# GLOBAL NUTRITION CLUSTER
## STRATEGY

2017 - 2020

Global **NUTRITION** CLUSTER

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# ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| **AAP** | Accountability to affected populations |
| **CLA** | Cluster Lead Agency |
| **CCPM** | Cluster Coordination Performance Monitoring |
| **CCRM** | Cluster Coordination Reference Module |
| **EMOPS** | Office of Emergency Programmes |
| **GNC** | Global Nutrition Cluster (as a collective) |
| **GNC-CT** | GNC-Coordination Team |
| **GNR** | Global Nutrition Report |
| **HC** | Humanitarian Coordinator |
| **HCT** | Humanitarian Country Team |
| **HNO** | Humanitarian Needs Overview |
| **HRP** | Humanitarian Response Plan |
| **IASC** | Inter-Agency Standing Committee |
| **ICN** | International Conference on Nutrition |
| **IM** | Information Management |
| **L2** | Level 2 system-wide emergency |
| **L3** | Level 3 system-wide emergency |
| **OPS** | Online Project System |
| **PD** | Programme Division |
| **RRT** | Rapid Response Team |
| **SAG** | Strategic Advisory Group |
| **TRRT** | Technical Rapid Response Team |
| **SUN** | Scaling Up Nutrition |
| **TA** | Transformative Agenda |
| **UNICEF** | United Nations Children's Fund |

# **1.** INTRODUCTION

According to the 2016 Global Nutrition Report, "few challenges facing the global community today match the scale of malnutrition, a condition that directly affects one in three people. The economic consequences represent losses of 11 percent of gross domestic product (GDP) every year in Africa and Asia"[1]. Therefore, one of the report's key calls to action is for all stakeholders to commit to addressing "all forms of malnutrition". This essentially means addressing "all forms (and combinations) of malnutrition according to their nutritional contexts — stunting, wasting, micronutrient deficiencies, obesity, overweight, and nutrition-related non-communicable diseases"[2].

Malnutrition cannot be tackled without addressing its immediate, underlying and basic causes.

The immediate causes are inadequate diet and disease. The underlying causes are interrelated: inadequate household food security, inadequate care or health services and an unhealthy household environment due to lack of access to safe water and effective sanitation. Basic causes include political, socio-economic, legal and ideological factors, including religion, culture and tradition.

Therefore, a coordinated multi-stakeholder, multi-pronged and multi-sectoral approach is required.

This has also been highlighted by Grand Bargain commitments[3] and the Scaling Up Nutrition (SUN) Movement strategy[4].

The Inter-Agency Standing Committee (IASC) established the cluster system in 2005 to strengthen "system-wide preparedness and technical capacity to respond to humanitarian emergencies, and provide clear leadership and accountability in the main areas of humanitarian response"[5]. In 2011, the IASC Transformative Agenda (TA)[6] outlined protocols on leadership, preparedness, accountability, and effectiveness. As a priority, the Global Nutrition Cluster (GNC) is in place to galvanise global partnership and leadership to improve coordination of Nutrition in Emergencies (NiE). A key function is to support effective and predictable delivery of appropriate nutrition specific and nutrition sensitive interventions for those affected by humanitarian crises by supporting the country level achievement of the core coordination functions as described in the TA[7]:

[1] See "Executive Summary" 'From promise to impact: Ending malnutrition by 2030'; Page xviii in http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/130354/filename/130565.pdf.

[2] See Page 43 in 'From Promise to Impact' http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/130354/filename/130565.pdf.

[3] https://consultations.worldhumanitariansummit.org/bitcache/075d4c18b82e0853e3d393e90af18acf734baf29?vid=580250&disposition=inline&op=view.

[4] https://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT-STRATEGY-ENG.pdf.

[5] https://www.humanitarianresponse.info/system/files/documents/files/cluster_coordination_reference_module_2015_final.pdf.

[6] https://interagencystandingcommittee.org/iasc-transformative-agenda.

[7] Now 6+1 core functions, including AAP, which the GNC defines as leveraging and coordinating local, national and international resources in order to maximise outcomes for vulnerable and affected people based on their needs and priorities and take measures to prevent and address risks to vulnerable peoples.

## CORE CLUSTER FUNCTIONS

- Support service delivery: provide a platform driven by strategic priorities and reduce duplication.
- Inform Humanitarian Coordinator (HC)/ Humanitarian Country Team (HCT)'s strategic decision-making: undertake needs assessments, gap analysis/filling, and set priorities.
- Plan and implement cluster strategy: develop sectoral plans, guidelines, and support fundraising.
- Build national capacity in preparedness and contingency planning.
- Monitor and evaluate performance against cluster strategy; recommend corrective actions.
- Advocacy on behalf of the cluster and the affected populations.
- Ensure accountability to affected populations (AAP).

The GNC is led by UNICEF as Cluster Lead Agency (CLA) and consists of 42 partners at global level.

UNICEF and the GNC membership have designated the GNC-Coordination Team (GNC-CT) to manage the GNC with guidance from a Strategic Advisory Group (SAG)[8].

The GNC collective refers to all members and stakeholders who are expected to contribute to the achievement of the strategy and its priorities through engagement at global, regional and country levels.

[8] See "Structure of the GNC" section in http://nutritioncluster.net/?get=002149|2014/07/GNC-SOP_final-Version-5-Mar_20141.pdf.

# 2. MISSION, VISION AND VALUES

## 2.1
# MISSION

The GNC collective exists to safeguard and improve the nutritional status of crisis affected populations by enabling coordination mechanisms to achieve timely, quality, and appropriate nutrition response to effectively and accountably meet the needs of people affected by humanitarian crises.

## 2.2
# VISION

The GNC's vision is the realisation of globally-agreed targets aimed at ending all forms of malnutrition, as specified in Sustainable Development Goal (SDG) 2.2[9].

## 2.3
# VALUES

The GNC's core value is that crisis affected populations are central to its aims and actions, and its commitment to coordination means that working with other actors is essential to achieving its goals.

Fundamentally, the GNC adheres to the following principles:

Abide by the humanitarian principles of humanity, impartiality, neutrality and independence[10].

Learning from the GNC's own and others' successes and failures and from the experiences of national coordination platforms.

Develop partnerships to ensure that responses are accountable and reflect the needs of affected populations by promoting their participation in all stages of interventions.

Prioritise support based on context, capacity and needs to maximise value-added.

Adhere to the minimum standards on humanitarian response[11].

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[9] https://sustainabledevelopment.un.org/?page=view&nr=164&type=230&menu=2059, SDG 2.2 that states "by 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons".

[10] 'Humanitarian Principles' https://docs.unocha.org/sites/dms/Documents/OOM-humanitarianprinciples_eng_June12.pdf.

[11] 'What is Sphere' http://www.spherehandbook.org/en/what-is-sphere/.

# **3.** RATIONALE FOR THE GNC STRATEGY 2017-2020 AND METHODOLOGY

The development of the new GNC strategy is based on the lessons learnt from the previous strategy, changes in operating and policy environment, and the GNC stakeholders' expectations.

## 3.1
# LESSONS LEARNT FROM THE 2017-2020 STRATEGY

The four pillars of the 2014-2016 strategy were:

**1.** Partnership, communication, advocacy, and resource mobilisation.

**2.** Capacity development in humanitarian coordination.

**3.** Operational and surge support to country clusters.

**4.** Information and knowledge management.

The GNC's strong partnership was most evident where GNC partners led components of the work plan, although the uneven distribution of the workload was a concern that *stakeholders felt could be addressed by all partners making specific commitments to delivering aspects of the work plan. There is also an expectation that the GNC continues its role as a timely relay of information on nutrition needs and gaps in crisis affected countries.*

In terms of surge capacity, the deployment of Nutrition Cluster Coordinators and Information Management Officers to start-up or support a country cluster is currently of high value to national coordination platforms and there was a strong expectation that this would continue. However, *stakeholders require clarity regarding the Rapid Response Team (RRT)'s role in capacity building in coordination.*

Capacity building is very valuable, including soft skills around leadership and communication, and staff turnover warrants continuous training. *Stakeholders expressed the need for greater clarity on the scope, depth and audience*

*for capacity building including clarity regarding the role of the GNC help desk[12] in capacity building.*

The recently developed advocacy framework and collaboration with the Food Security Cluster to develop this accountability framework is welcome but the slow pace of operationalisation is concerning and there was a *strong expectation that this would be prioritised.*

Developments in the information management (IM) toolkit are very positive and standardisation of tools across clusters is the main outstanding issue signalled by stakeholders. Expectations of the knowledge management (KM) strategy were high, many perceiving that it aimed to internalise learning whereas the KM strategy did not contain such higher-level goals as it was primarily focused on sharing learning.

The absence of a robust monitoring and evaluation framework negatively impacted the GNC's ability to recalibrate plans based on evidence-based learning. There was also a decrease in the application of cluster coordination

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[12] The help desk provides real time support to country clusters/sectors to implement core cluster functions.

performance monitoring (CCPM), which is currently the only uniform approach to measuring implementation of the core cluster functions (across the GNC and other clusters).

*Stakeholders expect more strategic-level engagement with other clusters, development actors, CLA and donors as well as with local actors and governments. They also highlighted the need for a comprehensive approach to supporting countries on preparedness, contingency planning and transitioning as well as exploring other models of coordination, in addition to greater support for strategic decision-making in "forgotten" and complex crises.*

There is a lack of clarity around the GNC's role in technical support, which warrants a clear definition of its scope of work and should also address the danger highlighted by some stakeholders of the GNC overstretching itself by attempting to meet the range of stakeholders' expectations.

## 3.2
# CHANGES IN THE GLOBAL ENVIRONMENT AND EFFECTS ON THE GNC

The humanitarian context is increasingly dominated by complex, politicised and protracted crises, with some crises taking place in traditionally fragile and conflict affected states and others in previously middle-income environments.

New scenarios such as migration, urbanisation, and climate change have broadened the range of needs and made the delivery of assistance increasingly challenging, complex and costly. The number of people requiring international humanitarian assistance has nearly doubled in the past 10 years and the length of time they require support has extended although funding has remained relatively static. As a result, the relative amount of funding has decreased significantly. Cyclical crises and occasional large–scale disasters remain a constant. At the same time, some governments are taking increasingly active roles in coordination. It seems likely that less clusters will be activated, and more 'cluster-like' (i.e. humanitarian coordination platforms but not formal clusters as defined by the IASC) support will be provided.

These changes require new or hybrid models of coordination, such as remote operations, contextappropriate capacity building, response to increased demand for coordination support from the GNC in non-cluster countries, and supporting national platforms to improve collaboration with local actors and governments.

There is also an increased focus on nutrition through platforms such as SUN and the International Conference on Nutrition (ICN). The new contexts also mean that traditional nutrition interventions and indicators for activating clusters may not be best suited to all contexts.

The outcomes of the World Humanitarian Summit and the Grand Bargain include commitments to adjust to the current operating context. Donors have signalled major shifts in funding modalities (such as cash-based programming) and channels (i.e. 25% of funding to be spent through national actors by 2020). While these may result in decreased funding channelled through UN agencies, they may also result in more equitable distribution of funds amongst the humanitarian community.

Furthermore, donor commitments (multi-year funding with less earmarking) also present opportunities for the GNC. The Grand Bargain stipulates increased focus on collaboration and harmonisation of tools, integration with development actors, and policy and commitments to the localisation agenda through increased engagement with local actors. The timing of this strategy means that the GNC is in a good position to align itself with current thinking in the humanitarian sector.

## 3.3
# FOCUS OF THE 2017-2020 STRATEGY

Based on the above analysis, the core of the GNC Strategy for 2017-2020 is focused on supporting three areas:

(i) Providing operational support before, during and after humanitarian crises to national nutrition coordination platforms to ensure quality, timely and people-centred response at all stages of the Humanitarian Programme Cycle (HPC).

(ii) Building the capacity of relevant nutrition stakeholders to coordinate a quality and timely response.

The GNC 2017-2020 strategy also describes how it intends to meet these commitments – including setting objectives, outcomes and indicators – for engagement

(iii) Influencing and advocating (on behalf of affected populations and partners) for improved, integrated and coordinated nutrition responses during humanitarian crises.

with actors who can help deliver them. In addition, the document outlines the GNC's own internal development objectives to achieve those strategic priorities.

## 3.4
# PURPOSE OF THE STRATEGY

The purpose of this strategy is to guide the GNC's actions over the next four years in strategic and operational planning. More specifically:

The GNC-CT will use the strategy to guide the generation of a two-year rolling work plan, through which progress will be monitored (as per the monitoring framework in section 6) and shared systematically with the SAG and the GNC collective.

The SAG will use the strategy to review how the GNC is progressing in terms of achieving its stated targets and recommend any changes or corrective actions.

Donors will use the plan to guide funding decisions and allocations.

The GNC collective/members will actively commit to the strategy and contribute to it based on their strengths and available resources.

## 3.5
# HOW THE STRATEGY WAS CREATED

The 2017-2020 GNC Strategy was developed through an extensive research (including document review) and consultative process undertaken during the last quarter of 2016 with a wide range of stakeholders using an on-line survey, key informant interviews, and a focus group discussion.
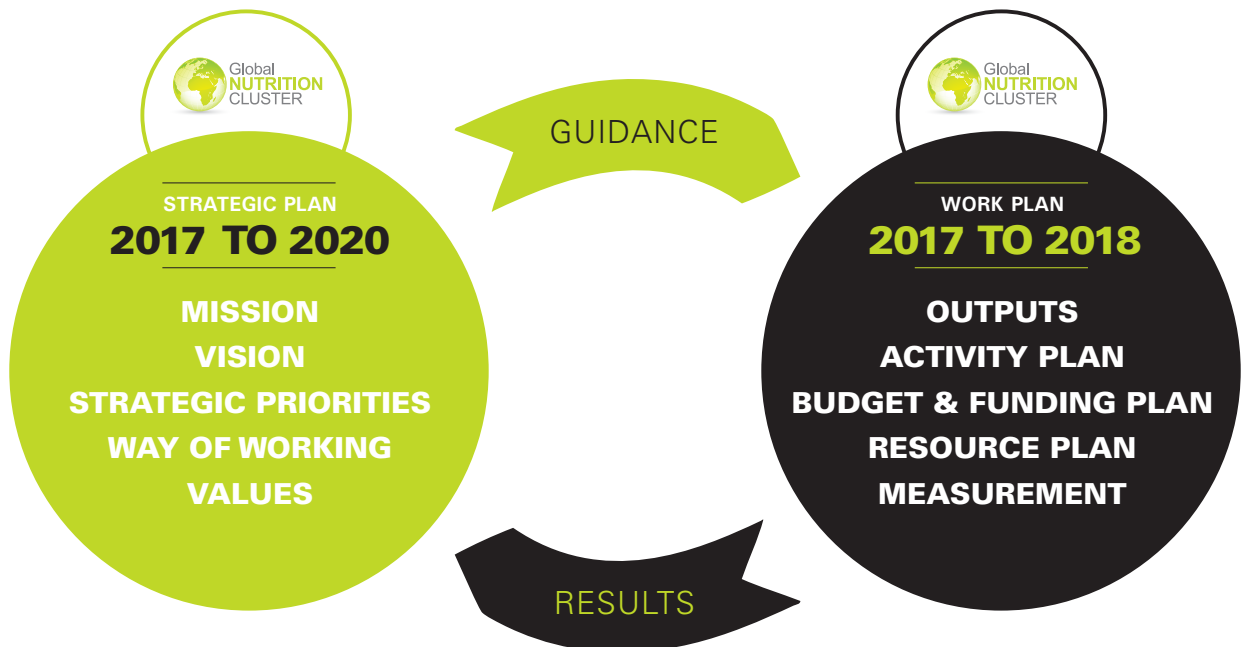
Further details on the methodology, analysis, findings and recommendations are available in the briefing document prepared for the strategic planning meeting (held in December 2016 in Geneva, Switzerland) with the SAG and GNC-CT that informed the structure and content of this strategy.

## 3.6
# HOW THE STRATEGY IS CONSTRUCTED AND HOW IT WILL BE USED

The GNC strategy, and specifically the strategic priorities, will guide the generation of rolling work plans, including the prioritisation of activities. The first rolling plan will cover the first two years of the strategy (2017-2018).

**Diagram 1:** How the strategy is constructed and how it informs the rolling work plan.



Global NUTRITION CLUSTER

STRATEGIC PLAN
**2017 TO 2020**

**MISSION**
**VISION**
**STRATEGIC PRIORITIES**
**WAY OF WORKING**
**VALUES**

GUIDANCE

Global NUTRITION CLUSTER

WORK PLAN
**2017 TO 2018**

**OUTPUTS**
**ACTIVITY PLAN**
**BUDGET & FUNDING PLAN**
**RESOURCE PLAN**
**MEASUREMENT**

RESULTS

During a mid-term review, the results from the work plan monitoring can be used to update progress against the strategic priorities and outcomes of the plan. Based on this information and any context changes, the GNC collective can then decide on any changes or adjustments required.

# **4.** SCOPE OF ACTIVITIES

To fully clarify the GNC's role in terms of its mandate and technical responsibilities, the following section attempts to delineate the areas that are in and those that are out of the GNC's scope of activities.

In terms of mandate, the GNC <u>will</u> provide:

Coordination services[13] for preparedness and response to support national actors and coordination mechanisms in priority[14] countries to develop an understanding of nutrition cluster activation, resources in term of readiness and support that the GNC provides. It will also help plan how these processes, standards and tools are integrated with existing nutrition coordination mechanisms.

Coordination services for activated clusters (and other humanitarian coordination platforms) to identify and deploy services (directly or indirectly) to support coordination of nutrition response activities. The level of engagement and support will be dependent on the type of cluster[15] and severity of the humanitarian crisis, the capacity of the standing resources and the level of preparedness. The GNC will also provide leadership in the development, revision and maintenance of these services to ensure their relevance and appropriateness.

Coordination services/support for transition and deactivation to review the relevance and effectiveness of its support to identify when to transition its work to the standing national coordination mechanisms and then recommend when ready to deactivate its services.

Overarching support on coordination matters likely to indirectly impact country cluster activities. This encompasses four main areas: (i) the IASC mechanism, (ii) emerging policy issues, (iii) emerging coordination issues, (iv) new operational requirements, and (v) robust advocacy on behalf of affected populations. The GNC strategy will ensure its members' interests are represented, and that decisions and actions are communicated and embedded in its process and structure.

## **TECHNICAL SUPPORT AND GUIDANCE**

The scope of this strategy does <u>not</u> include specific technical support and capacity building activities the GNC partners undertake at global and country-level. For clarity, the GNC partners have agreed on a working definition for NiE technical capacity, with three components:

### **1. Technical advice (originally technical support)**

This refers to the process of providing feedback to questions from individuals working in countries in emergencies within a relatively short timeframe primarily when normative guidance exists/are available. This may be done remotely or in person, and covers i) identifying relevant technical standards, tools or materials ii) providing some level of overview/orientation to the materials provided and iii) providing advice on how to apply these materials at country level. Where appropriate, the person giving technical advice also helps promote awareness of other support structures available for further in depth follow up.

### **2. Consensus driven guidance (originally technical guidance)**

This refers to the process of identifying and addressing the need for additional technical operational guidance for an emerging issue that must be addressed in order to enable a specific emergency response. Guidance is consensus driven, involving relevant normative agencies and operational agencies to develop or update guidance, within a reasonable timeframe, which lays out minimum actions to which actors engaged in the response should adhere. This applies to cases where: (1) no normative guidance exists, or (2) normative guidance is insufficient for the specific emergency guidance response. Generation of guidance based on lesson learning or other methods, that are not time-sensitive, is not covered.

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[13] Coordination services includes development, adaptation and operationalisation of GNC guidance in relation to coordination and IM.

[14] Priority countries are those with formally activated IASC clusters and/or those with active sectoral humanitarian coordination mechanisms.

[15] This includes sector coordination platforms and refers to all scenarios outside those pertaining to refugees.

### 3. Specialised technical expertise

This refers to securing specific technical expertise that the cluster needs in order to deliver on cluster activities, which is beyond the capacity of country level resources due to either the complexity/newness of the issue or guidance or relative scarcity of the expertise. The mechanisms to access expertise will differ but may include: 1) GNC partners availing agency expertise through internal redeployment or secondment.

2) Technical capacity through consortium structures that is dedicated to deploying technical capacity; 3) accessing institutional expertise through agreements made with the GNC/CLA agency on behalf of the collective. This does not refer to individual agency surge support to fill human resource needs as part of their emergency response. This also does not refer to knowledge management and dissemination of updated information, guidance and materials as the channels and mechanisms are different.

## ROLES AND RESPONSIBILITIES

The Global NIE Technical Advisory Body will lead overall coordination of NiE technical issues to provide NiE technical leadership on all technical strategic issues in cluster and non-cluster countries. Members of this body will consist of GNC partners, UN agencies, governments, academia, representation from other global nutrition networks and other technical bodies.

The GNC has a role in providing technical support to country clusters. Overall the GNC plays a "connector" role linking technical needs and capacities, identifying and advocating for action to address technical gaps, and promoting access to technical information, tools and guidance through knowledge management. More specifically this role includes:

**i. Providing technical advice,** currently through the GNC HelpDesk and GNC-CT, and linking to relevant actors to provide further support.

**ii. Identifying of technical issues where consensus driven guidance or normative standards are needed** and contributing to guidance development through working with relevant normative and operational agencies to update or develop this guidance based on roles outlined in and SOP, though actual work would not fall under the GNC.

**iii. Facilitating access to specialised technical expertise** through specific agreements or consortia hosted by GNC partners and the CLA.

**iv. Supporting knowledge management systems** to improve access to training materials and resources, generating knowledge around implementation of novel approaches, and dissemination of technical information and updates.

**v. Identifying and escalating issues where research** is needed as well as disseminating outcomes from research through knowledge management.

**vi. Participating in a Global NIE Technical Advisory Body** which will include development of interim operational guidance.

**vii. Supporting communication channels between partners and the CLA** to maximize in country, regional and headquarter technical support, identifying areas where action is needed and feeding back to relevant organizations.

The GNC-CT does not have a role in:

Building basic core nutrition in emergency capacity in NGOs/partners coming in to facilitate the response.

Rolling out face to face trainings on basic NIE competencies.

However, it is important to note that:

Each GNC partner is responsible for addressing specific technical queries from its programme staff.

Each GNC partner is responsible for building capacity of its own staff by using agreed international and nationally adapted nutrition in emergencies guidelines.

# **5.** WAYS OF WORKING

This section briefly outlines the role and responsibilities of the GNC's constituents and other key stakeholders that can help deliver the strategy and the related work plan. Further details on the GNC's modus operandi can be found in its standard operating procedures, which will be adjusted upon completion of the strategy[16].

## GNC PARTNERS AND OBSERVERS

Partners are entities working in nutrition in humanitarian crises. They commit to supporting the GNC by:

Allocating resources, such as staff or funding, to help deliver the strategy.

Collectively advocate to highlight the importance of scaling up NiE interventions in major crises.

Contribute to decision-making, through participating in meetings and teleconferences, and supporting the monitoring of the rolling work plan.

Observers are organisations or individuals who do not contribute directly to the GNC, but collaborate and share information relevant to the GNC, and may attend meetings.

## GNC-CT

The GNC-CT acts as the GNC secretariat and represents it at the IASC meetings. Its key responsibilities are to:

Ensure delivery of the strategy, by providing operational support to national platforms.

Request SAG approval of the annual plan and budget, update the SAG on the plan's progress and constraints, report to the CLA and GNC on the plan, and facilitate linkages between these groups.

Overseeing the implementation of the 2-year rolling work plan and related projects.

Support the CLA in mainstreaming the cluster approach and fundraising to support the implementation of the strategy.

## GNC SAG

The SAG is comprised of three representatives from NGO partner agencies, three UN partners, and one national coordination staff as well as one representative from UNICEF (as CLA). It guides the GNC's strategic direction and helps to monitor progress in the implementation of the work plan.

## UNICEF AS CLA

UNICEF is responsible for fulfilling its CLA responsibilities in nutrition, which include:

Mainstreaming the cluster approach within UNICEF including promoting it at global, regional and country levels and ensuring UNICEF's programmatic interests are reflected by its representation on the SAG.

Advocating with the IASC and donors regarding the needs of the GNC.

[16] http://nutritioncluster.net/?get=002149|2014/07/GNC-SOP_final-Version-5-Mar_20141.pdf.

Ensuring that adequate human and financial resources are available to the GNC.

Supervising the GNC-CT to ensure appropriate stewardship to accomplish its work plan.

Providing Nutrition in Emergencies technical support.

The '2016-2020 strategic direction for UNICEF-led clusters' discussion note was drafted to standardise its approach as CLA across clusters/AoR. The paper, outlines its vision, rationale, the role of the clusters in improving quality and coverage, and its proposed approach for how clusters/AoR can move in this direction. This approach, with which this 2017-2010 GNC strategy is aligned, presents the following key components:

Maintain surge capacity, promote regional support to field based clusters, adequate cluster staffing and resourcing, and embed the cluster function into existing processes.

Adhere to sectoral standards such as Sphere and the common humanitarian standard.

Facilitate a timely and effective transition to national actors, improve support to preparedness, strengthen the continuum with sector coordination, and enhance linkages with development.

Develop, implement and promote methodologies for accountability to affected populations.

Implement sectoral interventions based on joint strategic planning with other clusters where synergies are likely to increase coverage, and undertake cross-cluster monitoring and evaluation.

Work with donors and cluster partners to build on and strengthen good practice in assessment, response planning and response monitoring through clusters.

Leverage global level commitments from cluster partners to increase quality of response.

## EXTERNAL ACTORS

The GNC will seek opportunities to engage with the following external actors to deliver this strategy by:

Continuing to work with other clusters (particularly Food Security, Health, WASH and Protection) to achieve synergies through joint strategies, common tools, and measuring outcomes collectively.

Engaging with a range of development actors, primarily the SUN movement, particularly on preparedness and transition and to explore the SUN movement's role in technical guidance and support.

Working with donors to meet their expectations on the GNC's commitments in this strategy, maximise resourcing of the strategy and holding them to account for their commitments (particularly under the Grand Bargain).

# **6.** STRATEGIC PRIORITIES AND SUPPORTING OBJECTIVES

## 6.1
# OVERVIEW OF STRATEGIC PRIORITIES AND SUPPORTING OBJECTIVES

As per section 3.3, strategic priorities are organised around three core coordination themes:

**1) Supporting operational delivery** to national emergency nutrition coordination platforms. This is focused on supporting national platforms to deliver the core cluster functions (described in section 1 on page 1) to ensure a more timely, effective and people-centred response. This objective recognises the 'emergency continuum' and therefore, there are three distinct but related outcomes described in terms of national platforms' capacity to:

**a. Prepare** for crises and be well-positioned to meet their responsibilities during the response phase of an emergency.

**b. Respond** to crises when they arise, primarily by delivering the core cluster functions.

**c.** Lead the timely **transition** to national coordination mechanisms (where not already leading) to maximise efficiency, effectiveness and local ownership of responses.

**2) Strengthening capacity** through national/regional and global platforms to support national coordination platforms to deliver more effective and people centred responses. Building coordination capacity must happen at all levels and the GNC intends to contribute to developing nutrition practitioners' capacity, globally and locally, by promoting capacity building in nutrition coordination. These outcomes are highly correlated with objective 1) above as supporting national platforms helps build coordination capacity at a practical level.

**3) Advocating and influencing** for more effective coordination - the GNC will provide leadership in advocating (along with the CLA and cluster partners) for the prominence of nutrition coordination in crises and greater inter-cluster and multi sector approaches to meet the needs of affected population.

The outcomes, indicators and baselines/targets for these strategic priorities are described in sections 6.2 - 6.4. The supporting objectives to help deliver these priorities, through engagement with stakeholders and developing the GNC internal ways of working, are contained in section 6.5.

## 6.2
# STRATEGIC PRIORITY 1

**To provide operational support before, during, and after a humanitarian crisis to national coordination platforms to ensure quality and timely response.**

| Outcome | Indicator | | Means of verification |
|---|---|---|---|
| **A - Response** – platforms supported by GNC have the capacity to fulfil their role in coordination | i. | Percentage of GNC priority[17] countries delivering cluster core functions | CCPM Cluster perception survey |
| | ii. | Percentage of surge deployments personnel for L3 crises identified within <u>72 hours</u> | IAHP Unit |
| | iii. | Percentage of GNC priority countries supported implementing and measuring against the AAP framework | GCCU Report |
| | iv. | Percentage of priority countries implementing integrated programs with other clusters | Country reports, Analysis of HRPs |
| **B - Preparedness** – national coordination platforms supported by GNC have the capacity to react appropriately to emergencies | i. | Percentage of GNC priority countries with preparedness plans meeting minimum requirements[18] | Preparedness plans |
| **C - Transition** – GNC supported clusters have the capacity to be transitioned to national nutrition coordination platforms | i. | Percentage of GNC priority countries implementing transition strategies | Transition strategies |

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[17] Based on OCHA guidance, these priority countries, specifically supported by GNC, are currently approximately 18. The number will fluctuate based on assessments and analysis.

[18] The GNC will adapt a list of minimum requirements from guidance developed by GWC.

## 6.3
# STRATEGIC PRIORITY 2

| Relevant Nutrition stakeholders (national and global) have the capacity to coordinate a quality and timely response. | | |
|---|---|---|
| **Outcome** | **Indicator** | **Means of verification** |
| **A - Global –** The pool of Nutrition personnel to support coordination and information management in response to humanitarian crises is sufficient to meet demand | i.  Percentage of humanitarian crises that have appropriately capacitated coordination personnel[19] | CCPM |
| **B - National/Regional –** Coordination mechanisms have the capacity to coordinate and meet their responsibilities in assisting affected populations in humanitarian crises | i.  Percentage of countries implementing action plans to fill gaps identified in capacity analyses. | Action plans and output reports |
| | ii.  Percentage of countries with personnel who are fit for purpose to deliver nutrition coordination[20] | CCPM, Country cluster description reports |
| | Intermediate outcome indicators<br>iii.  Number of countries with personnel trained in coordination and IM (5-day training) | Training reports |
| | iv.  Number of personnel from priority target groups[21] trained in coordination in countries above | Training reports |
| | v.  Number of countries with partners made aware of coordination function (2-day sensitisation) | Training reports |

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[19] Per metrics to be determined by the GNC (including cluster coordinators and information management officers).

[20] Per metrics to be determined by the GNC.

[21] Government and partners.

## 6.4
# STRATEGIC PRIORITY 3

**To influence and advocate for improved, integrated and coordinated nutrition response during humanitarian crises.**

**Sub-objective A:** Nutrition analyses are consistently included in the Humanitarian Country Team (HCT) decision-making processes for appropriate cluster activation to respond to the nutritional needs of crisis-affected populations, including in contexts with low global acute malnutrition (GAM) levels, by considering other nutrition vulnerability parameters in addition to GAM.

**Sub-objective B:** Clearly articulated nutrition-sensitive approaches are systematically included in emergency responses of other relevant clusters (in particular the WASH, Food Security and Health Clusters).

| Outcome | Indicator | Means of verification |
|---|---|---|
| A - Nutrition Cluster/sector/working group is appropriately activated in new crises as per the nutritional needs of the affected population and the capacity of the hosting government | i. Percentage of nutrition clusters/sectors/ working groups that are activated based on comprehensive analysis of nutrition needs of the affected population | IASC Report |
| B-1 - Nutrition-sensitive objectives are included, implemented, monitored and evaluated in relevant cluster plans (WASH, Food Security and Health Clusters) | i. Percentage of Humanitarian Response Plans/ Flash Appeals that include M&E frameworks delivering nutrition-sensitive interventions | Country reports, Analysis of HRP |
| B-2 - Infant and Young Child Feeding-in Emergencies (IYCF-E) and micronutrient interventions are systematically included, implemented, monitored and evaluated in crisis responses within the Nutrition Cluster and other relevant clusters (Food Security, WASH, Health, Shelter and non-food items (NFI), Camp Coordination and Camp Management (CCCM), Child Protection and Education Clusters) | i. Percentage of nutrition and other relevant clusters where IYCF-E and micro-nutrient interventions are systematically included/implemented in emergency responses | Analysis of HRP/ Cluster response plans |

## 6.5
# SUPPORTING OBJECTIVES

The following objectives have been developed to support the GNC in delivering the strategic priorities.

### SUPPORTING OBJECTIVE 1: EXTERNAL ENGAGEMENT OBJECTIVES

**To help deliver the GNC priorities by engaging collectively and individually with a range of external stakeholders (other clusters, donors, CLA, development actors) to commit to working together in all relevant phases of the Humanitarian Programme Cycle (HPC) and humanitarian-development nexus to ensure improved coordination.**

**Inter-cluster objectives:**
To engage with other relevant clusters (primarily WASH, Food Security and Health) to:

**Sub-objective A:** Develop a framework for joint assessment, analysis and prioritisation to ensure that crisis-affected population needs are addressed.

**Sub-objective B:** Engage in joint response planning and analysis to address the needs of crisis-affected populations.

**Sub-objective C:** Build common operational frameworks to ensure that the nutrition and other relevant clusters are prepared to jointly respond to typical scenarios.

**Sub-objective D:** Undertake joint capacity building to harmonise humanitarian coordination and increase efficiency.

| Outcome | Indicator | Means of verification |
|---|---|---|
| A - Joint needs assessment and analysis, and response planning frameworks (with relevant clusters) are adopted at country level | i. Percentage of Humanitarian Needs Overviews that include comprehensive analysis of needs of affected populations | Annual analysis of Humanitarian Needs Overview (HNOs) |
| B - Integrated country clusters plans are in place with measurable indicators that meet the range of affected populations' needs | i. Percentage of priority nutrition clusters with integrated plans and undertaking joint outcome monitoring | Annual analysis of Humanitarian Response Plans (HRPs) |
| C - Common operational frameworks address the needs of affected populations | i. Number of common operational frameworks developed and in process of being implemented | Annual analysis of HRPs |
| D-1 - Country coordination personnel support integrated action through clusters | i. Number of jointly trained personnel demonstrating applied learning[22] | Training reports |

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[22] From tracking data to be developed in line with the GCCU learning strategy (which will only be measured for UNICEF-led clusters and not training participants from other clusters).

**CLA engagement objectives:**
**Sub-objective A:** To undertake joint advocacy (with other UNICEF-led clusters and Area of Responsibility) to ensure that clusters are adequately resourced at global and country level.

**Sub-objective B:** To improve preparedness in national nutrition platforms in highly vulnerable and fragile countries.

**Sub-objective C:** To improve links with UNICEF programme division to ensure better provision of technical support and leadership at global and country level.

| Outcome | Indicator | Means of verification |
|---|---|---|
| A-1 - More predictable funding to maintain coordination and IM capacities for all UNICEF-led clusters and its Area of Responsibility | i. Percentage increase in level of predictable funding provided by UNICEF | Online Project System (OPS) |
| A-2 - Increased mainstreaming of coordination and IM capacities in UNICEF | i. Number of GNC positions funded by predictable long term funding sources | GCCU Annual report |
| B - The CLA commits to addressing preparedness for coordination for nutrition in emergencies responses through regular programmes in non-cluster activated countries | i. Percentage of UNICEF programs in highly vulnerable and fragile countries that have developed nutrition in emergencies coordination preparedness plans | Analysis of annual reports; SUN Annual country reports |
| C - UNICEF plays a leadership role in technical support, guidance and capacity | i. Global NIE technical body established by UNICEF | EMOPS and PD Annual report |

**Donor partnership objectives:**
**Objective A:** To demonstrate value added of coordination for better outcomes (including joint/impartial needs assessments, enhanced engagement with development actors, capacity building of national actors).

**Objective B:** To advocate with donors and hold them accountable to coordination/nutrition-related commitments in the Grand Bargain, particularly multi-year funding and reduced earmarking of funding.

| | | |
|---|---|---|
| Overall Outcome - Increased predictable and multi-year funding for programming for coordination | i. Percentage increase in multi-year funding for national platforms | OPS |
| Intermediate Outcome A - Value added demonstrated to donors through proof that GNC is meeting commitments in the Grand Bargain | i. Number of Grand Bargain commitments implemented (e.g. joint needs assessments) and reported to donors in GNC communications | GNC Annual report |

**Donor partnership objectives:**

**Objective A:** To demonstrate value added of coordination for better outcomes (including joint/impartial needs assessments, enhanced engagement with development actors, capacity building of national actors).

**Objective B:** To advocate with donors and hold them accountable to coordination/nutrition-related commitments in the Grand Bargain, particularly multi-year funding and reduced earmarking of funding.

| | | |
|---|---|---|
| **Intermediate Outcome A1 -** GNC and other relevant clusters monitor and report on developments in Grand Bargain commitments based on joint position papers | i. Number of joint reports produced by GNC in cooperation with other clusters outlining commitments | GNC Annual report |
| **Intermediate Outcome A2 -** The advocacy toolkit is rolled out to national platforms and being used to influence donors | i. Percentage of priority countries using the advocacy toolkit with donors | Annual analysis of HRPs |

**Development actors' engagement objective:**

**Objective A:** To engage with global nutrition initiatives[23] to ensure better preparedness and transition in crisis-prone countries.

| | | |
|---|---|---|
| **Overall Outcome -** Countries prone to crises have included NiE in national nutrition development plans | i. Number of crisis-prone countries with NiE elements in national nutrition development plans | Country annual reports; SUN Country reports |
| **Intermediate Outcome A -** Humanitarian actors contribute to multi-stakeholder platforms in crisis-prone countries | i. Number of humanitarian actors represented in multi-stakeholder platforms | Country annual reports |
| **Intermediate Outcome B -** A GNC-SUN MoU for fragile and conflict affected states (FCAS) outlines respective commitments and is adopted by GNC partners | i. Percentage of GNC partners adopting the GNC-SUN MOU for FCAS states<br><br>ii. Percentage of global partners who are members of SUN | GNC Annual report |

[23] SUN, SCN, civil society network, Global Nutrition Report, REACH, Zero Hunger, Decade for Nutrition, ICN.

## SUPPORTING OBJECTIVE 2: INTERNAL DEVELOPMENT OBJECTIVES

| To help deliver the GNC strategic priorities by strengthening internal ways of working in the GNC partnership. | | |
|---|---|---|
| **Outcome** | **Indicator** | **Means of verification** |
| **A** - Partnerships and communications support the delivery of strategic priorities | i.   Percentage of partners leading taskforces | GNC Annual report |
| | ii.  Percentage of partners with strategies for engagement with local partners | GNC Annual report |
| | iii. Percentage of partners implementing GNC work plan activities | GNC Annual report |
| | iv.  Percentage of partners expressing satisfaction with calls on L3 crises at the global level | Satisfaction survey |
| | v.   Percentage of partners satisfied with GNC meetings (including that previous recommendations have been taken on board) | Satisfaction survey |
| **B** - Responses are improved through the capture and application of learning | i.   Percentage of high priority lessons and recommendations implemented from learning processes | GNC Annual report |
| | ii.  Percentage of priority countries that are using cash or operating in cash environments that are implementing position papers on use of cash approaches in NIE responses | Annual analysis of HRPs |
| | iii. Percentage of priority countries actively supported to engage in learning/ knowledge management around preparedness, response and transition good practices and bottlenecks | TBD |
| **C** - Responses are improved through the capture and application of learning | i.   Fundraising strategy and rolling work plan operationalised and including both human and financial resources | GNC Annual report |
| | ii.  Percentage of GNC 2-year rolling work plan funded | GNC Annual report |
| | iii. Percentage of members' contributing to rolling work plan activities (funding or in-kind) | GNC Annual report |