



# Orientation on Cluster Approach

For Nutrition Cluster partners

# What is the Cluster approach?



# Cluster activation

## Criteria

- **Response and coordination gaps** exist due to a sharp deterioration or significant change in the humanitarian situation.

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- **Existing national response or coordination capacity** is unable to meet needs in a manner that respects humanitarian principles.

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- **Interdependence of Health WASH Food Security and Nutrition** responses.

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# Cluster activation

## Procedure

- **The procedure for activating** one or more clusters includes consultation between the Resident/Humanitarian Coordinator and the Humanitarian Country Team, and then correspondence with the Emergency Relief Coordinator on the rationale for each cluster and the selection of cluster lead agencies based on coordination and response capacity.
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# Cluster deactivation

...when at least one of the conditions that led to its activation is no longer present:

- **The humanitarian situation improves**, significantly reducing humanitarian needs and therefore the associated response and coordination gaps.
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- **National structures acquire sufficient capacity** to coordinate and meet residual humanitarian needs in line with humanitarian principles.
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# What does a cluster do?

The six core functions of a cluster.



# Cluster core functions and deliverables

## 1. Supporting service delivery

**1.1** Provide a platform to ensure that service delivery is driven by the agreed strategic priorities.

**1.2** Develop mechanisms to eliminate duplication of service delivery.

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# Cluster core functions and deliverables

## 2. Informing strategic decision-making of the HC/HCT for the humanitarian response

**2.1** Needs assessment and gap analysis  
*(across other sectors and within the sector)*

**2.2** Analysis to identify and address (emerging) gaps, obstacles, duplication, and cross-cutting issues including age, gender, environment and HIV/AIDS.

**2.3** Prioritization, grounded in response analysis.

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# Cluster core functions and deliverables

## 3. Planning and strategy development

**3.1** Develop sectorial plans, objectives and indicators directly support realization of the HC/HCT strategic priorities.

**3.2** Apply and adhere to existing standards and guidelines.

**3.3** Clarify funding requirements, prioritization, and cluster contributions for the HC's overall humanitarian funding consideration (*e.g.: Flash Appeal, CERF, Emergency Response Fund/Common Humanitarian Fund*).

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# Cluster core functions and deliverables

## 4. Advocacy

**4.1** Identify advocacy concerns to contribute to HC and HCT messaging and action.

**4.2** Undertaking advocacy activities on behalf of cluster participants and the affected population.

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## 5. Monitoring and reporting

**5.1** Monitoring and reporting the implementation of the cluster strategy and results; recommending corrective action where necessary.

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# Cluster core functions and deliverables

*Each cluster is also responsible for integrating early recovery from the outset of the humanitarian response.*

## 6. Contingency planning / Preparedness Capacity building

**6.1** In situation where there is a high risk of recurring or significant new disaster and where sufficient capacity exists within the cluster.

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## 7. Accountability to affected population

**7.1** Demonstrate commitment to accountability to affected populations by ensuring feedback and accountability mechanisms are integrated into country strategies, proposal designing, monitoring and evaluations.

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# Humanitarian principles

Humanity

Neutrality

Impartiality

Operational  
independence

# Principles of Humanitarian partnerships

**Equality**

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**Transparency**

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**Result-oriented**

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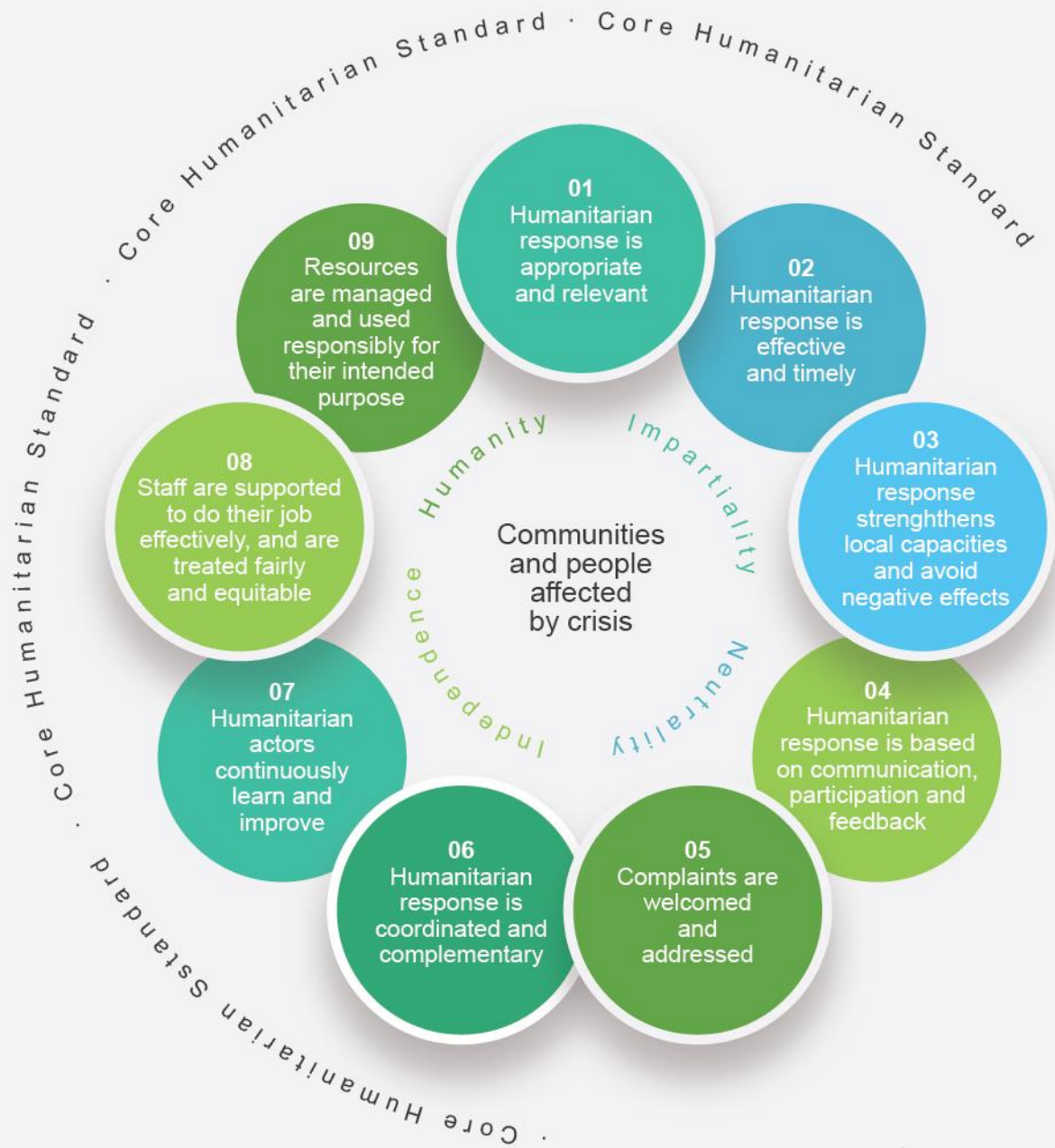
**Responsibility**

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**Complementarity**

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# Core Humanitarian Standards



# Minimum Commitments for participation to clusters\*

*\* Please note this list is neither complete nor prescriptive. It's a basic starting point that has to be adapted at completed at country level. Consult [OCHA. \(2015\). Reference Module for Cluster Coordination and Country Level](#) for more information.*

Commitment to humanitarian principles and principles of partnership

Commitment to mainstream protection

Improve accountability to affected populations

Understanding of duties and responsibilities associated with membership of the cluster

Contribute to cluster's response plan and activities

Active participation in the cluster and a commitment to consistently engage in the cluster's collective work

Mainstream cross cutting issues (including age, gender, environment, and HIV/AIDS).

Commitment to work cooperatively with other cluster partners to ensure an optimal and strategic use of available resources, and share information on organizational resources.

# What is the Humanitarian Programme Cycle (HPC)?





# WHO'S WHO in the Nutrition Cluster

## 1. Global Level The GNC

At global level, the GNC has 50 partners and observers representing International Non-Governmental Organizations (INGOs), National Non-Governmental Organizations (NNGOs), research and development groups, academic institutions, and UN agencies.

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.



# WHO'S WHO in the Nutrition Cluster

## 2. Global Level

### The GNC – Coordination Team

The Global Nutrition Cluster Coordination Team (GNC-CT) provides leadership and stewardship for coordination and functions as the secretariat for the Global Nutrition Cluster. The GNC-CT is staffed by UNICEF and housed within UNICEF Geneva.

The GNC-CT represents the GNC partners in global fora and provides strategic leadership, global guidance and operational support to country nutrition clusters while linking stakeholders and ensuring timely information, knowledge sharing and effective communications.

# Global Nutrition Cluster Coordination Team (*GNC – CT*)

## Support to Nutrition cluster/sector coordination mechanisms at country level

The GNC-CT is led by Coordinator, Stefano Fedele [sfedele@unicef.org](mailto:sfedele@unicef.org), and consists of two units:

A) The **Partnership, Programmes, and Advocacy Team** - led by Anna Ziolkovska (on extended leave; interim Briony Stevens [bstevens@unicef.org](mailto:bstevens@unicef.org)) and focuses on strategic leadership, evidence generation, knowledge management, engagement with partners at global level, capacity strengthening, and technical guidance, including guiding the Humanitarian Process Cycle (HPC).

B) The **Operational Support Team** - led by Rasha Al-Ardhi ([ralardi@unicef.org](mailto:ralardi@unicef.org)) and provides operational support to country-level nutrition coordination mechanisms through in-country and remote support as requested. Support includes strengthening nutrition coordination, information management, nutrition information system (NIS)/ assessments, inter sectoral collaboration, preparedness, NiE and the delivery of different capacity development activities.

# WHO'S WHO in the Nutrition Cluster

## 3. Global Level

### GNC Technical Alliance (the Alliance)

Historically, the nutrition community has lacked an overarching platform in how to provide strategic direction to address technical capacity gaps at the country level.

As a result, in 2015 **the GNC Technical Alliance (known as the Alliance) was established** as a partnership of NGOs, UNICEF and the GNC, to provide technical support to Nutrition Clusters and partners, including:

- Access to high-quality information, capacity strengthening resources, guidance and learning;
- Where guidance is limited, timely access to interim consensus-driven guidance, including guidance on program adaptation;
- Access to experienced nutrition technical specialists to answer questions, or to provide more in-depth support (remote or in-country).

# Helpdesk support

The GNC-CT includes 6 helpdesks who can provide fast and highly specialized support to countries – in-person or remote – through on-on-one calls and webinars.

## French/Spanish Coordination

Geraldine Bellocq  
[gbellocq@unicef.org](mailto:gbellocq@unicef.org)

## Intersectoral Collaboration (ISC)

Rachel Lozano  
[rlozano@unicef.org](mailto:rlozano@unicef.org)

## Advocacy

Elena Gonzalez  
[egonzalez@unicef.org](mailto:egonzalez@unicef.org)

## Nutrition Information System

Anteneh Dobamo  
[adobamo@unicef.org](mailto:adobamo@unicef.org)

## Information Management

Shabib Al Qobati  
[salqobati@unicef.org](mailto:salqobati@unicef.org)

## NiE– Technical Support Team (TST\*)

Angeline Grant  
[agrants@unicef.org](mailto:agrants@unicef.org)

\*TST consists of GNC partners that provide collective support in various technical areas

# In-depth support

The GNC-CT and GNC Technical Alliance provide in-depth (remote or in-country) support through various mechanisms.

## Rapid Response Team (RRT)

Rasha Al-Ardhi  
[ralardi@unicef.org](mailto:ralardi@unicef.org)

## Standby Partners Agreement (SBP)

Request SBP support [here](#)

## In-depth NiE technical support

Ben Allen  
[ballen@actionagainsthunger.ca](mailto:ballen@actionagainsthunger.ca)

## TST Consultant Roster

Click [here](#) to learn more and request consultant support

## UNICEF internal surge and stretch assignments

Rasha Al-Ardhi  
[ralardi@unicef.org](mailto:ralardi@unicef.org)

# Capacity strengthening

The GNC-CT can organize or provide support for capacity strengthening actions at country, regional and global levels, for different profiles and capacity levels.

## E-learning and skill boosting platform GNC Learn

- Information Management
- Nutrition Cluster Coordination
- Nutrition in Emergencies
- Preparedness
- ISC

## Capacity Strengthening

Danka Pantchova  
[dpantchova@unicef.org](mailto:dpantchova@unicef.org)

## Mentoring program

Rasha Al-Ardhi  
[ralardi@unicef.org](mailto:ralardi@unicef.org)  
Andi Kendle  
[akendle@actionagainsthunger.ca](mailto:akendle@actionagainsthunger.ca)

To learn more about the support we provide, visit our [Remote/in-country Support](#) page on our website.



*The COVID-19 pandemic is limiting mobility in all countries therefore the GNC-CT will endeavour to limit all face-to-face interactions and increase the modalities and opportunities for remote support, for the foreseeable future.*

## **Guidance and tools readily available online, including but not limited to:**

- 1. Coordination and information management toolkits**
- 2. Coordination and information management checklists**
- 3. Nutrition in emergencies technical checklists**

# WHO's WHO of the Nutrition Cluster

## 1. National Level Nutrition Cluster (NC)

- Made of NC-CT, NGOs, UN agencies, GVT officials, CSO, private sector...

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filled in by the country*

# WHO's WHO of the Nutrition Cluster

## 2. National Level NC – Coordination Team

- Nutrition Cluster Coordinator (NCC)
- IMO
- Deputy

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filled in by the country*



# WHO's WHO of the Nutrition Cluster

## 3. National Level Cluster Lead Agency: UNICEF

- Defining the NC coordination team structure.
- Recruiting and managing NC-CT human resources.
- Administrative support for the NC-CT
- Provider of last resource
- ...ensure that humanitarian actors build on local capacities and maintain appropriate links with Government and local authorities.

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filled in by the country*

# WHO's WHO of the Nutrition Cluster

## 4. National Level Strategic Advisory Group

- Technical Working Group, Taskforce...

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filled in by the country*

# WHO's WHO of the Nutrition Cluster

## Sub-national Level Coordination hubs (map preferably) Nutrition Coordination team

- Nutrition Cluster Coordinator
- IMO
- ...

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filled in by the country*

# Want to know more?

- <https://www.nutritioncluster.net/>
- <https://www.humanitarianresponse.info/>
- [IASC. \(2015\). Cluster Coordination Reference Module.](#)
- [UNICEF. \(2015\). Cluster Coordination Guidance for Country Offices](#)
- [Add more national cluster resources](#)

