

GNC 2022 Annual Report

Global





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“The technical support, guidance and consultations provided on development of the HNO and HRP, and BHA supplemental funding support, implementation of blended cluster approach training at sub national level and the ERP training for sector coordination team are seeds that will grow to improve the sector coordination and response in Sudan for the coming years.”

- Isaack Manyama, Nutrition Sector Coordinator, Sudan Nutrition Cluster

HNO - Humanitarian Needs Overview; HRP - Humanitarian Response Plan;
BHA - Bureau for Humanitarian Assistance ; ERP - Emergency Response Preparedness

CONTENTS

FOREWARD : GNC STORY

Stefano Fedele
Colleen Emary

INTRODUCTION

Key achievements 3

STRATEGIC PRIORITY 1: PEOPLE

HR- staff, gaps, UNICEF as CLA (CLARE II) 7
E-learning / GNC Learn 9
Training 10
Mentoring Programme 12
Webinars 13
Consultant Roster 14

STRATEGIC PRIORITY 2: OPERATIONAL AND TECHNICAL SUPPORT

Operational Support overview 16
GNC Alliance Technical Support Team 17
TST In-depth NiE Technical Support 18
Helpdesks 20
Global Technical Working Groups 25
In-depth Coordination and IM Support (remote and in-country) 26
Preparedness 27
Cross-cutting Themes 29

STRATEGIC PRIORITY 3: BUILDING AN ENABLING ENVIRONMENT

Advocacy 33
Inter-sectoral Collaboration 34
Communications & Knowledge Management 37

KEY CHALLENGES & OPPORTUNITIES

THEY WAY FORWARD

ACRONYMS

AAP – Accountability to Affected Populations

CC – Cluster Coordination

CCPM - Cluster Coordination Performance Monitoring

CLA – Cluster Lead Agency

CLARE – Cluster Lead Agency Review Evaluation

CMAM – Community based Management of Acute Malnutrition

CVA – Cash and Voucher Assistance

ERP – Emergency Response Preparedness

ESAR - East and South Africa Region

GBV – Gender Based Violence

GCCU – Global Cluster Coordination Unit

GNC – Global Nutrition Cluster

GNC-CT – Global Nutrition Cluster Coordination Team

GRFC – Global Report on Food Crises

GTWG – Global Technical Working Group

HDN – Humanitarian Development Network

HNA – Humanitarian Needs Analysis

HNO – Humanitarian Needs Overview

HPC – Humanitarian Programme Cycle

HRP – Humanitarian Response Plan

IM – Information Management

IMO – Information Management Officer

INGO – International Non-Governmental Organization

IPC – Integrated Food Security Phase Classification

ICSC – Inter cluster / sectoral Collaboration

IYCF-E – Infant and Young Child Feeding in Emergencies

JIAF – Joint Intersectoral Analysis Framework

KM – Knowledge Management

LAC – Latin America and the Caribbean

LMS – Learning Management System

LT – Leadership Team

MAMI – Management of At-risk Mothers and Infants

NCC – Nutrition Cluster Coordinator

NGO – Non-Governmental Organization

NiE – Nutrition in Emergencies

Pin – People in Need

QRS – Quality Remote Support

ROSA – Region of South Asia

SAG – Strategic Advisory Group

SBC – Social and Behavioural Change

SOP – Standard Operating Procedure

SUN – Scaling Up Nutrition

TST – Technical Support Team

UNICEF – United Nations

WASH – Water, Sanitation and Hygiene

WCAR - West and Central Africa Region

WG – Working Group

WFP – World Food Programme

The Global Nutrition Cluster (GNC) exists to collectively strengthen the technical and coordination capacities for nutrition in emergencies, within countries, based on the needs of affected populations. This is to enable countries at risk of, or with, on-going situations of fragility, to forecast trends and prepare for, respond to, and recover from, nutrition shocks, thereby contributing to global efforts to prevent and treat malnutrition in all its forms.

The GNC was established in 2006 as part of the Humanitarian Reform process and in response to the 2005 earthquake in Pakistan. The cluster system was created to fill accountability and coordination gaps in international humanitarian responses. Its purpose is to spread the accountability for the delivery of services (health, nutrition, etc.) across different Cluster Lead Agencies, assuring clear leadership by making clearer the division of labor between organizations, and their roles and responsibilities in different areas. UNICEF is the CLA for Nutrition.

The GNCs core purpose is to ensure a coordinated response to nutrition emergencies and to ensure that the nutritional needs of affected populations are met. We are a mechanism for coordinating the efforts of organizations working in the field of emergency nutrition, with the aim of improving the efficiency and speed of the response.

Our 2022-2025 Strategy lays out three Strategic Objectives – People, Operational & Technical Support, and Building an Enabling Environment – which serve as the foundation for our activities that support, strengthen, and enable country coordination mechanisms to adequately respond to nutrition emergencies.

Through these objectives, the GNC works toward:

- **Improving the quality of nutrition interventions:** By working together, organizations can ensure that interventions are based on the latest scientific evidence and best practices, and are implemented in a timely, effective, and efficient manner.
- **Strengthening the capacity of local organizations:** The GNC works to strengthen the capacity of local organizations to respond to nutrition in emergencies, ensuring that countries are better equipped to address their own needs.
- **Enhancing collaboration and coordination:** The GNC facilitates inter cluster / sectoral collaboration and coordination between organizations, reducing the risk of duplication of efforts and increasing the impact of interventions.

This report aims to showcase the work we – the GNC collective – have done in 2022 and supplies evidence that we are fulfilling our mandate, including vision, mission and goals as set out in the 2022-2025 Strategy. Year after year we will continuously strive to strengthen coordination mechanisms to prevent a deterioration of the nutritional status of vulnerable groups and ensure the most lives are saved at times of crisis.

Stefano Fedele
Global Nutrition Cluster Coordinator

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

INTRODUCTION

In 2022, the world faced multiple global challenges that had a significant impact on the nutritional status of people. The ongoing war in Ukraine disrupted food supply chains and led to global food shortages and high food prices, affecting the ability of many countries to access a nutritious diet and pushing millions further toward malnutrition. Meanwhile, droughts in the Horn of Africa (HoA) and Sahel caused crop failures and loss of livestock, resulting in widespread hunger and malnutrition. According to the 2022 Global Humanitarian Overview (GHO), 274 million people were in need of humanitarian assistance and protection, which is significantly higher than in 2021 (235 million). The effects from these simultaneous global crises – in combination with consistent conflict and persistent climate change – has highlighted the vulnerability of many communities and underscored the need for more resilient and sustainable country responses.

As a response, we, the GNC-Coordination Team (GNC CT) along with the Technical Alliance* (the Alliance) and close collaboration with key partners at the regional and country level, increased the scope and breadth of technical assistance and made significant leaps in capacity strengthening, advocacy, and inter cluster / sector collaboration (ICSC). This last year, 2022, marked the first year that the newly developed GNC Strategy was implemented and all our efforts focused on strengthening the quality, coherence, and consistency of nutrition coordination, prior to, during and after a crisis.

*Please note that we will refer to both the GNC CT and the Alliance as “the collective” throughout this report and individually when necessary.



KEY ACHIEVEMENTS

GNC COORDINATION TEAM

There were many notable achievements for the GNC CT in 2022 that contributed to further strengthening the nutrition response during humanitarian emergencies. Such achievements included, elevating operational support to 58 country nutrition cluster / sector coordination mechanisms by responding to more than 380 requests from 47 countries for one-on-one support via the Helpdesks and providing direct support through 30 deployments (remote, in-country or a mix) with an average of 35 days. Our remote support remained the predominant support mode in 2022 and has proved itself to be effective and cost-efficient in the context of the Sahel L2 and the HoA L3 crises.

With an increase in amount of country support requests coming in at once, we needed to quickly pivot current support mechanisms and increase the breadth of support capacity. As a result, in the second quarter of 2022, we piloted an innovative approach of providing dedicated support to the regions of East and Southern Africa Region (ESAR) and West and Central Africa Region (WCAR), whereby responding to simultaneous country requests could be done quickly and more efficiently, using existing resources and human capacity.

THE ALLIANCE

A key priority for the Alliance in 2022 was to ensure the availability of technical assistance resources and facilitate the demand for technical services from partners in the field. This was achieved through a variety of means, including active engagement on social media channels and via the Alliance website. Between January and December 2022, 68 countries across eight regions submitted 442 support requests, a 110% increase in requests over the previous year.

The support provided will be further unpacked under Strategic Objective 2: Operational and Technical support.

"The Sudan Sector Coordination team appreciates the GNC's unlimited and unwavering support in the joint development of the blended sector coordination awareness training in Kassala at sub national level and the facilitation on the cluster approach that improved partners understanding of their roles and responsibilities. The flexibility of the facilitators was very much appreciated by the participants."

CAPACITY STRENGTHENING

We expanded our work in strengthening coordination and information management (IM) skills via our mentoring, webinar, e-learning and training programmes, including the newly developed blended learning approach. In 2022, we officially launched GNC Learn, our e-learning platform with 136 learning modules and 41 short courses; eighteen mentees from 15 countries benefited from one-on-one mentoring support; 21 webinars were delivered by the collective and were attended by stakeholders from 54 countries; 10 blended trainings were delivered to 315 participants from 14 countries and the Technical Support Team (TST) delivered 17 Nutrition in Emergency (NiE) technical trainings, which were a combination of remote and in-country.

Advocacy and communications continued to be prioritized in 2022 to strengthen our leadership role by gathering and analysing global trends and sharing data that contributes to building an enabling policy and financial environment for nutrition in contexts of emergency. Two consultants were hired to support this work – an Advocacy Consultant and a Communications Consultant – and two Working Groups (WG) were established: Advocacy and Communications WG and the Financing WG.

Intersectoral collaboration (ISC) officially became inter cluster / sector collaboration (ICSC) to acknowledge the necessity of a joint response from both clusters and sectors during an emergency. As such, ICSC remained a key priority in 2022 and a consultant was hired to support this work. We continued leading the ICSC working group and were actively part of the ICSC platform with the global WASH, Health and Food Security clusters to strengthen the development of ICSC at country level and harmonize the development of tools across the clusters.

OUR STRATEGY - OUR FUTURE

We began to implement the GNC Strategy (2022-2025) in 2022 and it is the guiding strategic document for the collective for the next four years. This strategy lays the foundation for our collective work and response and helps guide us in fulfilling our vision, mission and goal using three overarching strategic objectives: People, Operational and Technical Support, and Building an Enabling Environment. Throughout this report, we will dive into each objective in more detail by recounting the support provided in 2022 and how we are well on the way to achieving a more balanced and coordinated way of working.



RECAP OF GNC WAYS OF WORKING AND STRUCTURE

Our Governance is structured around GNC CT, the Leadership Team (LT) of the Alliance (the Alliance LT) and the Strategic Advisory Group (SAG), with UNICEF as the Cluster Lead Agency (CLA) for nutrition. The Standard Operating Procedure (SOP) further details updates and procedures for how the GNC collective operates, as does the Who is the GNC.



PARTNERSHIPS

As a collective, we currently have 41 global partners and 17 observers including INGOs, academic institutions and UN agencies. Throughout 2022, work continued to ensure an inclusive multi-sectoral response, linking development and humanitarian actors and other sectors for an NiE response, including ongoing engagement with the SUN Movement Secretariat and the development of an ICSC platform with the Global Food Security, Health, Nutrition and WASH clusters.

In 2022, one organisation was added as an observer – CARE International. However, due to an internal staffing gap for eight months in 2022, expanding partnerships was put on hold until 2023.

2023 Focus. Expanding partnerships will become a priority in 2023, and the implementation of actions from the Resource Engagement Plan will be exercised this year, including a review of our current engagement with partners and how we can more effectively leverage their support and expertise.

STRATEGIC ADVISORY GROUP

The Strategic Advisory Group (SAG) provides guidance and strategic advice on the delivery of our strategy and supports monitoring of progress on workplans. Part of the SAG's role is to ensure that our partners benefit from strategies that are consistent with the public interest of Nutrition Cluster members and the vulnerable populations served. SAG members are further encouraged to actively seek interaction with our partners and present challenges and concerns to other SAG members, the GNC CT and the Alliance LT, when and as necessary.

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.



Our first Strategic Priority focuses on People, specifically on ensuring that the right people, with the right skills are in the right place and they are empowered to respond to NiE and receive the necessary support. As such, capacity strengthening (CS) was a priority for us in 2022 to ensure that staff at both the national and sub-national levels are adequately skilled and staffed to respond to emergencies.

Through the delivery of webinars that covered topics such as breastfeeding support in emergencies, preparedness, and gender-based violence (GBV) risk mitigation and the creation of blended learning trainings to strengthen capacity for nutrition coordination, IM and NiE programming, we were able to expand our reach globally.

Further initiatives were developed to bolster CS, including the expansion of our mentoring programme and the roll out of GNC Learn. The CS Framework that was finalised in 2021, provided a foundation for our work in this area.

STAFFING

STRENGTHENED COORDINATION AND INFORMATION MANAGEMENT CAPACITIES – CLA RESPONSIBILITIES

The second evaluation of UNICEF's role as cluster lead agency (CLA) for the GNC, the **CLARE II**, highlighted UNICEF's role in supporting humanitarian coordination and leadership. It was stated that the most cost-effective action they can do to fulfil its responsibilities is to deliver on their commitment to ensure dedicated national and subnational coordination and IM capacity is at the right level of seniority.

In 2022, a substantial amount of our time and resources continued to be dedicated to address ongoing internal UNICEF gaps. Gaps included: lack of prioritization of coordination – a commitment as both CLA and as laid out in the UNICEF Core **Commitments for Children** (CCCs) –, inadequate funding for coordination and IM capacity, and regular recruitment gaps. To support progress in addressing these gaps, we will continue to work with UNICEF country and regional offices for the effective use of the **recommended good practices for the minimum structure of coordination teams at country level** to ensure adequate, dedicated cluster capacity.

To strengthen advocacy for staffing, we developed generic job descriptions in four languages, that included key functions for NiE coordinators and information management officers (IMOs) at national and subnational levels. To strengthen the predictability of cluster capacity, UNICEF-led clusters are developing a talent management strategy for cluster coordination and IM to ensure UNICEF follows a strategic and coherent approach to attracting, strengthening and sustaining cluster capacity. The strategy will be ready in the first quarter of 2023.

“Once it was clear that the drought crisis in Somalia, Ethiopia and Kenya is a regional crisis, humanitarian partners were keen on regional level view of the overall situation, response capacity and urgent gaps. The GNC deployment of IMO and NCC came in handy in coordinating information sharing among the country specific cluster leads as well as pulling the data together through linking the country specific dashboards to give us the bigger picture at regional level. That has allowed us to support countries better, advocate better on behalf of the HOA countries as well as identify key areas of concern for in-depth follow up including the challenging RUTF pipeline.”

- Tewolde Daniel, UNICEF ESARO Nutrition Manager



On 21 June 2022 at Centre de Santé de Promotion Sociale (Social Promotion Health Centre) in Kaya, Burkina Faso, mother Habibou, 23, gives Plumpy Nut to her son, Abdul Razak, 6 months, who is suffering from severe acute malnutrition

COUNTRY LEVEL

As mentioned, ensuring adequate and skilled staffing is vital to the humanitarian response. As like previous years, a key challenge at country level in 2022 was the high turnover of staff and no/ limited capacity mapping and development plans, with any requests for support initiated on an ad-hoc basis. While turnover remained high and gaps in staffing persisted, we continued to provide dedicated support to ensure the functioning of the cluster / sector at a national level.

In 2022, we provided direct support to 37 priority countries, regardless of the coordination mechanism. Of these countries, 61% had a dedicated Nutrition Cluster Coordinator (NCC), while just 50% had a dedicated Information Management Officer (IMO) at the national level. The majority of standalone Nutrition Clusters/Sectors in countries with a Humanitarian Response Plan (HRP)– 63% or 15/24 countries – had a dedicated NCC, but not always in accordance with guidance on coordination capacity. For countries without a dedicated NCC in place, 35% were double hatting coordination and programme management.

During the same time frame, just 35% of HRP countries had a dedicated IMO at national level. For those countries without a dedicated IMO, 29% are double hatting and 38% are without any IMO support.

While the GNC Strategy states “adequate staffing at national and subnational levels”, the GNC is unable to report on subnational human resources. Even though subnational staffing is tracked on a biyearly basis, the level of detail captured is not adequate to aggregate and report on. Where staffing gaps have been identified, requests for standby partnerships (SBPs) or rapid response team (RRT) support were made and fulfilled, with the intention of having more long-term support mechanisms in place.

These benchmarks align with the GNC strategy regarding adequate and skilled staff, including leadership accountabilities

GNC LEARN

As an essential part of our capacity development framework, we finalised our e-learning platform – GNC Learn, which marked a significant leap from face-to-face training to self-paced tailored learning experiences, where users can take courses on their own time, at their own pace. The platform was formally launched in June 2022 after being successfully piloted at the end of 2021. The platform is updated regularly, which provides the opportunity to disseminate new guidance and knowledge as quickly as possible.



From the moment GNC Learn launched, there have been 4724 visits from 125 countries, where 5643 courses and modules have been completed. The e-learning platform has proved itself to be a powerful tool whereby humanitarian professionals are able to refresh and increase their knowledge and skills and formalize the training by receiving a certificate upon course completion. In 2022, 18 modules were added: four National Nutrition Information Systems (NNIS) modules; four modules to support understanding and knowledge about the Joint Intersectoral Framework (JIAF) for humanitarian needs analysis; seven modules that cover the Emergency Response Preparedness (ERP) Step-By-Step guide; and three modules that address Cross-cutting issues. A Self-Assessment Tool is available that allows learners to assess their knowledge gaps and receive a tailor-made individual e-learning programme based upon their needs.

2023 focus. In 2023, GNC Learn will go through a revitalization to improve the user experience. For example, there will be direct access to both French and Spanish translated courses without going through the English version. Each channel will be redesigned, and courses will be organized to fit individual user needs. A new comprehensive Partners orientation course will also be released.



TRAINING

BLENDED LEARNING

In 2022, we developed a fast-tracked training package using a blended approach. The blended training approach combines individual e-learning and instructor led practical sessions and serves to complement GNC Learn courses. The blended training offers a forum to share learnings, practice newly acquired knowledge and skills, and further familiarize participants with e-learning and its advantages.

Two blended-learning training packages were developed in 2022 – 1) Introduction to Nutrition Cluster Coordination (NCC) and 2) Fundamentals of the humanitarian programme cycle (HPC) in NiE. The purpose of this training package is to provide additional CS support to countries that experience high staff turnover or where there is a significant deterioration in the situation, resulting in the scale up of coordination teams and subsequent increased capacity strengthening needs. To roll out the blended learning, the GNC facilitated ten training events in 2022 with 315 individuals ranging from national NGOs to government bodies from regional level through to sub-national level and participants came from nine countries: DRC, Madagascar, Mali, South Sudan, Sudan, Somalia x 2, and WCARO x 2.

2023 focus. While the blended learning training approach has been successful, challenges were experienced such as the high rate of drop-offs due to connectivity issues, misalignment with capacity needs, lack of time to dedicate to training etc. The GNC will aim to better understand these challenges and address them as necessary. A focus for 2023 will be the development of two simulation exercises: one for IMO and one for NCC. The rollout of these exercises is pending funding.

“I would like to thank the GNC team for the support provided to strengthen the national nutrition cluster capacity, please continue delivering the blended courses that are relevant to the needs on the ground.”

- Anonymous, Somalia Nutrition Cluster

TST LED TRAININGS – NIE TECHNICAL

Trainings delivered by the Alliance in 2022 were a combination of remote and in-country and were delivered in multiple languages. The trainings addressed multiple thematic areas to increase country support capacity. Seventeen trainings were carried out, including two on social and behaviour change (SBC), two on Community based Management of Acute Malnutrition (CMAM), eleven on Infant and Young Child Feeding in Emergencies (IYCF-E), one in Assessment and one on the Management of At-risk Mothers and Infants (MAMI). There were 876 participants from across six countries – Haiti, Honduras, Niger, Somalia, Uganda, Bolivia and Yemen – and one region, Latin America and Caribbean (LAC). Fifty-five percent of participants reported they were from a national organisation.

The TST also provided secondary support during an NIS training in Myanmar. Support was provided to the in-country trainer – co-chair of the Assessment and Information Management (AIM) Technical Working Group (TWG) – who was better positioned to lead the training in Burmese and who worked closely with the TST advisor who provided NIS support to Myanmar in 2021.

In addition, the TST delivered several orientations and workshops in five countries – Haiti-IYCF-E, Nigeria-CMAM, Niger-SBC, Ethiopia-NIE and Somalia-CMAM – which were not counted as trainings but are worth mentioning as they served to strengthen in-country staff capacities.

MENTORING PROGRAMME

Our mentoring programme provides tailored one on one support to meet the professional development needs of NCCs and IMs to strengthen capacity by matching experienced NCCs and IMs specialists with country-based nutrition staff. Since its inception in 2019, a total of 101 mentees have received mentoring support, and the programme was further expanded in 2022 to include nutrition in emergencies (NiE), with the support of TST NiE colleagues.

In April 2022, the 6th round of enrolment took place for our mentoring programme, resulting in 17 mentees from 15 countries receiving dedicated support from mentors. An external evaluation was conducted in late 2022 to assess the success of the programme in meeting its goals. This evaluation was also an important moment of reflection on lessons learned about the relationships created with Nutrition Clusters at the country level through the mentoring programme. Currently, there are 15 GNC certified mentors, mainly from the GNC CT, with support from regional and country-level teams.

Periodic monitoring and feedback from participants indicate that the programme has been beneficial in supporting coordination teams to establish the required skills, knowledge and experience in their current work, as well as taking up new challenges that have aided career advancement.

“The mentor programme has given me elements of knowledge for very technical work that I have needed, otherwise it would be impossible to perform well as an IMO.”

- IMO Mentee

2023 focus. A 7th round of mentoring is planned and will build on the recommendations from the evaluation. These include adding country based GNC certified mentors with local and regional expertise to contribute to our mentoring programme; enhancing the involvement of mentee supervisors and line managers in the mentoring process to further strengthen capacity and team engagement; strengthening linkages with career development programmes (both within UNICEF and in other organisations) so mentees have an opportunity to grow professionally; and improving the visibility and accessibility of the mentoring programme for all actors who contribute to an NiE response. In 2023, the mentoring programme will also include a certification process, as per participant feedback.

WEBINARS

The GNC CT and Alliance collectively organized 21 webinars with a combined total of 1690 participants, of those 651 participants were from local or national organizations.

GNC CT. GNC CT held eight webinars in 2022, the first two of which were Emergency Response Preparedness (ERP) workshops to provide guidance and support to countries which are developing an ERP plan with subsequent webinars on the HNO process and the 2023 HRP process. One webinar was held on the USAID/BHA funding for wasting programming to meet the extraordinary needs resulting from the food and nutrition crisis. Nutrition Cluster coordination teams in recipient countries were invited to receive an overview of the funding, hear an update on supplies, answer any questions, and provide next steps.

The Alliance. The year started off with a webinar on Lessons learned from piloting different simplified approaches for managing malnutrition in Democratic Republic of Congo, followed by a two-part webinar series on the Cost of Child Wasting Treatment. The objective of the wasting webinar series was to improve awareness and ability to use costing resources related to the treatment of child wasting. The first webinar focused on the use of cost data for decision making, while the second webinar provided an introduction to cost analysis and cost-effectiveness analysis for CMAM. ADRA International Yemen shared their experience with implementing a MAMI pilot project and a two-part webinar series on GBV Risk Mitigation in Nutrition and Inclusion in the HRP was conducted. In addition, several webinars were held on the topic of IYCF. The UNICEF Regional Office for LAC and the Alliance conducted a webinar – in Spanish and English – on protecting, promoting and supporting feeding practices of children under two in emergencies. In collaboration with the Infant Feeding in Emergencies Core Group (IFE CG), a webinar on providing breastfeeding counselling in emergencies was provided. Information from previous and upcoming webinars is available on the website.

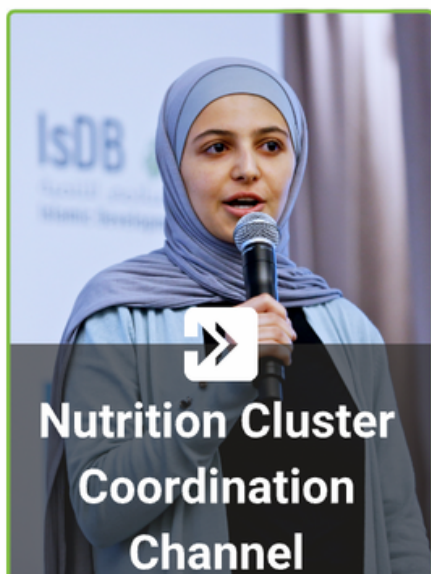


CONSULTANT ROSTER

The Alliance consultant roster is an established list of 175 vetted consultants – NGO partners – who provide technical support to actors working in preparedness, response and recovery in NiE. Consultants are spread across five rosters ranging from Junior to Senior levels and come from 60 countries, speak 50 different languages, including English, French, Swahili, Spanish, and Urdu, and are available to support nutrition cluster/sector working groups and partners at the global and country level. Support ranges from needs assessment and analysis for nutrition outcomes to prevention and management of malnutrition in emergencies and cluster coordination.

Box 1: Unifying online learning across UNICEF-led clusters

GNC Learn was an incentive for the UNICEF Global Cluster Coordination Unit (GCCU) to align their e-learning platform with the one of the GNC. To cost-share and reduce inefficiencies, the scope of the e-learning platform development was extended to the whole of the GCCU with general content (i.e. modules based on common competency frameworks for cluster coordinators and IMO) as a core component. Moving forward, the other UNICEF-led clusters will duplicate the gains made by the GNC in the development of its online content and learning management system (LMS, including the learning generated by its pilot). The project has also enabled the GNC to have a more structured approach to capacity strengthening within its own team, with consistent content and resources shared with colleagues, using a competency-based approach.





OPERATIONAL AND TECHNICAL SUPPORT

OBJECTIVE

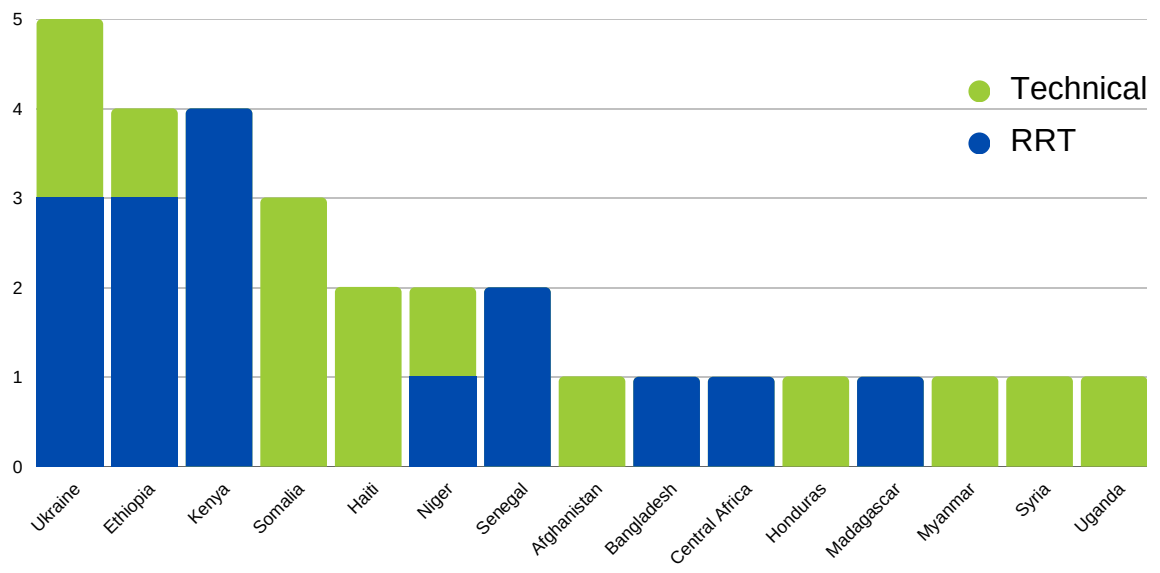
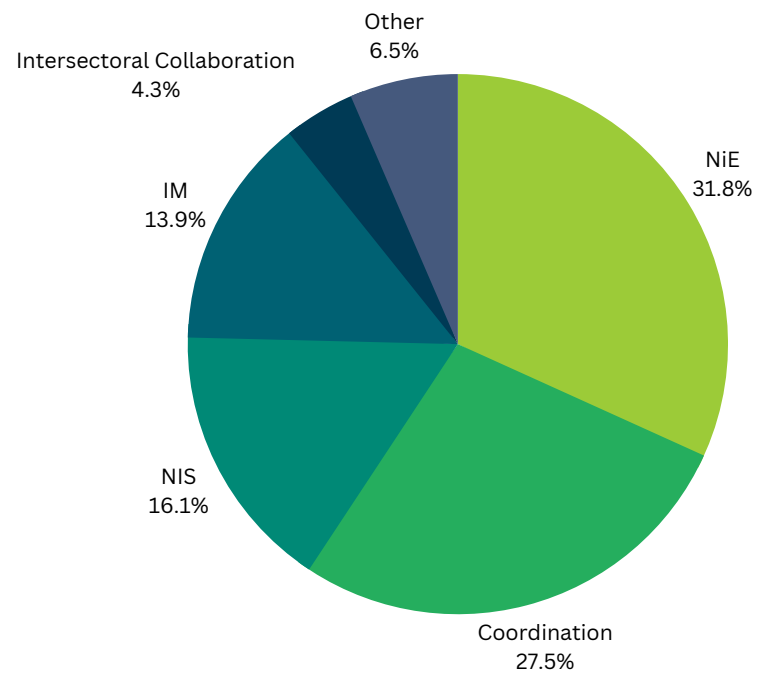
To ensure that nutrition-related decisions and operational support at all levels are guided by timely and sound technical advice, while the documentation of experiences is undertaken and new evidence is generated.



OPERATIONAL SUPPORT OVERVIEW



In 2022, the GNC collective continued providing high-quality technical and operational support to a total of 58 out of 67 priority countries (see Figure 5). National-level nutrition coordination mechanisms and partners received remote, in-country, and helpdesk support to strengthen cluster coordination and NiE programming to further increase the resilience of country responses during emergencies.



GNC ALLIANCE TECHNICAL SUPPORT TEAM

The TST – a union of 23 experienced individuals from the Rapid Response Team (RRT), the GNC-CT, and UNICEF – actively monitors and responds to country requests with timely, cost-effective, coordinated, and sustainable technical support in cluster/sector coordination, IM, and NiE. This is achieved by offering specialised technical expertise via quick remote support (QRS) / helpdesks, expert nutrition consultants from our vetted roster, in-depth support through the deployment of one of our Advisors, and several capacity strengthening initiatives.

“On behalf of the Afghanistan Nutrition Cluster Coordination Team at large - Coordinator, Deputy Coordinator and Information Management Specialist -, to say our gratitude to the GNC team and the Alliance for the enormous and continuous support in the various forms.”

DEDICATED SUPPORT

The GNC is grounded in both coordination and NiE technical competencies and key thematic areas include cluster coordination and IM, CMAM, IYCF-E, MAMI, nutrition assessments or NIS, and social and behaviour change (SBC). All advisors are available either remotely or in-person to support activities in acute and protracted nutrition emergencies as well as preparedness work. These experts also have access to other technical advisors – TST partners – and the Global Technical Working Group (GTWGs) for additional support.

In 2022, we made a shift in how we respond to NiE requests and began to prioritize local experts over global, to align with our Localisation efforts. Of the 19 pieces of in-depth NiE technical support provided in 2022, five were delivered by regional advisors and two by national advisors.

During 2022, there were a total of 19 deployments (remote, in-country or a mix) with an average of 33 days (or about 6 weeks) per deployment. The support ranged from five days (e.g., Assessment support to the Northeast Nigeria Nutrition Sector) to 78 days (e.g., CMAM support to Nutrition Cluster in Somalia) and 12 countries (Somalia, Ukraine, Afghanistan, Haiti, Niger, Nigeria, Syria, Honduras, Uganda, Myanmar, Ethiopia and Bolivia) and one region (LAC) benefited from our dedicated support.

TST IN-DEPTH NIE TECHNICAL SUPPORT (REMOTE AND IN-COUNTRY)

ASSESSMENT / NUTRITION INFORMATION SYSTEMS

Assessment, or NIS support, was provided in three different contexts. The Assessment Advisor provided remote technical leadership and capacity strengthening support to the Assessment and Information Management (AIM) Technical Working Group (TWG) of the Nutrition Cluster in Myanmar. Support was provided to enable partners at national and sub-national levels to collect up-to-date nutrition information, plug information gaps and provide surveillance information on the nutritional status of children and women in Myanmar using the mid – upper arm circumference (MUAC) tool. The Assessment Advisor also supported the UNICEF Surveillance Consultants and the Nutrition Sector in Nigeria to review data quality and clean raw datasets – generated from the most recent Nutrition and Food Security Surveillance Assessment – in preparation for the IPC acute malnutrition (AMN) Exercise. Finally, a mix of remote and in-country support was provided to UNICEF Bolivia to ensure the high-quality evaluation of the nutritional situation of Venezuelan migrants – assessment design, the methodology, data collection and analysis – to establish nutritional response strategies that address the needs of this population.

COMMUNITY-BASED MANAGEMENT OF ACUTE MALNUTRITION (CMAM)

Support for CMAM was provided in five separate contexts, with in-depth support provided to Somalia on three occasions. Here, Action Against Hunger Somalia (a TST Partner) delivered in-country support to the national NGO Jubba Valley Development Centre (JVDC) to increase the organisation's ability to prevent, detect, and treat cases of acute malnutrition; a CMAM Advisor also provided remote support to the Somalia Nutrition Cluster to develop a simple, comprehensive and practical SOP to support operational partners in Somalia in decision making and implementation of specific simplified approaches adaptations (e.g., Expanded Admission Criteria, reduced dosage, reduced follow up or combined protocol for SAM/MAM); and finally, together with the Somalia country office for the International Medical Corps, a CMAM Advisor provided in-country support to the Somalia Nutrition Cluster to support training staff in Stabilization Centers. Support was also provided to the NE Nigeria Sector team, like the Somalia Nutrition Cluster, with developing the SOP for simplified approaches and orienting the nutrition partners in Nigeria. Finally, the Nutrition Cluster in Syria received remote and in-country support to develop procedures, decision trees and strengthen the capacity of response stakeholders to plan for, establish and run stabilization centres in Northwest Syria.

INFANT AND YOUNG CHILD FEEDING IN EMERGENCIES (IYCF-E)

The IYCF-E Adviser is responsible for strengthening the delivery of IYCF-E during an emergency response and ensuring adequate coordination is in place. In 2022, support was provided to six countries and one region (LAC) using remote or mixed modality methods of support. The IYCF-E Adviser supported both the Afghanistan Nutrition Cluster and the Syria Nutrition Cluster, through mixed (remote and in-country) support. The Adviser also provided remote support to Ukraine based on the request from the IFE Core Group. IYCF-E Advisors from Save the Children supported UNICEF LACRO remotely, and the Haiti Nutrition Cluster (in-country). IYCF-E Advisors also supported the Somalia Nutrition Cluster (remote) and UNICEF Honduras (mixed, remote and in-country).

MANAGEMENT OF AT-RISK MOTHERS AND INFANTS (MAMI)

The MAMI Adviser contributes to the assessment of feasibility, planning and/or design of integrated MAMI activities to strengthen the overall emergency nutrition response. A MAMI advisor provided a mix of in-country and remote technical support on one occasion, to Action Against Hunger Uganda to strengthen the capacity of response stakeholders in the management of at-risk mothers and infants under 6 months.

Severe drought lasting decades is impacting the Horn of Africa, drying up water wells, killing livestock and pushing communities to the brink.



NUTRITION IN EMERGENCIES (NIE)

An Advisor provided remote technical support in general NiE, to the Tigray Regional Emergency Nutrition Coordination Unit (UNICEF) in Ethiopia by developing a comprehensive Nutrition Cluster Operational Response Plan and capacity strengthening strategies 2022-2023.

SOCIAL AND BEHAVIOUR CHANGE (SBC)

The SBC Advisor is responsible for providing technical advice and operational support, assessing existing SBC activities, approaches and tool, and providing recommendations for improvement. SBC support was provided on two occasions in 2022. Remote support was provided to the UNICEF Latin America and Caribbean Regional Office (LACRO) to follow-up with the development of the NiE advocacy agenda and provide support in its finalisation. Remote and in-country support was also provided to Action Against Hunger Niger after a request was received on behalf of their implementing partners – four local NGOs – who were lacking expertise in how to develop new approaches / tools using a gender transformation lens and integrating them into SBC strategies and activities (i.e. IYCF and hygiene promotion).

HELPSDESK SUPPORT

The helpdesks remain a stable and consistent support mechanism, where we can provide QRS and support for field-based teams across a range of themes: coordination, IM, intersectoral collaboration (ISC), NiE and NIS. In 2022, five Helpdesks responded to 383 requests from 47 priority countries (an increase of 3% percent compared to 2021). Support for NiE accounted for 33% percent of requests, with sectoral coordination the next highest at 32%.



Helpdesk Support Dashboard (2022)

NUTRITION IN EMERGENCIES (NiE)

In 2022, the NiE Helpdesk received the highest number of support requests with a total of 128 QRS requests for technical queries or signposting to relevant resources from 34 priority countries. Of these, the majority were related to NIS, IYCF-E and wasting. The rest of the requests were a mix of general NiE, SBC, nutrition-sensitive programming, cross-cutting themes and micronutrient programming.

Throughout 2022, the NiE Helpdesk presented a summary of requests to the respective GTWG members during monthly calls to keep the global groups up to date with the latest needs from country colleagues. Among the QRS requests, 19 were escalated to the GTWGs: two to the Wasting GTWG, 15 to the IFE CG, one to the Cash and Voucher Assistance (CVA) GTWG and one to both the IFE CG and the CVA GTWG. Most requests that were escalated to the IFE CG were related to the crisis in Ukraine and led to the development of several new technical documents, guidelines and statements, such as the [Guidance Note on Infant and young child feeding in the first three days after a nuclear power plant accident](#), [Guidance for organizations supporting the feeding of children aged 6-months to 2-years in the context of the Ukraine crisis](#), [Ukraine Mother baby spaces \(MBS\) operational guidance](#), lactation specialists support mapping and the [Ukraine joint statement on IYCF-E](#).



COORDINATION

The Coordination Helpdesks – one anglophone and one francophone / ispanophone – received the second highest in number of requests, as 123 requests were responded to from 36 countries globally. Requests varied from support for coordination-related guidance such as tools to support for advocacy efforts to address staffing concerns in-country (for example, changing a standby partner (SBP) arrangement for a NCC to a fixed term position), and requests for support with HRP processes, such as costing guidance.

Multiple types of support were provided: proactive, reaching out to support coordination mechanisms with their annual outputs; reactive, responding to requests received; and passive, participation in global capacity strengthening initiatives. Proactive support was provided to the 27 countries with a dedicated Nutrition coordination mechanism (cluster or other) where the Humanitarian Programme Cycle (HPC) is activated, and to non-HPC countries that faced a deterioration in their situation due to conflict, natural disaster, or other factors – such as in India and Bangladesh. Proactive support was provided to all HRP countries, and included direct support in cluster activation, needs assessments, response plans, and cluster coordination performance monitoring (CCPM, See Box 2).

Additional support was provided through the organization of or participation in global GNC-led webinars – Emergency Response Preparedness (ERP) and HNO and HRP processes. Furthermore, the Coordination Helpdesks supported the rollout of GNC-specific ERP tools to ten countries globally. This was followed up by country-level discussions and webinars on the use of the tools and tailored support was provided as requested. The helpdesks also supported on capacity strengthening initiatives, including orientation sessions to ten newly recruited NCCs, one-on-one support for the GNC's newly developed e-learning platform – GNC Learn – and support with the GNC mentoring programme.

*"Countless is the number of times we interacted with the GNC team - Helpdesks, Deputy Coordinators, and Coordinator - and used resources and guideline documents and papers from the well-furnished GNC website.
Thank you."*

- Afghanistan Nutrition Cluster Coordination Team

Box 2: Cluster Coordination Performance Monitoring Exercise

Periodically, Nutrition clusters / sectors need to gauge how well they are performing in coordination and make adjustments / improvements based on results. Conducting a Cluster Coordination Performance Monitoring (CCPM) exercise is helpful to determine this and is mandatory for all clusters (HRP countries) and optional for other coordination mechanisms (non-HRP countries). The first step in this exercise consists of a survey / assessment followed by a GNC led workshop, and the creation of an action plan to strengthen nutrition coordination.

In 2022, 26 countries conducted a CCPM exercise, which included 22 HRP countries: Yemen, DRC, Myanmar, Ethiopia, Mozambique, Somalia, South Sudan, Guatemala, Honduras, Colombia, Sudan, Whole of Syria, Burkina Faso, Cameroon, Chad, Mali, Niger, Nigeria, Burundi, Central African Republic (CAR), Afghanistan, and Venezuela; and four non-HRP countries: Zimbabwe, Bangladesh, Madagascar, and Lebanon. All but two of the above countries completed the exercise in 2022; Venezuela & Burundi will finish in the first quarter of 2023.

While not all HRP countries conducted the exercise – 22 out of 28 HRP countries –, 2022 was the highest year on record with 79% of HRP countries completing the CCPM since the exercise was introduced in 2014. Furthermore, a GNC analysis of CCPM reports identified that 2022 had the highest weighted scores to date, indicating that country-level partners perceived coordination mechanisms to have been strengthened since the previous year (80% indicated an average performance score of 'good' across all domains).



NUTRITION INFORMATION SYSTEMS (NIS)

Demand for NIS one-on-one remote support was the third highest for the Helpdesks in 2022, with 72 requests coming from 29 priority countries. The Helpdesk also proactively reached out to countries at key moments during the year, such as for the preparation of annual nutrition assessment plans and during the HPC (support for developing countries' HNOs and HRP). Key NIS documents to support the 2022 HPC process were shared via a series of multilingual GNC-led webinars in August and September. During the year, 22 countries were directly supported by the GNC team on the use of the Nutrition Humanitarian Needs Analysis (HNA) Guidance in their needs analysis, including nutrition situation analyses and People in Need (PiN) calculations.

At the global level, the NIS Helpdesk represented the GNC in the development of the Joint Intersectoral Analysis Framework (JIAF) 2.0 guidelines; the production of the mid-year and annual Global Report on Food Crisis (GRFC); the review of the Integrated Food Security Phase Classification (IPC) and Acute Malnutrition (AMN) guidelines; and through an IPC Roadmap Taskforce, coordinated an IPC AMN analyses exercises in 12 countries with high levels of AMN.

INFORMATION MANAGEMENT (IM)

The IM Helpdesk responded to 62 requests from 24 countries, with additional one-on-one support provided to countries with limited IM capacity. The majority of requests (68 percent, or 42/62) came from countries within the West and Central Africa regional office (WCARO), and Eastern and Southern Africa regional office (ESARO). Orientations using the GNC IM checklist, were conducted in eight countries to review the cluster performance in fulfilling its IM functions and to develop action plans to improve IM systems in their respective countries. Onboarding for newly recruited or temporary SBP IMO – using the IM toolkit – was conducted in seven countries: South Sudan, Lebanon, Pakistan, Kenya, Mozambique, and Mekelle, Ethiopia and Gaziantep, Türkiye.

25th October 2022, Sukkur, Pakistan. GNC's Deputy Global Nutrition Cluster Coordinator for Field Operational Support, Rasha Al-Ardhi, conducted a field mission with Islamabad, Karachi & Sukkur hub teams to the flood affected areas. They visited with the partners providing nutrition services to the affected population at displacement camps to get an idea of the nutrition services provided and the level of integration between Nutrition cluster partners and the other sectors.



GLOBAL THEMATIC WORKING GROUPS (GTWG)

The five Global Thematic Working Groups (GTWGs) overseen by the Alliance continue to play an important and strategic role in providing consensus-driven, stop-gap guidance in the absence of normative guidance. The groups include the Management of Wasting GTWG (chaired by UNICEF and ENN); Nutrition and Cash and Voucher Assistance (CVA) GTWG (chaired by Save the Children and Concern Worldwide); NIS GTWG (chaired by UNICEF and Action Against Hunger); and Nutrition for Infants and Young Children, for which the existing Infant Feeding in Emergencies (IFE Core Group) fulfils the role (chaired by ENN). In 2022, the Management of small & nutritionally at-risk infants under six months & their mothers (MAMI) Global Network (chaired by ENN) became a designated GTWG and established a sub-working group to answer any technical questions from in-country practitioners. There is extensive engagement by GNC partners – in total, there are 170 active members across the five GTWGs.

Several key guidance documents and other technical products to support programming in emergencies were developed in 2022. Some highlights include:

- IFE Core Group: [IFE Guidance Note](#) on IYCF in the first three days after a nuclear power plant accident and Follow-on Formula Guidance in the context of the Ukraine crisis
- Wasting GTWG: A '[Review of national policies update status report](#)' and [Guidance](#) on treatment in the absence of nutritional products
- NIS GTWG: A diagnostic paper on NIS in Fragile and Conflict-Affected Situations
- CVA GTWG: A report on 'CVA for Nutrition: Promising practices and operational challenges'

Several taskforces were established in 2022, such as the Women's NiE Taskforce, Nutrition Guidance for Ebola treatment units, and two country specific taskforces under the NIS GTWG - Yemen NIS Taskforce and Ethiopia NIS Taskforce; and a process for funding GTWGs was developed and launched. These taskforces were set up to respond to requests that did not naturally fit into the five established GTWGs.

In response to the Ukraine crisis, the IFE Core Group had to rapidly shift workplan activities to answer 15 technical requests. Two working groups were also established to explore programmatic and advocacy related needs to support partners in Ukraine and surrounding countries.

The work within the GTWGs and taskforces evolve as the technical needs and gaps that are identified by country level practitioners are understood. In 2022, the GTWGs engaged closely with several Nutrition Clusters including in Yemen, Afghanistan, Ethiopia and Nigeria and further collaboration with other national nutrition clusters is on the horizon for 2023.

IN-DEPTH COORDINATION AND IM SUPPORT (REMOTE AND IN-COUNTRY)

Providing dedicated support for coordination and IM capacity strengthening is a key component to achieve our mission and goal as stated in the GNC Strategy. A country's capacity to respond to nutrition emergencies in a timely and effective manner is contingent upon a coordinated and adequate response. To ensure a country can respond to the needs of the affected population, in 2022 we provided the necessary support to eight priority countries over 89 weeks, as requested, to further strengthen coordination and IM capacities.

A notable change in 2022 was the expansion of in-depth coordination and IM support at the regional level, in close collaboration with UNICEF – WCARO and ESARO in particular. Expanding support to the regional level allowed rapid response team (RRT) colleagues to strengthen NCC and IM capacities at the regional level and respond to simultaneous country requests for support in a timely manner and within the capacity of the GNC.

“The support provided through the GNC deployment to the West and Central Africa Region has allowed for close collaboration with the regional office and the delivery of quality technical support to countries. For example, in Benin—a country affected by the spillover of the central Sahel security crisis—the RRT Nutrition Cluster Coordinator contributed to the preparation and facilitation of a national workshop on emergency preparedness and response in the areas of health, nutrition and WASH.”

- UNICEF WCARO

CLUSTER COORDINATION

Capacity support for cluster coordination – to enable them to sustain a timely and effective coordinated nutrition response – was provided to five countries in 2022 through both in-country and full-time remote deployments. These missions included four weeks of in-country support to the Ethiopia Nutrition Cluster and two rounds of support to the regional offices in WCARO, totalling 19 weeks, and 25 weeks of in-country deployments to ESARO HOA.

Remote support for five weeks, in addition to three weeks of in-country support, was also provided to Ukraine Nutrition Cluster to strengthen capacity within the nutrition cluster to respond to a worsening humanitarian situation driven by conflict. Nine weeks of in-country support was provided to the Madagascar Nutrition Cluster, in addition to two weeks of remote support to the subnational coordination in the L2 nutrition emergency and most drought affected areas. Pakistan received one week of dedicated in-person support to strengthen coordination structures under the flood's response.

INFORMATION MANAGEMENT

To complement coordination support, IM was strengthened in seven countries via nine deployments, equalling 43 weeks of remote and in-country support to strengthen the overall emergency nutrition response and coordination through the improvement of nutrition IM. In 2022, IM support was provided regionally to WACRO (four weeks) and ESARO HOA (ten weeks), as well as to Ethiopia (four weeks), Cox's Bazar (two weeks), CAR (eight weeks), Ukraine (eight weeks) and Niger (eight weeks).



February 2022. Nutrition Health Center inside a CAMP 7 in Cox's Bazar, Bangladesh. GNC RRT member, Shabib AlQobati, provided support in the validation of the Nutrition Information System developed by the Bangladesh team.

FOCUS ON PREPAREDNESS

In 2022, to better address emergency preparedness, an ERP toolkit that includes a step-by-step guide, an ERP plan template, a Preparedness actions workplan template, online KoBo forms to generate an ERP dashboard, and more useful tools to evaluate the status of ERP, was developed. To launch this toolkit, three global virtual ERP workshops were conducted in 2022 and attended by 87 nutrition cluster/sector coordinators/focal points from 38 countries. In addition, a short course, including seven e-learning modules dedicated to various aspects of ERP, was developed and is now live on the GNC Learn platform.

“The emergency response preparedness (ERP) training was excellently organized and delivered. We will use the knowledge and technical support from the GNC to develop our first ever national and subnational ERP plan in Sudan in 2023.”

- Sudan Nutrition Cluster

In addition to the toolkit, tailored remote support for ERP was provided to risk prone countries and involved reviewing ERP plans draft (e.g., Bangladesh), supporting the design of ERP workshops (e.g., Niger, Madagascar), facilitating ERP workshops (e.g., Bangladesh, Nigeria) and providing orientation sessions on the ERP approach (Mali).

Challenges were encountered in 2022, such as a lack of uptake on preparedness as several countries see ERP as another “stand alone process”, have competing priorities and do not have the time to dedicate to preparedness. Preparedness is a key action point for 2023 to ensure countries are equipped to respond adequately to emergencies and advocacy efforts will include ERP.

At Mawlana Hatefi school for girls, only grades 1 to 6 have returned to learning. The school is located on the edges of Herat, Afghanistan city with a large catchment area.



CROSS CUTTING THEMES WORKSTREAMS

Cross-cutting themes (CCT) are those that are not technical in nature (so are not limited to nutrition) but are important for ensuring good quality programming. The 2022-2025 GNC Strategy addresses the importance of strengthening the collective's engagement with cross-cutting issues (see Figure 4). In addition to the agencies making up the Alliance LT, seven partners are engaged in the CCT workstreams, with a total of 56 members across the six groups.

The CCT workstreams:

- Anti-racism and Localization
- Gender & GBV
- Disability

- Humanitarian Development Nexus (HDN)
- Accountability to affected populations (AAP)
- Climate change

The TST began working on CCTs in 2020 with the creation of two workstreams – Anti-racism & Localisation and Gender & GBV – and four more were established in 2022. The purpose of the CCTs is to incorporate them into all aspects of NiE coordination and programming using a common approach. This includes designating CCT focal persons to handle support requests, mapping and collating guidance for each CCT, and sharing the most practical and simple tools to assist country practitioners in mainstreaming them into NiE programs and coordination mechanisms and supporting national organizations in this approach.



Humanitarian-Development-Peace Nexus Workstream

WHY AN HDPN WORKSTREAM?

As countries develop costed multi-sector nutrition action plans, it is essential that humanitarian nutrition programming aligns with longer-term development plans, is conflict sensitive and contributes to nutrition resilience building, through both preventative and curative interventions.

Within the GNC strategy, the Humanitarian-Development-Peace Nexus (HDPN) has been identified as a priority cross-cutting theme. It is also a commitment within the Grand Bargain.

The HDPN workstream is a dedicated space to focus on how to support countries to mainstream HDPN within their NiE coordination and programming.

PLANS FOR 2023

- Finalise HDPN FAQ
- Determine way forward for expanding membership of the workstream
- Assess need & content for webinar on nutrition and HDPN
- Capitalize on TST-N4D Yemen experience & support expansion of catalytic approach to at least two other countries
- Collaborate with SUN Movement, UN Nutrition and others to ensure joined up technical support to countries affected by emergencies
- Develop simple HDPN checklist for TA providers when they go on assignments
- Collate relevant existing resources on HDPN and develop a TST HDPN reference kit
- Leverage technical support assignments for stronger collaboration with development partners and platforms

GOAL AND OBJECTIVES OF THE HDPN WORKSTREAM

To support country nutrition practitioners (emergency & development) to join up, develop and implement long-term, shock-responsive, multi-sectoral programmes, integrated within wider humanitarian and development strategies, to prevent and respond to malnutrition in highly fragile contexts.

SPECIFIC OBJECTIVES:

- Engage with country and regional development and humanitarian actors and platforms on HDPN within the nutrition sector
- Collaborate and coordinate with global leadership structures for HDPN in nutrition, in particular the SUN Convergence Hub and other coordinating bodies/stakeholders (UN Nutrition, OCHA, UNDP, etc.)
- Provide timely responses to ad-hoc country-level requests for support on HDPN, as necessary, and equip the TST with the knowledge and tools to be able to embed HDPN

WORKSTREAM MEMBERS

Andi Kendle (TST - Chair), Zahra Inayat (SUN - Co-Chair), Sena Sharma (TST), Najwa Al Dheeb (UNICEF), Suzanne Brinkmann (IMC), Natalie Sessions (EMM), Chris Leather (N4D), Mike Khunga (TST), Angelina Grant (TST), Rachel Lezcano (GNC-CT), RashaAl-Ardi (GNC-CT)

Anti-racism & Localisation Workstream

Authors: Martha Nakakande, IMC and Alexa Humphreys, Action Against Hunger Canada

BACKGROUND AND PURPOSE

Timeline:

- May 2020 - Murder of George Floyd, US
- June 2020 - First reflective conversations on racism in our work
- Aug 2020 - Technical Rapid Response Team (Tech RRT) establishes an Anti-racism Workstream and Localisation Workstream
- Sept 2020, United Nations Task Force to Address Racism and Promote Dignity for All initiated by Secretary-General
- Dec 2020 - Tech RRT becomes the TST
- August 2021 - Workstreams merge into the Anti-racism & Localisation Workstream
- Jan 2023 - Presentation of the first draft A&L Commitments at the GNC Annual Meeting

MEMBERSHIP

Martha Nakakande (IMC, co-chair)
Alexa Humphreys (AAH CA, co-chair)
Ben Allen (AAH CA)
Hassan Ahmed (AAH CA)
Suzanne Brinkmann (IMC)
Brooke Bauer (AAH CA)
Briony Stevens (GNC)
Colleen Emery (UNICEF)
RashaAl-Ardi (GNC)
Denis Kioko Matheska (UNICEF)
Susanna Davies (Save the Children)

ACHIEVEMENTS TO DATE

- Draft TST Anti-racism & Localisation Commitments
- A&L Indicators in TST Proposals
- A&L webpage
- A&L Terminology Guide
- Foundational Anti-racism training for the TST
- Creation of anti-racism dialogue spaces
- Localisation consultancy
 - Synthesis report: key themes, perspectives, and questions
 - Alignment on longer term direction of travel (vision): to help drive concrete actions / steps on locally led nutrition
 - Initiating a strategic pathways localisation learning journey: around 1) Reach, demand and accessibility 2) Collaborators and partnerships 3) Approaches and systems
 - Participation from 45+ practitioners
- Prioritizing local expertise** from local->regional->global
- Examples of local or regional support provided since 2020:
 - Advisor (Uganda) -> NiE in Somalia
 - Advisors (Ethiopia and Kenya) -> NiS in Tigray
 - Advisor (Mozambique) -> Assessment in Angola
 - Somalia IMC and Somalia AAH Teams -> CMM in Somalia
 - Advisor (Bangladesh) -> NiS to Myanmar
 - Advisor (Guatemala) -> NiCF in Honduras
 - Advisor (Mexico) -> NiCF-E in Nicaragua (twice)
 - Advisor (Tanzania) -> NiE in Ethiopia
 - Advisor (Uganda) -> NiE in Somalia
 - Advisor (Uganda) -> CMM in Somalia
 - Advisor (Uganda) -> Assessment in Somalia
 - Advisor (Ethiopia) -> NiCF-E in Burundi

CONCEPTUALIZING ANTI-RACISM AND LOCALISATION

The TST Workstream conceptualizes the relationship between anti-racism and localisation using the below framework. This theory of change positions Anti-racism as the overarching proactive course of action. The three main aspects relevant to our work positioned under anti-racism include localisation, decoloniality, and the dismantling of white supremacy.

Anti-racism

Localisation

Decoloniality

Dismantling white supremacy

→

→

→

A locally driven humanitarian response

Racial equity, human rights, and justice

CONTACT INFORMATION

To learn more/get involved:

Complete this survey: <https://forms.gle/YveBR4KuMRkVpYy9>

Visit the survey: <https://na.nutritioncluster.net/anti-racism-localisation>

Contact: martha.nakakande@internationalmedicalcrisis.org and/or alexa.humphreys@actionagainsthunger.ca

In 2022, a consultancy team was engaged to develop a way forward to support national organizations more effectively. Thanks to seed funding from Action Against Hunger Canada, three service providers were recruited by the TST Coordination Unit to support three priority countries – Mali, Syria and Somalia – and work with the Nutrition Clusters to strengthen national organizational capacity.





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.
2. Creating a supportive financial and policy environment, both internally and externally, to strengthen technical and coordination capacity for nutrition in situations of fragility.



We made progress in several key areas under this objective in 2022, including increased attention to advocacy, convergence of effort and collaboration across clusters, knowledge management and communication for an inclusive, multi-sectoral and locally led NiE response along the humanitarian, development and peace nexus.

An active and dynamic governance for the four core clusters involved in the ICSC initiative – Global Nutrition, WASH, Food Security and Health clusters – to make ICSC more visible, functional and better able to support countries with a harmonized approach was formalized in 2022. A strong collaboration with the Advocacy helpdesk also led to enhanced ICSC.

PRIORITIZATION OF NUTRITION IN HUMANITARIAN ACTION

Elevating nutrition as an overarching, multi-sectoral lifesaving priority in the humanitarian response was a key advocacy point for the GNC in 2022 and will remain so into 2023. Addressing nutrition is critical for famine prevention, responding to public health crises, reducing suffering, increasing survival and resilience, and contributing to sustainable development in fragile contexts. As such, we place increased advocacy efforts into ensuring nutrition is acknowledged and prioritized during emergencies.

The GNC has been active in promoting recognition of nutrition as a core independent sector, ensuring that the IASC system and CLA responsibilities and accountabilities are respected and fulfilled. At the end of 2022, there were 34 cluster /sector / Working group contexts where nutrition was acknowledged as a stand-alone coordination structure. At the time of writing this report, nutrition in three countries remained a sub-theme under other clusters.

To ensure adequate attention is given to nutritional needs in fragile contexts, we aim to ensure that nutrition considerations – based on nutrition analysis, data and assessment from national Nutrition Clusters – are used for strategic decision making at the Humanitarian Country Team level.



STRENGTHENING GNC ADVOCACY

Building an enabling environment is a critical element for progress to occur and to strengthen resilience, especially during emergencies. To support this, we further reinforced advocacy capacities in 2022 with the recruitment of a GNC Advocacy Focal Point, the establishment of the GNC Advocacy and Communications Working Group (WG) and the Finance WG2. The Advocacy and Communications WG was formed by GNC partners and country-level coordination teams who have expertise and interest in advocacy and communications to guide strategic discussions and deliver on priorities as outlined in the advocacy strategy.

In the first quarter of 2022, the GNC Advocacy and Communications WG finalized the 2022-2025 GNC Advocacy Strategy. The strategy identifies the prioritization and strengthening of nutrition coordination as part of multi-sector and multi-stakeholder action, and the scale up of quality, multi-year, and flexible financing, as key priorities. As a follow-up action, global advocacy networks that could support dissemination of key advocacy messages were identified and WG member participation in those networks will be further fleshed out in 2023.

Recognizing the need for closer collaboration with current partners and expanding our network of resource partners, a Resource Partners Engagement Plan was developed. The plan outlines the need for sustained and expanded collaboration with partners to ensure that longer-term and flexible resources are available. Leveraging GNC expertise, knowledge, and collective leadership to drive political, operational, and financial support to nutrition in fragility with a focus on more connected, agile and locally led responses at scale, is key to the plan's successful implementation.

Dedicated Advocacy efforts have led to increased advocacy support to countries, such as the development of advocacy positions and national advocacy strategies in Myanmar and Lebanon. Moreover, we had greater clarity on global and country level advocacy efforts at global because of strengthened advocacy monitoring.



Finally, several tools have been developed to support advocacy efforts at global and national level, such as the Advocacy 10-step plan and Guidance to develop an Advocacy note. Advocacy was also included as part of capacity strengthening efforts, including on GNC Learn and webinars for country teams.

2023 focus. Strengthening collaboration with global advocacy networks and partners and ensuring the effective implementation of recommendations from the Resource Partners Engagement Plan will be a key priority in 2023. Other priorities include further work with partners in the development of a cohesive NiE narrative, gathering and analyzing global trends, sharing data, and fostering closer collaboration and advocacy support to GNC CCT workstreams.

Box 3: Finance Working Group

In 2022, to support the GNC in creating a supportive financial environment for nutrition in fragile contexts, a Finance Working Group, consisting of key GNC partners and donors, was created. Over the last 12 months, the WG mapped current, prospective, and innovative nutrition resource partners for increased engagement and closer collaboration to drive shared political, operational, and financial support to nutrition in fragility with a focus on more connected and locally led responses at a scale that span the humanitarian-development continuum and reinforce sustainable and multi-sectoral nutrition systems. The WG also worked on the analysis of existing data on nutrition financing in fragile states to identify and better understand financing barriers for nutrition on context of fragility and propose evidence-based recommendations.

COLLABORATION

As mentioned, in 2022 intersectoral collaboration (ISC) expanded on its name and is now known as inter-cluster / sector collaboration (ICSC) to reflect that collaboration between both clusters and sectors is needed and is critical during emergencies. We, the GNC, recognise this importance, and support for ICSC at the global and country level was further advocated for and consolidated in 2022 with engagement bolstered in 27 out of 37 countries (or 73%) that reported implementing intersectoral programming during 2022.

Global Support. A global coordination structure – known as the 4Cs – was established and consists of the GNC, the Global Health Cluster (GHC), Global WASH Cluster (GWC), and the Global Food Security Cluster (GFSC) Coordinators. To understand how we will all work together to further ICSC in emergencies, a working arrangements document that included a joint workplan for the last quarter of 2022, was developed. In addition, an ICSC platform or group, which is made up of the four cluster's ICSC focal points / helpdesks, was validated in May 2022 to unpack the jointly identified ICSC priorities to support country needs.

Since 2021, the GNC has been leading a Nutrition ICSC WG with 12 members (GNC partners) that support the development of ICSC tools with a nutrition lens and country perspective. The working group meets monthly, and several notable achievements were made in 2022, with contributions by the 4Cs to support a holistic response with the other clusters:

- A joint statement was issued calling for urgent and coordinated action to avert wide-scale catastrophe in the Sahel, the Horn of Africa, Afghanistan, and Yemen. To get a better understanding of the level of ICSC needed and where support was required most, a joint mapping was developed.
- Two joint calls with National Cluster leads and the ICSC helpdesks of each cluster were held for Mozambique and Ethiopia to discuss progress and challenges in ICSC development and the required support to further ICSC in their respective emergency responses.
- A guidance document to support countries in writing an ICSC advocacy note was developed and uploaded to our website.
- An introduction to ICSC document to guide teams in how to initiate, implement and measure ICSC at country level has been finalized and was released during the 2022 GNC Global Meeting in January 2023.

Country support. Throughout the year, consistent country support was provided – the ICSC approach was launched in Mozambique and Mali; inputs were provided on strategic documents / advocacy notes for CAR, Somalia, Mozambique to help guide them in their implementation of ICSC; contributed to the selection of follow-up indicators for Burkina Faso to monitor joint programming across different sectors; and participated (remotely) in a national workshop for Yemen and Benin to further ICSC in-country.



A learning session, in Goubi, a village in the commune of Arbollé du Passoré, in the northern region of Burkina Faso.

Facilitation of a Learning and Monitoring Group for Best IYCF Practices (GASPA) of pregnant women on the theme of pregnant women's diet by a community relay from the Association Solidarité et Entraide Mutuelle au Sahel, an implementing partner of UNICEF.

Strong collaboration with the advocacy helpdesk helped to facilitate the development of ICSC in Ethiopia and Somalia. The release of the joint statement motivated the five clusters (Agriculture, Food security, WASH, Health, and Nutrition) in Ethiopia to strengthen collaboration and jointly respond to the worst drought to hit the country in forty years. We conducted a partner call to share the collaboration initiative with partners and key donors – it was the first joint GNC Partners call organized with the 4Cs and national clusters from Ethiopia. This led to funding allocation in October to start the implementation of the ICSC packages in Oromia and Somali regions.

Somalia released an [article](#) calling for urgent action to avert the risk of famine. Following this article, a joint ICSC strategy was written aligning Camp Coordination and Camp Management (CCCM), Food security, Health, Nutrition and WASH clusters for famine prevention. It was translated to collaborative efforts by proposing a “first line integrated response framework” to deliver holistic packages and to provide life-saving emergency assistance for people in need.

The ICSC helpdesk also supported the development of the nutrition advocacy strategies for Myanmar (Rakhine State) and Lebanon. In Lebanon, an ICSC presentation was organized during their partners workshop in October 2022.

2023 Focus. ICSC will be further strengthened in 2023 with the development of ICSC [e-learning](#) modules on GNC Learn, the creation of a joint dashboard – piloted in Ethiopia and Sudan – that reflects ICSC at a country level, two case studies showcasing the impact of ICSC (countries TBD), and to better support countries on ICSC, joint calls with global and national level nutrition partners will be organized as needed and required.

"Special thanks to the GNC for your support in coming up with the estimates of the cost of inaction if we fail to provide services. This is now cited in our HRP and is part of our advocacy messaging."

-Hermann Quedraogo, Afghanistan Nutrition Cluster Coordinator

KNOWLEDGE MANAGEMENT AND COMMUNICATIONS

GNC CT. Over the course of 2022, our communications were further prioritized and strengthened with the hiring of a Communications and Reporting Consultant in April 2022. The purpose of this consultancy was to enhance communications and ensure consistency and coherence among all documents, reports, presentations, guidance materials, and social media outreach, including on our website and in the newsletter. A new FAQ webpage was added to the website to answer key questions among the Nutrition Cluster community, such as what coordination is and why a separate nutrition cluster is necessary in an emergency response. Our 2022 Mid-year report was produced and a new material about who the GNC is was created. Consistent ad-hoc support was also provided throughout 2022 such as supporting the finalisation of seven ERP modules for GNC Learn and country advocacy documents.



The newsletter continued as a monthly publication in 2022 and received a re-design, including the addition of an advocacy section, a GNC Learn course highlight every month, and a link to the support dashboard. As always, news, events and job vacancies continued to be featured. The newsletter now has over 2000 subscribers and has evolved into a key communication tool for both the GNC-CT and the Alliance, with an average of 36% open rate and 10% clicks (above average for the sector).

Our LinkedIn engagement increased in 2022 with over 1200 new followers, but the most notable engagement was the GNC website that was visited by 46,900 new users, including those from 60 priority countries – a 41% increase in users over 2021.

Alliance. As part of the learning process, monthly learning review meetings were held to provide an opportunity to look at emerging trends and potential knowledge management (KM) needs. Several KM products were developed in 2022, including a learning piece on how local NGOs receive technical support from the Alliance and a brief overview of the debate around anthropometric measurements for identifying children requiring treatment.

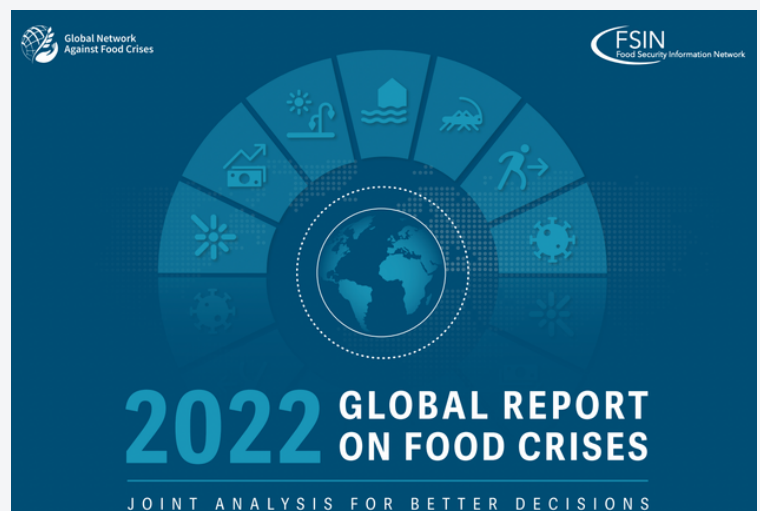
Social media platforms continued to see an increase of engagement in 2022 with 22% more Twitter followers than in 2021, and 47.5K Tweet impressions; LinkedIn saw 1185 new followers and 36.6K post impressions, and Facebook received a 58% increase in followers – 280 more people – and 9,000 impressions. The website had over 10K new users from 152 countries in 2022.

2023 Focus. In terms of KM, the Alliance is currently working on an additional four learning pieces that focus on the implementation of IFE programming during a crisis, learnings from ICSC work in Somalia, the use of CVA for nutritional outcomes in Northern Nigeria, and key resources to support IMAM / CMAM programming. The GNC will further KM by developing a strategy, using the Alliance KM strategy as the foundation.

GLOBAL REPORT ON FOOD CRISES

Globally, in 2022, levels of food insecurity remained alarmingly high, with an increase of more than 40 million people, compared to the previous high from 2020. Each year, we provide support on the nutrition section of the Global Report on Food Crises (GRFC) that is produced by the Global Network against Food Crises, which includes the GNC. This is a bi-annual publication that highlights the high severity and number of people in crisis or worse (IPC/CH Phase 3 or above), globally. In 2022, our NIS Helpdesk participated as part of the GRFC's technical team to provide nutrition status data – consolidated from assessments and the HNO analysis – and reviewed the country briefs in the GRFC's nutrition section to ensure accuracy.

The GRFC 2022 was the result of months of research and collaboration among members of the international humanitarian and development community. The GRFC is a method for multiple partners at global, regional and national levels to share data and valuable insights to further provide evidence of the state of the food security and nutrition crisis occurring in multiple countries and regions globally.



KEY CHALLENGES & OPPORTUNITIES

Challenges that we faced in 2022 were like those from previous years, namely the lack of prioritization to invest in coordination and IM positions at a country-level, nutrition often being subsumed by another cluster and not activated as a standalone cluster during emergencies, and GNC CT staffing gaps due to lengthy recruitment and administration processes. As stated above, a recommendation from the CLARE II evaluation states that UNICEF needs to prioritize funding for key coordination roles, at a minimum one national level NCC and IMO for each sector it leads.

In addition to global and national staffing gaps, we faced extensive support demands for sector coordination, even if there was no cluster activation. While we provide support to any country that seeks it, irrespective of the coordination mechanism, the absence of acknowledgment of Nutrition as an independent cluster, and its subordination to either Health or Food Security, has led to difficulties, particularly as it relates to reporting lines and resources.

Overall, there is a need for us –the GNC CT, the Alliance and the TST – to be more coherently articulated and communicated both internally and externally and findings from the external evaluation will be used in 2023 to inform the future direction of the Alliance.

“Although the Pakistan Nutrition Sector/ Cluster has been associated with GNC for a long time, the support from GNC during the recent floods was indeed astounding. The floods created additional vulnerabilities for young children, adolescents, and mothers who were already suffering from under nutrition and requiring lifesaving nutrition interventions. The Pakistan Nutrition team received tremendous support from GNC in information management, advocacy, and coordination but above all your visit to Pakistan and engagement with Government, donors, UN and CSOs partners, Sector, other sectors, field support in Sindh and remote support to all provincial sectoral arrangements played a significant role in supporting Pakistani children and mothers in need.”

- Syed Saeed Qadir, Nutrition Sector/ Cluster Coordinator Pakistan said of Rasha Al-Ardhi visit to Pakistan

THE WAY FORWARD

In 2023, we will continue to expand our coordination efforts to support vulnerable populations and ensure countries are equipped with the capacity to respond timely, effectively and adequately to the next nutrition emergency. We will also continue to work closely with other clusters, such as Health, Water, Sanitation and Hygiene (WASH), and Food Security, to address the immediate needs of the affected populations and promote a stronger, more integrated and collaborative response to humanitarian crises.

Our Strategy (2022-2025) and 2023 Workplan set out our vision and priorities for this year. Key areas of focus include the upgrade and expansion of GNC Learn and the blended training learning training package to further strengthen staff capacity, expanding RO level RRT support to reach more countries in a timely manner, and boosting evidence generation and global advocacy efforts to support Nutrition as a stand-alone Cluster during emergencies.

In 2023, we will finalize both the Advanced (level 3) and Master (level 4) levels in our Capacity Strengthening Framework, which addresses the Core Behavioural Competencies of NCC and IMOs. In addition, the TST will finalize strategic pathways and collect learning on how to “further localise” support and how we can better strengthen national organisations. The Alliance will keep working to provide demand-driven technical services for requests, while continually improving systems and the quality of support. The GTWGs will continue to respond to complex technical questions while establishing links with country level practitioners and supporting countries to contextualise guidance.

By strengthening partnerships and capacities, working collaboratively, and prioritizing localisation, we aim to improve the effectiveness and impact of our collective work and ensure that more people have access to the nutrition they need to survive during emergencies.



GNC Resource Partners



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Office of Emergency Programme
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