GNC Identity Ad Hoc Group 25 March 2011

Terms of Reference

Participants:

- Marie McGrath, Technical Expert, Emergency Nutrition Network (marie@ennonline.net)
- Abigail Perry, Nutrition in Emergencies Training Coordinator, ICH-UCL (a.perry@ich.ucl.ac.uk)
- Leo Matunga, Nutrition Cluster Coordinator, Somalia (lmatunga@unicef.org)
- David Doledec, Nutrition Specialist- GNC (ddoledec@unicef.org)
- Diane Holland, Consultant-GNC (diane_e_holland@yahoo.com)

Background

There are a number of issues within the Global Nutrition Cluster (GNC) that are not well defined in relation to how nutrition cluster activities are framed and branded. These issues were raised in plenary with the GNC group, and there was broad consensus that these issues should be dealt with through a time bound ad hoc group. The specific issues and suggested way forward is detailed below with estimated timeframes summarized in Table 1.

a. Categorization of activities

The GNC is comprised of individuals as well as agencies. Numerous activities are conducted by those individuals and agencies, either singly or in partnership, which contribute to the resources, guidance, and understanding that are essential to improving the performance of the nutrition cluster as a whole. In order to avoid ambiguities around leadership and ownership of these activities, a clear system of categorization for these activities was proposed prior to the GNC meeting for discussion;

- Cluster led activities
- Cluster collaborative activities
- Activities of cluster interest

The specific criteria initially suggested included who was contributing technical expertise in terms of staff time, whether or not the activity is included in the GNC annual workplan, and the source(s) of funding. There is a need however to detail the specific criteria to be used for each category, as well as to define who is responsible at each level of the project cycle (eg conceptualization, development, consultation, dissemination, duplications of materials, revising materials, fundraising for the use and dissemination of materials, responsibility for updates).

The ad hoc group suggested that definitions should at least differentiate between:

- An output that is funded by the GNC[1] and endorsed by the GNC

---

[1] GNC is specified here in order to distinguish this level versus country cluster outputs or outputs from the cluster approach in general.

- An output that is produced using funds mobilized by another GNC partners and recognized/recommended by the GNC
- An output that is produced using cluster and other GNC partner agency funds that is recognized by the GNC
- Resources that existed before the establishment of the GNC or were developed outside of the GNC but are supportive/in line with the GNC's work

The ad hoc group proposed drafting definitions for broader consultation with the GNC coordination team and GNC group, to then be applied to the 2011/2012 GNC workplan by the GNC coordination team and working group co-chairs. Through this process, remaining weaknesses in these definitions will be made clear, which can then be incorporated into the working definitions and included in the GNC Standard Operating Procedure (SOP).

b. **Style Guide**

Some agencies and other clusters (e.g. Education) do have clear parameters on how their materials are presented in order to ensure that their outputs are clearly recognized as belonging to that agency or the GNC. Two style guides available and accessible (UNICEF, Education Cluster) represent two different levels of detail in terms of these parameters. During the plenary discussion, the need for GNC "branded" materials (such as presentations and reports) for use by country cluster coordinators was highlighted. At a minimum, it was proposed that a style guide be developed to begin to develop the "branding" around nutrition cluster outputs, including:

- Logo- standards for specific formats, placement alone, placement with other logos
- Text font and size
- Colours- headings and main body text
- Heading- capitalization and size
- Text alignment
- Page numbers and placement
- Credit for photos and references
- Spelling based on American or UK English[2]
- Terminology and capitalization
- Commonly used abbreviations and acronyms (>1-2x in text)

On a technical level, the need to ensure that the font suggested is available on all operating systems so that it will reproduce the same image no matter on what system it opens.

The ad hoc group suggested the development of an interim style guide for specific outputs (eg the cluster handbook and country level documentation, including reports and presentations with guidance on how to brand these materials when they are collaborative outputs with specific agencies) based on a review of style guides and issues raised by the field, which would be circulated to the GNC members for comments, and then piloted with a review of the tool at a subsequent GNC meeting or after 6 months of use. This will also entail discussions with the focal staff for cluster within the Communications Section in

---

[2] To be discussed.

UNICEF, in order to ensure that there is clarity in terms of roles and responsibilities in external communication around cluster issues.

c. Logo

An action point in the July 2010 GNC meeting was the development of a nutrition cluster logo. A logo is very much related to the branding and identity issues of the GNC and therefore considered under the scope of this ad hoc group.

Looking across the range of logos used by the clusters and posted on the One response website, there is quite a variety; some clusters do have logos, some logos incorporate the IASC acronym while others don't, some logos include graphics while others include only text. The Education and Health cluster text-only logos mirror each other with different colors, however there is such a wide variation among the graphics in other existing logos that it seems unlikely to draw together a design that reflects or links to these other graphics. In addition, the mini symbols used on OCHA supported webpages (eg Pakistan response) seem to undermine communication that nutrition is about more than food, since the mini symbol is a piece of wheat in a bowl (see example to the right). Having a specific logo, and consolidating key issues around the representation of the nutrition cluster will go a long way in uniting the work being done by a variety of different actors in nutrition in numerous countries. Actual use of the IASC logo requires a lengthy vetting and endorsement process. In some cases, agencies have been given 'unofficial' permission to use IASC logo in the absence of an alternative to reflect GNC involvement,

The importance of having a logo to help ensure that the GNC is identified as a separate identity and that specific GNC outputs are recognized as such was clear. However there is a need to define what categories of documentation require this level of branding (e.g. does it apply to documents produced by and funded by the GNC, as well as reports or individual research/publications related to the GNC or do some of these fall under UNICEF branding issues, eg outputs by cluster coordinators who are UNICEF employees?) On a practical level, there are many issues related to the recognition of inputs by agencies and entities, in particular in cluster work where there is Ministry of Health leadership or co-leadership. Donors also often have an interest in representation on outputs. It was suggested that the logo should be applicable globally, and tailored to UN languages to start, with both English and the UN language on the same logo. The logo would also need to be reproducible under a wide variety of circumstances- eg resolution, file format, etc. As a result, interim guidance on the placement of the logo will be included in the interim style guide.

The ad hoc group proposed identification of graphic artist resources to generate several versions of the logo. The color proposed is dark green, in terms of its symbolism of growth and readability on the page. The ad hoc group and GNC Coordination team would select three options that would be circulated to the GNC group for voting and subsequent official use. This will also entail discussions with the focal staff for cluster within the Communications Section in UNICEF, in order to clarify the UNICEF branding/vetting procedures on reports/documents for publication.

d. Endorsement/Recognition/Recommended Procedures

There are materials that have been developed by the GNC, which are referred to as cluster tools (e.g. IRA, Harmonized Training Package v1, Toolkit for Nutrition in Emergencies 2008). There is however no formal endorsement/recognition/recommendation procedure in place to ensure that products that are labeled as *GNC outputs or tools* have the appropriate buy-in and sign off by GNC members. There is no clear process for vetting technical accuracy, quality, or tone of these outputs or tools.

Similarly, there are activities and outputs where members of the GNC or the GNC as a body may collaborate with other agencies, or through consortium efforts, to produce them. There is also no formal endorsement/recognition/recommendation procedure in place ensure that products where the *GNC collaborates in the generation or adaptation of a material,* or is in support of larger consortium efforts is transparent, nor a clear definition of what this "seal of approval" might signify. For example, the MIRA tool is being developed and will be "endorsed" as a multi cluster tool. How will this happen? There have been issues in the past that have not yet been resolved, eg in the finalization of the IRA tool the health cluster made modifications to the IFE questions that were not deemed appropriate by those experts who drafted the originals. As a result, the GNC may not necessarily agree with or support the contents of this tool as adhering to international norms or standards in nutrition.

It was suggested that there is a need to

- Define what can be referred to as a GNC output or tool
- Determine whether it is endorsement that is sought in all instances, or whether 'recognition' (or approval or recommendation) are sufficient and potentially less difficult to implement
- Define what it means for a tool or activity to be "GNC endorsed/recognized/recommended"
- To define appropriate endorsement procedures for these two scenarios, which may include different levels of involvement at each step, as well as go into detail around issues relating to opting in and opting out by individual agencies (eg. if an agency mandate or mission precludes their ability to endorse the activity or tool as representing their interest in the cluster).

The ad hoc group suggested that in the case of outputs or materials where the GNC has collaborated, adapted or borrowed from other sources, that rather than a formal "approval" procedure, it would be more meaningful to have the material be "recognized" by the GNC. Those that are "recognized" by the GNC would not have to apply the formatting in the style guide, though the GNC logo would be used, in addition to a strap line indicating that this is recognized rather than approved by the nutrition cluster. For those outputs that are GNC endorsed, both the style guide and the logo would be applied, potentially with a strap line "produced" or "endorsed" by the nutrition cluster.

The endorsement/recognition procedures should be incorporated into the GNC SOP, based on a clear understanding of what is being done in other clusters in relation to endorsement of activities and outputs. The ad hoc group proposed ensuring that review of these procedures in other clusters would be done, documented, in order to form the basis for a proposal of endorsement procedures to the GNC Coordination Team for incorporation into the revised GNC SOP, which would be further reviewed by the GNC group.

Table 1: Summary of activities, those involved, and timelines

Activity	Those involved	Timeline
a. Categorization of activities		
Construction of proposed definitions	Ad hoc group and GNC coordination team	April 2011
Circulation to the GNC group for comments (2 weeks to comment)	GNC Coordination team	April 2011
Consolidation of comments and circulation of "working definition"	Diane	May 2011
Categorization of the GNC workplan with the working definition	GNC Coordination team and working group co- chairs	May 2011
b. Style Guide		
Consultation with the GNC Coordination team and NCCs on parameters/needed guidance for style guide	Diane (in line with handbook)	April 2011
Development of the interim style guide	Diane, with circulation to the ad hoc group for additional comments	April 2011
Circulation for comments to the GNC group (2 weeks to comment)	GNC Coordination team	May 2011
Incorporation of comments	Diane	May 2011
Formal dissemination of the style guide with clear timeframe for review	GNC Coordination team	June 2011
Review of the content/usability/usefulness of the style guide as the basis for version 2	GNC Coordination team	pilot July- December, review Jan 2010
c. Logo		
Identification of capacity to draft the logo (internal or external resources)	Ad hoc group and GNC Coordination team	April 2011
Generation of 3 options	Graphic designer, agreed upon by ad hoc group and GNC Coordination team	April/May 2011
Circulation of 3 logos for vote to GNC group	GNC Coordination team	May 2011
Tabulation of results and circulation of "working" logo	GNC Coordination team	May/June 2011
d. Endorsement Procedures		
Review and documentation across clusters in terms of endorsement procedures	David and GNC Coordination team	April 2011
Drafting of suggested procedures based on review for incorporation into the GNC SOP	Ad hoc team	End April 2011
Drafting in the SOP	GNC Coordination team	End April/May 2011