the SUN Secretariat** and intersectoral platforms of the Global Food Security, Health, Nutrition and WASH Clusters.

Figure 4. Key components of the NiE Sector enabling environment.



CORE INITIATIVES:

INFLUENCING GLOBAL AND COUNTRY NiE NARRATIVES,...

- Enable country-driven NiE advocacy through the rollout of the GNC Advocacy Toolkit and one-on-one country support, deployment of advocacy specialists, and capacity strengthening.
- Review existing practices in the GNC and beyond, and develop a system of advocacy information exchange at subnational, national, regional, and global levels.
- Update the Nutrition Cluster Advocacy Strategic Framework 2016–2019 in line with the 2022–2025 GNC Strategy, and develop and implement the annual Advocacy and Communications Working Group work plan.

...FINANCING,...

- Develop mapping of the current and prospective NiE resource partners, funding opportunities, and entry points for increased advocacy for NiE funding.
- Jointly, with traditional NiE resource partners, develop a more robust understanding of the administrative and legislative challenges that prevent current funding from being more rapid, more flexible, and covering longer periods than it currently does.
- Based on the above, develop a communications strategy (lobbying) and narrative around NiE for global and country-level financing, including how to demonstrate the impact of NiE programmes, coordination, and IM.

...AND RESEARCH...

- Develop and implement GNC Strategy on Knowledge Management, Learning, and Research (both operational and academic).
- Strengthen access to available research and ensure a mechanism for identifying research gaps within NiE programming by:
1. Conducting a 'light-touch' mapping of research gaps across the thematic areas, drawing on available mapping exercises and discussing research gaps with in-country TWGs and across the GNC more broadly.
 2. Refining and strengthening the process for GTWGs to identify and respond to research gaps.
 3. Enhancing communication mechanisms to share relevant research findings.

...THROUGH INCLUSIVE MULTI-SECTORAL NUTRITION COLLABORATION

- Map current methodologies and practices by the NiE and other sectors for the engagement and accountability of affected populations and, based on this, develop guidance and tools for a standardized engagement system to capture beneficiary feedback; use this feedback to inform programming.
- Review current engagement of communities, local NGOs/CBOs, private organizations, academic institutions, and local authorities in the NiE Sector and develop recommendations for better engagement at subnational, national, regional, and global levels.
- Finalize and roll out the newly established inter-sectoral platform at the global level.
- Support national NiE coordination mechanisms to strengthen multi-sectoral coordination addressing all forms of malnutrition.
- Identify and implement solutions to promote equitable sectoral funding in support of multi-sectoral programming.
- Map all humanitarian and development networks, and other groups with an interest in nutrition, and identify GNC value-added elements and their mode of engagement with each in support of the current Strategy.

KEY PLANNED OUTPUTS:

INFLUENCING GLOBAL AND COUNTRY NiE NARRATIVES,...

- The 2022–2025 GNC Advocacy Strategy is developed and agreed upon by all partners (to be done in 2021).
- At least 70% of priority GNC countries have developed and are implementing national NiE advocacy strategies and work plans, including during emergency preparedness and through the establishment of NiE Advocacy and Communications WGs.
- Global-level advocacy support is provided to at least 20 subnational, national, and regional advocacy requests for help per year.
- 90% of global-level advocacy initiatives and messages in the GNC annual advocacy work plans are implemented, including through engagement with other sectors and global networks.

...FINANCING,...

- A report is available, mapping potential NiE resource partners and the individual recommendations to engage them in initiating or scaling up NiE financing.
- At least 50% of identified opportunities to engage with donors have been followed up.
- A donor engagement plan is developed and at least 50% of its activities are implemented.

...AND RESEARCH...

- Mapping of research gaps completed and available at global, regional and country levels.
- Dissemination of priority research findings are optimized through the Alliance channels.
- At least 50% of the knowledge management, learning, and research priorities as per the strategy are implemented.

...THROUGH INCLUSIVE MULTI-SECTORAL NUTRITION COLLABORATION

- Guidance and a toolkit ensuring accountability of affected populations in NiE programmes and coordination mechanisms is developed and used by at least 10 GNC priority countries.
- At least 50% of key recommendations for the involvement of NGOs/CBOs and local authorities at subnational, national, and global levels are implemented
- At least 70% of GNC priority countries implement multi-sectoral plans that address all forms of malnutrition.
- There is at least a 25% increase in funding to support multi-sectoral responses.
- A clear road map for engagement with external stakeholders is developed and implemented.

GNC STRUCTURE

Following the development of the new GNC Strategy, the GNC-CT led a review of its structure to enable the Strategy implementation. The key changes to the GNC's structure, approved by the SAG, GNC-CT and the Alliance in September 2021, are outlined below.



KEY CHANGES TO HOW WE WORKED IN THE PAST:



SAG provides strategic advice to GNC-CT

SAG provides strategic advice to both GNC-CT and the Alliance, allowing the holistic implementation of the GNC Strategy.

No collective responsibility for NiE sector financing

Financing WG to be formed in 2022 to enable implementation of the core initiatives related to financing.

Ad hoc advocacy

Advocacy and Communications WG formed in 2021 to enable implementation of the core initiatives related to advocacy.

CD WG focusing on the Coordination and IM capacity development, and a time bound TF to develop NiE Competency Framework

CD WG holistically covers all global-level capacity strengthening work in the NiE sector, with two permanent sub-WGs: (1) Coordination and IM, and (2) NiE

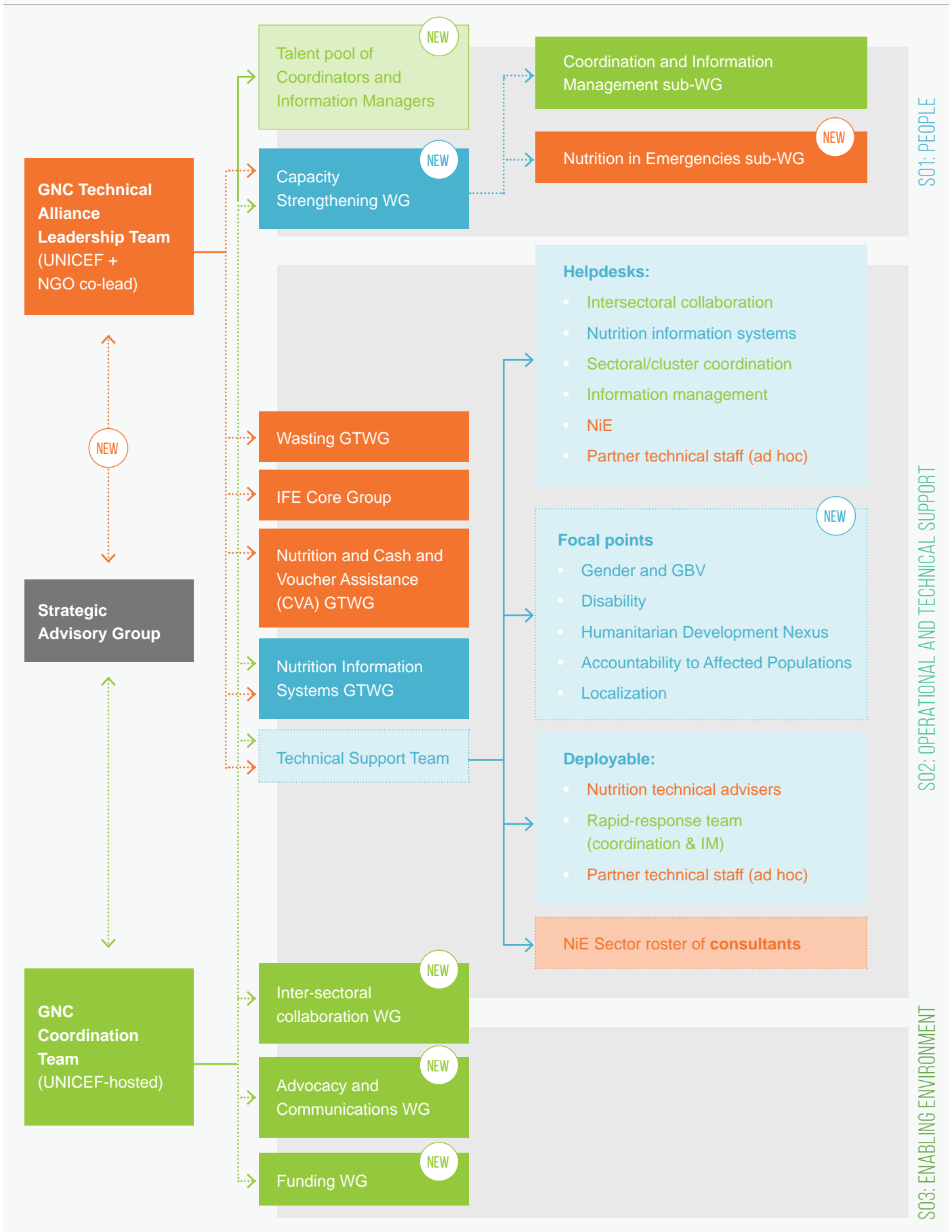
Ad hoc support to countries, with recruitment of cluster coordinators and information managers

Guidance on the minimal structure of coordination teams is developed and a generic job description for coordinators and information managers is updated in 2021, in line with the competency frameworks. A talent pool of coordinators and IMs will be established to facilitate recruitment.

Ad hoc tools and guidance development and support on priority cross-cutting issues

Focal points for priority cross-cutting issues will be established, namely, accountability to affected populations, disability, gender mainstreaming, humanitarian-development nexus, and localization.

Figure 5. GNC structure



- GNC structure element under accountability of the Alliance
- GNC structure element under accountability of the GNC-CT
- GNC structure element under the accountability of both the GNC-CT and the Alliance
- Structure element managed by the Alliance, whose members (i.e., consultants) are not part of the GNC partnership

- Structure element managed by the GNC-CT, whose members (i.e., coordinators and information managers) are not part of the GNC partnership
- Non-WG element of the GNC structure
- Direct management
- ⋯ Accountability

Implementing the GNC Strategy: Funding status and leadership responsibilities

- The funding is available for this initiative for 2022
- The funding is partially available for this initiative for 2022
- The funding is not available for this initiative for 2022
- The initiative is led by the GNC-CT
- The initiative is jointly led by the GNC-CT and the Alliance
- The initiative is led by the Alliance

Strategic objective	Core initiatives	Indicators	Funding status as of October 2021	Lead
People	Define the key bottlenecks of why NiE partner capacity is not meeting minimum quality NiE programming standards and determine opportunities to address these.	Key bottlenecks are documented and opportunities and initiatives to address them are available and prioritised.		The Alliance (Capacity Building WG)
People	Develop guidance for the Cluster Lead Agency on the minimum structure needed for the coordination teams	90% of the country offices with Humanitarian Coordinators in place (including 100% of offices in the countries with system-wide emergencies) comply with the UNICEF as a CLA decision tree.		GNC-CT with other UNICEF-led Clusters
People	Develop and implement generic Job Descriptions for NiE Coordinators and Information Managers at national and subnational levels.	Generic job descriptions for key IM and coordination functions at the national and subnational levels are developed, approved by the Cluster Lead Agency and are available in at least four languages.		GNC-CT with other UNICEF-led Clusters
People	Develop a capacity strengthening pathway for NiE functions, focusing on availability to and access by local partners.	Capacity strengthening pathways for NiE functions are developed, taking into account local needs.		The Alliance (Capacity Building WG)
People	Ensure that capacity assessment tools for NiE are available in priority languages and utilized annually at country, regional and district levels.	Key NiE capacity strengthening materials are available in at least four languages		The Alliance (Capacity Building WG)
People	—	Capacity assessment tools for NiE are utilized in at least 70% of GNC priority countries.		The Alliance (Capacity Building WG)

Strategic objective	Core initiatives	Indicators	Funding status as of October 2021	Lead
People	Continue operational and technical support to GNC priority countries on a need basis	At least 95% of relevant requests for operational and technical support are fulfilled		TST (the Alliance & GNC-CT)
People	Expand the GNC mentoring programme for Coordinators and Information Managers to NiE practitioners.	50 NiE practitioners, Information Managers and Coordinators are mentored per year		TST (the Alliance & GNC-CT)
People	Implement the GNC Capacity Strengthening Framework for Coordination and Information Management.	GNC e-learning platform is functional and 50% of users are from local NGOs/CBOs, government, frontline workers		GNC-CT & Capacity Building WG
People	Develop, translate into key priority languages, and roll out the GNC e-learning platform and e-learning materials	Basic online training modules are available for all key Coordination, and IM competencies; and are used by all GNC priority countries.		GNC-CT & Capacity Building WG
People	Explore the barriers to maintaining appropriate human resources in key positions for NiE programming and determine ways to address them.	Barriers are documented and opportunities to strengthen HR in key NiE positions are available and prioritised.		The Alliance (Capacity Building WG)
People	Establish and annually update a global-level pool of NiE coordinators and IM specialists	At least 50% of recruitments for national coordination and IM roles are facilitated through the global-level pool.		GNC-CT
People	Maintain and advertise a roster of internationally available consultants and deployees for key NiE roles.	At least 20 times per year consultants details from NiE rosters were provided in response to an enquiry.		The Alliance (TST)
Operational and technical support	Develop a series of case studies examining barriers and enablers in the establishment of monitoring and evaluation frameworks and nutrition information systems. Based on these findings, develop guidance for the establishment of national monitoring and evaluation frameworks and nutrition information systems.	At least 70% of GNC priority countries will have a functioning nutrition information system.		The Alliance (NIS WG)

Strategic objective	Core initiatives	Indicators	Funding status as of October 2021	Lead
Operational and technical support	Conduct mapping of the existing data collection methodologies used in situations where there is no physical access, and develop guidance and tools for such cases.	Guidance for data collection in situations of limited physical access is developed and being used by at least 10 GNC priority countries.		The Alliance (NIS WG)
Operational and technical support	Create open-source nutrition and related data platform, available at all levels.	At least 70% of GNC priority countries will use the open-source data platform.		The Alliance (NIS WG)
Operational and technical support	Develop a predictive analytics system to 'nowcast' and forecast nutrition situations in priority countries.	At least 10 countries will use predictive modeling to forecast nutrition situations.		The Alliance (NIS WG)
Operational and technical support	Develop a toolkit for measuring the coverage of essential NiE interventions.	Tools to measure coverage of all essential NiE interventions are developed and used by at least 10 GNC priority countries.		The Alliance
Operational and technical support	Develop principles for the contextualization of NiE programmes, based on countries' experiences.	Principles to contextualize all essential NiE interventions are developed and used by at least 10 GNC priority countries.		The Alliance
Operational and technical support	Develop a methodology for conducting cost-effectiveness analysis of NiE programmes to enable country comparisons.	Guidance to conduct cost-effectiveness analysis for NiE programmes is developed and used by at least 10 GNC priority countries		The Alliance
Operational and technical support	Develop programme guidance for people beyond children aged 6–59 months of age	Programme guidance for people beyond children aged 6–59 months of age is developed and used by at least 10 GNC priority countries.		The Alliance
Operational and technical support	Develop an analysis framework examining the barriers faced by other sectors and systems in integrating nutrition.	An analysis framework on the barriers faced by other sectors and systems in integrating nutrition is developed and used by at least 10 GNC priority countries.		GNC-CT (ISC WG)

Strategic objective	Core initiatives	Indicators	Funding status as of October 2021	Lead
Operational and technical support	Develop a common approach to mainstreaming cross-cutting issues in regard to NiE coordination and programming. Map and collate the most up-to-date and accurate guidance for mainstreaming priority cross-cutting issues in nutrition. Develop simple practical tools for mainstreaming these in NiE programmes and coordination mechanisms.	A toolkit for mainstreaming key cross-cutting issues in NiE programmes and coordination mechanisms is developed and used by at least 10 GNC priority countries.		GNC-CT & the Alliance
Operational and technical support	Designate focal persons for priority cross-cutting issues, including for in-country support.	Focal persons within the GNC and national clusters for priority cross-cutting issues are determined and their contact details are available on the GNC website.		GNC-CT & the Alliance
Operational and technical support	Revise the GNC Emergency Response Preparedness Guidance and roll out the GNC Emergency Response Preparedness Platform.	At least 70% of GNC priority countries use the GNC Emergency Response Preparedness platform.		GNC-CT
Operational and technical support	Develop a series of case studies on why some countries are unable to make the transition to sector coordination, while others are successfully operating national nutrition coordination mechanisms. Based on this, develop guidance to enable nutrition cluster transition to sectorial coordination.	Guidance to enable nutrition cluster transition to sectoral coordination is developed and used by at least 10 GNC priority countries.		GNC-CT & other UNICEF-led Clusters
Building an enabling environment	Enable country-driven NiE advocacy through the rollout of the GNC Advocacy Toolkit and one-on-one country support, deployment of advocacy specialists, and capacity strengthening.	At least 70% of priority GNC countries have developed and are implementing national NiE advocacy strategies and work plans, including during emergency preparedness and through the establishment of NiE Advocacy and Communications WGs.		GNC-CT & Advocacy WG

Strategic objective	Core initiatives	Indicators	Funding status as of October 2021	Lead
Building an enabling environment	Review existing practices in the GNC and beyond, and develop a system of advocacy information exchange at subnational, national, regional, and global levels.	Global-level advocacy support is provided to at least 20 subnational, national, and regional advocacy requests for help per year		GNC-CT & Advocacy WG
Building an enabling environment	Update the Nutrition Cluster Advocacy Strategic Framework 2016–2019 in line with the 2022–2025 GNC Strategy, and develop and implement the annual Advocacy and Communications Working Group work plan.	The 2022–2025 GNC Advocacy Strategy is developed and agreed upon by all partners (to be done in 2021).		GNC-CT & Advocacy WG
Building an enabling environment	—” —	90% of global-level advocacy initiatives and messages in the GNC annual advocacy work plans are implemented, including through engagement with other sectors and global networks.		GNC-CT & Advocacy WG
Building an enabling environment	Develop mapping of the current and prospective NiE resource partners, funding opportunities, and entry points for increased advocacy for NiE funding.	A report will be available, mapping potential NiE resource partners and the individual recommendations to engage them in initiating or scaling up NiE financing.		Financing WG & Advocacy WG
Building an enabling environment	Jointly, with traditional NiE resource partners, develop a more robust understanding of the administrative and legislative challenges that prevent current funding from being more rapid, more flexible, and covering longer periods than it currently does	At least 50% of identified opportunities to engage with donors have been followed up.		Financing WG
Building an enabling environment	Based on the above, develop a communications strategy (lobbying) and narrative around NiE for global and country-level financing, including how to demonstrate the impact of NiE programmes, coordination, and IM.	A donor engagement plan is developed and at least 50% of its activities are implemented.		Financing WG & Advocacy WG

Strategic objective	Core initiatives	Indicators	Funding status as of October 2021	Lead
Building an enabling environment	Develop and implement GNC Strategy on Knowledge Management, Learning, and Research (both operational and academic).	At least 50% of the knowledge management, learning, and research priorities as per the strategy are implemented.		The Alliance & GNC-CT
Building an enabling environment	Strengthen access to available research and ensure a mechanism for identifying research gaps within NiE programming by: <ul style="list-style-type: none"> 1. Conducting a 'light-touch' mapping of research gaps across the thematic areas, drawing on available mapping exercises and discussing research gaps with in-country TWGs and across the GNC more broadly. 2. Refining and strengthening the process for GTWGs to identify and respond to research gaps. 3. Enhancing communication mechanisms to share relevant research findings 	Mapping of research gaps completed and available at global, regional and country levels.		The Alliance
Building an enabling environment	—	Dissemination of priority research findings are optimized through the Alliance channels.		The Alliance
Building an enabling environment	Map current methodologies and practices by the NiE and other sectors for the engagement and accountability of affected populations and, based on this, develop guidance and tools for a standardized engagement system to capture beneficiary feedback; use this feedback to inform programming.	Guidance and a toolkit ensuring accountability of affected populations in NiE programmes and coordination mechanisms is developed and used by at least 10 GNC priority countries.		GNC-CT

Strategic objective	Core initiatives	Indicators	Funding status as of October 2021	Lead
Building an enabling environment	Review current engagement of communities, local NGOs/CBOs, private organizations, academic institutions, and local authorities in the NiE Sector and develop recommendations for better engagement at subnational, national, regional, and global levels.	At least 50% of key recommendations for the involvement of NGOs/CBOs and local authorities at subnational, national, and global levels are implemented		GNC-CT and the Alliance
Building an enabling environment	Finalize and roll out the newly established inter-sectoral platform at the global level.	The inter-sectoral platform meets at least three times and supports at least three major intersectoral initiatives a year.		Global Nutrition, Health, WASH and Food Security Cluster Coordinators
Building an enabling environment	Support national NiE coordination mechanisms to strengthen multi-sectoral collaboration addressing all forms of malnutrition.	At least 70% of GNC priority countries implement multi-sectoral plans that address all forms of malnutrition.		GNC-CT & ISC WG
Building an enabling environment	Identify and implement solutions to promote equitable sectoral funding in support of multi-sectoral programming.	There is at least a 25% increase in funding to support multi-sectoral responses.		GNC-CT & ISC WG & Advocacy WG
Building an enabling environment	Map all humanitarian and development networks, and other groups with an interest in nutrition, and identify GNC value-added elements and their mode of engagement with each in support of the current Strategy.	A clear road map for engagement with external stakeholders is developed and implemented.		GNC-CT & Advocacy WG

