

OUR FUTURE 2022–2025 GNC STRATEGY



AGENDA

1. **Agenda** (5 min)

Nisar Syed, Chief Global Clusters Coordination Unit, EMOPS
(UNICEF)

2. **Opening remarks** (10 min)

Stefano Fedele, GNC Coordinator (UNICEF)
Colleen Emary, the Alliance co-chair (WVI)

3. **Summary of the GNC Strategy** (20 min)

Anna Ziolkovska, Deputy GNC Coordinator (UNICEF)

4. **Interventions from the floor** (10 min)

Saul Guerrero, Senior Nutrition Advisor (UNICEF)
Hermann Ouedraogo, NCC, Afghanistan

5. **Q&A** (10 min)

6. **Closing remarks** (5 min)

Stefano Fedele, GNC Coordinator (UNICEF)





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.

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.



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.



STRATEGIC OBJECTIVE 1

PEOPLE



OBJECTIVE

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

INDICATOR

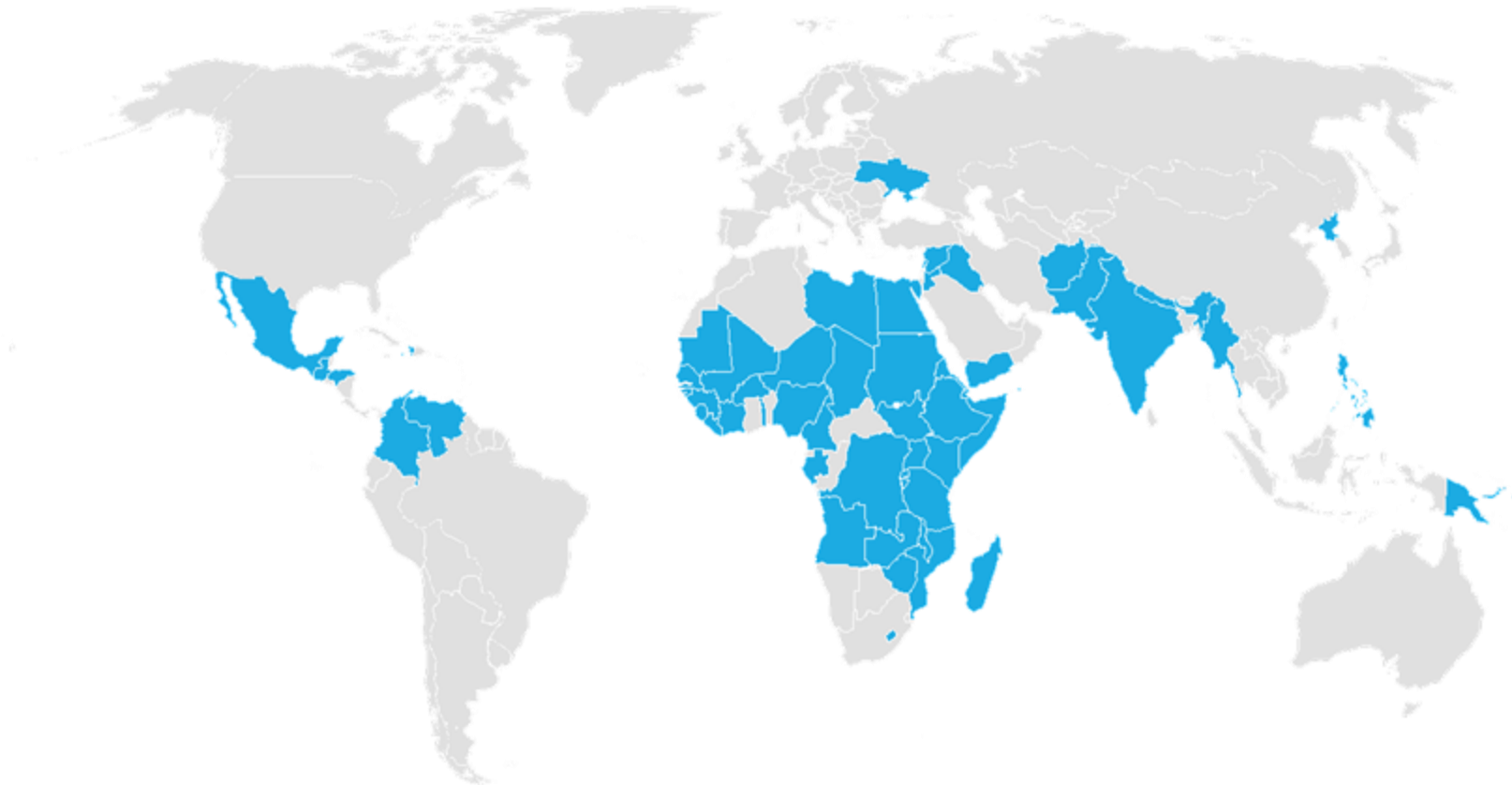
70%
OF GNC PRIORITY COUNTRIES

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.

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

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 CLA on the **minimum structure for the coordination teams**.
- Update **generic Job Descriptions** for NiE Coordinators and IMOs 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.
- Expand the GNC-CT **mentoring programme** to NiE practitioners.
- Implement the GNC **Capacity Strengthening Framework** for Coordination and IM.
- 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 IMOs**.
- Maintain and advertise a **roster of internationally available consultants** and deployees for key NiE roles.

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.



CORE INITIATIVES:



Data-informed...

- Examine **barriers and enablers** in the establishment of M&E frameworks and NIS; develop guidance for the establishment of national M&E frameworks and NIS.
- Map 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**.
- Develop a methodology for conducting **cost-effectiveness analysis** of NiE programmes.
- 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**.

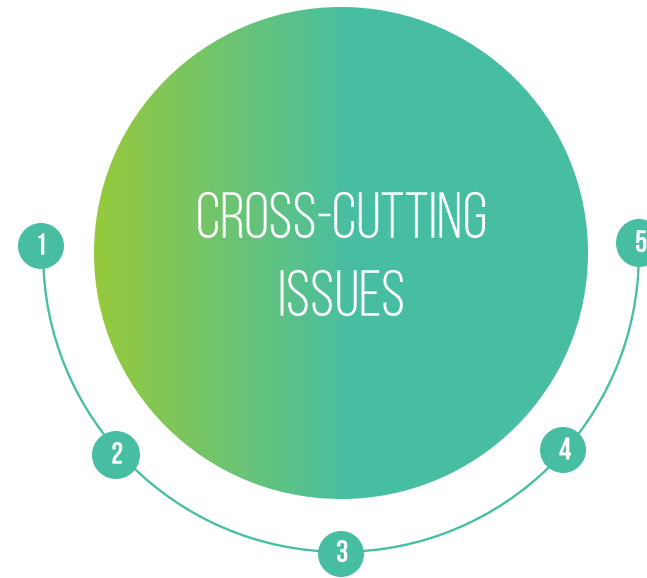
...with cross-cutting issues mainstreamed....

- Develop a **common approach** to mainstreaming cross-cutting issues into NiE coordination and programming.
- Designate **focal persons** for priority cross-cutting issues, including for in-country support.
- **Map and collate 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 **ERP Guidance** and roll out the **GNC ERP 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.

GNC PRIORITY CROSS-CUTTING ISSUES FOR 2022–2025



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.



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 all 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 an 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.

...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

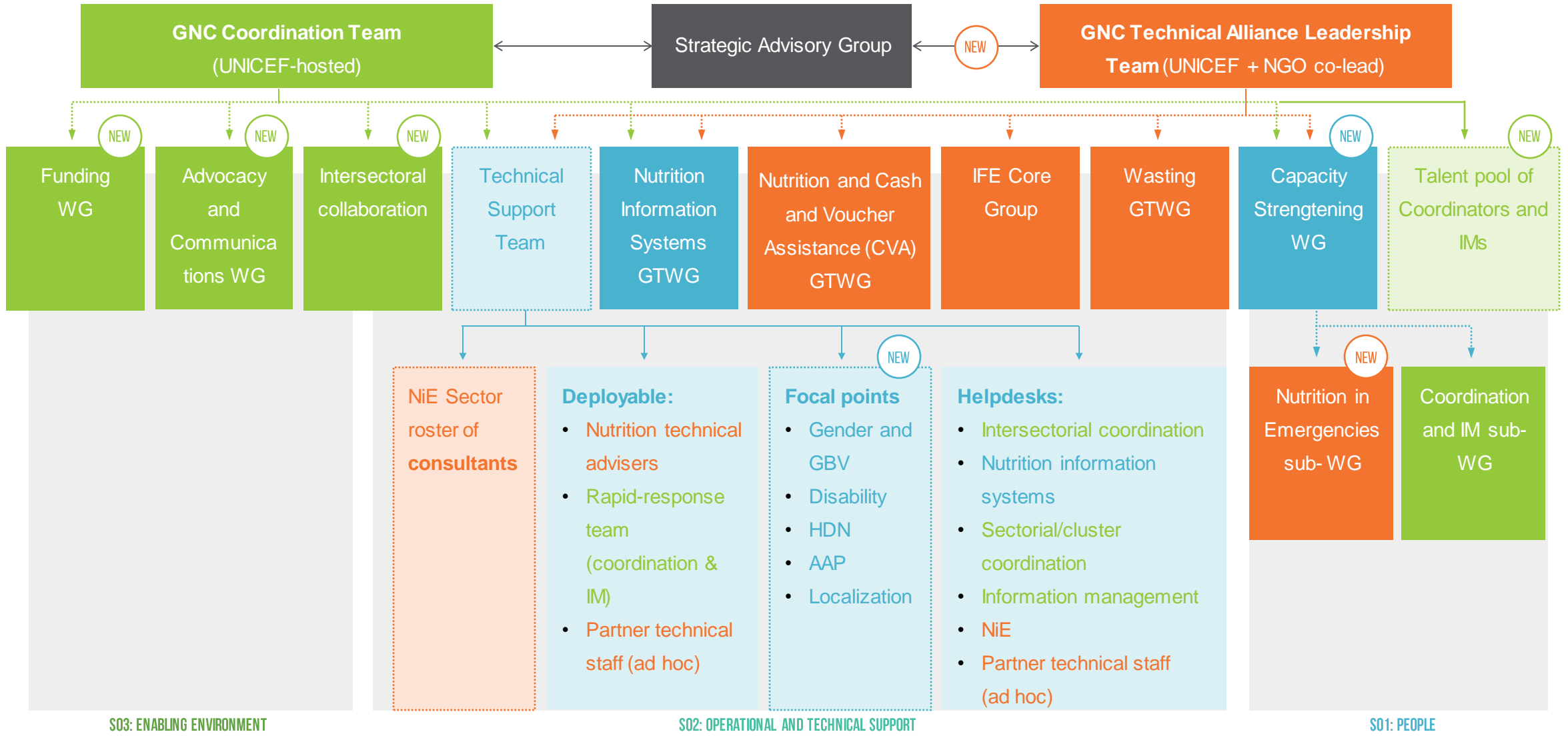
- Map current methodologies and practices by the NiE and other sectors for **AAP** and, based on this, develop guidance and tools for a standardized engagement system to capture beneficiary feedback; use this feedback to inform programming.
- Review current **engagement of communities, local NGOs/CBOs, private organizations, academic institutions, and local authorities** in the NiE Sector and develop recommendations for better engagement at all 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 Strategy.

GNC STRUCTURE

TO BE PRESENTED ON 1 DEC 2021



GNC structure



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

- Light green box: Structure element managed by the GNC-CT, whose members (i.e., coordinators and information managers) are not part of the GNC partnership
- Blue dotted box: Non-WG element of the GNC structure
- Solid line: Direct management
- Dotted line: Accountability

NEXT STEPS

- Oct-Nov - Interested in any of the core initiatives?
Get in touch!
- Nov – finalization of SOP
- Dec, 1st - webinar on the GNC structure
- Dec – 2022 GNC workplan



PANEL

GNC Coordination Team:

Stefano Fedele, GNC Coordinator

Anna Ziolkovska, Deputy GNC Coordinator

GNC Technical Alliance:

Colleen Emary, the Alliance co-chair, Senior Technical Advisor –
Health & Nutrition (WVI)

Megan Gayford, the Alliance co-chair, Nutrition Specialist
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